

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:

Constitution 1996 (Section 152)	Mandates Local Government to: <ul style="list-style-type: none">• Provide democratic and accountable government for local communities;• Ensure the provision of services to communities in sustainable manner;• Promote social and economic development;• Promote a safe and healthy environment;• Encourage the involvement of communities and community organisations in the matters of local government.
Municipal System Act Act 32 of 2000 (Chapter 6)	A Municipality must: <ul style="list-style-type: none">• Establish a Performance Management System.• Promote a performance culture.• Administer its affairs in an economical, effective, efficient and accountable manner. It further outlines the core components of a performance management system as follows: <ul style="list-style-type: none">• Set KPI's as a yardstick for measuring performance.• Set measurable performance targets with regard to each of those development priorities and objectives.• Monitor measure and review performance once per year.• Take steps to improve performance.• Report on performance to relevant stakeholders

**THE WHITE
PAPER ON
LOCAL
GOVERNMENT
(1998)**

The White Paper on Local Government (1998) suggested that local government should introduce the idea/concept of *performance management systems*.

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>BATHO PELE (1998)</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"> ✓ Consultation: 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. ✓ Service standards: Communities should know what standard of service to expect. ✓ Access: All communities should have equal access to the services to which they are entitled. ✓ Courtesy: Communities should be treated with courtesy and consideration. ✓ Information: Communities should be given full and accurate information about the public services they are entitled to receive. ✓ Openness and transparency: Communities should know how directorates are run, how resources are spent, and who is in charge of particular services. ✓ Redress: 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. ✓ Value-for-money: Public services should be provided economically and efficiently in order to give communities the best possible value-for-money. <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 organisations 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>MUNICIPAL STRUCTURES ACT (1998)</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>

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"> • Develop a performance management system • Set <i>targets</i>, monitor and <i>review performance</i> based on indicators linked to their IDP • Publish an <i>annual report</i> on performance of the councillors, staff, the public and other spheres of government • Incorporate and report on a set of <i>general indicators</i> prescribed nationally by the minister responsible for local government • Conduct an <i>internal audit</i> on performance. • Have their annual performance report audited by the Auditor-General • <i>Involve the community</i> in setting indicators and targets and reviewing municipal performance <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.

