

EMALAHLENI LOCAL MUNICIPALITY



1st Draft Reviewed 2021/2022 IDP

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ABBREVIATIONS

BESP	Built Environment Support Program
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CWP	Community Works Programme
DeCoGTA	Department of Co-operative Governance & Traditional Affairs
DEA	Department of Environmental Affairs
DEADP	Department of Environmental Affairs & Development Planning
DM	District Municipality
DoRA	Division of Revenue Act
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Expanded Public Works Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognized Accounting Practice
HR	Human Resources
HSP	Human Settlement Plan
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
KI	Kilolitre (1,000 litres)
KPA	Key Performance Area
KPI	Key Performance Indicator
Kw/h	Kilowatt-hour
LED	Local Economic Development
LM	Local Municipality
LLF	Local Labour Forum
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MEC	Member of Executive Council
MERO	Municipal Economic Review & Outlook
MGRO	Municipal Governance Review & Outlook
MI	Mega liter (1,000,000 litres)
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
MSCOA	Municipal Standard Chart of Accounts
MTREF	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NDPG	Neighborhood Development Program Grant
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organization
NT	National Treasury
OPEX	Operating expenditure

PDI	Previously Disadvantaged Individual
PGEc	Provincial Government Eastern Cape
PMs	Performance Management System
PSDF	Provincial Spatial Development Framework
PPP	Public-Private Partnership
PT	Provincial Treasury
R	Rand (Currency)
RBIG	Regional Bulk Infrastructure Grant
RO	Reverse Osmosis
SLG&	South African Local Government Organization
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SEAF	Spatial Development Framework
SONA	State of the Nation Address
SOPA	State of the Municipality Address
STATSSA	Statistics South Africa
UISP	Upgrading of Informal Settlements Programme
VIP	Ventilated Improved Pit (toilet)
WSP	Workplace Skills Plan
WTW	Water Treatment Works

Foreword by the Mayor

**COUNCILLOR NONTOMBIZANELE KONI
HONOURABLE MAYOR**

Executive Summary

Mr. V.C. Makedama
MUNICIPAL MANAGER

1. CHAPTER 1 - STRATEGIC OVERVIEW OF THE MUNICIPALITY

1.1 Introduction

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

The IDP has been reviewed for the 2021 to 2022 financial years in compliance with Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended).

1.2 Legislative Framework

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

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

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

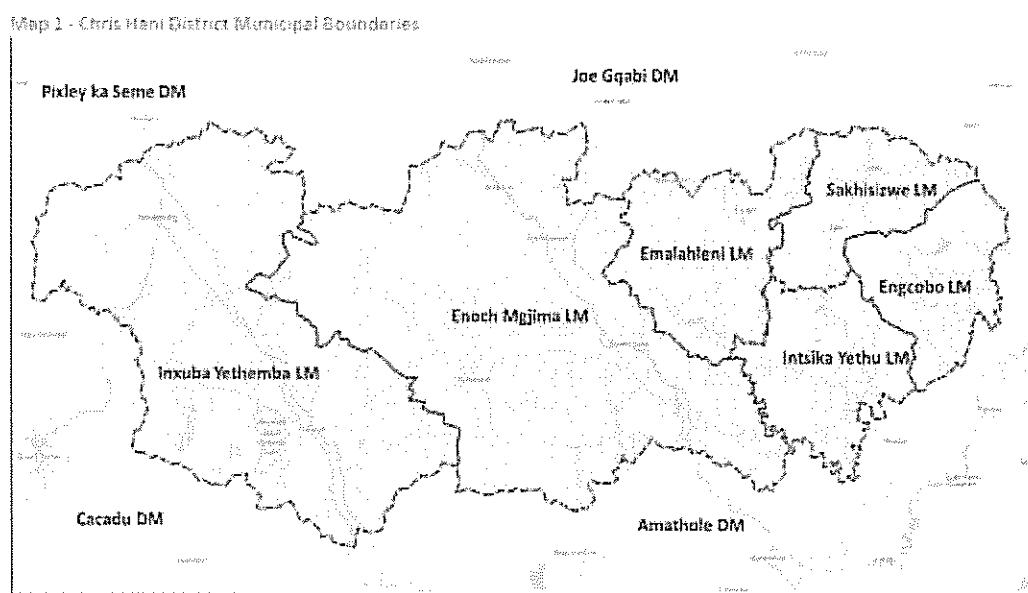
- 1)
 - (a) The institutional Framework, which must include an organogram, required for the
 - (i) The implementation of the IDP; and
 - (ii) Addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the IDP;
 - (b) Any investment initiatives in the municipality
 - (c) Any development initiatives in the municipality, including infrastructure, physical, social and institutional development
 - (d) All known projects, plans and programmes to be implemented within the municipality by any organ of state; and
 - (e) The key performance indicators set by the municipality.

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

- 1.2.3 Section 21 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)** provides for closer alignment between the annual budget and the compilation of the IDP. It requires that the mayor of a municipality must co-ordinates the processes of preparing the annual budget and the IDP to ensure that both the budget and IDP are mutually consistent and credible.

1.3 Profile of the Municipality

Emalahleni is a category B municipality situated within the Chris Hani District (see figure below) of the Eastern Cape Province. It consists of the three main urban nodes being the towns of Cacadu, Indwe and Dordrecht surrounded by a large rural settlement s and many surrounding villages.



1.4 Provincial Assessment Outcomes

The MEC for CoGTA has a legislative authority to assess the municipal IDP and provide outcomes on the assessment of each Key Priority Area; below are the outcomes the municipality has acquired in the last few years per KPA:

KEY PERFORMANCE AREA (s)	RATING 2017/2022 IDP	RATING 2018/2019 IDP REVIEW	RATING 2019/2020 IDP REVIEW	RATING 2020/2021 IDP REVIEW
Basic Service Delivery	HIGH	HIGH	HIGH	HIGH
Financial Planning and Budgets	HIGH	HIGH	HIGH	HIGH
Local Economic Development	HIGH	HIGH	HIGH	HIGH
Good Governance and Public Participation	HIGH	HIGH	HIGH	HIGH
Institutional Arrangements	HIGH	HIGH	HIGH	HIGH
OVERALL RATING	HIGH	HIGH	HIGH	HIGH

Local Development Plan (LDP) – A Local Government Guide

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

1.5.5 Role players

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

1.5.4 IDP Processes

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

1.5.3 Objectives

Section 21 (1) of the Local Government: Municipal Finance Management Act 56 of 2003, provides that, the Mayor of the Municipality must coordinate the processes for preparing the annual budget and for reviewing the Municipality's IDP and Budget related policies to ensure that the tabulated budget and any revisions of the IDP are mutually consistent and provide the municipality with the resources and capacity to implement its mandate in terms of legislation.

- (a) Lays, integrates and co-ordinates plans and takes into account proposals for the development of the municipality –
- (b) Allocates the resources and capacity of the municipality with the implementation of the policy framework and general basis on which annual budgets must be based
- (c) Forms the policy framework and general basis on which annual budgets must be based plan
- (d) Compiles with the provisions of this chapter; and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

In line with the requirements of the local government laws and regulations, all stakeholders in the municipality are to be catered for during the development and review of the IDP to encourage prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –

1.5.1 Introduction

1.5 Pre-Planning

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

1.5.6 Roles and Responsibilities of Each Role Player

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

No.	Role Player	Roles and Responsibilities	Composition
5	IDP/PMS and Budget Steering Committee	(1) IDP/PMS and Budget Technical Steering Committee shall be composed of the following members: • The committee shall be work and provides information to the technical ground committee members of the municipality administration: • Municipal Manager • All Directors • Collect and collate information for IDP/PMS and Budget Steering Committee • The committee shall be responsible: • Municipal Manager • All Divisional Managers • IDP, PMS and Budget Steering Committee • Conduct research and • Advises the IDP, PMS and Budget Steering Committee • The terms of Reference • IDP/PMS and Budget Steering Committee to the following members: • work and provides information to the technical ground committee members of the municipality administration: • The committee shall be composed of the following members: • Mayor (Chairing) • Council Speaker • Chief Whip • All Members of the Executive Committee and Budget Steering Committee shall be the following: • The terms of reference for the IDP / PMS • The terms of preference for the IDP / PMs • The development assists the Mayor in guiding the IDP. • Commits the development and review process of members: • It comprises of the following members:	(1) The IDP / PMS and Budget Steering Committee • Commits the development and review process of members: • It comprises of the following members:
6	IDP / PMS and Budget Steering Committee	(2) Terms of Reference • The Mayor (Chairing) • Council Speaker • Chief Whip • All Members of the Executive Committee and Budget Steering Committee shall be the following: • The terms of reference for the IDP / PMS • The terms of preference for the IDP / PMs • The development assists the Mayor in guiding the IDP. • Commits the development and review process of members: • It comprises of the following members:	(2) Terms of reference • Commits the development and review process of members: • It comprises of the following members:

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

No	Role Player	Roles and Responsibilities	Compositon
		<p>entire municipality. Additional objectives</p> <p>Entire municipality:</p> <p>Entire municipality.</p> <p>(a) Development of a Local Programme of Action in relation to the National, the Honorable Mayor is the political champion of intergovernmental Provincial and District programmes.</p> <p>(b) To facilitate the coordination and relations in Emalaheni LM integration of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that both the district and the LGR Forum.</p> <p>c. The Municipal Manager and Chief Finance Officer are informed by the IDP of the Emalaheni and Executive Directors LM.</p> <p>d. Executive Directors</p> <p>e. Entities and other service delivery agencies</p> <p>(f) To consult on policy issues that materially affect Local Government.</p> <p>(g) To develop and provide mechanisms to engage provincial Government, the Office of the Premier and DLGA on LGR related representation.</p> <p>(h) To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time.</p> <p>(i) Department of or challenges.</p> <p>(j) Cooperative Governance matters and/or challenges.</p> <p>(k) To promote economic growth and development through trade, investment Traditional Affairs and tourism.</p> <p>(l) To share knowledge and expertise in local functional areas.</p> <p>(m) Heads of Sector Eastern Cape (SALGA- EC) Government Association and Departments in the Emalaheni LM area.</p>	

No	Role Player	Roles and Responsibilities	Composition
			<p>(vii) Heads of National Departments in Emalahleni LM area.</p> <p>(viii) State owned enterprises (e.g. ESKOM, Telkom, ECDC)</p> <p>(ix) The Chairperson may invite the District Executive Mayor, Heads of Provincial Departments, other development partners and stakeholders from time to time as and when required.</p> <p>b)</p>
9	PMS Committee	(1) Evaluating the annual performance of the municipal manager	<p>c) Mayor (Chairing)</p> <p>d) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;</p> <p>e) Member of the Executive Committee or in respect of a plenary type municipality;</p> <p>f) Mayor and/or Municipal Manager from another municipality</p> <p>g) Member of a ward committee as nominated by the Mayor</p>

1.6 Action Programme

The municipality prepared and adopted its IDP framework and action program and presented it to Council for adoption on the 28 August 2020 (with the following council resolution number VSCM 28/08/2020). In line with the legislative requirements for the review process of the IDP, taking into consideration all the five phases mentioned above. Below is a time schedule reflecting the activities and dates as adopted by Council

Activity	Date	Custodian
Preparation of the draft SDIP 2020/2021 and presentation to the Mayor for signature	08-19 June 2020	Municipal Manager
Approval and Publication of the SDIP 2020/2021	19 -25 June 2020	Mayor & MM
the Mayor for signature	2020 (MM)	
Approval and Budget Steering Committee to consider SDIP	24 July 2020	Mayor

