

# EMALAHLENI LOCAL MUNICIPALITY



## **APPROVED REVIEWED INTEGRATED DEVELOPMENT PLAN 2018 / 2019**

## **Foreword by the Mayor**

The 7 May 2014 Provincial and National elections result was a watershed victory for the ruling party with an overwhelming majority of eighty five percent (85%). This is clear indicative of the trust and hope that Emalahleni Local communities have shown through the ballot box in confirming and renewing the mandate of the African National Congress in governance.

We are convinced that the continued political and administrative stability at the level of Emalahleni Municipal Area will inspire us and improve service delivery. As I present the draft Integrated Development Plan and Budget, tariffs and finance related policies on behalf of the collective, it must be noted that 2016/17 fiscal year has been an exciting year in so far as service delivery, forward planning, implementation of sound policies premised on both intergovernmental and international relations and above all we particularly focused on monitoring and evaluation of the progress made in responding to the needs and priorities of our communities.

The municipality undertook an aggressive Public Participation and Mayoral Outreach Programmes as an effort to empower and capacitate our communities on the plans that the Municipality intends to embark on this last financial year of the current term of Council (2016/17). In addition to this, public participation and stakeholder engagement are invariably in keeping with compliance with Chapters 4 and 5 of the Local Government: Systems Act 2000 (Act 32 2000) as amended. The aforementioned legislation reinforces the principle of deepening democratic participation by all key stakeholders to be involved in local governance.

We are ecstatic and humbled by the manner in which sector departments and state owned enterprises continue to positively contribute to the development of Emalahleni Municipal area. There is cohesion and better coordination of our programmes amongst three spheres of government (Local, Provincial and National Governments). We have adopted an approach of working smart with our communities and key stakeholders in order to enhance service delivery and accountability through IDP and Budget processes as well as Mayoral Outreach engagements (Back to Basics Mandate). We urge fellow Councilors and officials of Emalahleni Local Municipality to work extremely hard during the entire term of office of the newly elected leadership and management as if there is no tomorrow.

**COUNCILLOR NOMVELISO NYUKWANA  
HONOURABLE MAYOR**

## **Executive Summary**

In 2016, Local Government Elections were held and Emalahleni Local Municipality is in the process of developing a five year and credible strategic planning tool commonly known as Integrated Development Plan (IDP) with a cash-back budget premised on a medium-term revenue and expenditure framework. The IDP is in terms of Local Government: Municipal Systems Act 2000 (Act 32 2000) as amended. The needs and priorities of communities are derived from Public Participation and Mayoral Outreach Programmes, which were also conducted as per the requirements of the act. It should be noted that IDP and Budget are living documents and their implementation is assessed in terms of service delivery and budget implementation plan which confirms the relevance of programmes and projects of Council.

IDP and Budget are designed in such a way that they fulfil the constitutional mandate of local government that of institutional development and transformation, service delivery, local economic development, job creation, spatial planning as well as financial viability and financial management. In Addition to this, Emalahleni Local Council developing and approving a business process re-engineering to inform its macro institutional organogram as an attempt to give effect to the five key priority areas.

The Executive Management took a decision that audit action plan and dashboard and drivers of internal controls become standing items on its agenda. Executive Management is progressively dealing with the challenges that the Municipality has accumulated over the last ten (10) years, for example some employees have been on contract for more than eight (8) years without any plans for absorption and non-compliance with supply chain processes (Policies have been reviewed and SCM Unit beefed up). The Municipality is politically and administratively stable and there is commitment from the leadership to take Emalahleni to a higher level. We honestly request that Councillors, Traditional Leadership, Communities, Key Stakeholders and Sector Departments continue to support our endeavours of accelerating service delivery to all communities.

"Emalahleni is indeed moving forward -Siyaqhuba" with the execution of Back to Basics mandate.

**DR SITEMBELE WISEMAN VATALA**  
**MUNICIPAL MANAGER**

## **I. CHAPTER 1 - STRATEGIC OVERVIEW OF THE MUNICIPALITY**

### **1.1 Introduction**

The document represents the outcomes of the draft reviewed Integrated Development Plan (IDP), which is the first review on the current term of Office of the Emalahleni Municipal Council.

The IDP has been reviewed for the 2018 to 2019 financial years in compliance with Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended).

### **1.2 Legislative Framework**

**1.2.1 Local Government: Municipal System Act (MSA), 2000 (Act 32 of 2000 as amended) compels municipalities to draw up the IDP's as a singular inclusive and strategic development plan. In terms of Section 26 of the MSA, a municipality produces an IDP every five years, comprising of the following components:**

- (i) A 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;
- (ii) An assessment of the existing level of development in Emalahleni, which must include an identification of communities which do not have access to basic municipal service;
- (iii) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.
- (iv) The council's development strategies which must be aligned with any national, provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- (v) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (vi) The council's operational strategies;
- (vii) Applicable disaster management plans;
- (viii) A financial plan, which must include a budget projection for at least the next three years; and
- (ix) The key performance indicators and performing targets.

**1.2.2 Regulations 2 (1) and (2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 set out the following further requirements for the IDP:**

- 1) (a) The institutional Framework, which must include an organogram, required for the
  - (i) The implementation of the IDP; and
  - (ii) Addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the IDP;
- (b) Any investment initiatives in the municipality
- (c) Any development initiatives in the municipality, including infrastructure, physical, social and institutional development



- (d) All known projects, plans and programmes to be implemented within the municipality by any organ of state; and
  - (e) The key performance indicators set by the municipality.
- 2) An integrated development plan may –
    - (a) have attached to it maps, statistics and other appropriate documents; or
    - (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.
  - 3) A financial plan reflected in a municipality's integrated development plan must at least-
    - a) include the budget projection required by section 26 (h) of the Act;
    - b) indicate the financial resources that are available for capital project developments and operational expenditure; and
    - c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
      - (i) Revenue raising strategies;
      - (ii) asset management strategies;
      - (iii) financial management strategies;
      - (iv) capital financing strategies;
      - (v) operational financing strategies; and
      - (vi) Strategies that would enhance cost-effectiveness
  - 4) A spatial development framework reflected in a municipality's integrated development plan must-
    - a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
    - b) set out objectives that reflect the desired spatial form of the municipality;
    - c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
      - (i) indicate desired patterns of land use within the municipality;
      - (ii) address the spatial reconstruction of the municipality; and
      - (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
    - d) set out basic guidelines for a land use management system in the municipality;
    - e) set out a capital investment framework for the municipality's development programs;
    - f) contain a strategic assessment of the environmental impact of the spatial development framework;
    - g) identify programs and projects for the development of land within the municipality;
    - h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
    - i) provide a visual representation of the desired spatial form of the municipality, which representation-
      - (i) must indicate where public and private land development and infrastructure investment should take place;



1.4 Provincial IDP Assessment

IDP Analysis and Assessment Framework 2017

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>1. SPATIAL PLANNING, LAND AND HUMAN SETTLEMENT</b>						
<b>1 Compliance</b>						
a) Has the council adopted an SDF? If so, when was it adopted?	ALL	Y	Adopted in December 2013 Page 45 of the IDP document			
b) Has the Municipality considered new developments that would require amendments of the SDF?	ALL	Y	Pages 45 and 57 of the IDP document			
c) Has the SDF been developed according to the requirements of the SDF Guidelines?	ALL	N	The municipality will be developed 2017/18 financial year to comply with SPLUMA	Emalahleni Local Municipality	2017/18	Emalahleni Local Municipality
<b>1.1 Spatial Rationale</b>						
a) Do the strategies /policy and maps reflect spatial implication with regard to ward investment in the urban and rural areas?	ALL	Y	Page 90 of SDF document Page 217 of IDP document			



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Does the IDP (and SDF) contain maps and/or explanatory text that describe the location of future types of basic services and/or infrastructure investment per specific localities?	ALL	Y	Page 85 of SDF document Pages 193, 211 – 216 of IDP document			
c) Does the municipality apply the principles of the NSDP and PSDP to ensure sustainable planning e.g. densification, mixed use as well as mitigation and adaption strategies related to climate change?	ALL	Y	Page 14 of SDF document Page 193 of IDP document			
d) Is there an Implementation plan to unlock land for future land uses?	ALL	Y	Pages 109 - 116 of SDF document Page 314 of IDP document			
e) Are there any SDF priorities that are translated into municipal IDP (budget/ financed) projects?	ALL	N	The SDF is old and needs to be reviewed. The new IDP does not talk to the old SDF.	Emalahleni Local Municipality	2018/19	Emalahleni Local Municipality
<b>1.3 SPLUMA Implementation</b> a) Has the Planning Tribunal been established and adopted by council?	ALL	Y	Part of Chris Hani District MPT Page 43 of IDP document			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Is the Planning Tribunal a stand-alone or a joint tribunal ? and is it functional if not what are the impediments?	ALL	District MPT	Chris Hani District MPT and its functional Page 43 of IDP document			
c) Has Town Planning By-laws been prepared and adopted by the council?	ALL	Y	Adopted and gazetted in 2016			
d) Has the authorized officials been appointed? If not what impediments?	ALL	Y	Page 43 of IDP document			
e) Has the municipality appointed a qualified town planner to deal with town planning requirements in terms of SPLUMA?	ALL	Y	Technical Planner			
<b>1.4 ACCESS TO LAND AND HUMAN SETTLEMENT DEVELOPMENT.</b> a) <i>Is there a credible land audit report for the municipality, if not is there a plan conduct one</i>	ALL	N	<i>The municipality has in the process of conducting land audit</i>	Emalahleni Local Municipality	2018/19	Emalahleni Local Municipality
b) <i>Are there control mechanisms in place for land invasion (e.g. invasion policy, By-Laws, etc)?</i>	ALL	N	<i>The municipality needs to develop a land invasion policy</i>	Chris Hani District Municipality	2018	Chris Hani District Municipality



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
c) <i>Are there any records of outstanding land claims that may hinder human settlements and socio-economic developments?</i>	ALL	NA				
d) <i>Does the Municipality have an operational integrated Geo-Spatial land information system (GIS)? If not, are there plans to establish one.</i>  <i>If yes, what type of information that has been captured?</i>	ALL	Y	<i>The GIS system is place but municipality needs to appoint GIS official</i>	Emalahleni Local Municipality	2018/19	Emalahleni Local Municipality
e) Is there a reference to the contents of the housing sector plan in the IDP?  <ul style="list-style-type: none"> <li>• Housing needs register</li> <li>• Informal settlement database</li> <li>• Migration plan</li> <li>• Bulk services</li> <li>• Social amenities</li> <li>• Blocked projects</li> <li>• Planned housing projects ready for implementation</li> </ul>	ALL	Y	Pages 290 - 332 of IDP document			
f) Has budgetary provision being made for planned housing projects?	ALL	Y	Pages 429 - 432 of IDP document			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>1.5 ENVIRONMENT MANAGEMENT:</b>						
<b>1.5.1 AIR QUALITY MANAGEMENT</b> a) Does the IDP reflect the presence of an air quality management plan (AQMP) as contemplated in Section 15(2) of the NEMA: Air Quality Act 39 of 2004	ALL	Y	Page 72. Using the CHDM			
b) Is the municipality a licensing authority?	DM & Metro	N/A	This is the DM function.	DEDEAT & DEA,		
<b>1.5.2 CLIMATE CHANGE</b> a) Does the municipality have a climate change response strategy or activities that respond to climate change?	ALL	Y	Indicated on page 49 & 72 using the CHDM developed strategy. List of projects that are responding climate change.	DEDEAT, DEA & CHDM		
<b>1.5.3 NATURAL ENVIRONMENTAL ANALYSIS:</b> a) Is there a summarized analysis of the natural environment including assets and threats?		Y	Indicated on page 48 of the SDF and summary of the EMF page 70.	DEDEAT, DEA, CHDM		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Is there an indication of how the municipality intends to use and protect its natural resources/protected areas and heritage as its comparative and competitive advantage?		Y	Page 42-51 its reflected	DEDEAT, DEA, CHDM		
c) Are there mechanisms to capacitate local communities on environmental issues.		y	Page 42& 72. Awareness programs, calendar days and the SDF is articulating more on the community engagement	DEDEAT, DEA, CHDM	Continuous programs	
d) Is there a functional environmental unit/ environmental official in place to implement environmental plans and programmes?		Y	Page 93 (Organogram is reflected) Dedicated unit and the organogram makes provision of the expansion of the organogram.	DEDEAT, DEA, CHDM		
e) Are there any projects that address environmental challenges		Y	Indicated on page 57, Land Care programs	DEDEAT, DEA, CHDM		
f) Is there a plan to address land degradation and revitalization?		Y	Page 60-61, 70 & 72 (land Care programs implemented in conjunction with DRDAR & CHDM)	DEDEAT, DEA, CHDM		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
g) Are there any environmental by-laws in place? How are they enforced?		Y	Promulgated environmental bylaws inclusive of waste activities, page 70- 73 Designated peace officers in place	DEDEAT, DEA, CHDM		
h) Is there an indication of the capital projects that will require environmental authorization to comply with an EIA process?		Y	Projects reflected will not trigger the listed activities	DEA& DEDEAT		Institutional arrangement is in place to assist.
i) Is there evidence indicating an attempt to develop environment planning tools such as SOER, EMFs, Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated EMPs?		Y	Page 71, 394, EMF promulgated	DEDEAT, DEA, CHDM		
j) Does the IDP reflect National and Provincial Initiatives (human resources and projects)?		Y	Chapter 12 of the IDP	DEDEAT, DEA, CHDM	2017-2022	The IDP should not only reflect projects but human resources as well such as DEDEAT & DEA:LGS
<b>2. SERVICE DELIVERY AND INFRASTRUCTURE PLANNING</b>						

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>2.1 ROADS AND STORMWATER MANAGEMENT QUESTIONS</b>						
a) Does the municipality have Rural Roads Asset Management (RRAMS)?	ALL	Y	The municipality has the RRAMS but it is not reflected in the document.			The municipality will reflect in the next IDP document
b) Is the 3YCP inclusive of Roads planning...?	LM & METROS	Y	P 341			
c) Has the municipality budgeted for roads capital projects?	LM & METROS	Y	P 340			
d) Has the municipality budgeted for roads maintenance?	LM & METROS	Y	P 342			
e) Is there an approved storm water management plan?	LM AND METROS	Y	P 34			
f) Do municipalities have coordinated forums towards Roads planning?	LM AND METROS	Y	P 34			
<b>2.2 PUBLIC TRANSPORT</b>						
a) Is there an Approved Integrated Transport Plan?	DM	N/A				
b) Have you budgeted for public transport facilities?	DM	N/A				



<b>Evidential Criteria / KPIs</b>	<b>Applicable to</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b>
c) Have the municipalities planned and budgeted for non-motorized facilities?	ALL	Y	P 31			
d) Do municipalities have coordinated forum towards Transport planning?	ALL	Y	P 34			
a) Maritime Transport: Does the municipality have a plan for Coastal Zone Management	COASTAL MUNICIPALITIES	N/A	N/A			
a) Does the municipality have Municipal Coastal Committees?	COASTAL MUNICIPALITIES	N/A	N/A			
<b>2.3 WASTE MANAGEMENT SERVICES</b>						

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<p>a) Does the municipality have an WMP as contemplated in section 11 of the NEMA: Waste Act 59 of 2008?</p> <p>(i) If yes, has it been endorsed/ approved by council and the MECs (DEDEAT &amp; CoGTA - EC)</p> <ul style="list-style-type: none"> <li>To what extent is it implemented?</li> </ul> <p>ii) If not, when will it be available and what are the waste management operational plans that are being implemented (waste services, management of waste disposal facilities, recycling, waste reporting waste management officers)</p>		Y	<p>Indicated on page 68 &amp; 70 of the IDP,</p> <p>(i) Adopted by council in October 2016. Endorsed MEC June 2017 by DEDEAT</p> <ul style="list-style-type: none"> <li>All key focus areas as per the IWMP implementation plan are executed and reported as such page 68 &amp; 409</li> </ul> <p>(ii) N/A</p>	DEA, DEDEAT & CHDM	2017-2022	
<p>b) Does a municipality have a formally appointed and designated waste management officer?</p>		Y	Page 90 (Organogram) and page 68	DEA, DEDEAT & CHDM		
<p>c) Does the municipality have landfill sites? How many are operational and how many are licensed? If not licensed when will they be licensed.</p> <ul style="list-style-type: none"> <li>Indicate level of compliance (license and management)</li> </ul>		Y	<p>Indicated on page 68 of the IDP</p> <p>1 licensed for construction &amp; 3 operational but towards closure and rehabilitation</p> <p>Priority issues wrt to waste are reflected on the IDP</p>	DEA, DEDEAT & CHDM		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<p>d) Are there any gazetted waste management bylaws in place that comply with the NEMWA No. 59 of 2008, and are they enforced?</p> <p>(i) If yes, are they addressing the issues of illegal dumping and littering as prescribed within NEMWA (Act No. 59 of 2008)?</p> <p>(ii) If no, when will they be developed / reviewed?</p>		Y	<p>Indicted on Page 70 in the IDP, gazetted and enforced by law enforcement officers of the municipality</p> <p>(i) The by-law does address the waste issues</p> <p>(ii) N/A</p>	DEA, DEDEAT & CH DM		
<p>e) Does the Municipality have a Trade Effluent Policy?</p>		N/A		DEA, DEDEAT & CHDM	2018/19	Municipality does not have major industries in the area.
<p>f) Is there a budget for Operations and maintenance being ring fenced for the above purpose?</p>		Y	Chapter of the IDP			
<p>g) Are there any projects that address waste management challenges?</p>		Y	Indicated on page 73 of the IDP			Assisting in the implementation of the IWMP
<p>h) Are there mechanisms to capacitate local communities on waste management issues e.g. awareness campaigns, access to waste management information etc.?</p>	ALL	y	Page 73 & 90	DEA, DEDEAT & CHDM		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
i) Are there any coordinated for a for waste management?	ALL	Y	Page 68 & 73	DEA, DEDEAT & CHDM		
<b>2.4 SAFE AND SECURE ENVIRONMENT</b>						
a) Does the municipality have an integrated community safety forum?	ALL	Y	P 79			
b) Does the municipality have an integrated community safety plan?	ALL	N	The municipality has not reflected the availability of the an Integrated Community Safety Plan			
<b>2.5 DISASTER MANAGEMENT / EMERGENCIES AND FIRE SERVICES</b>						
a) Has Municipality reviewed the adopted Disaster Management Framework?	District and Metro	N/A	Not applicable to the Municipalities (Functionary of Districts and Metros	N/A	N/A	
b) Is the District/Metro disaster management centre established that meets minimum requirements i.t.o the National Disaster Management Policy Framework	District and Metro	N/A	Not applicable to the Municipalities (Functionary of Districts and Metros	N/A	N/A	

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
c) Has the disaster management centre conducted vulnerability and risk assessment (both natural and man-made?)	ALL	Y	The Municipality has developed a disaster management plan which is informed by the vulnerability assessments which were conducted in 2014 and is reviewed periodically. (Page 73 – 74 on the IDP document)	N/A	N/A	N/A
d) Has the disaster management centre developed strategies / programmes for community vulnerabilities and risks identified?	ALL	Y	This is addressed on the IDP Document on Page 73, 74 and	N/A	N/A	N/A
e) Has the Municipality adopted a disaster management plan?	ALL	Y	The Municipality does have an adopted plan which was adopted in 2015. (Page 74 on the IDP Document. Please refer to the Disaster Management Plan of the Municipality as well.	COGTA and Chris Hani Disaster Management Centres	2018/19	The Municipality does have a plan but require funding to implement the plan



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
f) Is the municipal Spatial Development Plan informed by disaster vulnerability and risk assessment reports?	ALL	Y	The Municipality needs to incorporate comments and contributions from Municipal Disaster Management Component in all developmental projects. This is reflected on Page 392 of the IDP document and also on the Spatial Development Framework of the Municipality	N/A	N/A	N/A
g) Are emergency procurement measures stipulated in the disaster management plan?	ALL	Y	This is contained on Page 109 of the IDP document and is also reflected on the Disaster Management Plan of the Municipality	N/A	N/A	N/A
h) Are disaster management by-laws adopted?	ALL	Y	The Municipality does not have a Disaster Management Specific Bylaw but do have Bylaws that are related to Disaster Management (Page 92 on the IDP document)	N/A	N/A	N/A

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
i) Is the municipality operating a fulltime fire service?	ALL	Y	The Municipality does provide a full-time fire service with staff and resources (Page 73 on the IDP document	COGTA and Chris Hani Disaster Management Centers	2018/19	The Municipality is planning on building a fire station and has already identified a site and designs are in place. The Municipality will source funding for this project
j) Are fire services tariffs developed, adopted, implemented and periodically reviewed?	ALL	N	The Municipality requires assistance from COGTA and Chris Hani Disaster Management Centres	COGTA and Chris Hani Disaster Management Centers	2018/19	The Municipality to be assisted
k) Is there a plan to address veld and forest fires, oil spillages, floods?	ALL	y	This was identified in the Risk assessment and has been dealt with on the Disaster Management Plan of the Municipality and is reflected on page 392 on the IDP document	N/A	N/A	N/A
<b>2.6 ENERGY</b>						
a) Does the municipality have electricity backlogs?	METRO & LM	Y	P 28			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Is the 3YCP inclusive of Electricity planning?	METRO & LM	N/A	The municipality has not identified the need for new infrastructure.			
c) Does the plan make provision for infrastructure reticulation or bulk infrastructure for electricity?	METRO & LM	N/A	The municipality has not identified the need for new infrastructure			
d) Has the Municipality investigated alternative sources of renewable energy?	METRO & LM	Y	P 34			
e) Who has NERSA license between ESKOM and Municipality?	METRO & LM	Y	P 336			
f) If the municipality has a NERSA license, what provision has been made for maintaining facilities?	METRO & LM	Y	342			
<b>2.7 WATER AND SANITATION:</b>						

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>2.7.1 ANALYSIS FOR WSA WSP</b> a) Does the IDP status quo analysis reflect the following with regard to water and sanitation? i) Status of the WSDP (latest adopted and approved by the council – indicate the approval date) ii) Summary of the state of water services with reference to their spatial positioning; per category and level of service.	WSA	N/A				
b) Does the IDP provide a summary of water planning and current requirements per sector as per WSDP (Housing, Agriculture, Mining & Tourism)	WSA	N/A				
c) <i>Does the municipality an infrastructure maintenance plan?</i>	WSA	N/A				
d) <i>Does the IDP reflect on challenges faced by the municipality in fully implementing its function on water and sanitation?</i>	WSA	N/A				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>2.7.2 SANITATION:</b> a) Does the IDP indicate the status quo on sanitation provision; indicating level of access and type of sanitation systems?	WSA	N/A				
b) Does the IDP indicate the status of the sewer treatment plants and related bulk infrastructure.	WSA	N/A				
<b>2.7.3 Water and Sanitation Objectives</b> a) Does the IDP clearly identify objectives, strategies and projects to address the following: i) Access to water and sanitation services ii) Infrastructure maintenance	WSA	N/A				
<b>3. FINANCIAL PLANNING AND BUDGETS</b>						



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>3.1 Compliance</b> a) Does the municipality have a financial plan aligned to the IDP which includes the cash flow statement/ projections for the financial year and a budget projection for at least the next 3 years in line with section 26(h) of MSA and Treasury Regulations?	ALL	Yes	Pg. 337-338			
b) Does the municipality have adopted prescribed statutory policies?	ALL	Yes	Pg. 351-353			
c) Are these policies reviewed annually?	ALL	Yes	Pg. 351			
d) Are the relevant policies promulgated into by-laws and gazetted?	ALL	Yes	Pg. 351-352			
e) Does the municipality have and implement Revenue Enhancement Strategy?	ALL	Yes	Pg. 349			
f) Does the municipality have Annual Financial Statements/ year end preparation plan?	ALL	Yes	Pg. 358			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
g) Does the municipality have and maintain a GRAP compliant Asset Register?	ALL	Yes	Pg. 350			
h) Does the municipality have separate bank accounts for Conditional grants?	ALL	Yes	Pg. 347			
<b>3.2 Expenditure</b> a) Does a municipality have a Repairs and Maintenance Plan in place and budgeted for as per MFMA Circular 51?	ALL	Yes	Pg. 34 & 343			
b) Did the municipality managed to spend 100% of their capital budget?	ALL	Yes	Pg. 339			
c) Did the municipality managed to spend 100% of their grants (MIG etc.)	ALL	Yes	Pg. 347			
d) Does the municipality budget for salaries (Councillor's Remuneration and Employee costs) as per norms and standards?	ALL	Yes	Pg 335			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
e) Is the municipality servicing its loans as per service level agreement as prescribed by Section 46 of MFMA, 2003? (where applicable)	ALL	No	The municipality must reflect on the loan status in the IDP			
f) Does the municipality service its creditors in terms of financial norms and standards?	ALL	Yes	Pg. 109 and 335			
<b>3.3 Revenue Management</b> a) Does the municipality have accurate data in place for billing?	ALL	Yes	Pg 109			
b) Does the municipality have effective and efficient billing system to bill consumers on a monthly basis as per norms and standards of revenue management?	ALL	Yes	Pg 109&348			
c) Does the municipality collect its revenue more than 50% from the consumers in terms of financial norms and standards?	ALL	Yes	Pg 109 The current is 63%			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
d) Does the municipality have mechanisms to curb water losses and illegal electricity connections?	ALL	Yes	Pg. 128			
<b>3.4 Alignment</b> a) Does the SDBIP reflect the following (MFMA circular 13): i. IDP Priorities, SDBIP objectives, Strategies, projects and budget allocations ii. Targets, indicators in respect of each project and timeframes	ALL	Yes	Pg. 122-154			
b) Is there a reflection of Provincial and National allocations in the IDP?	ALL	Yes	Pg. 345			
c) Do DMs IDP/Budgets disclose budget and grants allocated to LM's and Do LM's disclose budget and grants received from DM's?	LM & DM	Yes	Pg. 345			
<b>3.5 Valuations</b> a) For the next cycle of the implementation of the MPRA have the municipality updated the project plan in terms of Sec. 81 of the amendment of the MPRA? (Provide council resolutions)	LM & METRO	Yes	Pg. 359			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Is there a budget allocated to appoint a service provider to conduct a General Valuation	LM & METRO	Yes	Pg. 359			
c) Is Section 6 and 14 of MPRA published and gazetted?	LM & METRO	Yes	Pg. 359 3848 Gazette No			
d) Does the municipality have updated valuation roll?	LM & METRO	Yes	Pg. 359			
e) Is the Property Valuation Roll published in the website?	LM & METRO	Yes	Pg. 359			
f) Does the municipality promulgate the notice in terms of section 49 for public inspection of the valuation roll? Provide Gazette number	LM & METRO	Yes	Pg. 359 3848 Gazette No			
<b>3.6 Supply Chain</b>						
a) Does the municipality have a functional supply chain unit in compliance with the National standards in terms of BID Committees?	ALL	Yes	Pg. 353- 357			
b) Does the municipality have a functional contract management in place	ALL	Yes	Pg. 356			



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>3.7 Financial Reporting</b> <i>i) mSCOA</i> a) Does the municipality have mSCOA resolution, mSCOA implementation plan, SCOA champions and SCOA oversight committee?	ALL	Yes	Pg. 336			
<i>ii) MFMA Prescripts</i> Does the municipality compile and submit the following reports? a) Section 71, b) Section 52d, c) Section 72, and d) Yearly Reports	ALL	Yes	Pg 110			
<b>3.8 Free Basic Services</b> a) Does the municipality review the Indigent Register annually to maintain its credibility?	ALL	Yes	Pg. 357			
b) Does the Financial Plan and Budget make provision for the cost of providing Free Basic Services to registered Indigents?	ALL	Yes	Pg. 357			
c) Is the cost of free basic services (indigents) to the municipality in the last two years indicated?	ALL	Yes	Pg. 357			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measures	Who will assist the Municipality?	By when?	Comments expected from
d) Is there dedicated staff for FBS?	ALL	Yes	Pg. 357			
e) Does the municipality have Indigent Steering Committees established and functional?	ALL	Yes	Pg. 357			
f) Is there integration plans between District and LMs	ALL	Yes	Yes			
<b>4. LOCAL ECONOMIC DEVELOPMENT</b>						
<ul style="list-style-type: none"> <li>• Can be considered for all municipalities but for 2010, the LED plan must be analyzed to a larger extent in municipalities rated B1 and B2 <ul style="list-style-type: none"> <li>• This strategy will also be important in municipalities rated C1 and C2.</li> </ul> </li> </ul>						
a) Is the socio – economic analysis underpinned by quality assured data? (Source and up-to-date).	ALL	Y	Page 242			
b) Does the socio-economic analysis capture the Demographics of the area clearly reflected within the IDP document?		Y	Page 243-253 The negative figures on the horizontal axis of the population pyramid must be converted from negative to positive figures			
c) Does the socio-economic analysis in the IDP reflect the % levels of employment/unemployment?	ALL	Y	Page 248			

<b>Evidential Criteria / KPIs</b>	<b>Applicable to</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b>
d) Have the sectors been analyzed in terms of GVA and Employment?	ALL	Y	Page 251-264			
e) Does the socio-economic analysis capture income distribution in the economy?	Where applicable	Y	Page 296			
f) Does the Situational Analysis reflect on the available economic infrastructure?	METRO & LMS	Y	Page 82 and 255			
g) Are the LED priorities in the IDP document aligned with the national, provincial and district objectives?	METRO & LMS	Y	Page 225-228			
h) Are comparative and competitive advantages of the locality brought out clearly within the IDP document?	ALL	Y	Page 227, 254-255 and 264 The information need to be quantified and presented in a tabular format			
i) Is there evidence of stakeholder and community involvement in LED activities (e.g. LED forum, business chambers etc.)?	METRO & LMS	Y	Page 254			
j) Are there clearly identified objectives and strategic priorities with a clear set of indicators, targets and deliverables/milestones?	ALL	N	Page 274 -289 On the action plan the indicators and targets need to clearly reflected			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
k) Does the municipality have mechanisms for business expansion and retention for existing businesses and attraction of further investment?	ALL	Y	Page 228-230			
l) Has the municipality set targets for enterprise development support e.g. SMME and Cooperatives?	ALL	Y	Page 278-289 The target need to reflect 5year plan			
m) Does the municipality have mechanisms to support the implementation of public employment Programmes (CWF/EPWP/any other)?	ALL	Y	Page 139 and 141			
n) Are there mechanisms to support small towns' revitalization initiatives?	ALL	Y	Page 41-42 and 51			
o) Are there Policies to promote economic development e.g. Informal Trading Policy etc.	ALL	Y	Page 92-93			
p) Does the IDP document reflect mechanisms for attracting investments into township economies (if applicable)?	ALL	Y	Page 42-66			

**5. GOOD GOVERNANCE & PUBLIC PARTICIPATION**

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<p>5.1 GENERAL</p> <p>a) <b>Has the Municipality adopted an IDP Process Plan as legislated (by 31<sup>st</sup> August) and adhered to it?</b></p> <p>Extract of Council Resolution to be provided as an annexure</p>	ALL	YES	Pg11-12			
<p>b) <b>Were the recommendations of the previous years IDP assessments taken into account?</b></p> <p><i>Also assessment results for past 3FYs to be indicated</i></p> <p>c) <b>Has the IDP Assessment Action Plan been developed and implemented?</b></p>	ALL	N/A  N/A				
<p>5.2 PUBLIC PARTICIPATION</p> <p>a) <b>Do you have an approved Public Participation Strategy?</b></p> <p>• <b>Does the Public Participation strategy demonstrate community involvement in the IDP development</b></p>	ALL	YES	Pg105			



Evidential Criteria / KPIs	Applicable to	Y/M	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>b) Is the municipality implenting the Integrated Service delivery Model (ISDM)</b> • Have the war rooms been launched in all wards?	ALL	YES	Pg106			
<b>c) Does the Municipality demonstrate commitment to public participation in the IDP; Budget design and Development?</b>	ALL	YES	Pg10			
<b>d) Is there an adopted stakeholder Communication Strategy?</b>	ALL	YES	Pg103			
<b>e) Does the municipality identify mechanisms for stakeholder mobilization?</b>	ALL	YES	Pg105			
<b>f) Have Ward Committees been established throughout the municipality?</b>	Metros & LMs	YES	Pg105			
<b>g) Does the Municipality's Ward Committees contribute to the development of municipal affairs?</b>	ALL	YES	Pg105			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
h) Do ward committee resolutions/concerns find expression in the Council structures.	Metros & LMs	YES	Pg105			
i) Does the District contribute towards functionality of Ward Committees	DM	N/A				
j) Has the municipality developed ward based plans throughout the municipality and they inform the IDP?	Metros & LMs	YES	Pg161			
k) Does the District contribute towards development of ward based plans		N/A				
l) Does the municipality have CDW?  • Are CDWs Integrated in municipal programmes, plans and structures	ALL	YES YES	Pg105 Pg10,160			
m) Where applicable, does the Municipality have strategies to involve traditional leaders and their communities in the IDP process?	ALL	YES	Pg10,105,160			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<p align="center"><b>5.3 SOCIAL COHESION</b></p> <p>(a) Are there any programs/ activities that enhance social cohesion and do they contribute to nation building?</p>	ALL	YES	Pg105,99-102			
<p>b) Does the Municipality have IGR systems that facilitate integration of Sector Depts/SOEs in the IDP and other municipal development</p>	ALL	YES	Pg106			
<p>c) Is the municipality engaged in inter-municipal planning programmes? (be explicit)</p> <p>Programmes/project in respect of inter-municipal planning to be indicated</p>	ALL	NO				
<p><b>5. 4 COMPLAINTS &amp; FRAUD MANAGEMENT</b></p> <p>a) Is there an institutionalized complaint management system?</p> <p><i>Provide the complaint management system</i></p>	ALL	YES	Pg104			
<p>b) Is there a clear system of channeling petitions?</p>		YES	Pg104			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
c) Is there a fraud prevention plan/policy? <i>Summary must be provided</i>	ALL	YES	Pg92, 399			
5.5 COUNCIL AND OTHER GOVERNANCE STRUCTURES a) Are Council and its structures convened according to the adopted Council calendar?	ALL	YES	Pg95			
b) Is there an audit committee, MPAC & Risk Management Committee, and are they functional	ALL	YES	Pg96,103, 399			
c) Is there a Legal Management System in place? (litigation register)	ALL	YES	Pg146			
d) Does the audit committee have a framework to regularly audit the performance, compliance and finance management?	ALL	YES	Pg103			
e) What were the Audit Opinions for this municipality over the last three years?	ALL	YES	Pg103			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
f) What were the findings on predetermined objectives and compliance issues?	ALL	YES	Pg360			
g) Is there an adopted Audit Action Plan to deal with issues raised by the AG? <i>Provide a summary of key issues/issues of emphases</i>	ALL	YES	Pg360			
h) Are applicable by-laws adopted and gazetted?	ALL	YES	Pg91			
5.3 SPECIAL GROUPS						
a) Is there evidence indicating that the target group (SPU –women, disabled, youth,etc) issues are mainstreamed in key plans of the Municipality and in sector plans? (internally and externally)	ALL	YES	Pg. 99			
b) Is there a strategy for HIV and AIDS mainstreaming ?	ALL	YES	Pg. 92, 102, 398			



Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<b>5.4 POPULATIONS ISSUES</b> ALL STATISTICS ISSUES TO BE SOURCED FROM THE LATEST CENSUS AND COMMUNITY SURVEY	ALL	YES	Pg. 18-20			
<b>a) Is there IDP reflection of the population data and analysis describing population size, composition, distribution and change?</b> <i>Diagrammatic descriptive and schematic data to be provided</i>		YES	Pg. 18-20			
<b>b) Are sectoral implications of population patterns and trends identified?</b>	ALL	YES	Pg22-27 *Populations must be analyzed according to the trends. Population trends and patterns are NB for tracking progress over various periods (years). This is key to intensify/ adjust programming. These have to be included in the document. *Issues of urbanization and migration need to be measured and reflected too.	COGTA (IDP), Social Development (PPU), STATSSA	December 2017	

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
<p>c) Does the population analysis reflect population concerns of the Municipality?</p> <p>A summary to be given</p>	ALL	YES	Pg22-27			
d) Is there evidence of sectoral plans addressing population concerns?	ALL	YES	Pg391-405			
<p>e) Do the sector plans take SDGs, B2B, NDP, PDP and 12 Outcomes &amp; targets into consideration?</p> <p>Please provide analysis that support the sector plans</p>	ALL	YES	Pg105,226			
f) Does the municipality have a functional and effective M&E system/Unit	ALL	YES	Pg98			
g) Does the municipality have an Institutional PMS Policy?	ALL	YES	Pg. 372			
<b>6. Institutional Arrangements</b>						
<p>6.1 General CORPORATE ADMINISTRATION</p> <p>a) Does the Municipality indicate the political and the administrative seat in the IDP ?</p>	ALL	Yes	Pg. 96			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
b) Does the Municipality have mechanisms for proper management of satellite offices ?	ALL	Yes	Annexure			
c) Does the municipality perform according to Powers and Functions (reflect implementation plan thereof)	ALL	Yes	Pg. 90-91			
<b>ORGANISATIONAL DEVELOPMENT</b> a) Does the IDP contain a council approved organisational structure/organogram that aligns to the long term development plans of the municipality as reflected in the IDP, as well as powers and functions of the municipality? If yes, is the vacancy rate indicated? (Provide brief analysis of the structure and indicate filled and funded vacancies)	ALL	Yes	Pg. 158			
b) Does the IDP show if Municipal Manager and all other s.56 managers are currently filled?	ALL	Yes	Annexure			
c) Does the IDP reflect the filled and vacant posts per Department?	ALL	Yes	Annexure			
d) Does your IDP reflect on the critical and scarce skills that are a challenge to your municipality?	ALL	Yes	Pg. 83			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from
e) Does the Municipality has the following in place: HR Policies/ Strategies, EEP, WSP?	ALL	Yes	Pg. 93 HR Plan has not yet completed (assistance needed) Pg. 94 WSP			
f) Does it reflect when last were they reviewed?	ALL	Yes	Pg. 93			
g) Does the Municipality reflect on platforms /strategies (LLFs and Disciplinary Hearings) that discuss matters of mutual interest between the employer and employee?	ALL	Yes	Pg. 94			
h) Are these strategies functional?	ALL	Yes	Pg. 94-95			
i) Does the IDP reflect on strategies on employee wellness?	ALL	No	Previous financial year no designated person, and this year it is dissolved			
j) Does the IDP reflect compliance on Occupational Health and Safety?	ALL	Yes	Pg. 95			
h) Does your IDP reflect on the existing Performance Management System?	ALL	Yes	Pg.372-391			
i) Is PMS implementation cascaded to other levels thereof? If not state challenges	ALL	Yes	Pg. 384			

<b>Evidential Criteria / KPIs</b>	<b>Applicable to</b>	<b>Y/N</b>	<b>Comments and Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Comments expected from</b>
m) Are quarterly assessments done? If not state challenges	ALL	Yes	Pg. 390			
<b>INFORMATION COMMUNICATION AND TECHNOLOGY</b>	ALL	Yes	Pg. 92			
a) Does your IDP reflect on ICT policy framework?						
b) Does your IDP reflect the action plans to address the challenges mentioned above?	ALL	No	No implementation plan			
c) Does the municipality reflect Disaster Recovery Plan and its implementation	ALL	No	Municipality is in a process to identify the discovery site			
d) Does the IDP show proper records keeping?	ALL	Yes	Pg. 95			



## **1.5 Pre-Planning**

### **1.5.1 Introduction**

In line with the requirements of the local government laws and regulations, all stakeholders in the municipal are to be catered for during the development and review of the IDP to encourage community involvement and ensure maximum participation in the municipal affairs

### **1.5.2 Legal Context**

- (i) The Municipal Systems Act 32 of 2000 provides that a Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –
  - (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
  - (b) Aligns the resources and capacity of the municipality with the implementation of the plan
  - (c) Forms the policy framework and general basis on which annual budgets must be based
  - (d) Complies with the provisions of this chapter; and
  - (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation
  
- (ii) Section 21 (1) of the Local Government: Municipal Finance Management Act 56 of 2003, provides that, the Mayor of the Municipality must coordinate the processes for preparing the annual budget and for reviewing the Municipality's IDP and Budget related policies to ensure that the tabled budget and any revisions of the IDP are mutually consistent and credible

### **1.5.3 Objectives**

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

### **1.5.4 IDP Processes**

- **Phase 1:** Preparing for new IDP Cycle
- **Phase 2:** Monitoring and Evaluation & Update Analysis
- **Phase 3:** Objectives, Strategies, Projects and Programme
- **Phase 4:** Integration
- **Phase 5:** Approval

### **1.5.5 Role players**

The following role players will be involved in the development and/or review process of the Integrated Development Plan (IDP):

- (a) Council
- (b) Mayor
- (c) Executive Committee

- (d) Municipal Manager
- (e) IDP, PMS and Budget Steering Committee
- (f) IDP, PMS and Budget Technical Steering Committee
- (g) Inter-Governmental Relations Committee
- (h) Ward Councillors and ward committees
- (i) Community Development Workers
- (j) IDP, PMS and Budget Representative Forum (residents, communities and other stakeholders)
- (k) Chris Hani District Municipality
- (l) Provincial Government Departments in terms of their sector programmes

### 1.5.6 Roles and Responsibilities of Each Role Player

No	Role Player	Roles and Responsibilities	Composition
1	Municipal Council	(1) The Municipal Council will consider and adopt the process plan and the IDP and/or Reviewed IDP.	The Municipal Council shall be composed of: (1) All PR and Ward Councillors of Emalahleni Municipality
2	The Mayor	(1) Must ensure that the IDP is developed (2) Must ensure that the IDP is reviewed annually (3) Chairs the IDP/PMS and Budget Representative Forum (4) Chairs the IDP/PMS and Budget Steering Committee	
3	The Executive Committee	(1) The Executive Committee assists the Mayor to develop and review the IDP in line with the targets set in the IDP Process Plan of each financial year.	
4	The Municipal Manager	(1) The Municipal Manager provides technical support to the IDP/PMS and Budget Steering Committee. He / She co-ordinates the IDP development and review processes through relevant technical structures and performs the following activities:  (a) Preparing the process plan (b) Undertaking the overall management and co-ordination of the planning process by ensuring: <ul style="list-style-type: none"> <li>• Participation and involvement of all different role players</li> <li>• That time frames are adhered to</li> <li>• That the planning process is aligned to the Provincial Growth and Development Strategy</li> </ul>	

No	Role Player	Roles and Responsibilities	Composition
		<ul style="list-style-type: none"> <li>• Conditions for community participation are provided</li> <li>• That the results of the planning and IDP review process are documented.</li> </ul> <p>(c) Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the Municipal Council</p> <p>(d) Accommodates and considers IDP comments and proposals from the office of the MEC for Local Government and Traditional Affairs</p>	
5	IDP/PMS and Budget Technical Steering Committee	<p>(1) IDP/PMS and Budget Technical Steering Committee does the technical ground work and provides information to the IDP/PMS and Budget Steering Committee.</p> <p>(2) <u>Terms of Reference</u> The committee shall be responsible:</p> <ul style="list-style-type: none"> <li>• Collect and collate information for IDP, PMS and Budget Steering Committee</li> <li>• Conduct research and Advise the IDP, PMS and Budget Steering Committee</li> </ul>	<p>The committee shall be composed of the following members of the municipal administration:</p> <ul style="list-style-type: none"> <li>• Municipal Manager</li> <li>• All Directors</li> <li>• All Divisional Managers</li> </ul>
6	IDP / PMS and Budget Steering Committee	<p>(1) The IDP / PMS and Budget Steering Committee assists the Mayor in guiding the development and review process of the IDP.</p> <p>(2) <u>Terms of reference</u> The terms of reference for the IDP / PMS and Budget Steering Committee shall be the following:</p> <ul style="list-style-type: none"> <li>• Establish sub-committees</li> <li>• Commission research studies</li> <li>• Consider and comment on: <ul style="list-style-type: none"> <li>• Inputs from sub-committees, study teams and consultants</li> <li>• Inputs from provincial sector departments and support providers</li> </ul> </li> <li>• Processes, summarize and document inputs</li> <li>• Make content recommendations</li> <li>• Define the terms of reference for</li> </ul>	<p>It comprises of the following members:</p> <ul style="list-style-type: none"> <li>• Mayor (Chairing)</li> <li>• Council Speaker</li> <li>• Chief Whip</li> <li>• All Members of the Executive Committee</li> <li>• Municipal Manager</li> <li>• All Directors</li> <li>• Manager: IDP and PMS</li> <li>• Manager: Budget and Financial Reporting</li> </ul>

No	Role Player	Roles and Responsibilities	Composition
		<p>the IDP / PMS and Budget Representative Forum</p> <ul style="list-style-type: none"> <li>• Inform the public about the establishment of the IDP / PMS and Budget Representative Forum</li> <li>• Identify stakeholders to be part of the Forum in such a way that the public is well represented</li> <li>• Providing relevant technical, sector and financial information for analysis and for determining priority issues</li> <li>• Provide political guidance in the consideration of financial strategies and identification of projects</li> <li>• The IDP / PMS and Budget Steering Committee may delegate some or all its responsibility to the IDP / PMS and Budget Technical Steering Committee.</li> </ul>	
7	IDP, PMS and Budget Representative Forum	<p><b>(1)</b> The IDP / PMS and Budget Representative Forum of Emalahleni Local Municipality is the organizational mechanism for discussions, negotiations and decision-making between stakeholders within our municipal area.</p> <p><b>(2) Terms of Reference</b> The terms of reference for the IDP / PMS and Budget Representative Forum shall be as follows:</p> <ul style="list-style-type: none"> <li>• Represent the interests of their constituents in the IDP process</li> <li>• Provide an organizational mechanism for discussion, negotiation and decision-making between stakeholders including municipal government</li> <li>• Ensure communication between all stakeholders including municipal government</li> <li>• Monitor the performance of the planning and implementation process.</li> <li>• Provide a platform for engagement, input and feedback to stakeholders on the IDP and PMS.</li> </ul>	<p>It is envisaged that the following organizations and/or stakeholders may be involved:</p> <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Ward Committees</li> <li>• Community Development Workers</li> <li>• Inter-Governmental Forum</li> <li>• Traditional Leaders</li> <li>• Faith-based Organisations</li> <li>• Stakeholder Representatives of Organized Groups</li> <li>• Government department</li> <li>• Representatives of Political Organisations</li> <li>• Community Representatives</li> <li>• Resource Persons</li> </ul>
8	Inter-	(1)	1:

No	Role Player	Roles and Responsibilities	Composition
	Governmental Relations Committee		
8	PMS Committee	(1) Evaluating the annual performance of the municipal manager	<ol style="list-style-type: none"> <li>2. Mayor (Chairing)</li> <li>3. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;</li> <li>4. Member of the Executive Committee or in respect of a plenary type municipality;</li> <li>5. Mayor and/or Municipal Manager from another municipality</li> <li>6. Member of a ward committee as nominated by the Mayor</li> </ol>

## 1.6 Action Programme

The municipality prepared and adopted its IDP framework and action program and presented it to Council for adoption on the August 2017. In line with the legislative requirements for the review process of the IDP, taking into consideration all the five phases mentioned above. Below is a time schedule reflecting the activities and dates as adopted by Council

Activity	Date	Custodian
<b>June 2017</b>		
Submission of the approved Reviewed IDP and Budget 2017 / 2018 to the National, Provincial Treasury department, MEC for EC-CoGTA and the district municipality	14 June 2017	Municipal Manager
Budget Steering Committee presentation of the SDBIP for 2017/2018 Financial Year.	13 June 2017	Mayor
IDP/ PMS and Budget Technical Steering Committee to finalize the service delivery and budget implementation plans for 2017 / 2018	22 June 2017	Mayor
Special Council Meeting and Approval and Publication of the SDBIP 2017/2018	30 June 2017	Mayor Municipal Manager
Presentation of the draft IDP and PMS Review Process Plan 2017 2018 to Council for approval	30 June 2017	Mayor
<b>July 2017</b>		
Submission of IDP/ PMS Review and Budget Process Plan to the district municipality and other spheres of government	07 July 2017	All Directors Municipal Manager
Advertisement and/or publication of the IDP/PMS Review and Budget Process Plan 2018 / 2019	12 July 2017	Municipal Manager
Preparation and finalization of the Annual	12 July 2017	Municipal Manager



Activity	Date	Custodian
Performance Report (Section 46) for the 2016/2017 financial year (Non-Financial)		
Submission of Performance Information for purposes of the Annual Report (Non-Financial)	21 July 2017	All Directors Municipal Manager
Inter-Governmental Relations meeting - Formal presentation of the approved IDP, Budget and SDBIP 2017/2018 to stakeholders, War Room Report and discussion on Process Plan for 2018/19 IDP.	28 July 2017	Municipal Manager
Preparation and Submission of signed performance agreements for Section 57 Managers to relevant stakeholders	28 July 2017	Municipal Manager
<b>August 2017</b>		
Preparation of the draft annual report 2016 / 2017	01 – 05 August 2017	Municipal Manager
Presentation of the Draft Annual Report EMC	07 August 2017	Municipal Manager
Submit annual report including final annual financial statements and annual performance report to EXCO and MPAC meeting	23 August 2017	Municipal Manager Chief Financial Officer and All Directors
Convene IDP Representative Forum	23 August 2017	Municipal Manager
Submission of the draft annual report 2016/2017 with annual financial statements to the Audit / Performance Audit Committee for review	24 August 2017	Chief Financial Officer Municipal Manager
Tabling of the unaudited Annual Report in Council for noting	30 August 2017	Mayor
Submit draft previous financial year Annual Report and evidence to internal and the Auditor General including annual financial statements and financial and non-financial information	30 August 2017	Municipal Manager Chief Financial Officer
<b>September 2017</b>		
Auditor General continue to audit annual report, audit report to the accounting officer of the municipality	29 September 2017	Municipal Manager
<b>October 2017</b>		
Submission of Performance reports and performance information of the first quarter	12 October 2017	All Directors
IDP/PMS and Budget Technical Steering Committee presentation of the first quarterly performance analysis report	17 October 2017	Municipal Manager
Submission of the Performance Report of the institution to the Office of the Mayor	18 October 2017	Municipal Manager
BSC to discuss revenue projections	17 October 2017	Municipal Manager
Special Council Meeting: Annual Report and oversight report process for adoption to be used as input into	26 October 2017	Mayor MPAC Chairperson



<b>Activity</b>	<b>Date</b>	<b>Custodian</b>
public participating meetings for IDP Review process		
Convene IGR – Approved Process Plan, War Room Report, Preparation for Mayoral Outreach for the review of needs and priorities.	27 October 2017	Municipal Manager
<b>November 2017</b>		
Annual Report and oversight report process for adoption to be used as input into public participation meetings for IDP Review process	November 2017	Mayor
Budget Steering Committee – Presentation on the alignment of expenditure programmes for 18/19 budget	13 November 2017	Mayor
Oversight Committee finalizes assessment on the annual report	14 November 2017	Municipal Manager
Tabling of the audited annual report and financial statements to Council	24 November 2017	Mayor
Annual Report is made available for inspection by the public	30 November 2017	Mayor
<b>December 2017</b>		
IDP/PMS and Budget Representative Forum – Presentation of the audited annual report 2016/2017, draft reviewed situation analysis, objectives, strategies and indicators (IDP 2018/2019). Presentation of the 1 <sup>st</sup> quarterly performance (July to September 2017)	01 December 2017	Municipal Manager
Council adopts Oversight report	14 December 2017	Municipal Manager
Oversight Report is available for inspection by the public	14 December 2017	Mayor Municipal Manager
Oversight report is submitted to Auditor-General, Provincial Treasury and Department of Cooperative Government-EC	14 December 2017	Municipal Council
Logistical arrangements on the review of the mid-year performance reports, assessment of performance and review of the service delivery and budget implementation plans	01-05 December 2017	Municipal Manager
Budget Steering Committee	05 December 2017	Mayor
<b>January 2018</b>		
Submission of Performance reports and performance information – mid-year performance	10 January 2018	All Directors
Budget Steering Committee discuss Section 71 Report	17 January 2018	All Directors
Budget Steering Committee - Presentation of mid-year performance to Executive Management Committee	17 January 2018	Municipal Manager All Directors
IDP/PMS and Budget Technical Steering committee to present	17 January 2018	Municipal Manager All Directorates

Activity	Date	Custodian
And discuss draft objectives and strategies. Launch of the third phase of the IDP (Discussions on the projects commences)		
Strategic planning session to present updated situation analysis, refined objectives and strategies and draft projects. Presentation of the mid-year performance report; Review SDBIP 2017/2018, prepare draft SDBIP 2018 / 2019;	18 - 19 January 2018	Municipal Manager All Directors
Submission of the Mid-Year performance report 2017/2018 to the Mayor	25 January 2018	Municipal Manager
Presentation of reviewed SDBIP 2017/2018 to the Mayor for approval	30 January 2018	Municipal Manager
SPECIAL COUNCIL MEETING: Table in a council meeting, mid-year assessment report 2017/ 2018	30 January 2018	Municipal Manager, Mayor
<b>February 2018</b>		
Write to/ written request to CHDM to obtain projected allocations for 18/19 for inclusion in budget	01 February 2018	Municipal Manager
Submission of mid-year performance reports to the Sector	09 February 2018	Municipal Manager
BSC- Presentation of Adjustment Budget	14 February 2018	
Inter-Governmental Relations – Strategic Planning reporting, Sector Departments to report and discuss projects to be implemented in Emalaheni.	21 February 2018	Municipal Manager
IDP/PMS and Budget Technical steering committee to discuss and finalize draft projects and submission of reviewed sector plans; draft adjustment budget	23 February 2018	Municipal Manager
SPECIAL COUNCIL MEETING: Table in a special council meeting the adjustments budget for mid-year	27 February 2018	Municipal Manager, Mayor
<b>March 2018</b>		
Presentation of draft Reviewed IDP 2018/2019 to IDP/PMS and Budget Technical committee and alignment of budget	07 March 2018	Municipal Manager
Budget Steering Committee meeting for presentation of Draft IDP and Draft Budget	09 March 2018	Mayor
IDP/PMS and Budget Steering Committee: Presentation of the 1st Draft IDP 2018/2019 (1 <sup>st</sup> Review of 2017-22 IDP); review progress	09 March 2018	Mayor
Submission of draft directorate SDBIPs 2018 / 2019 for consolidation	16 March 2018	All Directors
IDP Rep Forum – Presentation of the draft reviewed IDP objectives, strategies and indicators.	22 March 2018	Municipal Manager
Council Meeting – Presentation of the 1st draft IDP 2018 / 2019 (1st Review)	29 March 2018	Mayor
<b>April 2018</b>		
IDP advertised for public comments, public meetings and consultation schedule prepared	06 April 2018	Municipal Manager

Activity	Date	Custodian
Submission of Performance reports and performance information of the third quarter	11 April 2018	All Directors
Submission of adopted Draft IDP and budget to the Office of the Premiers, Provincial and National Treasury, District Municipality and the MEC for EC-CoGTA	13 April 2018	Municipal Manager
Mayoral Outreach (IDP, Budget and PMS Road shows)	09April - 25 April 2018	Mayor
<b>May 2018</b>		
IDP/PMS and Budget Technical Steering Committee to consider public comments and those from sector departments; presentation of performance reports for the 3rd quarter	05 May 2018	Municipal Manager
IGR - Final Submission of inputs from Sector Departments	08 May 2018	Municipal Manager
IDP/PMS and Budget Steering Committee: Presentation of Final Draft IDP	11 May 2018	Mayor
IDP Representative Forum- presentation on the final draft IDP and Budget 2018 / 2019; and tariffs	25 May 2018	Municipal Manager
IDP and Budget Workshop for Councillors and Traditional leaders on the final draft IDP 2018 / 2019	26 May 2018	Municipal Manager
State of the Municipal Address: Reviewed IDP 2018/2019 & Budgets approved by Council	31 May 2018	Mayor
<b>June 2018</b>		
Submission of the approved Reviewed IDP and Budget 2017 / 2018 to the National, Provincial Treasury department, MEC for EC-CoGTA and the district municipality	14 June 2018	Municipal Manager
Budget Steering Committee presentation of the SDBIP for 2018/2019 Financial Year.	12 June 2018	Mayor
IDP/ PMS and Budget Technical Steering Committee to finalize the service delivery and budget implementation plans for 2017 / 2018	22 June 2018	Mayor
Special Council Meeting	28 June 2018	Mayor

## 2. CHAPTER 2 - SITUATION ANALYSIS

### 2.1 Introduction

Local Government laws and regulations require municipalities on an annual basis to test the level of the development in the municipal area so as to ensure that plans and resource allocation respond directly to the needs of the communities. This is done through environmental scanning on all areas in the municipality

## 2.2 Reflection on the Municipal Area

Emalahleni Local Municipality is category B municipality situated within the Chris Hani District Municipality of the Eastern Cape Province. It has 17 Wards which service the three main towns - Lady Frere, Indwe and Dordrecht and surrounding villages.

## 2.3 Demographic Analysis of the Area

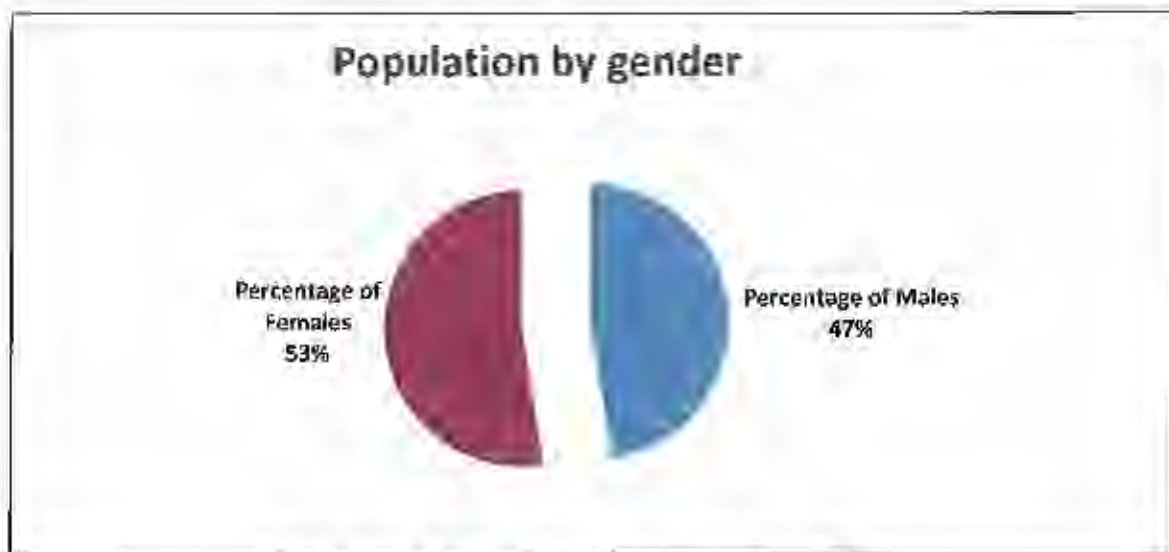
### (1) Population

Statistics SA, 2011 indicated that Emalahleni had the fourth largest population with a total of 119,460 (15% of the district population) in the Chris Hani district which extended over an area of approximately 3 840 square kilometres, including more than 200 rural villages and comprising seventeen (17) wards. In 2016, Statistics SA conducted a survey which revealed that Emalahleni population had increased to 122 700. This is an increase of 2.71% in the total population of the municipal area in a space of 5 years. The head office of the Emalahleni Local Municipality is situated in Lady Frere and has satellite offices in Dordrecht and Indwe. **Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.**

The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population represents an opportunity for the municipality to develop and implement programs for women empowerment.

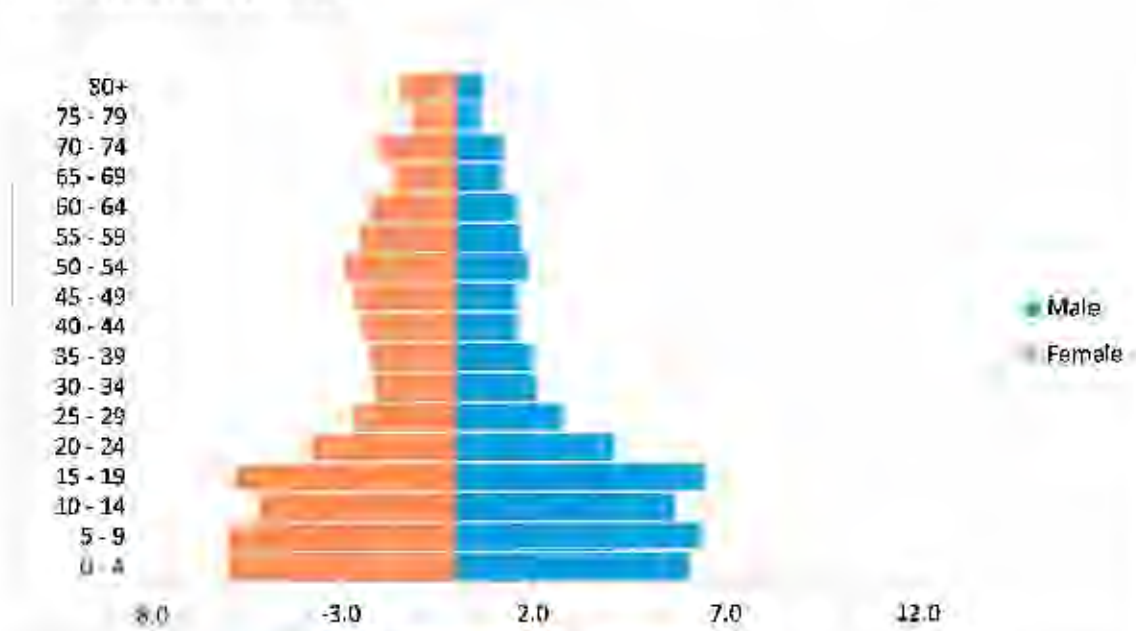
	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Male	55 614	350	135	322	199	56620
Female	62 058	341	39	340	61	62839
Grand Total	117672	691	174	663	260	119459





Statistics South Africa; Web page: [www.statssa.gov.za](http://www.statssa.gov.za); 2011

#### (1) Population Pyramid



The above population pyramid reflects a perfect planning informant for the municipality. From this age distribution above, the following observations can be eluded:

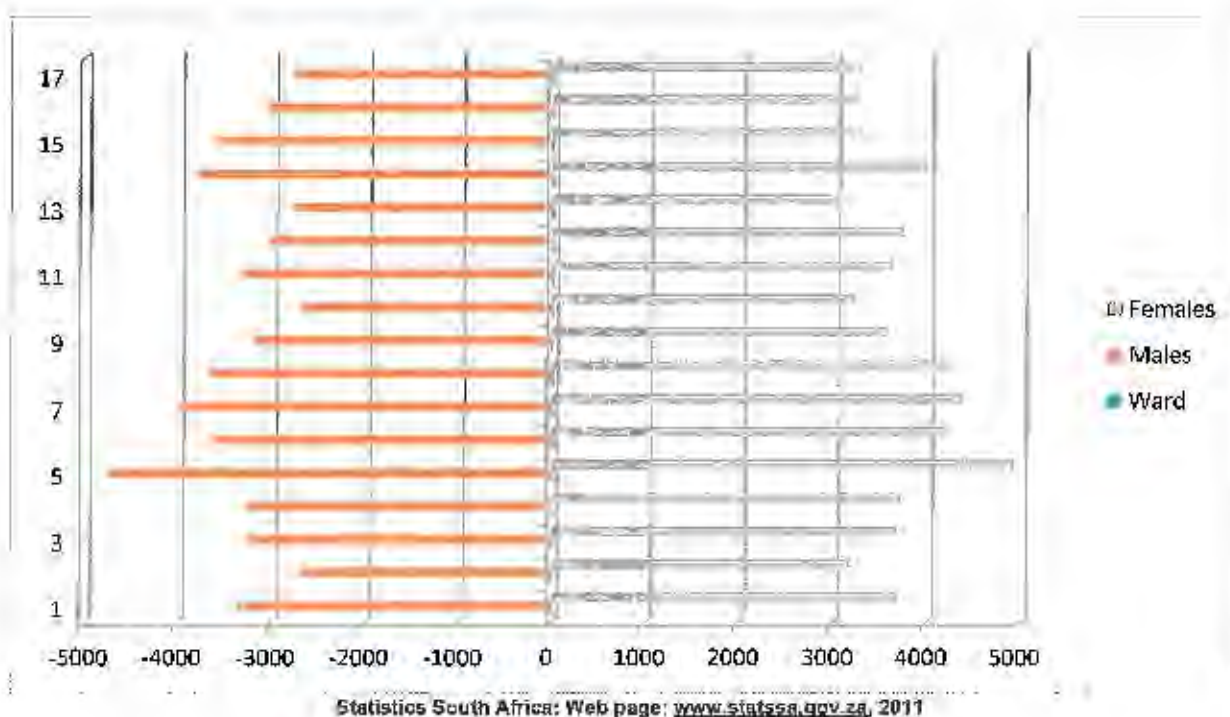
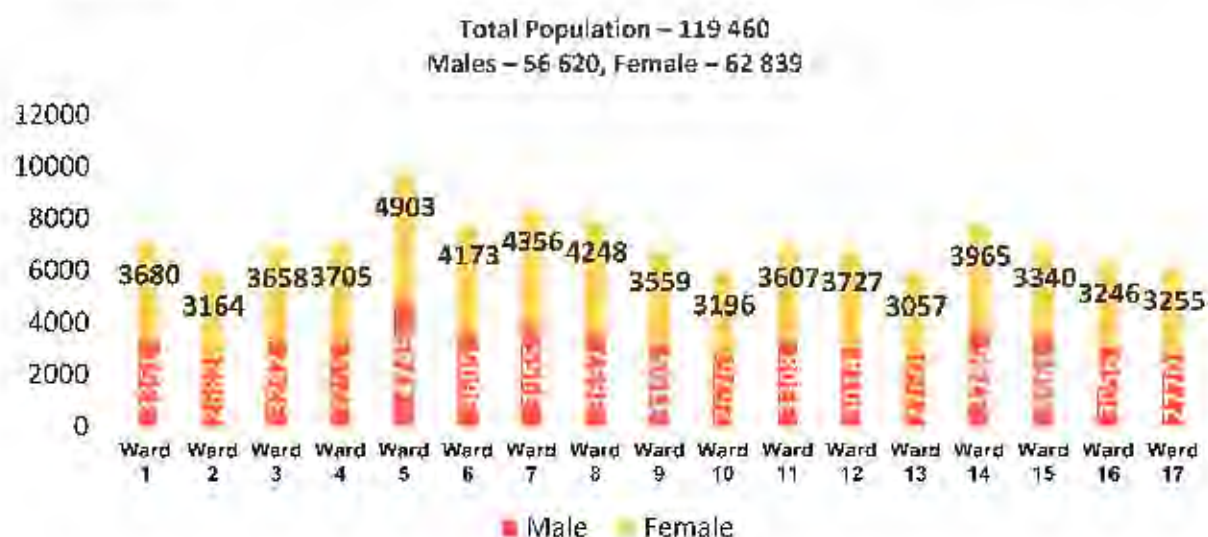
- the 0-19yrs comprised of 47% of the total population
- ages 20-59yrs of the economically active population, show a fairly distributive population
- ages 60 upwards represent 13% of the population

The municipal population has a large representation of the youth (comprising of 47%) of the total population. The retired age group of age 60 and above represents 13 percent of the population. These two above point also pose a great challenge for the Emalahleni municipality. This challenge being that the 60 percent of the population is both under 19years and above 60years and thus

most likely economically inactive and reliant on social grants. The resultant of this compels the municipality to increase its commitment to Special Programs

According to statistics released by ECSECC, about 47% of the population earns just under R3500.00 and 13% of the population lives under the bread line and would therefore not be able to afford housing or other services and rely on state subsidies. Emalaheni thus can be classified as a low wage economy which is a factor of low or negative growth. This fact will be dealt with throughout the document.

The following table represents the spread of the population according to the 17 wards in the municipal area:



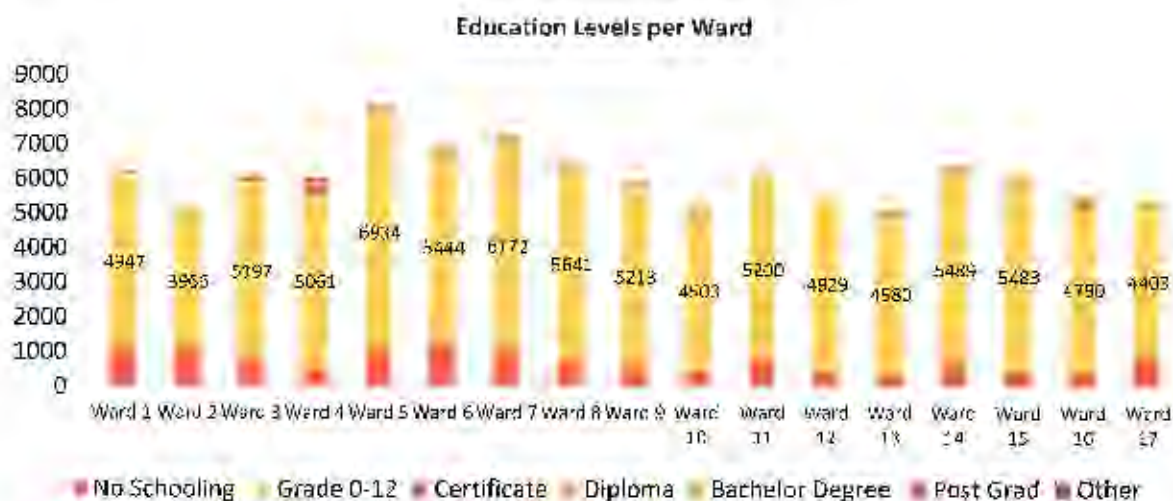


## (2) Education and Skills

About 35% of the entire population has no schooling whilst only 5% of the population has a matric (Grade 12) qualification. As indicated in graph below, the levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 37% of population has no schooling at all.

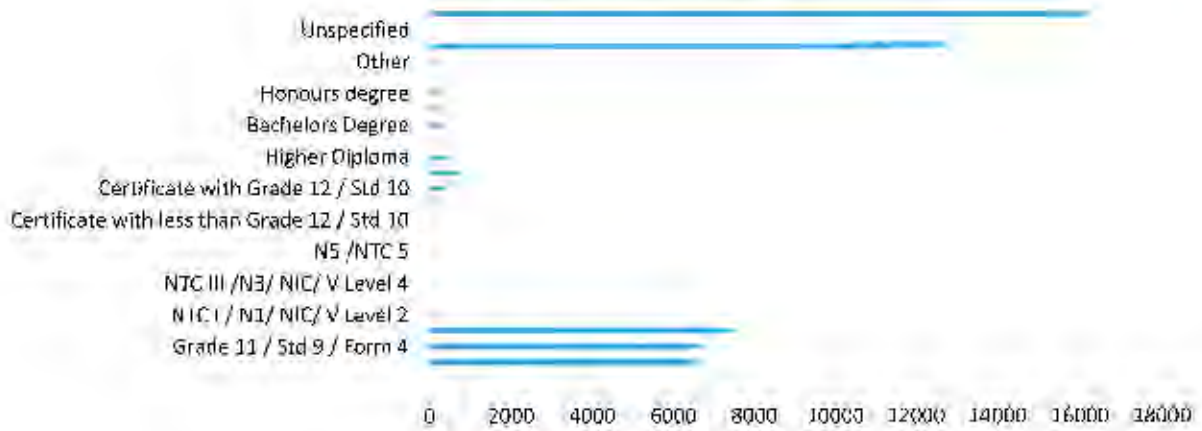


Source: Statistics SA 2011



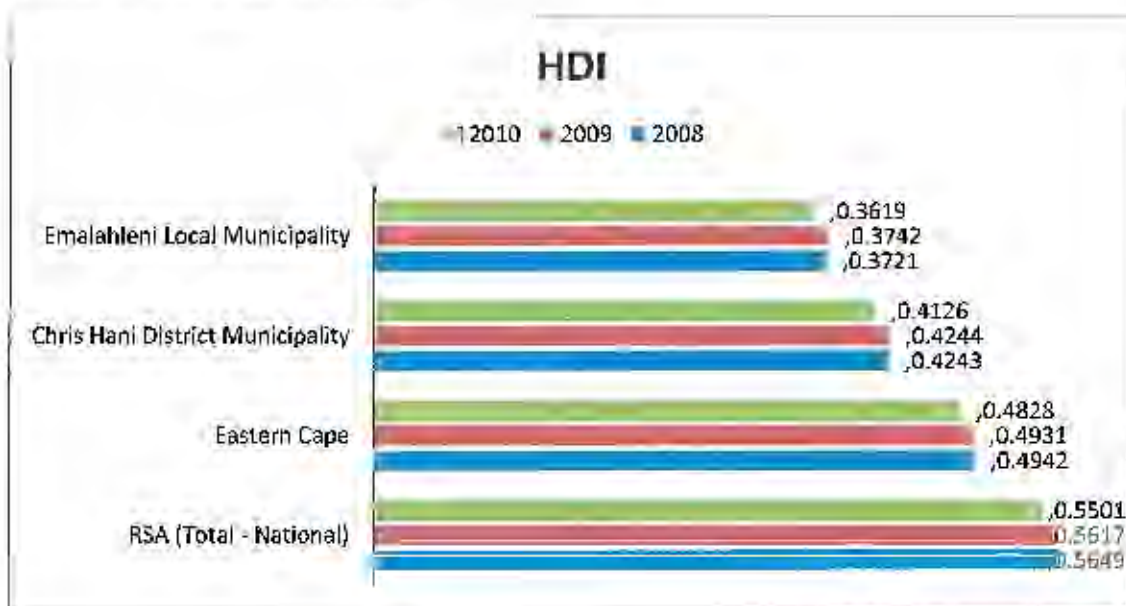
Source: Statistics SA 2011

### Highest Education Levels



Source: Statistics SA 2011

### (3) Human Development Index



### (4) Labour

**(a) Formal Employment**

**Emalahleni Population in Age Groups**  
**Total Population – 119 457**



**TOTAL NUMBER OF HOUSEHOLDS – 31 581**



**Sources: Statistics SA, 2011**

**Official Employment Status**



**Sources: Statistics SA, 2011**

### ANNUAL HOUSEHOLD INCOME - 31 681

■ No Income     
 ■ R1 - R4800     
 ■ R4801 - R9600



Sources: Statistics SA, 2011



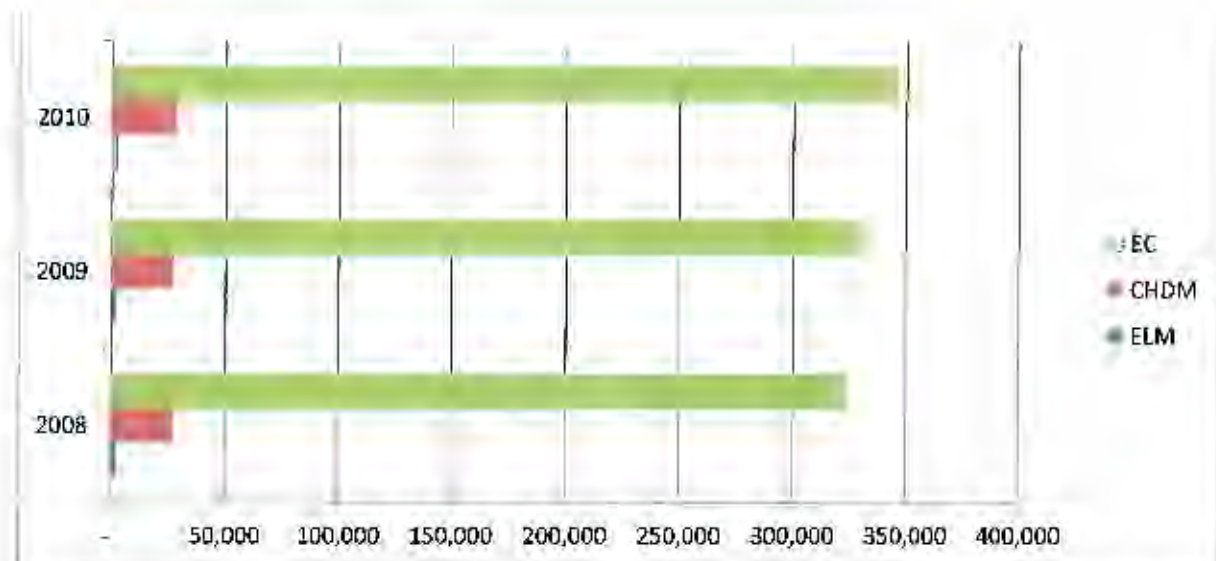
Sources: Statistics SA, 2011

This situation means that people are either dependent on informal sector; have their own businesses and or coops or unemployed at all and that will have a knock-on effect on socio – economy of the area.

The GDP of Emalahleni has been anchored by the wholesale and retail sector which has contributed a higher percentage in terms of Real Money. The wholesale and retail sector has contributed about 80% to the Gross Domestic Product and has seen a steady growth for the past three financial years (2008, 2009 & 2010).

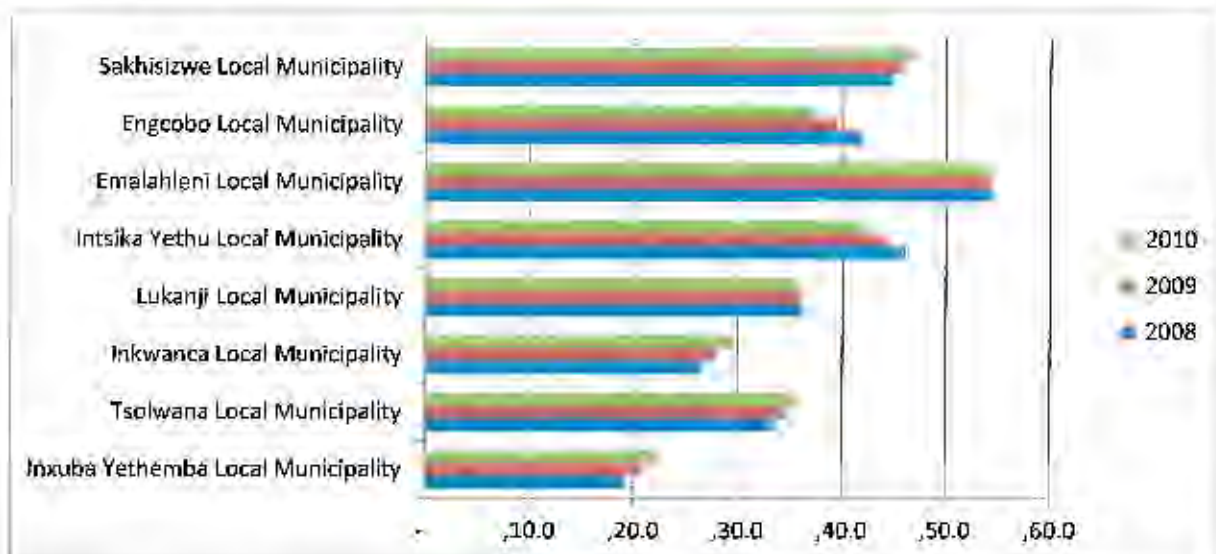
#### (b) Informal Sector:





In as far as it relates to the informal sector, Emalahleni is still making no progress for the past three years (2008 – 2010).

### (c) Unemployment rate



In the district, Emalahleni Local Municipality, is leading in as far as the unemployment rate is concerned and this has been the case since 2008 – 2010. There is a lot that needs to be done in terms of job creation.

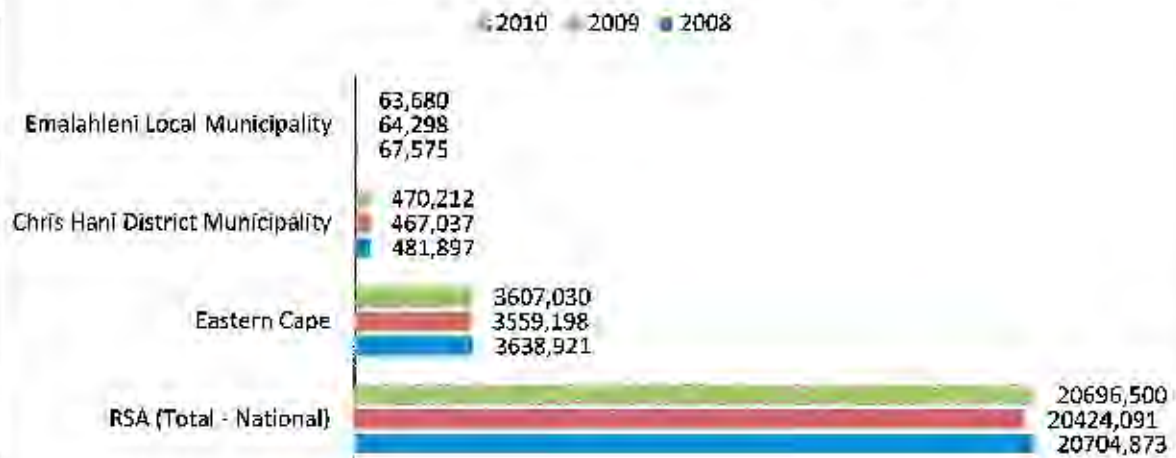
According to data released by Statistics South Africa for the Year 2007, 2008 & 2009 indicates that the economy of Emalahleni has been shedding jobs except for the wholesale & retail sector which maintained a low but steady growth in terms of employment figures.

### (5) Poverty



Sources: Statistics SA, 2011

### Number of People living in Poverty





**ANNUAL HOUSEHOLD INCOME - 31 681**

● No Income      ● R1 - R4800      ● R4801 - R9600

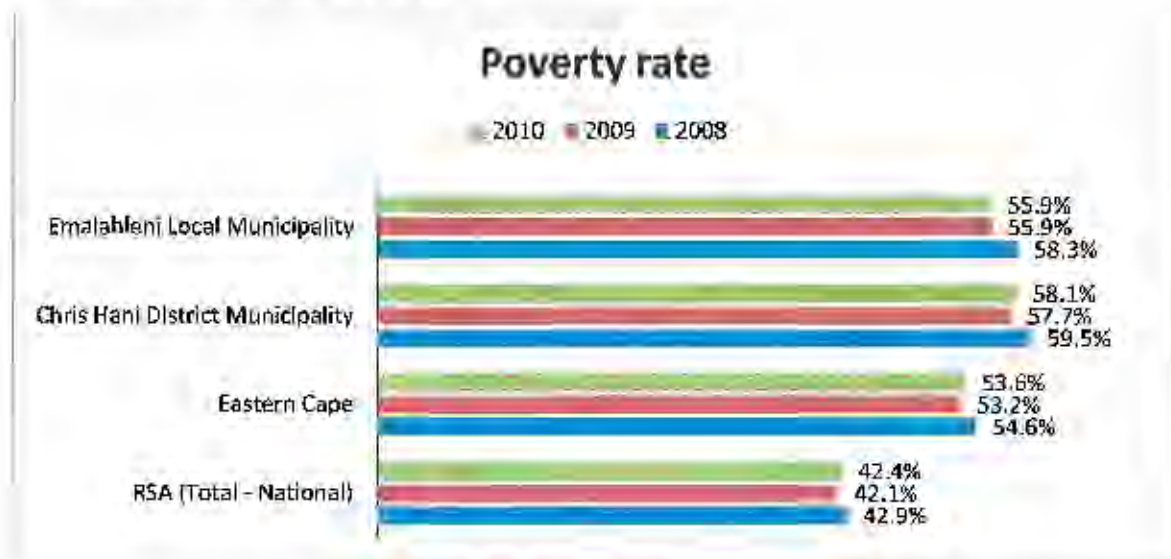


Sources: Statistics SA, 2011

There has been a slow decrease in a number of people living in poverty from 67,575 to 63,680 since 2008 – 2010. This might be due to number of government interventions in terms of social grants, or people leaving the area for greener pastures.

Due to the snail pace in which poverty is decreased, Government in general and Emalahleni Local Municipality in particular, need to introduce aggressive measures that will seek to accelerate the pace of poverty eradication and such can be encapsulated in LED strategy and other relevant strategies.

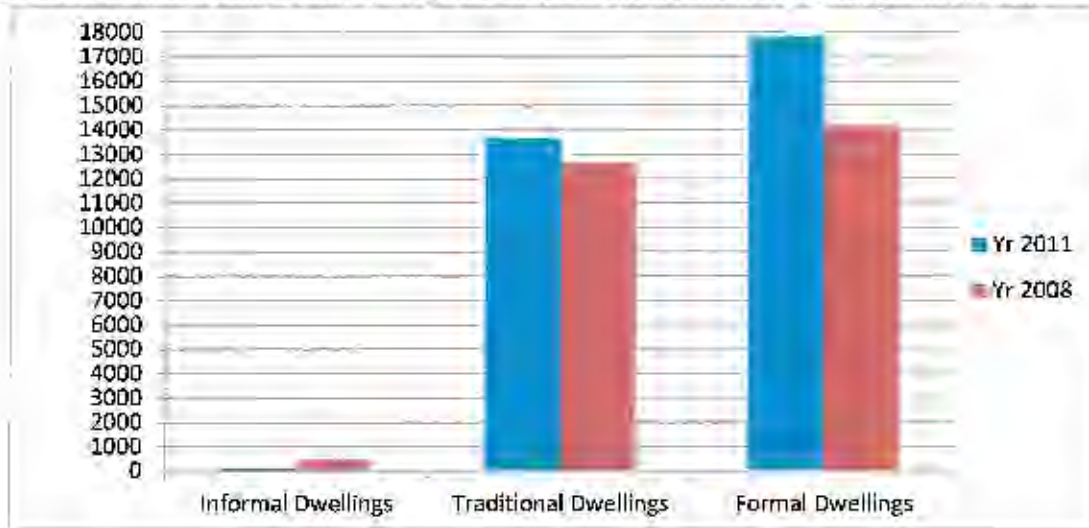
**(6) Poverty Rate (2008 – 2010)**



**(7) Human Settlements**

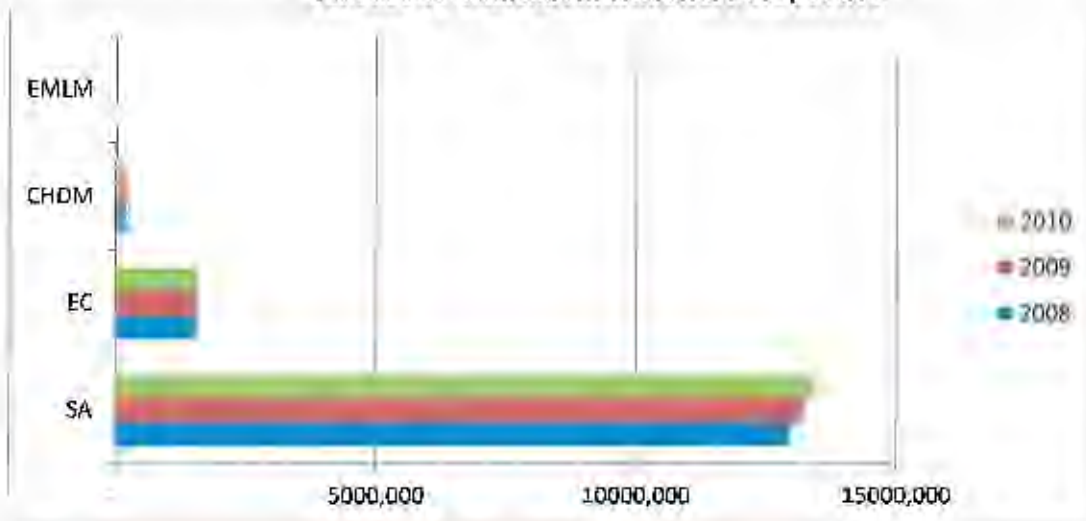
The graph below shows that most of the houses in the municipality are those made of bricks and traditional houses, it also shows a slow increase from 2008 of brick and traditional houses. There

is a very minimum number of informal settlements and the numbers are showing a slow decline since 2008 and this can be attributed to the increase in brick and traditional structures.



**(B) Access to Services**

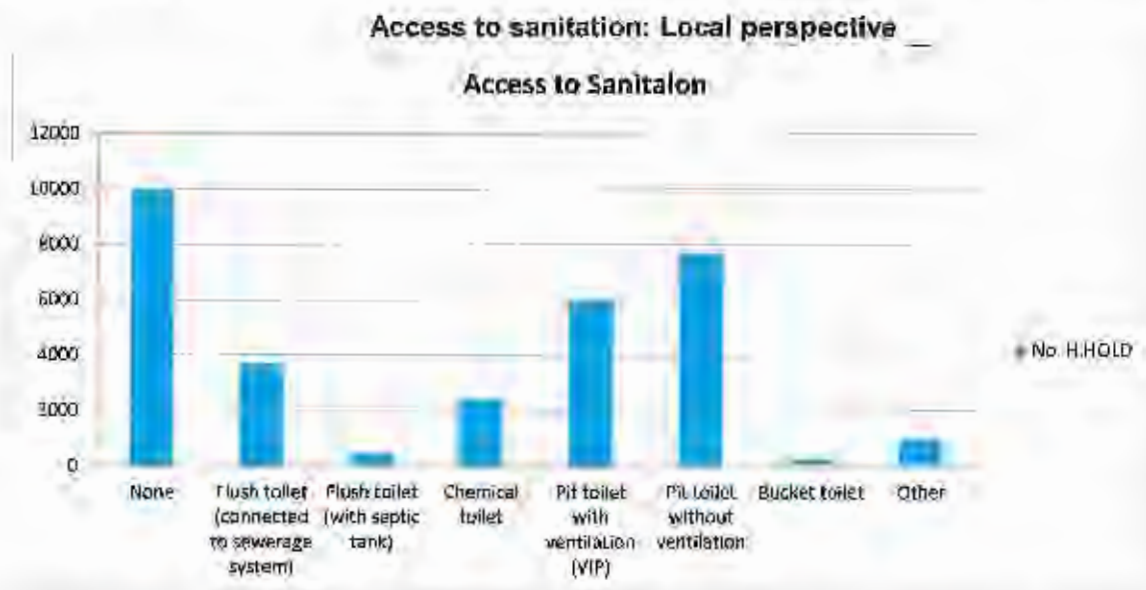
**Access to Sanitation: National Perspective**





*Sources: Statistics SA, 2011*

The picture is even worse when it comes to Emalahleni Local Municipality, in which there is no improvement at all.



This graph presents a picture of Emalahleni local municipality in as far as it relates to the provision of sanitation (Flush or chemical toilets; Pit latrine; and Bucket latrine).

In terms of the Flush or chemical toilets there has been a very slow improvement since 1995 - 2010. Pit latrine usage has been consistent throughout the years since 1995. The usage of a bucket system is still prevalent especially in towns (Indwe and Dordrecht) wherein there is a back log in as far as it relates to eradication of bucket system by 2014 (MDG:2000). This graph depicts that the majority of households use Pit Latrine as a sanitation system, perhaps this is due to the rural nature of the municipality.

**Access to Water**

Regional/local water scheme (operated by municipality or other water services provider)	18021
---	-------

Borehole	3049
Spring	1158
Rain water tank	463
Dam/pool/stagnant water	2060
River/stream	3978
Water vendor	356
Water tanker	1603
Other	902

#### Refuse removal for Household

	2008	2009	2010	2011	2018
Unspecified / other	52	49	47	1303	1303
Removed by local authority at least once a week	3 026	3 085	3 144	2637	7 999
Removed by local authority less often	217	211	206	165	165
Communal refuse dump	582	587	612	528	528
Own refuse dump	13	13	13	20165	20165
No rubbish disposal	-	-	-	6883	6883

Formal waste collection service is provided to urban and township areas of Lady Frere, Indwe and Dordrecht. Households in the rural areas are encouraged to conduct on site management of their waste.

## 2.4 Situation Analysis Per KPA

### 2.4.1 Basic Service and Infrastructure Development

Basic Service Delivery and Infrastructure Development refer to the assessment of development of the municipality in relation to the following

#### (1) Infrastructure Development

The municipality receives funding from MIG for infrastructural development. In its quest for infrastructure development, and the requirements of CoGTA on the establishment of Project Management Unit by municipalities, which was reviewed in 2007/2008; the municipality has established a Project Management Unit. The unit is in the Infrastructure Development and Human Settlements Directorate

#### (a) Project Management Unit (PMU)

In 2006/2007 financial year, the Municipality established the PMU office for managing infrastructure projects. The unit then has a total of 7 personnel; which are as follows: (i) Manager: PMU (ii) Project Managers 2 ISD Practitioner, EPWP Coordinator, Technician, PMU Administrator and a Data Capturer (on temporary basis). The municipality now participates on various infrastructure grants such as; Municipal Infrastructure Grant (MIG), Integrated National Electrification Programme (INEP) and Expanded Public Works Programme Incentive Grant (EPWPIG), Chris Hani District Municipality Beautification Grant (CHDMBG) and funding from other government Departments (DSRAC)



**(i) Municipal Infrastructure Grant (MIG)**

The municipality is currently having committed projects up to 2017/2018 financial year in terms of the approved three-year capital plan.

The municipality has received the following allocations

	2016/2017	2017/2018	2018/2019
Approved budget amount	R31 758 000	R34 061 000	R36075 000
Spent budget amount	R24 758 000	R	
Difference	R7 000 000		

**(ii) Integrated National Electrification Programme (INEP)**

The aim of this grant is to assist the municipality with the eradication of electricity backlogs.

The municipality started to participate in this grant during the 2010/2011 financial year. The programme is managed by the Project Management Unit (PMU). The PMU and electrical units are responsible for monitoring the performance of the consulting firm for the duration of the contract, and ensures that the consulting firm delivers on all its terms of reference.

	2016/17	2017/18	2018/2019
Approved budget amount	R 9,317,000	R 0	R 5 000 000
Spent budget amount	R 9,317,000	R 0	
Difference	R 0	R0	

The municipality did not have the INEP grant allocation for 2017/18 as the municipality has reached universal access on electrification, i.e. the municipality does not have historic electricity backlog, and there is only recurring backlog due to growth of communities. The municipality will be receiving R5 000 000 allocation for 2018/2019.

**iii. Expanded Public Works Programme Infrastructure Grant (EPWPIG)**

The municipality has developed and adopted a policy on EPWP and has been participating on the programme for the past years. A number of directorates are participating in the implementation of the programme, but the coordination is being carried out by PMU

	2016/17	2017/18	2018/2019
Approved budget amount	R 1,415,000	R 1,308,00	
Spent budget amount	R 1,415,000	R 0	

The municipality has been receiving grants from the Chris Hani District Municipality for beautification of towns.

	2016/17	2017/18	2018/2019
Approved budget amount	R 1,500,000.00	R 0	
Spent budget amount	R 1,500,000	R 0	
Difference	R 500 000		



CHDM has not yet indicated the allocation for 2018/2019 financial year.

### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Qualified personnel</li> <li>• Creative/Innovative thinking</li> <li>• The unit is almost fully capacitated</li> <li>• Committed and ethical staff</li> <li>• Capacity building for PMU personnel</li> <li>• Quality on all infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of training and development</li> <li>• Lack of Monitoring on some projects</li> <li>• Dependency on Consultants for designs, because there are no design programs and equipment.</li> <li>• Under budgeting (EPWP)</li> <li>• Poor contracts management with external service providers.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Funding for infrastructure related programs</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Under performance on service providers</li> <li>• Grant conditions</li> </ul>

### (2) Roads

#### (a) Existing level of Service

The roads are divided into three Level of Service categories:

- Urban: All roads within the urban edge
- RDP: Main access roads leading to critical public infrastructure such as schools and clinics
- + Rural: Main access district road that leads to the activity node within the settlements

#### (b) Roads Classification

The total road network of Emalahleni LM in this table below

National Roads	0 km
Trunk Roads	66.27 km
Main Roads	97.43 km
District Roads	653.01 km
Access/minor roads	740 km

The R56 route which runs through Dordrecht and Indwe towards Elliot in an east – west direction is now a national responsibility. SANRAL has taken over the R 56 route which was trunk road between Barkley and Dordrecht, and runs through Indwe to Elliot, and end up to the KZN borders.

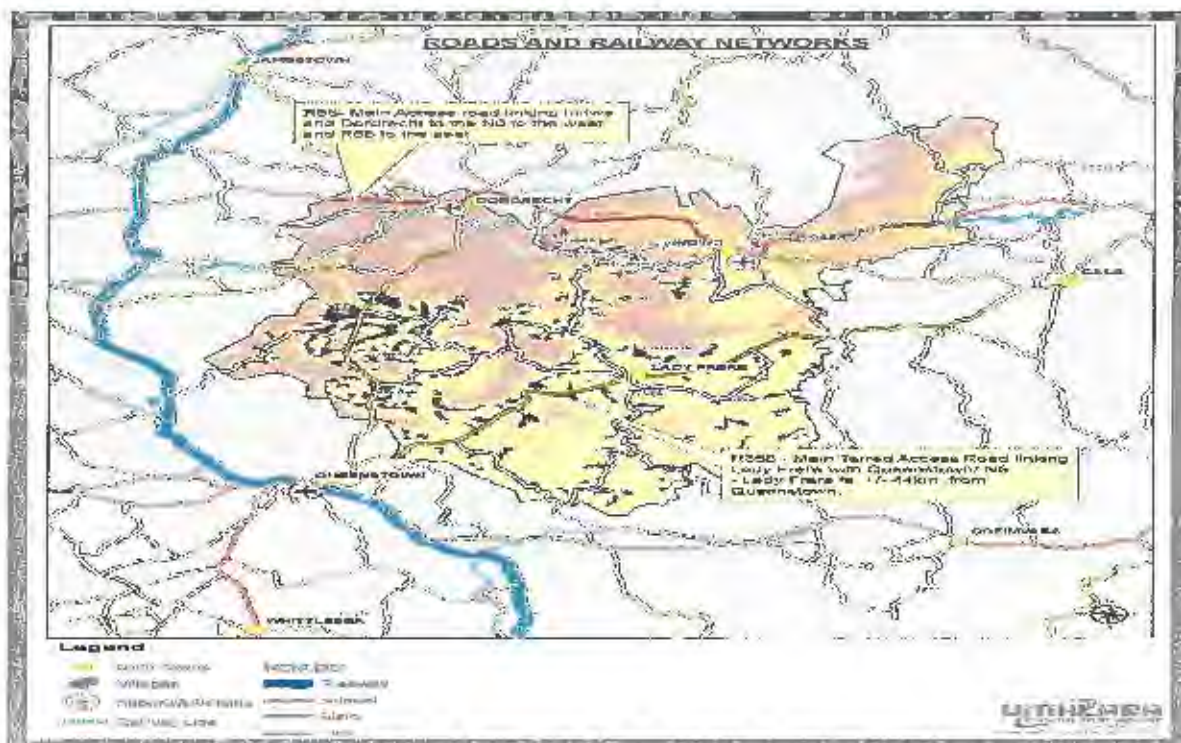
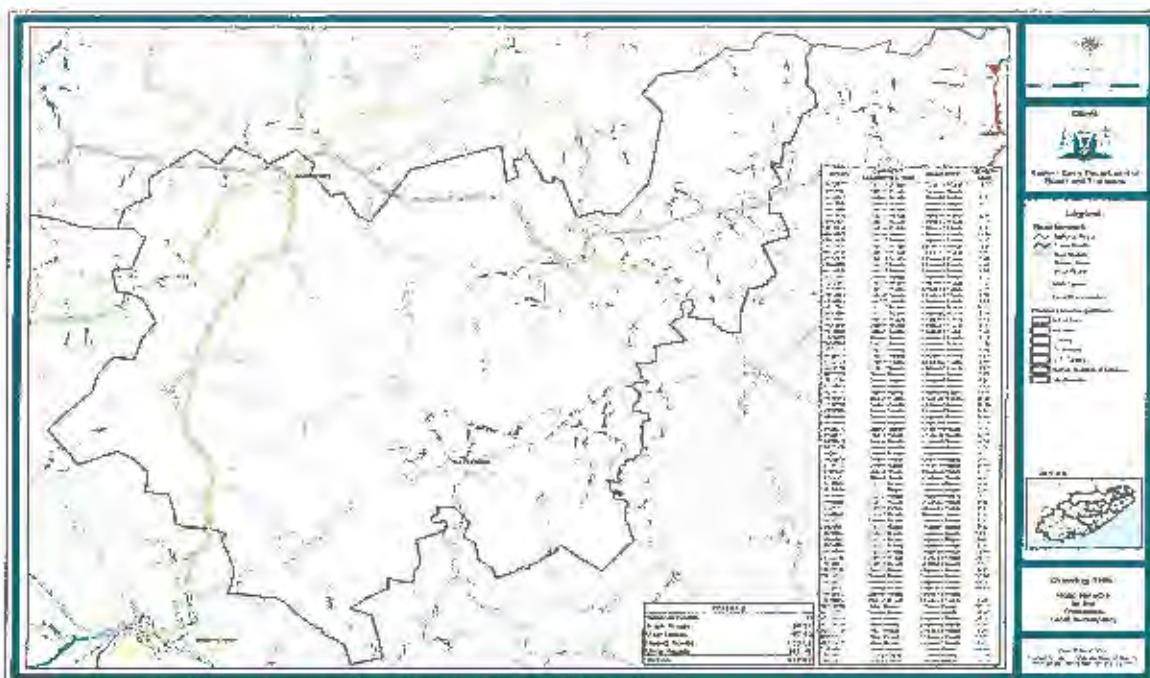
The main roads between Sirekstroom and Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Lady Frere (R359) remain trunk roads.

#### (c) Existing Roads and Storm Water Network

There are 4 major roads that run into or are within the municipal boundaries. The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is

often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.

The major road network of Emalahleni Local Municipality is shown below:



**(d) Condition Assessments**

The entire road network of paved and unpaved (gravel) roads are generally in a poor condition and thus in need of upgrading and maintenance. Access across streams and watercourses is generally poor during rainstorms and a need therefore exist for the construction of appropriate causeways and bridges.

The findings from road inspections conducted are trunk and major roads summarised in the table below:

Road	Status
R410	<p>The main road between Queenstown and Lady Frere (MR00661 which is sign posted R410) is in a fairly good condition, except for a section about 10km before Lady Frere which is in the process of repair. The concrete section of this road a few kilometres before entering Lady Frere is very uneven due to numerous cracks in the concrete slabs and the width of the bridges are in an unacceptable condition</p> <p>The main road through Lady Frere has been widened for parking along both sides and has paved sidewalks in the centre of town. However, the section of road on the entry into town between the river bridge and the taxi rank has no paved shoulder or sidewalks and pedestrians have to walk along gravel sides of the road amongst parked cars and taxis.</p>
Lady Frere and Indwe	<p>There are two routes between Lady Frere and Indwe. The shorter route is via DR08563 which is a gravel road that goes past the Elitheni Coal Mine. The section of this road between Lady Frere and Coal Mine is currently in poor condition and is in the process of being regravelled, starting from Lady Frere. Part of the section of the road between Indwe and the Coal Mine has surfaced and regravelled, storm water drainage pipes have been installed at regular intervals across this road.</p> <p>The other route between Lady Frere and Indwe (DR08551) is slightly longer than the above-mentioned route but has a tarred surface for the first 20km towards Cala before the turnoff to Indwe. From the turnoff, the first 5km is in fairly good condition for a gravel road, but the remaining section to Indwe is in poor condition, but regular maintenance is conducted</p>
R56	<p>The tarred roads which connects Indwe to Dordrecht (TR 01902 signposted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot, is in fairly good condition apart from potholes which are appearing more frequently along the route. The route has been upgraded to nation route, SANRAL has taken over road and plans to maintain the road are underway</p>
R392	<p>The tarred road which connects Dordrecht to Queenstown (MR00659 sign posted R392) is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes. This road is not as wide as the R56 and does not have the structural capacity to take heavy traffic volumes like R56. If coal carrying trucks from Indwe mines are going to use this road more frequently in the future, it will deteriorate rapidly unless rehabilitation measures are applied. The department of Road and Public Works has restored the fence along the road.</p>
Lady Frere to Dordrecht	<p>This is a gravel road that links Lady Frere and Dordrecht via Tsembeyi and it is in a bad state in terms of its condition. This road is a priority of the municipality</p>



Road	Status
	for it to be surfaced as it would link the two towns (i.e. Lady Frere and Dordrecht) and therefore will positively contribute on the economic development of both towns

**(e) Access and Internal Roads Networks**

Access and Internal Roads Networks	
Urban	<p>The majority of roads in urban wards are gravel roads. Most tarred roads are in a critical state of condition as they are reaching the end of their lifespan and have deteriorated.</p> <p>The condition and reliability of these roads is rapidly worsening with major potholes occurring, sections not being maintained adequately, causing greater challenges at present</p> <p>Storm water management is a critical issue. The major problems are blockages of existing storm water channels and drains due to lack of channel maintenance and high levels of littering.</p> <p>The status of roads in the Lady Frere town is gradually improving. Currently a total of 2.6km of gravel roads in town have been surfaced to black top standards and a total of 7km has been upgraded to inter-locking block paving standards. The rank next to Zulu Square can be used now as the road that passes the rank is in good condition.</p>
Rural	Due to our steep and uneven terrain, most of the roads do not have adequate storm water systems and that results to roads being washed away on rainy seasons because of limited funding for road construction.

**(f) Existing Road and Storm Water Deficiencies and Opportunities**  
**Minor / Access roads**

Sector	Strength	Weakness	Opportunity	Threat
Roads and Storm water	<p>There is basic gravel Network of roads. Main access roads are in a fair condition</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>Availability of roads construction plant</p>	<p>Old infrastructure and None are tarred, especially the access road</p> <p>Limited mechanical personnel and workshop for maintaining machinery,</p> <p>No maintenance, decay of roads, lack of adequate storm water management.</p>	<p>Conditional grants for road construction.</p>	<p>Steep terrain</p> <p>Limited Grants, Backlog on maintenance of Provincial roads. Community unrest.</p>

		Backlog on maintenance of access roads. Limited Road Construction Plant		
--	--	--	--	--



**(g) Current operational and maintenance practices**

The municipality is responsible for construction, maintenance and upgrading of local access roads. Trunk, Main and district roads are the responsibility of the Provincial Department of Roads and Public Works with other provincial roads being a responsibility of SANRAL. The municipality has an annual roads and storm water maintenance plan that is reviewed on annual basis. The municipality intends to draft a Roads Master plan in place to guide implementation of roads construction within the municipal area. The municipality is having a functional roads and transport forum inclusive of all affected stakeholders

**(h) Backlogs**

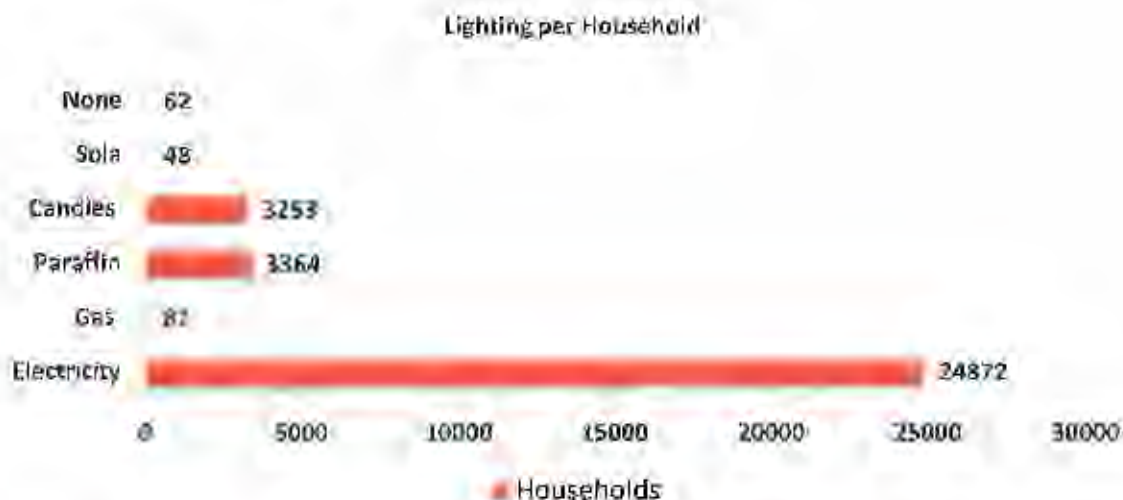
There is a huge backlog of adequate municipal roads in all the wards relating to:



- Poor condition of roads,
- General lack of maintenance,
- Storm-water control measures.
- Lack of storm water management will result in further damages and increased costs to construct new roads, when the roads are in a critical state of condition and beyond repair.
- Traffic flow and accidents levels can also increase based on deteriorated roads which will place the responsible authority in a negative position.

### (3) Energy

#### (a) Sources of Energy of Lighting and Cooking



There is still heavy reliance on Electricity, Paraffin and Candles as sources of energy with electricity as the most popular source of energy. There is very slow progress in terms of introducing other sources of energy that are eco – friendly like renewable energies (Solar; Wind Energy).

The municipality is pursuing plans to encourage usage of solar energy systems to suit and respond to the energy needs Solar street lights installed and commissioned in Cacadu town, Indwe (Sonwabile and Phumlani townships), Dordrecht ( Harry Gwala township)

#### Existing electricity supply

The current electricity coverage is about 98%. The municipality is busy with infills and extensions.

#### (b) Existing backlogs

- Household connection backlog
- Household connection backlogs is estimate at 2%.

#### i) Existing challenges

- The high capital cost and therefore high cost per household connection.
- Shortage with bulk electricity supply and overloaded transformers.
- Cost to supply electricity to households isolated from the main line.

### (4) Water Supply

## 1. Basic Services

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

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

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

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone. The total number of households within Chris Hani District Municipality increased at an average annual rate of 1.23% from 2005 to 2015, which is higher than the annual increase of 1.86% in the number of households in South Africa.

The next few sections offer an overview of the household infrastructure of the Chris Hani District Municipality between 2015 and 2005.

### 1.1 Water Infrastructure Overview

With regards to water schemes and the provision of water infrastructure, the low population levels in the district make the provision of sufficient access to water and sanitation challenging. The vast distances and small catchment areas are major obstacles to the achievement of economies of scale.

In terms of the current state of water treatment plants in the CHDM, the two maps below revealed that:

- CHDM currently has 14 water treatment plants across the district with at least one within each local municipality, except for Enoch Mgijima and Emalahleni which have seven and three respectively.
- The western half of the district is characterised with vast distances between towns and only a few settlements which are mostly provided with services on or above RDP level.
- The majority of the eastern sections show that they are mostly on or below RDP level.

### 1.2 Households by Access to Water

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

Chris Hani District Municipality had a total number of 44 600 (or 20.43%) households with piped water inside the dwelling, a total of 33 900 (15.52%) households had piped water inside the yard and a total number of 68 100 (31.20%) households had no formal piped water.



**TABLE 1. Households by type of water access - Chris Hani District Municipality, 2015  
[Number]**

	Piped water inside dwelling	Piped water in yard	Communal piped water less than 200m from dwelling (At RDP-level)	Communal piped water more than 200m from dwelling (Below RDP)	No. formal piped water	Total
Inxuba Yethemba	13,500	3,930	167	2	1,930	19,700
Intsilka Yethu	954	2,460	13,800	6,760	17,200	41,200
Emalahleni	1,730	5,080	10,600	3,330	11,200	31,900
Engcobo	509	1,010	8,280	4,280	23,800	37,900
Sakhisizwe	2,490	3,780	4,480	1,080	4,760	16,600
Enoch Mqijima	25,300	17,600	16,100	2,850	9,200	71,000
<b>Total Chris Hani</b>	<b>44,590</b>	<b>33,864</b>	<b>53,383</b>	<b>18,299</b>	<b>68,079</b>	<b>218,215</b>

Source: IHS Global Insight Regional Explorer version 1029

The regions within Chris Hani District Municipality with the highest number of households with piped water inside the dwelling is Enoch Mqijima local municipality with 25 300 or a share of 56.67% of the households with piped water inside the dwelling within Chris Hani District Municipality. The region with the lowest number of households with piped water inside the dwelling is Engcobo local municipality with a total of 509 or a share of 1.14% of the total households with piped water inside the dwelling within Chris Hani District Municipality.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2005 the number of households below the RDP-level were 97 700 within Chris Hani District Municipality, this decreased annually at 1.22% per annum to 86 400 in 2015.

### 1.3 Households by Type of Sanitation

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

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



Chris Hani District Municipality had a total number of 68 400 flush toilets (31.34% of total households), 73 200 Ventilation Improved Pit (VIP) (33.56% of total households) and 30 000 (13.76%) of total households pit toilets.

**TABLE 2. Households by type of sanitation - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2015 [Number]**

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Inxuba Yethemba	16,400	552	728	141	1,830	19,700
Intsika Yethu	2,100	16,400	9,150	31	13,500	41,200
Emalahleni	5,010	11,400	6,250	453	8,770	31,900
Engcobo	2,020	16,800	6,290	50	12,700	37,900
Sakhisizwe	3,910	6,780	3,120	109	2,660	16,600
Enoch Mgijima	38,900	21,200	4,480	193	6,190	71,000
<b>Total Chris Hani</b>	<b>68,387</b>	<b>73,237</b>	<b>30,025</b>	<b>976</b>	<b>45,588</b>	<b>218,214</b>

*Source: IHS Global Insight Regional Explorer version 1029*

The region within Chris Hani with the highest number of flush toilets is Enoch Mgiijima local municipality with 38 900 or a share of 56.92% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Engcobo local municipality with a total of 2 020 or a share of 2.96% of the total flush toilets within Chris Hani District Municipality.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Chris Hani District Municipality was 131 000, this decreased annually at a rate of 5.22% to 76 600 in 2015.

##### **(5) Land Use Management**

Land Use Management is a combination of tools and mechanisms used by a municipality to manage the way land is used and developed. Land use planning aims to coordinate all the land uses and their relationship to each other to create safe and liveable environments. Management comprises of two elements the administration of the town activities and the ability to anticipate future changes.

Emalahleni Municipality governs a land area where a variety of planning and land administration legislation applies. This situation hampers the rendering of effective land use management services by the municipality and places other obstacles in the way of facilitating and fast-tracking development, in certain instances.

Two legislations apply the Transkei Townships Ordinance 33 of 34 in Lady Frere and the Land Use Planning Ordinance 15 of 1985 in Dordrecht and Indwe. The Transkei Township Ordinance is applicable in areas that formed part of the former Transkei town, situated within the commonage boundaries of the towns whilst the Land Use Planning Ordinance is applicable in areas which

formed part of the former republic of South Africa. The applicable town planning scheme in Lady Frere is the Standard Transkei Town Planning Scheme and in towns of Indwe and Dordrecht it's the Town Planning Regulations applicable in terms of LUPO.

All types of economic activity require land either directly or indirectly. The rate of growth in the towns has increased which has been influenced by people migrating from rural areas to the service centres for better opportunities. Land, with its associated buildings and developments, is one of the most important assets of any town. It affects almost every other investment. In Lady Frere land parcels were sold to people on auction but no titles were passed to them which have caused problems in the community.

This has caused communities to do nothing with their land parcels as they cannot sell or invest or use as security when they borrow money from the banks to improve living conditions. Giving title deeds to communities would be effective to generate more economic activity and increase economic growth. Some land owners leave land underutilized hoping that there could be developers who will come and invest in the area which will allow them a gain. Land owned by the State which takes ages to donate to the municipality as part of the small town revitalization programme also contributes to the problems in the development of the towns.

Informal activities have challenged land use management conceptualizations, informal trade and economic activity is a major source of conflict. Un-planned development and unlawful occupation of land threatens the natural resources base of the area and represents a threat to the environmental "quality" of the area as well. Moreover, the trend towards un-managed settlement development occurring in a ribbon along the main transport routes threatens the use of the major routes for effective transportation of goods and people.

In absence of an effective land use planning and management, industrial and commercial concerns can develop in residential areas with little or no control. The absence of a land disposal policy also contributes to the informal or unlawful occupation as the municipality has no guide on how to dispose land and hence it takes longer for the community or businesses to acquire land.

Emalahleni Municipality is dominantly rural in nature which makes the people to move from the villages to the small service centres in search of better opportunities. This causes urban sprawl which leads to inadequate infrastructure, formation of slums, traffic congestion, illegal development etc. Urbanization is spurred largely by the migration of energetic and ambitious youths in search of survival, a better life and individual prosperity. The primary source of the challenge is unemployment.

The issue of human capacity and resources in small municipalities is also a challenge. Emalahleni Municipality like most municipalities has one Town Planner which results in slow processing of development applications. The Town Planning section is not fully fledged which makes the person responsible for planning to work under pressure which affects the quality and efficiency of the work. The capacity constraints have expanded the demand for private sector work which also has negative implications.

This challenge might be solved with the new planning legislation the Spatial Planning and Land Use Planning Act which requires municipalities to have their own planning tribunals. SPLUMA provides a framework for spatial planning and land use management in South Africa. The municipality has joined the district municipal planning tribunal and has appointed the Director Infrastructure Development and Human Settlement as the Authorised Official of the Municipality.



Emalahleni has a broad Spatial Development Framework which was approved in 2013 which is currently being reviewed. The Broad SDF recommended that the Municipality should develop Local SDF's for the three towns as one of the key actions to be undertaken by the municipality which has been done as the municipality is busy with Local SDF's for Dordrecht, Lady Frere and Indwe which was done as part of the Master Plan for Indwe. An SDF is a forward planning document that spatially indicates the long-term growth and development path of the municipality.

It coordinates the spatial implications of all strategic sector plans and gives physical effect to the vision, goals and objectives of the IDP. The SDF guides and informs land development and land use management. Rural nodes of Xonxa, Machubeni, Vaalbank and Ndonga were identified in the Emalahleni SDF and CHDM has took one rural node (Xonxa) and appointed a consultant to develop an LSDF, Vaalbank LSDF has been developed by the municipality and Machubeni is being developed currently. The rural service centres are strategically located so as to be able to be extended and planned to accommodate higher level of social facilities and infrastructure.

Geographic Information System has been one of the challenges in Emalahleni Municipality but the municipality has managed to gain support from the Department of Corporative Governance and Traditional Affairs. More work and improvement is required to enhance GIS as a planning tool in the municipality as it is a vital tool for mapping and generating vital information.

The level of understanding town planning and building procedures by communities of Emalahleni has had a bad impact on how the towns grow and develop. This has made the municipality to start on a programme to educate the community through pamphlets. These pamphlets will mobilise people to support planning, explain town planning procedures and inform people of their rights. An awareness campaign was conducted in all three towns on building procedure, town planning, human settlements and electricity to capacitate communities on applicable regulations. The number of applications submitted by the public is less and they do not consult the municipality when developing their properties, attention should be drawn on this to promote good order.

Land use management in Emalahleni is well maintained though it needs improvement and remedies in the challenges discussed above. There have been successes like having a system that talks to ownership, land use, zoning and valuation for the entire municipality which was developed as part of the land audit project. Town Planning in terms of development applications is administered and processed to promote good order and the municipality was able to develop zoning maps in 2011 to use with the Transkei Town Planning Scheme and Scheme regulations in terms of LUPO.

Land administration is slowly coming in as well as the municipality tries to dispose land for economic development. Informal developments are being formalised through a number of projects of subdivisions and township establishments.

## **(6) Vaalbank LSDF**

A Local Spatial Development Framework Report was prepared for Vaalbank Nodal Area. In terms of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000), a Spatial Development Framework (SDF) in respect of a Municipality's area of jurisdiction is a legally required component of a Municipality's Integrated Development Plan (IDP).

In terms of the Act, the SDF, once approved by the Municipal Council, has the status of a statutory plan that serves to guide and inform all decisions made by the Municipality with regard to spatial development and land use management in its area of jurisdiction.

Vaalbank Development Node was identified in the Emalahleni LM SDF as a Rural Node with potential for Business Development. The Local Spatial Framework is intended to create a holistic approach for the development of Vaalbank Development Node, thereby unleashing development potential, attracting investment and removing blockages inherited from previous planning methods.

### 1. Methodology Followed

The following methodology was followed to successfully complete the Vaalbank LSDF project.

Phase 1: Pre-planning and Inception Report

Phase 2: Situation Analysis

Phase 3: SWOT Analysis.

Phase 4: Conceptual Development Strategy.

Phase 5: Spatial Plan & Development Strategies

Phase 6: Implementation Plan

### 2. Public and Stakeholder Participation

Consultation with various stakeholders and municipal officials was considered a vital aspect of the planning process. This was achieved through:



planning process. This was achieved through:

- Stakeholder and Municipal Official Meeting to present the Inception Report
- Workshop to present Situation Analysis to Stakeholders and Municipal Officials

The table below depicts the dates of the Meetings and Workshops held.

TABLE NO.1

TABLE NO.1

MEETING	DATE
Project Inception Meeting with the Client	18 March 2015
1 <sup>st</sup> Workshop	10 December 2015
2 <sup>nd</sup> Workshop	1 November 2016

### 3. Key Issues

The key issues captured below derive from the Emalahleni LM IDP as well as from workshops held with the community of Wards 8, 9 and 10

Land for development is limited due to steep slopes.

There is no Solid Waste Management in the area.

Major Soil erosion making the land being undevelopable.

There is a huge backlog maintaining road infrastructure within the study area.  
 There is no formal business within the study area.  
 There is a lack of taxi/bus ranks and shelters.  
 There are backlogs in the supply of electricity to households.  
 There is a backlog in terms of flush toilets within the study area.  
 There is no library situated within the study area.  
 There is no Police Station within the area.  
 There is a lot of drought spells within the area.  
 High unemployment rate.  
 Large number of young adult with drug abuse habits.  
 High crime rate.

**4. Strengths Weaknesses Opportunities and Threats**

It was important to capture the Strengths Weaknesses Opportunities and Threats within the study area. The community assisted with this exercise and the following was captured during a workshop held on 10 December 2015.









#### **5. Vaalbank Development Node Conceptual Development Framework**

The concept plan for Vaalbank Development Node considers the potential for vibrant residential settlements, mixed use, business and agriculture. This will effectively attract potential investment into the Vaalbank Areas as well improvement of infrastructure development. This will see the greater extent of the community benefitting by the creation of jobs, and exposure that will attract tourists and, therefore, an increase in the local economy. Tourism potential is proposed along the mountain range and the small waterfalls within the area. The settlements of Vaalbank Development Area seem to be growing; settlement growth has therefore been catered for with the proposed settlement edge. This allows for growth to take place in a controlled manner, and not in areas of environmentally sensitive areas, or areas of danger i.e. close to rivers, watercourses or in areas of mountainous terrain. Main intersections have also been identified as points of potential development nodes. Proposed Mixed and Business use catering for mixed development and business expansion has been proposed at the intersection and along the R392 where the Vaalbank Community Hall is located. This node is called Vaalbank Intersection Business Node. This node was created to help relieve poverty in the area, to invite investors into the area and to create employment to the communities at large.



### Concept Plan



### 6. Vaalbank Development Node Vision

*"Vaalbank, A Business Hub serving the surrounding wards bringing Business, Agriculture and Tourism Opportunities closer to the people"*

### 7. Vaalbank Development Node: Spatial Objections and Strategies

OBJECTIVES	STRATEGIES
Promote access to land for Development of Sustainable Human Settlement.	Implement land release programmes
Improve the quality of human life through the provision of basic Infrastructure services and housing.	Provide sustainable infrastructure and Integrated Sustainable Human Settlement.
Provide improved road access.	The municipality need to improve the quality and condition of the roads

## 8. SPATIAL FRAMEWORKS

### 8.1 Biophysical Framework

The environmental spatial framework is founded on the Eastern Cape Biodiversity Conservation Plan, recognising biodiversity corridors, core and buffer areas, and sub-tropical thicket corridor concept. In addition the framework should emphasise the need to safeguard natural resources, achieved food security by preventing loss of valuable high potential agricultural land and connecting development to the availability of sustainable water resources. Environmental considerations are an

increasing aspect of any development initiative and should form an integral part of the activities proposed in terms of the Vaalbank Development Node LSDF. The following environmental proposals, therefore, have two main drivers:

- To promote environmental legal compliance and minimise environmental impacts associated with the Vaalbank Development Node LSDF proposals; and
- To promote the environmental or sustainability branding for products and activities associated with the Vaalbank Development Node LSDF proposals.

### Environmental Projects

- Opportunities for "environmental projects" exist in the "Vaalbank" area and the following projects could be considered in the Vaalbank LSDF:
- Initiating erosion preventive methods to stabilise the existing erosional areas and ensuring that these areas do not expand;
- Organic or sustainable farming enterprises in and around the irrigation scheme; (Vaalbank Water Scheme)
- Rehabilitation of riverbanks;
- Renewable energy (wind, solar and biogas);
- Biofuel production;



## **Biophysical Framework: Environmental Plan**

### **Agriculture in Vaalbank**

Agriculture requires extensive land areas dependant in the types of enterprises needed. The chosen land needs to have the necessary natural resources that will also have the ability to produce the crops for the chosen enterprises. These important resources include soils of the correct potential, availability of the necessary moisture either in the form of rain or in the form of supplementary irrigation and the correct temperature for the chosen enterprises.

The Vaalbank Development Node has all the necessary soils, temperature requirements to produce the identified crops.

Of further importance in terms of land are land ownership and land rights. These are important not only in resolving land conflict issues and security of the enterprises but are important in terms of access funds to ensure the ability for long term sustainability.

Land security indicates the landholder's possession or use of land that will not be interfered with.

Secondly it is a confidence and duration of tenure. This has economic connotations.

### **Proposals for Agriculture from Emalahleni LM IDP 2014-15**

The municipality need to engage with the Department of Agriculture in order to provide dedicated team of Agricultural Extension Officers who must provide proper advice to the community.

The municipality should put systems in place to provide Training, Mentoring and Institutional support to primary produces who have little or no technical training in Financial and Business Management.

A system should be in place which will assist with funding and sources funding.

The municipality together with Department of Agriculture to build appropriate Agro Processing Capacity.

### **Proposals for Vaalbank**

- Opportunities for "agricultural projects" exist in the "Vaalbank" area and the following projects could be considered in the Vaalbank LSDF:
- Proposed fencing of ploughing fields –
- Community vegetable gardens
- Monitor and maintain the irrigation scheme –
- Sheep farming potential exist within the area.
- Maize production.





## Biophysical Framework: Agriculture Plan

### 8.2 Socio Economic Framework

#### **Social Facilities**

This framework plan proposes that **social facilities** be located at strategic points of accessibility where higher order community facilities can be clustered together, in order that a greater number of residents are served in a more effective and efficient way. Ideally, future Rural Service Centres should be located in close proximity to public transport routes to ensure maximum accessibility of facilities.

Clustering of new social facilities, where possible, at the identified nodes is also to be encouraged. This concept is supported due to the size of the study area, the scattered settlement formation and the insufficient social facilities.

The following strategies for social infrastructure is based on the criteria as stipulated in terms of the CSIR Human Settlements Guidelines:-

Crèche	1 for every 90/du	1 km
Primary School	1 for every 600/du	1,5 km
Secondary School	1 for every 1200/du	2,25 km
Sports field	1 for every 1400/du	2,5 km
Police Station	1 for every 4500/du	1,5 km
Community Hall	1 for every 4000/du	2,5 km
Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
Clinic	1 for every 900/du	1,5 km

The Social Facilities within the area should be upgraded in order to cater for the increased population. Should these facilities be unable to accommodate the population, provision for new facilities should be made.

### Crèches / Pre School

In terms of crèches CSIR Human Settlements Guidelines proposed a walking distances of 1,5km for crèches. There are two crèches within the Vaalbank Development Node Study Area and this document proposed that future planning within the study area should include the establishment of more Pre Schools sites.

### Social Infrastructure Proposals:

- Construction of a satellite police station or visible police patrolling in Vaalbank Development Node area.
- Renovation and development of sports facilities and playgrounds to encourage youth productivity.
- Youth development programmes to assist in dealing with social issues such as unemployment, crime, HIV/AIDS and teenage pregnancy.

### Cemeteries

Currently the community within the study area bury loved one inside their yard because there is no formal cemetery. Detailed studies need to be undertaken to identify appropriate sites for cemeteries within the Vaalbank Development Node study area. Such a study requires specialist expertise and would fall outside the scope of this framework plan.

### Housing Proposals

Planning for future housing is an important part of a Local Spatial Development Framework. The Housing Sector Plan of Emalahleni LM makes provision for 1000 RDP houses in Zwartwater. Middle income housing can be catered for within the Vaalbank Intersection Business Node in future.

### Local Economic Development

The Vaalbank Development Node is located along the R392 route from Dordrecht to Queenstown, however it is a significant node for economic activity in the region due to its location. However there



is the current lack of infrastructure services and accessibility. The area is characterised by an impoverished population and low levels of economic activity and development.

In an attempt to solve these problems, it is necessary for new projects to be implemented effectively and for support to continue in the first few years of the projects existence. It is also important to train project participants to a level where they are able to make the project sustainable and viable in the long term.

Government services such as government offices and police stations are currently lacking in the area. The inadequate provision of social services indirectly effects tourism development, infrastructure, retail development and private investment opportunities within the area.

### **Agriculture**

The agriculture sector within the study area has good potential. It is proposed that special focus be placed on agriculture development and growth. The agricultural sector needs to be prioritised as a key driver for economic growth. Agriculture makes a very small contribution to GGP due to land ownership issues, inefficient farming techniques and land degradation. There is a fair amount of subsistence farming happening in the municipality, some of which can potentially be escalated to a small-scale commercial level. There are also a number of irrigation schemes which are able to service agricultural schemes.

### **Key Proposals:**

Underlying and systematic changes:-

- Land rights issues potential investors and business people are not comfortable with the uncertainty over land tenure in the area. These issues need to be resolved as a matter of urgency so that land can be leased or bought in the confidence that tenure or property rights will be upheld.
- Land rehabilitation programmes to prevent and improve the degradation of semi arable land.
- Consolidation and expansion of current irrigation schemes to ensure proper management and better success rate.
- Training farmers in sustainable livestock management.
- Training farmers in sustainable crop production and management.
- The establishment of an agricultural centre is an advisable venture but not initially as a large scale initiative;
- Set up as a small enterprise, service provided on a fee-paying basis (possibly with some vouchers for subsistence farmers);
- Development of a Proposed Agricultural Resource Centre.

### **Retail Development:-**

The Vaalbank Development Node is extremely limited in terms of retail outlets. There is scope to promote local SMMEs, particularly in the retail sector, by assisting with property availability and

certain infrastructure improvements, such as creating informal trading areas, which are well demarcated and serviced. Improvements can also be made to formalized businesses by repainting store fronts.

**Key Proposals:**

- Construction of informal traders' zone within the Vaalbank Intersection Business Node.
- Construction of retail outlet stores, garage at the Vaalbank Intersection Business Node.

**Infrastructure Development:-**

The infrastructure is, for the most part, run down and is in need of upgrades. The improvements in the Vaalbank Intersection Business Node is particular important to make the hub more functional and efficient:

Proposals identified for the area include:

**Key Proposals:**

- Road upgrade throughout the entire study area, particularly the main and primary transport routes;
- Construction of pavements and pavement foliage;
- Grading (or tarring) of gravel access roads;
- Provision of piped water to all residential settlements;
- Better access to sanitation for all households;
- Electricity supply to all residential settlements.

**8.3 BUILT ENVIRONMENT FRAMEWORK**

**Proposed Development Nodes of Importance**

**Nodes** are generally described as areas of mixed land use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organizations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development. The analysis of trends and development opportunities establishes a clear spatial pattern for the Vaalbank Development Node study area.

The proposed nodes are captured in the table below and illustrated on the plan below to show the spatial locations of the nodes.

Type	Area	Function
Rural Nodes	• Lower Vaalbank	<ul style="list-style-type: none"> <li>• A proposed Rural Service Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities.</li> <li>- Areas where medium order community facilities can be bundled in order to ensure that a greater number of rural</li> </ul>

residents are served in a more efficient and effective way.

- Ideally, these and future rural service centers are located in close proximity to public transport routes to ensure maximum accessibility to facilities
- Local planning to maximize use of resources
- Local land use schemes to be negotiated

Business Node  
 Vaalbank  
 Intersection  
 Business Node

- Proposed Business Hub
- Local land use Schemes to be negotiated.

Mixed Development Node

- Mngungu
- Qwugqwarhu
- Bhogo-A
- Mgqukhwebe-A
- Gcina-G
- Swartwater
- Dum-Dum
- Sidwadweni

- A proposed Mixed Development Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities.

**Business Node**

The proposed proposals for Vaalbank Intersection Business Node are the following:

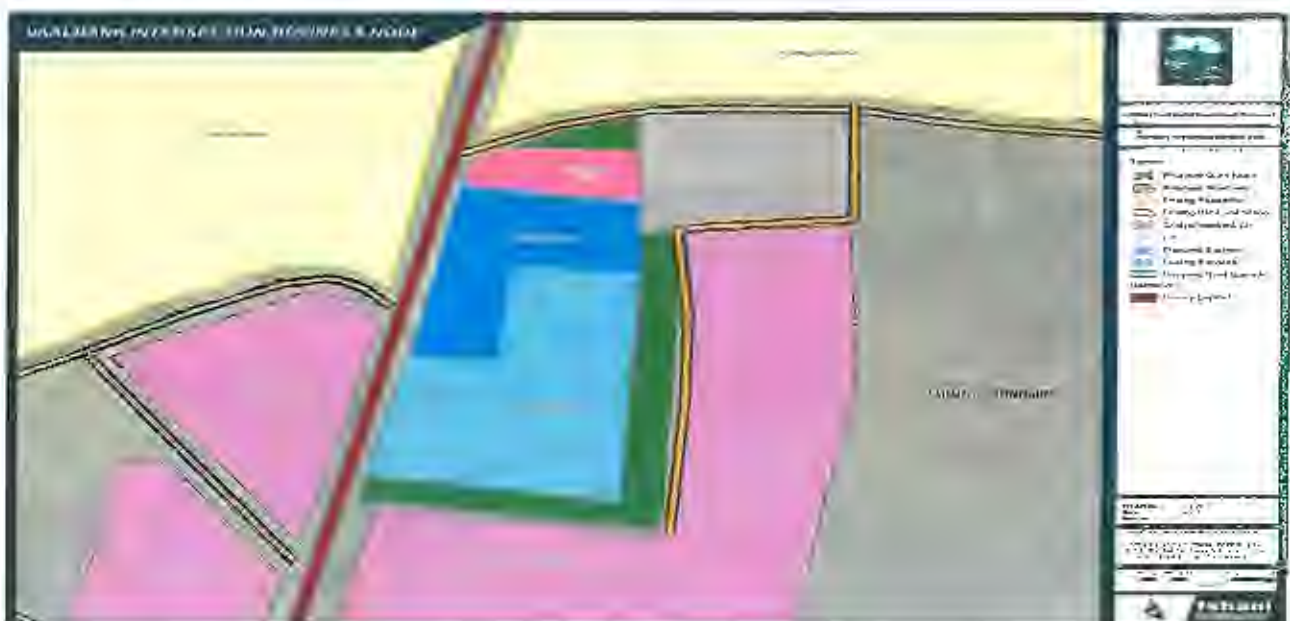
Existing Business to expand;

Proposed Mixed Uses

Proposed Park and Open Space Development,

Upgrade of internal road

Establishment of new internal roads



## PLAN. VAALBANK INTERSECTION BUSINESS NODE

### Proposed Development Corridors of Importance

The notion of development corridors, both as structuring elements to guide spatial planning, as well as special development areas with specific types of development potential, has been well established internationally.

Typically, **development corridors** have been identified as roads or other **transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur.**

The term "Transport corridors" be adopted in future because it places emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments.

Within the Vaalbank Development Node, there is one "transport corridor", namely, the R392 from Queenstown to Dordrecht which is proposed as the main Transport Corridor in the Conceptual Framework.

development corridors		
TYPE	MAP CODES	LOCATION
Existing Transport Route	Brown	Existing Transport Route the R392
Secondary Street	Pink	Main roads along the main access routes in the study area.





### Infrastructure Proposals

The areas of greatest need are defined as those areas with the lowest income per capita income levels and worst-off settlement areas. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas. These proposals need to include poverty alleviation programs and basic infrastructure investment.

### Infrastructure Development:-

The infrastructure is, for the most part, run down and is in need of upgrades. Improvement in the Proposed Business Node is of particular importance in making the node more functional and efficient.

There is a lack of both social and economic infrastructure and high backlog issues for the development nodes. Proposals identified for the area include:

### Key Proposals:

Road upgrade throughout the entire study area, particularly the main and primary transport routes

Construction of pavements and pavement foliage;

Grading (or tarring) of gravel access roads;

Provision of piped water to all residential settlements;

Better access to sanitation for all households;

Electricity supply to all residential settlements.

Provision of storm water services within wards 8, 9 and 10.

### Green Infrastructure Technology

**Green Infrastructure** is an economical strong approach to use nature and climate change to benefit people. The main components of this approach include storm water management, climate adaptation, less heat stress, more biodiversity, food production, better air quality, sustainable energy production, clean water and healthy soils, as well as the more anthropocentric functions such as increased quality of life through recreation and providing shade and shelter in and around towns and cities. Green infrastructure also serves to provide an ecological framework for social, economic and environmental health of the surroundings.

**Rainwater harvesting** – installing gutters and plastic tanks to catch rainwater from roof tops that could be used for potable water.



**Stormwater harvesting** – stormwater could be diverted to a collection point which could be used to water gardens and farmlands. In addition planting trees in the steep areas would intercept rainfall and thus reduce soil erosion.

**Solid waste recycling** – certain items of solid waste can be collected to recycling and could potentially be sold thereby creating employment for residents.



**Greywater reuse** - Greywater is gently used water from bathroom sinks, showers, tubs, and washing machines. It is not water that has come into contact with faces. Greywater could be collected to water gardens and farms.

**Solar panels** could be used for electricity as they are less intrusive on the residents & can be locally installed at each house where the resident can take ownership.



#### **VAALBANK DEVELOPMENT NODE IMPLEMENTATION PLAN**

The Implementation Plan below gives a view of possible projects, the division responsible for the project the possible funder and a possible budget that can be tied to the project.





be executed on a site, i.e. the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, to promote the terrain and environment of the communities residing within the municipal boundaries by regulating the appearance and condition of buildings and premises.

The municipality has structured bylaws to prevent building of illegal structures built without approved building plans and to prevent the municipality from having neglected unsightly building or premises

The level of understanding building procedures by the community in the municipal area has a bad impact on how the towns grow and develop. People are building illegally and not complying with National Building Regulations & Standard Act 103 of 1977 as amended. Land owners just build according to their wants without consulting the municipality.

### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Adequate capacity</li> <li>• Adequate access to resources</li> <li>• Regulations and By-Laws</li> <li>• Tariffs are implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Limited training</li> <li>• Encroachment</li> <li>• Limited enforcement of Policies and By-Laws</li> <li>•</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• National Building Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal constructions</li> <li>• Encroachment</li> <li>• Staff turnover</li> </ul>

## 2 Waste Management

The municipality is responsible for waste management service which encompasses street cleansing, collection, transportation, disposal of solid waste and management of landfill sites. Integrated Waste Management Plan was developed and adopted by Council on the 27 October 2016. The Department of Economic Development, Environment and Tourism endorsed the IWMP on the 16 June 2017 and is currently awaiting further endorsement from the Department of Cooperative Governance and Traditional Affairs

The Council approved and DEDEAT endorsed IWMP is aiming at optimizing waste management by maximizing efficiency, and minimizing associated environmental impacts and financial costs. It makes projections on future requirements, set objectives, identified system components. Alternative methods/approaches for meeting legal requirements were as well identified. Lack of funds for projects and operations of the section necessitate that the Waste Management Section continuously source funds and resources externally.

The unit for waste management is staffed with the Waste Management Practitioner & Environmental Management Practitioner, three supervisors for waste management, landfill operators, street cleansing personnel. The Waste Management Officer has been designated by the Mayor in 2016 and a designation letter submitted to DEDEAT

### (a) Landfill Site Management (See attached IWMP)

Emalahleni LM has one permitted landfill site to be constructed and three registered transfer stations, which are at 85% complete with regards to construction. The Municipality has obtained a closure permit for the Old Lady Frere site and Dordrecht Site. The Department of Economic Development and Environmental Affairs and Tourism allocated an amount of R1.6 Million in 2014/2015 financial year to ensure compliance of the sites to the Norms and Standards and an additional R3 million will be allocated in the 2018/2019 financial. Fencing of Lady Frere Landfill site to restrict uncontrolled access was done and construction of the guard house has been completed.



Indwe has a registered transfer station and a portion of the site was declared an illegal dumping area that needs to be rehabilitated. The municipality is in the process of acquiring funds for the closure and rehabilitation license. The Municipality has also obtained a permit to construct and operate a Regional Landfill Site in Lady Frere which has since not yielded positive results. This development also entails the construction of Transfer Station at Indwe, Dordrecht and Lady Frere. There is dedicated staff for Landfill Site Management through the EPWP initiatives implemented by the municipality. The municipality takes advantage of the available Roads and Storm water plant and the new procured TLB for the management of landfill sites. Volume of waste are recorded daily and registered to SAWIS to comply with minimum requirements of NEMWA.

#### (b) Refuse Collection

The Municipality is currently collecting refuse in all urban and township areas at least once per week and plans are in place to extend the refuse removal service to Cacadu extension. The CBD and major retailers are serviced more frequently with some businesses being serviced on a daily basis even though they are not charged accordingly; plans are in process to align the billing with the services rendered. Business plans have been developed to solicit funds to acquire two refuse compactor trucks. A combination of tractor trailer system for refuse collection is currently utilized by the municipality.

#### Refuse removal for Household

	2008	2009	2010	2011
Unspecified / other	52	49	47	1303
Removed by local authority at least once a week	3 026	3 085	3 144	2 637
Removed by local authority less often	217	211	206	165
Communal refuse dump	562	587	612	528
Own refuse dump	13 363	13 518	13 674	20 165
No rubbish disposal	-	-	-	6883

#### Refuse collection per urban household

LADY FRERE	INDWE	DORDRECHT
Main Town (170)	Main Town (714)	Main Town (350)
Bhongolwethu (700)	Manyano (344)	Tyoksville (1985)
Lady Frere Location (592)	Mavuya (759)	Isinakho (1045)
Pilot (Mqeshi)(15)	Mzamorhle (502)	Munniksville (292)
	Sonwabila (193)	
	Phumlani (331)	
<ul style="list-style-type: none"> <li>• Total Number of Households: 7999</li> <li>• Total Number of Households receiving Recollection Services 7999</li> <li>• Total Households of Emalahleni Local Municipality: 31 681</li> </ul>		
<p><i>Weekly refuse removal services are at 8.5% according to Statistic South Africa 2011 Census report.</i></p>		

#### (c) Waste Minimization

The municipality conducts awareness campaigns on a quarterly basis as well as clean up campaigns on a weekly basis. There are recycling initiatives in place where the municipality facilitates and offers support to formal and informal recyclers within the municipal area. A partnership has been forged with PETCO recycling company where they offer training to recyclers and have donated recycling equipment. An additional partnership has been formed with a local recycling company to operate recycling initiatives in the two existing transfer stations.

#### **Street Cleaning**

The Municipality provides street cleansing services on a daily basis, especially the CBD and busy streets with businesses and transportation of waste to designated disposal areas. The Waste Management Section is currently doing litter picking but has identified the need to physically sweep the streets due to dirt and silt built up caused by soil erosion and dust settling.

#### **Clearing of Illegal Dumping Sites**

The Municipality has noted the growing number of illegal Dumping areas within the residential areas and more so in the townships and are more prevalent at Indwa and Lady Frere. Drop-off centers have been constructed in three units to eradicate illegal Dumping areas and also educate the communities on Waste, Health and Environmental Management. These have been grossly reduced with the implementation of Clean-up campaigns and community participation through EPWP and Community Works Program.

#### **Waste Management Legislation**

The Municipality has a Council approved and DEDEAT endorsed IWMP which needs to be endorsed by CoGTA and is aligned with the new developments of the area and growth of waste generation within Emalahleni Municipality. The Municipality has developed and gazetted Waste Management By-Law to give effect to enforcement of the legislation and polluter pays principles. Institutional re-arrangements to enforce implementation of the by-laws are underway

There is a gazetted waste management by-law in place that complies with the NEMWA No. 59 of 2008, and is enforced to address the issue of illegal dumping and littering as prescribed within NEMWA (Act No. 59 of 2008)?

#### **Current Projects**

##### **Project Hlasela**

The Project was funded by Department of Environmental Affairs and is being implemented by Cokisa Consulting. There are 34 Beneficiaries in the project and they have been distributed in all three towns. Its objectives are to skill youth on Waste Management, Create work opportunities and provide infrastructural support to Municipalities. The Cokisa contract lapsed in in October 2016 and the municipality through the Council, took a resolution to appoint the beneficiaries on a fixed term contract of one year as an EPWP initiative. The beneficiaries were absorbed under Project Hlasela which was funded the ELM. The municipality has set aside budget a minimum of R975 000 to replicate the programme in 2017&2018 financial year.