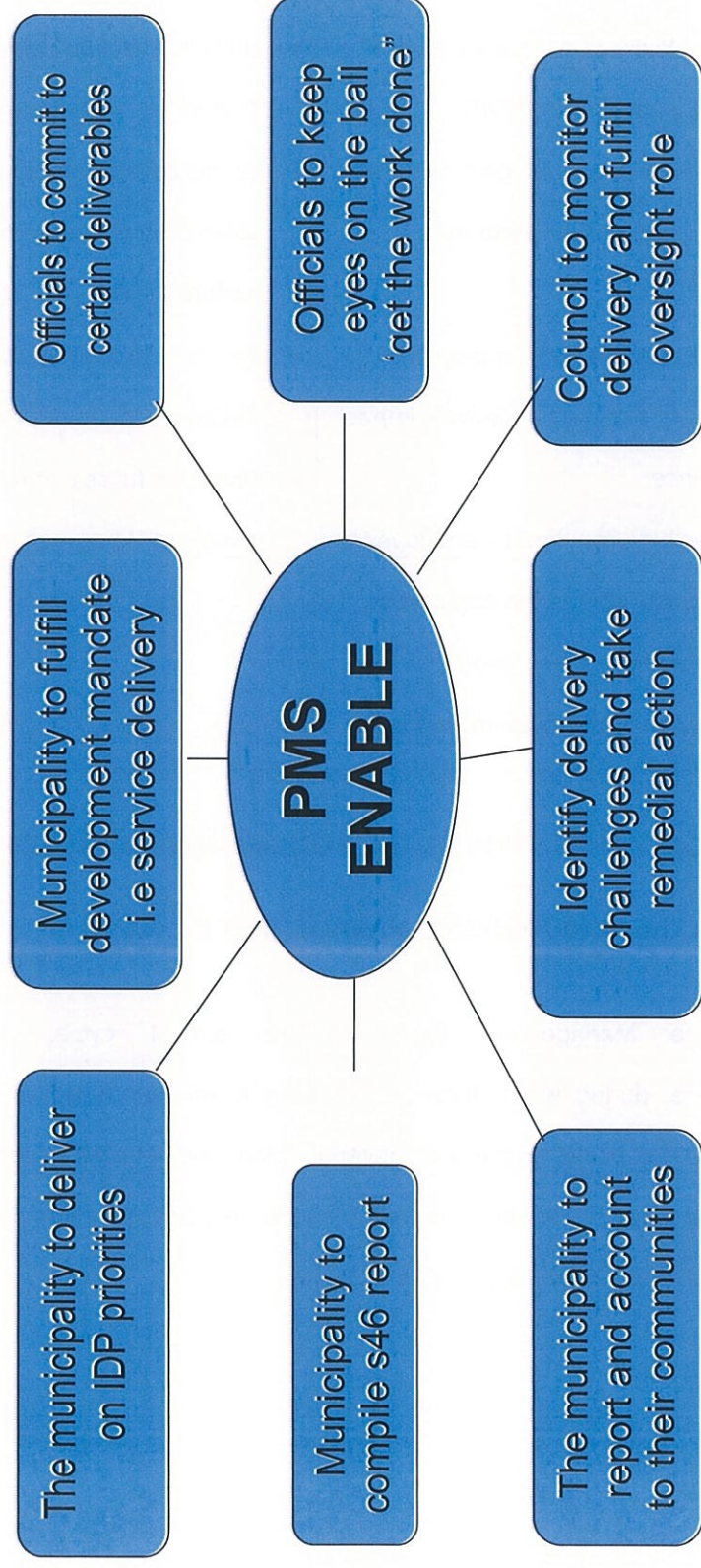
10. IMPLEMENTATION CAPACITY

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 Municipality



11. OBLIGATIONS TO ENSURE COLLECTIVE PERFORMANCE

COUNCIL	EMPLOYEE
<ul style="list-style-type: none">• Enables environment to facilitate effective performance• Clarifies development objectives and performance expectations (IDP)• Regularly review employee performance and provide feedback on performance – oversight• Works collaboratively with employee to solve problems that may negatively impact on performance• Delegates powers required by employee to enable to meet performance objectives• Make available necessary resources required to enable employee to perform.	<ul style="list-style-type: none">• Understands the strategic intent (development mandate – IDP)• Buys into and participates in the Performance Management System• Works collaboratively with employer to solve problems that may impact on performance• Commits to fulfilling their part in enabling the institution to deliver on mandate• Focus on fulfils commitment in terms of performance agreement

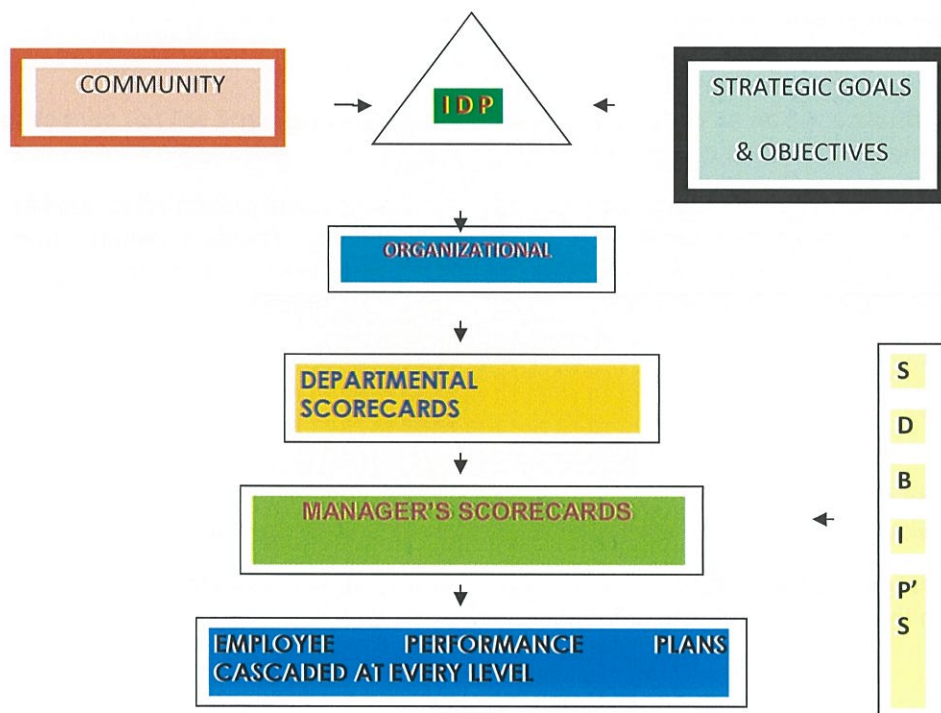
PRACTICAL APPLICATION OF THE PERFORMANCE MANAGEMENT SYSTEM

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.

PHASE3: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.

12. 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.

13. 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.

14. 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.

15. 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

16. 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.

17. 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.

18. RATING SCALE 1 TO 5

1	Performance Unacceptable
2	Performance Not Fully Effective
3	Performance Fully Effective
4	Performance Significantly above expectations considering the circumstances: More than half (50%) of the Performance criteria and indicators specified in the Scorecard were met
5	Performance Outstanding considering the circumstances

(1) Finally, all scores (as indicated on separate panel members' score sheets) will be added together (including scores by the assessee, 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.

19. Failure to do so (resulting in over- or under-stating performance) can only be detrimental – both to the organization and to the individual.

20. 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.

21. PERFORMANCE REVIEWS

Performance Reviews shall be as follows:

Performance Reporting Period		Date
1 st Quarter	Informal	07 th October
Mid-Year	Formal	07 th January
3 rd Quarter	Informal	07 th April
Annual Performance	Formal	07 th 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

22. 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.

23. STAKEHOLDER ANALYSIS AND THEIR ROLES

STAKEHOLDERS	INVOLVEMENT WITH: IDP, ORGANISATIONAL PM , INDIVIDUAL PM	BENEFITS
COUNCILORS: <ul style="list-style-type: none"> • Mayor • Executive Committee • Standing / Portfolio Committee • Council 	<ul style="list-style-type: none"> • Facilitate development of long term Vision, IDP and PMS. • Provide strategic direction and manage development of IDP. Manage the 	<ul style="list-style-type: none"> • Optimum and equitable service delivery. • Promotes public awareness and satisfactions. • Facilitates a process of benchmarking and

	implementation of strategy. <ul style="list-style-type: none"> • Review and monitor the implementation of IDP. • Adapt PM framework and approve the IDP. • Monitor Performance. 	collaboration with other municipalities. <ul style="list-style-type: none"> • Provides a mechanism for the monitoring, implementation and review of the IDP.
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24. 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.