1. IDP, PMs and Budget Process Plan (Activities and dates)

Structure	Date	Time	Council Meetings
IDP/PMS/Budget Steering Committee Meeting	24 July 2020	9h00 – 12h00	28 August 2020 29 October 2020 09 December 2020 28 January 2021 25 February 2021 31 March 2021 29 April 2021 27 May 2021
IDP Representative Forum	August 2020	These meetings are subject to COVID 19 regulations	19 February 2021 26 January 2021 03 December 2020 23 October 2020 25 August 2020
InterGovernmental Meeting	February 2021	These meetings are subject to COVID 19 regulations	May 2021 20 August 2020 12 March 2021 11 May 2021
Mayoral Imbizos	10 December 2020	These meetings are subject to COVID 19 regulations	18 June 2021 November 2020 (all wards) April 2021 (all wards)
IDP/Budget Public Hearings	February 2020	08h00 – 16h00	Mid - Year Performance Engagement (With EC Provincial Treasury)
Budget & Benchmarking	May 2021	08h00 – 16h00	Engagement (With EC Provincial Treasury) (With EC Provincial Treasury)
IDP/PMS and Budget Steering Committee to consider SDIP	24 July 2020	11h00 – 16h00	Engagement (With EC Provincial Treasury) (With EC Provincial Treasury)

Activity	Date	Custodian
Preparation of IDP/ PMS Review and Budget Process Plan	20 - July 2020 to 07 August 2020	All Directors Municipal Manager
Preparation and finalization of the Annual Performance Report (Section 46) for the 2019/20 financial year (Non-Financial)	31 July 2020	Municipal Manager
Submission of Performance Information for purposes of the Annual Report (Non-Financial)	31 July 2020	All Directors Municipal Manager
Preparation and Submission of signed performance agreements for Section 57 Managers to relevant stakeholders.	31 July 2020	Municipal Manager
August 2020		
IDP/PMS and Budget Steering Committee to consider draft IDP/PMS and Budget Process Plan, Draft Annual Report.	25 August 2020	Mayor
Submission of the draft annual report 209/2020 with annual financial statements to the Audit / Performance Audit Committee for review	17 - 28August 2020	Chief Financial Officer Municipal Manager
IDP Rep Forum: Presentation of Final SDBIP 2020/2021 and Process Plan 2021/2022	17 - 28August 2020	Mayor
Tabling of draft unaudited annual report with the annual financial statements to EXCO and MPAC	25 August 2020	Municipal Manager Chief Financial Officer and All Directors
Tabling of the draft IDP/PMS and Budget Process Plan 2021-2022, Draft Annual Report 2019-2020 and annual financial statements to Council for noting	28 August 2020	Mayor
September 2020		
Circulation of the Situational Analysis under review (Situational analysis review phase commence) to all internal stakeholder for 2021/2022 IDP	30September 2020	Municipal Manager
October 2020		
Submission of Performance reports and performance information of the first quarter	16 October 2020	All Directors
IDP/PMS and Budget Steering Committee: presentation of the first quarterly audited performance analysis report	23 October 2020	Municipal Manager
Presentation of the audited Performance Report of the institution to the Office of the Mayor to Council	29 October 2020	Mayor
November 2020		
Public Hearings – Consultation on the draft unaudited annual report with communities and review of the ward community needs and priorities	01-30 November 2020	Director PEDTA Office of the MM Office of the Speaker MPAC Chairperson Mayor All Ward Councillors
December 2020		

Activity	Date	Custodian
Submission of adopted Draft IDP and budget to the Office of the Provincial and National Treasury, District Municipality and the MEC for EC-CoGTA	06 April 2021	Municipal Manager
Submission of Performance reports and performance information of the 3rd quarter	09 April 2021	All Directors
IDP/PMS and Budget Steering Committee – presentation of the draft 3 rd quarter performance report for noting	23 April 2021	Mayor
Tabling of the Audited 3 rd Quarterly performance report to Council for noting	29 April 2021	Mayor
May 2021		
IDP/PMS and Budget Steering Committee to consider public comments and those from sector departments;	21 May 2021	Mayor
IGR & IDP Rep. Forum Final Submission of inputs from Sector Departments	11 May 2021	Municipal Manager
Council meeting to consider and approve the final draft IDP and Budget 2021/2022	27 May 2021	Mayor
June 2021		
Submission of the approved Reviewed IDP and Budget 2020/2022 to the National, Provincial Treasury department, MEC for EC-COGTA and the district municipality (CHDM)	04 June 2021	Municipal Manager
IDP/PMS and Budget Steering Committee to consider the final draft SDBIP for 2020/2021 Financial Year.	17 June 2021	Mayor
Mayoral Imbizo to present the approved IDP and Budget 2020/2021	18 June 2021	Mayor
Special Council Meeting to approve the final draft SDBIP 2020/2021	30 June 2021	Mayor

CHAPTER 2 – SITUATION ANALYSIS

Introduction

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

Reflection on the Municipal Area

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

Demographic Analysis of the Area

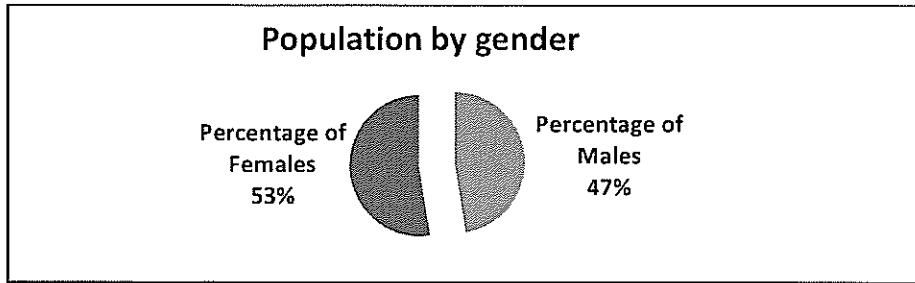
Statistics SA, 2011 indicated that Emalahleni had the fourth largest population with a total of 119,460

In 2016, Statistics SA conducted a survey which revealed that Emalahleni population had increased to 122 700. This is an increase of 2.71% in the total population of the municipality during the same period.

The head office of the Emalahleni Local Municipality is situated in Cacadu and has satellite offices in Dordrecht and Indwe. Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.

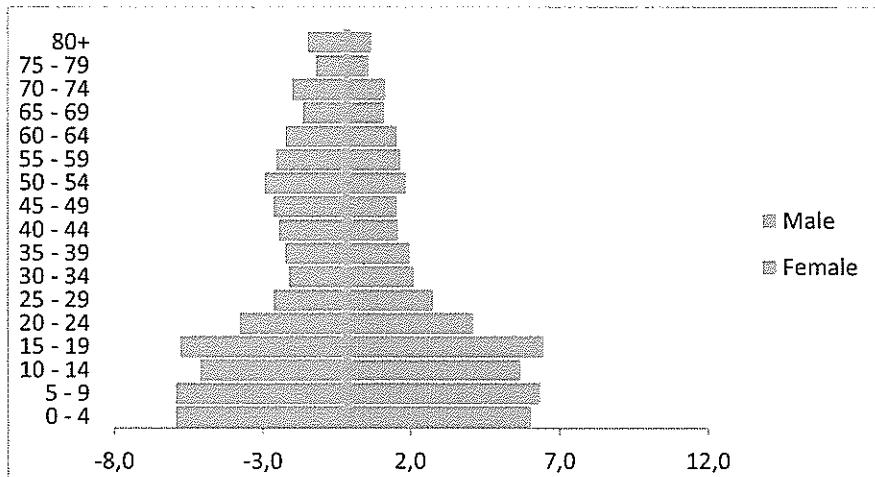
The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population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

	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Female	62 058	341	39	340	61	62839
Male	55 614	350	135	322	199	56620
Grand Total	117 672	691	174	663	260	119 459



Statistics South Africa: Web page: www.statssa.gov.za, 2011

Population Pyramid



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

The 0-19yrs comprised of 47% of the total population

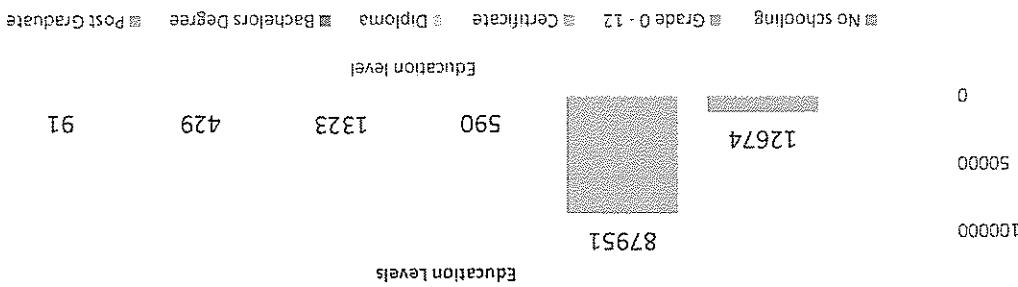
Ages 20-59yrs of the economically active population, show a fairly distributive population

Ages 60 upwards represent 13% of the population

The municipal population has a large representation of the youth (comprising of 47%) of the total population. The retired age group of age 60 and above represents 13 percent of the population. These two above point also pose a great challenge for the Emalahleni municipality. This challenge being that the 60 percent of the population is both under 19years and above 60years and thus most likely economically in active and reliant on social grants. The resultant of this compels the municipality to increase its commitment to Special Programs

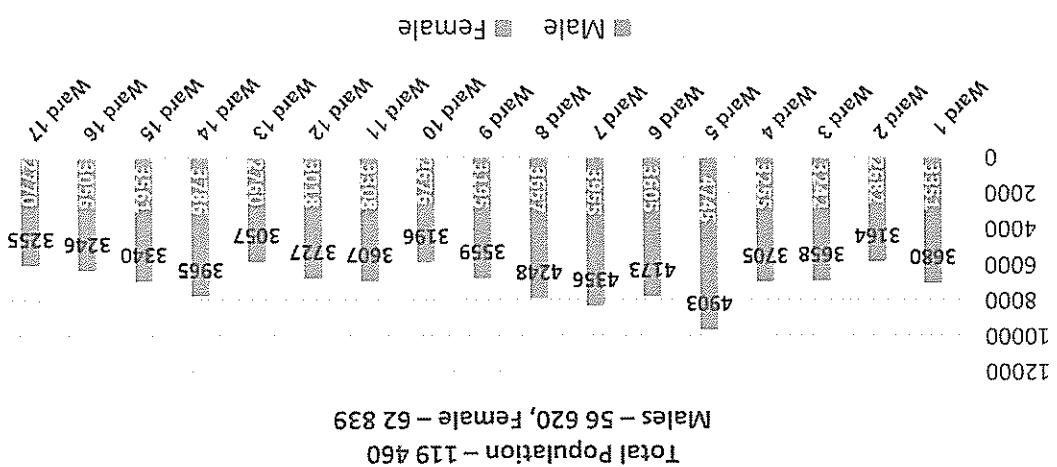
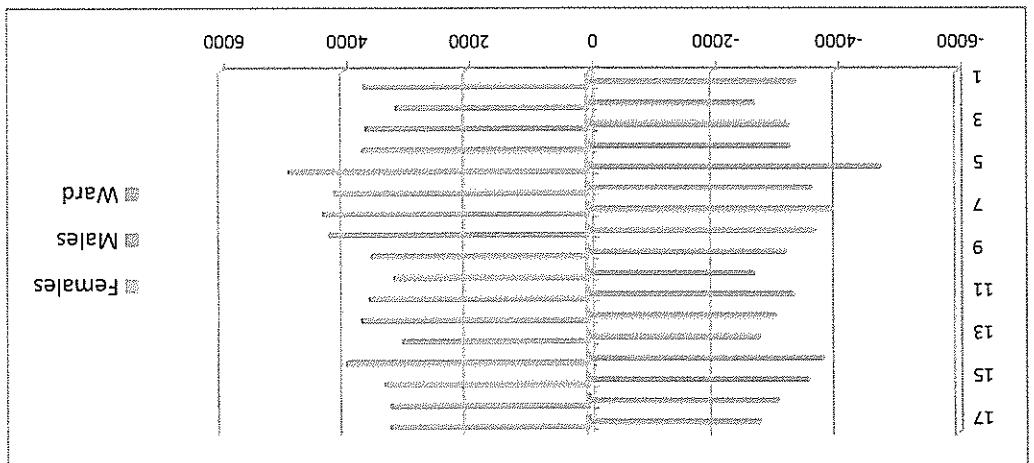
According to statistics released by ECSECC, about 47% of the population earns just under R3500.00 and 13% of the population leaves under the bread line and would therefore not be able to afford housing or other services and rely on state subsidies. Emalahleni thus can be classified as a low wage economy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