Project beneficiaries conduct education and awareness programmes within the municipality to compliment the currently existing waste management services provided by the municipality

#### **(h) SWOT Analysis for Waste Management as a functional area**

The municipality has identified the following areas and the Integrated Waste Management Plan addresses all challenges identified (See attached sector plan)

Strengths	Weaknesses
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<ul style="list-style-type: none"> <li>• Council approved IWMP</li> <li>• Council approved refuse collection schedule</li> <li>• Council approved by law</li> <li>• Funding for development of new landfill site in Lady Frere and two transfer station in Dordrecht and Indwe</li> <li>• Dedicated personnel for waste management</li> <li>• District and Provincial Award for Greenest Municipality Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget for equipment</li> <li>• Inadequate plant and equipment to ensure compliance of landfill sites</li> <li>• Inadequate and over reliance on temporary workers</li> <li>• Inability to map serviced areas</li> <li>• Landfill sites that are not rehabilitated.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Donor Funding</li> <li>• Support from CHDM and DEDEAT</li> <li>• Community participation</li> </ul>	<ul style="list-style-type: none"> <li>• Litigation for sites that are not rehabilitated</li> <li>• Illegal dumping</li> <li>• Insufficient revenue generated</li> </ul>

### 3. Environmental Management

The Municipality has a dedicated official for Environmental Management and related functions. An integrated environmental management framework has been developed and approved by Council. Awareness Campaigns are conducted for waste management and environmental preservation, National Green days are celebrated on an annual basis. Chris Hani DM adopted a District focused Environmental Management Plan which was reviewed to ensure relevance to its material conditions. Emalahleni Local Municipality has conducted land care project (eradication of Lapesi invasive species) through DEDEAT funding coordinated by Chris Hani District Municipality in 4 wards (Ward2, 5, 7 and12). The municipality partakes in projects that requires Environmental Impact Assessments as an affected party.

An internal analysis on the strengths, weaknesses, opportunities and threats on environmental management was done and the below table presents the findings:

<b>Strengths</b>	<b>Weaknesses</b>
Availability of Spatial Development Framework Greening and land care initiatives Availability of Environmental Management Framework	Limited availability of environmental personnel within the organization to deal with or address environmental issue
<b>Opportunities</b>	<b>Threats</b>
Support from SALGA on Environmental Management Programs. CHDM integrated Environmental Management Plan Support from DEA and DEDEAT DEA EPIP funding Tourism Environment and Climate Change Forum which is inclusive of all stakeholders including business and potential funders	Climate Change impacts and air quality Land degradation

### Environmental Management Framework

The Constitution and other legislations places an obligation on local government to provide services in an environmentally sustainable manner. Local Government has a duty to protect the 'environmental rights' of its citizens. The Constitution further contains two critical objects relating specifically to local government in achieving sustainable development which are:

To ensure the provision of services in a sustainable manner

To promote a safe and healthy environment

In response to this, the municipality has developed an Environmental Management Framework phase one which is a study of the biophysical and socio-cultural systems of geographically defined areas to reveal where specific activities may best be practiced and to offer performance standards for maintaining appropriate use of such land and environment. The plan is emphatic in its desired state on the following:

Freshwater ecosystem, water quality, air quality, agriculture, heritage, biodiversity? Ecology, geology, landscaping/ characteristics and genus/Loci, resource economics, town planning. Land Degradation and its rehabilitation are also discussed in length providing the status quo and the desired state.

A logical spatially demarcated area is defined by an EMF some being sensitive, requiring specific management intervention to ensure its future environmental integrity gets allocated through the process, some being assets or identified as heritage and historical importance Management Guidelines are proposed looking at specific provisions applied in the management of each individual attribute or activity associated with the respective Management Zones.

The municipality is staffed with one practitioner, staff for maintenance of parks and open spaces. An intern is scheduled to be appointed in 2017/2018. Chris Hani District Municipality (Environmental Health Practitioners), DEA and DEDEAT (environmental officers) have assigned officials to collaborate with the municipality on all environmental matters within their ambit.

#### **Environmental Management Project Implemented**

##### **Land Care Projects**

Research studies with Tertiary Institutions

Community Works Program looking at construction of gabions to prevent rock falls, manage storm water, building of causeways.

Tree planting and management

Participation in National Arbor City Awards

No capital projects due for implementation requiring Environmental Impact Assessments and if available from other sector departments the Environmental Management Framework will serve as reference tool

#### **Climate Change and Air Quality Management**

The specialist air quality study indicated that residential energy use (biofuel and electricity), motor vehicle emissions, vehicle entrainment on dirt road, hospitals, solid waste burning, vegetation burning (veld fires) and road construction (including their quarries/borrow pits) and trans-boundary pollutants as major sources of air pollution in the municipality. However, the overall air quality within the study area is still considered to be in good quality amidst random peaks. It is recommended that the municipality regulate and manage the air quality as there are no dedicated resources to monitor different activities that affect the air quality within. The agreement necessary to manage and monitor air quality within the

Chris Hani DM has a Climate Change Response Strategy and Air Quality Monitoring bylaws that are waiting for promulgated are also considered by Emalahleni LM. The DM is the Licensing Authority for Air Emissions Licenses. The Air Quality Act makes it incumbent on local municipalities to monitor ambient air quality within its area of jurisdiction. It is accepted that a permanent air quality officer is required to regularly monitor air pollution and analyse the data in areas with heavy industrial emissions due to high industrial development. ELM has a designated Air Pollution Officer as per Air Quality Act of 2004 (Act 39 of 2004)

However, Emalahleni LM almost has no extensive industrial economy that emits or degrade air quality. This situation does not warrant the appointment of a permanent air quality officer therefore the municipality is looking at more sustainable solution like partnering with the CHDM and DEDEAT to monitor the air quality. Emalahleni is part of the Chris Hani District Climate Change and Environmental Management Forum and is also participating in the SALGA Forums for Environmental Management and Climate Change Strategy Forums



The municipality has implemented two capital projects (Dordrecht and Lady Frere Parks) related to management of open spaces, Entrance beautification and parks development programs. One project in Indwe has been prioritized for 2017/2018 financial year.

Waste Management By Laws were developed and promulgated in 2014/2015 financial year. The process of designating peace officers and development of tariffs and fine list is underway.

#### **Trade effluent Policy**

The Municipal area has no extensive industrial areas that emit effluents which would require a by-law or a policy. The Water Act, NEMA, SANS 241, Health Act and the Constitution will be utilized for penalizing emitters if such occurs in the absence of the policy.

The Municipality has established a Community Safety Forum which is a structure to coordinate crime prevention activities of all government and non-government organisations that are involved in crime prevention which may cover several policies. It sits on a quarterly basis. As such this platform it provides means for sharing information on areas of attention and successes.

#### **Disaster Management**

##### **Institutional Capacity**

Emalahleni Local Municipality has two disaster management field workers for the provision of disaster management and fire-fighting coordinators in the organizational structure which are not yet filled. 6 fire fighters have been employed on a temporary basis. Chris Hani District Municipality had seconded ELM with two personnel (Disaster Management Practitioner and Disaster management Field Worker). The municipality ensures quarterly sittings of Disaster Management Advisory Forums with all relevant stakeholders. There are six (6) trained fire-fighting volunteers for the entire municipality. There is a budget provision for Disaster management operations.

##### **Risk Assessment**

The municipality conducted an intensive risk assessment per ward to input in the disaster management plan. Further risk assessment will be conducted owing to risks that continue to manifest themselves.

##### **Risk Reduction & Prevention**

The winter fire season starts in March and includes all fire breaks and landowner awareness campaigns are being conducted.

##### **Response & Awareness**

Emalahleni Local Municipality conducts a minimum of four awareness campaigns in schools, residential developments and businesses per month with the support of the District Municipality staff assigned to the area.

International Day for Disaster Reduction (IDDR) programme is being implemented on a yearly basis in identified communities affected by disasters.

##### **Training & Awareness**

Chris Hani District Municipality assists in fire and rescue services training and officials continue to attend courses and traffic law enforcement unit assists in vehicle accidents, hazmat dangers. Engagements to solicit support for basic fire-fighting training with Department of Water Affairs and Working on Fire have been conducted.

##### **Funding Arrangements**

Funding mechanism is through the municipal operating expenditure.

The municipality is not immune to emergencies and disasters and annually suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The municipality is committed to ensure the safety and the sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk within the municipality in close collaboration with all relevant stakeholders.

The municipality has developed a disaster management plan for the municipal area in line with the requirements of

the Municipal Systems Act and that of Disaster Management Act, 2002 (Act 57 of 2002). In developing the plan the following processes were followed, hazard identification analysis, risk profiling assessments and risk prioritization which then leads to interventions.

The Disaster Management Plan has since been adopted and approved by Council and submitted to CoSTA Eastern Cape and it is yet to be gazetted. The plan is inclusive of fire tariffs has been developed aligned to Spatial Development and Environmental Management Frameworks. CHDM has provided Disaster Management & Fire Fighting by Laws for further discussion, consultation and adoption. Responsibilities of all stakeholders on the management of fires, spillages and other related functions have been spelled out.

A site has been developed for the fire centre and the municipality is in the process of sourcing funding to erect the structure. Budget has been set aside for the employment of Manager Community Safety which shall be designated as Fire Emergency Officer and Fire Officers. The Municipality received a donation of a fire engine from the Mantashe Foundation which has added to one skid unit.

Assessment performed revealed that ELM is an area already under stress due to the combined effects of poverty, large socioeconomic disparities and high disease burdens among significant portions of the population. Any disaster occurring in these already strained circumstances is bound to have an impact beyond what would normally be expected due to the vulnerability of the communities involved.

The municipality is at the forefront of dealing with disasters and their negative consequences, and it remains vital to include policies and regulations in their IDPs for reducing vulnerabilities and increasing opportunities of adaptation. The objective is the integration of disaster risk concerns into the municipal budget in order to ensure that levels of public expenditure on risk reduction are sufficient and that there are adequate financial arrangements to manage the residual risk. This DRA is required to establish the case for proactive and a comprehensive disaster risk management and to establish an enabling environment for disaster risk management.

Awareness-raising in the local community of the municipality is required to secure a solid appreciation and understanding of the relevance of disaster risk reduction and to secure its mainstreaming into development and greater accountability for disaster-related losses. Risk prioritisation has since been performed.

In response to the Disaster Risk Assessment performed the Disaster Management Plan was then developed with the following priorities

**Addressing the priority risks:**

Risk Reduction Plans, Disaster Preparedness Plans (Preparedness, Response & Relief) and disaster Recovery Measures (Rehabilitation & Reconstruction) have been identified and will be presented in length under the strategies

**SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
Well-coordinated structures with farmers and the community at large	Lack of equipment (fire beaters and hydrants, fire vehicles)
Advisory forums are attended quarterly as well as technical task team meetings	Problems with water supply interventions
Approved Disaster management plan	Capacity to deal with totally destroyed houses and provision of temporal shelters
Approved business plan for Disaster management centre	Lack of training for fire fighters
<b>Opportunities</b>	<b>Threats</b>

CHDM support Working on Fire Department of Water Affairs	Rockfall Heavy Rains, floods and snow Strong Winds Fire Hazmat (hazardous materials) danger Drought
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l) Has the Municipality adopted a disaster management plan?
m) Is the municipal Spatial Development Plan informed by disaster vulnerability and risk assessment reports?
n) Are emergency procurement measures stipulated in the disaster management plan?
o) Are disaster management by-laws adopted?
p) Is the municipality operating a fulltime fire service?
q) Is the municipality operating a fulltime fire service?
r) Are fire services tariffs developed, adopted, implemented and periodically reviewed?
s) Is there a plan to address veld and forest fires, oil spillages, floods?

## 8. Cemeteries

The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Frere are only offering sale of site. Cemetery layout plan has been developed for Lady Frere and is to be submitted to Council for adoption, layout plan for Indwe cemetery is currently being developed Roads and storm water channeling constructed in all three units.

Fencing, cleaning of the site and marking of the graves for Lady Frere cemetery was done including construction of parking space. There are future plans to substitute the Cemetery Register with a Cemetery Management Software which will also encompass grave digging for Indwe and Lady Frere. The construction of parking bay has been completed.

Type	Condition	Place	Description
Cemeteries	2 - Good (61 to 80%)	Dordrecht	DORDRECHT MONUMENT-MONUMENT
FENCING - CEMETERIES	3 - Fair (41 to 60%)	Sinakho	DORDRECHT CEMETERY 1-FENCE
Cemeteries	1 - Excellent (81 to 100%)	Sinakho	DORDRECHT CEMETERY 1-CEMETERY GROUNDS
FENCING - CEMETERIES	3 - Fair (41 to 60%)	Munnikville	DORDRECHT CEMETERY 2-FENCE
Cemeteries	1 - Excellent (81 to 100%)	Munnikville	DORDRECHT CEMETERY 2-CEMETERY GROUNDS
FENCING - CEMETERIES	3 - Fair (41 to 60%)	Munnikville	DORDRECHT CEMETERY 2-FENCE

Cemeteries	1 - Excellent (81 to 100%)	Munnikville	DORDRECHT CEMETERY 2-CEMETERY GROUNDS
FENCING - CEMETERIES	2 - Good (61 to 80%)	Dordrecht	DORDRECHT CEMETERY 3- FENCE
Cemeteries	1 - Excellent (81 to 100%)	Dordrecht	DORDRECHT CEMETERY 3-CEMETERY GROUNDS
Cemeteries	2 - Good (61 to 80%)	Dordrecht	MUSLIM CEMETERY- CEMETERY GROUNDS
FENCING - CEMETERIES	4 - Poor (21 to 40%)	Dordrecht	MUSLIM CEMETERY- FENCE
Cemeteries	2 - Good (61 to 80%)	Dordrecht	Cemetery - Land Site Number - /2008
Cemeteries	2 - Good (61 to 80%)	Dordrecht	Cemetery - Building On Site Number - /2008
Cemeteries	2 - Good (61 to 80%)	Lady Frere	Cemetery - Land Site Number - /169
Cemeteries	2 - Good (61 to 80%)	Lady Frere	Cemetery - Land Site Number - /170
Cemeteries	4 - Poor (21 to 40%)	Lady Frere	Cemetery - Zakhele location
Fencing Cemeteries	3 - Fair (41 to 60%)	Lady Frere	Cemetery - Land Site Number - /169
Fencing Cemeteries	3 - Fair (41 to 60%)	Lady Frere	Cemetery - Land Site Number - /170
Fencing Cemeteries	1 - Poor (21 to 40%)	Lady Frere	Cemetery - Zakhele location

#### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Cemetery registers in place in 3 units</li> <li>• Designated personnel for tracking and allocation of gravesites – Indwe and Dordrecht Units</li> <li>• Availability of Land in Lady Frere</li> <li>• Booking system is in place to three units</li> <li>• Good practice of cemetery management is implemented in Dordrecht</li> <li>• Layout plan in Dordrecht and Lady Frere is available</li> <li>• Availability of land in Indwe Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Uncontrolled access in Lady Frere</li> <li>• No dedicated personnel booking and location of gravesites in Lady Frere</li> <li>• Non-availability of records for previous years</li> <li>• Non-availability of cemetery map and layout plans</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Opportunities</b></li> <li>• Revenue and job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Threats</b></li> <li>• Land invasion</li> <li>• Theft</li> <li>• Vandalism</li> </ul>

#### 9. Libraries



Emalahleni Local Municipality performs Library services on an agency purposes through a Service Level Agreement with the Department of Sports, Recreation, Arts and Culture which is followed by a subsidy partially subsidising the services. For three consecutive years the municipality through the DORA has been funded an amount of R901 000 which is not sufficient for its operations. Library committees were formed, inducted on their roles and responsibilities and library forum meetings are held. There are friends of Library which are doing tremendous job for all the libraries. DSRAC had appointed Library Assistants through EPWP program which assist with library services.

Libraries currently available at Emalahleni can be presented as follows:

Area / Town	Library
Lady Frere	1. Bengu Modular Library 2. Mhlanga Library 3. Tsembeyi Modular Library 4. WyCliff Mlungisi Tsotsi Library
Indwe	1. Indwe Public Library
Dordrecht	1. Dordrecht Public Library

#### 10. Parks, Recreation and Sport facilities

The Municipality has three Parks at Indwe, Lady Frere and Dordrecht. Lady Frere Park was constructed with assistance of Department of Public Works Funding of R 3.5 Million and Dordrecht Park was constructed with MIG funding of R1.37 Million. Indwe Park needs to be revived and MIG budget has been set aside for 2017/2018. Funds are being solicited for open space management and parks development. The municipality has three Sport Stadiums located in three towns. The Stadium in Lady Frere is currently undergoing upgrading.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Availability of land for parks developed (Lady Frere, Indwe and Dordrecht)</li> <li>• Availability of facilities management and maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of guarding of assets</li> <li>• Illegal dumping site</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Funding from different institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Vandalism</li> <li>• Stray animals</li> <li>• Criminal activities</li> </ul>

#### 11. Public facilities

##### i. Community Halls -

Emalahleni Municipality has 20 Community Halls, 2 Community Halls need major renovations, 1 completely destroyed

(See the following table)

Community Hall	Ward	Condition
1. Mike Huna Community Hall	11	Good
2. Town Hall (Dordrecht)	14	Good
3. Munniksville Community Hall	11	Fair
4. Harry Gwafa Community Hall	11	Major renovations

5. Youth Centre	14	Fair
6. Dora Vosloo Community Hall	16	Good
7. New Community Hall	15	Fair
8. Mavuya Community Hall	15	Destroyed by natural disasters
9. Cacadu Community Hall	4	Good
10. Matyantya Community Hall	6	Good
11. Rwantzana Community Hall	1	Good
12. Qoqodala Community Hall	7	Good
13. Vealbank Community Hall	8	Good
14. Zwaartwater Community Hall	9	Requires major renovations
15. Tsembeyi Community Hall	10	Good
16. Ngqanda Community Hall	12	Good
17. Boomplass Community Hall	13	Good
18. Maqhashu Community Hall	17	Fair
19. Greyspan Multi-Purpose Hall	3	Good
20. Misheko Community Hall	5	Fair

#### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Registers in place in all 3 units.</li> <li>Designated personnel</li> <li>Booking system is in place to three units</li> </ul>	<ul style="list-style-type: none"> <li>Lack of monitoring systems</li> <li>Lack of security systems</li> <li>Quality of halls constructed</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Revenue</li> <li>Job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Vandalism</li> <li>Theft</li> <li>Adverse weather conditions</li> </ul>

#### ii. Commonages and Pounds

One animal pound has been completed in Dordrecht although not yet compliant for registration. Stray Animal Control measures are in place in all three towns with assistance of Rangers and Traffic Officers.

#### iii. Taxi Ranks and Bus Terminals/Shelters

Cacadu taxi rank is under renovation. The Taxi Ranks are not used effectively by the Taxi Operators and Commuters. There is no staff dedicated to management of Taxi Ranks. Management and maintenance of the taxi rank in Cacadu will be the responsibility of taxi owners when the facility is handed over to taxi owners.

#### iv. Public Toilets

There are Public Toilets in the Taxi Rank at Zulu Square in Lady Frere and Indwa ablution facilities are not functional. There is no staff that is dedicated to management and maintenance of Public Toilets.

### 12. Community Safety

The municipality established a unit designated to deal with matters relating to traffic control, general community safety and security services. This far the institutional arrangements has a Chief Traffic Officer and two traffic officers who also serve as Examiners appointed with the organogram making a provision of a manager public safety, traffic wardens etc. Additional personnel in this regard (Examiner, ENets Supervisor and Clerk) was appointed during 2015/2016 financial year. See reviewed

organogram in Chapter 5 for ease of reference

Furthermore, a Driving License and Testing Centre in Lady Frere is operational since 2016. Efforts are being made to secure funding for the construction of Vehicle Testing Facility from the Department of Transport, Roads and Transport forum has been established with all relevant parties. Community Safety related Forum have since been established with the assistance of Department of Safety and Liaison, SAPS, Department of Transport and Justice. There is also no facility for impounded vehicles that are unroadworthy in terms of Section 44 of National Road Traffic Act, 1996 (Act 93 of 1996). Aforesaid departments had assisted in implementation of crime prevention awareness campaigns and quarterly forum meetings are held on annual basis.

#### SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Functional DLTC</li> <li>• Personnel</li> <li>• Revenue generation</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Limited personnel</li> <li>• Non-existence of Registering Authority facilities</li> <li>• Tools of trade</li> <li>• Power supply</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Revenue generation</li> <li>• Reduction in road accidents</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Fraud and corruption</li> <li>• Poor connectivity</li> <li>• Safety of personnel</li> </ul>

### 13. Early Childhood Development Centres

Emalahleni local Municipality is discharged in providing support to Early Childhood Development centres in the radius Emalahleni Municipality. This support is aimed at promoting a healthy and safe environment for the children especially in the ECDCs in previously disadvantage communities. The support to be provided for this centre is in the form of renovations, provision of equipment for the day care centres. Emalahleni municipality has a total number of 115 ECDC, 78 ECDC are funded by the Department of Social Development and 37 ECDC are unfunded. Emalahleni municipality has constructed 10 ECDC, 84 ECDC constructed by community members, 38 is renting or operating at community members households and 3 ECDC are no longer operating. Indwe unit has a total number of 18 ECDC, Dordrecht unit has a total number of 8 ECDC and Lady Frere unit has total number of 89 ECDC. There are ECDC forum meetings that are conducted with support of Department of Social Development and CHDM Municipal Health Services. The municipality with Department of Social Development and CHDM managed to assess 115 ECDC. The following were following challenges were found during the assessments

- Renovations of ECDC in form of painting/plastering of interior and exterior walls, fixing linkage roof, fixing broken windows and door handles
- Plastering of floor
- Fencing of ECDC
- Construction of structure for ECDC
- Extension of the structure
- Electrification of ECDC
- Erecting of ceiling for ECDC
- Construction of ablution facility for ECDC
- Erecting of Jojo tanks for ECDC

### 14. Municipal Health Services

The regulations defining the scope of profession of Environmental Health outlines functions of Environmental Health Practitioners as the nine Municipal Health Functions. In terms of the National Health Act, (Act 61 of 20013) Municipal Health Services are defined to include the following environmental health functions, which are provided by the District and Metropolitan Municipalities:-

- (i) Water quality monitoring
- (ii) Food control

- (iii) Waste management
- (iv) Health surveillance of premises.
- (v) Surveillance and prevention of communicable diseases, excluding immunization
- (vi) Vector control
- (vii) Food control
- (viii) Disposal of the dead; and
- (ix) Chemical safety

Environmental Health Practitioners (EHPs) operate their duties in the local municipalities assisting with environmental health duties. This is conducted to prevent any adverse effect to health of community members. There are three (3) EHPs working in three units of the municipality and are enforcing by-laws related to environmental health.

## HIV/AIDS

Emalahleni Local Municipality has a HIV/AIDS unit with Coordinator responsible for HIV/AIDS strategies both in the community and the workplace. It also has the following programs:-

**Emalahleni Local Aids Council:** The Emalahleni Local Aids Council structure is in place, functional and Chaired by the Honourable Mayor who then delegated the coordination of the programme to the Community Services. The ward Aids structures has been established in all wards of Emalahleni. the municipality is the process of developing an implementation plan aligned with the national adopted HIV/TB and STI's strategy 2017/2022. The following are the goals:

- Accelerate prevention in order to reduce new HIV and TB infections and new STI's
- Reduce illnesses and death by providing treatment, care and adherence support for all
- Reach all key and vulnerable population with comprehensive customised and targeted interventions
- Address social and structural drivers of HIV and TB infection and STI's
- Ground response to HIV, TB and STI's in human rights principles and approaches
- Promote leadership at all levels and shared accountability for a sustainable response to HIV, TB and STI's
- Mobilize resource to support the achievement of NSP goals and ensure sustainable response
- Strengthen strategic information to drive progress towards achievement of NSP goals

The municipality has a functional initiation forum and functional traditional surgeons committee. Ward AIDS Councils have established from 11 wards of the municipality which are still to be capacitated.

**Local Drugs Action Committee (LDAC):** The Emalahleni Local Drugs Action Committee (LDAC) has been established and the committee has been appointed by the Honourable Mayor. The committee is composed of 29 members from the different stakeholders with the guidance of Subsection (3) of Local Drugs Act of the Constitution that says a Municipality must take a leading role to lead the Local Drugs Action Committee (LDAC). The Local Drugs Action Committee (LDAC) is chaired by the Municipality the office of the honourable Mayor. So far it's only few Departments that are submitted their Substance Abuse Activity Plan.

## SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> <li>• Functional Local Aids Council structure</li> <li>• Functional Local AIDS Council Technical Task Team</li> <li>• Enough Volunteers</li> <li>• Availability of budget</li> <li>• Functional initiation forum and functional traditional surgeons committee</li> </ul>	<ul style="list-style-type: none"> <li>Increased number treatment defaulters</li> <li>Lack of parental support for initiates</li> <li>Lack of identification of land for initiation schools</li> </ul>



<ul style="list-style-type: none"> <li>Awareness campaigns conducted</li> </ul>	
<b>Opportunities</b>	<b>Treats</b>
<ul style="list-style-type: none"> <li>Working close with communities</li> <li>Encouraging the culture of volunteerism</li> <li>Job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>New infections</li> <li>Alcohol abuse</li> <li>Lack of parental support for initiates and traditional nurses leading fatalities</li> </ul>

**(a) SWOT Analysis for Waste Management as a functional area**

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Council approved IWMP</li> <li>Council approved refuse collection schedule</li> <li>Council approved by law</li> <li>Funding for development of new landfill site in Lady Frere and two transfer station in Dordrecht and Indwe</li> <li>Dedicated personnel for waste management</li> <li>District and Provincial Award for Greenest Municipality Competition</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient budget for equipment</li> <li>Inadequate plant and equipment to ensure compliance of landfill sites.</li> <li>Inadequate and over reliance on temporal workers</li> <li>Inability to map serviced areas</li> <li>Landfill sites that are not rehabilitated.</li> </ul>	<ul style="list-style-type: none"> <li>Donor Funding</li> <li>Support from CHDM and DEDEAT</li> <li>Community participation</li> </ul>	<ul style="list-style-type: none"> <li>Litigation for sites that are not rehabilitated</li> <li>Illegal dumping</li> <li>Insufficient revenue generated</li> </ul>

**2.4.4 Environmental Management**

There is a Spatial Development Framework and the municipality has Greening and land care initiatives.

The municipality compiled cemetery registers in Dordrecht and Dordrecht has good practice in implementing cemetery management. There is a designated personnel for tracking and allocation of grave sites at Indwe unit. There is a booking system in all towns (Indwe and Dordrecht) as well as the availability of maintenance plan.

**2.4.2 Local Economic Development**

**(1) Background**

In line with the requirements of Sections 152 (1) (c) and 153 of the Constitution of the Republic of South Africa, 1996; municipalities have a constitutional obligation to promote social and economic development within the municipal area. The Council has structured its Council committees according to local government key performance areas which as well consist of local economic development. A directorate for economic development, tourism and agriculture was established and is responsible for execution of economic development plans.

In 2010, the municipality developed and approved a 5 year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district.

provincial and national economic development plans. The 2015/2016 financial year is last year of the implementation plan in the current LED Strategy. The strategy warrants a review and/or development of a new strategy which will talk to the 2016/2021 financial years, and is under review.

The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The main focus areas of the directorate are agricultural development, mining, tourism, SMME's (small medium micro enterprise) development, heritage management and agro-processing. The municipality has a functional LED Forum for purposes of consultation and engagement with LED stakeholders on LED matters.

The LED Forum has two categories; the government [Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality (CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners. The forum meetings are held on a quarterly basis.

The economy of the municipality is made of the following sectors:

## (2) Agriculture

Agriculture is made up of two primary production components which are as follows:

<p><b>Livestock and Wool Production</b></p>	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipal area has got sweet veldts, that on its own is showing that this area is rich in livestock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the 2015 season the municipal area had at the least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture.</p> <p>The municipality is in a process to improve the cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002.</p> <p>The municipality has the following infrastructure:</p> <ul style="list-style-type: none"> <li>➤ <b>Animal health infrastructure:</b> dipping tanks more than 100. Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. The municipality is in a process of completing 10 dipping tanks which were started by the Chris Hani District Municipality before 2002.</li> </ul>
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	<p>Since 2000, the DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock.</p> <ul style="list-style-type: none"> <li>• <b>Stock auction Infrastructure:</b> the municipality has 11 stock pens which are still in good condition which is utilized for stock auction in the communal space of the municipal area.</li> <li>• <b>Wool Production infrastructure:</b> the municipality has 74 shearing sheds for wool production; 40% of them are in a bad condition and 60% are in a good condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required.</li> </ul> <p>Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system.</p>
<b>Crop Production</b>	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectares from 2014 that is incremental to 35 000 hectares in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960.</p> <p>The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided to organise communal producers located in 08 different wards; and the programme to educate communities on how fencing is provided is still ongoing.</p> <p>The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
<b>Agro-Processing</b>	<p>The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing.</p>

### (3) Mining

#### i) Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Strekstroom and Guba hoek. In the case of Emalahleni Local Municipality, the mining operation was taking place in Guba Hoek area but due to the quality of the coal which is low when it is compared with the coal mineral in Mpumalanga Province, the Emalahleni coal mine was abandoned.

2006, an attempt was made by Elitheni coal mine, a company which is based in Port Elizabeth; to reopen the mine. After all the required processes were followed, mining permit and mining license were granted by the Department of Mineral Resource to Elitheni Coal Mine. The mine operated in 2012, for a period of one and a half years and had to close down operations due to technical and financial capacity to date. The municipality has engaged relevant national government ministries to assist the municipality lobby for other investors to operate the mine.

## **ii) Sand Mining**

Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There is a great need for the Municipality, with the assistance of DEDEAT and DME, to develop a functional by-law to regulate and manage this activity to protect the environment from damage.

**There are a few companies that have obtained a mining permit based on an agreement with the affected communities.**

## **iii) Quarrying**

Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of being a leading producer and supplier of building and construction aggregates within the Chris Hani, Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to produce aggregates for both the construction and the building industries. IQ's primary focus is on supplying standard concrete stone products, crusher sand, specialised road stone and base course products, non-standard rock and crush products. In addition, IQ is investigating other products such as sand (building, river and plaster sand), ready-mix concrete, sabhunga, as well as bricks and blocks. With the business and quarry operations accessible enroute the R63 road between Indwe and Dordrecht; the location is therefore within close proximity to various government infrastructural developments in the former Transkei. There is a relatively high rate of property developments in the region which also provides an increasing rate of building material demand.

With the help of ECDC, Indwe Quarries conducted a feasibility study which showed favourable results and developed a business and implementation plan for the enterprise. Other notable milestones include obtaining a mining permit, water use licence and environmental management plan. The enterprise currently employs five staff members sourced from the local community and intends to increase this to twenty once it secures finance for capital and infrastructure requirements for operating a commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, as mining has created high demand of accommodation. The enterprise is made of nine boards of directors, with whites (three members) and blacks (six members) represented in the IQ management, but there is currently no female representation.

## **iv) Cement Factory Establishment Initiative**

The availability of coal mineral, water from the river streams and dam around and quarry in Indwe area led to a favourable conditions for production of cement. There is a company that has already shown interest towards production of cement at Indwe. this company has been subjected into due processes towards mining rights.

## **v) SMME Development**

An identified SMME receives support financially for the period of three years consecutively. This is to ensure the SMME is left in a good state for its sustainability. The municipality continues to support SMME even after completing financial cycle and the support provided is administratively. The aim of this kind of support is to oversight the operations, identify challenges and assist in mitigating those challenges with the aid of LED stakeholders.



## vi) Clay Brick Making

The municipality is in a process of exploring potential growth out of those small scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in housing projects. There are efforts that need to be concerted in order to play a meaningful economic role is sand mining. The Act which is regulating mining is Mining and Petroleum Development Act No 3 of 2002.

The municipality has engaged SABS for accreditation on the quality of local manufactured clay bricks as well as the department of mineral resource for formalising clay mining operations to assist brick-makers. The municipality is also providing business support in the form of production inputs and infrastructure to clay brick producers.

## (4) Tourism

The municipality is a mountainous area with waterfalls and rocks which are known as Glen Grey Waterfalls that are situated in Bhozwana Village.

Indwe has a Doring Dam which has a potential of water sport. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of engaging an external provider to manage the facility and solicit funding for the improvement of the conference facility.

In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof conservancy and it is along Hossep dam that has broken due to natural disasters. The conservancy has three self-catering chalets each with two bedrooms.

In Lady Frere area, before Indwe River to Sakhisizwe municipality, the municipality has a cultural village known as Abathembu Calabash; that is offering accommodation to tourists and a conference facility. Along R396, 5kms before Nonesi neck to Lukhanji Municipality, there is Queen Nonesi cultural village that is still under construction, which will offer accommodation and a conference facility.

The municipality has facilitated an establishment of Local Tourism Organisation which is composed of three community based organisations (Lady Frere, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 102 beds in the municipal area which are in the B & Bs and cultural villages. The Act which is regulating this is Tourism Act No 3 of 2014.

The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the level of infrastructure development.

The areas that have been identified with potential for tourism development include but are not limited to:

- Aqua sport linked to existing Dams (Xonxa & Lubisi)
- Cultural tourism linked to the Liberation and Heritage Route
- Craft produce
- Rock art promotion and beneficiation
- Museum – Dordrecht

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. The municipal area has cultural groups that are performing locally, nationally and internationally, selling authentic culture of Emalahleni. The cultural groups are located at Ngqokò, Mackay's neck, Tsembayi and Dordrecht.

The municipality has an arts and craft center that has been established for purposes of manufacturing and marketing of bead work and Xhosa traditional attire to local and national tourists. The center is located along Indwe Road in Lady Frere town.

### (5) Heritage

Qonda Hoho and Luvuyo Lerumo are the political heroes that were buried at Qoqodala Village and monuments were built on their graves. The main objective is to restore the contribution played by these freedom fighters in the late 1980s. Emalahleni has got Queen Nonesi Cultural village which is named after the Abathembu Queen and is also situated on the feet of Nonesi's Pass. There is also Abathembu Cultural Calabash at Hala No 2 under Chief Ngangomhlaba Matanzima Trust. The main objective of this is to restore the culture of Abathembu as their heritage. The Act which is regulating this is National Heritage Act No 25 of 1999.

#### (a) Heritage Resources

A list of heritage resources within the municipality is as follows:

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethu and Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	Luvuyo Lurome 1960 to 1988 Qonda Hoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
Glen Grey Falls near Lady Frere	A beautiful natural site	Water sample for feasibility study harvested in the area	Emalahleni LM
The Kloof near Dordrecht	Natural site with some unique flora	Degraded due to plundering for firewood	Emalahleni LM
Cacadu River at Lady Frere	Links most Ward	No planned projects for the current financial year	Emalahleni LM
Churches in Lady Frere	Two examples of 19 <sup>th</sup> Century Churches	Well looked after	Church
Anderson Museum at Dordrecht	Oldest museum	The museum is operating	Privately owned by Anderson trust
Victorian Buildings at Dordrecht	Architectural example	Building properly maintained	Municipality / Private
Burgher Statue at Dordrecht		The statue is still in existence	Privately managed
San Rock Art at	Ancient art	Well kept	Private

Site Name	Significance	Conservation Status	Management
Dordrecht			
Methodist Church at Dordrecht	Architectural example	Properly maintained	Church
Abathembu Calabash and	To restore Abathembu tradition	Well looked after	Nkosi Ngangomhlaba development trust
Dooring river Dam at Indwe	Leisure area	Could be better utilized	Department of Water and Sanitation

(b) Source: Chris Ham State of Environment Report

## (6) Liberation Route

Emalaheni is part of the Ndondo route which lies between Queenstown via R396 to Elliot and has the following sites, amongst others that form part of the history contributing to liberation in the area:

- 27 Graves of Qonda Hoho and Luvuyo Lerumo
- 28 Maqhashu Village
- 29 Queen Nonesi
- 30 Wycliffe Tsotsi Law Offices

### a) Graves of Qonda Hoho and Luvuyo Lerumo

The student militancy generated by the Soweto uprising of 1976 led many students of Inkwanca High School in Queenstown to leave South Africa for military training. These included many rural youth who went to Inkwanca to complete their high school education. Two such were Qonda Hoho (1956-1988) and Luvuyo Lerumo (1960-1986) of Qoqondala who left at the different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany.

They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a firelight between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

### b) Maqhashu Village

The Old district of Glen Grey, commonly known as Lady Frere, was part of the old Cape Colony, from which it became part of Ciskei. But in the 1970s, the apartheid authorities were concerned to persuade Chief KD Matanzima to take homeland independence for Transkei. As an inducement, he was offered the district of Glen Grey and Herschel. The people of Glen Grey voted against Transkei in a referendum but their wishes were ignored and they came under Matanzima's iron rule,

Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of

shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

#### c) Queen Nonesi

Queen Nonesi, the daughter of King Faku of amaMpondo, was the Great Wife of King Ngubengoka of abaThembu. Ngubengoka died quite suddenly in 1830, leaving Queen Nonesi without any child but she took Mfirara, Ngubengoka's son by another wife, into her house and raised him as the future King of Thembuland. Queen Nonesi and Mfirara settled at Rhodana about 1841, a move which put the abaThembu Great House on the frontline of defence against the colonial invaders. After the War of Mlanjeni (1850-3), all back residents of present day Lukhanji were expelled into present day Emalaheni, and came under Nonesi's protection.

Colonial land-hunger raised its head again in 1864 when the Colonial authorities tried to persuade the residents of Emalaheni to move to present day Intsika Yethu to free up land for white farms. Four chiefs moved, but Nonesi remained adamant. She was forcibly deported to her brother's place at Nyandeni where she died in about 1880. But by that time, she had saved the land of Emalaheni for black people.

#### d) Wycliffe Tsotsi Law Offices

WM Tsotsi (1914-2005) was President of the All Africa Convention from 1948 to 1958 (later known as the New Unity Movement) as well as a founder of the Cape African Teachers Association (CATA), but he is best remembered as a gifted lawyer and organiser of people at grassroots level, earning the jocular title of 'Chief of the Thembus'.

Trained as a teacher, he was the first principal of Freemantle High School but he left teaching in 1948 to do his legal articles in Port Elizabeth. His legal expertise was legendary, and distinguished by his shrewd use of procedural rules to win seemingly hopeless cases. From early on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white, were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal.

Tsotsi's offices were built according to his own design on land which he owned, an unusual situation in Lady Frere, at the time solely owned by white residents. His right to own land was indeed challenged, but Tsotsi was able to point to neighbouring plot used by a local white trader to accommodate his hunting dogs. Does this mean, Tsotsi asked, that dogs have more right in Lady Frere than black people? He won that case too.

Tsotsi's was often harassed by the police but they could not make any charge stick until 1960 he received reliable information that he was about to be arrested. He fled into exile, and eventually established a successful legal practise in Maseru where he died at the ripe age of 91.

#### (7) SMME Development

Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), means the viable economic empowerment of all black people in particular women, workers, youth, people with disabilities and people living in the rural areas, through diverse but integrated socio-economic strategies that include, but are not limited to:



- Increase the number of black people that manage, own and control enterprises and productive assets
- Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- Human resource and skills development
- Achieving equitable representation in all occupational categories and levels in the work force
- Preferential procurement from enterprises that are owned and managed by black people and;
- Investment in enterprises that are owned or managed by black people

In responding to that Act the municipality identifies black owned Enterprises which are as follows: Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Lady Frere unit that has got functional taxi rank Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilised by the municipality and other government departments

- Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- Service providers (caterers and contractors), they are affiliates of Local Business Forum, they are in the municipality's database and their services are utilised. The municipality facilitates and provides the support through capacity building programmes.
- Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimise operational costs.

## **(8) Forestry**

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Mount Arthur and Machubeni There are natural forestry that are situated in the mountains of Hala No 1 Longo forest and Cumakala Village Khophe Forest The municipality is not involved in activities taking place in these forests as they are mainly used for fire wood collection.

### **2.4.3 Municipal Transformation and Institutional Development**

#### **(1) Background**

As part of the transformation agenda of government, municipalities are assigned to perform activities which will in turn assist government to realise its objectives for transformation of communities in our municipal areas

#### **(2) Powers and Functions assigned to the Municipality**

##### **(a) Legislated Powers and Functions**

Schedule 4 and 5, Part B of the Constitution of the Republic states that; local government is required to execute the following:

- Air Pollution
- Building regulations
- Child Care facilities
- Electricity and Gas Reticulation

- Fire-fighting services
- Local Tourism
- Municipal airports
- Municipal Planning
- Municipal Health Services
- Municipal Public Transport
- Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto
- Storm water management systems in built-up areas
- Trading regulations
- Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems
- Beaches and amusement facilities
- Billboards and display of advertisement in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Facilities for accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Traffic and parks
- Childcare facilities
- Fire-fighting services
- Keeping of animals
- Control of public nuisances
- Control of undertakings that sell liquor

**(b) Powers and Functions Not Performed by the Municipality as per the Constitutional mandate**

- Air Pollution
- Municipal Health Services

- Municipal Public Transport
- Abattoirs

**(c) Powers and functions performed on behalf of other spheres**

- Registration and licensing of motor vehicles
- Disaster Management on behalf of the Chris Hani District Municipality; and
- Library Services on behalf of the Department of Sport, Recreation, Arts and Culture

**(3) Municipal by-laws**

Council developed the following By-Laws for implementation:

- Heritage Resources
- Commonages
- Public Amenities
- Liquor Trading
- Keeping of animals
- Local Tourism
- Community Fire Safety
- Child care Services
- Building By-Law
- Street trading
- Rates By-Law
- Waste Management

The municipality has gazetted, promulgated and gazetted the by-laws

**(4) Municipal Policies**

The following policies have been reviewed old and others newly developed

No	Name of the Policy
1	Acting Allowance and Enhanced Responsibility Allowance Policy
2	Absenteeism Policy
3	Mobile phone Allowance Policy
4	Bursary Policy
5	Car Allowance
6	Business Continuity Policy
7	Civic Funerals Policy
8	Communication Policy
9	Asset Disposal Policy
10	Employment Equity
11	Fleet Management and Procedure
12	ICT Governance Framework
13	Job Evaluation
14	Occupational Health and Safety
15	Promotion, demotion and transfer

16	Recruitment, selection and retention
17	Study Bursaries for community members
18	Substance Abuse Policy
19	Whistle Blowing
20	Code of conduct and Ethics
21	Facilities Management
22	Human resources Conditions of Employment
23	ICT Policies
24	Leave Policy
25	FMS Policy and Procedure
26	Public Participation Strategy and Policy
27	Sexual Harassment
28	Camping, Subsistence and Travelling
29	Training and study assistance Policy
30	Supply Chain Management
31	Credit Control and debt collection
32	Indigent Policy
33	Virement
34	Irregular, fruitless and wasteful expenditure
35	Records Management
36	Rates Policy
37	Asset Management
38	Investment and cash management Policy
39	Budget Policy
40	Tariff Policy
41	Ward Committee Policy
42	Petty cash Policy
43	Customer Care Policy
44	Fraud and anti-corruption prevention policy
45	Bereavement Policy
46	Patch Management
47	ICT User Access Management
48	ICT Backup Policy
49	Extended Public Works Policy
50	Roads Maintenance Policy

**(5) Human Resources**

**(a) Organisational Structure**



Council embarked on a Business Process Re-engineering project which had a direct bearing on the organisational design, and a complete organisational structure was developed and approved by Council on the 31<sup>st</sup> May 2017 for implementation in 2017/18 financial year

#### **(b) Human Resources Plan**

The main objective of having the Human Resources Plan is to have an accurate number of employees required, with matching skills in order to accomplish organisational goals. The Municipality approved its HR Plan December 2017.

#### **(c) Skills Development and Training**

##### **Critical and Scarce Skills In Emalahleni LM**

The following were identified as critical and scarce skills and it has been a challenge to recruit in these fields:

- Civil Engineering
- Electrical Engineering
- Mechanical Engineering
- Town and Regional Planning
- Quantity and Land Surveying
- Information Technology
- Agricultural Science

The Municipality has awarded four students from the community and from the deserving families for the above mentioned scarce skills in 2016 academic year for the normal duration of the course.

#### **(d) Employment Equity Plan**

There is an Employment Equity Plan (EEP) which was adopted by Council in 2013 for a period of five years and it lapses in 2017. The municipality currently has a Draft Employment Equity Plan which will be tabled to Council before end of June.

The Employment Equity Plan is implemented concurrently with the recruitment policy and reports are submitted on a quarterly basis to the Corporate Services Standing Committee and to the Employment Equity Committee.

#### **(e) Workplace Skills Plan (WSP)**

The Emalahleni Municipality has developed the Workplace Skills Plan (WSP) for the 2017/2018 financial year and was submitted in April 2017 to the LGSETA. The plan outlines the priority training needs of the institution that are critical for the implementation of the objectives set out in the IDP. There is a training Committee Consultative Forum that sits on a quarterly basis to monitor implementation of the WSP.

The Human Resources Development (HRD) Strategy has been developed and approved by Council in December 2016 and it also addresses the issue of scarce and critical skills. Currently the Municipality does not have a policy on succession planning in place; however, the following initiatives are undertaken by the municipality

- Learnership for Electrical Engineering

- Study Bursaries for employees
- In-service training

#### SWOT Analysis

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• HRD Strategy</li> <li>• Training Committee</li> <li>• Community Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Funding from external donors</li> <li>• Partnership with local institutions of higher learning</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of scarce skills</li> <li>• Lack of retention strategy</li> </ul>

#### (f) Code of Conduct and Enforcement

The institution adheres to code of conduct for officials and councillors. It also implements the disciplinary code of conduct as defined by the South African Local Government Bargaining Council (SALGBC). All officials and Councillors sign a Code of Conduct on their first day of reporting at work.

Performance Management System Framework (PMS) has been adopted by Council. In terms of the framework PMS has been cascaded to middle management and practitioners in the 2017/2018 financial year. The quarterly assessments are currently conducted for Managers (Section 54A, and 56), managers below Section 54 and 56 as well as practitioners. And reports are submitted to Council.

#### (g) Labour Relations

The municipality has a Local Labour Forum which is a consultative structure between the employer component and the labour component. Matters of mutual interest that are subject at local level in terms of the levels of bargaining are negotiated. LLF has been established in terms of the Labour Relations Act, No. 65 of 1995, and it is functional, operational and its meetings are held quarterly. The disciplinary code collective agreement was set aside by the labour court and SALGA advised the municipality to rely on Labour Relations Act, Code of Good Practice, Dismissal, Schedule 8

#### SWOT Analysis

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Labour Stability</li> <li>• Functional Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate training for forum members</li> <li>• Compliance with relevant legislation</li> <li>• Labour unrest</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Capacity building (SALGA, CHDM, LGBC)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Unrest</li> </ul>

#### (h) Occupational Health and Safety

The Emalaheni Local Municipality is committed to ensure a Healthy and Safe environment for all its customers and employees and therefore the Municipality has developed an Occupational Health and Policy to consider in all circumstance. Safety is critical to well-being of its municipal employees

and customers. It is the aim of the OHS policy to prevent as far as possible any accidents or injuries to customers and employees.

The municipality 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 Emalahleni municipality policy and occupational health and safety Act. The Emalahleni Municipality has a full functioning Occupational Health and Safety section that support all other departments within the institution. The OHS Strategy was developed and approved in December 2015 by Council for implementation

The Safety Health and Environmental (SHE) Representatives that forms part of the Safety Committee have been trained. First Aiders have been trained. Arrangements are made with the Chris Hani District Municipality to do Fire drills and Emergency preparedness. The OHS Committee has been established as per the OHS Act of 1993. The portfolio Head Corporate Services is the chairperson of the Committee. OHS Committee meetings are held quarterly.

### SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>• OHS Strategy Implementation</li> <li>• OHS Committee in place</li> <li>• Compliance with the OHS Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate of OHS Systems</li> <li>• Limited resources (personnel and Budget)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Training by South African Labour Guide and NOSA</li> </ul>	<ul style="list-style-type: none"> <li>• Injuries on duty</li> </ul>

#### (i) Records management

The municipality has a section dedicated to manage municipal records and has the following legislated documents in place for compliance.

- i. File plan
- ii. Procedure Manual, and
- iii. Records Management Policy

Employees were trained on how to use the file plan and implement the Procedure manual. Workshop was conducted on the Records management policy. The Municipality is in a process of moving away from decentralised records management

The Municipality is currently using the paper based filing system whilst EDMS is implemented. Disposal of records is done in line with the National Records and Archives Service Act of 1995 upon approval by the Provincial Archivist

The municipality is also complying with National Minimum Information requirements (NMIR)

#### SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> <li>• Records Management Policy and Strategy</li> <li>• Electronic Document Management System in place</li> <li>• Strong Room</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Implementation of Records Management System</li> <li>• Shortage of Staff</li> <li>• Loss of documents</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>Utilisation of EDMS</li> </ul>	<ul style="list-style-type: none"> <li>Loss of institutional memory</li> </ul>

**(j) Council and Council System**

Council holds its ordinary council meetings once in each quarter for the four quarters in a year. In the 2017/18 financial year the municipal council had Special Council meetings and ordinary council meetings.

The Executive Committee held meetings as per Council Calendar of Events, which are chaired by the Mayor.

Council has the following Section 79 of Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) committees:

Council Committee	Performance	Functional
Municipal Public Accounts Committee	Functional	Functional
Corporate Services Standing Committee	Functional	Functional
Infrastructure Development and Human Settlement Standing Committee	Functional	Functional
Community Services Standing Committee	Functional	Functional
Planning, Economic, Development, Tourism and Agriculture	Functional	Functional
Budget and Treasury Office Standing Committee	Functional	Functional
<b>Council has the following Section 80 of Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) committees:</b>		
Audit Committee	Functional	Functional
Performance Audit Committee	Functional	Functional
Local Labour Forum	Functional	Functional
Rules Committee – never had a meeting	functional	Not
Remuneration Committee	Functional	Functional
Budget & IDP Steering Committee	Functional	Functional
<b>Other Committees</b>		
FMS Assessment & Evaluation Committee	Functional	Functional
Risk Management Committee	Functional	Functional
Incident Management Committee	Functional	Functional



	onal	
Information and Communication Technology Committee	onal	Funci
Employment Equity Committee	onal	Funci
Occupational Health and Safety Committee	nal	functio
Training Committee	onal	Funci

**(k) Councillors and Traditional Leaders participating in Council**

The current Council was elected to Council in 2016 and has 34 Councillors and 7 traditional leaders sworn in to participate in municipal matters.

**(l) Office Accommodation**

In its endeavours to ensure that services reach local communities, the municipality has its head office in Lady Frere and two satellite offices in Indwe and Dordrecht. The Municipality attempts to ensure that services that are available in its head office are accessible from the units. There are not enough offices to accommodate the number of staff appointed. The municipality makes use of park homes as offices which accommodate employees and they are no longer in a good condition – health hazard.

**l) Development of Municipal Offices and Council Chambers**

The municipal council took a resolution to develop its main offices in Lady Frere due to huge shortage of office space for both administration and Council. A developer was appointed to undertake the task. Council Chamber was prioritised to be developed first and then offices. The Council chamber was completed in the 2016

Municipal offices are arranged as follows: -

- Lady Frere (Head Office) – 37 Indwe Road, Lady Frere, 5410
- Dordrecht Unit (Satellite Office) – Grey Street, Town Hall Building, Dordrecht, 5435
- Indwe Unit (Satellite office) – 40 Fletcher Street, Indwe, 5445

**(8) Information and Communication Technology**

The municipality has appointed two officials to deal with Information Technology, these are System Administrator, who is enrolled to deal with all licenses of the systems in the institution, with the Network infrastructure and server management. The IT Technician deals with desktop and technical support of the whole institution. The IT unit was established to ensure that there is improvement in the municipality's IT network Infrastructure including remote sites. Currently, network infrastructure consists of CAT ^6 with access points (Wireless Devices) cabling that connects all workstations within the network infrastructure of Emalahleni Municipality to the central server which ensures confidentiality and security. Server based systems within the municipality includes:

- Financial Management System(Sebata)
- HR Management System (Sebata)
- Cemetery Management (External Host)

- **Geographical Information Systems (Internal Host)**

The broadband project implemented by MTN as appointed by USAASA has been complete with regards to connection of the municipal buildings. Currently the Main Building is connected with a bandwidth of 2MBps and Indwe Unit (Remote site) including Dordrecht (Remote site) are also connected to the Main Building (Lady Frere) with 1 MBps bandwidth. With the upgrade in bandwidth the two connected sites have improved hugely and user satisfaction is pleasing. The server upgrade has contributed to the support of upgrade of network infrastructure.

Currently, Internet Service Provider is MTN as appointed by USAASA and Exchange licenses and hosting of emails the municipality has Vodacom to provide the service. The website is currently hosted by Delteq Technologies as DPSA no longer host website for local municipalities.

ICT Governance Framework was presented to council and adopted. It is being implemented across the institution.

### **Information and Communication Technology SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Effective network Maintenance</li> <li>• Effective ICT Steering Committee</li> <li>• Privacy and Data protection</li> <li>• Wireless system across the institution</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of disaster recovery site</li> <li>• Storage space for IT equipment</li> <li>• Limited Personnel</li> <li>• Limited Knowledge on ICT Policies</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>• Lack of ICT equipment</li> <li>• Budget constraints</li> </ul>

### **(7) Integrated Development Planning**

In line with the requirements of the Local Government: Municipal Systems Act, municipalities are required to develop a strategic plan to be implemented over a period of five years, in line with each term of Council. That strategic plan is referred to as the integrated development plan.

As per the requirement mentioned above; the municipality developed and approved an IDP for the 2017 – 2022 which is in line with the current term of Council. The plan gets to be reviewed on an annual basis so as to ensure that the plan remains relevant to the needs of the municipal community. This is the newly developed strategic plan for the 2017 – 2022 term of council. Legislatively, the development and implementation of the IDP is assigned to the Mayor and ultimately the Accounting Officer. Operationally, according to the institutional arrangements, the municipality established a unit in the office of the Municipal Manager to coordinate the development and review of the municipality's IDP, manage and monitor its implementation, as well as reporting.

The municipality developed a framework, containing information and guidance on how the processes of the IDP development would be conducted, identification of stakeholders and their role in the review process.

During the development of the IDP, a series of meetings were held, in the form of representative forums and roadshows to identify and confirm community needs. Sector departments were also awarded an opportunity to present programmes and projects to be implemented in the municipal area. Participation of Sector Departments in the form of representation in IDP meetings and platforms has remarkable improved. This was done to ensure community involvement in the municipal affairs, even more so in the development planning area.

#### SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"> <li>• 2 Skilled and competent officials</li> <li>• Budget allocation for the review of the IDP</li> <li>• Functional IDP Structures (including IGR)</li> <li>• IDP developed and coordinated in house</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Limited budget</li> <li>• Limited personnel</li> <li>• Limited understanding and participation of some IDP role players in the coordination of the IDP</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Support from the District Municipality and Sector Departments</li> <li>• Funded projects for integration in the IDP</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Minimal participation of External Role players in the IDP Processes</li> <li>• Upcoming 2016 Local Government elections</li> </ul>

### (8) Performance Management System

#### (a) Institutional Performance Management

Chapter 6 of the Local Government: Municipal Systems Act, 2000 as amended requires each municipality to establish and develop its own performance management system, commensurate to its resources.

In line with this requirement, the municipality has an approved performance management system framework, which is currently being implemented. The PMS Framework is currently not being fully implemented, as the institution is battling to implement some elements of the Framework. The institution has since activated a performance management system module in the municipal financial system to improve compliance with performance planning and reporting. All performance management system role players have profiles created to ensure access to the system for purposes of timely reporting.

The internal audit unit, as part of its operational plan perform regular performance audit to ensure quality assurance and compliance on the performance reports and performance information.

#### (b) Individual Performance Management

On approval of the Service Delivery and Budget Implementation Plan, Section 56 and 57 Managers prepare and enter into Performance Agreements at the beginning of the financial year as legislatively required. Accountability Agreements are as well signed between Section 57 managers and officials below senior managers for purposes of cascading performance.

A lot still needs to be done because PMS is the backbone for ensuring that people perform at the required levels to achieve the KPIs in their functional areas and in the municipality as a whole

Below is a SWOT Analysis for the PMS Unit

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• 2 skilled personnel</li> <li>• An approved performance management system framework in place</li> <li>• Budget</li> <li>• PMS Committees in place</li> <li>• Automated performance management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Limited personnel</li> <li>• Minimal budget allocation</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Support from other spheres of government (Monitoring and Evaluation Unit – EC – CoGTA and The Office of the Presidency)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous technological updates</li> </ul>

**(9) Special Programmes  
(a) Background**

The Mayor's Office through the Special Programmes unit is discharged with the responsibility to coordinate and implement programmes and projects designated to improve and/or enhance social cohesion in the municipal area, through the following focal areas:

- Youth
- Disabled
- Women and Older persons
- HIV/Aids
- Gender; and
- Children

All the SPU structures were elected, inducted and budgeted for by the municipality. The structures are elected for a period of five years and are required to identify programmes for implementation on an annual basis.

Focal Area	Project Name	Project Description
<b>Youth</b>	<b>FIELD BAND FOUNDATION PROJECT</b>	<p>The band is an initiative which seeks to develop young people on skills such as Music and Dance with the social development aspect. The project has an intake of +- 250 participants both in Dordrecht and Indwe. A memorandum of understanding was signed between the municipality and the Field band foundation. Field band was launched in 2015. It is adequately resourced with staff and instruments as well as participates in the Cape Town carnival, regional and national championships annually. Life skills workshops which include HIV/Aids programme have been conducted and continue to be facilitated on an annual basis.</p>
	<b>MAYORS CUP TOURNAMENT</b>	<p>The concept is the initiative of the Council to develop Sport. The tournament is known as the Mayoral Cup which was instigated in 2005 to develop young people in Sport in the entire municipality. It includes various sports discipline such as the Football, Netball, Rugby and Athletics.</p> <p>This tournament promotes development of young people in sport and nurture talent. It is as well to inculcate a culture of using sport as an inhibitor to drugs, alcohol abuse and crime. The event is</p>



Focal Area	Project Name	Project Description
		budgeted for on an annual basis.
	<b>YOUTH COUNCIL</b>	A youth development summit was held in November 2016 and a youth development strategy was developed. Youth council will convene youth assembly to elect new office bearers.
<b>HIV/AIDS</b>		<p>The Local Aids Council is in place and Chaired by Mayor who then delegated the coordination of the programme to community services. Partnership has been forged with CMRA and the municipality participated in the National HIVAids benchmarking programme with the following municipalities;</p> <ul style="list-style-type: none"> <li>✓ Buffalo City Metropolitan</li> <li>✓ Nelson Mandela Metropolitan</li> <li>✓ Ethekwini Metropolitan</li> <li>✓ Hi-biscus Coast Local Municipality</li> <li>✓ Madibeng local Municipality</li> </ul> <p>The municipality has developed a HIV/AIDS strategy. In ensuring internal mainstreaming targets the municipality established inter-departmental forum which sit quarterly. It has also introduced Peer educators to mainstream HIV/Aids internal and busy with the preparations for Wellness programme.</p>
<b>WOMAN</b>	<b>WOMEN FORUM AND GENDER EQUALITY</b>	<p>The women forum was established in 2014. and were capacitated in leadership skills. In September 2017 a new forum was elected and inducted</p> <p>Gender mainstreaming training was conducted to officials and councillors to ensure that issues of gender are mainstreamed in the municipal business. An implementation plan to mainstream gender issues in the municipal business is still to be developed</p> <p>The programs implemented by the structure are budgeted for by the municipality.</p>
<b>PEOPLE WITH DISABILITY</b>	<b>PEOPLE WITH DISABILITY (PWD) COUNCIL</b>	<p>A functional structure for PWD is in place and meetings are held on a quarterly basis as per the meeting schedule. The municipality has donated a site and a structure was constructed by public works to accommodate a sewing project (Mukuzenzele Project).</p> <p>In the 2014/2015 financial year, provincial department of social development and health donated wheel chairs to the needy community with disability.</p>
<b>ELDERLY</b>	<b>ELDERLY PERSONS</b>	The municipality has a forum established to lobby and advocate for interests of older persons which also coordinates programmes for elder persons. The elderly persons have various programmes such as Nelson Mandela Day, Parliament for elderly and Golden games.
	<b>NELSON MANDELA DAY</b>	The Nelson Mandela Day has been declared as the international day in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their

Focal Area	Project Name	Project Description
		<p>time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day.</p> <p>The municipality in partnership with the provincial sector departments such as social development and SASSA, identified and provided blankets, sanitary towels and food parcels to child headed households.</p>
	<b>SPORTS COUNCIL</b>	The council is in place to facilitate development of sport and advise Municipal Council on sport related matters. The Council is part of the preparations for Mayors Cup.
	<b>CHILDREN'S ADVISORY FORUM</b>	<p>The municipality support the children's advisory forum in terms of:</p> <ul style="list-style-type: none"> <li>• Profiling</li> <li>• Support to early childhood development centres</li> <li>• Monitor support for the forum</li> <li>• MoU's</li> <li>• Social investment by corporate sponsors</li> </ul> <p>The forum is yet to be established but support is budgeted for.</p>

#### (b) HIV and AIDS

Emalahleni Local Municipality has a HIV/AIDS unit with Coordinator responsible for HIV/AIDS strategies both in the community and the workplace. It also has the following programs:-

**Emalahleni Local Aids Council:** The Emalahleni Local Aids Council structure is in place, functional and Chaired by the Honourable Mayor who then delegated the coordination of the programme to the Community Services. The ward Aids structures has been established in all wards of Emalahleni.

The Emalahleni HIV/AIDS Strategy has been reviewed in 2014 and adopted by Council in 2015, the focal areas of the strategy are as follows:-

- Prevention, Education, Awareness and Condom Distribution
- Care and Support for People living with HIV and AIDS (PLWHA)
- Care and Support for Orphans and Vulnerable Children

**Ward Men's Sector Forum & Initiation Committee:** The Emalahleni Ward Men's Sector Forum & Initiation Committee has been established at Ward 03, 06, 11 and 17, both committees showed an interest of being elected to serve its community.

**The Anti-Poverty War room** structures have been established in all wards of Emalahleni and three Wards has been trained on Anti-Poverty War room programme and those wards are as follows: ward 4, 5 and 6.

**Local Drugs Action Committee (LDAC):** The Emalahleni Local Drugs Action Committee (LDAC) has been established and the committee has been appointed by the honourable Mayor of Emalahleni Cllr. N. Nyukwana. The committee is composed of 29 members from the deferent

stakeholders with the guidance of Subsection (3) of Local Drugs Act of the Constitution that says a Municipality must take a leading role to lead the Local Drugs Action Committee (LDAC). The Local Drugs Action Committee (LDAC) is chaired by the Municipality the office of the honourable Mayor.

So far it's only few Departments that are submitted their Substance Abuse Activity Plan.

**(c) SWOT Analysis**

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Functional Local Aids Council structure</li> <li>• Enough Volunteers</li> <li>• Availability of budget</li> </ul>	Increased number treatment defaulters
<b>Opportunities</b>	<b>Treats</b>
<ul style="list-style-type: none"> <li>• Working close with communities</li> <li>• Encouraging the culture of volunteerism</li> <li>• Job opportunities</li> </ul>	New infections

**2.4.4 Good Governance and Public Participation**

**(1) Internal Audit**

The municipality has an internal audit unit established in terms of Section 165 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003). The purpose of the unit is to advise Council and the Municipal Manager. The unit reports to the Audit Committee of Council on a quarterly basis on matters relating to internal controls, risk management and governance. The activities performed by the unit are in-line with the Approved Internal Audit Charter and a 3 year risk based rolling plan reviewed annually and approved by the Audit Committee.

The Internal Audit Function evaluates performance information on a quarterly basis to ensure conformity to the reporting formats, compliance with legislation and assess the reliability, validity and completeness of reported information. subsequently quarterly reports on the results of the audit with recommendations are submitted to the Municipal Manager and the Performance Audit Committee.

**SWOT ANALYSIS:**

**INTERNAL AUDIT**

<b>Strengths</b>	<b>Weaknesses</b>
Approved Internal Audit Charter	No Automated Audit Software
Approved Audit Methodology	Inadequate tools of trade
Approved Quality Assurance and Improvement Policy	Inadequate Human Resources
Chief Audit Executive in Place	Non-compliance with IIA standards
Continuous professional Development	
<b>Opportunities</b>	<b>Threats</b>
COGTA Chief Audit Executive Forum	Negative perception on the role of Internal Audit
FMG Funding for tools of trade and software	Shrinking budget allocation for Internal Audit Service
Professional guidance for EC Treasury	Information Systems migration by Municipalities
Professional body accreditation	

## (2) Audit Committee

The Audit Committee was established in July 2015 for a period of three years as required by Section 166 of Local Government: Municipal Finance Management Act and the Municipal Planning and Performance Management Regulations. The committee consists of four members with different expertise ranging from accounting to performance management. The committee sits at least four times annually to review quarterly reports submitted by the Internal Audit, implementation of the Municipal Performance Management System, quarterly financial report as well as risk management. The committee reports to Council on its activities as well as make recommendations on a quarterly basis.

The committee performs its activities in the line with the audit committee charter reviewed and approved on an annual basis.

### SWOT Audit Committee

Strengths	Weaknesses
Approved Audit Committee Charter	Continuous professional development
Signed Member agreement	Inadequate budget for Audit committees
Internal Audit as secretariat	Inadequate tools of trade
Attendance in Council meetings	Delays in distribution of minutes
Diversified expertise	
Opportunities	Threats
COGTA Chief Audit Executive Forum	AC Term to expire in June 2018
SALG and EC Treasury forums	AC familiarity with management
Appointment of new Audit Committee	

## (3) Audit Outcomes

The municipality has received the following opinions from the Auditor General's findings

2012/-	2013	2014/2015	2015/2016	2016/2017
Disclaimer	Qualified	Unqualified	Unqualified	Unqualified

## (4) Risk Management

Risk management committee was established in 2016/2017 financial year. The committee consists of an independent of the audit committee as the chairperson, all directors, the CAE and the risk practitioner as the secretariat. The committee operates according to the approved risk management charter.

Risk assessments are undertaken, strategic and fraud risk registers are developed and approved by Council on annual basis. This process involves analysing threats and opportunities which advances risk management beyond just driving down risk. Instead it allows risk to be used as an optimization strategy to increase the certainty of achieving municipal objectives. On a quarterly basis, these risks are monitored by the risk management committee.

On an operational level, risks are identified and assessed on an annual basis and monitored quarterly, through the departmental standing committees.

Strengths	Weaknesses



Risk Management Committee	Limited office space
Risk Management Annual Plan	
<b>Opportunities</b>	<b>Threats</b>
Support from Directors	Legislative disregard
Support from the Office of the Municipal Manager	Lack of Risk awareness

### **Fraud and Anti-Corruption Prevention**

The municipality approved a Fraud and anti-corruption plan and policy in the 2016/2017. The policy will be reviewed annual and in line with the policy framework. The policy details strategies to prevent, detect and respond to fraud and corruption within the municipality. Fraud prevention awareness sessions are conducted bi-annually during the municipal assemblies.

### **(5) Communications**

The municipality has developed an effective Communication Strategy to guide municipal communication both internally and externally. This strategy enables the municipality to give effect to the legislative requirements as set out in the Constitution of the Republic of South Africa, Act 108 of 1996, Promotion of Access to Information Act 2 of 2000, the Municipal Systems Act 32 of 2000 as amended, Intergovernmental Relations Framework Act of 2005 and the National Framework for Government, 2009 issued by Government Communication Systems (GCIS).

To give guidance on how the municipality should communicate; the policy on communication was reviewed and adopted by Council in 2014/2015 financial year. For the proper communication of the municipal programmes in particular and government programmes in general Communication unit participate on the Provincial Government Communicators Forum as co-ordinated by the Department of Local Government and the Department of Communication which seats quarterly.

At the district level the District Communicators Forum exist and is having a schedule of quarterly planned meetings with special meetings arranged whenever there is a need. The District Communicators Forum where communication is actively participating is a platform established to support the communication activities at the District and local level by giving guidance on the development of the Communication Strategies. The Local Communicators Forum is functional, it is composed of the Communication Unit, Public Participation Unit, sector departments and the Community Development Workers. The meetings of this forum are arranged quarterly and special meetings are convened when necessary.

When communicating Council programmes, the communication unit of the municipality makes use of the following media platforms: Vukani Community Radio, The Representative, Isolezwe lesiXhosa and Udizindaba Newspaper that is based in Cape Town. The Daily Dispatch, Eastern Cape Today, Daily Sun, SABC Radio, Lukhanji FM, and the Local Government Handbook are the other platforms that are currently used for communication purposes. The unit develops external newsletters quarterly to communicate municipal news to the broader municipal community that is written in English with IsiXhosa translated copies.

The municipality publicise all the legislated meetings with the communities i.e. Mayoral Imbizo, IDP Roadshows, Stakeholder engagements, IDP Representative Forum, Intergovernmental Relations,

Council meetings. The municipality has a website that is uploaded and updated with all the prescribed elements.

The branding material for the institution is developed whenever necessary in the form of banners, file folders, municipal flags, diaries, calendars, signage, pen and framed vision, mission, values and Batho Pele principles for the frontline areas of the municipality. The communication function of the municipality based on the activities performed is rated high by the district and the province. This situation hampers the rate in terms of the outputs and the expectations set for this unit. The internal communication is the area which requires improvement, currently the municipality introduced employee assembly sessions as a mechanism to improve internal communication.

**SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Approved communication policy</li> <li>• Draft Communication strategy</li> <li>• Member of the LGCF, DCF and the LCF in the form of roundtable</li> </ul>	<ul style="list-style-type: none"> <li>• The unit is having challenges with the resources on both personnel and financial</li> <li>• Poor management of working with the media houses</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Sound relations with the government communication fora</li> <li>• Sound relations with the media</li> </ul>	<ul style="list-style-type: none"> <li>• Fake news</li> <li>• Political instability</li> </ul>

**(6) Customer Care and Management**

The municipality has customer care unit established in terms of Batho Pele principles embedded by the Bill of Rights in the South African Constitution 1996 (as amended). The municipality developed and adopted a strategy and policy on customer care in the 2016/2017 financial year. The purposes of the unit is to ensure that customer services are met and customers are satisfied. Dissatisfaction or satisfaction of customers is measured through customer satisfaction surveys conducted annually. In cases of customer dissatisfaction, bill of rights suggests that customers are entitled to complain and every citizen has a right to say what they think when they do not receive the treatment of services they are entitled to.

The municipality has a systematic approach (complaints procedure) for receiving, resolving and communicating complaints or enquiries or queries using customer complaints register. This includes complaints received from the presidential hotline system, walk-ins and phone-ins.

**SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Customer care policy and strategy</li> <li>• Complaints management procedure manual</li> <li>• Customer care committee</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial and personnel resources</li> <li>• Lack of office space to attend to walk-ins</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Presidential online forum</li> <li>• District customer care forum</li> </ul>	<ul style="list-style-type: none"> <li>• Community unrest</li> <li>• Pressure group protests</li> </ul>

**(7) Public Participation**

Chapter 4 of the Local Government Municipal Systems Act NO. 32 OF 2000 requires the Development of Culture of Municipal Governance that complements formal representative government with a system of participatory governance. It further requires the Municipality to create conditions for the Local Community to participate in the affairs of the Municipality.

Public Participation is a unit seating in the Office of the Municipal Manager which currently consist of 1 Public Participation Practitioner, Public Participation assistant and strategic programmes secretary. Its activities are based on the approved Public Participation Strategy that was approved by Council in August 2015 and the strategy inclusive of petitions framework; used as a tool to mobilize stakeholders and was implemented successfully. The unit is currently responsible for coordination of

- 170 ward committees,
- 7 traditional leaders,
- 10 Community Development Workers (CDW's)

The municipality has reviewed its ward based plan that was developed through the service provider which was appointed by the Department of Cooperative Governance and Traditional Affairs.

The ward committees were as well established in all 17 wards of the municipality and traditional leaders were elected from seven traditional councils. Relations between the ward communities and ward committee are sound. They are currently getting an out of pocket expense monthly as per the Council resolution. The ward committees submit reports monthly to the Public Participation Practitioner and further submit the consolidated report on quarterly basis to the Council. Ward profiling on the capacity of Ward Committees has also been done, to establish training needs and skills gap, a training schedule has been developed, and ward committee secretaries will be trained accordingly. the municipality has sound relations with the CDW's and roundtables for continuous engagements are facilitated on a quarterly basis.

A number of public participation initiatives have been held, which include amongst others the following:

Public Meeting	Purpose
IDP Roadshows / Mayoral Outreach	<ul style="list-style-type: none"> <li>• Conducted as per the IDP process plan adopted by council; to confirm needs identified for prioritization and inclusion in the reviewed IDP, draft IDP and Budget</li> <li>• To report municipal performance</li> </ul>
Public Hearings	<ul style="list-style-type: none"> <li>• Consultation of communities on adopted by-laws, tariff increases, introduction of new policies, and all bills as promulgated by both national and provincial government.</li> <li>• Eastern Cape Geographical Names Council (ECPGNC) – consideration of applications for the change of the name Lady Frere, White Kal to Xonxa, facilitation of registration of WyCliff Mlungisi Tsotsi library. Name change from Lady Frere to Cacadu was approved and gazetted by ECPGNC. Public hearings to be conducted on the official name change of features such as business, parastatals and other stakeholders.</li> </ul>
Mayoral Imbizo's	<ul style="list-style-type: none"> <li>• To allow for members of the public to make comments on the approved draft annual report</li> <li>• Presentations on back to basics</li> </ul>

STRENGTHS		WEAKNESSES	
<ul style="list-style-type: none"> <li>Public Participation Policy and Strategy</li> <li>MRM Committee</li> <li>Ward Committee with functional quarterly meetings</li> <li>Community Development Workers</li> <li>Councillors</li> <li>LGNC</li> <li>Traditional leaders</li> <li>IDP Roadshows</li> <li>Mayoral Imbizo</li> <li>Ward War Rooms</li> <li>Secretary and Public Participation Assistant</li> <li>Presence of Stakeholders Database</li> </ul>		<ul style="list-style-type: none"> <li>Limited financial Resources</li> <li>Inadequate and irregular reporting of ward committees</li> </ul>	
OPPORTUNITIES		THREATS	
<ul style="list-style-type: none"> <li>Good relations with sector departments, Parastatals and NGO's</li> <li>Capacity Building Programmes</li> <li>Ward Committee Reporting Format</li> <li>Good relations with Emalahleni communities at large</li> </ul>		<ul style="list-style-type: none"> <li>Political instability</li> <li>Lack of office space</li> </ul>	
Moral Regeneration Movement	<ul style="list-style-type: none"> <li>Council established the Moral regeneration movement committee and all its activities are coordinated through the committee or structure.</li> </ul>		
Ward war rooms	<ul style="list-style-type: none"> <li>To discuss matters of mutual interests by all ward stakeholders at a ward level between the municipality and government departments</li> <li>They are facilitated on quarterly basis through the provision of services on wheels. Ward Councillors are as well encouraged to sit on a monthly basis to discuss ward related matters with their respective stakeholders.</li> </ul>		

### (8) Inter-Governmental Relations

The municipality has consistent operational relations with other spheres of government including the district. To facilitate these relations an IGR structure was established which is mainly constituted by government (sector departments and the municipality) and this structure has scheduled meetings to discuss and monitor implementation of the integrated development plan. Terms of reference to guide inter-governmental strategy has also been developed and approved by Council.

The municipality as well participates in a number of inter-governmental structures such as the following:

- o SALGA Working Groups
- o DIMARFO
- o Roads and Transport Forums
- o MuniMec

### (9) International Relations



The municipality, through the Office of the Mayor is part of a group of UCLG Champions that were selected to promote the messages of the CIB Working Group Policy Paper on Development Cooperation and Local Government.

The [Policy Paper on Development Cooperation and Local Government](#) contributes to building a common understanding and position among members of [United Cities on Local Government](#) and will be used, in particular, as formal policy position for international advocacy.

The Paper provides political recommendations to the international community as well as towards local governments. It emphasizes the need for the full recognition of local and regional governments as development partners occupying an equitable place in international development cooperation and it calls for substantially increased financial support for local government development cooperation programmes, designed to match their specific role and contribution.

The Paper is the result of a research led by the Federation of Canadian Municipalities (FCM) in partnership with the UCLG's CIB Working Group and the UCLG World Secretariat. It has received contributions from UCLG members and partners through various consultation rounds and was adopted by the UCLG World Council in December 2012. In May 2013, the UCLG CIB Working Group published the Policy Paper on Local Government and Development Cooperation.

## (10) Legal and Compliance

### Compliance

In terms of legislative requirements, Section 27 (1) of the MFMA, compliance with applicable legislation has to be monitored and reported to Council on a quarterly basis. In this regard, the municipality, through the office of the municipal manager, has delegated the compliance function to the risk management practitioner. MFMA compliance and process compliance registers have been developed and are monitored on a quarterly basis or based on their legislative deadlines. The reports are tabled to Council on a quarterly basis.

Strengths	Weaknesses
Set legislation	Limited office space No support staff No budget
Opportunities	Threats
Support from Directors Support from the Office of the Municipal Manager	Legislative disregard Lack of compliance controls

### Governance

The municipality is striving for a total compliance with all relevant legislation and laws. The municipality is also ensuring that it has the ability to preamps and mitigates any potential legal disputes. In this regard the municipality has established an MPAC through the Office of the Municipal Manager, has engaged the services of MPAC Coordinator. The primary duties of the MPAC Coordinator are to ensure the overall functioning of the Municipal Public Accounts

Committee (MPAC). The MPAC Coordinator research for MPAC and analyse Council resolutions relating to MPAC and facilitate execution. The MPAC Coordinator also assists MPAC with the preparation of oversight report to Council as delegated.

The MPAC Coordinator is also ensures that there is compliance with relevant legislations and laws. Thus the MPAC Coordinator is responsible for the formulation of legal opinions and recommends guidelines to resolve issues. The MPAC Coordinator is also responsible for monitoring litigation in the civil court up to including trial stage for actions against and/or actions for Council. The MPAC Coordinator also liaise with and give instructions to attorneys or advocates appointed to defend or initiate Council matters. The MPAC Coordinator further provides research on legal related matters and performs any other function delegated, from time to time, by the Municipal Manager.

Strengths	Weaknesses
Member of the National Bar Council Admitted Advocate of the High Court of South Africa Legal Research and Writing Skills Administrative Skills	Limited office space No support staff No budget
Opportunities	Threats
Support from MPAC Chairperson Support from the Office of the Municipal Manager	Legislative disregard Lack of compliance controls

## 2.4.5 Financial Viability and Management

### (1) Background

The objective of Financial Viability and Management is to secure sound and sustainable management of the financial affairs of the municipality and to comply with the accounting norms and standards. To render efficient and effective support services in a transparent, timeous and accountable manner.

### (1) Financial Diagnosis

The municipality has adequate financial and human resources to continue with its operations for the foreseeable future. The Municipality is still functioning on the going concerned principle. The latter is based on key considerations such as sound cash flow, no major borrowings. Municipality meets all its commitments and contingencies. The Municipality has financial systems which account for its revenue and expenditure management in line with legislative requirements. The municipality is constantly investing in human capital to ensure continuous improvement in capacity and to reduce reliance on consultants.

### (2) Internal and External Factors affecting financial viability of the municipality

The municipality has a low income base due to the low income levels of its community and consequently highly dependent on grants. The municipality has a very low debt collection rate that has the potential to affect the long term financial viability of municipality. The low collection rate can be attributed to the fact that people do not prioritise payment of their municipal accounts



Accounts cannot be delivered due to inadequate consumer address system and service delivery coverage plans from certain directorates. Human resource constrains to be addressed to enforce credit control and debt collection policy.

The high unemployment rate in the area has a negative impact on the financial viability of the municipality. The current economic outlook also has a negative impact on job creation and the affordability of consumers to pay their accounts. The extent of the revenue base of the municipality is also limited as most of the electricity revenue go to Eskom. The municipality is electrifying certain areas without applying to NERSA for the licence of the new areas.

### **(3) Key Financial Indicators**

The economic downturn and the Eskom issues continue to play havoc with good financial management. The Emalahleni economy has been battered of late and all indications are that it will get worse before it gets better.

This is not because of bad or incompetent management, but because it is the nature of the business and the economy. I would therefore hope that National and Provincial bureaucrats take heed of this fact before making any incorrect or ill-conceived statements or judgements.

One indicator needing comment is that of repairs and maintenance. In recent years, there has been made much comments as to how low this ratio is. The ratio has remained constant due to increased expenditure on new assets, i.e. these have not been needing major repairs due to their current conditions.

### **(4) Revenue management**

The Municipality's revenue collection remained stagnant for a considerable period of time, which left the municipality with uncollected debt. The fact that the Emalahleni municipal area is a low wage economy also contributed to the uncollectable debts.

Most customers of the municipality are unemployed and cannot afford to pay for services. Despite the latter, consumers do not come forward and apply for indigent support. We currently have over 2000 indigent customers who receive subsidies on rates, refuse removal and electricity.

Currently the collection rate of the municipality is sitting at approximately 62.9% (2016/17) up from 46.68% in 2014/15 and 23% in the 2015/2016 financial years. The target for 2017/18 is set at 65%. The increase was mainly due to the improved strategies to enhance municipal revenue. The findings in the Auditor-General's report of 2016 around revenue have also contributed to the improvement in correcting information around the billing system.

The municipality conducted a data cleansing and indigent registration at Indwe and Dordrecht area during 2014/15 financial year. The project will be rolled out to Lady Frere area during 2015/16 financial year.

The municipality continue to find measures to enhance municipal revenue and to ensure that the municipality continues to be financially viable. The traffic station currently in construction is expected to bring a new revenue stream and will help to further decrease the municipality's dependency on grants. The municipality is constantly looking for opportunities to extend its revenue base to ensure sufficient revenue so that it can remains a going concern. The Municipality will also explore the possibility of obtaining licence for the new electrified areas.

### **(5) Expenditure Management**

Section 65 of the Municipal Finance Management Act requires that a municipality maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds. The municipality has and maintains an expenditure management system that recognises expenditure when it occurs and as such accounts for all payments made by the municipality. Creditors are recognised and accounted for and are generally paid within the stipulated 30 days or as per agreed stipulations. The municipality as a consequence continues to have no major creditors outstanding to date.

The municipality also seek to manage its working capital in such a way that funds available not required within the short term are invested in line with the cash management and investment policy to ensure maximum returns for the municipality but also ensures that sufficient working capital is available to meet its day to day operations. Creditor payments are also delayed and are paid as close to the 30day payment requirement to enhance cashflow management.

#### **(6) Supply Chain Management**

There has been improved functionality and compliance within the SCM Unit. The Unit has 3 functional bid committees being the Bid Specification Committee, Bid Evaluation Committee and the Bid Adjudication Committee that sit according to the demand management plan.

The unit has formulated a procurement plan that has been approved by the accounting officer and noted by Council; it is a guiding document that reflects when the departments should procure their projects on a timely manner as per their targets on the SDBIP. The implementation of the SCM policy is reported monthly and quarterly to Mayor and Council in line with Section 6 of the SCM regulations and 32 of the MFMA. Procurement plan is monitored monthly and quarterly to improve compliance and turnaround time of procurement.

The Supply Chain Module is fully compliant with mSCOA requirements within the Enterprise Management System of the municipality.

#### **(7) Asset Management**

The objective of the asset management section of the Municipality is to manage, control and maintain all the municipal assets in line with the governing accounting standards. The asset management unit safeguards municipal assets and ensures the asset register is prepared and kept in accordance with the requirements of GRAP 17. The Municipality continues to annually increase its repairs and maintenance budget as per asset management guidelines and will continue to implement asset management systems in line with prescribed accounting standards. The municipality performs at least once a year an asset verification in line with its asset management policy. The municipality continues to improve internal controls and procedures around asset management.

#### **(8) Budget and Financial Reporting**

The Municipality in accordance with the municipal Systems Act 32 of 2000, annually formulates an IDP/Budget process plan to guide the development of the annual budget and the review process of the IDP. This process enhances integration and alignment between the Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan-based Budget. The reporting process is a continuous process in order to ensure the early identification of problem areas and none or under performance. The municipality aims to continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position and ensure compliance with all prescribed accounting standards.



It is in this regard that the Municipality annually reviews its budget policies, by-laws and internal controls. The municipality has further taken a step to ensure that all budgetary and financial reports as required by the MFMA are submitted timeously and in accordance with the stipulated frameworks and legislation.

**(9) Fleet Management**

**6. Fleet Management**

The municipality is in possession of the following vehicles, tractors, trucks and plant equipment for the execution of its functions in the municipal area.

**i. Dedicated Vehicles**

<b>Vehicle</b>	<b>Office / Department</b>
• Toyota Fortuner	Office of the Mayor
• Written off	Office of the Speaker
• Nissan Qashqai	Community Services
• Chevrolet Cruze	Community Services
• Nissan Single cab	Community Services
• Nissan Bakkie X 1	Infrastructure Development and Human Settlement
• Nissan Double Cab	Pool Vehicle
• Isuzu Double Cab	Pool Vehicle
• Nissan Almera	Pool Vehicle
• Isuzu (HMD 711 EC)	Community Services
• Chev Utility	PEDTA
• Isuzu single cab	Corporate Services
• 3 x Isuzu Single cabs	

**ii. Trucks and Plant**

**Vehicle Make and Model**

- Grader (x2)
- TLB -- Loader (x3)
- W/Cutter Truck
- Tipper truck (x3)
- LowBed
- Water / Cart
- Tipper / Truck
- Smooth Roller
- Roller / Bomag
- Pad foot Roller

- Excavator
- Electricity truck-Tata
- Refuse Truck- UD Truck

### iii. List of Tractors

All tractors are allocated to community services directorate

- Tractor CKM 266 EC
- Tractor FTS 135 EC
- Tractor BRN 739 EC
- Tractor CCW 543 EC
- Tractor CCW 550 EC
- Tractor FTS 128 EC

### iv. List Trailers

- Trailers FTS 139 EC
- Trailer GHK 495 EC
- Trailer FFG 382 EC
- Trailer BZY 100 EC
- Trailer FBZ 279 EC
- Trailer FTS 142 EC
- Trailer BZY 102 EC
- Trailer BZY 098 EC
- Trailer BVB 264 EC
- Trailer BWR 774 EC

In the 2014/2015 financial year Council acquired five plant machinery for the maintenance of roads infrastructure. These equipment were adding to the existing plant equipment that the municipality was in possession of. Additional plant equipment was purchased in 2016/2017 resulting for an institution to have 13 plant machinery as well as 13 operators.

The institution has an incident and accident management committee to investigate all incidents and accident and make recommendations to Council and that committee is functional.

### SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Implementation of Fleet Management Policy</li> <li>• Fleet management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of Pool Vehicles</li> <li>• Lack of Personnel</li> <li>• Skills gap</li> </ul>
Opportunities	Threats

### 3. CHAPTER 3 - MACRO-STRATEGY OF THE MUNICIPALITY

#### 3.1 Introduction

The current reality analysis has shown that the municipality is faced with a daunting challenges marked by huge backlogs in service delivery, socio-economic problems of high unemployment and poverty levels. Solutions to these challenges can potentially be in conflict with or complement each other. For this reason, it is necessary for the municipality to have a macro strategy that will guide decision making when there are conflicting strategic options and also provide a basis for the allocation of scarce resources.

The macro strategy gives a high level interpretation of the vision and is based on the following key drivers:

- **Maximising development impact:** The strategy, in line with the vision, recognizes the need to achieve optimal impact with current resources and set of known constraints. In terms of this driver, the limited available resources must be directed towards interventions that will maximize development.

The strategy identifies the infrastructure cluster as the principal cluster on which larger capital budget resources and investments should be deployed in order to realize greater impact or outcomes.

- **Growing local economy:** The situational analysis concluded that the municipality has very limited space to increase local revenue, mainly because of high levels of poverty. Therefore LED will not only help improve the lives of the citizenry, it will also improve the chances of their municipality to be a better resourced local government. However, it has to begin with an organization that can think and coordinate and/ or manage significant initiatives in terms of LED.

It has to be able to get the municipality's initiatives to coordinate and synergise with others in a way that should lead to a major turnaround in the local economy.

- **Maintaining financial viability:** The strategy identifies as central to turning around the current development situation, the need to maintain sound financial discipline and viability. This will ensure that available resources are protected from misuse and properly channelled to priorities. The strategy identifies the need to balance proportional split of budget between internal operational and external capital delivery needs.

These initiatives may include introduction of some short to medium term "belt-tightening" measures.

- **Lobbying for authorities to compensate costs of delivery:** The situational analysis has demonstrated that most of the development initiatives that the municipality would like to see being implemented in the municipal area are a competency of other role-players and in particular the District Municipality and Provincial government. In some cases the resources for implementation are in the hands of parastatals, such as ESKOM and TELKOM, and private, sector such cell phone services providers.

It has also noted that there is no structured lobbying programme nor the necessary skills set that should develop such a programme and support the political structures in delivering on it in systematic way. Building this capacity is seen as a major driver of capacity building.

- **Capacity to regulate citizenry and deliver services:** It was also noted in the situational analysis that the municipality is running the risk of not governing the municipal area. There is no enforcement of appropriate by-laws and the citizenry is beginning to act as if there is no local government. This is particularly the case with regard to actions that may harm the health of the citizenry.

It was also noted that the municipality is not delivering on a number of its important powers and functions. There is clearly a need to build capacity in this regard.

### 3.2 Municipal Vision, Mission and Values

#### (1) Municipal Vision

A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.

#### (2) Municipal Mission

Emalahleni Municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future.

#### (3) Municipal Values

- **Responsiveness:** we will put in place systems to promptly respond to the needs, complaints and enquiries of our communities.
- **Cultural Diversity:** we will promote and enhance all cultures in our municipality.
- **Commitment:** we commit ourselves to clean governance and accountability.
- **Dignity:** we will treat every client with dignity, respect and disciplined manner.
- **Honesty:** we will discharge our mandate with honesty.
- **Innovation:** to encourage alternative and innovative systems to discharge service delivery.
- Adhered practice to Batho Pele Principles

### 3.3 Context of Emalahleni Strategy

#### (1) Legal Context

- Constitution of the Republic of South Africa, 1996
- Development Facilitation Act, 1995 (Act 67 of 1995)
- Local Government, Demarcation Act, 1998 (Act No 27 of 1998).
- White Paper on Local Government of 1998.
- Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000).
- Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998).
- Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003).
- Powers and Functions allocated by the Minister for Provincial and Local Government and MEC for Local Government in terms Sections 83 and 85 of the Municipal Structures Act, 1998 respectively.
- Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005)
- Municipal Property Rates Act 6 of 2004.
- Supply Chain Regularities.
- Performance Management Policy.

#### (2) National Context



Nationally, the Emalahleni strategy takes into cognisance and is aligned with national strategies and policies. These include the Reconstruction and Development Programme (RDP), the National Development Strategy (NDS), Spatial Development Framework (National Spatial Development Perspective) and the Accelerated and Shared Growth Initiative for South Africa (ASGISA). The national strategies emphasise the need to take advantage of the opportunities that exist in the area of tourism, forestry, bio fuels, development corridors, Joint Initiative on Skills or Priority Skills Acquisition (JIPSA), etc.

### **(3) Provincial Context**

Provincially, the Growth and Development Programme (PGDP), whose objectives includes the development of human capital, infrastructural development and systematic eradication of poverty, emphasises the following:

- Diversification of Manufacturing Sector.
- Agrarian Transformation.
- Strengthening of food security.
- Pro-poor programming.

The Emalahleni Local Municipality considers the above and other policies and programmes that the provincial government comes up with in addressing the challenge of providing better life for all.

### **(4) Regional Context**

Regionally, the Emalahleni Municipal Strategy considers the programmes of the district including its Integrated Development Plan, the District Growth and Development Strategy as well as the advantages that are brought about by Chris Hani District Municipality to the area's development.

### **(5) SWOT Analysis**

This part of the strategy deals with the examination of the internal and external environment as it affects the Emalahleni Local Municipality. Identifying the negative and positive factors assists the municipality to determine the manner in which it can utilise its resources for improved service delivery.

The table below outlines the strengths, weaknesses, opportunities and threats in relation to the Emalahleni Municipality

**SWOT ANALYSIS POINTS RAISED**

<p><u>4.5.1 KPA 1: Strengths:</u></p> <ul style="list-style-type: none"> <li>• Qualified personnel in those positions currently filled</li> <li>• There is creative and innovative thinking capacity</li> </ul>	<p><u>KPA 2: Strengths:</u></p> <ul style="list-style-type: none"> <li>• Qualified personnel in position</li> <li>• Subsistence and commercial farming</li> <li>• Agro-processing facilities</li> <li>• Small-scale mining</li> <li>• Historical sites of attraction</li> <li>• Tourism facilities</li> </ul>	<p><u>KPA 3: Strengths:</u></p> <ul style="list-style-type: none"> <li>• Relevant experience and skills are available</li> <li>• Adequate policies</li> <li>• A fully populated organogram even though some positions still need to be filled for this KPA.</li> </ul>	<p><u>KPA 4: Strengths:</u></p> <ul style="list-style-type: none"> <li>• Reviewed Commission Strategy</li> <li>• Local and district Communicators Forum</li> <li>• Availability of a Communication Policy (External only)</li> <li>• Public Participation Systems</li> <li>• CDW Round table</li> <li>• SPU Structures</li> <li>• Functional IGR Forum</li> <li>• A highly rated IDP document in 2015 / 16 Assessments</li> <li>• Functional Internal Audit unit and Internal Audit Charter</li> <li>• Positive AG's comments for last two years</li> <li>• Promptly intervening MM to Unit Offices in need.</li> </ul>	<p><u>KPA 5: Strengths:</u></p> <ul style="list-style-type: none"> <li>• Good implementation of HR policies</li> <li>• Development of procedure manuals done</li> <li>• Job descriptions written for 324 positions (yet there are none for MM and directors as one has learnt</li> <li>• Centralised paper based filing system (it is a weakness in this day and age</li> <li>• Updated council resolutions register</li> <li>• Developed a council calendar of events (though not synchronised with other critical municipal events – should be an opportunity more than a strength)</li> <li>• General capacitation of councillors and staff</li> <li>• Implementation of Wi Fi in municipality</li> </ul>
<p><u>KPA 1:Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Over reliance on grants</li> <li>• Lack of bulk infrastructure</li> </ul>	<p><u>KPA 2: Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Poor Infrastructure (roads, Water &amp; electricity)</li> <li>• Limited budget for</li> </ul>	<p><u>KPA 3. Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Unclean governance practices still</li> </ul>	<p><u>KPA 4: Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Limited financial and other resources</li> <li>• Non-compliance with</li> </ul>	<p><u>KPA5: Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Non implementation of council resolutions by</li> </ul>

<ul style="list-style-type: none"> <li>• Lack of training and development programmes</li> <li>• Poor contracts and project management</li> <li>• Over reliance on consultants</li> <li>• Unavailability of clear sector department plans</li> <li>• Insufficient plant and equipment.</li> </ul>	<p>operations available</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Lack of adequate M &amp; E of projects</li> </ul>	<p>evident like unauthorised, irregular and fruitless and wasteful expenditure, poor planning and contract management affects SCM and expenditure</p> <ul style="list-style-type: none"> <li>• Poor internal controls need focus, supported by system integration and development and approval of procedure manuals</li> <li>• Lack of a strong implementation and monitoring culture in ELM in general.</li> </ul>	<p>agreed Process Plan</p> <ul style="list-style-type: none"> <li>• Non submission of information in time</li> <li>• Shared Audit Committee Services</li> <li>• Too many people directly reporting to the MM</li> <li>• Minimum support of MPAC</li> <li>• Over reliance on student interns</li> <li>• Disjointed planning.</li> </ul>	<p>directorates</p> <ul style="list-style-type: none"> <li>• Lack of office space</li> <li>• Poor connectivity</li> <li>• Manual leave capturing leading to mismanagement of leave</li> <li>• LLF not fully functional</li> </ul>
<p><u>KPA 1: Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Development of design office</li> <li>• Eradication of electricity backlog</li> <li>• Introduction of</li> </ul>	<p><u>KPA 2: Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Interlink road (R56 and R400) between KZN – WC</li> <li>• Natural Resources like waterfalls</li> <li>• Reliable market for</li> </ul>	<p><u>KPA 3: Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Full use of technology – available technology is as yet not fully</li> </ul>	<p><u>KPA 4: Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Strong relations with the district and sector departments</li> <li>• Benchmarking – best practices</li> </ul>	<p><u>KPA 5: Opportunities:</u></p> <ul style="list-style-type: none"> <li>• There is an FET College within ELM</li> <li>• Cooperation and partnerships agreements possible with province on</li> </ul>

<p>sustainable roads construction strategies</p> <ul style="list-style-type: none"> <li>• Improvement of quality on all infrastructure projects</li> <li>• Beautification of Emalahleni towns</li> <li>• EPWP</li> <li>• General funding Opportunities still exist but are as yet unexplored.</li> </ul>	<p>livestock</p> <ul style="list-style-type: none"> <li>• Cheese factory</li> <li>• Mining of coal, quarry and sand</li> <li>• Agro-processing</li> <li>• Farms are available, some even belonging to ELM</li> <li>• Proximity to Queenstown for markets and State Support</li> <li>• Cultural places of entertainment and tourism.</li> </ul>	<p>utilised</p> <ul style="list-style-type: none"> <li>• Improvement of Asset Management – ELM assets are distributed over a very wide area making it difficult to manage them. Requires more personnel and use of GIS</li> <li>• There is still room for the integration of information generated from the system and thereby providing an opportunity to reduce the risk of fraud.</li> </ul>	<p>Improved ICT connectivity</p> <ul style="list-style-type: none"> <li>• Strong relations with communities through Mayoral Imbizo, Ward Committees and CDW's, NGO's, SALGA Working Groups, CHDM and COGTA.</li> <li>• Partnership and twinning agreement.</li> </ul>	<p>many fronts</p> <ul style="list-style-type: none"> <li>• Broadband connectivity for ELM</li> </ul>
<p><u>4.5.4 Threats:</u></p> <ul style="list-style-type: none"> <li>• Theft</li> <li>• Corruption</li> <li>• Disasters</li> <li>• Climate change</li> <li>• Technological advancements.</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Unpredictable weather conditions</li> <li>• Climatic change may affect agricultural farming</li> <li>• A rather myopic private sector</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Irregular old contracts</li> <li>• Payments are made on the recommendation of directors while no assurance is guaranteed on the quality and rendering of service done.</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Lack of recognition of communication function</li> <li>• Misunderstanding of Public Participation function by many</li> <li>• Political Interference</li> <li>• Sector plans that are not yet in place</li> <li>• No-alignment of IDP, Budget and SDBIP</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Delays in the evaluation of jobs by CHDM JEC</li> <li>• Delays in vetting and verification of candidates</li> <li>• Inability to attract required scarce skills</li> <li>• Late submission of reports by directorates to compile agendas</li> <li>• Non-adherence to the council calendar of events</li> </ul>



	<ul style="list-style-type: none"> <li>• Poor asset security opening chances for theft, losses and general abuse.</li> <li>• Weak ICT infrastructure and connectivity</li> <li>• SCOA poor implementation</li> <li>• Eskom indigent database not updated regularly leading to inaccuracies in basic electricity service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Non implementation of recommendations</li> <li>• Failure to have a risk Management person in position</li> <li>• General culture of non-compliance.</li> </ul>	<p>by all.</p>
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### **3.4 Core elements of the Strategy**

#### **(1) Infrastructural Resource**

##### **Problem statement**

- The municipality is rural in nature and has been faced with a number of challenges with regards to its dilapidating infrastructure, be it in the form of road and bulk services infrastructure. This is applicable to all its three towns

##### **Possible solution**

- The municipality has identified a bulk infrastructure project to respond to the status of the current infrastructure and uplift the community of the municipal area; by soliciting funding from the National Treasury. The objective of the project is provide sufficient bulk infrastructure to service the new Emalahleni Development Programme by upgrading infrastructure within the existing towns of Lady Frere, Indwe and Dordrecht
- This funding includes plans for the development of Council Chambers, 30 000m<sup>2</sup> shopping centre, housing development; bulk infrastructure including storage dams, water and waste water treatment works, bulk storage reservoir, bulk lines, outfall sewers and reticulation system.

All gravel roads to be upgraded to surfaced roads within the towns as well as the District roads; upgrading of parks and cemeteries

#### **(2) Financial Resource**

##### **Problem statement**

- The Municipality is mostly dependent on grants and has limited sources of funding. There are high levels of poverty and unemployment and as well as low levels of education, which poses a challenge where revenue generation and collection are concerned.

##### **Possible Solution**

- The Municipality must develop and/or review its revenue generation and collection strategies to improve own revenue and vigorously implement these.
- The implementation of projects of the municipality must, where possible, be done using the Expanded Public Works Programme (EPWP) as a way of creating job opportunities.
- Data Cleansing should be prioritised to ensure that there is accurate billing, which will in turn assure the municipality of collecting of some of its revenue.
- Credit Control and related policies must be intensely implemented to ensure that those who can afford, do pay for the rates and services provided to them.
- Implementation of high Impact LED programmes as identified in the IDP, Master Plan, SEA and SDF. This will in turn have positive spin offs to the revenue base.

#### **(3) Systems Capacity**

##### **Problem Statement**

- The data in the system is not always accurate, rendering the billing sometimes incorrect.

- The financial muscle of the municipality is not always accommodating of training on the systems because this is always very costly.

#### **Possible Solutions**

- Data cleansing should be done to ensure that correct information is on the system.
- More budget should be allocated to systems training (FMS) so that the municipality get value out of its investment.
- Negotiations / service level agreements with the service provider for the system must be entered into to level the playing field and as well ensure that the municipality always knows what to expect.

### **(4) Social Factors**

#### **Problem Statement**

- The state of the Municipality regarding socio economic matters is a challenge; the majority of the population in the area solely depends on grants for their well-being.

#### **Possible Solutions**

- Development of strategies for job creation in all sectors of the economy would alleviate dependence on social grants.
- Involvement of the Municipality in the form of facilitating and monitoring the Sector Departments and how they deliver services to the communities can also improve the current state of affairs in the area.
- The municipal area is well known for its natural resource called coal. it has a mining company called Elitsheni, which has acquired over 650 km<sup>2</sup> of mining and prospective rights in the municipal area. The company estimates that there is over 1 billion tons of coal available for mining which will benefit the community in the following areas:
  - Job creation
  - Improvement in the rail and road linkages
  - Establishment of subsidiary industries / businesses like accommodation for workers, mechanics (servicing), transport, security, etc.
  - Cheaper coal available for local market

### **(5) Climate Change**

#### **Problem statement**

- Measured increases in average global temperature
- Extreme events: Rainfall; heat waves; droughts; hurricane intensity
- Glaciers/snow cap melt on land
- Wildfires increasing in frequency and intensity
- More intense longer droughts observed
- Intense drying observed resulting to decreasing water availability

#### **Possible solution**

- Understanding climate change challenges and response mechanisms there of
- Identify, select and prioritize projects that will respond to the climate change

### **3.5 Strategic Objectives**

- To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programs by June 2022.
- To provide, improve and maintain infrastructure and basic services to local communities and or households by June 2022.
- To ensure development and implementation of improved systems of communication, public participation and good governance in line with applicable laws and regulations by June 2022.
- To maintain and improve financial viability of the municipality.
- To ensure effective implementation and monitoring of municipal systems to achieve clean administration.

### **3.6 Conclusion**

These are the strengths that the Municipality needs to build on, improve on and maintain. Evident from the analysis is that the Municipality is challenged where social services, infrastructural development and local economic development are concerned. This means that a concerted effort must be made by the municipality to address these service delivery issues as they affect the livelihood of the communities.



## 4. CHAPTER 4 - OBJECTIVES, STRATEGIES AND INDICATORS

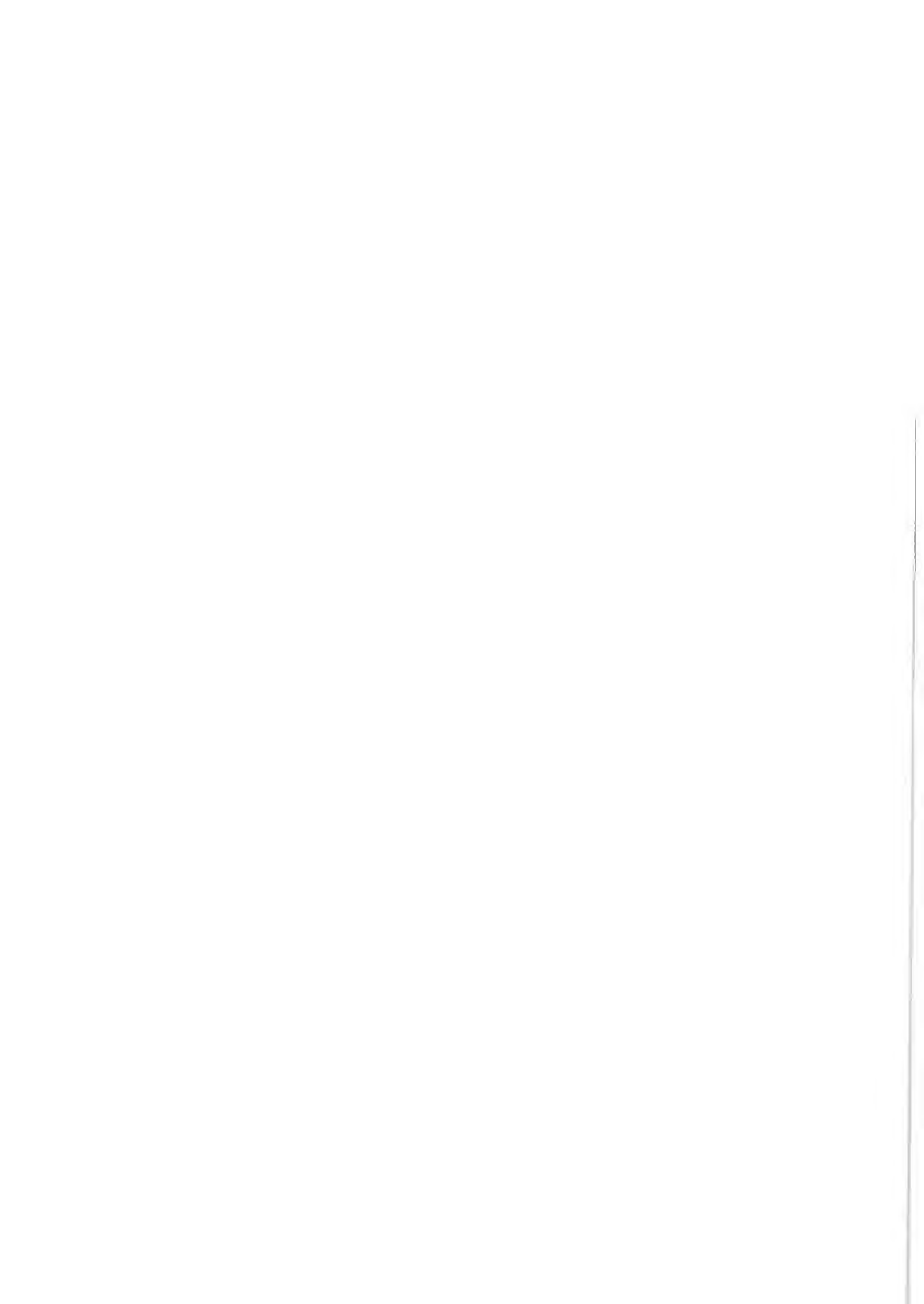
### 4.1 Introduction

The municipality is required to develop and include in the IDP, objectives and strategies that will be employed to realise and improve the situation that currently prevails in the area.

It is also required to realise the objects of local government as set out in Section 152 of the Constitution of the Republic of South Africa, 1996

Chapter 5 and 6 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended) requires municipalities to consult with its communities in identifying and developing the indicators that will serve as yardsticks for communities to monitor implementation of the plans to help improve the service standards and improve the lives of the people.

Below is a list of strategic objectives, strategies and indicators:



## 4.2 Objectives, Strategies, Indicators and Annual Targets

EMALAHLENI LOCAL MUNICIPALITY									
CONSOLIDATED INSTITUTIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - 2018/2019									
Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator 2017/2018	Outcome Indicator	Budget Allocation	Funding Source	Indicator Code	Annual Target 2018/2019
<b>KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>									
Community Safety Programmes	To contribute in community safety programmes within the municipal jurisdiction by June 2019	Conduct Community Safety forum meetings	Number of community safety forum meetings conducted	8 Community Safety Forum (Justice Forum, Roads and Transport Forum; Community Safety Forum) meetings conducted	Reduction in number of traffic related offenses	R0	Opex		8 Community Safety Forum (Justice Forum, Roads and Transport Forum; Community Safety Forum) meetings conducted by 30 June 2019
		Improve the visibility of traffic officers on the road	Number of traffic law enforcement operations conducted	40 Law Enforcement operations conducted	Reduction in number of traffic related offenses	R0	Opex		40 traffic law enforcement operations conducted by 30 June 2019
		Monitor functionality of 3 Registration and Licencing Authorities	Number of Registration and Licencing Authorities Functional	3 Registration and Licencing Authorities Functional	Functional Licencing Authorities	R0	Opex		3 Registration and Licencing Authorities Functional (Lady Frere, Indwa, and Dordrecht) by 30 June 2019
		Process Learners and Drivers Licence Applications received	Number of Driving Licence Testing Centre Reports submitted to Council Structures for noting	1500 learners licence and 800 drivers licences	Functional Licencing Authorities	R0	Opex		12 Driving Licence Testing Centre Reports submitted to Council Structures for noting by 30 June 2019

Waste and Environmental Management	Implement Pound Management Operations		Number of Reports on Pound Management Operations submitted to Council Structures for noting	12-pound management operations implemented	Reduction of stray animals	R0	Opex	12- reports on pound management operations submitted to Council Structures for noting by 30 June 2019
		Promote waste minimization and recycling	Number of recycling initiatives supported	4 recycling initiatives supported	Improved, safe and healthy environment	R300,000	Opex	4 recycling initiatives supported by 30 June 2019
	To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2019	Collect refuse in urban and township areas	Number of urban and township areas with access to refuse removal services	3 Urban areas and 10 townships with access to refuse removal services	Improved safe and healthy environment	R400,000	Opex	7000 households in 3 Urban areas and 10 townships with access to refuse removal services by 30 June 2019
		Manage and maintain drop-off centres	Number of drop-off centres managed and maintained	25 drop-off centres managed and maintained	Well managed and maintained drop-off centres	R0	Opex	25 drop off centres managed and maintained by 30 June 2019
Clear illegal dumping sites		Number of illegal dumping sites cleared	84 illegal dumping sites cleared	Reduced and controlled illegal dumping	R0	Opex	84 illegal dumping sites cleared by 30 June 2019	
Promote awareness on the impact of poor waste	Number of waste awareness	8 waste awareness campaigns conducted	Improved, safe and healthy	R0	Opex	8 Waste awareness campaigns		



		management by communities	programmes conducted		environment				conducted by 30 June 2019
Environmental Management	To create a safe and clean environment for all people of Emalaheni Local Municipality by June 2019	Implement Environmental Management Framework (EMF)	Number of Environmental Management Framework Programmes implemented	3 Environmental Management Programmes implemented in 1 Lady Frere, 1 Gordrecht and 1 Indwe	Improved safe and healthy environment	R220,000	Opex		3 Environmental Management Framework Programmes implemented by 30 June 2019
Disaster Management	To ensure a safe and secure environment through mitigating the negative impacts of disasters by June 2019	Implement the approved Disaster Management Plan	Number of Disaster Management Advisory Forum Meetings Convened	4 Disaster Management Advisory Forum Meetings convened	Improved response on disaster management incidents	R0	Opex		4 Disaster Management Advisory Forum Meetings convened by 30 June 2019
Waste and Environmental Management	To create a safe and clean environment for all people of Emalaheni Local Municipal by June 2018	Facilitate acquisition of waste management facilities	Number of waste management facilities developed	2 transfer stations in Indwe and Gordrecht	Improved Service Delivery	R0	Opex		16 Awareness Campaigns on Disaster Management and Fire Fighting conducted by 30 June 2019
Provision of Electricity	To ensure provision of adequate	Perform annual audits on technical and non-technical	Number of actions undertaken to	4 actions undertaken to reduce electricity	Generation of revenue through	R0	Opex		Acquisition of alternative site for regional landfill facilitated by 30 June 2019
									4 actions undertaken to reduce electricity

	electricity supply to all Emalahleni communities by June 2018	losses of electricity to ensure minimum electricity losses	reduce electricity losses	losses (Bulk Meters installed, 5 contract workers appointed, Stakeholder Engagement (Nesa and Eskom), Disconnection of illegal connections at Sinako, Electricity Master Plan developed)	electricity services			losses by 30 June 2019
Electrification	To facilitate access to energy sources supplied to all residents of Emalahleni Municipality by June 2019	Electrify households	Number of households electrified	28 513 households electrified	Improved			256 Households electrified in Ward 7 by 30 June 2019
Building Control	To facilitate provision of human settlements by relevant sector departments in compliance with standards of building controls of ELM by June 2019	Expedite the approval of building plans submitted to the municipality and monitoring of construction	Percentage of building plans submitted, processed and approved	Drawing Register 2017/2018	Compliant community with National Building Regulations and Building Standards Act			100% building plans received, processed and approved by 30 June 2019
Human Settlement	To facilitate provision of human settlements by relevant sector departments in compliance with standards of building controls of ELM by June	Facilitate submission of Title Deeds to the Deeds Office	Percentage of received title deeds applications submitted to the Deeds Office for Approval	Title Deed Register 2017/2018	100% of title deeds issued			100% of received title deeds applications submitted to the Deeds Office for Approval by 30 June 2019

2019

Roads and Storm  
WaterTo ensure the  
provision of a  
comprehensive  
roads  
infrastructure  
network by June  
2019Implement, monitor  
and report on the  
approved Roads  
Infrastructure PlanPercentage of  
received  
housing  
applications  
captured onto  
the Housing  
Subsidy  
System for  
processing and  
approval by the  
Department of  
Human  
Settlements100% of received  
housing  
applications  
captured onto the  
Housing Subsidy  
System for  
processing and  
approval by the  
Department of  
Human SettlementsIncrease  
number of  
registered  
beneficiaries  
in the national  
housing  
register100% of received  
housing  
applications  
captured onto the  
Housing Subsidy  
System for  
processing and  
approval by the  
Department of  
Human  
Settlements 30  
June 2019.6km of Gravelled  
access road in  
Cacadu Ext,  
completedImproved  
access roads2km of Access  
Road Gravelled in  
Ward 15  
(Emerqwathini to  
Thembelithe) by  
30 June 2019Number of km  
of gravel road  
maintained15km gravel road  
maintained in  
wards 5,6,7,8 and 9Improved  
access roads15km of gravel  
road in  
Ward 15 maintained  
by 30 June 2019Infrastructure  
DevelopmentImplement, monitor  
and report on the  
approved Roads  
Infrastructure PlanNumber of  
metres of  
streets paved200m of Lady Frere  
internal streets in  
ward 4 pavedImproved  
roads  
infrastructure200m paved in  
Lady Frere by 30  
June 2019200m of Indwe  
Internal Streets  
pavedImproved  
roads  
infrastructure200 meters paved  
in Indwe by 30  
June 2019

Local Economic Development	To ensure improved infrastructure and access to emerging farmer support programme by June 2019	Construct a shearing shed	Number of Shearing sheds constructed	Shearing shed constructed in Ward 1?	Increase in the number of emerging farmers	R1,569,150	Mkq	1 Shearing shed constructed in Ward 09 by 30 June 2019	
Building/Facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2019	Construct a Multi-Purpose Centre	Number of Multi-Purpose Centres constructed	Not Applicable	Involved community activities	R10,471,500		1 Multi-Purpose Centre constructed in Ward 4 by 30 June 2019	
		Construct a Vehicle Testing Station	Number of Vehicle Testing Stations constructed	Not Applicable		R7,600,000		1 Vehicle Testing Station constructed in Ward 4 by 30 June 2019	
Building/Facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2019	Construct a Sportsfield	Phase 03 of Lady Sportsfield Constructed	Lady-Frens Sportsfield	Upgraded Sportsfield			Phase 03 of Lady Sportsfield Constructed by 30 June 2019	
		Construct a Sportsfield	Number of Sportsfields constructed	Lady-Frens Sportsfield in 26/6/2017	Upgraded Sportsfield		R13,600,750		1 Sportsfield in Inowu constructed by 30 June 2019
		Maintain existing municipal facilities (cemetaries, halls, municipal buildings)	Number of municipal facilities maintained	4 municipal facilities maintained (Hlany Gwale, Freyspan Municipal Offices, Taembuyi and Bobompass Library)	well maintained municipal facilities		R250,000		9 municipal facilities maintained in New Community, Bhengu and by 30 June 2019



Office Space	To ensure availability of office space for municipal employees by June 2019	Manage existing municipal facilities  Construction of Municipal Staff Offices using alternative construction methods	Number of municipal facilities managed  Percentage of Municipal Staff Offices constructed by 30 June 2019	Utilisation register  Council Chambers phase 1	well managed public amenities  Increased number of municipal offices	R0	Open		32 Municipal facilities managed by 30 June 2019  30% of Municipal Staff Offices in Ward 4 constructed (Foundation) by 30 June 2019
Childhood Development	To ensure provision of Child Care facilities for Emalahleni Communities	Convene early childhood development forum meetings	Number of Early Childhood Development Forum meetings convened	3 Early Childhood Development Forum meetings convened	healthy and safe environment for children	R0	Open		3 Early Childhood Development Forum meetings convened by 30 June 2019
Libraries	To ensure provision of library and information services for Emalahleni communities	Promote education and awareness on the library utilization	Number of new library users registered as members	200 new library users registered	Increased number of users	R0	Open		200 New Library Users registered as members by 30 June 2019
			Number of library committee meetings convened	6 Library Committee meetings convened	Improved stakeholder relations	R0	Open		6 Library Committee Meetings convened by 30 June 2019

Cemetery Development	To ensure availability of amenities to which the public has full access	Facilitate development and approval of Layout Plan for Indwa Cemetery	Layout Plan for Indwa Cemetery developed and submitted to Council for approval	3 existing cemeteries	Improved Service Delivery	R0	Opex	Layout Plan for Indwa cemetery developed and submitted to Council for approval by 30 June 2019
Spatial Planning	To facilitate the development of land in a sustainable manner by June 2019	Implement the approved Spatial Development Framework	Number of Land Audit Programmes implemented	Not Applicable	Proper Land Use planning			4 Land Audit Programmes implemented (Rezoning of sites, identification of unsurveyed sites, identification of vacant gov land, identification of municipal land for leasing(disposal) by 30 June 2019
Street Naming	To ensure correct identification of streets by June 2019	Facilitate Formal Registration of Cacadu	Facilitate Formal Registration of Cacadu (Extension 3 and 4) by Deeds Office	Maxuya Township in 2014/2015 (Indwa)	Proper Land Use Planning	R150,000	Opex	Facilitate Formal Registration of Cacadu (Extension 3 and 4) by Deeds Office by 30 June 2019  100% of Street Name corrected in Cacadu Town by 30 June 2019
Institutional Social Development	To promote social cohesion during implementation of projects between communities and the municipality by June 2019	Facilitate community engagement sessions during project implementation	Number of community engagement sessions facilitated during project implementation	ISO Provincial guidelines	Improved Communities participation	R0	Opex	7 Community engagement sessions facilitated during project implementation by 30 June 2019

Land Use Management	To promote an orderly built environment by June 2019	Implement Special Planning and Land Use Management (SPLUMA)	Percentage of land use applications received, processed and approved by AO or CHDM Tribunal	Development Register for 2016, SPLUMA By-Law, SPP	Compliance with SPLUMA	R0	Open	100% land use applications received, processed and approved by AO or CHDM by 30 June 2019
Indigent Support	To ensure provision of free basic services to indigent communities by June 2019	Review and update of the Indigent Register	Number of households receiving free basic service	3500 households receiving free basic service (Electricity)	Improved Service Delivery	R1,000,000	Open	3900 households receiving free basic service (Electricity) by 30 June 2019

**KPA 2: LOCAL ECONOMIC DEVELOPMENT**

Small Medium and Micro Enterprise Development	To facilitate formalization and support development of SMMEs within ELM by June 2019	Facilitate SMMEs formalization and advisory information services	Number of information dissemination and advisory sessions conducted	4 SMME information dissemination and advisory sessions facilitated (Ward 4, 11, 10, 14 and 16)	Sustainable SMME's	R75,000	Open	4 SMME information dissemination and advisory sessions facilitated by 30 June 2019
		Support emergent businesses to build more economic capacity	Number of SMME's supported	1 SMME supported (Auto Styling)	Sustainable SMME	R75,000	Open	1 SMME supported (Auto Styling) by 30 June 2019
		Issue licences of businesses and hawkers	Number of Business and Hawker licences issued	20 Businesses and Hawkers licensed (5 Indwe, 6 Lady Frere and 8 Dordrecht)	Revenue generation and sustainable SMME's	R0	Open	20 Businesses licenses issued (5 Indwe, 6 Lady Frere and 6 Dordrecht) by 30 June 2019

Agricultural Development	To promote and support agricultural development by June 2019	Provide advisory support to farmers	Number of advisory sessions and farmers day conducted	3 Advisory sessions and 1 farmer's day conducted	Sustainable and capacitated farmers	R0	Open	3 Advisory sessions (Crop Production, Livestock Improvement) in Cacadu (1), Indwe (1) and Dordrecht Centre (1) and 1 farmer's day conducted in ELM by 30 June 2019
		Facilitation of generic improvement programme	Number of Nguni bulls purchased and distributed	12 Nguni bulls purchased and distributed to Ward 1, 3, 5, 8, 12 and 15	Good quality livestock	R900,000	Open	12 Nguni bulls purchased and distributed to Ward 4, 9, 11, 14, 16 and 17 by 30 June 2019
		Brand Livestock	Number of livestock branded	200 livestock branded	Identifiable and traceable livestock	R0	Open	500 livestock branded in ELM by 30 June 2019
Market Livestock	Number of Livestock Marketing Sessions facilitated	2 Livestock Marketing Sessions facilitated	Socio-Economic Growth	R0	Open	4 Livestock Marketing Sessions facilitated in Indwe (1), Dordrecht (1) and Cacadu (2) by 30 June 2019		
Facilitate formalisation of production assembly structures	Number of Production Assembly Structures formalised (Registered)	2 production assembly revitalized in Tshatshu and Xonxa	Improved livelihood	R0	Open	2 production assembly structures formalised (registered as co-ops) in Tshatshu and Xonxa by 30 June 2019		



Forestry Management	To promote sustainable use of Forest Plantation	Facilitate capacity building sessions	Number of Forestry Capacity Building Sessions facilitated	3 Forestry management committees established in Ward 2, 8 and 13	Improved community involvement	R0	Opex		3 Forestry Management Capacity Building Sessions facilitated and Forestry Committees established in Ward 4, 12 and 2 by 30 June 2019
	To promote economic development within Emalahleni LM by June 2019	Develop and submit Funding Proposal on implementation of Rural Enterprise Development Hub	Development and submission of funding proposals on the implementation of Rural Enterprise Development Hub (as per signed MOU with Imyamba Mill)	RED Hub Facility	Improved Participation	R0	Opex		Development and submission of Funding Proposals on the implementation of Rural Enterprise Development Hub (as per the signed MOU with Imyamba Mill) by 30 June 2019
Tourism Development and Heritage Management	To implement Tourism and Heritage Management Plan by June 2019	Conduct Tourism Marketing Events of Emalahleni Local Municipality as a prime tourist destination	Number of Tourism Roadshows conducted	2 Tourism Marketing Events conducted	Sustainable SMME	R200,000	Opex		4 Tourism Roadshows conducted in ELM by 30 June 2019
Tourism Development and Heritage Management	To implement Tourism and Heritage Management Plan by June 2019	Facilitate grading sessions of tourism establishments	Number of tourism establishment grading sessions facilitated	3 tourism establishment grading sessions facilitated in Cacadu, Dordrecht and Indwe	Revenue generation and sustainable SMME's	R0	Opex		4 tourism establishment grading sessions facilitated in Cacadu, Dordrecht and Indwe by 30 June 2019
		Conduct Tourism and heritage awareness programs	Number of Heritage events and awareness programmes	Tourism and Heritage Awareness conducted	Improved Tourism and Heritage participation	R75,000	Opex		1 heritage event and 3 heritage awareness programs conducted in

			conducted						Cacadu, Dordrecht and Inyawe by 30 June 2019.
		Facilitate capacity building sessions for Tourism Establishments	Number of capacity building sessions facilitated for Tourism Establishments	Local Tourism Organizations	Functional LTOs	R0	Opex		4 Tourism capacity building sessions for Tourism Establishments facilitated Cacadu, Dordrecht and Inyawe by 30 June 2019
Mining	To streamline mining activities for acceleration of socio-economic development within ELM by June 2019	To provide administrative support	Number of small scale mining cooperatives provided with administrative support	SMME Support Plan	Improved livelihood	R75,000	Opex		5 small scale mining Cooperatives provided with administrative support in Inyawe (Ward 16) by 30 June 2019.
Job Creation	To improve economic development within ELM by June 2019	Creates jobs to reduce unemployment in ELM jurisdiction	Number of reports on Job Creation Projects submitted to Council Structures for noting	17 Wards with Functional Community Works Programme	Improved livelihood	R0	Opex		4 reports on Job Creation Projects submitted to Council Structures for noting by 30 June 2019
			Number of jobs created through Community Works Programme, Expanded Public Works and Electrification Programme	163 Jobs created	Improved livelihood	R0	Opex		220 Local People employed in Projects and Reported on EPWP MIS System by 30 June 2019

**KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Communication	To ensure fully functional systems of internal and external communication by June 2019	Implement Communication Strategy programmes	Number of Communication Strategy programmes implemented	Approved Communication and Strategy	Informed Citizenry	R650,000	Opex	7 Communication Strategy programmes implemented by 30 June 2019
Customer Care	To improve Customer Care Management by June 2019	Implement Customer Care Strategy programmes	Number of Customer Care Strategy programmes implemented	Approved Customer Care Strategy	Improved Customer Care Service	R150,000	Opex	8 Customer Care Strategy Programmes implemented 1 Resolution of complaints, 4 Customer Care Committee Meetings facilitated, Development and implementation of Customer Service Standards by 30 June 2019
Community Participation	To increase community participation to the affairs of the municipality by June 2019	Implement public participation strategy programmes	Number of Public Participation Strategy Programmes implemented	Approved Public Participation Strategy	Improved Community Participation	R400,000	Opex	5 Public Participation Strategy Programmes implemented by 30 June 2019

			Number of Ward Committee Capacity Building Programmes Implemented	1 Ward Committee Capacity Building Programme implemented	Capacitated Ward Committees	R600,000	Opex		1 Ward Committee Capacity Building Programme implemented by 30 June 2019
			Number of Initiation Forum Meetings conducted	4 Initiation Forum Meetings conducted	Reduction of deaths at Initiation Outlets	R0	Opex		4 Initiation Forum meetings conducted by 30 June 2019
		Conduct Ward War Room Sessions	Number of Ward War Room Sessions conducted	51 Ward War Room sessions conducted	Enhanced Community Participation	R0	Opex		35 Ward War Room Sessions conducted by 30 June 2019
Legal Compliance	To ensure an effective municipal governance in line with applicable legislation by June 2019	Develop and review by-laws, policies, procedures and strategies across all municipal functions based on directorate submissions	Number of by-laws, policies, strategies, and procedures developed based on Directorate submissions	5 Policies developed, 5 policies reviewed and 5 by-laws reviewed based on Directorate submission		R0	Opex		7 By-Laws, 5 Policies, 5 Strategies developed, 5 policies reviewed based on Directorate submissions by 30 June 2019
Internal Audit	To ensure effective Audit and Corporate governance function that will result in improved compliance and clean administration by 2019	Review municipal internal controls through execution of the Internal Audit Plan	Risk based Internal Audit Plan submitted to Audit Committee for approval	2017/18 Risk based Internal Audit Plan	Functional Internal Audit		Opex		2018/19 Risk based Internal Audit Plan submitted to Audit Committee by 31 July 2018



MPAC	To achieve clean administration by June 2018	Convene regular audit committee meetings	Number of reports on progress against approved IAP submitted to AC for noting	4 reports in 2017/18	Improved audit Outcome	RO	Opex	4 progress reports against approved IAP submitted to AC for noting by 30 June 2018
			Number of Audit Committee meetings convened by June 2018	4 AC meetings in 2018	Functional Audit Committee		Opex	4 Audit Committee meetings convened by 30 June 2018
			Number of Audit Committee reports on its activities submitted to Council for noting by June 2018	4 AC reports submitted to council in 2018	Functional Audit Committee			4 Audit Committee reports submitted to council for noting by 30 June 2018
		Monitor the implementation of the audit outcome improvement plan	Number of AOlE follow up reports submitted to the AC by June 2018	Audit Outcome Improvement Plan 2016/17	Improved Audit Outcome			4 follow up reports on the implementation of the AOlE by 30 June 2018
		Implement MPAC Practical Guidelines 2011	Number of municipal public accounts committee meeting convened	4 MPAC Meetings convened	Clean administration	RO	Opex	4 Municipal public accounts committee meetings convened by 30 June 2018

			Number of quarterly municipal public accounts committee reports submitted to Council for noting	4 municipal public accounts committee reports submitted		R0	Opex		4 Quarterly Municipal Public Accounts Committee Reports submitted to Council for noting by 30 June 2019
Risk Management	To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2019	Implement Risk Management Strategy and Operational Plan	Number of Risk Management Strategies and Operational Plan Implemented	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	R50,000	Opex		1 Risk Management Strategy and Operational Plan implemented by 30 June 2019
			Number of Risk Management Committee Meetings convened	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	R0	Opex		4 Risk Management Committee Meetings convened by 30 June 2019
Fraud Management	To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2019	Implement Fraud and Anti-Corruption prevention plan	Number of Fraud and Anti-Corruption Prevention Plans Implemented	Fraud Prevention Plan		R50,000	Opex		1 Fraud and Anti-Corruption Prevention Plan implemented by 30 June 2019
Inter-Governmental Relations	To maximise participation of all external and internal stakeholders by June 2019	Implement IGR strategy	Number of IGR Meetings convened	IGR terms of reference	Coordinated IGR	R50,000	Opex		4 IGR Meetings convened by 30 June 2019

Budget and Reporting	To achieve clean administration by June 2019	Develop a comprehensive Audit Action Plan	2017/2018 Audit Action Plan developed and submitted to Council for approval	2016/2017 Audit Action Plan	Clean Administration	R0	Opex		2017/2018 Audit Action Plan developed and submitted to Council for Approval by 30 June 2019
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**KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

Human Resources	To develop the skills of the workforce and unemployed youth to enhance their competencies by June 2019	Implement the HRD Strategy	Number of HRD Strategy Programmes implemented: Training Interventions, Implementation of Recognition of Prior Learning, Monitoring of In-service Training and Internal Bursary	4 HRD strategy programmes implemented	Skilled and capable workforce	R0	Opex		3 HRD Strategy programmes implemented (Workplace Skills Programme, Inservice Training & Learnership) by 30 June 2019
Individual Performance Management System	To develop the skills of the workforce by June 2019	Implement PMS Framework Policy and Procedure Manual	Level of compliance with the PMS Framework Policy and Procedure Manual	Accountability Agreements for Managers and Practitioners	Improved Culture of Performance	Opex			100% Performance and Accountability Agreements signed and implemented by 30 June 2019
Recruitment	To address the imbalances of the past in the workplace by June 2019	Implement Employment Equity Plan	Number of reports on the implementation of 2018/2019 Employment Equity Plan submitted to Council Structures for noting	Approved Employment Equity Plan for 2017/2018	Organizational transformation	R0	Opex		4 Quarterly Reports on implementation of 2018/2019 Employment Equity Plan submitted to Council Structures for noting by 30 June 2019

Human Resources	To provide Human Resources Support to all Directorates in the Municipality by June 2019	Implement the Human Resources Plan	Human Resources Plan implemented	Approved Human Resources Plan	Improved Services Delivery	RO	Opex		Human Resources Plan Implemented (1) by 30 June 2019
Occupational Health and Safety	To ensure a healthy and safe working environment for councillors and officials by June 2019	Implement OHS Strategy Programmes	Number of OHS Strategy Programmes Implemented	05 OHS Strategy Programmes implemented	Healthy and Safe environment	RO	Opex		5 OHS Strategy Programmes Implemented by 30 June 2019
Information and Communication Technology	To provide an Integrated ICT System that will ensure safety of information by June 2019	Implement ICT projects	Number of ICT Projects Implemented	5 ICT Projects Implemented	Improved Network Connectivity	RO	Opex		5 ICT Projects implemented by 30 June 2019
		Implement ICT Governance Frameworks	Number of quarterly reports on implementation of the ICT Governance Framework submitted to Council Structures for holding	Approved ICT Governance Framework	Improved ICT Governance	RO	Opex		4 quarterly reports on the implementation of the ICT Governance Framework submitted to Council Structures for noting by 30 June 2019
Council Support	To ensure an effective system of municipal governance in line	Convene Statutory Meetings in line with the approved Council Calendar	Number of Statutory Meetings convened in line	12 Statutory Meetings convened	Well-Capitalised Institutional Programmes				12 Statutory Meetings (4 Council Meetings, 4 Standing



Legal Services	with applicable legislation by June 2019		with the approved Council Calendar					Committees and 4 Section 79 Meetings (convened in line with the approved Council Calendar by 30 June 2019)	
		Implement Council Rules of Order	Council Rules of Order Implemented	Approved Council Rules of Order	Well-Guided Council Activities				Council Rules of Order implemented by 30 June 2019
	Prepare and submit quarterly reports on implementation of Council Resolutions	Number of quarterly reports on implementation of Council Resolutions prepared and submitted to Council for noting	4 Quarterly Reports submitted	Improved Institutional Performance					4 Quarterly Reports on implementation of Council Resolutions prepared and submitted to Council for noting by 30 June 2019
	To ensure an effective system of municipal governance in line with applicable legislation by June 2019	Monitor municipal litigation	Number of quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting	4 quarterly reports on legal claims or contingency register submitted	Improved municipal legal services	R100,000	Opex		4 quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting by 30 June 2019
	Monitor municipal compliance with applicable legislation	Number of quarterly reports on municipal compliance with legislation submitted to Council Structures for	4 Quarterly reports on municipal compliance	Improved legislative compliance	R0	Opex		4 Quarterly reports on municipal compliance with legislation submitted to Council Structures for noting by 30 June 2019	

Archives and Records Management	To ensure provision of quality legal services by June 2019	Monitor the performance of appointed panel of external attorneys	Number of reports on performance of appointed panel of external attorneys submitted to Council Structures for noting	4 Reports submitted on the performance of the appointed panel of attorneys	Improved municipal legal services	RR	Opex		4 Quarterly Reports on performance of the appointed panel of external attorneys submitted to Council Structures for noting by 30 June 2019
	To ensure an effective system of municipal governance in line with applicable legislation by June 2019	Implement electronic document management system	Number of paper based file documents converted to EDMS	75% conversion of paper based filing to EDMS	EDMS functioning	RR	Opex		200 paper based file documents converted to EDMS by 30 June 2019
	Facilitate disposal of old records in line with applicable legislation	Facilitate disposal of old records in line with applicable legislation	Number of destruction certificates issued by Provincial Archives for disposal of old records facilitated	1 destruction certificate issued in 2017/2018		RR	Opex		1 destruction certificate issued by Provincial Archives for disposal of 35 old records facilitated by 30 June 2019

Asset Management	To ensure an efficient and effective fleet management system by June 2019	Implement the Fleet Management Policy	Number of reports on implementation of fleet management policy submitted to Council Structures for noting	4 quarterly reports submitted to Council Structures	Improved asset management	R250,000	Opex	4 Reports on implementation of Fleet Management Policy submitted to Council Structures for noting by 30 June 2019
Special Programmes	To streamline special programs by ensuring functionality of all special programmes structures by June 2019	Implement the approved Special Programmes Strategy	Number of SPU strategy programs implemented	Approved SPU Strategy	Social Cohesion	R1,480,980	Opex	8 SPU strategy programs implemented ( Fieldband Support, Mayor's Cup, Golden Games, Nelson Mandela Day, Golf Day, Women's Day, Disability Day, Youth Day) by 30 June 2019
HIV/AIDS	To streamline programmes for the prevention of new HIV/AIDS infections by June 2019	Implement the South African National Strategic Plan on HIV, TB, and STIs	South African National Strategic Plan on HIV, TB and STIs	4 HIV/AIDS Strategy programmes implemented	Reduction in New HIV/AIDS Infections	R500,000	Opex	South African National Strategic Plan on HIV, TB and STI ( World Aids Day, CBO Support, STI Education, TB Day, Condom Distribution, Initiation Programme, HIV/AIDS Candlelight and Youth Dialogue on HIV/AIDS) by 30 June 2019
			Number of LAC Meetings conducted	4 LAC Meetings conducted		Nil	Opex	4 LAC Meetings conducted by 30 June 2019

Employee Wellness	To provide appropriate Human Resource for support all Directorates by June 2019	Implement Employee Wellness Programs	Number of employee wellness programs implemented	4 Employee Wellness programs implemented	Improved Institutional Performance	R300,000	Open		4 Wellness programs implemented (Change Management, Healthy Lifestyle, Team Building programme) by 30 June 2019
Labour Relations	To provide appropriate Human Resource for support all Directorates by June 2019	Coordinate sitting of Local Labour Meetings	Number of Local Labour Forum Meetings Convened	2 Local Labour Forum Meetings convened	Labour Stability	R0	Open		4 Local Labour Forum Meetings Convened by 30 June 2019
	To provide appropriate Human Resources to support all Directorates June 2019	Update and Maintain Disciplinary action database	Disciplinary Action database updated and maintained	2017/2018 disciplinary action database	Improved Compliance with Labour Relations	R0	Open		Disciplinary database updated and maintained by 30 June 2019
Integrated Development Planning	To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2019	Compliance with the legislated IDP processes and procedures	IDP/PMS and Budget process plan developed and implemented	IDP/PMS and Budget Process Plan 2018/2019 developed and approved	Credible IDP	R100,000	Open		IDP/PMS & Budget Process Plan 2019/2020 reviewed and implemented by 30 June 2019
		Develop and Implement a responsive institutional plan	Number of IDP documents developed and submitted to Council structures for approval	2017/2022 IDP developed – 2018/2019 reviewed IDP	Development Planning	R0	Open		1 IDP reviewed and submitted to Council structures for approval by 30 June 2019



Institutional Performance Management	Institutional Performance Management by June 2019	Implement and review the Performance Management Framework, policies and procedures	Number of Annual reports developed, approved by Council and published	Annual Report 2016/2017 developed and approved	Improved service Delivery	R0	Opex		1 Annual Report for 2017/2018 developed, submitted to Council for approval and published by 30 June 2019
			Implementation of Performance Management Framework, Policy and Procedure Manual	Reviewed Performance Management Framework, Policy and Procedure Manual	Improved service Delivery	R100,000	Opex		Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2019

**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

Supply Chain Management	To implement proper supply chain protocols in compliance with the MFMA registration by June 2019	Implement SCM Policy and SOP	SCM Policy and SOP implemented	Approved Supply Chain Management Policy and SOP	Improved compliance with SCM legislation	R0	Opex		Supply Chain Management Policy and SOP implemented (Procurement Plan developed and implemented; Supplier Database Updated and 4 sem Quarterly Reports submitted to Council for noting) by 30 June 2019
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		Implement SCM Policy	Percentage of procurement awarded to suppliers within the province	30% of procurement awarded to suppliers within the province	Compliance and alignment with government policy	RD	Open		30% of procurement awarded to suppliers within the province by 31 June 2019
Budget and Reporting	To improve compliance and adherence to legislation by June 2019	Develop a comprehensive audit file to support GRAP Compliant Annual Financial Statement	2017/2018 GRAP Compliant Annual Financial Statement developed and submitted to AG by 31 <sup>st</sup> August 2018	2016/17 Annual Financial Statements	Improved compliance with MFMA legislation	RD	Open		2017/2018 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2018
		Respond to all request for information by Auditor General	Percentage of submission of information requested by AG for 2017/2018 and 2018/2019 audit.	2016/2017 RFI Register	Clean Administration	RD	Open		100% submission of information requested by AG for 2017/2018 and 2018/2019 audit by 30 June 2019
		Compile and maintain a GRAP compliant fixed assets register	GRAP compliant fixed asset register for 2017/18 compiled and maintained	2017/18 Fixed Assets Register compiled and maintained	Clean Administration	RD	Open		GRAP compliant fixed assets register for 2018/19 developed and maintained by 30 June 2018

		Implement the budget and reporting regulations	adjusted Budget for the 2018/19 financial year compiled and submitted to Council for approval	2017/18 Adjusted Budget	Improved compliance with the MFMA and Budget and reporting regulations	RO	Opex	Approved 2018/19 budget implemented. Adjustment budget for the 2018/19 financial year compiled and submitted to Council for approval by 31 May 2019
			2019/20 Budget compiled and submitted to Council for approval	2018/19 Adjusted Budget		RO	Opex	2019/20 Budget compiled and submitted to Council for approval by 30 June 2019
		Prepare MFMA reports as required by the MFMA legislation	Number of MFMA required reports submitted to Treasury for compliance	17/19 MFMA reports		RO	Opex	8 Monthly, 1 half-year and 4 Quarterly MFMA reports developed and submitted Treasury for compliance by 30 June 2019
Expenditure Management	To implement proper expenditure management in compliance with legislation by June 2019	Perform reconciliation of payroll	Number of payroll reconciliations performed	12 Payroll reconciliations (2017/18)	Clean Administration	RO	Opex	12 payroll reconciliations prepared and balanced to the general ledger by 30 June 2019
		Pay creditors within 30 days	100% payment of creditors within 30 days	12 Creditors ageing and Unpaid creditors reports for	Improved Compliance with MFMA	RO	Opex	100% payment of creditors within 30 days as per

				2017/2018	Legislation and Expenditure				legislated framework by 30 June 2019
Revenue Management	To increase the amount of revenue collected annually by June 2019	Compile 2018/19 Supplementary Valuation roll	2018/19 Supplementary valuation roll compiled and signed off	2017/18 General Valuation Roll	Improved correctness of debtor's information on the billing system	R1,000,000	Opex		2018/19 Supplementary Valuation roll compiled and signed off by 30 June 2019
		Implement credit control and debt collection policy	%(Percentage) improvement in the revenue collection rate	60 % Collection rate	Improve the financial viability of the Municipality	RD	Opex		67% revenue collection rate achieved by 30 June 2019
		Develop revenue streams registers	Number of revenue streams registers that are balanced to general ledger developed	2017/2018 Registers	Completeness of Revenue	RD	Opex		4 revenue streams registers that are balanced to general ledger developed by 30 June 2019
Cash Management	To ensure efficient, effective cash flow	Perform Cost coverage calculation in line	Cost Coverage ratio exceeding 2	2017/18 cost coverage ratio	A sound working capital ratio	RD	Opex		Cost coverage ratio exceeding 2 Cost by 30 June



	management by June 2019	with legislation						2019
		Develop investment register that balances to the general ledger and bank statements	Investment register that balances to the general ledger and bank statements developed and maintained	2017/18 investment register	improved internal controls	RO	Q&A	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2019

## 5. CHAPTER 5 - INSTITUTIONAL GOVERNANCE

### 5.1 Introduction

The Emalahleni Local **Municipal Council** is the ultimate political decision-making body of the municipality. The Mayor of Emalahleni Local **Municipal Council**, Councillor Nomveliso Nyukwana, takes overall strategic and political responsibility for the municipality, while the Municipal Manager, Dr SW Vatala, heads the municipality's administration and provides the link between the political and administrative arms of municipality government. Ward councillors are the municipality's key link between the municipal government and the residents whilst the heads of departments and officials are responsible for physically implementing policy

### 5.2 Political Governance

#### 5.2.1 Council

The municipality has Thirty-Four Councillors (34): Seventeen (17) Councillors were elected in terms of the system of proportional representation and Seventeen (17) Councillors represent wards. The first Council Meeting held in 2016 elected the Mayor, Council Speaker and Chief Whip. The Mayor has an Executive Committee of five members.