12 CHAPTER 12 – OTHER SECTOR PLANS

12.2 Introduction

12.3 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.

12.4 Waste Management Plan

12.4.1 Introduction

The Integrated Waste Management Plan (IWMP) is intended for use as a sector plan within the ELM, by informing the municipality with regard to planning and budgeting for waste management activities. The formulation of the IWMP will ensure that waste management planning is sustainable, can be implemented, acceptable, and incorporable and most importantly tailored to suit the needs of the people of ELM, both in rural and urban areas. The IWMP should provide greater integration in terms of the provision of waste management services as current services can be said to be inefficient and do not address the needs of all inhabitants of the Municipality.

12.4.2 Legislative requirements

- (1) Constitution of South Africa (Act 108 of 1996) - ‘Everyone has a right to an environment that is not harmful to their health or well-being; and to have the environment protected

- for the benefit of present and future generation through reasonable legislative and other measures that prevent pollution and ecological degradation’
- (2) Schedule 4(b) and 5(b) specify aspects which Local Government has concurrent responsibilities.
 - (3) Section 11 of the National Environmental Management: Waste Act 2008 (Act No. 59 of 2008) [NEM: WA] states that “all national, provincial and local spheres of governance must develop IWMP in a consultative manner”.
 - (4) 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.

12.4.3 Objective

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 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

Furthermore, 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 developing 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.

12.5 Environmental Management Framework

12.5.1 Introduction

Emalahleni Local Municipality has developed the Environmental Management Framework (EMF) for a whole area of municipal jurisdiction. EMF development is in accordance with Sections 23 and 24 of National Environmental Management Act (NEMA: Act 107 of 1998). According to the regulations (Government Notice R 547 of 18 June 2010) the intention of an EMF, as a key Integrated Environmental Management (IEM) tool, is to identify suitable and unsuitable geographical areas for various types of development.

The purpose of developing an Environmental Management Framework is to provide Emalahleni Local Municipality with a decision-making support system that will assist in executing good environmental governance, especially planning, development and conservation within the municipal area. The Environmental Management Framework includes Air Quality Management Plan and Climate Change strategy for Emalahleni Local Municipality.

12.5.2 Legal Context

The EMF Regulations (Government Notice No.R547 of 18 June 2010) which are promulgated under the National Environmental Management Act (Act 107 of 1998) provides for the development and adoption of EMFs. In terms of these regulations, the intention of an EMF, as a key Integrated Environmental Management (IEM) tool, is to identify suitable and unsuitable geographical areas for various types of development.

Once complete, the relevant MEC will then adopt the EMF (with or without conditions). A notice is then given in the government gazette, or the official gazette relevant in the province, which sees the official roll out of the EMF in daily planning. The development of an EMF is done in compliance with the Sections 23 and 24 of the National Environmental Management Act (Act 107 of 1998). The EMF will put focus on the following legislation:

- The Constitution of the Republic of South Africa (The Constitution- Act 108 of 1996)
- The National Environmental Management Act (NEMA: Act 107 of 1998)
- The Specific National Environmental Management Act such as –
 - The National Environmental Management: Biodiversity Act (Act 10 of 2004)
 - National Environmental Management: Waste Act (Act 59 of 2008)
 - National Environmental Management: Air Quality Act (Act 39 of 2004)
 - National Environmental Management: Integrated Coastal Management Act
 - The National Water Act (Act 36 of 1998)
- The National Forests Act (84 of 1998)
- National Heritage Resources Act (Act 25 of 1999)
- Conservation of Agricultural Resources Development Act (Act 43 of 1983)
- The Spatial Planning and Land Use Management Act (Act 16 of 2013)

It is worth noting that a list of international, national, provincial and local legislation and policies are pertinent in the development of an EMF.

12.5.3 Aims of the EMF

The EMF aims to achieve, inter alia, the following:

- To identify the current environmental situation of the Emalahleni municipal area
- To identify development pressures and trends in the municipal area
- Development of a decision support system for developments in the area to ensure that environmental attributes, issues and priorities are taken into account.
- To support decision making in the Emalahleni Local Municipality in order to facilitate appropriate and sustainable development.
- To integrate policies and frameworks and aligns government mandates to streamline decision making.
- To identify appropriate, inappropriate and conditionally compatible activities in various areas in a manner that promotes proactive decision-making.
- To improve co-operative governance in decision making.