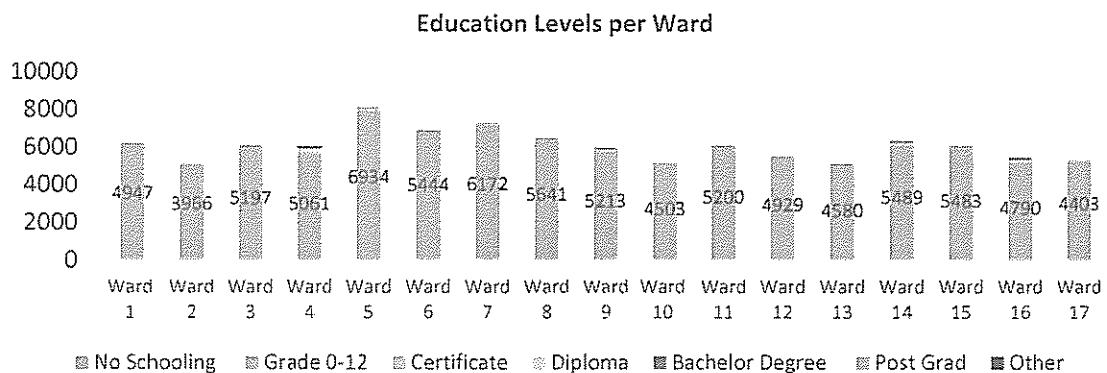
The following table represents the spread of the population according to the 17 wards in the municipal area:



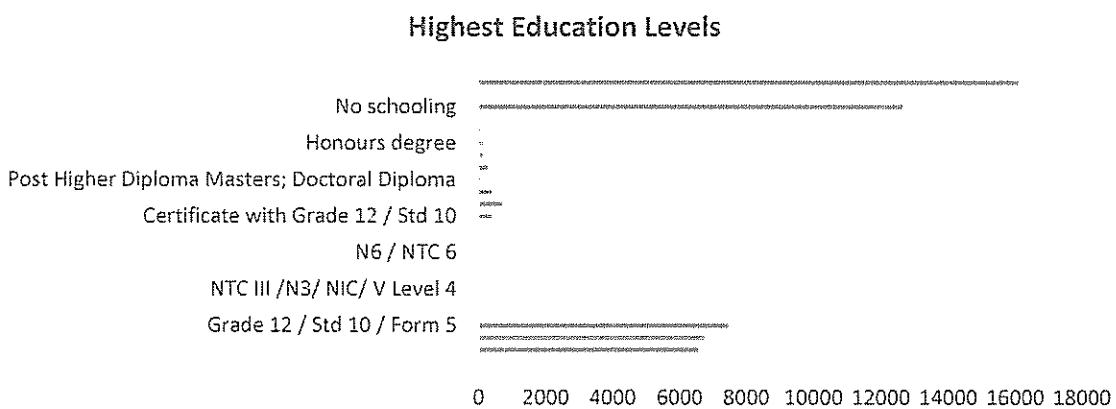
About 35% of the entire population has no schooling whilst only 5% of the population has a matric (Grade 12) qualification. As indicated in graph below, the levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for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

Education and Skills

Statistics South Africa: Web page: www.statssa.gov.za, 2011



Source: Statistics SA 2011

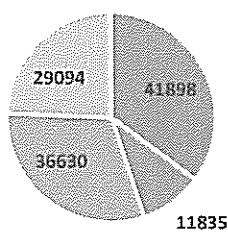


Source: Statistics SA 2011

Labour

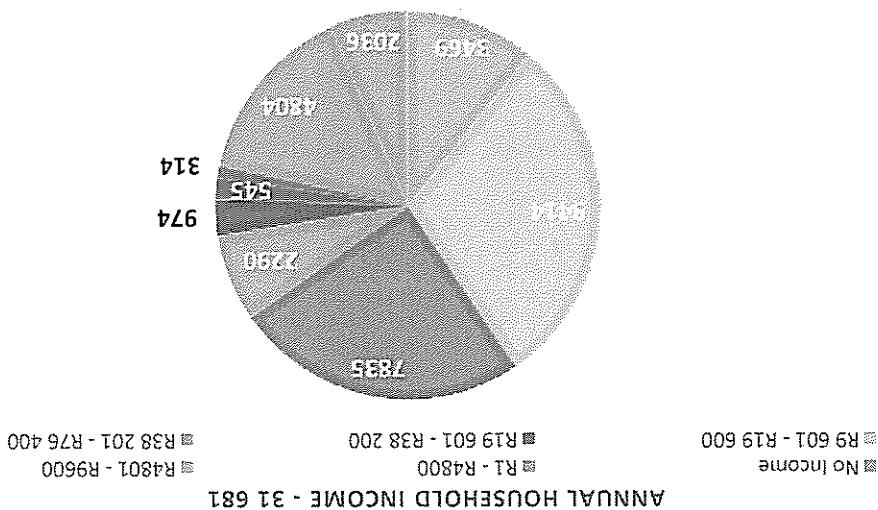
Formal Employment

Emalahleni Population in Age Groups
Total Population – 119 457



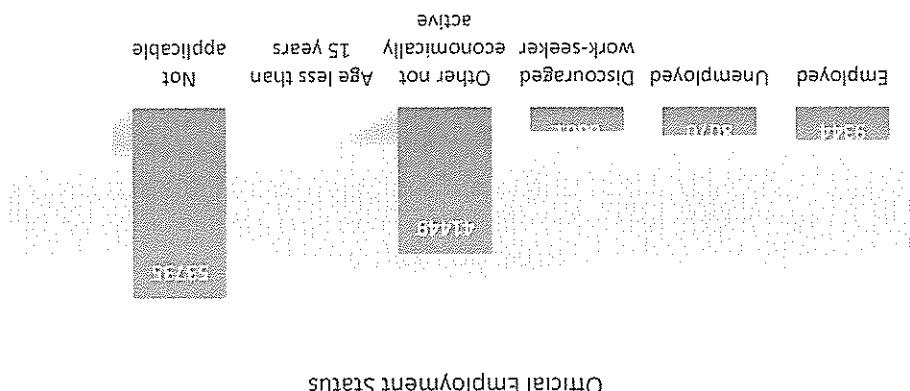
Legend: 0 - 14 years, 15 - 35 years, 36 - 64 years, 65 + years

Sources: Statistics SA, 2011



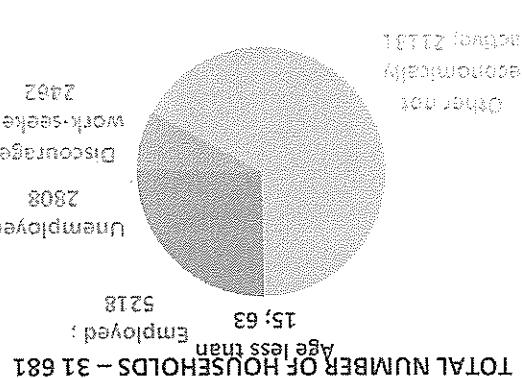
ANNUAL HOUSEHOLD INCOME - 31 681

Sources: Statistics SA, 2011

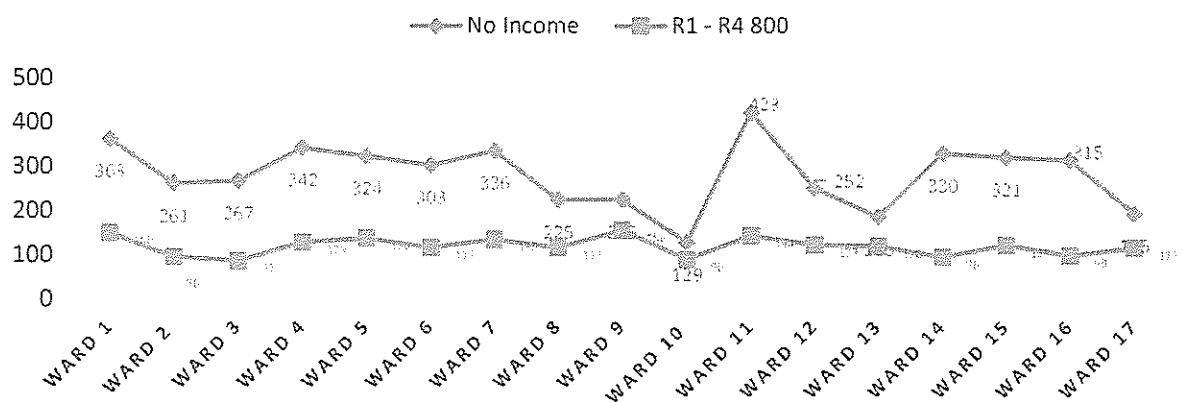


Official Employment Status

Sources: Statistics SA, 2011



TOTAL NUMBER OF HOUSEHOLDS - 31 681

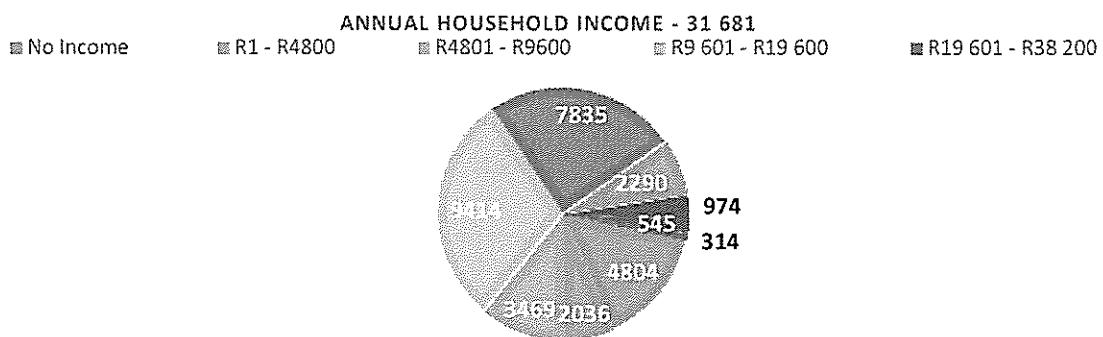
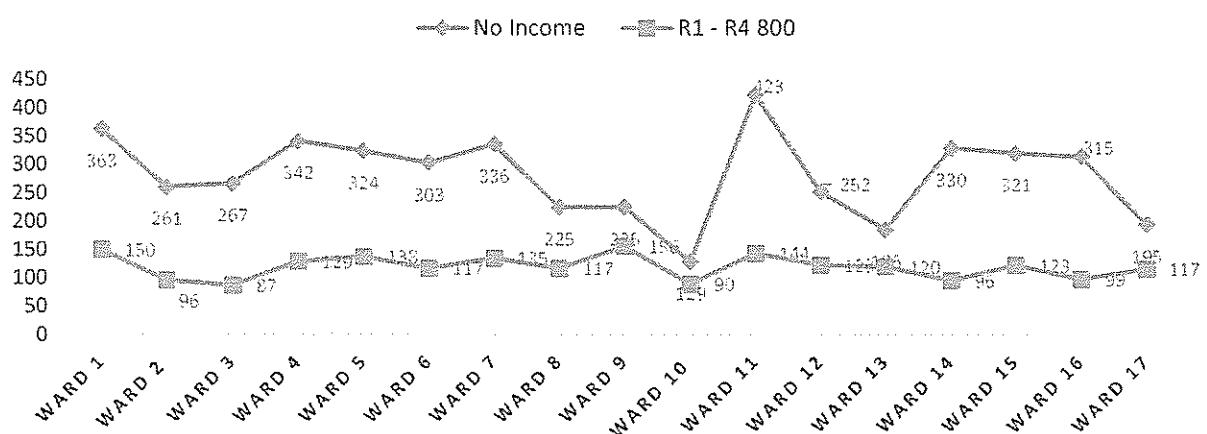