#### POLITICAL STRUCTURE

Mayor		Cllr N. Nyukwana
Speaker	:	Cllr Kalolo
Chief Whip	:	Cllr N Lali
MPAC Committee		Chairperson – Cllr Mapete

#### 5.2.2 Council Speaker

The following activities are performed by the Speaker of Council:

- Presides over meetings of Council
- Ensures that council meetings are held at least quarterly
- Ensures that council meetings are conducted in accordance with the rules of order of the council

#### 5.2.3 Chief Whip of Council

Performs duties that are delegated to him/her by Council

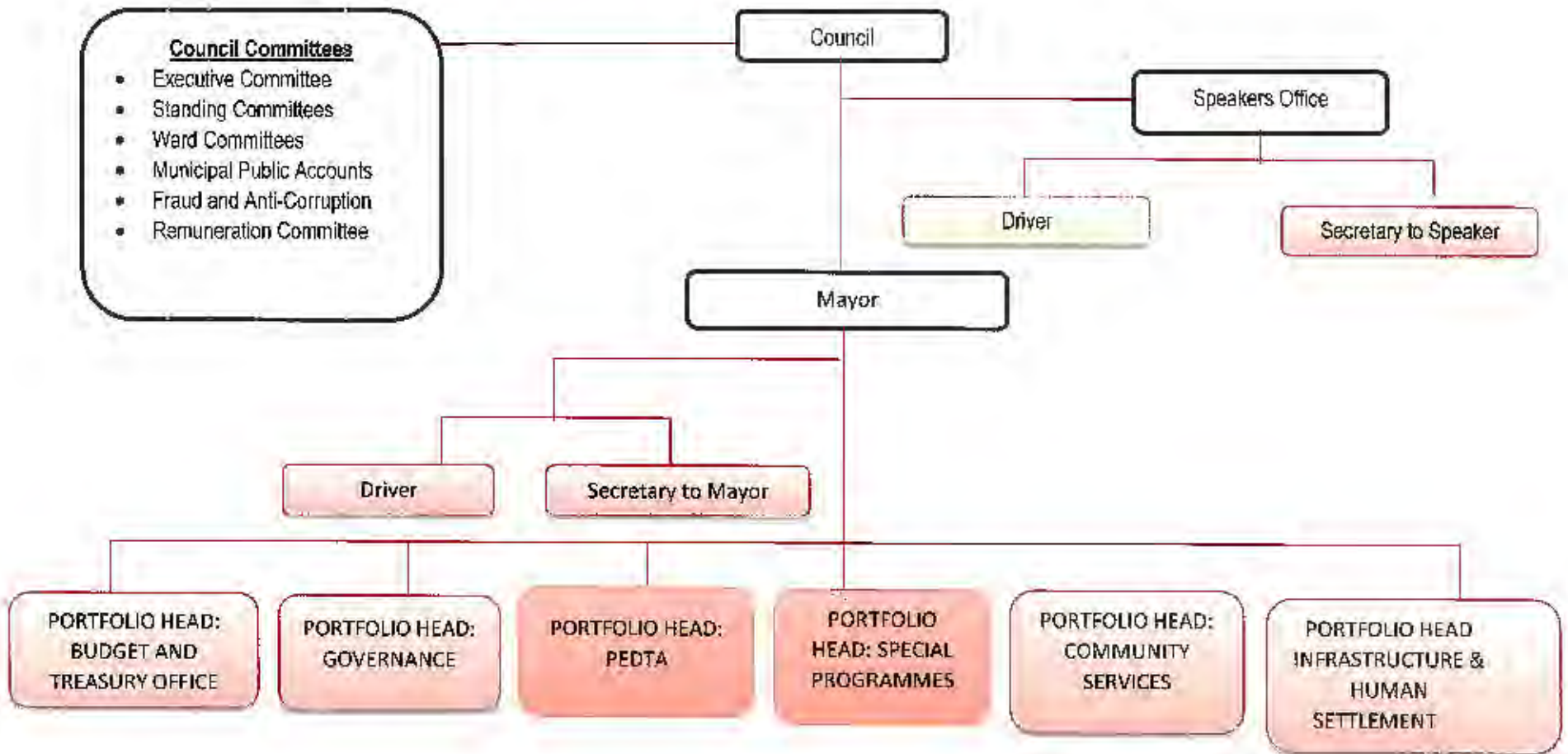
#### 5.2.4 Mayor and Executive Committee

The Mayor presides at meetings of the executive committee, performs duties, including any ceremonial functions and exercise the powers delegated to the Mayor by Municipal Council or the executive committee.

The political decision making at ELM is supported by the Executive Management Committee. All recommendations from the Executive Management Committee are put forward to the relevant Portfolio Committees, who then make recommendations to the Executive Committee.

Once the Executive Committee has accepted the recommendation, recommendations are made to the Council. Council is then able to take the final decision on the matter. In the few cases where there is no consensus on a matter within Council, the issue will go to vote. Once the Minutes of the Council meeting have been adopted, the responsibility lies with the Accounting Officer to ensure that actions are taken to implement such resolutions.

Below is a graphical presentation of the macro political structure of our municipality:





## **5.3 Administrative Governance**

### **5.3.1 Role of Municipal Manager**

The Municipal Manager heads the municipality's administration and provides the link between the political and administrative arms of municipality government.

### **5.3.2 Institutional Arrangements (Per Directorate)**

The institution has the following directorates that form part of the reviewed organisational structure and, a detailed structure is presented in the page following this one:

- ✓ Office of the Municipal Manager
- ✓ Corporate Services
- ✓ Budget and Treasury Office
- ✓ Community Services
- ✓ Planning, Economic Development, Tourism and Agriculture
- ✓ Infrastructure Development and Human Settlement Services

## **5.4 Organisational Structure**

The current organisational structure was approved by Council in 2013 for a period of three (3) years ending in June 2016. The cycle of the organisational structure is ending in the current financial year, after annual reviews and last review was done and approved in May 2015.

The municipality has not reviewed the organisational structure for the 2017/2018 financial year due to the fact a Business Process Re-engineering project of the institution has been commenced with and will be implemented, which has a direct effect on the organisational design. The organisational structure will only be available after completion of the Business Process Re-engineering

## **6. CHAPTER 6 – COMMUNITY PARTICIPATION**

### **6.1 Introduction**

The South African Constitution is underpinned by principles of good governance, also highlighting the significance of public participation as an integral part of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996; confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance.

The municipality is obliged to encourage the involvement of communities and community organizations in local government. This obligation extends to the entire way in which the municipality operates and functions.

The principle behind the public participation is that all the stakeholders affected by a public authority's decision have a right to be consulted and contribute to such decisions. Considering the above, this means that public participation provides the community an opportunity to contribute in the decision-making processes of a municipality in a structured manner.

Public participation forms part of building and deepening our democracy, by ensuring transparency and accountability. It is about involving communities in decision-making so that they can own the processes, buy-in and credibility, and lends legitimacy to decision-making.

### **6.2 Legal Background**

Section 152 of the Constitution of the Republic of South Africa, 1996; states that citizens and communities have rights to be involved in local governance.

Chapter 4, Section 16, of the Local Government: Municipal Systems Act, 2000 (32 of 2000 as amended) depicts that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and for this reason must:

Encourage and create conditions for the local community to participate in the affairs of the Municipality including the: The preparation, implementation and review of the Integrated Development Plan (IDP) in terms of Chapter 5 of the Municipal Systems Act. The establishment and implementation of the review of its Performance Management System in terms of Chapter 8. The monitoring and review of its performance, including the outcomes thereof of such performance. Preparation of its budget and strategic decisions relating to the provision of the Municipal Services in terms of Chapter 8.

### **6.3 Community Participation Mechanisms**

The municipality designed mechanisms that will facilitate the inclusion of all groups in the decision-making processes of the municipality to strengthen participation of the community in the municipal affairs.

#### **6.3.1 Mayoral Programmes (Outreach)**

The Mayor in conjunction with public participation unit drafted an annual programme of Mayoral Imbizo's for the 2018/2019 financial year. The Imbizo's are held on an annual

basis to afford the community an opportunity to have direct access with the Mayor and interact with the members of the community on municipal affairs.

The Mayoral Imbizo's were held in November 2017, to engage members of the community on the draft annual report 2016 / 2017 for comments and inputs.

### 6.3.2 IDP/PMS and Budget Community Participation Programmes (Road shows)

In November 2017, the municipality had roadshows in all the wards, where community meetings were held to confirm the community needs and needs being included in the draft reviewed IDP 2018 / 2019.

In line with the legislative requirements, the municipality adopted its draft IDP in March 2017, and in line with the same legislative requirements, the municipality conducted IDP Roadshows in April 2018, following is the adoption of the final draft IDP at the end of May 2018.

Draft IDP 2018 – 2019 and Draft Budget 2018-2020 were tabled to Council on 31 March 2018 with prioritised development needs, budget allocations and new tariffs. Community consultation engagements in that regard were conducted from 18 April to 24 April followed by sectoral outreach meetings (for organised groups) from 09 May to 23 May 2018. Further aim to those engagements were to get inputs as well as comments on the adopted draft IDP.

The meetings were successfully conducted in all wards and the findings are follows:

MILESTONES	CHALLENGES	REDFLAGS
<ul style="list-style-type: none"> <li>The Draft IDP and Budget was accepted by all wards.</li> <li>Words of appreciation were made on all projects for 2017/2018 for both completed and in progress.</li> <li>Enforcement of By-Laws was encouraged especially those that addressing crime and stray animals in Cacadu town.</li> <li>Ward 17 reached a consensus in appointing about 15 community members to visit a well-functioning landfill site in Graff - Reinet as that would assist in addressing what they perceive as</li> </ul>	<ul style="list-style-type: none"> <li>Fini Road in Ward 10 was raised as a serious challenge.</li> <li>Cacadu village community members (ward 4) still feel unfairly treated by not having the community hall that was promised in the previous years.</li> <li>Many issues raised were dealt with on site and some referred to War Rooms.</li> <li>Very high property rates charges – especially along Indwe road in Cacadu (advice for subdivision and rezoning was provided though).</li> <li>Rates owing verses procurement process was raised as a challenge – municipality was advised to review the policy.</li> </ul>	<ul style="list-style-type: none"> <li>Ratepayers associations view Property valuation outcomes as unreasonable.</li> <li>Government reflects as owner in most properties.</li> <li>Duplication of erf numbers in Cacadu( same erf in town also an erf for a farm in the village)</li> <li>Properties are owned by so called "white previous owners" while occupants were born and bred in such properties.</li> <li>Title Deeds records do not tally with the proof of purchase in some properties of Emalaheni.</li> <li>It has been picked up that wards are not dived / meeting coordinated according to the interest groups- as a result they</li> </ul>

MILESTONES	CHALLENGES	REDFLAGS
<p>disadvantages of having a landfill site in the neighborhood and what advantage will it have for Ngcuka village, its surroundings and the ward at large.</p>	<ul style="list-style-type: none"> <li>• Local businesses advised the municipality to breakdown tenders for big projects to accommodate small local businesses.</li> <li>• Subcontracting is advised by local businesses to be compulsory in all local projects.</li> <li>• Farmers association (crop sector) complained that there are no projects budgeted for them in 2018/2019 budget.</li> <li>• Non-issuing of building plans due to municipal area accounts was raised as a challenge.</li> <li>• Electricity is a challenge in ward 11, 14, 15 and 16.</li> <li>• Ward 9 and 15 have network challenges.</li> </ul>	<p>lose interest in partaking in ward meetings.</p> <ul style="list-style-type: none"> <li>• Ward 11, 14, 15 &amp; 16 loose electricity appliances due to the electricity that switches of off.</li> </ul>

### 6.3.3 Council Programmes

#### (1) Ward Committees

A plan for election of Ward Committees was adopted after the Inauguration of Councillors in August 2016 which resulted to the appointment of 170 Ward Committees. The Ward Committees were sworn in, inducted and trained.

#### (2) Traditional Leadership participating in Council

The municipality is one of the most rural municipalities in the Chris Hani District which makes it a requirement and possible to liaise with Traditional Leaders on matters affecting the members of the traditional authorities. The municipality is yet to establish protocols on how public participation can be integrated with traditional authorities to provide support where it is required in consultation with traditional council.

Council took a resolution back in 2016 to include traditional leadership in the Council of Emalahleni Local Municipality and 7 Traditional Leaders from the municipal area are participating in Council and Council standing committees of the Municipality.

#### (3) Community Development Workers

The Community Development Workers (CDW's) are the officials employed by Department of Cooperative Governance and Traditional Affairs. The Community Development Workers forms part of the Ward Committee at Ward level and are involved in all ward committee processes and activities of the ward as whole.



Community Development Workers are supposed to be involved in all council activities as they are the foot soldiers at ward level who understand and work close to the people.

Emalahleni Local Municipality currently have 10 functional CDW's for Ward 1, 2, 3, 5, 7, 8, 9, 10, 14 and 15. Ward 4 and 6 CDW's resigned while Ward 16 and 17 are awaiting new appointments. Community Development Workers for Ward 11, 12 and 13 were absconded and the matter is taken care of by the Department of Labour through CoGTA.

#### 6.4 Ward Based Planning

With the assistance of the Provincial Department of Cooperative Governance and Traditional Affairs, the municipality managed to develop a Ward Based Plan report for each ward, which highlighted the following priority areas, outcome anticipated by the community and strategies

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
1	<b>Health</b>	<ul style="list-style-type: none"> <li>• Dilapidated infrastructure at Rwantsana clinic</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to health care</li> </ul>	<ul style="list-style-type: none"> <li>• Renovations and Security services at Rwantsana Clinic.</li> </ul>
	<b>Community amenities</b>	<ul style="list-style-type: none"> <li>• Need another Community hall at Tshatshu</li> <li>• Unavailability of Pay points.</li> <li>• Bad state of sports field.</li> <li>• Lack of access to information for learners.</li> <li>• Badly affected pastures by alien species/plant</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to amenities services.</li> <li>• Improved access to information by learners through the construction of library.</li> <li>• Eradication alien species/plant</li> </ul>	<ul style="list-style-type: none"> <li>• To be incorporated in the Municipal IDP</li> <li>• Engage our Communities to get paid at their respective villages to increase the numbers to qualify for the pay point</li> </ul>
	<b>Safety and security</b>	<ul style="list-style-type: none"> <li>• High crime rate</li> </ul>	<ul style="list-style-type: none"> <li>• Improved safety and security of ward 1 communities</li> </ul>	<ul style="list-style-type: none"> <li>• Demarcation of police stations be aligned with wards demarcation.</li> <li>• Engage Community Policing Forum (CPF) to understand the process of police station construction based on the cases reported with tangible evidence.</li> </ul>
	<b>Social Development</b>	<ul style="list-style-type: none"> <li>• Early childhood and old age centre Development in all villages is still a challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to education at early stages.</li> <li>• Improved safety of elderly people in the ward.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit children through their parents to have the number of children that requires pre-school in order to speak to Social development.</li> </ul>
	<b>Local Economic Development (ORDAR and SMME DEPARTMENT)</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation.</li> <li>• Construction of dipping tanks and shearing sheds.</li> <li>• Lack of infrastructure for marketing of</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods and improved livestock of the ward.</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing beneficiation industries.</li> <li>• Jobs created through poverty alleviation project</li> <li>• Focus on labour intensive sustainable development projects.</li> <li>• Ensure the success of small scaled job creation and poverty alleviation projects.</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		livestock.		<ul style="list-style-type: none"> <li>Integrate local and provincial LED programmes and initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>Limited access to water for livestock Windmill at Shlabeni.</li> </ul>		
		<ul style="list-style-type: none"> <li>Skills development centre</li> </ul>	<ul style="list-style-type: none"> <li>Improved skills base</li> </ul>	<ul style="list-style-type: none"> <li>To provide skills and accredited trainings</li> </ul>
	<ul style="list-style-type: none"> <li>SMME's need appropriate business management related trainings and support</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>Ensure SMME's access of business opportunities;</li> <li>Provide business developmental support to the SMME sector.</li> </ul>	
	<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)</li> <li>New infrastructure (ICT Infrastructure and RDP Houses)</li> </ul>	<ul style="list-style-type: none"> <li>Improved state of Infrastructure of the ward.</li> </ul>	<ul style="list-style-type: none"> <li>To incorporate Infrastructure refurbishment into the IDP needs of the ward.</li> </ul>
<b>Department Rural Development and Agrarian and Land Reform (DRDAR)</b>	<ul style="list-style-type: none"> <li>No Fencing of grazing land and ploughing fields.</li> <li>Fencing of ploughing field</li> <li>Support with tools and seeds</li> <li>Irrigation schemes are dysfunctional</li> </ul>	<ul style="list-style-type: none"> <li>Improved food security and job creation.</li> </ul>	<ul style="list-style-type: none"> <li>To be incorporated into the IDP needs of the ward for future planning.</li> </ul>	
2	<b>Health</b>	<ul style="list-style-type: none"> <li>Inaccessibility of health services owing to poor road infrastructure.</li> <li>Maternity Room at Lanti Clinic; Mobile Clinic at Masakhane and Njombela; Staff at Bengu Clinic.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to health care services</li> </ul>	<ul style="list-style-type: none"> <li>Prioritisation of construction and maintenance of the roads.</li> </ul>
	<b>Rural Development and Agrarian Reform</b>	<ul style="list-style-type: none"> <li>Dipping tank needs water and shearing shed electricity renovation of Bengu Shearing Shed; Dam Desilting.</li> </ul>	<ul style="list-style-type: none"> <li>Improved livestock management</li> </ul>	<ul style="list-style-type: none"> <li>To be incorporated into the IDP needs of the ward for future planning.</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>(DRDAR)</b>			
	<b>Social Development ECD</b>	<ul style="list-style-type: none"> <li>• Early childhood and old age centre Development in all villages is still a challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to education at early stages. Improved safety of elderly people in the ward.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit children through their parents to have the number of children that requires pre-school in order to speak to Social development.</li> </ul>
	<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation.</li> <li>• Construction of dipping tanks and shearing sheds.</li> <li>• Lack of infrastructure for marketing of livestock.</li> <li>• Limited access to water for livestock</li> <li>• Moto gate, Nguni Bulls and Windmills, Forestation at Outhubeni.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate, developing beneficiation industries,</li> <li>• Jobs created through poverty alleviation project</li> <li>• Focus on labour intensive sustainable development projects;</li> <li>• Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>• Integrate local and provincial LED programmes and initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Skills development centre</li> </ul>	<ul style="list-style-type: none"> <li>• Improved skills base</li> </ul>	<ul style="list-style-type: none"> <li>• To provide skills and accredited training</li> </ul>
		<ul style="list-style-type: none"> <li>• SMME's need appropriate business management related trainings and support</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure SMME's access of business opportunities;</li> <li>• Provide business developmental support to the SMME sector.</li> </ul>
	<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Bridge Construction,</li> <li>• Renovation of kwa-Mhlonlô Tribal Authority,</li> <li>• Construction of Maghashu, Quthubeni and Lanti Shearing Shed,</li> <li>• Access Roads.</li> <li>• Construction of Lanti, Mthonjeni, Quthubeni and Maghashe pre-school,</li> <li>• Construction of a Multi-Purpose Centre for Skills Development.</li> </ul>		<ul style="list-style-type: none"> <li>• Infrastructural Intervention</li> </ul>



Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		<ul style="list-style-type: none"> <li>• Network Pole at Njombela,</li> </ul>		
	<b>Education</b>	<ul style="list-style-type: none"> <li>• Renovation of Noluvuyo and Quthubeni Pre-Schools,</li> <li>• Books at Bengu Library,</li> <li>• Hostel at Bengu Agricultural High School and KwaMhlonlo High School,</li> <li>• Computers at Schools,</li> <li>• Scholar Transport for Quthubeni Agricultural High School.</li> <li>• Building of Maths School at Zothe,</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Education</li> </ul>	<ul style="list-style-type: none"> <li>• Intervention</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>• Access to Ndonga Clinic is limited only to those in close proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to health</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with the relevant authorities</li> </ul>
	<b>Safety and security</b>	<ul style="list-style-type: none"> <li>• High crime rate</li> </ul>	<ul style="list-style-type: none"> <li>• Improved safety and security</li> </ul>	<ul style="list-style-type: none"> <li>• Demarcation of police stations be aligned with wards demarcation,</li> <li>• Engage Community Policing Forum (CPF) to understand the process of police station construction based on the cases reported with tangible evidence,</li> </ul>
	<b>Social Development</b>	<ul style="list-style-type: none"> <li>• Early childhood and old age centre</li> </ul> <p>Development in all villages is still a challenge</p>		<ul style="list-style-type: none"> <li>• Improved access to education at early stages.</li> <li>• Improved safety of elderly people in the ward.</li> </ul>
	<b>Local Economic Development (DRDAR and SMME DEPARTMENT)</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation.</li> <li>• Construction of dipping tanks and shearing sheds.</li> <li>• Lack of infrastructure for marketing of livestock.</li> <li>• Limited access to water for livestock.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing beneficiation industries,</li> <li>• Jobs created through poverty alleviation project</li> <li>• Focus on labour intensive sustainable development projects;</li> <li>• Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>• Integrate local and provincial LED programmes and initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Skills development Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Improved skills base</li> </ul>	<ul style="list-style-type: none"> <li>• To provide skills and accredited training</li> </ul>
		<ul style="list-style-type: none"> <li>• SMME need appropriate business</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure SMME's access of business</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		management related training and support.		opportunities; <ul style="list-style-type: none"> <li>• Provide business developmental support to the SMME sector</li> </ul>
	<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)</li> <li>• New infrastructure (RDP Houses)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved state of Infrastructure of the ward.</li> </ul>	<ul style="list-style-type: none"> <li>• To incorporate Infrastructure refurbishment into the IDP needs of the ward.</li> </ul>
	<b>LED and DRDAR</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation.</li> <li>• Construction of dipping tanks and shearing sheds.</li> <li>• Lack of infrastructure for marketing of livestock.</li> <li>• Limited access to water for livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing beneficiation industries.</li> <li>• Jobs created through poverty alleviation project</li> <li>• Focus on labour intensive sustainable development projects;</li> <li>• Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>• Integrate local and provincial LED programmes and initiatives</li> <li>• Installation of Motor gate, Windmill</li> <li>• Provision of Nguni bulls</li> </ul>
4	<b>Education</b>	<ul style="list-style-type: none"> <li>• Nompucuko SPS and Cacadu SSS infrastructure is dilapidated</li> </ul>	<ul style="list-style-type: none"> <li>• Improved education</li> </ul>	<ul style="list-style-type: none"> <li>• Provide renovations</li> </ul>
	<b>Child Care Facility (Social Development; Education)</b>	<ul style="list-style-type: none"> <li>• No ECD facility in the Mzama township</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to education and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of ECD at Cacadu Ext</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation.</li> <li>• Construction of dipping tanks and shearing sheds.</li> <li>• Lack of infrastructure for marketing of livestock.</li> <li>• Limited access to water for livestock.</li> <li>• Unauthorised sand mining</li> <li>• Limited banking services</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> <li>• Improved access to banking services</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing beneficiation industries.</li> <li>• Jobs created through poverty alleviation project</li> <li>• Focus on labour intensive sustainable development projects;</li> <li>• Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>• Integrate local and provincial LED programmes and initiatives Ensure</li> <li>• SMME's access of business opportunities;</li> <li>• Provide business developmental support</li> <li>• Provision of banking services</li> </ul>
	<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Skills development centre</li> <li>• Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)</li> <li>• New infrastructure (Infrastructure and RDP Houses.</li> <li>• Limited land for church sites.</li> <li>• Fencing of grave yard at Zakhele location.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved skills base</li> <li>• Improved state of Infrastructure of the ward</li> </ul>	<ul style="list-style-type: none"> <li>• To provide skills and accredited training</li> <li>• To incorporate Infrastructure refurbishment into the IDP needs of the ward.</li> <li>• Renovation of dipping tanks</li> </ul>
5	<b>Department of Rural Development and Agrarian Reform (DRDAR)</b>	<ul style="list-style-type: none"> <li>• Ploughing, farming, fencing. Zingxondo, Emzi. Noluthando and Khavala shearing shed not in good condition.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food security;</li> <li>• Improved livestock management</li> </ul>	<ul style="list-style-type: none"> <li>• Ploughing, farming, fencing, roads, and bridge</li> </ul>
	<b>Community Amenities</b>	<ul style="list-style-type: none"> <li>• Bad state of sport grounds</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate it to the IDP for future planning.</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>• No mobile clinics</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Access to Health care services</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of mobile clinics</li> </ul>
	<b>Local Economic</b>	<ul style="list-style-type: none"> <li>• Unemployment level is too high, need reduction through job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing beneficiation industries.</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	Development			<ul style="list-style-type: none"> <li>Jobs created through poverty alleviation project</li> </ul>
		<ul style="list-style-type: none"> <li>Need to have sustainable livelihoods</li> <li>Dilapidated dipping tanks</li> <li>Limited access of water for livestock</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of unemployment and sustainable livelihoods.</li> <li>Growing and inclusive local economy;</li> <li>Livestock Improvement</li> <li>Improved access of water for livestock</li> </ul>	<ul style="list-style-type: none"> <li>Focus on labour intensive sustainable development projects;</li> <li>Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>Integrate local and provincial LED programmes and initiatives</li> <li>Provision of dipping tanks renovation of</li> <li>Provision of water for livestock</li> </ul>
		<ul style="list-style-type: none"> <li>Skills development project - Enterprise development</li> </ul>	<ul style="list-style-type: none"> <li>Improved skills base;</li> </ul>	<ul style="list-style-type: none"> <li>To provide skills and accredited training</li> </ul>
	Infrastructure	<ul style="list-style-type: none"> <li>Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)</li> <li>New infrastructure (ICT Infrastructure and RDP Houses)</li> </ul>	<ul style="list-style-type: none"> <li>Improved state of Infrastructure of the ward.</li> </ul>	<ul style="list-style-type: none"> <li>To incorporate Infrastructure refurbishment into the IDP needs of the ward.</li> </ul>
		<ul style="list-style-type: none"> <li>Need support for conducting business;</li> <li>Need Progressive Infrastructural developments;</li> <li>sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>Growing and inclusive local economy;</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise development programme</li> </ul>
	Community Services	<ul style="list-style-type: none"> <li>Badly affected pastures by alien species/plant</li> </ul>	<ul style="list-style-type: none"> <li>Improved pastures</li> </ul>	<ul style="list-style-type: none"> <li>Eradication alien species/plant</li> </ul>
	Safety and security	<ul style="list-style-type: none"> <li>Need Police visibility, there is a high crime rate</li> </ul>	<ul style="list-style-type: none"> <li>Safe and secure environment;</li> </ul>	<ul style="list-style-type: none"> <li>Provide a satellite police station and visible policing</li> </ul>
		<ul style="list-style-type: none"> <li>Early childhood and old age centre</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to education at</li> </ul>	<ul style="list-style-type: none"> <li>Recruit children through their parents to</li> </ul>



Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Development in all villages is still a challenge	early stages. Improved safety of elderly people in the ward,	have the number of children that requires pre-school in order to speak to Social development.
6	<b>Education</b>	<ul style="list-style-type: none"> <li>2 mud structures at Masikhule SPS, Gqebanya JSS and Mitrara SSS not in good condition.</li> <li>Mitrara; scholar transport and nutrition that is consistent</li> </ul>	<ul style="list-style-type: none"> <li>Improved education outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the schools; scholar transport and nutrition be provided consistently</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>No access to health services at Gando, Vulindlela, Emazimeri and kuDlamini</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to health care services</li> </ul>	<ul style="list-style-type: none"> <li>Provision of mobile clinics</li> </ul>
		<ul style="list-style-type: none"> <li>Old infrastructure at Xonxa clinic</li> <li>Limited access to water services at Nonesi clinic</li> </ul>		<ul style="list-style-type: none"> <li>Renovations required</li> <li>Engagements with the relevant water services authority and provider to improve water services</li> </ul>
<b>Rural development and Agric.</b>	<ul style="list-style-type: none"> <li>Dipping tanks – not in good condition at Sokolani, Vulindlela and Emazimeri.</li> <li>Shortage of water at Xonxa dipping tank</li> <li>Unemployment level is too high, need reduction through job creation.</li> <li>Construction of dipping tanks and shearing sheds.</li> <li>Lack of infrastructure for marketing of</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable livelihoods and;</li> <li>Improved livestock of the ward.</li> <li>Reduction in number of accidents occurrences</li> </ul>	<ul style="list-style-type: none"> <li>Investigate developing beneficiation industries.</li> <li>Jobs created through poverty alleviation project</li> <li>Focus on labour intensive sustainable development projects;</li> <li>Ensure the success of small scaled job creation and poverty alleviation projects;</li> <li>Integrate local and provincial LED programmes and initiatives</li> <li>Provision of fencing and motor gate</li> </ul>	

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		<ul style="list-style-type: none"> <li>livestock.</li> <li>Limited access to water for livestock</li> <li>There is no fence near the road and there is a high number of accidents</li> <li>Limited utilization of Nonesi cultural village and Xonxa aqua-cultural tourism center</li> </ul>		
		<ul style="list-style-type: none"> <li>No Fencing of grazing land and ploughing fields.</li> <li>Fencing of ploughing field</li> <li>Support with tools and seeds.</li> <li>Xonxa Irrigation scheme dysfunctional.</li> </ul>	<ul style="list-style-type: none"> <li>Improved food security and job creation.</li> </ul>	<ul style="list-style-type: none"> <li>To be incorporated into the IDP needs of the ward for future planning.</li> </ul>
	<b>Child Care Facility (Social Development; Education)</b>	<ul style="list-style-type: none"> <li>No ECD facility at Gando village</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to education and safety</li> </ul>	<ul style="list-style-type: none"> <li>Provide the crèches</li> </ul>
	<b>Safety and security</b>	<ul style="list-style-type: none"> <li>High crime incidents at Drivers drift, 13 and 12 stops</li> </ul>	<ul style="list-style-type: none"> <li>Improved safety and security</li> </ul>	<ul style="list-style-type: none"> <li>We need mobile police station</li> </ul>
	<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)</li> <li>New infrastructure (RDP Houses)</li> </ul>	<ul style="list-style-type: none"> <li>Improved state of Infrastructure of the ward.</li> </ul>	<ul style="list-style-type: none"> <li>To incorporate Infrastructure refurbishment into the IDP needs of the ward.</li> </ul>
	<b>Community amenities</b>	<ul style="list-style-type: none"> <li>Unavailability of Pay points. Bad state of sports field.</li> <li>Lack of access to information for learners.</li> <li>Badly affected pastures by alien species/plant</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to amenities services.</li> <li>Improved access to information by learners through the construction of library.</li> <li>Eradication alien species/plant</li> </ul>	<ul style="list-style-type: none"> <li>To be incorporated in the Municipal IDP</li> <li>Engage our Communities to get paid at their respective villages to increase the numbers to qualify for the pay point.</li> </ul>

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>Department Rural Development and Agrarian and Land Reform (DRDAR)</b>	<ul style="list-style-type: none"> <li>No Fencing of grazing land and ploughing fields.</li> <li>Fencing of ploughing field</li> <li>Support with tools and seeds.</li> <li>Xonxa Irrigation scheme dysfunctional.</li> </ul>	<ul style="list-style-type: none"> <li>Improved food security and job creation.</li> </ul>	<ul style="list-style-type: none"> <li>To be incorporated into the IDP needs of the ward for future planning.</li> </ul>
7	<b>Infrastructure</b>	<p>Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges (especially Nolutshondwana in Botswana), water and sanitation, electrification)</p> <p>New infrastructure (Infrastructure and RDP Houses and Roads)</p>	Improved state of Infrastructure of the ward	To Incorporate Infrastructure refurbishment into the IDP needs of the ward.
	<b>Local Economic Development</b>	Unemployment level is too high, need reduction through job creation, A need for electrification of shearing shed at Qoqodala. Limited access of water for livestock, support of cooperatives.	Reduction of unemployment and sustainable livelihoods; Growing and inclusive local economy; Livestock improvement	Focus on labour intensive sustainable development projects; Ensure the success of small scaled job creation and poverty alleviation projects; Integrate local and provincial LED programmes and initiatives
		Skills development centre	Improved skills base;	To provide skills and accredited training
	<b>Education</b>	Inappropriate structures not meeting norms and standards for learning (issue of Mud Schools), At Nzimankulu SSS (computers, lab, hall, awareness on Drug use, photocopiers, additional classrooms). Garden support at Dubeni Junior Secondary School (Edendale).	Improved education outcomes	Maintain the schools
	<b>SMME development</b>	SMME need appropriate business management related training and support	SMME skills base improved	Ensure SMME's access of business opportunities, Provide business developmental support to the SMME sector
	<b>Safety and security</b>	Need Police visibility, there is a high crime rate	Safe and secure environment;	Provide a satellite police station and visible policing

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>Health (non-core municipal function)</b>	Encourage Community support groups, for those living with various diseases, regular mobile clinic visits, Mobile Clinic at Dubeni	Improved access to health care:	Provide the necessary interventions
	<b>ELM</b>	Hall needs burglarng	Improved amenities	Maintain the hall
	<b>Agriculture</b>	Support of Cooperatives, Dam Desilting, Fencing of Agricultural Land, Eradication of Alien Plants, Electrification of Qoqodala Shearing Shed		
A	<b>Rural development</b>	Fencing	Improved food security	Food security, strengthen the sector departments
	<b>Local Economic Development</b>	Unemployment level is too high, need reduction through job creation  EPWP and CWP Projects	Sustainable livelihoods	Jobs created through poverty alleviation project  Provision of Tools of Trade for EPWP and CWP.
	<b>LED</b>	Skills development project Especially for Youth	Improved skills base;	To provide skills and accredited training Youth Development Strategy
	<b>SMME development</b>	SMME need appropriate business management related training and support	SMME skills base improved	Ensure SMME's access of business opportunities; Provide business developmental support to the SMME sector
	<b>Safety and security</b>	Need Police visibility, there is a high crime rate	Safe and secure environment;	Provide a satellite police station and visible policing
	<b>Infrastructure</b>	<i>Improved Infrastructure</i> (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification) <i>New infrastructure</i> (Construction of RDP Houses,  Land for church sites, Roads to grave yard.  Construction of PayPoints and Shopping Mall	Improved state of Infrastructure of the ward.	To Incorporate Infrastructure refurbishment into the IDP needs of the ward. Construction of a dipping tanks Improve Instructure.  New Infrastructure



Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>Child Care Facility Child Care Facility (Social Development; Education)</b>	Need Early Childhood Development Centres for certain villages (don't have)	Improved access to education and safety	Formal Structures for those that render services in churches and residential properties. Training for preschool teachers. Nutritional Support.
	<b>Education</b>	Need Free Wi-Fi, Hostels and Classes at Ntsonkotha, Sports Facilities, Libraries- especially at Ntsonkotha High School.	Improved education outcomes	Maintain the schools; scholar transport and nutrition be provided consistently Wi-Fi
	<b>Health</b>	Mobile Clinics and Water at the Clinics, shortage of Staff at the Agnes Resi Clinics	Improved Access to Health Services	Provision of all necessary interventions
	<b>Agriculture</b>	Need renovation of Xushe Shearing Shed Revival of Crop Production (Sorghum and Wheat) Fencing and scooping of dams, feed for Livestock.	Improved agricultural services	
<b>5</b>	<b>Electrification</b>	Weak electricity (especially on rainy (hunder, windy etc.), electricity extensions.	Improved access to electricity	Serious intervention from Eskom
	<b>Community Service</b>	Need for renovation Zwartwater Community Hall (palling) and electrification. Water at eMdeni Village.		
	<b>Infrastructure</b>	Police Station at Zwartwater, Construction of Shearing Shed at		

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Zwaartwater, Network Pole (Vodacom), Construction of Phase 2 RDP Houses, Roads and Bridges as well as access roads, Sports Field at Zwaartwater and Vaalbank.		
	<b>Rural development &amp; Agriculture</b>	Irrigation Schemes in all villages, Dam Desilting, Agricultural Support, Alien Eradication, Forestation (Zwaartwater), Storm Water, Renovation of Dipping Tanks and Stockpen.	Improved livestock management	Provision of Tractors, seeds and fertilizers.
	<b>Health</b>	Inadequate access, need regular mobile clinic visits.	Improved access to health	Health Intervention
	<b>Local Economic Development</b>	Unemployment level is too high, need reduction through job creation especially on Brick Making, Farmers, Youth Skills Development	Sustainable livelihoods	Jobs created through poverty alleviation project Ensure success of small scaled job creation and poverty alleviation.
	<b>SMME development</b>	SMME need appropriate business management related training and support	SMME skills base improved	Ensure SMME's access of business opportunities; Provide business developmental support to the SMME sector
	<b>Education</b>	Additional Classrooms, scholar Transport (return) at Thozamisa SSS	Improved Education System	Intervention from the Department of Education
10	<b>Department Rural Development and Agrarian and Land Reform (DRDAR)</b>	There is no fencing of grazing land and ploughing fields. Fencing of ploughing field Support with tools and seeds and tractors at Mdwangale Cooperative.	Improved food security and livestock management	To be incorporated into the IDP needs of the ward for future planning.
	<b>Infrastructure</b>	Old ward Infrastructure (access roads, public roads, storm water, toilets, causeways, bridges, water and sanitation, electrification) New Infrastructure (RDP Houses, Toilets, Network tower	Improved state of Infrastructure of the ward	To Incorporate Infrastructure refurbishment into the IDP needs of the ward.
	<b>Local Economic Development</b>	Unemployment level is too high, need reduction through job creation; Sand and coal mining. Support to Themba- Zumana	Improved sustainable livelihoods, livestock and food security	Investigate developing beneficiation industries, Jobs created through poverty alleviation

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Annual Tournament and Amavarara Distilling of dams for livestock and irrigation scheme		project
	<b>Early Childhood Development Centre</b>	Need Early Childhood Development Centre(s) for all villages.	Improved access to education at early stages.	Recruit children through their parents to have the number of children that requires pre-school in order to speak to Social development.
	<b>Social Development</b>	Need support to Soyi, Luxolo and Ethembeni Service centres for elderly women doing handwork such as needling etc (Women Empowerment Projects).	SMME skills base improved	Ensure SMME's access of business opportunities; Provide business developmental support to the SMME sector
	<b>Safety and security</b>	Need police visibility, there is a high crime rate at all villages	Improved safety and security	Provide a satellite police station and visible policing
	<b>Community Services and amenities)</b>	Need upgrade of all 12 sport fields in the ward	Improved amenities	To incorporate into the municipal IDP needs of the ward
11	<b>Electrification</b>	Need electrification at Harry Gwala and Zwelethemba	Improved access to electricity	Electrification
	<b>Safety and security</b>	Shortage Police staff and police vehicles	Safe environment	Visibility of police
	<b>Health Amenities</b>	Renovation of Hlaluphilile clinic and staff. Hall needs maintenance	Improved access to health facility Improved quality of life	Resourced clinic Hall maintained
	<b>Rural development and Agriculture</b>	Fencing along main roads and agricultural land, leasing of municipal farming lands	Improved food security	Food security, strengthen the sector departments
	<b>LED</b>	Need to have sustainable livelihoods, cheese factory, forestation, Skills Development, support of Tears of Joy Arts and Culture Group.	Reduction of unemployment and sustainable livelihoods; Growing and inclusive local economy;	Focus on labour intensive sustainable development projects (forestation and cheese factory) Ensure the success of small scaled job creation and poverty alleviation projects: Meat production
	<b>Infrastructure</b>	Need for Garage; Art Centre, Shopping Mall, Middle Income Houses, Road Infrastructure (paving, maintenance of Tar roads), Zwelethemba 289 Project, Sanitation, Extension of Kloof Dam, Middle Income Houses, Rectification of	Growing and inclusive local economy;	Improved Infrastructure

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Maramastad.		
	<b>SMME development</b>	SMME need appropriate business management related training and support, recycling projects.	SMME skills base improved	Ensure SMME's access of business opportunities; Provide business developmental support to the SMME sector
	<b>Sustainable Human settlements</b>	Repair the RDP houses	Improved quality of life	Repair the RDP houses
12	<b>Health</b>	Dilapidated infrastructure at Mount Arthur clinic. Access to Mount Arthur is limited only to those in close proximity.	Improved access to health	Engagement with the relevant authorities and also help with the provision of mobile clinic.
	<b>Community services</b>	There are no sport fields and there is a need for Pay point especially at Mount Arthur and Bhomeni.	Improved access to basic amenities	To incorporate into the municipal IDP needs of the Wards
	<b>Safety and security</b>	High rate of crime at Mkhaphusi. The police station that currently serves at Mkhaphusi is limited only to those in close proximity.	Improved safety	Provide the mobile police station.
	<b>ECD</b>	No ECD facility at Mount Arthur, Bhomeni, Ncalukeni and Tyutyutyu villages	Improved access to education and safety	Provide the creches
	<b>Local Economic Development</b>	There is a need for distilling of dams and drinking dams for livestock. There are no sharing sheds and Nguni bulls. Need job creation through skills development programmes also (employment of male cooks at all Schools).	Improved live hood/livestock and food security	To incorporate into the municipal IDP needs of the ward.
		Skills development project Enterprise development	Improved skills base	To provide skills and accredited training
	<b>Social Development</b>	Old age centre Development in all villages is still a challenge. Drug abuse by youth.	Improved delivery of awareness campaigns on drug abuse. Improved	Provision of awareness campaigns on drug abuse. Also provide old age facilities.



Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>Infrastructure</b>	Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation) New infrastructure (Infrastructure and RDP Houses).	safety of elderly people in the ward. Improved access to basic services	Provide the necessary infrastructure
	<b>Department Rural Development and Agrarian and Land Reform (DRDAR)</b>	Need fencing of forestry. There no sharing sheds for all villages.	Improved food security and job creation	To be incorporated into the IDP needs of the ward for future planning.
	<b>Education</b>	Dilapidated infrastructure at Mount Arthur and Mkhaphusi SSS.	Improved access to education	Provision of renovations at Mount Arthur and Mkhaphusi SSS.
13	<b>Rural development and Agriculture</b>	Lack tools and tractors for crop farming, fencing of Agricultural land, Eradication of Lapesi, Farmer Support (feed, dam scooping), Renovation of boreholes, Forestation (controlled access, trimming of trees, income generation,	Improved Agriculture	Fence off grazing camps! Provide tractors and the support
	<b>Electrification</b>	Extension not electrified, Electrification of Qhoboshane and Gxojeni Shearing Shed,	Improved access to electricity	Provide electricity to extensions
	<b>Infrastructure and Community Services</b>	Renovation of Qhoboshane Paypoint (fencing, ceiling etc), Paypoint (Helushe), playgrounds, Slab Bus Shelters, Water and Sanitation, building of gabions, Water Infrastructure (pipeline from the dam to whole of Ward 13 needs replacement), Multipurpose Centre.	Improved infrastructure.	Serious intervention from the District Municipality (in terms of pipelines)
	<b>LED</b>	Skills development projects, Youth Development, Enterprise development, sand Mining	Improved skills base,	To provide skills and accredited training Enterprise development programme Job Creation
	<b>Roads and Public works</b>	Need bridges and access roads. Access to schools, District Roads.	Improved access.	Provide bridges
	<b>SMME</b>	SMME need appropriate business	SMME skills base improved	Ensure SMME's access of business

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
	<b>development</b>	management related training and support, job Creation Programs for Youth.		opportunities; Provide business developmental support to the SMME sector
	<b>Safety and security</b>	Need Mobile Police – improved police visibility. Breakages	Safe and secure environment;	Provide a satellite police station and visible policing Intervention at the Water Purification Plant (batteries and diesel)
	<b>Health (non-core municipal function)</b>	Fencing of Boomplaas Clinic, Water at Machubeni Clinic, Mobile Clinics at Helushe and Trust.	Improved access to health care;	Provide the necessary interventions.
	<b>Education</b>	Building of Mud Schools (Vuyani pre-primary school and Pre-Schools).		
74	<b>Health</b>	Lack facilities for health buildings.	Improved access to health	Provide the necessary infrastructure
	<b>Safety and security</b>	Police responsiveness.	Improved safety	Police visibility
	<b>Local Economic Development</b>	Unemployment level is too high, need reduction through job creation (need revival of cheese factory). Support Luvu Manyanga Annual Easter Tournament	Sustainable livelihoods and food security	Investigate developing beneficiation industries, Jobs created through poverty alleviation project  Focus on labour intensive sustainable development projects; Ensure the success of small scaled job creation and poverty alleviation projects; Integrate local and provincial LED programmes and initiatives
	<b>Community Services</b>	Construction of sportground at Chancelle and renovation of Dordrecht Sport ground. Grass cutting along rail line	Improved amenities	Provision of sport fields.
	<b>Infrastructure</b>	Improved Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification) New infrastructure (New Community Hall	Improved basic services and amenities.	To incorporate into the municipal IDP needs of the ward.

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		at Mhlanga) IT Centre.		
	<b>Department Rural Development and Agrarian and Land Reform (DRDAR)</b>	Fencing of farming lands, need eradication of alien plant (lapesi), and also need construction of Boniswa sharing shed.		
15	<b>Health</b>	Limited access to health care facilities for Cegciyana, Ida and Guba farms; access limited to communities close to the facility	Improved access to health	Mobile clinic in Ida and Guba farms as well as Cegciyana
	<b>Child Care Facility (Social Development; Education)</b>	No ECD facility in the Mzamo township.	Improved access to education and safety	Provide the crèches
	<b>Education</b>	Increased number of pupils / students (Siyakhula Primary School, Esethu Primary School)	Improved access to education	Additional Human Resources and classrooms. Classrooms to be maintained
	<b>Amenities</b>	Incomplete community hall	Improved access to amenities	Installation of the ceiling in the community hall (Indwe New Community Hall)
	<b>Local Economic Development</b>	High unemployment rate, especially youth	Improved skills base	To provide skills and accredited training Provision of Nguni bulls
	<b>Infrastructure</b>	New Infrastructure (electrification, RDP houses, storm water, ICT) Current breed unable withstand weather conditions Old Infrastructure (sports field)	Improved access to basic services	To incorporate Infrastructure development into the IDP needs of the ward. Refurbishments of sports fields
16	<b>Water and Sanitation</b>	Provide water (especially kuNyoka and kuBhulu) and sanitation ( all villages	Improved access to basic services	Provide the necessary interventions
	<b>Community services</b>	Need roads and storm water maintenance,	Improved service delivery	Provide the maintenance

Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Tar Road from Indwe to Lady Frere, Network Pole, RDP Houses as well as Phase 2 Development mostly Phumlani, Sonwabile, Gubahoek.		
	<b>Sustainable Human settlements</b>	Land for graves at Indwe town area,	Improved quality of life	Provide sustainable human settlements
	<b>Infrastructure</b>	Community halls, sports facilities, clinic at Chibini, Youth Skills Development Centre, Network Pole, Electricity Extensions, Street Lights, Sports Fields/.	Improved access to amenities	Amenities required
	<b>Local Economic Development</b>	Skills development project Enterprise development, Brick Making Support, Auto-Styling Car Wash Support, Indwe Annual Tournament Support, Feedlot,	Improved skills base	To provide support, skills and accredited training
	<b>Education</b>	Preschools	Improved Education	
	<b>Agriculture</b>	Need for arable land fencing at Upper Mgwalane, Dipping Tank at Gubahoek and Mgwalane, cooperative support		
17	<b>Community services</b>	There is no Community Hall nor Pay points in the ward. Dilapidated sport fields / grounds.	Improved service infrastructure	To incorporate Infrastructure development (New Community Hall/ Pay points) into the IDP needs of the ward
	<b>Infrastructure</b>	Old ward Infrastructure (access roads, public roads, storm water, causeways, bridges, water and sanitation, electrification)	Improved state of Infrastructure of the ward	To incorporate Infrastructure refurbishment into the IDP needs of the ward.
	<b>Education</b>	School facilities not Maintained	Improved access to education	Amenities maintained
	<b>Health</b>	Access to Maqhashu Clinic is limited only to those in close proximity	Improved access to health	Engagement with the relevant authorities
	<b>LED</b>	There is a need for distilling of dams, sharing sheds, Need Development Centre for all villages.	Improved food security, live hood and job creation	To incorporate into municipal IDP needs.
	<b>Amenities</b>	Bad state of sports field, Lack of access to information for learners.	Improved access to amenities services. Improved access to information by	To be incorporated in the Municipal IDP Engage our Communities to get paid at their



Ward	Priority Area	Nature of The Problem	Main Outcome Anticipated by The Community	Strategies to Be Adopted
		Badly affected pastures by alien species/plant	learners through the construction of library. Eradication alien species/plant	respective villages to increase the numbers to quality for the pay point.
	<b>Department Rural Development and Agrarian and Land Reform (ORDAR)</b>	No Fencing of grazing land and ploughing fields especially at Ngcuka and Ngqoko. Fencing of ploughing field Support with tools and seeds. Irrigation schemes are dysfunctional.	Improved food security and job creation	To be incorporated into the IDP needs of the ward for future planning.
	<b>Safety and security</b>	Need Police visibility, there is a high crime rate at Bhakubha and Lower Maghashu	Improved Safety and Security	Provide a satellite police station and visible policing



6.5 Reviewed Development needs and priorities 2018-2019

Ward	Councillor	Ward Development Priorities
<p>1 Nqningana, Rodana, Mpothulo Tsolokazi, Tshatshu, Rwantsana, Qithi, Vezambiza And Nkolonga, Sikwankqeni, Ngxabane</p>	<p>Cllr Thozama Mrwebi Cell: 078 2847 897</p>	<ol style="list-style-type: none"> <li>1. Access and Main Roads- Fezekile JSS, Tsolokazi, Hlathikhulu, Nkolonga, Rodana, Rwantsana and Emakhumen.</li> <li>2. Community Hall / Pay Points - kuTshatshu</li> <li>3. Fencing of Farming land - all villages</li> <li>4. Water</li> <li>5. Shearing Shed- Tshatshu, Qithi, Tsolokazi, Hlathikulu, Nqningana.</li> <li>6. Storm Water</li> <li>7. Dipping Tank- All villages</li> <li>8. Building of Pre- schools- All villages</li> <li>9. Pay Points</li> <li>10. Toilets - Tshatshu, Rwantsana</li> <li>11. Network Pole – Hlathikhulu1</li> <li>12. Bridge- Mpotulo, Hlathikulu, Xonxa next to Nqningana</li> <li>13. Old Age Centre - All Villages</li> <li>14. Sports Fields- All Villages</li> <li>15. Irrigation Scheme - Tshatshu, Qithi</li> <li>16. RDP Houses</li> <li>17. Mobile Police.</li> <li>18. Library- Tsolokazi</li> <li>19. Tractors</li> <li>20. Clinic</li> <li>21. Fantesi</li> <li>22. Eradication of Lapesi - Tshatshu, Rwantsana, Rodana</li> <li>23. Desilting of Dams</li> <li>24. Infills</li> <li>25. Street Lights</li> <li>26. Securities at Schools</li> <li>27. Day Hospital at – Rwantsana</li> </ol>
<p>2 Roma, Quthubeni, Thafeni, Lanti, Ligwa, Njombela, Luthuthu, Luqolo, Esiqithini, Hlathikhulu, Bengu Mthonjeni, Maqhashu (Epalini)</p>	<p>Cllr Nolisten Kama Cell: 083 6731 690</p>	<ol style="list-style-type: none"> <li>1. Water- ligwa, maqhashu, lthuthu, laneti, Njombela</li> <li>2. Sanitation- ligwa, zothe, masakhane lanti, eshlabeni, quthubeni, njombela, luqolo,</li> <li>3. Electricity- zothe, masakhane, luthuthu, lanti, Mthonjeni, luqolo field. Extensions and infills.</li> <li>4. Bengu and Lanti Scheme.</li> <li>5. Dam Desilting</li> <li>6. Fencing – farming land, agricultural land and grave yards,</li> <li>7. Mobile Police Station</li> <li>8. Renovation Preschool- Nolvuyo and Quthubeni</li> <li>9. Preschool- lanti, mthonjeni, quthubeni'</li> <li>10. Playgrounds- all villages</li> <li>11. Dipping tank</li> <li>12. Community hall toilets,</li> <li>13. Storm Water- all villages</li> <li>14. Boarding school- Bengu Agricultural school</li> <li>15. Scholar transport- agricultural school</li> <li>16. Job creation for youth</li> <li>17. Library books</li> </ol>

Ward	Councillor	Ward Development Priorities
		<ul style="list-style-type: none"> <li>18. Computer school</li> <li>19. Textbooks for SPS</li> <li>20. Old age home- all villages</li> <li>21. Renovation of Bengu shearing shed</li> <li>22. Access road- all villages</li> <li>23. Bridge- maqhashu, quthubeni</li> <li>24. Shearing Shed- Bengu, maqhashu, quthubeni, Lanti</li> <li>25. Water at schools</li> <li>26. RDP houses</li> <li>27. Support for farmers (feed, tractors, livestock improvement, Quthubeni and Bengu Coops)</li> <li>28. Laboratory equipment</li> <li>29. Travelling allowing for SGB</li> <li>30. Development support – community projects</li> <li>31. Clinics- , Masakhane , Njombela,</li> <li>32. Abbarto- Masakhane</li> <li>33. Library and library books- Masakhane, Lanti</li> <li>34. Multipurpose for the youth (skills, job creation)</li> <li>35. Maternity room at Lanti Clinic</li> <li>36. Mobile clinic- Lanti, luqolo, Luthuli,</li> <li>37. Eradication of Alien Plants- lanti, mthonjeni, Ithulu</li> <li>38. Windmill – Eshlabeni</li> <li>39. House numbers – Eshlabeni,</li> <li>40. Shearing shed tools – Elthuthu</li> <li>41. Forestation at Quthubeni</li> <li>42. Computers at Quthubeni Agricultural School</li> <li>43. 24 hr. service at Bengu clinic</li> <li>44. Tourism Centre</li> <li>45. Building of Makh's School at Zothe, Mthonjeni</li> <li>46. Building of Community Hall at Mthonjeni</li> <li>47. Network pole – Njombela</li> <li>48. Access Road and foot bridge to Njombela Graves</li> <li>49. Network Pole</li> <li>50. Renovation - Kwamhlontlo tribal</li> <li>51. Bridge - Maqhashu Clinic, Mthonjeni, Kwazothe – Lubisi.</li> <li>52. Water, sports ground, gardening tools, sports equipment at St. Peters JS School in Lanti</li> </ul>
<p>3 Lamoer, Maqhubela, Greyspan, Hala No.1, Hala No.2, Trust, Percy Ntialontle And Qaqeni</p>	<p>Cllr Xolela Njadu Cell: 078 3338 703</p>	<ul style="list-style-type: none"> <li>1. Electricity</li> <li>2. Water and Sanitation</li> <li>3. Storm Water</li> <li>4. Access Roads- all villages and Madwaleni SSS, Greyspan Deeping Tank</li> <li>5. Dam Desilting</li> <li>6. Grave yards - all villages</li> <li>7. Shearing Shed- Hala 2, Hala 1, Ntialontle, Trust</li> <li>8. RDP Houses</li> <li>9. Windmill – Greyspan and Hala</li> <li>10. Deeping Tanks – Hala 2, Trust and Ntialontle</li> <li>11. Fixing of Water Infrastructure- Maqhubela, Ntialontle</li> <li>12. Nguni Bulls</li> <li>13. Motor Gate</li> </ul>



Ward	Councillor	Ward Development Priorities
		14. Mobile Clinic- Greyspan 15. Pre-School 16. Youth Development Programs- Drug abuse/ Job Creation
4 <b>Cacadu,            Cacadu Ext,            Bongolwethu,            Cacadu Town            And Location,            Phumlamqeshi            KwaZakhele</b>	<b>Cllr Nomzi            Tyhulu            Cell: 073 4972 418</b>	1. Roads (Cacadu & location) 2. Water (household taps) 3. Hall / Pay Point 4. Bridge (foot bridge @ location, Revamp Old Bridge, Bongolwethu small river fenced 5. Street Lights (light globes at Lady Frere CBD, Street lights –Darala Street) 6. Paving (location, Cacadu Extension) 7. Early Childhood Development Centers 8. Public Toilets - middle class sites 9. RDP Houses Deeping Tanks (renewal of Cacadu Ext. Deeping tank) 10. Fencing Grave Yard (kwaZakhele) 11. Access to Cacadu Ext. Grave Yard 12. Storm Water 13. Shearing Shed 14. High School/ Lady Frere- Lady Frere JSS to have full service and resources 15. Rates- Clearing of Old municipal accounts 16. Information Session on Building Plans 17. Completion of the Old Age House 18. Enforcement of By-Laws 19. Shopping Mall 20. Bank 21. Post Office 22. Sand Mining 23. Church sites 24. Play ground 25. Storm Water 26. Farming Camp
5 <b>Cumakala,            Topu, Mtsheko,            Kavala, De-Oop,            Noluthando,            Geina,            Zingxondo, And            Mackaysnek,            Free Mantle</b>	<b>Cllr Siyabulela            Bongo            Cell: 073 4972 418</b>	1. Water & Sanitation 2. Access Roads and Maintenance (CWP Gravel) 3. Sanitation 4. Eradication Alien Plants 5. Storm Water- all villages 6. Sports Grounds- All villages 7. Mobile Clinics- Noluthando, Cumakala, Mzi, Dopu, Mission 8. Pre-School- Cumakala, Mzi, Topu, Mission, Makai Snak, Mtsheko, Mxi 9. RDP Houses (per household) 10. Fencing- Cumakala, Mzi, Makaisnak, Mission, 11. Shearing Sheds- Mzi, Noluthando, Khavala, Zingxondo, 12. Colbert's- Makaisnak, Mzi, Cavala, 13. Farmer Support- Tractors- Mzi, Cumakala, Makaisnak

Ward	Councillor	Ward Development Priorities
		<ul style="list-style-type: none"> <li>14. Renovation of Dipping Tanks- Mzi, Noluthando and Zingxondo</li> <li>15. Construction of Dams for livestock- All villages</li> <li>16. Tourism Centre- Mzi &amp;</li> <li>17. Fremantle Boys High School- Access Road from Indwe Road, Temporary Classrooms Grade 8,</li> <li>18. Deeping Tanks</li> <li>19. Support on Orphans and Vulnerable Children</li> <li>20. Bridge- Cumakala/</li> </ul>
<p>6 Small Farm, Matyantya, Vulindlela Gqebenya, Sokolani, Dlamini, Holani, Mxhiki, Kundulu, Gando, And Xonxa, Roma</p>	<p>Cllr Nontombizanele Koni Cell: 0718249857</p>	<ul style="list-style-type: none"> <li>1. Water and Sanitation– Xonxa, Gqebenya, Dlamini, Sokolani, Matyhantya.</li> <li>2. Access Roads – Maqolombeni Road, Nqshumi, Sokolani, Emazimeni Road to School and Clinic, Road to Ikhala FET College.</li> <li>3. Fencing -Fields, Grazing camps in all villages including Xonxa Dam.</li> <li>4. Construction of Multi-Purpose Sport Centre at Gqebenya and maintenance of Sports Fields,</li> <li>5. Shearing Shed and dipping tanks – Vulindlela, Emazimeni, Sokolani.</li> <li>6. Construction of Livestock Dams – all villages</li> <li>7. Early Childhood Development Centre</li> <li>8. Old Age Centre – Xonxa and Gando</li> <li>9. Land Care</li> <li>10. Nonesi Cultural Village</li> <li>11. Annual Festive Tournament</li> <li>12. Electricity</li> <li>13. Khundulu Shearing Shed</li> <li>14. Farmer Support- Cooperatives for Women, Gran Miller</li> <li>15. Tools of Trade for War Rooms</li> <li>16. Water at Masikhule and Mfirara Schools</li> <li>17. Mobile Clinic</li> <li>18. RDP Houses</li> <li>19. Library at Ikhala</li> <li>20. water and sanitation at schools</li> <li>21. Bridges and Colbert</li> <li>22. Ambulance</li> <li>23. Motor gate,</li> <li>24. Temporal Classes at Mfirara</li> <li>25. Tiger Brand Project</li> <li>26. Speed Signs</li> <li>27. Mix breed on sheep</li> <li>28. Mining</li> <li>29. Matriculates support at Mfirara</li> <li>30. Xonxa Aqua Cultural and Tourism Centre.</li> <li>31. Xonxa Rural Nodes</li> <li>32. Eradication of Alien Plants</li> <li>33. Xonxa Irrigation Scheme,</li> <li>34. Nonesi Cultural Festival</li> </ul>

Ward	Councillor	Ward Development Priorities
<p>7 Maqwathin, Kusha, Eluxeni, Mayalulweni, Bowden, Lalini, Manelspoort, Mazongozini, Nzolo, Mangweni, Sigangeni, Dubeni, Bozwana, Elangwe, Fani, Matlathini, Qoqodala</p>	<p>Cllr Sipho Zama Cell: 078 4903 342</p>	<ol style="list-style-type: none"> <li>1. Water and Sanitation</li> <li>2. Access Roads and Causeways- all villages and Tambekeni</li> <li>3. Electricity Extensions and Infills</li> <li>4. Qoqodala Shearing Shed</li> <li>5. Annual Tournament</li> <li>6. Pay Points</li> <li>7. Fencing along tar Road</li> <li>8. Mobile Clinic- Dubeni</li> <li>9. Dam Desilting</li> <li>10. Bridge- Noluphondwana, Bozwana,</li> <li>11. Eradication of Alien Plants</li> <li>12. Support of Co Ops</li> <li>13. SDF App</li> <li>14. Revival of Forums</li> <li>15. Nzimankulu SSS- Computer</li> <li>16. Lab, Hall, Cleaning, Fencing, Awareness Campaign on Drug use, Photocopiers, Additional Classrooms</li> <li>17. Gardening at Dubeni School,</li> </ol>
<p>8 Qhugqwarhu, Mgqukhwebe, Boqo, Jojweni, Ngonyama, Ejekenl, Upper Ngonyama, Vaalbank, Kusha, Kubhadi, Agness Rest</p>	<p>Cllr Nosibulelo Ngono Cell:060 4130 297</p>	<ol style="list-style-type: none"> <li>1. Water and Sanitation - Deep Level, JOJO, Vaal Bank</li> <li>2. Electricity extensions</li> <li>3. Access Roads- District Roads</li> <li>4. Shearing Shed</li> <li>5. Youth Empowerment Projects</li> <li>6. Fencing of grazing Land</li> <li>7. RDP Houses</li> <li>8. Libraries</li> <li>9. Police Station</li> <li>10. Construction and renovation of Bridges</li> <li>11. Sport Fields</li> <li>12. Renovation and Construction of Bridges- Boqo, Qhing? connect to Jojweni, Deep level</li> <li>13. Annual Festive Tournament</li> <li>14. Bus Shelter</li> <li>15. Community Hall</li> <li>16. Dipping Tanks</li> <li>17. Connection of Water- Diesel engines</li> <li>18. Network Poles</li> <li>19. Clinics / Mobile Clinics</li> <li>20. Pay Points</li> <li>21. Construction of Dams for Livestock</li> <li>22. Scholar Transport</li> <li>23. Shopping Mall</li> <li>24. Wi-Fi</li> <li>25. Bus to Lady Frere- Qhugqwarhu,Boqo, Marhwaybeni,</li> <li>26. Eradication of Alien plants</li> <li>27. Additional Classrooms, Toilets, Library and Sport fields at Ntsonkotha.</li> <li>28. Reopening of Vaalbank Clinic</li> <li>29. Sport fields – Boqo</li> <li>30. Youth Development Strategy</li> </ol>

Ward	Councillor	Ward Development Priorities
9 Zwaantwater, Mdeni, Dum-Dum, Gova, Qumbu, Tabasa, Schwadweni Vaalbank, Ezingcaceni, Bapise, Dukathole, Mayeye, Ezidengeni, Nyashe, Magemfaneni And Pitoli	Cllr Linda Fatyela Cell:073 0829 618	<ol style="list-style-type: none"> <li>1. Access Roads and causeways</li> <li>2. Water and Sanitation- Zwelitsha as well as Backup Borshole</li> <li>3. Youth Skills Programs</li> <li>4. Upgrade of Bridges - Mchwangele construction</li> <li>5. Shearing Shed, Thozamisa, Qimbu, Dumdum</li> <li>6. Dam Construction, Dam Desilting and Irrigation Schemes</li> <li>7. Support of All Projects</li> <li>8. Network Tower- Vodacom</li> <li>9. Mobile Police Station</li> <li>10. Additional Classrooms, Teachers, Scholar Transport, Caretaker and Security, Gardeners?</li> <li>11. Support to Brick Makers and farmers</li> <li>12. Phase 2 RDP Houses</li> </ol>
10 Bankies, Ndimangeni, Ngcalasoyl, Buffalosdorings, Gxobho- Tsawulayo And Tsembeyi	Cllr Zoyisile Moshani Call: 073 2835 321	<ol style="list-style-type: none"> <li>1. Access Roads, Mayirheni Road, Upper Bhakisi, Ragu</li> <li>2. Toilets</li> <li>3. Electricity Extensions</li> <li>4. Fencing for Agricultural Land</li> <li>5. Five Tractors</li> <li>6. Stock Dam</li> <li>7. Closing of Gabions'</li> <li>8. RDP Houses</li> <li>9. Sport Field</li> <li>10. Fencing of R.12</li> <li>11. Bush Clearing</li> <li>12. Mining</li> <li>13. Network Tower</li> <li>14. Service Centers</li> <li>15. Crèches</li> <li>16. Themba - Zumana Annual Tournament and Amavarara Support</li> </ol>
11 Munikville, Harry Gwala, Ext.1, Gwala Ext. 2, Maramastad, Zwelethemba, Robinville, Upper Tembisa	Cllr Thembi Mondile Cell:072 1564 389	<ol style="list-style-type: none"> <li>1. Sanitation and Extension of Kloof Dam</li> <li>2. Street lights for Harry Gwala / Zwelethemba</li> <li>3. Greening of sport fields</li> <li>4. Rebuilding of Hlaluphilile clinic</li> <li>5. Rectification of Maramastad</li> <li>6. Recycling project</li> <li>7. Zwelethemba 289 project</li> <li>8. Cheese factory</li> <li>9. Art center</li> <li>10. Plantation</li> <li>11. Maintenance of tarred road</li> <li>12. Paving</li> <li>13. Farmer Support (feedlot, animal handling facility with deep)</li> <li>14. Garage</li> <li>15. Feed Lot</li> </ol>

Ward	Councillor	Ward Development Priorities
		<ul style="list-style-type: none"> <li>16. Middle income houses</li> <li>17. Shopping Centre</li> <li>18. Tears of Joy Arts and Culture Group (support)</li> </ul>
<p>12  <b>Mount Arthur,  Mount Hill,  Roneni,  Gomoro,  Ngqanda, Hala,  Bakaneni,  Mqithi, Goli,  Ngxungweni,  Nzolo, Gxubana,  Sdakeni, Clinic,  Mdantsane,  Qwempe, New  Brighton,  Gugulethu,  Emjikelweni,  Luxeni,  Mtunzini,  Paradesi,  Ncalukeni,  Bomeni,  Mkaphusi</b></p>	<p><b>Cllr  Thandiwe Ndlela  Cell:  071 7455 305</b></p>	<ul style="list-style-type: none"> <li>1. Water and Sanitation - Mt Arthur school, All villages and other schools</li> <li>2. Access Roads</li> <li>3. Bridges - all villages</li> <li>4. Shearing Sheds</li> <li>5. RDP Houses</li> <li>6. Electricity - Extensions &amp; Upgrade - Mt Arthur and All Villages</li> <li>7. Sport Fields-All Villages and Mt Arthur</li> <li>8. Mt Arthur- Renovation, Security, Fencing, Trees, Additional Classrooms, Septic Tank</li> <li>9. Day Care Centers</li> <li>10. Nguni Bulls</li> <li>11. Day Care Centers</li> <li>12. Job Creation for Youth</li> <li>13. Storm Water</li> <li>14. Cleaners at Clinic</li> <li>15. Forestation at Mkhaphusi</li> <li>16. Law enforcement on selling of drugs and imfuyo eyabulayo</li> <li>17. Mobile Clinic Ngqanda</li> <li>18. Appointment of male candidates for cooking at schools</li> <li>19. Sorghum Production/ Buyambo Cooperative Support</li> </ul>
<p>13  <b>Platkop,  Gadlume,  Qoboshane,  Tshamazimba,  Gxojeni,  Kuhelushe,  Boomplaas,  Kwastocks  Xhumabfokhwe,  Mbolompent,  Dyobudaka,  Talen, Trust,  Machubeni</b></p>	<p><b>Cllr Nowandisile  Kraqa Cell:083 5224  246</b></p>	<ul style="list-style-type: none"> <li>1. Access and Main Roads – all villages</li> <li>2. Bridges and causeway – all villages</li> <li>3. Water and Sanitation – Taleni, Gadlume, Helushe, Tshamazimba, Luxeni, Platkop, Mkhaphusi, Gxojeni.</li> <li>4. Sports Ground (central in the ward)</li> <li>5. Machubeni Dam desilting and fencing</li> <li>6. RDP Houses – All villages</li> <li>7. Community Library</li> <li>8. Pay Point equipment</li> <li>9. Multi- Purpose Centre (central in the Ward)</li> <li>10. Slab Bus Shelters</li> <li>11. Catchment Dams</li> <li>12. Soyisele Women's Garden (Gxojeni)</li> <li>13. Construction of Mud made schools – Nobandla, Vuasani &amp; St Cyprians</li> <li>14. Fencing Ma-Awu Farm</li> <li>15. Electricity Extensions</li> <li>16. Police Station</li> <li>17. Taxi Rank – Nkangala</li> <li>18. Alien Plant Eradication</li> <li>19. Fencing of Agricultural Land</li> </ul>



Ward	Councillor	Ward Development Priorities
14 Mhlanga, Chibini, Blaauwkrantz Location, Emthini Mrosho, Ntlanjeni, Mangweni, Nkalweni, Chibini, Boniswa, Kalfontein, Qaqeni, Bankini, Zwelitsha, Lapesini, Tafle, Uitkyk, Chancele, Dordrecht Town Zola, Bongweni, Nxomfu, Tembisa And Villages	Cllr Mcedisi Qomoyi Cell: 073 3593 079	<ol style="list-style-type: none"> <li>1. Half / Pay Point - Umhlanga Location</li> <li>2. Access Roads- Mangweni to Nkalweni, Zwelitsha, Sosebenza, Mggobozi, Nqonti to Tafeni, Nxomfu to Zola, crossway tafini to Sosebenza</li> <li>3. Electricity Extensions and Infills</li> <li>4. Water Extensions</li> <li>5. Storm Water</li> <li>6. Spring Stopping</li> <li>7. Annual Easter Tournament</li> <li>8. Boniswa Shearing Shed</li> <li>9. Dordrecht Art Centre</li> <li>10. Sports Ground- Chankcele, Kalkfontein</li> <li>11. IT Centre</li> <li>12. Storm Water</li> <li>13. Grass Cutting Along Rail Line</li> <li>14. Eradication of Lapesi</li> <li>15. Fencing of Farming Lands- Emaqwathini, Chankcele, Tafle, Qaqeni, Kalfontein, cemeteries</li> <li>16. Preschool – Mrosheni</li> </ol>
15 Mayuya, Mzamohle, Ida, Cold Stream Tugela, Manyano Lupapasi, Cegciyana, Guba Farms	Cllr Lizo Paul	<ol style="list-style-type: none"> <li>1. Water and Sanitation</li> <li>2. Storm Water and channels</li> <li>3. Access Roads- all villages</li> <li>4. Shearing Shed – Luphaphasi</li> <li>5. Sport Field- New community Hall</li> <li>6. Pay Point- Maqathini, Luphaphasi</li> <li>7. Mobile Clinic- Ida, Guba Farms, Thembelihle and Cegciyana</li> <li>8. Clinic- Ntsinga</li> <li>9. Fencing- Grazing land- all villages</li> <li>10. Nguni Bulls – Lupapasi</li> <li>11. Network Pole- Mzamo, Ntsinga, Maqwatini and Ida</li> <li>12. Extension and fencing of grave yard</li> <li>13. Tar Road Indwe to Lady Frere, Ida School to Barkly East</li> <li>14. Electricity Ext-all villages</li> <li>15. RDP Houses</li> <li>16. Pre-school- Mzamomhle</li> <li>17. SAPS Visibility</li> <li>18. Tractors – Lupapasi</li> <li>19. Bridges and Crossways</li> <li>20. Service Points</li> <li>21. Fencing of Bricks yard @Indwe, fencing of Ntsinga, Maqwati and Thembelihle</li> <li>22. Ceiling of Indwa Hall</li> <li>23. Multi-Purpose Centre</li> <li>24. Grave Yard</li> <li>25. Overhead Bridge</li> </ol>

Ward	Councillor	Ward Development Priorities
		26. Manyano Water Upgrade 27. Maintenance of Streets 28. Water Channels away from grave yards 29. Feedlot 30. Upgrade of Tar road at Manyano 31. Title Deeds- all villages 32. Upgrade of Maqwathini and Thembelihle Road 33. Maintenance of Boreholes Cleaning of tanks 34. Indwe Annual Tournament 35. Idasa Farm Access Road
16 Pumlani, Indwe Town, Sonwabfle, Upper and Lower Mgwalana Vukani Gubahoek, Nkenkulu	Cllr Makhosandile Makatesi Cell:084 6411 070	1. Water and Sanitation 2. Shearing Shed 3. Storm Water 4. Sport field 5. Access Roads- District Roads 6. RDP Houses (phase 2 development) 7. Electricity Extension 8. Pre-School 9. Playing Ground 10. Skills Centre 11. Brick Making support 12. Land Fencing 13. Dipping Tanks- Guba Mgwalana 14. Clinic – Chibini 15. Cooperative support 16. Street lights 17. Graveyard 18. Bank 19. Shopping Centre 20. Tar Road from Indwe to Lady Frere 21. Network Pole 22. Community Pay Point 23. Indwe Auto-styling – Car wash Support 24. Indwe Annual Tournament
17 Maghashu, Ntsinga, Ngcuka, Stoney Croft Bhakubha Zingqolweni And Ngqoko	Cllr Cecil Bobotyana Cell: 073 4469 591	1. Water and Sanitation- Lower Maghashu, Bhakubha, Ngcuka, Ngqoko, Zingqubeni 2. Shearing Shed - Zingqolweni, Bhakubha, 3. Access Road- All villages (construction of Jinginja vs. storm water impact) 4. Storm Water- All villages and grave yards 5. Community Hall – Ngcuka 6. Pay Points- All villages 7. Deeping tanks- all villages 8. Development and Destilling of Dams 9. Eradication of Lapesi 10. Fencing of Agricultural Land - Ngcuka and Ngqoko, Sewerage Lower Bongolwethu 11. Youth Development Centre 12. Electricity infills and extensions - All villages 13. Mobile Police – Bhakubha

Ward	Councillor	Ward Development Priorities
		14. Play Ground- All villages 15. Preschool- ngqoko, ngcuka, bakubha, Lower Maghashu 16. Bridges and cross ways- all villages 17. RDP Houses - All villages 18. Renovation of Pre-Schools- Zingqolweni, Kulile 19. Job Opportunities for Youth 20. Gardening Projects 21. Painting of Schools 22. Eradication of Alien Plants
		23.

### 6.5 Inputs from the Department of Education and Education Forum

- Infrastructure (Toilets, buildings, roads, indoor games facilities, deployment of furniture with Municipal trucks)
- Rationalisation of schools
- Human Resources (Tutors)
- ICT & Student Security
- Learner Discipline
- Water Shortage
- Child Headed Homes
- Learner ID Documents
- Classroom shortages e.g. Ntsonkotha, Masizakhe etc.
- School with no toilets at all e.g. Khwezilokusa
- Unused Buildings
- Access Roads
- Taverns too close to schools
- Support program for students who could not go beyond matric
- Revival of school gardens so they can be used to support the school
- Cohesion of Municipal Events with Department Events
- Emalaheni Skills Centre.
- Community Policing at Schools
- Access in existing municipal Sport fields
- Enforcement of By-Laws (distancing of taverns from school/ liquor board Sensitive)

## 7. CHAPTER 7 – SPATIAL DEVELOPMENT FRAMEWORK 2018 REVIEW

### EXECUTIVE SUMMARY

#### Purpose of the Report

This document serves to review and update the 2012 -2017 Emalahleni SDF Review Document and incorporate the development priorities of the latest 2017-2022 Emalahleni IDP. The following changes have been made to the 2012 -2017 Emalahleni SDF Review document.

- ❑ Changes required to reflect new development priorities, as determined in the revised Emalahleni LM Integrated Development Plan (2017-2022);
- ❑ Updating of plans to reflect the changes in ward boundaries, as promulgated in 2016 and includes updated data, where available.
- ❑ Incorporation of the Spatial Plans and Proposals prepared in the Kouxa and Vaalbank Areas

#### Overview

The Emalahleni Local Municipality (Category B municipality), is situated in the north-eastern part of the Chris Hani District Municipality in the Eastern Cape. It is one of six municipalities in the district. Komani (former Queenstown) is the main administrative and economic centre in the district, with the main concentration of activity in the commercial, manufacturing, and services sectors. The smaller towns in the district remain important service centres for the supply of retail goods and services to the local populace.

Emalahleni, with an estimated population of 125 000 people (2016) is comprised of 3 Rural Towns, namely; Indwe, Dordrecht and Cacadu Town (formerly known as Lady Frere), and approximately 238 rural settlement areas. Emalahleni accommodates approximately 15 % of the District Population and was ranked the most populous municipality in the district in 2016. Cacadu Town, the administrative seat of the Emalahleni Municipal Area, is centrally situated along the R359 route between Indwe and Komani. Dordrecht and Indwe are strategically located on the regional R56 Route.

#### Spatial Development Concept

At a district level, Emalahleni (Primary Urban Development Node) is recognised as a sub-district centre and at a municipal level, as an administrative centre, providing municipal scale services for commercial and social goods and services. Emalahleni functions as a residential development area for middle/low income housing and is recognised for value adding agro-industrial processes and event-related tourism potential. (CIIDM IDP 2017-2022).

Emalahleni is characterised by dispersed rural settlements with densification of settlement occurring in an un-planned and un-managed pattern, especially along major transport routes serving the area.

Emalahleni's direct access to Komani via the R359, provides opportunity for trade and industry and access to strategic markets in the province. It is key that major routes (proposed development corridors) are upgraded and maintained to facilitate access between key economic towns (development nodes).



The smaller towns of Indwe and Dordrecht (Secondary Urban Development Nodes) provide a rural service centre function to surrounding rural areas. Mining potential in Indwe provides opportunity for Indwe to be formalised to support this activity.

Urban management in all three towns is important to support future plans for growth.

Infrastructure in the town for both basic and higher order services needs to be managed and extended to support residents and businesses operating there.

Vaalbanks and Xonxa (Rural Service Nodes), located in the South Western and Southern portion of the Emalaheni Municipal area, are recognised as minor administrative centres and function as a minor service centres for social goods and services. These areas are earmarked for focussed support of agriculture-based local economic initiatives. Local Spatial Development Planning is being undertaken in these areas.

The smaller rural settlements, namely: Cumakala, Machubeni, Ndonga are recognized as Rural Service Nodes

## Vision and Mission Statement

*"A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community"*

In support of the vision, the following Development Priorities are identified in the Emalaheni's IDP (2017-22)

- *To provide, improve and maintain infrastructure and basic services to local communities and or households by June 2022.*
- *To ensure development and implementation of improved systems of communication, public participation and good governance in line with applicable laws and regulations by June 2022.*

- *To ensure effective implementation and monitoring of municipal systems to achieve clean administration.*
- *Improve financial viability of the municipality.*
- *To promote, facilitate and improve sustainable local economic development through local economic programmes by June 2022.*





## Summary: Key Spatial Planning Informants

The following conclusions are drawn from the analysis in relation to the assessment of the natural and built environment in the Emalahleni area. This section includes Key Spatial Planning Informants from the IDP 2017-2022 and the former EIM Spatial Development Framework Plan 2013-2017.

PHYSICAL ELEMENTS	
<b>CHALLENGES</b> <ul style="list-style-type: none"> <li>❑ Potential threat of drought conditions and high evaporation levels is a constraint to agricultural/crop production. High rainfall in the northern area of the LM favours crop production. The northern areas are classified high priority conservation areas and are limited to stock and game farming practices.</li> <li>❑ Sandy loam soils favourable for crop production are found in areas south of Indwe, however prevalence of highly erodible claypan /mudstone soils dominate the central and southern parts of the area and necessitates wise land use management and appropriate farming/ grazing practise.</li> <li>❑ Degradation of land and loss of potential arable land is of environmental and economic concern. Inappropriate farming practise / overgrazing is a significant contributing factor to widespread land degradation and soil erosion in the study area. 49 % of land coverage is Vulnerable Tsomo Grassland necessitating careful land-use practise and conservation planning</li> </ul>	<b>RECOMMENDATIONS</b> <ul style="list-style-type: none"> <li>➤ <i>Appropriate farming/grazing practise is This will require <b>farming support progra</b> to improve farming practise.</i></li> <li>➤ <i>Prevalence of Vulnerable Tsomo Grassla, <b>management and conservation practise</b></i></li> <li>➤ <i><b>Localized spatial planning</b> is necessary t agricultural initiatives.</i></li> <li>➤ <i>Management of un-planned and un-mar encroachment and degradation of valua</i></li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>❑ Potential for dry land crop production due to existing irrigation schemes/infrastructure in the vicinity of Xonxa, Macubeni and Lubisi Dams.</li> <li>❑ Maize and Sorghum production potential is highest in the Eastern part of the study area which corresponds with highest rainfall patterns in the area and good sandy loam soils dominant in the central and southern areas (around Cacadu Town) and in the vicinity of the Xonxa Irrigation Scheme</li> <li>❑ The extent of unimproved grassland is good for potential livestock production (sheep/cattle), especially in the central and northern parts of the LM. In terms of Grazing Capacity (LSU/hectare), beef cattle farming is favoured in the central and south western areas. The south and south western areas are limited to forestry and livestock farming.</li> <li>❑ Land capability plans support limited crop production (Class 4) in the North East. The presence of Tsomo Grassland in this area, necessitates wise land use and conservation planning in this area.</li> </ul>	<b>RECOMMENDATIONS</b> <ul style="list-style-type: none"> <li>➤ <i>Xonxa Irrigation Scheme in the southern revitalization programme for the Dept potential of the area, especially in the so favourable. <b>Augmentation and management of Irrig support crop production is required</b></i></li> </ul>
SOCIO ECONOMIC ELEMENTS	
<b>CHALLENGES</b> <ul style="list-style-type: none"> <li>❑ Two thirds of the population live in poverty. The economically active youth unemployment rate is 55 %. A quarter of the population have no formal education. 64 % of the population are (&lt; 15 yrs and &gt; 65 yrs old) do not contribute to the economy.</li> <li>❑ This places a burden on the state to provide social support grants to these areas, with the risk of ongoing dependency on state for support.</li> </ul>	<b>RECOMMENDATIONS</b> <ul style="list-style-type: none"> <li>➤ <i>Access to education programmes, schoo literacy levels and competency to meani</i></li> <li>➤ <i>Numerous ECD centres are located in thi facilitating ECD centres to support ECD F</i></li> <li>➤ <i>Consideration and possible prioritization</i></li> </ul>

**ECONOMIC SECTORS** **RE**

**CHALLENGES**

- ❑ The community sector (Government services) contributes 50 % to Emalahleni's GVA, highlighting the lack of diversity in the economy.
- ❑ The Agricultural Sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes which are not considered in forecasts, with farming largely practised on a subsistence basis and not for the formal market economy
- ❑ Limited human resource capacity/literacy levels and lack of necessary farming infrastructure limits the growth of the agricultural sector.
- ❑ Un-managed and un-planned land use and settlement development in rural areas outside of the town jurisdictions is a threat to the sustainable use of resources that are key to the economic development of Emalahleni, specifically in the agricultural and tourism sectors

**OPPORTUNITIES**

- ❑ Clay deposits in the north eastern part of the study area offer mining potential and for development of clay brick making industry in Dordrecht and Indwe
- ❑ Coal deposits in the central and north eastern area of Emalahleni around Indwe, offer potential for mining extraction.
- ❑ Proposed re-opening of the railway line from Dordrecht to Indwe / Sterkstroom will be an advantage to access markets and processing plants of mining export products.
- ❑ A sorghum production programme has been developed to provide adequate raw materials to the milling plant
- ❑ The proximity of Komani (former Queenstown), the main administrative and economic centre in the District, provides opportunity as a market for the export of local agricultural product for sale and processing there.
- ❑ Secondary Sector: Trade and retail is the second largest contributor to Emalahleni's GVA, focussed in the towns of Indwe, Dordrecht and Cacadu Town (formerly known as Lady Frere)
- ❑ The area boasts Heritage, Eco- and farm-stay tourism in the area. The Ndonga Liberation Route follows the R356 through Cacadu Town along which significant historical sites are located.

**BUILT ENVIRONMENT**

**LAND AND SETTLEMENT**

**CHALLENGES** **RE**

- ❑ 3 % of the land is urban built up land and accommodates 18 % of the population in the towns of Indwe, Dordrecht and Cacadu Town. The remaining 82 % of the population reside in 235 dispersed low density rural settlements in the LM.
- ❑ In-migration is occurring in the towns and little or no in-migration is taking place in the rural settlements. This places pressure on demand for goods and services and infrastructure provision in urban centres
- ❑ Jurisdictional uncertainty over land use management authority in areas outside of Cacadu Town (Former Lady Frere) town commonage appears to be resulting in unmanaged / unplanned settlement development, especially in areas along transport routes, and impacts on the effective use of these routes for transportation of goods and people.
- ❑ Un-managed and un-planned settlement is a threat to the sustainable use of natural resources in rural areas outside of the towns. Competition for resources in rural settlement areas (residential, cultivation and free-range grazing) places pressure on land and existing resources.
- ❑ Water and sanitation backlogs remains critical, especially in the south and western rural settlement areas.
- ❑ Un-planned and un-managed settlement growth in rural areas renders service and infrastructure delivery costly and unsustainable



## Key Spatial Development Issues

The following key spatial development issues are drawn from the summary key planning informants, and are highlighted as follows: -

- ❑ Focussed strategic development and planning must not be done in isolation of local need and should be guided by local knowledge and the lifestyle practices inherent to the communities living there.
- ❑ For under-developed rural areas, the importance of linkages and accessibility to areas of opportunity is fundamental.
- ❑ Fragmentation of jurisdiction over land management functions in urban and rural areas. There is a lack of formal control over the majority of the land area of Emalahleni LM, outside of the proclaimed town areas.
- ❑ Inefficient Urban and Rural Settlement Patterns vs Providing Services to Meet Basic Needs. Low density dispersed rural settlement patterns renders service provision costly and inefficient. This necessitates strategic approaches in dealing with the difficulties posed by the sprawling, low density settlement patterns found in the area as well as the lack of local productive economies to provide residents with the means to contribute toward the cost of provision.
- ❑ Given the importance of the natural environment in the development of the Emalahleni space economy, implementing environmental management (wise land use) becomes critical to ensuring the sustainable use of the available resources and natural endowments (i.e. the natural environment, agricultural lands, residential settlement, etc.).

## Spatial Proposals and Spatial Development Concept

The following key characteristics, spatial structuring elements and related spatial proposals are defined to guide future spatial planning in the Emalahleni Local Municipal area.

- a) The R393 route is the central east-west corridor linking the main Urban Development Node of Cacadu Town (formerly known as Lady Frere) with the District Centre of Queenstown and neighbouring LMs such as Sakhisizwe (Cala. Elliot).
- b) To the north of the R393, the most important development potentials are seen to fall into the following Primary sectors: -
  - Mining – specifically, coal mining – in the area to the north of Cacadu Town (Formerly known as Lady Frere) and, more especially, in the land areas around Indwe;
  - Agriculture – specifically livestock farming – where sheep are currently the main stock

running north/north-eastward to M south to Xonxa (and beyond to the

- f) Tourism Route: The Ndonda Lit
- g) No go Development Areas - Critical protected and development of land Assessments.

*These proposals and development priorit*

## Proposed Development Nodes and Movement Corridors

NODE	NAME	ROLE	SPATIAL DEVELOPMENT PRIORITIES		
PRIMARY URBAN DEVELOPMENT NODE (Dordrecht, Indwe, Vaalbanks, Xondxa, Ndonga, Machubeni, Cumakala)	CACADU TOWN (Formerly known as Lady Frere)	<ul style="list-style-type: none"> <li>❑ Main Retail, Commercial, Industrial &amp; Administration (Govern. Services) Node</li> <li>❑ Main Centre for Social Services</li> <li>❑ Residential Function for permanent and temporary residents</li> <li>❑ Potential for agro-industrial processes</li> <li>❑ Promote diversity of tourism: leisure, heritage</li> <li>❑ Key linkage to Komani (Queenstown) – Main regional centre in the District.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Managed urban expansion and Public Funded Housing Expansion</li> <li>▪ Urban – Rural interface design and management</li> <li>▪ Infrastructure development and maintenance to support businesses and residential property</li> <li>▪ Business Centre Management and focus on Urban Aesthetics</li> <li>▪ Improved pedestrian and vehicular linkages between suburbs in town and between towns (key economic towns/nodes). Prioritise linkage to higher order nodes.</li> <li>▪ Social facilities: Focus on Education/Health and ECDC's, cemeteries.</li> <li>▪ Environmental management and conservation</li> </ul>		
		DORDRECHT & INDWE	<ul style="list-style-type: none"> <li>❑ Local-scale retail, industrial and administration nodes</li> <li>❑ Service centres to rural areas</li> <li>❑ Cater for permanent and temporary residents</li> <li>❑ Potential for value-adding agro-industrial mining processes</li> <li>❑ Potential for tourism services and facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Managed urban expansion and Public Funded Housing Expansion</li> <li>▪ Infrastructure development to support business, tourism and residential expansion potential</li> <li>▪ Business Centre Management and focus on Urban Aesthetics</li> <li>▪ Improved pedestrian and vehicular linkages between suburbs in town</li> <li>▪ Social facilities: Focus on Education/Health and ECDC's, cemeteries/agricultural schools.</li> <li>▪ Environmental management and conservation</li> </ul>	
			VAALBANKS, XONDXA, NDONGA, MACHUBENI, CUMAKALA	<ul style="list-style-type: none"> <li>❑ Commercial and Social Facilities serving surrounding rural areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Basic level of service provision and extension</li> <li>▪ Augmentation and upgrade of existing commercial / agricultural infrastructure</li> <li>▪ Local planning to maximise use of resources</li> <li>▪ Appropriate land use management and Administration: Local land use schemes to be negotiated.</li> <li>▪ Environmental Management is critical</li> <li>▪ Community engagement: participatory planning and project programmes</li> </ul>
				ALL OTHER RURAL SETTLEMENT	<ul style="list-style-type: none"> <li>❑ Providing residents with necessary infrastructure and services</li> </ul>
			<ul style="list-style-type: none"> <li>▪ These routes carry passing traffic and provide</li> </ul>		





## I INTRODUCTION

The Emalahleni Local Municipality appointed Umhlaba Consulting Group (Pty) Ltd in December 2017, to assist the Municipality to review and compile a new SDF for its area of jurisdiction as a legally binding component of the Emalahleni Integrated Development Plan (IDP: 2017-2022).

In order to ensure that the Emalahleni SDF is credible, comprehensive and purposeful, as well as strategic in nature, showing a clear direction for growth and responding to the need for integrated and sustainable development, the Guidelines produced by the Department of Rural Development and Land Reform will be used as a guideline.

The SDF is to be formulated in compliance with the requirements of Section 26(e) of the Municipal Systems Act (Act 32 of 2000), the Municipal Planning & Performance Management Regulations (R796/2001) and the Spatial Planning and Land Use Management Act, 2013. In addition to giving clear and specific direction with regards to rural development issues, the SDF should provide a sound platform from which to develop and implement an effective Land Use Management System within the Municipality's area of jurisdiction and, accordingly, clear guidelines to inform land use management are key outputs of the project.

*In 2016 the Emalahleni 2017-2022 IDP was adopted. This document serves to review and update the 2012 -2017 Emalahleni SDF Review Document and incorporate the development priorities of the latest 2017-2022 Emalahleni IDP.*

**Demarcation Boundary:** *A new demarcation boundary for Emalahleni Local Municipality was promulgated in 2016, in terms of the Local Government Municipal Demarcations Act 27 of 1998 as amended by the Local Government Laws Amendment Act 51 of 2002. The new boundary adjustments have been applied in the spatial plans presented in this document.*

*The Geographic Area of the new Municipal Boundary has increased marginally (Refer to Plan 1.1) and as the 2011 Census, remains the official data base for analysis, the new boundary reflects little change to the analysis in this report.*

*The following changes have been made to the 2012 -2017 Emalahleni SDF Review document.*

- *Changes required to reflect new development priorities, as determined in the revised Integrated Development Plan (2017-2022);*
- *Updating of plans to reflect the changes in ward boundaries and included updated data.*

In accordance with the SDF planning process, the overall spatial distribution of current and vision, goals and objectives of the Emalahleni SDF.

Upon review and consultation with the RDC forums, the final SDF document is set out as follows:

- An interpretation in spatial terms of the development programmes as set out in the IDP.
- Conclusions as to the main rural development issues that becomes a useful tool in assisting rural development players in development facilities provided by the natural and built environment sustainably to meet the development needs of the area.
- An overview and an interpretation of the features and characteristics of the Emalahleni Municipal area, including:
  - A consideration of the Environmental and Social Impacts of the Emalahleni community.
  - A discussion on the demographic and socio-economic of the Emalahleni community.
  - An understanding of settlement patterns of land owners and tenants in the rural areas.
  - Spatial information on infrastructure and the impact of the infrastructure on the rural areas.
  - A brief discussion of environmental and social considerations raised by the rural development programmes.
  - Analysis leading to the identification of key rural development Planning Informants: Characteristics of the rural areas that will lead to strategic development in Emalahleni.

- The proposed Spatial Structuring Elements comprising the proposed Development Pattern and related Policies/preferred Spatial Development Outcomes.
- Basic strategies to implement the proposals of the SDF as well as to outline any specific projects and/or programmes that are seen as important to advance spatial planning, land use management and land development processes in Emalahleni. This includes Land Use Management Guidelines that are intended to guide the activities of the Emalahleni Municipality in managing spatial development as well as relevant roles and responsibilities of the Municipality.

## 1.2 STUDY AREA

This report will address the spatial dimensions of development across the entire Emalahleni municipal area.

*Demarcation Boundary: The new demarcation boundary for Emalahleni Local Municipality was promulgated in 2016, in terms of the Local Government Municipal Demarcations Act 27 of 1998 as amended by the Local Government Laws Amendment Act 51 of 2002. The new boundary adjustments have been applied in the spatial plans presented in this document.*

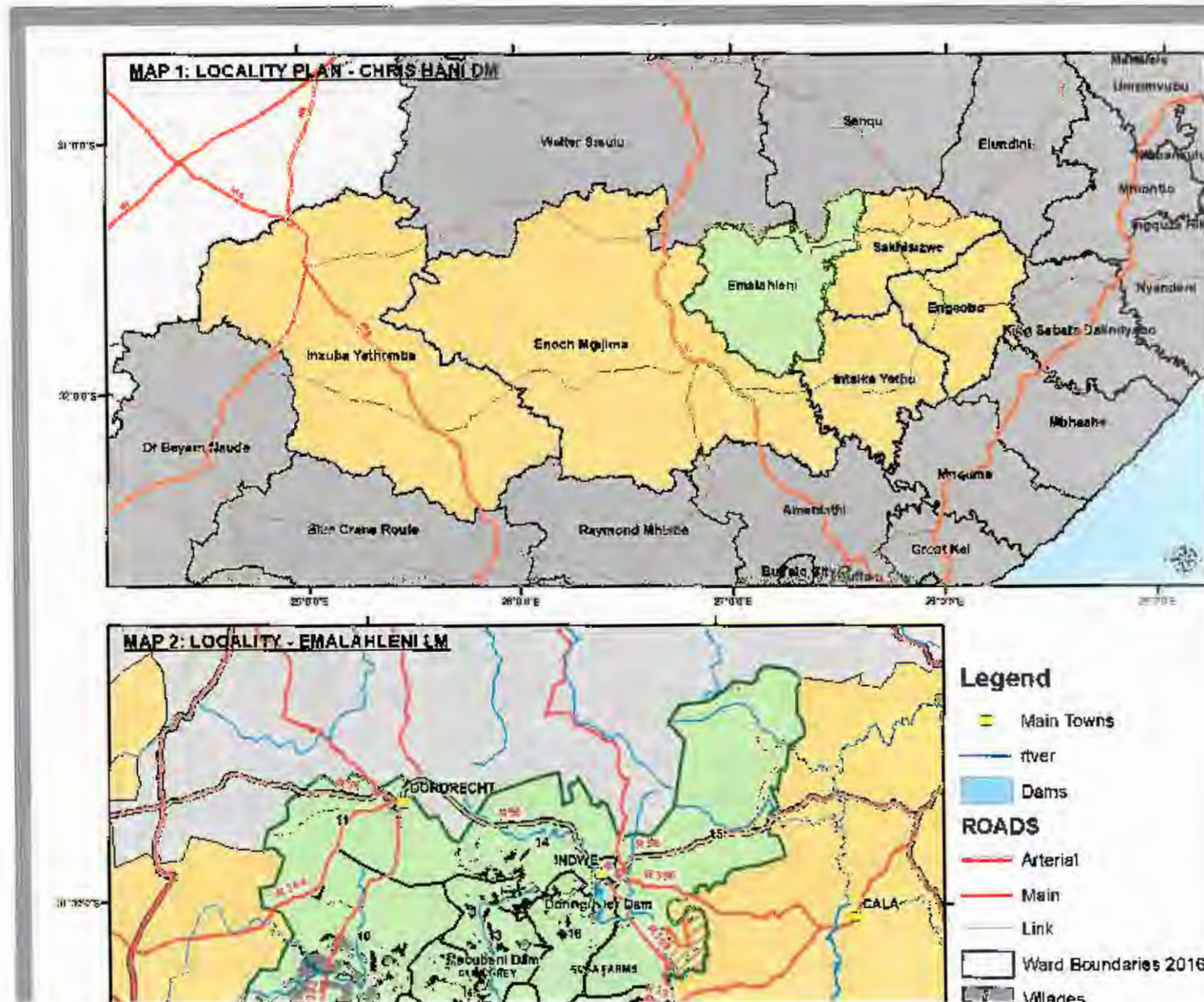
*The Geographic Area of the new Municipal Boundary has increased marginally from 3,440 km<sup>2</sup> to 3,484 km<sup>2</sup> in extent and is comprised of 17 wards, which form the geographic basis for political representation in the Emalahleni Municipal Council.*

The Municipal area, located in the Chris Hani District has three urban settlements, the small towns of Cacadu Town (formerly known as Lady Frere and is the administrative seat of Emalahleni Municipality), Dordrecht and Indwe, but is largely rural in nature, having the majority of its population reside in some 238 rural settlements.

Refer to Plan No. 1.1/... overleaf.



Plan 1.1: Locality Plan



**LOCALITY PLAN**

Emalahleni Local Municipality is part of the Chris Hani District Municipality. It has three main centres, ca 238 rural villages. The municipal area spans neighbouring municipalities.

- Sakhisizwe LM (Chris Hani DM)
- Intsika Yethu LM (Chris Hani DM)
- Enoch Mgijima LM (Chris Hani DM)
- Walter Sisulu LM (Ukhahlamba-Phesantekanyo DM)
- Senqu LM (Ukhahlamba-Phesantekanyo DM)

## 2 POLICY CONTEXT & VISION DIRECTIVES

This section provides a summary overview of key policy directives from the relevant strategic policy and legislative frameworks which currently constitutes the national, provincial and local planning agenda (Make use of Part 1.2 - 1.3). A short vision statement based on a synthesis of the key policy directives and the project objectives.

### National Policy Objectives

- NDP 2030
- SPLUMA (Mandate and Principles)

### Provincial Policy Objectives

- Provincial Mandate
- Provincial SDF

### Local Policy Objectives (District/Municipal)

### Draft Vision Statement

## 2.1 THE MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

### The Spatial Development Framework forms part of the Integrated Development Plans

- As is contemplated in Section 26 (e) of the Municipal Systems Act, the Spatial Development Framework forms part of the Municipality's Integrated Development Plan (IDP). It is also important to note the following additional purposes of the SDF:
- It should be a key element in the integration of development processes across sectors.
- It has a longer time horizon than an IDP and should therefore provide the consistent long-term spatial context for the IDP.
- It needs to set the spatial strategy for development in the Municipality

## 2.2. STATUTORY STATUS OF THE SPATIAL DEVELOPMENT FRAMEWORK

## 2.3 NATIONAL POLICY CONTEXT: THE (NDP)

The National Development Plan 2030 (NDP) sets out exercising its mandate, with the stated overall aim of sets out its basic objectives and proposed actions in development challenges, from developing the economy achieving nation building and social cohesion.



Figure 2.1: Key Spatial Directive Chapters of 1

From a spatial development perspective, Chapter 8 c the national space economy. Targets set out in this c

- more people living closer to their places of work



## 2.4 PROVINCIAL POLICY CONTEXT

The PROVINCIAL MANDATE in terms of Section 5(2) of SPLUMA, Provincial planning is defined as being:

- The compilation, approval and review of a provincial spatial development framework;
- monitoring compliance by municipalities with this Act and provincial legislation in relation to the preparation, approval, review and implementation of land use management systems;
- the planning by a province for the efficient and sustainable execution of its legislative and executive powers insofar as they relate to the development of land and the change of land use; and
- the making and review of policies and laws necessary to implement provincial planning.

## 2.5 EASTERN CAPE PROVINCIAL SDF (PSDF)

The Provincial Spatial Development Plan 2010 was intended to provide an indicative planning tool for all spheres of Government, whereby the Provincial Growth and Development Plan, Municipal IDPs and the National Spatial Development Perspectives, inform the identification of development potential and priorities in Government infrastructure investment and development spending within their respective areas of focus. The PSDP was conceptualised in the context of the Provincial Growth and Development Plan (PGDP) vision of a "poverty free Eastern Cape". Understanding that such a vision would be founded upon a concept of a "modern, ecologically sustainable economy based in agriculture, tourism and industry", the spatial perspective would comprise a spatial development framework of managed urban and rural human settlements clustered in settlement regions and corridors, alongside productive precincts, managed ecological natural resource areas; connected to a network of strategic transportation corridors open to the global, national and provincial economy.

In order to achieve the development philosophy and spatial development objectives and strategies of the PSDP, it proposed that all municipalities prepare spatial development frameworks (SDFs) on the basis of spatial guidelines, involving clear alignment between spatial plans prepared by all spheres of government, alignment of spatial plans and multi-sectoral planning.

The spatial planning management tools to achieve set development outcomes include:

- 'Node' – Proposed that the term node be less prominent and less significant in SDFs with the emphasis rather being placed on identifying mixed use areas within 'human settlements'.
- 'Urban edge' – With the province being predominantly rural in nature, it proposed that it be applied as a 'settlement edge'. More compact settlements and urban areas can be achieved with the maintenance of a

- The spatial presentation of the application of overall Future Spatial Development Concept for 2.1 and Figure 2.3 respectively.

Figure 2.2: Spatial presentation of the application of





Figure 2.3: Emalahleni Spatial Development Concept Plan



## 3 THE REGIONAL CONTEXT

### 3.1 OVERVIEW

Chris Hani District Municipality is situated in the northern region of the Eastern Cape Province and covers a surface area of 36,756 Km<sup>2</sup>. It is estimated that the total population of the district in 2015 would reach 813 473 people, comprised of some 216 600 households. Only 35.2% of the district population live in areas classified as urban, while 63.8% live in predominantly rural areas.

The Chris Hani District may be defined as a largely land or primary production-based area, where the most important elements of the district economy are derived from state investment and from the consumption and production patterns of the resident population itself (CHDM SDF 2015).

From a spatial development perspective, it is clear that the dominant area for economic activity in the district is the Enoch Mgijima Municipal area, where Komani (former Queenstown) has the main concentration of activity in the commercial, manufacturing, and services sectors.

It is clear, too, that the small towns in the district remain important as service centres where the local populace can access retail goods and other services.

**Land Tenure and Ownership:** The Chris Hani District Municipality comprises parts of the former Transkei and Ciskei homelands and CPA areas. The most common form of tenure in the former Transkei areas is the communal land tenure system. Ownership of land in the urban areas and former CPA areas is held by Free-hold Title Deeds. A considerable amount of land in the area of the former Transkei is still state-owned. This situation results in difficulty in obtaining land for developmental purposes. There have been calls by the communities for formal land tenure rights to gain tenure security.

It is envisaged that the Communal Land Rights Act (Act No. 11 of 2004) also known as CLARA will inform proposals for short term actions even though the Municipality will not be able to rely on its provisions until the Act comes into effect (Emalahleni Housing Sector Plan).

The following economic sectors are the main contributors to the Chris Hani District, and are ranked as follows: -

- Mining & Electricity- Low market share and slow-growing
- Services, Agriculture, Trade and Construction- High market share and fast-growing
- Manufacturing, Finance and Transport sector- Low market share and fast-growing:

The Emalahleni Local Municipality (Category B municipality), is situated in the north-eastern part of the Chris Hani District Municipality in the Eastern Cape. It is one of six municipalities in the district. Emalahleni is

### 3.2 CHRIS HANI SDF AND REGIONAL ECON

Enoch Mgijima Municipality (Komani/Queenstown) and the total Gross Domestic Product (GDP) of the district (Queenstown) remains the main concentration of activ

The small towns in the district remain important as service centres where the local populace can access retail goods and other services.

The CHDM Spatial Development Framework focuses on centres within the CHDM area and their relationship with the CHDM adopting the Small-Town Development Approach alignment of economic activities to ensure value chain the redesigning of the town layout with the aim of fully realised. The Chris Hani Regional Economic Development prioritise Small Towns along the economic corridors, chain of the differentiated sector and implement small The CHDM's view, aligned with the NDP 2030, is to shift the balance of spending towards programmes that and the communities they live in. The CHDM's IDP accordingly has formulated a Draft Vision and Mission

**Vision:** "Leaders in sustainable economic growth and

**Mission:** "To coordinate governance and quality services

**Values:** C=Commitment, H=Humanity, R=Respect

H=Honesty, A=Accountability, N

#### Broad Strategic Objectives

To realize the vision, CHDM has developed 5 Broad Performance Areas (KPA's), as follows:

1. To establish and maintain a skilled labour force for the delivery of services to Communities.
2. To ensure provision of Municipal Health, well-structured, efficient and integrated ma



Agro-Processing and Forestry Sector; (ii) The Manufacturing, Construction and Mining Sector; (iii) Tourism & Hospitality Sector; and (iv) The Services, Retail and Logistics Sector.

The REDS process has emphasised, however, that the sector that is perceived to present the greatest opportunity to build value, create job opportunities and improve economic development in the district is the broadly defined agricultural and forestry sector with its related value-adding activities.

#### **District Scale Development Corridors (Refer to Plan 3.1 /Overleaf)**

In line with the CHDM REDS and Special Economic Zones (SEZ) key strategies for economic development, four major corridors have been identified in Chris Hani DM. These corridors connect areas of economic development potential with the key urban settlement centres identified in the District Settlement Hierarchy. They also, for the main part, overlap with the district's main Tourism Routes.

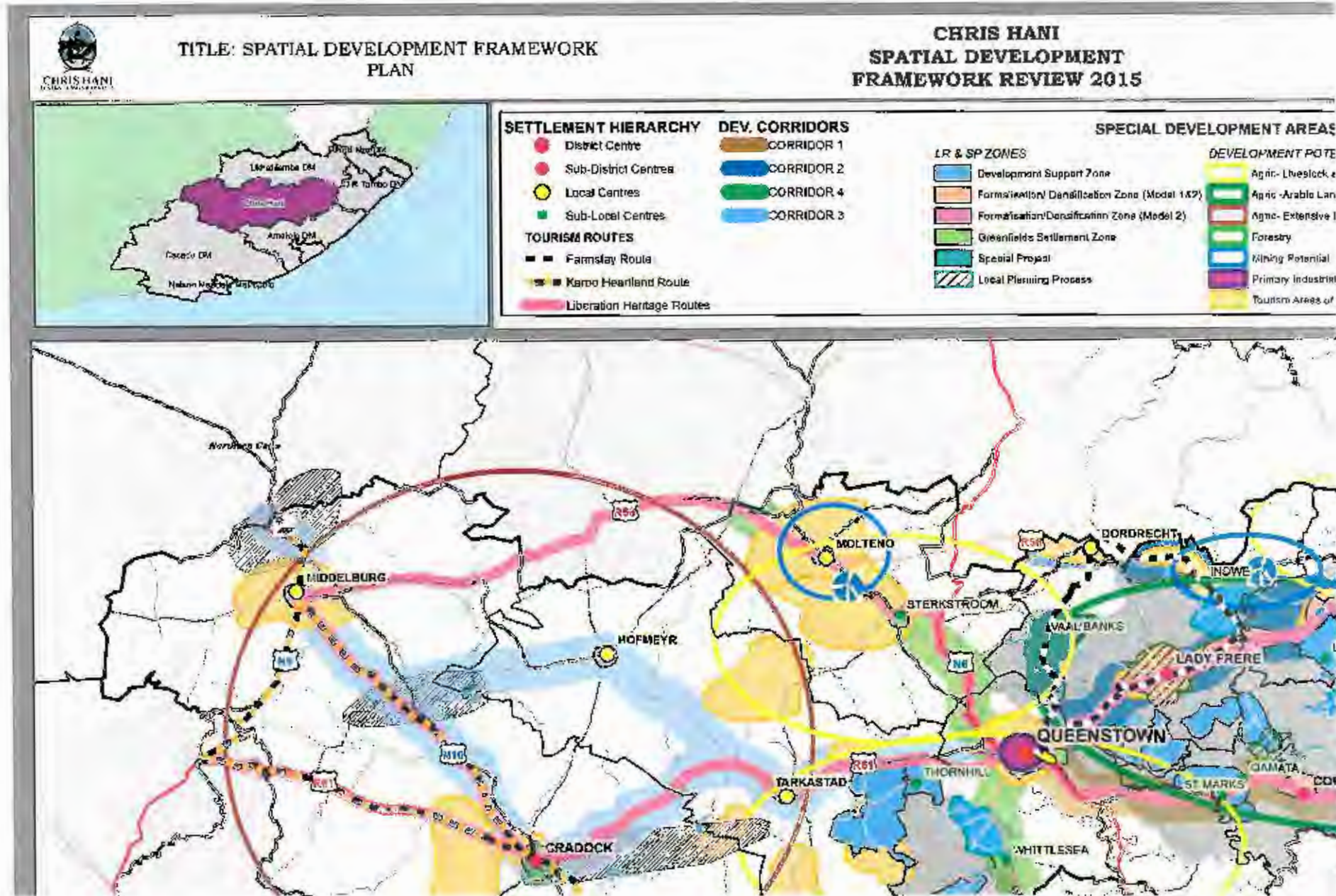
The REDS has provided the strategic basis for an Agro-Industrial approach to development in the district, which has also taken form in the conceptualisation of a district Special Economic Zone (SEZ). • The Chris Hani SEZ proposed to have its Hub at the Queendustria industrial complex in Komani (former Queenstown).

- *CORRIDOR 1: The R61 from Queenstown through Cofimvaba, Ngcobo to Mthatha*  
*Forestry and agriculture were identified as the two sectors with most economic development potential along this corridor.*
- *CORRIDOR 2 The R56 from Queenstown through Cacadu Town and Cala to Elliot*  
*Coal mining and clay-brick making were identified as the two sectors/activities with most economic development potential.*
- *CORRIDOR 3: The N10 from Middelburg through Cradock to Aliwal North*  
*Wool production and wool processing; and chip-board manufacturing were identified as the two activities with most economic development potential*
- *CORRIDOR 4: The N6 from East London through Queenstown to Aliwal North*  
*The Queendustria SEZ at Queenstown and the Coal belt were identified as two areas with most economic potential in relation to this corridor*

REDS specifically link the identification of the above corridors with targeted development and regeneration of the towns (main nodes and smaller urban settlements) linked by these routes.

In this regard, *Komani, (Queenstown)* is recognized as the *District Level Administrative Centre*. *Emuluhleni* is recognised as a *sub-district centre* and a municipal level administrative centre, providing municipal scale services for commercial and social goods and services. *Emalahleni* functions as a residential development area for middle/low income housing and is recognised for value adding agro-industrial processes and event-related

Plan 3.1: Chris Hani Spatial Development Framework Plan, 2015





## 4 THE EMALAHLENI IDP

The Emalahleni Municipality's Integrated Development Plan 2017 – 2022 forms the basis for the following sections of this report.

### 4.1 EMALAHLENI MUNICIPALITY'S VISION, MISSION AND VALUES

The IDP Guide Pack describes the purpose of formulating an agreed-upon long-term VISION for a Municipality as "the starting point of the [IDP] decision-making process".

Typically, long-term VISIONs are broad statements describing what stakeholders would like to see the Municipality becoming or achieving over time.

In Emalahleni, the long-term VISION in the IDP is set out as:-

*"A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community."*

The Municipality's Mission Statement is given as:-

*"Emalahleni Municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future"*

The Municipality further sets out its Core Values as follows:-

- Responsiveness: we will put in place systems to promptly respond to the needs, complaints and enquiries of our communities.
- Cultural Diversity: we will promote and enhance all cultures in our municipality.
- Commitment: we commit ourselves to clean governance and accountability.
- Dignity: we will treat every client with dignity, respect and disciplined manner.
- Honesty: we will discharge our mandate with honesty.
- Innovation: to encourage alternative and innovative systems to discharge service delivery.
- Adhered practice to Batho Pele Principles.

- Improve financial viability of the municipality
- To promote, facilitate and improve sustain programmes by June 2022

4.3 OBJECTIVES & STRATEGIES IN THE EM Emalahleni IDP has indicated that the Municipality's to its development priorities will be ordered within the

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

The focus is on interpreting the relevant Objectives in response to the KPAs – specifically those with a dire

Key Performance Areas (KPAs)	ORGANISATIONAL STRATEGIC OBJECTIVE (SO)	PRIORIT
Infrastructure services	To provide, improve and maintain infrastructure and basic services to local communities and or households by June 2022.	Community Programs
		Environment Manager Waste Remi
		Disaster Ma within ELM
		Provision of Energy Sour
		Human Sett Building Cor



	To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programs by June 2022.	Job Creation and Employment Creation	To improve economic development within ELM
		SMME Support	To encourage the formation and support the development of SMMEs within ELM
		Tourism Development	To implement the Local Economic Development Plan with a particular emphasis on key aspects of tourism development in ELM
		Agricultural Development	To promote and support agricultural development
		Facilitation of Economic Development Driving Infrastructure	To facilitate and urge for the establishment of necessary LED infrastructure in ELM
Financial Viability	To maintain and improve financial viability of the municipality	Audits & Achievement of a Clean Administration	To achieve a clean administration
		Revenue Management and Enhancement%	To increase the amount of revenue collected annually (year on year)
		Expenditure Management	To improve expenditure patterns and processes
		Budget Planning and Financial Reporting	To improve compliance and adherence to MFMA legislation
		Project Management	To improve the state of project management of capital projects
		Supply Chain Issues	To implement proper supply chain protocols in compliance with the MFMA legislation

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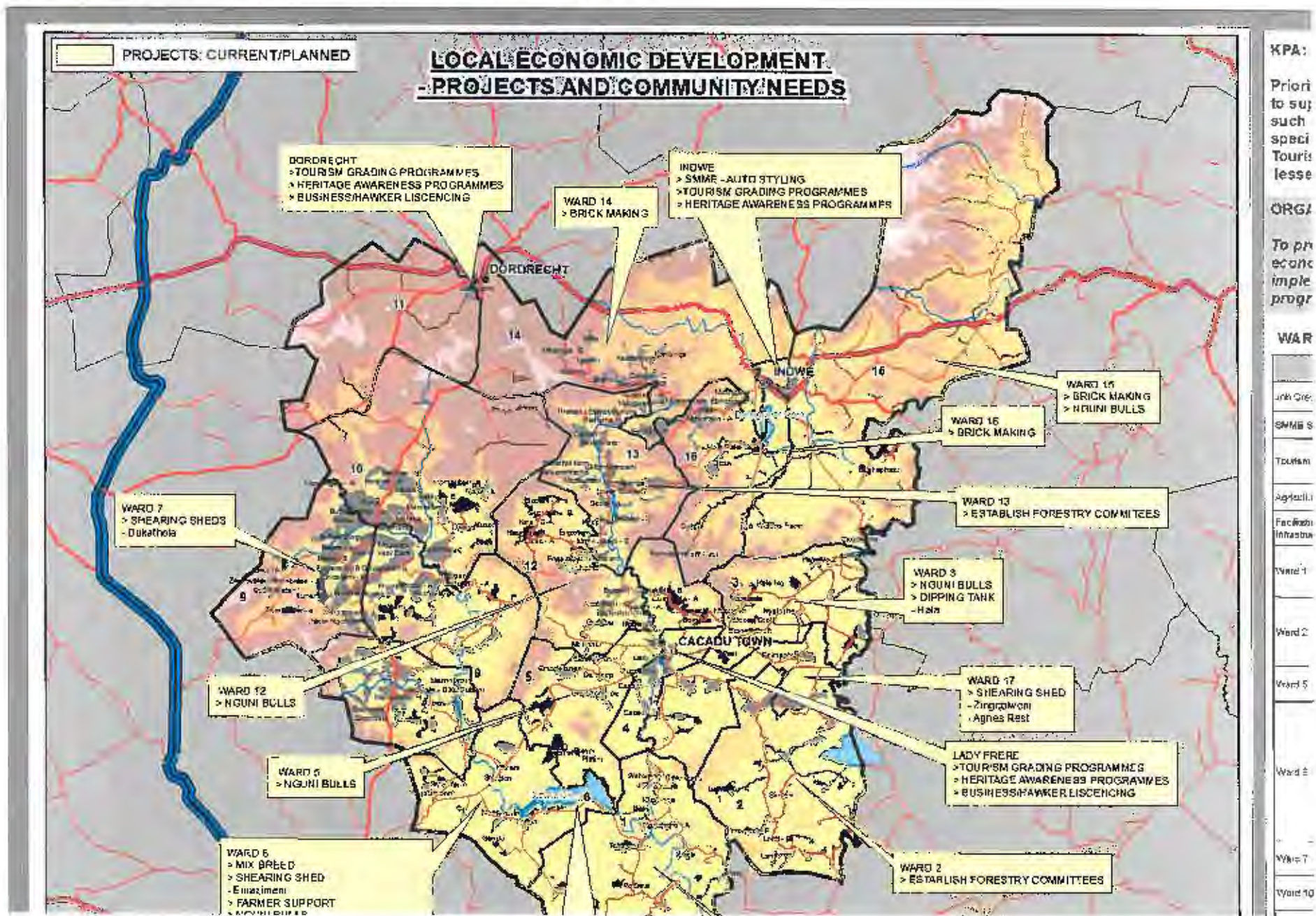
Good Governance and Public Participation	To ensure development and implementation of improved systems of communication, public participation and good governance in line with applicable laws and regulations by June 2022	Communication	To ensure fully functional systems of internal and external communication.
		Public Participation	To improve the participation of communities and stakeholders in the affairs of the municipality by developing and implementation mechanism and systems for community participation.
		Special Programs including HIV / AIDS	To streamline and mainstream all special programs including HIV / AIDS
		Municipal Governance	To improve internal controls for clean administration purposes by continuous implementation of all policies and regulations of the municipality
		Municipal Governance	To ensure there is an effective of municipal governance in line with applicable legislation
		Integrated Development Planning	To ensure a developmentally oriented planning institution in line with the requirements of local government laws and regulations.
		Performance Management System	To ensure there is a performance driven institutional culture in Emalahleni
		Inter- Governmental Relations (IGR)	To maximize public participation of all external and internal stakeholders of ELM
		Risk Management and Fraud Prevention	To ensure the ELM operates clear of anticipated risks of maladministration, fraud and corruption.
		National and International Networking	To be represented and participate in national and international networks of local government that is of mutual benefits to all parties.
Information and Development	To ensure effective implementation and monitoring of municipal systems to achieve clean administration.	HRD / Skills Development	To develop the skills of the workforce in order to enhance their competencies
		Human Resources Management	To provide appropriate human resources to support all directorates within the municipality
		Information	To provide an integrated system that will

#### 4.4 SPATIAL DISTRIBUTION OF PROJECTS AT IDP

The following plans illustrate the community needs of its KPA's and current and proposed projects as de

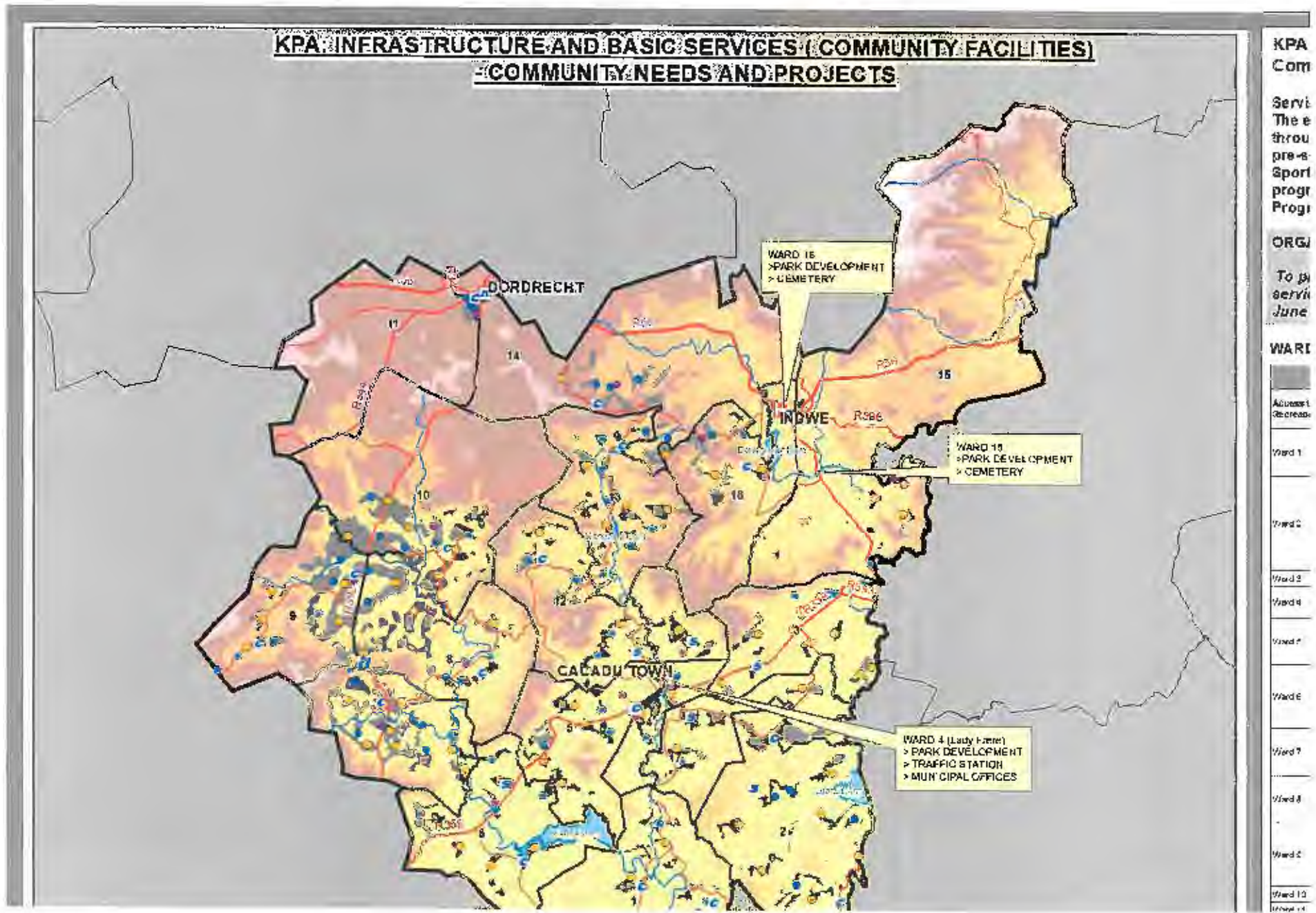


**Plan 4.1: Local Economic Development: Projects and Community Needs**



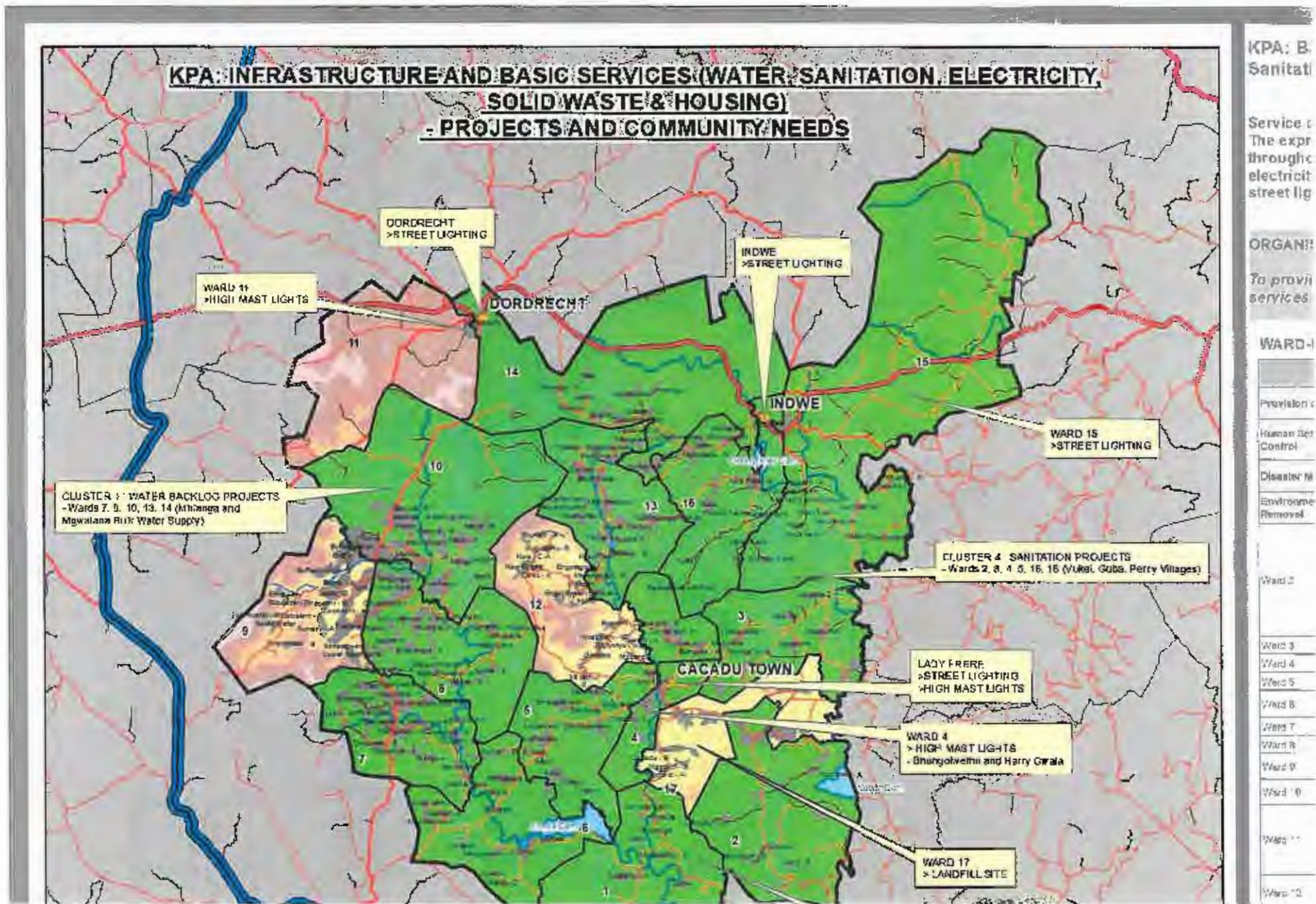


Plan 4.2: Infrastructure and Basic Services (community facilities): Community needs and projects





**Plan 4.3: Infrastructure and Basic Services (water, sanitation, electricity, solid waste and housing): Projects and Community Needs**





Plan 4.4: Infrastructure and Basic Services (roads, bridges and stormwater): Community Needs and Projects





## 5. PHYSICAL CHARACTERISTICS

### 5.1 TOPOGRAPHY AND DRAINAGE

The Emalahleni LM is dominated by the Lowlands with mountainous terrain, which is bisected by Low Mountains in the North West and to the North East by strongly undulating irregular land and high mountains.

Emalahleni Local Municipality drains from the north at an altitude of 1500-2000m above sea-level to the south with an altitude of 1000-1500m above sea-level.

### 5.2 CLIMATE

The northern areas of Dordrecht and Indwe are situated on the high plateau (1500-1800m above sea level) fall within the arid and semi-arid cold high lying land, whilst the rest of Emalahleni Local Municipality is situated on the arid and semi-arid moderate midlands. The temperatures on the high plateau range between 19 - 22°C in summer and 7 - 10°C in winter. The temperatures in the Cacadu Town District ranges between 18-22°C in summer and then drops to between 10-14°C in winter.

### 5.3 RAINFALL AND EVAPORATION

Rainfall distribution in Emalahleni Local Municipality is poor and dry spells are a frequent occurrence. The western section of the Municipality experiences an average of 500mm per annum. This increases to the east.

70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms. Rainfall is probably not the best indicator of moisture available for crop production, as rain evaporates (more in the warmer and windy areas than in cooler areas), deep drainage and runoff.

Evaporation in the Emalahleni Local Municipality is much higher than the average annual rainfall. The evaporation on the northern high plateau is 2000 mm per annum, whereas it is approximately 1700 mm per annum in the Cacadu Town district. This phenomenon complicates crop production as it requires moisture conservation for dryland cropping and sophisticated irrigation management.

Plan 5.1: Topography and Rainfall

MAP 1: TOPOGRAPHY



MAP 2: RAINFALL



## 5.4 SOILS AND EROSION

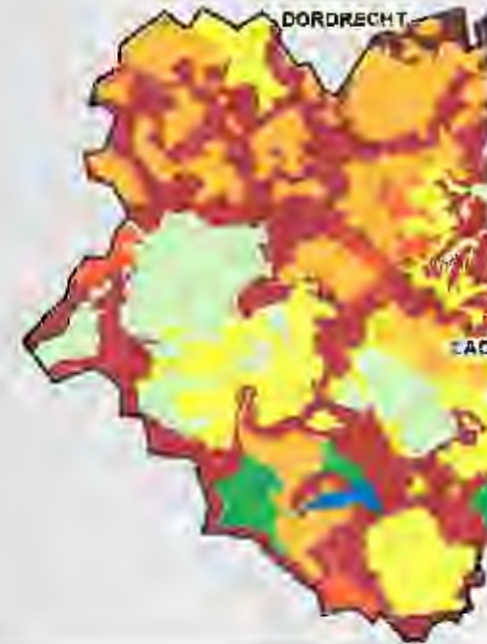
The Emalahleni municipality is dominated by highly erodible claypan soils in the central and southern basins. The latter are surrounded by low mountains covered by thin soils which are erodible except where dolerite rock dominates. The soils of the northern parts are somewhat less erodible due to a higher frequency of sandstone compared to mudstone in the geology. The rainfall is such in this municipality that dryland arable agriculture can take place on the better soils (mostly "apedal" loams or sandy loams). These are relatively deep, favourably structured and porous soils with favourable water characteristics. The largest occurrence is below Indwe town.

## 5.5 GEOLOGY

The Geology of Emalahleni Local Municipality consists mainly of Beaufort sediments intruded by dolerite. These comprise shale, mudstone and sandstone. Commercial geology consists of coal and clay deposits near Indwe and decorative stone (slate) at Machubeni. The 2017 – 2022 IDP cites that the coal reserve spans more than 10 000 hectares in the north-eastern part of the Municipal area (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A), with an anticipated lifespan of more than 30 years. This is, however speculative. The occurrence and extent of other minerals is not known.

Plan 5.2: Soils and Geology

MAP 1: SOILS/ ERODIBILITY



MAP 2: GEOLOGY





## 5.6 VEGETATION

Vegetation types represent an integration of the climate, soil and biological factors in a region, and as such, are a useful basis for land-use and conservation planning. There are nine vegetation types found in the Emalahleni LM. The distribution of these vegetation types is illustrated in the map 1. Tsomo Grassland covers 49% of the Municipality. This vegetation type is classified as vulnerable.

## 5.7 LAND CAPABILITY

Land Capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with the different land use classes. It is therefore a more general term and conservation oriented than land suitability. The table below gives an indication of the suitable land uses for the various Land Capability Classes (LCC)

Table 5.1: Land Capability

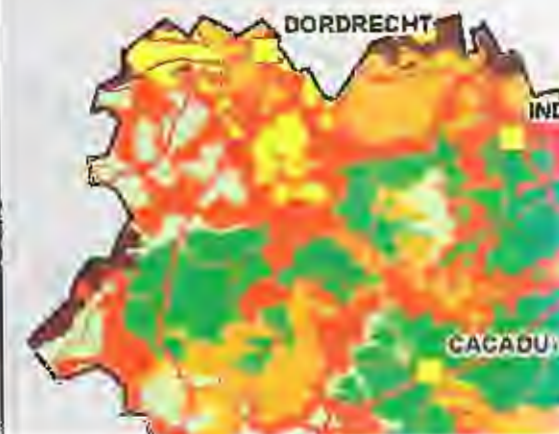
Land Capability		Intensity of use for rain-fed agriculture									
Orders	Classes	Wildlife	Grazing & Forestry				Crop Production				
			Forestry	Veld	Veld Reinforcement	Pastures	Limited	Moderate	Intensive	Very Intensive	
Arable	A	I	x	x	x	x	x	x	x	x	x
		II	x	x	x	x	x	x	x		
	B	III	x	x	x	x	x	x			
		IV	x	x	x	x	x				
Non arable	C	V	x	x	x	x	x				
		VI	x	x	x	x					
	D	VII	x	x	x						
		VIII	x								

There is no area of high potential arable land (class I) in Emalahleni LM. 34 % of the Municipal Area is classified as Arable (LCC 1-4). The distribution of this arable land is illustrated in Map 2.

Plan 5.3: Vegetation and Land Capability



MAP 2: LAND CAPABILITY



## 5.8 ENVIRONMENTAL INFORMANTS

### 5.8.1 Environmental Challenges

The following environmental challenges are evident in the study area.

1. There are a number of sensitive environments such as Dams and Wetlands, which require protection and management
2. There are a number of heritage sites which require protection and management
3. Land Degradation and soil erosion is a big problem in Bimalahlem Local Municipality. 64 865 hectares of land are classified as degraded. This accounts for approximately 19% of the Municipal Area.
4. Climate change showing measured increases in average global temperatures with potential causal effects of heatwaves and prolonged periods of drought.

### 5.8.2 Environmentally Sensitive Areas

The following are high-risk (environmentally sensitive) areas where development is discouraged.

- Topography: Slopes with a gradient greater than 1:5. This is due to the ecological impacts which may result e.g. soil erosion, slope failure etc.
- Rivers/ Water Source: Development within the 1:100-year flood line or within 100m of the high flood level. Development within 50m of riverbank; with 100m being the preferred distance.
- Vegetation: Afromontane Forest, Specific Grassland areas, Areas containing Plants and Vegetation of Conservation Importance
- Wetland Areas
- Heritage Sites: Rock Art Sites
- Other Areas: The habitat of endangers animals and birds e.g. the Wattle Crane
- Municipal Public Open Space.

Plan 5.4: Environmental Informants





**5.9 EASTERN CAPE BIODIVERSITY CONSERVATION PLAN (ECBCP)**

The ECBCP land use guidelines are based on ten principles, described below:

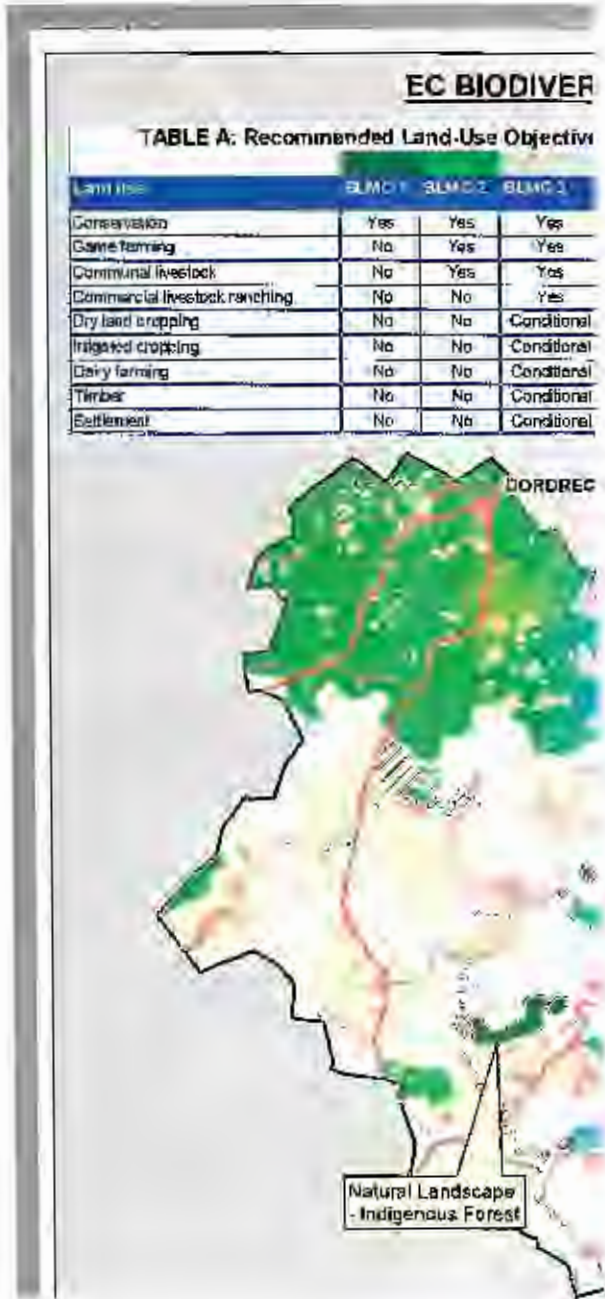
1. Avoid land use that results in vegetation loss in critical biodiversity areas.
2. Maintain large intact natural patches – try to minimize habitat fragmentation in critical biodiversity areas.
3. Maintain landscape connections (ecological corridors) that connect critical biodiversity areas.
4. Maintain ecological processes at all scales, and avoid or compensate for any effects of land uses on ecological processes.
5. Plan for long-term change and unexpected events, in particular those predicted for global climate change.
6. Plan for cumulative impacts and knock-on effects.
7. Minimize the introduction and spread of non-native species.
8. Minimize land use types that reduce ecological resilience (ability to adapt to change), particularly at the level of water catchments.
9. Implement land use and land management practices that are compatible with the natural potential of the area.

Balance opportunity for human and economic development with the requirements for biodiversity persistence.

To facilitate the use of the ECBCP information, a land management objectives-based approach has been adopted. This approach rests on the concept of Biodiversity Land Management Classes (BLMCs). Each BLMC sets out the desired ecological state that an area should be kept in to ensure biodiversity persistence.

Table A on the EC Biodiversity Plan sets out the Terrestrial BLMCs and the recommended land use objective for each class. The BLMCs can be used to "red flag" areas where land-use changes that may require environmental authorization (e.g. an EIA).

*EC Aquatic Conservation: CBA 1 and CBA2: Formally protected water sources include a number of large water catchments, including the dams, Xonxa, Lubisi, Machubeni and Doringriver Dam*





## 5.10 LAND COVER

The land cover pattern is largely determined by topographical and climatic factors. However past political engineering, current tenure arrangements and population densities have impacted on the type of land cover. The Land Cover map illustrates 50% of the Municipal land cover is unimproved grassland.

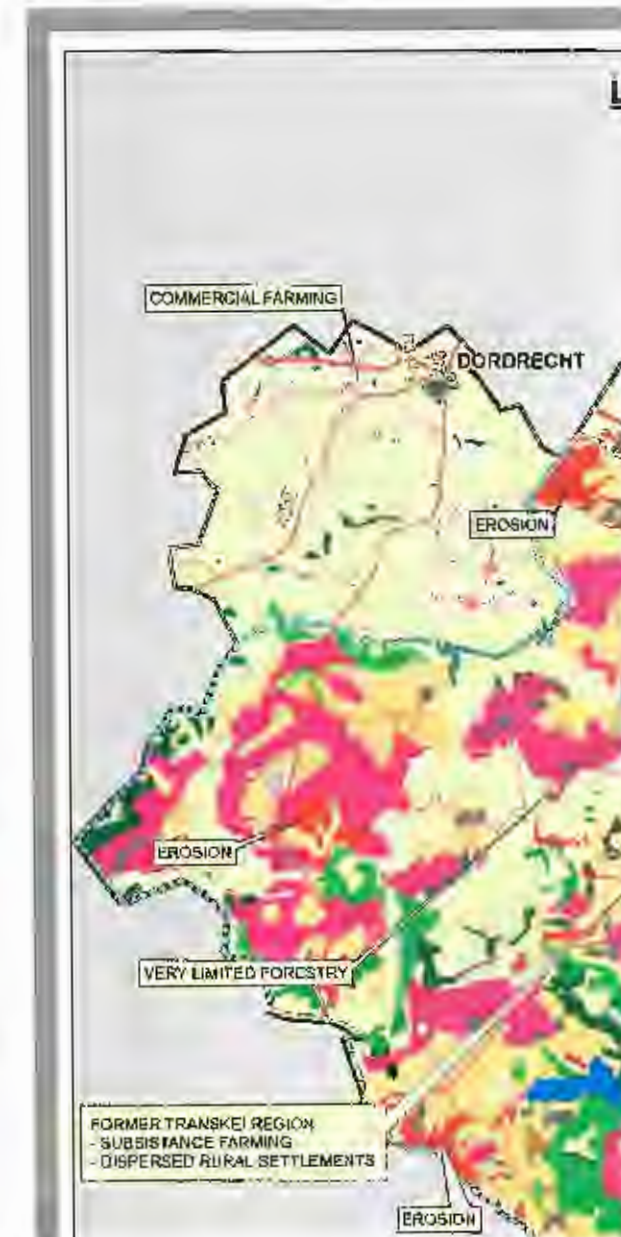
Table 5.2: Breakdown of land cover classifications for the Municipality.

Land Cover	Area (HA)	% of LM
Barren rock	280.47	0.1
Cultivated: Commercial dryland	8549.52	2.5
Cultivated: Commercial irrigated	3048.65	0.9
<b>Cultivated: Semi-commercial/subsistence dryland</b>	<b>44838.90</b>	<b>13.0</b>
Degraded: shrubland and low Fynbos	81.99	0.0
Degraded: thicket & bushland (etc)	1342.91	0.4
<b>Degraded: unimproved grassland</b>	<b>63439.88</b>	<b>18.4</b>
Dongas & sheet erosion scars	6080.19	1.8
Forest	390.68	0.1
Forest plantations	954.25	0.3
Improved grassland	1096.61	0.3
Shrubland and low Fynbos	16924.38	4.9
Thicket & bushland (etc)	10370.01	3.0
<b>Unimproved grassland</b>	<b>175154.16</b>	<b>50.8</b>
Urban / built-up land: residential	9387.65	2.7
Waterbodies	2720.11	0.8

Table 5.2 above indicates that:-

- Two thirds (69 %) of land cover in the municipality is either degraded (18 %), or unimproved grassland (50.8 %).
- Only about 13% is cultivated on a semi-commercial/subsistence basis.
- The urban or built up residential land covers about 3 % of land cover.

Plan 5.6: Land Cover





### 5.10.1 Settlement

The population is rural in nature. Approximately 94% of the population resides on farms and in traditional African settlements on communal land areas and an estimated 6% of the population reside in urban areas.

Emalaheni Municipality consists of one District centre, i.e. Cacadu Town and two minor service centres, i.e. Indwe and Dordrecht. Cacadu Town is situated on the R396, while Dordrecht and Indwe are situated on the R56.

Settlements are clustered in the low-lying areas around the town of Cacadu Town and the western portion of the Municipality. The settlements to the west of Indwe are located far apart due to the topography.

### 5.10.2 Farming

Commercial Farming is occurring around the towns of Dordrecht and Indwe, while there is predominately subsistence farming in the former Transkei region. Subsistence farming contributes to 13% of the land cover compared to the 3.4% of Commercial Farmlands.

### 5.10.3 Environment

There is evidence of high levels of degradation with 18.4% of the land cover degraded unimproved grassland and a further 1.8% dongas and sheet erosion scars. Attention needs to be paid to addressing the cause of the degradation.

There are no National Parks or Reserves in the Municipal Area but there are Heritage Sites of conservation importance.

There are four dams within the Municipal area, the Xonxa and Lubisi Dam are located in the south, the Machubeni Dam in the Centre and the Doring River Dam is close to Indwe. The Dams have excellent potential for irrigation, which could assist the large amounts of land available for agriculture.

### *Physical Characteristics - Implications*

- *The extent of unimproved grasslands suggests particular sheep and cattle.*
- *The area surrounding Lady Erere extending to crop production and cultivation*
- *Degradation of land and loss of potentially arable*
- *Resource base under pressure in rural settlements*
  - *Competition for rural resources (land)*
    - *Residential*
    - *Cultivation Free-range graze*
- *The Dams in the Municipality create opportunit*

## 6 SERVICES INFRASTRUCTURE

### 6.1 WATER AND SANITATION BACKLOGS

Varying sources show discrepancy in data. The Chris Hani IDP, 2017-2022, as per Table 6.1 below, cites that approximately 40 % of households are served with piped water at RDP standards and above, when looking at the varying types of water supply, presented in Table 6.2, a higher figure of 54 % is presented.