12.5.4 Specialist Studies

A number of environmentally related specialists had provided input into the EMF. The following studies provided by specialists:

- 1) Air Quality Specialist Study
- 2) Biodiversity Specialist Study
- 3) Geological Specialist Study
- 4) Landscape Character Specialist Study
- 5) Natural Heritage Specialist Study
- 6) Resource Economics Specialist Study
- 7) Water Resources Specialist Study, and

12.5.5 GIS Specialist Input

The above specialist studies formed part of the Environmental Status Quo phase of the project and will form a foundation of the EMF process. EMF consists of environmental management zones and Strategic Environmental Management Plan which is stipulated as follows:

- Environmental Management Zones

Based on the spatial component of the desired state of the environment and biophysical constraints and opportunities, the study area is divided into environmental control zones. The purpose of such strategic environmental requirements and acceptability of development applications is so that:

- This must include a spatial representation of such zoning within the area in respect of one or more activities in a manner that will be identified.
- Areas in which the undertaking of an activity should be allowed to take place without further investigation;
- Areas in which the undertaking of an activity may be allowed subject to an environment authorization being granted in terms of applicable regulations; and
- Areas in which the undertaking of an activity should not be considered.

12.5.6 Strategic Environmental Management Plan

A Strategic Environmental Management Plan (SEMP) that will address management guidelines and responsibilities, which will include but will not be limited to:

- A strategic for maintaining productive agricultural activity on land where agriculture has been identified as a feasible and desired land use.
- A strategic for maintaining biodiversity conservation on land where biodiversity conservation has been identified as a feasible and desirable land use.
- A strategy for maintaining land as open spaces where identified as appropriate
- A strategy where feasible developments activities may be allowed to proceed without an EIA authorization.

12.6 HIV- Aids Strategy

12.6.1 Introduction

The Emalahleni HIV/AIDS and TB Strategic Plan 2014-2017 is the second plan outlining how the Municipality will respond to the epidemic of the human immunodeficiency virus (HIV), sexually transmitted infections (STIs) and tuberculosis (TB) over a three-year period. The Emalahleni HIV/AIDS and TB Strategic Plan build on previous plans and achievements, focussing on improving and scaling up service delivery and implementing proven interventions.

The Emalahleni multi-sectoral HIV, AIDS and TB strategic plan has six (6) separate but inter-related sections that cover different aspects of the strategic process which inform the approaches for effective response to the challenges posed by the pandemic. These sections are:

- *Section 1: introduction:* this section of the document provides background and the importance of responding to the challenges posed by this pandemic. This section also provides a map of the processes and the structure of the document.
- *Section 2: Municipal situational analysis:* this section of the multi-sectoral plan focus on the socio-economic, cultural and political environment that is critical in the reduction of the spread and negative impact of the pandemic and it covers:
 - (a) Municipal geographic location and environment as it presents the opportunities for the spread and reduction of the disease.
 - (b) Municipal population profiling.
 - (c) Municipal socio-economic environment as a critical factor in the spread of the disease and other social challenges that face our communities.
- *Section 3: Policy and Legal framework for municipal response to HIV and AIDS:* this section of presents the global, continental and national policy framework that guides and informs municipal response to HIV and AIDS challenges.
- *Section 4: HIV Prevalence:* This section of the strategic plan provides the landscape of the pandemic tracing it from HIV prevalence in the provinces, district and local. As part of this landscaping we also look at some of the factors that contribute towards the spread of the pandemic.
- *Section 5: Impact and drivers of the pandemic:* The second part of this section focuses on the impact of the pandemic in the livelihood of the communities and it focuses on:
 - a) Impact on Family Life and Children
 - b) Provision of Services Health, Education and Welfare
 - c) Impact on Local Economy

d) Impact on community and poverty

- *Section 6: Emalahleni local municipality HIV and AIDS strategy 2014- 19:* this section in line with the National and Provincial Strategic Plans, the Emalahleni the multi-sectoral strategic plan has set its broad objective as to:
 - (a) Reduce the rate of infection of HIV and AIDS.
 - (b) Reduce the impact of the HIV and AIDS on individuals, families, communities and the broader society by ensuring improving access to treatment care and support and service delivery targeting the infected and affected.

In responding to the challenges posed by the pandemic, the strategic plan focuses on three areas which are:

- (a) Prevention, education and awareness
- (b) Treatment, care and support.
- (c) Care and support for orphaned and vulnerable children

In each of these three focus areas the document unpacks the broad challenge, broad goal and approaches to ensure maximum outputs for effective impact.

- *Section 7: Co-ordinating the local response:* the last section of the document provides a picture of nature and structure for effective co-ordination of the local response. This is done by looking at the mandate, terms of reference, roles and responsibilities as well as the composition of the local AIDS council. This last section of the strategic document focuses on the establishment and function.

12.7 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.

12.8 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.

12.9 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

12.9.1 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.

12.9.2 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.

12.9.3 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.

12.9.4 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.

12.10 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.

12.10.1 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 of 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.

12.10.2 PERIOD OF EXISTENCE

The Human Resources Development Strategy is planned for a period of five years from 2015 to 2019.

12.10.3 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

12.11 Human Resource Plan

12.11.1 INTRODUCTION

One of the Key Performance Indicators for the Corporate Services Department is to develop the Human Resources Plan.

12.11.2 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.

12.11.3 CONCLUSION

The Municipality will have an approved Human Resources Plan for implementation in the 2017/2018 financial year.

12.12 Occupational Health and Safety

12.12.1 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

12.12.2

12.12.3 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

12.12.4 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

12.12.5 PERIOD OF EXISTENCE

The Occupational Health and Safety Strategy is planned for a period of five years from 2015-2019.

12.12.6 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,

12.13 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.

Project Description	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.