Sources: Statistics SA, 2011

Informal Sector:

Unemployment rate

Poverty



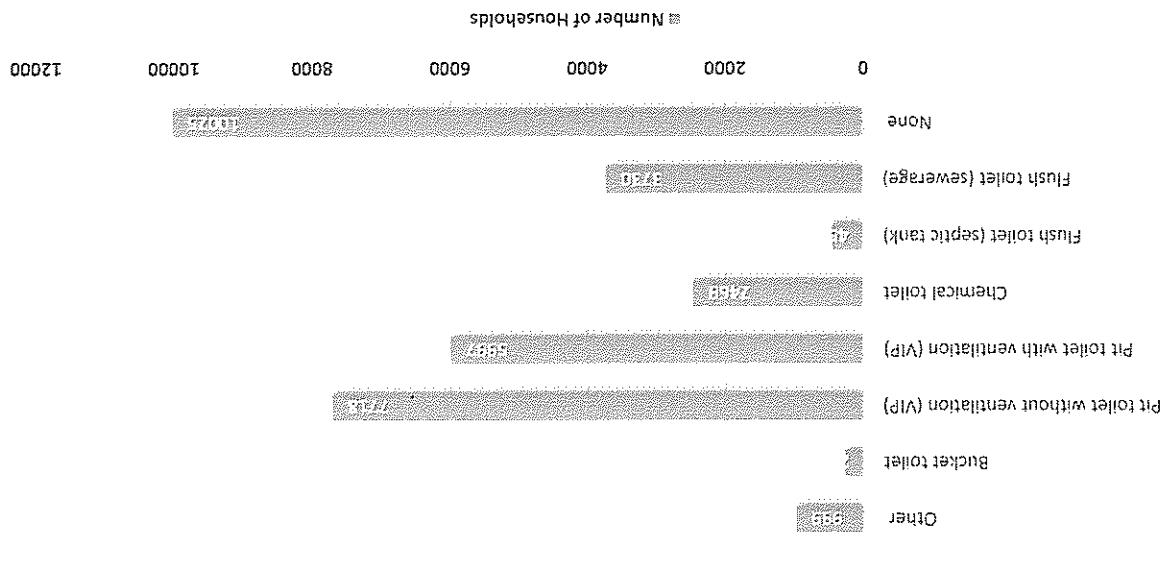
Sources: Statistics SA, 2011

Poverty Rate (2008 – 2010)

improvement at all.

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

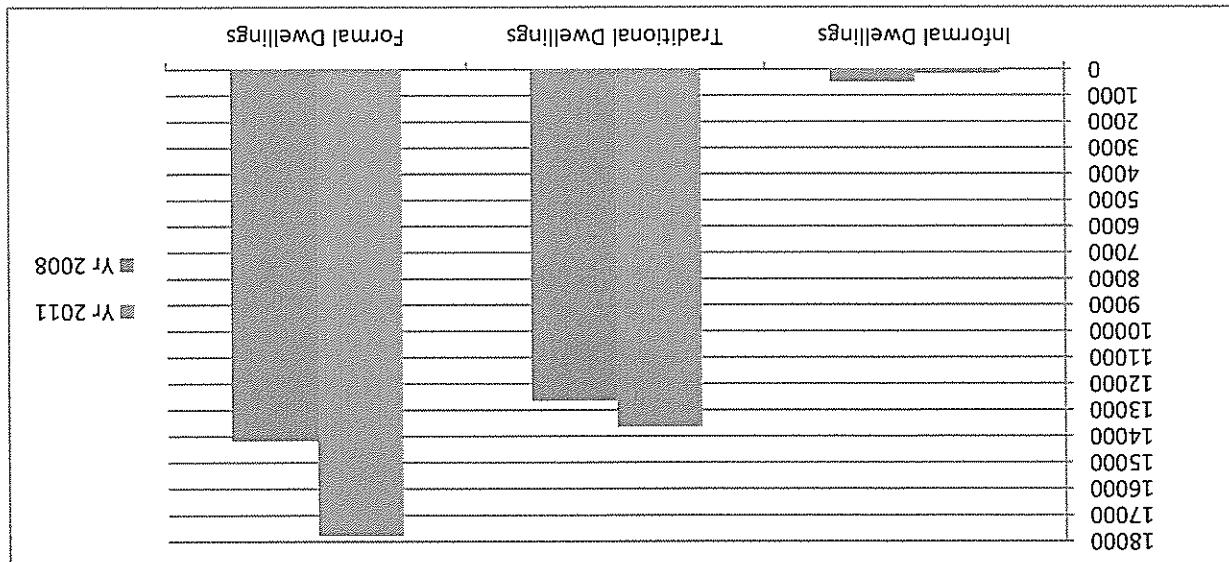
Sources: Statistics SA, 2011



Sanitation Facilities per Household

Access to Sanitation: National Perspective

Access to Services



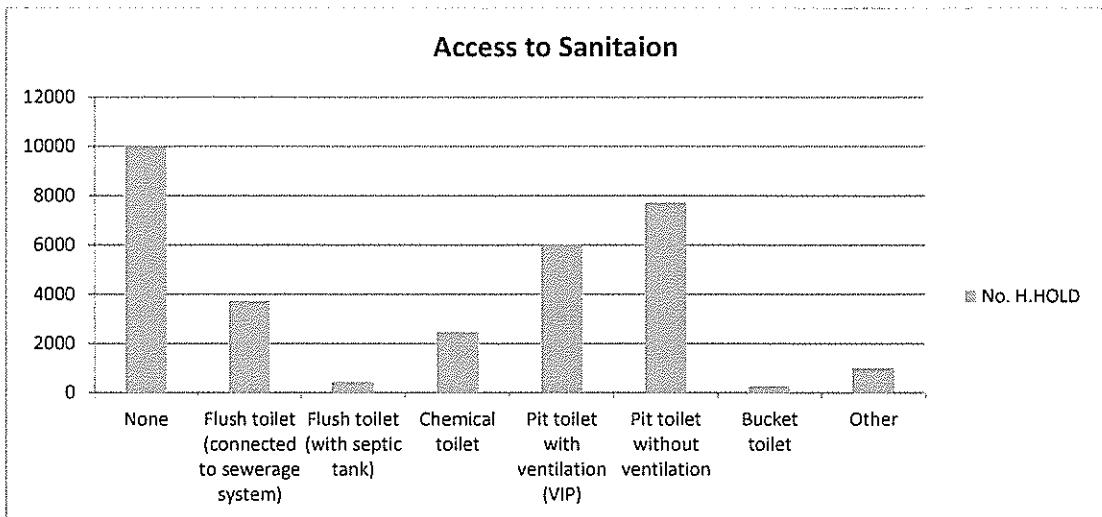
2008 and this can be attributed to the increase in brick and traditional structures.

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

The graph below shows that most of the houses in the municipality are those made of bricks and

Human Settlements

Access to sanitation: Local perspective



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

Refuse removal for Household

	2008	2009	2010	2011	2018
Unspecified / other	52	49	47	1303	1303
Removed by local authority at least once a week	3 026	3 085	3 144	2637	7 999
Removed by local authority less often	217	211	206	165	165
Communal refuse dump	562	587	612	528	528
Own refuse dump	13 363	13 518	13 674	20165	20165
No rubbish disposal	-	-	-	6883	6883

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

Situation Analysis Per KPA

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

(1) Infrastructure Development

The aim of this grant is to assist the municipality with the eradication of electricity backlogs. Integrated National Electrification Programme (INEP). The municipality started to participate in this grant during the 2010/2011 financial year. The programme is managed by the Project Management Unit (PMU) and electric units are responsible for monitoring the performance of the consulting firm

INEP

The municipality has received funding of R18 000 000 for expansion of the paving project located in Ward 12 and 13 of the municipality. The project is meant to upgrade the gravel road to paving in the DRO8563 road to Inhwe, the project is to be completed no later than the end of the 2020/21 financial year.

Grant from the Department of Transport

Approved budget amount	2016/2017	2017/2018	2018/2019	2019/2020
Appproved budget amount	R31 758 000	R 34 061 000	R43 902 000	R 33 440 190
Spent budget amount	R24 758 000	R 34 061 000	R43 896 427,44	R16 123 645,23
Difference	R7 000 000	RO	R5 572,56	R17 399 875,30

The municipality has received the following allocations

The municipality is currently having committed projects up to 2019/2020 financial Year in terms of the approved three-year capital plan. The three-year capital plan includes roads construction to the value R46 256 637, 98. Emalahleni Local Municipality is in compliance with Environmental Impact Assessment regulation in implementation of MIG Project.

Municipal Infrastructure Grant (MIG)

In 2006/2007 financial year, the Municipality established the PMU office for managing infrastructure projects. The unit then has a total of 8 personnel, which are as follows: (i) Manager: PMU (ii) 2 Project Managers, ISD Practitioner/ EPWP Coordinator Financial controller Technician, PMU Administrator and a Data Capturer (on temporary basis). The municipality now participates on various infrastructure grants such as; Municipal Infrastructure Grant (MIG), Integrated National Electrification Programme (INEP) and Expanded Public Works Programme (EPWP), Chris Hani District Municipality Beautification Grant (CHDMBG) and funding from other government departments (DSRAC).

Project Management Unit (PMU)

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

for the duration of the contract and ensures that the consulting firm delivers on all its terms of reference.

	2016/17	2017/18	2018/2019	2019/20
Approved budget amount	R 9,317,000	R 0	R 0	R 0
Spent budget amount	R 9,317,000	R 0	R 0	R 0
Difference	R 0	R 0	R 0	R 0

The municipality is at 92% of households electrified and 8% backlog (new developments and households that were skipped due to Eskom mapping system). The municipality has not received any grant allocation for 2019/2020.

Expanded Public Works Programme Infrastructure Grant (EPWPIG)

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

	2016/17	2017/18	2018/2019	2019/2020
Approved budget amount	R 1,415,000	R 1,308,000	2 022 000	R2,261,000
Spent budget amount	R 1,415,000	R 1 308 000	R 0	R1,466,174,00

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

	2016/17	2017/18	2018/2019	2019/2020
Approved budget amount	R 1,500,000.00	R 0	R 0	R450 000,00
Spent budget amount	R 1,500,000	R 0	R 0	R150 000,00
Difference	R 0			R300 000.00

SWOT Analysis

Strengths	Weaknesses

The R56 route which runs through Dordrecht and Luidwijk towards Elliot in an east – west direction is now a national responsibility. SANRAL has taken over the R 56 route which was trunk road between Barkley and Dordrecht, and runs through Luidwijk to Elliot, and end up to the KZN borders. The main roads between Strelkstoorn and Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Cacadu (R410). SANRAL has taken over R410 between Queenstown and

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

The total road network of Emalahleni LM in this table below

Roads Classification

Main access district road that leads to the activity node within the settlements

Main access roads leading to critical public infrastructure such as schools and clinics.