Table 6.1: Water and Sanitation Services Backlogs in Emalahleni LM

WATER				SANITATION			
Households		Percentage		Households		Percentage	
Served	Unserved	Served	Unserved	Served	Unserved	Served	Unserved
13 748	20 569	40%	60%	13,108	19,206	41%	59%

Source: Chris Hani IDP 2017 -2022 (reference to GH WSDP 2014 – 2015 and SA Stats survey 2016)

Source: SA Census 2011

Table 6.2: Household access to varying type of water supply

HOUSEHOLD ACCESS TO VARYING TYPES OF WATER SUPPLY		
TYPE OF WATER ACCESS	NO. OF HOUSEHOLDS	%
<b>RDP standard and above</b>		
Piped water inside dwelling	1 730	5
Piped water inside yard	5 080	16
Communal Piped Water less than 200 m from dwelling (at RDP Level)	10 600	33
<b>Below RDP standard</b>		
Communal piped water more than 200 m from dwelling (Below RDP level)	3 330	11
No formal piped water	11 200	35
<b>TOTAL</b>	<b>34 600</b>	<b>100</b>

### 6.2 ERADICATION OF BACKLOGS

Chris Hani District Municipality is implementing a programme to eradicate water and sanitation backlogs in the District. The programme is grouped into a number of clusters as shown below.

Table 6.3: Estimated cost of eradicating water backlogs

MIG CAPITAL PROJECTS FOR 2017/2018 -2019/2020	
Cluster 2 Water Backlog	
CLUSTER / VILLAGES	
<b>Cluster 1: Water backlog (Wards 7,8,10,13,14)</b>	
Mhlanga Water Supply	
Mhlanga and Mgwelana Bulk Water Supply	
<b>Cluster 2: Water Backlog Projects (Wards 1,2,4 and 6)</b>	
Regional Scheme 3: Phase 1A	
Regional Scheme 3: Phase 1B	
Regional Scheme 6 - Xonxa	
Regional Scheme 1: Nkonlonga, Sikhwanqeni Water Supply	
<b>Regional 3 and 4 Sanitation Backlog</b>	
<b>Cluster 4 sanitation (Wards 2,3,4,5,15,16, Vukani Guba Villages)</b>	
<b>Cluster 3 Sanitation (Wards 7,8,9,10,11,12,13,14)</b>	
<b>Dordrecht Water and sanitation services upgrade project</b>	

WATER SERVICES INFRASTRUCTURE GRANT	
Cluster 2 Water Backlog	
CLUSTER / VILLAGES	
<b>Cluster 2: Phase 2: Jiputa/Mankikhi; Emazimeni, Emagq Noluthando/ Emagafaneni; Lukhavana</b>	
<b>Cluster 2 Regional Scheme 1 – 1B: Phase 1</b>	
Gcina; Qumbu; Hala; Mbatheni; Kuliweni; Xhibeni; and Lo Gqabanya Small Farms Interim Water Supply	
Mdeni Interim Water Supply	



Backlog eradication is not the only substantial challenge facing the Chris Hani District Municipality, ongoing refurbishment and maintenance is a priority for sustainable water services delivery

**Service Infrastructure -Implications:**

- The highest backlogs with regard to access to sanitation and water are found in the former Transkei part of the Municipality. A priority area for basic service provision
- The upgrading a road infrastructure is noted as a priority. Good road infrastructure is needed in order to access other services and facilities.

6. Plan 6.1: Access to Water and Sanitation



Main roads - 97.43 km

District roads - 658km

Access/minor roads: - 313km

The entire road network of mainly gravel roads is generally in poor conditions and need upgrading and maintenance. The R56 route that runs through Dordrecht and Indwe towards Elliot in an east-west direction is now a national responsibility. SANRAL is the responsible agent.

#### 6.4 RAILWAY NETWORK

The light density railway line between Sterkstroom - Dordrecht - Indwe - Maclear is currently being utilised at 8% of capacity for transportation of general freight commodities and timber. There are problems with carrying capacity. There are considerations to re-open the railway line from Dordrecht to Indwe / Sterkstroom, for the transportation of coal.

#### 6.5 AIRPORTS/AIRSTRIPS

There is an airstrip located just south of Indwe town (31°29'7.32"S, 27°21'1.81"E) and in Dordrecht (31° 22' 60S 27° 1' 60E)

#### 6.6 PUBLIC TRANSPORT

The public transport system is not well developed in the Municipal area. The public transport service is mainly offered by private taxi owners. Taxi and bus services in Emalahleni Local Municipality are generally not adequate

Plan 6.2: Roads and Railway Networks





## 6.7 ELECTRICAL NETWORKS

Eskom has planning in place to develop their network ultimately to all areas of Emalahleni. According to the recent Emalahleni IDP 2017-2022, the current electricity coverage is 98 % leaving a household connection backlog of 2%.

## 6.8 REFUSE REMOVAL / WASTE MANAGEMENT

Formal waste collection service is generally limited to the urban areas of Cacadu Town and Indwe / Dordrecht. Households in the rural areas improvise by either creating their own dumps in their own yards or by means of illegal dumping sites.

An Integrated Waste Management Plan was developed and adopted by council on the 27<sup>th</sup> October 2016, the DEDEAT on the 16<sup>th</sup> June 2017 and is awaiting approval from the Dept. of Cooperative Governance and Traditional Affairs.

As indicated in the 2017-2022 Emalahleni IDP, Emalahleni Municipality has obtained a permit to construct and operate a Regional Landfill Site in Cacadu Town. This development also entails the construction of a Transfer Station at Indwe, Dordrecht and Cacadu Town, which are at 85 % construction completion. The landfill site at Indwe is deemed too small to be licensed and will be incorporated into the regional system.

- The DEDEAT allocated R1,6 million in the 2014/2015 financial year to ensure compliance of the sites to required Norms and Standards. Fencing of Cacadu Town Landfill site is complete and at the time of the IDP Process, a guard house was being set up for site access control.
- At a municipal level, **Census 2011** statistics indicates the following:

Table 6.4: Access to Municipal Waste Collection Services

Refuse removal per household:	No. of households	%
Unspecified/other	1303	5.3
Removed by local authority, once / Week	2637	10.6
Removed by local authority, less often	165	0.7
Communal Refuse Dump	528	2.1
Own Refuse Dump	20165	81.3

Illegal Dumping sites: Drop-off centres have been constructed in three units to eradicate illegal dumping.

Plan 6.3: Access to Electricity, Road, Railway, Waste site



## 6.9 CEMETERIES

There are approximately 250 cemeteries in Emalahleni. Two formal cemeteries are in operation in Indwe, one in Dordrecht and two in Cacadu Town. Most of the cemeteries are informal in the rural areas. The locations of at least 49 of the rural cemeteries are deemed unsuitable due to either proximity to a watercourse/water source or topography.

A Cemetery layout plan has been developed for Cacadu Town and was to be submitted to Council for adoption at the time of the IDP 2017-2022 process.

The IDP refers to future plans for the substitution of the cemetery register with Cemetery Management Software which will also encompass grave digging for Indwe and Cacadu Town. The construction of parking bays and storm-water channelling had been implemented at the time of the IDP 2017-2022 process.

## 6.10 SOCIAL FACILITIES

### 6.10.1 Health

There are currently 29 medical and primary health care facilities in the Emalahleni municipality.

Table 6.5: Health Facilities in the Municipal area

Name	Type
Bilatye	Clinic
Bolotwa (Cofim)	Clinic
Boomplass	Clinic
Dordrecht Clinic	Clinic
Guba	Clinic
Hlala Uphlile	Clinic
Lanti	Clinic
Maqashu	Clinic
Mhlanga	Clinic
Mkapusi	Clinic
Mt Arthur Clinic	Clinic
Ndonga	Clinic
Nompumelelo	Clinic
Philani Gateway	Clinic
Qoqodala	Clinic
Rodana	Clinic

Dordrecht Hosp	District Hospital
Glen Grey Hosp	District Hospital
Indwe Hosp	District Hospital

Health services in the municipal area are competent. 2017/2022 indicates that the department of Health Emalahleni Municipal area.

- HIV/ Aids monitoring and management. Aids Council is coordinated by established in all wards of the L.M by council in 2015.
- Other programmes include: The Wards 3,6,11 and 17
- The anti-poverty War Room strategy has taken place in Wards 5,6, and
- Local Drugs Action Committee in

### 6.10.2 Safety

There are five police stations and a one prison located in the municipal area.

The police stations are:

1. Dordrecht
2. Ida
3. Indwe
4. Cacadu Town
5. Glen Grey

The 2017-2022 IDP indicates that the municipality with matters relating to traffic control, general control and safety.

A Driving License and Testing Centre has been opened in the municipal area. A facility is earmarked for future development. A one every quarter. Crime prevention awareness campaigns



The figure below gives a picture of the levels of literacy attainment in the local labour market. Levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 23% of population has no schooling at all.

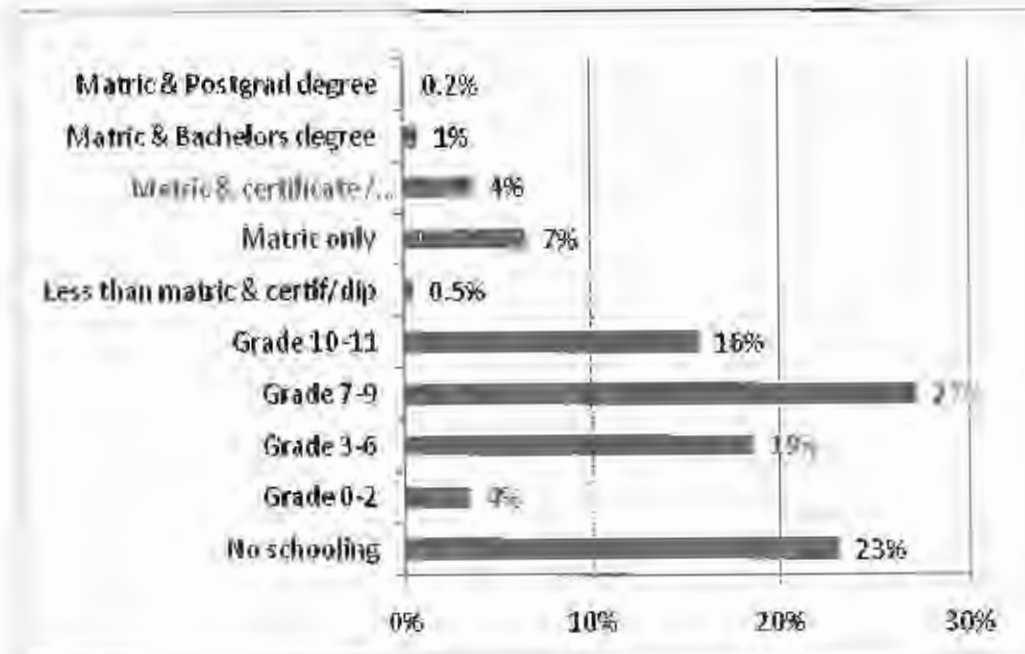


Figure 6.1: Level of Education 6.10.4

#### Early Childhood Development Centres (ECDC)

Emalahleni Local Municipality, together with the Dept. of Social Development and CHDM Municipal Services, provide support to Early Childhood Development Centres, aimed at promoting a healthy and safe environment for children. The 2017-2022 IDP cites that there are 115 ECDC's in the municipal area. Indwe has 18 ECDC's, Dordrecht has 8 ECDC's and Cacadu Town has a total of 89 ECDC's. The ECDC's have been assessed and require varying levels of maintenance repair and upgrading.

A recent study, *Emalahleni LM Socio Economic R* of 125 000 people living in Emalahleni Municipal population growth averaged 0.64% per annum. The 0.46% for the Chris Hani District Municipality, T projected to grow at an average of 0.9 % from 125

## 7.2 RURAL VS URBAN

Emalahleni is a rural municipality with a minority peri-urban areas of Cacadu Town, Indwe, Dordrecht

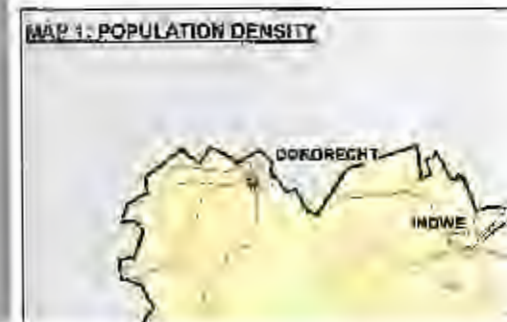
With the majority of households in rural villages, strategies for rural development as a matter of priority

## 7.3 MIGRATION

The Emalahleni SDF 2013-2017 indicates that the Town (Gugulethu) and Indwe Over 30% of the rural years. On the contrary, the rural areas especially rural in-migration. This highlights the current trend of rural actual growth in urban areas might be determined implication of this urbanisation is added pressure on

Plan 6.4: Health, Safety and Education Facilities

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**MAP 1: HEALTH AND SAFETY FACILITIES**



**Legend**

**SAFETY FACILITIES**

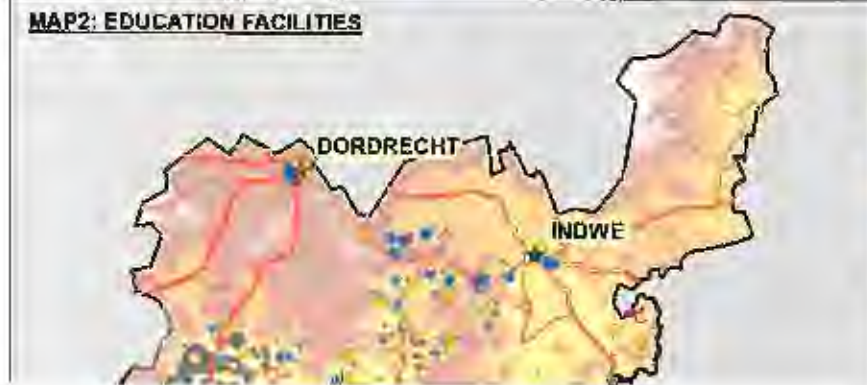
- Police Station

**HEALTH FACILITIES**

**TYPE**

- Clinic
- Community Health Centre
- District Hospital
- Satellite Clinic
- Hospital
- Community Health Centre
- Clinic
- Main Towns
- Villages

**MAP 2: EDUCATION FACILITIES**



**Legend**

- Main Towns
- Villages
- SCHOOLS**
- LEVEL**
- COMBINED SCHOOL (81)
- PRIMARY SCHOOL (68)
- SECONDARY SCHOOL (34)
- EARLY CHILDHOOD DEV. CENTRES**
- DORDRECHT (8 ECDC)
- INDWE (18 ECDC)

**7.5 LEVELS OF EDUCATION**

Education is important to the economic growth in trained workforce and skilled professionals require. According to SA Stats (Census 2011), a significant formal education. Four percent (4%) of those age persons aged 20 years and older has completed the economically active population have little or no ex make to the economic growth and development of

**Figure 7.2: Level of Education (20 years +)**

Level of Education (20 years+)	No. of P
No Schooling	11.8
Some Primary	18.6
Completed Primary	42.2
Some Secondary	18.8
Grade 12/Matric	6.9
Higher	2.3
Other	15.1

Source: IHS Markit Regional Explorer version 1156 (k

**7.6 FUNCTIONAL LITERACY**

Functional Literacy is defined as the number of pe completed at least their primary education (i.e. gra skills that are adequate for an individual to cope w posed in the workplace. Functional literacy enable towards economic growth thereby reducing pove Municipality (63,25 %) were considered functions



A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates. Emalahleni LM has the lowest literacy rate in the Chris Hani District (ECSECC Socio Economic Review, 2017).

*Demographics -Implications:*

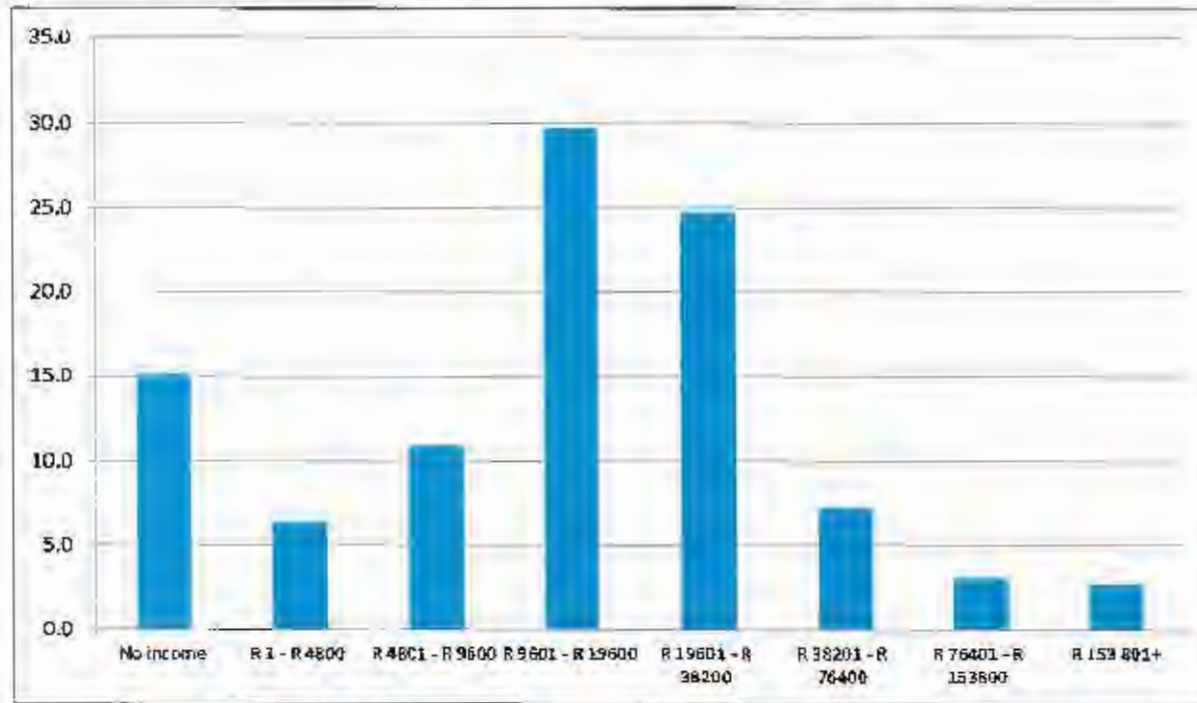
- *Majority of the Emalahleni population reside in rural villages and requires focussed development planning in these areas.*
- *There is however evidence of Urban Migration putting more pressure on the infrastructure and services of the towns*
- *Low education levels of the potentially economically active population limit their meaningful contribution to the economic growth of the area.*
- *The high percentage of youth in the population makeup of the Municipality heightens the need for Early Childhood Development Programmes, youth and skills development and support programmes, etc.*
- *Access to Education programmes, schools and related infrastructure is imperative to increasing literacy levels and competency to meaningfully contribute to the economic growth of the area.*

## 8. SOCIO ECONOMIC PROFILE

### 8.1 HOUSEHOLD INCOME

Annual household income distribution provides a useful indicator for levels of economic development and exposure to poverty. A large number of households in Emalahleni can be deemed as indigent with gross monthly incomes of less than R1500. Figure 1 below illustrates the annual household distribution per income group for 2011. The highest percentage of households (30%) earn between R9601- R19600 per annum (R800 – R1600 per month).

Figure 8.1: Households distribution (%) per income group (2011)- Emalahleni LM



Source: Census 2011 Stats SA

### 8.2 EMPLOYMENT

Plan 8.1: Household Income and Levels of Unemployment



### 8.3 POVERTY

**Definition:** The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

Using this definition, IHS Markit Regional eXplorer version 1156, indicates that in 2016, two thirds of the population of Emalahleni (71 % / 88 300 people) were living in poverty. This is 4.59% lower than the 92 500-people recorded living in poverty in Emalahleni in 2006.

### 8.4 SOCIAL GRANTS

SASSA records indicate that a total of 48 980 grants (Grant in Aid, Old Age grants, Child support, etc), were allocated each month to inhabitants throughout the Emalahleni LM in 2009, which represented every 2.5 persons in the population at the time. Updated figures at a Municipal level were not available at the time of writing. Updated Census figures ((201-2011) are available at Provincial Level.

#### *Socio Economics-Implications:*

- *High unemployment and poverty*
- *High dependency on Social Grants*
- *The nature of poverty in areas in Emalahleni needs to be understood at the community level to ensure appropriate development and prioritisation of funding*
- *High dependency on the informal economy and subsistence living*
- *Emalahleni is an area of social transfers*
- 

Plan 8.2: Distribution of Social Grants (2009)



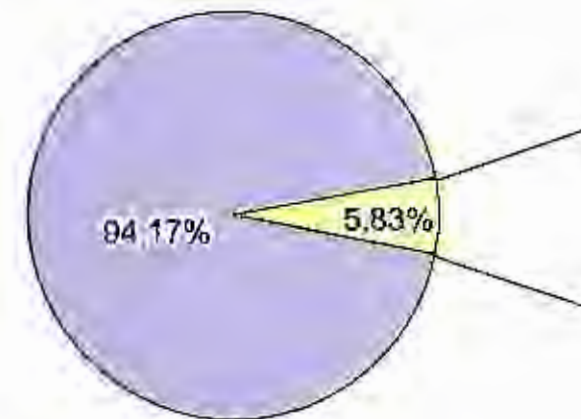
## 9 ECONOMIC PROFILE

### 9.1 EMALAHLENI'S CONTRIBUTION TO T

The strength of a country's economy can be measured by:

- Imports and Exports
- Economic Output
- Contribution to Gross Value Added (Tax)

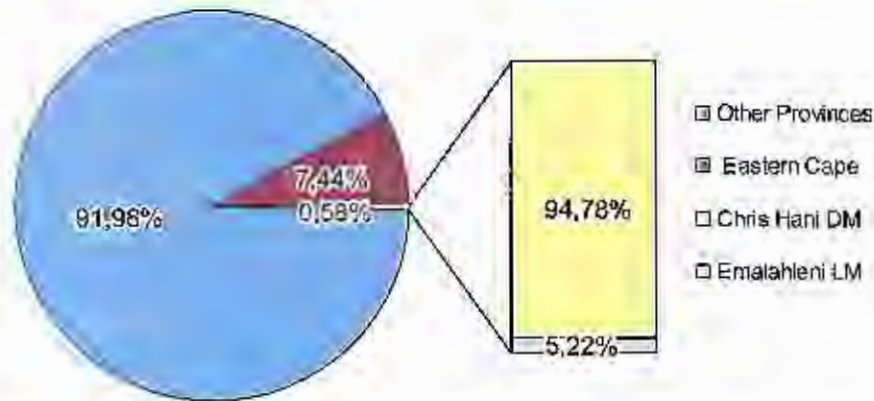
#### 9.1.1 Imports and Exports



The total value of goods imported by South Africa is R42 Billion. 5.83% of those goods, valued at R42 Billion, are imported from the Emalahleni LM. The R130 745 968, which is 8.3 % of the total. South Africa's contribution from Chris Hani as a district was

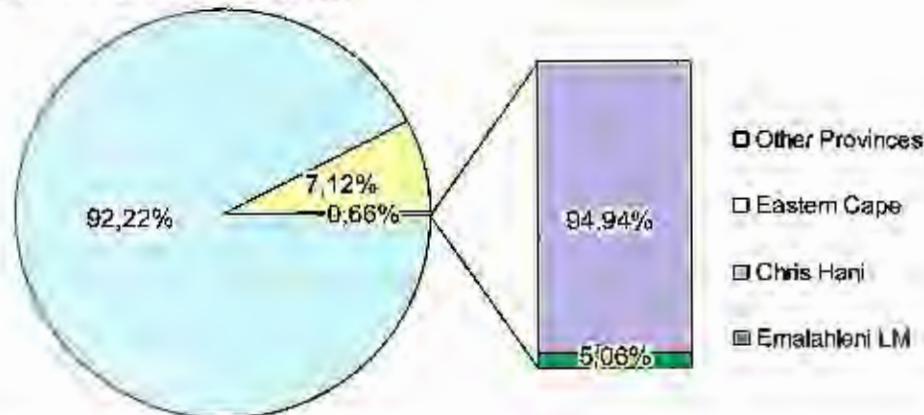


### 9.1.2 Economic Output



The economic output of total production for 2008 was R2,752,117m. The Eastern Cape contributed 8% valued at R220,734m. Emalahleni LM contributed 5,2% to Chris Hani DM, which in turn contributed 0,58% that of the National output.

### 9.1.3 Contribution to VAT



The total for General Value Added Tax for 2008 in South Africa was R1,159,313m. The Eastern Cape contributed 7,78% valued at R90,162m. Emalahleni LM contributed 14,45% to Chris Hani DM, which contributed 6,486m, which is 0,66% that of the National figure.



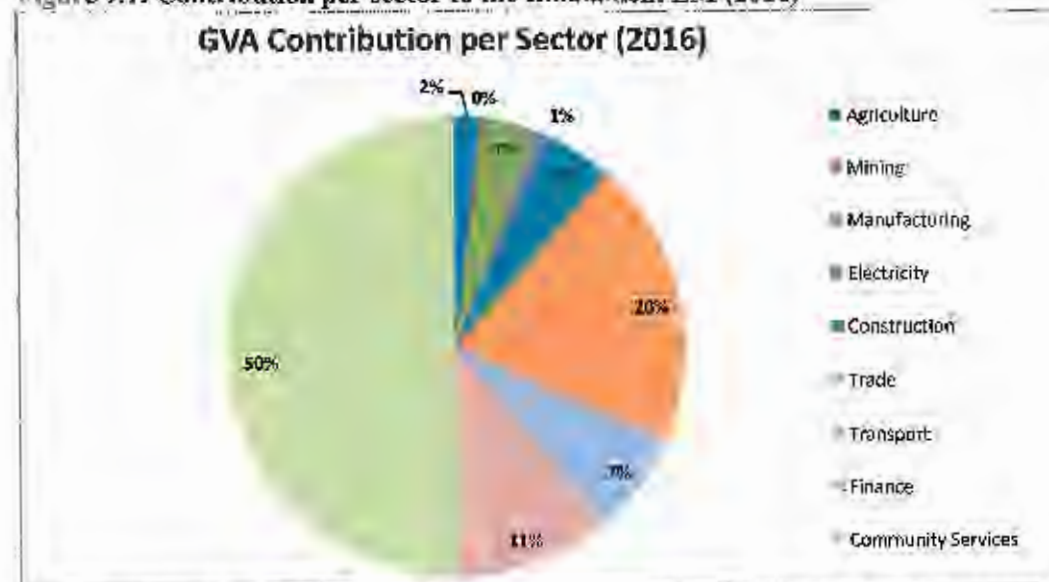
## 9.2 GROSS VALUE ADDED

The 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. The sector contribution of each individual producer, industry or sector to the economy is measured through Gross Value Added (GVA). Gross Value Added (GVA) by Region is the GVA for a specific geographic area. The link between GVA and GDP can be defined as GVA plus taxes on products less subsidies on products equals GDP ( $GVA = GDP - \text{taxes on products} + \text{subsidies on products}$ ). This is the value of the total economic contribution of each sector as listed in the legend below. The towns of Cacadu Town, Dordrecht and Indwe are the main contributors to the GVA of Emalahleni, as indicated by the size of their charts.

**Sectoral Contributions:** The Community Sector which includes the government services, is the largest contributor to Emalahleni's GVA. This sector contributes towards half the Municipalities GVA, highlighting the lack of diversity in the economy. The sector that contributes the second most to the GVA of the Emalahleni Local Municipality is the trade sector at 20.3%, followed by the finance sector with 11.0%.

The primary sectors of agriculture (2%) and mining (0.12 %) contribute less than 5% of the formal economy. There are opportunities for these sectors to grow.

Figure 9.1: Contribution per sector to the Emalahleni LM (2016)



Source: IHS Markit Regional eXplorer version 1156 (ECSECC Socio Economic Review, 2017)

AREA	AGR	MINING	MANU.
LADY FRERE	0	100	
DORDRECHT	3	0	
INDWE	0	0	
REST OF LM	97	0	

Source: CSIR 2010- Geospatial Analysis Plat

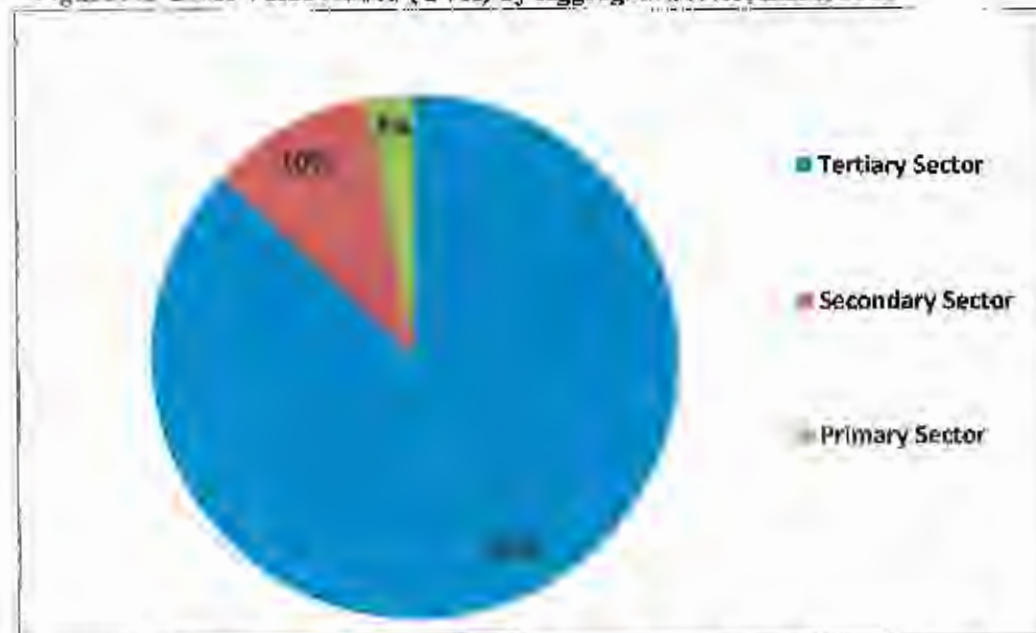
Plan 9.1: Sector Contributions to GVA



### 9.3 ECONOMIC SECTOR ANALYSIS

Figure 9.2 represents the GVA by Aggregate Sector in Emalahleni Local Municipality from 2006 to 2016. The tertiary sector contributes the most to the Gross Value Added within the Emalahleni Local Municipality at 87.2%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 10.3% (ranking second), while the primary sector contributed the least at 2.5%.

Figure 9.2 Gross Value Added (GVA) by Aggregate Sector, ELM, 2016



Source: ECSECC: Emalahleni Local Municipality Socio Economic Review and Outlook 2017

#### 9.3.1 Sector Forecasts: (ECSECC: ELM Socio Economic Review and Outlook 2017)

##### Primary Sector: Mining and Agriculture

###### Economics-Profile Implications:

- On both a District and National scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National GVA.
- Cacadu Town (formerly known as Lady Frere) is the hub of economic activity in the Municipality.
- Faster growth is expected in the secondary and tertiary sectors when compared to the primary sector.

The Primary sector in Emalahleni is expected to grow 1.48% in 2021, of which the agriculture sector is expected to contribute R 24 million in Emalahleni Local Municipality to R 24 million.

**Secondary Sector: (manufacturing, electricity & construction)**  
The Secondary sector is growing at 1.48% on average. The electricity sector with an average annual growth of 1.48%.

**Tertiary Sector (trade, transport, finance and community services)**  
The Tertiary sector is expected to grow at an average of 1.48%. The community services sector is estimated to be the largest contributor to the tertiary sector in 2021, with a total share of 48.7% of the total GVA.

Plan 9.2: GVA Contributions per Sector





## 10 ECONOMIC SECTOR ANALYSIS

### 10.1 AGRICULTURE POTENTIAL

According to a study conducted by the ARC for Kuliw the following potential for Agriculture has been identified in Emalahleni Local Municipality:

- Wool Production
- Beef cattle in the central and south western areas
- Maize production north of the Xonxa Dam
- Sorghum production in the south east
- Sheep in most areas
- Lucerne
- Irrigation potential of 5500 hectares at the Xonxa and Lubisi Dams as well as irrigation at the Guba Farms.

#### 10.1.1 Livestock

Emalahleni has approximately 21% of the Chris Hani District's cattle, 15% of its goats and 11% of its sheep. The 2017-2022 IDP cites that the FLM 2015 season had approximately 270 000 sheep, 75 000 goats and 35 000 cattle. This excludes commercial farming stock counts.

Most of the FLM livestock is farmed on communally owned land under tribal authority on a subsistence rather than commercial basis. The exception is the northern areas around Indwe and Dordrecht where privately owned commercial farming takes place (*Refer Plan 10.1: Map 1. Current Agricultural Activities and Infrastructure*).

Sustainable grazing carrying capacities of the natural pasture in the south and west are low at 9 to 20 hectare per LSU (mainly the Sub-Arid Thorn Bushveld). In the central region this increases to 6 to 12 hectare per LSU, while in the North-West (Dordrecht area) and to the north east of Indwe, capacity increases further to 4 to 6 hectare per LSU.

*(LSU: Grazing capacity is based on a large stock unit (LSU) or animal unit, defined as an ox which weighs 450 kg and which grows at 50 g per day on a grazing field that is 55% digestible.)*

The previous Spatial Development Framework Plan for the Emalahleni Local Municipality (2013-2017) makes reference to the LM being supported in the

### 10.1.2 Field Crop Production

Most of the Chris Haai DM area is very feasible for production of field crop products, but in most parts, crops are generally produced on a very small scale, due to the fact that they are only produced according to household needs. Plan 10.2: Map 2 indicates that Maize Yield potential is highest in the eastern part of the Emalahleni Municipality.

#### *Agro Processing:*

The CHDM is in partnership with DRDAR and Emalahleni LM for the sorghum production programme in Emalahleni LM in order to provide adequate raw materials for the Mill. (CHDM SEZ Report, 2016).

The Municipality has facilitated the establishment of a milling plant owned by Lbuyambo Secondary Cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for markets. (IDP 2017-22)

### 10.1.3 Forestry

Communal plantations occur in the area of Maghaslu, Hala No 1, Mount Arthur and Machubeni. Natural forests are situated in Hala No 1 Long Forest and Cumakala Village Khope Forest. Presently trees are harvested by locals for fire wood.

### 10.1.4 Irrigation

Existing irrigation schemes provide potential for the expansion of horticultural activities in the region. However, poor management of the irrigation projects limits their potential to succeed.

The Xonxa Irrigation Scheme like most other irrigation schemes in the District is underutilized but is the subject of a revitalisation programme of the Department of Agriculture.

Plan 10.2: Potential for Irrigation, Soils and Maize Yield



### 10.1.5 Limitations

- ❑ **Low skills levels,**
- ❑ **Limited access to funding and credit by emerging farmers**
- ❑ **Inadequate access to land and insecure land tenure**
- ❑ **Poor veld and livestock management**
  
- ❑ **Dilapidated and insufficient infrastructure** (roads, fencing, stock dams and dipping tanks) remain the biggest challenges in livestock farming
  
- ❑ **Water:** Water is probably the most limiting factor for agriculture in the region, especially for vegetable and crop production, but also successful livestock farming is dependent on a reliable, constant and sustainable water access. Rainfall distribution in Emalahleni Local Municipality is poor and dry spells are a frequent occurrence. The western section of the Municipality experiences an average of 500mm per annum. This increases to the East (Refer Plan 5.1: Map 2, Section 5.3)
  
- ❑ **Evaporation** in the Emalahleni Local Municipality is much higher than the average annual rainfall. The evaporation on the northern high plateau is 2000 mm per annum, whereas it is approximately 1700 mm per annum in the Lady Frere district. This phenomenon complicates crop production as it requires moisture conservation for dryland cropping and sophisticated irrigation management.
  
- ❑ **Market Access:** Before any production is started, a sustainable long-term market access has to be secured
  
- ❑ **Transport and Infrastructure:** Linked to the problem of market access is the problem of lack of transport. Transport is a major problem in the area. This includes of course market access, but also the access to get inputs into the project, like seeds and fertilizer.

## 10.2 MINING POTENTIAL

### □ Coal Mining

For the past decade the municipality has been struggling to extract value out of the coal deposits discovered in its jurisdictional area. Coal mining remains an untapped potential in the area and has potential to contribute to employment creation if it can be properly mined and beneficiated. These coal deposits surround the Towns of Cacadu and Indwe as indicated on Plan 10.3: Map ( ).

### □ Sand Mining

Small scale excavation mining occurs near local rivers whereby people or operators adhocly mine sand without permits for purposes of building and brick-making. Sand mining activity is largely unregulated and poses an environmental threat. Intervention from DEDEBAT and DMF is required to manage and regulate this activity.

### □ Quarrying

Indwe Quarries (IQ) known as Blue Grain Quarries aims to be a leading commercial supplier of building and construction aggregates in the region. Quarrying operations are en-route the R63 between Indwe and Dordrecht. Anticipated indirect benefits from this operation would be the increasing demand for Bed and Breakfast accommodation facilities in the area, as mining activity increases. (ELM IDP 2017-22).

### □ Clay Brick Making

The Municipality is in the process of exploring the potential for small scale clay brick making in Indwe and Dordrecht to supply material for housing projects, intentioned to support the growth of sand mining initiatives. The local municipality is in the process of getting accreditation for clay brick mining and also provides business support in the form of production inputs and infrastructure to clay brick producers. (FJM IDP 2017-22).

Plan 10.3: Mining Potential



## 10.3 TOURISM

Emalahleni's tourism vision is: - *"To be a preferred destination for farm stays, nature-based and heritage tourism experiences in the Eastern Cape Province for the benefit of all"*

### 10.3.1 Tourism Attractions and Facilities

Tourism facilities and attractions in the area are limited and there is no anchoring attraction for the area. Potential exists for eco and heritage-tourism and the possibility of promoting farm stays. In 2009, seven accommodation facilities were recorded in the LM, as shown in Table 10.1, below. The potential tourism attractions are listed in Table 10.2 and illustrated on Plan 10.4: Tourism Potential.

**Table 10.1: Accommodation Facilities in Emalahleni LM**

Type	No.	Beds
Bed & Breakfast	2	23
Guest house/farm	4	57
Lodge	1	23
Camp Site	0	-
Self-catering	0	-
Hotel	0	-
<b>Total</b>	<b>7</b>	<b>103</b>

Source: Chris Hani DM Tourism Plan, 2009

**Table 10.2 Potential Tourism Attractions in Emalahleni LM**

Nature-Based Tourism Products	
Glen Grey Fall near Cacadu Town	Doomriver Dam at Indwe
The Kloof Conservancy (Hessap dam) near Dordrecht	Fly-fishing resources around Dordrecht
Cacadu River at Cacadu Town	Xanxa Dam
Heritage Tourism	
Macubeni Coal Mine	Anderson Museum at Dordrecht
Churches in Cacadu Town	Victoria Buildings at Dordrecht
Methodist Church at Dordrecht	Burgher Statue at Dordrecht
Salt Rock Art (Dordrecht)	Abathembu Calabash Cultural Village (Cacadu Town area)
Queen Nonezi Cultural Village at Nonezi Neck (under construction) (R396)	Arts and Craft Centre – traditional beadwork and attire (Cacadu Town)

Source: Chris Hani DM Tourism Plan, 2009 and IDP 2017-22

Plan 10.4: Tourism Potential

### 10.3.3 Chris Hani District Municipality: Indwe Zone (SEZ) initiative

A Special Economic Zone (SEZ) is defined as a geographically defined area offering certain incentives and benefits to business. Over the past decade, the number of SEZs worldwide has grown significantly, making it an important economic policy tool. The SEZ programme is established in the following manner:

Komani (formerly named Queenstown), due to its strategic location in the Chris Hani District Municipality (CHDM) was proposed as a potential SEZ. However, the selection of Komani SEZ was not approved and has since been abandoned. This discussion summarizes the SEZ initiative and the role of the municipalities in the Chris Hani District.

#### The Model

The 8 Local Municipalities that comprise the CHDM

#### **Economic benefits associated with the establishment of an SEZ include:**

- Increased foreign and domestic private sector investment;
- Export growth and diversification;
- Development of industries;
- Skills upgrade and technological transfer

Between 1995 and 2011, CHDM's share of the primary sector output decreased by almost 50% from 15.3% to 7.8%. (Source: CHDM SEZ Feasibility Study Report, 2013)

The CHDM SEZ Report, 2013 identifies the following agricultural potentials in Emalahleni LM:

- Agriculture and agro-processing: due to the availability of raw materials and fertile land.
- Agro-processing: produce such as sorghum, maize, vegetables, milk and cheese.
- Livestock farming (goats and cattle);
- High value crop production (hydroponics and bio-fuels); and
- Irrigation schemes
- Coal Mining.

#### **Emalahleni Local Municipality as a Sector Node**

The CHDM SEZ Feasibility Study, 2013, identifies the following key considerations for Emalahleni LM, as follows:

- *One third (34%) of the land area is considered suitable for moderate to limited crop production, while the rest of the area is best suited for livestock farming.*
- *Lack of access to suitable roads is the main challenge in this area as only 10% of the LM's land mass is serviced with adequate roads.*
- *Key areas of Agricultural opportunities in the region include wool, beef, sorghum, lucerne, peach, apricot and other irrigated crops.*
- *The LM has earmarked the potential for coal mining in the surrounding area of Indwe, and Cacahu Town.*
- *There is an infrastructure upgrade required for the Tshatshu irrigation scheme to be successful.*

***Emalahleni LM was identified as a Primary Sector Node for coal production to the formerly proposed SEZ Hub (Komani) within the Chris Hani District.***

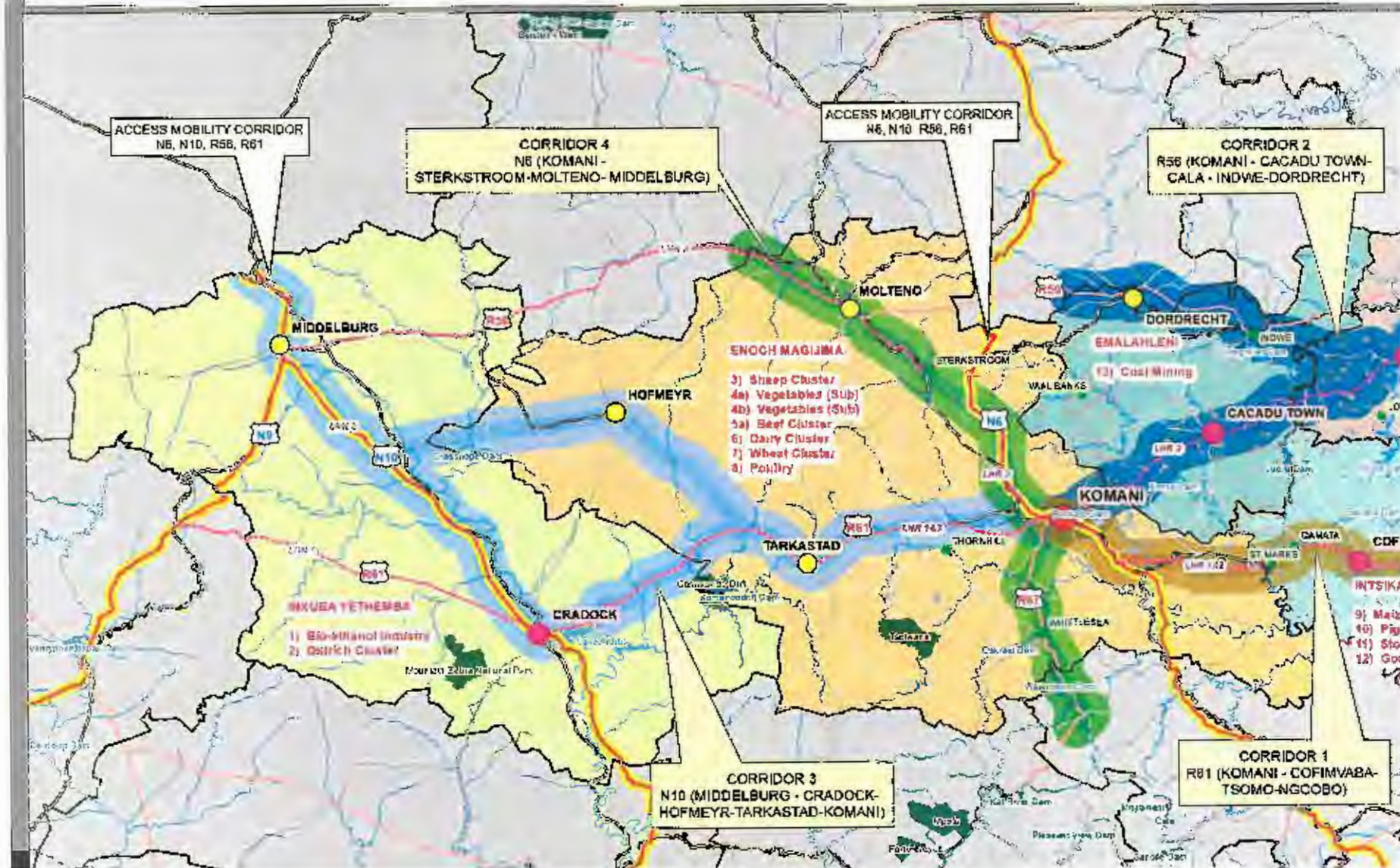


**Table 10.3 CIDM Local Municipal Sector Nodes (Proposed):  
Special Economic Zone (SEZ)**

MUNICIPALITY	CLUSTER	PROPOSED CLUSTER	INPUT COMMODITY	SUPPLE SPOKE	SEZ
INXUBA YETHEMBA	1	Bio-ethanol industry	Sugar beet, Sorghum	Emalahleni	N/A
	2	Ostrich cluster	Ostrich	Tsolwana	Value addition of feathers and skin
TSOLWANA	3	Sheep Cluster	Sheep	All other LMs	Storage, process, package, distribute
	4a	Vegetables (Sub)	Cabbages	Lukhanji, Sakhisizwe, Engcobo	Storage, process, package, distribute
INKWANCA					
LUKHANJI	5a	Beef Cluster (sub)	Cattle	Inkwanca	Storage, process, package, distribute
	6	Dairy Cluster	Cattle	Intsika Yethu, Emalahleni	Storage, process, package, distribute
	7	Wheat Cluster	Wheat	Emalahleni	Storage, process, package, distribute
	8	Poultry	Chickens	All other LMs	Storage, process, package, distribute
	4b	Vegetables (sub)	Cabbages	Tsolwana, Sakhisizwe, Engcobo	Storage, process, package, distribute
INTSIKA YETHU	9	Maize Cluster	Maize	Tsolwana, Sakhisizwe, Lukhanji	Storage, process, package, distribute
			Dry Beans	Intsika Yethu, Lukhanji, Sakhisizwe	
	10	Piggery Cluster	Pigs	Lukhanji	Storage, process, package, distribute
	11	Stockfeed Cluster	Soya, Sunflower, Lucerne & Maize (70%)	Inxuba Yethemba, Lukhanji, Sakhisizwe, Engcobo, Emalahleni	Storage, process, package, distribute
	12	Goat Cluster (Tsomo)	Goats	All other LMs	Storage, process, package, distribute
EMALAHLENI	13	Coal mining	Coal	Inkwanca	Storage, process for energy
ENGCOBO	5b	Beef Cluster (sub)	Cattle	Intsika Yethu	Storage, process, package, distribute
	14	Forestry (demand)	Timber	Intsika Yethu, Sakhisizwe	Timber Storage, process, package, distribute
SAKHISIZWE	5c	Beef Cluster (sub)	Cattle		Storage, process, package, distribute
	2c	Vegetables			Storage, process, package, distribute

Plan 10.5: Chris Hani Special Economic Zone: Proposed Clusters

### CHRIS HANI SPECIAL ECONOMIC ZONE (SEZ) - PROPOSED CLUSTERS



- 9) Maize
- 10) Pigs
- 11) Stock
- 12) Goats



## 11. SPATIAL ELEMENTS

### 11.1 LAND USE

Emalahleni L.M is characterized by three distinct settlement forms. These are:

- The three urban centres, namely, Cacadu Town, Dordrecht and Indwe. Indwe and Dordrecht are located on the R56. These towns act as service centres to the resident population and surrounding rural commercial farming communities. Cacadu Town is located on the R396 in the Former Transkei region. Its main role is as a service centre to the surrounding rural settlements.
- Communal settlements are located in the Tribal Authority area of the Former Transkei to the south of the Municipality. The densities vary across these settlements, with between 5 000 – 9 000 people per square kilometre in Tyoksville, Manyano, Mavuya and Sinakho, to less than 20 people per square kilometre in Matyanya, Glen Adelaide, Maqashu, Zwartwater and Buffelsdoorns. Subsistence agriculture is evident in this region.
- Low density commercial farming is predominant in the northern part of the study area.

Other significant land use features are:

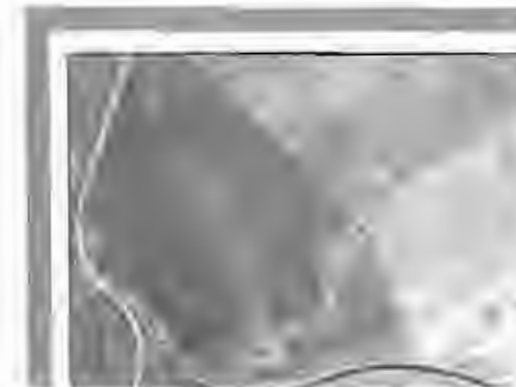
- The Dams; Doringriver, Xonxa, and Macubeni
- The Xonxa Irrigation Scheme
- The Guba Farm Area

#### **Implications**

- *The area is under-developed*
- *Fragmented settlement pattern*
- *Low density rural settlement environment*
- *Resource base under pressure in rural settlement areas:*
- *Competition for rural resources (land) between prospective uses*
  - *Residential*
  - *Free-range grazing*
  - *Cultivation*

Plan 11.1: Land Use

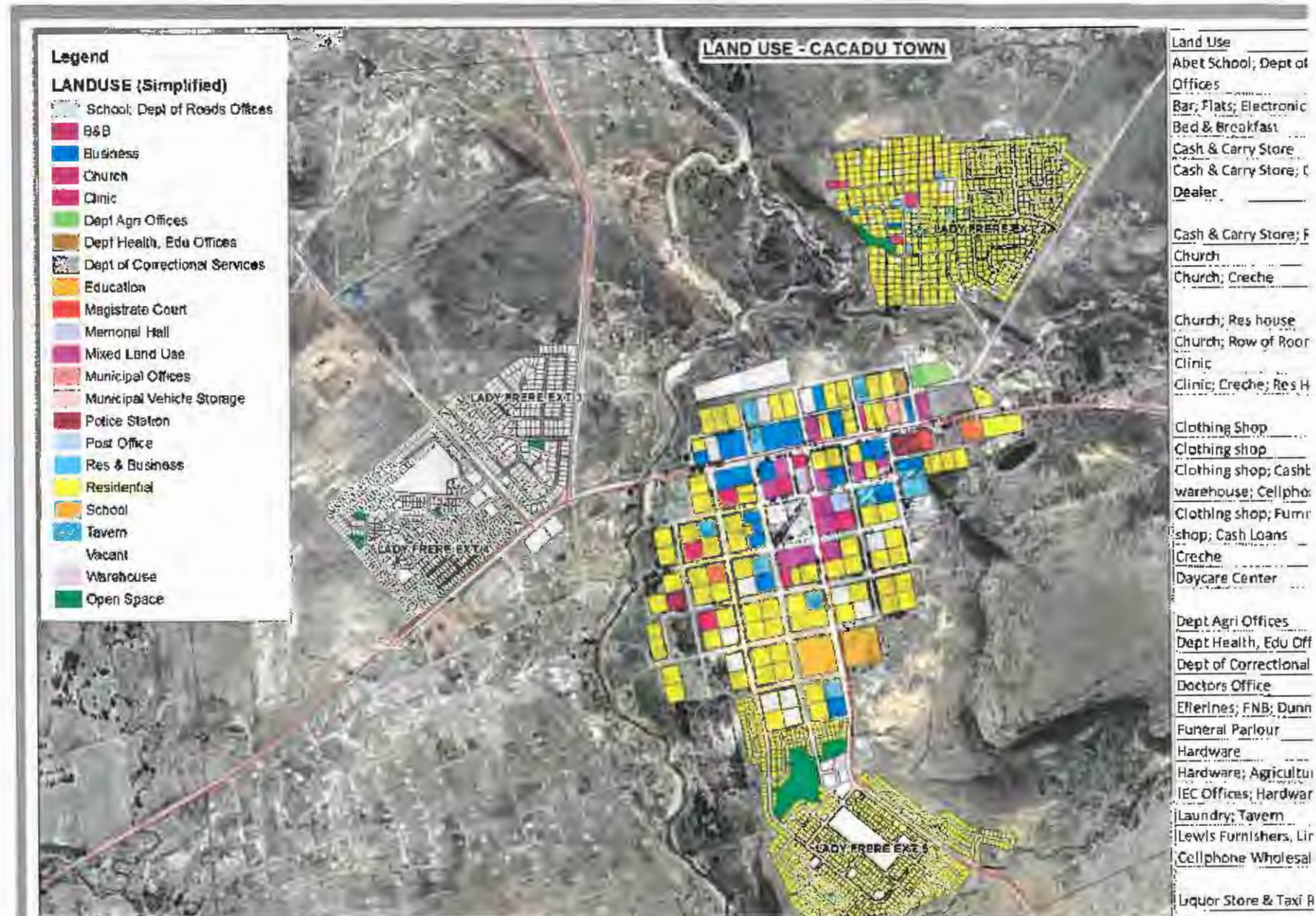
Plan 11.2: Land Use: Dordrecht







Plan 11.4: Land Use: Cacadu Town





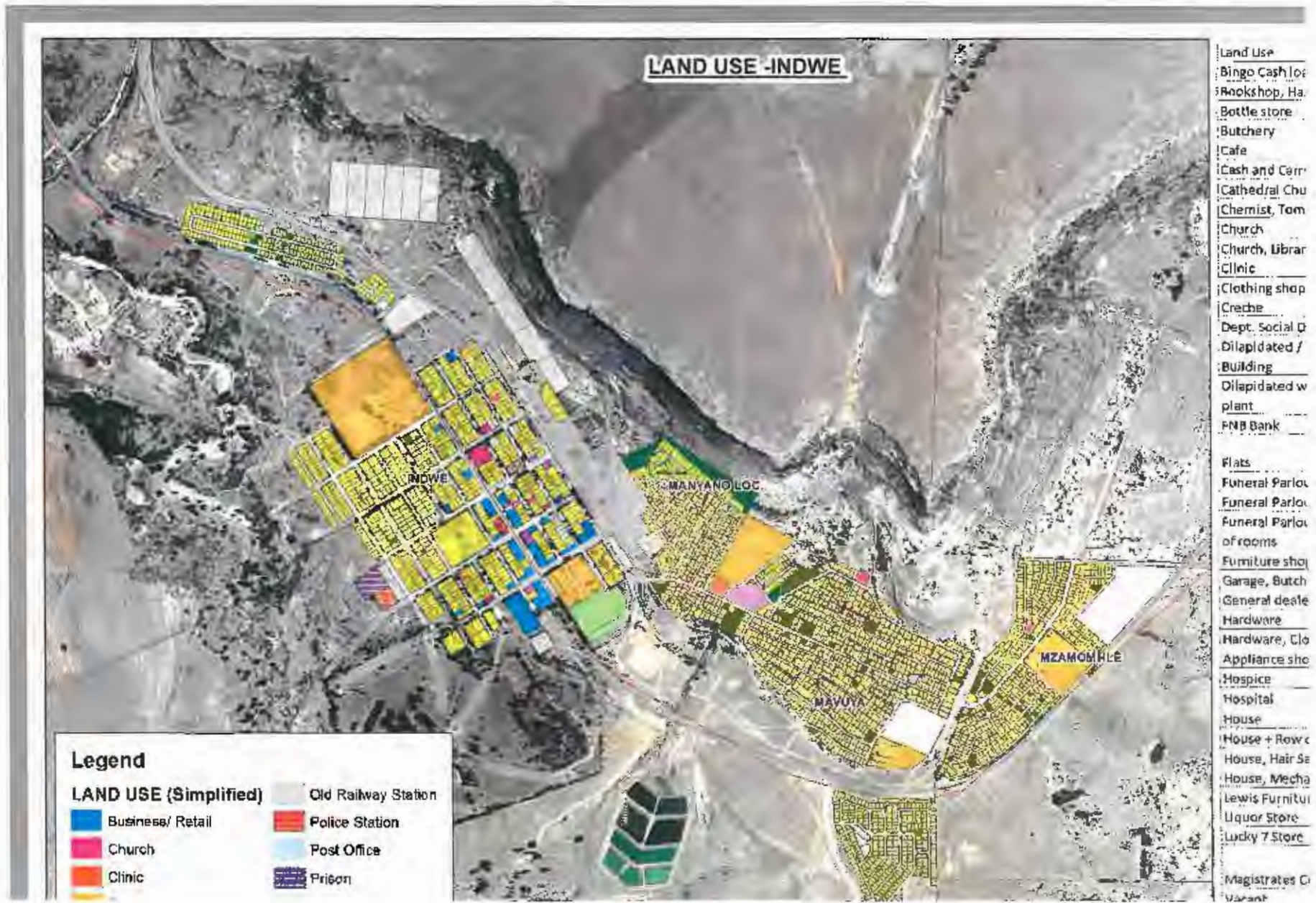
Plan 11.5: Cacody Town (Former Lady Freze): Land Use Plan



ALLOTMENT INSET



Plan 11.6: Land Use: Indwe





Plan 11.7: Indwe: Draft Land Use Plan





## 11.2 LAND OWNERSHIP

The majority of the Emalahleni Municipal Area is under Tribal Authority. This is the area that was located in the former Transkei.

There are approximately 668 privately owned farms in the Dordrecht and Indwe Districts, totalling 115,215,60 HA.

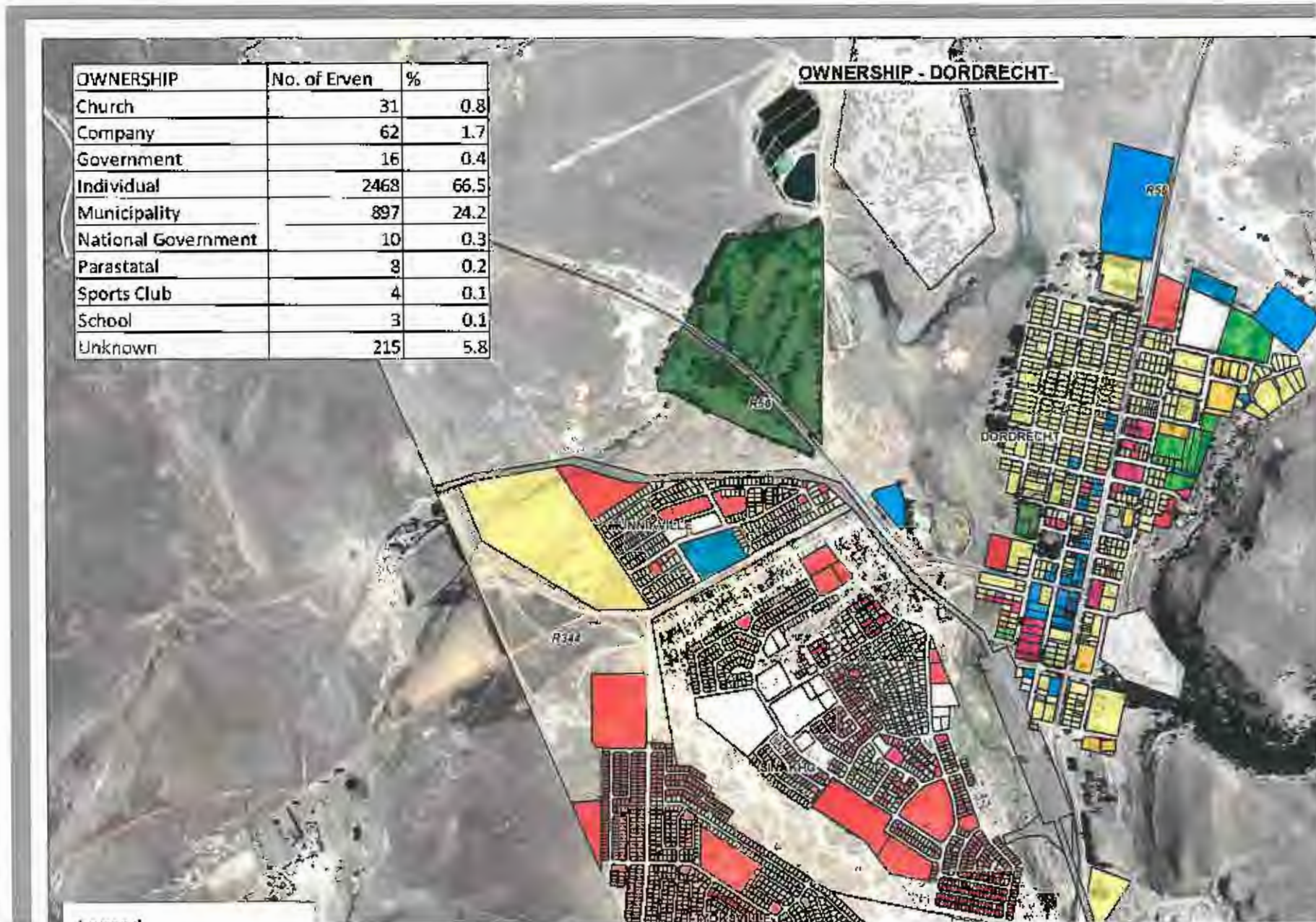
The majority of erven in the three urban areas are privately owned, 65% in Dordrecht, 79% in Indwe and 66% in Cacadu Town

*(Data Source: Evaluation Roll 2013)*

### *Implications*

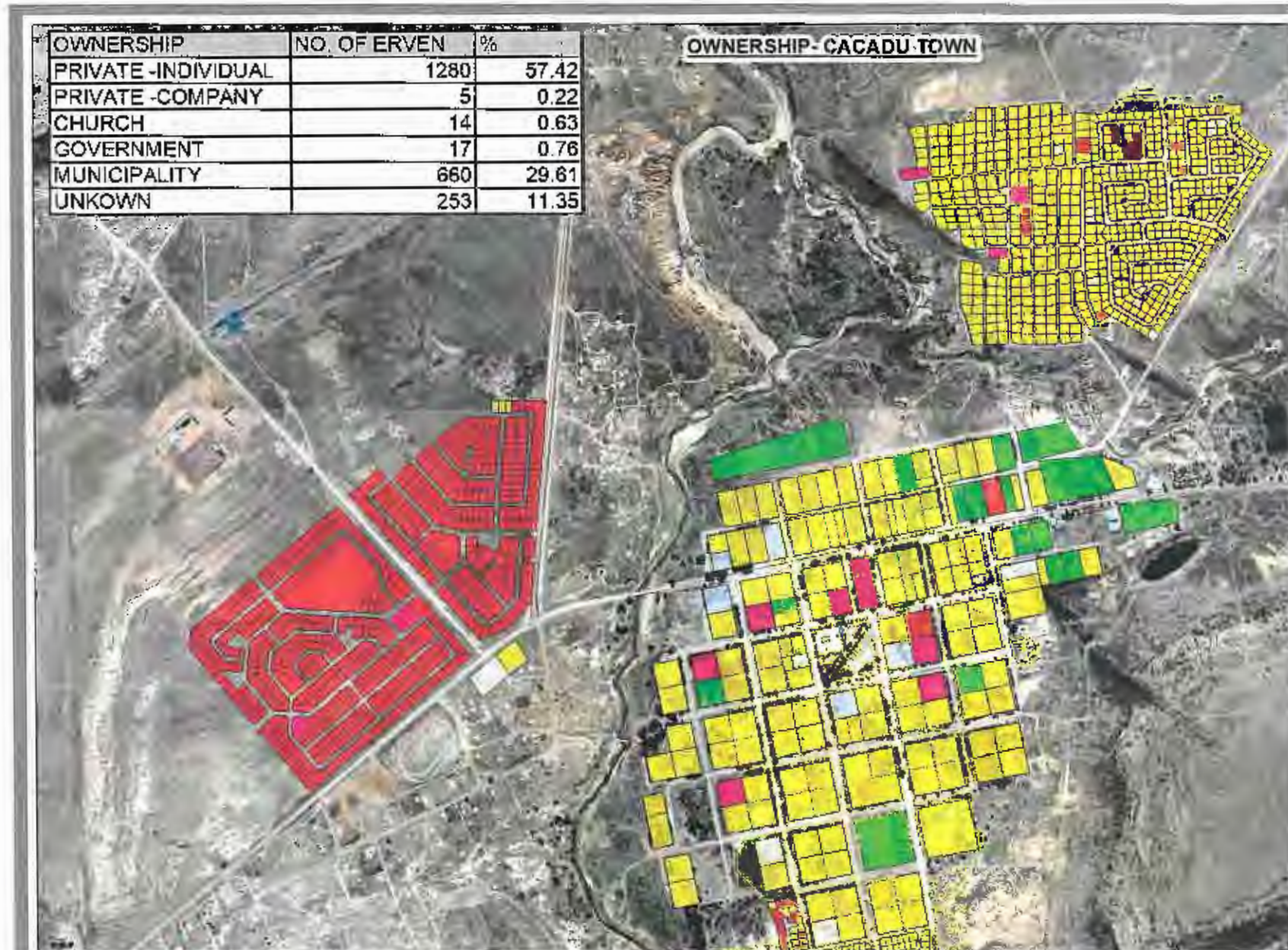
*Land which is held by tribal authorities or is communally owned can only be developed once the relevant processes in terms of various pieces of legislation have been complied with. This can have the effect of hampering or slowing down development.*

Plan 11.9: Ownership: Dordrecht





Plan 11.10: Ownership: Cocadu Town





Plan 11.11: Ownership: Indwe





### 11.3 LAND CLAIMS

The following data was sourced from the Department of Land Affairs and presented in the former Emalahleni Spatial Development Framework Plan 2013-2017.

Accordingly, 77 restitution Claims were recorded in the Emalahleni LM. The majority of these claims (94%) are urban claims. The distribution of these restitution claims is illustrated on the Plan 11.12 and given in Table 11.1 below.

Table 11.1: Land Claims in Emalahleni LM

Region	Claim			No. of Beneficiaries
	Urban	Rural	Total	
Lady Frere	47	1	48	827
Indwe	18	3	21	107
Other	8	0	8	37
Emalahleni LM	73	4	77	971

SOURCE: DRDLR

## 11.4 HOUSING

Emalahleni IDP 2017 states that housing within Emalahleni is characterised by more permanent forms of housing, where over 60% of all households reside within formal dwellings and some 35% within traditional structures. About 43% of people in Emalahleni Local Municipality live in a 1 or 2-roomed house. This indicates a mature settlement pattern especially within the areas of Mavuya, Indwe, Manyano, Dordrecht, Bakaneni, Mayalwini, Mphesheya/Gomora, Ngcalasi, Dophu, Mqonci and Platkop, where between 90 - 100% of dwellings are formal structures.

In the remaining settlement areas (including Cacadu Town and Cumakala), increased numbers of traditional dwelling types can be found. Consequently, there are low levels of "homelessness" and informal shack development within the Emalahleni area (i.e. less than 4%).

Table 11.2 below, gives details of the current /planned housing projects. Zwartwater (1000 units) is the only rural housing project

**Table 11.2: Current Housing Projects in Emalahleni LM**

Project Name	No. of Units	No of Houses complete and transferred	Current Status
Cacadu Town	700		Completing Transfers and rectification underway
Cacadu Town (Ext. 3 and 4: IRDP projects)	800		Planning
Dordrecht IRDP project	800		Planning/Pilot Project
Indwe West Gateway	160		Planning / Pilot Project
Sinako Zwilethemba	289		Planning
Mavuya Phase 1 and 2 (new)			Planning
Zwartwater (Rural Project)	1000		Under construction
Dordrecht (Phase 1)	1000	123	Blocked/under rectification
Dordrecht (Phase 2)	1000	400	Blocked/under rectification
Indwe	500		Blocked/under rectification

Source: Emalahleni IDP, 2017 and Mr Landi: Housing Department: Emalahleni LM

Plan 11.13: Housing Projects/Status





## 11.5 LOCAL SPATIAL DEVELOPMENT PLANNING INITIATIVES

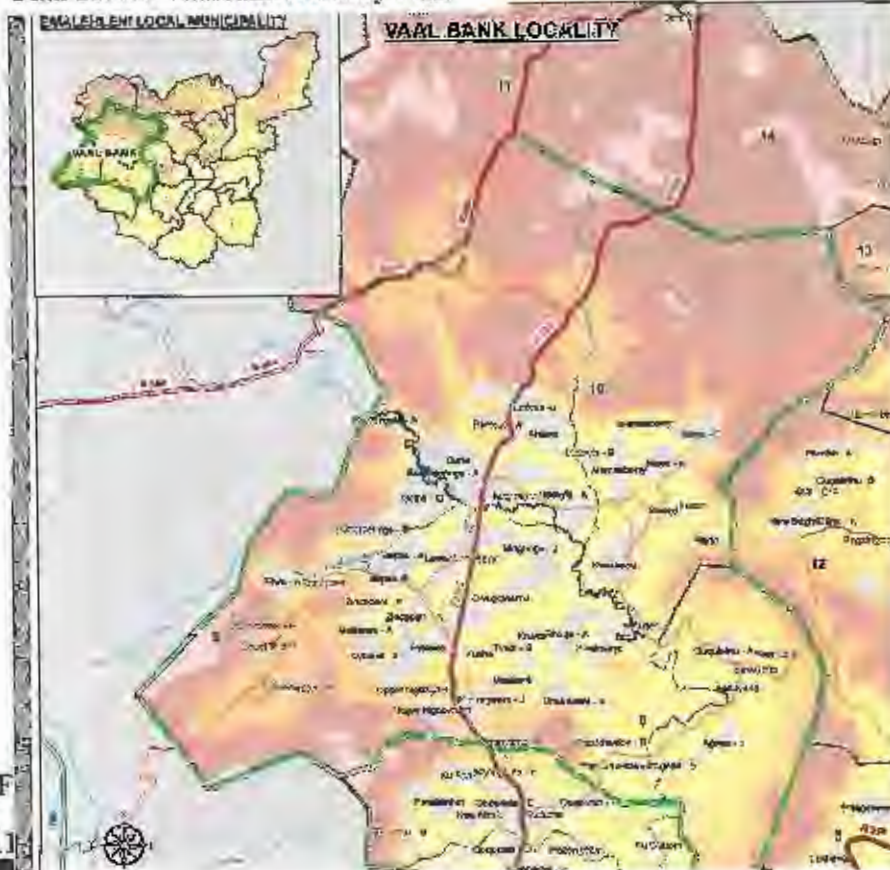
### 11.5.1 VAALBANK LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN

The Vaalbank Local Spatial Development Framework Plan was completed in 2017. A synopsis of the Framework Plan is presented, following:

#### LOCALITY OF THE STUDY AREA

The study area is covered by Wards 8, 9 and 10, situated in the south western portion of the municipal boundary.

Plan 11.14: Vaalbank Locality Plan



KEY INFO

Table 11.2

Land uses	The existing land uses include an existing business clinic, 2 Schools, and the residential area.
Main Settlement	Mngungu also because of the residential sector is not fully developed.
Road Network	Tarred, district road network is gray road infrastructure.
Access to Water and Sanitation	More than half of the population is still using stand pipe more than 1 km walking distance. More than half of households have no access to water and sanitation.

(Source: Vaalbank SDF 2017)

#### KEY ISSUES / PROPOSALS

The Vaalbank area requires priority basic needs investments to improve the well-being of communities in these areas. These proposals require basic infrastructure investment.

Table 11.2: Vaalbank SDF Key Issues and Proposals

Key issue	Proposals
<b>Land:</b> Need to resolve land tenure/security	■
<b>Environment:</b> Land for development is limited due to steep slopes, degradation (soil erosion). Drought spells within the area.	■
<b>Infrastructure:</b> Lack of basic infrastructure and services (housing, water, sanitation and electricity). No solid waste management. Backlog in road infrastructure / maintenance.	■ ■ ■ ■ ■
<b>Renewable Energy</b>	■



**Community:** Impoverished, low incomes and education levels, High unemployment rate, drug abuse amongst young adults and high crime rate

Lack of community facilities (taxi/bus shelters police station, library) and government services.

- *Need to provide access to basic infrastructure and social services that directly impact on tourism development, infrastructure, retail development and private investment opportunities within the area.*

- *Need police stations, sport facilities, youth development programmes, HIV/Aids and health related programmes.*

- *Need a formal Cemetery*

## STRATEGIC APPROACH

*The strategic development approach is one built on upgrading the Vaalbank Area, catering for the needs of its residents and basic infrastructure to create investor confidence.*

*Vaalbank Vision: Vaalbank is a Business Hub serving the surrounding wards bringing Business, Agriculture and Tourism Opportunities closer to the people"*

### Spatial Objectives:

- To promote access to land for Development of Sustainable Human Settlement.
- To implement land release programmes.
- To improve the quality of human life through the provision of basic infrastructure services and housing.
- To provide sustainable infrastructure and Integrated Sustainable Human Settlement.
- To provide improved road access and improve the condition of the roads.

### Strategies:

- A ward developed to cater for different accommodation needs with associated recreational facilities and investment support to the Agricultural and Tourism Sector. Tourism potential along the mountain range and waterfalls in the area.
- Existing settlement growth is managed by means of a proposed settlement edge, to ensure controlled growth and avoidance of environmentally sensitive/no-go development areas.
- Main intersections are identified as points of potential development nodes.
- Vaalbank Intersection Business Node: Proposed mixed-use development and business expansion at the intersection and along the R392 where the Vaalbank Community Hall is located. Intended to help relieve poverty, attract investment and create employment in the area.

## SPATIAL PROPOSALS

### Business Node: Vaalbank Intersection Business

- Proposed Business Hub: Existing Business Development, upgrade and provision of infrastructure
- Local land use schemes to be negotiated.

### Mixed Development Nodes: Mngungu • Qwuggu Dum-Dum • Sidwadweni

- A proposed Mixed Development Node, allow access its public facilities.

### Development Corridors: The R392 from Queens Corridor



taverns, small-scale commercial activities, tourism

*Level of infrastructure and services: At least basic*



**Infrastructure:** Efficient, integrated spatial development of infrastructure and transport systems in shared focus areas: Strategic transport routes, communications, alternative energy, municipal higher order infrastructure (roads, rail, sea and air), water services, cemeteries, etc

**Plan 11.15: Vaalbank SDF Spatial Development Proposals**



Prepare a Rural Settlement Development Plan for the municipal area.	DLG&TA/ELM/CHDM
Precinct Plan: Vaalbank Intersection Business Nodes	CHDM/ELM
Infrastructure: Road upgrade throughout the entire study area, particularly the main and primary transport routes	DOT/ELM/CHDM
Grading (or taring) of gravel access roads;	DOT/ELM/CHDM
Provision of piped water to all residential settlements	CHDM/ELM

### 11.5.2 XONXA LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLANNING

Chris Hani District Municipality has identified Xonxa Settlement and Xonxa Dam, located in Ward 1 and Ward 6 for local spatial development planning.

The municipal road MR 00661 and the District Road DR08566 traverse the study area.

Limited information was available at the time of preparing this report. However, the following key informants are considered for strategic spatial planning of the Xonxa Area:

#### Xonxa LSDF: Key Development Strategies (ELM IDP 2017-2022)

1. Promote Agricultural Development along the dam and within the settlement
2. Promote Tourism development. Lodge development at the dam heritage site development
3. Promote Coal mining for job creation (surrounds of Indwe and Cacadu Town)
4. Introduce public transport routes and corridors.

#### Strengths of the area:

1. Existing rivers and dams provide water for the irrigation scheme in the area
2. Agriculture potential for maize production and expansion of horticultural activities
3. Irrigation scheme for 5 500 hectares at the Xonxa and Lubisi dams.
4. Potential Eco and Heritage Tourism in the area (Farm-stay tourism accommodation)
5. Coal Mining potential in the area (surrounds of Indwe, Cacadu Town)

Plan 11.16: Xonxa Locality





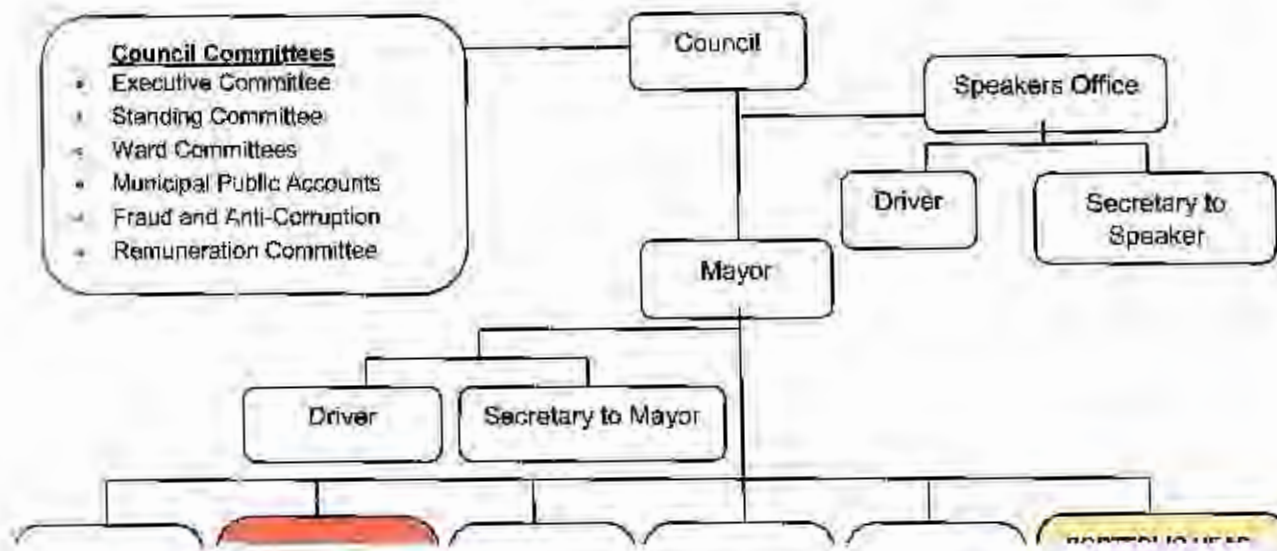
## 12 INSTITUTIONAL ASPECTS REGARDING SPATIAL PLANNING

### 12.1 EMALAHLENI LOCAL MUNICIPALITY: HUMAN RESOURCES AND TECHNICAL CAPABILITIES

The IDP 2017-2022, indicates that a Human Resource Development Plan for the Emalahleni LM was being developed with expected completion in March 2017. This plan is intended to ensure that the LM would meet the strategic goals and operations of the Municipality and ensure that the capacity of the municipal staff is sufficient to fulfil these goals and operations. A skills audit of all of the municipal staff was being undertaken.

The IDP 2017-2022 provides the following diagram as the current organizational structure of the Emalahleni LM. The diagram shows dedicated offices / portfolios for both infrastructure development and human settlement planning, which includes a focus on Town and Regional Planning and a portfolio for Planning, Economic Development and Tourism. Focus areas/responsibilities within these portfolios are listed following.

Figure 12.1: Emalahleni Local Municipality Organogram



#### The Areas of Focus include:

- Facilitation of infrastructure development (w/
- To create new infrastructure within our comp defined below.
- Project management
- Water and Sanitation;
- Electricity and Street lighting (reticulation an
- Roads and storm water; and
- Processing building plans and quality monito
- Town and Regional Planning

#### **PORTFOLIO HEAD: PLANNING, ECONOMIC**

#### Functional Responsibilities:

- Agriculture Development
- Local Economic Development
- SMME Development
- Tourism Development and Promotion

It is important that the capacity within the planning are concerned,

### 13. SUMMARY: KEY SPATIAL DEVELOPMENT PLANNING INFORMANTS

The following conclusions are drawn from the analysis in relation to the assessment of the natural and built environment in the Emalahleni area. This section includes Key 8 IDP 2017-2022 and the former ELM Spatial Development Framework Plan 2013-2017.

## SPATIAL CONSIDERATIONS

### BIOPHYSICAL ELEMENTS

#### CHALLENGES

##### CLIMATE

- Unreliable rainfall pattern, with measured increases in global temperatures may cause prolonged droughts and heatwaves
- High evaporation levels are more of a constraint to agricultural/crop production than average rainfall patterns
- Rainfall patterns favour crop production in the north and north eastern areas, however steep topography and associated susceptibility to erosion renders these areas environmentally sensitive and require careful planning / appropriate preventative measures to be implemented when developed.

##### GEOLOGY

- Sandy loam soils favourable for crop production are found in areas south of Indwe, however prevalence of highly erodible claypan / mudstone soils dominate the central and southern parts of the area and therefore necessitates wise land use management and appropriate farming/ grazing practise.

##### BIODIVERSITY – CONSERVATION AREAS

- Large portions of land in the northern and north eastern part of the study area and smaller pockets in the central and southern parts are classified BLMC 2 high priority conservation areas. These areas are limited to livestock farming and game farming.
- Small pockets of natural / indigenous forests occur south west of Cacadu Town. Wood harvesting is taking place in these areas for domestic use. These are classified as high priority (BLMC 1) conservation areas.

##### LAND COVERAGE

- Land coverage indicates that 19 % of land is degraded and 51 % is unimproved grassland. This coverage is evident in and around



## SOCIO ECONOMIC EVALUATES

### CHALLENGES

### RECOMMENDATIONS

### OPPORTUNITIES

#### IRRIGATION FOR DRY LAND CROP PRODUCTION

- ❖ Potential for irrigated crop production due to existing irrigation schemes/infrastructure in the vicinity of Xonxa, Macubeni and Lubisi Dams.

#### HIGHER RAINFALL AREAS FAVOUR CROP PRODUCTION

- ❖ High rainfall in north and north eastern part of the area is favourable for crop production, however careful consideration must be given to steep topography and levels of high erodibility in parts of this area.

#### GEOLOGY

- ❖ Favourable soils (sandy loams, good water characteristics) are found in areas south and south east of Indwe Town. Favourable for dry land arable agriculture.
- ❖ Maize production potential is highest in the eastern part of the study area which corresponds with highest rainfall patterns in the area and good sandy loam soils dominant in the central and southern areas (around Cacadu Town).
- ❖ Sorghum and Maize production potential exists in the south eastern area in the vicinity of the Xonxa Irrigation Scheme

#### LAND COVERAGE AND LAND CAPABILITY

- ❖ The extent of unimproved grassland is good for potential livestock production (sheep/cattle). Coverage is dominant in the central and northern parts of the study area. In terms of Grazing Capacity (LSU/hectare), beef-cattle farming is favoured in the central and south western parts of the study area.
- ❖ Land capability plans indicate that south and south western areas are limited to forestry and livestock farming. The Xonxa Dam and irrigation scheme is in this vicinity.
- ❖ Land capability plans indicate potential for moderate crop farming surrounding Cacadu Town and the northern and central areas.
- ❖ Land capability plans support limited crop production (Class 4) in the north east. The presence of Tsomo Grassland in this area,

<p>Two thirds of the population earn less than R1600 per month and live in poverty. The</p> <p><b>ECONOMIC SECTORS</b></p>	<p><i>Access to education programmes.</i></p> <p><b>RECOMMENDATIONS</b></p>
<p>formal education. 64 % of the population are (&lt; 15 yrs and &gt; 65 yrs old) do not contribute to the economy.</p> <ul style="list-style-type: none"> <li>□ This places a burden on the state to provide social support grants to these areas, with the risk of ongoing dependency on state for support.</li> <li>□ Low spending power and skills base is a major constraint to economic and social development in the area</li> </ul>	<p><i>contribute to the growth of the local economy.</i></p> <ul style="list-style-type: none"> <li>➤ <i>Early Childhood and Youth Development programmes should be implemented to empower youth to improve their skills and avoid remain trapped in a cycle of poverty.</i></li> <li>➤ <i>Numerous ECD centres are located in the area. Attention should be given to upgrading and facilitating the implementation of the Early Childhood Development Programme.</i></li> </ul>
<p><b>OPPORTUNITIES</b></p>	
<ul style="list-style-type: none"> <li>❖ There are numerous Early Childhood Development Centres in the 3 Towns of Emalahleni that provide place and opportunity for implementation of youth and early childhood development programmes.</li> <li>❖ The two Agricultural Schools offer education opportunities to empower youth to meaningfully contribute to the economic potential that the agricultural sector offers Emalahleni. Resourcing and upgrading these schools was an expressed need of the communities</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Consideration and possible prioritisation of the Agricultural Schools in the area.</i></li> <li>➤ <i>Poverty in Emalahleni needs to be addressed through focussed attention to rural areas. Appropriate development interventions and knowledge can guide development in the area.</i></li> </ul>

<p><b>RURAL DEVELOPMENT AND LAND TENURE</b></p>	
<p><b>CHALLENGES</b></p>	<p><b>RECOMMENDATIONS</b></p>
<ul style="list-style-type: none"> <li>❖ Rural areas are under-developed and characterised by a fragmented settlement pattern.</li> <li>❖ Communally owned land or land held by Tribal Authority can hamper development as it discourages investment potential on land where formal title is absent.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Issues related to land tenure need to be addressed. Priority projects are not hampered by land tenure issues and to ensure</i></li> </ul>
<p><b>OPPORTUNITIES</b></p>	



## CHALLENGES

### COMMUNITY SECTOR:

- The community sector, which includes the government services, contributes 50 % to Emalahleni's GVA, highlighting the lack of diversity in the economy.

### AGRICULTURE:

- The Agricultural Sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes which are not considered in forecasts.
- Most farming is practised on a subsistence basis and not for the formal market economy
- Low literacy levels and capacity to grow the agricultural based market economy.
- Lack of infrastructure to support local farming enterprise. Widespread need expressed for dipping tanks, shearing sheds, farmer support programmes, tractors, etc.

### TOURISM

- Un-managed and un-planned land use and settlement development in rural areas outside of the town jurisdictions is a threat to the sustainable use of resources that are key to the economic development of Emalahleni, specifically in the agricultural and tourism sectors.

## OPPORTUNITIES

### MINING

- ❖ Clay deposits in the north eastern part of the study area offer mining potential and for development of clay brick making industry in Dordrecht and Indwe
- ❖ Coal deposits in the central and north eastern area of Emalahleni around Indwe, offer potential for mining extraction.
- ❖ Proposed re-opening of the railway line from Dordrecht to Indwe / Sterkstroom will be an advantage to access markets and processing plants of mining and other potential export products.

### AGRICULTURE

- ❖ Agriculture is recognised as a sector of economic potential and growth in the future.
- ❖ A sorghum production programme has been developed to provide adequate raw materials to the milling plant
- ❖ The proximity of Komani (former Queenstown), the main administrative and economic centre in the District, provides opportunity as a market for the export of local agricultural product for sale and processing there.

### TRADE AND RETAIL

- Critical attention to the natural resources and the natural environment
- Access and provision of basic and tourism services and facilities
- Development of people and skills must be in line with the economic and related activities and require in the department



SETTLEMENTS HIERARCHY AND FUNCTION	
LAND AND SETTLEMENT	
CHALLENGES	RECOMMENDATIONS
<ul style="list-style-type: none"> <li>□ 3 % of the land is urban built up land and accommodates 18 % of the population in the towns of Indwe, Dordrecht and Cacadu (Formerly Lady Frere).</li> <li>□ In-migration is occurring in the towns and little or no in-migration is taking place in the rural settlements. This places pressure on demand for goods and services and infrastructure provision in urban centres.</li> <li>□ 82 % of the population reside in approximately 235 rural settlements. Most of the rural settlements are concentrated in the central, southern and south western portion of the study area. More than half of these settlements have less than 500 inhabitants. Dispersed low density settlements are costly to service and provide infrastructure.</li> <li>□ Jurisdictional uncertainty over land use management authority in areas outside of Cacadu Town town commonage appears to be resulting in unmanaged / unplanned settlement development, especially in areas along transport routes due to ease of access to other areas/services centres.</li> <li>□ This trend of un-managed settlement development occurring along main transport routes threatens the use of the major routes for effective transportation of goods and people.</li> <li>□ Un-managed and un-planned settlement is a threat to the sustainable use of natural resources in rural areas outside of the towns. Competition for resources in rural settlement areas (residential, cultivation and free-range grazing) places pressure on land and existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>➤ With the rural areas to adopt matter</li> <li>➤ The trend transport courses, in accessibility support th</li> <li>➤ This support along major for concern</li> </ul>

INFRASTRUCTURE AND SERVICES	
CHALLENGES	RECOMMENDATIONS
<ul style="list-style-type: none"> <li>□ Water and sanitation backlogs remain critical, especially in the south and western rural settlement areas.</li> <li>□ Un-planned and un-managed settlement growth in rural areas renders service and infrastructure delivery costly and</li> </ul>	<ul style="list-style-type: none"> <li>➤ The erad</li> </ul>



CHALLENGES	RECOMMENDATIONS
<ul style="list-style-type: none"> <li>❑ As indicated in the former ELM SDF, Emalahleni may be considered of marginal significance to the national space economy (where the dominant regions include Gauteng/Tshwane, the Western Cape and the eThekweni Metropolitan area) as well as the Eastern Cape economy whereby the space economy is dominated by the Nelson Mandela and Buffalo City Metro's.</li> <li>❑ Given Emalahleni's relative position to major economic centres and the key transportation routes of the country, it appears likely that Emalahleni will remain relatively marginalised</li> <li>❖ Emalahleni is characterised by dispersed rural settlements with densification of settlement occurring in an un-planned and un-managed way along major transport routes serving the area.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>It is key that major routes (proposed dev. maintained to facilitate access between i</i></li> <li><i>Linkages to higher order nodes must be p</i></li> <li>➤ <i>Urban management and upgrades in the must be carried out to improve the quali</i></li> <li><i>competitive edge in the regional econom</i></li> <li>➤ <i>A hierarchy of urban and rural service ce,</i></li> <li><i>goods and services may be accessed and clustered.</i></li> </ul>
<ul style="list-style-type: none"> <li>❖ <b>OPPORTUNITIES</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Urban management in all three towns is</i></li> </ul>
<ul style="list-style-type: none"> <li>❖ <i>Cacadu Town is the main economic hub in Emalahleni with strong wholesale and retail trade functions to the surrounding rural areas. Its direct access to Komani (the main economic and administrative centre in the District) via the R359, provides opportunity for trade and industry and access to strategic markets in the province.</i></li> <li>❖ <i>Indwe town has a rural service centre function. Mining potential in the area provides opportunity for Indwe to be formalised to support this activity.</i></li> <li>❖ <i>Dordrecht plays a service centre role to surrounding rural settlements and commercial farms.</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Infrastructure in the town for both basic and extended to support residents and b</i></li> <li>➤ <i>Need focussed attention to wise land use main transport routes in the context of tl</i></li> <li><i>National and regional routes need to be development encroachments.</i></li> </ul>

## 14 CONCLUSIONS: KEY SPATIAL DEVELOPMENT ISSUES

A consideration of the above suggests some specific **Key Spatial Development Issues**. These are highlighted as:

- ❑ **Focussed strategic development and planning must not be done in isolation of local need and should be guided by local knowledge and the lifestyle practices inherent to the communities living there.**
- ❑ **For under-developed rural areas, the importance of linkages and accessibility to areas of service / support and opportunity is fundamental.**
- ❑ **Fragmentation of jurisdiction over land management functions in urban and rural areas, which relates to the challenges and threats emanating from a *de facto* lack of formal control over the majority of the land area making up the Emalahleni Municipality, outside of the proclaimed town areas.**
- ❑ **Inefficient and “uneconomical” Urban and Rural Settlement Patterns vs the need for Providing Services to Meet Basic Needs, which refers to the tension between the reality of the inefficient settlement pattern prevailing in the urban and rural areas of Emalahleni versus the stated need to provide a basic level of infrastructure and social services to all residents of the Emalahleni area.**
- ❑ **The challenge, in the long term, is to provide infrastructure and quality social services to all settlements in Emalahleni in a sustainable manner. This requires strategic approaches to dealing with the difficulties posed by the sprawling, low density settlement patterns found in the area as well as the lack of local productive economies to provide residents with the means to contribute toward the cost of provision.**
- ❑ **Given the importance of the natural environment in the development of the Emalahleni space economy, implementing environmental management (wise land use) becomes critical to ensuring the sustainable use of the available resources and natural endowments (i.e. the natural environment, agricultural lands etc.).**



## 15 SPATIAL PROPOSALS

### 15.1 INTRODUCTION: A STRATEGIC FRAMEWORK FOR THE SDF

The Vision and Mission statement serves as the strategic guideline within which the municipality must respond to the key spatial development issues evident in their area of jurisdiction.

### 15.2 EMALAHLENI MUNICIPALITY'S VISION, MISSION AND VALUES

In Emalahleni, the long-term VISION in the IDP is set out as: -

*"A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community."*

The Municipality's Mission Statement is given as: -

*"Emalahleni Municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future."*

### 15.3 OBJECTIVES AND STRATEGIES IN RELATION TO THE KEY ISSUES

Considering the strategic intent of the Municipal Vision and Mission, the following sets out the combined key development issues identified in the IDP period 2017- 2022 and those identified in the analysis phase of this Spatial Development Plan and how they relate to the strategic objectives of the Municipality.

### 15.4 PROPOSED SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES.

The following spatial development objectives and strategies are presented to correspond with the spatial development

Key Spatial Development Issues	Rela
Focussed strategic development and planning must not be done in isolation of local need and should be guided by local knowledge and the lifestyle practices inherent to the communities living there.	While under that a by the the M imper good
The importance of linkages and accessibility to areas of opportunity	Safe social strate roads depar  To fa infras imple touris minin Good oppo exten lives
Fragmentation of jurisdiction over land management functions in urban and rural areas.	Lack exten outsid imper appr so the throu comm
Long term provision of	To pr servic The F throu

Key Issue	Objectives	SDF Strategies
<p>The importance of linkages and accessibility to areas of opportunity</p>	<ul style="list-style-type: none"> <li>❑ To provide a well-structured and well-maintained road network throughout the study area, in partnership with relevant transport authorities, with consideration to the road hierarchy.</li> <li>❑ To ensure the safety of people settled alongside major transport routes and the safety of commuters</li> </ul>	<ul style="list-style-type: none"> <li>➤ To partner with the Department of Roads and Transportation and private sector to improve road network in the study area.</li> <li>➤ To set in place measures to ensure the integrity of the major mobility corridors in certain places to mitigate the impacts from encroachment of informal settlements and other activities.</li> <li>➤ Plan for the upgrade and maintenance of rural roads to and from identified development nodes that are key linkages between identified development nodes.</li> <li>➤ Plan for the refurbishment of public transport facilities (Taxi Ranks, Dordrecht as well as in identified rural development nodes of Vaalwater and other nodes).</li> <li>➤ Where applicable within major settlements, plan, develop and maintain public transport facilities and prevent intrusion into unsafe and/or conservation-worthy terrain.</li> </ul>
<p>Fragmentation of jurisdiction over land management functions in urban and rural areas.</p>	<ul style="list-style-type: none"> <li>❑ To address land tenure issues through strategic partnerships and cooperative governance in rural areas</li> <li>❑ To develop an efficient and integrated settlement pattern in urban centres and their rural surrounds</li> <li>❑ To develop an agreed upon and accepted land use management system that ensures appropriate spatial management in urban and rural environments.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To initiate local planning processes to clarify land use rights and the strategic social and economic importance, such as the Xonxa Irrigation Scheme, strategically identified development nodes, corridors and special development areas.</li> <li>➤ To set up meetings/ establish a forum for cooperative land management involving the Local Municipality, Local Traditional Authorities and relevant District and Provincial Government.</li> </ul>
<p>Long term provision of infrastructure and quality social services to all settlements in a sustainable manner.</p>	<ul style="list-style-type: none"> <li>❑ To eradicate backlogs in the provision of basic services in worst-off rural areas.</li> <li>❑ To provide/maintain basic infrastructure / services to settlements of greatest need</li> <li>❑ To provide/ augment services and infrastructure to strategic areas of potential economic and social benefit to the municipal area and region.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prioritise areas of greatest need to eradicate the backlog of basic infrastructure and services.</li> <li>➤ Prioritise areas of greatest need for the provision of basic infrastructure and services based implementation programme in partnership with relevant triplets.</li> <li>➤ Prioritise areas with strategic social and economic benefit, as defined, special development areas and implement a priority phased approach with relevant stakeholders (Government, Development Agencies, Private Sector).</li> </ul>
<p>Implementing environmental</p>	<ul style="list-style-type: none"> <li>❑ To ensure land management and wise land use practice is implemented throughout the study area</li> <li>❑ To develop an agreed upon and accepted land use management system that ensures appropriate spatial management in urban and rural environments.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To ensure land management and wise land use practice is implemented throughout the study area</li> <li>➤ To develop an agreed upon and accepted land use management system that ensures appropriate spatial management in urban and rural environments.</li> </ul>



### 1. The Concept of Development Nodes

Development nodes are categorised as those towns or places where a significant number of functions commonly deemed to be urban are found. These functions would include public administration facilities/institutions, business activities, social and recreational facilities and other existing or potential economic enterprises (including tourism-related enterprises). Such nodes are often located on main transport routes to provide maximum access and act as catalysis for new growth and development. As such, they are areas where the following should be prioritised:

- *Appropriate levels of development investment in infrastructure.*
- *Appropriate land use management to promote preferred development outcomes.*

### 2. The Concept of An Urban Edge

An Urban Edge is proposed for the three towns, in an effort to consolidate the urban areas and achieve more compact settlement patterns. The areas beyond the urban edge are defined as rural, which implies a lower density settlement pattern with basic infrastructure and social facilities.

### 3. The Concept of Development Corridors

An efficient and accessible transportation network is vital for successful spatial development, especially in a rural municipality such as Emalahleni, where access to higher level goods and services in the rural settlements is limited. The need for residents to have ease of access to goods and services is of socio-economic benefit to them and vital for the broader developmental of the area.

- *Development corridors are those routes that have particular importance at a Municipal level.*

### 4. Areas Where Environmental Constraints Apply

The environmental conservation and management areas in Emalahleni comprise all afforested areas, nature reserves, river flood plains, wetlands, steep slopes in excess of 1 in 5 gradient and fragile ecosystems. It is vital to conserve these areas where there are numerous and diverse activities competing for use of the natural resources throughout the ELM area.

### 5. The Concept of Strategic Development Areas

The Municipality needs to identify areas of key development need (i.e. worst-off areas where infrastructure backlogs persist) or areas of development potential, where the allocation of resources and spending will be prioritised. This supports the phased approach to development, targeting areas of greatest potential first as promoted in the National Spatial Development Perspective and the Eastern Cape Provincial Spatial Development Plan.

Figure 15.1: Spatial Development Concept Plan

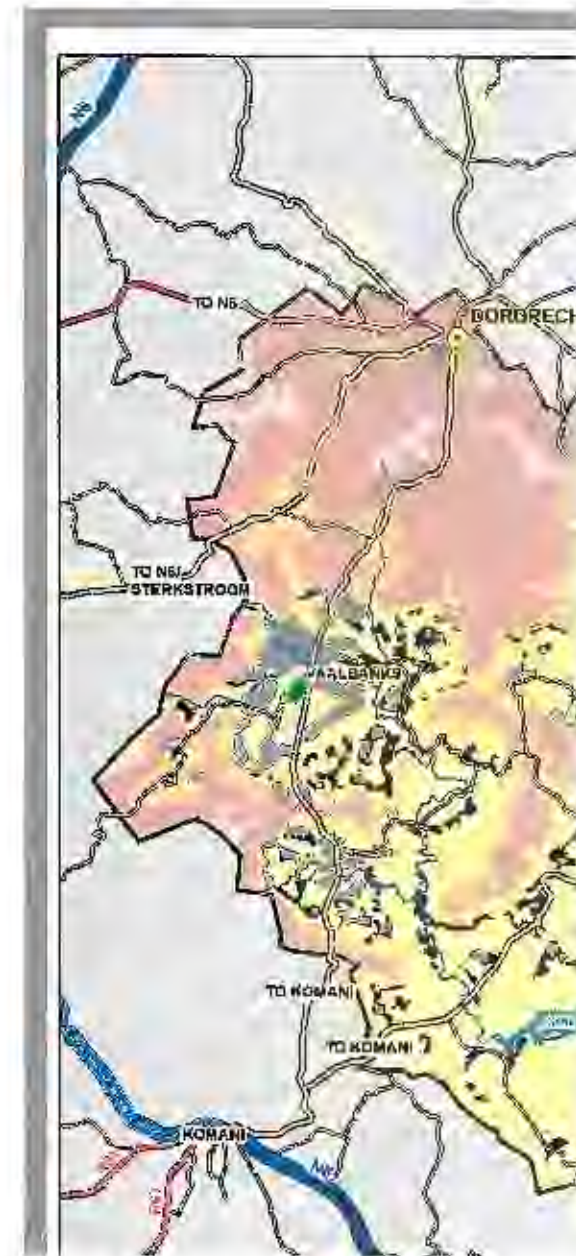


## 15.6 DEVELOPMENT NODES OF IMPORTANCE

The Municipality needs to identify nodes in order to allocate appropriate levels of investment in infrastructure and services and to be able to implement appropriate land use management strategies. The following classes of nodes have been identified and / or are proposed for Emalahleni LM:

Plan 15.1: Nodes

	ROLE	SPATIAL DEVELOPMENT PRIORITIES
<p><b>PRIMARY URBAN DEVELOPMENT NODES (Municipality and Local Councils)</b></p>	<p>CACADU TOWN</p>	<ul style="list-style-type: none"> <li>❑ Main Retail, Commercial, Industrial &amp; Administration (Govern. Services) Node</li> <li>❑ Main Centre for Social Services</li> <li>❑ Residential Function for permanent and temporary residents</li> <li>❑ Potential for agro-industrial processes</li> <li>❑ Promote diversity of tourism: leisure, heritage</li> <li>❑ Key linkage to Komani (Queenstown) – Main regional centre in the District.</li> </ul>
<p><b>SECONDARY URBAN DEVELOPMENT NODES (Local Service Centres)</b></p>	<p>DORDRECHT &amp; INDWE</p>	<ul style="list-style-type: none"> <li>❑ Local-scale retail, industrial and administration nodes</li> <li>❑ Service centres to rural areas</li> <li>❑ Cater for permanent and temporary residents</li> <li>❑ Potential for value-adding agro-industrial mining processes</li> <li>❑ Potential for tourism services and facilities</li> </ul>
	<p>VaalBANKS,</p>	<ul style="list-style-type: none"> <li>▪ Managed urban expansion and Public Funded Housing Expansion</li> <li>▪ Infrastructure development to support business, tourism and residential expansion potential</li> <li>▪ Business Centre Management and focus on Urban Aesthetics</li> <li>▪ Improved pedestrian and vehicular linkages between suburbs in town</li> <li>▪ Social facilities: Focus on Education/Health and ECDC's, cemeteries/agricultural schools.</li> <li>▪ Environmental management and conservation</li> </ul>





### 15.6.1 Primary Urban Development Nodes

#### Structuring Element: Urban Areas

#### **Cacadu Town (former Lady Frere) - (District Level Sub-District Node)**

Cacadu Town is deemed to be just below Queenstown in terms of strategic developmental importance.

Investment in Cacadu Town should be prioritised as this town has the potential to play a more effective role in providing not only goods and services to its rural hinterland but also to play a developmental (stimulus) role in the broader area.

- ❑ Need to engage with key role-players in Business Community to address the improvement of the Business Centre
- ❑ Need to ensure appropriate Zoning Scheme Regulations (By-Laws)
- ❑ Provision of suitable forms of housing to attract residents
- ❑ Rates Policy to address "land bankers" – to free up vacant land
- ❑ Land Use Intensification

Cacadu Town upgrade:

- ❑ Business Area regeneration
- ❑ Prioritise infrastructure upgrades (water services)
- ❑ Improved access/road upgrading between key urban service centres and surrounding rural settlements

Ensure that Environmental Management of Town is adhered to, this includes:

- ❑ No development within the 100-year flood line
- ❑ No development on slopes greater than 1:5
- ❑ Effective solid waste management

#### **Land Use Guidelines for urban areas:**

- ❑ Ensure that urban spaces are managed to protect the health, amenity and general well-being of residents.
- ❑ Promote densification of urban areas, within existing urban development fabric, demarcated by way of an *urban edge* that guides future settlement expansion.
- ❑ Small erf sizes (300 m<sup>2</sup> or less), depending on nature of development and setting
- ❑ Formal township layout
- ❑ Freehold title, rent-to-buy or leasehold on individual household basis
- ❑ Location of urban settlement to integrate with existing water and sanitation networks and infrastructure of appropriate levels.

#### Structuring Informants: Hierarchy of Nodes

#### Urban (formal & informal) and Densifying Rural (Reception / Influx /





### Structuring Element: Urban Areas

#### Dordrecht (District Level-Local Centres)

Serves as a Secondary Municipal Administrative Service Centre and Sub Regional Centre for Provincial and National Government Departments & SAPS

- ❑ Need to engage with key role-players in Business Community to address the improvement of the Business Centre
- ❑ Need to ensure appropriate Zoning Scheme Regulations (By-Laws)
- ❑ Infill and densification
- ❑ Dordrecht upgrade: Prioritise infrastructure upgrades that are key to both poverty alleviation (basic needs) and that facilitate strategic economic investment (mining, agro-industry, tourism, service/retail sector)
- ❑ Improved access/road upgrading between key urban service centres and surrounding rural settlements
- ❑ Protection of sensitive, vulnerable, highly dynamic or stressed ecosystems

#### Land Use Guidelines

- ❑ Ensure that urban spaces are managed to protect the health, amenity and general well-being of residents.
- ❑ Promote densification of urban areas, within existing urban development fabric, demarcated by way of an *urban edge* that guides future settlement expansion.
- ❑ Small erf sizes (300 m<sup>2</sup> or less), depending on nature of development and setting
- ❑ Formal township layout
- ❑ Freehold title, rent-to-buy or leasehold on individual household basis
- ❑ Location of urban settlement to integrate with existing water and sanitation networks and infrastructure of appropriate levels.
- ❑ Level of Service (LOS) linked to levels of affordability and sustainability. RDP LOS should be minimum standard
- ❑ of appropriate levels.
- ❑ Land use categories should be structured along a range of levels of intensity and mix (as opposed to strictly use-category based) to encourage mixed use development, with good access to higher order goods and services.
- ❑ Urban settlement to integrate with main commuter routes and tar road

### Structuring Informants: Hierarchy of Nodes Urban (formal and informal)





## Structuring Element: Urban Areas

### Indwe

Need to engage with key role-players in Business Community to:

- ❑ Address the improvement of the Business Centre
- ❑ Need to ensure appropriate Zoning Scheme Regulations (By-Laws)
- ❑ Infill and densification
- ❑ Indwe upgrade: Prioritise infrastructure upgrades that are key to both poverty alleviation (basic needs) and that facilitate strategic economic investment (mining industry, service/retail sector)
- ❑ Improved access/road upgrading between key urban service centres and surrounding rural settlements

### Land Use Guidelines

- ❑ Ensure that urban spaces are managed to protect the health, amenity and general well-being of residents.
- ❑ Promote densification of urban areas, within existing urban development fabric, demarcated by way of an *urban edge* that guides future settlement expansion.
- ❑ Small erf sizes (300 m<sup>2</sup> or less), depending on nature of development and setting
- ❑ Formal township layout
- ❑ Freehold title, rent-to-buy or leasehold on individual household basis
- ❑ Location of urban settlement to integrate with existing water and sanitation networks and infrastructure of appropriate levels.
- ❑ Level of Service (LOS) linked to levels of affordability and sustainability. RDP LOS should be minimum standard
- ❑ Land use categories should be structured along a range of levels of intensity and mix (as opposed to strictly use-category based) to encourage mixed use development, with good access to higher order goods and services.
- ❑ Urban settlement to integrate with main commuter routes and tar road access
- ❑ May have access to municipal commonage (if available)

### Roles and Responsibilities

Responsibility primarily rests with the local municipality and the district municipality. Resident associations, ratepayers, ward committees, community forums, and council structures are important support structures and playing an important community representative role that guides and informs land use/development in the area. Poverty needs to be understood at the community level to ensure appropriate development and prioritization of funding.

## Structuring Informants: Hierarchy of Nodes

### Urban (formal and informal)





## 15.6.2 Rural Development Nodes

**Structuring Element:**  
Rural Service Nodes

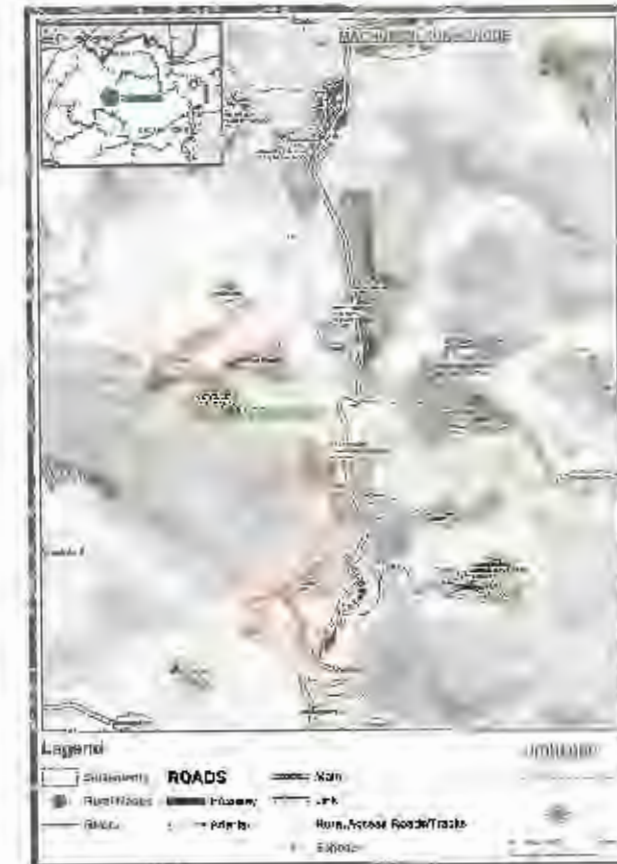
### Structuring Informants:

Rural Settlements that fulfil a service centre role to surrounding villages, due to:

- Location of services and commercial outlets/local industry: Health services, schools
- Agricultural infrastructure (shearing sheds, irrigation schemes) supporting local economic activity
- Availability of infrastructure and housing provision
- Location at intersection of main routes that provide ease of access and enhances spatial integration between nodes

### Vaalbanks, Xunvu, Ndonga, Machubeni, Cumakala

- Identify rural service centres (that are strategically located to be extended and planned to accommodate higher levels of social facilities and infrastructure (including commercial enterprises))
- Priorities infrastructure investment for basic need provision and to enable investment and growth of potential economic activity in areas (agro-industry, mining, irrigation).
- Integration and improved accessibility to higher order service centres and improved access between clustered rural settlements around rural service nodes.
- Manage settlement expansion in order to:
  - Prevent unmanaged settlement encroachment along regional transport routes (national /district roads)
  - Promote densification and integrated settlement development without limiting rural livelihoods practice (subsistence/small scale agriculture)
  - Prioritise infrastructure delivery to support settlement growth in an integrated manner.
- Priority to be given to environmental protection and good land use practise
- Appropriate land administration arrangements and tenure form for nodal areas
- Focus on Local Planning Processes to clarify land use rights and to formalise layout of relevant nodal areas.



### Land Use Guidelines for rural areas

- Need a clear land use management system to improve the sustainable provision of infrastructure and services to nodal areas that protects the environment, ensures managed settlement growth
- Low-density rural settlement, vegetable gardens, grazing, crops, woodlots, medicinal plants, thatching grass, sand winning, stone quarrying, natural areas, various social and recreational facilities, shops, taverns and other small-scale commercial activities.



### Rural Nodes: Vaalbank and Xonxa

#### Structuring Elements:

- Rural Service Nodes
- Sub Local Business Node
- Sub Local Mixed development node
- Development Corridor

#### Structuring Informants:

Rural Settlements that fulfil a service centre role to surrounding vi

- Location of services and commercial outlets/local industry: He
- Agricultural infrastructure (shearing sheds, irrigation schemes)
- Availability of Infrastructure and housing provision
- Location at intersection of main routes that provide base of a c levels of hierarchy.

### Vaalbank Local Spatial Development Framework Proposals (ELM IDP 2017 – 2022)

#### Rural Node: Lower Vaalbank

- A proposed Rural Service Node allowing for a travel distance of 5km/1-hour travel by foot to access its public facilities.
- Areas where medium order community facilities are provided
- Future rural service centres need to be located in close proximity to public transport routes to ensure maximum accessibility to facilities
- Local planning is needed to maximize use of resources
- Local land use schemes to be negotiated

#### Business Node: Vaalbank Intersection Business Node (on R392)

- Proposed Business Hub: Existing Business expansion; Proposed Mixed Uses, a Park and Open Space Development, upgrade and provision of internal roads
- Local land use Schemes to be negotiated.

#### Mixed Development Nodes: Mngungu • Qwugqwarhu • Bhogo-A • Mgqukhwebe-A • Geina-G • Swartwater • Dum-Dum • Sidvachweni

- A proposed Mixed Development Node, allowing for a travel distance of 5km/1-hour travel by foot to access its public facilities.

#### Development Corridor: The R392 from Queenstown to Dordrecht -proposed as the main Transport Corridor

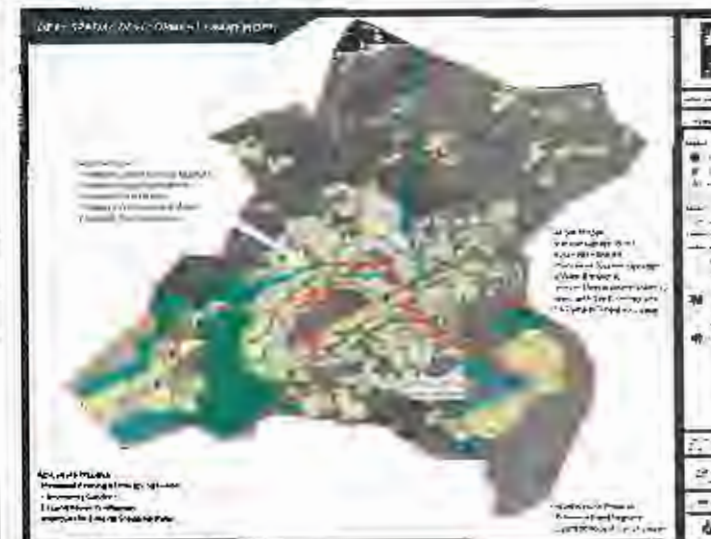
### Xonxa Local Spatial Development Framework Plan (ELM IDP 2017-2022)

Chris Hani District Municipality has identified Xonxa Settlement and Xonxa Dam, located in Ward 1 and Ward 6 for local spatial development planning.

#### Xonxa LSDF: Key Development Strategies

- Promote Agricultural Development along the dam and within the settlement
- Promote Tourism development. Lodge development at the dam heritage site development
- Promote Coal mining for job creation
- Introduce public transport routes and corridors.

Strengths of the area:





## 15.7 DEVELOPMENT ROUTES AND CORRIDOR

### Structuring Element: Development corridors: Roads of significance at Municipal and Local Level, that:

- Facilitate movement of people and goods to and from an area
- Link places in the Municipal area to other places of significance (i.e. markets, places of work or social /economic opportunity)
- Create a focus for activity (e.g. tourism, commercial farming, agro-industry)

### Structuring Informants

- National and Provincial Roads or
- District Roads
- Local Roads
- Internal Access Roads

#### Statement of Intent

Clear categorisation in line with the primary function of each road category. The function of each category needs to be optimised / supported / secured by appropriate spatial design and management criteria, including:

- Access control (spacing and configuration of intersections, direct access restrictions)
- Set-back and building lines along routes
- Clear provision for pedestrian / non-motorised control
- Critical for a functional road transport system or network – higher order networks to be supported by lower order secondary networks and access roads – to avoid conflict in functions and resulting safety implications, currently often the cause of serious accidents.
- To afford good levels of access to all residents and visitors in the district

#### Spatial Structuring and Outcome Management

- Appropriate alignment and design criteria are informed by the road status.
  - Topography and existing built environment will largely determine optimal routing of road.
- Management of space around higher order roads and mobility routes need to focus on the following:
- Restricting direct access
  - Introduction of setback lines
  - Restricting pedestrian activity
  - Appropriate public transport collection and transfer points
  - Safe intersections
    - Sight distances
    - Limiting number of intersections/spacing
    - Intersection alignments
  - Adequate hierarchy of roads to ensure functioning road network / avoid undesirable or conflicting use.
  - Protect sensitive, vulnerable and highly dynamic eco-systems.
  - Discourage the use of informal tracks, promote desirable routes
  - Full EIA required for all new roads and upgrading of roads.

Urban Street

R393 (Queenstown –  
Cacadu Town – Cala)  
R392 (Dordrecht –  
Queenstown)  
R56 (N6 – Dordrecht –  
Indwe –Elliot)

These routes carry passing traffic and provide access between local areas in Emaladoni and centres further a field.  
*Spatial Planning Priority is to manage settlement development along the Primary and Secondary Movement corridors to mitigate impacts of settlement on the road*

Primary Road

Vaal Banks –Cacadu  
Town  
Cacadu Town –Nonxa –  
R61  
Cacadu Town –  
Machubeni –Indwe  
Cacadu Town –  
Zingqolweni – Ndonga-  
R393

Linking areas of development potential to Movement Corridors and Urban centres.

Regional Road

North -East Corridor

Corridor of district and municipal-level economic importance

Local Road

Farm-stay Route  
(Queenstown –  
Dordrecht- Indwe –  
Cacadu Town –  
Queenstown)  
Liberation Route  
(R393)

Routes of District and Regional Economic Importance.  
  
*Upgrade and Improve accessibility to promote tourism potential/ initiatives in the area*




ROAD RESERVE AND BUILDING LINES			
Road Level	Road Type	Recommended Road Reserve	Building Line

Land Use Management Guidelines  
 Note:  
 \* A comprehensive RZ of the RZ of Road Access 2002



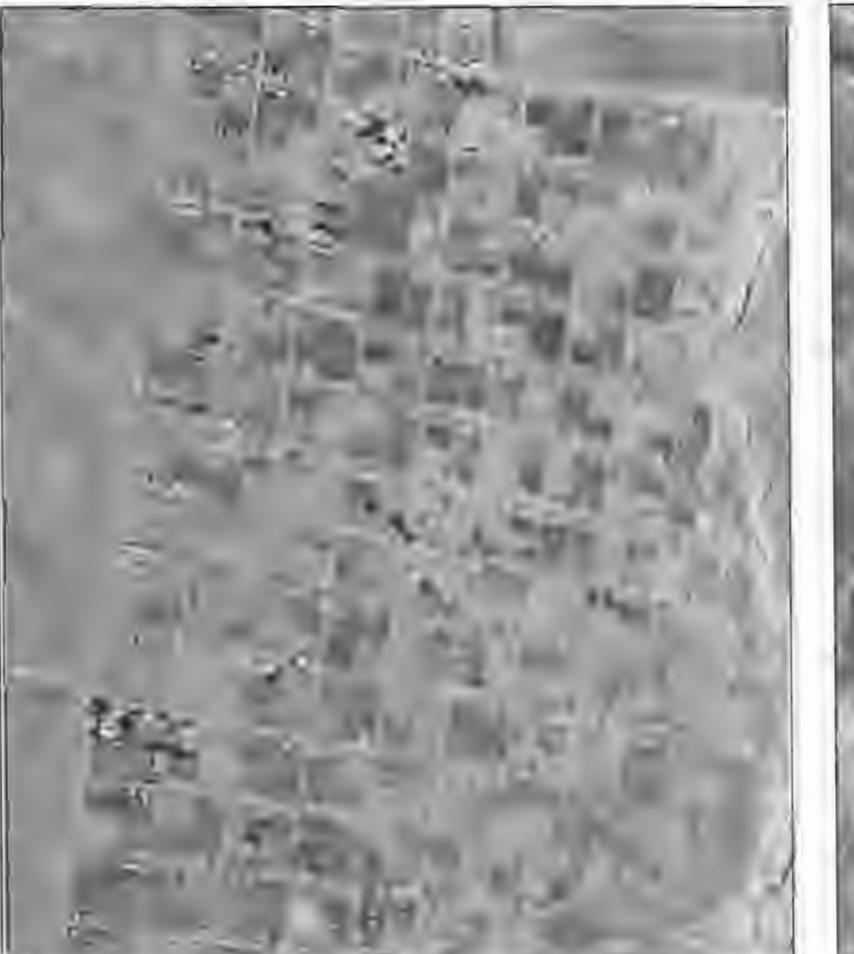
## 15.8 SETTLEMENT HIERARCHY: PERI-URBAN/RURAL SETTLEMENT TYPOLOGY

STRUCTURING ELEMENT	STRUCTURING INFORMANTS - SETTLEMENTS
<p><b>Settlements:</b></p> <ul style="list-style-type: none"> <li>❑ <b>Structured low-density peri-urban/rural settlements</b></li> <li>❑ <b>Rural Settlement: Structured low density</b></li> <li>❑ <b>Small Scale agricultural settlement/ emerging farming area.</b></li> </ul> <p><u>Statement of intent</u></p> <ul style="list-style-type: none"> <li>❑ Defining settlement edges is a fundamental step in distinguishing between agricultural and natural rural landscapes from settlement landscapes.</li> <li>❑ The management emphases inside and outside the settlement edges differ.</li> <li>❑ The intention would be to support multiple livelihood options as they relate to food security, sustainable livelihoods, income generation and access to goods and services and includes families potentially having employment in nearby enterprises or in close by urban employment, by participating in LED projects/enterprises on the commonage, and through access to land for small scale gardening, and or commonage land for grazing.</li> <li>❑ Multiple land uses include low-density residential settlement, vegetable gardens, grazing, crops, woodlots, medicinal plants, thatching grass, sand mining, stone quarrying, natural areas, various social and recreational facilities, private burial areas, community cemeteries, spaza shops, taverns and other small-scale commercial activities.</li> </ul> <p><b>Structured low-density peri-urban/rural settlement</b></p> <ul style="list-style-type: none"> <li>❑ In recognition of cultural tradition and socio-economic circumstances such settlements should allow for traditional practices and incremental settlement development.</li> <li>❑ This settlement type may allow space for on-site gardens and access to grazing &amp; arable lands (where possible) on commonage.</li> <li>❑ Commonage planning needs to take account of LED development opportunity. Commonage ideally to be managed by a commonage management committee under formal guidance (e.g. Dept of Agriculture or Municipality)</li> <li>❑ Level of Service (LOS) to be lower than full urban LOS, depending on proximity to existing networks and is subject to how the community prioritises subsidy expenditure.</li> <li>❑ In new settlements top structure support to be provided but can be provided in follow-up phase of development.</li> <li>❑ Provision of neighbourhood level services and facilities within the community.</li> <li>❑ This model is seen to offer the potential to densify and develop into the urban model over time, should communities so desire.</li> <li>❑ If densification occurs it must be done within parameters of improvements in LOS and access, as well as a sustainable livelihoods base and impact on erf size</li> <li>❑ In existing settlements top structure support is optional, depending on financial availability and development priorities</li> </ul>	<ul style="list-style-type: none"> <li>■ Low Density Peri-urban Settle</li> <li>■ Rural settlement             <ul style="list-style-type: none"> <li>○ Structured</li> <li>○ Low density</li> </ul> </li> <li>■ Small scale agricultural settler</li> </ul> 

A co-operative governance agreement (Protocol) on the ongoing management of land use must be negotiated between the Traditional Leaders and the Local Municipalities and the communities.



### 15.8.2. Structured low density rural settlement and Small Scale Agricultural Settlement (Small Holder)

STRUCTURING ELEMENT	STRUCTURING INFORMANTS - HIERARCHY AND FUNCTION OF PEI
<p><b>Settlements:</b></p> <ul style="list-style-type: none"> <li>❑ Structured low-density peri-urban/rural settlements</li> <li>❑ Rural Settlement: Structured low density</li> <li>❑ Small Scale agricultural settlement/ emerging farming area.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low Density Peri-urban Settlement</li> <li>▪ Rural settlement               <ul style="list-style-type: none"> <li>○ Structured</li> <li>○ Low density</li> </ul> </li> <li>▪ Small scale agricultural settlement/ emerging farming areas</li> </ul>
<p><u>Statement of intent</u></p> <ul style="list-style-type: none"> <li>❑ Defining settlement edges is a fundamental step in distinguishing between agricultural and natural rural landscapes from settlement landscapes.</li> <li>❑ The management emphases inside and outside the settlement edges differ.</li> <li>❑ Key issues relate to food security, sustainable livelihoods and income generation and access to goods and services.</li> <li>❑ Multiple land uses include low-density rural settlement, vegetable gardens, grazing, crops, woodlots, medicinal plants, thatching grass, sand mining, stone quarrying, natural areas, various social and recreational facilities, private burial areas, community cemeteries, spaza shops, taverns and other small-scale commercial activities.</li> </ul> <p><b>Rural Settlement (Structured/Clustered and Low-density sprawling)</b></p> <ul style="list-style-type: none"> <li>❑ This has to provide for the use of land or buildings for low density residential and ancillary use development with a rural character, under the management of a Traditional Authority.</li> <li>❑ Development will generally be, but not be limited to being outside the Urban Edge.</li> <li>❑ In recognition of cultural tradition and socio-economic circumstances such settlements should allow for traditional practices and incremental settlement development.</li> </ul> <p><b>Small Scale Agricultural Settlement / Emerging farming areas (small-holder)</b></p> <ul style="list-style-type: none"> <li>❑ This aims to secure agricultural land and sustain a valuable economic resource that is being managed by small-holder farmers.</li> <li>❑ Protect the agricultural potential from residential settlement densification and other developments that will impact on the productive capacity and livelihood of occupants.</li> <li>❑ Implement appropriate agricultural land use management and support</li> <li>❑ These areas can make a positive contribution to the economy of the region and economic prospects of residents.</li> <li>❑ Compatible uses should be encouraged, provided these do not detract from agriculture as the main productive activity.</li> </ul>	

### 15.8.3 Structured/ Clustered Rural Settlement

#### **RURAL SETTLEMENTS (Structured/Clustered and Low density):-**

##### **Spatial Structuring and Outcome Management**

Management of space will focus on:

- Contain and Improve
- Limit Sprawl
- Improving settlement functioning (infrastructure, access to social services)
- Improving settlement structure and space (infill/densification and or controlled expansion)
- Improve Connectivity (Roads, Telecoms/ Internet)
- Protect and integrate internal natural resource elements (Water, Wetlands, Biodiversity, Steep Areas)
- Invest in Resource Development around settlements
- Land Administration systems to be put in place

##### **Land Use Guidelines:**

Gradual introduction of land use management mechanisms to integrate with prevailing customary practices.

Recognition of land use practices and spaces based on cultural, traditional and socio-economic circumstances:

- Traditional dwelling structures (grouping of structures as opposed to “inter-leading”)
- Integration and linkages to subsistence agricultural practices (cultivated spaces and livestock handling)
- Communal / open spaces linked to cultural practices (burial areas, social and gathering space)
- Create clear parameters where critical aspects need to be adhered to.
- Avoid unnecessary bureaucratic interference and restrictions and target management where required only. Instead, focus on influencing practices in a positive manner to ensure benefit of sustainability and wise land use practices.
- Introduce appropriate demarcation methods to align with land rights and land use differentiation.
- Inclusion of elements and appropriate definitions to enable future upgrade of tenure rights to take place (only when required), such as:
  - “land unit” / “erf”,
  - “right holder” / “owner”
  - “use right” / “zoning”





#### 15.8.4 Agricultural small-holder / subsistence farming area

##### AGRICULTURAL SMALL-HOLDER SUBSISTENCE

###### Spatial Structuring and Outcome Management

Management of space will focus on:

###### **PRODUCTION FOCUSED SUPPORT PRIORITY**

- Primarily on promoting productive capacity of such settlements as smallholder agricultural areas.
- To secure the high potential and productive agricultural land components.
- Agricultural infrastructure, technical support and extension services – consider locating resource hub (distribution of production input goods and collection points for produce) at an existing social infrastructure facility such as a school
- Access to markets (collection points, storage facilities) e.g. identify and invest in centralised resource hubs, logistics and transport
- Improved access to resource hubs
- Basic needs public investment
- Focus on restoring and maintaining integrity of agricultural areas.

###### Land Use Guidelines:

Focus on:

- Limiting residential settlement densification and other developments that will impact on the productive capacity and livelihood of its occupants.
- Settlement is recorded as existing uses in rural zones: e.g. POINTS in agricultural zones
- Natural boundaries are appropriate basis for zonation e.g. landscape character areas
- Appropriate agricultural land use and resource management principles to be integrated in TUMS
- Environmental Resource protection – forests, drainage features, wetlands, protected species
- Introduce compatible uses that do not detract from agriculture as the main productive activity.

###### Roles and Responsibilities:

It is envisaged that the measure of control by local community and Traditional Authority structures over land use management decisions should increase as we move from urban, to structured rural, to lower density rural to agricultural settlement. Here the role and responsibility of Traditional Councils are critical for determining and achieving desired outcomes and could greatly assist municipalities if structured in terms of a suitable service level

##### EXAMPLE OF SMALL HOLDING AGRICULTURE





## 15.9 ENVIRONMENTAL CONSERVATION AREAS

### **STRUCTURING ELEMENT:** Areas of environmental sensitivity, conservation priority

Provision is to be made for areas to be set aside as sensitive areas, where development is discouraged due to specific characteristic, as follows:

- ❑ Critical Biodiversity Areas (CBAs)
- ❑ Topography: Slopes with a gradient greater than 1:5. This is due to the ecological impacts which may result e.g. soil erosion; slope failure etc.
- ❑ Vegetation: Affromontane Forest, Specific Grassland areas (e.g. Tsomo Grassland), areas containing Plants and Vegetation of Conservation Importance
- ❑ Wetland Areas: Currently there is no accepted priority ranking system for wetlands. Until such a system is developed, it is recommended that a 50 m buffer be set for all wetlands
- ❑ Heritage Sites: Rock Art Sites
- ❑ Other Areas: The habitat of endangers animals and birds
- ❑ Municipal Public Open Space.
- ❑ Rivers/ Water Source: Development within the 1:100 year flood line or within 100m of the high flood level. See Table below for recommended buffers for rivers.

Although associated compatible uses and activities may be considered, the primary intent is to maintain land in its natural state with the object of preserving the bio-physical characteristics of the land, including flora and fauna living on the land.

#### **Spatial Structuring and Outcome Management**

- ❑ Verification and refinement of indicative demarcation coverages of environmental sensitivity categories.
- ❑ Clear demarcation of all areas considered as environmentally sensitive (such as steep slopes, drainage features, estuaries or areas containing concentrations of conservation worthy vegetation) or conservation zones such as reserves or heritage sites.
- ❑ Identification and demarcation of ecological corridors (linking conservation areas) to be maintained.

#### **Land Use Guidelines:**

**Critical Biodiversity Areas:** the following land use objectives are recommended, as follows:

##### **Terrestrial Biodiversity**

- CBA 1: Natural Landscapes: Maintain biodiversity in as natural state as possibility to ensure no biodiversity loss
- CBA 2: Near Natural landscapes: Maintain biodiversity in near natural state with minimal loss of ecosystem integrity. No transformation of natural habitat should be permitted.
- CBA 3: Functional landscapes: Manage for sustainable development, keeping natural habitat intact in wetlands (including wetland buffers) and riparian zones. Environmental authorisations should support ecosystem integrity.
- CBA 4: Transformed Landscapes: Manage for sustainable development

##### **Aquatic Biodiversity**

CBA 1 and CBA 2: Formally protected water sources include a number of large water catchments (northern part of the study area), including dams, Xonxa, Lubisi, Makhubeni and Doringriver Dam

**River Corridors:** Preserve natural systems for attenuation, sediment and water flows.

- ❑ Municipal Schemes must make provision for a buffer area surrounding all rivers to be zoned as open space / environmental management area where no development is permitted. No development is permitted within 15 metres either side of a river

### **STRUCTURING INFORMANTS – ENVIRONMENT DISCOURAGED**

- Critical Biodiversity Areas (CBA I & II)
- Wetlands, drainage lines and rivers
- Coastal Conservation priority areas and estuari
- Steep slopes with a gradient greater than 1:5



## ENVIRONMENTAL CONSERVATION AREAS (CONTINUED)

### Land Use Management Guidelines (Continued...)

Land Use	Key Issue / Intent	Land Use Management Guidelines
<u>Floodlines</u> Applies to all rivers in the study area	Protection of resident communities Protection of riverine eco-systems; Protection of communities from flooding risks.	No development below the level of the 50-year flood line. Any development below the level of the 100-year flood line only with: Any existing residents in these areas must be informed by the municipality.
<u>Cherty Steep Land and Unstable Land</u>	Identification of land unsuitable for development purposes. Protect sensitive, vulnerable and highly dynamic eco-systems. Preserve sense of Place	No development on land where the gradient is steeper than 1:5 or that specific exceptions may be identified by the municipality in the a geotechnical investigation and the foundations and structure are engineer.
<u>No Development Zone</u>	Protection and conservation of sensitive, vulnerable and highly dynamic eco-systems. Includes: <ul style="list-style-type: none"> <li><input type="checkbox"/> Areas of special biological communities;</li> <li><input type="checkbox"/> Areas of great ecological sensitivity;</li> <li><input type="checkbox"/> Special breeding, nursery or migratory stop over areas;</li> <li><input type="checkbox"/> Areas of special paleontological interest;</li> <li><input type="checkbox"/> Areas of special archaeological interest;</li> <li><input type="checkbox"/> Areas of special historical, social or cultural value;</li> <li><input type="checkbox"/> Areas of special or traditional resource use or access;</li> <li><input type="checkbox"/> Areas of outstanding natural scenery.</li> </ul> Protect sensitive, vulnerable and highly dynamic eco-systems. Protect sites of archaeological, palaeontological, historical-cultural and social significance, special resource areas, and sites that represent the special features and symbols of the district. Boundaries of the No-Development Zone as depicted in the SDF are to be used as a guideline and should be refined and verified through field survey.	<b>Land Use:</b> <ul style="list-style-type: none"> <li>- No buildings, tented camps or huts. Only walking and horse-</li> <li>- Includes the Natural Landscape as reflected in the LC Bio-Dr</li> <li>- No agricultural uses.</li> </ul> <b>Level of Infrastructure and Services:</b> <ul style="list-style-type: none"> <li>- No infrastructure or services;</li> <li>- ONLY management activities should be maintenance of the sites and protection/management of sites of cultural and historical</li> <li>- Access along existing paths/trails only. No roads permitted.</li> </ul> <b>Carrying Capacity of trails: (Lewy, 1984)</b> <ul style="list-style-type: none"> <li>- To be determined on the basis of Limits of Acceptable Change access controls where necessary. Consideration must be given</li> <li>- Subject to the recommendations of any SEA or EIA, the following:                             <ul style="list-style-type: none"> <li>o Interpretive, educational nature trails: 2-4 km long, maximum</li> <li>o Hiking trails: If &gt;12 km long then overnight stops at Natural</li> <li>o Horse riding trails: 3 horses per km of trail per day.</li> </ul> </li> </ul>
<u>Cellular Network Masts</u>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improvement in tele-communications network.</li> <li><input type="checkbox"/> Preserve sense of place.</li> </ul>	All applications require an EIA and special consent of the Municipality. Landscapes of significant symbolic, aesthetic, cultural or historical value.

**Critical Biodiversity Areas (CBAs)** are terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystems in the Emantshani LAM. The CBA's include the dams, rivers, wetlands and indigenous forests. Identified expert areas and corridors. There are no protected areas in Emantshani LAM.

### Protected Areas:

*Protected area 1: Statutory protected areas. They include all national parks and provincial nature reserves.*

*Protected area 2: Non-statutory*

### Terrestrial Critical Biodiversity Areas: Features used to define use-zones:

#### Terrestrial CBA 1:

- Critically endangered vegetation types (ecosystems) identified through ECBCP the systematic conservation assessment
- Critically endangered vegetation types from STEP
- Critically endangered forest patches in terms of the National Forest Assessment
- Areas essential for meeting biodiversity targets for biodiversity features (SA vegetation types, expert mapped priority areas)

#### Terrestrial CBA 2:



## 15.10 STRATEGIC DEVELOPMENT AREAS

### 15.10.1 Introduction

Strategic Development Areas (SDAs) are geographical areas where, in order to achieve both the objectives of the Emalahleni Integrated Development Plan and the related objectives of the Spatial Development Framework, the Emalahleni Municipality would need to prioritise its development efforts and capital expenditure.

The Special Development Areas identified in Emalahleni Municipality are:

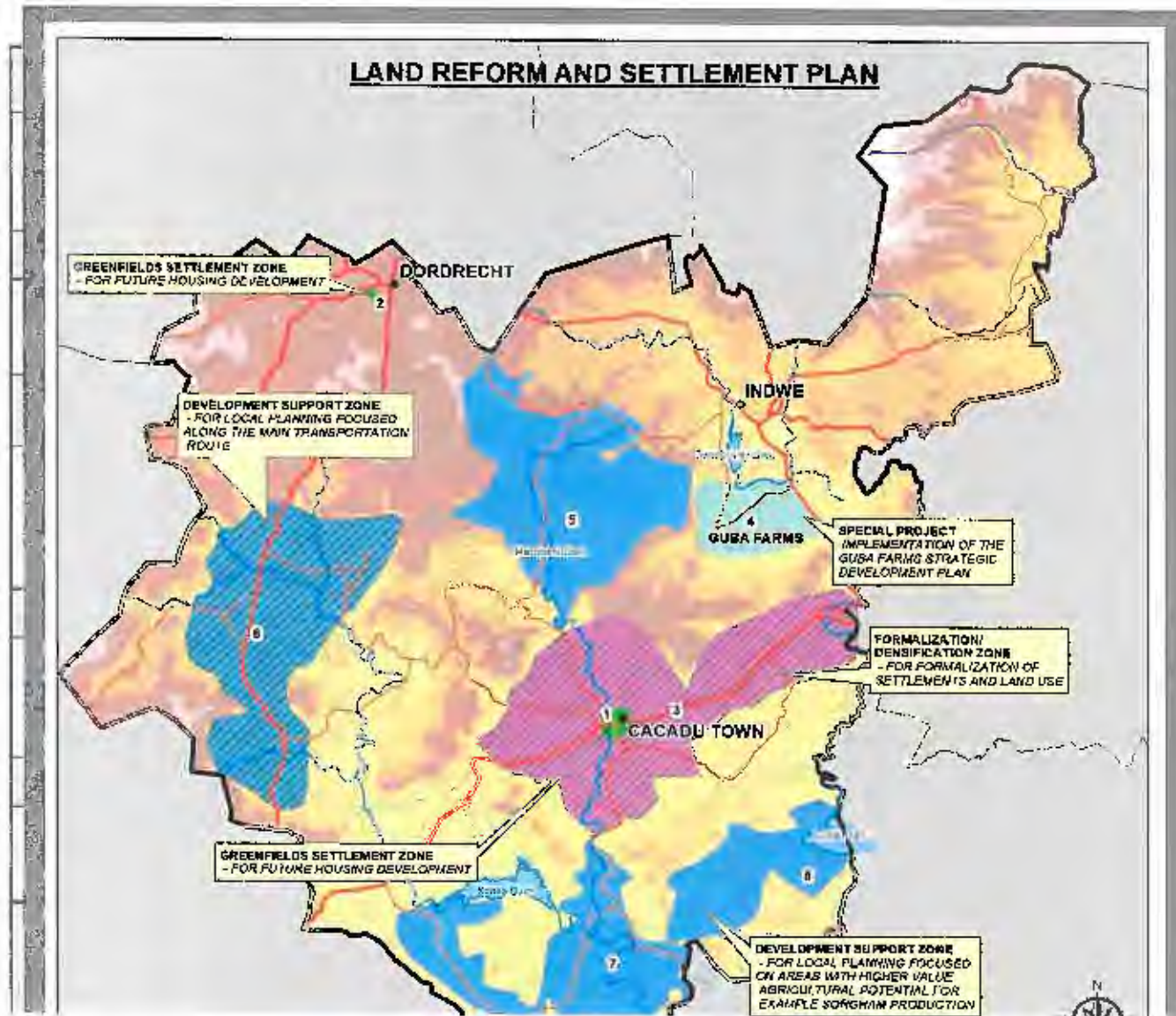
- AREAS OF PRIORITY BASIC NEEDS
- AREAS OF LAND REFORM AND SETTLEMENT
- AREAS OF MINING POTENTIAL
- AREAS OF AGRICULTURAL POTENTIAL

### 15.10.2 Areas of Priority Basic Needs (Water and Sanitation)

<p><b>Structuring Element:</b></p> <p>Management for specific socio-economic outcomes</p>	<p><b>Structuring Informants – basic access to infrastructure and services</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Level of hardship</li> <li><input type="checkbox"/> Poverty</li> <li><input type="checkbox"/> Lowest Levels of access to basic services (social services and infrastructure)</li> </ul>
<p>Areas of greatest need are defined as those areas with the lowest per capita income levels and worst-off settlement areas (provision of water and sanitation infrastructure). These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of these communities (poverty alleviation programs and basic infrastructure investment).</p>	
<p><b>Statement of intent</b></p> <p>To ensure basic human needs are met in terms of access to minimum levels of infrastructure, shelter, healthcare, education and safety, especially in those areas regarded as worst off.</p> <p>Although clear guidelines exist for urban environments, achieving appropriate levels of access to rural and often inaccessible localities will require innovative solutions.</p> <p><b>Spatial Structuring and Outcome Management</b></p> <p>Prioritisation of intervention areas to be based on lowest levels of economic wellbeing or access to economic opportunities, infrastructure and social services.</p> <p>This should again be refined and reviewed at each level of spatial planning (Municipal-wide, ward level and Local Precinct level), with particular reference to settlement typology, population density and accessibility.</p> <p><b>Land Use Guidelines</b></p> <p>Settlement guidelines are contained in the settlement policy framework principles for business, settlement development and delivery.</p>	



Plan 15.3: Land Reform and Settlement Plan





## 15.10.4 Mining and Renewable Energy Generation Potential

### STRUCTURING ELEMENT

Areas of particular economic potential – Coal Mining, Sand Mining, Clay Mining, Wind Energy Farming

### STRUCTURING INFORMANT

High potential mining: coal, sand  
Renewable Energy Projects: Ind  
Transport / Rail Routes

#### Statement of intent

- ❑ To secure and protect areas considered as valuable and high potential economic resource areas (with particular characteristics, natural potential or infrastructure capacity) from developments that will render the land less suitable for its optimal development. Through appropriate resource and land use management and investment, such areas need to be enabled to reach optimal potential.
- ❑ Complementary activities can assist in ensuring the viability of enterprises, and to this end, value addition and compatible uses should be encouraged, provided these do not detract from the core productive / development potential or function of such area.
- ❑ Spatial Structuring and Outcome Management
- ❑ Recognition, clear demarcation and protection of areas with high potential for economic development (in line with main economic sectors of opportunity).
- ❑ Focus on linkages with, or where appropriate, integration of associated or complementary activities to support enterprises linked to development of resource.
- ❑ Critical to all the above, is the need for the following:
  - ❑ Infrastructure development required to achieve primary resource development and associated value-add industries
  - ❑ Integrated sector (investment) plans, structuring interventions along spatial priorities.
  - ❑ Land-legal processes to clear the way for enabling appropriate secure tenure / use-right alternatives that will accommodate the requirements of investors
  - ❑ Roles and Responsibilities: Management guidelines
  - ❑ Sand Mining: All sand mining activities must be considered as a special consent application by the municipality
  - ❑ Building materials sourced from appropriate locations in an environmentally sustainable manner
  - ❑ A positive RoD for an EIA and a permit from DMR are a pre-requisite for such an application.

#### Coal Mining

For the past decade the municipality has been struggling to extract value out of the coal deposits discovered in its jurisdictional area. Coal mining remains an untapped potential in the area and can contribute immensely to employment creation if it can be properly mined and benefitted. These coal deposits are located in the Cacadu Town and Indwe area. The mining company Elixeni has over 1800 km<sup>2</sup> of mining and prospecting rights in the eastern cape, with approximately 650 km<sup>2</sup> of this area in Emalahleni (illustrated on the plan). The company estimates that there is over 1 billion tonnes of coal available for mining. Current mining operations have ceased in the area. The proposed market for this coal was for both local use (e.g. for the hospitals) and for export to Coega and East London.

The benefits of the coal mining in Emalahleni include:

- Job creation
- Improvement in the rail and road linkages
- Spin off in related and subsidiary industries/ businesses e.g. accommodation for workers, mechanics (servicing), transport, security etc
- Cheaper coal available for the local market e.g. the boiler market
- Stimulate the local economy of in the town of Indwe/ Cacadu Town and Dordrecht.
- Improved opportunities in other industries e.g. construction, transport, agriculture, timber and forestry, tourism, hospitality and services.