Key Milestones	<input type="checkbox"/> Project Plan <input type="checkbox"/> Memorandum of Understanding
Estimated Budget	R 150,000-00
Project Driver	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
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	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"> ❑ Project Plan and Cooperative support ❑ Crime Prevention awareness (Unfunded) ❑ 16 days of Activism and Women's day (Unfunded) ❑ Women intergeneration project ❑ Memorandum of Understanding
Estimated Budget	R 150 000
Project Driver	Emalahleni Local Municipality
Potential Partners	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

Project Description	<p>The municipality support the Disabled Peoples Summit and will conduct two programmes for the Disabled Structure.</p> <ul style="list-style-type: none"> ❑ Summit ❑ Development Programmes; ❑ Support to Emadlelweni ❑ Monitor support for the DPW Structure.
Key Milestones	<ul style="list-style-type: none"> ❑ Support to the programme ❑ Memorandums of Understandings (Capitalization) ❑ Social Investment by corporate sponsors
Estimated Budget	R150 000
Project Driver	SPU Unit of Emalahleni Local Municipality

Potential Partners	ECDEET, CHDM, Department of Social Development
Implementation Period	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

- set out principles relating to the care and protection of children;
- to define parental responsibilities and rights;
- to make further provision regarding children's courts;
- to provide for partial care of children; to provide for early childhood development; to provide for the issuing of contribution orders;
- to provide for prevention and early intervention;
- to provide for children in alternative care; to provide for foster care;
- to provide for child and youth care centres and drop-in centres;
- to make new provision for the adoption of children;
- to provide for inter-country adoption; to give effect to the Hague Convention on Inter-country Adoption;
- to prohibit child abduction and to give effect to the Hague Convention on International Child Abduction;
- 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

Project Description	<p>The municipality support the Children's Advisory Forum.</p> <ul style="list-style-type: none"> □ Profiling □ Support to Early childhood development Centres □ Monitor support for the Chidldrens Advisory Forum
Key Milestones	<ul style="list-style-type: none"> □ Support to the programme □ Memorandums of Understandings □ Social Investment by corporate sponsors for
Estimated Budget	R 50 000
Project Driver	SPU Unit of Emalahleni Local Municipality
Potential Partners	Department of Social Development, Department Of Education, Unicef
Implementation Period	Annually between 2017 – 2022

CHAPTER 13 – PROJECTS FROM OTHER SPHERES OF GOVERNMENT

13.1 Social Development

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Noncedo 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.	Khulile Day Care Centre	432	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Ntsinga, Maghashu	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	455	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 Centre	472	Early Childhood Development	Services to children 0-4 years	25	R76 875	03	Maqhubela	X. Njadu

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.	Mzomomhle 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.	Makukhanye Day Care Centre	431	Early Childhood Development	Services to children 0-4 years	25	R76 875	17	Trust	C. Bobotyana
27.	Masakhane 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, Mtsheko	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	R76 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	R76 875	07	Dubeni	S. Zama
42.	Nompumelelo DCC	378	Early Childhood Development	Services to children 0-4 years	25	R76 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	Jojweni	N. Ngono
46.	Buffalo Thorns DCC	9133	Early Childhood Development	Services to children 0-4 years	25	R76 875	08	Vaalbank	N. Ngono
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	Gqebanya	N. Koni
49.	Vukani DCC	8942	Early Childhood Development	Services to children 0-4 years	26	R79 950	16	Upper Mgwelana	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 Development	Services to children 0-4 years	30	R92 250	11	Zwelethemba, Dordrecht	T. Mondile
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. Ngono
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	Mt Arthur	T. Ndlela
57.	Zikulise DCC	9167	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	R76 875	12	Ngqanda	T. Ndlela
59.	Nonkunzi DCC	10291	Early Childhood Development	Services to children 0-4 years	37	R113 775	04	Cacadu	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.	Nozibele Day Care Centre	12975	Early Childhood Development	Services to children 0-4 years	25	R76 875	06	Gustaff, Matyantyia	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 550	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	R76 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	Zwelitsha, 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	636	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 550	05	Mtsheko	S. Bongo

SPECIAL DAY CARE CENTRE

1.	Emadlweni 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	9539	Older persons	Services to Older Persons	50	R120 000	06	Khundulu	N. Koni
3.	Sosebenza Youth Project	9377	Older persons	Services to Older Persons	50	R120 000	16	Indwe	M. Makatesi
4.	Masakhe Intergeneration	9374	Older persons	Services to Older Persons	88	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. Nqono
9.	Thembalethu Service Centre	9789	Older persons	Services to Older Persons	30	R72 000	04	Cacadu	N. Tyhulu

10.	Masonwabe Service Centre	9799	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.	Ayabulela Service Centre	11359	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.	Nerinahof Old Age	222	Older Persons	Residential services to Older Persons	43	R877 200	11	Dordrecht	T. Mondile
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NGO (CHILD CARE AND PROTECTION)

1.	ACVV Dordrecht	151	Child Care and Protection	Services to Children		R168 140	11	Dordrecht	T. Mondile
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13.6 HIV/AIDS

1.	Masibambane HCBC	10806	HIV/AIDS	Home Community Based Care Service	N/A	R277 743	04	Lady Frere Town	P. N. Tyhulu
2.	Sakingomso 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 Violence and Crime	N/A	R194 000	11	Dordrecht	T. Mondile
2.	Lavellanga Gender Empowerment	10905	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R194 000	16	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. Moshani