Urban: All roads within the urban edge

The roads are divided into three levels of service categories:

Existing level of Service

Roads

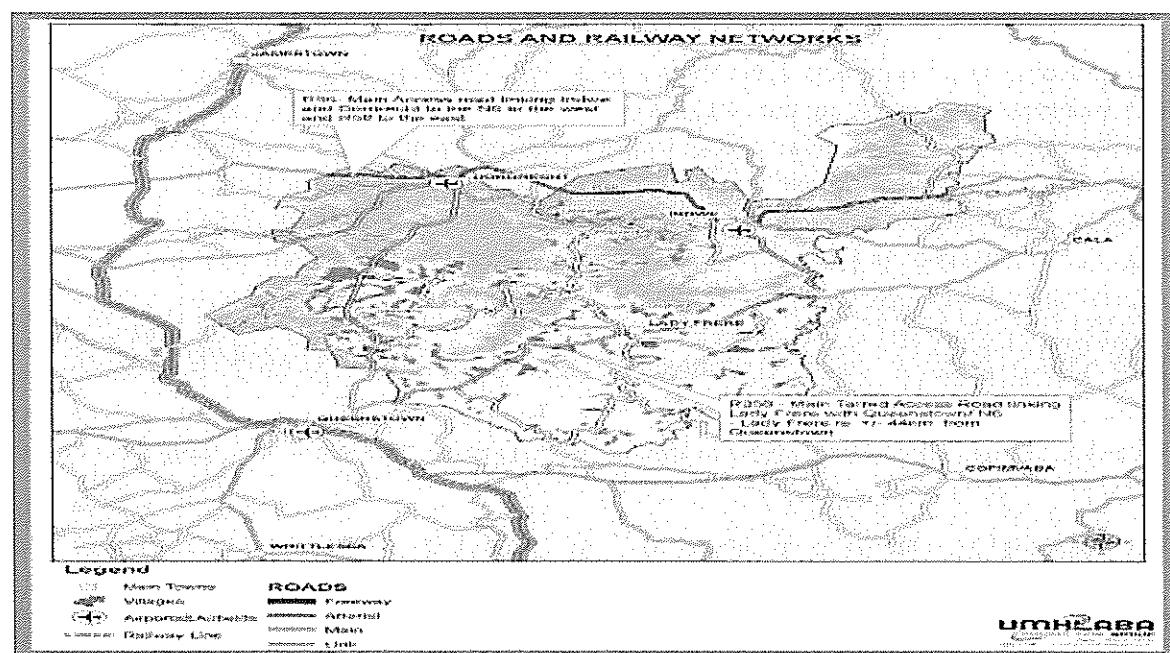
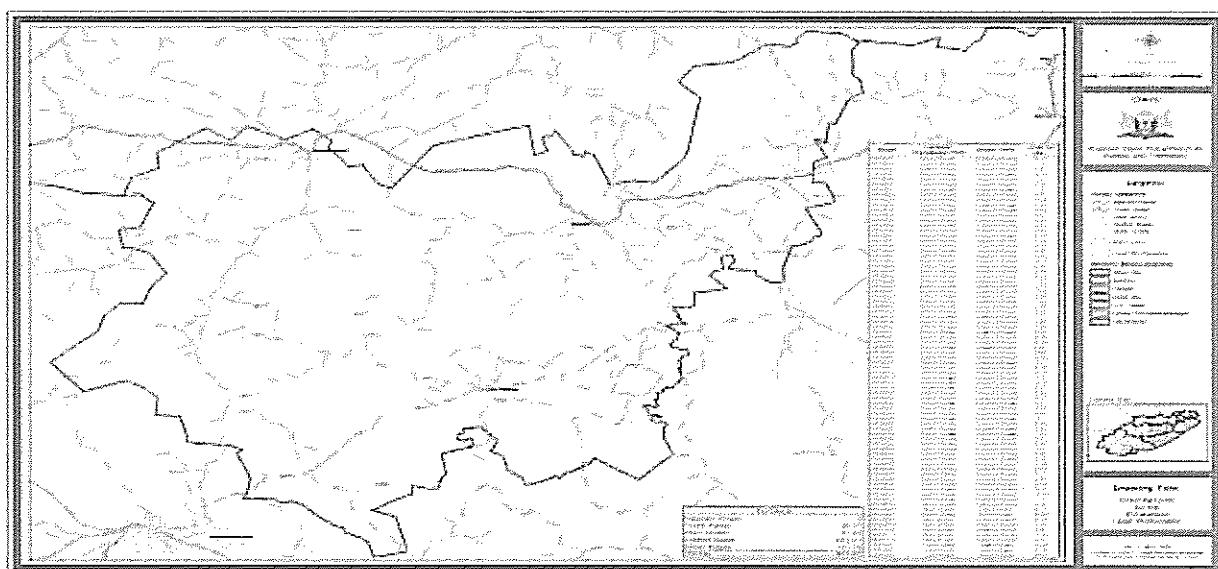
Opportunities	Threats	Fundraising for infrastructure related programs
Qualified personnel	Lack of training and development	Creative/innovative thinking
Creative/innovative thinking	Lack of Monitoring on some projects	The unit is almost fully capacitated
The unit is almost fully capacitated	Dependence on Consultants for designs, because there are no design programs and equipment.	Committee and ethical staff
Committee and ethical staff	Under budgeting (EPWP)	Capacity building for PMU personnel
Capacity building for PMU personnel	Under budgeting (EPWP)	Quality on all infrastructure projects
Quality on all infrastructure projects	Poor contracts management with external service providers.	Opportunities
Opportunities	Poor contracts management with external service providers.	Fundraising for infrastructure related programs
Fundraising for infrastructure related programs	Corruption	Grant conditions
Grant conditions	Under performance on service providers	Under performance on service providers

Cacadu. The Municipality has Rural Road Asset Management System (RRAMS) but is not functional owing to the limited capacity of the unit to collate data and load on the system.

Existing Roads and Storm Water Network

There are 4 major roads that run into or are within the municipal boundaries. The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is often characterized by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.

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



Road	Status
R410	The main road between Queenstown and Cacaudu (MR00661 which is sign posted R410) requires upgrading. The concrete section of this road a 8 kilometres before entering Cacaudu is very uneven due to numerous cracks in the concrete slabs and the width of the bridges are in an unacceptable conditions. The main road through Cacaudu has been widened for parking along both sides and has paved sidewalks in the center of town. However, the section of road on the entry into town between the river bridge and the taxi rank has no paved shoulder or sidewalks and pedestrians have to walk along gravel slides of the road amongst parked cars and taxis.
Cacaudu and Indwe	There are two routes between Cacaudu and Indwe. The longer route is via DR08563 where 5 km is surfaced and the rest gravel road that goes past the Ellitheni Coal Mine. The section of this road between Lady Ferre and Coal Mine is currently in poor condition and is in the process of being regravelled, starting from Lady Ferre. Part of the section of the road between Cacaudu and Indwe (DR08551) is slightly shorter than this road. The other route between Cacaudu and Indwe (DR08551) is a tarred surface for the first 20km towards Cala before the turnoff to Indwe. From Indwe and the Coal Mine has under construction and planned to be surfaced, storm water drainage pipes have been installed at regular intervals across this road. The other route between Cacaudu and Indwe is in fairly good condition for a gravel road, but the remaining section the turnoff, the first 5km is in fairly good condition for a gravel road, but the remaining section to Indwe is in poor condition, but regular maintenance is conducted.
R56	The tarred roads which connects Indwe to Dordrecht (TR 01902 signposted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot, is in fairly good condition apart from potholes which are appearing more frequently along the route. The route has been upgraded to nation route, SANRAL has taken over road and plans to maintain the road underway.
R392	The tarred road which connects Dordrecht to Queenstown (MR00659 sign posted R392) is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes. This road is not as wide as the R56 and does not have the structural capacity to take heavy traffic volumes like R56. If coal carrying trucks from Indwe mines are going to use this road more frequently in the future, it will deteriorate rapidly unless measures are applied. The department of Road and Public Works has restored the fence along the road. In R392, 15 km from Dordrecht towards Queenstown is in poor condition and requires upgrading.
Cacaudu to Dorдреcht	This is a gravel road that links Cacaudu and Dordrecht via Tsembezi and it is in a bad state in terms of its condition. This road is a priority of the municipality for it to be surfaced as it

below:

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

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

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Road	Status
	would link the two towns (i.e. Cacadu and Dordrecht) and therefore will positively contribute on the economic development of both towns

Access and Internal Roads Networks

Access and Internal Roads Networks	
Urban	<p>The majority of roads in urban wards are gravel roads. Most tarred roads are in a critical state of condition as they are reaching the end of their lifespan and have deteriorated. The condition and reliability of these roads is rapidly worsening with major potholes occurring, sections not being maintained adequately, causing greater challenges at present.</p> <p>Storm water management is a critical issue. The major problems are blockages of existing storm water channels and drains due to lack of channel maintenance and high levels of littering. The status of roads in the Cacadu town is gradually improving. Currently a total of 2.6km of gravel roads in town have been surfaced to black top standards and a total of 10km has been upgraded to inter-locking block paving standards. The roads around Zulu Square needs upgrading as they are gravel in nature.</p>
Rural	<p>Due to our steep and uneven terrain, most of the roads do not have adequate storm water systems and that results to roads being washed away on rainy seasons because of limited funding for road construction.</p>

Existing Road and Storm Water Deficiencies and Opportunities

Minor / Access roads

Sector	Strength	Weakness	Opportunity	Threat
Roads and Storm water	<p>There is basic gravel network of roads. Main access roads are in a fair condition</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>Availability of roads construction plant</p>	<p>Old infrastructure and especially the access road</p> <p>No mechanical personnel and workshop for maintaining machinery, No maintenance, decay</p> <p>Roads, lack of adequate storm water management.</p> <p>Backlog on maintenance of access roads.</p>	<p>Conditional grants for road construction.</p>	<p>Steep terrain</p> <p>Limited Grants, Backlog on maintenance of Provincial roads.</p> <p>Community unrest.</p>

Lack of storm water management will result in further damages and increased costs to construct new roads, when the roads are in a critical state of condition and beyond repair.

Storm-water control measures.