#### Sand Mining

Small scale excavation mining occurs near local rivers whereby people or operators adhocly mine sand without permits for purposes of building and brick-making. Sand mining activity is largely unregulated and poses an environmental threat. Intervention from DEDEAT and DME is required to manage and regulate this activity.

#### Quarrying

Indwe Quarries (IQ) known as Blue Grain Quarries aims to be a leading commercial supplier of building and construction aggregates in the region. Quarrying operations are en-route the R63 between Indwe and Dordrecht. Anticipated indirect benefits from this operation would be the increasing demand for Bed and Breakfast accommodation facilities in the area, as mining activity increases. (IDP 2017-22).

#### Clay Brick Making

The Municipality is in the process of exploring the potential for small scale clay brick making in Indwe and Dordrecht to supply material for housing projects, intentioned to support the growth of sand mining initiatives. The local municipality is in the process of setting up a committee for clay brick mining and also provides business support in this form





## 15.10.5 Agricultural Potential

<b>STRUCTURING ELEMENT</b> <b>Areas of particular economic potential – Agriculture</b>	<b>STRUCTURING INFO</b> <b>High potential Agriculture</b>
<p><b>Statement of intent</b></p> <p>To secure and protect areas considered as valuable and high potential economic resource areas (with particular characteristics, natural potential or infrastructure capacity) from developments that will render the land less suitable for its optimal development. Through appropriate resource and land use management and investment, such areas need to be enabled to reach optimal potential. Complementary activities can assist in ensuring the viability of enterprises, and to this end, value addition and compatible uses should be encouraged, provided these do not detract from the core productive / development potential or function of such areas.</p> <p><b>Spatial Structuring and Outcome Management</b></p> <p>Recognition, clear demarcation and protection of areas with high potential for economic development (in line with main economic sectors of opportunity),</p> <p>Focus on linkages with, or where appropriate, integration of associated or complementary activities to support enterprises linked to development of a resource.</p> <p><b>Critical to all the above, is the need for the following:</b></p> <ul style="list-style-type: none"> <li>• Infrastructure development required to achieve primary resource development and associated value-added industries.</li> <li>• Civil infrastructure development is a critical element for development of coastal tourism nodes.</li> <li>• Identification of a clear spatial focus for smallholder agricultural support and identification of central collection/distribution points and priority routes linking collection/distribution points.</li> <li>• Integrated sector (investment) plans, structuring interventions along spatial priorities.</li> <li>• Land-legal processes to clear the way for enabling</li> </ul>	<p><b>Livestock Potential</b></p> <p>Beef cattle in the central and south western areas.            Sheep in most areas.</p> <p>Currently most of the ELM livestock is farmed on communally owned land under tribal authority on a subsistence rather than commercial basis. Commercial privately-owned farming takes place in the northern areas around Indwe and Dordrecht.</p> <p><b>Wool Production</b></p> <p>Because of the already existing volume of sheep holding in the rural villages of Cumakala, Ntsinga and Izingqolweni, sheep shearing sheds were built in these areas as part of a wool production, processing and marketing initiative in ELM.</p> <p><b>Feedlots</b></p> <p>The district currently has only one cattle feedlot (in Elliot). CHDM could potentially increase its animal production from the current 768 000 cattle and 2.7 million sheep per annum. Therefore, the need for the establishment of seven additional feedlots was identified. These feedlots will service strategic geographical clusters of farmers in each LM. A feedlot service and related infrastructure is proposed for Fmalahleni. (High Level Agri Park MB CLDM, 2016)</p>
	<p><b>Irrigation Potential</b></p> <p>Irrigation potential of a further 5500 hectares at the Xonxa and Lubisi Dams as well as irrigation at the Guba Farms.</p> <p>Existing irrigation schemes provide potential for the expansion of horticultural activities in the region. However, poor management of the irrigation projects limits their potential to succeed.</p> <p>The Xonxa Irrigation Scheme like most other irrigation schemes in the District is underutilized but is the subject of a revitalisation programme of the Department of Agriculture.</p> <p><b>Crop Production</b></p> <p>Maize production north of the Xonxa Dam; Maize Yield potential is highest in the eastern part of the Fmalahleni Municipality</p> <p>Sorghum production in the south east: the Nondo corridor (linking Fmalahleni and Sakhisizwe) is earmarked for sorghum production</p> <p>The opportunity for sweet sorghum lies with the capacitation of the Ibuyambo grain milling plant in Fmalahleni which is already dedicated for animal feed milling.</p> <p><i>Ann. Department: Buisambo Milling Plant</i></p>





and underground water.

## 25.10.6 Tourism

### STRUCTURING ELEMENT

Areas of particular economic potential – Tourism

#### TOURISM AND HERITAGE ROUTES

Potential farm-stay tourism circular route: (linking Dordrecht, Indwe, Cacadu Town and Queenstown)

The Ndongo Liberation Heritage Route follows the R356 through Cacadu Town and has the following sites of historical significance to the liberation movement, namely: The Graves of Qondo Hoho and Luvuyo Lerumo, the Maqhashe Village, Queen Nonesi and the Wycliffe Tsotsi Law Offices.

#### Land Use Guidelines:

- ❑ Restricting developments that will render the resource less suitable for its optimal development potential.
- ❑ Critical to ensure integration of appropriate resource management criteria in land use guidelines, to capture all relevant criteria (spatial and thresholds-based).
- ❑ Likewise, land use criteria for associated or support activities should be tailored with the primary objective of limiting impact on the resource's potential and maximisation of use of existing resource infrastructure.
- ❑ Protection of the environment and natural heritage sites is critical.
- ❑ Promotion of important historical and cultural sites and events which satisfy the cultural needs of resident communities and enhance tourism development potential.
- ❑ Provision/ augmentation of infrastructure to support tourism potentials that exist.

#### Roles and Responsibilities

It is critical for the integration of multi-sector participation in the management of resources within the region, to ensure that the spatial criteria and thresholds can be incorporated in land use management guidelines. The cooperation between Sector Departments, Municipalities and Traditional Council Structures is critical for firstly

Source: Chris Hani DM Tourism Plan, 2009 and IDP 2017-22.

Nature-Based Tourism Products	
Glen Grey Fall near Cacadu Town	Doomriver Dam at Indwe
The Kloof Conservancy (Hossap dam) near Dordrecht	Fly-fishing resources around Dordrecht
Cacadu River at Cacadu Town	Konko Dam
Heritage Tourism	
Maqubeni Coal Mine	Anderson Museum at Dordrecht
Churches in Cacadu Town	Victoria Buildings at Dordrecht
Methodist Church at Dordrecht	Burgher Statue at Dordrecht
San Rock Art (Dordrecht)	Abathemvu Calabash Cultural Village (Cacadu Town area)
Queen Nonesi Cultural Village at Nonesi Neck (under construction) (R396)	Arts and Craft Centre – traditional beadwork and attire (Cacadu Town)

### STRUCTURING INFORMATION

Tourism routes and nodes

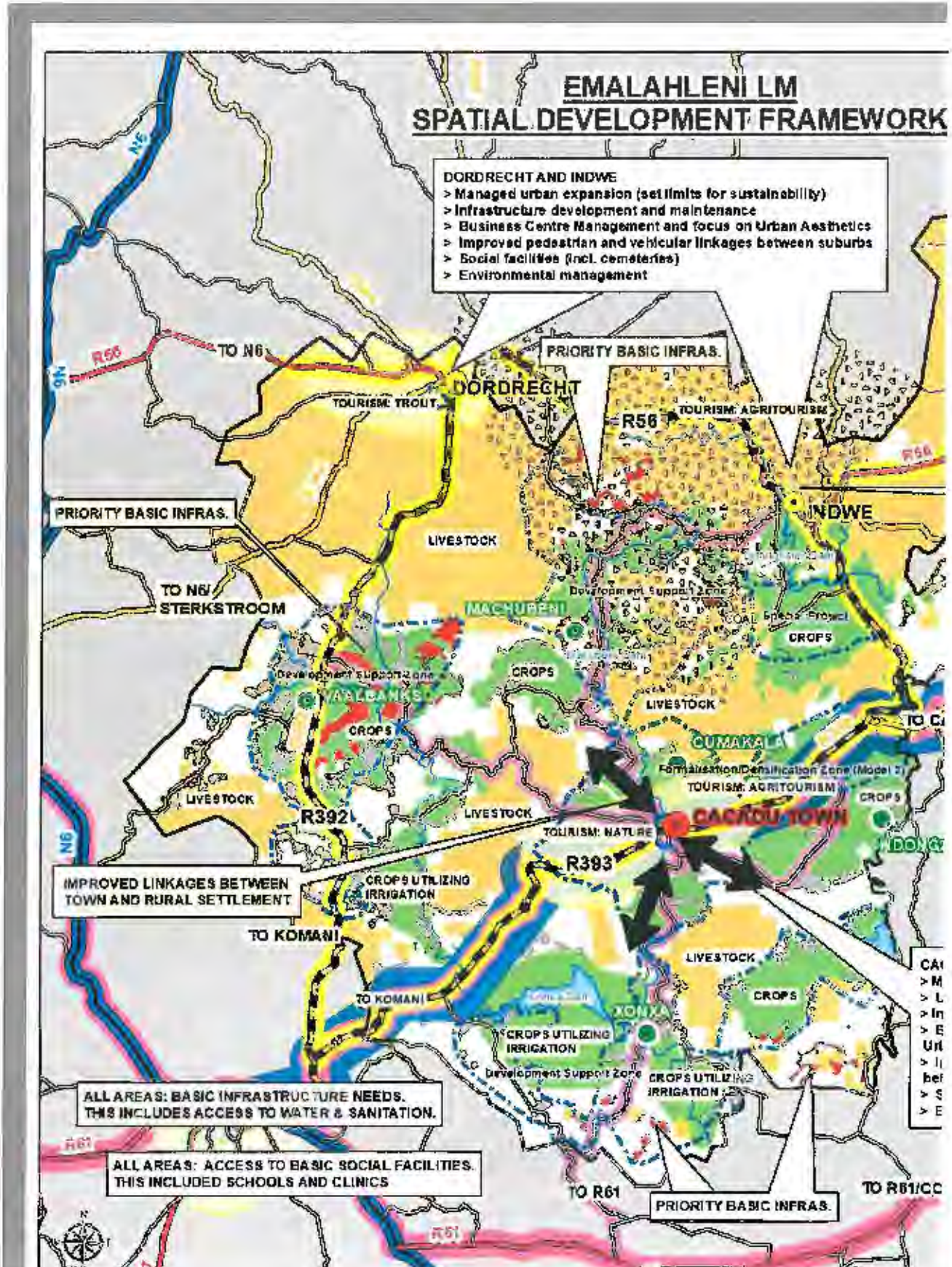




## 15.11 OVERALL SPATIAL DEVELOPMENT FRAMEWORK

The Plan below illustrates a composite view of the above structuring elements in an overall SDP Plan for Emalahle

Plan 15.4: Emalahleni Spatial Development Framework Plan





## 15.12 ENVIRONMENTAL ELEMENTS

### 15.12.1 Introduction

**The Environment is a dynamic system and therefore cannot be approached in a prescriptive manner. Environmental Guidelines and Principles must be outlined in order to facilitate responsible and environmentally sustainable development and highlight potential high-risk areas where further investigation (in the form of an EIA or Scoping report) is required. The merit and desirability of each development needs to be individually assessed.**

### 15.12.2 Legislation

**The importance of the natural environment has been realized by the present government and over the past 10 years many new legislations, policies and laws have been adopted in order to better manage and conserve our environment. The following governmental legislation and policies are the key informants in the management and protection of the Environment.**

- The Constitution Act 108 of 1996
- National Forest Act 84 of 1998 (NFA)
- Air Quality Act
- Biodiversity Act
- National Environmental Management Act, 1998, as amended (NEMA)
- Environment Conservation Act No. 73 of 1989 (ECA)
- Conservation of Agricultural Resources Act (CARA)
- National Water Act 36 of 1998 (NWA)
- Protected Areas Act

**It is vital that Government Departments and Local Municipalities are familiar with the legislation in order to comply with and implement the legislation.**

### 15.12.3 High Risk Areas

**The following are high-risk ar**

- Topography: Slopes with a gradient may result e.g. soil erosion; slope fi
- Rivers/ Water Source: Development flood level. Development within 50
- Vegetation: Afromontane Forest, Vegetation of Conservation Import
- Wetland Areas
- Heritage Sites: Rock Art Sites
- Other Areas: The habitat of endang
- Municipal Public Open Space.

### 15.12.4 Environmental Concerns/ Issue

- Lack of Environmental Policy, Pol human resource skills provision in important functions of environment
- Drought
- Roaming animals: due to broken abutting villages to main roads. The
- Land degradation including soil ero
- Depletion of natural resources and
- Lack of basic infrastructure leadi facilities, formal waste removal etc
- Water Pollution
- Alien and Invasive Plant Species
- Climate Change

- Sea-level rise
- Threats to food security and human health
- Loss of biodiversity
- Water supply problems
- Related economic impacts

**There are two recognised ways of managing for a changing climate:**

- 1. Climate change mitigation (reducing the release of greenhouse gasses to the atmosphere. This is strongly linked to energy consumption and management efforts should focus on promoting energy efficiency, renewable energy, etc.)**
- 2. Climate change adaptation is a more reactionary approach to managing the effects of Climate Change (e.g. adapting to predicted increases in climate change related disasters and adapting to changes in our environmental systems).**

**Municipalities in their policy planning can make meaningful contributions towards climate change mitigation and adaptation. The following notions are promoted through the objectives of SDFs, which have important implications for climate change:**

- Spatial fragmentation has meant that transport distances (especially from home to work) are long and are therefore energy consuming
- The lack of services (e.g. the absence of electricity) in certain areas forces communities to make use of more expensive and unsafe energy sources such

## 16 IMPLEMENTATION PLAN AND PROGRAMME

### 16.1 THE CHALLENGE OF IMPLEMENTATION

The principal function of the SDF in relation to the implementation of development programmes and projects in the Emalahleni Municipal area is:

- To “feed” into the IDP planning processes of the Municipality, so as to guide decision making regarding the location and nature of capital projects and the allocation of resources across the Municipal area as set out in the IDP and the Medium-Term Expenditure Framework.
- To highlight certain project actions that are deemed to be relevant and/or significant in the spatial planning and development sphere.
- Through the proposed objectives, strategies and policies, the SDF may be used to identify the need for further policies or by-laws required to facilitate the desired spatial development outcomes of the SDF.

In all the above levels, the central challenge remains the capacity (in terms of financial and institutional resources) of the Municipality to incorporate the Municipal Planning function and the monitoring and evaluation of implementation activities into the mainstream of its day-to-day activities.

#### 16.1.1 Land Administration

An additional challenge for a rural municipality like Emalahleni, relates to practising developmental local governance linked to the integration of various formal and traditional/informal administrative systems. Emalahleni is governed by a variety of planning and land administration legislation. This hampers the effective land use management services by the Municipality and ways to facilitate and fast-track development in certain areas.

Land administration in the urban areas of Indwe, Dordrecht and Cacadu Town (within the boundaries of proclaimed towns), is being undertaken in terms of Land Use Management Ordinance 33 of 1934.

Land administration in rural areas, consists of a range of systems that can be described as ranging from Traditional/Customary to informal.

Rural land administrative system was done away with by government in 1996 with no alternative system introduced to replace it. As a result, traditional councils and community structures continue to play an important role in the allocation of land in parts of the municipality.

- failure to address the needs of in
- environmental degradation i
- developments and mismanager
- protected natural forests, wetlar

The range of legal mechanisms that currently guide land use management and natural resource mana

- *Land Use Management Ordinance*  
*Apply to urban areas: within the*
- *SPLUMA: Spatial Planning and L*  
*implementation in both urban a*  
*terms of detailed mechanism to i*  
*no specific legal land use managi*
- *Traditional Council structures o*  
*management in rural areas, altho*
- *The Transkei Agricultural Deve*  
*without introducing a repla*  
*management aspects of this Act.*
- *NEMA: National Environmental I*  
*associated environmental manag*  
*of this document.*
- *National Heritage Resources Act*
- *The Interim Protection of Informe*

**With the introduction of SPLUMA, l**  
**use management functions on a**  
**described above) whilst some asnee**



#### Development Principles and applicability to the study area

The principles applicable to spatial planning, land development and land use management are interpreted and applied in the specific context of the study area in terms of the following:

##### The principle of spatial justice

- Imbalances must be redressed through improved access to and use of land
- Inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation. Cooperative governance and consultation with traditional structures / community groups active in certain areas of Emalahleni is critical.
- Enable redress in access to land by disadvantaged communities and persons. This may require consideration of land tenure issues, land administrative systems, access to finance to acquire and develop land, land use rights, etc.
- Include land use management provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas – This requires an understanding of land use management practices and needs within the study area to apply appropriate provisions in different areas of Emalahleni.

##### The principle of spatial sustainability

##### ➤ *facilitating equitable access and*

- Land use measures must be implemented through various instruments - Requiring integration of various forms of applicable legislation
- Promote and stimulate the effective use of land. Approaches to this may differ between rural and urban areas with the need to protect the mutual interests of both
- Consider all current and future infrastructure and social services requirements, with sustainability being key considerations
- Promote land development in a controlled manner. To avoid sprawl, this will differ according to the needs of the subject to the varying needs / use functions
- To have viable Communities – Jointly developed (compared to perceived goals) of settlement structures and changes in structuring

##### The principle of efficiency

- Optimise the use of existing resources and infrastructure for development; and alignment of various policies to achieve this.
- Minimize negative financial, social and environmental impacts. Requiring decision-making to be guided by the efficient implementation of performance indicators
- Efficient and streamlined development

- An integrated approach to land use and land development, guided by land use management systems and spatial planning. Requires all sectors and role players to participate and make input during the preparation / amendment of SDF's;
- Timeous adherence to laws relating to land development – requires proactive compliance with legal requirements in planning to implement plans linked to SDF's;
- Transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them in SDF planning processes. Cooperative governance in spatial planning activities, with the inclusion of traditional rural community structures is critical in Emalahleni.
- Processes to ensure policies, legislation and procedures are clearly understood, in order to inform and empower members of the public.

In summary, based on above summary of principles, it is required that – when carrying out spatial planning and/or land use management – the context of each part of the study area is well understood in terms of the following:

- The spatial functional components (urban and rural settlement, agricultural settlement, productive agriculture and forestry use, conservation and sustainable resource use).
- Overlap in, or conflict of, functions of certain areas.
- Who the role players are that are active in decision making and administration in each part of the study area
- Historic and prevailing rights, exclusive rights, communal rights and public rights.
- Traditional and cultural practices that continue to determine the spatial development form and character of the study area.

#### 16.1.4 Institutional Issues

Whilst the Municipality maintains its legislative of Development Plans and various Sector Strategic Resources, that the spatial planning function; recognises a partnership approach. As numerous government of authority/responsibilities in decision making relate critical in the implementation of spatial development

In this regard, the Municipality should negotiate for Planning assistance; and (ii) Land Use Management

- Neighbouring Municipalities
- The Chris Hani District Municipality
- Land is a National constitutional Development and Land Reform (DR) legal land authority or competence.
- Eastern Cape Dept. of Cooperative has certain responsibilities in plan Leadership and Governance Framework administration' as one of the roles
- The Land Claims Court relating to la

The Municipality should establish a communication information on developmental projects being pursued agencies would include the following: –

- The Department of Economic Development
- Department of Transport and SANRAL
- DRDLR
- Chris Hani Development Agency





## 16.2 KEY ACTIONS AND PROJECTS

In review of Emalahleni's Spatial Development Plan (2013-2017), the proposed key actions and projects remain relevant and of priority, in addition to new projects listed by this process to finalise priority actions and projects and establish realistic timeframes for implementation, evaluation and monitoring.

<b>PROJECT</b>	<b>PURPOSE</b>
<b>Develop a Roads and Public Transport Upgrade Programme</b>	➤ To improve access to key centres/services and
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>❑ Partner with the relevant agencies responsible for roads development in the Emalahleni area to develop an agreed upon schedule of road development/maintenance as well as Public Transport facility development and upgrade</li> <li>❑ Incorporate the identification of suitable pedestrian routes (networks) in both urban and rural settlements to facilitate pedestrian traffic within and between settlements, as part of Local SDF Planning Processes.</li> <li>❑ Ensure that rural roads are prioritised in relation to both critical need (health and safety issues indicate first priority) and then to development opportunity (it is important to ensure that areas where development initiatives are underway are properly linked by passable roads).</li> </ul>	<p>Emalahleni LM; CHDM; DoRT Traditional Authorities Community Structures</p>
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Conduct Local Settlement Area and Ward-based Spatial Development Plans</b>	<ul style="list-style-type: none"> <li>➤ To identify / clarify spatial relationships between uses) and to resolve any land tenure issues.</li> <li>➤ Identify needs and economic opportunity/p</li> <li>➤ To guide land use management and define</li> <li>➤ Create a spatial framework for the implementation and identification of strategic development areas</li> </ul>
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>❑ Prioritise areas where settlement consolidation and spatial planning should be undertaken in identified areas and /or development nodes. Rural nodes include: Ndonga and Cumakala. Local spatial planning has been conducted in Xonxa, Vaalbank and Machubeni.</li> <li>❑ Seek to resolve all land tenure issues in the identified areas and invest in required infrastructure networks to unlock value/potential.</li> <li>❑ Initiate Business Planning to apply for funding of Local Planning processes of settlement areas and ward-based plans.</li> </ul>	<p>Emalahleni LM Chris Hani District Municipality Traditional Authorities DRDLR; DEDEA, DARD</p>
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Conduct a Revitalization of Irrigation Schemes Programme</b>	➤ To stimulate agricultural economic potential
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>❑ Initiate a Revitalization of Irrigation Schemes Programme, supported by associated local spatial planning and infrastructural requirements: Xonxa, Lubisi, Doringriver, Machubeni Dams.</li> </ul>	<p>Emalahleni LM Chris Hani Development Agency, DRDLR; DE</p>
<b>PROJECT</b>	<b>PURPOSE</b>

<b>Develop a Title Adjustment Programme in the towns</b>	<ul style="list-style-type: none"> <li>➤ To attend to the updating of title deeds wh</li> <li>➤ To develop/update a data base to improve</li> <li>➤ To identify and access land parcels that can</li> <li>➤ To establish and mitigate against illegal oc</li> </ul>
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>□ Initiate a land tenure and rates audit in the Towns</li> <li>□ Apply the relevant Town Planning Scheme in the towns rigorously</li> </ul>	Emalahleni LM
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Education Facilities Upgrade Programme</b>	➤ To address the need for youth development
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>□ Prioritize business plans/feasibility studies, as they relate to upgrading key education institutions (Agricultural Schools, ECDC's) and providing necessary services/infrastructure (roads access, other basic services) to these institutions.</li> <li>□ Identify priority areas for intervention, guided by local spatial planning processes</li> </ul>	Emalahleni LM DOE; CHDM
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Develop an agricultural support programme</b>	➤ To provides agricultural extension officers / sustainable subsistence lifestyles and for pe
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>□ Discuss with key stakeholders and initiate the development of an agricultural support programme</li> </ul>	Emalahleni LM; DRDLR; DLGTA; DARD; DI
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Rural Cemeteries Assessment Study</b>	<ul style="list-style-type: none"> <li>➤ To formalise and provide ease of access to</li> <li>➤ To mitigate against poor location of inform harmful to the environment</li> <li>➤ To mitigate against encroachment of inform</li> </ul>
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>□ Discuss with key stakeholders and implement the development of a rural cemetery assessment study</li> <li>□ Consideration to be given to cultural practise and accessibility by rural communities.</li> </ul>	Emalahleni LM Chris Hani DM; DEDEA; DARD; DLGTA
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Cacadu Town and Indwe Stormwater Implementation Project</b>	➤ To mitigate against flooding/water run-off
<b>ACTIVITIES</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>□ Need to define and formalise stormwater infrastructure in the towns and along the urban edge.</li> </ul>	Emalahleni LM
<b>PROJECT</b>	<b>PURPOSE</b>
<b>Cacadu Town (former Lady Frere) Pedestrian Crossings Upgrade Programme</b>	➤ To improve access from residential suburbs

### **16.3 MONITORING OF IMPLEMENTATION**

Finally, to ensure that the proposals contained in this SDF Review (2018) are acted upon, it is proposed that the office of the Emalahleni Municipal Manager initiate a process Committee of Council on a quarterly basis regarding the following aspects: -

1. The application of the SDF and the Land Use Management Guidelines contained therein;
2. The implementation of projects and related activities as proposed in terms of the Spatial Planning, Land Use Management and Development Feasibility Programmes, and for individual projects.

### **16.4 CONCLUSION: FUTURE REVIEWS**

In conclusion, the following is proposed regarding the need to Review the Emalahleni SDF from time to time: -

- It is proposed that the Emalahleni SDF be reviewed every five years, in the year leading up to the initiation of the next Integrated Development Planning cycle. In this regard, the next full Review of the Emalahleni SDF would be programmed for 2022.
- In the interim, the SDF should be amended as and when necessary when a material change in circumstance occurs. This is likely to apply most to the Implementation of projects are identified as priorities.



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### **Emalahleni Municipality: Reports and Documents**

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**tshani**  
CONSULTING CC

KREASON NAIDOO



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# 1. INTRODUCTION AND BACKGROUND

Emalahleni Local Municipality (hereafter referred to as “ELM”) has appointed Tshani Consulting CC to assist them with the preparation of the Ndonga Local Spatial Development Framework.

In terms of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000), a Spatial Development Framework (SDF) in respect of a Municipality’s area of jurisdiction is a legally required component of a Municipality’s Integrated Development Plan (IDP).

This document therefore serves as Phase 4 which is the “Implementation Plan” for the Final Spatial Development Framework for Ndonga.

The broad Spatial Development Framework of Emalahleni has identified rural nodes that need to be developed further, to reach

The outputs expected are as follows:

Local Spatial Development Framework Rural Node textual document including all maps, tables and figures in both hardcopy (printed) and soft copy (electronic as pdf and MS word document)

All maps contained in SDF textual document as electronic image files (e.g JPEG)

All spatial information used to generate the SDF maps in shape file format together with correct and descriptive attribute information as to what each LSDF construct represents.

The process that is to be followed by Tshani Consulting CC, include the following broad steps:

adequate level of service can be provided to residents and enterprises based in Ndonga;

- Detailed Land Use Management Guidelines that will incorporate Design Guidelines dealing with issues such as erf coverage, building height restrictions, set back lines and the provision of parking and goods loading spaces.

Identifying key spatial planning and/or infrastructure projects required to be implemented to enable further spatial development in the node;

Providing guidance on the required environment management approach to ensure that the development of this node is undertaken in a sustainable manner; and

Submitting a consolidated report on a detailed local Spatial Development Framework for Ndonga for approval of the Emalahleni Municipal Council.

## 1.1.1 METHODOLOGY

The following methodology was utilised for the completion of this project: -

### PROJECT METHODOLOGY/PROCESS

The purpose of this project is to facilitate the Development of the Ndonga Local Spatial Framework Plan in order to align the proposals with existing and new programs (sector plans) that have spatial implications.

### Phase 1: Situation Analysis

This Phase included the analysis of the existing tourism potential, settlement areas, accessibility, land use, economic and environmental consideration, infrastructure and the physical Spatial and institutional context. Community and stake holder input at this stage are critical during this phase. All opportunities, constraints, problems and, key informants relating to the study area was identified and captured.

### Phase 2: Development of Concept Plan and Priorities

A development concept was created which was linked to goals and objectives for development within the study area. The concept was based on principles and guidelines for development within the study area.

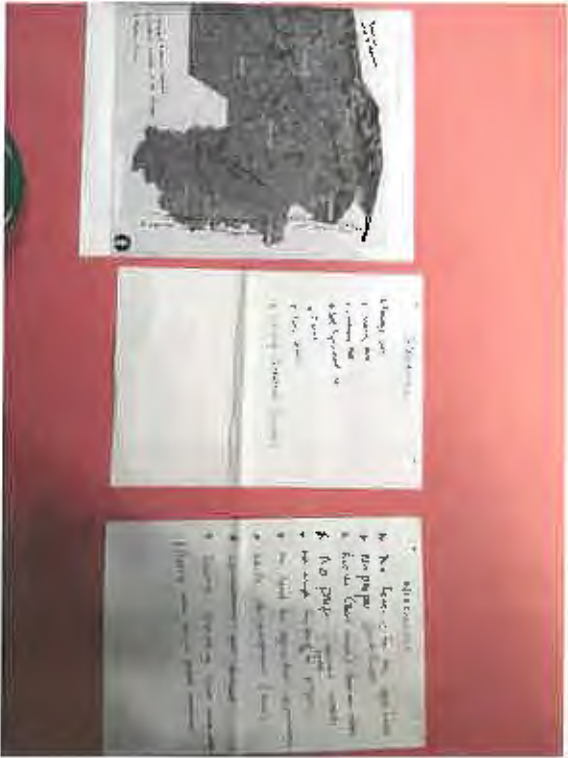
### Phase 3: Implementation

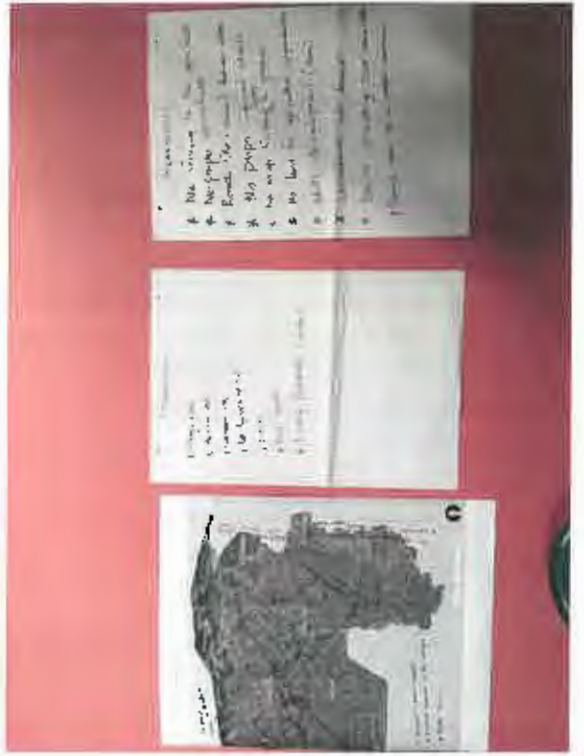
A list of projects will be identified. A budget, targeted date, possible source for budget will be identified during this phase.

### Phase 4: Public Notification and Approval Process

The Draft LSDF will be advertised in the local newspaper and thereafter the final report will be submitted to the municipality (for council approval and adoption).







## 2. LOCALITY

The locality described below is from a district level. The Chris Hani District Municipality is surrounded by Joe Gqabi District Municipality to the north, OR Tambo District Municipality to the south and Sarah Baartman District Municipality to the south-west. As indicated on Plan 1 which is the District Locality Plan, Chris Hani District Municipality includes the following local municipalities:-

- Engcobo
- Sakhisizwe
- Emalahleni
- Intsika Yethu
- Enoch Mgijima (consist of Lukhanji/Tsolwana/Inkwanca)
- Nxuba Yethemba



### MUNICIPAL LOCALITY PLAN





## NEIGHBOURS

Rmatsheni Local Municipality is surrounded to the north by Senqu LM and Walter Sisulu Local Municipality, (previously known as Gariep LM and Maletswai LM), to the south and west by Enoch Mgijima Local Municipality, (previously known as Lukhanji LM / Tsolwana LM / Inkwanca LM) and to the east by Sakhiswe Local Municipality.



## LOCALITY PLAN

The primary study area is upper and Lower Ndonga area and the secondary study area is Ward 3.

The settlement involved in this Study is as follows:

- Halo No. 1
- Halo No.2
- Zingqolweni
- Greyspan
- Ntlalo-ntle
- Maqubela
- Stoney Croft
- Pesi
- Lamoni
- Thembelihle
- Qaqeni-A
- Lalim.

Ward 3 is situated along R410 between Cacadu Town and Cala towns

### Plan No. 3: WARD 13 LOCALITY PLAN



### 3. STRATEGIC FRAMEWORK

This section of the report comprises of the following subsections: -

- **Legal Requirements:** An analysis of the main Legal documents and Acts.
- **Policy Analysis:** An analysis of the main policy documents, like the Chuis Hani District Integrated Development Plan and the Spatial Development Framework as well as the Emalahleni Local Municipality Integrated Development Plan and the Spatial Development Framework.

In addition to the strategic direction provided by the forgoing planning instruments, the Spatial Development Framework needs to ensure that it is cognisant of National legislation, which may have effect on the approach adopted by Emalahleni LM or which may have implications for the way the Spatial Development Framework deals with certain informants.

For the Ndonga Local Spatial Development Framework, the key legislative and policy elements to spatial planning are the following:

- The White Paper on National Transport Policy (August 1996).

planning and development, and all decisions with regard to planning, management and development in the municipality. The aspect of the Act is that every IDP includes a 'spatial development framework, which must include provision of basic guidelines for a land use management system for the municipality'.

The Local Spatial Development Framework will now effectively fulfil the role of being a forward plan describing the intended nature of spatial development in Ndonga. Moreover, in terms of Section 35(2) of the Act: "A Local Spatial Development Framework contained in an Integrated Development Plan prevails over a plan as defined in Section 1 of the Physical Planning Act (Act No. 125 of 1991)".

#### The White Paper on Wise Land Use: Spatial Planning and Land Use Management

The White Paper builds on the conceptual approach to land use and development embodied in the Development Facilitation Act and entrenches the normative approach to spatial planning and land use management.

The normative approach to planning endorsed in the White Paper is presented in the form of directive principles and norms.

The principles are conceived of as first principles in the sense of general or fundamental values of a democratic and open society, on which the norms are based or from which the norms are derived. The norms emanating from the principles are understood as principles of right action.

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## Municipal System Act 32 of 2000

The Municipal Systems Act No. 32 of 2000 was promulgated to ensure financially and economically viable municipalities. A Chapter of the aforementioned Act that deals with Integrated Development Planning requires every municipality to adopt a Strategic Plan for development of a municipality.

The key aspect of the Act is the requirement that every IDP include: "a Spatial Development Framework, which must include provision of basic guidelines for a land use management system for the municipality".

It should also be noted that the IDP and its components, once adopted by the Council of a Municipality, "is the principle strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality" and also indicates that "a Spatial Development Framework contained in an Integrated Development Plan, prevails over a plan, as defined in Section 1 of the Physical Planning Act 1991 (Act No. 125 of 1991)".

It is therefore apparent that a Spatial Development Framework fulfills the role of being a Forward Plan that describes the intended pattern of spatial development, in a municipal area.

Section 26(g) and the subsequent regulations in terms of the Municipal Systems Act (32 of 2000) stipulate the following requirements of a SDF:

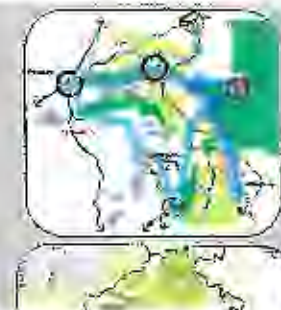
A SDF must reflect in a municipality's IDP must:

- Legal Determine spatial priorities;

- Provide a clear strategic vision, set of goals and objectives of the municipality.
- Identify the challenges currently facing the municipality that can be tackled in the long-term spatial plan of the municipality.
- Given an indication of the priority funding allocation.

In support of the IDP, the SDF needs to:

- Give physical effect to the vision, goals and objectives of the IDP.
- Visually indicate and co-ordinate the spatial implications of the municipal sector plans contained in the IDP.
- Spatially reflect the strategies proposed in the IDP.
- Assist with prioritisation and alignment of municipal and other provincial departments spending.



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- (i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
- (ii) ensure the special consideration is given in the protection of prime and unique agricultural land;
- (iii) uphold consistency of land use measures in accordance with environmental management instruments;
- (iv) promote and stimulate the effective and equitable functioning of land markets;
- (v) consider all current and future costs to all parties for the provision of infrastructure and social services in land development;
- (vi) promote land development in locations that are sustainable and limit urban sprawl; and
- (vii) result in communities that are viable;

(c) the principle of efficiency, whereby -

- (i) land development optimizes the use of existing resources and infrastructure;
- (ii) decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- (iii) development application procedures are efficient and streamlined and timeframes are adhered to by all parties;

- (d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

(e) the principle of good administration, whereby -

- (i) all spheres of government ensure an integrated approach to land use and land development that is guided by the special planning and land use management systems as embodied in this Act;
- (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- (iii) the requirements of any law relating to land development and land use are met (simultaneously);
- (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- (v) Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

FIGURE NO. 2:

Guidelines for the Development of Provincial, Regional,  
DRDLR, 2014, Page 22.  
<http://www.ruraldevelopment.gov.ro/chatadawpla>



In addition to SPLUMA the following Policies have been explored as part of this Local Spatial Development Framework in order to ensure guidance is taken from the key spatial Informants when developing the LSDF.

There are a number of key policy documents to be considered in terms of National Policy influencing Spatial Development decisions. These include the following:

**STRATEGIC FRAMEWORK FOR SUSTAINABLE DEVELOPMENT IN SOUTH AFRICA (2006)**

A key target of the Millennium Development Goals is to integrate the principles of sustainable development into country policies and programmes. This document seeks to address this void by initiating a broad framework for sustainable development in the country that can serve as a basis from which to develop and consolidate a national strategy and action plan.

**PATHWAYS TO SUSTAINABLE DEVELOPMENT**

Three strategic priority areas for action and intervention have been identified to promote the achievement of sustainable development described in the national vision. These priority areas or "pathways" to achieving sustainable development are:

South Africa initiated a process to develop a National Biodiversity Strategy and Action Plan in 2005. The goal of the NBSAP is to *conserve and manage terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people of South Africa, now and in the future.*

**BIO-REGIONAL PLANNING PRINCIPLES**

Associated with the bio-diversity initiative is the use of bio-regional planning principles in guiding development planning and land use management (refer to Figure 3 below). The bio-regional planning principles highlight the value of various biomes (a group of ecosystems) when considering the position of urban edges. It determines various spatial planning categories (SPC's), two of which are core and buffer areas. Core areas indicate wilderness areas, where no development should occur. Buffer areas are in support of the core areas and are also not intended for substantial urban development. As a result, the indication of bio-regional spatial planning categories would affect the alignment of urban edges and cognisance should be taken of the SPC's, especially in the coastal and mountainous regions. The following figure gives more background to the bio-regional planning approach.



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*environmentally sustainable manner. In so doing, transport will support and enable government strategies, particularly those for growth, development, redistribution, employment creation and social integration, both in South Africa and in the Southern African region."*

### **EASTERN CAPE PROVINCIAL SPATIAL DEVELOPMENT PLAN (2010)**

A review of the Eastern Cape Provincial Spatial Development Plan (PSDP) was completed in final draft form at the end of 2010 and comprises a clear set of policies based on a development philosophy and a long-term vision for the spatial framework for the province. The PSDP requires future Spatial Development Frameworks to align with these policies and principles, as described below.

**According to the PSDP and the PGDP, the Eastern Cape vision for 20 to 30 years is linked to a "poverty free" Eastern Cape founded on a modern, ecologically sustainable economy, based on agriculture, tourism and industry. In order to achieve this vision, the Provincial Spatial Development Framework for the future is described as having "managed human settlements, clustered in settlement regions and corridors, alongside productive regions, managed ecological resource areas and connected to strategic transportation routes."**

Municipal Spatial Development Frameworks (SDFs) are required to be "wall to wall" in future, including the rural as well as urban areas. These frameworks are to become strategic spatial development management tools, as a "spatial mirror" of the IDP. The municipal SDFs are required to reflect all sensitive environmental core areas, human settlements, valuable resource areas and infrastructure.

FIGURE NO. 4: SPATIAL AND LAND USE CATEGORIES

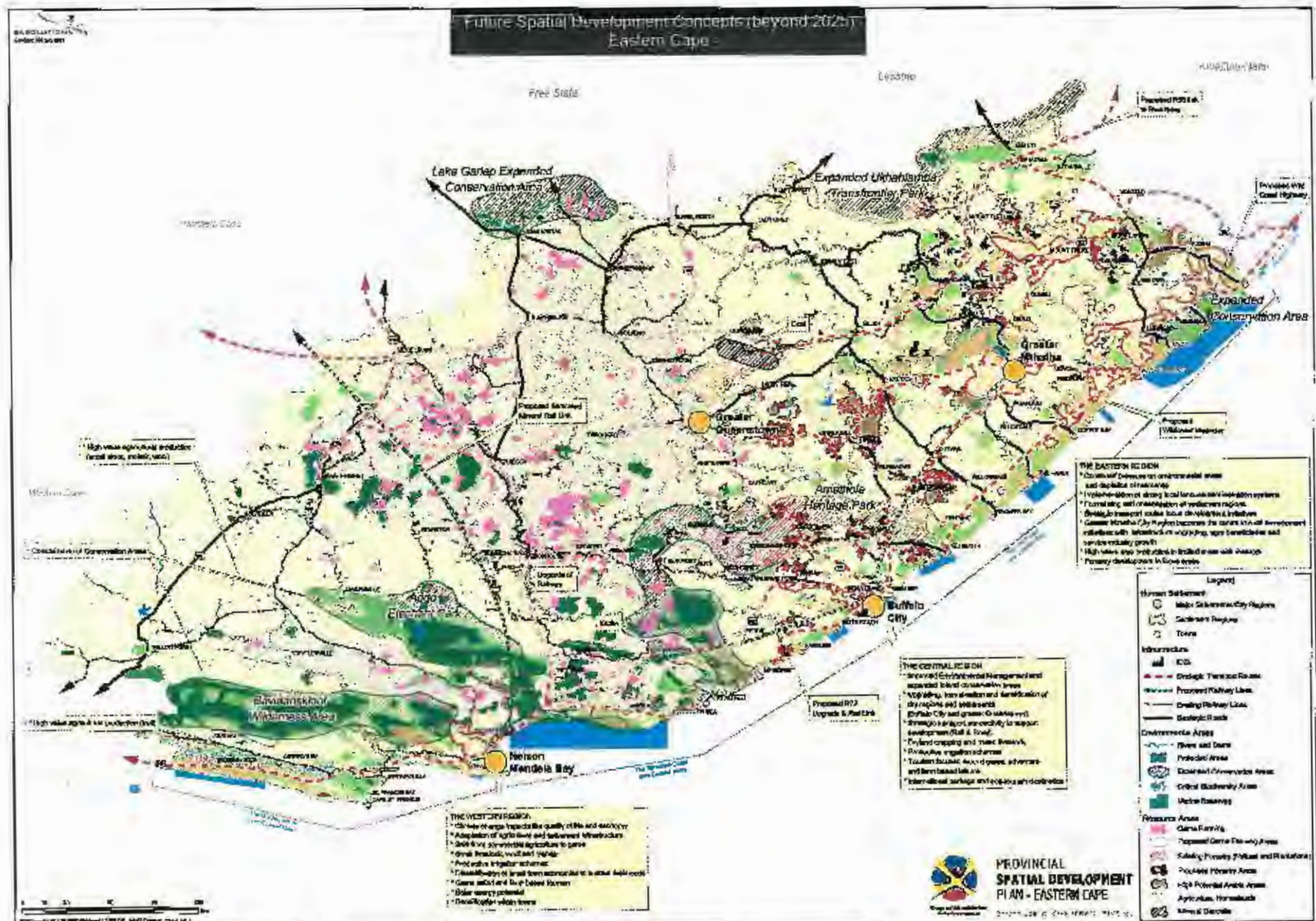
In order to become more relevant and useful in guiding development, SDFs are required to be linked to community livelihoods and their development values. The ECPSDP recommends Spatial Development Principles be applied in all cases, namely:

- Conserve natural resource areas;
- Embrace settlement regions;
- All human settlements have importance;
- Achieve integration through identified focus areas; and
- Focus development along strategic transport routes.

SDFs need to be simple and easy to understand as far as possible, with full and transparent community consultation and negotiation. In addition, they should incorporate mixed land uses, enable integrated human settlement, and contain proposals for proactive state led land development and investment promotion. SDFs should also contain agreed land use management guidelines for the area concerned, according to the community development values and principles. The detailed requirements for land use management guidelines are contained in the PSDP Tool Kits.

The Tool Kit for the PSDP contains detailed requirements for the contents of SDFs, including explanations, examples and guidelines for spatial maps, which are also necessary. The tool kit indicates that the





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Thereafter, SDFs should contain a clear vision and strategies based on local developmental needs. Such strategies would need to include



- Boosting the physical asset base of the poor;
- Supporting access to basic services;
- Strengthening community management and organisation of own initiatives and external programmes;
- Deepening democratic participation; and
- Assuring access to legal entitlements and security.

● **Strategic Objective 2: Agrarian Transformation and Food Security**

- Promoting food security through expanded smallholder production;
- Expanding the asset base of the poor through effective land tenure reform; and
- Increasing the use of land for commercial agriculture in the former homelands, especially through ownership and institutional mechanisms that benefit the poorest households.

● **Strategic Objective 3: Manufacturing Diversification and Tourism**

- Developing agro-industries to enhance local beneficiation and spread economic opportunity in rural communities;
- Transforming the auto sector to enhance local content and increase competitiveness;
- Diversifying manufacturing by enhancing export capacity and downstream beneficiation; and
- Promoting provincial tourism to create employment and raise incomes in rural areas.

● **Strategic Objective 4: Infrastructure Development**

- Identify and package strategic infrastructure projects and programmes that can help boost economic growth and attract private investment.

● **Strategic Objective 5: Human Resource Development**

- Further education and training (FET) transformation;
- Adult basic education and training (ABET);
- Early childhood development (ECD);
- Scarce skills for the public sector;
- Learnerships; and
- Producing a provincial human resource development strategy.

● **Strategic Objective 6: Public Sector and Institutional Transformation**

- Improving service delivery in health, education, social development and public works and strengthening the centre of government to drive PGDP implementation.

The relationship between the strategic objectives is illustrated in *Figure 6 below*, where the three foundational objectives of public sector transformation, human resources development and infrastructure development support the three key objectives of poverty eradication, agrarian transformation and manufacturing diversification

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<b>Public Sector and Institutional Transformation</b> <u>KPAs</u>				
<ul style="list-style-type: none"> <li>Institutional arrangements for PGDP</li> <li>Improved research and M&amp;E</li> <li>Stakeholder participation and coordination</li> </ul>		<ul style="list-style-type: none"> <li>Central Planning</li> <li>Strategic repositioning of Local Government Organisational/Institutional gearing</li> </ul>		

FIGURE NO. 7: PGDP REVISED PILLARS

### ASGISA EC(PTY) LTD EASTERN CAPE

AsgiSA in the Eastern Cape (AsgiSA-EC) was launched to implement some of the PGDP priorities. Substantial progress has been made towards forming a dedicated Rural Development Agency (RDA) and it is initially focusing on the former Transkei, the poorest part of the province, through the following six programmes:

- Agriculture and agro-processing

The government's Land Reform Policy is now seen as one of the three strategic pillars of the CRDP framework. Land Reform policy is set out in the 1997 White Paper on South African Land Policy and now falls under the jurisdiction of the Department of Rural Development and Land Reform. The policy has three components: Restitution, Redistribution and Tenure Reform.

- **Restitution** – involves the returning land or providing compensation to those who were dispossessed after 1913.
- **Redistribution** – increases black ownership of rural land through discretionary grants allocated to people to acquire land through the market.
- **Tenure Reform** – improves the security of tenure of dwellers on rural and peri-urban land.

### Chris Hani District

#### CHRIS HANI DISTRICT INTEGRATED DEVELOPMENT PLAN 2012-17

The Chris Hani District IDP was developed for the years 2012-2017. Chris Hani District Municipality covers an area of 36 558 km<sup>2</sup> in extent and is surrounded by the district municipalities of Amatole, Sarah Baartman, Joe Gqabi and OR Tambo. It is made up of the following eight local municipalities: Emalahleni, Engcobo, Inkwanca, Intsika

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- Promoting Urban /Rural renewal to attract investors for Economic Development
  - Prioritising Forestry as Sector that contributes to reduction of unemployment and economic development
  - Ensuring the promotion and development of Tourism within the district
  - creating an enabling environment for sustainable business development
  - ensuring the preservation of Heritage Resources within the district
  - To ensure effective economical efficient procurement of goods and services
  - Increasing the contribution of livestock to the district economy
  - Increasing the contribution of Agriculture to the district economy
  - Revitalizing the infrastructure in the irrigation schemes for contribution to economic growth.
  - developing and promoting Tourism within the district
  - ensuring the facilitation and coordination of Housing development within CIIDM
  - ensuring universal coverage with respect to water services by 2014
  - providing well maintained and accessible roads
- Ensuring provision of Basic Services in a well-structured, efficient and integrated manner.
  - To encourage the involvement and collaboration of Communities and Stakeholders through working together to achieve good governance in an integrated manner.
  - To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to

a hierarchical category of settlements based on their functions. These nodes are defined in the SDF.

The Chris Hani District is comprised of three historically distinct areas, the result of which is seen in the spatial development of the district. The former Ciskei is made up of the Howu and Glen Grey magisterial district and the former Transkei, which includes primarily the districts of Ngcobo, Cala, Cofimvaba, Tsomo and Cacadu Tow magisterial districts. These are characterised by significant underdevelopment and a high level of poverty. This is primarily due to historical policies which saw such areas as providing migrant labour to the former Republic of South Africa, while ensuring the dependents remain settled within the homelands. The balance of the Chris Hani District Municipality area is made up of former RSA magisterial districts, which were administered under the Stormberg and Midlands Regional Services Councils. These areas are generally characterised by a higher level of services and comparatively more affluent population.

According to the SDF most of the towns are developing without any strategic direction; peri-urban areas have developed close to the towns itself, which is functionally part of the town. Within the overall urban structure of Chris Hani DM, the Central Business Districts of all towns are of great current and potential strategic importance for transportation, business, commercial and service activities.

CBD regeneration was identified as a major local economic development opportunity by the CIIDM. It is noted that Queenstown is identified as a strategic Development Zone in the Provincial Spatial Development Plan. This is where most roads and services and higher

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The Chris Hani District Land Reform ABP Vision is as follows:

- A transformed farming community that is:
  - Reflective of a racially diverse rural population living in harmony, with tenure, social and economic security;
  - Agriculturally productive in all municipal areas, producing food for the population in an economic and environmentally sustainable manner.
- Transformed communal settlement and land areas that are:
  - Reflective of households with secure and defined tenure rights, which are protected by law, Reflective of an efficient and effective system of administration of the land and the management of the use of the land;
  - Agriculturally productive, with allotments and commonages producing food for the household and, where appropriate, on a commercial basis, in an economic and environmentally sustainable manner.

Objectives and Targets for the Municipal ABP are: redistribution and communal land management. These are depicted below:

### REDISTRIBUTION

- In terms of the national policy objective of achieving a 30%

### COMMUNAL LAND MANAGEMENT:

The key Focus Areas for land reform in the communal land areas have been identified as:

- Land Administration (by which is meant, in this ABP, dealing with the key issues of land allocations, and recording and managing land rights in communal land areas);
  - Tenure reform or, more specifically, land rights clarification, upgrading or formalization (achieving recognized security of tenure); and
  - Dealing with issues of settlement planning and land use management (for example, to better permit natural resource utilisation for economic development and/or manage such natural resources to ensure appropriate land use and prevent resource degradation).
- Strategies applied to deal with these focus areas are:
- o To implement a targeted programme of Local Planning Processes in areas prioritized by local municipalities.
  - o To secure management support from the District Municipality and the Department of Rural Development and Land Reform for Local Planning Processes projects.
  - o To establish a capacity building programme in support of local planning projects being implemented.

### CHRIS HANI DISTRICT

The CHIDP developed participative civil society National strategy in circumstances and level strategy. advocates development opportunities

The strategy leveraged objective from the

The Chris Hani District Land Reform Perspective

• Focus

- Create an enabling environment for new investment as well as the retention and expansion of existing business.
  - In addition the strategy proposes:
- The District should foster development on the basis of local potential by ensuring that government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) is focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Address past and current social inequalities by focusing on people not places so that in localities where there are high levels of poverty and development potential capital investment expands beyond basic service provision to exploit the potential. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence to enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- Overcome the spatial distortions of apartheid by channelling future settlement and economic development opportunities into activity corridors and nodes that are adjacent to or link the main growth centres to create regional gateways to the global economy.

The Agricultural Sector is regarded as the primary Competitive

The Provincial Department of Agriculture and Rural Development and ASGISA EC is in the process of developing comprehensive business plans for the irrigation schemes in order to ensure the establishment of professional management, encouragement of entrepreneurship, and inclusion of integrated business development support. This sector is of political significance and has the potential to contribute to regional food security, service local markets and social development. This remains an important strategic area of focus for the CHDM and requires a detailed and specific intervention.

CHDM is committed to a corridor development approach. Integral to this approach is a focus on geographic and spatial initiatives and interventions which link the node towns and small towns surrounding these nodes in an integrated economic development process. Small town regeneration initiatives are central to this approach.

The East corridor runs along the R61 and links Ngeobo, Cofimvaba and Tsomo to Queenstown. The North-East corridor links Elliot, Cala and Cacadu Town to Queenstown. The West corridor links Middelburg to Cradock along the N10 and then links Cradock, Tarkastad to Queenstown along the R61. The North South corridor links Whittelsba to Queenstown and Molteno.

One of the main objectives of the corridor development approach is to ensure integration and alignment of economic development plans with spatial development plans, land use plans, infrastructure development plans and other relevant sector plans. It allows CHDM to implement a wide range of generic and routine LED initiatives, whilst simultaneously focusing on the defined area of strategic differentiation and the concept

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- Whilst the human resources capacity at Municipal level in relation to managing spatial development is presently relatively limited, the fact remains that Emalahleni Municipality has qualified staff members attending to the function, which is not the norm across the Eastern Cape and must be regarded as strength in comparison with most other Local Municipalities in the Province.

#### WEAKNESSES

- At a regional level, Emalahleni may be described as a peripheral area in relation to the national space economy (where the dominant regions include Gauteng/Tshwane, the Western Cape and the eThekweni Metropolitan area) as well as the Eastern Cape economy (where the space economy is dominated by the Nelson Mandela Metropolitan area and Buffalo City).
- From the perspective of economic production, the Emalahleni area is currently of marginal significance at both the level of the National economy (where it contributes less than 6/10ths of a percent to GDP) and the Provincial economy (where it produces less than a percent to GDP).
- Given its relative position in relation to the major economic centres and the key transportation routes of the country, it appears likely that the area will remain relatively marginalized.
- From an overall economic perspective, the Emalahleni economy is dominated by the state sector, with the primary sector (agriculture, forestry and fisheries) contributing only 2% of Gross Value Added

compete against businesses in the larger centre that enjoy far greater trading thresholds and therefore are able to be more competitive in terms of pricing as well as range of goods and services provided.

- The resident population of Emalahleni (approximately 116,000 people or 30,000 households) is characterized by a preponderance of youth (almost 60% of the population is below the age of 20) and an overall gender ratio of 51% females to 49% males.
- Indications are that the area's status as a marginal/peripheral area result in young people of working age (20+) leaving the area in search of better opportunities. It further appears that more men do so than women.
- Of the resident population, unemployment appears to be as high as 50% within the economically active age group.
- Skills levels are generally low amongst the population, with only just over 12% of the adult population having matric or higher qualifications.
- The Emalahleni area (like most rural municipalities) is characterized by a settlement pattern that comprises largely of low density and dispersed rural settlements surrounded by undefined commons land.
- Urban-style development in the area is limited to the three towns of Cacadu Town, Indwe and Dordrecht.
- There is also a clear trend for settlement densification along the major transport routes serving the area, with accessibility/ease of movement becoming a priority for residents.
- Solid Waste Management is a weakness in that only Dordrecht has a

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development. This is especially so for the dispersed rural settlements located at greater distances from the main proclaimed roads.

- The institutional challenges of the Municipality in relation to spatial development are particularly compounded by the jurisdictional complexities in relation to land matters set out above.

#### OPPORTUNITIES

- Emalahleni local municipality consists of the three main urban nodes being the towns of Cacadu Town, Indwe and Dordrecht; and is surrounded by large rural settlements and villages.
- This vision is that of a municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community. Emalahleni Municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future.
- As indicated in the IDP, focus needs to be placed on areas of identified development potential (i.e. tourism) and efforts must be aimed at making such areas function optimally by ensuring clear planning and land use management frameworks are in place; and that basic levels of service are developed and maintained there.
- The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the fact that there is no dedicated plan or strategy responsible for developing and driving

- *St Marks Mission on White Kei (Still functional mission church. Also the last habitation of Madolo, a San Chief – 1860)*
- *Macubeni Coal Mine near Indwe (Washed out old coal mine showing early mining methods)*
- *Glen Grey Falls near Cacadu Town (A beautiful natural site)*
- *The Kloof near Dordrecht (Natural site with some unique flora)*
- *Cacadu Town River at Cacadu Town*
- *Churches in Cacadu Town (Two examples of 19th Century Churches)*
- *Anderson Museum at Dordrecht*
- *Victorian Buildings at Dordrecht (Architectural example)*
- *Burgher Statue at Dordrecht*
- *San Rock Art at Dordrecht*
- *Methodist Church at Dordrecht (Architectural example)*
- *Doring river Dam at Indwe (Leisure area)*

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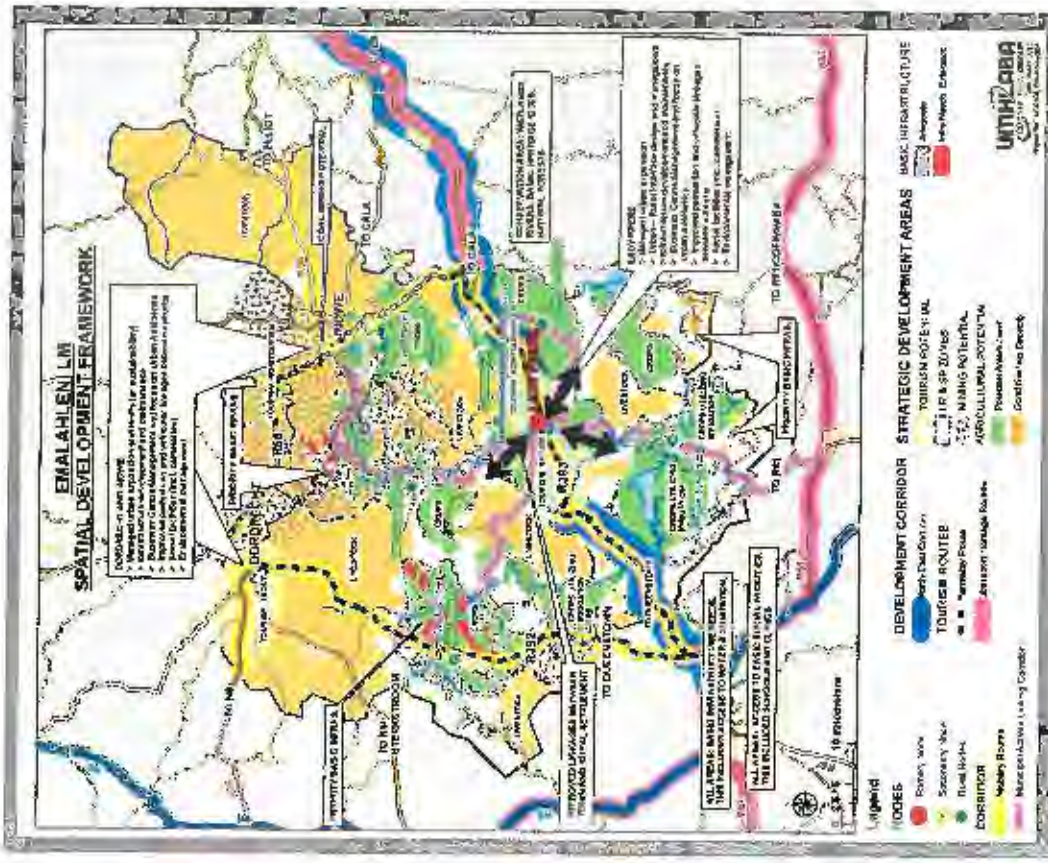


FIGURE NO. 8: EMALAHLENI LM SDF PROPOSALS

## 4. CURRENT SITUATION

During the Situation Analysis Phase, the Situation Analysis Workshop and a One on one meeting with the ward councillor the following Key Issues were captured. These key issues will now also form the basis for the Development Strategy.

The following are some of the key issues raised by the community within Ward 3 as well as the councillor. We have also incorporated the key issues from the Emalahleti LM IDP 2017.

- There is a lack of Municipal Maintenance;
- The community has indicated that waters from the mountain during rainy days courses flooding problems.
- There is a lack of proper road infrastructure and access;
- There is a need for proper bulk infrastructure;
- There is no cleaning staff at the Ndonga Clinic;
- The VIP toilet system is not cleaned on a regular basis;
- There is a major access problem after rainy days with internal streets as well as access points into the settlements. The roads are muddy and there is no proper storm water management.
- No proper fencing along the R410 between Cacadu Town town and Cala to keep animals from crossing the road.

The Strengths, Weakness, Opportunities and Threats captured below were captured during 16 February 2017.

During the workshop, the attendees were divided into four groups. The SWOT was captured

The SWOT reflects the Strengths Weaknesses Opportunities and Treats found within Ward with the ward committee

The issues mention in the SWOT should be considered when planning to develop the ward.







schools are the NHTD is kids crabs the road is regular

## 5. DEVELOPMENT STRATEGY

The formulation of a Local Spatial Development Framework Plan is a legal requirement, which every Municipality must adhere to as part of their Integrated Development Planning process (IDP). Refer: Section 26 (c) of the Municipal Systems Act (Act 32 of 2000).

The Local Spatial Development Framework (LSDF) essentially creates a map “picture” of what the area will look like in the future in accordance with the Municipality’s vision and objectives developed during the IDP process.

An Integrated Development Plan is a development plan for the entire municipal area. It informs and is the basis for development programmes and projects by government, non-governmental organizations and the private sector. It is the key strategic planning tool for the municipality. It is therefore important that the LSDF is aligned with the IDP in terms of the vision, objectives, strategies, priorities and key spatial challenges as defined and identified within the IDP.

### SPATIAL VISION

The following SPATIAL VISION was proposed in order to guide future spatial development within Ndonga Node,

“TO VISION A SUSTAINABLE FUTURE FOR AREA X WITH A WELL-DEVELOPED INFRASTRUCTURE TO SUPPORT ECONOMIC AND COMMERCIAL DEVELOPMENT THAT WILL CONTRIBUTE TO THE ECONOMIC GROWTH OF THE MUNICIPALITY AND TO THE WELL-BEING OF ALL ITS RESIDENTS AND EMPLOYEES.”

The table below illustrates the proposed Objective strategies will help to comprehend the vision for this

#### OBJECTIVES

Improve and maintain infrastructure within the study area.

Manage Land Use within study area

Implement Environmental Principles to help maintain environmental areas

Support SMME and enhance skills development through a sustainable programme development

The development scenarios are intended to give input to the various options for development in order to guide where investment could be directed, what development would be feasible and how stakeholders could participate, given the likely benefits expected to arise from each scenario. In addition, scenario planning enables the stakeholders to achieve common consensus on the best spatial development form for the focus area and the prioritisation of expenditure to reach the desired development outcome. The agreed scenario is then used as the framework for the preparation of the Spatial, Economic and Infrastructure Plans.

**The following two scenarios have been identified:-**

**Scenario 1: Uncontrolled Development**

The municipality allows development to happen without any municipal approved concept plans and without Land Use Management control. This means that there will be no proper protection zones put in place, especially around areas that need protection. It also means that land can be used for any purpose other than what it is intended for.

**Scenario 2: Realistic Approach**

A well planned and developed Machubeni Development Node, with approved plans to upgrade basic infrastructure. A scenario, where one will see a developed ward, that will cater for the different needs of the community of ward 13 (and surrounding wards) as well as the upgraded Social Recreational Facilities and investment support to the Agricultural and Tourism Sector.

This scenario will also make provision for a sustainable settlement area, sustainable and supported Small Medium Micro Enterprises. This scenario is considered as the "preferred" scenario.



The Ndonga Node **“Concept Plan”** considers the potential for vibrant residential settlements; proposed mixed land uses areas around important nodes, proposed tourism around the dam and the scenic mountains, and vibrant agriculture. This will effectively attract investment and infrastructure development for Ndonga.

**Tourism:** Proposed Tourism concept along the Greyspan dam envisages the development of a controlled Picnic Facility, with Entertainment Area, as well as Play Area for kids also providing braai facilities.

This will see the greater extent of the community benefitting by the creation of jobs, and exposure that will attract tourists and, therefore, an increase in the local economy. Tourism potential in Ward 3 is also linked to the mountains.

As part of **Agriculture** there is a need for emerging farmers to be supported through programmes and skills development in order to sustain and grow the industry. Agriculture potential is proposed along the mountain and in between the settlements.

**Infrastructure:** The concept seeks evident improvement in infrastructure development within the Ndonga Node as well as the surrounding wards. This improved infrastructure will allow the local community to benefit from improved quality of living, improved access into the ward, job creation, and enhance tourist attraction to the Ndonga No.2 Settlement with its scenic mountains.

**Residential Zone:** The concept around the residential zone is to better the quality of life for the community by improving basic infrastructure. This concept seeks to expand residential development within each settlement.

### CONCEPT PLAN

Strategic densification is proposed on vacant developable areas. This concept also seeks to formalisation of all existing informal settlements.

**Environment:** Special control of areas along the river.

**Nodal Areas:** The concept around proposed new Multipurpose Centre, possible Petrol Filling Station

FIGURE NO. 9: CONCEPT PLAN



The combination of the elements discussed per pillar below, results in the compilation of the draft Local Spatial Development Framework Plan.

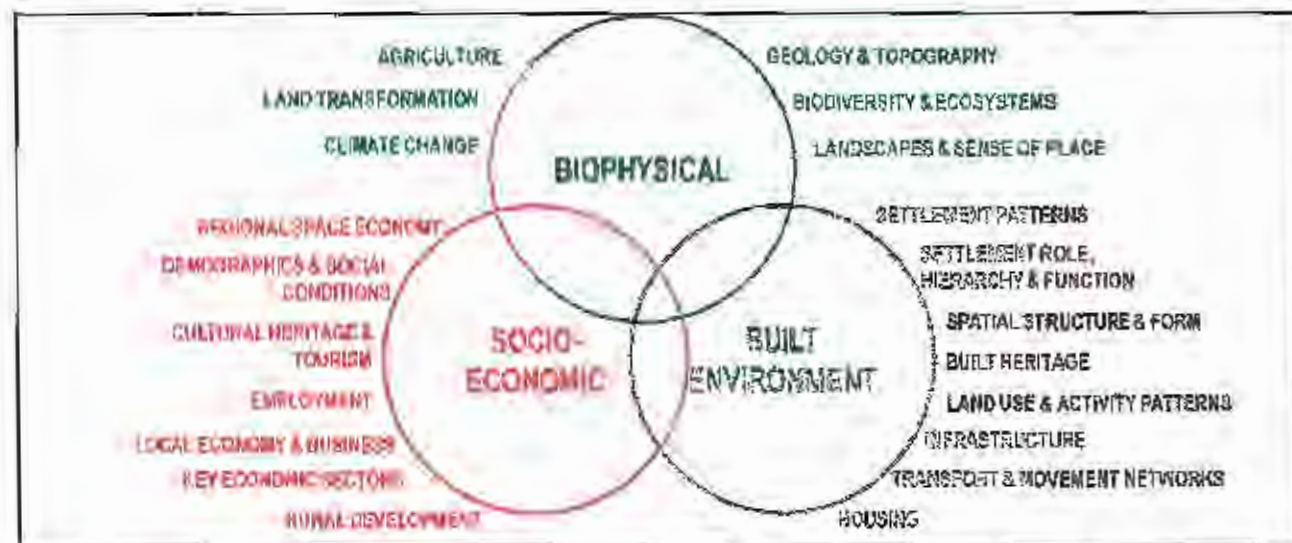


FIGURE NO. 10: DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM'S SPATIAL DEVELOPMENT DEVELOPMENT FRAMEWORK DIAGRAM

The municipal spatial development framework is founded on the frameworks of the Department of Rural Development and Land Reform's Spatial Development Framework Guidelines. The pillars are as follows:-

- Biophysical Framework
- Socio Economic Framework
- Built Environment Framework

- Critical Biodiversity Area
- Agriculture

## Environment

The Environment under this heading refers to the trees, plants, ecosystem, forest, caves etc.

The following NEMA principles relevant to Ndong:

- All Proposed Development must be socially, en
- Avoid, or minimise and remedy:
  - Disturbance to ecosystems
  - Loss of bio-diversity
  - Pollution
  - Degradation of the environment
  - Disturbance of cultural heritage sites
  - Waste, and promotion of recycling
- Practice risk aversion, adhere to the precautions
- Selection of the "best practicable environmental
- Decisions based on Social, Economic and Envir
- Promote environmental health in the workplace
- Stewardship – the environment is a public resou



NO-GO AREAS		GO-BUT AREAS	
No Development Areas	Inside Urban Edge	Limited Development Areas (Outside Urban Edge (Total 100000))	

- Areas of high environmental sensitivity and conservation value
- Indigenous forests
- Proclaimed nature reserves
- STEP Protected, Process and Critically Endangered areas
- Rivers, estuaries and undisturbed riparian zones of rivers
- Diverse grasslands and thicket vegetation types

- Urban Settlement
- Residential
- Public-Funded Housing
- Resort Development
- Business and Trade
- Other
  - Develop from Inside – Outward (Phasing)

- BUT, no for
- Environmentally sensitive areas within the urban edge
  - Lack of services

- Limited by
- ETA process
- Low density
- Density/footprint/impact restrictions
- Not in areas of environmental sensitivity
- Unique & Sustainable Developments
- Must show tangible economic benefits to broader community
- Clustering of built form
- Aesthetic controls
- Mitigate impacts
- Show net gains for the environment
- Provision of services

**Zoning:**  
Open Space Zone III (nature reserve) or Special Zone: Conservation

**Zoning:** Various  
**T FRAMEWORK**

**Zoning:** Mixed - Agriculture Zone I/Resort Zone I or II/Residential/ Open Space Zone III /Special Zone: Conservation



**Proposals for sensitive environmental areas**

- It is proposed in this framework to have at least 100000
- No pollution in the rivers or close to water sources
- No development within 32m of any river, stream or dam

Plan No. 4: RIVERS

**Environmental Impact Assessment**

“Certain activities” proposed in the Ndonga North West Environmental Impact Assessment (EIA) in terms of the Environmental Impact Assessment Act (Act No. 25 of 2002) are listed in the following table provides an indication of some of the activities that are proposed (incorporating comprehensive Scoping and Impact Assessment).

Activity number	Activity description
<b>Basic Assessment</b>	

1 The construction of facilities or infrastructure



	than 30 metres long.
10	The transformation of undeveloped, vacant or derelict land to – <ul style="list-style-type: none"> <li>▪ residential, mixed, retail, commercial, industrial or institutional use where such development does not constitute infill and where the total area to be transformed is bigger than 1 hectare.</li> </ul>
18	The subdivision of portions of land 9 hectares or larger into portions of 5 hectares or less.

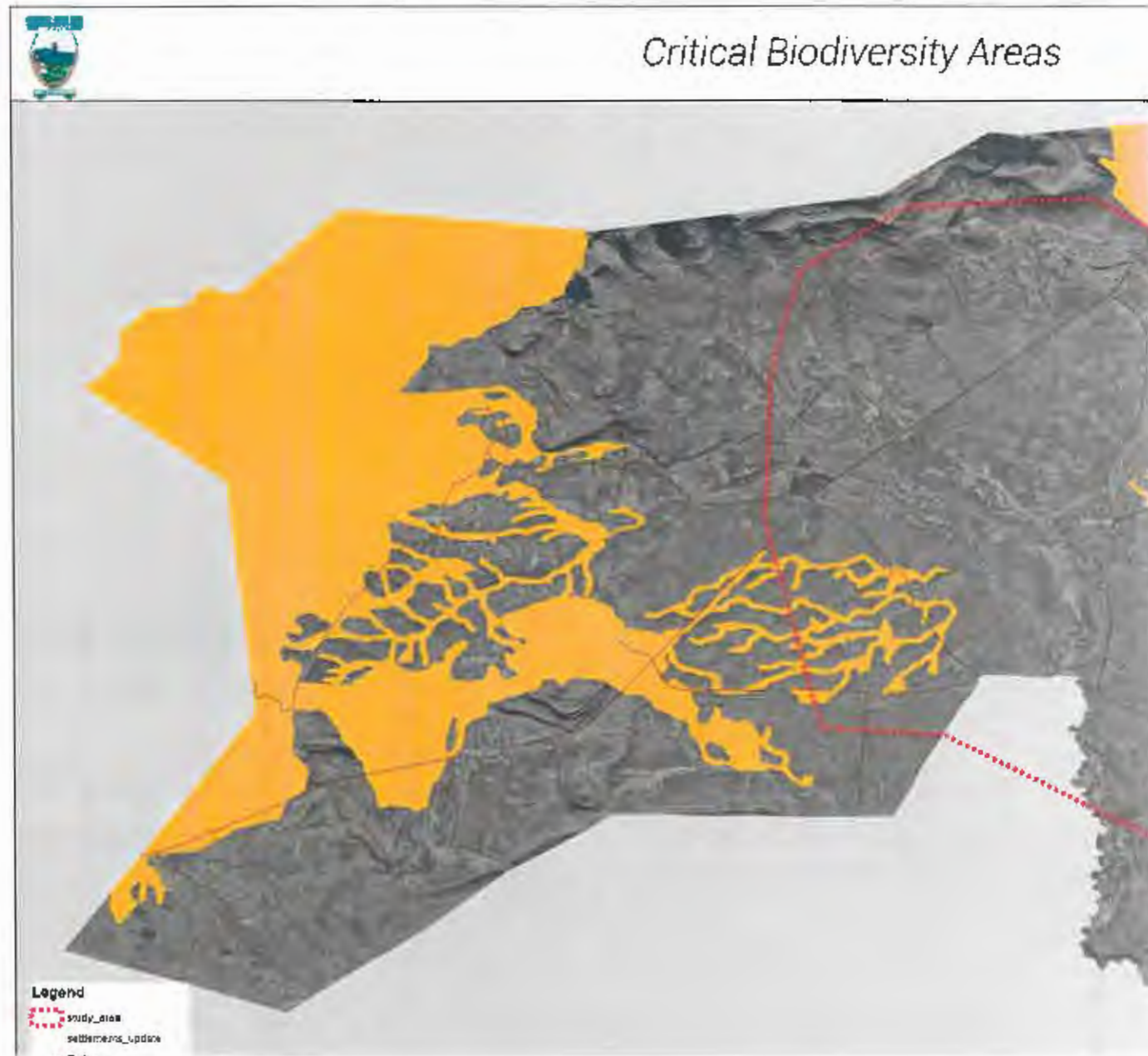
**Fill Sealing and FTS**

1	The construction of facilities or infrastructure, including associated structures or infrastructure, for: <ul style="list-style-type: none"> <li>▪ the treatment of effluent, wastewater or sewage with an annual throughput capacity of 15 000 cubic metres or more;</li> <li>▪ rail transportation, including: <ul style="list-style-type: none"> <li>○ railway lines;</li> <li>○ stations; or</li> <li>○ shunting yards;</li> </ul> </li> </ul>
2	Any development activity, including associated structures and infrastructure, where the total area of the developed area is, or is intended to be, 20 hectares or more.
3	The construction of filling stations, including associated structures and infrastructure, or any other facility for the underground storage of a dangerous good, including petrol, diesel, liquid petroleum gas or paraffin.

As a result, policy and development plans must develop strategies for both mitigation and adaptation

Climate Change includes the rising of carbon dioxide levels and other heat trapping gasses in the atmosphere which has widespread impacts with more extreme heat events, fires and drought; and more extreme storms, rainfall and floods. This change in weather will have implication and impact on human livelihoods, forests fresh water supplies agriculture and other environmental resources.

The plan illustrates where the Critical Biodiversity area located within Ward 3. It is mainly located along the river system and the mountains



together with the community wishes to expand on the forestry in order to enhance the lives of people living within the municipality. Assistance can be sourced from the Department of Agriculture to start with a feasibility study and to see whether it will be a feasible project to continue with.

The plan indicates the spatial illustration of the existing forestry area.





## SOCIAL FACILITIES

The Socio Economic Framework proposes that Social Facilities be located at strategic points of accessibility where higher order community facilities can be clustered together, in order to serve a greater number of residents in a more effective and efficient way.

Ideally, future Sub Rural Nodes should be located in close proximity to public transport routes to ensure maximum accessibility of facilities.

Clustering of new social facilities, where possible, at the identified nodes is also to be encouraged. This concept is supported due to the size of the study area, the scattered settlement formation and the insufficient social facilities.

The following strategies for social infrastructure is based on the criteria as stipulated in terms of the CSIR Human Settlements Guidelines:-

Social Facilities	Planning Threshold	Radius
Crèche	1 for every 90/du	1 km
Primary School	1 for every 600/du	1.5 km
Secondary School	1 for every 1200/du	2.25 km
Sports field	1 for every 1400/du	2.5 km
Police Station	1 for every 4500/du	1.5 km
Community Hall	1 for every 4000/du	2.5 km
Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
Clinic	1 for every 900/du	1.5 km

The Social Facilities within the area should be upgraded in order to cater for the increased population. Should



### Proposals

- Department of Social Welfare and Department of educational equipment,

### EDUCATION FACILITIES: PRIMARY

This plan below depicts the number of Primary Schools per the CSIR standards and principles. The plan also shows the location of a Primary School.

It is proposed that the municipality seek funding to upgrade the existing Primary Schools.

The following villages do not have sufficient access to educational facilities:

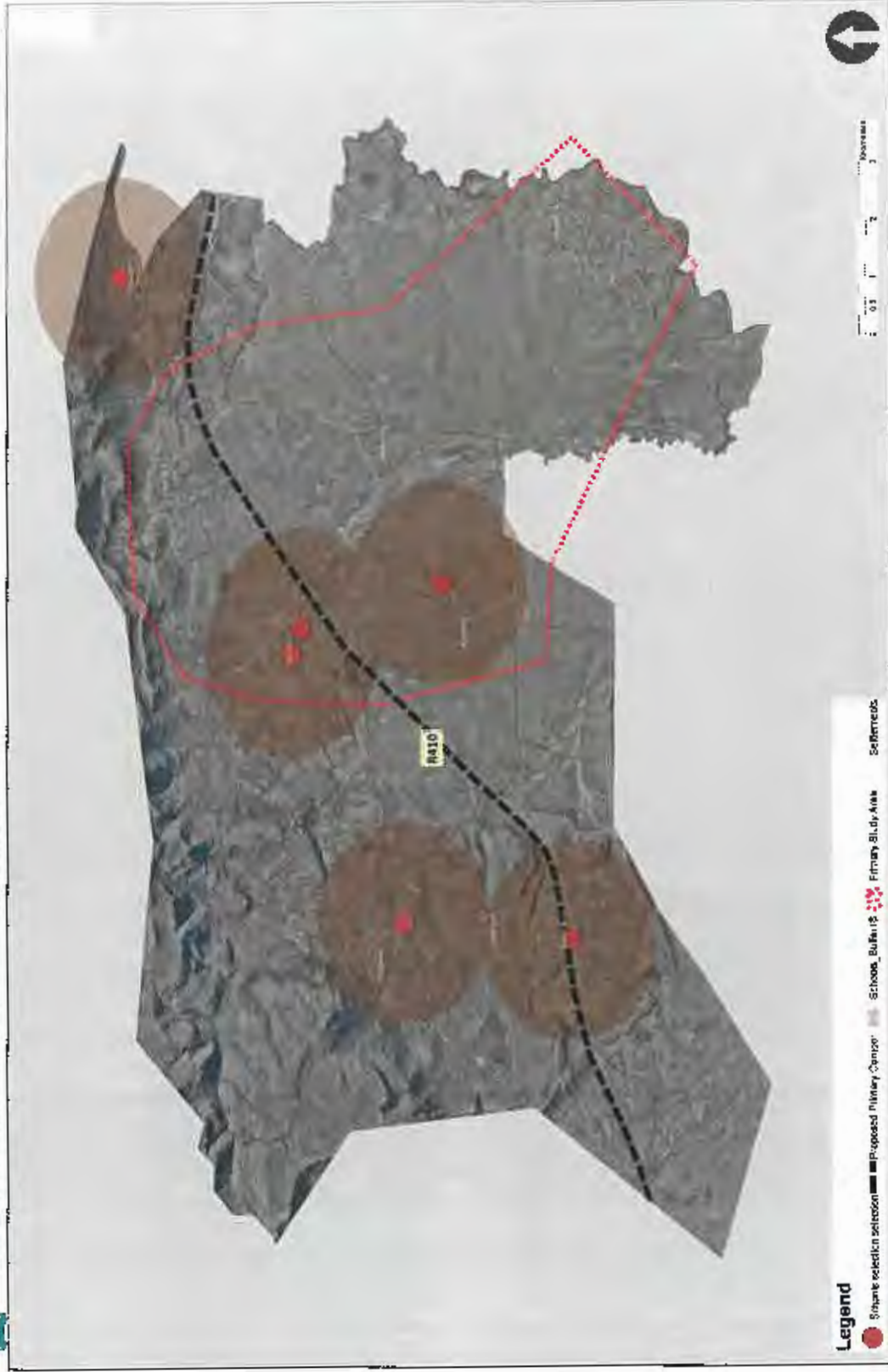
- Gixojeni Settlement
- Waterfall Farm
- Machubeni
- Dedisiya
- Lixeni A
- Nonganga
- Eluxeni B



# NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK

Socio Economic Framework: Primary Schools

TSHANE



- Thaleni E
- Waterfall Farm
- Department of Education: Eradicate the two mud schools which are Nobandia and Boomplaas Settlement



Plan No. 6: SECONDARY AND COMBIN



## HEALTH FACILITIES: HOSPITAL

There is **no** hospital within Ward 13. The closest hospital is in **Cacadu Town** 20km from the study area.

### Proposal

**Department of Health:** Make ambulance available at clinics to assist with patients who need urgent medical assistants.

## HEALTH FACILITIES: CLINIC

There are 2 clinics within Ward 13 which are situated in **Boomplaas** and in **Machubeni Settlement**. The clinic in **Boomplaas Settlement** has a shortage of staff and although the clinic in **Machubeni Settlement** is in good condition there is a water problem as indicated by the councillor of Ward 13.

### Proposal

**Department of Health:** Put a plan of action together to fix the current water problem at **Machubeni Clinic**. Supply sufficient medication. Distribute more nurses to assist with the influx of patients.



Plan No. 7: CLINICS

## **LIBRARY**

There is no library within Ward 13, not even any facilities at one of the schools. This is problematic as, knowledge is power, and the children within the area are deprived of the necessity of reading a book.

## **POLICE STATION**

There is no Police Station within the area the closest Police Station is in Cacadu Town 20km away and in Indwe 25km away. Stock theft is a problem in the area and the high unemployment levels in the area were also attributed as a contributing factor of most criminal acts performed. The problem of drug and alcohol abuse also causes strain to households within the study area.

### **Proposal**

South African Police Service to do a feasibility study to establishment a satellite Police station at Boomplaas.

## **SPORTFIELD**

There is a sportfield in each settlement and at selected schools. The condition of these sports fields is poor and in need of maintenance. All the soccer fields do not have any nets at the goal box and even the rugby fields do not have proper rugby posts.

### **Proposal**

Department of Arts and Culture to assist with the upgrade of Sportsfields within ward 13.



There is at least one cemetery in each settlement and it is not located in close proximity of the houses.

#### **Proposal**

This exercise will assist the municipality in sourcing and distributing funds for fencing and the cleaning of these cemeteries.

#### **SOCIAL GRANT POINTS**

There is one secure pay point area at Qhoboshane Settlement. SASSA also comes into the study area and arrange open fields to ensure that payments are made to the beneficiaries.

The community however complains that on rainy days and humid days they have to tolerate the weather in order to receive their money. Alternative arrangement in the form of a temporary structure like a tent needs to be considered by SASSA as a means of providing shelter to the beneficiaries receiving social grant money.

#### **Proposal**

Department of Social Development and SASSA to improve pay out methods.

#### **CHURCHES**

Attending church is one of the ways in which the community of ward 13 devote their time. There is at least one church within each settlement. The condition of these churches is fair. The condition of the churches as well as other social facilities also in a way reflects the areas poverty levels.

#### **COMMUNITY HALLS**

There is one community hall located in Boomplaas.

#### **Proposal**

Imalaheni I.M plan to establish at least one more Community Hall within the ward.

obligation to assist with Disaster Housing as well residential development to happen within the Ward.

#### **ECONOMIC ACTIVITIES**

There are no big shops within the ward the only at least one spaza shop within each village. These shop foreigners.

Big shopping which is normally at the end of the Town where they are "spoilt for choice".

The following economic activities exist within the ward

- Bakkie Taxi operations.
- Spaza shops (mainly owned by foreign national)
- Taverns and shebeens.
- Selling of fruits and mixed vegetables (sold out)
- Brickmaking
- Sand mining
- Agriculture

#### **SMME**

Social capital is also a vital component of social



*Coal Mine:* There is a Coal mine in Machubeni Administrative Area which forms part of Ward 13. The mine is closed at the moment due to mining permit problems. It also appears that there is a lack of finances. The councillor has indicated that plans are in place to re-open the mine soon.

*Brick Making:* Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There is a great need for the Municipality, with the assistance of DEDEAT and DME, to develop a functional by-law to regulate and manage this activity to protect the environment from damage.

There are a few companies that have obtained a mining permit based on an agreement with the affected communities.

This section deals with basic “Spatial Structuring Elements” that guide Spatial Development decision making in Machubeni Development Node. These elements are used to manage and guide development into certain patterns or arrangement which is intended to promote more efficient future development. The specific spatial structuring elements are described below:-

*‘Development Node’* is a term which has been usually ascribed to cities, towns and villages. This tends to work against the need to achieve rural development through integration of urban and rural areas. It is accordingly proposed the term node is to be less prominent and less significant in future SDFs with the emphasis rather being placed on identifying ‘human settlements’ where integrated programmes can be shared. Such settlements can be both urban and rural in nature and could serve to bridge the diversity between these communities;

*The ‘settlement edge’* can also be used to manage the investment and characteristics of infrastructure levels according to the needs of communities and economic activities located within settlement edges or outside settlement edges; the settlement edge can be used to encourage more efficient use of underutilised land existing in a settlement or town, through development of vacant land or the re-use of ‘brownfield’ degraded land areas;

*An ‘activity corridor’* is normally used to symbolise the area where important economic activities are to be encouraged along a particular transport route. There is often difficulty in stakeholder perceptions regarding the term ‘corridor’ and the purpose of such a planning tool. It is proposed that use of the term ‘transport route’ be adopted in future because it allows recognition of the transportation corridor which is critical

*‘Natural resource areas’* are used to identify resources areas so as to enable effective management of high potential agricultural zones and forestry areas; and finally

*An ‘environmental area no development zone’* targets the non-negotiable preserved areas in any circumstances.

In response to the Conceptual Framework, the Local Spatial Development Framework for the objectives and related planning tools for the management and direction of spatial development vision set out in the Local Spatial Development Framework.

## Proposed Spatial Structuring Elements

In order to plan efficiently, there needs to be a focus on investing resource in areas of opportunity. certain structuring elements to give guidance. For the Machubeni Development Node LSDF guide spatial development decision-making in the town. These elements include:

- Development Nodes;
- Development Corridors;
- Settlement Edges; and
- Mixed Use

## DEVELOPMENT NODE

Nodes are generally described as areas of mixed land use development, usually having a high density of commercial and residential land uses. These are the places where most interaction takes place between people and exchange of goods and services. Nodes are usually located at nodal interchanges to promote growth and development. The analysis of trends and development opportunities establishes a

The proposed nodes are captured in the table below and illustrated on the plan below to show

Node	Use	Location
------	-----	----------

effective way.

Ideally, these and future rural service centres are located in close proximity to public transport routes to ensure maximum accessibility to facilities

Local planning to maximize use of resources

Local land use schemes to be negotiated

Tourism Node Machubeni Dam

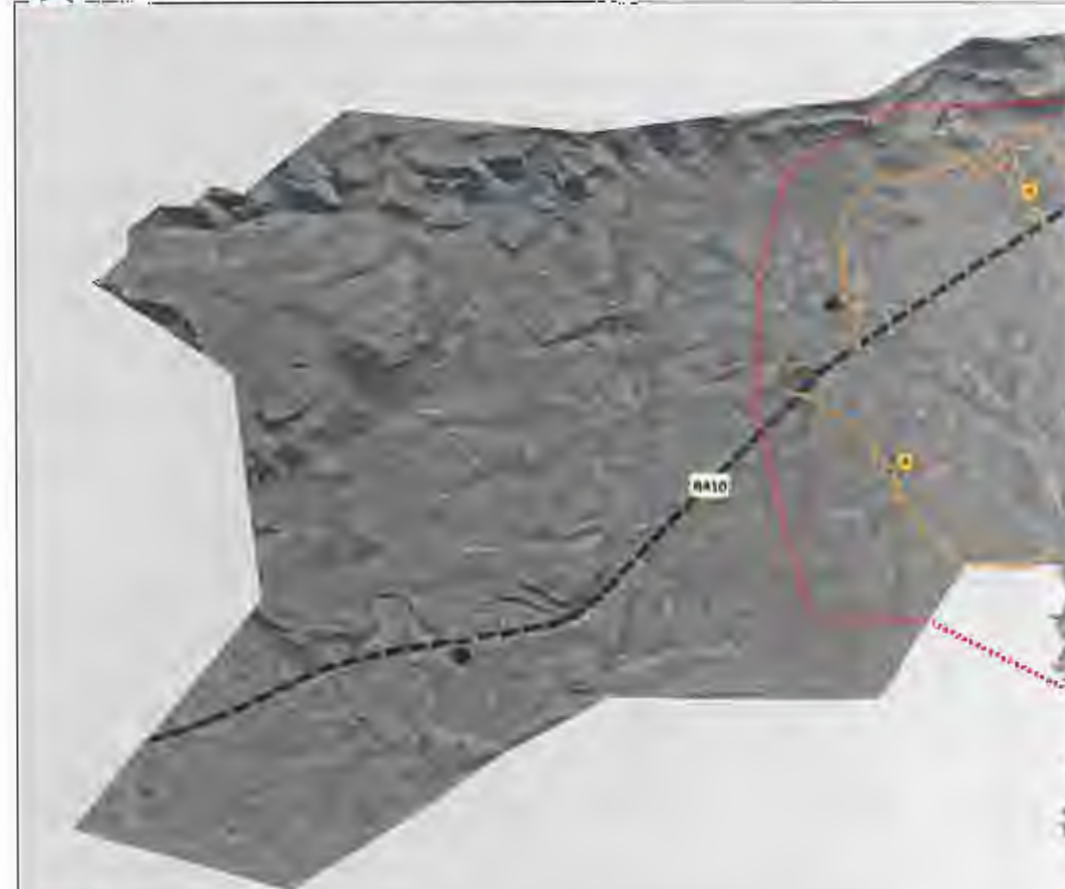
Proposed Tourism Hub

Local Land use Scheme to be negotiated.



## NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK

Socio Economic Framework; Proposed Nodes



### Legend

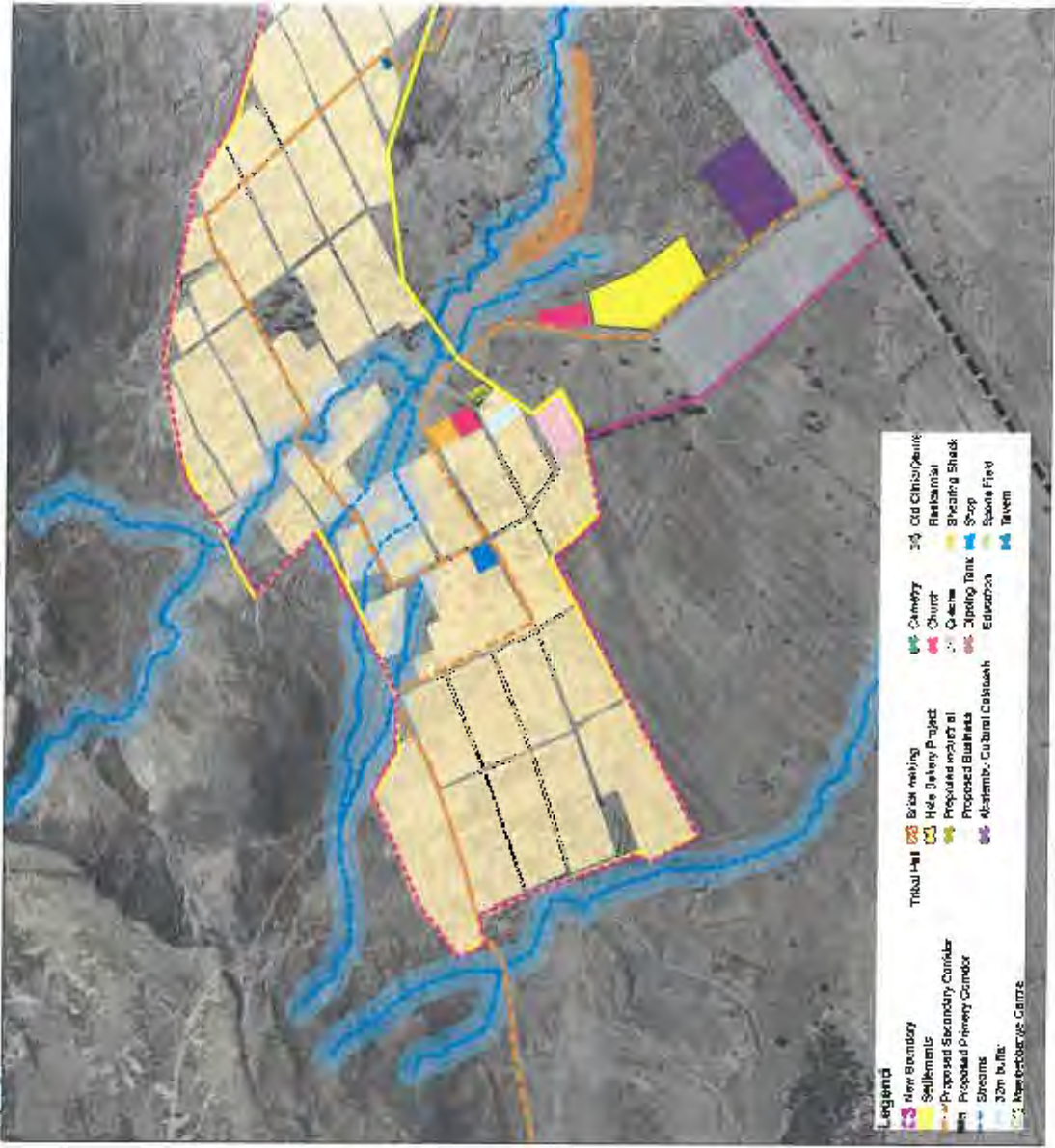
2018  
2024  
2029  
Rural Nodes  
Tourism Node  
Proposed Secondary Corridor  
Proposed Primary Corridor  
Settlements





# NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK

Built Environment Framework: Tourism Node (Hala No 2)



## Proposed Development Corridors

The notion of development corridors, both as structuring elements to guide spatial planning, as well as special development areas with specific types of development potential, has been well established internationally.

Typically, development corridors have been identified as roads or other transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur.

The term “Transport corridors” be adopted in future because it places emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments

Within the Machubeni Development Node, there is one “Proposed Primary Corridor”, namely, the DR 8581 which runs through the study area.

Development Corridors		
TYPE	MAP CODES	LOCATION
Primary Corridor	Brown	Existing Transport Route the DR 8581
Secondary Corridor	Orange	Main access routes within the study area.



A 'settlement edge', as illustrated on the diagram below, is the dividing line or boundary between areas of urban development (a settlement) and non-urban or rural development. It also defines the logical boundary between areas with different features and purposes, such as the boundary between areas considered environmentally sensitive and those suitable for development.

Settlement edges are used to manage investment and characteristics of infrastructure levels according to the needs of communities and economic activities located within settlement edges or outside settlement edges, and are used to encourage more efficient use of underutilized land existing in a settlement or town, through development of vacant land or the re-use of "brownfield" degraded land areas.

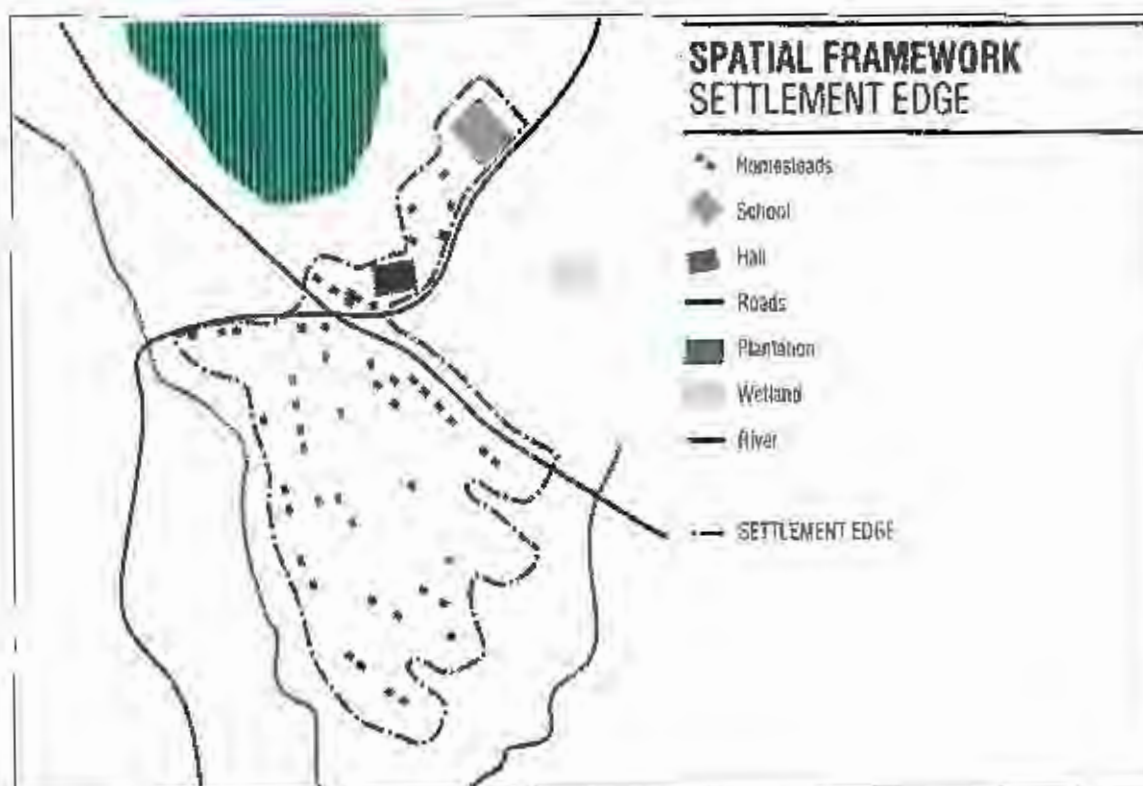


FIGURE NO. 11: SETTLEMENT EDGE DIAGRAM







**NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK**  
Built Environment Framework: Lalim and Qaqani Settlement Edge

TSH NI



**NDONGA LOCAL SPATIAL DEVELOPMENT FF**  
Built Environment Framework: Greyspan Settlement





**NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK**  
Built Environment Framework: Halo No.2 Settlement Edge

TSH INT



**NDONGA LOCAL SPATIAL DEVELOPMENT FF**  
Built Environment Framework: Lamoni Settlement







**NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK**  
Built Environment Framework: Maqubela Settlement Edge

TSH NI



**NDONGA LOCAL SPATIAL DEVELOPMENT F2**  
Built Environment Framework: Mtlatlantle Settlement







**NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK**  
Built Environment Framework: Pesi Settlement Edge

TSH- NI



**NDONGA LOCAL SPATIAL DEVELOPMENT FF**  
Built Environment Framework: Stoney Craft Settle



It is proposed that the municipality prepare a Rural Settlement Development Plan for the municipal area.

Depending on the land-use mix and the location of development, it may not always be desirable to have a mix of uses on one land parcel. The issue of mixed-use needs to be viewed at two scales:

**Macro-scale** (i.e. within a local authority) - residential developments closer to work opportunities and business activities closer to residential areas should be encouraged, thereby achieving a better land-use mix over time.

**Micro-scale** (i.e. on a single parcel of land) – strategies can be adopted to create a mix of land-use to create diverse, interesting and opportunity rich environments. Each case should be viewed on its merits; bearing in mind that overall a greater mix of activities is desirable.



The ideal of having mixed-use development is not a blanket philosophy. There may well be areas in which it remains desirable to limit business activities.

The areas of greatest need are defined as those areas with the lowest income per capita income levels and worst-off settlement areas. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas. These proposals need to include poverty alleviation programs and basic infrastructure investment.

### Water

Water supply to the area sometimes becomes a challenge where the existing water supply to the area is infrequent and cannot supply the needs of all users.

Upgrading the infrastructure should be priority with the Engineering Department of Emahleni LM and sufficient budget should be sourced to improve the lives of the people within ward 13.

It is recommended that boreholes be used in areas of greatest need.

It is also recommended that use be made of rainwater harvesting techniques in order to supplement the water supply. An order of magnitude cost to supply and fit a 5000l tank and install guttering on a house is approximately R6000 per house.

Taxi/Trust/Water

Stormwater

Stormwater road network that could roads).

Roads

Primary C

The cost (approximate

The second will be to

Bridges

There are require upgrading for one bridge

Electricity

The residence to all residents. Alternate electricity



include stormwater management, climatic adaptation, less heat stress, more biodiversity, food production, better air quality, sustainable energy production, clean water and healthy soils, as well as the more anthropocentric functions such as increased quality of life through recreation and providing shade and shelter in and around towns and cities. Green infrastructure also serves to provide an ecological framework for social, economic and environmental health of the surroundings.

**Rainwater harvesting** – installing gutters and plastic tanks to catch rainwater from roof tops that could be used for potable water.

**Stormwater harvesting** – stormwater could be diverted to a collection point which could be used to water gardens and farmlands. In addition planting trees in the steep areas would intercept rainfall and thus reduce soil erosion.

**Solid waste recycling** – certain items of solid waste can be collected to recycling and could potentially be sold thereby creating employment for residents.

**Greywater reuse** – Greywater is gently used water from bathroom sinks, showers, tubs, and washing machines. It is not water that has come into contact with faces.



Greywater could be collected to water gardens and farms.

**Solar panels** could be used for electricity as they are less intrusive on the residents & can be locally installed at each house where the resident can take ownership.



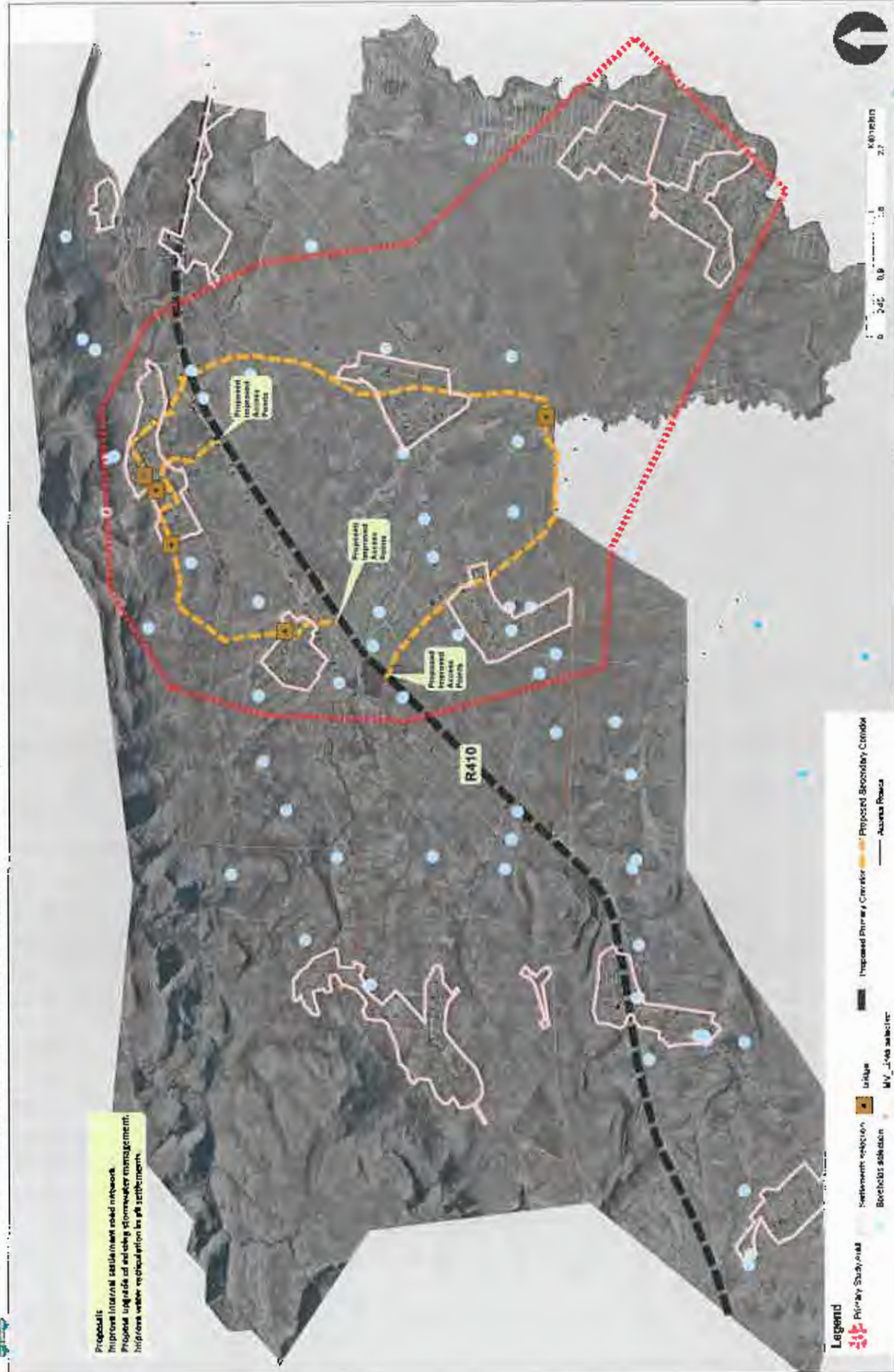


# NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK

## Built Environment Framework: Infrastructure Proposals

TSHWANE  
METROPOLITAN MUNICIPALITY

**Proposals:**  
Improve internal settlement road network.  
Propose upgrade of existing stormwater management.  
Improve water supply in all settlements.



**Legend**

- Primary Study Area
- Settlements
- Settlements extension
- Settlements extension
- Proposed Primary Corridor
- Proposed Secondary Corridor
- Access Roads

0 300 600 900 1200  
Kilometres



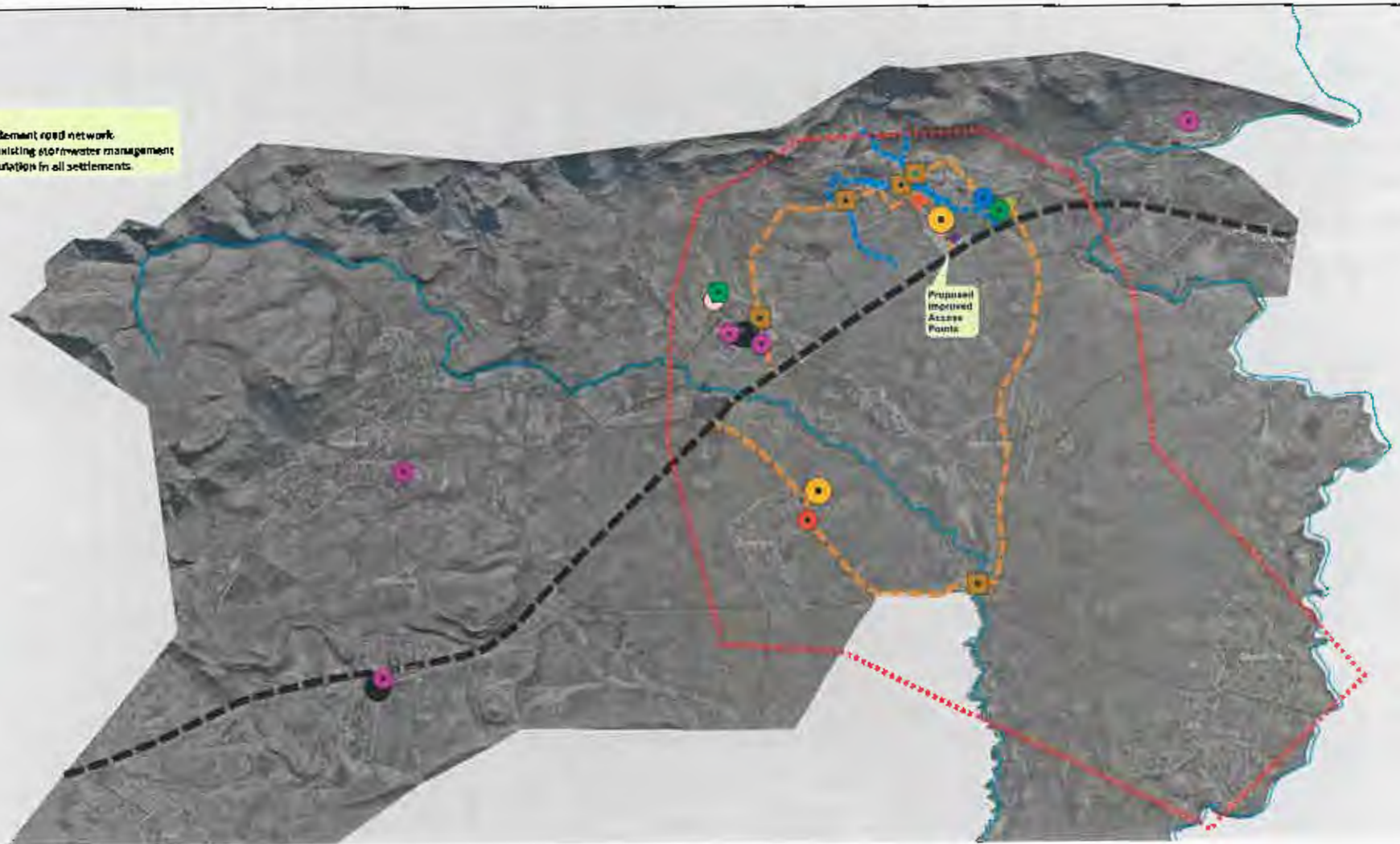
# 7. OVERALL SPATIAL DEVELOPMENT FRAMEWORK



## NDONGA LOCAL SPATIAL DEVELOPMENT FRAMEWORK SPATIAL PROPOSAL FRAMEWORK

TSHWANE  
METROPOLITAN MUNICIPALITY

Proposals  
Improve internal settlement road network  
Propose upgrade of existing stormwater management  
Improve water reclamation in all settlements





## 8. PROJECT IMPLEMENTATION

The following sections highlight the project proposals which should be implemented which will enhance the settlement after implementation thereof.

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY
01	Settlement Entrance	Project to formalise the entrance into the settlement	Entrance	<ul style="list-style-type: none"> <li>• LED</li> <li>• Planning</li> </ul>
02	Rain Water Harvesting	Project to install rainwater harvesting measures within the settlements	Ndonga	<ul style="list-style-type: none"> <li>• Infrastructure &amp; Planning</li> <li>• Environment Management</li> </ul>
03	Solar Panels	Project to install renewable energy measures within the settlements	Ndonga	<ul style="list-style-type: none"> <li>• Infrastructure &amp; Planning</li> <li>• LED &amp; Environment Management</li> </ul>
04	Renewable Energy Feasibility Study for Ndonga Settlement	Feasibility study to determine best methods of renewable energy.	Ndonga	<ul style="list-style-type: none"> <li>• Infrastructure &amp; Planning</li> <li>• LED &amp; Environment Management</li> </ul>
06	Revenue Enhancement Strategy	A project to enhance the revenue generation within the municipality	Ndonga	<ul style="list-style-type: none"> <li>• Finance Office</li> </ul>
07	Development Levy	Establish a policy to implement a development levy to be paid by private developers	Ndonga	<ul style="list-style-type: none"> <li>• Finance Office</li> </ul>
08	Township Formalisation	Formalisation of the Ndonga Settlements with Formal Layouts and integration into the zoning scheme.	Ndonga	<ul style="list-style-type: none"> <li>• Planning and Development</li> </ul>
09	Develop Linkages with surrounding settlements	Enhance the linkages with surrounding settlements	Ndonga	<ul style="list-style-type: none"> <li>• Planning and Development</li> </ul>
10	Tourism By-Laws		ELM	<ul style="list-style-type: none"> <li>• LED and Tourism</li> </ul>
11	Road Infrastructure Upgrading	Formalisation of Main Roads within the settlement	Ndonga	<ul style="list-style-type: none"> <li>• Roads and Infrastructure</li> </ul>



16	Development of Public Open Space		Ndonga	<ul style="list-style-type: none"> <li>• Planning</li> </ul>
17	Development of Children's Playground		Ndonga	<ul style="list-style-type: none"> <li>• Planning</li> </ul>
18	Development of Sportsfield		Ndonga	<ul style="list-style-type: none"> <li>• Sports and Recreation</li> </ul>
19	Market squares and Agriculture Market		Ndonga	<ul style="list-style-type: none"> <li>• LED</li> </ul>
20	Agriculture Feasibility Study and Strategy		ELM	<ul style="list-style-type: none"> <li>• Agriculture</li> </ul>

#### ECONOMIC STIMULATION

01	Develop a Database of Informal Traders within the town with focus on local and foreign owned business		Ndonga	<ul style="list-style-type: none"> <li>• LED &amp; Environment Management</li> </ul>
02	Establish a data base of all SMME and Co-operatives		Ndonga	<ul style="list-style-type: none"> <li>• LED &amp; Environment Management</li> </ul>
05	Conduct community outreach programmes on tourism, arts & crafts.		Ndonga	<ul style="list-style-type: none"> <li>• LED &amp; Environment Management</li> <li>• Social &amp; Community Development</li> </ul>
07	Industrial Feasibility and Management Plan		ELM	<ul style="list-style-type: none"> <li>• Infrastructure and planning</li> </ul>

11	Marketing and Promotion Strategy		E.L.M	<ul style="list-style-type: none"> <li>Marketing and Communications</li> </ul>
12	Women and Youth Programmes		E.L.M	<ul style="list-style-type: none"> <li>Social Development</li> </ul>
13	Training and Skills Development		E.L.M	<ul style="list-style-type: none"> <li>Social Development</li> </ul>

## 9. CONCLUSION

Ndonga is a unique are which is home to many people and villages. However, the area lacks in terms of providing for its people efficiently and effectively.

However, through this Local Spatial Development Framework prepared and the detailed project proposals identified, the Ndouga settlement will be able to provide for the needs to the people.

Through the proposals shown and discussed in this report, the Ndonga settlement is able to be viewed as settlement which is strongly knitted and is well integrated. It would be a settlement that residents would be proud of and the Municipality can grow into an area for future living and development.



## 8. CHAPTER 8 – LOCAL ECONOMIC DEVELOPMENT STRATEGY

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## List of Abbreviations

ARC	Agricultural Research Council
ARDA	Agrarian Research and Development Agency
BBBEE	Broad Based Black Economic Empowerment Act
BEE	Black Economic Empowerment
CHDM	Chris Hani District Municipality
DEDEAT	Department of Economic Development, Environmental affairs and Tourism
DRDLR	Department of Rural Development and Land Reform
DRDAR	Department of Rural Development and Agrarian Reform
ECDC	Eastern Cape Development Corporation
ECRDA	Eastern Cape Rural Development Agency
ECPTA	Eastern Cape Tourism and Parks Agency
GDP	Gross Domestic Product
GIS	Geography Information System
GVA	Gross Value Add
IDC	Industrial Development Corporation
IDP	Integrate Development Plan
SDBIP	Service delivery and Implementation Plan
LED	Local Economic Development
ELM	Emalahleni Local Municipalities
LTO	Local Tourism Organisation
NDP	National Development Plan
PGDP	Provincial Growth and Development Plan
PPP	Public Private Partnerships
SME	Small Medium Enterprise
CHCDC	Chris Hani Cooperative Development Centre
CHDA	Chris Hani Development Agency
IAP	Investment Attraction Plan
EDTA	Economic Development, Tourism and Agriculture
DSD	Department of Social Development
DTI	Department of Trade and Industry
AG	Auditor General
GTZ	Gesellschaft für Technical Zusammenarbeit
ILO	International Labour Organisation
ECPTA	Eastern Cape Parks and Tourism Agency
IQ	Indwe Quarries

## 1. INTRODUCTION

### 1.1. Background

---



The current LED strategy of the municipality was first developed in 2009, and was approved by the Council in 12 December 2010. This was the first strategy since the establishment of the wall to wall municipality. It was then developed in order to guide the economic development of the municipality and fulfil legislative requirements which are, Constitution of the Republic of South Africa Act No 108 of 1996 (objects of Local Government Section 152). The statistics that was used in the current LED Strategy (2010-2015) was taken from Global Insight which is a private company that is not recommended by government; therefore this statistics did not show an accredited reflection of the demographic profile of the Emalahleni Local Municipality.

The Local Economic Development Strategy was supposed to be guided by the Spatial Development Framework, but it was concluded before the Spatial Development Framework was developed. There was an omission of Mining Sector and infrastructure needs in the strategy, the role of economic stakeholders, their contribution and influence was not clear.

A lot has changed in the municipality since the adoption of the current strategy and therefore necessitated a review since it was adopted for a 5 year period. The analysis in the current review uses information that has been freshly sourced from Statistics South Africa 2011 which is an accredited source of information in Government.

Due to unresponsive funding model for the realization of the programmes in the current strategy, it failed to attract resources for its implementation. The review of the strategy suggests various sources and resource combinations to be mobilized for the realization of the pronounced strategic intent, for example LED Programmes.

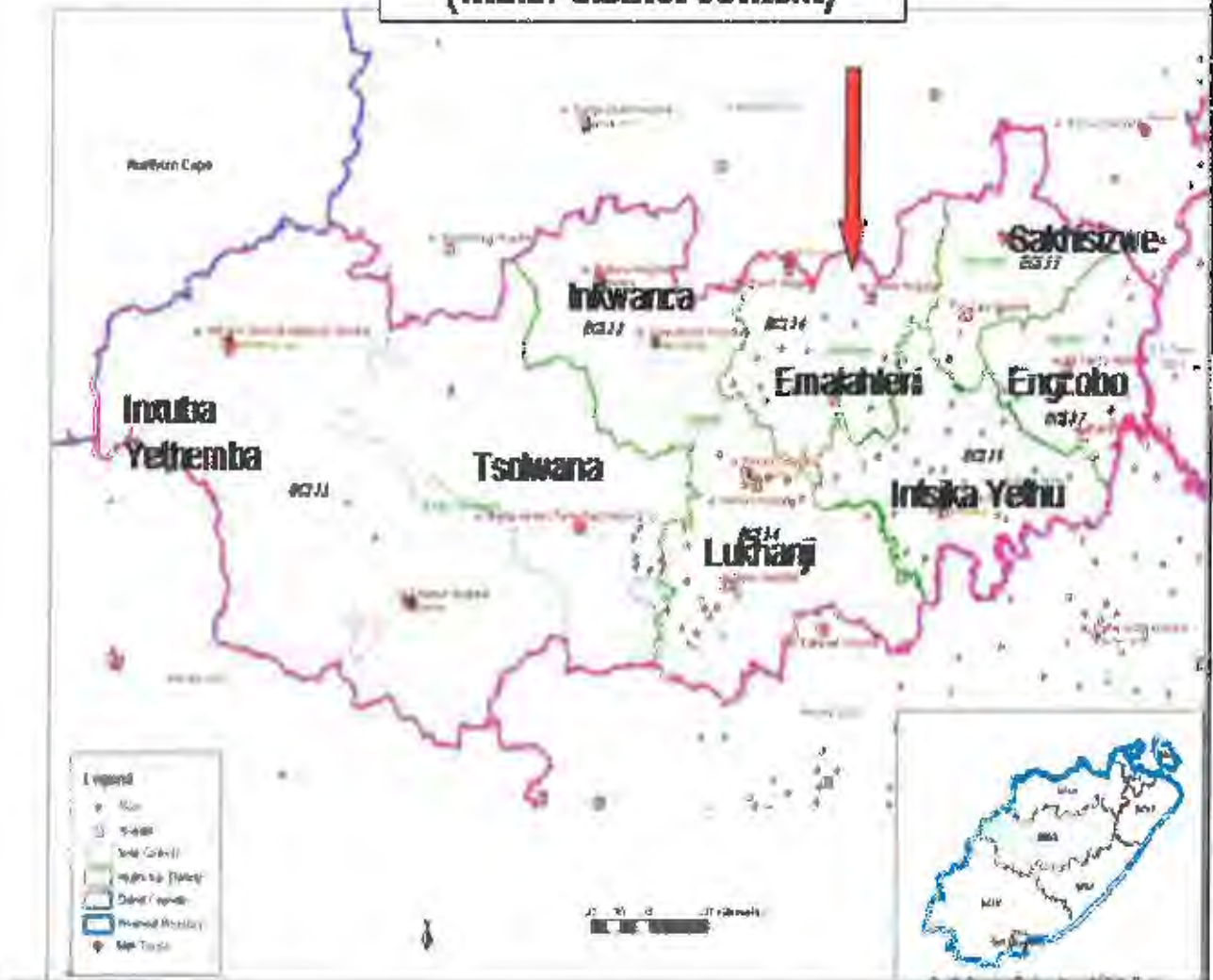
In order to foster high level buy-in and funding support by critical stakeholders (Sector departments, and Private Investors) the review also suggests mechanisms for distribution of roles and responsibilities among expected implementing agencies for the successful delivery of the reviewed LED strategy. The review proposes that the municipality takes strategic decisions on key driving sectors of the local economy that council must invest heavily on and also identifies other sectors where the municipal role will be to facilitate participation by other role players.

LED Strategy is aimed at providing a framework for municipal interventions and planning for sustainable economic development in the municipal jurisdiction. This also serves to encourage community involvement and ensure maximum participation in the municipal affairs.

## **1.2. Profile of the Municipality**

Emalahleni is a category B municipality situated within the Chris Hani District (see figure below) of the Eastern Cape Province. It consists of the three main urban nodes being the towns of Lady Frere, Indwe and Dordrecht surrounded by a large rural settlement & and many surrounding villages.

## Emalahleni Locality Map (within district context)



### 1.3. METHODOLOGY

Methodologies used in the review include:

- Consultation: Local Economic Development Sectors were engaged.

- **Mentoring:** The review was conducted with extensive interaction between relevant municipal and LED officials. This ensured transfer of skills, ownership of the LED strategy with guidance from Centre for Municipal Research and Advise (CMRA).
- **Action Plan:** it was developed for the key LED Projects identified in the reviewed LED Strategy. This action includes timeframes and responsibility allocation.

The activities in the LED Strategy review are shown in the diagram below:



#### 1.4. LOCAL ECONOMIC DEVELOPMENT CONTEXT

The purpose of this section of the strategy is to provide an overview of 'what LED is', as well as the roles and responsibilities of the various stakeholders in LED planning and implementation.



### 1.4.1. What is LED?

---

The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank). According to GTZ LED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

ILO defines LED as a participatory process which encourages social dialogue and public-private partnerships. It enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and capacities, and makes best use of the area's comparative advantages.

Mohr, Fourie and Associates (2015) define **Economic Growth** as an annual rate of increase in the total production or income of the economy". A positive economic growth is measured when the economy is above the population growth. "**Economic Development**: It is reduction of unemployment, poverty and inequality in the growing economy". According to Economic Development National, LED was originally a term that referred to deliberate intervention to promote economic development in a specific area that is not the national area. The district views LED as the tool to maximise the economic value, job creation, potential of the district through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage.

Given the above definitions the municipality defines its Local Economic Development as reduction of unemployment, poverty and inequality in the growing economy of the locality, as the Municipality's vision is about delivering appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.

#### a) The National LED Context

The National Framework for LED in South Africa has been developed as a guide that seeks to advance an understanding of LED and has put forward a strategic implementation approach that municipalities, provinces, national government, state-owned enterprises and communities may concentrate on in order to improve local economic development. This Framework also seeks to guide the implementation of the LED Key Performance Indicator of the back to basics through the suggested actions.

Of the priority sectors in the developed economy which were identified: tourism, call centres and Business Process Outsourcing (BPO), bio-fuels, downstream mineral beneficiation, agricultural and agrarian reform and information communication technology (ICT) some of which are relevant at Emalahleni. The economies of the poor, crafts, fresh produce, waste, street trading, Small Medium and Micro Enterprise (SMMEs) support and the Expanded Public Works Programme (EPWP) are all critical to local economic development.

#### b) Provincial LED Context

The economy of the municipality cannot be discussed outside of the economic imperatives of the Eastern Cape and more particularly the economies of the Chris Hani area. The municipality's LED Strategy will be interfaced with the economic thrusts defined by the Province. Provincial Government has constitutional obligation to align LED initiatives with National and Local Priorities, strengthen and support the capacity of Local Government, make available financial and technical resources to implement and sustain LED, share information regularly (Provincial Economic Trends, land use, investment and new developments) with municipalities, monitor and evaluate the impact of LED initiatives Provincially.

### **c) District Context**

The philosophy underpinning the basic understanding in the jurisdiction of CHDM in relation to the economic trajectory of the District is that of "positioning the region in such a way it maximizes the economic potentials offered by its natural endowments and making choices about where to allocate scarce resources to ensure maximum impact so that the region gets the best possible economic leverage to achieve its socio economic objectives"

Based on this understanding, the economic development vision and strategic intent of the District is determined as follows:

#### **CHDM Economic Development Vision**

The District grows and develops through social partnerships so that all people benefit from the economy and have equitable access to social services

#### **Regional Economic Strategic Intent**

Maximize the economic value and job creation potential of the District through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage in the timber and livestock production and processing sectors

#### **Strategic Differentiation**

#### **Regional Economic Strategic Intent**

Maximize the economic value and job creation potential of the District through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage in timber and livestock production and processing sectors.

### **d) Municipal Context**

The municipality's economy does not operate in a vacuum; it is affected and influenced by changes in the provincial, national and global stage. It is therefore important to set the local economic development strategy within the framework of national and more particularly the provincial policies and legislation. In terms of past national trends municipality supplied national

mining with scores of migrant labour. When the mining sector started to show signs of decline many migrant labours lost their jobs and had to return to their areas of origin or birth.

The following are the **key sectors** that the municipality will be focusing its attention to, in developing and making a sustainable economic environment:

- **Agriculture and Agro-processing**
- **Trade, Retail and wholesale**
- **Informal sector (street trading)**
- **Mining (Coal and Small Scale: Sand Mining and Brick Makers)**
- **Tourism and Heritage Management (Arts and Craft)**
- **Forestry**

#### 1.4.2. STAKEHOLDER ROLES AND RESPONSIBILITIES IN LED

The promotion of economic growth and development is an integrated effort for all key stakeholders in the local community. This means that all key stakeholders in a municipal area must work together to tackle challenges, find ways to ensure the provision of services in a sustainable manner in order to create conducive environment for the creation of job opportunities. This is shown in the diagram below.



These stakeholders should not only be the end beneficiaries of LED interventions. They must be involved in:

- Planning for LED
- Implementation of LED
- Monitoring and Evaluation of LED

The primary stakeholders and their roles are as follows:



### 1.4.2.1. Role of Government

Government officials and politicians have a combination of roles to play, including the roles of manager / co-coordinator, facilitator, investor, representative and regulator. The focus will be on the responsibilities of local government. However, as stated earlier, the local economy is inextricably linked to the district, provincial and national economies. The district has a role to play in respect to coordination between surrounding areas, facilitation of sector strategies and investment in district-wide initiatives. Province and national have a role as regulator, investor and coordinator. Local government must play all the various roles in partnership with the district and province, the remainder of this section focuses on the role of local government.

#### a) Manager and coordinator

In this role, local government is the implementer or responsible authority:

- Policy formulation and leadership of integrated local economic development planning;
- Collation and interpretation of economic intelligence;
- Identification of infrastructure needs;
- Management of national and provincial government mandates and interventions;
- Facilities management;

#### b) Facilitator

In this role, local government improves the environment and services, and facilitates outside expertise and resources to meet needs.

- Dissemination of information;
- Creating a conducive and enabling business environment and culture;
- Infrastructure provision;
- Support of the informal sector and SMMEs;
- Facilitation of development funding;
- Process facilitator.

#### c) Investor

Government is a major investor and can use its resources to drive and stimulate the local economy. Below is a list of investment vehicles. Some are funded via the province, with the Municipality acting only as an agent, while others involve the direct resources of local government.

- Procurement policy;
- Use of state assets (province and local);
- Infrastructure investment (province and local);
- Housing investment (agency function for province);
- Land use planning;
- Environmental regulation (province and local).

#### d) Regulator

Government is responsible for policy, and as such is a regulator and enforcer and need to ensure that this role supports rather than constrains economic development. Here issues of environmental management, zoning, licensing, by-laws and municipal policy and enforcement are all important.

#### **e) Representative**

This is usually the role undertaken by elected representatives within local government.

- Understanding citizen's needs and communicating these to the administration
- Monitoring delivery and performance against the agreed plan.

#### **1.4.2.2. Role of Community**

They are buying, selling, building, saving and investing lie at the heart of community organization, culture and identity. To ignore the community voice in an LED process would be to miss a fundamental constituency.

##### **a) Labour**

Organized labour is an important stakeholder in the implementation of LED initiatives and programmes. Increasing the number of jobs is a key objective of LED. Job seekers as well as those already employed must be consulted in the LED process. Labour represents the backbone of the economy. Workers have a role as productive human capital, as consumers and as political interest groups.

As labour representatives the mandate is to:

- Understand workers' needs and communicate these to the management through lobbying consultation, negotiations and bargaining
- Monitor delivery and performance against the agreed plan.

##### **b) Consumers / investors**

- Without consumption the local economy would not grow at an acceptable level. By choosing where to spend their money, on what products and on what suppliers, communities invest in the local economy daily. Recognizing their power is an important part of LED.

##### **c) Stimulators / entrepreneurs**

Communities stimulate business creation or expansion through:

- Identification and support for markets
- Partnerships
- Non-profit organisations identify gaps and areas of need in communities and the design and development of programmes to address these needs

##### **d) Facilitator**

- Non-profit organisations facilitate outside expertise and resources to meet needs through:
- Dissemination of information
- Support for targeted groups
- Facilitation of development funding
- Facilitation of partnerships between different stakeholders to address a need or deliver a project
- Process facilitator.

##### **e) Investor**

Non-profit organisations are a significant resource in a community. The commitment and passion of members along with the funds raised can be used to drive and stimulate aspects of the local economy. This role is at times shared with the public sector, parastatals, communities and the private sector who choose to become partners in the development of a project, area or target group.

### 1.4.2.3. Role of Private Sector

While the role of business in LED is widely acknowledged, there is a tendency only to focus on big business and the formal sector. The informal sector also has an important role to play as investor and entrepreneur. Roles cross the formal and informal divide.

#### a) Investor

The private sector is a major investor. Its resources drive and stimulate the local economy, both spatially and sectorally. This role is at times shared with donors or parastatals, which provide capital to the public or private sectors and become a partner in the development of the area.

#### b) Stimulator / entrepreneur:

In this role the private sector undertakes the following:

- Promotion of particular sectors or areas that could be sustained by the market in the long term, for example, the development of business infrastructure to attract business in a situation where the market (consumer or skills) exists, or the development of specialist skills, for example in specialised agriculture, or the mobilisation of a sector on the understanding that organised business is better able to engage government than fragmented and disparate individuals and firms.

### 1.4.3. GUIDING PRINCIPLES

---

The following principles will guide economic development at municipality;

#### a) Balanced Development

The development of the local economy will ensure that the uniqueness of the local environment is protected. Balanced development also means that at tough times choices will need to be made and environmental, social and economic needs will have to be balanced to ensure that local economic development actions benefit all residents of the municipal area.

#### b) Diverse Economy

The municipality has the following key economic sectors: tourism; agriculture and agro-processing; construction services, retail and manufacturing. The development of the local economy will ensure that diversity recognises the uniqueness and assets of the local economy. This offers a greater resilience and ability to respond to unforeseen events and external shocks.

#### c) Inclusiveness

Consultations with communities have created a very strong need for an inclusive approach to local economic development. The principle of inclusiveness means optimising the rainbow community, uniqueness and connectivity of the various stakeholders and the need to develop a united community.



**d) Partnerships**

It is by working together through partnerships and by having a common vision that sustained economic development will be achieved. The key to success is in mobilizing the municipal community resources and assets to achieve a common goal. This guiding principle ensures that in all actions and programmes (municipality, business, communities and non-governmental organizations) the municipality creates partnerships and ensures integration of activities wherever possible.

This approach also entails the development of appropriate structures to ensure that such partnerships are developed and effective.

**e) Sustainability**

Sustainability requires the use of municipal assets and resources in a manner that maintains them for future generations. Sustainability planning also ensures that projects and programmes that have been identified are able to sustain themselves and generate the required economic spin-offs that in the long run benefit the local economy.

**f) Quality**

Underpinning all the economic development work will be a commitment to quality. Commitment to quality means ensuring that resources and assets are deployed in a manner that increases the value for money, by contributing towards the improvement in the quality of life of all the people of the municipality. This principle too ensures that a thorough assessment is undertaken of each opportunity identified, and value for money and effort is enhanced.

**g) Innovation and Human Development**

The sustained growth and development of the municipal economy will depend on the extent to which local communities, business and government are able to innovate and develop the capacities of the local communities to be creative. Human resource development will form one of the key pillars to the development of the local economy. With high levels of appropriate skills and education the possibilities for innovation and creativity are enhanced.

## 1.5. STRATEGY OUTLINE

---

The strategy outline:

- Examines the **Status Quo**, in terms of spatial issues, services, the institutional context for LED and demographics. The section also examines the current labour market within the municipality, as well as the current economic situation.
- Analyzes the current situation with a view to identifying interventions to grow the local economy. Specifically, this is done through Strengths, Weaknesses, Opportunities and Threats (**SWOT**) analysis, as well as an analysis to identify the **competitive advantages** within the local economy.
- Presents the **Vision, Goals and Strategic Direction** based on the analysis done in preceding sections.
- Presents an **action plan** putting forward key projects to meet the vision and goals for LED. The purpose of this framework is to assist the municipality and its partners in implementing LED Strategy.

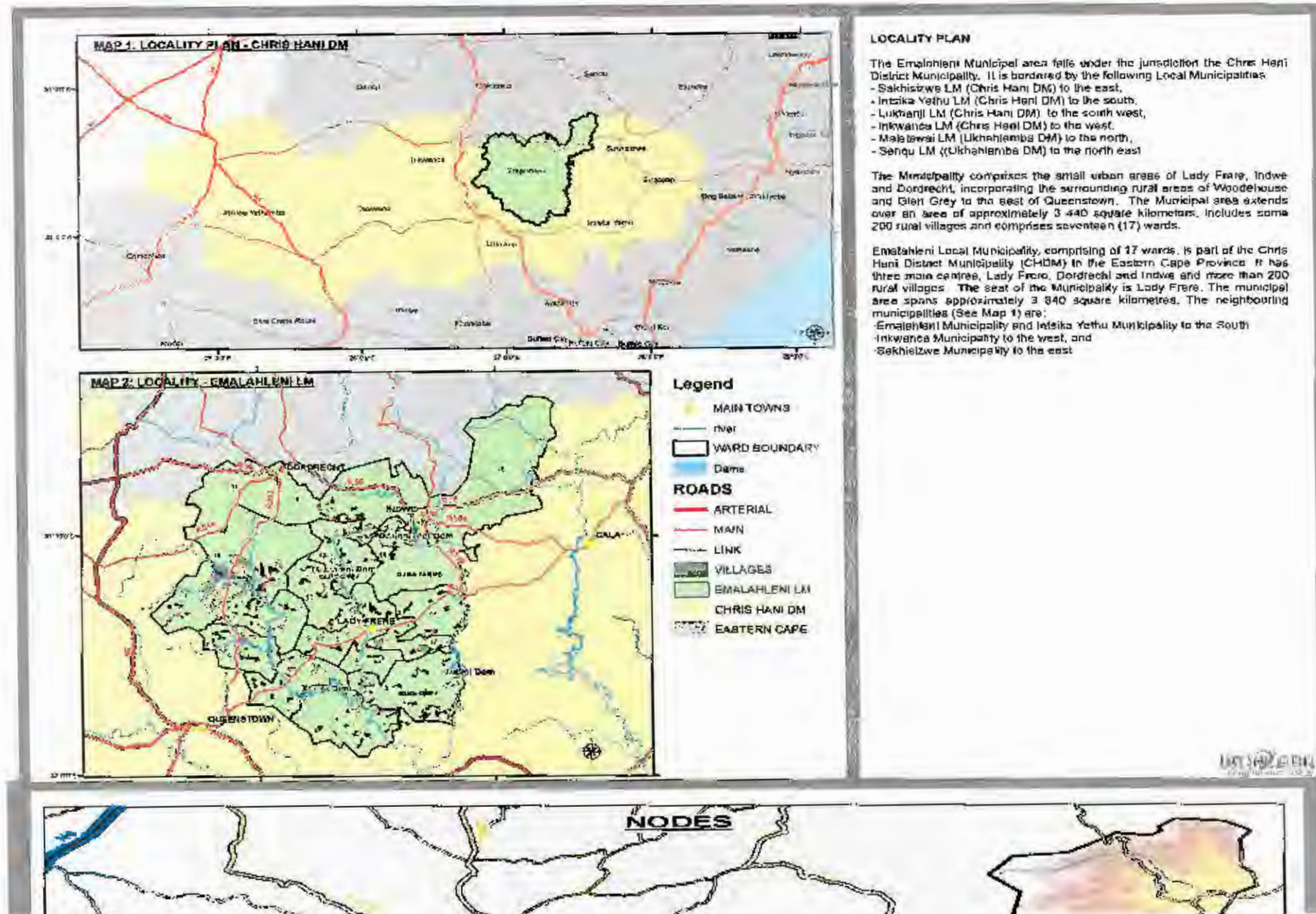
## 2. SITUATIONAL ANALYSIS

The purpose of this section of the strategy is to examine the current level of economic development within the municipality, with specific reference to issues effecting, or being effected by LED. Here, issues related to highlighting potential opportunities and weaknesses within the local economy are explored, in order to assist in identifying intervention areas by the municipality and its stakeholders. The section analyzes the following;

- The physical context
- The institutional context
- The policy context
- The demographic profile
- Employment
- Status quo of the local economy
- Overview of the local economy



## 2.1. PHYSICAL CONTEXT FOR LOCAL ECONOMIC DEVELOPMENT





# EMALAHLENI LM SPATIAL DEVELOPMENT FRAMEWORK

- DORPBECHT AND INKOME**
- ▶ Managed urban expansion (set limits for sustainability)
  - ▶ Infrastructure development and maintenance
  - ▶ Business Centre Management and focus on Urban Amenity
  - ▶ Social facilities and vehicular linkages between suburbs
  - ▶ Environmental management

PRIORITY BASIC INFRA

TOURISM ROUTE

LIVERBEEK

TO ELLIOT

TO NS

TOURISM ROUTE

DORPBECHT

R66

## 2.1.2. EMALAHLENI MUNICIPALITY INFRASTRUCTURE (BASIC SERVICE DELIVERY/ INFRASTRUCTURE INDICATORS)

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**MAP 1: ACCESS TO WATER**



**MAP 2: ACCESS TO SANITATION**



**a) Infrastructure Development: Indwe Water**

Indwe water treatment works obtains raw water from a pumped water supply from the Doring River Dam.

The current volume of water being processed by the water treatment works has been measured at approximately 1.8Ml/day against a rated capacity of 1.2Ml/day.

Component	Description	Condition
Pumps	Water is pumped from the dam to the purification works.	Poor
Source	Doring River Dam, Extraction – 780,000 m <sup>3</sup> /year	Fair
Treatment	Capacity of 90 m <sup>3</sup> /hr	Poor
Reservoirs	No. 2, 2,200 m <sup>3</sup> , 1,100 m <sup>3</sup>	Good
Control (meters)	Metered in Town Centre, Lower Town, and some in Mavuya	Fair

#### b) Infrastructure Development: Lady Frere Water

The water treatment works obtains raw water from a pumped water supply from the Machubeni Dam.

The current volume of water being processed by the water treatment works has been measured at approximately 3.5Ml/day (or 40l/s).

Component	Description	Condition
Pumps	Pumping scheme from the river to the treatment works using two pumps	Good
Source	Cacadu River to Macubeni Dam	-
Treatment	Capacity of 40 l/s	Fair
Reservoirs	No. 3, each 600 kl	Good
Control (meters)	Metered	-

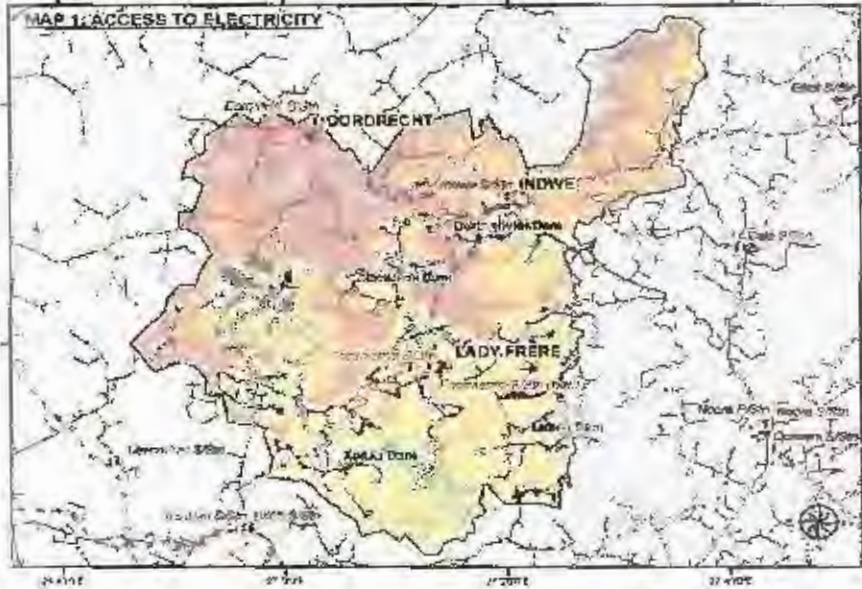
#### c) Infrastructure Development: Dordrecht Water

Dordrecht water treatment works receives raw water through a pumped system from the Anderson and Munnik Dams. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Some of the water is pumped to two off-site reservoirs from where it gravitates to Munnikville, Sinakho and Tyoksville villages.

Component	Description	Condition
Pumps	Only from Munnik Dam, Pump rate 100m <sup>3</sup> /hr	Needs refurb
Source	Anderson Dam by gravity, Capacity of 2.2 Mℓ+,	Fair
Treatment	Full treatment Capacity ±2Mℓ/day	Needs refurb
Reservoirs	No. 3, 2x 1Mℓ, and 0.6 Mℓ	Good
Control (meters)	Metered in Dordrecht Central	



**MAP 1: ACCESS TO ELECTRICITY**



**Legend**

- ⚡ Substation
  - 66/132 KV line
  - 11/22 KV line
  - river
  - Dams
- ACCESS TO ELECTRICITY**
- ⬜ Villages not serviced
  - ⬜ Villages serviced

**INFRASTRUCTURE**

**ELECTRICITY**  
Electricity service is currently provided to portions of 8 wards only. Eskom has planning in place to develop their network ultimately to all areas of Emhlabeni.

**ROADS AND INFRASTRUCTURE**  
The various categories of roads are summarised as follows:  
Trunk roads - 65km  
Main roads - 90km  
District roads - 858km  
Access/minor roads - 313km

The entire road network of mainly gravel roads is generally in poor conditions and need upgrading and maintenance.

**RAILWAY NETWORK**  
The light density railway line between Stedsroom - Dordrecht - Indwe - Maclear is currently being utilised at 6% of capacity for transportation of general freight commodities and timber. There are problems with carrying capacity.