DISABILITY

1.	Kamvalethu Community Based Rehabilitation	11903	Disability	Skills Development	N/A	R107 000	16	Indwe	M. Makatesi
2.	Siyathemba Protective Workshop	11900	Disability	Community Based Care and Rehabilitation	25	R60 000	11	Dordrecht	T. Mondile

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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COMMUNITY DEVELOPMENT

1.	Injongo Youth Project	N/A	Community Development	Community Development	N/A	Awaiting masterlist	4	Zakhele Location	N. Tyhulu
2.	Siyahluma Household Food Garden	N/A	Community Development	Community Development	N/A	Awaiting masterlist	10	Tsembeyi	Z. Moshani
3.	Emthonjeni Community Development Project (CNDC)	N/A	Community Development	Community Development	N/A	Awaiting masterlist	15	Indwe	L. Paul

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 : 03

13.2 Rural Development and Agrarian Reform

DEPARTMENT	PROJECT	WARD	ALLOCATED BUDGET (R)	REMARKS
DRDAR	Cropping under Red hubs (Sorghum)	12	1 280 000.00	400 ha planned
DRDAR	Siyazondla	ALL WARDS	225 000.00	Specifications submitted
DRDAR	Land care at Hala	3	400 000.00	Site visit by contractors done 25/04/2017
DRDAR	Kundulu shearing shed	6	900 000.00	Budget allocated at provincial office
TOTAL			2 805 000.00	

13.3 Department of Education

Project Name	Implementing Agent	Programme	Project Status	Project Amount
MOUNT ARTHUR GIRLS HIGH	AMATOLA WATER	WATER & SANITATION	Tender	R 10,073,164.25
FREEMANTLE BOYS HIGH SCHOOL	AMATOLA WATER	WATER & SANITATION	Feasibility	R 9,807,347.06
INDWE H SCHOOL	AMATOLA WATER	WATER & SANITATION	Feasibility	R 2,542,576.33
MOUNT ARTHUR GIRLS HIGH	AMATOLA WATER	WATER & SANITATION	Feasibility	R 363,926,228.61
IKHWEZI LOKUSA SSS	COEGA DEVELOPMENT COPORATION	ORDINARY SCHOOL	Design	R 3,877,142.86
GQEBENYA JSS	COEGA DEVELOPMENT COPORATION	GRADE R	Tender	R 3,378,000.00
FREEMANTLE BOYS HIGH SCHOOL	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 1,560,479.89
KWAMHLONTLO SSS	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 94,747,327.00
LUKHANYO HIGH SCHOOL	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 961,524.46
MASIKANYISE HIGH SCHOOL	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 1,436,725.53
MOUNT ARTHUR GIRLS HIGH	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 1,175,239.82
NTSONKOTHA SENIOR SECONDARY SCHOOL	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 1,563,519.96
PHUMLANI SSS	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 695,163.46
TAMBEKILE SSS	COEGA DEVELOPMENT COPORATION	FENCING	Tender	R 877,909.16
LADY FRERE JSS	DEVELOPMENT BANK OF SOUTH AFRICA	FULL SERVICE	Construction	R 2,109,286.98
Ida HS(4)	DEVELOPMENT BANK OF SOUTH AFRICA	ORDINARY SCHOOL	Design	R 500,000.00
KWAMHLONTLO SSS	DEVELOPMENT BANK OF SOUTH AFRICA	ORDINARY SCHOOL	Design	R 29,862,762.65
MCEULA SSS	DEVELOPMENT BANK OF SOUTH AFRICA	ORDINARY SCHOOL	Design	R 26,603,625.20
NONKQUBELA SSS	DEVELOPMENT BANK OF SOUTH AFRICA	ORDINARY SCHOOL	Design	R 18,433,880.75
TAMBEKILE SSS	DEVELOPMENT BANK OF SOUTH AFRICA	ORDINARY SCHOOL	Design	R 21,195,795.80

FREEMANTLE BOYS HIGH SCHOOL	DEVELOPMENT BANK OF SOUTH AFRICA	HOSTEL & CLASSROOMS	Design	R 10,030,070.39
MOUNT ARTHUR GIRLS HIGH	DEVELOPMENT BANK OF SOUTH AFRICA	HOSTEL & CLASSROOMS	Design	R 123,528,523.60
NGUBENGCUKA SSS	DEPARTMENT OF PUBLIC WORKS	ORDINARY SCHOOL	Design	R 26,991,808.89
MASIZAKHE JPS	DEPARTMENT OF PUBLIC WORKS	ORDINARY SCHOOL	Design	R 15,885,714.00
Bankies JSS (Construction New Classrooms and Related Facilities)	DEPARTMENT OF PUBLIC WORKS	ORDINARY SCHOOL	Construction	R 21,125,398.21
NTSONKOTHA SENIOR SECONDARY SCHOOL	DEPARTMENT OF PUBLIC WORKS	ORDINARY SCHOOL	Design	R 3,777,324.43
INDWE H SCHOOL	INDEPENDENT DEVELOPMENT TRUST	HOSTEL REPAIRS	Construction	R 8,470,504.26
NTSONKOTHA SENIOR SECONDARY SCHOOL	INDEPENDENT DEVELOPMENT TRUST	HOSTELS	Design	R 4,000,000.00
IDA HIGH SCHOOL	THE MVULA TRUST	WATER & SANITATION	Construction	R 3,433,568.95
MATYANTYA JSS	THE MVULA TRUST	WATER & SANITATION	Construction	R 3,137,031.79
NOLUTHANDO JSS	THE MVULA TRUST	WATER & SANITATION	Construction	R 3,253,433.55
UMHLANGA JSS	THE MVULA TRUST	WATER & SANITATION	Construction	R 4,335,070.36

NB: PROJECTS THAT ARE ON DESIGN & FEASIBILITY STAGE ONLY HAVE BUDJECT ALLOCATION, THUS THE ADJUSTMENTS WILL BE MADE!