General lack of maintenance,

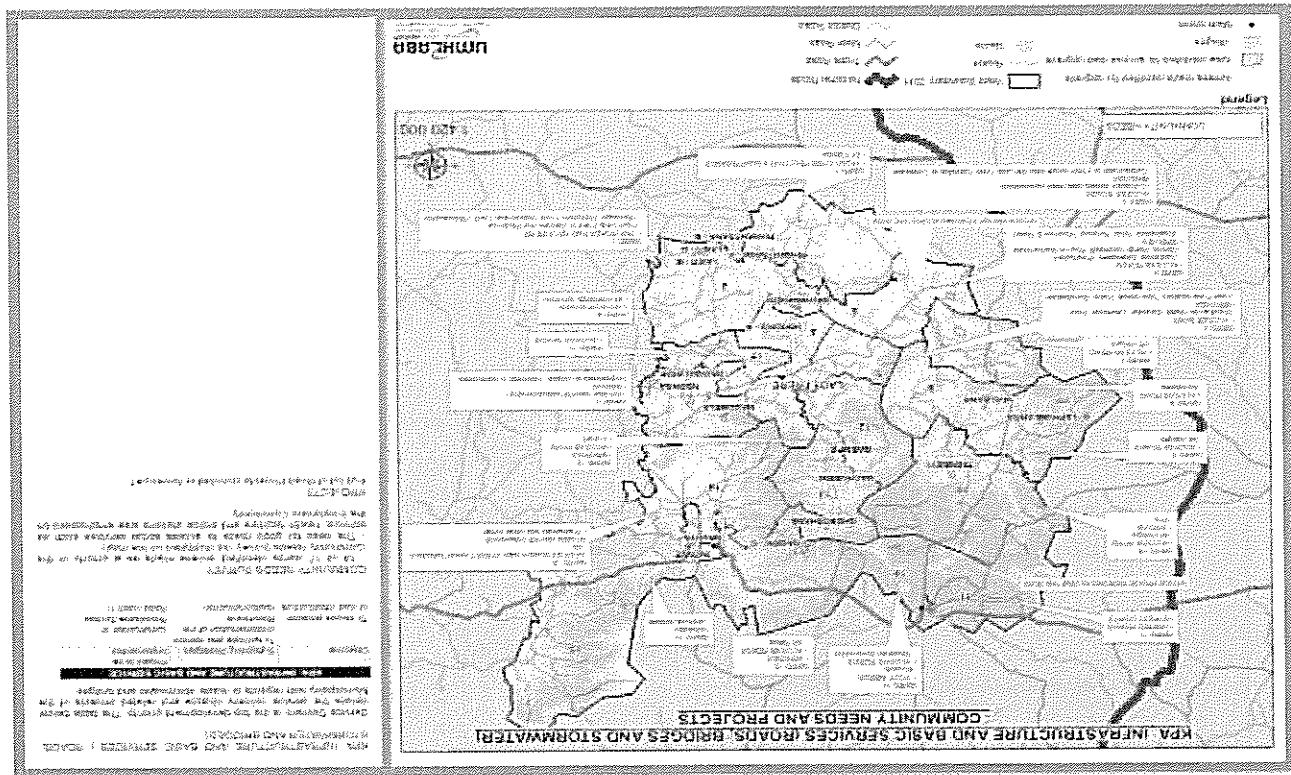
Poor condition of roads,

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

Backlogs

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

Current operational and maintenance practices

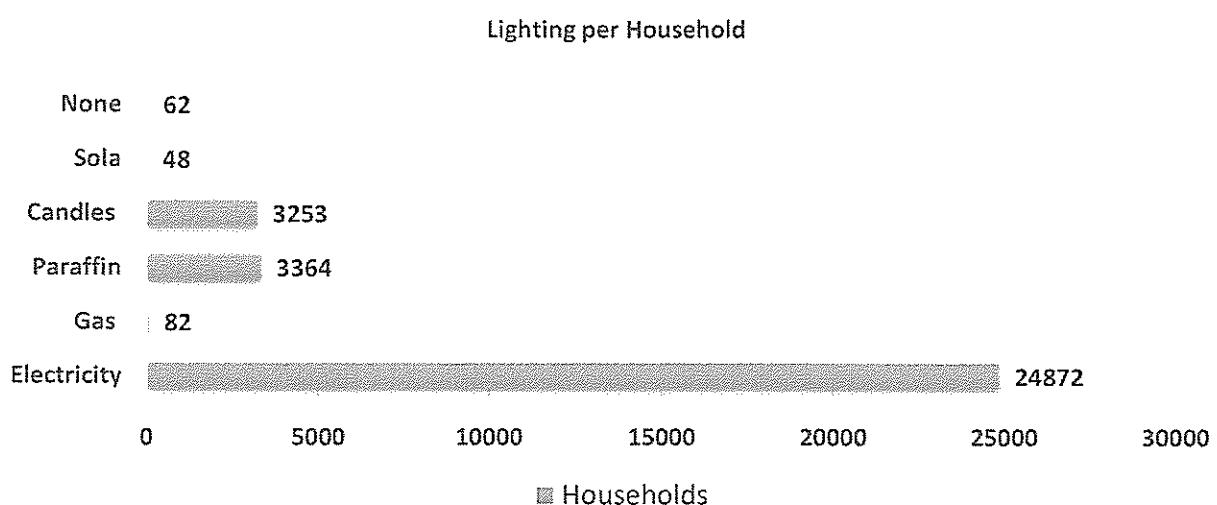


Road	Limited	Construction Plant
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Traffic flow and accidents levels can also increase based on deteriorated roads which will place the responsible authority in a negative position.

Energy

Sources of Energy of Lighting and Cooking



There is still heavy reliance on Electricity, Paraffin and Candles as sources of energy with electricity as the most popular source of energy. There is very slow progress in terms of introducing other sources of energy that are eco – friendly like renewable energies (Solar; Wind Energy). The municipality is pursuing plans to encourage usage of solar energy systems to suit and respond to the energy needs Solar street lights installed and commissioned in Cacadu town, Indwe (Sonwabile and Phumlani townships), Dordrecht (Harry Gwala township). The municipality has embarked on a programme on a Small Scale Embedded Generator sponsored by SALGA.

Existing electricity supply

Emalahleni Local Municipality electricity distribution license is shared by both the Municipality and Eskom.

The current electricity coverage is about 92%. Eskom is busy with extensions in Maqhashu, Lanti, Topu and Upper Ndonga, and 150 connections on Infills for 2018/19 financial year.

Eskom connected 214 connections (Maqhubela, Greyspan, Kaalfontein, Iuqolo, Qutubeni and Hala) and 1000 infills in 2019/20 financial year.

Emalahleni Local Municipality has council approved electricity maintenance plan which is reviewed annually.

Existing backlogs

Household connection backlog

Assessing Household Infrastructure

Household connection backlogs is estimate at 8%.
The high capital cost and therefore high cost per household connection.

Shortage with bulk electricity supply and overloaded transformers.
Cost to supply electricity to households isolated from the main line.

Rocky strata terrain and scattered houses increase cost per connection.
Single Wire Earth Return (SWER) network requires upgrade.

Basic Services
Water Supply
Access to dwelling units
Access to proper sanitation
Access to running water
Access to refuse removal
Access to electricity
A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS

A household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS

Market has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

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

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

Water Infrastructure Overview

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

the district make the provision of sufficient access to water and sanitation challenging. The vast distances and small catchment areas are major obstacles to the achievement of economies of scale.

With regards to water schemes and the provision of water infrastructure, the low population levels in

the district currently has 14 water treatment plants across the district with at least one within each local municipality, except for Enonch Mgijima and Emalahleni which have seven and three respectively. The

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distances and small catchment areas are major obstacles to the achievement of economies of scale.

western half of the district is characterised with vast distances between towns and only a few settlements which are mostly provided with services on or above RDP level.

The majority of the eastern sections show that they are mostly on or below RDP level.

Households by Access to Water

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

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

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

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

Source: IHS Global Insight Regional eXplorer version 1029

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

The region within Choris Hani with the highest number of flush toilets is Enocch Mgijima local municipality with 38 900 or a share of 56.92% of the flush toilets within Choris Hani. The region with the lowest number of flush toilets is Engcobo local municipality with a total of 2 020 or a share of

Source: IHS Global Insight Regional Explorer version 1029

Flush	Ventilation	Pit toilet	Pit toilet	Bucket	No toilet	Total	Toilet	(VIP)
Inxuba	16,400	552	728	141	1,830	19,700	Yethemba	
Imtsika Yethu	2,100	16,400	9,150	31	13,500	41,200	Emaalaheni	5,010
Engcobo	2,020	16,800	6,250	453	8,770	31,900	Sakhisizwe	3,910
Engecobo	2,020	16,800	6,290	50	12,700	37,900	Enghlebo	2,020
Emalaheni	5,010	11,400	6,250	453	8,770	31,900	Sakhisizwe	3,910
Engcobo	2,020	16,800	6,290	50	12,700	37,900	Enghlebo	2,020
Enghlebo	2,020	16,800	6,290	50	12,700	37,900	Mgijima	
Enoch	38,900	21,200	4,480	193	6,190	71,000	Chris Hani	Total
Mgijima							68,387	73,237
							976	30,025
							45,588	218,214

and Enoch Mgijima local municipalities, 2015 [Number]

Housesholds by type of sanitation - Inxuba Yetheu, Intsika Yetheu, Emalahleni, Engcobo, Sakhisizwe

households pit toilets.

Chris Hani District Municipality had a total number of 68 400 flush toilets (31.34% of total households),

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

Ventilation improved pit - A pit toilet built with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Pit toilet - A top structure over a pit.

Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

No toilet - No access to any of the toilet systems explained below.

תורה ותורה מילג' כתה מגוון.

Sanitization can be divided into specific types of sanitization to which a household has access. We use

Households by type of settlement

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

2.96% of the total flush toilets within Chris Hani District Municipality. When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Chris Hani District Municipality was 131 000, this decreased annually at a rate of 5.22% to 76 600 in 2015.

Land Use Management

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

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

. Emalahleni Local Municipality has a Spatial Development Framework that is SPLUMA compliant. The Emalahleni SDF was approved in 2013 and reviewed in 2017. The SDF was developed according to the requirements of the SDF guidelines. The Emalahleni Local Municipality has also adopted SPLUMA by-laws that are council approved. The Broad SDF recommended that the Municipality should develop Local SDF's for the three towns as one of the key actions to be undertaken by the municipality which has been done as the municipality is busy with Local SDF's for Dordrecht, Cacadu and Indwe which was done as part of the Master Plan for Indwe. An SDF is a forward planning document that spatially indicates the long-term growth and development path of the municipality.

The Emalahleni Local Municipality reviewed SDF was necessary in order:

Reflect changes required to reflect new development priorities, as determined in the revised Emalahleni LM Integrated Development Plan (2017-2022);

Updating of plans to reflect the changes in ward boundaries, as promulgated in 2016 and includes updated data, where available.

Incorporation of the Spatial Plans and Proposals prepared in the Xonxa and Vaalbank Areas

Emalahleni Local Municipality currently in implementation of the Spatial Planning and Land Use Management Act which is not fully effect in implementation and is used along with the Transkei Townships Ordinance 33 of 34 in Cacadu and the Land Use Planning Ordinance 15 of 1985 in Dordrecht and Indwe. The Transkei Township Ordinance is applicable in areas that formed part of the former Transkei town, situated within the commonage boundaries of the towns whilst the Land Use Planning Ordinance is applicable in areas which formed part of the former republic of South Africa. The applicable town planning scheme in Cacadu is the Standard Transkei Town Planning Scheme and in towns of Indwe and Dordrecht it's the Town Planning Regulations applicable in terms of LUPO. These old legislations are still used because Emalahleni Local Municipality does not have a wall-to-wall scheme.

All types of economic activity require land either directly or indirectly. The rate of growth in the towns has increased which has been influenced by people migrating from rural areas to the service centres for better opportunities. Land, with its associated buildings and developments, is one of the most important assets of any town. It affects almost every other investment. In Cacadu land parcels were

community.

sold to people on auction but no titles were passed to them which have caused problems in the

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

the problems in the development of the towns.

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

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

Emalahleni Municipality is dominantly rural in nature which makes the people to move from the villages to the small service centres in search of better opportunities. This causes urban sprawl which municipality like most municipalities has one Town Planner which results in slow processing of planning applications. The Town Planning section is not fully fledged which makes the person responsible for planning to work under pressure which affects the quality and efficiency of the work. The capacity constraints have expanded the demand for private sector work which also has negative implications.

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

The Broad SDF recommended that the Municipality should develop Local SDFs for the three towns as one of the key actions to be undertaken by the municipality which has been done as the municipality is busy with Local SDFs for Dordrecht, Cacadu and Indwe which was done as part of the Master Plan for Indwe. An SDF is a forward planning document that spatially indicates the long-term growth and development path of the municipality.