**MAP 2: TRANSPORT ROUTES**



**Legend**

- Main Towns
  - Villages
  - Railway Line
- ROADS**
- Freeway
  - Arterial
  - Main
  - Link

**MAP 1: HEALTH FACILITIES**



**Legend**

- Police Station
- Main Town
- Clinic
- Community Health Centre
- District Hospital
- Satellite Clinic
- Safety Facilities
- Police Station

**SOCIAL FACILITIES**

**HEALTH**

There are currently 35 medical and primary health care facilities in the Emalahleni Municipality (See Map 1). Health services in the municipal area are competence of the District and Province. The department of Health is currently implementing the following programmes in the Emalahleni Municipal areas:

- > HIV/AIDS monitoring and management
- > Mother Child Women's health
- > Management of the spread of Tuberculosis
- > Health and Hygiene promotion in schools
- > Conducting of environmental health surveys and tests
- > Nutrition programme implementation at schools

**SAFETY**

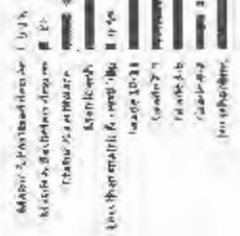
There are five police stations and a one prison located in the municipal areas. (See Map 1)

**EDUCATION**

There are approximately 173 schools serving Emalahleni LM. The distribution of these schools is illustrated in Map 2. The main challenges raised by participants in the IDP process relate to issues of:

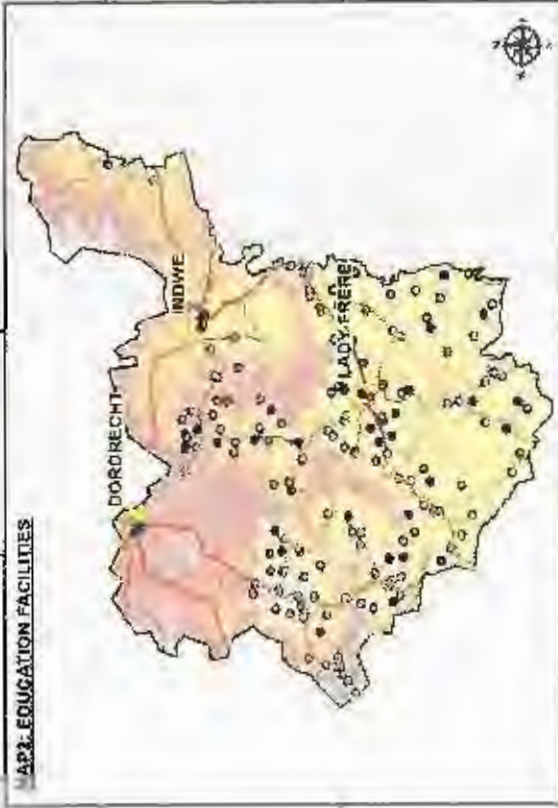
- > Classroom backlog
- > Ineffective scholar transport system
- > Inability of rural schools to attract skilled and appropriately competent educators for science subjects
- > Poorly performing schools in terms of their matric pass rates resulting in trouble down problems for the labour market and local economy

The figure below gives a picture of the levels of literacy attainment in the local labour market.



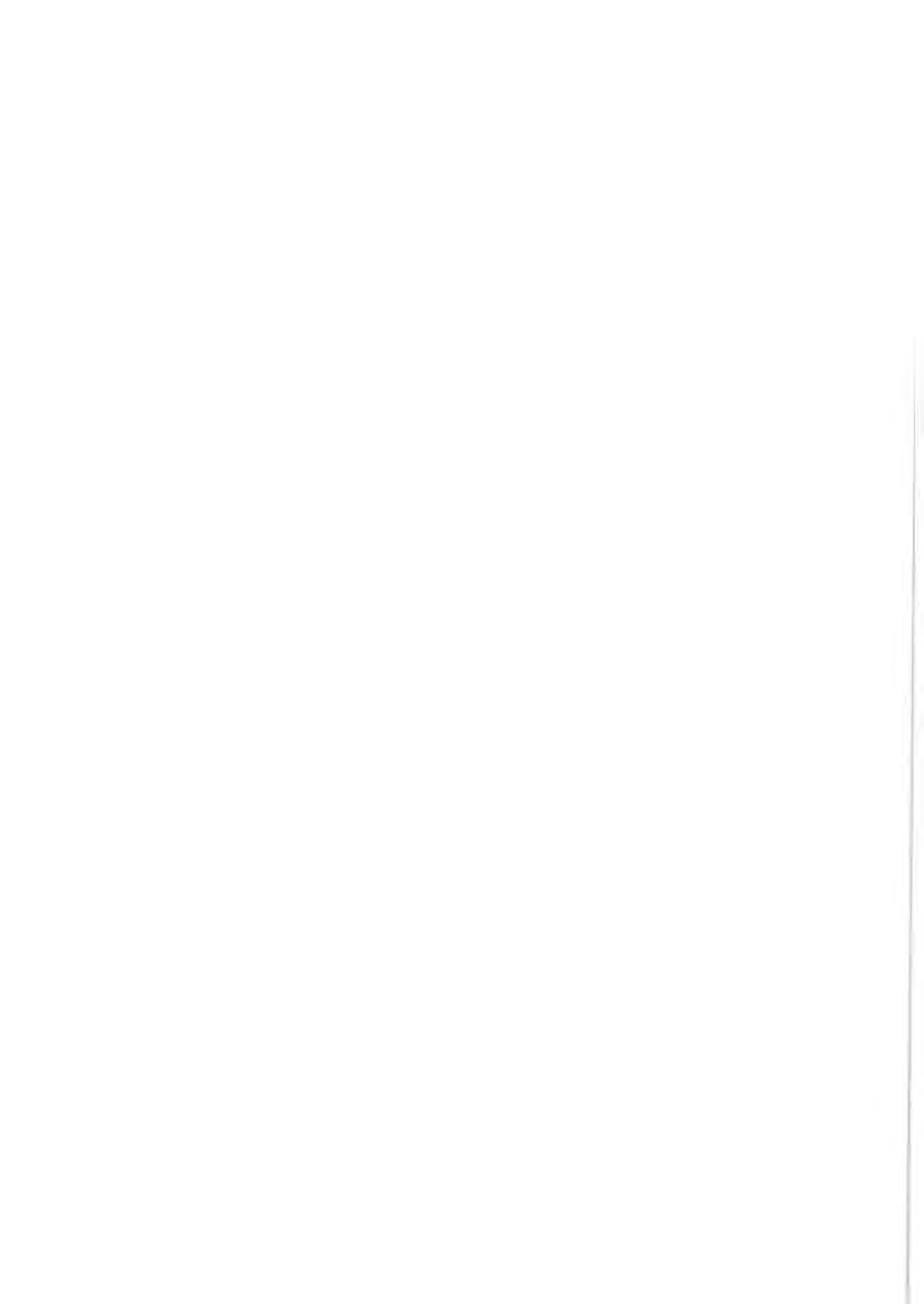
As indicated in the figure above, levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 23% of population has no schooling at all.

**MAP 2: EDUCATION FACILITIES**



**Legend**

- Combined (87)
- Primary (88)
- Secondary (20)
- Main Towns
- Villages





---

## **Town Development**

### **1. Cacadu**

- Middle income housing
- Shopping mall
- Town street upgrades
- Civic centre
- Street lights
- Development of recreational park

### **2. Dordrecht**

- Solar plant
- Dairy processing
- Town street upgrades
- Street lights
- Development of recreational park

### **3. Indwe**

- Housing Development
- Road infrastructure development from Indwe to coal mine
- Town street upgrades
- Street lights
- Development of recreational park

## **2.1.3. NATURAL RESOURCES IN EMALAHLENI LOCAL MUNICIPALITY**

---

The available natural resources are as follows:

- Coal Deposits
- Sweet Veldt for livestock production
- Dry land for sorghum production
- Dams- Xonxa, Machubeni, Doring and Lubisi
- Waterfalls- Glen Grey

- Mountains- Qwempe, Zingxondo, Magxibha, Ngcwele and many others
- Woodlots- Khophe, Khundulu and Longo

## 2.2. THE ENABLING ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT

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The current status of the institutional context for LED within the municipality is provided below:

### 2.2.1. INSTITUTIONAL FACILITATION OF LED

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Economic development within the municipality falls under the Directorate: Planning Economic Development, Tourism and Agriculture. The organogram is shown below:



According to the Municipal organogram, the duties and responsibilities of the directorate are as follows:

- Create a conducive environment for economic development
- Assisting the previously disadvantaged to be part of the main stream of economy.
- Supporting small business enterprises and sourcing funding for entrepreneurs.
- Retain established business in area and increasing trade.
- Recruit investment into area.
- Create new industry (Business process outsourcing; green economic activities; sustainable development).
- Poverty alleviation and skills development.
- Development of LED strategy.
- Facilitation of LED projects

### 2.2.2. GOVERNMENT INSTITUTIONS AND PARASTATALS

---

The institutions that play a vital role in creating conducive environment for the local economic development are as follows:

**a) Chris Hani District Municipality**

The district assists in the following:

- Creating an enabling environment by developing programmes and making available resources to support projects that will in turn be identified by local municipalities, private sector and entrepreneurs.
- Funding, Infrastructure Development, and Capacity Building
- Monitor and coordinate the activities of all the partners involved in establishing and strengthening of the LED Programmes
- Source investors that will partner with business entities to ensure business sustainability and future viability.

**b) Chris Hani Development Agency**

- Developing catalytic value chain projects within the various corridors supported by public and private investments;
- Attract funding from the development funds and donor sources, for stimulation of job creation programmes over the various development sectors identified in the IDP and Corridor Development Plan
- Secure a market for primary and secondary produce
- Facilitating linkages between the projects and major markets
- Fast track Development within the District.

**c) Chris Hani Cooperative Development Centre**

- Provide co-operative capacity building through the provision of co-operative governance and business management trainings
- Provision of monitoring and evaluation
- Assist co-operatives with compliance to legislation (co-operatives act)
- Assist with development of management accounts
- Assist with meeting protocols for co-operatives for development of proper Board minutes and assist with Annual General Meetings processes.
- Assist with social facilitation when the need arises
- Assist with Conflict resolution when the need arises

**d) Corporate Government and Traditional Affairs-Eastern Cape**

- Capacity building in the form of human resource to incapacitated local municipalities ensures credible integrated development planning and monitors the management of capital funding.

**e) Department of Rural Development and Agrarian Reform**



- Funding for primary production
- Provide technical support for cooperatives
- Skills development for projects
- Provision of agricultural infrastructure development

**f) Eastern Cape Rural Development Agency**

- Provision of capital for primary and secondary production infrastructure to Rural Enterprise Development Hub (RED Hub)
- Provide technical support and advice to the primary and secondary cooperative.
- To provide sustained social facilitation for the purpose of capacity building, economic spin offs of the programme and its general impact to society
- To identify and rally other partners in support of Rural Economic Growth; and
- Lobby lucrative markets for rural produce

**g) Department of Rural Development and Land Reform**

- Avail land for commercial farming, development and spatial structuring
- Provision of start-up capital for communal farming community
- Provision of agriculture infrastructure

**h) Department of Economic Development and Environmental Affairs and Tourism**

- Capacity building and information dissemination,
- start-up capital and top-up funding
- Ensure compliance in business operations
- Prevention of environmental degradation
- Tourism development
- Fund administration and capacity building for developing business through Eastern Cape Development Cooperation

**i) Department of Social Development**

- Forms an important part of government strategy to fight triple challenge of poverty, inequality and unemployment
- Empowering young and old people, those with disabilities as well as women in particular, helps rebuild families and communities.
- House hold profiling
- Social facilitation and funding

**j) Department of Trade and Industry**

- Working capital for bigger businesses and production inputs
- Capacity building for foreign markets
- Financial incentives and support for SMMEs

- Non-financial support, business plan development, and capacity building through Small Enterprise Development Agency

**k) Eastern Cape Parks and Tourism Agency**

- To serve as a catalyst for all dimensions of tourism in the Province
- To establish and maintain an efficient and effective institution
- To promote the Province as a preferred tourism destination
- To enhance Provincial tourism transformation
- To enhance Provincial tourism product development
- To facilitate infrastructure development for tourism growth
- To utilise partnerships with key stakeholders successfully to achieve specific outputs
- Providing appropriate, credible information on tourism in the province.
- Undertaking collaborative marketing of the Province as a tourism destination
- Promoting special events
- Enhancing infrastructure for tourism information and marketing

**l) Logo South**

It is a partnership between Emalahleni Local Municipality and the municipalities in Netherlands. The partnership aims at:

- Developing communities
- Training of personnel and councillors

**m) Official Twinning between Dordrecht – Emalahleni / Dordrecht Netherlands**

It is a bond of friendship and cooperation between the municipality of Emalahleni / Dordrecht in South Africa and Dordrecht in the Netherlands. The cooperation aims at:

- Promoting the bond between Dordrecht and Emalahleni in general and village of Dordrecht in particular.
- Organising exchanges for the purpose of strengthening the administrative, financial and technical knowhow of Emalahleni Local government.
- Forging personal relations between social, cultural, political and religious organisations, groups and institutions in both cities especially targeted at the village of Dordrecht in Emalahleni.
- Rendering administrative and technical assistance to Emalahleni Local Municipality
- Improving the economic development of Emalahleni and especially the Dordrecht Village where possible.

n) Educational Institutions within the municipality or who have potential input in Local Economic Development

Institutions at the Local level		
Institution	Role	Projected Impact
Bengu Agricultural School	<ul style="list-style-type: none"> <li>Agricultural Skill Development from Secondary to High School</li> </ul>	<ul style="list-style-type: none"> <li>Availability of Agricultural Technical Expertise</li> </ul>
Ikhala Tertiary Vocational Education and Training (TVET)	<ul style="list-style-type: none"> <li>Business Studies Qualifications from National Qualification Framework from level 2 to 4 and N 4 to 6 after grade 12.</li> </ul>	<ul style="list-style-type: none"> <li>Skills development in Business Studies</li> </ul>

Institutions at the District level		
Institution	Role	Projected Impact
Walter Sisulu University	<ul style="list-style-type: none"> <li>Business Development Qualifications from National Diploma and B-Tech.</li> </ul>	<ul style="list-style-type: none"> <li>Skills development in Business Studies</li> </ul>
Grootfontein Agricultural Development Institute	<ul style="list-style-type: none"> <li>Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>Availability of Agricultural Technical Expertise</li> </ul>
Boston City Campus & Business College - Queenstown	<ul style="list-style-type: none"> <li>Business Development Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Skills development in Business Studies</li> </ul>

Institutions at the Provincial level		
Institution	Role	Projected Impact
University of Fort Hare	<ul style="list-style-type: none"> <li>Business Development Qualifications</li> <li>Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>Skills development in Business Studies</li> <li>Availability of Agricultural Technical Expertise</li> </ul>
Nelson Mandela Metropolitan University	<ul style="list-style-type: none"> <li>Business Development Qualifications</li> <li>Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>Skills development in Business Studies</li> <li>Availability of Agricultural Technical Expertise</li> </ul>



Rhodes University	<ul style="list-style-type: none"> <li>• Business Development Qualifications</li> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Fort Cox college	<ul style="list-style-type: none"> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Tsolo Agricultural College	<ul style="list-style-type: none"> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>

## 2.3. DEMOGRAPHIC PROFILE OF THE ELM

### 2.3.1. POPULATION SIZE, GROWTH RATE, GENDER DISTRIBUTION AND POPULATION GROUPS

Emalahleni has the fourth largest population with a total of 119,460 (15% of the district population) in the Chris Hani district and extends over an area of approximately 3 840 square kilometres, includes more than 200 rural villages and comprises seventeen (17) wards. The head office of the Emalahleni Local Municipality is situated in Lady Frere and has satellite offices in Dordrecht and Indwe. Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.

The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population represents an opportunity for the municipality to develop and implement programs for women empowerment.

	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Male	55 614	350	135	322	199	56620
Female	62058	341	39	340	61	62839
Grand Total	117672	691	174	663	260	119459

#### a) Emalahleni Local Municipality 283 from Census 2011

Area: 3447,21km<sup>2</sup>

Population: 119460(34.65perkm<sup>2</sup>)

Households: 31681 (9.19 per km<sup>2</sup>)

#### Statistics by Gender as per Census 2011

Gender	People	Percentage
Female	62839	52.60%
Male	56620	47.40%

The above table shows that Emalahleni Local Municipality population is mostly dominated by females. It therefore means there is a possibility that males are outside the Emalahleni Local Municipality in search of greener pastures and females are households.

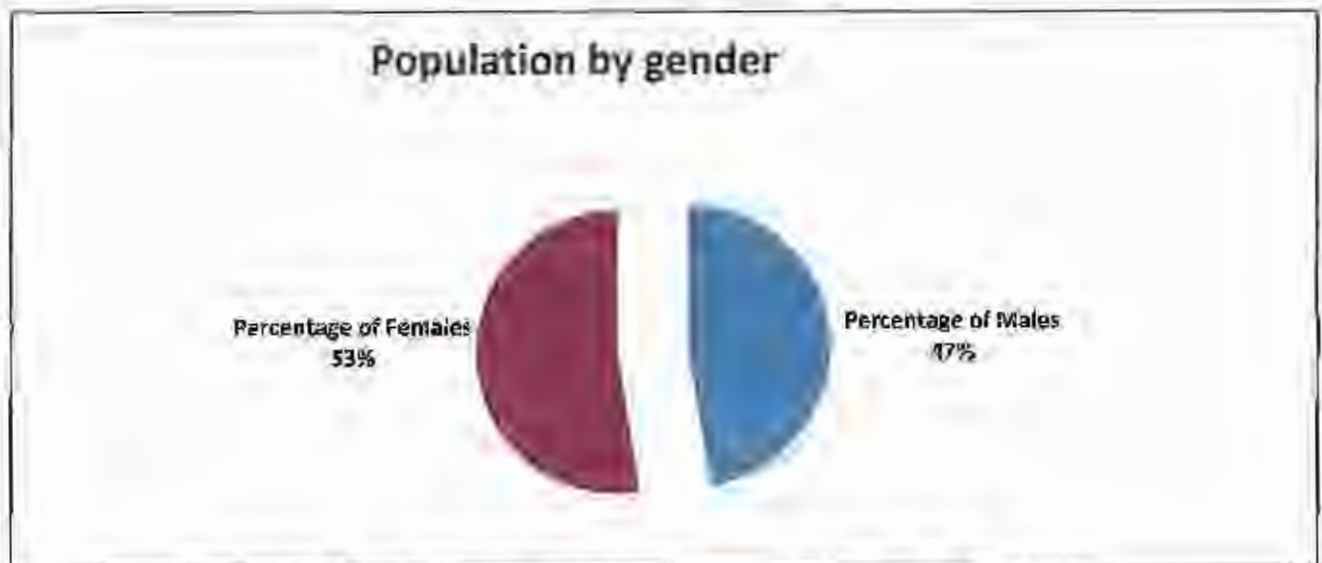
**Population by Ethnicity as per Census 2011**

Population group	People	Percentage
Black African	117672	98.50%
Coloured	691	0.58%
White	663	0.55%
Other	260	0.22%
Indian or Asian	174	0.15%

The above table shows that Emalahleni Local Municipality ethnicity is dominated by black Africans and the level of economic participation is revolving around primary production in a form of crop and livestock production.

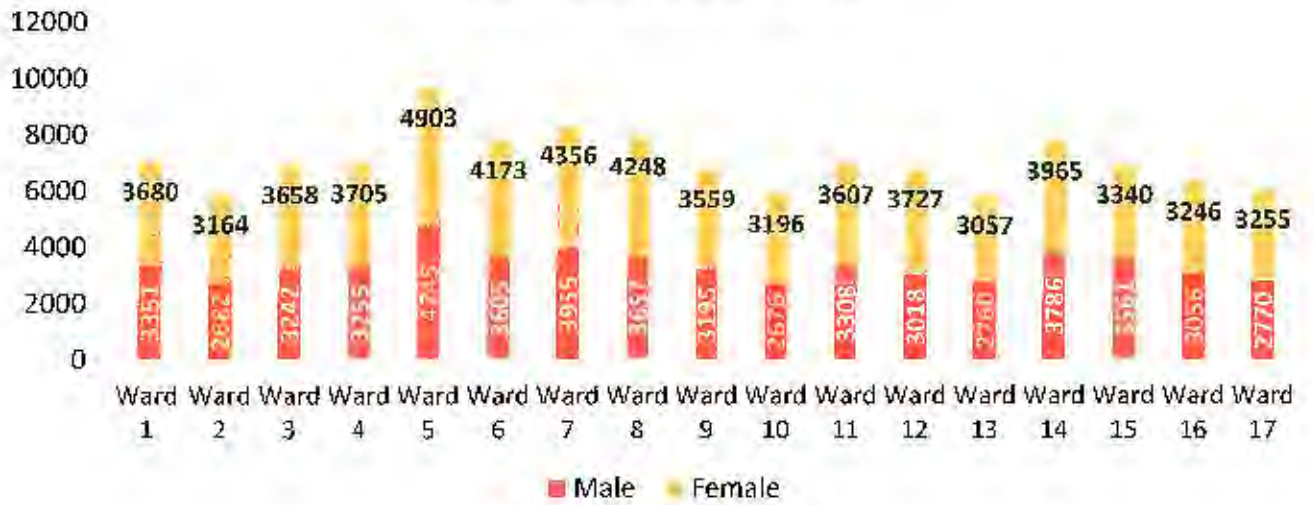
The Pie Chart below reflects the following:

- Females are more than males at Emalahleni Local Municipality
- There is a possibility of male migration from Emalahleni Local Municipality to other cities in search of employment opportunities.
- There is a possibility of high male death rate as compared to females



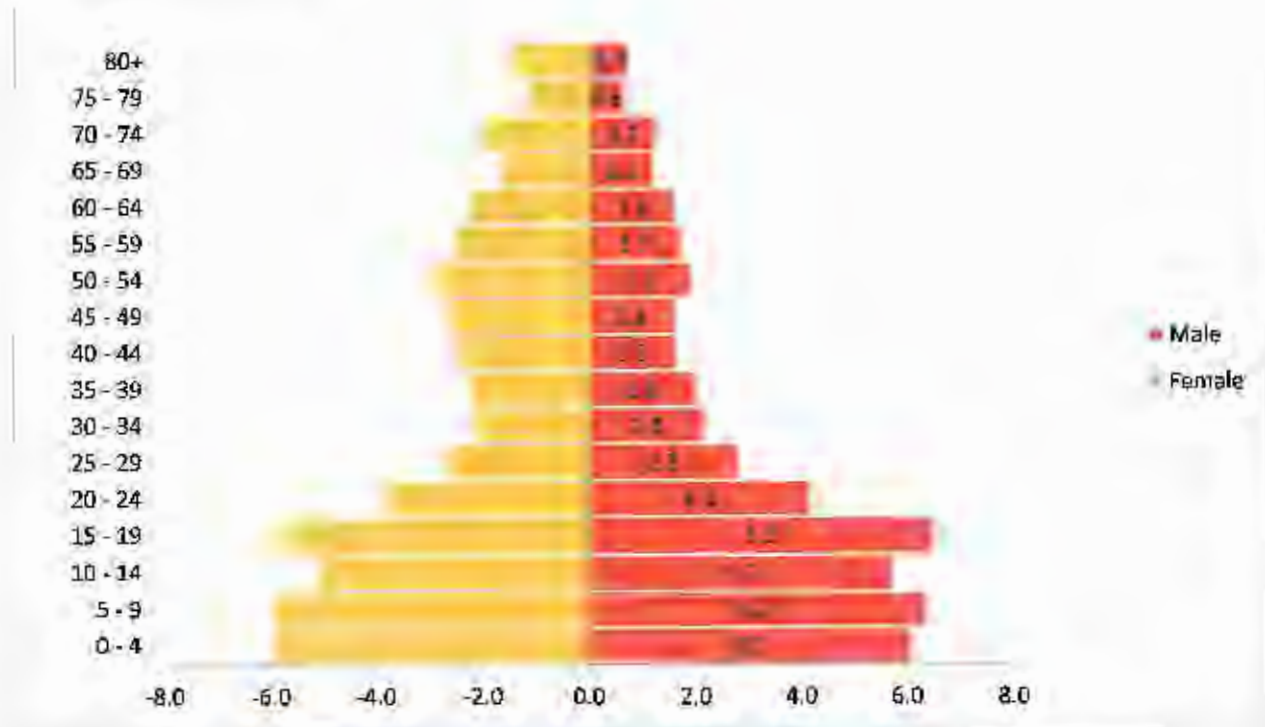
Statistics South Africa: Web page: [www.statssa.gov.za](http://www.statssa.gov.za), 2011

Total Population – 119 460  
Males – 56 620, Female – 62 839





## Population Pyramid



The above population pyramid reflects a perfect planning informant for the municipality. From this age distribution above, the following observations can be eluded:

- the 0-19 years comprised of 47% of the total population
- ages 20-59 years of the economically active population, show a fairly distributive population
- ages 60 upwards represent 13% of the population
- The municipal population has a large representation of the youth (comprising of 47%) of the total population. The retired age group of age 60 and above represents 13 percent of the population. These two above point also pose a great challenge for the Emalahleni municipality. This challenge being that the 60 percent of the population is both under 19 years and above 60 years and thus most likely economically inactive and reliant on social grants. The resultant of this compels the municipality to increase its commitment to Special Programmes
- According to statistics released by ECSECC, about 47% of the population earns just under R3500.00 and 13% of the population lives under the bread line and would therefore not be able to afford housing or other services and rely on state subsidies. Emalahleni thus can be classified as a

low wage economy which is a factor of low or negative growth. This fact will be dealt with throughout the document.

### Economic Labor Demographics

#### Emalahleni Population in Age Groups Total Population – **119 457**



■ 0 - 14 years ■ 65 +years ■ 15 - 35 years ■ 36 - 64 years

#### Based on the Economically Active Population – **65 724**



■ Employed  
■ Unemployed  
■ Discouraged Work Seekers  
■ Other not Economically Active

### Employment per household

## TOTAL NUMBER OF HOUSEHOLDS – 31 681



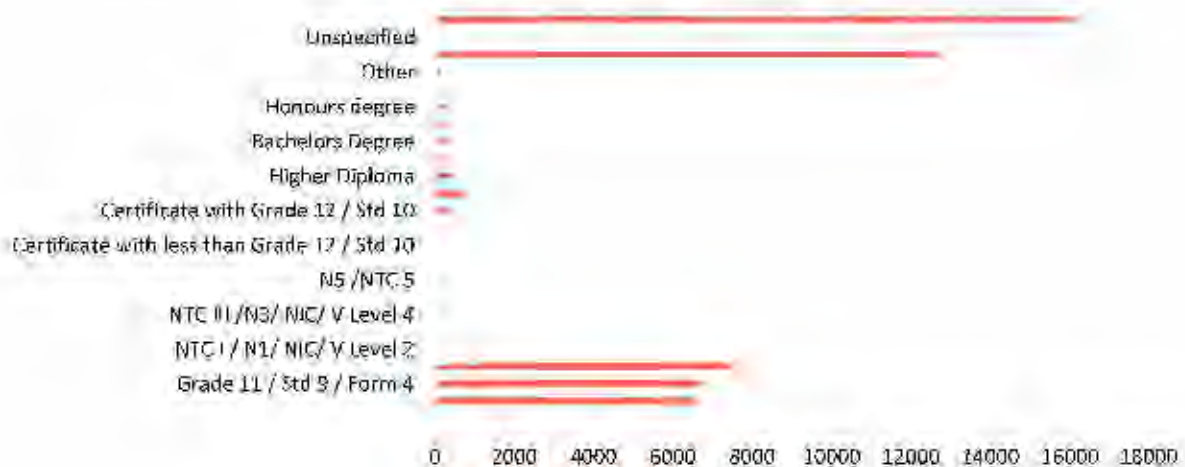
### 2.3.2. EDUCATION AND SKILLS

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1.1 ABOUT 35% OF THE ENTIRE POPULATION HAS NO SCHOOLING WHILST ONLY 5% OF THE POPULATION HAS A MATRIC (GRADE 12) QUALIFICATION. AS INDICATED IN GRAPH BELOW, THE LEVELS OF EDUCATIONAL ATTAINMENT ARE VERY LOW. THIS SITUATION PRESENTS A MAJOR CHALLENGE FOR FUTURE ECONOMIC GROWTH BECAUSE ESSENTIAL SKILLS FOR GROWING THE ECONOMY ARE LIMITED AND WILL BE FURTHER REDUCED BY THIS SITUATION IN WHICH 35% OF POPULATION HAS NO SCHOOLING AT ALL.

### Highest Education Levels



Source: Statistics SA 2011

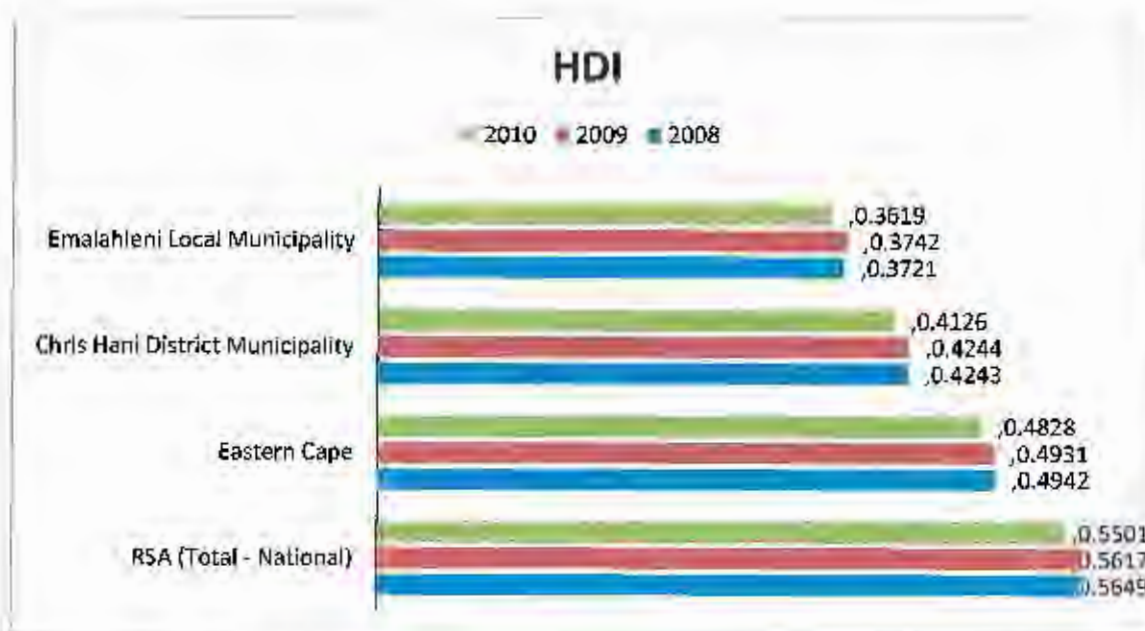
### Education Levels



### 2.3.3. Human Development Index (2008 – 2010)

The Human Development Index at Emalahleni Local Municipality is at Medium level on the following areas:

- Life expectancy at birth
- Educational Attainment
- Standard of living measured by real per capita income measured at purchasing power parity



### 2.4. EMPLOYMENT IN ELM

## Official Employment Status



Sources: Statistics SA, 2011

The current employment statistics of the municipal area released by Stats SA on quarterly basis is as follows:

Person weighted	
Employed	9345
Unemployed	8070
Total	17415
% of Person weighted	
Employed	53.7
Unemployed	46.3
Total	100.0

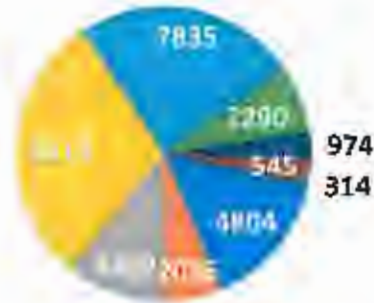
This situation means that people are either dependent on informal sector; have their own businesses and or coops or unemployed at all and that will have a knock on effect on socio – economy of the area.

The GDP of Emalahleni has been anchored by the wholesale and retail sector which has contributed a higher percentage in terms of Real Money. The wholesale and retail sector has contributed about 80% to the Gross Domestic Product and has seen a steady growth for the past three financial years (2008, 2009 and 2010).

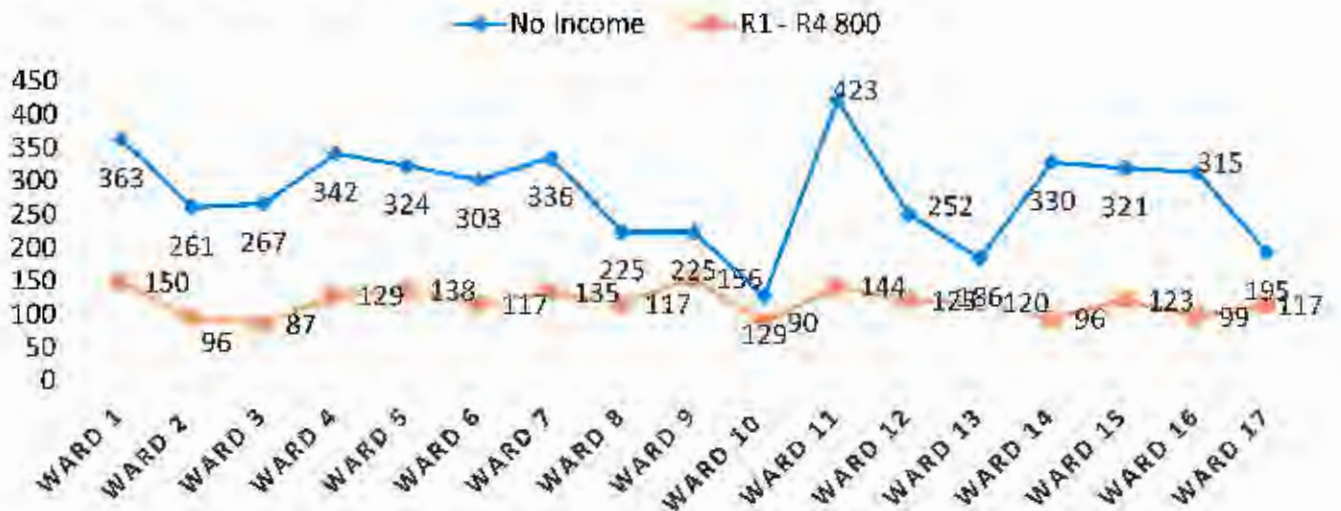


## ANNUAL HOUSEHOLD INCOME - 31 681

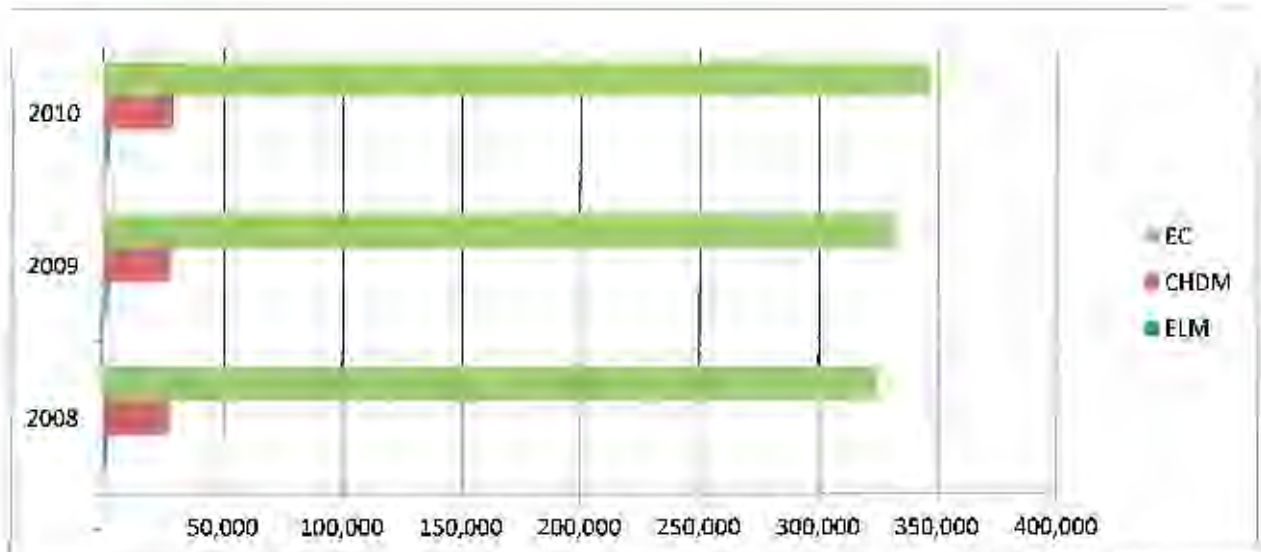
■ No Income      ■ R1 - R4800      ■ R4801 - R9600



Households below with no income and income below R4 800

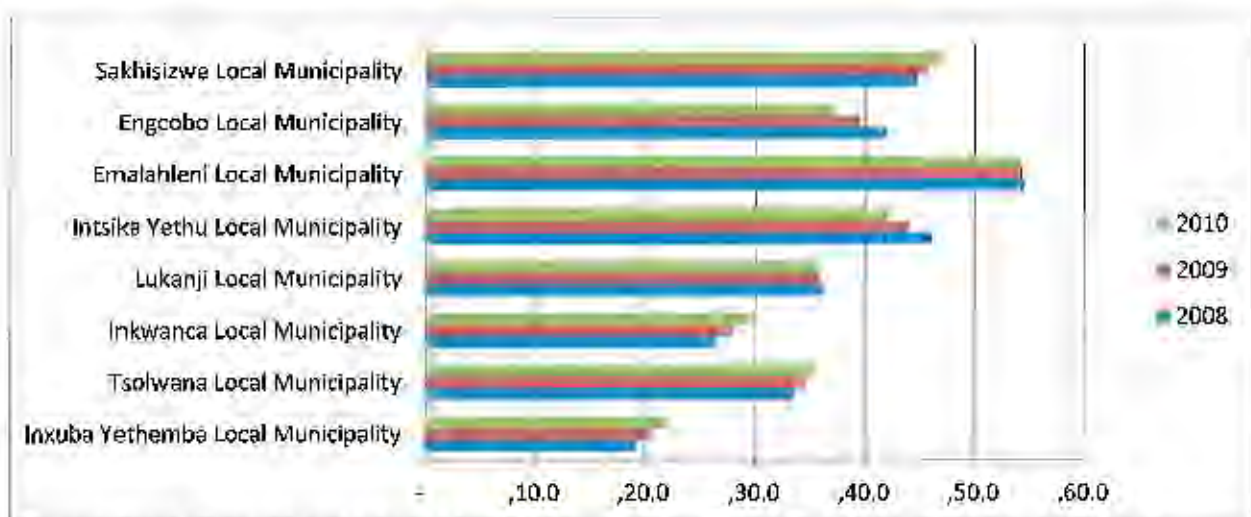


### 2.4.1. INFORMAL SECTOR



in as far as it relates to the informal sector, Emalahleni is still making no progress for the past three years (2008 – 2010).

#### 2.4.2. UNEMPLOYMENT RATE

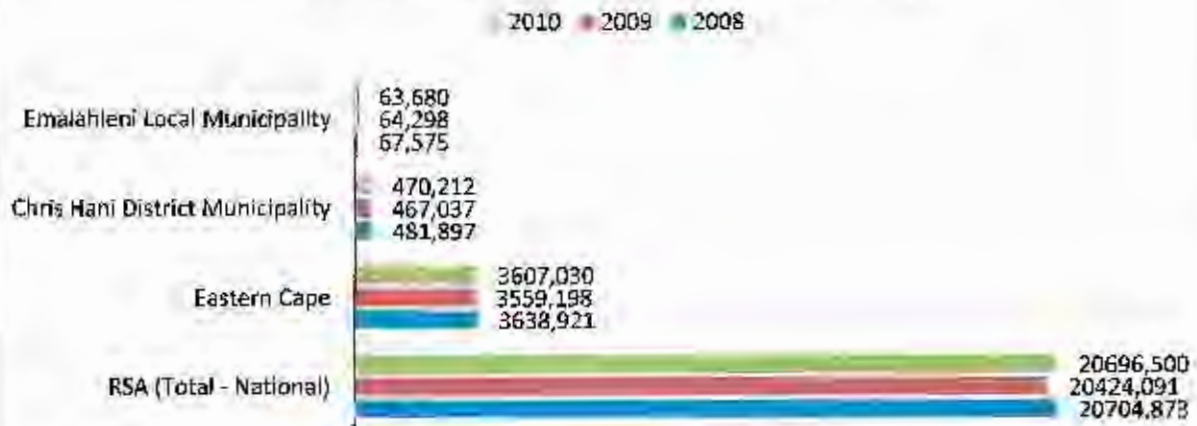


In the district, Emalahleni Local Municipality, is leading in as far as the unemployment rate is concerned and this has been the case since 2008 – 2010. There is a lot that needs to be done in terms of job creation.

According to data released by Statistics South Africa for the Year 2007, 2008 and 2009 indicates that the economy of Emalahleni has been shedding jobs except for the wholesale & retail sector which maintained a low but steady growth in terms of employment figures.

#### 2.4.3. POVERTY

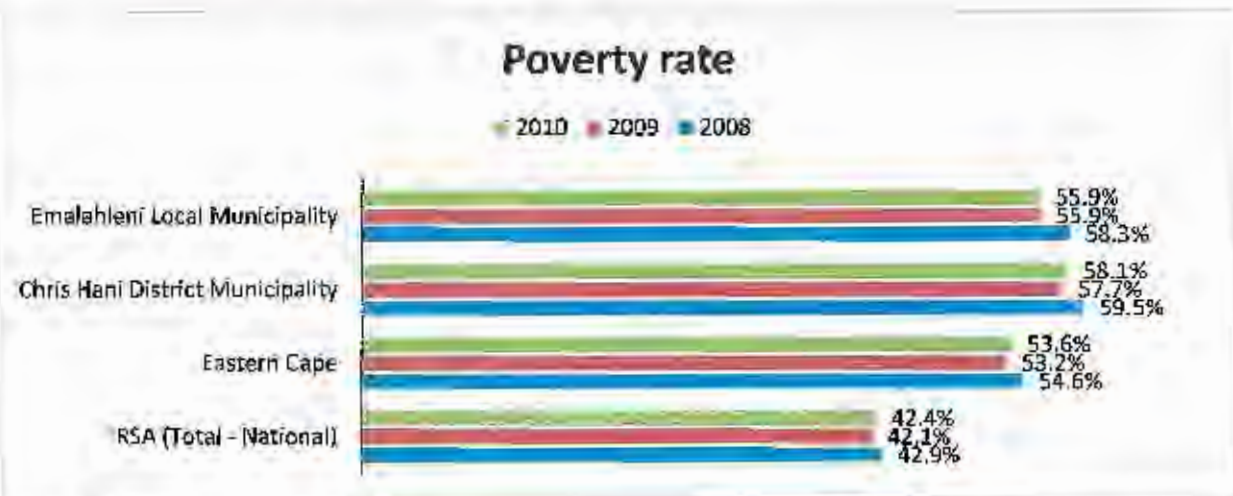
## Number of People living in Poverty



There has been a slow decrease in a number of people living in poverty from 67,575 to 63,680 since 2008 – 2010. This might be due to number of government interventions in terms of social grants, or people leaving the area for greener pastures.

Due to the snail pace in which poverty is decreased, Government in general and Emalahleni Local Municipality in particular, need to introduce aggressive measures that will seek to accelerate the pace of poverty eradication and such can be encapsulated in LED strategy and other relevant strategies.

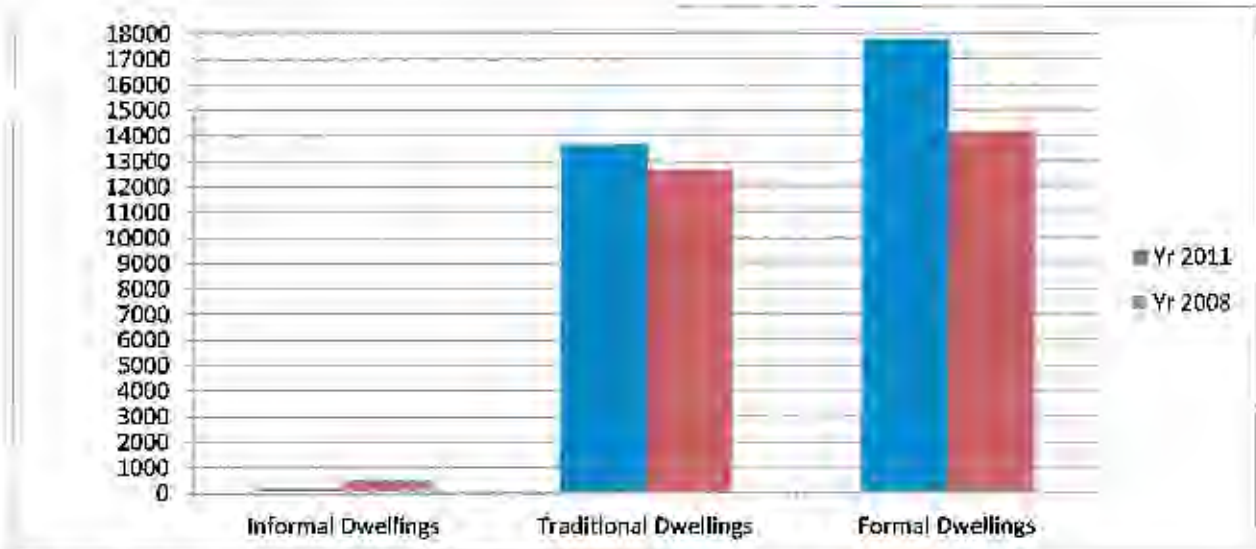
### 2.4.4. POVERTY RATE (2008 – 2010)



### 2.4.5. HUMAN SETTLEMENTS



1.2 THE GRAPH BELOW SHOWS THAT MOST OF THE HOUSES IN THE MUNICIPALITY ARE THOSE MADE OF BRICKS AND TRADITIONAL HOUSES, IT ALSO SHOWS A SLOW INCREASE FROM 2008 OF BRICK AND TRADITIONAL HOUSES. THERE IS A VERY MINIMUM NUMBER OF INFORMAL SETTLEMENTS AND THE NUMBERS ARE SHOWING A SLOW DECLINE SINCE 2008 AND THIS CAN BE ATTRIBUTED TO THE INCREASE IN BRICK AND TRADITIONAL STRUCTURES.



## 2.5. STATUS QUO OF THE LOCAL ECONOMY AT EMALAHLENI

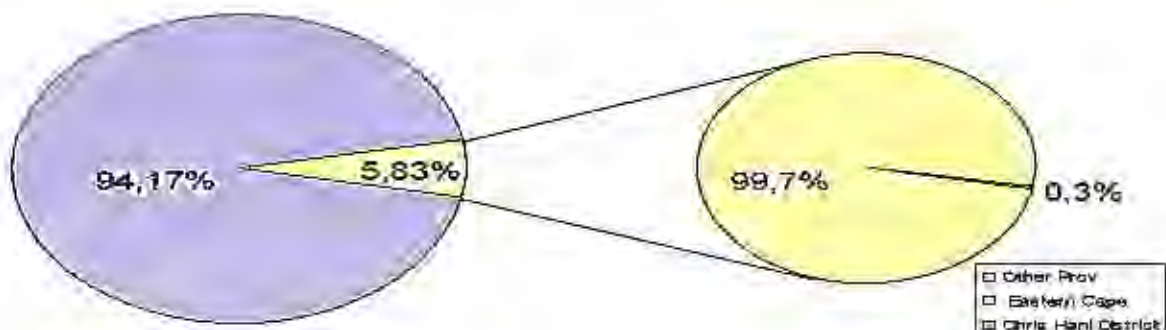
### 2.5.1. ECONOMIC PROFILE

#### 2.5.2. EMALAHLENI'S CONTRIBUTION TO THE NATIONAL ECONOMY

The strength of a country's economy can be measured by analysing a few key indicators. These include:

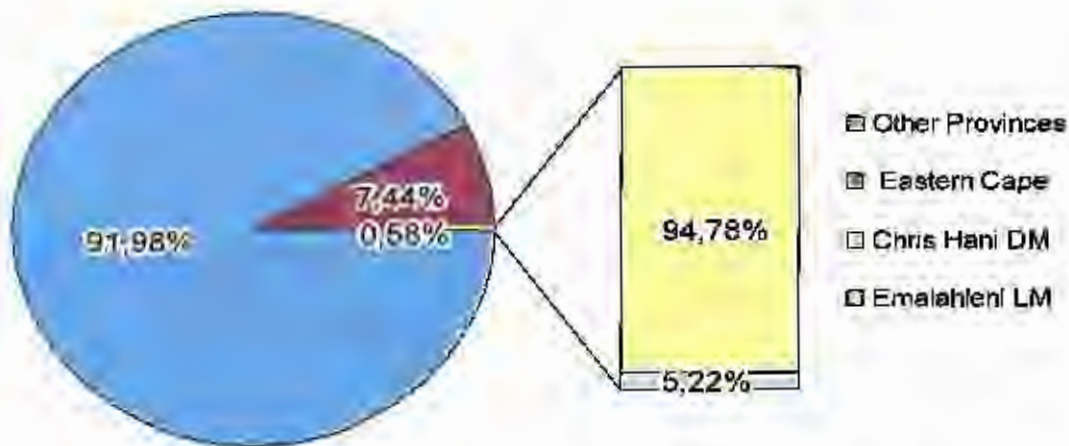
- Imports and Exports
- Economic Output
- Contribution to Gross Value Added (Tax)

##### 2.5.2.1. Imports and Exports



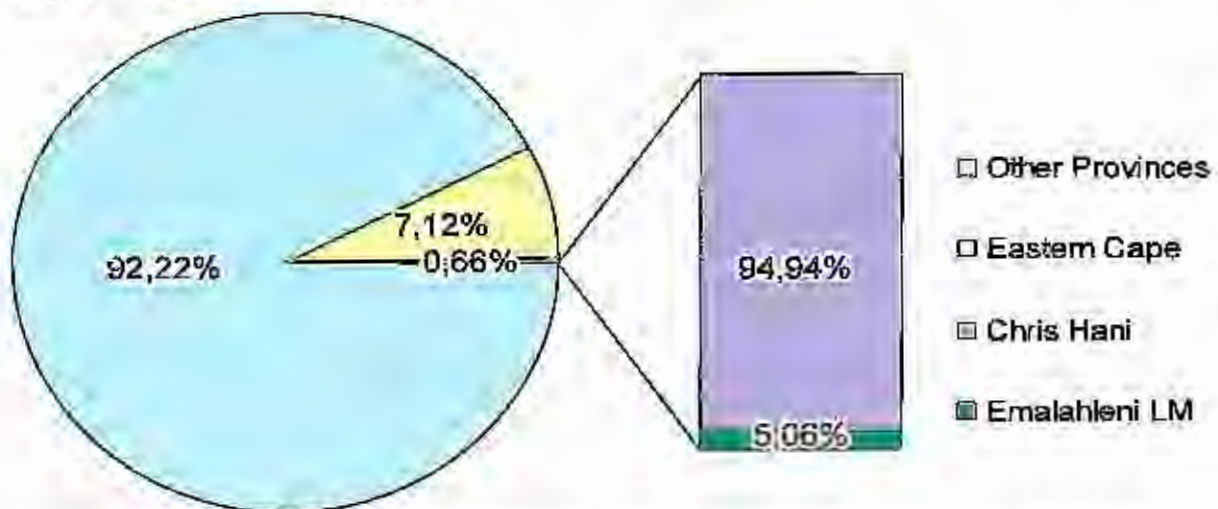
The total value of goods imported by South Africa in 2008 was R721 Billion. The Eastern Cape imported 5.83% of those goods, valued at R42 Billion. The Whole of Chris Hani DM only imported goods to the value of R130 745 968, which is 8, 3 % of the total. South Africa exported goods to the value of R636 Billion in 2008, the contribution from Chris Hani as a district was 0,056%

### 2.5.2.2. Economic Output



The economic output of total production for 2008 was R2, 752,117m. The Eastern Cape contributed 8% valued at R220, 734m. Emalahleni LM contributed 5, 2% to Chris Hani DM, which in turn contributed 0, 58% that of the National output.

### 2.5.2.3. Contribution to VAT



The total for General Value Added Tax for 2008 in South Africa was R1, 159,313m. The Eastern Cape contributed 7, 78% valued at R90, 162m. Emalahleni LM contributed 14,45% to Chris Hani DM, which contributed 6,486m, which is 0,66% that of the National figure.



## 2.6. Gross Value Added

The sector contribution of each individual producer, industry or sector to the economy is measured through Gross Value Added (GVA). Gross Value Added (GVA) by Region is the GVA for a specific geographic area. The link between GVA and GDP can be defined as  $GVA + \text{taxes on products} - \text{subsidies on products} = \text{GDP}$  ( $GVA = \text{GDP} - \text{taxes on products} + \text{subsidies on products}$ ).

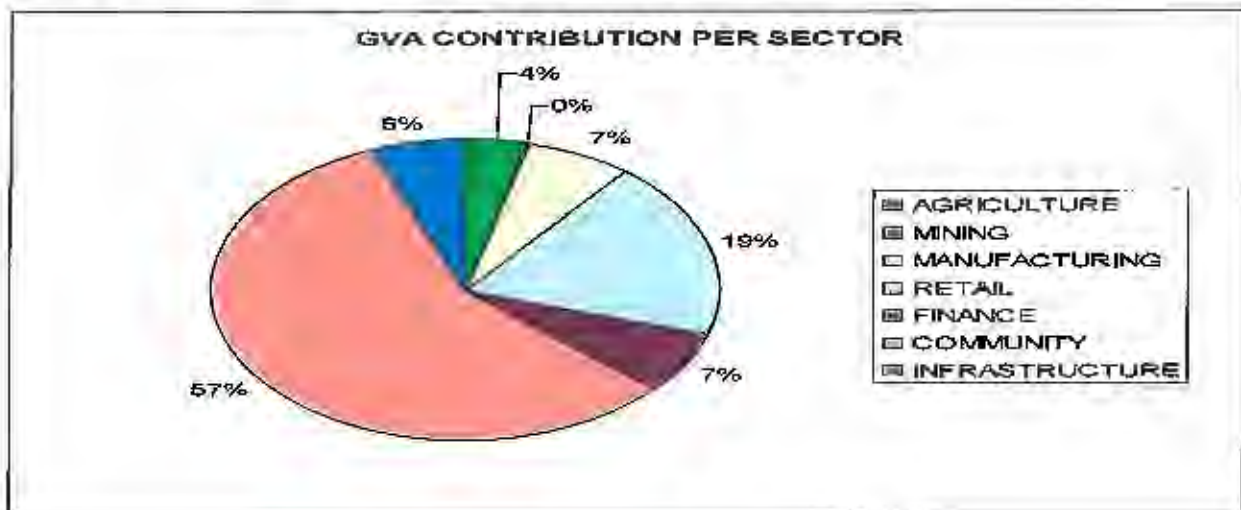
This is the value of the total economic contribution of each sector as listed in the legend below. Clearly the towns of Lady Frere, Dordrecht and Indwe are the major contributors as indicated by the size of their charts.

The Community and Social Sector is the greatest contributor to Emalahleni's GVA. This sector contributes to more than half the Municipalities GVA. This highlights the lack of diversity in the economy.

The primary sectors of agriculture and mining contribute to less than 5% of the formal economy. There are opportunities for these sectors to grow.

Lady Frere is the hub of the retail, commercial and manufacturing sectors in the Municipality. The town contributes to more than half the Municipalities GVA. This highlights the importance of developing and maintaining infrastructure and links to the town.

### a) CONTRIBUTION PER SECTOR TO THE EMALAHLENI LM



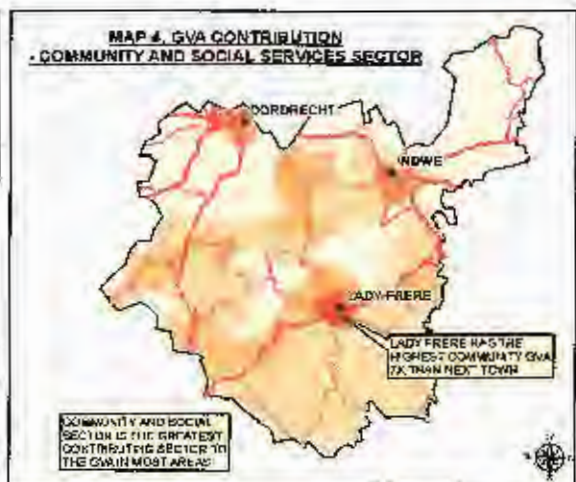
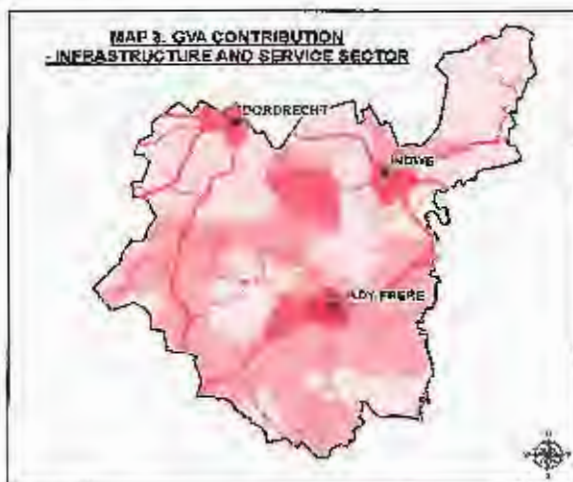
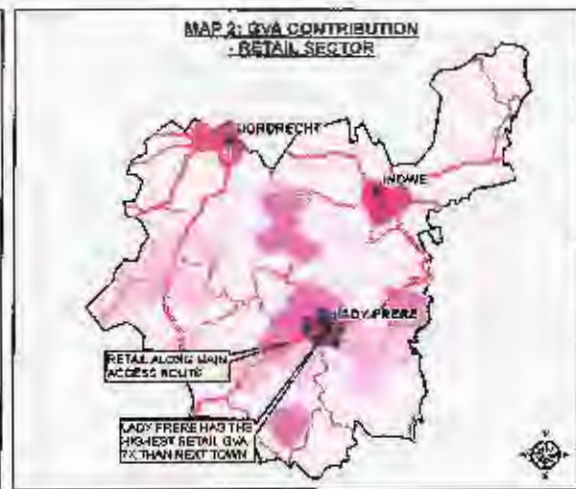
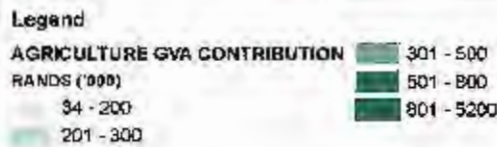
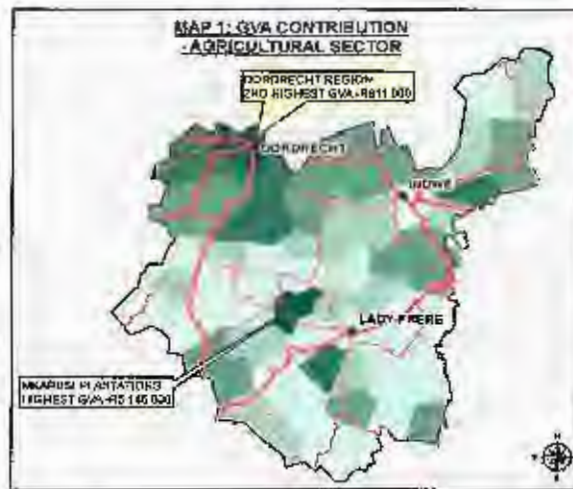
### Geographic Distribution of GVA per Sector (as a %)



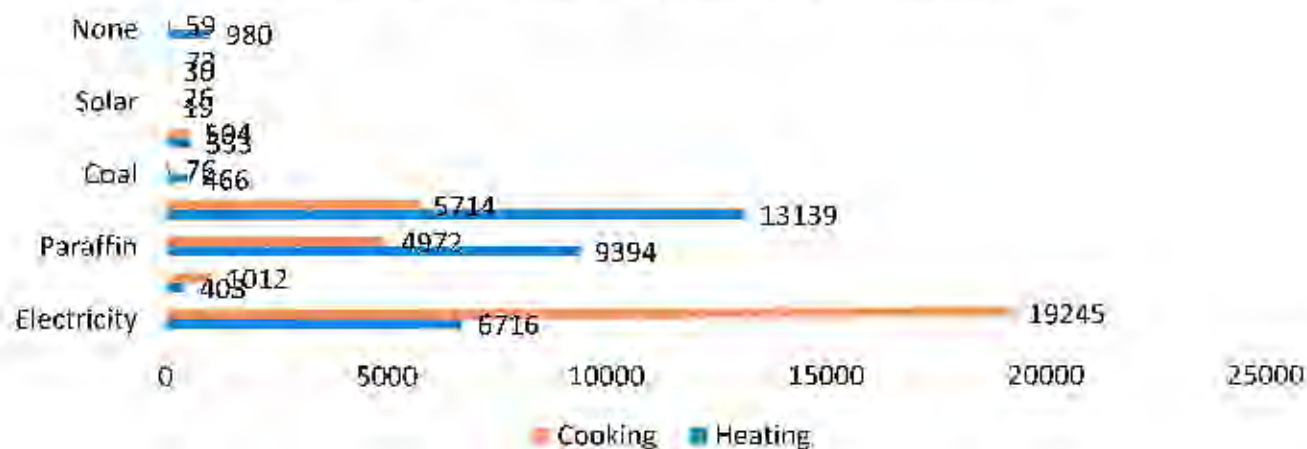


Source: CSIR - Geospatial Analysis Platform\* and NSDP Spatial Profiles

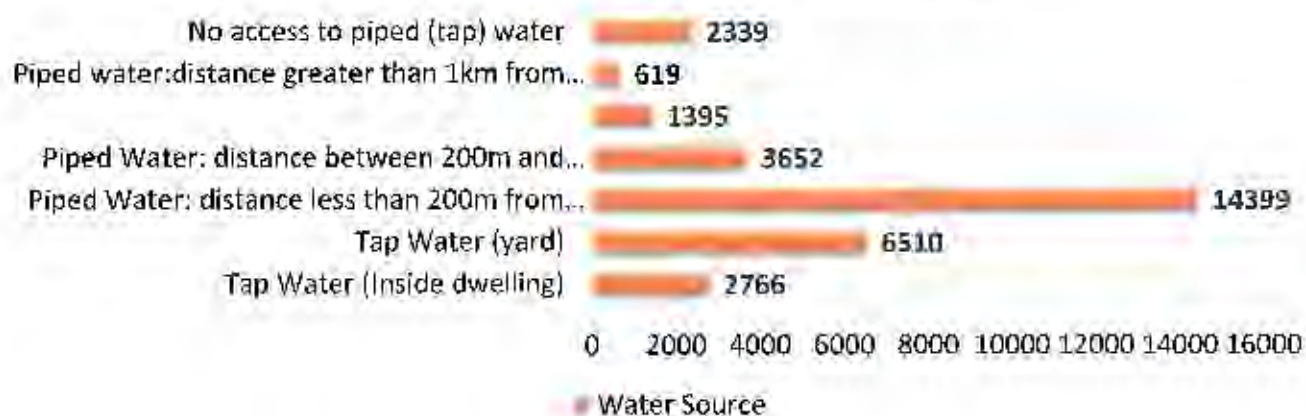
AREA	AGR	MINING	MANU.	RETAIL	FINANCE	COMM	INFRA.	TOTAL GVA
LADY FRERE	0	100	76	62	73	56	37	56
DORDRECHT	3	0	23	10	19	10	6	11
INDWE	0	0	1	10	7	5	9	6
REST OF LM	97	0	0	18	0	29	48	27



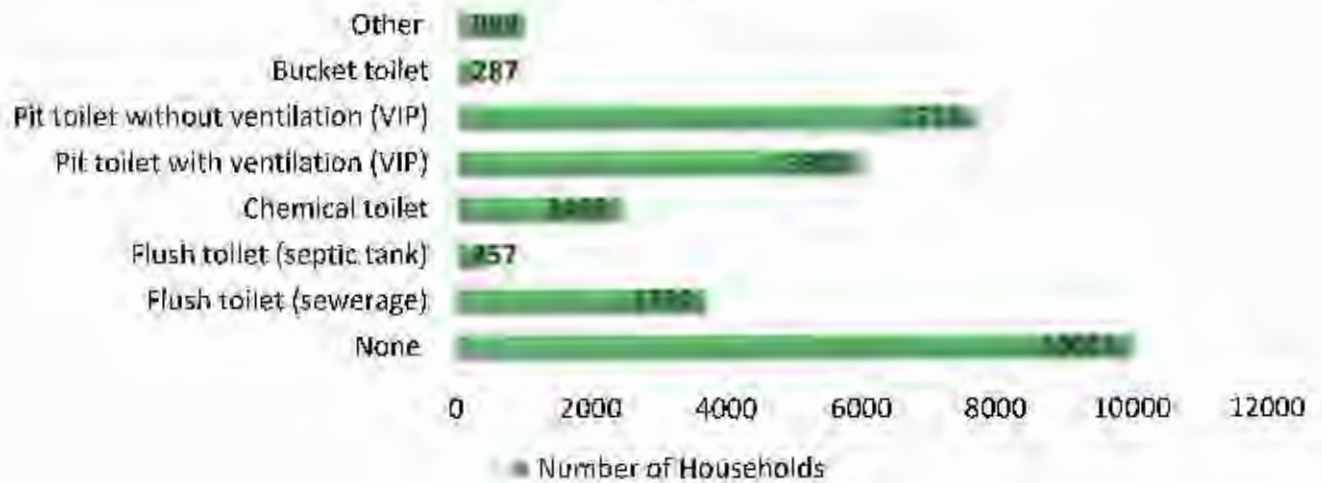
## Energy for Cooking Heating Per Household



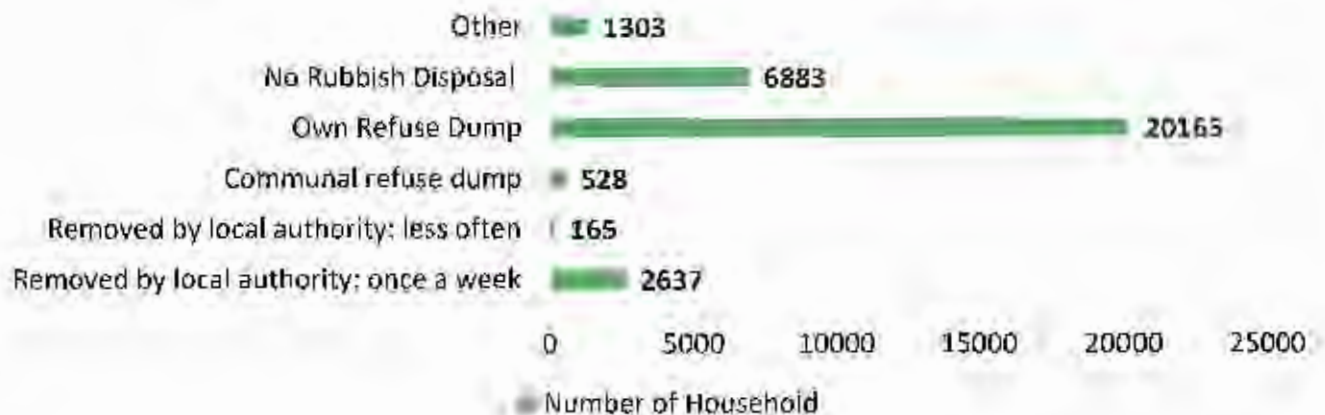
## Water Sources per Household



## Sanitation Facilities per Household



## Refuse Disposal Per Household



## 2.7. EMALAHLENI ECONOMIC OVERVIEW

### *Economics-Profile Implications:*

- *On both a District and National scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National GVA.*
- *The Lady Frere is the hub of economic activities in the Municipality.*
- *In spite of its contribution to GVA, the community services sector is not an economic growth sector. This is due to the fact that the products that drive this sector are not tradeable and therefore do not result in increased economic output. As a result, they are unlikely to attract investment and by implication, cannot be relied upon to impact on unemployment.*



## 2.7.1. ECONOMIC SECTOR ANALYSIS

### Local Economic Development

In line with the requirements of Sections 152 (1) (c) and 153 of the Constitution of the Republic of South Africa, 1996; municipalities have a constitutional obligation to promote social and economic development within the municipal area. The Council has structured its Council committees according to local government key performance areas which as well consist of local economic development. A directorate for economic development, tourism and agriculture was established and is responsible for execution of economic development plans.

In 2010, the municipality developed and approved a 5 year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district, provincial and national economic development plans. The 2015/2016 financial year is last year of the implementation plan in the current LED Strategy. The strategy warrants a review and/or development of a new strategy which will talk to the 2016/2021 financial years, and is under review.

The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The main focus areas of the directorate are agricultural development, mining, tourism, SMME's (small medium micro enterprise) development, heritage management and agro-processing.

The municipality has a functional LED Forum for purposes of consultation and engagement with LED stakeholders on LED matters. The LED Forum has two categories; the government [Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality(CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners. The forum meetings are held on a quarterly basis.

The economy of the municipality is made of the following sectors:

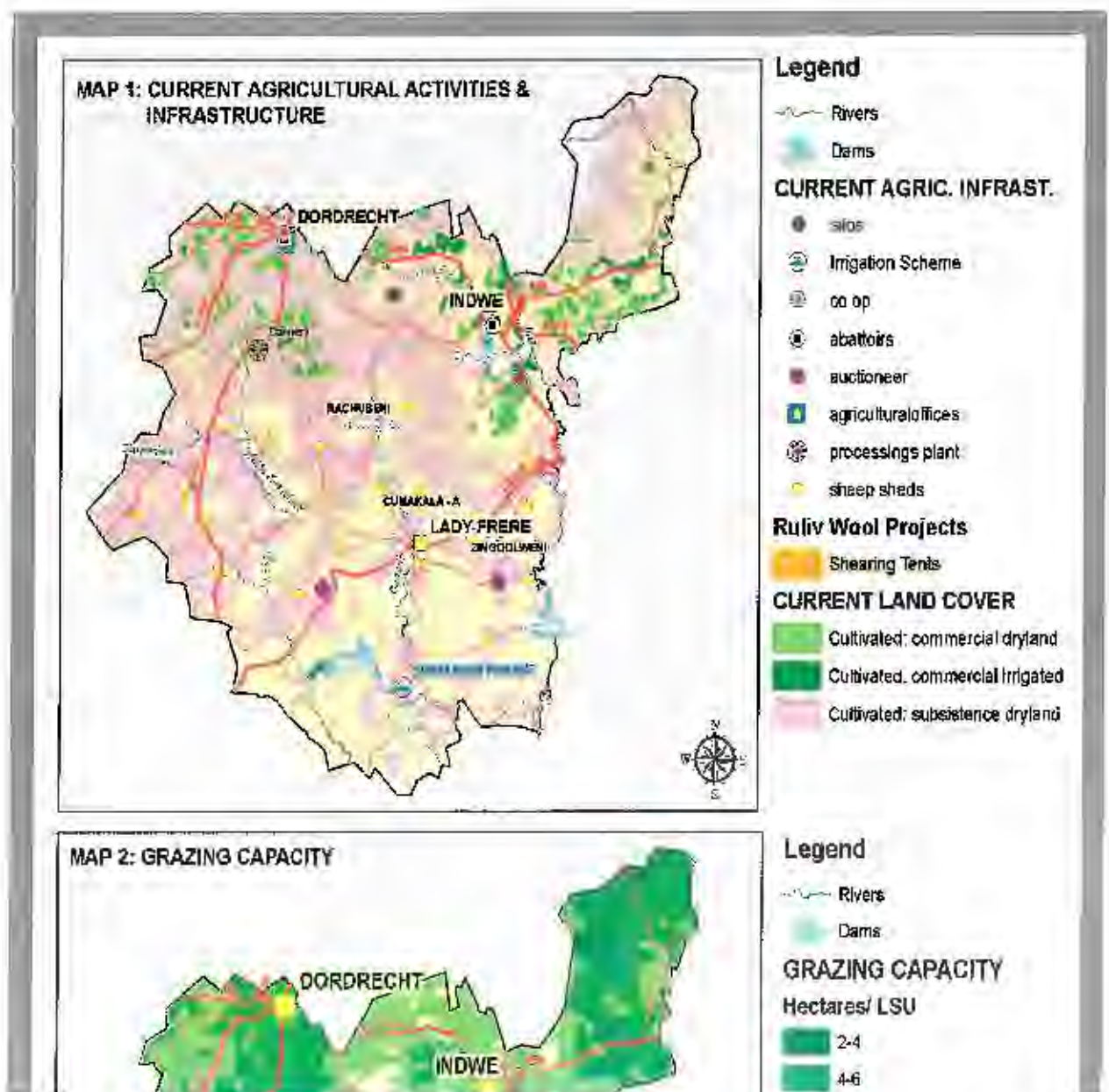
#### (a) Agriculture

Agriculture is made up of two primary production components which are as follows:

Livestock and Wool Production	Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipal area has got sweet veldts, that on its own is showing that this area is rich in livestock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the
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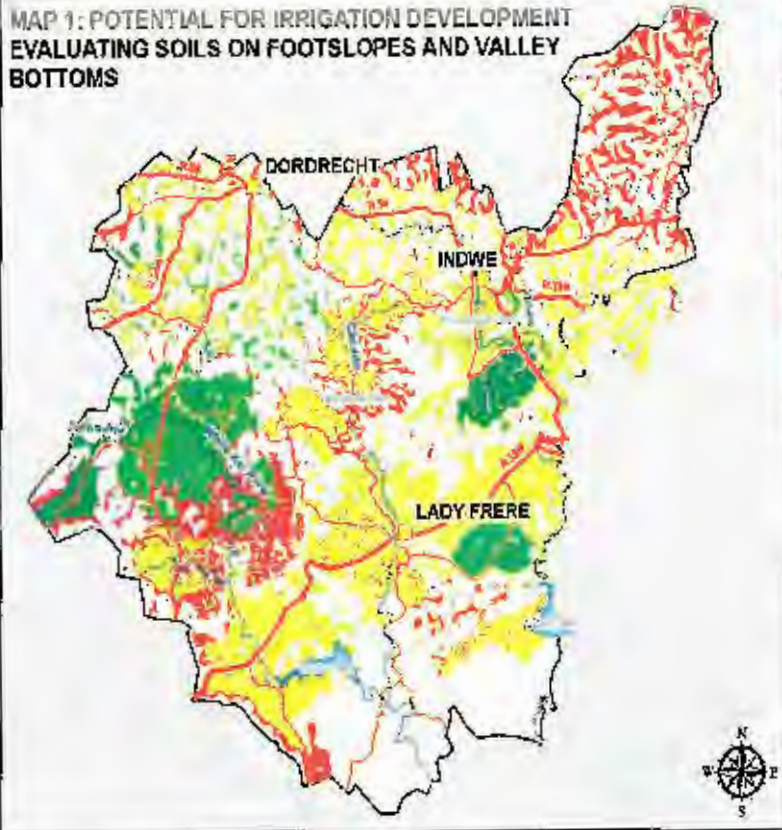
	<p>2015 season the municipal area had at the least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture.</p> <p>The municipality is in a process to improve the cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002.</p> <p>The municipality has the following infrastructure:</p> <ul style="list-style-type: none"> <li>• Animal health infrastructure: dipping tanks more than 100. Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. The municipality is in a process of completing 10 dipping tanks which were started by the Chris Hani District Municipality before 2002.</li> </ul> <p>Since 2000, the DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock.</p> <ul style="list-style-type: none"> <li>• Stock auction infrastructure: the municipality has 11 stock pens which are still in good condition which is utilized for stock auction in the communal space of the municipal area.</li> <li>• Wool Production Infrastructure: the municipality has 74 shearing sheds for wool production; 40% of them are in a bad condition and 60% are in a good condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required.</li> </ul> <p>Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system.</p>
Crop Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectares from 2014 that is incremental to</p>

	<p>35 000 hectares in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960. IDA is the area that produces maize in large quantities because of climatic conditions in that region.</p> <p>The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided to organised communal producers located in 08 different wards; and the programme to educate communities on how fencing is provided is still ongoing.</p> <p>The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
Agro-Processing	<p>The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing.</p>





**MAP 1: POTENTIAL FOR IRRIGATION DEVELOPMENT  
EVALUATING SOILS ON FOOTSLOPES AND VALLEY  
BOTTOMS**



**Legend**

Rivers

Dams

**Soil Potential for Irrigation**

Dominantly highly suitable

Dominantly suitable

Dominantly marginal suitable

Dominantly unsuitable

**MAP 2: MAIZE YIELD**



**Legend**

Rivers

Dams

**MAIZE**

Tons/ HA

2.48 - 2.99

3.00 - 3.50

3.51 - 4.01

4.02 - 4.52

(b)  
Coal  
The M  
A/A at  
miner.  
miner.

Emalahleni Local Municipality, the mining operation was taking place in Guba Hoek area but due to the quality of the coal which is low when it is compared with the coal mineral in Mpumalanga Province, the Emalahleni coal mine was abandoned.

In 2006, an attempt was made by Elitheni coal mine, a company which is based in Port Elizabeth; to reopen the mine. After all the required processes were followed, mining permit and mining license were granted by the Department of Mineral Resource to Elitheni Coal Mine. The mine operated in 2012, for a period of one and a half years and had to close down operations due to technical and financial capacity to date. The municipality has engaged relevant national government ministries to assist the municipality lobby for other investors to operate the mine.



Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There is a great need for the Municipality, with the assistance of DEDEAT and DME, to develop a functional by-law to regulate and manage this activity to protect the environment from damage. There are a few companies that have obtained a mining permit based on an agreement with the affected communities.

### Clay Brick-makers

The municipality is in a process of exploring potential growth out of those small scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in housing projects. There are efforts that need to be concerted in order to



play a meaningful economic role is sand mining. The Act which is regulating mining is Mining and Petroleum Development Act No 3 of 2002.

The municipality has engaged SABS for accreditation on the quality of local manufactured clay bricks as well as the department of mineral resource for formalising clay mining operations to assist brick-makers. The municipality is also providing business support in the form of production inputs and infrastructure to clay brick producers.

### **Quarrying**

Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of being a leading producer and supplier of building and construction aggregates within the Chris Hanj, Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to produce aggregates for both the construction and the building industries. IQ's primary focus is on supplying standard concrete stone products, crusher sand, specialised road stone and base course products, non-standard rock and crush products. In addition, IQ is investigating other products such as sand (building, river and plaster sand), ready-mix concrete, sabhunga, as well as bricks and blocks. With the business and quarry operations accessible enroute the R63 road between Indwe and Dordrecht; the location is therefore within close proximity to various government infrastructural developments in the former Transkei. There is a relatively high rate of property developments in the region which also provides an increasing rate of building material demand.

With the help of ECDC, Indwe Quarries conducted a feasibility study which showed favourable results and developed a business and implementation plan for the enterprise. Other notable milestones include obtaining a mining permit, water use licence and environmental management plan. The enterprise currently employs five staff members sourced from the local community and intends to increase this to twenty once it secures finance for capital and infrastructure requirements for operating a commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, as mining has created high demand of accommodation. The enterprise is made of nine boards of directors, with whites (three members) and blacks (six members) represented in the IQ management, but there is currently no female representation.



### **(c) Tourism**

The municipality is a mountainous area with waterfalls and rocks which are known as Glen Grey Waterfalls that are situated in Bhozwana Village.

Indwe has a Doring Dam which has a potential of water sport. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of engaging an external provider to manage the facility and solicit funding for the improvement of the conference facility.

In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof conservancy and it is along Hossep dam that has broken due to natural disasters. The conservancy has three self-catering chalets each with two bedrooms.

In Lady Frere area, before Indwe River to Sakhisizwe municipality, the municipality has a cultural village known as Abathembu Calabash; that is offering accommodation to tourists and a conference facility. Along R396, 5kms before Nonesi neck to Lukhanji Municipality, there is Queen Nonesi cultural village that is still under construction, which will offer accommodation and a conference facility.

The municipality has facilitated an establishment of Local Tourism Organisation which is composed of three community based organisations (Lady Frere, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 117 beds in the municipal area which are in the Bed and Breakfasts and cultural villages. The Act which is regulating this is Tourism Act No 3 of 2014.

The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the level of infrastructure development.

The areas that have been identified with potential for tourism development include but are not limited to:

- Aqua sport linked to existing Dams (Xonxa & Lubisi)
- Cultural tourism linked to the Liberation and Heritage Route
- Craft produce
- Rock art promotion and beneficiation
- Museum – Dordrecht

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. The municipal area has cultural groups that are performing locally, nationally and internationally, selling authentic culture of Emalahleni. The cultural groups are located at Ngqoko, Mackay's neck, Tsembeyi and Dordrecht.

The municipality has an arts and craft center that has been established for purposes of manufacturing and marketing of bead work and Xhosa traditional attire to local and national tourists. The center is located along Indwe Road in Lady Frere town.

### **Tourism Routes**

The area has been identified as having potential for a farm stay tourism route. The Ndongdo Liberation Heritage Route follows the R356 through Lady Frere.



Qonda Hono and Luvuyo Lerumo are the political heroes that were buried at Uqodala Village and monuments were built on their graves. The main objective is to restore the contribution played by these freedom fighters in the late 1980s. Emalahleni has got Queen Nonesi Cultural village which is named after the Abathembu Queen and is also situated on the feet of Nonesi's Pass. There is also Abathembu Cultural Calabash at Hala No 2 under Chief Ngangomhlaba Matanzima Trust. The main objective of this is to restore the culture of Abathembu as their heritage. The Act which is regulating this is National Heritage Act No 25 of 1999.

### 1) Heritage Resources

A list of heritage resources within the municipality is as follows:

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika and Yethuand Lukhanji	An aqua site culture being	Department of Water and Sanitation

	municipality residents	established	
Fallen Heroes	LuvuyoLurame 1960 to 1986 QondaHoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
Glen Grey Falls near Lady Frere	A beautiful natural site	Water sample for feasibility study harvested in the area	Emalahleni LM
The Kloof near Dordrecht	Natural site with some unique flora	Degraded due to plundering for firewood	Emalahleni LM
Cacadu River at Lady Frere	Links most Ward	No planned projects for the current financial year	Emalahleni LM
Churches in Lady Frere	Two examples of 19 <sup>th</sup> Century Churches	Well looked after	Church
Anderson Museum at Dordrecht	Oldest museum	The museum is operating	Privately owned by Anderson trust
Victorian Buildings at Dordrecht	Architectural example	Building properly maintained	Municipality / Private
Burgher Statue at Dordrecht		The statue is still in existence	Privately managed
San Rock Art at Dordrecht	Ancient art	Well kept	Private
Methodist Church at Dordrecht	Architectural example	Properly maintained	Church
Abathembu Calabash and	To restore Abathembu tradition	Well looked after	NkosiNgangomhlaba development trust
Doring river	Leisure area	Could be better	Department of Water and



Dam at Indwe		utilized	Sanitation
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Source: Chris Hani State of Environment Report.

## 2) Liberation Route

Emalahleni is part of the Ndondo route which lies between Queenstown via R396 to Elliot and has the following sites, amongst others that form part of the history contributing to liberation in the area:

- Graves of Qonda Hoho and Luvuyo Lerumo
- Maqhashu Village
- Queen Nonesi
- Wydliffe Tsotsi Law Offices

## 3) Graves of Qonda Hoho and Luvuyo Lerumo

The student militancy generated by the Soweto uprising of 1976 led many students of Inkwanca High School in Queenstown to leave South Africa for military training. These included many rural youth who went to Inkwanca to complete their high school education. Two such were Qonda Hoho (1956-1988) and Luvuyo Lerumo (1960-1986) of Qoqondala who left at the different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany.

They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a fire-incident between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

## 4) Maqhashu Village

The Old district of Glen Grey, commonly known as Lady Frere, was part of the old Cape Colony, from which it became part of Ciskei. But in the 1970s, the apartheid authorities were concerned to persuade Chief KD Matanzima to take homeland independence for Transkei. As an inducement, he was offered the district of Glen Grey and Herschel. The people of Glen Grey voted against Transkei in a referendum but their wishes were ignored and they came under Matanzima's iron rule.

Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

## 5) Queen Nonesi

Queen Nonesi, the daughter of King Faku of amaMpondo, was the Great Wife of King Ngubengcka of abaThembu. Ngubengcuka died quite suddenly in 1830, leaving Queen Nonesi without any child but she took Mtirara, Ngubengcuka's son by another wife, into her house and raised him as the future King of Thembuland. Queen Nonesi and Mtirara settled at Rhodana about 1841, a move which put the abaThembu Great House on the frontline of defence against the colonial invaders. After the War of Mlanjeni (1850-3), all black residents of present day Lukhanji were expelled into present day Emalahleni, and came under Nonesi's protection.

Colonial land-hunger raised its head again in 1864 when the Colonial authorities tried to persuade the residents of Emalahleni to move to present day Intsika Yethu to free up land for white farms. Four chiefs moved, but Nonesi remained adamant. She was forcibly deported to her brother's place at Nyandeni where she died in about 1880. But by that time, she had saved the land of Emalahleni for black people.

#### **6) Wycliffe Tsotsi Law Offices**

WM Tsotsi (1914-2005) was President of the All Africa Convention from 1948 to 1958 (later known as the New Unity Movement) as well as a founder of the Cape African Teachers Association (CATA), but he is best remembered as a gifted lawyer and organiser of people at grassroots level, earning the jocular title of 'Chief of the Thembus'.

Trained as a teacher, he was the first principal of Freemantle High School but he left teaching in 1948 to do his legal articles in Port Elizabeth. His legal expertise was legendary, and distinguished by his shrewd use of procedural rules to win seemingly hopeless cases. From early on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal.

Tsotsi's offices were built according to his own design on land which he owned, an unusual situation in Lady Frere, at the time solely owned by white residents. His rights to own land was indeed challenged, but Tsotsi was able to point to neighbouring plot used by a local white trader to accommodate his hunting dogs. Does this mean, Tsotsi asked, that dogs have more right in Lady Frere than black people? He won that case too.

Tsotsi's was often harassed by the police but they could not make any charge stick until 1960 he received reliable information that he was about to be arrested. He fled into exile, and eventually established a successful legal practise in Maseru where he died at the ripe age of 91.

#### **(e) SMME Development**

Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), means the viable economic empowerment of all black people in particular women, workers, youth, people with disabilities and people living in the rural areas, through diverse but integrated socio-economic strategies that include, but are not limited to:

- (h) Increase the number of black people that manage, own and control enterprises and productive assets
- (i) Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises



- (j) Human resource and skills development
- (k) Achieving equitable representation in all occupational categories and levels in the work force
- (l) Preferential procurement from enterprises that are owned and managed by black people and;
- (m) Investment in enterprises that are owned or managed by black people
- (n) In responding to that Act the municipality identifies black owned Enterprises which are as follows: Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Lady Frere unit that has got functional taxi rank. Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilised by the municipality and other government departments
- (o) Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- (p) Service providers (caterers and contractors), they are affiliates of Local Business Forum, they are in the municipality's database and their services are utilised. The municipality facilitates and provides the support through capacity building programmes.
- (q) Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimise operational costs.

An identified SMME receives support financially for the period of three years consecutively. This is to ensure the SMME is left in a good state for its sustainability. The municipality continues to support SMME even after completing financial cycle and the support provided is administratively. The aim of this kind of support is to oversight the operations, identify challenges and assist in mitigating those challenges with the aid of LED stakeholders.

#### (f) Forestry

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Mount Arthur and Machubeni. There are natural forests that are situated in the mountains of Hala No 1 Longo forest and Cumakala Village Khophe Forest. The municipality is not involved in activities taking place in these forests as they are mainly used for fire wood collection. These woodlots have a tourism potential which will have to be exploited for the development of tourism in the municipal area.

## 2.8. LEGISLATIVE AND POLICY CONTEXT FOR LED

### 2.8.1. NATIONAL POLICIES, PLANS AND LEGISLATIONS

#### National Development Plan 2030



- A plan for a country to eliminate poverty and reduce inequality by 2030 through uniting South Africans

#### **Tourism Development Act No 3 of 2014**

- The act is to provide for the development and promotion of sustainable tourism for a benefit of republic, residence and visitors.

#### **National Framework on Local Economic Development of South Africa 2014-2019**

- To support the development of sustainable local economics through integrated government action which consists of a collection an enterprises including cooperatives that operate in local municipal spaces.

#### **Municipal Systems Act 32 of 2000 as Amended**

- This Act together with Municipal Planning and Performance Regulations of 2001 provides legislative background for Integrated Development Planning (IDP).

#### **Constitution of the Republic of South Africa Act 108 of 1996**

- To structure and manage administration and budgeting and planning processes to give priority to basic needs of the community and to promote the social and economic development of the community.

#### **SPLUMA Act 16 of 2013**

- Integration of a sustainable development and land use in planning

#### **Municipal Finance Management Act No 56 of 2003**

- To put in place a sound financial government framework by clarifying and separating the roles and responsibilities of the council, mayor and officials.

#### **Municipal Demarcation Act 27 of 1998**

- To provide criteria and procedure for determination of municipal boundaries

#### **Municipal Structures Act 117 of 1998**

- To provide for the establishment of municipalities in accordance with the requirements of the relating categories.

#### **Mineral and Petroleum Resources Development Act 28 of 2002**

- To formulate and implement policy to ensure optimum use of the resources.

### **2.8.2. PROVINCIAL POLICIES AND PLANS**

#### **Eastern Cape Vision 2030 Provincial Development Plan**

- Creating a virtuous circle of expanding opportunities, building capabilities, reducing poverty and involvement of communities in their own development, all leading to rising living standards and well being

#### **Eastern Cape Tourism Master Plan (2009- 2014)**

- To guide tourism development in the Eastern Cape

### **2.8.3. INTRA-MUNICIPAL PLANS, POLICIES AND STRATEGIES**

#### **Integrated Development Plan (IDP)**

- IDP is a strategic planning document of the municipality which provides guidance on development planning, budgeting and implementation of economic related programmes and projects. It as well provides guidance on how projects should for planned for, implemented and reported through monitoring of the Service Delivery Budget Implementation Plan (SDBIP).

#### **Spatial Development Framework (SDF)**

- It provides guidance on potential economic growth and space reconfiguration of the locality (natural resources, environmental sensitive areas, available land for housing, important routes, and available land for town expansion).
- It shows the level of physical infrastructure development in a form of main roads as well as development nodes

#### **Master Plan (MP)**

- It is a vision 2030 for the municipality which is talking about the ideal infrastructure development of the municipality for the purposes of economic growth and economic development through large scale mining

#### **Supply Chain Management Policy**

- Implementation of Preferential Procurement Act No. 5 of 2000 and BBBEE Act No. 46 of 2014 for the local businesses

### 3. SWOT ANALYSIS

#### 3.1. Institutional SWOT Analysis

	<b>IMPLICATIONS</b>
<ul style="list-style-type: none"> <li>• The natural and built environment in Emalahleni offers some key opportunities to enhance the local economy and to offer residents the prospects of a better life. These include: -               <ul style="list-style-type: none"> <li>○ There is potential for higher productive uses of certain land areas for agriculture, especially in the sectors dry land of crop production and maximise the use of current water resources to revive irrigation schemes from the Xorixa and Lubisi dams and</li> <li>○ Huge potential for large and small stock production (sheep, cattle, dairy and goats).</li> <li>○ There is identified potential for coal mining to be revived and extended throughout the coal belt that starts at Indwe and end at Molteno.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The Emalahleni Municipality needs to adopt a strategic approach to its developmental duties so that a clear prioritization of effort is enabled (i.e. focus on doing a few things well instead of trying to spread resources too thin).</li> <li>• In so doing, the LM will dedicate its efforts in establishing value chains in cropping, vegetables and livestock linking these to the other district wide initiatives.</li> <li>• LM will need to engage in clearly structured partnership approaches to develop other main sectors of potential mining and tourism in order to ensure the appropriate scale of interventions.</li> </ul>
<ul style="list-style-type: none"> <li>• In terms of the land capability, some 34% of the total land area is deemed suitable to moderate and limited crop production (sorghum and wheat). The remainder of the land area is best suited to livestock farming.</li> </ul>	<ul style="list-style-type: none"> <li>• From a strategic point of view, Agencies wanting to promote crop production for commercial purposes in Emalahleni will need to carefully plan the location of their projects as well as their strategies to include local land rights holders as partners in the</li> </ul>



	IMPLICATIONS
	<ul style="list-style-type: none"> <li>initiatives.</li> <li>For the most part, it would appear that appropriately designed household livelihood strategies and livestock improvement programmes should be actively pursued.</li> </ul>
<ul style="list-style-type: none"> <li>The town of Lady Frere has a relatively strong-functioning wholesale and retail trade sector that services the surrounding rural settlements.</li> <li>The town of Indwe, too, has a Rural Service Centre function and also has potential to be formalised as a base for a resurgent coal mining industry in the local area.</li> <li>Dordrecht, too, plays a Service Centre role to surrounding areas, which are predominantly comprised of extensive farming lands and there may be some potential to revive past sectors of activity in the town (dairy/cheese manufacturing)</li> </ul>	<ul style="list-style-type: none"> <li>A careful approach to urban management needs to be followed in all three of the Municipal towns to ensure that the elements of sustainability are central to future plans for growth.</li> <li>The towns' infrastructure networks need to be properly managed and extended to ensure a secure and appropriate Level of Service (LOS) to residents and businesses operating there.</li> <li>There is a need for a dedicated focus to establish suburban settlements closer to the towns to create a new revenue base for the municipality.</li> </ul>
<ul style="list-style-type: none"> <li>Whilst the human resources capacity at Municipal level in relation to managing spatial development is presently relatively limited, the fact remains that Emalahleni Municipality has qualified staff members attending to the function, which is not the norm across the Eastern Cape and must be regarded as strength in comparison with most other Local Municipalities in the Province.</li> </ul>	<ul style="list-style-type: none"> <li>As the issue of municipal capacity to manage spatial development is a universal problem in the Eastern Cape, a multi-lateral approach to this issue is required.</li> <li>Staff retention policies need to be put in place, including the provision for training and skills enhancement.</li> </ul>

	Implications
<ul style="list-style-type: none"> <li>At a regional level, Emalahleni may be described as a peripheral area in relation to the national space economy (where the dominant regions include Gauteng/Tshwane, the Western Cape and the eThekweni Metropolitan area) as well as the Eastern Cape economy (where the space economy is dominated by the Nelson Mandela</li> </ul>	<p>The implications of the relatively peripheral location and under-developed economy of Emalahleni are seen to be: -</p> <ul style="list-style-type: none"> <li>There is likely to be a continued reliance on external investment into the area (mainly in the form of state-led investment)</li> </ul>

	Implications
<p><b>Metropolitan area and Buffalo City).</b></p> <ul style="list-style-type: none"> <li>o From the perspective of economic production, the Emalahleni area is currently of marginal significance at both the level of the National economy (where it contributes less than 6/10ths of a percent to GDP) and the Provincial economy (where it produces less than a percent to GDP).</li> <li>o Given its relative position in relation to the major economic centres and the key transportation routes of the country, it appears likely that the area will remain relatively marginalized.</li> </ul>	<ul style="list-style-type: none"> <li>• Local development initiatives (LED programmes etc.) must be actively pursued but care needs to be taken as to the sustainability and enduring impact of initiatives</li> <li>• A strong focus needs to be placed on ensuring the development and enhancement of road linkages with neighbouring areas as well as within the Emalahleni municipal area</li> </ul>
<ul style="list-style-type: none"> <li>• From an overall economic perspective, the Emalahleni economy is dominated by the state sector, with the primary sector (agriculture, forestry and fisheries) contributing only 2% of Gross Value Added (GVA) to the economy whilst the GVA contributed by Government and Services sectors is 55%.</li> <li>• The above facts are underlined by the extent to which state grants and subsidies in the form of pensions and grants in aid appear to bolster the livelihoods of Emalahleni residents, where annually almost R800 million is paid over to households. This figure represents around 44% of the total GVA produced in Emalahleni.</li> </ul>	<ul style="list-style-type: none"> <li>• The figures on the state of the Emalahleni economy indicate an undiversified local economy where productive activities are presently secondary to a focus on subsistence.</li> <li>• Economic development strategies need to be focused spatially in areas where there are demonstrable prospects of sustainable impacts (as measured in terms of the natural resource base as well as the willingness of communities to participate).</li> </ul>
<ul style="list-style-type: none"> <li>• The proximity of Queenstown means that it is more difficult for local businesses based in the three smaller towns to thrive and compete against businesses in the larger centre that enjoy far greater trading thresholds and therefore are able to be more competitive in terms of pricing as well as range of goods and services provided.</li> </ul>	<ul style="list-style-type: none"> <li>• Urban management and infrastructure upgrades in the towns of Lady Frere, Indwe and Dordrecht must be carried out to improve the quality of these urban areas for residents, local business and commuters to town accessing goods and services (the towns – especially Lady Frere – must become more</li> </ul>

	Implications
	<p>pleasant to live in and do business in so as to be more competitive with Queenstown as a destination of choice).</p>
<ul style="list-style-type: none"> <li>• The resident population of Emalahleni (approximately 116,000 people or 30,000 households) is characterized by a preponderance of youth (almost 60% of the population is below the age of 20) and an overall gender ratio of 51% females to 49% males. <ul style="list-style-type: none"> <li>◦ Indications are that the area's status as a marginal/peripheral area result in young people of working age (20+) leaving the area in search of better opportunities. It further appears that more men do so than women.</li> <li>◦ Of the resident population, unemployment appears to be as high as 50% within the economically active age group.</li> <li>◦ Skills levels are generally low amongst the population, with only just over 12% of the adult population having matric or higher qualifications.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• From a spatial development perspective, Emalahleni is unlikely to be identified by prospective investors as an area of potential interest based on any unique skills of the resident population.</li> <li>• This means that development initiatives in the area must be focused on the people and their skills and abilities to learn and projects must make use of local knowledge and provide skills enhancement inputs.</li> <li>• Where project initiatives are skills intensive and/or labour intensive in a way that is beyond the reasonable scope of the resident population, such projects should be undertaken on an Agency basis (with the ASGISA EC approach serving as a model).</li> </ul>
<ul style="list-style-type: none"> <li>• The Emalahleni area (like most rural municipalities) is characterized by a settlement pattern that comprises largely of low density and dispersed rural settlements surrounded by undefined commons land.</li> <li>• Urban-style development in the area is limited to the three towns of Lady Frere, Indwe and Dordrecht.</li> <li>• There is also a clear trend for settlement densification along the major transport routes serving the area, with accessibility/ease of</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to "order" the spatial development pattern in Emalahleni such that a hierarchy of urban and rural service centres is created where higher order goods and services may be accessed and where social and economic facilities could be clustered.</li> <li>• Linkages to these higher order nodes must be prioritised</li> </ul>



	Implications
<p>movement becoming a priority for residents.</p>	<ul style="list-style-type: none"> <li>The trend of settlement development in areas of better accessibility needs to be managed to ensure an appropriate form of land development occurs there and that the functionality of the main road network is not compromised to the point that negative economic impacts are generated.</li> </ul>
<ul style="list-style-type: none"> <li>Solid Waste Management is a weakness in that only Dordrecht has a licensed solid waste site and, it is reported, no solid waste collection system is in operation in Lady Frere, which is the Municipality's most important urban centre (from an administrative as well as economic point of view)</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste management (collection and environmentally sound waste management) is an important component of urban management as it is one of the most visible signs of local government delivery.</li> <li>As such, the service needs to be prioritised and managed accordingly.</li> </ul>
<ul style="list-style-type: none"> <li>The Emalahleni area is dominated by highly erodible claypan soils in the central and southern basins and an assessment of Land Cover indicates that approximately 18% of the Municipal area may be classified as degraded and/or impacted by soil erosion.</li> </ul>	<ul style="list-style-type: none"> <li>A Land Care programme that addressed the issue of rehabilitating areas where land degradation and soil erosion have had severe impacts is needed.</li> <li>Part of a programme of wise land use and Land Care would need to comprise a clear strategy to manage land in sensitive areas.</li> </ul>
<ul style="list-style-type: none"> <li>Land tenure in the former Transkei portions of Emalahleni is characterized by so-called old order rights (PTOs and informal land rights) in the areas falling outside the proclaimed town area of Lady Frere.</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to ensure that issues related to land tenure do not hinder identified Priority projects and where this occurs, a Local Planning Process should be embarked upon to clarify land use rights and to formalize the layout of the relevant area.</li> </ul>
<ul style="list-style-type: none"> <li>Jurisdictional uncertainty over land use</li> </ul>	<ul style="list-style-type: none"> <li>There needs to be process of</li> </ul>

	Implications
<p>management authority in areas outside the Lady Frere town commonage appears to be resulting in unmanaged (or at least un-planned) settlement development, especially in areas of better accessibility.</p> <ul style="list-style-type: none"> <li>• Given the reliance on the natural resources of the Emalahleni area for economic development in the primary sector as well as the tourism sector, a significant threat to the sustainable use of these resources is presented by the continuation of the current mode of un-planned and un-managed land use and settlement development in the rural areas outside the town jurisdictions.</li> <li>• Un-planned development threatens the natural resources base of the area and represents a threat the environmental "quality" of the area as well.</li> <li>• Moreover, the trend towards un-managed settlement development occurring in a ribbon along the main transport routes threatens the use of the major routes for effective transportation of goods and people.</li> </ul>	<p>engagement with the key role players around the issue of wise land use and land use management in rural areas such that the needs of rural dwellers are continued to be met but that major assets of the modernizing economy of the Eastern Cape (such as the N2/R61) are better protected from un-managed settlement development encroachments.</p>
<ul style="list-style-type: none"> <li>• Given the context that is the specific history of underdevelopment in the Emalahleni area, there remains an ongoing legacy of basic infrastructure backlogs, which is a fundamental challenge for the relevant authorities.</li> <li>• Such backlogs exist in both the rural and urban settlements of Emalahleni</li> <li>• The infrastructure backlogs also apply to higher order infrastructure related to identify potentials in the tourism sectors (facilities and tourism-related infrastructure such as health facilities at tourism nodes etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• The proper functioning of the towns as urban centres is compromised by the inability to ensure appropriate levels of service to residents and enterprises in the towns.</li> <li>• As the towns are key elements in the socio-economic "fabric" of Emalahleni, the upgrade of the infrastructure there should be a priority.</li> <li>• The eradication of the backlogs in the provision of basic services in the rural settlement areas remains an on-going objective and is to be pursued</li> </ul>

	Implications
	<p>programmatically as resources permit.</p> <ul style="list-style-type: none"> <li>• In the case of both the urban and rural instances, the existence of a sound planning framework and a clear system of land use management is seen as essential to improve the sustainability of the provision of infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>• Apart from the areas alongside the main traffic routes through the Emalahleni area, accessibility is a major issue impacting on spatial development. This is especially so for the dispersed rural settlements located at greater distances from the main proclaimed roads</li> </ul>	<ul style="list-style-type: none"> <li>• The prioritization of road development, upgrading and maintenance is a KEY developmental priority in a rural municipality such as Emalahleni</li> </ul>
<ul style="list-style-type: none"> <li>• The institutional challenges of the Municipality in relation to spatial development are particularly compounded by the jurisdictional complexities in relation to land matters set out above.</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipal Council and Senior Management need to understand and acknowledge the critical importance of spatial planning and land use management in ensuring sustainable development for the current future generations of Emalahleni residents.</li> <li>• A strategic approach to addressing these issues needs to be adopted, which also draws together other key role players such as the Chris Hani District Municipality, the Department of Rural Development and Land Reform and Traditional Authorities.</li> </ul>

	Implications
<ul style="list-style-type: none"> <li>• With the identification of the potential to</li> </ul>	<ul style="list-style-type: none"> <li>• A clear need to enable the</li> </ul>



	Implications
<p>revive and extend productive utilisation of the coal mining resource in the Indwe area, there is an opportunity to begin to develop production and marketing strategies to target markets outside of Emalahleni.</p>	<p>effective marketing of the product is the development and maintenance of an effective network of road links to prospective markets outside of Emalahleni.</p> <ul style="list-style-type: none"> <li>In this regard, the upgrade of the R56 is likely to be of particular importance as this is the closest regional link route to the resource.</li> </ul>
<ul style="list-style-type: none"> <li>The proximity of Queenstown (as a market) suggests that there are opportunities to export local agricultural products for sale or processing there (in the case of processing, this is especially the case in the interim while the feasibility of developing such facilities locally are examined).</li> </ul>	<ul style="list-style-type: none"> <li>Clear strategies need to be developed to target areas of development potential for the piloting of projects aimed at achieving commercial-scale production of saleable crops and/or agricultural products..</li> </ul>
<ul style="list-style-type: none"> <li>Whilst the undiversified nature of the Emalahleni economy and its over-reliance on the state sector is a weakness, the fact that state investment in the area is occurring needs to be embraced as an opportunity. (The fact remains that state grants and pensions effectively provide a "safety net" for poverty stricken households).</li> <li>In addition state support for infrastructure development and housing development offers opportunities to direct such investment to strategic localities such as the towns of Libode and Ngqeleni (for infrastructure) and key rural localities for human settlement development.</li> </ul>	<ul style="list-style-type: none"> <li>The Emalahleni municipality needs to adopt a focused approach to supporting development in key strategic localities, which have either been identified by itself or by other sectoral Agencies</li> </ul>
<ul style="list-style-type: none"> <li>Finally, of interest from a developmental perspective is the current involvement of state and quasi-state Agencies in providing funding, planning and logistical support for development initiatives. Some key agencies active in the Emalahleni area include: -</li> </ul>	<ul style="list-style-type: none"> <li>From a strategic perspective, the Emalahleni Municipality needs to actively pursue and participate in broader state programmes (including REDS, DRDLR's Comprehensive Rural Development Programme, and</li> </ul>

	<b>Implications</b>
<ul style="list-style-type: none"> <li>- Department of Rural Development &amp; Land Reform</li> <li>- Department of Agriculture</li> <li>- Chris Hani District               <ul style="list-style-type: none"> <li>• The Chris Hani District Municipality's Regional Economic Development Strategy (REDS) has identified a "North-Eastern" Corridor extending through the Emalahleni area, and has pinpointed the area's key potential development sectors as MINING and AGRICULTURE.</li> <li>• In addition, the CHDM has developed its Tourism Plan that proposes key routes within the Emalahleni area (the Farm-Stay Route and the Liberation Heritage Route).</li> </ul> </li> </ul>	<p>the various initiatives undertaken in terms of the Eastern Cape Provincial Growth &amp; Development Plan).</p> <ul style="list-style-type: none"> <li>• From a spatial planning perspective, focus needs to be placed on areas of identified development potential (mining, agriculture and tourism) and efforts must be aimed at making such areas function optimally by ensuring clear planning and land use management frameworks are in place and basic Levels of Service are developed and maintained there.</li> </ul>

	<b>Implications</b>
<ul style="list-style-type: none"> <li>• The unpredictable effects of Climate Change represent a threat to areas such as Emalahleni, where the natural environment plays such a significant role in the development potential of the area. Specific effects that hold a potential threat include:-           <ul style="list-style-type: none"> <li>- The possibility of more severe weather events</li> <li>- The possible impact of a change in rainfall patterns</li> </ul> </li> <li>• Because of the priority placed on gaining some form of control by planning authorities over land development processes (formal and informal) in the rural areas, a clear threat is presented by the possibility of a disunity of</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to pay particular attention to environmental science inputs when planning for long-term investments in – especially – agricultural projects depending on rainfall (ie. Dryland cropping) as well as when planning human settlements (with specific focus on flood-related risks and risks to water supply [water sources]).</li> <li>• In the absence of a clear policy and/or legal framework for grappling with the issue, the Emalahleni Municipality will, to an extent, need to engage in a path</li> </ul>

	<i>Implications</i>
VISION and Action amongst the key role players. This could lead to inaction and the continued disorder of the spatial development pattern	<p>finding role to bring together the key role players to chart a way forward.</p> <ul style="list-style-type: none"> <li>It is envisaged that the Chris Hani DM, the Dept. of Rural Development &amp; Land Reform and the Department of Local Government &amp; Traditional Authorities could play a leading role in assisting with this.</li> </ul>
<ul style="list-style-type: none"> <li>The potential for state grant and pension recipients to develop a long-term dependency on state subsidies (grants and pensions) leading to loss of motivation to engage in productive economic activity is a significant threat already identified by, amongst other, the Organisation for Economic Co-Operation and Development (OECD)</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to focus local economic development projects on achieving the goals of drawing in more local residents into productive activities.</li> <li>Such efforts must acknowledge and take into account the specific demographic profile of a targeted community and must ensure that the initiatives pursued are appropriate to the profile (e.g. balance of female to male and the number of able-bodied people to work in a project).</li> </ul>

### 3.2. SWOT Analysis of the Directorate per Priority Area

#### a) Agriculture (Agricultural Production and Agro-Processing)

##### Strengths

- There is potential for higher productive uses of certain land areas for agriculture, especially in the sectors of crop production in areas where irrigation is possible from the Xonxa and Lubisi Dams and livestock (sheep farming)
- In terms of the land capability, some 34% of the total land area is deemed suitable to moderate and limited crop production. The remainder of the land area is best suited to livestock farming
- Emalahleni Local Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products



- Dordrecht , too, plays a Service Centre role to surrounding areas, which are predominantly comprised of extensive farming lands and there may be some potential to revive past sectors of activity in the town (e.g. dairy/cheese manufacturing)
- Agro-processing is strongly linked to consumer preferences and changes in the level of consumer demand which in turn is linked to the economic growth rate
- There is a wide range of natural-growing vegetation

#### **Weaknesses**

- Limited access to markets for local agricultural produce
- Minimal agriculture infrastructure
- Crop diversification
- Non existing joint ventures between commercial and emerging farmers

#### **Opportunities**

- Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products
- On the non-food side there are opportunities that could be exploited for high-value products for the medicinal, aromatics and flavourants markets
- Growing potential of graduating Subsistence to Commercial farming
- Diversification of Livestock Improvement programmes

#### **Threats**

- Stock theft
- Climatic changes
- Disaster
- Invasion of Alien Plant
- Economic climate change
- Change in leadership
- Community / social unrest

### **b) SMMES (Mining and Small Medium Micro Enterprise Development)**

#### **Strengths**

- Sound Inter-governmental relations among LED role players
- Updated database of SMMEs
- Structured business entities

- Access to skills development initiatives
- There is identified potential for coal mining
- The town of Lady Frere has a relatively strong-functioning wholesale and retail trade sector that services the surrounding rural settlements.

#### **Weaknesses**

- LED as a cross cutting function does not get the required attention in terms of planning and budgeting
- Lack of self-employment or entrepreneurial culture
- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investments
- Lack of cooperation and sound relationship within the local business sector

#### **Opportunities**

- Proximity of towns to each other gives opportunities for improved markets
- Rezoning of residential areas to increase business zone
- Community involvement in matters of local government
- Public Private Partnership
- Capacity development
- Utilisation of local service providers

#### **Threats**

- Climatic changes
- Economic climate change
- Lack of funding
- Changes in technology
- Change in leadership
- Community/social unrest

### **c) TOURISM AND HERITAGE MANAGEMENT**

#### **Strengths**

- There is a notable commitment by government to invest in the sector;
- Craft industry
- Bed and breakfast facilities
- Natural attractions
- R392 Route (From KZN Midlands to Western Cape Midleland)
- R410 Route (Cala to Queenstown via Lady Frere)

### **Weaknesses**

- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investments
- Lack of cooperation and sound relationship within the local business sector
- Given the importance of growing tourism demand to inform industry development, a major constraint is the difficulty experienced by individual tourism enterprises to access markets, both domestic and foreign markets.
- A number of factors including physical distance from primary markets, cost of national and international marketing, and large operators dominating the distribution channel make it difficult for individual tourism enterprises to compete with their counterparts in comparable destinations;

### **Opportunities**

- Proximity of towns to each other gives opportunities for improved markets
- Tourism demand can be grown through scaling up destination marketing efforts and creating new markets;
- While increased destination marketing will require a greater allocation of marketing resources to the municipality, opportunity exist to diversify the local tourism economy and create new markets by focusing on high growth and high yield niche markets;
- Investment in new tourism products will stimulate the creation of skilled employment;
- Interlink road (R396, R400 and R56) between KZN – WC
- Tourist attractions in the form of waterfalls, dams, mountains, resorts, cultural villages and local heritage

### **Threats**

- Climatic changes
- Economic climate change
- Changes in technology
- Change in leadership
- Community/social unrest



#### 4. LED STRATEGY FRAMEWORK

<b>KEY ELEMENTS OF LED STRATEGY</b>	
<b>Vision</b>	A vision makes clear the core values & principles that are central to what the local area want to become. It is informed by the current situation & looks to the future to alter the <b>current</b> into the <b>desire</b> . A vision forms the basis for the objectives, programmes, projects and actions
<b>Objectives</b>	Objectives are more specific than a vision in pointing to where a

	municipality wants to be in terms of its economic development. Objectives answer the questions; 'what matters' and 'why do we want to do this or that'. As such, objectives define the priorities for economic development and are the basis upon which to decide what actions are ultimately to be undertaken.
<b>Programmes</b>	Each objective has a number of programmes related to it. A programme is a group of projects which collectively address the same objective.
<b>Projects</b>	Projects are specific initiatives to affect a programme, and ultimately enable objectives and visions to be achieved. A group of projects are designed to meet the same objective as the programme that they fall under.
<b>Actions</b>	Actions are very specific tasks needed to implement a project

For the purposes of this LED strategy, the vision, objectives and programmes are strategic in nature. Projects and actions on the other hand are specific and measurable, and therefore form the basis of the action plan for this strategy.

<b>Institutional</b>	<b>Directorate</b>
<i>Vision: A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community</i>	<i>Vision: A municipality with an attractive environment for job creation, investment and sustainable local economic growth</i>
<i>Mission Statement: The municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future.</i>	<i>Mission Statement: We shall create this vision of LED through the creation of an environment that attracts business investments and contributing to sustainable opportunities for job creation and economic upliftment</i>

The LED Strategy will be aligned with Municipal Strategic projects as stipulated in IDP and SDBIP that will take a period of five (5) years.

#### **4.1. OBJECTIVES**

In order to achieve the LED vision outlined above, a LED Strategy presents a number of objectives which are achievable, measurable, and viable, and provide guidelines to the municipality.

- Objective 1: To encourage the formation and support the development of SMMEs with ELM
- Objective 2: To facilitate the development of land in a sustainable manner
- Objective 3: To provide appropriate human resources to support all directorates in the municipality

- **Objective 4: To promote Agricultural and Tourism Development in ELM**

#### **4.1.1. OBJECTIVE 1: TO ENCOURAGE THE FORMATION AND SUPPORT THE DEVELOPMENT OF SMMEs WITH ELM**

One of the key roles of local government in LED is the creation of an enabling environment for LED. While it is businesses that create the jobs, and contribute to the economy, they are reliant on government, in this case local government, to put measures in place for them to conduct their businesses. This applies to the day to day operations of business currently operating, to current businesses wanting to expand, and also to attracting new businesses to investment within the local municipality. The new business opportunities in maximizing our economic sectors, the following have been identified:

1. Renewable energy( solar and wind energy)-IDP
2. Enterprise development
3. Dairy processing
4. Waste recycling
5. Livestock marketing
6. Crush stone production
7. Formal sand mining
8. Green house production

In supporting local businesses, SMME Development: The LED will influence the SCM policy to be bias towards local SMMEs.

In ensuring that mentorship programmes for SMME's are developed and implemented, LED unit will work with Project Management Unit to provide mentorship to Emerging contractors when executing project within the municipality for the purpose of growth and development.

The programmes designed to meet this objective are as follows

##### **a) Programme: Facilitate Business Investment & Growth Through An Improved Business Climate**

Business development is premised on the idea of encouraging the establishment of new businesses, and retaining businesses within the area, while sustaining and expanding local firms in and around a particular area. Businesses require a number of resources for them to function optimally. Natural resources can to a large extent not be changed by a municipality and businesses requiring those resources are likely to be located close to these resources. However, there are a number of other factors relevant to the location of businesses, and these can to some extent be influenced by government interventions. Other locations will compete for these businesses to invest within that location, and it is therefore critical that municipality provide the business climate necessary for investment and business growth. This business climate can be created through business friendly policies and regulations, through the provision of land and other infrastructure, through assistance on queries, and through turnaround time in responding to town planning applications and actively marketing the destination to businesses.

The projects under this programme are:

- Create a business advisory service and support within the municipality



- Facilitate red tape reduction
- Develop investment opportunities for new and growing businesses

**b) Programme: Facilitate Business Growth Through A Local Purchasing Programme**

A key way to stimulate a local economy is through the preventions of economic leakages to other municipalities or areas. Through the creation of forward and backward value chains within a municipality, new and existing businesses can be stimulated. While local government cannot itself create businesses or force local procurement, it can however create an enabling environment for this.

The projects under this programme are;

- Make use of municipality tenders to purchase locally produced goods and local services
- Develop a "buy local, support local, produce local campaign"

**c) Programme: Facilitate the Development of SMMEs & New Entrepreneurs**

SMMEs are critical to economic growth and job creation within a local economy. Small business service mainly local markets, both forwards and backwards along a value chain. SMMEs are more likely than big businesses to be locally owned, and the profit from a SMME is therefore more likely to remain within a local municipality. SMMEs are large employers of local residents, and operate both in the formal and informal economies. However, many SMMEs require assistance, and local governments are well placed to provide and / or facilitate this assistance. A number of projects are included within the LED strategy to assist SMMEs and new entrepreneurs within the ELM.

The projects under this programme are;

- Facilitate SMME development
- Develop SMME and entrepreneurship mentoring programmes
- Create linkages between established businesses, and SMMEs and informal service providers
- Establish an annual Emalahleni SMME Indaba

**d) Programme: To Attract Investment To The Municipality**

A municipality should not only be reactive to economic conditions and opportunities, but rather plans their economic growth around attracting and facilitating growth in strategic sectors and / or businesses with a competitive advantage within the municipality. This requires having significant insight into the local economy and the opportunities that are presented to current and potential businesses and implementing measure to create an enabling environment for business to grasp these opportunities. It is critically important that the municipality begin to attract investment in the municipality if they are to achieve their economic development vision, and create local jobs.

The projects under this programme are;

- Develop Investment Attraction Plan (IAP)
- Marketing of investment opportunities to all potential stakeholders and investors

The municipality through its LED unit will embark on process of looking for an institution that will help in developing of Investment Attraction Plan.

**e) Programme: Assist Informal Economy Businesses**

Informal businesses are taken care of in LED projects. The major challenge is the influx especially in Lady Frere Unit. The steps need to be taken to address their mode of operation.

The project under this programme is:

- Assist informal traders and informal service providers to be formalised

SMME Unit has developed an SMME support plan detailing how informal traders and informal service providers and SMME's at large will be supported and capacitated.

**f) Programme: Facilitate The Availability Of Required Skills For Business Investment, Retention And Growth**

The availability of skills within a municipality is key to attracting investment, business and economic growth. Furthermore, these need to be the right skills, in demand by local businesses and needed to grasp economic opportunities. It is not the role of local government to embark on skills training, but there are many activities that they can do to facilitate skills development such as creating linkages, financial support, mentoring and facilitating the presence of skills development companies. The projects that make up this programme are directed towards demand driven skills development and linking skills in supply with demand areas for those skills.

The projects under this programme are:

- Match skills in demand with skills in supply in the municipality
- Facilitate demand led skills development

**4.1.2. OBJECTIVE 2: TO FACILITATE THE DEVELOPMENT OF LAND IN A SUSTAINABLE MANNER**

As stated above, natural resources cannot be changed, but a local government can put programmes and projects in place to facilitate the provision of some of the resources necessary for economic development. These include both built and human resources (e.g. know how, information, facilities, transport, roads and other infrastructure, human resources,) The programmes designed to meet this objective are selected from the analysis of the current situation of resources within the municipality, and resources necessary for future economic growth in key economic sectors.

Guidance about municipal land availability for economic development will be continually sourced from SDF and Local SDF's as developed and reviewed.

Directorate is participating in IGR Fora and in Council committees to monitor infrastructure development programmes within the municipality.

The programmes designed to meet this objective are as follows:

**a) Programme: Ensure The Availability of Physical Infrastructure to Facilitate Business Investment, Retention And Growth**

Physical infrastructure includes land, roads, and bulk infrastructure. These are critical elements for economic development particularly the case given to the agricultural, manufacturing and tourism strengths and opportunities within the municipality.

The projects under this programme directed towards physical infrastructure provision are:

- Ensure continued good quality water supply
- Identify and make government land available for investment

**b) Programme: Facilitate improved transport in the municipality for economic development**

This programme is directed towards ensuring that sufficient road and transport networks exist within the municipality to enable optimal economic sector functioning and attraction of new businesses. As the municipality is primarily an export economy, transport infrastructure is of critical importance to the economy and local government has an important role to play in facilitating this transport infrastructure. Furthermore, the tourism trade in municipality is also reliant of safe, reliable road networks. Projects falling under this programme are focussed on both public transport and general road networks. They are as follows:

- Improve public transport
- Strategically develop roads to facilitate economic development

**4.1.3. OBJECTIVE 3: TO PROVIDE APPROPRIATE HUMAN RESOURCES TO SUPPORT ALL DIRECTORATES IN THE MUNICIPALITY**

As well as creating an enabling environment through the provision of infrastructure and business support services, local government needs to create a supporting environment for the planning, implementation, monitoring and evaluation of LED. It is not done by government alone, but through collaboration and cooperation of businesses, government, NGOs and communities. This objective is focussed on creating that enabling environment within the municipality, and with how they and other stakeholders communicate and cooperate for LED.

Executive Management Committee has taken responsibility to manage internal Municipal contribution on Local Economic Development affairs.

The programmes designed to meet this objective are as follows:

**a) Programme: Ensure Sufficient Collaboration and Cooperation within the municipality to Fulfil The LED Mandate**

In order for a LED unit to fulfil its mandate, it is critical that all directorates within the municipality have a defined role to play towards realisation of LED. This role should be stipulated in the IDP and budget, SDBIP and Performance Management System.

The projects under this programme are,



- Ensure commitment of intra-cooperation and collaboration
- Create awareness of LED within the municipality to enable LED mandate to be achieved

**b) Programme: Improve Participation of All Key LED Stakeholders In LED Research, Planning, Implementation And Monitoring & Evaluation**

A critical element of LED is the cooperative planning and implementation of LED by all stakeholders including local government, local businesses, relevant provincial and national government departments and agencies, NGOs etc. Such cooperation is best achieved through some kind of structure, and regular meetings under specific frameworks. Furthermore, cooperation is reliant on regular communication between all stakeholders for LED.

The projects under this programme are;

- Make use of stakeholders for cooperative planning for LED
- Develop communication plan LED matters

**4.1.4. OBJECTIVE 4: TO PROMOTE AGRICULTURAL AND TOURISM DEVELOPMENT IN ELM**

The focus of this objective is the development of key economic sectors within the municipality to aid economic growth and employment. The sectors selected to form part of programmes are those that are currently significant sectors (in terms of either contribution to GDP or employment) and / or those sectors with growth potential. Furthermore, the focus is on sectors with the ability to create forward and backward linkages within the sector, or with other sectors businesses within the municipality and or those sectors with a competitive advantage.

The Agricultural Practitioners namely Livestock and Crop production have developed support plans detailing how small scale farmers will be developed, capacitated and supported.

In response to lack of diversification of agricultural and tourism economy, Agriculture Crop Unit has developed a diversification plan and Tourism Unit as well has developed tourism plan.

In response to failure to implement tourism and marketing strategy, Tourism and Heritage Unit has developed Tourism Marketing Plan and its implementation has been effected already.

The programmes designed to meet this objective are as follows:

**a) Programme: Make Use Of Agriculture To Further Drive The Local Economy**

Agriculture has been significant for the development of the municipality economy. This together with its competitive advantage, as well as its strong linkages with the manufacturing sector makes it a key economic driver within the municipality. The sector's contribution to the local economy is constrained by its past and current shedding of jobs, which is of concern given the current unemployment rate within the municipality. The projects that collectively fall under this programme are as follows:

- Support small scale farmers

- Investigate diversification of the local agricultural economy
- Investigate mechanisms to reduce further job losses in agriculture

**b) Programme: Further Develop The Tourism Sector Within the municipality**

The tourism sector is one of the key sectors within municipality, through its contribution to the economy, but also it links to other sectors, and the role it has in marketing the area as a whole. A number of constraints currently exist with the sector, and this has hindered to some degree its potential. The focus of projects selected under this programme is around marketing the municipality as a whole, rather than as individual towns, the transformation of the tourism sector, and the provision of tourism infrastructure to facilitate sector growth.

Specifically, the projects under this programme are;

- Diversification of tourism sector
- Collaborative marketing of the key towns and products within the municipality
- Create tourism infrastructure

**c) Programme: Investigate Options For Diversification Of The Local Economy To Reduce Seasonality Of Economic Activities**

The economy of the municipality is currently not particularly diversified, with a large reliance on agriculture, and the manufacturing of agricultural products, in particular, agro-processing. The local economy is also constrained by its seasonality and the resultant seasonality of work opportunities for non-permanent employees. This programme is therefore focussed on seeking to reduce the seasonality of employment, and facilitate diversification of the economy.

The projects under this programme are;

- Create new economic sectors and opportunities
- Addressing seasonality of sectors in the municipality

### 5. ACTION PLAN

The vision, mission, objectives and programmes that make up this LED strategy have been outlined above. Projects and tasks are the key elements of an action plan, and need to be implemented to achieve objectives. The following tables show the projects and tasks for each programme and objectives for LED in the Emalahleni Local Municipality.

Objectives	Programme	Project	Action	Timeframe	Custodian
1. To encourage	Programme A: Facilitate Business Investment & Growth Through An	Create a business advisory service and support within the municipality	Place relevant contact details, information, and 'Guide' on website.	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Municipal Manager Office</li> <li>• Corporate Services</li> </ul>

Objectives	Programme	Project	Action	Timeframe	Custodian
	Improved Business Climate		Create a guide to doing business in the municipality booklet and distribute.	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Municipal Manager Office</li> </ul>
		Facilitate red tape reduction	Ensure internal capacity to deal with business development processes	Annual	<ul style="list-style-type: none"> <li>• Corporate Services</li> </ul>
			Designate persons responsible for different processes and monitor targets for task completion.	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
		Develop investment opportunities for new and growing businesses	Assist small businesses to identify funding institutions for incentive schemes.	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Determine strategic growth sectors for incentivisation	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
	Programme B: Facilitate Business Growth Through A Local Purchasing Programme	Make use of municipality tenders to purchase locally produced goods and local services	Provide assistance with tenders / supply chain management forms to local companies and SMME's	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Supply Chain Management Unit</li> </ul>
			Ensure all tenders notices are available in all units of the municipality (Indwe, Dordrecht and Lady Frere).	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Supply Chain Management Unit</li> </ul>
			Communicate tenders through various means to all local businesses	Annual	<ul style="list-style-type: none"> <li>• Supply Chain Management Unit</li> </ul>
			Facilitate local company's registration on supplier	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Supply Chain Management Unit</li> </ul>



Objectives	Programme	Project	Action	Timeframe	Responsible
			database		
		Develop a "buy local, support local, produce local campaign"	Distribute database to local businesses, general public and encourage use of local businesses	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Supply Chain Management Unit</li> </ul>
			Ensure preferential government procurement for local companies	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Supply Chain Management Unit</li> </ul>
	Programme C: Facilitate the Development of SMMEs & New Entrepreneurs	Facilitate SMME development	Ensure EDTA directorate is equipped to assist SMMEs and potential entrepreneurs	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Corporate Services</li> </ul>
Create linkages with district, provincial and national initiatives to assist SMMEs, entrepreneurs			Annual	<ul style="list-style-type: none"> <li>• Planning, Economic Development, Tourism and Agriculture</li> </ul>	
Develop SMME and entrepreneurship mentoring programmes		Identify potential mentors / businesses able to assist in mentoring	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
		Create linkages with local schools for entrepreneurship training / mentoring	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
		Link learners / SMMEs with mentors	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
Create linkages between established businesses, and SMMEs and informal service providers		Engage with developers on opportunities for smaller contractors	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
		Make available database of SMMEs to current and potential developers	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
		Keep SMMEs informed on planned developments and related	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	

Objectives	Programme	Project	Action	Timeframe	Custodian
			opportunities		
		Establish an annual Emalahleni SMME Indaba	Identify SMMEs to invite, Organise annual summit	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Marketing of Indaba to all local businesses, residents and potential business partners	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Municipal Manager Office</li> </ul>
	Programme D: To Attract Investment To The Municipality	Develop Investment Attraction Plan (IAP)	Develop investment strategy	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Develop Tourism Marketing Strategy / tools	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
		Marketing of investment opportunities to all potential stakeholders and investors	Ensure regularly updated investment page on website, with information and contact details	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Corporate Services</li> <li>• Municipal Manager Office</li> </ul>
			Attend investment conferences and business networking events	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Link with district for investment marketing	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
	Programme E: Assist Informal Economy Businesses	Assist informal traders and informal service providers to be formalised	Create informal traders strategy	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Communicate to all traders the regulations	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
			Facilitate development of associations / forums for informal businesses	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>

Objectives	Programme	Project	Action	Timeframe	Custodian
			Enforcement of regulations and by laws	Annual	<ul style="list-style-type: none"> <li>Community Services</li> </ul>
	Programme F: Facilitate The Availability Of Required Skills For Business Investment, Retention And Growth	Match skills in demand with skills in supply in the municipality	Identify skills shortage in the municipality through surveys and business forums.	Annual	<ul style="list-style-type: none"> <li>PEDTA</li> <li>Corporate Services</li> </ul>
Match skills database to market demand			Annual	<ul style="list-style-type: none"> <li>PEDTA</li> <li>Corporate Services</li> </ul>	
Facilitate demand led skills development		Initiate partnerships with businesses, colleges etc. for training in skills gaps	Annual	<ul style="list-style-type: none"> <li>PEDTA</li> <li>Corporate Services</li> </ul>	
		Initiate skills development mentoring programme	Annual	<ul style="list-style-type: none"> <li>PEDTA</li> <li>Corporate Services</li> </ul>	
		Create linkages with residents and skills development opportunities	Annual	<ul style="list-style-type: none"> <li>PEDTA</li> <li>Corporate Services</li> </ul>	

Objectives	Programme	Project	Action	Timeframe	Custodians
2. To Facilitate the Development of Land in a Sustainable Manner	Programme A: Ensure The Availability of Physical Infrastructure to Facilitate Business Investment, Retention And Growth	Ensure continued good quality water supply	Continue with initiatives for improved water supply	Annual	<ul style="list-style-type: none"> <li>GHBM</li> </ul>
			Assist companies with research into more efficient, sustainable use of water resources	Annual	<ul style="list-style-type: none"> <li>CHMD</li> </ul>
			Address issues around water quality in the municipality	Annual	<ul style="list-style-type: none"> <li>CHDM</li> </ul>
		Identify and make government land available for investment	Conduct land audit / soil testing for agricultural activities	Annual	<ul style="list-style-type: none"> <li>DRDLR</li> <li>DRDAR</li> </ul>
		Analyse available land in conjunction with zoning	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>	



			Where necessary, embark on rezoning process	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
			Create land information database of government owned land including location, services, zoning and restrictions.	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
			Identify land available for land reform and allocate as such	Annual	<ul style="list-style-type: none"> <li>DRDLR</li> </ul>
			Advertise land available for investment through investment, business communication channels	Annual	<ul style="list-style-type: none"> <li>EDTA</li> <li>Infrastructure Directorate</li> </ul>
			Regularly maintain land database	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
	Programme B: facilitate improved transport in the municipality for economic development	Strategically develop roads to facilitate economic development	Improve key access roads	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
			Prioritised road development for catalytic or high value investments	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
			Ensure road maintenance for high tourism routes, roads important for economic development	Annual	<ul style="list-style-type: none"> <li>Infrastructure Directorate</li> </ul>
Objectives	Programme	Project	Action	Timeframe	Custodians
3. To provide appropriate human resources to support all directorates in	Programme A: Ensure Sufficient Collaboration and Cooperation within the municipality to fulfil The LED Mandate	Ensure commitment of intra-cooperation and collaboration	Establishment of intra forums for alignment of programmes	Annual	<ul style="list-style-type: none"> <li>PEDA</li> <li>All internal affected directorates</li> </ul>
		Creates awareness of LED within the municipality to enable its mandate to be achieved.	Awareness programme with councillors on LED	Annual	<ul style="list-style-type: none"> <li>PEDA</li> <li>Municipal Manager's Office</li> </ul>

	Programme B: Improve Participation of All Key LED Stakeholders In LED Research, Planning, Implementation And Monitoring & Evaluation	Make use of stakeholders for cooperative planning for LED	Create LED Partnership / forum.	Annual	• PEDTA
			Assist in development of informal business groupings	Annual	• PEDTA • CHCDC
			Participate in district LED forum.	Annual	• PEDTA
		Develop communication plan LED matters	Make use of bulk SMS to communicate with businesses with no email	Annual	• PEDTA
			Training of all staff on LED awareness	Annual	• PEDTA
			Develop detailed business profile with contact details	Annual	• PEDTA

Objectives	Programme	Project	Action	Timeframe	Custodians
4. To promote Agricultural and Tourism development in ELM	Programme A: Make Use Of Agriculture To Further Drive The Local Economy	Support small scale farmers	Develop and regularly update a small farmer database (contact details and farming type) Provide information on accessing loans and government support	Annual	• PEDTA • DRDAR
			Link farmers to district small scale farming programme	Annual	• PEDTA • DRDAR
			Create linkages between small scale farmers and purchasers/marketers	Annual	• PEDTA • DRDAR • CHDM • ECRDA • CHDA • DRDLR
		Investigate diversification of the local agricultural economy	Investigate further agro-processing opportunities	Annual	• PEDTA • DRDAR • CHDM • ECRDA • CHDA • DRDLR

Objectives	Programme	Project	Action	Timeframe	Custodians
			Investigate maize cultivar that can stand weather condition of the municipal area	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• DRDAR</li> <li>• CHDM</li> <li>• ECRDA</li> <li>• CHDA</li> <li>• DRDLR</li> </ul>
		Investigate mechanisms to reduce further job losses in agriculture	Establishment / revitalisation of irrigation schemes to address seasonality challenges	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• DRDAR</li> <li>• CHDM</li> <li>• CHDA</li> <li>• DRDLR</li> </ul>
	Programme B: Further Develop The Tourism Sector Within the municipality	Diversification of tourism sector	Develop mechanisms to assist in transformation of the tourism sector	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>
Look at tourism opportunities beyond traditional areas, markets			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>	
Marketing of opportunities			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>	
Facilitate training on what is tourism, how to create tourism business			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>	
Assist with marketing of new tourism ventures			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>	
		Collaborative marketing of the key towns and products within the municipality	Look at opportunities to brand export goods from the municipality	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• CHDA</li> <li>• DTI</li> </ul>
Conduct product audit			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• CHDA</li> <li>• DTI</li> </ul>	
Define unique qualities of the municipality			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	
Agree on marketing strategy of municipality as a whole			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>	



Objectives	Programme	Project	Action	Timeframe	Custodians
			Develop and distribute marketing material.  Attend tourism Indaba and promotional opportunities	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> </ul>
		Create tourism infrastructure	Develop signage to key tourism products across the municipality area of jurisdiction	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• IDHS</li> </ul>
			Develop tourism information offices in each town.	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• IDHS</li> </ul>
	Programme C: Investigate Options For Diversification Of The Local Economy To Reduce Seasonality Of Economic Activities	Create new economic sectors and opportunities	Feasibility assessment of farming and processing of new farming activities (e.g. Lucerne, wheat, fruit and vegetables)	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• DRDAR</li> <li>• DRDLA</li> <li>• CHDM</li> </ul>
Feasibility assessment of the green economy.			Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• Community Services</li> <li>• DRDAR</li> <li>• DRDLA</li> <li>• CHDM</li> <li>• CHDA</li> </ul>	
Addressing seasonality of sectors in the municipality.		investigate varied tourism marketing of Emalahleni round season changes	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• CHDM</li> <li>• DEDEAT</li> <li>• ECPTA</li> </ul>	
		Investigate new, non seasonal agricultural products	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• DRDAR</li> <li>• DRDLA</li> <li>• CHDM</li> </ul>	
		Investigate the creation of economic opportunities for seasonal workers	Annual	<ul style="list-style-type: none"> <li>• PEDTA</li> <li>• DRDAR</li> <li>• DRDLA</li> <li>• CHDM</li> </ul>	

The Directorate will ensure prioritization of LED project on annual basis as budget permits.

## 6. RISKS

There are a number of risks that could derail the strategy and demand a rethink and changes to the strategy. Some of the risks identified by stakeholders are:

- Political instability and a lack of political leadership and will as a result of changes in the political leadership;
- The lack of alignment between spheres of government and between government and state-owned enterprises and the private sector which could undermine the strategy;
- Lack of buy-in and ownership across sectors to the LED plan
- Unfunded mandates which in turn will result in a lack of delivery around core areas;
- Non participation of Sector departments
- Non participation of SMMEs
- Failure to attract investors
- Internal Capacity gap

## 7. RISK MITIGATION STRATEGIES

- Strengthen Inter Governmental Relations
- Strengthen Business Forums
- Establish Public Private Partnerships

## CONCLUSION

This strategy provides the framework for a more detailed implementation plan in which a few lead multi-stakeholder projects need to be identified to set the tone and begin the process of turning around the local economy through creating sustainable jobs. Within each stakeholder grouping there needs to be a champion to drive the LED programme. In the municipality this will be the LED directorate active support from the Mayor, Council and more particularly the Economic Development Portfolio Holder. The municipalities' plan will be woven into the IDP.

## REFERENCE LIST

Chris Hani Integrated Development Plan

Chris Hani State of Environment Report

CSIR- Geospatial Platform and NSDP

Emalaheni Integrated Development Plan

LED Strategy

Mohr, P., Fourie, L. & Associates. (2015). Economics for South African Students. 5<sup>th</sup> Edn. Pretoria: Van Schaik.

Emalaheni Spatial Development Framework

## **9. CHAPTER 9 – HOUSING SECTOR PLAN**

### **1. Purpose Of The Report**

The purpose of this report is to update the 2011 – 2016 Housing Sector Plan (HSP) that was prepared in 2011.

Census information has been updated as well as the analysis of trends occurring in the period between 2001 and 2011. The housing demand of the municipality will thus be informed by new census 2011 figures as well as the current housing waiting list.

The current statuses of Human Settlement Projects are described as well as new planned projects in the municipality. Information that has remained relevant from the 2011 – 2016 HSP such as the housing vision, matters of alignment across significant municipal planning documents, stakeholder information and the various housing programmes for implementation of Human Settlement Projects remain largely unchanged.

### **2. Brief**

The project terms of reference for the review of the human settlement plan report are summarized as follows (Part G.3 Scope of work Tender No. CMU11-12/13-A0240):

Develop a revised MHSP informed by the outcomes of Phase 1 (Project Feasibility Reports), see Annexure 1, taking into account relevant Human Settlements policy and legislative framework, see Annexure 2. The following activities shall be carried out:

- (1) Assessing the housing situation analysis
- (2) Analyzing the inter-sectoral alignment and sourcing related plans.
- (3) Visiting and interacting with relevant Municipal and Departmental officials.
- (4) Presenting the draft MHSP to individual Municipalities and identified relevant stakeholder's fora.

Tasks 1, 2 and 3 were accomplished by visiting municipal officials on 03-12-2013, see Annexure 3: attendance registers.



Task 4 was addressed by presentations at district offices attended by the relevant municipal officials.

### **3. Site Locality**

Erniaahleni Municipality is located in the Chris Hani District of the Province of the Eastern Cape.

The Municipal area covers approximately 3 840km<sup>2</sup>, which, apart from the three (3) urban settlements of Lady Frere, Dordrecht and Indwe, is largely rural, with the majority of the population living in some 200 rural villages.

The seat of the Municipality is in Lady Frere approximately 50,7kms to the east of Queenstown.

### **4. Background**

#### **a. Purpose of a Housing Sector Plan**

The main purposes of the Housing Sector Plan are as follows:

- (a) Serve as a planning and measuring instrument for housing delivery.
- (b) Identify both the overall quantity and quality of housing to be delivered and identify areas of strategic priority.
- (c) Become need orientated and respond to the specific housing development challenges of the Municipal area.
- (d) Co-ordinate and facilitate alignment between district and provincial housing strategies, policies, delivery systems and other related initiatives.
- (e) Ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- (f) Provide a formal and practical method of prioritizing housing projects and obtaining political consensus for the sequencing of their implementation.
- (g) Ensure more integrated development through bringing together the relevant cross-sectoral role players to coordinate their development interventions in one plan.
- (h) Ensure that there is a definite housing focus for the IDP of Council and all other relevant sectoral plans, such as; Water Services, Disaster Management, etc.
- (i) Provide greater spatial linkages between the spatial development framework (SDF) and the physical implementation of projects on the ground.
- (j) Provide a critical link between integrated development planning and the practical reality of delivering housing projects on the ground.
- (k) Deal with all forums – not only formal and informal, but also living spaces environments within them are situated in.
- (l) Ensure effective subsidy budgeting and cash flows both at the local municipal and provincial levels.
- (m) Align with the Eastern Cape Human Settlement Plan, policies as well as national legislation and policy frameworks pertaining to housing in the Republic of South Africa.
- (n) Harmonise between demand and supply – different state assisted housing typologies

### **2. Preamble**

This HSP has been reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation.

The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis and discussions with municipal officials was undertaken to better understand the demand for housing. The study included:

- (a) An update of existing status of existing projects from the municipal officials.
- (b) A review and summary of phase 1 feasibility reports.
- (c) A comparison of the 2001 and 2011 census and updating the housing pipelines according to new information.

The HSP consists of strategic goals and priorities for the Municipality, which are detailed into programmes for year 1 of a 5-year horizon. Lastly, a project pipeline together with a project-tracking tool was developed and provided to enable the Municipality to improve its planning, tracking and monitoring of projects.

The engagement processes with the Municipalities and the client (ECDoHS) was multi layered. A provincial project management forum was established that agreed on and monitored inception and progress on the project. An orientation workshop was held with the Municipalities to create an understanding and awareness of the project, to create the conduit for information to be collected, and to undertake an initial desktop exercise to understand the dynamics and nuances related to housing delivery. Individual visits to the Municipalities, districts and other departments resulted in the collection of the required primary level information.

This included the administration of a structured questionnaire with key officials.

The situation analysis report was work shopped with key Municipal officials and, in some Municipalities, Councillors, in order to seek confirmation and agreement with the resultant conclusions. Thereafter the HSP's were produced and presented to the ECDoHS for approval.





## 2. ANALYSIS

### 2.1 DEMOGRAPHICS (STATUS QUO)

#### 2.1.1 Total number of population

In 2001 the total population was 115 932 people and in 2011 it was 119 460. This indicates a gradual increase taking place in the municipality. The black population remains the dominant population group in the municipality with 99% of inhabitants. The coloured, white and Asian population groups make up less than 1% of the population numbers; see Tables 2.5.4.1 and 2.5.4.2 on page 16.

#### 2.1.2 Total number of Households

Dwelling Unit Data	Value
Number of households	26 067
Average household size	4.45
Female headed households	14 832

Table 2.1.2.1 Number of Households 2001 (Source: Census 2001)

Dwelling Unit Data	Value
Number of households	31 680
Average household size	3.77
Female headed households	17 043

Table 2.1.2.2 Number of Households 2011 (Source: Census 2011)

Tables 2.1.2.1 and 2.1.2.2 indicate the number of households in the municipality in 2001 and 2011. There has been an increase in the amount of households in the municipality.

There were 26 067 households in 2001 and 31 680 in 2011, an increase of 5 613 households. Household sizes have decreased from 4.45 in 2001 to 3.77 in 2011. This is important as it affects planning and housing need in the municipality. For instance, an increasing household size will result in a increase in housing need for the same total population need.

The numbers of women headed households have increased since 2001 and make up 54% of households in the municipality, which is a very high. Women are considered to be disadvantaged and on the average earn less than men, therefore heading poorer households.

#### 2.1.3 Types of Dwelling (Typologies)

10 894 (42%) of the households in Emalahleni lived in traditional dwellings in 2001. 12 580 (48%) lived in formal houses on a separate stand. There has been an increase of 2 753 households in 2011 in the amount of people residing in traditional dwellings and an increase of 2 696 households experienced in the number of people now residing in formal structures on separate stands.

Informal housing is not very common with only 1% and 0.2% of households living in informal dwellings in 2001 and 2011 respectively (251 households).

The number of households living in flats has increased from 1074 households in 2001 to 1323 households in 2011.

#### 2.1.4 Employment Statistics

Tables 2.1.4.1 and 2.1.4.2 indicate the employment situation of the municipality. In 2001, 5 446 people were employed in Emalaheni. More than double the number of people was unemployed and/or looking for work or discouraged. This situation has improved over the 10 years as in 2011, 9 342 people were employed while the level of unemployment decreased to 8 070. The "Not Applicable" group includes youth and pensioners who are unable to work and thus dependency rate is very high in the municipality at 45%.