13.4 Human Settlements

13.4.1

EMALAHLENI CURRENT AND FUTURE PROJECTS



- ZWARTWATER-1000
- MAVUYA-463
- SINAKHO ZWELETHEMBA-269
- DOORECHT -2000
- LADY FRERE -715
- INOWE-513
- INOWE WEST GATE-160
- CACABU EXTENSION 3&4 Mixed Dev-800
- DOORECHT(Mixed Dev))-800
- INOWE-500



PROGRESS REPORT CURRENT PROJECTS




PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	STATUS
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
PROJECTS						
Zwartwater 1000	R 346, 770,263.00	R 27,818,828.00	3000 houses with VIP toilets	Subst-511 Wasp-150 Booth-189 Compt-112	Start- Aug 2016 Comp- Aug 2017	Project is on hold , due to community demand against the main contractor to pay subcontractors.
Nkomo's 462	R 39,455, 795.00	R 281,020.90	462 houses	Not started	Not yet appointed	planning



PROGRESS REPORT CURRENT PROJECTS



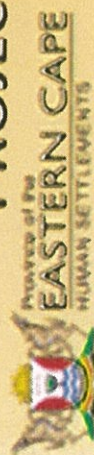
PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	STATUS
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
RECTIFICATION PROJECTS						
Lady Frere 715	R 48,495,000.00	R 0.00		Slabs-10 Walls-0 Roofs-10 Compl-0	12 Aug 2015 Expected completion date- 31 Aug 2017	Contractor has returned back on site and will present the turn around strategy to the department for the recovery this time soon.
Dordrecht 2000 (770 units)	R 259,167,920.00	R 70,970,560.00	Rectification of 770 houses	Slabs-621 Walls-575 Roofs-556 Compl-506	Start - July 2016 Comp-July 2017	Two Contractors are on site. Unavailability of internal services (Scope rectification). Scope reduced from 2000 to 770 houses due to National Director. Progress is currently focusing on 360 units while also to finish to 600 houses.



Department of Public Works and Engineering



PROJECT AT PROCUREMENT




PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	STATUS
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
PROJECT AT PROCUREMENT						
SINAKHO ZWOLETHEPABA 289	R 1 047,453.74	R 105,850.64	289	Not started	Not yet appointed	Project advertised during month of July 2015 and tender closed on 28th August 2015 to appoint turnkey contractor. Finalisation of appointment of contractor is on hold due to over commitments of the region with regard to current running projects. Re-prioritisation of projects within current commitments by reduction of rectification is underway as to unlock the project as it will be the solution.



FUTURE PROJECTS



PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	STATUS
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
FUTURE /NEW PROJECTS FOR FEASIBILITY STUDIES TO BE UNDERTAKEN						
CACADUEUX 3&4 Rural Dev. R200 Units	-	-	800	Not started	Not yet appointed	Municipality is busy compiling submission for approach as developer with their implementing agent. There is no built infrastructure to support proposed development, projects not yet approved within Department.
DORRECHT (Rural Dev. R200)	-	-	800	Not started	Not yet appointed	
INDWE R200	-	-	800	Not started	Not yet appointed	
INDWE WEST GATE 3&4	R 618,265.00	R 0.00	160	Not started	Not yet appointed	Municipality is busy compiling submission for approach as developer with their implementing Agent. Feasibility study already completed and revealed additional capacity requirements on built infrastructure. Project was only approved for planning & designs.
INDWE 513	R 0.00	R 0.00	513	Not started	Not yet appointed	Assessment report has been finalised by RHEAC and will be completed following National guidance with regard to this project. 

Prepared by: [Signature]
Reviewed by: [Signature]