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

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

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

Land use management in Emalahleni is well maintained though it needs improvement and remedies in the challenges discussed above. The municipality has a council approved Land Audit document which talks

to ownership, land use, zoning and valuation for the entire municipality which was developed as part of the land audit project. Town Planning in terms of development applications is administered and processed to promote good order and the municipality was able to develop zoning maps in 2011 to use with the Transkei Town Planning Scheme and Scheme regulations in terms of LUPO.

Land administration is slowly coming in as well as the municipality tries to dispose land for economic development. Informal developments are being formalised through a number of projects of subdivisions and township establishments. There is also a draft land invasion policy that is in place in order to address the issue of land invasion.

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

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

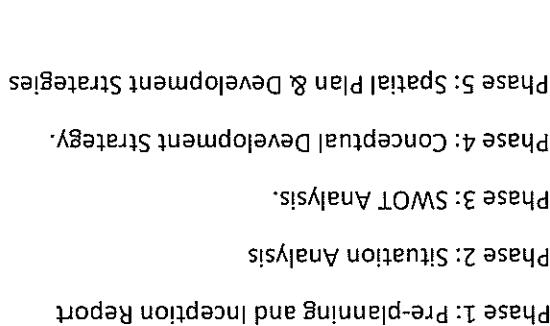
Methodology Followed

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

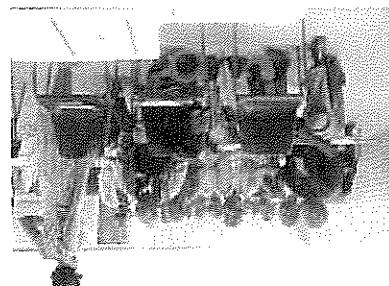
Key issues	The key issues captured below derive from the Emalahleni LM IDP as well as from workshops held with the community of Wards 8, 9 and 10.
	Land for development is limited due to steep slopes.
	There is no Solid Waste Management in the area.
	Major Soil erosion making the land being undevelopable.
	There is a huge backlog maintenance road infrastructure within the study area.
	There is no formal business within the study area.
	There are backlogs in the supply of electricity to households.
	There is a lack of taxi/bus ranks and shelters.

MEETING	DATE	PROJECT INSPECTION MEETING WITH THE CLIENT	1ST WORKSHOP	10 DECEMBER 2015	2ND WORKSHOP	1 NOVEMBER 2016	KEY ISSUES

The table below depicts the dates of the Meetings and Workshops held. Consultation with various stakeholders and municipal officials was considered a vital aspect of the planning process. This was achieved through: Stakeholder and Municipal Official Meeting to present the Inspection Report Workshop to present Situation Analysis to Stakeholders and Municipal Officials Meetings and Workshops held to present the inspection findings to the Client.



Phase 6: Implementation Plan



There is a backlog in terms of flush toilets within the study area.

There is no library situated within the study area.

There is no Police Station within the area.

There is a lot of drought spells within the area.

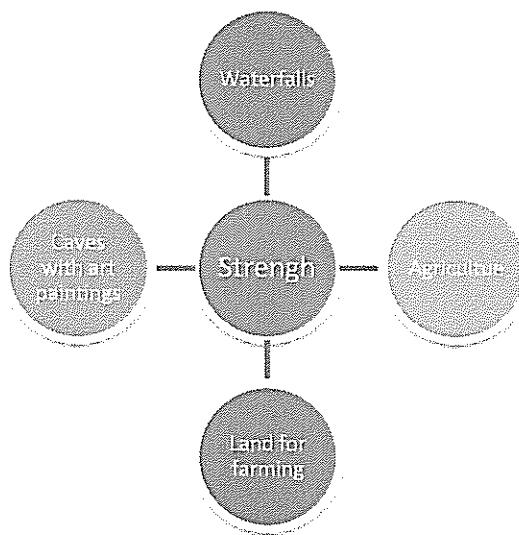
High unemployment rate.

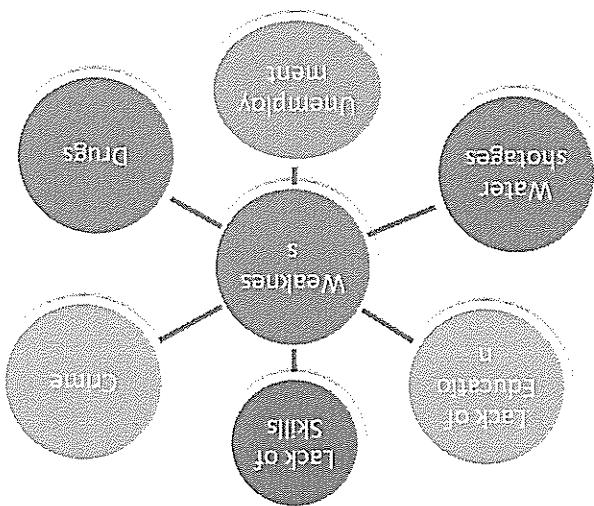
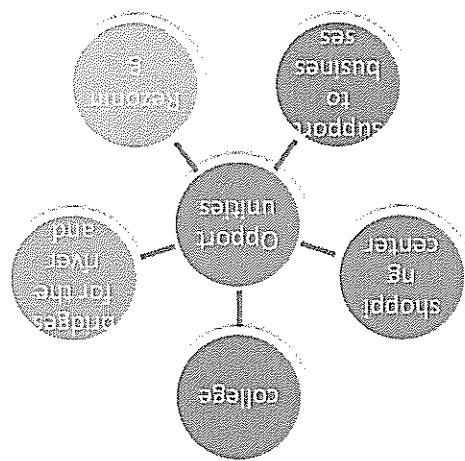
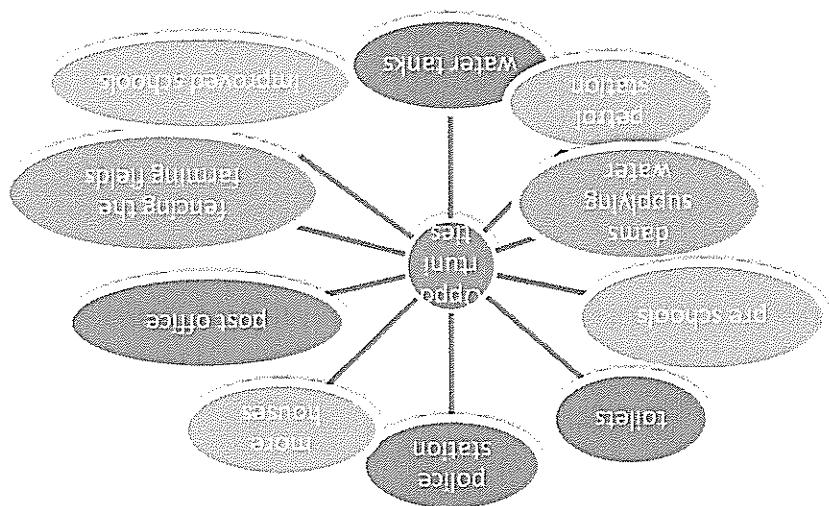
Large number of young adult with drug abuse habits.

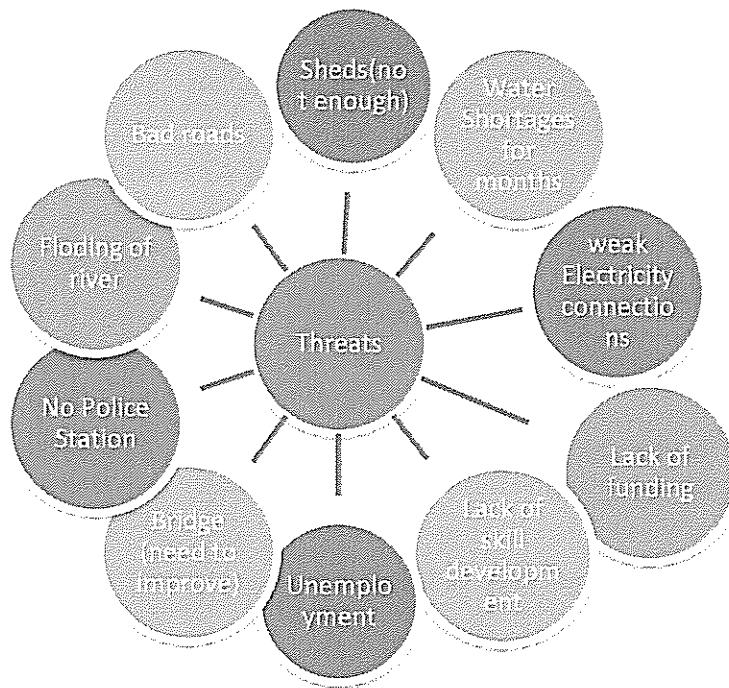
High crime rate.