Employment status	Number of People	%
Employed	5 446	5
Unemployed	11 623	10
Scholar or student	19 051	16
Home-maker or housewife	5 031	4
Pensioner or retired person/ too old to work	4 520	4
Unable to work due to illness or disability	3 557	3
Seasonal worker not working presently	504	0
Does not choose to work	3 824	3
Could not find work	6 668	6
Not applicable (younger than 15 and older than 65)	55 707	48
<b>Total</b>	<b>115 932</b>	<b>100</b>

Table 2.1.4.1 Employment 2001 (Source: Census 2001)

Employment status	Number of People	%
Employed	9342	14%
Unemployed	8070	12%
Discouraged work-seeker	6861	10%
Other not economically active	41451	63%
<b>Total</b>	<b>65724</b>	<b>100%</b>
		<b>% Total</b>
Not applicable	53736	45%
<b>Total</b>	<b>119460</b>	<b>100%</b>

Table 2.1.4.2 Employment 2011 (Source: Census 2011)

### 2.1.5 Income Brackets

Household income gives an indication of the municipality's economic growth. Some categories have seen an improvement in numbers since 2001 and some have declined in number. Fewer households have no income in 2011 than in 2001. Where in 2001 there were 8911 (34%) households with no income, there were 4803 (15%) households in 2011, a decline of 4108 households.

24 817 (95.2%) households earned an income of R0 – R3200 in 2001 and 27 561 (87%) earned between that amount in 2011. This bracket improved by only 8% in ten years. 1 088 (4.2%) households were in the middle income gap market bracket in 2001 and 3 267 (10.3%) occupied the same bracket in 2011. The middle income bracket has increased in ten years.

Annual household income	Number of Households	%
No income	8 911	34
R1 - R4 800	1 961	8
R4 801 - R 9 600	8 332	32
R9 601 - R 19 200	4 127	16
R19 201 - R 38 400	1 486	6
R38 401 - R 76 800	751	3
R76 801 - R153 600	337	1
R153 601 - R307 200	101	0
R307 201 - R614 400	12	0
R614 401 - R1 228 800	15	0
R1 228 801 - R2 457 600	27	0
R2 457 601 and more	6	0
<b>Total</b>	<b>26 067</b>	<b>100</b>

Table 2.1.5.1 Income Brackets 2001 (Source: Census 2001)

Annual household income	Number of Households	%
No income	4803	15
R 1 - R 4800	2037	6
R 4801 - R 9600	3471	11
R 9601 - R 19 600	9414	30
R 19 601 - R 38 200	7836	25
R 38 201 - R 76 400	2292	7
R 76 401 - R 153 800	975	3
R 153 801 - R 307 600	546	2
R 307 601 - R 614 400	234	1
R 614 001 - R 1 228 800	42	0
R 1 228 801 - R 2 457 600	18	0
R 2 457 601 or more	21	0
Unspecified	-	-
<b>Total</b>	<b>31680</b>	<b>100</b>

Table 2.1.5.2 Income brackets 2011 (Source: Census 2011)



## 2.2 MUNICIPAL INFRASTRUCTURE

### 2.2.1 Households with and without access to electricity

Electricity access in the municipality is relatively high. In 2011, 24 873 (79%) had access to electricity as opposed to 12 246 (47%) in 2001, an improvement of 32%. The other 21% of households use alternative energy source for lighting as indicated in Tables 2.2.1.1 and 2.2.1.2, with the majority preferring paraffin usage.

Energy source for lighting	Number of Households	%
Electricity	12 246	47
Gas	102	0
Paraffin	9 770	37
Candles	3 775	14
Solar	42	0
Other	131	1
<b>Total</b>	<b>26 067</b>	<b>100</b>

Table 2.2.1.1 Source of lighting 2001 (Source: Census 2001)

Energy source for lighting	Number of Households	%
Electricity	24873	79%
Gas	81	0.3%
Paraffin	3363	11%
Candles (not a valid option)	3252	10%
Solar	48	0.2%
None	60	0.2%
<b>Total</b>	<b>31680</b>	<b>100%</b>

Table 2.2.1.2 Source of Lighting 2011 (Source: Census 2011)

### 2.2.2 Households with and without access to potable water

Table 2.2.2.1 and 2.2.2.2 indicate household access to piped water in Emalahleni municipality in 2001 and 2011. In 2001, 4 585 households had access to water within their yards and in 2011 that figure more than double to 9 276 households. 13 853 (53.1%) had access to tap water in 2001 and 29 343 (92.6%) have access in 2011.

Main water supply	Number of Households	%
Piped water inside dwelling	824	3
Piped water inside yard	3 761	14
Piped water on community stand: distance less than 200m. from dwelling	4 477	17
Piped water on community stand: distance greater than 200m. from dwelling	4 791	18
Borehole	1 293	5
Spring	2 362	9
Rain-water tank	265	1
Dam/pool/stagnant water	549	2
River/stream	7 104	27

Water vendor	174	1
Other	466	2
<b>Total</b>	<b>26 067</b>	<b>100</b>

**Table 2.2.2.1 Access to piped water 2001 (Source: Census 2001)**

Main water supply	Number of Households	%
Piped (tap) water inside dwelling/institution	2766	9%
Piped (tap) water inside yard	6510	21%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	14400	45%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	3654	12%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	1395	4%
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	618	2%
No access to piped (tap) water	2340	7%
<b>Total</b>	<b>31680</b>	<b>100%</b>

**Table 2.2.2.2 Access to piped water 2011 (Source: Census 2011)**

### 2.2.3 Source of Water

In 2001, 53.1% of households had access to tap water, however not necessarily from the regional water scheme, where 18 021 (57%) people accessed tap water from the regional water scheme in 2011. Rivers and dams were the most popular sources of water behind tap water in the municipality both in 2001 and 2011.

Source of Water	Number of Households	%
Piped water inside dwelling	824	3
Piped water inside yard	3 761	14
Piped water on community stand: distance less than 200m from dwelling	4 477	17
Piped water on community stand: distance greater than 200m from dwelling	4 791	18
Borehole	1 293	5
Spring	2 362	9
Rain-water tank	265	1
Dam/pool/stagnant water	549	2
River/stream	7 104	27
Water vendor	174	1
Other	466	2
<b>Total</b>	<b>26 067</b>	<b>100</b>

Source of Water	Number of Households	%
Regional/local water scheme (operated by municipality or other water services provider)	18021	57%

Borehole	3048	10%
Spring	1158	4%
Rain water tank	465	1%
Dam/pool/stagnant water	2061	7%
River/stream	3976	13%
Water vendor	357	1%
Water tanker	1695	5%
Other	903	3%
<b>Total</b>	<b>31680</b>	<b>100%</b>

**Table 2.2.3.1 Source of water 2001 (Source: Census 2001)**

**Table 2.1.3.2 Source of water 2011 (Source: Census 2011)**

## 2.2.4 Types of ablation facilities

Table 2.2.4.1 and 2.2.4.2 indicates the type of ablation facilities within households. There has been a general improvement between 2001 and 2011 in terms of ablation facilities. The number of households who have no ablation facilities at all has decreased in 10 years. Flush toilets connected to the sewerage system have increased from 988 in 2001 to 3729 in 2011. Many people now utilise ventilated pit latrines with the number increasing from 1 543 households in 2001 to 5 997 households in 2011. The majority of households however still utilise the pit toilets without ventilations, amounting to 7 719 (51.5%) in 2011.

Ablution Facilities	Number of Households	%
Flush toilet (connected to sewerage system)	988	4
Flush toilet (with septic tank)	217	1
Chemical toilet	638	2
Pit latrine with ventilation (VIP)	1 543	6
Pit latrine without ventilation	5 953	23
Bucket latrine	1 984	8
None	14 743	57
<b>Total</b>	<b>26 067</b>	<b>100</b>

**Table 2.2.4.1 Types of ablation 2001 (Source: Census 2001)**

Ablution Facilities	Number of Households	%
None	10023	32%
Flush toilet (connected to sewerage system)	3729	12%
Flush toilet (with septic tank)	459	1%
Chemical toilet	2469	8%
Pit toilet with ventilation (VIP)	5997	19%
Pit toilet without ventilation	7719	24%
Bucket toilet	285	1%
Other	999	3%
<b>Total</b>	<b>31680</b>	<b>100%</b>

**Table 2.2.4.2 Types of ablation 2001 (Source: Census 2011)**



## 2.2.5 Refuse Disposal

Refuse collection is mainly focused on the main towns in the Municipality. 2825 households had their refuse collected once a week in 2001 and 2637 had their refuse collected in 2011. The majority of people however use their own refuse dumps where they burn their own refuse. 47% of households especially in the rural areas handled refuse in this way in 2001. The situation had not changed by 2011 as 64% of households remained using their own refuse dumps.

Refuse disposal	Number of Households	%
<b>Refuse disposal</b>		
Removed by local authority at least once a week	2 825	11
Removed by local authority less often	221	1
Communal refuse dump	467	2
Own refuse dump	12 183	47
No rubbish disposal	10 370	40
<b>Total</b>	<b>26 067</b>	<b>100</b>

Table 2.2.5.1 Refuse Disposal (Source: Census 2001)

Refuse disposal	Number of Households	%
Removed by local authority/private company at least once a week	2637	8%
Removed by local authority/private company less often	165	1%
Communal refuse dump	528	2%
Own refuse dump	20153	64%
No rubbish disposal	6885	22%
Other	1302	4%
<b>Total</b>	<b>31680</b>	<b>100%</b>

Table 2.2.5.2 Refuse Disposal 2011 (Source: Census 2011)

## 2.3 IDP ALIGNMENT AND SPATIAL PLANNING

It is vital that the housing sector plan is aligned with the IDDP for the municipal area.

i. There are two potential scenarios that exist when developing a housing sector plan

- a) Firstly the housing sector plan is developed in parallel with the IDP.
- b) Secondly the housing sector plan is only developed after the IDP has been completed.

ii. If the housing sector plan is developed after the approval of the IDP it is imperative that the information, strategies, and policy guidelines outlined in the IDP are followed. The HSP development then follows five process stages. Where significant incongruities exist it may be possible to adjust certain IDP strategies to align with housing program, through the annual IDP review process. However, it is recommended that this route should only be taken in extreme cases, which can be adequately justified.

Source: Project Preparation (rank) R/M, 2008

### 2.3.1 The Chris Hani District Municipality Integrated Development Plan 2012 – 2017

In terms of the Municipal Structures Act 1998 no 117 a district municipality is expected "to build the capacity of local municipality in its area to perform their functions and exercises their powers where such capacity is lacking." Chris Hani District Municipality serves to Coordinate; Support; Guide and to facilitate the process of housing development within its jurisdiction.

CHDM has developed a housing development plan which has identified 2 main issues with regard housing development in its Municipality.

#### • **Skills Development**

CHDM has signed a Service Level Agreement with Coega Development Corporation on Advanced Socio Economic Development and Transformation through Infrastructure Development. This includes the development of skills to local labour including internship programmes, emerging enterprise development including cooperatives. The scope of work includes, but not limiting construction of emergency house. Majority of contractors in the district are in lower grades between 1 and 3 which need support in order for them to deliver on time, at quality and cost. During the construction of emergency houses Coega Development Corporation will play a big role on monitoring those local emerging contractors.

#### • **Improving capacity of Local Municipalities**

To provide capacity and support to LMs and other stakeholders with regard to housing delivery in line with Housing Act, Guide LMs on how to develop their Housing Sector Plans, assist in the monitoring of housing projects, give support on planning and implementation of subsidy projects towards integrated settlements, Coordinating the formulation and review of housing policy and legislation.

**CHDM plans to commit to addressing the following issues:**

- It will ensure that housing project benefit the local economy through all the housing programmes in the district.
- It will ensure that local people are the first preference in terms of employment in the housing projects.

It will ensure that building material for the projects is purchased on the local suppliers of the district. (Chris Hani District IDP, 2012 - 2017)

**2.3.2 Emalahleni Integrated Development Plan (IDP) 2013/2014**

The vision clearly highlights the importance of creating partnerships with our social partners, with an aim of establishing a highly effective and efficient public service institution that excels in providing basic services to its communities and creating a centre for future growth and knowledge management. Council has an understanding of our existing challenges, economic & cultural diversity and yet is determined to become the hub of efficient and effective service delivery. With an understanding of the challenges, potentials and capabilities that are existing in Emalahleni to enhance and where possible to turn around the architectural designs, planning and socio-economical limitations that were engineered and imposed on our society through the systems of the past.

(Emalahleni IDP, 2012 - 2017)

**2.3.3 Emalahleni Spatial Development Framework (2010)**

All housing projects prioritized and approved by council should be represented graphically in a spatial development framework for housing projects. This SDF for housing should be drawn from the existing IDP's SDF however it should indicate all current and planned projects clearly.

The representation of projects should indicate congruence both with the IDP principles and with the SDF's development strategies and vision.

(Spatial Framework Emalahleni IDP, 2010)



# EMALAHLENI LM SPATIAL DEVELOPMENT FRAMEWORK



## Legend

- |   |   |   |   |
|---|---|---|---|
| <p><b>NODES</b></p> <ul style="list-style-type: none"> <li>● Primary Node</li> <li>○ Secondary Node</li> <li>● Rural Node</li> </ul> <p><b>CORRIDOR</b></p> <ul style="list-style-type: none"> <li>▬ Municipal Authority / Local Council</li> </ul> | <p><b>DEVELOPMENT CORRIDOR</b></p> <ul style="list-style-type: none"> <li>▬ Urban East Corridor</li> </ul> <p><b>TOURISM ROUTES</b></p> <ul style="list-style-type: none"> <li>▬ F-Linkway Road</li> <li>▬ Heritage Heritage Route</li> </ul> | <p><b>STRATEGIC DEVELOPMENT AREAS</b></p> <ul style="list-style-type: none"> <li>TOURISM POTENTIAL</li> <li>UR &amp; SP ZONES</li> <li>MINING POTENTIAL</li> <li>AGRICULTURAL POTENTIAL</li> <li>Palatka Area (A1)</li> <li>Good 21 &amp; 10a Corridor</li> </ul> | <p><b>BASIC INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>▬ Adequate</li> <li>▬ Not Adequate</li> </ul> |
|---|---|---|---|



## 2.4 STAKEHOLDER SUPPORT

The housing sector plan aims to build on the stakeholder consultation process developed in the IDP. Stakeholder information drawn from the current IDP has prioritized community needs and verified the municipal wide development strategies to be implemented through the Housing Sector Plan.

Furthermore any relevant current information emerging from community meetings, ward committees and Councillors, the Housing Forum (on which provincial housing officials sit), Community Based Organisation (CBO's), Non-Governmental Organisation (NGO's) should be included in the housing sector plan.

Specific community consultation is necessary as part of the project feasibility analysis if this aspect is highlighted as a key risk in the project.

A primary source of stakeholder information should be drawn from the minutes of the Housing forum, or if such a forum is not operating, the sector plan should look at strategies to re-establish such a forum. It is not necessary to re-implement the community wide consultation process carried out through the original IDP.

Once the plan has been conditionally approved by the local Municipal Council, an advert should be placed in the local media, inviting comments on the draft Housing Sector Plan from interested and affected parties.

And finally once the plan has been approved both by the Municipal Council and the Eastern Cape Department of Human Settlements, the Department should place a copy of the complete plan on its departmental website to allow easy access to the plan for all stakeholders.

Eastern Cape Department of Human Settlements, 2008

The Municipality, limited in its capacity, is reliant on partnerships both internal and external to the Municipality and it is through these relationships that it is able to deliver on its housing delivery mandate.

Therefore, in an endeavour to strengthen the relationships with the key external stakeholders, priority should be given to the formalisation of these relationships setting up by MOUs, SLAs, and partnership agreements amongst the critical stakeholders. The formalisation of key priority stakeholder relations will contribute significantly to alleviating the internal organisational weaknesses in the Municipality because there will be inter-dependency and sharing of knowledge and skills.

Stakeholder	Municipal need	Current relationship	How to influence stakeholder	Priority Level
Province - Housing	Land MIG Strategic Planning Subsidies Project packaging Project Management Capacity building	Project Management Subsidy administration	MOU to map out support and funding commitment	High
DBSA	Project Management Support	None		

Stakeholder	Municipal need	Current relationship	How to influence stakeholder	Priority Level
SALGA – Housing unit	Project Management Support/PRT's	None		
HDA	Land Identification and feasibility studies	None	Formalise request for a partnership	Medium
Municipality- other departments	Town planning; Land Engineering; Services Project Pipeline Project applications	Provides land, services, technical expertise	Formalised institutional arrangements with other departments for: <ul style="list-style-type: none"> <li>• Alignment of infrastructure process</li> <li>• Land availability and release</li> <li>• Project packaging and project pipeline development</li> </ul>	High
NGO'S, CBO'S	Community engagement Social Facilitation	None	Strategic planning and support to conduct housing voice and social facilitation	Medium
Higher learning institutions, NMMU	Research agenda for strategic planning purposes	None	Create a think tank forum & demand and supply research	Medium
Private Sector, Professionals Developers Conveyances	Property packaging and development	Retainer arrangement with selected Consultants from time to time subject to funding availability	A multi-disciplinary Local Task Team of Professionals to help the Municipality	High
Construction sector, e.g. Contractors, NHBRC	Construction of projects Construction standards	Construction of projects Departmental Inspectors on building standards. Projects registered with NHBRC. Direct)	Contracts NHBRC-MOU	High
Government Departments, e.g. Public Works, Land Affairs	Infrastructure development, Land and buildings Land proposal policy direction			Medium

Table 2.4.1 Role players in Human Settlements (source: Emalaheni Housing Sector Plan, 2011)



### 2.4.1 Information on Stakeholder Engagements

Current support from the Province creates huge dependency rather than provide support that realises the transfer of skills to the Municipality. Reliance on professionals to plan for and deliver housing creates the same dependencies with no meaningful transfer of expertise. The ability to manage these outsourced arrangements is also absent/low with the Municipality at present.

In order to support the proposed structure above the land and project packaging and applications can be outsourced to a local professional team. Agreements with Province, NHBC, NURCHA, and HDA must be entered into to provide support as identified in the stakeholder analysis table.

Co-operation agreements must be entered into with the NGO'S, CBO'S and higher learning institutions to support the department with its research agenda and social facilitation needs. (Emalahleni HSP, 2011)

## 2.5 HOUSING DEMAND ASSESSMENT

Note that the following definitions are used in this report:

- **Need** refers to the total requirement for housing for all income groups including the backlog as well as future growth arising from household formation as forecast from census projections or other methods.
- **Demand** refers to those households able to acquire housing as a result of access to subsidies, bank loans and own finance.

It is important that due to the limited number of housing subsidies per municipality, housing projects should be delivered primarily in areas where there is the greatest need.

### 2.5.1 Strategic Housing Vision and Goals

The overall vision of Emalahleni Municipality states as follows:

*"A municipality that delivers sustainable and affordable services towards socio-economic growth and development" (Emalahleni HSP, 2011)*

### 2.5.2 Municipal Housing Demand Database and Needs Register

The HSP 2008 identified the following housing problems in the area:

- Most of the existing housing stock in the urban centres is now becoming dilapidated due to lack of maintenance
- Public housing stock and private rented houses are in the state of despair due to neglect by non-resident landlords, especially in Lady Frere.
- The informal and formalized informal settlements are characterized with poor conditions.
- No middle-income housing projects have been implemented since 1994 except for

- incomplete site-and-service schemes in Dordrecht and Lady Frere
- Lack of accurate housing statistics on housing demand and housing options
- Inadequate housing to cater for the needs of the youth who are not ready to own houses but in need of secured accommodation
- The almost irreversible settlement patterns in the rural areas pose challenges to housing supply (sprawl, extending into sensitive areas, difficulty to service, etc.)
- Over 48% of all households in Emalahleni reside in formal dwellings, 43% in traditional structures and 4% in informal structures.
- Approximately 43% of population live in a 1 or 2 roomed house and levels of homelessness represented by way of informal shack development is 4%.
- Lack of housing delivery in the rural areas, thereby putting pressure on the urban housing demand (increase rural to urban migration)
- Farm evictions in Indwe and Dordrecht area, put pressure on housing register and housing demand. (Emalahleni HSP, 2011)

The current realistic backlog according to the municipality is estimated to be 9686 units. Their distribution per area (and proposed housing projects) as at 2006 is provided below

1. Informal Settlement Upgrade Programme
  - a. Lady Frere – Extension 1&2 settlement upgrade
  - b. Dordrecht – Sinakho ISUP (Zwelethemba Buffer Zone PHP)
  - c. Dordrecht – Sinakho ISUP (Maramastad Re-development – 151)
  - d. Dordrecht – Sinakho ISUP (Nxomfu Springs Resettlement Project – 35 Subsidies)
2. Project Linked – R1701- R3500 (Stable Income Earners)
  - a. Lady Frere Ext 3 – Greenfields Project Linked
  - b. Lady Frere Ext 4 – Greenfields Project Linked
  - c. Indwe West Gateway - Greenfields Project Linked
3. Finance linked Subsidies – R3501 – R7000 (Stable Income Earners)
  - a. Lady Frere Ext 3 – Greenfields Project Linked
  - b. Lady Frere Ext 4 – Greenfields Project Linked
  - c. Indwe West Gateway - Greenfields Project Linked
4. Community Residential Units (Rental – Stable Income Earners)
  - a. Lady Frere Ext 3 - Greenfields Project Linked
  - b. Lady Frere Ext 4 - Greenfields Project Linked
  - c. Indwe West Gateway - Greenfields Project Linked
5. Rural Housing Subsidies (Expanding Access to Housing Support)
  - a. Zwartwater Housing Project – People’s Housing Process
  - b. GubaHoekAgri-Village Project (Land Restitution)
  - c. Ida Farms Agri-village Project (Demand Management Project)

The housing problems in Emalahleni Municipality can be funded under the Rural Housing Subsidy Scheme which may include the following as set out in the Policy:

- Assistance to municipalities to prepare project applications including the project application, planning, land surveying, design, project management and facilitation and implementation agent’s services.
- Development or upgrading of local access and internal roads and storm water drains.
- Development or upgrading of internal or local water infrastructure.

- Development or upgrading of local sanitation facilities.
- Construction of new housing structures or the repair and upgrading of existing houses.
- Purchasing of building materials where persons wish to construct, repair or upgrade their own houses.
- Housing purposes approved by the MEC which is not, or cannot be funded through other programmes of government and require funding under this Programme and will be of benefit to all beneficiaries that form part of the project.
- Instances where the houses in the aggregate are considered to be adequate, the housing subsidy may be utilised for the provision of residential engineering services or other housing purposes. (Emalahleni HSP, 2011)

### 2.5.3 Determination of Housing Demand

There are three main ways of determining housing demand/need within municipal areas, these are:

- Using statistical calculations captured through the census or other relevant studies, or
- Through the analysis of housing waiting lists, and finally
- Through the Provincial housing demand data base.

Housing waiting lists have a number of shortcomings including:

- Applicants putting their names down on more than one municipal housing waiting list.
- Many potential beneficiaries have not placed their names on these lists.
- The problems related to maintaining such a large waiting list.

Source: Fesler-Fredanster, Frost & Ntshongweni

The currently preferred method of calculating housing demand is through the use of statistical data collected in census 2011. Census data on household income levels can be used to determine area of greatest need based on poverty levels while census data on housing typologies, which indicate the number of informal dwellings per ward, can be used to determine area of greatest need based on housing backlog.

Whilst many of the traditional dwellings offer more than adequate housing, often in idyllic settings, the reality is that many of these traditional dwellings do not provide satisfactory shelter, compounded by the absence of basic services and amenities (Emalahleni HSP, 2011)

### 2.5.4 Demographic Profile

- Total population has seen 3524 more people in 2011
- Population growth rate sits at 0.3% as opposed to 1.6% estimated by 2077 community survey.
- Black Africans are the dominant population group making up 99% of the population.

Population group	Number of People	%
Black African	114 731	99
Coloured	599	1
Indian or Asian	28	0
White	575	0



<b>Total</b>	<b>115 932</b>	<b>300</b>
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**Table 2.5.4.1 Population Group 2001 (Source: Census 2011)**

Population group	Number of People	%
Black African	117672	99%
Coloured	693	1%
Indian or Asian	174	0.1%
White	663	1%
Other	258	0.2%
<b>Total</b>	<b>119460</b>	<b>100%</b>

**Table 2.5.4.2 Population Group 2011 (Source: Census 2011)**

### 2.5.5 Housing Quality

- 12% decrease in households residing in traditional dwellings in 2011
- 10.8% increase in households residing in formal dwellings
- 4% households reside in informal shacks as opposed to 5% in 2001.
- Number of people residing in flats has doubled in 10 years from 665 to 1323 people in 2011.

Type of dwelling	Number of Households	%
House or brick structure on a separate stand or yard	12 580	48
Traditional dwelling/hut/structure made of traditional materials	10 894	42
Flat in block of flats	1 074	4
Town/cluster/semi-detached house (simplex; duplex; triplex)	90	0
House/flat/room in back yard	566	2
Informal dwelling/shack in back yard	173	1
Informal dwelling/shack NOT in back yard	221	1
Room/flatlet not in back yard but on shared property	200	1
Caravan or tent	6	0
Private ship/boat	6	0
Not applicable (institution)	-	-
Not applicable (living quarters is not housing unit)	258	1
<b>Total</b>	<b>26 067</b>	<b>100</b>

**Table 2.5.5.1 Types of dwelling 2001 (Source: Census 2001)**

Type of dwelling	Number of Households	%
House or brick/concrete block structure on a separate stand or yard or on a farm	15276	48%
Traditional dwelling/hut/structure made of traditional materials	13647	43%
Flat or apartment in a block of flats	1323	4%
Cluster house in complex	180	1%
Townhouse (semi-detached house in a complex)	72	0.2%
Semi-detached house	114	0.4%
House/flat/room in backyard	759	2%
Informal dwelling (shack, in backyard)	78	0.2%

Type of dwelling	Number of Households	%
Informal dwelling (shack, not in backyard; e.g. in an informal/squatter settlement or on a farm)	75	0.2%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	51	0.2%
Caravan/tent	6	0.02%
Other	99	0.3%
<b>Total</b>	<b>31680</b>	<b>100%</b>

Table 2.5.5.2 Types of dwelling 2001 (Source: Census 2011)

### 2.5.6 Informal Housing

The presence of 759 households presently residing in "informal" flats and / or rooms in backyards suggests there could be a demand for rental accommodation provision in the urban areas of the municipality.

The 153 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). (Emalahleni HSP, 2011)

### 2.5.7 Analysis of the Housing Need

- 56 541 of the population is under the age of 20, with more females than males.
- 51 779 of the population has only primary school level education or less, with 12 674 having no education.
- 46% of the population receive social grants
- 41 451 (35%) people are not economically active.

From the above socio economic and demographic assessment, the following can be concluded:

- Around 14 733 households in Emalahleni presently live within rural, rental, or informal structures and earn below R6 400.00 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible (from an income perspective) for a housing grant in terms of that available housing delivery instruments. This leaves potential for investigating the use of FLISP in smaller towns to cover the demand for steady income earners between R3500 and R7500.
- Of the above total 13 770 (93.4%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount.
- 13 647 (43%) households reside in traditional dwellings.
- Aside from the indication that urbanisation is occurring, the urban centre of Cofimvaba also appears to be providing "a space" for temporary residents, as indicated by the apparently increasing number of rental accommodation uses in the form of rental rooms and "flats".
- For the purpose of the HSP responding to housing demand, is important to differentiate between housing demand in terms of the following:
  - Informal Settlement (free standing informal dwellings within the urban environment)
  - Informal Dwelling Structures (informal dwelling structures erected on formal erven) – "Backyard Shacks"
  - Rural Settlement which contain "Traditional Dwellings" and possibly informal

- dwellings
- Rental rooms on formal erven
- There are 306 child headed households in Emalahleni. (Emalahleni HSP, 2011)

INSTRUMENTS	OUTCOME 8 TARGETS			OTHER
	RURAL	SOCIAL AND RENTAL	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
	13 647	2139	153	306
RURAL HOUSING	X			
SOCIAL AND RENTAL		X		
INCREMENTAL			X	
FINANCIAL			X	

Table 2.5.6.1 Housing Need

### 2.5.8 Current Subsidy Applications and Waiting Lists

Waiting lists are still to be provided and verified by the Department of Human Settlements. New projects are planned for the municipality, allocating 2400 provisional subsidies.

### 2.5.9 Shortcomings and Challenges

Currently the primary focus areas for the Chris Hani District Municipality (CHDM) are the eradication of water services and sanitation backlogs. Housing delivery does not seem to be a priority partly due to the fact that its main driver is the Department of Human Settlement. The District Municipality serves to co-ordinate and facilitate the process but does not undertake housing delivery.

The District Municipality have inadequate an outdated municipal infrastructure investment strategy, with the result that it is failing to deliver services at the rate that is required leading to the current municipal services delivery crisis, and all indications are that the crisis is worsening as illustrated by delays in the eradication of backlogs; inadequate maintenance; reliance on a set of unsustainable services standards, as municipalities are becoming less and less able to sustain existing infrastructure; increasing failure to collect revenue, and inadequate or poor prioritization of projects. This makes it difficult for the District to prioritize housing delivery before addressing these key challenges. (Emalahleni HSP, 2011)

## 2.6 LAND IDENTIFICATION

### 2.6.1 Spatial Form

Emalahleni Municipality comprises the following urban settlements:

TOWN NAME	TOWN NAME
Primary Node	Lady Frere
Secondary Nodes	Dordrecht
	Indwe
Rural Nodes	Vaalbanks
	Cumakala
	Ndonga



The Urban Settlements are surrounded by over 137 settlements with a population of at least 500 people per settlement.

### 2.6.2 General Principles for Land Development

As an initial point of departure the general principles for land development, as laid out in the Development Facilitation Act No 1526, 1996 [Section 3 (1)], will be followed. Key relevant principles are as follows (All DFA land principles are presented in Appendix 2):

Policy, administrative practice and laws should promote efficient and integrated land development in that they-

- promote the integration of the social, economic, institutional and physical aspects of land development;
- promote integrated land development in rural and urban areas in support of each other;
- promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- optimize the use of existing resources, including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities; contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and encourage environmentally sustainable land development practices and processes.

Source: Physical Procurement/Incentive/KZN, 2006

Policy, administrative practices and laws do discourage the illegal occupation of land, with due recognition of informal land development processes.

IDP Objective	KPA Indicator of performance	Annual target	Evidence Required	Baseline
Urban efficiency / Manage, control and maintain all municipal assets; manage land, land disposal & land acquisition issues	Submit a list of encroachment penalties to the Financial Services Department	Identification of illegal encroachers in all Wards.	List of encroachment penalties / Proof of receipt from Financial Services Department.	Encroachment inspections done /penalties applied / control over revenue in this respect to be formalized & documentary evidence required

Members of communities affected by land development should actively participate in the process of land development

Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should:

- promote land development which is within the fiscal, institutional and administrative means of the Republic;
- promote the establishment of viable communities;
- promote sustained protection of the environment;
- meet the basic needs of all citizens in an affordable way; and
- Ensure the safe utilization of land by taking into consideration factors, such as: geological formations and hazardous undermined areas.

Policy, administrative practice and laws should promote speedy land development

Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilized for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner

The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (No. 19 of 1998) offers further protection to existing housing arrangements by stipulating the circumstances under which evictions by both private persons and the state may occur. It calls for specific consideration of the needs and rights of "the elderly, children, disabled persons and households headed by women" (section 4(6) and 4(7)). (Emalahleni HSP, 2011)

### 2.6.3 Land Reform Programme and Settlement Planning

The overall goal of the South African land reform programme is to redistribute land, rights and economic benefits of land to disadvantaged sections of society. The programme is implemented under three components: restitution, redistribution and tenure reform

For generations access to land in South Africa has been based on inequality which has evolved through colonization and thereafter entrenched during the decades following the passing of the 1913 Natives Land Act. This infamous Act, and a number of subsequent laws, restricted black people's access to land and the agricultural economy, resulting in only 13% of the country's land belonging to this majority.

South Africa's land reform programme has three pillars:

- Restitution, which seeks to restore land ownership or compensate those forced off land during white rule;
- Redistribution, of mainly agricultural land, to redress the discriminatory colonial and apartheid policies by providing the disadvantaged and poor with access to land; and
- Land tenure reform, which seeks to secure tenure for all South Africans, especially the more vulnerable such as farm labour tenants

## 2.6.4 Land Ownership and Supply

The Municipality is faced with a high demand for housing and the efforts of keeping up with the perpetual increase in demand are hampered by the following challenges:

- Land set aside for housing development is privately owned
- Land identified for housing development does not have bulk infrastructure

The Municipality on the other hand does not have the housing development status and it becomes a challenge to justify the establishment of a fully-fledged housing unit in order to ensure efficient housing delivery. (Emalahleni HSP, 2011)

## 2.6.5 Land Identification Process

Suitably located land identified through this process can then be further audited through the Department of Human Settlements Land Administration component. Depending on the time frames this land evaluation process can either be carried out as part of the Housing Sector Plan or as a separate project originating from the plan for future development opportunity identification. The principles for land development have to be considered when identifying land for development.

Source: Project Preparation Manual (PPM), 2009

The SDF identified a number of State (National Housing Board, Transnet, and Republic of South Africa), municipally owned and privately owned land zoned for Special Residential purposes in Indwe, Lady Frere and Dordrecht that can be used for infill housing. In addition the SDF identifies larger portions of land for future housing projects as set out below in the various towns and sub- areas. (Emalahleni HSP, 2011)

### 2.6.5.1 Land Requirements for future development

The 2011 HSP review states that the total area required for future development will be approximately 255Ha over the three main urban nodes. It is not clear whether or not the potential increase in housing demand as a result of mining operations taking place in Emalahleni. Most of the lower level skills will be obtained locally it is expected that the technical, maintenance and managerial positions will be filled by external people who will need short and long-term accommodation. The Elitheni mine is 14kms out of Indwe and it is expected that the bulk would prefer to settle there. (Emalahleni HSP, 2011)

#### Land demand for housing development

INDWE OWNERSHIP	HECTARES
LADY FRERE	152
INDWE	58
DORDERECHT	45



## 2.6.6 Project Management

The following ought to be addressed:

- Who is the current project manager/implementing agent?
- Does the project manager have sufficient capacity and experience to implement the project?
- Obtain the project budget, determine if this is up to date and realistic.
- Obtain the project program, determine if this is up to date and realistic.
- Has a suitable professional team been appointed?
- Are there any specific project management issues which need attention?
- Based on assessment of the information provided, K&T will identify whether or not there appeared to be any material barriers to the proposed development, from a project management perspective, what the barriers are, the viability of overcoming them, and if possible provide a way forward for their resolution.

Source: Project Preparation Trust of B&M, 2005

## 2.6.7 Municipal Capacity and Housing Delivery Mechanisms

The Emalahleni Municipality has not been granted developer status with respect to the delivery of housing in its area of jurisdiction. It relies on the Province to carry out a significant part of the responsibilities related to housing development.

The number of officers allocated for housing has not been indicated in the organogram but it emerged that the housing section is operating under reduced capacity and urgently requires assistance if the housing delivery function of the Municipality is to be effective. The Directorate for Land and Housing is responsible for managing housing delivery within Emalahleni Municipality. (Emalahleni HSP, 2011)

## 2.6.8 Land

### 2.6.8.1 Land Potential and Constraints

The major constraints are that some of the land suitable for housing development is privately owned and there is no bulk infrastructure in place.

### 2.6.8.2 Land Availability Summary

Rural land audit must be undertaken and feasibility on the identified urban land parcels owned by the Municipality and the state must be undertaken to secure for housing development. (Emalahleni HSP, 2011)

## 2.6.9 Environmental

The following need to be determined:

- Has an environmental scoping report being compiled?
- Is there a requirement for an Environmental Impact Assessment (EIA)?
- Based on assessment of the reports provided, it should be identified whether or not there appear to be any material barriers to the proposed development from an environmental impact perspective, what the barriers are, and the viability of overcoming them, and if possible provide a way forward for their resolution.

Source: Project Preparation Trust of B&M, 2005

- There are a number of sensitive environments such as Dams and Wetlands, which require protection and management.
- Only Dordrecht has an approved solid waste land fill site. Solid waste needs to be managed properly.
- There are a number of heritage sites which require protection and management
- Soil erosion is a big problem in Emalahleni Local Municipality and will require massive effort to address the root cause of overgrazing to prevent soil erosion as well as the rehabilitation of existing dongas. (Emalahleni IDP, 2013/14)

## 2.6.10 Social

### 2.6.10.1 Health

There are currently 35 medical & primary health care facilities in the Emalahleni municipality. Of these 32 are clinics and 3 are hospitals located in Lady Frere and Dordrecht.

### 2.6.10.2 Education

Most of the education institutions in the municipality cater for lower level schooling from grade nil up to grade 12. There are also facilities that offer tertiary education in the form of FTE colleges like Mt Athur for example.

There are approximately 184 schools servicing our municipality. The main challenges raised by participants in the IDP process relate to issues of:

- Classroom backlogs
- Ineffective scholar transport system
- Inability of rural schools to attract skilled and appropriately competent educators for science subjects
- Poorly performing schools in terms of their matric pass rates resulting in trickle down problems for the labour market and local economy (Emalahleni IDP, 2013/14)

The following need to be determined:

- Has a Socio-Survey been carried out in the project area?
- Based on information collected from the Socio-Survey, have the beneficiaries been correctly matched with the eligibility requirements of the subsidy route they are taking?
- Have the CBPs been educated on the housing process, project cycle, timeframes, risks of project failure, roles & responsibilities of various parties?
- Confirm key stakeholder commitment to the projects implementation
- Does the project have a signed social compact agreement?

Based on assessment of the reports provided, it should be identified whether or not there appeared to be any material barriers to the proposed development from a social perspective, what the barriers are, the viability of overcoming them, and if possible provide a way forward for their resolution.

Source: Social Preparation Team (2011/2012)

### 2.6.10.3 Recreational and Community Facilities

The following social facility projects have been proposed:

- ✓ Revival of Indwe and Dordrecht Parks

- ✓ Construction of 2 libraries in ward 2 and 4
- ✓ Establishment of a park in Lady Frere and recreational facilities.
- ✓ Fencing of new cemeteries in ward 4 and 15. (Emalahleni IDP, 2013/14)

### 2.6.11 Bulk Services

Based on the preliminary engineering design and cost report, or the bulk services report the following have to be determined:

- Adequacy of existing bulk services
- Estimates for additional bulks that may be required (water, sewer, road, storm water /culverts, electricity).
- Availability of written confirmation from the relevant authority as to confirm adequacy of bulks to meet the needs of the proposed project
- Has the requirement for additional bulks been factored into the overall MIG funding for the area?

Based on assessment of the reports provided, it has to be identified whether or not there appear to be any material barriers to the proposed development from a bulk services perspective, what the barriers are, and the viability of overcoming them, and if possible provide a way forward for their resolution.

### 2.6.12 Geotechnical

Based on the geotechnical report for the project area determined, the implications of geotechnical conditions for development need to be indicated, specifically with reference to roads, storm water control, cut & fill, platforms and founding conditions.

Based on assessment of the reports provided, it should be identified whether or not there appear to be any material barriers to the proposed development from a geotechnical perspective, what the barriers are, and the viability of overcoming them, and if possible provide a way forward for their resolution

Emalahleni Project Incorporation Trust (P/L) 2005

Preliminary and Phase 1 geotechnical site investigations are required to obtain a more accurate evaluation of the development potential of each site, but the initial indications are that the geology is suitable for further development of these areas. Some potential geotechnical constraints have been identified for further investigation which may have an impact on the extent of the developable land and/or the development costs.

The recommended typical foundations for subsidy housing are conventional strip foundations or light rafts to cater for variations in soil profile and minor soil movements.

On sloping terrain, some earthworks and retaining walls may be required to create level platforms for houses and this can have significant cost implications. Foundations should be placed on well compacted natural soil, engineered fill or rock. Founding conditions will have to be inspected by the engineer to confirm suitable soil conditions with adequate bearing capacity and to check for any seepage or groundwater problems.

In terms of the geotechnical information available, the proposed housing projects appear to be feasible and planning should proceed with further investigations on individual sites. (Outeniqua Geotechnical Services cc, 2013)



### 2.6.13 Planning Issues

*Note: Information required in the planning and engineering sections outlined below would usually only be available in projects that are either in a very advanced packaging phase or projects which have already have been approved by the ECDHS.*

The following tasks need to be addressed:

- Obtain a preliminary layout plan/settlement plan and/or planning report for the project(s).

Based on assessment of the layout and report(s) provided, there needs to be an identification of whether or not there appear to be any material barriers to the proposed development from a planning perspective, what the barriers are, and the viability of overcoming them, and if possible provide a way forward for their resolution.

Source: Project Presentation Trust of LDC, 2009

### 2.6.14 Engineering Design and Costs

- Obtain a preliminary engineering layout plan and design and cost report or budget for the project(s).
- Based on assessment of the budget and design report provided, identify whether or not there appear to be any material barriers to the proposed development from an engineering perspective, what the barriers are, and the viability of overcoming them, and if possible provide a way forward for their resolution.

Summarize the above evaluation of all the projects with specific references to any blockages, providing strategies to resolve these blockages and thereby fast track the projects implementation.

Source: Project Presentation Trust of LDC, 2009

## 2.7 SUMMARY

Table 2.7.1 indicates that the population has increased from 2001 to 2011.

Section 2.5.5 and 2.5.6 indicated approximately 153 households in informal dwellings according to the 2011 census.

Population			
Town	2001	2011	% (10yrs) 2001-2011
Emalahleni	115 932	119 460	3.04

Table 2.7.1 Emalahleni population

Table 2.7.2 indicates that there is likely to be an increase in households should the trend between 2001 and 2011 continue to 2021. It suggests that if growth rates continue for the next 10 years like they did for the past decade, another approximately 6 820 households can be expected that require housing in all income groups. To this can be added the backlog of approximately 153 dwelling units. It is interesting to see that the growth rate in households was significantly higher than that of the population.

Households	Backlog
------------	---------

HH Size	2011	% (10yrs)	Add HHs	Waiting list	Total
		2001-2011	2011-2021	HH	2021
			all incomes	BNG, GAP	
3 77	31 680	21.53	6 820	153	6 973

**Table 2.7.2 Housing Need 2011-2021**

Table 2.7.3 compares the housing need against the housing demand in Emalahleni municipality. In this case demand is represented by the number of available subsidies. The housing need, as indicated by the census 2011 informal dwelling count, was compared against the number of subsidies provisionally allocated and suggests that there might be a surplus in provisional housing subsidies.

Need vs Demand		
Measure	No.	Comments
Informal Dwellings (Census 2011) (Need)	153	
Provisional Subsidies (Demand)	2400	
Waiting Lists Verified	Awaited	
Waiting Lists unverified	Awaited	
Subsidy/ Deficit: Subsidies	2247	

**Table 2.7.3 Comparison of need, demand and verified waiting lists**

Because waiting lists have not been received, it is difficult to comment as to whether the provisional subsidies exceed the need. It should be noted that the waiting list will increase when the municipality provides more lists.

Table 2.7.4 indicates the land requirements at different densities including an urban density and typical rural density. It is not clear what proportion of the need is urban or rural.

Land Requirements					
density	ha	density	ha	SDF	surplus/
25/du		3/du		land	deficit
(240m <sup>2</sup> )		(2000m <sup>2</sup> )		proposed	
25	279	3	2328	Not Specified	-

**Table 2.7.4 Land Requirements**

### 3. PROJECT PIPELINE AND INTEGRATION

#### 3.1 PROJECTS: CURRENT, PLANNED & PRIORITY

##### 3.1.1 Project Planning

It is important to note that the process of project planning is an incremental approach that is limited by the availability of resources. The key resources, which limit a municipality's ability to implement projects include the financial resources (Housing Subsidies, MIG Bulk Services funding and

municipal funding to employ human capacity etc.) and human resources (skilled and competent municipal and professional capacity). It is therefore critical that these limited resources are effectively managed to maximise their efficiency. For this reason the ideal approach to project planning and selection includes the establishment of practical and realistic housing delivery goals and targets for projects.

This process enables a municipality to focus its limited resources more effectively, thereby enabling it to concentrate on a smaller number of housing projects with a greater possibility of successful implementation. Furthermore it is the responsibility of the local municipality (through the housing sector plan) to effectively balance its selection of projects (i.e. the mix between rural and urban housing, slums clearance and credit linked housing, special needs, social and project linked housing etc.)

The Engineering Services Section is responsible for housing in Emalahleni. The organisational structure has 1 post for a Housing Officer which is presently filled. The balance of functions are either contracted to service providers or managed by the Province.

The mandate is partially fulfilled as follows:

KEY AREA	CAPACITY
Development of housing sector plan	Outsourced
Demand database	Housing officer
Land release	Town planning
Land packaging	Outsourced: professionals
Project packaging	Outsourced: professionals
Project development	Outsourced: contractors
Housing administration	Housing and admin officer
Project management	Province

### 3.1.2 Appropriate Organisation Structure to Meet the Mandate as well as the Planned Delivery



The Housing Manager will be responsible for strategic planning, performance management, contract management, stakeholder and governmental relations (IGR).

The technical person will be responsible for land and project packaging and project



development and management and most importantly to generate and track the project pipeline. The administrator will be responsible for the housing demand, beneficiary and community management housing finance and administration.

### **3.1.3 Strategic Housing Goals**

The Housing Unit's Strategic Priorities include scaling up of the delivery of subsidised housing to meet the demand through:

#### **3.1.3.1 Project Development and Management, by:**

- a) Packaging projects in terms of top structure, undertaking procurement of contractors and initiating project construction.
- b) Undertaking project management of all current running projects in order to ensure good quality and timely completion.
- c) Continuing to roll out existing projects and ensuring that financing and systems are in place to initiate new priority projects, including those within the ISRHDP strategy.
- d) Having a dedicated programme to close out blocked projects.
- e) Programming the rectification needs of the current projects.

#### **3.1.3.2 Project Pipeline, by:**

- a) Integrating the existing information on delivered, planned, in implementation and blocked projects into a single project pipeline database with system for regular updating.
- b) Planning projects that are aligned with the provincial housing sustainability criteria.
- c) Submitting new projects to the Province for funding approval and technical support.

### **3.1.4 Project Classification**

A critical requirement for the HSP is the evaluation of the technical and social feasibility of all the current and planned projects. Current projects by definition have gone through a lengthy feasibility analysis. Therefore the project should have been evaluated at the conditional approval stage and thereafter at the full project feasibility approval stage, before the project agreement is signed by the MEC.

However while many of these projects may be deep into implementation and others may have only recently had project agreements signed, there may still be outstanding project risks which have not been adequately resolved, or issues that have surfaced through the implementation process.

When developing the housing sector plan, it is useful to distinguish between projects at the following four stages of development, since they require slightly different treatment in terms of the way that they are assessed and accommodated within the plan.

**Stage 1:**

Projects which have only recently been identified, and will therefore have only limited project information available.

**Stage 2:**

Projects which are under preparation/packaging, and will therefore have varying amounts of information available arising from the feasibility work being undertaken.

**Stage 3:**

Projects in which the preparation/packaging phase has been completed, however the project has not been approved by the Department of Human Settlements (full project information should be available).

**Stage 4:**

Projects which have already been approved and are in the detailed design or construction implementation phase (full project information should be available).

Projects in stages three and four should have all the relevant project information required in the housing plan evaluation process, whereas projects in stage one and two will have less information available, and in some cases, very little.

Notwithstanding these differences, project should not automatically be jeopardised in the prioritisation process, due to a lack of available information. The reason for this is that in some cases there will be projects in which the packaging phase has been completed or is well advanced, however some key project risks may still not have been eliminated. These projects should not block the implementation of other projects, with less available information, which may be feasible, and therefore prove more successful in the long run.

#### **3.1.4 Projects: Delivered**

#### **3.1.5 Projects: Current**

The section consists of details (project type, project name, number of sites/beneficiaries, project status, etc.) concerning current and planned housing projects in the municipal area.

##### **3.1.5.1 Current Housing Projects**

Refer to Chapter 13 for a list of department's overall project list for the Emalahleni Municipality.

#### **3.1.7 Projects: Priority (Outcome 8, Social or Rental, Child Headed, etc.)**

The prioritised projects do not provide clear information on the response to the Outcome 8 targets. The priorities also do not make mention of Social or Rental Housing in the Municipality.

## **3.2 INTEGRATION**

Integration of all the relevant sector department delivery programs should be achieved through an effective HSP. The Plan should summarise all relevant infrastructure development plans and then match them with the proposed multiple housing project delivery plan.

It is the responsibility of the service provider (or Municipal Official if the HSP is completed internally), with the assistance of the Municipal Housing Official, to collect all of the relevant sector plans and other relevant information in the IDP to ensure that the proposed housing delivery program matches the delivery of the other relevant sector department interventions. While infrastructural development requirements are of primary importance, alignment of other sector departments such as health and education, etc. should not be ignored.

The HSP should also be instrumental in detailing an institutional framework for housing delivery in the Municipality, which has as its core function the integration of relevant governmental sectors (e.g. Water, Roads, Sewer, Electricity, Health, Education etc.) at a project level during implementation. It should be noted that whilst IDP's and, specifically, the HSP play an important role in co-ordinating

and enabling development, additional work is required to ensure that they translate into meaningful integration at the project level.

### 3.2.1 Strategic Housing Goals

The vision of this HSP is to create integrated and sustainable communities. To make this vision a reality, the Municipality has to support the notion of productivity, inclusivity, good governance and sustainability. Given the demand profile, the provision of a suitable Rural Housing programme is core to this plan.

Among the strategic priorities is the scaling up of the delivery of subsidised housing to meet the demand through project pipeline, by:

- (a) Integrating the existing information on delivered, planned, in implementation and blocked projects into a single project pipeline database with system for regular updating.
- (b) Planning projects that are aligned with the provincial housing sustainability criteria.

### 3.2.2 Cross-sector Alignment Issues

Very little cross sectoral integration within IDP and other sector plans. There is a need focus on integration in future review of all sector plan within the Municipality.

#### 3.2.2.1 Housing Planning and Delivery Risk Management Matters

RISK	RISK MITIGATION
Poor information and analysis on the need and demand for proper planning.	<ul style="list-style-type: none"> <li>• Undertake Housing Demand Survey / Housing Voice.</li> <li>• Ensure project pipeline is applied, identifying aspects of existing and planned projects that need to be covered.</li> </ul>
Poor capacity within the municipality.	<ul style="list-style-type: none"> <li>• Ensure clear allocation of responsibilities.</li> <li>• Identify areas requiring capacity.</li> <li>• Identify strategic partners.</li> <li>• Review organogram and skills plan based on in-house responsibilities.</li> </ul>
Lack of properly structured co-operation between the municipality and the province.	<ul style="list-style-type: none"> <li>• Submit formal requests for partnering / training / mentoring.</li> <li>• Establish SLA for on-going support.</li> </ul>
Difficulty of resolving the secure tenure issues in the communal areas.	<ul style="list-style-type: none"> <li>• Follow provisions of IPILRA.</li> <li>• Establish partnership between DRDLR.</li> </ul>
Lack of proper control and management of the current projects in Emalahleni.	<ul style="list-style-type: none"> <li>• Obtain PRT information.</li> <li>• Integrate with Project Pipeline.</li> <li>• Ensure PRT/ DoHS officials communicate with LM.</li> </ul>

### 3.2.3 Gap Analysis

The following table outlines the key gaps that require filling to substantially strengthen the possibility of an implementable strategy for this housing chapter, with a key objective of integration



GAPS TO ADDRESS	MODE
Establishment of the real nature of need and demand including better analysis of the interaction and separation of tenure security, basic infrastructure and top structure.	Research on the baseline documents including Provincial MTEF, land reform stats and basic infrastructure information + discussion with municipalities on summarised information.
Proper listing of completed, existing and future projects with necessary baseline and tracking information	Use of supplied template to co-ordinate information from different sources and then updating and completing this in contact with key local and provincial stakeholders. Possibly a provincial project.
Analysis of proposed infrastructure expenditure including water, sanitation, roads and storm water drainage and linkage of this to housing priority areas.	Source from provincial government documents and use local municipality to link with existing priority areas of housing need. Important to link this back to the housing project pipeline to identify where there are direct linkages.
Financing available for housing and infrastructure in the area. Analysis of the existing financing allocated to the area for infrastructure, land reform and housing and the linkage to established priorities	From the provincial MTEF and land reform MTEF + linkage back to defined housing priorities in the area.

### 3.2.4 Local Economic Development and Social Infrastructure

The level of detail presently available on access to social and economic infrastructure and services is lacking. From the existing strategic planning and sector planning documents it is also not clear whether priorities and projects in these plans have been identified based on present housing programmes or priorities. It is anticipated that with improved quality of information on the housing voice and need within the municipality, other sector plans will be better informed and enabled to respond to the social, infrastructural and economic needs of the residents of the area.

### 3.3 PRIORITIZATION OPTIONS

The prioritization process aims to ensure that there is the most efficient use of finances through selecting the most appropriate funding sequence for a selection of projects or programmes in a specific area. Of core importance is determining the most appropriate criteria against which project should be measured to maximize funding benefits.

#### **Prioritization Models:**

The following is a list of prioritization models as outlined by Professor Robinson (Project Preparation Trust, 2006:24-26):

- Logic of precedence model
- Kickstart model
- Hardship indices model
- Complex ranking model
- Strategic framework model

### 3.4 RECOMMENDED PRIORITISATION MODEL

The following model combines the best aspects of the models listed above as suggested for prioritization of projects in housing sector plans in the Eastern Cape municipal areas.

- Firstly all projects should be broadly categorized according to the primary provincial housing prioritization objectives such as "slums clearance projects" or other ECDHS prioritization directives.
- IDP and SDF compatibility, ensure that all projects identified are compatible with the spatial development frameworks established in the original IDP.
- Housing Need, determine relative housing and infrastructure need between communities in the municipal area. Technical and Social feasibility: evaluate the current and planned projects, to determine their technical and social feasibility for implementation.
- Trigger issues (i.e. Generating LED, Agricultural development); evaluate projects to determine whether they have the potential to trigger other essential development.

Stage two of the suggested prioritization model requires the political verification and/or potential adjustment of the prioritized projects through council's the approval process.

### 3.5 CASH FLOW AND PROGRAMS

A multi-year housing plan outlines a further set of developments aimed at improving the quality of strategic and performance plans, while at the same time simplifying the process further.

Once all of the projects have been identified and initially prioritized, individual programs and cash flows will be determined. Once all of the programs and cash flows are complete they should be summaries and condensed into an overall project program schedule and then into a single cash flow spreadsheet.

This spreadsheet should include the cash flow requirements (5 year time horizon) for all of the current projects in section 1 thereafter all of the planned project should be placed in section 2, the total of the two sections should then be added together to determine the municipal funding requirements for the 5 year horizon. An example the spreadsheet should indicate at least following basic information.

The financial year indicated in the cash flows should be from the 1st of July to the 31st of June. It should be noted however that this does not coincide with the National and Provincial financial years which run from the 1st April to the 31st of March each year. This overall cash flow statement and the summarized programs can then be used by the municipality as part of the housing annual work plan to all measure housing projects progress.

It is important to note that historically project managers have drastically under estimated cash flow projections. These under estimations can be attributed to a number of factors including the optimistic outlook of the project manager, pressure and urgency of delivery that drives all stakeholders and the complex nature of projects which hampers implementation. Therefore for cash flow projections to be as accurate as possible, service providers and local municipalities should be as conservative in their estimations.





**Programme 2: Scale up of the delivery of subsidised housing to meet the demand**

Deliverable	Key activity	Timeframe					Responsibility	Cost
		12	13	14	15	16		
Strategic planning:								
Annual environment analysis in order to review and revise annual housing sector plan / aligned with IDP Review	Consider: Report on housing demand from housing voice and Housing Needs Register Supply report from pipeline of projects Integration report	Apr					Municipality	
Plan for emergency housing	Collect information on disaster risk in the Municipal area (Provincial Disaster Management Plan preparation underway) and establish appropriate systems and networks to respond to potential disasters.	July					Municipality	
Developed localised policies to create a more enabling environment and to manage the mushrooming of inadequate housing	Local Town planning dispensation Localised policy to address tenure related to commonage ISRHDP policy Informal settlement strategy	Oct					Municipality	
Project pipeline:								
Installation of designed data base system that holds the integrated project pipeline	Upload tracking tool for the project pipeline	Jan					Province	
Trained staff able to use and update.	Training of relevant staff in the municipality to use and update the system.	Feb					Province	
Populated pipeline with all information up to date and verified.	Collect and input all the information from the relevant sources including importantly sections in the municipality, the district and the ECCoHS	Mar					Province with municipality.	
Quarterly updates and annual review report	All the additional projects or changes in status and information of existing entered and	Oct					Municipality	

Deliverable	Key activity	Timeframe					Responsibility	Cost
		12	13	14	15	16		
	quarterly report for management and council. Informed annual review reports.							
ISRHDP Strategy:								
Proposal for development of a rural strategy with budget	Prepare proposal for education the information gathering, analysis and strategy	Feb					Municipality in conjunction with Province	
Internal or external people appointed to carry out work	The selection of the right team to undertake the work	Mar					Municipality in conjunction with Province	
Baseline information.	Collection of all existing relevant information on the context, nature and location of rural housing, priority interventions re tenure, infrastructure and top structure for all key stakeholders.	Jul					Selected Internal or external team	
Key stakeholder feedback and direction on baseline information	Workshop of key stakeholders to discuss baseline information, its accuracy, relevancy and identify gaps	Aug					Stakeholders and Selected Team	
Further information gathered and analysis and initial strategy.	To fill the gaps and to proceed to defining a draft strategy from analysis of information gathered through desktop or informant interviews.	Oct					Selected team	
Stakeholder Input into Strategy	Workshop to present and discuss the info, analysis and draft strategy.	Oct					Stakeholders and Selected Team	
Strategy and linkage to municipal and provincial budget and MTEF.	From the workshop contributions finalise the strategy but link with available resource streams.		Jan				Selected team.	
Strategy inputted into IDP and reviewed annually.	The strategy integrated into the Housing chapter and linkage back to municipal budget and MTEF.		Jan				Municipal Housing Section	
Land for housing development	Undertake land feasibilities, procurement of suitable parcels, including land identified by Province for transfer to Municipality	Mar	On-going				Housing officer with ECDoS	
Preparation of identified	Co-ordination of the preparation of the	Mar	On-going				Housing officer with	













## **10. CHAPTER 10 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (FINANCIAL PLAN)**

### **10.1 Introduction**

- In general, a financial plan is a budget. In other words a plan for planned spending and for reserving income for future expenditure. This plan allocates future income to various types of expenditure, such as salaries, general expenditure, repairs and maintenance and also aims to reserve some income for short term and long-term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future economic benefits.
- One of the key issues identified for the sustainability of Emalahleni Local Municipality is expanding its revenue base to ensure that it remains financially viable and sustainable.
- This financial plan includes therefore the assumptions used when compiling the operating and capital budget, financial strategies and policies as well as the accounting policies

Financial viability is a key priority for 2018 to 2022 and our main focus is on:

- Achieving a clean audit outcome
- Complying with all LG legislations
- Building capacity in the finance departments
- Improving efficiency in our Supply Chain Management processes
- Implementing internal audit report recommendations
- Implementing sound financial reporting and control mechanisms
- Improve own revenue collection

#### **Overview of financial viability**

The municipality's financial management capacity is steadily growing. However, we are still unable to achieve as desired a clean audit outcome. This remains our strong aim as the council. Due to low economic development, we are experiencing linked problems of:

- Poor payment levels
- A large pool of debt comprises the 120 and above debtor day's category and this situation is compounded by historic debt that will not be recovered. Council needs to resolve on bad debt and write-off decision in order to cleanse our billing database
- No sustainable financial reserve to cushion us from bad debt and low payment levels
- Over reliance on national fiscal grants to fund our programmes and IDP commitments
- Lack of sound partnerships with private sector for leveraging our service delivery funding

### **10.2 Key focus areas for the 2018/19 budget process and assumptions**

#### **10.2.1 Local government conditional grants and additional allocations**

The proposed division of revenue continues to prioritise funding services for poor communities. Allocations to local government subsidise the delivery of free basic services to low-income households, and the infrastructure needed to deliver those services.

The 2017 Medium Term Budget Policy Statement (MTBPS) indicates transfers to local government for the 2018 MTREF are R397 billion, of which 62.2 per cent comprise unconditional allocations while the remainder is conditional grant funding. The allocations for local government over the medium term represent 9.2 per cent of non-interest expenditure and an increase of 8.3 per cent.

The equitable share and the allocation of the general fuel levy to local government constitute unconditional funding. Conditional grant funding must be utilised for the intended purpose within the timeframes, as specified in the annual Division of Revenue Bill. Monies not spent must be returned to the fiscus and requests for roll-overs will only be considered in extenuating circumstances.

#### 10.2.2 Headline inflation forecast

##### The outlook for inflation

It is important to note that the 2017 projected Gross Domestic Product (GDP) growth forecast of 1.3 per cent in the 2017/18 budget was revised down to 0.7 per cent. The rate of recovery will be slow and at this time, it is anticipated that growth of 1.9 per cent may be reached by 2020.

The following table indicates the estimated movement in the inflation percentage in the coming three years:

#### MACROECONOMIC PERFORMANCE AND PROJECTIONS 2017/18 - 2020/21

Fiscal year	2016/17 Actual	2017/18 Estimate	2018/19	2019/20 Forecast	2020/21
CPI Inflation	6.30%	5.80%	5.2%	5.50%	5.5%

#### 10.2.3 Eskom bulk tariff increase

2017/18 was the last year of the third Multi-Year Price Determination (MYPD) for Eskom's tariffs approved by the National Energy Regulator of South Africa (NERSA). Eskom has applied for a one year average tariff increase of 19.9 per cent for 2018/19. For municipalities, the different timing of the municipal financial year means that the increase Eskom has applied for would mean a 27.29 per cent average tariff increase in the 2018/19 municipal financial year.

Municipalities should note that the average electricity tariff increase for municipalities in the 2017/18 municipal financial year was only 0.31 per cent. MFMA Circular No. 86 noted that by the time that tariff announcement was made, the local government equitable share allocations for 2017/18 had already been calculated with a higher electricity tariff increase. That circular said that "municipalities will have to budget to retain any surplus funds from the higher free

basic services subsidy paid [through the local government equitable share] in 2017/18 in order to offset the cost of providing free basic electricity in 2018/19.\*

Municipalities are also urged to examine the cost structure of providing electricity services and to apply to NERSA for electricity tariff increases that reflect the total cost of providing the service so that they work towards achieving fully cost-reflective tariffs that will help them achieve financial sustainability. Municipalities in arrears with Eskom should ensure that their payment arrangements are effected in their 2018/19 MTREF budget.

#### 10.2.4 Employee related costs

The *Salary and Wage Collective Agreement* for the period 01 July 2015 to 31 June 2018 has come to an end. The process is under consultation; therefore, in the absence of other information from the South African Local Government Bargaining Council communication will be provided at a later stage. The municipality has made provision of a flat 9% increase on all employee related costs for staff officials and a 10% for all Senior Managers salaries and 14% for their Performance bonuses in line with their employment contracts.

The table below reflects employee costs as a % of operating budget

EC136 Emalaheni (Ec) - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	R: thousand	Rr	2018/19 Medium Term Revenue & Expenditure Framework		
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Expenditure By Type</b>					
Employee related costs		2	85,278	94,975	64,277
Remuneration of councillors			10,708	14,799	18,131
Debt repayment		3	5,000	5,000	8,000
Depreciation & asset impairment		2	28,721	24,256	24,268
Finance charges			2,215	2,215	2,215
Bank charges		2	15,074	15,076	15,070
Costs materials		8	2,755	2,068	2,068
Contracted services			18,727	15,612	14,512
Transfers and subsidies			290	290	290
Other expenditure		4,5	22,255	21,010	21,055
Loss on disposal of PPE			-	-	-
<b>Total Expenditure</b>			<b>184,028</b>	<b>192,724</b>	<b>189,607</b>
Employee related costs as a % of Total Expenditure			46%	47%	49%
Remuneration of councillors as a % of Total Expenditure			7%	8%	8%
Total			54%	55%	57%

Employee costs amounts to 46% of the operating budget for the 2018/19 and 47% 2019/20 financial years. This percentage then increases to 49% in the 2020/21 budget year. This is mainly due to the fact that the Municipality has adopted cost cutting and cost containment on all its expenditure lines items so to enable financial viability of the municipality, however employee



costs cannot be cut due to contractual obligations and labour acts, in order to manage this cost will only fill vacated posts that are crucial to the operations of the municipality and all other posts will be left unfilled until such time that the cost is maintained at an acceptable level.

#### **10.2.5 Remuneration of Councillors**

Councillor's remuneration has been increased by 8% for the 2018/19 financial year. Councillor's remunerations amount to 7% of operating budget for the 2018/19 financial year. This % expenditure increases to 8% over the 2 outer years to 2019/20 financial year for the same reason as was provided under employee related costs above.

#### **10.2.6 Non-payment of ESKOM**

Section 85(2) a) of the Municipal Finance Management Act, 2003 (MFMA, ACT No. 56 of 2003) states that "The accounting officer of a municipality is responsible for the management of the expenditure of the Municipality" and "that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement. Emalahleni LM continues to be within the legislated 30 day period for creditors and particularly for ESKOM.

The municipality has ensured in the 2017/18 financial year that all creditors are paid within the 30 days legislated time frame.

#### **10.2.7 mSCOA**

The implementation of mSCOA Regulations from 01 July 2017 revealed some of the challenges with version 6.1 of the chart that must be addressed. As a result of this, the chart was updated to version 6.2. Version 6.2 of the chart will be effective from 2018/19 and must be used to compile the 2018/19 MTREF. In addition, there were classification differences between the original budgets that were adopted by municipal council and the data strings that were submitted to National Treasury. Furthermore, the budget related policies were not updated to align to mSCOA (e.g. Virement policy).

The Emalahleni municipality is in the process of implementing its Council approved mSCOA implementation plan and is making satisfactory progress. The mSCOA Steering committee meets monthly to bi-monthly. All planned activities are achieved and implemented. However there are still challenges with full implementation of this reform and the municipality is working hand in hand with the service provider and Provincial Treasury to ensure these challenges are overcome.

#### **10.2.8 Other assumptions**

➤ **Debt impairment:** the overall current collection levels are at 35% and the target collection rate for 2018/19 is 65%.

Payment levels for the following revenue streams have been estimated as follows (subject to finalization of the budget process):

Property rates	35%
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Electricity	90%
Refuse	35%

The provision for bad debt, as per the Annual Financial statements for 2016/17 stands at R 42 258 million.

- **Bulk electricity purchases:** Emalahleni Municipality will increase its tariffs with an average of 6.84% as per NERSA guide;
  - **Other expenditure:** All other expenditure will increase at a rate of 1.0% for 2017/18 and the outer years respectively.
  - The municipality will continue with its current powers and functions;
  - The Budget is based on current service levels.
  - The new electricity network through INEP Grant has not contributed to our electricity income as it is connected to Eskom's grid.
  - Government grants for the years 2018/2019 to 2020/2021 are as per the Division of Revenue Act, assuming that all allocations will be received;
  - Growth in staff related costs has been provided for in the budget at 9% for 2018/19, growth in the remaining expense items have been forecasted based on the actual activities to be undertaken.
- 
- Tariff increases relating to services are as follows:
    - Rates 5.2%
    - Electricity 6.84%
  - All other service charges have been set at rates that are cost reflective and were benchmarked with municipalities of the same size.

### 10.3 OPERATING AND CAPITAL BUDGETS

The three-year financial plan includes an Operating Budget, Cash flow and Capital Programme for the three outer years till June 2021.

#### 10.3.1 Operating budget/plan

EC136 Emalahleni (Ec) - Table A1 Budget Summary

Description	2016/17	2016/15	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Financial Performance</b>										
Property rates	4,713	15,714	4,345	4,302	4,511	-	-	4,615	4,846	5,082
Service charges	11,159	12,053	14,736	14,235	13,523	-	-	15,159	15,559	16,737
Investment revenue	5,130	2,845	2,913	2,535	1,061	-	-	2,045	3,149	2,355
Transfers recognised - operational	112,561	145,130	122,275	122,530	121,551	-	-	122,829	110,551	116,460
Other non revenue	2,057	11,265	2,006	2,249	2,243	-	-	2,644	10,128	10,532
<b>Total Revenue (including capital transfers and contributions)</b>	<b>145,520</b>	<b>186,917</b>	<b>146,275</b>	<b>145,291</b>	<b>142,895</b>	<b>-</b>	<b>-</b>	<b>147,292</b>	<b>144,233</b>	<b>150,216</b>
Employee costs	42,913	55,775	67,572	71,331	78,282	-	-	65,273	61,315	66,277
Remuneration of councillors	10,404	10,665	11,125	12,071	12,568	-	-	12,703	14,739	15,131
Depreciation & asset impairment	32,245	31,320	20,554	24,729	25,545	-	-	23,721	24,250	24,255
Finance charges	787	422	1,063	657	657	-	-	2,219	1,215	2,215
Materials and bulk purchases	16,642	14,248	14,385	23,037	19,229	-	-	17,355	17,153	17,158
Transfers and grants	-	-	-	435	1,379	-	-	250	290	250
Other expenditure	62,193	95,740	70,773	64,384	44,221	-	-	42,995	42,622	47,471
<b>Total Expenditure</b>	<b>164,185</b>	<b>198,772</b>	<b>165,342</b>	<b>194,739</b>	<b>182,540</b>	<b>-</b>	<b>-</b>	<b>164,256</b>	<b>162,724</b>	<b>166,907</b>
<b>Surplus/(Deficit)</b>	<b>(18,665)</b>	<b>(11,855)</b>	<b>(19,067)</b>	<b>(49,448)</b>	<b>(39,645)</b>	<b>-</b>	<b>-</b>	<b>(16,964)</b>	<b>(18,491)</b>	<b>(16,691)</b>
Transfers and subsidies - capital (monetary allocation)	30,389	30,515	25,170	33,046	33,666	-	-	44,279	31,646	31,434
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(18,665)</b>	<b>(11,855)</b>	<b>(19,067)</b>	<b>(49,448)</b>	<b>(39,645)</b>	<b>-</b>	<b>-</b>	<b>(16,964)</b>	<b>(18,491)</b>	<b>(16,691)</b>
Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(18,665)</b>	<b>(11,855)</b>	<b>(19,067)</b>	<b>(49,448)</b>	<b>(39,645)</b>	<b>-</b>	<b>-</b>	<b>(16,964)</b>	<b>(18,491)</b>	<b>(16,691)</b>
<b>Capital expenditure &amp; funds sources</b>										
Capital expenditure	38,525	48,395	38,590	40,259	31,954	-	-	60,554	31,849	33,436
Transfers recognised - capital	30,389	30,515	25,170	32,285	32,358	-	-	44,825	31,646	33,436
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	6,000	2,545	-	-	15,000	-	-
Internally generated funds	5,127	18,285	10,420	-	-	-	-	725	-	-
<b>Total sources of capital funds</b>	<b>38,525</b>	<b>48,895</b>	<b>38,590</b>	<b>40,259</b>	<b>39,957</b>	<b>-</b>	<b>-</b>	<b>60,554</b>	<b>31,849</b>	<b>33,436</b>

Cash flow projections for the current year and the three outer budget years



EC150 Enshaheni (Ec) - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2020/21
<b>Revenue By Source</b>																
Property rates		385	385	385	385	385	385	385	385	385	385	385	385	4,615	4,615	4,615
Service charges - electricity revenue		881	881	881	881	881	881	881	881	881	881	881	881	10,570	10,570	10,570
Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		385	385	385	385	385	385	385	385	385	385	385	385	4,626	4,626	4,626
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rents of fixtures and equipment		81	81	81	81	81	81	81	81	81	81	81	81	972	1,022	1,072
Interest earned - external investments		170	170	170	170	170	170	170	170	170	170	170	170	2,040	2,140	2,240
Interest earned - outstanding loans		445	445	445	445	445	445	445	445	445	445	445	445	5,340	5,570	5,800
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees, penalties and forfeits		9	9	9	9	9	9	9	9	9	9	9	9	110	115	120
License and permits		109	109	109	109	109	109	109	109	109	109	109	109	1,308	1,373	1,438
Agency services		104	104	104	104	104	104	104	104	104	104	104	104	1,248	1,308	1,368
Transfer and subsidies		41,270	-	-	-	-	41,270	-	-	-	-	-	41,270	123,828	121,531	120,432
Other revenue		46	46	46	46	46	46	46	46	46	46	46	46	554	571	588
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (including capital transfers and contributions)</b>		<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>45,392</b>	<b>553,893</b>	<b>553,893</b>	<b>553,893</b>
<b>Expenditure By Type</b>																
Employee emoluments		7,108	7,108	7,108	7,108	7,108	7,108	7,108	7,108	7,108	7,108	7,108	7,108	86,296	86,296	86,296
Remuneration of contractors		1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	13,704	13,704	13,704
Depreciation		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,000	6,000
Depreciation on asset impairment		1,977	1,977	1,977	1,977	1,977	1,977	1,977	1,977	1,977	1,977	1,977	1,977	23,724	23,724	23,724
Finance charges		185	185	185	185	185	185	185	185	185	185	185	185	2,220	2,311	2,402
Govt subsidies		1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	15,072	15,072	15,072
Other materials		232	232	232	232	232	232	232	232	232	232	232	232	2,784	2,896	3,008
Contractual services		1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	12,996	13,512	14,028
Transfer and subsidies		24	24	24	24	24	24	24	24	24	24	24	24	288	290	292
Other expenditure		1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	22,236	23,010	23,784
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>15,336</b>	<b>184,023</b>	<b>184,023</b>	<b>184,023</b>
<b>Surplus/Deficit</b>																
Transfer and subsidies - capital (primary)		14,760	(12,716)	(12,716)	(12,716)	(12,716)	25,500	(12,716)	(12,716)	(12,716)	25,500	(12,716)	(12,716)	(20,685)	(20,685)	(20,685)
Grants (national / Provincial and District)		-	-	-	-	-	15,760	-	-	-	16,760	-	-	44,279	31,848	33,484
Transfer and subsidies - capital (secondary)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants (national / Provincial / Departmental agencies, municipalities, non-profit organisations)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants (Provincial, Public, Commercial, Higher Education Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - capital (tertiary)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/Deficit after capital transfers &amp; contributions</b>		<b>40,768</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>41,260</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>41,260</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>13,984</b>	<b>3,115</b>	<b>(1,362)</b>
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subsidy to companies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State of surplus / deficit of resource		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/Deficit</b>	<b>1</b>	<b>40,768</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>41,260</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>41,260</b>	<b>(12,716)</b>	<b>(12,716)</b>	<b>13,984</b>	<b>3,115</b>	<b>(1,362)</b>

10.3.2 Capital budget/plan

EC136 Entableni (Ez) - Table A4 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2016/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousands</b>										
<u>Capital expenditure &amp; funds sources</u>										
Capital expenditure	38,526	48,896	36,588	40,358	39,904	-	-	60,554	31,848	33,483
Transfers recognised - capital	30,393	30,615	28,170	32,358	32,358	-	-	24,628	31,848	33,483
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	8,000	7,546	-	-	15,000	-	-
Internally generated funds	8,133	18,281	10,428	-	-	-	-	726	-	-
Total sources of capital funds	38,526	48,896	36,588	40,358	39,903	-	-	60,554	31,848	33,483

10.3.3 Capital Budget performance and spending

CAPITAL EXPENDITURE

	2014/15			2015/16			2016/17
	AUDITED ACTUALS '000	% SPEND	BUDGET '000	AUDITED ACTUALS '000	% SPEND	BUDGET '000	BUDGET '000
	41,071	94%	43,585	49,948	97%	48,503	36,874

EXTENT OF RELIANCE ON GRANT FUNDING FOR CAPITAL BUDGET

	2014/15 ACTUAL	%Of Total	2015/16 ACTUAL	%Of Total	2016/17 ACTUAL	%Of Total
Grant Funded	30,967	75%	30,615	61%	26,170	71%
Own Funding	10,104	25%	19,333	39%	10,677	29%
<b>Total</b>	<b>41,071</b>		<b>49,948</b>		<b>36,847</b>	

10.3.4 Capital Budget and Asset Management

The Capital and Asset Management Programme is listed in the Tables below.



ED136 Emalahleni (Ed) - Table A9 Asset Management

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcomes	Audited Outcomes	Audited Outcomes	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousand</b>										
<b>CAPITAL EXPENDITURE</b>										
<b>Total Non-Assets</b>		38,526	46,000	33,798	27,293	25,741	-	53,024	14,718	11,674
Roads Infrastructure		5,520	19,305	16,359	3,982	6,952	-	-	-	-
Storm Water Infrastructure		-	5,312	497	596	596	-	225	-	-
Electrical Infrastructure		-	-	2,709	5,806	5,804	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sewerage Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	1,000	-	-	-	2,800	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		6,420	24,617	22,166	18,567	18,793	-	225	2,800	-
Community Facilities		12,160	5,160	5,054	2,055	2,055	-	17,570	8,616	11,974
Sport and Recreable Facilities		4,564	1,751	-	300	300	-	12,973	3,000	-
Community Assets		17,694	6,911	5,064	2,355	2,359	-	26,543	11,616	11,974
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		2,452	3,402	4,235	6,300	6,000	-	15,000	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		3,438	6,405	4,126	2,000	4,000	-	15,000	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	880	-	-
Services		-	-	-	-	-	-	-	-	-
Licences and Rights		70	-	-	-	-	-	-	-	-
Intangible Assets		70	-	-	-	-	-	-	-	-
Computer Equipment		432	671	590	510	700	-	-	-	-
Furniture and Office Equipment		1,585	2,715	1,456	360	375	-	-	-	-
Machinery and Equipment		3	149	529	700	-	-	50	-	-
Transport Assets		3,800	3,724	3,567	1,000	1,545	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	1,569	1,162	-	-	-	-





ASSET REGISTER SUMMARY - PPE (NDV)

	5									
Roads Infrastructure		170,764	172,003	176,452	191,173	183,273		170,997	170,493	169,543
Storm water Infrastructure		7,329	7,640	7,692	9,790	9,203		9,255	7,024	8,910
Electrical Infrastructure		10,830	10,264	12,491	25,752	21,554		20,864	20,551	24,737
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure		3,970	3,132	3,550	4,207	6,964		10,264	13,064	13,064
Rain Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure		193,383	199,679	206,192	230,922	223,004	-	211,480	212,927	216,264
Community Facilities		73,094	78,485	81,027	43,595	51,858		69,029	77,334	86,306
Stock and Processors Facilities		30,463	31,244	30,157	53,247	56,761		74,492	76,208	74,925
Community Assets		103,586	109,729	112,184	96,948	108,429	-	143,521	147,580	163,322
Heritage Assets		183	183	153	183	183		183	183	183
Revenue Generating		6,434	4,162	4,154	3,972	3,880		3,871	3,861	3,862
Non-revenue Generating										
Investment properties		6,434	4,162	4,154	3,972	3,880	-	3,871	3,861	3,862
Operational Buildings		75,287	53,552	57,593	78,479	57,552		81,719	80,888	80,057
Housing										
Other Assets		75,287	63,662	67,697	78,479	67,632	-	81,719	80,888	80,067
Biological or Cultivated Assets								800	800	800
Services										
Licences and Rights		207	131	309	191	256		266	235	284
Intangible Assets		207	131	309	191	256	-	266	235	284
Computer Equipment		569	1,498	1,751	2,133	2,343		1,958	1,567	1,175
Furniture and Office Equipment		3,139	5,213	5,724	8,248	5,548		4,552	3,533	2,514
Machinery and Equipment		383	448	456	1,167	832		777	670	563
Transport Assets		11,725	17,123	16,672	18,810	17,134		15,739	14,252	12,764
Libraries					391	426		426	426	426
Zoo's, Marine and Non-biological Animals					1,582	1,165		2,359	2,386	2,368
<b>TOTAL ASSET REGISTER SUMMARY - PPE (NDV)</b>	<b>5</b>	<b>395,298</b>	<b>467,582</b>	<b>416,678</b>	<b>441,272</b>	<b>439,832</b>	<b>-</b>	<b>467,663</b>	<b>469,298</b>	<b>474,493</b>



<b>EXPENDITURE OTHER ITEMS</b>										
<b>Depreciation</b>	7	22,245	21,552	20,954	24,729	25,546	-	25,721	24,258	24,259
<b>Repairs and Maintenance by Asset Class</b>		<b>5,276</b>	<b>7,129</b>	<b>5,123</b>	<b>8,411</b>	<b>5,318</b>	-	<b>5,273</b>	<b>5,549</b>	<b>5,376</b>
Roads Infrastructure		1,257	1,559	1,105	2,000	999	-	1,290	1,427	1,455
Storm water Infrastructure		845	3,121	397	1,548	5,529	-	1,415	1,527	1,550
Electrical Infrastructure		558	743	827	999	590	-	350	451	450
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sewerage Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		<b>2,467</b>	<b>3,534</b>	<b>2,332</b>	<b>4,236</b>	<b>3,018</b>	-	<b>2,455</b>	<b>2,884</b>	<b>2,617</b>
Community Facilities		356	733	622	354	642	-	451	456	463
Sports and Recreation Facilities		35	101	84	122	40	-	33	52	80
<b>Community Assets</b>		<b>631</b>	<b>834</b>	<b>707</b>	<b>1,034</b>	<b>682</b>	-	<b>484</b>	<b>508</b>	<b>543</b>
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Relative Generating		-	-	-	-	-	-	-	-	-
Non-Relative Generating		-	-	-	-	-	-	-	-	-
<b>Investment Properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		251	294	282	400	710	-	450	500	500
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>251</b>	<b>294</b>	<b>282</b>	<b>400</b>	<b>710</b>	-	<b>450</b>	<b>500</b>	<b>500</b>
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Services		-	-	-	-	-	-	-	-	-
Licences and Rights		137	209	176	250	50	-	152	150	150
<b>Intangible Assets</b>		<b>137</b>	<b>209</b>	<b>176</b>	<b>250</b>	<b>50</b>	-	<b>152</b>	<b>150</b>	<b>150</b>
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		492	549	451	549	478	-	414	426	426
Transport Assets		351	1,170	987	1,402	1,059	-	1,200	1,219	1,243
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		282	401	335	451	-	-	386	50	50
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>37,521</b>	<b>26,892</b>	<b>25,455</b>	<b>53,440</b>	<b>31,395</b>	-	<b>28,955</b>	<b>33,742</b>	<b>32,242</b>
Renewal and upgrading of Existing Assets as % of total capital		3.0%	3.0%	3.0%	22.4%	22.5%	0.0%	12.4%	62.0%	62.1%
Renewal and upgrading of Existing Assets as % of deprec		1.7%	3.3%	3.0%	22.0%	22.4%	0.0%	21.7%	70.4%	62.0%
R&M as a % of PPE		1.4%	1.5%	1.4%	1.9%	1.2%	1.0%	1.4%	1.3%	1.2%
Renewal and upgrading and R&M as a % of PPE		1.0%	1.0%	1.0%	2.0%	1.2%	0.0%	2.0%	5.0%	5.0%

### 10.3.5. Repairs and maintenance

The municipality continued to make huge strides during the 2016/17 and 2017/18 financial years to extend its plant. New heavy machinery and vehicle have been purchased. All these are to enhance the capabilities of the municipality to respond to its maintenance programme on existing, renewal and completely new assets. Below is the maintenance budget for the previous audited and outer years.



EC136 Emaaheni (EC) - Supporting Table 8A24c Repairs and maintenance expenditure by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Repairs and maintenance expenditure by Asset Class Sub-class</b>										
<b>Infrastructure</b>		2,981	3,534	2,852	4,235	3,918	-	3,195	2,314	3,317
Roads Infrastructure		1,257	1,569	1,408	2,000	955	-	1,360	1,427	1,435
Roads		-	-	-	-	-	-	-	-	-
Road Structures		1,131	1,502	1,267	1,800	859	-	1,350	1,427	1,435
Road Furniture		126	167	141	200	100	-	-	-	-
Capital Expend		-	-	-	-	-	-	-	-	-
Stormwater Infrastructure		845	1,122	947	1,345	1,328	-	1,413	1,527	1,652
Damage Collection		-	-	-	-	-	-	-	-	-
Stormwater Conveyance		845	1,122	947	1,345	1,328	-	1,413	1,527	1,652
Wetland		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		554	743	627	880	690	-	430	430	430
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		85	110	93	132	162	-	75	75	75
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		194	257	217	308	278	-	175	175	175
LV Networks		283	376	317	450	250	-	180	180	157
Cable Spans		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		531	531	707	1,084	532	-	516	516	523
Community Facilities		556	738	822	884	642	-	451	451	453
Halls		277	267	310	440	350	-	130	130	130
Canteen/Caterings		132	175	148	210	107	-	150	152	134
Parks		-	-	-	-	-	-	-	-	-
Parks Open Space		147	165	185	234	192	-	170	175	178
Sport and Recreation Facilities		75	100	84	120	40	-	80	80	60
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		75	100	84	120	40	-	80	80	60
Capital Expend		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		251	334	282	400	700	-	450	300	300
Operational Buildings		251	334	282	400	700	-	450	300	300
Municipal Offices		251	334	282	400	700	-	450	300	300
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		157	209	176	250	90	-	130	130	130
Services		-	-	-	-	-	-	-	-	-
Licences and Rights		157	209	176	250	90	-	130	130	130
Water Rights		-	-	-	-	-	-	-	-	-
Electricity Rights		-	-	-	-	-	-	-	-	-
Solid Waste Licences		-	-	-	-	-	-	-	-	-
Computer Software and Applications		157	209	176	250	90	-	130	130	130
Local Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>		400	534	451	540	470	-	470	426	426
Machinery and Equipment		400	534	451	540	470	-	470	426	426
<b>Transport Assets</b>		551	1,170	867	1,400	1,350	-	1,260	1,010	1,010
Transport Assets		551	1,170	867	1,400	1,350	-	1,260	1,010	1,010
<b>Licences</b>		-	-	-	-	-	-	-	-	-
Licences		-	-	-	-	-	-	-	-	-
<b>Zoos, Marine and Non-biological Animals</b>		300	401	335	480	-	-	300	80	80
Zoos, Marine and Non-biological Animals		300	401	335	480	-	-	300	80	80
<b>Total Repairs and Maintenance Expenditure</b>		<b>5,255</b>	<b>7,225</b>	<b>5,923</b>	<b>8,411</b>	<b>6,310</b>	<b>-</b>	<b>6,259</b>	<b>5,846</b>	<b>6,305</b>
<b>R&amp;M as a % of APE</b>		1.4%	1.1%	1.4%	1.0%	1.0%	0.0%	0.9%	1.3%	1.2%
<b>R&amp;M as % Operating Expenditure</b>		2.0%	3.7%	3.2%	4.1%	3.2%	0.3%	0.6%	3.2%	3.1%



The Repairs and maintenance budget amounted to 3.5% of Total budget in the 2017/18 financial year. this budget has increased to 3.7% of total budget in the 2018/19 financial year. This percentage decreases to 3.2% and 3.1% in the two outer years.

### 10.3.6 Grants Receipts and Expenditure

The Table below reflects the grants received and to be received in the 2017/18 budget year

EC136 Enthaleni (Ec) - Supporting Table SA16 Transfers and grant receipts

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Approved Outcome	Approved Outcome	Approved Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
National Government:		107,817	142,993	128,328	128,240	128,048	-	119,304	129,841	137,072
Local Government Equitable Share		92,556	115,587	114,589	115,992	115,992	-	115,774	120,690	128,099
Finance Management		600	1,075	2,011	2,345	2,345	-	2,415	2,680	3,012
Municipal Systems Improvements		954	890	-	-	-	-	-	-	-
EPWP Income		1,217	1,000	1,415	-	-	-	-	-	-
Integrated National Electrification Programme		11,000	21,000	30,917	-	-	-	-	4,400	3,200
Municipal Infrastructure Grant (MIG)		328	1,811	1,595	1,703	1,703	-	1,645	1,575	1,762
Waste Management										
Provincial Government:		2,148	1,733	938	938	900	-	2,900	1,803	1,803
Rural Development			830	-	-	-	-	-	-	-
Waste Management		1,313	-	-	-	-	-	3,000	-	-
Others		835	903	938	938	900	-	200	1,003	1,003
District Municipality:		1,500	1,312	2,333	1,500	801	-	-	-	-
Greenacres Municipality			200	300	-	-	-	-	-	-
Indigent Application Project			112	-	-	-	-	-	-	-
Transport			-	132	-	-	-	-	-	-
Feeder			-	60	500	601	-	-	-	-
IT Support			-	200	-	-	-	-	-	-
Pumps		1,500	1,000	1,000	1,000	-	-	-	-	-
Other grant providers:										
SETA		-	-	-	90	90	-	90	100	100
<b>Total Operating Transfers and Grants</b>	5	111,492	140,838	132,161	122,538	121,321	-	122,628	129,651	135,482
<b>Capital Transfers and Grants</b>										
National Government:		39,142	39,615	24,913	32,358	32,358	-	44,275	31,648	33,484
Municipal Infrastructure Grant (MIG)		30,142	30,915	23,170	32,358	32,358	-	42,257	31,341	32,484
EPWP Income								2,022	-	-
Provincial Government:		257	-	1,785	-	-	-	-	-	-
Waste Management		257	-	1,785	-	-	-	-	-	-
Others										
District Municipality:		-	-	-	-	-	-	-	-	-
Paving										
Feeder										
Other grant providers:										
SETA		-	-	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	6	39,399	39,615	24,913	32,358	32,358	-	44,275	31,648	33,484
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		141,892	178,673	157,127	154,896	153,679	-	166,903	162,739	171,999

The below table shows the expenditure on grants received



EC138 Emalaheni (Ec) - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>EXPENDITURE:</b>										
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		188,338	142,998	120,829	121,348	121,348	-	118,834	129,848	131,372
Local Government Equitable Share		92,028	118,537	114,559	115,932	115,932		115,774	120,380	129,350
Finance Managers		1,800	1,878	2,610	2,345	2,345		2,418	2,880	3,312
Municipal Systems Improvement		934	890							
ERF/IF Incentive		1,217	1,000	1,415	1,308	1,308				
Integrated National Electrification Programme		11,000	21,000	9,517					4,400	5,200
Water Affairs			43							
Municipal Infrastructure Grant		1,549	1,811	1,568	1,709	1,709		1,545	1,878	1,782
Provincial Government:		2,379	591	1,127	908	908	-	3,803	1,805	1,805
LED		96	31							
Rural Development										
Waste Management		1,343						3,000		
Lobby		1,121	550	1,127	900	900		900	1,305	1,305
District Municipality:		1,773	1,312	2,018	1,500	801	-	-	-	-
Greenez Municipality			200	200						
Cleaning Program		202								
Indigent Application Project			112							
Transport				132						
Facilities					500	501				
IT Support				200						
Rating		1,458	1,000	1,487	1,000					
Revenue Enhancement		105								
Other grant providers:		-	-	-	98	98	-	99	100	100
SETA					90	90		96	100	105
<b>Total operating expenditure of Transfers and Grants</b>		<b>112,839</b>	<b>149,190</b>	<b>132,275</b>	<b>123,838</b>	<b>123,139</b>	<b>-</b>	<b>124,329</b>	<b>129,351</b>	<b>128,462</b>
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		26,142	38,813	24,118	32,358	32,358	-	44,275	31,847	33,484
Municipal Infrastructure Grant (MIG)		26,142	38,813	24,118	32,358	32,358		42,287	31,847	33,484
ERF/IF Incentive								2,022		
Provincial Government:		297	-	3,900	-	-	-	-	-	-
Roads				3,900						
Waste Management		297								
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
SETA										
<b>Total capital expenditure of Transfers and Grants</b>		<b>26,439</b>	<b>38,813</b>	<b>24,118</b>	<b>32,358</b>	<b>32,358</b>	<b>-</b>	<b>44,279</b>	<b>31,847</b>	<b>33,484</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		<b>143,288</b>	<b>175,004</b>	<b>158,245</b>	<b>158,196</b>	<b>155,497</b>	<b>-</b>	<b>168,186</b>	<b>142,790</b>	<b>171,968</b>

The Below table shows the % spent of the conditional grants received



**EMALAHLENI MUNICIPALITY**  
**DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 66 OF 2003**

UNSPENT AND UNPAID GOVERNMENT GRANTS AND RECEIPTS	Balance	Corrections	Restated	Grants	Total Grants	Write Offs /	Operating	Capital	Balance
	1 JULY 2016	Prior year	Balance	Received	Available	Transfers	expenditure	expenditure	30 JUNE 2017
	R	R	R	R	R	R	during	during	R
							the year	the year	
							Transferred	Transferred	
							to revenue	to revenue	
<b>National Government Grants</b>									
Equitable share	-	-	-	114,599,000	114,599,000	-	114,599,000	-	-
Local Government Financial Management Grant (FMG)	-	-	-	2,013,000	2,013,000	-	2,013,000	-	-
Municipal Infrastructure Grant (MIG)	-	-	-	24,758,000	24,758,000	-	1,587,900	23,170,100	-
Integrated National Electrification Grant (INEP)	-	-	-	9,817,000	9,817,000	-	9,817,000	-	-
Extended Public Works Program (EPWP)	-	-	-	1,415,000	1,415,000	-	1,415,000	-	-
<b>Provincial Government Grants</b>	1,157,442	-	1,157,442	1,401,898	1,401,898	930,000	1,117,442	1,117,442	(1,157,442)
Library	227,442	-	227,442	900,000	1,127,442	-	1,127,442	-	-
Rural Development	930,000	-	930,000	0	930,000	930,000	-	-	-
Department of Roads and Public Works	-	-	-	1,794,898	1,794,898	-	-	3,000,000	(1,205,102)
<b>District Municipality Grants</b>									
Paving and beautification	-	-	-	1,000,000	1,000,000	-	1,486,764	-	(486,764)
Transport	-	-	-	132,000	132,000	-	132,000	-	-
Construction of Feedlot	-	-	-	800,500	800,500	-	-	-	900,500
Greenest Municipality	-	-	-	200,000	200,000	-	200,000	-	-
IT Support	-	-	-	200,000	200,000	-	200,000	-	-
<b>Total</b>	<b>1,157,442</b>	<b>-</b>	<b>1,157,442</b>	<b>157,126,398</b>	<b>158,283,840</b>	<b>930,000</b>	<b>132,075,106</b>	<b>26,170,100</b>	<b>(891,366)</b>

The Municipality has endeavoured and have succeeded in spending 100% on conditional grants over the past years.

### 10.3.7 Financial Strategy

Emalahleni Local Municipality is a developing municipality located in the rural areas of the Province of the Eastern Cape. Only 29% of its population is economically active which poses specific challenges regarding financial sustainability. Council operations must be conducted in a manner that will ensure that services will remain affordable and yet tariffs must be able to cover costs.

#### a) Revenue Raising Strategy

Drastic steps must be implemented to have municipal revenue collected to increase the going concern principle as it will eventually lead to cash flow problems if not improved. The target is that 65 % of all billing must be collected.

The municipality provides refuse collection and electricity distribution services to its residents which it bills on a monthly basis. Charges for these services are based on the approved tariffs applicable. Debtors are billed monthly and a consolidated debtor statement is issued monthly to all debtors.



The % collection on revenue for the last two years are shown below

E0136 Emalahleni / Eci - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	B/M	2016/16	2016/16	2016/17	Current Year 2017/18				2018/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget 2018/18	Budget 2018/18	Budget 2018/18
<b>Revenue By Source</b>											
Property rates	2	2,715	3,744	2,146	4,310	4,300	-	-	4,615	4,140	3,088
Service charges - electricity revenue	2	5,623	6,746	11,725	10,750	8,337	-	-	10,530	11,093	11,651
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	3	2,357	3,220	3,771	3,500	3,754	-	-	3,523	4,153	5,103
Service charges - other											
Rental of facilities and equipment		721	771	727	845	806	-	-	870	1,022	1,073
Asset sales - sundry investments		1,552	3,846	2,313	2,330	1,021	-	-	2,343	2,143	2,255
Interest earned on banking accounts		3,800	4,633	4,733	3,296	3,091	-	-	3,028	3,839	3,938
Dividends received											
Fines, penalties and interest		152	42	115	337	99	-	-	110	115	121
Licences and permits		462	444	1,073	1,700	1,600	-	-	1,309	1,375	1,443
Agency services		66	58	57	658	698	-	-	1,113	1,378	1,417
Trusts and subsidies		12,657	145,190	132,075	122,534	121,851	-	-	121,626	130,954	138,432
Capital grants		3,811	4,204	323	622	650	-	-	554	581	640
Grants in accordance with the MFMA		-	-	480	-	115	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>168,228</b>	<b>175,119</b>	<b>164,228</b>	<b>153,294</b>	<b>150,579</b>	<b>-</b>	<b>-</b>	<b>155,321</b>	<b>161,028</b>	<b>173,215</b>

The collection rate in the 2016/17 financial year was around 68%. The revenue section is in the process of putting programs in place to increase the debtor collection rate. The following are some of the more significant programmes that have been identified that could enhance the municipality's revenue:

- o **The review and implementation of the Credit Control & Debt Collection Policy.** This policy and the relevant procedures detail all areas of credit control, collection of amounts billed to customers, procedures to be followed for non-payment etc. This policy has been put in place as a vehicle through which the debtor turnover rate can be increased to ideally get amounts due by debtors within 7 to 14 days. The debtor's turnover rate for the last two years has been far below the desired debtor's turnover rate:
- o **The review and implementation of the Indigent Policy.** This policy defines the qualification criteria of an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse of the policy etc.
- o **The review and implementation of the Tariff Policy.** This policy will ensure that fair tariffs are charged in a uniform manner throughout the Emalahleni Local Municipality area. Tariffs must remain affordable but also insure sustainable services.
- o **The implementation of the Property Rates and Valuation Policy.** This ensures that a fair rates policy and an updated valuation roll is applied to the entire the municipal area and will aim to ensure that all properties are included in the municipality's records. Furthermore, the policy ensures that valuations are systematically carried out on a regular basis for all properties.



- o The municipality has compiled a new valuation roll during 2017/18 financial year for commencement and implementation in 2018/19 financial year
- o **The review and implementation of the Customer Incentive Scheme.** This scheme will detail the incentives and prizes that will be made available to encourage customers to pay their accounts promptly.
- o **The review and implementation of the Improved Payment Strategy.** This strategy aims at implementing innovative cost-effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems.
- o **The review and implementation of the Revenue Enhancement Strategy.** This strategy aims at increasing revenue collected by investigating other sources of revenue and also to investigate savings on expenditure. This strategy is reviewed annually to ensure relevance and improved effectiveness. The Provincial Treasury has offered its assistance in the 2016/17 financial year to assist the municipality in the reviewal and revamp of the revenue enhancement strategy.
- o **The development and implementation of the bad debt write off policy.** This policy aims at directing council and management on the process of identifying bad debt and the method to be followed to write it off.
- o The municipal resources are well managed and there was no need to develop a financial recovery plan. However, there is huge pressure on available resources versus needs of communities.

#### **b) Asset Management Strategy**

##### **o GRAP compliant Asset Register**

The Municipality is a low capacity municipality and had to comply fully with GRAP 17 by 30 June 2012. The municipality managed to compile a GRAP compliant fixed asset register in compliance with Treasury requirements. The FAR passed the audit with no major findings by Auditor General during the 2016/17 annual audit. The asset register is maintained monthly and annual asset counts are performed.

The following are some of the more significant programmes that have been identified regarding the management of assets:

- o **The implementation of an integrated asset management system.** This programme will involve the investigation, identification and implementation of a suitable integrated asset management system. It will also include the capturing of all assets onto this system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.
- o **The implementation of the fixed asset infrastructure roadmap i.e. action plan.** This plan will involve a status quo assessment of current infrastructure assets, the implementation of individual action plans within the roadmap and the development of individual infrastructure asset registers. This project is contingent on various departments maintaining their respective infrastructure asset registers and supplying all the necessary

information to the Asset Management Section to enable the necessary infrastructure asset information to be included in the asset register in terms of GRAP requirements.

- b) **The review and update of asset and risk Insurance procedures and the renewal of the insurance portfolio.** This programme will involve the identification of risks in conjunction with insurers and all Departments and the review and update of the asset and risk insurance procedure manual. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

#### **c) Capital Financing Strategy**

The following are some of the more significant programmes that have been identified:

- a) **The development and implementation of a loan capacity policy.** This policy will ensure that any borrowings taken by the Emalahleni Local Municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
- b) **The review and implementation of the policy for access finance (Including donor finance).** This policy will ensure that all available funding sources are vigorously pursued.

#### **d) Information and Communication Technology Strategy**

Due to the growth in the organogram of the municipality, the demand for computer hardware and software also increased. The current IT section cannot cope with the demand for support from all the users. A five-year plan needs to be developed for the purchase, maintenance of computer hardware and software and support to users. The municipality has move to CLOUDWARE for its financial system. The municipality has also started its mSCOA project and has started implementing the Council approved MSCOA implementation plan. The mSCOA requirement will put further pressure on the municipal ICT capacity and will require additional capacity to ensure that the municipality is mSCOA compliant at 1 July 2017

### **10.3.8 Financial Management Policies**

#### **a) General Financial Philosophy**

The financial policy of the Emalahleni Local Municipality is to provide sound, secure and fraud free management of financial services.

The Budget and Finance Office has the following objectives:

- Implementation of LG MFMA
- Implementation of the LG Municipal Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Collection and Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit
- Establishment of a FBS/Indigent Support Unit
- Maintenance of Internal Financial Control

- Production of Financial Performance Reports
- To Retain and improve the Financial Viability of the Municipality
- To have an Unqualified Audit Report

#### **b) List of policies**

The following policies are reviewed annually with the IDP and Budget process and are adopted with the final IDP and BUDGET and will be implemented on 1 July 2018. These policies are also made available on the municipal website to facilitate access to all stakeholders.

- ✔ Debt collection and credit control policy
- ✔ Bad debt write off policy
- ✔ Budget policy
- ✔ Indigent policy
- ✔ Cash and investment management policy
- ✔ Rates policy
- ✔ Tariff policy
- ✔ Information Technology policy
- ✔ Supply chain management policy
- ✔ Interest reversal policy
- ✔ Loans policy
- ✔ Unforeseen and unavoidable expenditure policy
- ✔ Administration of Immoveable Property Policy
- ✔ MFMA Delegation Policy
- ✔ Anti-corruption and Fraud prevention Policy
- ✔ Asset management policy

#### **c) Budget-related policies and by-laws**

These policies are promulgated into by-laws and gazetted to ensure legal implementation. The current by-laws were promulgated in an EC Provincial Gazette Extraordinary, Gazette No. 1687 date 16 March 2007. The municipality has in the 2015/16 financial year promulgated and gazetted the Property rates by-law in the EC Provincial Gazette No. 3593 dated 15 February 2016.

##### **1) Budget Policy**

The aim of the policy is to set out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

##### **2) Tariff Policy**

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

##### **3) Rates Policy**

In developing and adopting this rates policy, the council has sought to give effect to the sentiments expressed in the preamble of the LG Municipal Property Rates Act, namely that:



- the Constitution enjoins local government to be developmental in nature, in addressing the service delivery priorities of our country and promoting the economic and financial viability of our municipalities;
- there is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfil its developmental responsibilities;
- revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of racially discriminatory legislation and practices; and
- it is essential that municipalities exercise their power to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation, and which takes account of historical imbalances and the burden of rates on the poor.

In applying its rates policy, the council shall adhere to all the requirements of the Property Rates Act No. 6 of 2004 including any regulations promulgated in terms of that Act.

#### 4) Indigent Support Policy

The objective of Indigent Support Policy is to ensure the following:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedure and guidelines for subsidization of basic provisions received from Central Government, according to prescribed Policy guidelines.

The Council also recognizes that there may be residents simply not able to afford the cost of full provision and for this reason the Council will endeavour to ensure affordability through:

- Settings tariffs in terms of the Council Tariff Policy; which will balance the economic viability of continued service delivery; and
- Determining appropriate service levels.

#### 5) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case

#### 6) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and Chief Financial Officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

By adopting this policy the council further pledges itself and the municipal administration, to the full support of the Proudly SA campaign and to the observance of all applicable national legislation, including specifically the:

- Preferential Procurement Policy Framework Act No. 5 of 2000 and its regulations;
- Broad Based Black Economic Empowerment Act No. 53 of 2003 and any applicable code of practice promulgated in terms of that Act; and

- ★ LG Municipal Finance Management Act No. 56 of 2003, including the regulations relating to the prescribed framework for supply chain management

Where applicable, the council also pledges itself to observe the requirements of the Construction Industry Development Board Act No. 38 of 2000 and its regulations.

All policies were reviewed during the 2017/18 financial year and coded into formal by-laws. Most of the current by-laws were promulgated in the EC Provincial Gazette.

### 10.3.9 FUNCTIONALITY OF SUPPLY CHAIN UNIT AND IMPLEMENTATION OF LEGISLATION

The biggest threat to the municipality is the old contracts that were qualified in prior year and that are still operational. The following table will illustrate that the supply chain unit at Emalahleni is very functional:

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
1.	SCM Policy	ELM developed a Supply Chain Management Policy taking into account the Municipal SCM Regulations. The Policy was work shopped with all ELM Councillors and officials.	The SCM Policy was reviewed in March 2018 and has been adopted by Council.
2.	Committee System	The Accounting Officer established a committee system that is consistent with the Municipal SCM Regulations and any other applicable legislation for competitive bids consisting of: (i) a bid specification committee; (ii) a bid evaluation committee; and (iii) a bid adjudication committee; Rules and procedures governing the functioning of the above-mentioned Bid Committees were drafted Training of the Bid Committees have been conducted for all committee members.	The Bid Specification, Bid Evaluation and Bid Adjudication Committees function very well and they were appointed in writing.
3.	Code of Conduct, Oath Of Secrecy, Declaration Of All Business Interests	The Code of Conduct, Oath of Secrecy and Declaration of all business interests have been drafted, and were signed by all officials involved in SCM process.	The Code of Conduct, Oath of Secrecy and Declaration of all Business Interests is signed by all officials involved in SCM process on an annual basis.
		Notice boards placed in a public	Bid notice boards are placed in

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
		area that is accessible	areas that are accessible
		Bid Box placed in a public area that is accessible during office hours.	The bid box is situated at reception area in the municipal main building
		Bid Specifications Committee commenced with effect from the date Members were appointed and membership is renewed annually.	The Bid Specifications Committee commenced with effect from the date members were appointed and membership is renewed annually.
		For goods or services between the values of R1.00 and R30 000 we are using requisition books and requesting quotations by phone.	The ELM requisition books that allow Section Head and Head of Department signatures for request and recommendation of procurement of proposed goods and services are still being utilized.
		Placing notices on the Bid Notice Boards and website and advertising for goods or services between the values of R30 000 and R200 000 with effect from the date our policy was adopted. Turnaround time for procurement below R30 000 is that within 5 days an order will be issued after the request has been submitted. For procurement above R30 000 the turnaround time is 2 weeks and an order will be issued after the request has been submitted	All bid notices for the advertising for goods and or services above R30 000 and R200 000 is placed on the Bid Notice Boards and ELM Website.
		Demand Management Plan which entail capital projects and procurement of major commodities was signed by the Accounting Officer on the 28 July 2016	SCM office monitors and ensures that we procure according to this plan. Monthly reports on the implementation of the plan are expected to be prepared by SCM office to the Municipal Manager.
5.	System of Acquisition Management	Bid Evaluation Committee Members to be re-trained.	The training is ongoing.
		Bid Adjudication Committee Members to be re-trained.	The training is ongoing
		Threshold levels embedded in our SCM Policy are observed and applied.	As per our SCM policy and pursuant to the revised Preferential Procurement Regulations, 2011.



NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
		General preconditions for consideration of written quotations or bids developed.	General Conditions of Contract included in all bids as well as special conditions where applicable.
		The Central Supplier Database is a national database for all spheres of government. The municipality lists of accredited prospective providers developed on the Sebata System after the supplier has submitted the summary report from the Central Supplier Database to the municipality. These databases are updated on a daily basis to include any additional prospective providers and any new commodities or types of services.	A list of accredited prospective providers is in place. The Database is updated daily. The Municipality is in the process of migrating the data from normal excel spread sheet to the new SEBATA FMS(System). This system is envisaged to revolutionise the SCM paper based system, and on the other hand it will help minimize the risks involved with the current system such as in circulation of business amongst the service providers favouritism and/or collusion with suppliers.
		A procedure manual for procuring goods or services through written or verbal quotations and formal written price quotations is in place and is in the process of being signed by the Accounting Officer.	A Procedure Manual for procuring goods or services through written or verbal quotations and formal written price quotations is being developed and is in a process of being signed by the Accounting Officer.
		Delegation by the Accounting Officer to all HODs approving the procurement of goods and services between the values of R30 001 and R200 000 implemented. For bids above R200 000, the Bid Adjudication Committee recommends the Accounting Officer to make an award.	Delegations in terms of Municipality Delegation Policy is implemented.
		Process developed for competitive bidding.	Competitive bids are implemented according to our SCM policy, NT regulations and CIDB regulations where necessary and other relevant pieces of legislation.
		Procedures developed for the procurement of goods and services	The procurement of goods and services from other Organs of the

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
		from other Organs of State.	State as per MFMA and SCM regulations.
		Procedures developed for emergency and urgent procurement of goods and services.	The SCM Policy is followed and strictly complied with The Deviation register was developed and Municipal Manager approves all transactions
		Bid Evaluation Committee commenced with effect from the approval of the SCM policy	The committee is still in place and its meetings are set to convene every Wednesday or when necessary.
		Bid Adjudication Committee commenced with effect from 1 October 2005. The turnaround time for a project to be adjudicated and awarded is 90 days from the date of the request being submitted	The committee is still in place and its meetings are set to convene every Friday or when necessary.
6.	System of Logistics Management	Contract documentation for all contracts entered into through the procurement of goods and services is kept safely in the SCM Storeroom.	After each award, a Service Level Agreement (SLA) and Form of Offer and Acceptance for construction related contracts are signed after each award as the case may be. All contract documents are archived.
7.	System of Disposal Management	Asset Management Policy has been developed.	The Asset Management Policy is in place. The Asset Management Policy is reviewed whenever there is a need to do so
		Code of Conduct Signed by officials involved in SCM.	The Code of Conduct is signed by all officials involved in SCM on an annual basis.
		Oath of Secrecy signed by officials involved in SCM.	The Oath of Secrecy is signed by all officials involved in SCM on an annual basis.
		Declaration of all Business Interests signed by officials involved in SCM	The Declaration of all Business Interests is signed by all officials involved in SCM on an annual basis.
	Contract Management	Contracts are effectively managed by the contracts management officer within the SCM unit.	Contracts are concluded for each project through the SCM unit and a contracts register is maintained
9.	System of	Monitoring and performance	Monitoring and performance

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
	Performance Management	mechanisms put in place.	mechanisms have been developed and implemented.
		Reporting monthly to National and Provincial Treasury on all adjudicated bids.	Monthly reports are submitted to NT and PT.
		Reporting monthly to the Accounting Officer on the procurement of all goods and services.	Monthly reports are submitted to the Accounting Officer.
		Reporting quarterly to the Mayor on the procurement of all goods and services.	Quarterly reports are submitted to the Mayor.
		Reporting quarterly to Council on the procurement of all goods and services, i.e. Quarterly SCM Report.	Quarterly reports are submitted to Council.
10.	Gifts Register	Reporting as and when this occurs to the Accounting Officer in terms of declarations of rewards, gifts, favours, hospitality or other benefit promised.	Each and every department has in the office of its HOD the Gifts register where officials are expected to disclose in terms of declarations of rewards, gifts, favours, hospitality or other benefit promised.
11.	Establishment of the SCM Unit	The SCM Unit has been established as per the SCM Regulation no. 7. The Unit is not fully fledged as yet but there is an approved organogram that is populated gradually. The positions that are populated do ensure that there is segregation of duties	The major positions in the organogram have been filled to allow segregation of duties



### **10.3.10 Indigent support and management**

The municipality has a functional Free Basic Services unit managed by the FBS practitioner. Temporal staff funded through the EPWP programme are contracted from time to time to assist this unit especially during the annual indigent registrations.

An indigent policy has been developed in line with the Local Government guidelines and has been adopted by the municipal Council. This policy is reviewed annually as part of the budget related policies that gives effect to the indigent subsidies to be budgeted for. The budgeted amount for free basic services funded from the equitable share amounted to R 3.834 million for the 2016/17 and a budget of R 4.900 million for the 2017/18 financial year. This subsidy encompasses subsidisation of full refuse charge, 50 kWh of electricity and an amount on assessment rates. Water and sanitation is provided by the District municipality.

Indigent registrations are done annually between February and April. An indigent register is compiled annually subsequent to each registration that under goes intense review by the respective ward committees, ward councillor and the Chief Financial Officer. The municipality had established the indigent steering committee before but had experienced that it is inefficient as the committee members tend not to be available and that the respective ward committee members and ward Councillor of the particular ward would anyway be the ones knowledgeable about the indigency status of debtors in their respective wards. The municipality decided to rather go the root of having the ward committee and ward Councillor of the affected ward review the applications and by so doing speed up the process and ensure credibility of the register.

The Chris Hani district municipality integrates its annual indigent registration with that of the municipality to ensure coherence and reconciliation between the debtors that receive subsidies from the Local municipality and the District Municipality. The district municipality would also co-fund the indigent registration process to ensure that adequate resources are available to ensure effectiveness of the process.

### **10.3.11 Improvement in audit outcome**

The municipality has an AFS process plan that is implemented throughout the year in preparation of the AFS audit file. This practice has translated in the improved audit opinion from many years of disclaimer opinion to an unqualified audit opinion in the 2014/15 and has maintained that audit opinion through to 2016/17 financial year.

The municipality has developed an audit action plan for the 2016/17 financial year to address all findings by the Auditor General and to further ensure that proper internal controls are put in place to prevent these findings from reoccurring in the new financial year. The audit action plan is monitored monthly and progress reported monthly to management and Council. Good progress has been made on the implementation of the 2016/17 action plan. All issues relating to the 2016/17 findings are to be addressed by 31 August 2018.

The municipality has managed to resolve most of its recurring audit queries of the past. The municipality strives to maintain processes and internal controls that are in place and that are effective whilst addressing its short comings by putting internal controls in place. Standard

operating procedures has been developed and approved for supply chain management section and expenditure management section. The National Treasury has also developed standard operating procedures (SOP's) for all municipalities. The municipality will tailor make it for its situation. The policies, SOP's, Internal Audit reports recommendation and risk register are and will be used to improve the internal control environment of the municipality.

The municipality's filing system put in place has also attributed to the improved audit opinion as scope limitation as an audit finding have been eliminated by been able to provide all supporting documents within the required time frames. The municipality is in the process of migrating its filing system to an electronic management system that will allow the filing and archiving of documents electronically.

The municipality has also started with its annual financial statements preparation (PAF) plan which will ensure that the 2017/18 annual financial statement is compiled and submitted within the prescribed legislative framework. The PAF is used to coordinate and gather all relevant processes and information for the 2016/17 annual financial statements.

Audit Opinion/Outcome	
Financial Year	Audit Opinion/Outcome
2014/15	Unqualified
2015/16	Unqualified
2016/17	Unqualified

Below is the audit action plan for the 2016/17 financial year to address all findings raised by the Auditor General during their 2016/17 Statutory Audit.

**Project OPCAR (Operation Clean Audit Report) -  
2016/2017**

**Joint Action Item List (JAIL)**

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**n: G.P. De Jager**

**Dat 31-Mar-18**

<b>Task identified</b>	No progress
<b>Work In progress</b>	Progress being made
<b>Completed</b>	



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AUDIT ACTION PLAN 2016 / 2017

EX No.	Finding	Coat No.	Classification	Control Component	Root Cause	Reported in previous years (from)	Target Date	Revised Date	Prog %	Responsibility	Department
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**EMPHASIS OF MATTERS**



1	Planning: There is no succession plan in place	2	Internal Control Deficiency	Leadership	There is an inadequate monitoring of controls by senior personnel in ensuring that the policies are adhered to	No	31-Jan-18	30-Jun-18	80%	Human Resource Manager	Corporate Services - HR
2	Expenditure: No goods received note/ voucher (GRV) or stamp to confirm receipt of goods/ service on invoice.	3	Internal Control Deficiency	Leadership	Inadequate comprehensive involving procedures.	No	31-Jan-18		100%	Manager I&E & CFO	Budget and Treasury Office - I & E
3	Revenue: Interest on debtors - incorrect interest rate used.	5	Internal Control Deficiency	Financial and performance management	No deligated official to track interest rate changes.	No	31-Jan-18		100%	Manager I&E & CFO	Budget and Treasury Office - I & E

4	Revenue Overstatement of prepaid electricity	5	Internal Control Deficiency	Financial and performance management	Inadequate review of reconciliations of prepaid electricity vendors	No	31-Jan-18			Manager I&E & CFO	Budget and Treasury Office - I & E
5	AOPO: No key performance indicator in respect of spending on SMMEs and local suppliers	6	Internal Control Deficiency	Leadership	Inadequate alignment of the IDP/SDBIP with National and provincial government priorities	No	28-Feb-18		80%	PMS/IDP Manager	IDP/PMS
6	AOPO: Target and reported achievement are not consistent with the indicator	7	Internal Control Deficiency	Leadership	This is as a result of inadequate review of the IDP, SDBIP and the APR to ensure that consistency between the planning documents and the reporting document is maintained.	Yes	28-Feb-18			PMS/IDP Manager	IDP/PMS
7	Procurement and contract management: Control deficiency identified	8	Internal Control Deficiency	Leadership	Inadequate contract management.	No	31-Jan-18			SCM Manager & CFO	Budget and Treasury Office - SCM

8	Procurement and contract management: No evidence that detailed reasons for extension of contracts and variations were tabled to the council (non-compliance)	9	Internal Control Deficiency	Leadership	Lack of review of SCM reports by the management to ensure that more corroborative disclosure of information required by the applicable Acts is appropriately and sufficiently disclosed for the attention of the council.	No	31-Jan-18			SCM Manager & CFO	Budget and Treasury Office - SCM
9	Payables from exchange transactions: Creditors not paid within 30 days	11	Internal Control Deficiency	Leadership	Invoices not stamped at registry before processing. Inadequate invoice processing procedures	Yes	31-Jan-18			Manager I&E & CFO	Budget and Treasury Office - I & E
10	Internal audit: Internal audit working papers for audit conducted are not kept by internal audit unit	12	Internal Control Deficiency	Financial and performance management	Lack of appropriate methodology Non compliance with IIA Standards	No	31-Jan-18	31-Mar-18	93%	Chief Audit Executive	Internal Audit
11	Information Technology: No Change Management Policy in place	13	Internal Control Deficiency	Leadership	Lack of review of ICT policies to accommodate changes in the ICT environment	No	28-Feb-18		80%	IT Administrator	Corporate Services - ICT



12	Provision for staff leave: Disagreements in the recalculation of the leave provision	15	Internal Control Deficiency	Financial and performance management	Inadequate review of payroll information.	Yes	28-Feb-18			Manager I&E & CFO	Budget and Treasury Office - I & E
13	Procurement and contract management: Supplier submitted a false declaration (possible fraud)	16	Internal Control Deficiency	Financial and performance management	Municipality does not have an adequate system of tracking supplier declaration of interest.	Yes					
14	Changes in the SDBIP not approved by the council	17	Internal Control Deficiency	Leadership	Different interpretation between Management and Auditor General on requirements of legislation	No	28-Feb-18			Director PETDA and Municipal Manager	Economic Development/Planning
15	Road infrastructure compliance: Non-compliances	21	Internal Control Deficiency	Financial and performance management	Delays and misalignment between the prioritisation and budgeting process.	No	31-May-18		50%	Director Infrastructure, PMU Manager and AFS Manager	Infrastructure & Human Settlement

16	AOPD: Number of households with electricity backlog eradicated- Incomplete register submitted and difference identified.	26	Internal Control Deficiency	Financial and performance management	Inadequate Review of planning documents against APR Inadequate review of POE files by Directorates	No	31-Jan-18		Director PETDA and Municipal Manager	Economic Development/Planning
17	2. SCM; Bid Rigging (internal control Deficiency)	81	Internal Control Deficiency	Leadership	Some signs of possible bid rigging include: • suppliers appear to be taking turns at winning tenders or sharing the contracts by value • regular suppliers decline to tender for no obvious reason • bidders appear to deliberately include unacceptable terms in their tenders • bidders sometimes bid low and sometimes high on what appears to be the same type of supply • one firm of professional advisers represents several of the businesses submitting tenders. It is therefore noted that in light of the	No		50% 	SCM Manager & CFO	Budget and Treasury Office - SCM

					above bids that some of the bidders that have won certain tenders to the municipality's construction related project appear to be non-responsive due to submission of invalid documents on certain bids and below the minimum requirements of the functionality				
18									



1533%

90%

TOTAL  
PROGRES  
S



## 11 CHAPTER 11 - PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

### 1. PREAMBLE

Performance management, aside from having legislative requirements to justify its existence, is also a necessity when it comes to ensuring that performance objectives and targets are met in the manner required, so that the desired service delivery objectives can be met and achieved by all.

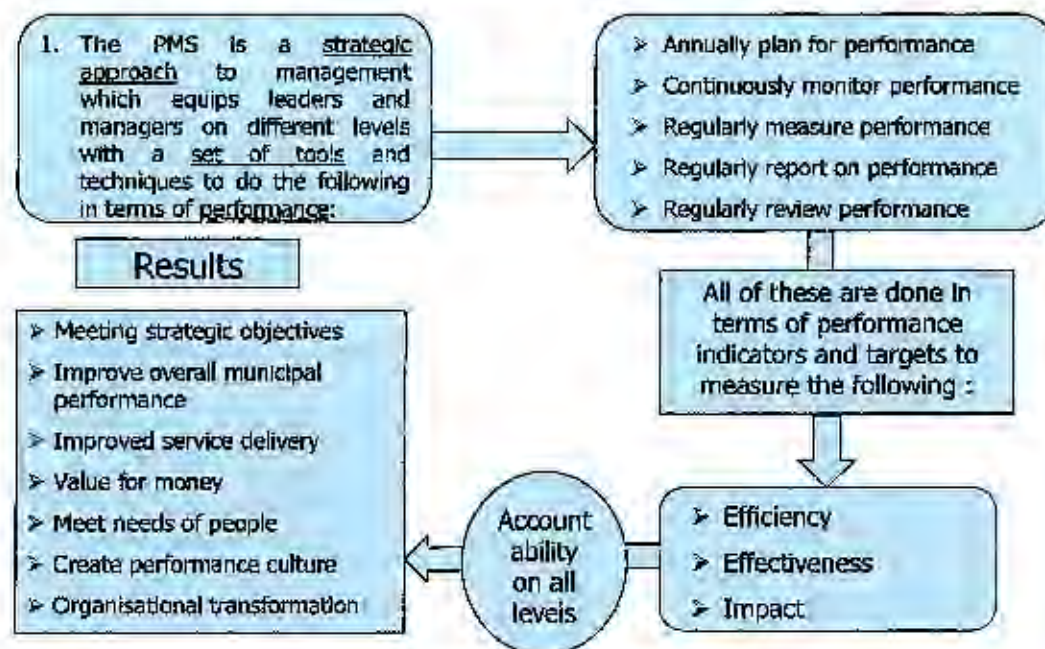
The intention of a performance management system and model is to provide the organisation with the framework and tools necessary in order to ensure that a culture of performance management is developed throughout the organisation and managed in a formal and accountable manner. In this way, performance management becomes a management tool which enables the achievement of strategic objectives, which link closely to the IDP and Institutional Scorecard – enabling effective and efficient service delivery.

### 2. PURPOSE

The purpose of this policy and procedure is as follows:

1. To ensure the implementation of a Performance Management System within Emalahleni Municipality;
2. To ensure that all employees become acutely aware and comfortable with the practical application of the Performance Management System within this Municipality.
3. To create the boundaries required that will ensure that all employees and the political leadership contribute towards the achievement of goals as well as the KPA's and KPI's at both personal and organisational levels.
4. To ensure all parties have a clear and thorough understanding of their role and function within this process.

## 2. What is Performance Management System?



Department of Local Government & Traditional Affairs

### 3. POLICY OBJECTIVES

The objectives of the Performance Management System may be defined as follows:

- 3.1. To capacitate the employees to manage their own performance;
- 3.2. To set clear objectives and goals to all parties and attainment is easily measured and verified;
- 3.3. To develop and capacitate employees in order to ensure that performance targets are met;
- 3.4. To recognized and/or rewarded in instances where performance exceeds the output criteria;
- 3.5. To assist employees in instances where performance falls short of the required standards;
- 3.6. To ensure a culture of performance optimization that must be institutionalized throughout the Municipality.

### 4. DEFINITIONS OF CONCEPTS/ ACRONYMS/ ABBREVIATIONS

CONCEPT	DEFINITION
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<b>Performance Management System (PMS)</b>	A strategic approach which provides a set of tools and techniques to plan regularly, monitor measure and review performance of the organisation and individuals.  Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set.
<b>Organizational Performance Management</b>	Concerned with the overall performance of the Municipality/ Organization in relation to giving effect to the IDP (Macro Dynamics).
<b>Individual Performance Management</b>	Linked to the Organizational Performance Management System are the individuals who contribute to the success or failure of the Municipality/ Organization. Each individual will have performance objectives, targets and standards that are linked to objectives of his/her Division, Department and Municipality.
<b>Integrated Development Plan (IDP)</b>	Clearly defining 5-year Strategic Plan of a Municipality.  IDP should be reviewed annually or as required.
<b>Key Performance Area (KPA)</b>	Key areas of responsibility
<b>Objective</b>	Statement about what outcomes do we want to achieve.
<b>Key Performance Indicators (KPI)</b>	Measures (qualitative or quantitative) that tell us whether we are making progress towards achieving our objectives.
<b>Input Indicators</b>	Indicator that measures resources economy and efficiency.
<b>Output Indicators</b>	Indicator that measures whether a set of activities yields the desired results or products/service.
<b>Formal Assessment</b>	Is where the s56 manager submits the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
<b>Informal Assessment</b>	Is where the s56 manager attest verbally his/her performance but can be requested to submit the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
<b>Outcome Indicators</b>	Measures the broader results achieved through the provision of goods and services (impact).
<b>Target</b>	The level of performance (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.

## 5. LEGISLATIVE FRAMEWORK



The requirement for the development and implementation of a Performance Management System provided for in legislation, which makes it peremptory for municipalities to comply. The Auditor General is required to audit municipalities for compliance with legislation, and non-compliance will result in adverse consequences.

The following pieces of legislation will inform and shape the content and prescripts of the Performance Management Policy:

<p><b>Constitution 1996</b> <b>(Section 152)</b></p>	<p><b>Mandates Local Government to:</b></p> <ul style="list-style-type: none"> <li>• Provide democratic and accountable government for local communities;</li> <li>• Ensure the provision of services to communities in sustainable manner;</li> <li>• Promote social and economic development;</li> <li>• Promote a safe and healthy environment;</li> <li>• Encourage the involvement of communities and community organisations in the matters of local government.</li> </ul>
<p><b>Municipal System Act</b> <b>Act 32 of 2000</b> <b>(Chapter 6)</b></p>	<p><b>A Municipality must:</b></p> <ul style="list-style-type: none"> <li>• Establish a Performance Management System.</li> <li>• Promote a performance culture.</li> <li>• Administer its affairs in an economical, effective, efficient and accountable manner</li> </ul> <p><b>It further outlines the core components of a performance management system as follows:</b></p> <ul style="list-style-type: none"> <li>• Set KPI's as a yardstick for measuring performance.</li> <li>• Set measurable performance targets with regard to each of those development priorities and objectives.</li> <li>• Monitor measure and review performance once per year.</li> <li>• Take steps to improve performance.</li> <li>• Report on performance to relevant stakeholders</li> </ul>

<p><b>THE WHITE PAPER ON LOCAL GOVERNMENT (1998)</b></p>	<p>The White Paper on Local Government (1998) suggested that local government should introduce the ideal/concept of <i>performance management systems</i>.</p> <p>The white paper acknowledges that, "involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).</p>
<p><b>BATHO PELE (1998)</b></p>	<p>The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Our municipality is duty bound to uphold these principles:</p> <ul style="list-style-type: none"> <li>✓ <b>Consultation:</b> Communities should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.</li> <li>✓ <b>Service standards:</b> Communities should know what standard of service to expect.</li> <li>✓ <b>Access:</b> All communities should have equal access to the services to which they are entitled.</li> <li>✓ <b>Courtesy:</b> Communities should be treated with courtesy and consideration.</li> <li>✓ <b>Information:</b> Communities should be given full and accurate information about the public services they are entitled to receive.</li> <li>✓ <b>Openness and transparency:</b> Communities should know how directorates are run, how resources are spent, and who is in charge of particular services.</li> <li>✓ <b>Redress:</b> If the promised standard of service is not delivered, communities should be offered an apology, a full explanation and a speedy and effective remedy, and when complaints are made communities should receive a sympathetic, positive response.</li> <li>✓ <b>Value-for-money:</b> Public services should be provided economically and efficiently in order to give communities the best possible value-for-money.</li> </ul> <p>Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilized to assist in building a service culture. "For example, local businesses or non-governmental organizations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).</p>
<p><b>MUNICIPAL</b></p>	<p>The Municipal Structures Act Section 19 (2)(a) mandates the council of the municipality to conduct annual reviews of the municipality's overall performance in achieving its set objectives.</p>

STRUCTURES ACT (1998)	
THE MUNICIPAL SYSTEMS ACT (2000)	<p>The Municipal Systems Act (2000) enforces the idea/concept of local government PMS and requires all municipalities to:</p> <ul style="list-style-type: none"> <li>• Develop a performance management system</li> <li>• Set targets, monitor and review performance based on indicators linked to their IDP</li> <li>• Publish an annual report on performance of the councillors, staff, the public and other spheres of government.</li> <li>• Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government</li> <li>• Conduct an internal audit on performance.</li> <li>• Have their annual performance report audited by the Auditor-General</li> <li>• Involve the community in setting indicators and targets and reviewing municipal performance</li> </ul> <p>The Department of Provincial and Local Government has published national guidelines on performance management systems</p>
MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS (2001)	<p>The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal PM systems. However the regulations do not sufficiently constitute a framework that fully proposes how the system will work. Each component of the proposed framework in this document is strongly informed by the regulations.</p>
MUNICIPAL FINANCE MANAGEMENT ACT (2003)	<p>The Municipal Finance Management Act states requirements for a municipality to include its annual municipal performance report with its financial statements and other requirements in constituting its annual report. This must be dealt with by the municipal council within 9 months of the end of the municipal financial year.</p>
MUNICIPAL PERFORMANCE MANAGEMENT REGULATIONS (2006)	<p>The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No. 29089, 1 August 2006), sets out how the performance of Section 57 staff will be uniformly directed, monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur. The regulations will be discussed in greater detail in a later section of this framework document.</p>

## 6. PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

The statutory requirements for the framework of a Performance Management System are set out in the Local Government: Municipal Planning and Performance Management Regulations, 2001

It requires a system that:



- 6.1 Complies with all the requirements of the Act;
- 6.2 Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- 6.3 Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- 6.4 Clarifies the processes of implementing the system within the framework of the integrated development planning process;
- 6.5 Determines the frequency of reporting and the lines of accountability for performance;
- 6.6 Demonstrates how it relates to the Municipality's employee performance management processes; and
- 6.7 Provides the procedure by which the system is linked to the Municipality's integrated development planning processes (IDP).
- 6.8 Due consideration was given to these requirements in the development of the proposed Performance Management System which is detailed further within this document, which also includes the procedures and practical application of this system.

## **7. POLICY PRINCIPLES**

- 7.1 The Performance Management System and Framework will be guided by the following broad principles:
  - (2) Open communication in order to ensure that all parties understand the expectations and challenges facing them, whilst being able to discuss performance difficulties/challenges and issues freely;
  - (3) The alignment of departmental and individual performance objectives with the strategic objectives of Emalahleni Municipality (as relating to the IDP/ Municipal Budget and Service Delivery and Budget Implementation Plan)
  - (4) Commitment to the application of Performance Management within the prescripts of the framework and policy;
  - (5) Recognition and awarding of performance which meet or exceeds the required standards;

- (6) Coaching and development in areas where performance does not meet the required standards; and Providing developmental feedback in order to ensure that performance optimisation is fostered.

## **8. APPLICABILITY**

This policy will be applicable to the following employees:

- a. All S.54A Managers and S56 Manager duly defined as per the Municipal Systems Amendment Act No 32 of 2000.
- b. All other Managers and staff who have negotiated fixed-term contracts;
- c. The policy upon consultation and approval will be applicable to all the employees of the Emalahleni municipality.

## **9. GOVERNANCE ISSUES**

This policy and framework will be guided by the following governance and supporting structures:

- 1.1 Council (required to adopt this policy);
- 1.2 The Municipal Manager who facilitates the review and amendment of this policy;
- 1.3 The Corporate Services Director/Municipal Manager who assumes responsibility for the management and administration of performance management application; and
- 1.4 The Audit Committee and in their absence the Performance Audit Committee.

## **10. IMPLEMENTATION CAPACITY**

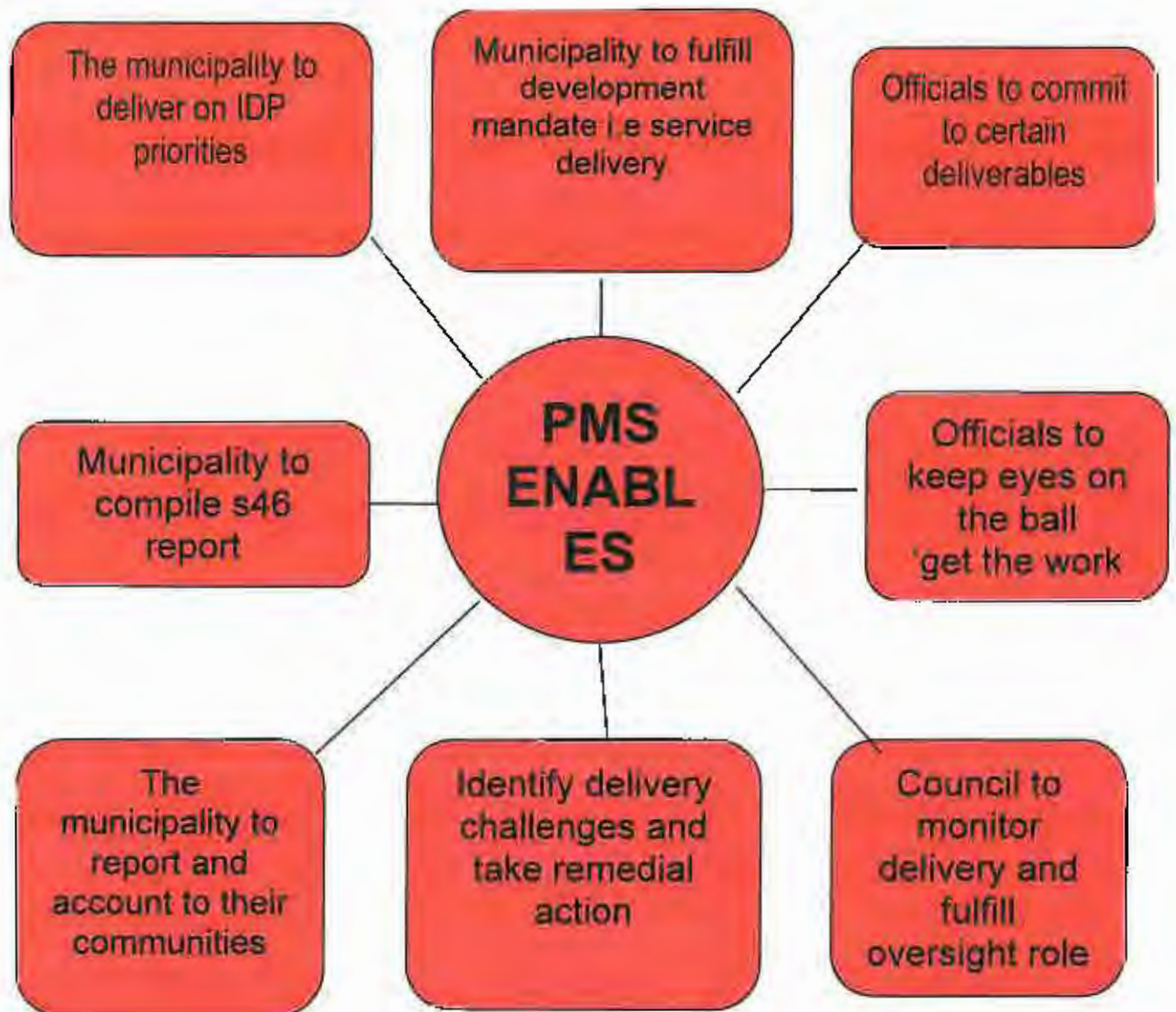
In order to ensure the successful application of this policy, it is critical that the necessary "buy in" and commitment to this process is obtained from all relevant role-players. Additionally, it is critically important to ensure that all staff are adequately trained and work shopped to administer and implement the terms and conditions applicable to this process.

In this regard, the following development will be required:

- 10.2 All staff, at every level (as applicable in terms of the roll-out), will be required to attend training on the practical application of this process and will leave this training with a thorough knowledge and understanding of processes involved, including performance planning, performance reviews, coaching and mentoring.
- 10.3 All Corporate Services staff who would deal directly with Performance Management Administration will be required to be trained on the required administrative processes and will be required to be provided with all the necessary resources required for this responsibility and administrative function

Labour will be work shopped in terms of the process itself so as to facilitate understanding, commitment and buy in to this process.

## 7. The Value of Institutionalizing PMS in a





## OBLIGATIONS TO ENSURE COLLECTIVE PERFORMANCE

COUNCIL	EMPLOYEE
<ul style="list-style-type: none"> <li>• Enables environment to facilitate effective performance</li> <li>• Clarifies development objectives and performance expectations (IDP)</li> <li>• Regularly review employee performance and provide feedback on performance – oversight</li> <li>• Works collaboratively with employee to solve problems that may negatively impact on performance</li> <li>• Delegates powers required by employee to enable to meet performance objectives</li> <li>• Make available necessary resources required to enable employee to perform.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the strategic intent (development mandate – IDP)</li> <li>• Buys into and participates in the Performance Management System</li> <li>• Works collaboratively with employer to solve problems that may impact on performance</li> <li>• Commits to fulfilling their part in enabling the institution to deliver on mandate</li> <li>• Focus on fulfils commitment in terms of performance agreement.</li> </ul>

### PRACTICAL APPLICATION OF THE PERFORMANCE MANAGEMENT SYSTEM

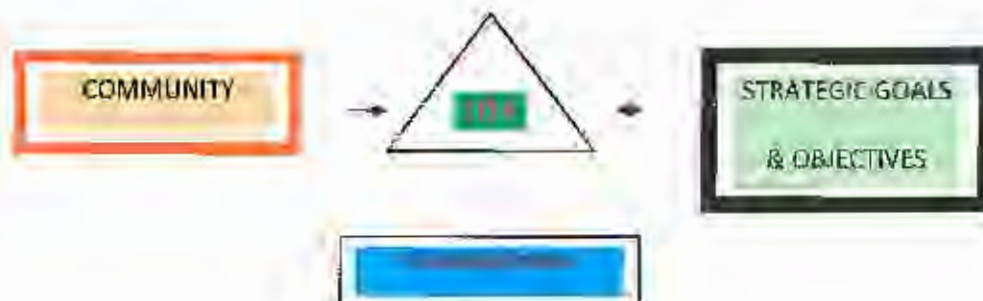
#### PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

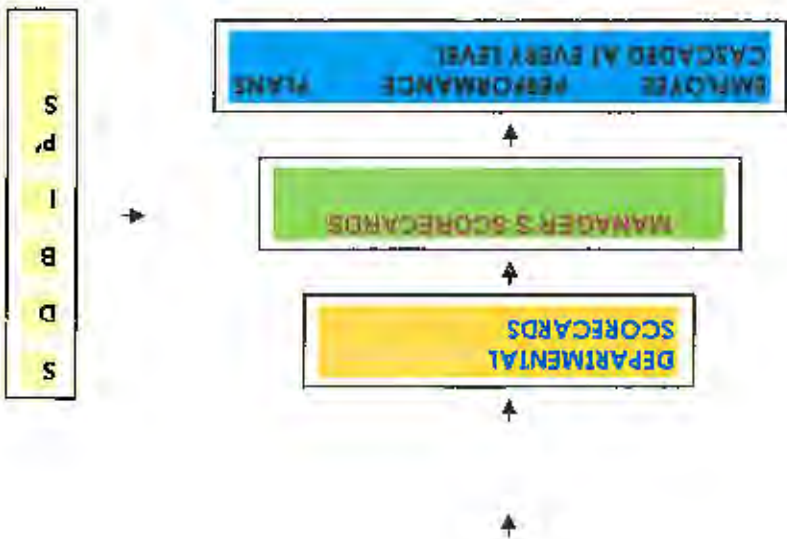
The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets.

Through the process of planning, steps are taken to "plan" and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP's or Service Delivery Budget and Implementation Plans /Strategic Plan/ IDP and Budget. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each "subordinates" scorecard (depicting performance objectives and performance indicators) are drawn from the Manager's scorecard immediately.

The process flow is indicated more clearly in the diagram, as follows:







The Performance Management Cycle involves the following four phases:

## **PLANNING, MONITOR/ MEASURE, REVIEW, AND REPORTING AND RECOGNITION**

These may be unpacked further as follows:

### **PHASE 1: PLANNING**

The institutional performance is informed by the IDP, Municipal Budget and SDBIP. The employees are expected on annual basis to commit themselves in achieving the objectives outlined in the above documents. These commitments are reflected in the employees score cards and performance plans.

The employee score cards, performance plans must be completed and signed off as per Regulation and/ or legislation.

### **PHASE2: MONITOR/MEASURE**

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. It will be conducted within each department.

Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance targets and standards. The files gathered from this information will be regarded as Portfolio of Evidence (POE) and must be kept for purposes of performance measurement, performance reviews and audit in other phases.

### **PHASE 3: REVIEW**

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether its performance is giving effect to the IDP.

This phase involves jointly assessing actual performance against set targets, which takes place on a quarterly basis in the form of formal and informal reviews.

### **PHASE 4: REPORTING AND RECOGNITION**

Reporting requires that the municipality take its KPA's, KPI's, objectives, targets, measurements and analysis and present this information in an agreed institutional reporting format on a monthly/quarterly/half-yearly and annual basis.

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees where such has been identified.

During these sessions it is required that the incumbent and line management meet, in order to discuss progress and to develop action plans in areas where appropriate interventions are required.

Records are required to be maintained of all discussions and action plans, which are developed as a result.

## **11. MEASURING EMPLOYEE PERFORMANCE (Directors)**

The criteria to measure an employee performance (Directors) will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each performance indicator in order to substantiate the achievement or non-achievement of required performance in all areas highlighted within the scorecard.

The respective s.54A and 56 Manager/Employee will be required to give a verbal account on specific achievements/non achievements and the reasons for any deviations. Formal documentary evidence (evidence portfolio) must be provided to validate performance. Documentary evidence (evidence portfolio's may also be used to substantiate performance or to settle disputes and such evidence will be requested.

A column entitled "Reason for Deviation" will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

## **12. WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)**

Indicators will be weighted according to the impact within each Key Performance Area on the scorecard.

As a standard rule and to ensure a balanced scorecard-type approach performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question.

CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score.

As in the case of all indicators, evidence is required in order to measure actual performance achieved against the desired objectives.

## **13. THE FINAL ASSESSMENT (January)**

The final assessment for the Performance Cycle occurs during January (after the adoption of the draft annual report of the previous financial year), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

#### 14. THE PERFORMANCE REVIEW PANEL (FINAL REVIEW)

The constitution of the Performance Management System Evaluation Committee will be as follows:

##### 15.1 Municipal Manager:

- (1) Mayor ;
- (2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (3) Member of the executive committee; (Portfolio Head: Corporate Services)
- (4) Mayor or Municipal Manager from another municipality; and
- (5) Member of a ward committee as nominated by the Mayor.

##### 15.2 Directors:

- (1) Municipal Manager;
- (2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (3) Member of the executive committee ; and
- (4) Municipal manager from another municipality

#### 15. PERFORMANCE INFORMATION

Managers will be required to provide reports with evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed a *Portfolio of Evidence*. This document is made available to the Performance Review Panel, so that assessment results are able to be justified. SDBIP's must be used as the basis for measuring actual performance against planned targets.

Portfolios of Evidence files shall be required for purposes of monthly, quarterly, mid-year and annual performance reports.

The documentary evidence (POE) may also be used to substantiate performance or to settle disputes and such evidence will be requested.

#### 16. SCORING PROCESS AND PROCEDURE

1. The process of scoring Directors should be in terms of the municipal performance management regulations.
- 1.1 Evaluation and/or scoring of these Managers are required to be undertaken on a quarterly basis. The most critically important reason for doing this quarterly is to ensure that issues are addressed "sooner rather than later", should deficiencies in performance exist.

Appropriate action in the "best interests of Council" would be enabled, thereby ensuring that Council is most likely to achieve its performance targets.

1.2 In the case of final evaluations and more specifically within the process of scoring, it is required that scores be made by each contributing member of the panel on a separate Score sheet. All scores from all parties are then averaged and a single consolidated score is written on the final scorecard (representing the average scores). The calculation of the average scores is done by the members of panel only, taking into account the score of the assessee.