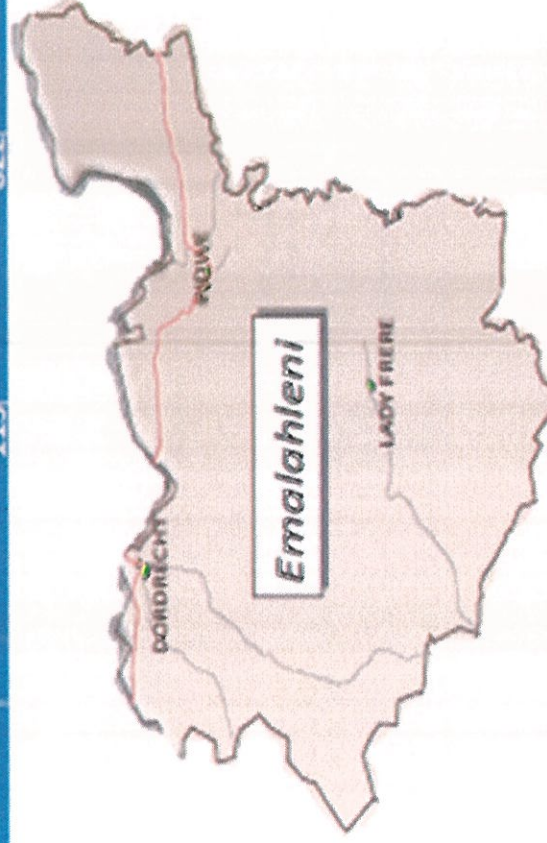
FUTURE PROJECTS



PROJECT NUMBER	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	STATUS
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
FUTURE /NEW PROJECTS FOR FEASIBILITY STUDIES TO BE UNDERTAKEN						
CACABU EXT 1&4 Rural Dev. 8000 Units	-	-	8000	Not started	Not yet appointed	Municipality is busy compiling submission for approvals as developer with their implementing agent. There is no bank infrastructure to support proposed development. Projects not yet approved within Department.
DORORECHT (Rural Dev. 8000)	-	-	8000	Not started	Not yet appointed	
INDUVE 8000	-	-	8000	Not started	Not yet appointed	
INDUVE WEST GATE 160	R 618,209.00	R 0.00	160	Not started	Not yet appointed	Municipality is busy compiling submission for approvals as developer with their implementing agent, feasibility study already completed and revealed additional capacity requirements on built infrastructure. Project was early approved for planning & design.
INDUVE 513	R 0.00	R 0.00	513	Not started	Not yet appointed	Assessment report has been finalised by WHEC and will be compiled according to National guidance with regard to the project. Project is currently in the process of being approved by the Department of Human Settlements.

PROGRAMME 3- ROADS INFRASTRUCTURE – EMALAHLENI LM

Local Municipal Area	ROAD LENGTHS (KM)		Total Length (km)
	Surfaced (km)	Gravel (km)	
Emalahleni		115	822
			937



PROGRAMME 3 – ROADS INFRASTRUCTURE cont.

Project name	Project type	Project status	Award value	Service Provider	Start Date	End Date
Routine Road Maintenance of Various Provincial Paved Gravel in Routine Road the Chris Hani- Emalahleni and Intsika Yethu LMA	Routine Road Maintenance	Awarded	R 36 889 859.75	Cotterrell construction	July 17	30 Months
	Total Budget		R 36 889 859.75			

Ndodana Consulting Engineers is the appointed Consultant to oversee the maintenance supervision of the Integrated Road Maintenance Programme (IRM) of priority roads located in Emalahleni & Intsika Yethu Local Municipal area for a period of 30 months.

Note: IRM -Integrated Road Maintenance (maintenance of gravel and surfaced proclaimed roads)

PROGRAMME 3 – ROADS INFRASTRUCTURE cont.

ROUTINE MAINTENANCE – Blading and Patch Gravelling

DEPARTMENT OF PUBLIC WORKS ROUTES AT EMALAHLENI MUNICIPALITY

STARTING POINT (ROAD)	THROUGH	THROUGH	THROUGH	THROUGH	THROUGH	THROUGH	THROUGH	LAST STOP	KILOM ETRES
Zwerwaer	Ecop community hall	Deep level	Mt Arthur					Lady Frewe	20 km
Lero	Lecolo	Bergu	Njombele					Mapashu	60km
Injwe	Lisapasi	Hala 2	Ntlokofo	Qaqeni	Hala 1	Greydan	Maghubela	Cumukala	70km
Ntalofo	Qaqeni	Greydan							

PROGRAMME 3 – ROADS INFRASTRUCTURE cont.
REGRAVELLING
PRIORITY LIST

PRIORITY LIST PROVIDED BY LOCAL MUNICIPALITY OF ROADS TO BE REGRAVELLED 17/18			
No.	Local Municipal Area	Road number	Km
1.	EMALAHLENI LMA	DR08595 – Machubeni to Mhlanga	12
2.	EMALAHLENI LMA	DR08566 – Nkolonga to Skwangini	25
3.	EMALAHLENI LMA	DR08577- Qoqodala/Maqwatini- Jojweni	15
4.	EMALAHLENI LMA	DR08596 – Indwe/ Chibini - Mhlanga	17

DEPARTMENTAL PROJECTS: DRPW

PROJECT NAME	BUDGET	DURATION	COMMENT
GREYSPAN JPS ECD CENTRE	R7,500,000.00	8 Months	Project still at planning stage
B.A. Mbam ECD Centre	R7,300,000.00	8 Months	Project still at planning stage
Abraham Vanqa ECD Centre	R8,200,000.00	10 Months	Project still at planning stage
Lady Frere Park			
Bankles JJ School	R19,613,911.14	12 Months	95% Complete
Lavellanga JJ School	R25,244,535.06	15 Months	20% Complete

APPROVAL OF THE FINAL DRAFT IDP: 2017- 2022

The final draft IDP was tabled in Council for approval on: 31 May 2017

Council Resolution for Adoption: OC138/03/2017

Signatures:

DR SW VATALA
MUNICIPAL MANAGER

CLLR N NYUKWANA
HONORABLE MAYOR

31 May 2017
DATE

31 May 2017
DATE