1.3 The role of the Chairperson will be to lead the Evaluation Panel through the process of Performance Evaluation and to ensure that this occurs systematically and fairly as per system requirements.

1.4 The following procedure will be undertaken in this process of Performance Measurement and will be facilitated by the Chairperson:

1.4.1 During each evaluation, the Chairperson will lead the process by outlining each area on the populated scorecard.

1.4.2 Each member of the panel will rate the Manager under discussion.

1.4.3 The respective Directors will then be required to give formal documentary evidence to validate performance.

1.4.4 SDBIP's/documentary evidence and evidence portfolios must be used to substantiate performance or to settle disputes as and when required.

1.4.5 The chosen areas for the CMC's are clearly defined as per Municipal Performance Regulations and this must be used when scoring, so as to ensure consistency of application.

1.4.6 SDBIP's must be made available up front, so that easy reference can be made and evidence obtained

1.4.7 Measures or scores from 1 – 5 will be used to rate each area under review and the guidelines and definitions for these ratings will appear for ease of reference on the score sheets.

## 17. RATING SCALE 1 TO 5

1	Performance <i>Unacceptable</i>
2	Performance <i>Not Fully Effective</i>
3	Performance <i>Fully Effective</i>
4	Performance <i>Significantly above</i> expectations considering the circumstances. <i>More than half (50%)</i> of the Performance criteria and indicators specified in the Scorecard were met
5	Performance <i>Outstanding</i> considering the circumstances

(1) Finally, all scores (as indicated on separate panel members' score sheets) will be added together (including scores by the assesse, which are meant to guide the panel) and divided by the number of panel member's present (who scored). An average or consolidated score will then be obtained for each area under review.

- (2) A column that reads "Reason for Deviations" will be completed for all scored areas and scores in order to offer insight where deviations have occurred.
  - (3) A report indicating all consolidated scores will be submitted to the Mayor within 2 weeks.
  - (4) Every effort must be made to evaluate performance objectively, realistically and accurately.
18. Failure to do so (resulting in over- or under-stating performance) can only be detrimental – both to the organization and to the individual.

**19. RECOGNITION AND QUALIFICATION FOR BONUSES (Directors)**

The Municipal performance regulations for s.56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize outstanding performance.

In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator.

Accordingly:

A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and

150 and above is awarded a performance bonus ranging from 10-14%.

The electronic calculator will be used to calculate the scores and ultimately the performance bonus a manager qualifies for.

Score	% Bonus
130	5
134	6
138	7
142	8
146	9
150	10
154	11
158	12
162	13
166+	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score.

## 20. PERFORMANCE REVIEWS

Performance Reviews shall be as follows:

Performance Reporting Period		Date
1 <sup>st</sup> Quarter	Informal	07 <sup>th</sup> October
Mid-Year	Formal	07 <sup>th</sup> January
3 <sup>rd</sup> Quarter	Informal	07 <sup>th</sup> April
Annual Performance	Formal	07 <sup>th</sup> July

In the event that the above mentioned dates fall on a weekend, a Friday before shall serve as the submission date

Performance reviews, formal and informal shall be coordinated by the office of the municipal manager; prior to performance information being presented to the IDP and PMS Office in the Office of the Municipal Manager

On submission of the performance information, covering report will be prepared by the IDP and PMS Manager and submitted to the internal audit unit for final verification and confirmation

## 21. MANAGEMENT OF POOR PERFORMANCE

Poor performance will be required to be managed through ongoing coaching, however formal coaching is required to be conducted during the September and March reviews.

Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s.54A and 56 fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.

In the event of blatant poor performance when all avenues are explored it will then be the prerogative of the employer to do further recourse taking into account the Municipal Performance Regulations

## 22. STAKEHOLDER ANALYSIS AND THEIR ROLES

STAKEHOLDERS	INVOLVEMENT WITH: IDP, ORGANISATIONAL PM, INDIVIDUAL PM	BENEFITS
<b>COUNCILORS:</b> <ul style="list-style-type: none"> <li>• Mayor</li> <li>• Executive Committee</li> <li>• Standing / Portfolio Committee</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate development of long term Vision, IDP and PMS.</li> <li>• Provide strategic direction and manage</li> </ul>	<ul style="list-style-type: none"> <li>• Optimum and equitable service delivery.</li> <li>• Promotes public awareness and</li> </ul>



	<p>development of IDP. Manage the implementation of strategy.</p> <ul style="list-style-type: none"> <li>• Review and monitor the implementation of IDP.</li> <li>• Adapt PM framework and approve the IDP.</li> <li>• Monitor Performance.</li> </ul>	<p>satisfactions.</p> <ul style="list-style-type: none"> <li>• Facilitates a process of benchmarking and collaboration with other municipalities.</li> <li>• Provides a mechanism for the monitoring, implementation and review of the IDP.</li> </ul>
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### 23. DISPUTE RESOLUTION

Directors that have negotiated Fixed-Term Contracts:

- (1) In the event that the section 54A and 56 Manager is dissatisfied with any decision or action of the panel in terms of the Performance assessment, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of the Agreement, the dissatisfied Manager may meet with the chairperson with a view to resolving the issue. All detail must be duly documented.
- (2) In the event that the Manager remains dissatisfied with the outcome of that meeting, she/he may raise the issue in writing to the next higher level of institution (Council) requesting that the issue be heard.
- (3) The Council will discuss the matter and take a resolution upon the dispute.

### 3.2 Introduction

### 3.3 Disaster Management Plan

Emergencies and disasters respect no boundaries and can destroy life and property suddenly and without warning. The South African government has recognized the need to prepare for and to reduce the risk of disasters and has made provision for such measures through the three spheres of government in partnership with private sector and civil society.

The Emalahleni Local Municipality is not immune to emergencies and disasters and annually suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The Local Municipality is committed to ensure the safety and sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk with the local municipality in close collaboration with all relevant stakeholders.

The Council adopted the Disaster Management Plan in 2015.

The disaster management plan is structured in such a way to allow for dissemination of information. This plan is the document which provides details of what should be done while the disaster management framework provides the guidance and legislative framework to who should be executing the plan. The disaster management should be included in the IDP as a sector plan to ensure that the disaster management strategies form part of the municipal strategy and that funding can be made available to effectively implement the disaster management plan.

Below is the short description of each Key Performance Areas (KPAs) and Enablers of the Policy Framework for Disaster Management in South Africa to contextualize the use of the KPA's and Enablers within the Municipal Disaster Management Plan of Emalahleni Local Municipality.

#### (a) KPA 1: Integrated Institutional Capacity for Disaster Management

Key Performance Area 1 of the Policy Framework for Disaster Management in South Africa (NDMF) establishes the requirements for effective institutional arrangements in the national sphere to ensure the integrated and coordinated implementation of Disaster Management Policy and legislation as well as application of the principle of cooperative governance. Key Performance Area 1 also places appropriate emphasis on arrangements that will ensure the involvement of all stakeholders in Disaster Management to strengthen the capabilities of national, provincial and local organ of state. Arrangements that will facilitate co-operation with countries in the region and the international community for Disaster Management are discussed in the plan.

#### (b) KPA 2: Disaster Risk Assessment

Disaster risk specifically refers to the likelihood of harm or loss due to the action of hazards or other external threats on vulnerable structures, services, areas, communities and households within an area. Key Performance Area 2

addresses the need for conducting ongoing disaster risk assessments and monitoring to inform Disaster Management planning and priority setting, guide disaster reduction efforts and monitor the effectiveness of such efforts. It also outlines the requirements for implementing disaster risk assessments and monitoring by organs of state within all spheres of government.

**(c) KPA 3: Disaster Risk Reduction**

The successful implementation of the Act critically depends on the preparation and alignment of Disaster Management Frameworks and plans for all spheres of government. The legal requirements for the preparation of Disaster Management frameworks and plans by national, provincial and municipal organs of state are specified in section 25, 38 and 52 of the Act. The Key Performance Area 3 addresses the requirements for Disaster Management planning within all spheres of government. It gives attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into ongoing programmes and initiatives which are stipulated in the plan.

**(d) KPA 4: Response and Recovery**

The Act requires an integrated and coordinated policy that focuses on preparedness for disasters, rapid and effective response to disasters and post disaster recovery and rehabilitation. When a significant event or disaster occurs, or is threatening to occur, it is imperative that there should be no confusion as to roles, responsibilities, funding arrangements and the procedures to be followed. This section addresses key requirements that will ensure that planning for disaster response and recovery as well as rehabilitation and reconstruction achieves these objectives.

**(1) Enabler 1: Information Management and Communication**

Disaster Management is a collaborative process that involves all spheres of government, non-governmental organisations, the private sector, a wide range of capacity-building partners and communities. Integrated Disaster Management depends on access to reliable hazard and disaster risk information as well as effective communication systems to enable the receipt, dissemination and exchange of information. It therefore requires capabilities to manage risks on an ongoing basis, and to effectively anticipate, prepare for, respond to and monitor a range of natural and other hazards. It further requires systems and processes that will enable all role players to make timely and appropriate decisions during emergencies. These systems and processes must also inform Disaster management and development planning processes by all stakeholders.

**(2) Enabler 2: Education, Training, Public Awareness and Research**

Section 15 and 20 (2) of the Disaster Management Act specify the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion research into all aspects of Disaster Management. This Key Performance Area addresses the development of education and training for Disaster Management and associated professions as well as the inclusion of Disaster management and risk-avoidance programmes in school curricula. It also outlines mechanisms



for awareness creation and the development of national disaster risk agenda.

### **(3) Enabler 3: Funding Arrangements for Disaster Management**

The provision of funding for Disaster Management is likely to constitute the single most important factor contributing to the successful implementation of the Act by national, provincial and municipal sphere of government. The Act, with the exception of Chapter 6 on funding of post-disaster recovery and rehabilitation, does not provide clear guidelines for the provision of funding for Disaster Management. In order to give effect to the requirements of the Act, four Key Performance Areas and three Enablers have been identified in the NDMF to guide the implementation of the Act. Accordingly, funding from a range of sources for the different aspects of Disaster Management outlined in the Key Performance Areas and Enablers will be required.

Enabler 3 builds on the recommendations made by the Financial and Fiscal Commission on funding arrangements in its Submission on the Division of Revenue 2003/04, and describes the Disaster Management funding arrangements for organs of state in the national, provincial and local spheres of government. In this plan, the Key Performance Areas are reflected in specific dedicated chapters, while Enablers are interwoven in all Chapters of the plan.

### **INTEGRATION OF THE DISASTER MANGEMENT PLAN IN THE IDP**

In terms of Section 26 of Municipal Systems Act, a municipality is required to prepare a Disaster Management Plan as part of the IDP. The Integration of Disaster Management into the IDP Review should involve the following:

- i. Identify areas of risk as per Annexure A. This would relate to where and what investment is required from Disaster Management perspective. This could be incorporated in SDF along with any identified projects as per Annexure B.
- ii. Identify any disaster recovery projects – these could influence the priority projects within the municipality as well as in terms of the sector department and involve the reallocation of resources an example would be if an area within the municipality is identified as a high risk cholera area and a municipality has some funds for sanitation projects, this area could be prioritised over and above other areas within the municipality. Another example would be were a municipality has allocated resources for a project but due to a disaster occurring these funds has to be reallocated to assist the community affected instead.
- iii. Identify any "priority" projects that would gear a municipality to address prevention, mitigation, response, preparedness and recovery. These projects should be aimed at creating a basis to further development of disaster management eg. DM centre and Fire station, institutional development, funding for a comprehensive ward level risk assessment. It should address strategically what is going to have an impact on budgeting process for the following financial year or the prioritisation of the municipal projects.

### **3.4 Risk Management Strategy**

Risk Management Strategy is in place.

The Municipality has a Risk Management Committee chaired by the Member of the Audit Committee and includes all the Directors.

The Risk Management Committee convene on a quarterly basis to review the progress on implementation of the Strategic Risk Register and Operational Risk Register.

The Municipality has an established Risk Management Unit. However, currently there is no dedicated capacity/staff members at the Risk Management Unit. The post of the Risk Management Practitioner is being prioritised and the Municipality is in the process of recruiting the Risk Management Practitioner.

The Risk Management function is currently coordinated by internal audit function. The internal audit continues to provide assurance over risk management strategies. The Audit Committee will play a significant role in monitoring and providing oversight on the implementation of risk management plans.

### **3.5 Fraud Prevention Plan**

At the Emalahleni Local Municipality, a Fraud Prevention Plan is in place. However, due to the lack of dedicated capacity at the Risk Management Unit, this plan has not been fully implemented.

The Municipal Manager reports to the Audit Committee on a quarterly basis any Fraud and Corruption related activities.

The Audit Committee will play a significant role in monitoring and providing oversight on the implementations of the Fraud Prevention Plan, however, oversight over Fraud Prevention Plan is not sufficient. The challenge the municipality is facing includes but not limited are:

- Non-implementation of plan;
- Lack dedicated capacity/staff for Risk Management Activities and Fraud Management Activities.
- Lack of Fraud Awareness campaigns for Municipal employees and community in general.

### **3.6 Intergovernmental Relations Strategy**

To establish a framework that provides for procedures of a coordinating structure that shall serve as a mechanism to enhance integrated governance and service delivery in Emalahleni Local Municipality, co-coordinating joint integrated development planning, considering and co-coordinating service delivery continuity measures, providing a forum for sharing best practices, experiences and learning, facilitate communication on, and formulating joint responses to provincial and district policy and legislative processes, considering any other matters referred to by both Municipality and sector departments, promotion of inter-sectoral dialogue, and mediation in case of disputes between municipality and other structures; improving cooperation between municipalities and sector departments and any other partners and stakeholders deems fit to work with; ensuring that there are coordinated programs of implementation and the necessary structures with regard to such

issues as rural development, urban renewal, safety and security, HIV & AIDS and special programs and to promote and enhance the principles of integrated governance at local level

These shall serve as internal procedures of the Emalahleni Local Municipality Intergovernmental Relations (IGR) Forum giving effect to the resolutions taken at an IGR Summit that was held in Grahamstown (Makana Municipality) in 2009. The Summit took a firm resolution allowing LMs and Metros to establish their own IGR Structures as the Intergovernmental Relations Framework Act 13 of 2005 in its present form is silent of these categories of municipalities

### **3.6.1 Aim of the Emalahleni IGR Forum**

The main objective of the Emalahleni IGR Forum is to enhance integrated development and consider priorities in the entire municipality. Additional objectives include the following:

- (a) Development of a Local Programme of Action in relation to the National, Provincial and District programmes.
- (b) To facilitate the coordination and integration of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that both the district and provincial strategic planning inform and are informed by the IDP of the Emalahleni LM.
- (c) To consult on policy issues that materially affects Local Government.
- (d) To develop and provide mechanisms to engage provincial government, the Office of the Premier and DLGTA on IGR related matters and/or challenges.
- (e) To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time.
- (f) To promote economic growth and development through trade, investment and tourism.
- (g) To share knowledge and expertise in local governance generally or in agreed functional areas.

### **3.6.2 The goal of the Emalahleni IGR Forum is to ensure that the decisions reached are implemented by:**

- (a) Sharing of information on and understanding of the respective programs of all stakeholders
- (b) A clearer understanding of mutual strategic priorities and how these complement each other
- (c) A commitment to collaborate, engage continually and share information on policy implementation, success stories and co-ordinate activities.

### **3.6.3 Role of the Technical Support Structure in setting the Agenda for Emalahleni Local Municipal IGR Forum meetings**

With regard to the setting of the agenda for Emalahleni LM IGR Forum meetings, the role of the Technical Support Structure will be as follows:



- (a) Ensure that sufficient technical processes have been conducted with other relevant intergovernmental forums and stakeholders prior to submission of an agenda item to the Emalahleni LM IGR Forum;
- (b) Monitor the implementation of Emalahleni LM IGR Forum decisions;
- (c) Ensure that the Emalahleni LM IGR Forum agenda and documentation is distributed by the Secretariat to members at least seven days before a meeting;
- (d) Advise the Emalahleni LM IGR Forum on instances where joint IGR Forum meetings (between two or more Sub-IGR Forums) is required to discuss and consult on issues which are common in nature; and
- (e) Discuss a program and approach for the Emalahleni LM IGR Forum agenda during the first Technical meeting at the beginning of the financial year

#### 3.6.4 Status of the IGR Strategy

The strategy is in a draft format where Terms of Reference will be adopted before the end of 2016/2017 which result to the adoption of the strategy.

### 3.7 Human Resource Development Strategy

Emalahleni Local Municipality is guided by the South African Constitution (1996), the Municipal Structures Act (1998), the Municipal Systems Act (2000), Municipal Finance Management Act (No. 54 of 2003), Public Finance Management Act (No. 1 of 1999) as (amended by Act No. 29 of 1999) and Amended Labour Relations Act (2002), Skills Development Act (No. 97 of 1998), Skills Development Levies Act (No. 9 of 1999), South African Qualifications Authority Act (1995), Employment Equity Act (No. 55 of 1998), Basic Conditions of Employment Act (No. 75 of 1997), Occupational Health and Safety Act (No. 85 of 1993), Batho Pele Principles, to establish clear relations and partnerships to facilitate co-operation, co-ordination and communication between it's political structures and the administration. The plan will talk to our development objectives and targets based on the KPA's of the municipality.

#### 3.7.1 PURPOSE OF THE STRATEGY

The Human Resource Development Strategy therefore aims to ensure that the municipality:

- Has the human resource capacity to deliver on its mandate.
- That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the strategic plan (IDP).
- Recruits and retains the quality and quantity of staff that it requires.
- Promotes the employment equity.
- Progressively and continually develops staff toward the developmental approach to meet the increasing and changing needs of communities.
- Develops leadership and creates a learning organisation that values the importance of service delivery and hence putting people first.

In conclusion this plan will be utilised to guide the municipality in the management of its human resources, assist the planning for future services delivery needs and analyse the gap between demand and supply, and come up with strategies to close gap.

The main strategic objective for the Human Resources Development Strategy is to develop the skills of the workforce, unemployed graduates and community/youth of Emalahleni in order to enhance their competencies. This

is achieved through the implementation of the following projects under Human Resources Development Strategy:

1. Workplace Skills Plan-Development and Implementation of the Workplace Skills Plan (WSP) for the purpose of capacitating and sharpening skills of the municipal employees through skill programmes.
2. In-service training-Assisting the community of Emalahleni that have managed to enrol under South African TVET Colleges and are unable to graduate or obtain their Diploma certificates due to the lack experiential training equivalent to 18 months/ 24 months and or 12 months.
3. Learnerships-Assisting the community of Emalahleni that have managed to pass grade 12 but are unable to enrol to Tertiary institutions/Universities due to non-availability of funds.

A Learnership is a learning 'pathway' or route which includes structured learning (e.g. in a 'classroom') as well as practical work experience, and that result in the acquisition of a full qualification registered on the National Qualification Framework (NQF). Learnerships are also occupationally-based, and must be registered with a SETA and comply with its stipulated requirements.

4. Internal Bursary-This programme aims at assisting internal staff in order to advance themselves in formal programmes such as Diplomas, Degrees and or Masters.

### **3.7.2 PERIOD OF EXISTENCE**

The Human Resources Development Strategy is planned for a period of five years from 2015 to 2019.

### **3.7.3 CONCLUSION**

The benefit that will arise from the successful implementation of the Human Resources Development Strategy in Emalahleni Local Municipality over the next five to ten years will be very significant. The support and involvement by other role players (like, the Training Committee, Management, Shop Stewards, Local Government Seta, Government Department within the Emalahleni Area of Jurisdiction, NGOs, Youth Council, Business forum etc.) will also be very significant hence this strategy need to not only be owned by the employer who is Emalahleni Local Municipality but to be owned by all relevant stakeholders.

## **3.8 Human Resource Plan**

### **3.8.1 INTRODUCTION**

One of the Key Performance Indicators for the Corporate Services Department is to develop the Human Resources Plan.

### **3.8.2 PURPOSE OF HAVING HUMAN RESOURCES PLAN**

The Human Resource Plan therefore will aim at ensuring that the municipality:

- Has adequate Human Resources to meet the strategic goals and operations of the municipality, by having the right people with the right skills at the right time.

- Is able to keep up with social, economic, legislative and technological trends that impact on HR in the Local Government sector.
- Remain flexible so that your organisation can manage change if the future is different than anticipated.

In achieving the set target the department discovered that conducting a Business Process Re-engineering (BPR) is relevant. The process consists of the following phases:

1. Project Inception
2. Diagnostic Review
3. Work Study
4. Organisational Design
5. Skills Audit
6. Close Out

The Municipality is currently in stage five (5) of conducting the Skills Audit of all employees within the municipality. The phase will be completed on Friday, 24 March 2017 where after a Close Out report with HR Plan will be submitted.

Progress report on progress made and the Proposed Organisational Structure has been tabled to the Project Steering Committee, the Executive Management and TRIOKA.

### **3.8.3 CONCLUSION**

The Municipality will have an approved Human Resources Plan for implementation in the 2017/2018 financial year.

## **3.9 Occupational Health and Safety**

### **3.9.1 INTRODUCTION AND LEGISLATIVE FRAMEWORK**

- Occupational Health and Safety Act, (Act No. 85 of 1993) and Regulations
- Compensation for Occupational Injury and Diseases Act, (Act 130 of 1993) Health Act
- Medicines and Substances Control Act
- Health Act
- Environmental Conservation Act
- NEMA
- Minerals Act
- Environmental Impact Assessment Regulations

### **3.9.2**

### **3.9.3 PURPOSE OF THE STRATEGY**

This document (Emalahleni LM SHE plan (09-9-2015)) defines the Management System that is implemented for the management of Health, Safety and Environmental aspects for the activities of Emalahleni Local Municipality. This SHE plan covers the following departments:

- Projects – construction projects
- Water and sewage management and projects



- Health and Community Services
- Disaster Management
- Administrative offices
- Municipality activities – sanitation and waste, electrical, workshops, horticulture

### 3.9.4 KEY COMPONENTS OF THE STRATEGY

- OHS Policy

Emalahleni Local Municipality has developed SHE policy with detailed commitments towards identifying the relevant hazards and risks of departments and projects. The policy also committed in addressing these risks, reduce risk of accidents and pollution, ensure training and competence and regularly review performance.

- Compensation

The Emalahleni Local Municipality is registered with the compensation commissioner and the current letter of good standing will be facilitated at the ELM safety Practitioner.

- Training and Competencies

Certain appointments and critical personnel require competency are required to execute certain duties in compliance with the Act.

- Operational Controls

In order to effectively manage the hazards and risks identified through the risk assessments conducted, numerous operational controls/procedures have been developed

- Personnel Protective Equipment

Emalahleni Local Municipality will provide such PPE to all their employees including casuals and will ensure such equipment is maintained, stored and used correctly.

- Contractors Control

Emalahleni Local Municipality shall take reasonable steps as are necessary to ensure co-operation between all contractors to enable

each of those contractors to comply with Occupational Health and Safety standards and regulations

### **3.9.5 PERIOD OF EXISTENCE**

The Occupational Health and Safety Strategy is planned for a period of five years from 2015-2019.

### **3.9.6 CONCLUSION**

The successful implementation of Occupational Health and Safety Strategy in Emalahleni Local Municipality over the next five years will have a great positive impact in terms of compliance with Occupational Health and Safety act.

Implementation of the strategy will also be reducing claims rate and liabilities against the municipality and promotion of Health and Safety in the work place,

### **3.10 Community Participation Strategy**

In terms of section 1 of the Local Government Municipal Systems Act 32 of 2000 a Municipality must develop a culture of Community Participation by encouraging and creating conditions for local community to participate in the affairs of the Municipality.

In an endeavour to fulfil this obligation, Emalahleni Local Municipality developed a Public Participation Policy and a strategy to respond directly to the stipulations of chapter 4 of the Local Government Municipal Systems Act. The Public Participation Policy and Strategy went through all the consultation processes and ultimately approved by the Council as a strategy that will be utilised to ensure effective Public Participation. The Municipality designed mechanisms through its Policy and strategy in order to ensure inclusion of all previously disadvantaged groups.

The following are those Public Participation Mechanisms designed as reflected in the Strategy:

#### **(1) Mayoral Imbizo Programme**

Mayoral Imbizo programmes are held on an annual basis as part of creating a platform for communities to have access to the elected leaders about issue pertaining to the delivery of Municipal services. This is just one aspect of ensuring that communities are part of the decision making of the Municipality as envisaged in the Municipal Systems Act. These Imbizo are also used an opportunity to report back on programmes and projects in each financial year.

#### **(2) Information Sharing Sessions/ days**

These are the days that we dedicate in ensuring that the Municipality brings all the information required/ acquired to bridge the gap in terms of information dissemination. This platform is commonly used in conjunction with all local government departments and those outside the Municipal boundaries when need arises.

**(3) IDP Representative Forum**

The IDP Rep Forum is comprised of all interest groups, ward committees, Government departments, Political principals and senior officials from the Municipality. The IDP Rep Forum has the following functions in relation to community participation:

- Represent interest groups on relevant strategic planning activities and their outcomes
- Analyse issues, discuss, negotiate and reach consensus (through decision making process)
- Participating in the designing of proposals and Monitoring performance of planning and implementation

**(4) Ward Committee Establishment and Functionality**

Emalahleni Municipality ward Committees were established as required Local Government Municipal Systems Act 32 of 2000. The establishment of these ward committees was done in accordance with the prescripts that guides them and is not according to political affiliation. Ward Committees are one of the mechanisms that are established to ensure public participation and community involvement in the Municipality. Each ward has 10 ward committees chaired by the ward councillor. Their duties are divided in terms of their portfolios. They sit on monthly basis to discuss issues raised at ward level and submit in the office of the Speaker the reports of those meetings on a monthly basis.

**(5) IDP and Budget Roadshows**

Each financial year in terms of the process plan adopted by the Municipality as required by the Local Government Municipal Systems Act the Municipality must consult with the local community on its development and review of the needs and priorities, participate in the drafting of IDP. The Municipality ensures that it consult with the community with regards to whatever changes required in the IDP document to ensure transparency.

**(6) Community Development Workers (CDW's)**



These are the officials employed by the Department of Cooperative Government and Traditional Affairs (COGTA) to be foot soldiers in relation to all issues that affects local communities. The Municipality utilises Community Development Workers (CDW's) as one of the Mechanisms to foster community participation by ensuring that they integrate them to the system of the Municipality for all issues pertaining service delivery.

### 12.13 Special Programs Unity Strategy

The Emalahleni Local Municipality Special Programs Unit (SPU) Strategy for 2017–2022 is developed for with a specific focus on the marginalized groups within our society and includes among those the following focus areas:

- ✦ Youth,
- ✦ People with Disabilities,
- ✦ Women,
- ✦ Children, and
- ✦ the Aged.

The SPU Strategy is developed with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's marginalized.

The SPU Strategy also seeks to create an environment that enables the marginalized within our municipal area to reach their potential and to mainstream municipal policies, mindful of the global economic challenges that affect South Africa and the resource constraints faced by the municipality, identifies the mechanisms and interventions that will act as catalysts to help clear critical blockages and achieve this positive environment.

The SPU Strategy will also outline interventions to enable the optimal development of the marginalized, both as individuals and as members of organized sectors within the municipality, enhancing their capabilities to transform the economy and the country. The SPU Strategy, which will also articulate in detail on how the implementation of the interventions should be carried out in the short, medium and long term for the following five years.

For the goals and objectives of the SPU Strategy to be realized, the municipality will need to partner with all sections of society, including the following:

- ✦ the Organized Sector Groups of the marginalized groupings,

- ↓ Government departments and Agencies,
- ↓ the Non-Profit Sector,
- ↓ Fraternal organizations, and
- ↓ The Private or Corporate sector.

The SPU Strategy is based and is developed within the context of the broad institutional Vision, Mission and Values of the Emalahleni Local Municipality.

## **BACKGROUND**

The Emalahleni Youth Council is a voluntary civil society youth council that represents the interests and aspirations of its various affiliated organisations. It aims to mobilise youth organisations to ensure their participation in the broader societal affairs of the municipality. Its affiliates are drawn from political youth organisations and issue-based organisations as per South African Youth Council Constitution. Its diverse membership gives it a competitive advantage in serving as the "voice of the youth" and unifying divergent views into a common agenda for youth development.

## **CONTEXT AND LEGISLATION**

South Africa's concept of youth development is influenced by the historical conditions that have shaped the country and its democratic goals. It is based on the principles of social and economic justice, human rights, empowerment, participation, active citizenship, the promotion of public benefit, and distributive and liberal values. Youth development determines South Africa's future and should be at the core of its development agenda.

This Strategy responds to the social and economic forces that shape global and regional development in the 21st Century, in particular the aftermath of the global financial crisis. It seeks to align the development of young people with government's approach to addressing poverty and underdevelopment, as diagnosed in the NDP.

Disadvantaged youth must be empowered through effective institutions and policies to overcome conditions that disadvantage them. In the same manner, marginalised youth and those that have fallen out of the educational, social and economic mainstream must be re-integrated through second-chance measures and other supportive actions. This will require a multi-sectoral approach, involving stakeholders in the public sector, civil society and the private sector, with everyone working together to promote youth development and provide youth services.

## OBJECTIVES

The objectives of the Emalahleni Municipality Youth Strategy are to:

- ✦ Consolidate and integrate youth development into the mainstream of municipal policies, programmes and the budget
- ✦ Strengthen the capacity of key youth council and ensure integration and coordination in the delivery of youth services.
- ✦ Build the capacity of young people to enable them to take charge of their own well-being by building their assets and realising their potential.
- ✦ Strengthen a culture of patriotic citizenship among young people and to help them become responsible adults who care for their families and communities.
- ✦ Foster a sense of national cohesion, while acknowledging the country's diversity, and inculcate a spirit of patriotism by encouraging visible and active participation in different youth initiatives, projects and municipal-building activities.

## FOCUS AREAS

### Youth

The Strategy highlights the following proposals:

- ✦ Strengthen youth service programmes and introduce new community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes.
- ✦ Provide full Bursary funding assistance to students from poor families and develop community safety centres to prevent crime.
- ✦ Prepare and place matric graduates into work; expand learnerships.
- ✦ Capacitate school and community sports and recreation and encourage healthy and active lifestyles.

<b>Project Description</b>	Youth, will be provided with support and skills to enable them to establish co-operatives to improve their earning and income-generating capacity to target the service, agricultural and crafts sector.
<b>Key Milestones</b>	<ul style="list-style-type: none"><li>☐ Project Plan</li><li>☐ Memorandum of Understanding</li></ul>
<b>Estimated Budget</b>	R: 150,000-00
<b>Project Driver</b>	Emalahleni Local Municipality



Potential Partners	ECDC, Business, CHDM, Government Departments, State-owned agencies, SETA's
Implementation Period	2017 – 2022

## CONTEXT AND LEGISLATIVE FRAMEWORK

**The Emalahleni Women Forum** - by encouraging their economic empowerment through skills development, economic empowerment and ensuring that they are aware of their rights and potential through the creation of an enabling environment through proactive activities and interventions;

### **Promotion of Equality and Prevention of Unfair Discrimination Act (Act 39 of 1996),**

This act have been passed in recognition of the fact that throughout the history of South Africa, its people have been inspired by the values of equality, social justice and human dignity which formed the foundation of the struggle against colonialism Apartheid and all other forms of social inequality which have caused and continue to cause pain and suffering to the great majority of its people;

The values originate from the traditional philosophy of *Ubuntu* or *Botho*, which has shaped the fabric of a free and democratic South Africa and has moulded its human relations;

The Constitution of the Republic of South Africa, 1996, commits South Africa and its people to the values of unity, human dignity, the achievement of equality and the advancement of human rights and freedoms, non-racialism and non-sexism.

South Africa is a proud member of the family of nations and, as such, is bound by the standards and norms of international law relating to human rights in terms of which discrimination based on among others, race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth, constitutes a gross violation of human rights.

Although progress has been made in reconstructing a society based on equality, justice and human rights and freedoms, forms of structural and systemic inequality still persist which undermine the values of our constitutional democracy.

This act has therefore been enacted in terms of section 9 of the Constitution to prevent or prohibit unfair discrimination. It recognizes that there is a need to:

- ⊕ Make provision for the advancement and protection of persons previously disadvantaged by such discrimination;
- ⊕ ensure compliance by South Africa who has international legal obligations in terms of binding treaties and customary international law in the field of human rights relating to the promotion of equality and the prohibition and prevention of discrimination;
- ⊕ “ actively promote the building of a South African society that is rich in its diversity, that is caring, compassionate and that strives progressively to achieve equality and be in peace with itself its neighbours in other African countries and the rest of the world community;
- ⊕ give effect to the right to equality as contemplated in the Constitution;
- ⊕ set out measures for the promotion and achievement of substantive equality;
- ⊕ prevent and eliminate any unfair discrimination generally and, being mindful of the history of South Africa, particularly the legacies of the past and discrimination based on race and gender, to focus specifically on the prevention and elimination of unfair discrimination relating to race and gender;
- ⊕ conform to the international agreements referred to in section 2, particularly the Convention on the Elimination of All Forms of Racial Discrimination and the Convention on the Elimination of all Forms of Discrimination against Women; and
- ⊕ address and eliminate the imbalances and inequalities, particularly in respect of race and gender existing in all spheres of life as a result of present and past unfair discrimination brought about by the *Apartheid* system, thereby contributing to the total transformation of South African society from one characterized by the inequalities and injustices inherent in Apartheid to one where the universal principles of equality, fairness, justice and human dignity apply to everyone.

## FOCUS AREAS

### Rural Women Skills Development Programme

#### Project Description

Rural women, especially those who are both domestic workers and unemployed in farming areas will be provided with basic life and technical skills to enable them to improve their earning and employability



	capacity. Women will be encouraged to establish and will be supported in the establishment of co-operatives to target the service, agricultural and crafts sector.
Key Milestones	<ul style="list-style-type: none"> <li>□ Project Plan and Cooperative support</li> <li>□ Crime Prevention awareness (Unfunded)</li> <li>□ 16 days of Activism and Women's day (Unfunded)</li> <li>□ Women intergeneration project</li> <li>□ Memorandum of Understanding</li> </ul>
Estimated Budget	R 150 000
Project Owner	Emalahleni Local Municipality
Potential Partner	ECDC, Business, CHDM, Government Departments (SAPS AND Social development, State-owned agencies, SETA's, Soul City
Implementation Period	2017 – 2022

## EXECUTIVE SUMMARY AND LEGISLATIVE FRAMEWORK

### White Paper on Integrated National Disability Strategy 1997.

People with disabilities are excluded from the mainstream of society and experience difficulty in accessing fundamental rights. There is, furthermore, a strong relationship between disability and poverty. Poverty makes people more vulnerable to disability and disability reinforces and deepens poverty. Particularly vulnerable are the traditionally disadvantaged groups in South Africa including, additionally, people with severe mental disabilities, people disabled by violence and war and people with AIDS. Disability tends to be couched within a medical and welfare framework, identifying people with disabilities as ill, different from their non-disabled peers, and in need of care. Because the emphasis is on the medical needs of people with disabilities, there is a corresponding neglect of their wider social needs. This has resulted in severe isolation for people with disabilities and their families.

Over the past decade, disabled people's organisations all over the world have worked to reposition disability as a human rights issue. The result is a social model for disability based on the premise that if society cannot cater for people with disabilities, it is society that must change. This model requires substantial changes to the physical environment.



The goal must be the right of people with disabilities to play a full, participatory role in society. This changing ethos has taken place within an international context which finally gave rise, in 1993, to the UN Standard Rules on the Equalization of Opportunities for Persons with Disabilities.

The vision of the Integrated National Disability Strategy proposed by the White Paper is a society for all. This means that there must be an integration of disability issues in all government development strategies, planning and programmes. There must be an integrated and coordinated management system for planning, implementation and monitoring at all spheres of government. And, to complement the process, there must be capacity building and wide public education.

Key policy areas have been identified. These include prevention, health care, rehabilitation, public education, barrier free access, transport, communications, data collection and research, education, employment, human resource development, social welfare and community development, social security, housing and sport and recreation. The White Paper has developed policy objectives, strategies and mechanisms for each of these areas. The rights of people with disabilities are protected by the Constitution. Government departments and state bodies have a responsibility to ensure that, in each line function, concrete steps are taken to ensure that people with disabilities are able to access the same fundamental rights and responsibilities as any other South African. It is therefore imperative that close partnerships and working links need to be created with the NGO sector. Transformation must involve practical change at every level of our society.

## FOCUS AREAS

### People with Disability

<p><b>Project Description</b></p>	<p>The municipality support the Disabled Peoples Summit and will conduct two programmes for the Disabled Structure.</p> <ul style="list-style-type: none"> <li>□ Summit</li> <li>□ Development Programmes;</li> <li>□ Support to Emadelweni</li> <li>□ Monitor support for the DPW Structure.</li> </ul>
<p><b>Key Milestones</b></p>	<ul style="list-style-type: none"> <li>□ Support to the programme</li> <li>□ Memorandums of Understandings (Capitalization)</li> <li>□ Social Investment by corporate sponsors</li> </ul>

<b>Estimated Budget</b>	R150 000
<b>Project Driver</b>	SPU Unit of Emalahleni Local Municipality
<b>Potential Partners</b>	ECDEET, CHDM, Department of Social Development
<b>Implementation Period</b>	Annually between 2017 – 2022

## 2. Children's Amendment Act, 41 of 2007.

The Children's Amendment Act give effect to certain rights of children as contained in the Constitution; to

- o set out principles relating to the care and protection of children;
- o to define parental responsibilities and rights;
- o to make further provision regarding children's courts;
- o to provide for partial care of children; to provide for early childhood development; to provide for the issuing of contribution orders;
- o to provide for prevention and early intervention;
- o to provide for children in alternative care; to provide for foster care;
- o to provide for child and youth care centres and drop-in centres;
- o to make new provision for the adoption of children;
- o to provide for inter-country adoption; to give effect to the Hague Convention on Inter-country Adoption;
- o to prohibit child abduction and to give effect to the Hague Convention on International Child Abduction;
- o to provide for surrogate motherhood; and to create certain new offences relating to children; and to provide for matters connected therewith."

### FOCUS AREA'S

#### Children

<b>Project Description</b>	The municipality support the Children's Advisory Forum. <ul style="list-style-type: none"> <li>o Profiling</li> <li>o Support to Early childhood development Centres</li> <li>o Monitor support for the Childrens Advisory Forum</li> </ul>
<b>Key Milestones</b>	<ul style="list-style-type: none"> <li>o Support to the programme</li> <li>o Memorandums of Understandings</li> <li>o Social Investment by corporate sponsors for</li> </ul>
<b>Estimated Budget</b>	R 50 000
<b>Project Driver</b>	SPU Unit of Emalahleni Local Municipality



<b>Potential Partners</b>	Department of Social Development, Department Of Education, Unicef
<b>Implementation Period</b>	Annually between 2017 – 2022

## 12.13 SMME SECTOR PLAN SUMMARY

### Preamble

- Development of small businesses, co-operatives, and informal traders seem to be a tool or important for addressing social challenges through job creation and self-employment. SMMEs form part of LED priority areas that the municipality should respond to, through creating conducive environment by removing red tape and in response to Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), which puts an emphasis on the empowerment of black people to be part of the economy.
- A lot of studies including the National Local Economic Development strategy framework recognize Small Micro and Medium Enterprise as a critical driver of Local Economies. A prevalent feature of SMME development in Emalahleni Local Municipality has been its association with alleviation of poverty which is one of development millennium goals.
- *The support that the Municipality provides for SMMEs is widely acknowledged as the country's effort towards economic restructuring and poverty alleviation. This acknowledgement results from governments' political and legislative commitment, through policy and strategy, to ensure that SMME development is viable.*
- *SMME development in local government typifies part of a local economic development (LED) strategy that aims to, among other priorities; achieve the local government's constitutional mandate to promote economic development.*

### Policy and Legislative Framework of SMME Development

- Constitution of the Republic of South Africa Act No. 108 of 1996
- White Paper on Local Government of 1998
- Local Government: Municipal Systems Act No. 32 of 2000
- Broad Based Black Economic Empowerment (BBBEE) No 46 of 2013

### Key Thrust for SMME Development Plan

The implementation framework should respond to these key driving forces listed below of SMME Development Plan. These thrusts are a determination of how the implementation framework should look like.

#### 1.1. Alignment of products and incubation

Emalahleni Local Municipality and the private sector must be able to ensure the alignment of the different interventions by the different organs of state and private sector including the business chamber and the Small Business Association. The alignment of activities will assist in averting



duplication and the understanding between the two will lead to the identification of development opportunities.

### **1.2 Government Purchasing**

The plan must provide adequate tools of ensuring that the Municipality through outward looking instruments will create or open opportunities for procurement by SMME's. The Code of Good Practice provides minimum targets for procurement; the plan must demonstrate responsiveness to those targets. The Procurement Policy environment would have to be adjusted to ensure that it is responsive to such procurement imperatives and Emalahleni Municipality must take a lead in this process.

### **1.3 Access to Finance**

Small and Micro enterprises are faced with huge and insurmountable challenges when it comes to access to finance. The SMME's particularly from the previously disadvantaged background are faced with challenges ranging of confidence in their products by the free market, low disposable income in poor communities and lack of property rights to act as collaterals. Slightly modified financing instruments are extremely important for initial financing.

Through this plan a support particularly regarding positioning these SMME's to access financing must be hatched. The plan must include full support during inception and planning, enabling businesses to access existing products including wholesale finance from government entities. Clear targets must be set within the plan regarding such work.

### **1.4 Capacity Building**

Capacity Building would relate to both the implementation representative and the SMME's. The implementing team should possess adequate capacity in terms of skills and numbers to ensure effective and successful implementation of the SMME intervention. Equally the SMME's as they are going through the Business Development cycle must be given skills that parallel their specific stages in development. Capacity is amongst the main attribute for the failure of new entrants in the business industry. The skills desired would include entrepreneurial skills, business management skills, marketing skills proposal and business plan development and evaluation skills.

### **1.5 Access to Markets**

Small and Micro Enterprise have serious capacity limitation regarding the opening of market opportunities and the promotion of their business. The Government procurement only provides opportunities for businesses in the structured markets. However, the incubation facility must stretch beyond that and provide towards the creation of markets in the highly competitive business environment. A key success factor for the incubation facility is the extent to which business has thrived beyond incubation into maturity. A concerted effort to expose business into real market and ensuring that they survive on their own by providing qualitatively competitive products is an important activity area. As part of this work the entrepreneurs would be capacitated with market skills.

### **Conclusion**

Through this plan the Municipality intends to address constraints in the growth of SMME's. There is also recognition of the fact that local economic development works when ownership is created at the local level and the support provided by the municipality to businesses. There is a strong intention to do intensive capacity building through partnership with the CHCDC, ECDC and DEDEAT. Incubation – another important feature of the plan is the fact that it recognises that a set of intervention is key to the ultimate success of the Municipality's entrepreneur development programme. This means that the whole intervention is in a circular value chain and its success depends on a properly conceptualised incubation.

## 12.14. Forestry Management Plan

### 1.1 Introduction

Forestry is a strategic land use in the economic landscape of a country. Although the country's commercial plantation resources of some 1.27 million hectares cover only 10% of the total land area, it contributes 12% to the country's Agricultural GDP through round wood production valued at 5, 2 billion in 2007. Even though the area under plantation has decreased over the past few years from a peak of 1,518,138ha in 1997 to 1,266, 196ha in 2007, the volume of production has increased from 18,641,228m<sup>3</sup> to 20,330 during the same period. This was due to increase yield based on better site/species matching tree breeding and improvement management.

### 1.2 Emalahleni Local Municipality Biodiversity

Bio-diversity is also one of most important aspects of any development. It is a degree of variation of life forms within a given species, ecosystem, biome or plant. It generally turn to cluster into hotspot and it has been increasing through time. It is therefore important to take serious consideration of Bio-diversity summary of Emalahleni Local Municipality.

The Municipality is 3 447 square kilometres/ 355, 099.1 hectares in size with the following biodiversity summary

Area remaining natural	1 114 844 ha (96.2%)
Area with no natural habitat	80 319 ha (32.9%)
Protected area	0
Biomes	Grass land 355 098.9 ha
Vegetation types	9
Water Management Area	2(Mzimvubu to Keiskama 91.22% and Upper Orange 5.88%
Wetlands	950(5022.9 ha)

### 1.3 Purpose of the plan

The main purpose of this plan is to provide a clear guide lines on how Emalahleni Local Municipality intends to facilitate the development of forestry sector into a vibrant industry providing the range of work opportunities and self-employment opportunities for local communities. This plan also intends to formulate guide lines that will help with conserving forests, preventing them from destruction and deforestation.

It is therefore significant to have a plan to manage forests because that will help improving local economy. Forests plays a significant role to prevent soil erosion, and also among other things forestry enterprise include the following:

- Building material

- Furniture making
- Charcoal
- Nurseries
- Bee Farming
- Leather Tanning
- Pulp
- Medicine Plants
- Bio-fuel

**1.4 It is also significant to note the fact that forestry management cannot be successful without considering key stake holders such as:**

- Department of Agriculture Forestry and Fisheries
- Department of Economic Development and Environmental Affairs
- Department of Rural Development and Agrarian Reform
- Department of Trade and Industry
- Department of Social Development
- Chris Hani District Municipality
- Chris Hani Development Agency
- Traditional Council
- Communities
- Private Sector

**1.5 The Main Objective of Developing Forestry Management Plan Includes the Following:**

- To facilitate local economic development in Emalahleni Municipal Area.
- To create conducive climate for Private Sector Involvement.
- Ensure meaningful involvement of communities and local other role players in the management and the ownership of the forestry and forestry assets.
- To facilitate the increase of the existing hector age of the forest plantation.
- To improve the quality of timber in the area.
- To facilitate value adding to the local raw material to ensure maximum benefit.
- To ensure skills development

**1.6 Proposed Strategic Intervention**

Looking at the situation analysis of the forestry development in the area and surroundings, we are proposing the following intervention

- Forestry management
- New afforestation
- Improvement of the saw milling industry
- Improvement of the charcoal project
- Improvement of the furniture manufacturing project
- Expansion of the medicinal and indigenous plant nursery
- Wattle value addition
- Beekeeping

**1.7 The table below will look at each of the intervention areas which should be perused in order to realize the objectives and target goal.**

Project	Strategy
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<b>Forest management</b>	<b>Objectives</b> <ul style="list-style-type: none"> <li>• Improvement of forest resources</li> <li>• Proper forest management of forest</li> <li>• Establishment of timber</li> <li>• Fair utilisation of forest resources</li> <li>• Improve defence of forestry resource and awareness of forestry and environmental legislation</li> </ul>
	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Poor management</li> <li>• Lack of awareness/interest in forest</li> </ul>

	<ul style="list-style-type: none"> <li>• Land claims</li> <li>• Stock damage</li> </ul>
	<b>Intervention</b> <ul style="list-style-type: none"> <li>• Proper institutional arrangement</li> <li>• Transfer and co-management of forest and management</li> <li>• Ensure proper and meaningful involvement of local communities</li> <li>• Stock branding with strong ponds (law enforcement)</li> </ul>
<b>Afforestation</b>	<b>Objectives</b> <ul style="list-style-type: none"> <li>• Increase of the forestry resource base</li> <li>• Addition of economic value on unutilised land</li> <li>• Land reclamation</li> </ul> <b>Challenges</b> <ul style="list-style-type: none"> <li>• Competition with other land use system (Agriculture)</li> <li>• Settlement</li> <li>• Environmental issues</li> <li>• License</li> <li>• Funding poor infrastructure</li> </ul> <b>Intervention</b> <ul style="list-style-type: none"> <li>• Encouragement of public private partnership</li> <li>• Resource mobilisation (funding)</li> <li>• Establishment of smaller grower scheme</li> <li>• Assist with licence application</li> <li>• Compliance with legislation</li> </ul>

<b>Establishment of the sawmilling industry</b>	<b>Objectives</b> <ul style="list-style-type: none"> <li>• Establishment of the sawmilling business</li> <li>• Expansion of sawmilling business</li> </ul>
	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Lack of timber</li> <li>• Lack of appropriate skills</li> <li>• Access to finance</li> <li>• Lack of co-operation</li> <li>• Lack of infrastructure</li> </ul>
	<b>Products</b> <ul style="list-style-type: none"> <li>• Rafters</li> <li>• Purlins</li> <li>• Branderings</li> <li>• Facia-boards</li> <li>• Markets</li> <li>• Manufacture and local communities</li> </ul>
	<b>Interventions</b> <ul style="list-style-type: none"> <li>• Forest management</li> <li>• Afforestation</li> <li>• Forge unity among saw millers</li> </ul>

<p><b>Establishment of Charcoal Product</b></p>	<p>Objectives: Utilisation of waste in the area for the benefit of communities and economic development</p> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Funding</li> <li>• Lack of market</li> </ul> <p><b>Products</b></p> <ul style="list-style-type: none"> <li>• Charcoal</li> <li>• Pellets</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Forge strong links with private partners</li> <li>• Linkage with the general waste value addition initiative</li> </ul>
<p><b>Establishment of the furniture management business</b></p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• To ensure maximum production in furniture making.</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Lack of funds.</li> <li>• Skills shortage.</li> </ul> <p><b>Products</b></p> <ul style="list-style-type: none"> <li>• Furniture</li> <li>• Coffins</li> </ul> <p><b>Market</b></p> <ul style="list-style-type: none"> <li>• Locals</li> <li>• Departments</li> <li>• Private sector</li> </ul> <p><b>Intervention</b></p> <ul style="list-style-type: none"> <li>• Ensure funding</li> <li>• Link with development partners</li> <li>• Skills development</li> <li>• Increase timber</li> </ul>
<p><b>Establishment of Indigenous Plant Nursery</b></p>	<p><b>Objectives to Establish the Scope of the business</b></p> <p><b>challenges</b></p> <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Market</li> </ul> <p><b>Products</b></p> <ul style="list-style-type: none"> <li>• Indigenous trees</li> <li>• Exotic species</li> </ul> <p><b>Target Market</b></p> <ul style="list-style-type: none"> <li>• DAFF</li> <li>• Forestry companies</li> <li>• Communities</li> </ul> <p><b>Intervention</b></p> <p>Increase the scope of the Nursery to include medicinal and decorative trees/plants. Sign a memorandum of understanding with credible partners/institutions. They should be managed professionally and as efficiently as possible. The aim should be made a state of the art Nursery that can be able to provide for all for all clients in the district. For the sake of the management of such facility there should be a qualified horticulturalist who will be the accounting officer for the Nursery.</p>
<p><b>Waste Value Addition</b></p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• To ensure value addition of bee keeping/farming</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Lack of knowledge</li> <li>• Lack of capital</li> </ul> <p><b>Products</b></p>

	<ul style="list-style-type: none"> <li>• Honey</li> <li>• Pollen</li> <li>• Propolis</li> <li>• Lotions</li> <li>• Creams</li> <li>• Jelly Juice</li> <li>• Bee works</li> </ul> <p><b>Market</b></p> <ul style="list-style-type: none"> <li>• Cosmetic Factories</li> <li>• Local shops</li> <li>• Furniture manufactures and shops</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Ensure funding</li> <li>• Social facilitation</li> <li>• Link with other farming enterprise in South Africa.</li> </ul>
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### 1.8 Extent of Forestry

The table below depicts the extent of forestry in Chris Hani District municipality. This has been extracted from Chris Hani District Municipality IDP document.

Municipality	Commercial	Natural	Woodlots	Potential new Afforestation
Emalaheni	0	1 032	145	4 393
Engcobo	2 012	9 199	146	12 732
Ntsika Yethu	3 882	1 893	1 794	3 752
Sakhisizwe	2 224		122	8 622
Lukhanji	0	0	111	499
Inkwanca	0	0	0	210
Tsofwana	0	0	0	11
<b>Total</b>	<b>8 118</b>	<b>12 592</b>	<b>2 318</b>	<b>30 465</b>

### Ownership

Municipality	Private ownership	State plantation	OMM Woodlots
Emalaheni	0	0	145
Engcobo	0	2 012	146
Ntsika Yethu	0	5 167	510
Lukhanji	0	455	111
Sakhisizwe	2 224	7634	10349.1
<b>Total</b>			

### 9.1 Employment statistics

Municipality	Plantation employment	Natural Forests	Total
Ngcobo	47	18	65
Ntsikayethu	158		158
Sakhisizwe	188		188
Emalaheni	0	0	0
<b>Total</b>	<b>393</b>	<b>18</b>	<b>411</b>

### Conclusion

Emalaheni Local Municipality developed the guideline on how forests can be conserved and be prevented from deforestation. In doing so, villages and wards that have forests will be identified and ward Councillors of such wards will be approached to help with forming forestry management committees. Department of Agriculture Forestry and Fisheries as



the key stakeholder will be approached to come and do an assessment of the forests that are at Emalahleni local municipality. However it should be noted that there is a challenge of funding that will help with improving the standard of the forests and its management.

## 12.15. EMALAHLENI LM IWMP EXECUTIVE SUMMARY

### Introduction

In the past decades, waste management planning has moved from being purely based on a remove and dump system to a more sophisticated Integrated Waste Management Planning systems based on the waste hierarchy adopted by the South Africa's National Waste Management Strategy (NWMS).

NWMS offers a wide range of options for waste management and also requires translation of its goals and objectives into practice. These goals and objectives have to be implemented in conjunction with an agreed action plan. The action plan has to be crafted along the following key elements of the strategy: Integrated waste strategy; waste information systems; capacity building, education, awareness and communication. The element of education, awareness and communication include the following:

- Waste Collection
- Waste prevention and minimisation
- Generation of waste (Generation Areas and waste stream analysis)
- Separation of waste at source
- Waste Collection, transfer and transport
- Reduce, reuse and recycling of waste and
- Disposal of Waste (as the last resort)

This element involves identification of specific waste minimization strategies, whether it is separation at source or at collection. The official hierarchy adopted in the Government Waste Management Strategy is as follows:



**Figure 1: Waste Management Hierarchy as adopted in the National Waste Management Strategy**

Integrated Waste Management also requires extensive public and key stakeholders' consultation. Such consultation is required in order to facilitate informed decision making and to build capacity and understanding of the principle of Integrated Waste Management Planning.

### **Objectives of the IWMP**

The main objective of an IWMP is to integrate waste management into or within municipal services and respond to increasing level of waste throughout the municipality area. This is done in order for the municipality to:

- Identify and plan future waste management needs and requirements;
- Minimize waste management costs by optimising the efficiency of the waste management system.
- Minimize adverse social and environmental impacts related to waste management and thereby and improve the quality for all citizens.
- Avoid and minimize the generation of waste within a municipality.
- Promote and ensure the effective delivery of waste of services. Reducing, Re-using, Recycling and Recovering the Waste

Section (2) of the promulgated National Environmental Management: Waste Act 2008 (Act No. 59 of 2008)[NEM:WA], clearly states that, "the department (DEA) and the provincial department responsible for waste management (DEDEAT) must prepare Integrated Waste Management". Furthermore, section 4(a) thereof states that "each municipality must submit its Integrated Waste Management to the MEC for approval and must include the approved integrated waste management plan as indicated in chapter 5 of the Municipal System Act.

The primary objectives of NEMWA are to protect the well-being of human lives and the environment by providing reasonable measures towards:

- Minimizing the consumption of natural resources;
- Avoiding and minimizing the generation of Waste
- Reducing, Re-using, recycling, recovering and disposal as last resort
- Preventing pollution and ecological degradation.
- Securing ecologically, sustainable development, while promoting justifiable economic and social development
- Promoting and ensuring the effective delivery of waste services.
- Remediating land where contamination presents or may present a significant risk of harm to human health or the environment and

- Achieving integrated waste management reporting and planning.

In line with achieving compliance with NEM:WA and in giving effect to the primary objectives of NEM:WA set out above, Emalahleni Local Municipality has embarked on a process of reviewing their Integrated Waste Management Plan (IWMP). The main objective of the IWMP for Emalahleni Local Municipality is thus, to give effect to the objectives of the NEM: WA and other relevant legislation *inter alia*, Chapter 5 of the Municipal Systems Act.

It is also paramount that the municipality invests in feasible and practical solutions towards resolving waste management challenges. These practical solutions should be developed, implemented and monitored adequately.

#### **LEGISLATIVE FRAMEWORK OF THE IWMP**

- **The Constitution of South Africa (Act No. 108 of 1996)**

Schedule 4(b) and 5(b) of the Constitution of South Africa specify aspects with which the local authorities have concurrent responsibilities. In terms of waste management, such responsibilities include cleansing; refuse removal, landfills & dump, and solid waste disposal.

- **The National Environmental Management Act (Act No. 107 of 1998)**
- **The National Environmental Management: Waste Act (Act No.59 of 2008)**
- **National Environmental Management: Air Quality Act (Act No. 39 of 2004)**
- **National Water Act (Act No. 36 of 1998)**
- **White Paper on Environmental Management Notice 749 of 1998**
- **White Paper on Integrated Pollution and Waste Management for South Africa, Notice 227 of 2000**
- **DWAF Minimum Requirements Waste Disposal By Landfill**
- **National Waste Management Strategy and Action Plans**
- **Municipal Systems Act (Act No. 32 of 2000)**
- **Polokwane Waste Summit Declaration**

#### **Overview of the Status Quo Report**



The scope of the report is limited to the information generated from site visits, interviews with relevant staff members from Emalahleni Local Municipality and documents obtained from the local municipality and Chris Hani District Municipality with regard to waste management practices that are carried out in the Local Municipality.

This report is divided into five parts:

**Chapter One-** Provides background information encapsulating the physical, demographic fixtures, location of the existing dumping sites and their legal status, socio-economic structure, budget for environmental management, waste collection processes and preliminary waste stream analysis.

**Chapter Two-** outlines the legal and policy framework for Integrated waste management (IWM) (bylaws), assessment of institutional arrangements for waste management (revenue trends), institutions involved in waste management services and training and awareness programs for waste management.

**Chapter Three:** highlights issues related to private sector performance within the municipality, and conditions for private sector participation in the waste management space.

**Chapter Four:** focuses on technical performance (SWOT analysis) which is about description of technical performance in respect of waste generation and composition, waste management initiatives, projects which are funded by municipality relating to waste management and impacts, and lastly waste information management.

**Chapter Five,** discusses issues related to barriers or challenges or opportunities to waste management services, identification of challenges in terms of waste management strategy.

One characteristic feature of waste management is that it is achieved by utilizing the technical, organizational, and financial resources in order to complete the outlook that is compliant to the norms and standards acceptable and adopted by the South African Government which are in line with international trends of good practice.

Waste Management Practices in South Africa are not similar and they differ amongst municipalities and also amongst Provinces. The majority of provinces, district and local municipalities are struggling with basic waste aspects such as ensuring adequate collection services and

implementing a minimal degree of control at disposal sites at the same time as they are facing increased waste volumes due to increasing trend of urbanization.

Municipalities generally lack the technical and financial resources manage solid wastes which includes adequate provisions for storing the waste at the point of generation as well as efficient and adequate collection services. Waste disposal in some provinces and municipalities is just a matter of transporting the collected waste to the nearest available open space and the dumping it without any punitive measures. However, progress has been made in the waste sector over the last 6-10 years. There has been a concerted effort to increase the level of awareness among the business sector, citizens and leadership of municipal institutions. Generally, awareness creates a platform for better action towards allocating the necessary resources for the waste management function.

The availability of resources is inextricably linked to the economic situation of the institution and waste management still holds a weak position in this context compared to other public services e.g. water, sanitation, etc. Given that economic development is also linked to the generation of waste, the last couple of years have resulted in an increase in waste quantities in a number of municipal areas though not recorded adequately.

The most important challenge for the industry is the prevention of waste, followed by the need to obtain reliable data for decision making. Another imminent challenge is the increased cooperation across industrial sectors to achieve the overall goal of improved resource management and to render waste less hazardous and harmful to communities.

The tools of material and substance flow analysis, life-cycle analysis and cost-benefit analysis have to be applied more widely, since focusing on the waste end only, is the wrong approach in many cases. The combined application of these methods for comprehensively defined systems will result in concrete concepts of the optimal mix of measures. The goals of dematerialization and detoxification of all economic activities in a long-term perspective have to become more important than just goals restricted to waste management.

The main future challenges and goals for realizing this concept of integrated waste management are:

- National waste policies and the legal framework have to be made coherent, their implementation and enforcement need to be improved tremendously in all parts of the country especially in provincial and local spheres of government. Waste improvement plans at national and local level are needed; these can serve as the basis for the improvement of

and investment in waste management systems. This is especially important for the provincial and local government where public health is adversely affected by insufficient or non-existent services.

- It is essential to achieve a reduction in the amount of waste generated and to decouple the link of economic growth and waste generation. For this purpose, a uniform waste industry approach to raise public and political interest is required in all parts of the country and local municipalities to establish sustainable waste management systems.
- A most pressing area for future progress is the field of information and education. There needs to be a coordinated strategy with regard to information provision and considerable work needs to be done to change people's attitudes towards waste management as a whole and increase participation in recycling and minimisation schemes. Once the public is participating in the recycling schemes it is important to give them feedback on what happens with the recycled waste to keep up their interest in participation.
- Information and education are also needed to allay the fears that people have with regard to waste management and to encourage them to take responsibility for the waste they generate. One major goal that needs to be achieved is increasing public confidence in the waste management sector. Extensive work needs to be done to remove negative perceptions and replace emotive views with views based on sound science and agreed facts.
- Future progress is also needed in moving the markets for recyclables. Producers must be encouraged to incorporate life cycle assessments in the development stages of their products and consider waste management issues in the design stages – something that does not happen as a general rule at present.
- Alternatives have to be made available so that consumers are encouraged to minimise their waste or buy products that are of a company high standard and price but less harmful to the environment.
- Accessible and credible data is crucial if strategies are to be successful and sustainable waste management practices achieved. The industry needs to have access to clear, credible and replicable data and information. The availability and the quality of waste data cause difficulties already at a national level; at an international or regional level, these difficulties are even greater.
- We need to create standards for the whole waste industry that include new and emerging technologies and also the management of specific waste types e.g. agricultural waste. Considerable investments should be made in emerging technologies and assistance should be given to research and development.



- Whilst progress has been encouraging to date, partnerships need to be developed continually so that all stakeholders can work together towards a common goal. Participation by all parties in the decision making process is an important issue. The waste industry has to encourage and take part in multiple stakeholder involvement.
- The waste industry must set and achieve sustainability targets.
- There needs to be access to training and education for everyone involved in waste management. An increasing awareness of networking opportunities is required to facilitate the information flow.
- The practical experience of practitioners and planners, regulators and operators, scientists and researchers in waste management must be made more available to be developing countries and economies in transition. Immediate support and transfer of know-how are most valuable, as they facilitate the implementation of sound waste management strategies and practices. In many cases, a small amount invested in training and education can enable local staff and regional regulators to help them effectively.

From a global point of view, the most urgent need is to close the gap between developed and developing countries. The first priority in this context is to make sure that there are collection services available to as large a part of the world's population as possible and to raise the quality of landfill management.

The key priorities and the most efficient measures with the biggest possible benefit for the environment have to be identified on the basis of the relevant facts and figures. Tools like environmental impact assessments (EIAs), material flow analysis, or macro-economic cost-benefit analysis must be applied more widely for improved and scientifically based decision-making. A broad range of stakeholders must be involved to achieve a substantial progress in the minimization and detoxification of waste.

### **Number of Households**

There are approximately 31 681 households in the municipal geographical area, with an average household size of 3,7 persons per household.

The number of household receiving refuse collection services is as follows:

Area	Number of Serviced Households
Lady Frere urban area	1194
Indwe urban area	2843
Dordrecht urban area	3572
Total	7709
Percentage	24.33%

### 3.1. Organizational Structure

The following table represents the existing staff compliment of Emalahleni Local Municipality. The Waste Management function is within the Community Services Directorate. The Waste Management Practitioner is in charge of waste management function and has the following staff compliment reflected in the table below.

**Table 4: Staff Compliment within the waste management section of ELM**

Category	Number
Waste Management Practitioner	1
Supervisors: Waste Management	3 (2 vacant)
Fleet (trucks & tractors) Drivers	6 (1 vacant)
General Assistants: Street Cleaning	20 (all vacant)
General Assistants: Refuse Removal	30 (10 vacant)
General Assistants: Landfill Site	10 (all vacant)
Total	70 (43 vacant)

### Location of Solid Waste Sites

Emalahleni Local Municipality has three solid waste disposal sites, namely in Lady Frere, Dordrecht and Indwe.

### Transfer Stations

Emalahleni Local Municipality does not have operational Transfer Stations as of July 2016. However, the municipality has licences for Dordrecht and Indwe transfer stations which will feed the planned Lady Frere Regional Landfill once operational.

## TECHNICAL PERFORMANCE

### Waste Generation and Composition

The Municipality is currently collecting refuse in all urban areas, with some areas such as the CBD's receiving daily service and some urban areas receiving at least once a week service. The CBD and major retailers are serviced more frequently with some businesses being serviced on a daily basis even though they are not charged accordingly.

Health centres are using a private service provider for collection of hazardous waste. Only urban health centres' general solid waste is collected by the local municipality. The rural areas dispose of general waste by their own preferred means.

### **Waste Types and Categories**

Waste which is generated within the Emalahleni Local Municipality is mainly general waste which falls into the following categories:

- Domestic
- Commercial
- Building rubble/Construction and Demolition waste
- Garden refuse/Green waste

### **Estimated Waste Quantities (General Waste)**

Emalahleni Local Municipality generated an estimated 2 445.5 tonnes of general solid waste during the month of May 2016. This may be used as an average quantity of waste that ends up at the three solid waste disposal sites within the municipality. This is the official registered information in view of the municipal fleet being used. No monthly quantities/records for waste disposal for other months are available.

The estimated waste generation using DEA guidelines is found on the table below. Where the formula used is: (total number of households x average people in each household x waste generation) / 365 days.

### **Disposal Infrastructure Development**

This area relates to the development, upgrading and legalization of disposal infrastructure. This includes the identification of new infrastructure required, the permitting of existing unlicensed facilities, and the upgrading of the current infrastructure as well as the improvement of management practices at the various locations.

The following is recommended for Emalahleni Local Municipality:

- Decommission and rehabilitate the dumping sites within the Municipality
- Improve access control in all the sites to avoid entry after hours with materials not suitable for disposal.



- Improve signage within the Landfill Site

### **Waste Collection Infrastructure**

This aspect relates to fleet for waste management. Emalahleni Local Municipality has sufficient fleet for the service area. Due to the small quantities of waste produced within the rural areas, the removal of waste from the individual households, however, still remains the responsibility of each individual as no formal collection is conducted by the municipality. This situation is not ideal due to the fact that non-removal of waste may pose a health concern and lead to illegal dumping at more convenient locations throughout the settlements. To this end, it is recommended that the municipality plan for the provision of skip bins in the unserved areas where waste generation seems higher and move gradually into the villages

If the ELM wants to expand the service area, the following aspects should be taken into consideration:

- Purchase additional fleet which can be solely dedicated to waste management.
- Sell fleet which is no longer useful.
- Continuously assess its fleet regularly and in line with resolutions on extending the service coverage.
- Ensure that all waste receptacles in town are at least 100m apart from each other. This can be undertaken in order to comply with the norms and standards for waste management.

### **Institutional Capacity and Human Resources**

This aspect involves the identification of human resource shortcomings and alteration to employee structures. The following is therefore recommended for Emalahleni Local Municipality:

- The Community Services Directorate should review its organogram with a view of strengthening the waste management function.
- The Unit should undertake the enforcement of bylaws, synthesis of the waste information system and interaction with private sector in the municipal area.
- The current staff members should be trained continuously on the function in order for them to perform better. This would help them to understand various forms of waste and report any wrongdoing to the authorities.

### **Financial Resources**

This aspect relates to existing and required financial structures and strategies. The current revenue generated through the function of waste management is commended. The municipality should consider the following:

- A pre-paid system for waste management wherein a voucher system can be devised for private disposers.
- Tariffs for private disposers should be determined and standardized.
- Ensure continuous improvement of rate payer numbers every year in order to generate more revenue.
- Ring-fence the revenue for waste management in order to re-invest in the function in various ways

### **Information Management and Dissemination**

This aspect covers the need for effective record keeping and the development of a Waste Information System, the sharing of available information as well as co-operation of the various stakeholders within the municipality. It is recommended that the municipality should:

- Develop a Waste Information System (WIS) for all its sites including the transfer station as constructed. The municipality can enlist the support of the provincial Department for this aspect.
- Synthesis of the information generated by the WIS is highly recommended for management purposes.
- Procure the mobile weigh bridges for all the waste disposal facilities in order to accurately determine the volumes of waste disposed in the facilities.
- Develop a comprehensive awareness campaign programme and waste education for the municipality. The municipality can enlist services of the Provincial department to create awareness on waste matters.

### **Management of Illegal Activities**

This focus area relates to illegal dumping activities within the municipal area. This involves identification of possible illegal dumping hot spots, development of clean up and anti-dumping campaigns, possible revision of by-laws as well as revision of collection strategies. The following is recommended for the municipality:

- Undertake a comprehensive audit of open spaces (erven) within each town. This is to assist in identifying illegal dumping hotspots. This will be done with a view of formulating a strategy for each of those areas.
- Put up sign boards on those potential hotspots with a view of deterring illegal dumping
- Other open spaces may be recommended for recreational parks to improve cleanliness and control.
- Develop a penalty system for all illegal dumping activities.

### **Waste Minimization Strategies**

This focus area involves the identification of specific waste minimization strategies, whether it is separation and collection at the source, privatization of recycling activities, and development of collection points throughout the area as well as public awareness/education strategies. The following is recommended for the Emalahleni Local Municipality

- Strengthen the functionality of the existing recycling project through ensuring that there are more recyclables into the project in order to meet the required volumes,
- Introduce a two-bag system for all households and businesses in order to improve separation at source. This would also improve recyclables going to the Project.
- Strengthen the participation of private sector companies whether as donors or in transferring the skill to the cooperatives.
- Should budget for this project through its equitable share as it increases the lifespan of the waste disposal facilities. *For ease of reference, kindly refer to the implementation Programme for 2016 – 2020.*

## **12.16 EMALAHLENI LM EMF EXECUTIVE SUMMARY**

### **Introduction**

Emalahleni Local Municipality, which is located within the central part of the Eastern Cape Province. In the Chris Hani District Municipality, has embarked on a process of developing an Environmental Management Framework (EMF) for its geographic area. IKAMVA Consulting, an independent environmental service provider was commissioned to develop the EMF.

This report represents the Desired State Assessment of the Emalahleni LM- EMF process and serves to build on the Status Quo Evaluation by establishing an environmental vision for the municipality which is translated into a Environmental Management Zones (EMZ) which is a spatial representation of areas that need conservation and management prior to proposed developments via a mapping exercise.

An EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific activities may best be undertaken and to offer performance standards for achieving and maintaining the desired state of that area.

### **Environmental Management Framework Objectives**



In undertaking this study, the objectives and guidelines for EMF development in terms of NEMA 107 of 1998 were taken into consideration. The EMF study will cover all the areas under the jurisdiction of the Emalahleni LM.

In order to address the triggers for sustainable development in Emalahleni LM and the priority environmental opportunities and constraints, some of the key objectives of the EMF include facilitating environmental decision-making and providing strategic guidance on environmental, economic and social issues in the local area. The catalysts for initiating the EMF fell within the following categories:

- i) Significant environmental factors (e.g. protection of natural resources to ensure that the associated environmental goods and services are not jeopardised);
- ii) Socio-economic factors (e.g. the local people have a substantial reliance on natural resources);
- iii) Development pressures (e.g. unlocking the local area's development potential);
- iv) Environmental threats (e.g. land transformation and degradation); and
- v) Resource management issues (e.g. risks to sensitive environmental habitat).

The EMF development approach is consistent with the requirements stipulated in the National Environmental Management Act (Act No. 107 of 1998) and the EMF Regulations (GN No. R547 of 18 June 2010). This Report makes recommendations for consideration by the Municipality in various environmental indicators. It is essential that the Municipality makes considered views towards implementing the recommendations.

## **STATUS QUO SUMMARY FINDINGS**

### **Specialist Assessment Key Findings Summary:**

The key findings from the baseline analysis can be summarised as follows:

#### **Freshwater Ecosystems**

There are seven (7) major rivers and 601 recognised National Freshwater Ecosystems Priority Areas (NFEPA) wetlands. Majority of rivers are safe from experiencing major developmental changes and transformation. The ecosystem that experience major impact within the study area are wetlands, due to their proximity, accessibility and sensitivity to change they are prone to destruction. In addition, the wetlands within the study area are not in any conservation programs and to keep their persistence in nature, protection and conservation management of the wetland ecosystem is required.

The majority of the wetlands are seasonal. It has to be noted that there are also few man-made dams observed during the survey.

Within the study area, it was also observed that there are few man-made dams ranging from Department of Water and Sanitation (DWS) constructed dams for water conservation and ones constructed to support farming activities occurring in the municipality.

The Present Ecological State (PES) of the rivers ranges from poor to good.

*Freshwater ecosystems within the study area are under the threat of the following:-*

- ii) Alien Plants invasion.

) Development or structural development.

) Sedimentation and Pollution.

### **Air Quality**

The specialist air quality study indicated that residential energy use (biofuel and electricity), motor vehicle emissions, vehicle entrainment on dirt road, hospitals, solid waste burning, vegetation burning (veld fires) and road construction (including their quaries/borrow pits) and trans-boundary pollutants as major sources of air pollution in the municipality. However, the overall air quality within the study area is still considered to be in good quality amidst random peaks. It is recommended that the municipality regulate and manage the air quality as there are no dedicated resources to monitor different activities that affect the air quality within. The agreement necessary to manage and monitor air quality within the study area should be included and recognised in the Integrated Development Plan (IDP) compiled and adopted by the Emalahleni Local Municipality.

It would be more prudent for Chris Hani DM to provide the function with the DEDEAT regional staff fulfilling an oversight role.

Despite this, it is necessary that air quality and the agreed management function is recognised in Emalahleni LM's IDP.

### **Agriculture**

The LED strategy regards Agriculture as one of the key economic drivers in Emalahleni Local Municipality. The area has been identified as suitable for both livestock farming and crop farming, despite its harsh and dry climate. Livestock production is prevalent in Emalahleni Local Municipality with cattle, sheep and goats being farmed in large numbers both on commercial and subsistence basis, however, crop farming is only practised in small scales and where necessary commercial practise is limited except to areas where water for irrigation is easily accessible.

### **Heritage**

Emalahleni LM is identified as an area with rich heritage resources and had several surveys previously conducted. A significant number of historical and cultural resources have been identified within the Emalahleni Municipality geographical area. These heritage resources consist of memorials, places of worship (churches, mosques and temples), 32 burial grounds and grave sites (Grade IIIa), 26 Grade IIIb sites (archaeological, palaeontological, stone walls and structures), areas of political significance and areas of past economic significance, 26 Grade IIIc sites (Stone Age archaeological and artefact sites, structures and the remnants of an old road) and ungraded sites such as buildings, burial grounds, and Stone Age sites, to mention but a few. One provincial heritage site, the Dutch Reformed Church in Dordrecht, has been identified. Few comprehensive and accurate records exist for heritage resources in the area, which has limited mapping opportunities and spatial planning for this EMF.

In terms of palaeontology, the SAHRIS Palaeo-sensitivity map indicates that the area is underlain by Very High, Moderate, Insignificant/Zero and Unknown formations of fossil sensitivity.

There are several un-surveyed "hot spots" that require further assessment by a heritage practitioner, should the need arise. These areas may include heritage resources that are as yet unrecorded and should be noted. These areas include resources of the built environment in towns or farmsteads, Stone Age archaeological and rock art sites in mountainous regions and along water courses, Iron Age settlements in and surrounding villages, burial grounds and grave sites (as well as living heritage/sacred sites) near to villages, farmsteads and settlements, battlefield sites, monuments and memorials, and palaeontological resources.

It is therefore recommended that the municipality should use the current report as a baseline for future research within the area of jurisdiction.

### **Biodiversity/ Ecology**

The study showed that Emalahleni Municipal area consists of approximately 77.4 percent natural area and 22.6 percent is comprised of transformed, developed or degraded areas. The terrestrial ecosystem of the area is characterised by one biome, namely the Grassland Biome and nine (9) vegetation units in which three (3) are identified as Endangered and four (4) are Vulnerable to threat.

There are approximately 152 families of plant species. There are 46 plants of conservation importance and management; 6 of these recorded plants are considered VULNERABLE, 3 Plant species are THREATENED, 15 are NEAR THREATENED, 5 are ENDANGERED, 2 are RARE, 3 are CRITICALLY ENDANGERED and 12 plant species are DECLINING.

In terms of fauna, findings for species of special conservation and management concern recorded seven (7) amphibians families that occur and extend their distribution within the municipality; of the recorded species three (3) are considered ENDANGERED, two (2) CRITICAL ENDANGERED, one (1) VULNERABLE and the last one to be ENDEMIC within the study area. Furthermore, three (3) mammal species of concern were identified; they are recorded as one (1) ENDAGERED, one (1) VULNERABLE and the last one (1) NEAR THREATENED. Two reptile species were also found to occur and extend its distribution in the study area and of importance.

Due to time and financial constraints, birds were omitted from this survey.

The species of conservation importance have been noted to occur in the following areas: 23



Mountains, cliffs and hills that extend their range within the Municipality are habitats of endemic and important flora and fauna and serves as ecological corridor for biodiversity functioning. Forests, shrub areas and woodlands are important habitats for local fauna and flora species.

Rivers and natural functioning wetlands are habitats and keepers of flora and freshwater fauna. Riparian areas and floodplains are important for ecosystem functionality and species conservation. There are no formally protected land surface areas, which is a concern in environmental perspective. While opportunities for protection and improved management still remain, socio-economic drivers such as agricultural expansion, the spread of alien invasive plants and deteriorating water quality will continue to erode the remaining environmental assets.

## **Geology**

The various types of geology (which influences soil production) as well as risk types (hazards) in the Emalahleni LM were identified. The area is underlain by three main groups of sedimentary and volcanic rocks of the Karoo Super group. These three main groups are the Drakensberg, Stormberg and the Beaufort Group.

Geological hazards, such as seismic hazards (e.g. earthquakes), collapsible soils, heaving/shrinking soils, landslide risks and unstable slopes have also been assessed. The natural seismic intensity of the area can be described as an area that exhibits a 90% probability of a seismic activity not exceeding Class IV intensity (equivalent of an earthquake registering 5.5 to 6.1 on the Richter scale). However, there has been no earthquake exceeding 4.5 magnitude on the Richter scale that has been registered in the past 100 years in the Emalahleni.

The area has a low risk of collapsible soils, with the exception of transported sands that are potentially collapsible sands occurring in the north eastern portion of the municipality, near Indwe. Additionally, the area has no shifting sands, but has areas that exhibit a low risk of soil acidification in areas towards Queenstown and predominantly at Indwe towards Lubisi dam.

### *Swelling Clays*

According to the geohazard atlas the occurrence and classification of swelling clays in the study area ranges from Very Low and Moderate to High.

### *Landslide Susceptibility 24*

The majority of the study area exhibits very low susceptibility to landslide, with small localised portions in areas of steep slopes in the most north eastern portion of the area that exhibits a high to very high susceptibility.

#### *Soil erosion*

The area has very low to very high areas which are susceptible to soil erosion.

It should be noted that, despite the above information, fine scale site investigations are a primary requirement prior to development in the area due to the possibility of geological risks being present at the more detailed level.

### **Landscape Character**

The study area landscape context is strongly associated with the Stomberg Mountains that form part of Amathole Landscape. With exception of the mountains, the area is relatively flat. The genius loci for the Emalaheni LM are based on the historical farms that constitute areas of visual uniqueness. Within the municipality there are areas of heritage and tourism interest which include the mountains, rock art, etc. The routes cut through the majestic midlands that highlight the mountains and hills that form the backdrop of the villages and towns within.

In terms of Zones of Visual Influence, the mountains and rivers are rated Medium while the middle parts of the municipality which are susceptible to transformation are rated low.

The visual significance for Emalaheni Local Municipality is rated medium without mitigation and very low with mitigation for all developmental phases. Intrusive developmental phases such as construction and operation phase visual impact would be high depending on the approach, structure height and exposure levels to receiving area. Without mitigation the visual significance for all phases of the proposed developments should be considered high whilst with mitigation the visual significance for construction and operation phases would be medium and low for decommissioning phase. Mitigation should entail the construction of a high screening berm around the proposed sites, dust control measures and the location of the laydown in places close to residential proximity.

## Resource Economics

The study identified the five main natural assets found in the area of Emalahleni LM. These are; water, agriculture, biodiversity, tourism, and mineral resources. Approximately 16 groups of beneficiaries of natural resources were identified in Emalahleni. These groups include; plant collectors, miners, rural and urban dwellers, students and academics, tourists, National and international biodiversity fanatics, farmers, astronomers, military personnel, etc.

In terms of economic value of the resources, various methods were used to put monetary values on the resources. The following values were put in the resources:

I **Agriculture:** Agriculture is dominated primarily by communal farming, with no clearly distinguishable formal markets. This resource also required complex valuation methods. It was resolved to sample grazing as a representative aspect with which to cost agriculture. The annual value of this service in Emalahleni is approximately R1.2 Billion.

II **Biodiversity:** These resources would require further studying to fully comprehend. Based on available information, the study could not with any degree of certainty allocate a value to it. It however remains a very important resource, from which many ecosystem services spring. It requires an empirical study, and a desktop study such as this one would not provide any true reflection of this resource.

III **Water:** Using a combination of methods, the study estimated that a theoretical value for water resource in the Emalahleni Local Municipality is at R735 Million per annum.

IV **Tourism:** The difficulty with valuing this resource is that there are no readily available statistics of tourist numbers in the municipality, and what they generally do when they are there. Using methods explained in the text, we put the economic value of tourism at R95 million per annum.

V **Mining:** The coal reserves in the municipality, which are yet to be exploited to capacity, are estimated to be worth R312 Billion. These figures are not real money in the bank. In most cases, these resources are not empirically valued as and of themselves, as mentioned above. The study relied mostly on using replacement values as costing methods.

## SENSITIVE ENVIRONMENTAL ATTRIBUTES

### Overview

During the status quo phase of the EMF spatial information was collected about the sensitive environmental attributes of the area. The status of these attributes gives an indication of the potential or suitability of an area for development, and whether a resource has the ability to absorb more change or impact. This section shows how the information was analysed to produce a composite site sensitivity plan of the study area. The purpose of this technical analysis was to confirm the opportunities and constraints of the area; and to identify areas which are important from a resource conservation perspective and which may need stringent development control.

The method to produce sensitivity was based on 'summing' physical and biological parameters that have a bearing on environmental sensitivity and it included:

I The identification of key data categories and features that should be evaluated. This involved consideration of elements that are 'sensitive' to development impact such as biodiversity priority areas, areas with high erosion potential, primary water production areas, rivers, streams and wetlands including appropriate buffers; high value agricultural land and heritage factors. Only good quality data was considered in this selection process.

II The evaluation of each feature in terms of current policies and best available science. This involved consideration of the status of each feature and weighting it in terms of sensitivity.



Subjectivity was largely reduced by involving specialists in the assessment. The following ratings and values were used in this exercise:

**Table 5: Sensitivity**

Ratings Sensitivity	Description	Weighing
Neutral	The inherent feature status is unlikely to be influenced by change.	0
Low	The inherent feature status is susceptible to change but the risk of serious damage to ecological infrastructure or socio-cultural values is low.	1
Medium	The inherent feature status is susceptible to change and there is a risk of damage to ecological infrastructure or socio-cultural values.	2
High	The inherent feature status is highly susceptible to change. The risk of damage to ecological infrastructure or socio-cultural values is high. Feature protection is required to achieve specific policy objectives, or to safeguard benefits that people obtain from ecosystems.	3

- The integration of data layers: This involved a technical GIS exercise that integrated all the data layers into a single spatial data layer with the respective ratings and values combined into a single record for each spatial facet. The results of the environmental sensitivity analysis and the spatial objectives for the area are presented below. There are six (6) environmental sensitivity zones or land use constraint zones.

### **Topographical Sensitivity**

The character of the terrain drives functionality in the landscape and the ecosystems of the area. The disturbance of the natural landscape character must be avoided, minimised and/or remedied. Land that contains steep slopes are sensitive to change and present land use constraints. However, the steepness of the land is not the only indicator of sensitivity. Relatively permanent land

characteristics such as slope gradient and length, soil erodibility and rainfall erosivity, determine the susceptibility of land to water erosion.

The steep terrain is the most sensitive to development impact because water erosion risk is very high.

The conservation status of steep terrain indicates that the current vegetation cover and land use in these areas should be maintained or carefully managed in order to avoid land degradation.

Development in these areas is likely to cause unacceptable environmental impacts and should therefore be discouraged. Areas with a lower rating are also susceptible to water erosion. If the vegetation cover and management practices of these areas are taken into account, it will indicate the area's erosion hazard. Development proposals in these areas must adhere to erosion control measures in order to protect the area's soil and prevent further land degradation.

### **Agricultural land resource sensitivity**

Scarce non-renewable agricultural resources must be protected and used in a sustainable manner. Non-agricultural development activities in these areas are likely to impact negatively on the local food security objectives and will undermine sustainability objectives.

### **Biodiversity sensitivity**

South Africa's biological diversity must be managed and conserved and the use of such resources must be sustainable. Land that contains important biodiversity assets is sensitive to development impact and therefore presents potential constraints to development.

The extent to which development control must be implemented depends on the status of the specific attributes of the area in question. For example some priority areas should remain in a natural state with limited to no biodiversity loss in order to contribute to national biodiversity goals, while others may accommodate some loss of biodiversity.

### **Hydrological sensitivity**

South Africa's water resources must be protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner. Land that contains important water resource assets presents constraints to development.

The area of Emalahleni has a range of sensitivity across the entire geographic area which means that it will be relatively easy to inflict damage to the area's water resource. The water resources in the study area are inherently sensitive to development impact and it will need stringent development control.

### **Socio-cultural sensitivity**

Heritage resources of cultural significance or other special value for the present community and for future generations must be protected and managed as part of South Africa's national estate. Land that contains heritage features is therefore sensitive to development impact and may present land use constraints.

Features of socio-cultural sensitivity include features that are formally protected by provincial and national heritage legislation. It includes buildings/structures older than 60 years, archaeological and paleontological sites, battlefields and associated cemeteries, and provincial and heritage landmarks. While this EMF is unable to improve the heritage resources data, a risk averse and cautionary approach should be adopted in development. The areas of heritage value that were identified by the heritage specialist were broadly defined as "Potential heritage constraint areas".

### **Air shed sensitivity**

The quality of the air in the study area must be protected and enhanced to secure an environment that is not harmful to the health and well-being of people, and air pollution and environmental degradation must be prevented.

Land use constraints may arise if there are excessive local emissions of pollutants and/or public health threats. The baseline information indicates that the current state of air quality in Emalahleni is of concern in areas along unsurfaced roads in both rural and urban areas, along all roads in general, around CBDs, landfills, quarries and other mining areas, and brick making facilities.

While this EMF is unable to improve the air quality data, a risk averse and cautionary approach should be adopted in development, and the next reiteration of the EMF should afford priority to the delineation of air quality zones.

### **Geographical areas**

The environmental sensitivity zones provide the basis for identifying geographical areas in which specified activities may not commence without environmental authorisation, or in which specified activities may be excluded from environmental authorisation. In other words, the status of natural features is used to estimate suitability for development, and the EMF needs to offer guidance on how development should respond to the current status of environmental attributes. In this approach it is important to remember that:

I The sensitivity analysis does not explain how resources relate to and interact with each other but merely offers a snap-shot view of the intrinsic environmental attributes of the area. For example, it does not explain the interrelationship between biodiversity and hydrology, and the importance of maintaining ecological infrastructure for water production.

II The different environmental features are structural landscape elements. Although individual elements may be inherently sensitive to change, they are also interconnected and collectively form 'the environmental system' of the area. It is this network of elements that offer ecosystem goods and services to humans upon which they build their livelihoods. The material and energy flows in the landscape, and the relationship between pattern and function, should therefore not be neglected in impact assessment.

### **DESIRED STATE OF THE ENVIRONMENT FOR EMALAHLENI LOCAL MUNICIPALITY**

The approach to defining a desired state for Emalahleni LM is based on the following:

I Management priorities;

II Sensitivity analysis;

I Development pressures and trends;

II Development opportunities and constraints, and

III Aspirations of Interested and Affected Parties.

In order for Emalahleni Local Municipality to achieve the desired environmental state the environmental features assessed by the specialist in the previous report (Status Quo: Volume 1) were used to achieve the following outputs as part of the EMF:-



## **Freshwater Ecosystems >**

The desired state is to enhance/maintain aquatic biodiversity. This could be achieved by means of integrated catchment management approach which includes the enhancement of water quality as well as in-stream and riparian habitats. The protection of aquatic biota by means of an integrated approach to the management and co-operative governance between municipalities is considered vital in order to achieve ecological and socio-economic sustainability of the aquatic resources.

*Key opportunities that may contribute to achieving the desired state include:*

- I Implementation of the conservation plan for the Water Management Area within the municipality;
- II Provision of support for the Dam Remediation Project and the subsequent Resource Management Plan that need to be compiled for the municipality;
- III Ensure protection of aquatic biodiversity by means of co-operative governance with adjacent municipalities; and
- IV Provision of support for sustainable use of aquatic resources by managing and regulating activities around them.

*Key threats to achieving the desired state include:*

I Increased nutrient input into water resources (i.e. sewage and polluted water with pesticides), resulting in blooms of toxic cyanobacteria;

- Presence of alien invasive species that are water loving and displace natural and indigenous species along the banks transforming the riparian areas;
- Channel modifications and loss of connectivity of watercourses;
- Contamination of groundwater through commercial, agricultural and industrial activities;
- Deterioration of water quality in river systems due to rapid urbanisation;
- Loss of wetland areas, leading to a loss in ecological function and a subsequent increase in pollution, surface water runoff; and
- Increased periodicity of uncontrolled storm water which results to surface water run-off that lead to soil erosion and dislodge or weak infrastructure.

## **Water Quality**

No catchment-specific water quality guidelines have been formulated or developed. Hence, the desired state for water resources within the municipality is for the water quality to comply with available South African water quality standards (SANS) and, when formulated, the Resource Quality Objectives of the identified management units.

Relevant standards will be dependent on the following:

I Water users in the region, including the aquatic ecosystem;

II Groundwater management guidelines;

III Water users license conditions; and

IV National effluent standards.

Poor catchment management poses a significant number of risks to both human health and well-being as well as the functioning of ecological systems. Furthermore, understanding the resource availability, which takes into account the uses and users of the system, is critical.

*Key opportunities that may contribute to achieving the desired state include:*

II Determination of Resource Water Quality Objectives for the rivers within the municipality;

***Key threats to achieving the desired state include:***

- 1 High turnover of experienced staff within the local authorities, such as DWA;
  - 1 Further exceedance in capacity and poor maintenance of infrastructure as well as increased surface water run-off have resulted in significant pollution to water resources;
  - 1 Contamination of groundwater through commercial, agricultural, industrial and informal settlement activities.
- Eutrophication spoils the aesthetic appearance of hydrological systems and negatively affects recreational activities and use of water for irrigation and has the potential for increasing the toxicity of the water resource;
  - Loss of wetland resources and riparian areas due to uncontrolled and rapid urban expansion; and
  - Canalisation of hydrological systems.

**Air Quality**

While no desired state could be provided due to the fact that the majority of the municipality is made up of rural areas and farms with dirt roads that often produce dust due to vehicle entrainment, it is however desirable that air quality within the municipality be monitored and regulated especially where illegal activities are concern. In addition, the legal developments need to comply with the National Environmental Management: Air Quality Act which is the legislation that regulates air quality and pollution.

**Agriculture**

The desired state for agricultural resources is to maintain the agricultural productivity of land within the study area. Agricultural resources need to be used in such a way as to meet economic, social and ecological needs.

***Key opportunities that may contribute to achieving the desired state include:***

- 1 Agriculture is one of the most prominent economic contributors, with an estimated 33% of the land dedicated to agricultural activities;
- 1 Large areas within the municipality have been classified as high potential agricultural land. However, access to irrigation water is limited;
- 1 Available funding programs designed specifically to establish sustainable agricultural enterprises can assist resource-poor farmers;
- 1 The land care program can assist with weed control and invader plant management; and
- 1 Market accessibility is an important determinant in the selection of agricultural branches.

***Key threats to achieving the desired state include:***

- || insufficient water resources to meet local requirements and agricultural expansion;
  - | Lack of agricultural experience amongst resource-poor farmers often results in land degradation through use of incorrect farming practices;
  - || Limited/ lack of production capital, especially in resource-poor farmers;
- Resistance from farmers to adapt more conservation farming practices; and
    - Extremely high summer temperatures and frost in winter (in some areas) contribute to the stressful conditions for plant growth.

### **Heritage**

The desired state for heritage resources for the study area is to ensure the preservation and sustainable use of heritage sites and areas. A management plan would be required that would address the preservation and sustainable use of heritage sites and areas representative of all facets of the past in the ELM.

*Key opportunities that may contribute to achieving the desired state include:*

- | The National Heritage Resources Agency (NHRA) makes provision for sites and features that have been placed on various registers.
- || The NHRA also makes provision for the execution of heritage impact assessments for developments of a particular nature;
- || Tourism related activities provide an economic incentive to preserve heritage sites; and
- || Proposed buffer zone provides a degree of management to prevent destruction of heritage sites.

*Key threats to achieving the desired state include:*

- | Considerable degradation, especially of living heritage resources, takes place during various forms of development, largely due to ignorance or inadequate documentation;
- || Many cultural heritage resources, including many buildings of historical significance, have been negatively affected, or even destroyed by rapid urban and agricultural expansion;
- | Knowledge of cultural heritage resources and traditions are being lost due to the fact that this information is not being passed down from one generation to the next, as well as the adoption of the more westernised culture;
- || Heritage resources, which are exposed to tourism activities, are often damaged, due to a lack of appropriate management measures being in place;
- | Due to a lack of awareness, cultural objects are often removed from archaeological sites;
- || Natural events and processes such as desertification, soil erosion, weathering and flooding negatively impact on heritage resources; and

- Tourism related activities provide an economic incentive to safeguard and restore heritage sites. However, the associated development may have a negative impact on the aesthetic quality of the site concerned.

### **Biodiversity/Ecology**



The desired state for ecology is to protect the remaining natural habitats from development. These areas should be seen as restricting development and be set aside for conservation and research. Therefore, any developments within the ecological constraint zone are not to compromise the non-renewable natural resources. A relatively small area of the municipality has been committed to conservation, while other more economically profitable industries dominate the landscape. The remainder of the natural open areas within the municipality must be managed so as to ensure their continued existence. The ecological constraint zone comprises of ecologically sensitive habitats that are home to Red Data faunal and floral species and consist of functional and connected ecosystems that must be protected from development pressures.

Key opportunities that may contribute to achieving the desired state include:

- 1] Sensitive flora and fauna species have been identified in this study, and their habitats have been described. This information can therefore be used to inform planning and development of protected areas within the area;
- 2] The presence of various reserves, rivers, riparian areas and topographic features such as mountains provide an opportunity to protect ecosystems, to maintain connectivity and offset the threats of fragmentation of habitats. These areas also contribute to the Province's biodiversity targets and serve to enhance the tourism potential in the area;
- 3] Set buffer zone will not only provide a degree of protection for the site of heritage importance but will provide management guidelines for development within the buffer zone.
- 4] The Eastern Cape Department of Economic Development, Environment, Conservation and Tourism is a key stakeholder in the process; and
- 5] The existence of the EMF, the Strategic Environmental Assessment (SEA) and the Eastern Cape Biodiversity Conservation Plan (ECBCP) all of which may contribute to the protection of the sensitive environments within the ELM.

**Key threats to achieving the desired state include:**

- 1] A lack of monitoring and evaluation, which leaves areas of high conservation importance open to further bush encroachment and landscape degradation;
- 2] Increased pressure to find suitable land to accommodate urban growth and expansion in the mining areas, the industrial areas and the scenic landscapes;
- 3] Harvesting and over harvesting of natural resources, including flora for medicinal and domestic use;
- 4] Lack of adequate land management where agricultural practises are concerned, such as commercial, subsistence and game farming;
- 5] Expansion of mining and industrial related processes resulting in destruction of ridges/mountains and other sensitive environmental features.
- 6] There is a general lack of or failure to implement rehabilitation plans or measures;
- 7] Increased dumping of construction rubble and land transformation associated with development;

- Biodiversity loss and vegetation destruction resulting in desertification;
- Loss of wetlands and degradation of freshwater systems; and
- Developments and agricultural activities infringe on rivers or dams, jeopardising riparian and vegetation.

### **Geology**

While no desired state could be provided due to the fact that underlying geology cannot be changed, cognizance of the underlying geology should be taken when planning development within the area, and appropriate engineering solutions must be used where the underlying geology is deemed unsuitable for development. In the majority of cases, water is the triggering mechanism for instability. Therefore, the concentrated ingress of water into the ground must be avoided at all times.

### **Landscape Characteristic and Genus Loci**

The desired state is to allow for informed development and planning, through safeguarding valued characteristics of the landscape and leading to the improvement of the character of the landscape. This would result in a basis for visual resource management to provide guidelines for development that retains the character of the landscape. A landscape condition assessment is made by considering the current state or intactness of landscape features, elements and characteristics and how these combine to form an impression of the overall landscape condition. The general landscape condition of the study area translates into a high to low category

***Key opportunities that may contribute to achieving the desired state include:***

- Scenic and heritage value of the ELM.

***Key threats to achieving the desired state include:***

- || Expansion of cultivated fields and poor management of agricultural activities;
- [ Expansion of livestock and game ranching and poor grazing landscape management;
- | Unregulated land subdivision and land use;
- | Mining and improper mine closure leading to further landscape degradation; and
- || Expansion of developments and mining jeopardises landscape character.

### **Resource Economics**

The desired state for socio-economic development is to promote the provision of an efficient land use pattern that is conducive to business activity and attractive for new business opportunities, particularly those that offer opportunities for sustainable business activities. Each of the environmental zoning categories for the municipality holds implications for the type and extent of economic activity that can be accommodated. Although the potential for all types of economic activity might be suitable to the area, the environmental parameters of certain areas will place constraints on the economic potential.

***Key opportunities that may contribute to achieving the desired state include:***

- A key focus is to reduce the number of people whose income is less than R15,00 a day by the year 2025 by half in order to eradicate extreme poverty and hunger;

□ Potential for job creation through partnering with government organisations, such as DWS, in order to establish a programme to eradicate alien invasive species, encourage food gardening as well as ecotourism; and

□ The Department of Rural Development and Agrarian Reform is in the process of implementing the Land Redistribution for Agricultural Development sub-program as part of the land reform process. This consists of agricultural and non-agricultural development to make land available to people for agricultural purposes and non-agricultural enterprises.

***Key threats to achieving the desired state include:***

- The inadequate availability of water, electricity, insufficient infrastructure and services;
- A gap between economic and demographic growth, resulting in increasing unemployment due to insufficient investment in economic development and job creation in the area;
- The influx of people seeking employment exceeds the municipality's ability to provide services;
- Market driven developments threatening the rural character and environmental biodiversity (including the tourism potential of the area);
- Increasing informal settlements with no proper access to services as well as housing backlog;
- Poor levels of education limit the availability of skilled labour;
- Absence of vital health services and education;
- Unacceptable social behaviour, such as alcohol and drug abuse; and
- Social conflict between local and migrant workers, especially with reference to the access of basic services.

**Infrastructure**

The desired state for infrastructure is to ensure that all developments have adequate service provision of an acceptable standard. Infrastructure refers to the provision of electricity, roads, sewer, potable water and storm water management.

***Key opportunities that may contribute to achieving the desired state include:***

- The electrification program is extending electricity coverage within the households of the municipality;
- ELM should formulate a strategic sanitation plan, which quantifies the backlog and investigates numerous sanitation technology alternatives;
- Pipes in the study area are generally in good condition, however, there should be a program to identify and replace ageing and damaged sections of the pipeline network; and
- Sewerage treatment works are in the process of, or have recently been, upgraded to deal with current demand.

***Key threats to achieving the desired state include:***



| Dispersed nature of settlements;

| Settlements established on private land hinders the role out of service provision;

| Over time, maintenance of the existing infrastructure (water, sewer, storm water and waste water treatment) has not been carried out on a regular basis, and sections of the network are starting to deteriorate;

\* The rate of development in the medium to higher income housing market also contributes to the pressures on the existing networks; and

| Finance from National Government for maintenance programs and installation of new infrastructure is very limited. This has contributed to the poor state of the existing infrastructure.

### **Town Planning and Development**

The desired state is to achieve integrated sustainable settlements where people can live, work, shop and relax.

*Key opportunities that may contribute to achieving the desired state include:*

| An established mining sector within the ELM to provide employment opportunities;

| Areas around the dams have tremendous value for future tourism development and thereby can be positive contributors to the economy, provided that they are conserved; and

| A Comprehensive Plan for the Development of Sustainable Human Settlement policy document needs to be formulated to guide sustainable development.

*Key threats to achieving the desired state include:*

| The National, Provincial and Local Government focus on low cost housing will place additional pressure onto the existing networks;

| Public transport is a challenge to develop well because of the disconnected population density concentrations;

| Many of the roads within the ELM do not have a direct connection with strategic development areas and therefore do not contribute to the integration of the area; and

| The dispersed nature of rural settlements hampers

## **12.17 Summary: Tourism Plan**

### **Background**

Emalahleni Local Municipality is one of the six local municipalities within Chris Hani District Municipality is located in the north-eastern part of the Eastern Cape Province, with total area of 3,840 km (2) that include more than 200 rural villages and comprises seventeen wards. The area is named Emalahleni, meaning 'area with

coal', due to availability of coal within the area.

The Municipality has three main towns, Lady Frere, Dordrecht and Indwe, with the seat of the Municipality at Lady Frere. Lady Frere is the area that boasts with its magnificent cultural heritage and scenery of all times. Dordrecht is a small beautiful, quiet and simple town that is on the R359, located 70 km north of Queenstown towards Indwe. The town entrance is safe guarded by local brick manufacturers that are making use of the available resources in the area, clay and coal.

Emalahleni is not situated in any national tourism route, it does however have some natural scenic attraction. It is the town that is towered by its great, beautiful heritage buildings and surrounds that area an asset to the tourism industry. Indwe is 37 km East of Dordrecht, small coal mines town surrounded by amazing trails of Drakensburg Mountains.

The town boasts with the growing tradition of coal mining that has been happening since the closure of the organised mines. The coal has opened growth in the manufacturing of red bricks due to the availability of coal. Individuals and scholars are invited to come and see the meaning of entrepreneurship; investors are welcome for further development.

Tourism product elements that are of specific relevance to the Emalahleni area, namely nature-based and heritage tourism product elements. The main reasons for visiting South Africa are wildlife, scenic beauty, warm hospitality, business

opportunities, culture and history. Emalahleni has the resources to provide such reasons for visiting the area but these needs to be developed and marketed. The tourist attractions in the Emalahleni Local Municipality have been analysed according to these categories: natural, built, cultural and social attractions.

The Emalahleni tourism product focuses predominantly on nature-based and heritage tourism activities, events and attractions. This product reflects and showcases the strengths of the area, including the unique character, tranquility, untouched natural environment, the fly-fishing resources and facilities, and the cultural heritage such as rock arts, traditional art & crafts, the nature of the towns and farm stays.

### **1.1 Tourism vision**

An agreed tourism vision for the Emalahleni Local Municipality was developed through a workshop process with the Tourism Steering Committee, and public meetings held in Lady Frere as per Tourism Sector Plan. The agreed tourism vision for the Emalahleni Local Municipality has been defined as:

"To be the preferred destination for farm stays, nature-based and heritage responsible tourism experiences in the Eastern Cape province for the benefit of all"

### **1.2 Tourism Mission statement**

An agreed tourism mission for the Emalahleni Local Municipality was developed through a workshop process with the Tourism Steering Committee, public meetings held in Lady Frere. The agreed tourism mission for the Emalahleni Municipality (L TO) has been defined as:

- "Develop the Emalahleni tourism industry by:
- Encouraging and assisting the stakeholders and product owners to work together;
- Promoting the development of tourism into a lead sector contributing significantly to local economic development "



### 1.3 Objectives

- To establish potential and grow sector contribution to Gross Domestic Product (GDP).
- Conserve and preserve the environment through tourism by ensuring effective land use planning and environmental management.
- Maximise the tourism economic benefits of tourism through addressing the high rate of unemployment.
- To ensure maintenance and preservation of heritage.
- Improve the local standard of living
- Develop a sense of entrepreneurship to take advantage of SMME opportunities in tourism
- Improve the local community facilities
- To improve the infrastructure to support tourism, but which also benefits local residents.
- Develop new and improved retail, recreation and cultural facilities.
- Improve the overall quality of the environment, to provide the attractive, clean and unpolluted environment preferred by tourists.
- Improve conservation of local heritage and resources.
- Improve environmental awareness in local community
- Improve the sense of cultural identity, reinforced by observing tourists enjoying the local culture and heritage.
- Building the capacity of the Emalahleni Local Tourism Organisations
- Encouraging greater co-operation and joint effort in the area
- Increasing the level of tourism education and awareness in the area
- Increasing the level of SMME in the tourism industry
- Improve access to the area
- Improving the level of safety and security in the area
- Developing accommodation, cultural tourism and agri-tourism products in the area
- Improving the level of basic service in the area
- Strengthening the planning framework of the area

- Attracting tourism infrastructure investment.
- Developing effective strategic partnerships

#### 1.4 Situational Analysis

The following strengths, weaknesses, opportunities and threats have been identified:

##### 1.4.1 Strengths

- Convenient stop-over between inland towns.
- Accessible from Port Elizabeth, Grahamstown and East London: captive markets for domestic and foreign tourists.
- Relatively good quality of R56 and R392
- R56 route- Western Cape to Middelburg, Steynsburg, Dordrecht and Maclear, and on to KwaZulu-Natal.
- Link to the Friendly N6 Route.
- Possible link to the Maluti Route (KZN/ Free State/ Eastern Cape)
- Potential inclusion in the National Khoisan route.
- Potential for fly-fishing route.
- Tranquillity, remoteness, un-touched natural experiences
- Natural rural agrarian environment
- Complementarity of the products between the areas: Lady Frere, Dordrecht and Indwe
- Fossil and Rock Art
- Dams
- Tourism facilities and accommodation at the public dams in Indwe, Dordrecht, and Xonxa Dam.
- Art and Craft Centre in Lady Frere
- Xonxa Aqua-Culture at Xonxa Village near Xonxa Dam in the west of Lady Frere.

- Craft and Bead work throughout lady Frere villages and Indwe Township
- Kloof Conservancy in Dordrecht
- Indwe Resod at Indwe
- St Marks Mission on White Kei
- Machubeni Coal Mine near Indwe
- Glen Grey Falls near lady Frere
- The Kloof near Dordrecht
- Cacadu River at Lady Frere
- Churches in Lady Frere
- Anderson Museum at Dordrecht
- Victorian Buildings at Dordrecht
- Methodist Church at Dordrecht
- Doorn River Dam at Indwe

#### **1.4.2 Weaknesses**

- Difficult to market, since there is no critical mass of attractions
- Lack of cohesion in the tourism product
- Relative distances between towns/ attractions and accessibility between main towns of Lady Frere, Indwe and Dordrecht
- Quality of road infrastructure- R396
- Low cooperative marketing and promotion of the area
- Lack of awareness in the community about what tourism means to the community
- Entrance to towns- visual appearance
- Tourism product signage
- Poor service in satisfying the tourists needs.
- Lack of ability to attract potential investors
- Lack of access to market



### **1.4.3 Opportunities**

- Develop a range of attractions to provide a varied tourism experience
- Greater promotion and improved facilities of the Emalahleni Municipal area
- Greater marketing of the towns within the region- unique charm and history
- Coordinated marketing of the area through a brand strategy
- Develop tourism cluster destinations to encourage longer length of stay by target niche markets
- Develop unique community-based products
- Improve cooperation and coordination between product owners
- Develop the potential for Agri-tourism farm stays

### **1.4.4 Threats**

- Seasonality and maintaining sustainable occupancy levels
- Overdevelopment of nature-based tourism attractions and negative impact on the natural environment
- Global warming and climate change
- Crime targeting tourists
- Eastern Cape Parks and Tourism Agency focuses more on coastal towns- they do not provide information on the inland areas to tourists

### **1.5 Fundamental principles**

These are the principles that are of importance that should be followed by the destination for tourism to be developed in a sustainable manner:

- Tourism should be market driven.
- Effective community involvement should form the basis of tourism growth.
- The role of each stakeholder (public sector, private sector and local community) in developing tourism has to be clear.

- The type of tourism that should be developed is responsible tourism that will be environmental friendly, benefits the locals and respect the local culture.
- The destination mix should be matched with different tourism markets according to the various product offering.
- The next principles are according to Tourism White Paper (1996); tourism should be private sector driven
- Government must provide the enabling framework for the industry to flourish
- Tourism development is dependent on and the establishment of cooperation and close partnerships among key stakeholders.
- Tourism will be used as a tool for the empowerment of previous neglected communities.
- Tourism development will support the economic, social and environmental goals and policies of the government.

#### **1.6 Relevant Departments in the Eastern Cape are:**

- The Department of Economic Development and Environmental Affairs and Tourism (DEDEAT)
- The Department of Cooperative Government and Traditional Affairs (COGTA)
- The Department of Sport, Recreation, Art and Culture (DSRAC)
- Department of Roads and Transport (DRT)
- Department of Safety and Liaison (DS&L)
- Department of Education

#### **1.7 Key Entities with a current or potential impact on tourism in the province are:**

- Eastern Cape Parks and Tourism Agencies (ECPTA)
- Eastern Cape Development Corporation (ECDC)
- Eastern Cape Gambling and Betting Board (ECGBB)
- Eastern Cape Liquor Board (ECIB)
- Eastern Cape Socio- Economic Consultative (ECSECC)
- The Eastern Cape Provincial Arts and Culture Council (ECPACC)

**1.5 National Departments, Entities and Institutions relevant to tourism development in the province are:**

- Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)
- South African Tourism (SAT)
- Crafters
- Cultural, Art, Tourism, Hospitality, and Sport Sector Education and training Association (CATHSSETA)
- Tourism Empowerment Council of South Africa (TECSA)
- Tourism Grading Council of South Africa (TGCSA)
- Tourism Enterprise Partnership (TEP)
- Small Enterprise Development Agency (SEDA)

**1.9 Stakeholders**

**Public sector:**

- Emalahleni Local Municipality- (Local Tourism organisation)
- Chris Hani District Municipality- (District Tourism organisation)

**Private sector:**

- Travel agents
- Accommodation
- Restaurants

**Local communities:**

- Local steering committees



## 2. What have we got?

The inventory list will be done in order to identify what the destination have, what it

does not have with the view to identify what can be developed as well the type of tourists that can be attracted to the destination.

- **Principal Attractions-** attractions that have the pulling power to influence the tourists buying decision.
- **Supporting Attractions-** attractions that compliment the primary attractions.

•Site Name	Significance	Location	Conservation Status	Management
Art Centre	Arts and Craft Centre	Lady Frere	Art and craft work from local Crafters are sold here	Crafters and Municipality
B & Bs	Accommodation	Lady Frere, Dordrecht & Indwe	Maintained by their owners	Privately owned
Glen Grey Water Falls	A beautiful natural site	Lady Frere(Dubeni)	Potential of rock climbing	Municipality
The Kloof Conservancy	Natural site with some unique flora, dam and built chalets	Dordrecht	Degraded due to plundering for firewood and the dam broke because of heavy rains	Municipality
Cacadu River	Links most wards	Lady Frere	No plans	Municipality
Churches	Two examples of 19 <sup>th</sup> Century churches	Lady Frere	Well looked after	Church
Victoria Building	Architectural example	Dordrecht	Building property maintained	Municipality/Private
Burgher Statue	Historical	Dordrecht	The statue is still in existence	Privately Managed

San Rock Art	Ancient Art	Dordrecht/Lady Frere	Properly maintained	Private
Methodist Church	Architectural example	Dordrecht	Properly maintained	Church
Doring river Dam	Leisure area	Indwe	Could be utilized as a picnic area	DWAF
Xonxa Dam	Source of water for Emalahleni, Lukhanji and Ntsika Yethu local Municipalities	Lady Frere	Water Source and Leisure area	Municipality

### Purpose

- Tourist focus- good service is about satisfying customer needs, so creating tourist satisfaction should be the priority of Emalahleni to achieving destination goals and objectives; the tourists must be placed at the centre of the activity.

- **Quality-** the Emalahleni area has to offer quality service to tourists so as to satisfy their needs.
- **Authenticity-** the Emalahleni area has to identify those social, cultural, economic and physical features that can help to create the special character of the area. It is important that each destination is able to have a competitive edge over its competitors, so maintaining authenticity can provide the basis for Emalahleni area to develop unique identity for the destination in line with global trends.
- **Innovation-** Tourist expectations rise and competitors improve, so that the destination that stands still is liable to lose, this means for the destination to maintain its competitiveness it must continuously improve its product.
- **Integration-** the owners, managers and employees of the different tourism components must recognise their interdependence with one another and cooperate to offer a seamless tourism experience to the visitors.

## 8. Recommendations

- There should be an information centre where locals as well as tourists can access the information about what they can see at Emalahleni area.
- The municipality, businesses and locals at Emalahleni should be encouraged to attend tourism events such as Tourism Indaba in Durban or Tourism Exhibition where they can get the exposure and learn about the developments of tourism.
- Form tourism organisation at Emalahleni area (Local Tourism Organisation)
- Employee tourism officer to look at developing tourism in the area
- Increase tourism budget, since the implementation of tourism plans require funds.
- More home affairs are needed in towns like Indwe and Dordrecht so that tourists are able to access the department with regard to travelling documents should there be a need.



- There is a need for the development of more man-made attractions to complement the natural and cultural attractions
- There should be more resorts that are developed or revamped and be up and running for the accommodation of tourists at the destination as Maslow (1954) indicates that shelter and foods are considered by tourists before visiting any destination so as to satisfy their basic and security needs.
- There is a lack of fast food outlets in the area as the result tourists might visit the area and end up quickly leaving the area to neighbouring towns like Queenstown, therefore there is a need to encourage youth to venture into businesses opportunities that are presented by tourism.
- The accommodation grading board should come into part in ensuring the standard of B&Bs in the area.
- Every business should be encouraged to keep the record of who visits their business, the purpose is to know what type of tourists visits Emalahleni area, why are they visiting, how long they stay and what are their needs.
- There is a need to invest in technological infrastructure.
- There is a need for travel agencies and tour operators in the area.
- The streets should be kept clean at all times for them to remain attractive.
- There should be more signage which informs visitors of where they are, advice they are entering the town and welcome them as well as consistently convey the brand image of the town and/ or area.
- The area needs to host more or have an annual event that will draw tourists to the area and benefit the tourism of the area as well as expose the area.
- Attraction of potential investors

	Valentines B&B	Dordrecht	045 943 1550/ 0823509664
	Pine Grove	Dordrecht	045 952 9055/ 0827793893
	Jonashoek Farm	Dordrecht	045 952 9035/ 0827642921
	Gelegefontein	Dordrecht	
	Bradgate Farm B&B	Dordrecht	045941 1014/ 0828707400
	Highland Lodge	Dordrecht	045 941 1001/ 082 5758261
	Stormberg Lodge	Indwe	045941 1001/ 0825758261
	Kokwenu B&B	Lady Frere	047 878 0104/ 0823588562
	Indwe Resort	Indwe	045 952 1008/ 0834553714
	Washington	Indwe	
	Dalisizwe B&B and Caterers & General	Lady Frere	047 878 0309/ 0763670183
	Hollywood Guest House	Lady Frere	047 878 0150/ 0835864811
	Abathembu Cultural Calabash B&B	Hala No. 2 in Lady Frere	

### **3. Who do we want (Our target market)?**

#### **Selecting tourists**

The inventory list will lead to the identification of the type of tourists that can be attracted by the destination.

The target markets for tourism in the Emalahleni area have been investigated and defined as:

- All South Africans who take their annual holidays within the Republic or who travel across the borders but maybe persuaded to "holiday at home"
- Overseas tourists who are independent travelers

According to Kyle Business Projects (2008) within these broad primary target markets the following specific markets were identified for consideration in media selection:

- The black South African market (especially the emerging black tourist market)
- Travelers particularly interested in "outdoor" and "adventure" vacations
- Travelers interested in cultural and heritage tourism experiences

According to Kyle Business Projects (2008) the top 5 niche markets which were identified are:

- Eco-tourism
- Agriculture / Farm stays
- Adventure tourism
- Cultural tourism
- Historical tourism



The potential market segments for the Emalahleni area have been identified and ranked according to importance, the top 4 market segments for the Emalahleni are:

- The family market
- The farm-stay market
- The foreign independent travel market
- The domestic independent travel market

#### **4. How do we get them?**

##### **Preparing development plan: The tourism strategy process**

The process of development plan involves the following stages:

##### **Stage 1- Identifying Opportunities and Constraints**

###### **Opportunities**

Executive Insights (2010) citing Industry Policy Action Plan indicates that over the past two decades, South African Tourism Sector has emerged as a fast growing with the following impacts or opportunities that can be presented by tourism at Emalahleni;

- Job creation
- Driver both domestic consumer spending and foreign exchange earnings
- Low barrier entry for entrepreneurs
- Diversify the Emalahleni economy
- Conservation of natural resources
- Preservation of cultural resources
- Infrastructural development for the accessibility of tourism attractions, but the same infrastructure will be used by locals

###### **Marketing strategies**

The overall marketing strategies combine a number of activities and marketing actions. These include an above-the-line media campaign and below-the-line promotions such the Indaba travel trade show. Educational tours and familiarization trips are arranged in conjunction with the Eastern Cape Parks and Tourism Agency. The marketing tools that will be used include the direct marketing via the email, telephone, or fax to potential customers. E-Marketing will also be the tool that will be used where the Emalahleni tourism website will be created so that tourists are able to access the information about the area by themselves. The social networks and word of mouth will also be vital in marketing the Emalahleni area as the place to be.

Key elements of the marketing mix have been ranked for the Emalahleni area, the most important is the following:

Above-the-line advertising:

- Internet
- Consumer magazines

Marketing tools:

- Visitor maps
- Visitor guide
- Catalogue

Consumer magazines:

- Go
- Getaways
- Country life

Consumer shows:

- Getaway show (Johannesburg)
- Getaway show (Cape Town)

Newspapers:

- Eastern Cape Today
- Isolezwe
- Rep
- Eastern Cape Province Herald
- Daily Dispatch
- Weekend post

#### Travel trade market:

- Indaba travel market (Durban)

#### Trade Magazines:

- Travel news now

#### Radio:

- Vukani FM
- Lukhanji FM
- Mhlobo Wenene FM

#### Road shows / workshops:

- Durban
- Johannesburg
- Bloemfontein

#### Partnerships

- South African Tourism
- Eastern Cape Parks and Tourism Agency
- District Tourism Organisations (DTOs)
- Local Tourism Organisations (LTOs)
- Tour operator
- DEDEAT



**CHAPTER 13: PROJECTS FROM SECTOR DEPARTMENTS**

**13.2 department of Human Settlements**

PROJECT NAME	LOCATION/ WARD	PROJECT BUDGET		PERIOD		COMMENTS
		Budget	Expenditure	Start	Finish	
Zwartwater 1000 ePHP	9	R 5 003 640	R0.00	08 September 2015	31 October 2018	Contractor is on site. However, construction activities are moving in a snail's pace.
Dordrecht 1001 (269 units) phase 1	11	R 3 439 409	R0.00	18 July 2014	30 March 2018	Two contractors are on site. Project reduced by 769 units due to untraceable beneficiaries. Altered houses & National directives to discontinue rectification.
Dordrecht 1001 (420 units) phase 2				28 July 2014	28 March 2018	
Lady Frere 715 (Rectification Post 1994)	4	R 3 267 325	R0.00	11 August 2015	31 August 2018	Appointed contractor Nabavest 46 (PTY) Ltd is back on site. 10 houses are completed and handed over to eligible beneficiaries
Sinakho Zwelathemba 289	11	R 666 491	R0.00	Not yet appointed	Not started	Project advertised in two consecutive period and became non responsive. Busy with procurement of contractor for phase 1-150 units within current commitments due to budgetary constraints
Indwe 500 Rectification	15	R0.00	R0.00	Not yet appointed	Not started	NHBRC has done and completed assessments reports. Project on hold & affected by National Directive for its implementation as rectification has been discontinued.
Mavuya Phase 182-462- Top	15	R0.00	R0.00	05 April 2018	05 April 2020	Contractor has been recently

Structure						appointed and busy with contracting process thereafter introducing to Municipality. Contractor will be only allowed to plan & establish site during 18/19, commence with top structures in 19/20 due to budgetary constraints.
Indwa West Gateway 160- Planning & Services	15	R0.00	R0.00	Not yet appointed	Not started	Feasibility ( lack of bulk and land issues) and Municipality is dealing with this through Chris Hani D.M
Gqadulu Extension 3&4 Mixed dev. 800	5	R0.00	R0.00	Not yet appointed	Not started	No formal application with Beneficiary lists and council resolutions received yet from Municipality. Projects do not have bulk infrastructure and will be on hold till plan is in place. Municipality intends to be developer and implement these 03 projects with own private developer and will be forwarding application. Projects are on hold due to budget over commitment of the region.
Dordrecht (Mixed Development) 800	11	R0.00	R0.00	Not yet appointed	Not started	
Indwa 800 (Mixed Development)	16	R0.00	R0.00	Not yet appointed	Not started	
<b>GRAND TOTAL</b>	-	R 12 376 865.0 0	R 0.00	-	-	

12.2 DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM  
Project implementation plan



**LIVESTOCK FARMS - 2018/19 PROJECTS**

PROJECT NAME	DESCRIPTION OF PROJECT/MUNICIPALITY PROGRAMME	LOCAL AUTHORITY	TOWN / VILLAGE / SETTLEMENT NAME	TOTAL COST OF PROJECT (2018/19)	TOTAL 2018/19 ALLOCATION (RANDS)	STATUS
Woolkas farm	Jr Boreholes and Fencing	Emalaheni	Dordrecht	R 500 000,00	R 460 000,00	
Gatafontein farm	Fencing and Stockwater	Emalaheni	Indwe		R 575 000,00	
Mareberry farm	Fencing Stockwater & Spray Dip	Emalaheni	Indwe		R 444 475,00	
Khondiba S&S	Retention	Emalaheni	Lady Frere	R 50 000,00		
				<b>R 550 000,00</b>	<b>R 1 479 475,00</b>	





### DAM SCOOPING PROJECTS – 2018/19

Project/Programme Name	Description of Project	Local Municipality	Settlement Name	Project Leader	Project Leader Mobile	Project Status	Cost of Project
Dalindlala Farm	Desilting of dams	Emalahleni	Indwe	N. Coey	0766147016	Equitable share	R20 000
Moorosiem	Desilting of dams	Emalahleni	Guba	Shade T	0850110493	Equitable share	R20 000
Roosbuit	Desilting of dams	Emalahleni	Guba	Mahuzi T G	0837254401	Equitable share	R20 000
KoofMooah	Desilting of dams	Emalahleni	Dordrecht	N. Dyanayi	0610 641621	Equitable share	R20 000
Uitsoy	Desilting of dams	Emalahleni	Guba	Qinzi	0712605109	Equitable share	R20 000
							<b>800 000</b>

### Food Security Implementation Plan



### HOUSEHOLDS SUPPORT

LOCAL MUNICIPALITY	BUDGET	NUMBER OF HOUSEHOLDS	ITEMS TO BE PROCURED
Emalahleni	R109 000 00	700	vegetable seeds only

Department of Economic Development, Environmental Affairs and Tourism  
(DEDEAT)

A verbal presentation that DEDAT has budgeted 3 000 000.00 for Emalahlenj Municipality

Department of Social Development

EARLY CHILDHOOD DEVELOPMENT CENTRES

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PRG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Norcedo Day Care Centre	428	Early Childhood Development	Services to children 0-4 years	25	R76 875	16	Guba Hoek, Indwe	M. Makatesi
2	Unathi Day Care Centre	12337	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Gxojeni, Machubeni	N. Kraqa
3.	Khulle Day Care Centre	432	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Ntsinga, Maqhashu	C. Bobotyana
4.	Gadlume Pre School	433	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Gadlume, Machubeni	N. Kraqa
5.	Lady Frere DCC	700	Early Childhood Development	Services to children 0-4 years	40	R123 000	04	Lady Frere Town	N. Tyhulu
6.	Nobantu DCC	456	Early Childhood Development	Services to children 0-4 years	25	R76 875	02	Lanti	N. Kama
7.	Mzamomhle DCC	1046	Early Childhood Development	Services to children 0-4 years	30	R92 250	07	Bozwana	S. Zama
8.	St Catherine's DCC	419	Early Childhood Development	Services to children 0-4 years	45	R138 375	16	Mavuya, Indwe	M. Makatesi
9.	Zanoxolo DCC	8455	Early Childhood Development	Services to children 0-4 years	30	R92 250	10	Mateyise, Tsembeyi	Z. Moshani
10.	Vuyani DCC	699	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Mbolompeni, Machubeni	N. Kraqa
11.	Isiseko Pre-School	709	Early Childhood Development	Services to children 0-4 years	25	R76 875	02	Quthubeni, Bengu	N. Kama
12.	Bakaneni Day Care Centre	12978	Early Childhood Development	Services to children 0-4 years	26	R79 950	04	Cacadu	N. Tyhulu
13.	Nomzamo Pre-School	8945	Early Childhood Development	Services to children 0-4 years	25	R73 125	13	Qoqodala	S. Zama
14	Nomzamo Day Care Centre	12972	Early Childhood Development	Services to children 0-4 years	25	R76 875	01	Nqiningana	T. Mrwebi
15.	Sivumile Educare	472	Early Childhood	Services to children	25	R76 875	03	Maghubela	X. Njadu



	Centre		Development	0-4 years					
16.	Qumbu DCC	705	Early Childhood Development	Services to children 0-4 years	30	R92 250	09	Zwartwater	L. Fatyela
17.	Qoboshane DCC	475	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Qoboshane, Machubeni	N. Kraqa
18.	Sizamele Pre-School	1160	Early Childhood Development	Services to children 0-4 years	25	R76 875	14	Emthini, Machubeni	M. Qomoyi
19.	Sivuyisiwe Pre-School	695	Early Childhood Development	Services to children 0-4 years	25	R76 875	09	Zwartwater	L. Fatyela
20.	Zolani Pre-School	418	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Upper Ngonyama	N. Nqono
21.	Mzamomhle Day Care Centre	441	Early Childhood Development	Services to children 0-4 years	30	R 92 250	06	Xonxa	N. Koni
22.	Vuselela Day Care Centre	10572	Early Childhood Development	Services to children 0-4 years	25	R76 875	16	Indwe Town, Indwe	M. Makatesi
23.	Nokulunga Day Care Centre	710	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Hala1	X. Njadu
24.	Nomveliso Pre-School	478	Early Childhood Development	Services to children 0-4 years	35	R107 625	14	Kalfontein-Umhlanga	M. Qomoyi
25.	Nompumelelo Pre-School	8948	Early Childhood Development	Services to children 0-4 years	35	R107 625	10	Tsembeyi	Z. Moshani
26.	Makukhanyis Day Care Centre	431	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Trust	C. Bobotyana
27.	Masakhana Pre-School	427	Early Childhood Development	Services to children 0-4 years	25	R76 875	16	Guba-Hoek	M. Makatesi
28.	Khanyisa Pre-School	9071	Early Childhood Development	Services to children 0-4 years	25	R76 875	05	De-Hoop, Mshelko	S. Bongo
29.	Kuyasa Day Care Centre	688	Early Childhood Development	Services to children 0-4 years	25	R76 875	02	Lanti	N. Kama
30.	Jekeni Nomzamo DCC	477	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Jekeni, Agnes Rest	N. Nqono
31.	Gqebenya DCC	696	Early Childhood Development	Services to children 0-4 years	30	R92 250	06	Gqebenya	N. Koni
32.	Buyani Pre-School	1227	Early Childhood Development	Services to children 0-4 years	35	R107 625	16	Indwe Town	M. Makatesi
33.	Emzi DCC	692	Early Childhood Development	Services to children 0-4 years	25	R76 875	05	Mokysnek	S. Bongo

34.	Lanti Bush DCC	1179	Early Childhood Development	Services to children 0-4 years	25	R76 875	02	Lanti	N. Kama
35.	Boomplaas DCC	1254	Early Childhood Development	Services to children 0-4 years	25	R R76 875	13	Boomplaas	N. Kraqa
36.	Lanti Poort DCC	707	Early Childhood Development	Services to children 0-4 years	25	R78 875	02	Lanti	N. Kama
37.	Little Fire DCC	698	Early Childhood Development	Services to children 0-4 years	25	R76 875	12	Ngqanda	T. Ndlela
38.	Noluvuyo DCC	711	Early Childhood Development	Services to children 0-4 years	25	R76 875	02	Bengu	N. Kama
39.	Nolukhanyo Pre-School	639	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Gxojeni, Machubeni	N. Kraqa
40.	Nalisango DCC	440	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Helushe, Machubeni	N. Kraqa
41.	Nompumelelo DCC	9136	Early Childhood Development	Services to children 0-4 years	25	R78 875	07	Dubeni	S. Zama
42.	Nompumelelo DCC	378	Early Childhood Development	Services to children 0-4 years	25	R78 875	16	Jenethe, Guba-Hoek	M. Makatesi
43.	Matyantya DCC	701	Early Childhood Development	Services to children 0-4 years	25	R76 875	06	Matyantya	N. Koni
44.	Masithembe DCC	635	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Greyspan	X. Njadu
45.	Khanya DCC	8941	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Jojweri	N. Nqona
46.	Buffalo Thoms DCC	8133	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Vaalbank	N. Nqona
47.	Mt Arthur DCC	424	Early Childhood Development	Services to children 0-4 years	30	R92 250	12	Mt Arthur	T. Ndlela
48.	Small Farm Pre-School	457	Early Childhood Development	Services to children 0-4 years	25	R76 875	06	Gqshenya	N. Koni
49.	Vukani DCC	8942	Early Childhood Development	Services to children 0-4 years	26	R79 950	16	Upper Mgwalana	M. Makatesi
50.	Thaleni DCC	702	Early Childhood Development	Services to children 0-4 years	25	R76 875	13	Thaleni, Machubeni	N. Kraqa
51.	St Cyprians Pre-School	438	Early Childhood Development	Services to children 0-4 years	30	R92 250	13	Tshamazimba	N. Kraqa
52.	Yimpucuko DCC	798	Early Childhood	Services to children	30	R92 250	11	Zwelethemba,	T. Mondile

			Development	0-4 years				Dordrecht	
53.	Vulindlela Pre-School	9102	Early Childhood Development	Services to children 0-4 years	30	R92 250	06	Mckysnek	N. Koni
54.	Siyakonwaba DCC	460	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Agnes Rest	N. Ngqoco
55.	Zamokuhle DCC	9157	Early Childhood Development	Services to children 0-4 years	25	R76 875	07	Bowden	S. Zama
56.	Zubasdale DCC	430	Early Childhood Development	Services to children 0-4 years	25	R76 875	12	Mi Arthur	T. Ndlela
57.	Zikulise DCC	9187	Early Childhood Development	Services to children 0-4 years	25	R76 875	07	Qoqodala	S. Zama
58.	Ngqanda DCC	697	Early Childhood Development	Services to children 0-4 years	25	R78 875	12	Ngqanda	T. Ndlela
59.	Nonkunzi DCC	10291	Early Childhood Development	Services to children 0-4 years	37	R113 775	04	Caqadu	N. Tyhulu
60.	Noluthando Pre-School	12976	Early Childhood Development	Services to children 0-4 years	25	R76 875	07	Dubeni	S. Zama
61.	Isango DCC	12977	Early Childhood Development	Services to children 0-4 years	25	R76 875	05	Cumakala	S. Bongo
62.	Sinethemba DCC	8947	Early Childhood Development	Services to children 0-4 years	30	R92 250	03	Ndonga	X. Njadu
63.	Nozibela Day Care Centre	12875	Early Childhood Development	Services to children 0-4 years	25	R76 875	06	Gustaff, Matyantya	N. Koni
64.	Binca DCC	12979	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Ngcuka	C. Bobotyana
65.	Elangeni DCC	12974	Early Childhood Development	Services to children 0-4 years	25	R76 875	5	Kavara	S. Bongo
66.	Vukani Pre-School (Ndonga)	9028	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Ndonga	X. Njadu
67.	Sifunulwazi DCC	461	Early Childhood Development	Services to children 0-4 years	25	R76 875	09	Zwartwater	L. Fatyela
68.	Mikhaya DCC	8944	Early Childhood Development	Services to children 0-4 years	25	R76 875	06	Xonxa	N. Koni
69.	Emadwaleni Pre-School	11175	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Hala 2	X. Njadu
70.	Masizakhe Day Care Centre	11300	Early Childhood Development	Services to children 0-4 years	34	R104 650	17	Percy	C. Bobotyana



71.	Vukuzenzele Day Care Centre	11247	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Ezingqolweni	C. Bobotyana
72.	Ngcuka DCC	11173	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Ngcuka	C. Bobotyana
73.	Harry Gwala Pre-School	11901	Early Childhood Development	Services to children 0-4 years	25	R78 875	11	Harry Gwala, Dordrecht	T. Mondile
74.	Nosiseko Pre-School	10718	Early Childhood Development	Services to children 0-4 years	25	R76 875	14	Zweltsha, Umhlanga	M. Qomoyi
75.	Chumani DCC	11488	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Eqaqeni, Ndonga	X. Njadu
76.	Umhlanga Pre-School	11902	Early Childhood Development	Services to children 0-4 years	24	R73 800	14	Kalfontein-Umhlanga	M. Qomoyi
77.	Ikhwezi Pre-School	836	Early Childhood Development	Services to children 0-4 years	20	R61 500	14	Nkenkulu, Umhlanga	M. Qomoyi
78.	Nompumelelo DCC	8950	Early Childhood Development	Services to children 0-4 years	34	R104 560	05	Mtsheko	S. Bongo

### **SPECIAL DAY CARE CENTRE**

1.	Emadlakweni Special Day Care Centre	11905	Special Needs	Services to children with special needs from 0-18 years	14	R62 832	16	Indwe	M. Makatesi
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### **SERVICE CENTRES (OLDER PERSONS)**

1.	Hlalanathi Service Centre	9546	Older persons	Services to Older Persons	40	R96 000	05	Cumakala	S. Bongo
2.	Noncedo Service Centre	8539	Older persons	Services to Older Persons	50	R120 000	06	Khundulu	N. Koni
3.	Sosabenza Youth	9377	Older persons	Services to Older	50	R120 000	18	Indwe	M. Makatesi

	Project			Persons					
4.	Masakhe Intergeneration	9374	Older persons	Services to Older Persons	38	R211 200	17	Maqhashu	C. Bobotyana
5.	Xonxa Service Centre	10733	Older persons	Services to Older Persons	45	R108 000	06	Xonxa	N. Koni
6.	Luxolo Service Centre	9726	Older Persons	Services to Older Persons	32	R76 800	10	Tsembeyi	Z. Moshani
7.	Soyi Service Centre	9661	Older persons	Services to Older Persons	40	R96 000	10	Tsembeyi	Z. Moshani
8.	Masonwabe Service Centre	9793	Older persons	Services to Older Persons	20	R48 000	08	Vaalbank	N. Ngono
9.	Thembalathu Service Centre	8789	Older persons	Services to Older Persons	30	R72 000	04	Cacadu	N. Tyhulu
10.	Masonwabe Service Centre	8799	Older persons	Services to Older Persons	30	R72 000	03	Hala 1	X. Njadu
11.	Sikhulile Service Centre	11358	Older persons	Services to Older Persons	30	R72 000	01	Tshatshu	T. Mrwebi
12.	Lady Frere Service Centre	10729	Older persons	Services to Older Persons	45	R108 000	04	Lady Frere Town	N. Tyhulu
13.	Siyavuya Service Centre	10741	Older persons	Services to Older Persons	40	R96 000	12	Mkhaphusi	T. Ndlela
14.	Vukutye Service Centre	10727	Older persons	Services to older persons	20	R48 000	03	Greyspan	X. Njadu
15.	Ayabulala Service Centre	11369	Older persons	Services to Older Persons	30	R72 000	03	Eqaqeni	X. Njadu
16.	Khanyisa Service Centre	10739	Older persons	Services to older persons	20	R48 000	01	Rodana	T. Mrwebi
17.	Sondelani Service Centre	11899	Older persons	Services to Older Persons	40	R96 000	03	Hala 2	X. Njadu
18.	Siyalinga Service Centre	11360	Older persons	Services to Older Persons	20	R48 000	17	Ngcuka	C. Bobotyana

### OLD AGE HOME

1.	Merinahof Old Age	222	Older Persons	Residential	43	R877 200	11	Dordrecht	T. Mondile
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				services to Older Persons					
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### NGO (CHILD CARE AND PROTECTION)

1.	ACVY Dordrecht	151	Child Care and Protection	Services to Children		R168 140	11	Dordrecht	T. Mondile
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### HIV/AIDS

1.	Masibambane HCBC	10808	HIV/AIDS	Home Community Based Care Service	N/A	R277 743	04	Lady Frere Town	P. N. Tyhula
2.	Sakhangamso HCBC	11490	HIV/AIDS	Home Community Based Care Service	N/A	R277 743	16	Indwe	M. Makatesi

### FAMILIES

1.	Indwe Family Resource Centre	10907	Families	Services to families	N/A	R120 000	16	Indwe	M. Makatesi
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### VICTIM EMPOWERMENT PROGRAMME

1.	Dordrecht white door centre of hope	11277	Victim Empowerment Programme	Services to Victims of Domestic	N/A	R194 000	11	Dordrecht	T. Mondile
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				Violence and Crime					
2.	Lavelilanga Gender Empowerment	10905	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R194 000	15	Indwe	M. Makatesi
3.	Khuseleka support centre	10906	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R300 000	05	Mckeysnek	S. Bongo
4.	Sakhisizwe White Door Centre	12980	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R120 000	10	Tsembeyi	Z. Moshari

#### **DISABILITY**

1.	Kamvalethu Community Based Rehabilitation	11903	Disability	Skills Development	N/A	R107 000	15	Indwe	M. Makatesi
2.	Siyathemba Protective Workshop	11900	Disability	Community Based Care and Rehabilitation	25	R60 000	11	Dordrecht	T. Mendile

#### **SUBSTANCE ABUSE**

1.	Tada Emalahleni	10809	Substance Abuse	Prevention Services to in School and out of School youth	N/A	R150 000	All Wards	Emalahleni Municipality	
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#### **SUMMARY**

EARLY CHILDHOOD DEVELOPMENT CENTRES 78

SPECIAL DAY CARE CENTRE	: 01
SERVICE CENTRES (OLDER PERSONS)	: 18
OLD AGE HOME	: 01
NGO (CHILD CARE AND PROTECTION)	: 01
HIV/AIDS	: 02
FAMILIES	: 01
VICTIM EMPOWERMENT PROGRAMME	: 03
DISABILITY	: 02
SUBSTANCE ABUSE	: 01

**COMMUNITY DEVELOPMENT**

1. Equmbu CNDC, Ward 9, 120 Beneficiaies, R 612, 200.
2. Women Development – Sizimisele Multipurpose Coop (Sewing), Ward 16 Indwe Town, 10 Beneficiaries, R 67, 785.
3. Youth Development – Skills Development & Household Food Garden Dordrecht (Mphothulo Ward 2, Hala Ward 3, Dordrecht Ward 11)

**TOTAL: 108**

**Department of Sports, recreation, arts and culture**

## DEPARTMENT OF SPORTS, RECREATION, ARTS AND CULTURE

PROJECT NAME	DATE OF THE EVENT	VENUE
<b>SPORTS AND RECREATION</b>		
Recreation Explosion Festival	November 2018	Indwe - Emalahleni
<b>MUSEUM AND HERITAGE</b>		
Build up heritage day	Hala village Emalahleni L. M.	September 2018
<b>ARTS AND CULTURE</b>		
Talent Search during Heritage Celebrations	Hala Village, Emalahleni	September 2018



**CHDM MIG PROJECTS: EMALAHLENI LM**

<b>PROJECT NAME</b>	<b>STATUS</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>VILLAGES</b>
<b>Water Backlog CHDM Cluster 1 Mhlanga Water Supply</b>	<b>CONSTRUCTION</b>	<b>R 22,000,000</b>			<b>Tafile / Siphongweni, Bankini, Chancele, Zwelltsha, Lapesini, Kalfonteln, Qaqeni, Nxomfu, Nyoka, Sprito, Galax, Bongweni</b>
<b>Water Backlog CHDM Cluster 1 Mhlanga and Mgwala Bulk Water Supply</b>	<b>DESIGN</b>	<b>R 5,000,000</b>	<b>R 17,138,339</b>	<b>R 0.00</b>	<b>Mhlanga A/A and Mgwala A/A</b>
<b>Cluster 2 Water Backlog (Wards 1,2,4&amp;6)</b>					
<b>Cluster 2 water Backlog Gqebenya farms</b>	<b>PLANNING</b>	<b>R 1000,000</b>	<b>R 1,000,000</b>	<b>R 6,000,000</b>	<b>Gqebenya</b>
<b>Cluster 2 water Backlog Xonxa water treatment works</b>	<b>PLANNING</b>	<b>R 1,000,000</b>	<b>R 9,000,000</b>	<b>R 18,000,000</b>	<b>Xonxa,Kundulu, Tshatshu</b>

<b>Region 3 Sanitation Backlog</b>	<b>PLANNING</b>	<b>R 1,000,000</b>	<b>R 2,000,000</b>	<b>R 9,000,000</b>	<b>Wards 2,3,4,5,15,16,Vukani Guba,&amp; Percy Villages)</b>
<b>Dordrecht Water and Sanitation Services</b>					
<b>Upgrading of Wastewater Treatment Works - Phase 2B:</b>	<b>PLANNING</b>	<b>R 1,000,000</b>	<b>R0</b>	<b>R 8,000,000</b>	<b>DORDRECHT</b>
<b>Upgrading of Bulk Sewer and Reticulation -Phase 2 C:</b>	<b>PLANNING</b>	<b>R 1,000,000</b>	<b>R0</b>	<b>R 4,696,576</b>	<b>DORDRECHT</b>
<b>Upgrading of Water Treatment Works - Phase 3</b>	<b>PLANNING</b>	<b>R 3,113,455</b>	<b>R5 000 000.00</b>	<b>R0</b>	<b>DORDRECHT</b>
<b>Upgrading of Bulk Water Supply -Phase 4:</b>	<b>PLANNING</b>	<b>R 8,000,000</b>	<b>R9 000 000.00</b>	<b>R0</b>	<b>DORDRECHT</b>

## WSIG PROJECTS:EMALAHLENI LM

PROJECT NAME	STATUS	18/19	19/20	20/21	VILLAGES
Cluster 2 (Jiputa/Makhikhi; Emazimeni; Emaqwathini; Noluthando/Emagefaneni; Lukhavana) - Phase 2	CONSTRUCTION	R2,000,000	R 0.00	R 0.00	Jiphuts, Makhikhi, Emazimeni, Emaqwathini
Mdeni Interim Water Supply	AWARDED	R3,375,000	R 0.00	R 0.00	Njombe'a, Endwe.
Cluster 2 Water backlog Project - Regional Scheme 3: Luthuthu Water Supply	PLANNING	R 0.00	R3,000,000	R12,000,000	Luthuthu
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1C	PLANNING	R 0.00	R3,000,000	R10,000,000	Maqfashu (Dongweni, Liweni, Madongweni) Mzentsi, Rhwantsana, E mntla, cungewana, Bhu kwana, Eleni
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1D	PLANNING	R 0.00	R3,000,000	R10,000,000	
Refurbishment of Dordrecht WTW	PLANNING	R 0.00	R5,700,000	R 0.00	Dordrecht
Water Conservation and Demand Management at Dordrecht	PLANNING	R 0.00	R6,400,000	R 0.00	Dordrecht



# RBIG PROJECTS:EMALAHLENI LM

PROJECT NAME	STATUS	18/10	19/20	20/21	VILLAGES
Cluster 2 Water Backlog					
Lubisi Bulk Pipeline from Sekhuphahle to Ndongo	TENDER EVALUATION STAGE	R 8100,000			Upper Indobama, Ndongo
Lubisi Bulk Pipeline from Ndongo to Lady Frere	TENDER EVALUATION STAGE	R 32,000,000	R 8,000,000	R 8,440,000	Lady Frere



**APPROVAL OF THE FINAL DRAFT IDP: 2018/2019**

The final draft IDP tabled in Council for approval on the .....

Council Resolution of Adoption: .....

**Signatures:**

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**DR SW VATALA**  
**MUNICIPAL MANAGER**

.....  
**DATE**

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**CLLR N NYUKWANA**  
**HONORABLE MAYOR**

.....  
**DATE**

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