Strengths Weaknesses Opportunities and Threats

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







Vaalbank Development Node Conceptual Development Framework

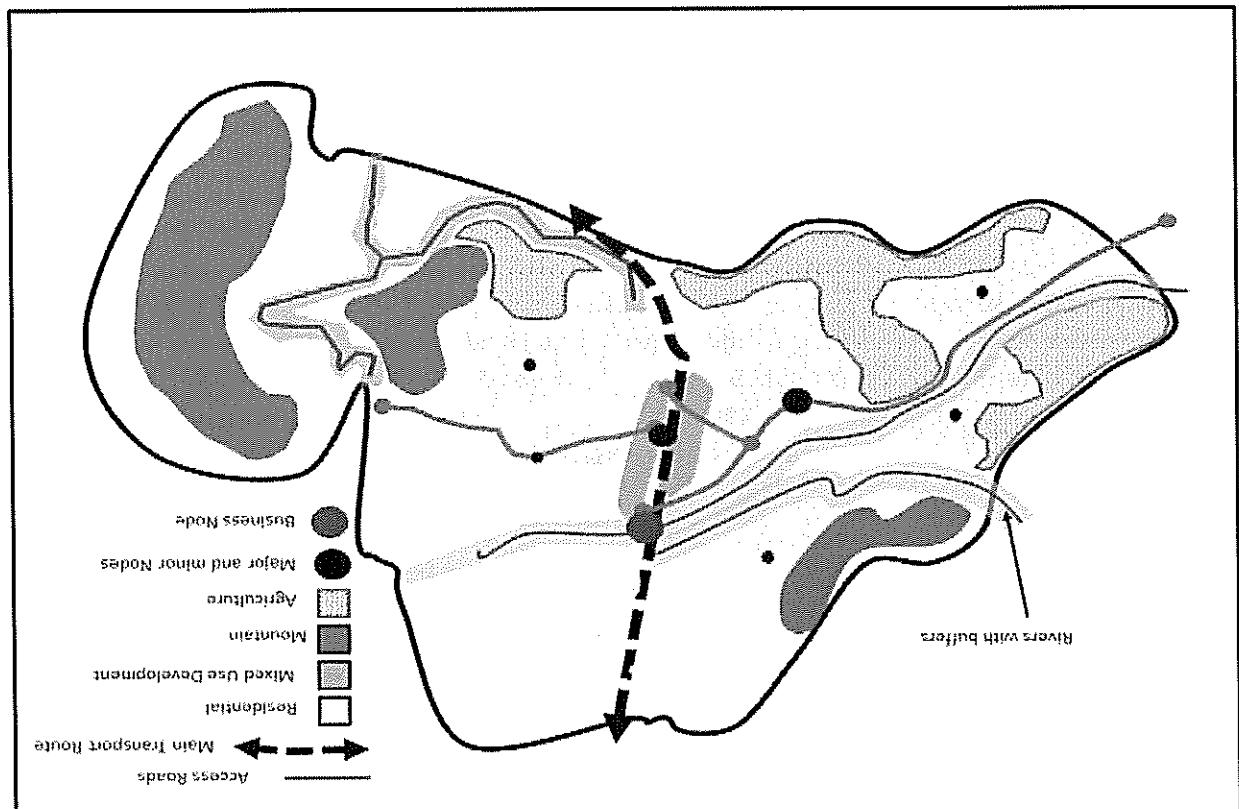
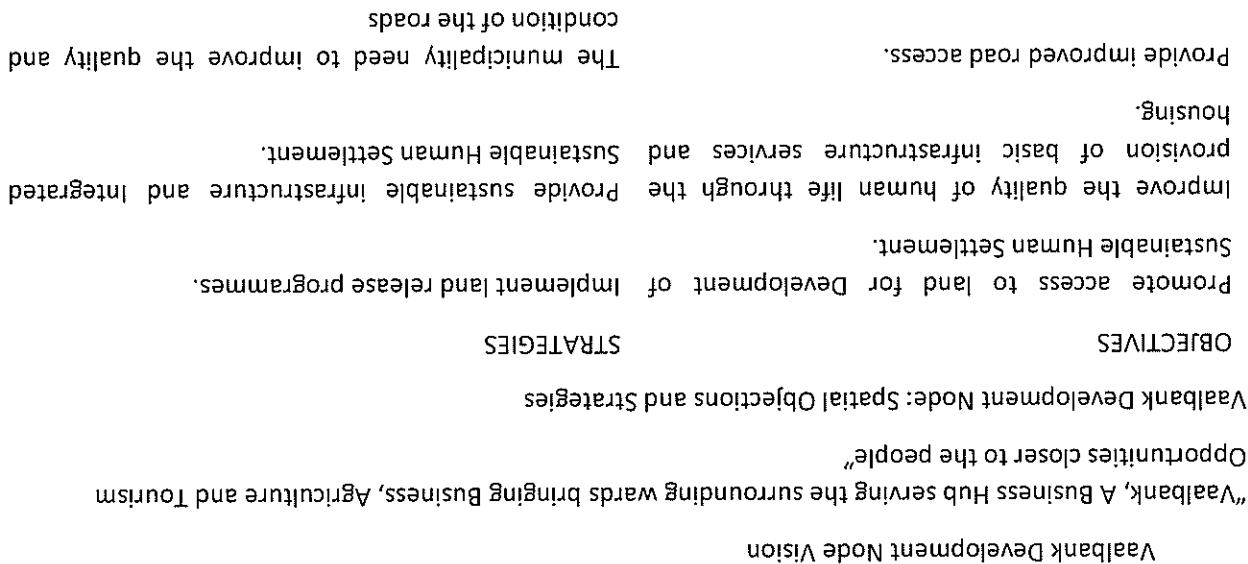
The concept plan for Vaalbank Development Node considers the potential for vibrant residential settlements, mixed use, business and agriculture. This will effectively attract potential investment into the Vaalbank Areas as well improvement of infrastructure development. This will see the greater extent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

Concept Plan

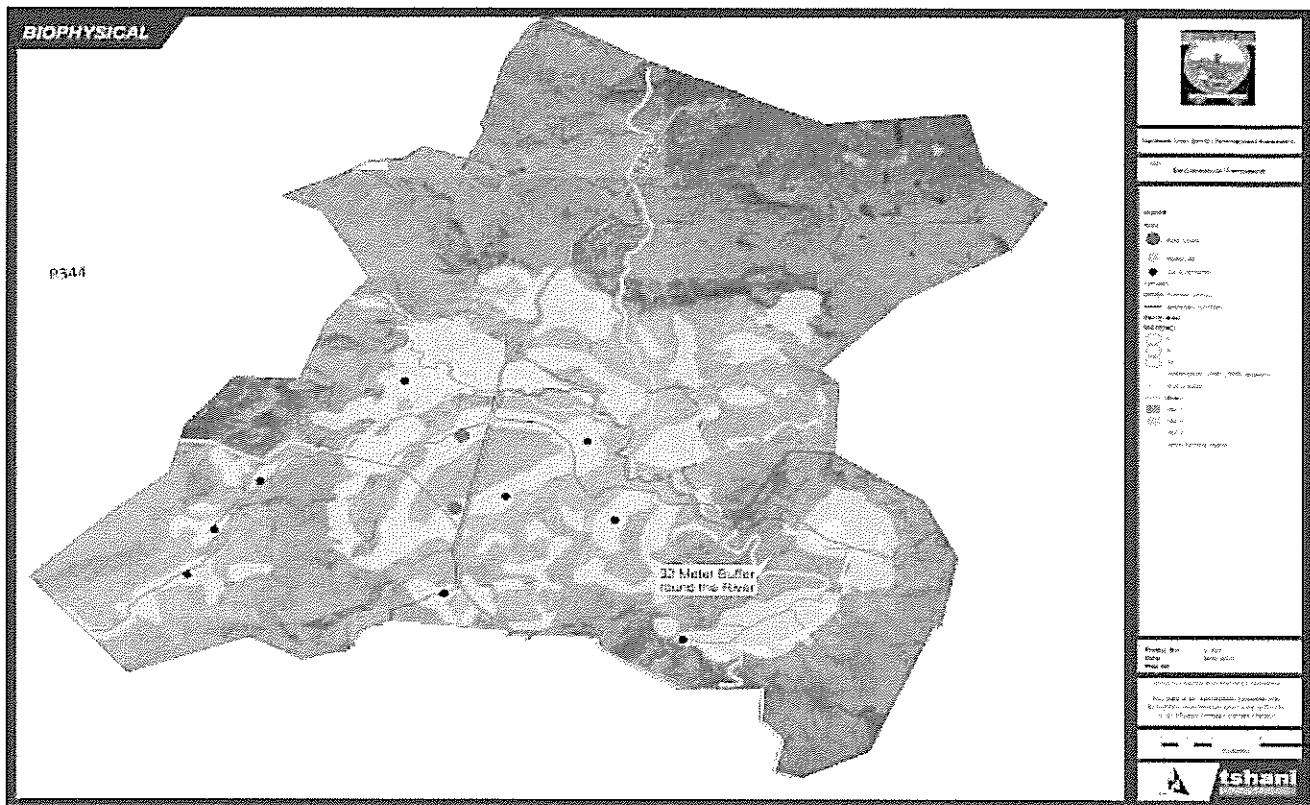
The environmental spatial framework is founded on the Eastern Cape Biodiversity Conservation Plan, recognising biodiversity corridors, core and buffer areas, and sub-tropical thickets corridor concept. In

8.1 Biophysical Framework

SPATIAL FRAMEWORKS



addition the framework should emphasise the need to safeguard natural resources, achieved food



security by preventing loss of valuable high potential agricultural land and connecting development to the availability of sustainable water resources. Environmental considerations are an increasing aspect of any development initiative and should form an integral part of the activities proposed in terms of the Vaalbank Development Node LSDF. The following environmental proposals, therefore, have two main drivers:

To promote environmental legal compliance and minimise environmental impacts associated with the Vaalbank Development Node LSDF proposals; and

To promote the environmental or sustainability branding for products and activities associated with the Vaalbank Development Node LSDF proposals.

Environmental Projects

Opportunities for “environmental projects” exist in the “Vaalbank” area and the following projects could be considered in the Vaalbank LSDF:

Initiating erosion preventive methods to stabilise the existing erosional areas and ensuring that these areas do not expand; Organic or sustainable farming enterprises in and around the irrigation scheme; (Vaalbank Water Scheme) Rehabilitation of riverbanks; Renewable energy (wind, solar and biogas); Biofuel production;

Biophysical Framework: Environmental Plan

Agriculture in Vaalbank

Agriculture requires extensive land areas dependant in the types of enterprises needed. The chosen land needs to have the necessary natural resources that will also have the ability to produce the crops

The Vaalbank Development Node has all the necessary soils, temperature requirements to produce the identified crops. Of further importance in terms of land are land ownership and land rights. These are important not only in resolving land conflict issues and security of the enterprises but are important in terms of access funds to ensure the ability for long term sustainability. Land security indicates the landholder's possession or use of land will not be interfered with. Secondly it is a confidence and duration of tenure. This has economic connotations.

Proposals for Agriculture from Emalahleni LM IDP 2014-15

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

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

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

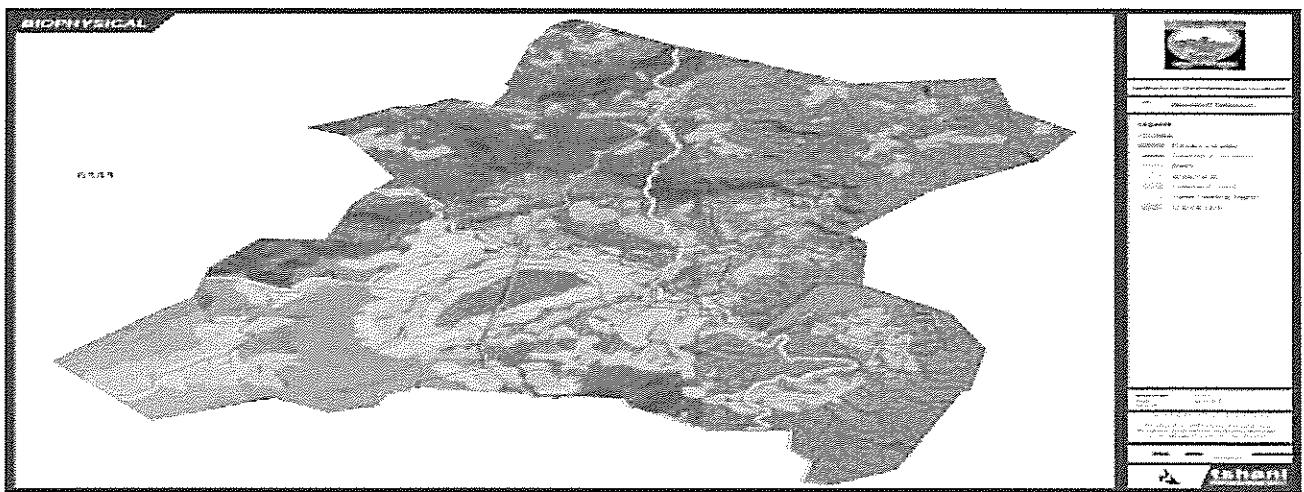
The municipality together with Department of Agriculture to build appropriate Agro Processing capacity.

Proposals for Vaalbank

Opportunities for "agricultural projects" exist in the "Vaalbank" area and the following projects could be considered in the Vaalbank LSD:

- Proposed fencing of ploughing fields –
- Community vegetable gardens
- Monitor and maintain the irrigation scheme –
- Sheep farming potential exist within the area.

Maize production.



Biophysical Framework: Agriculture Plan

8.2 Socio Economic Framework

Social Facilities

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

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

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

Social Facilities	Planning Threshold	Radius
Crèche	1 for every 90/du	1 km
Primary School	1 for every 600/du	1.5 km
Secondary School	1 for every 1200/du	2.25 km
Sports field	1 for every 1400/du	2.5 km
Police Station	1 for every 4500/du	1.5 km
Community Hall	1 for every 4000/du	2.5 km
Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
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This framework plan proposes that social facilities be located at strategic points of accessibility where

Social Facilities

8.2 Socio Economic Framework

HIV/AIDS and teenage pregnancy.

Youth development programmes to assist in dealing with social issues such as unemployment, crime,

intersections Business Node in future.

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

Renovation and development of sports facilities and planning for future housing is an important part

area.

Construction of a satellite police station or visible police patrolling in Vaalbank Development Node

Social Infrastructure Proposals:

Schools sites.

proposed that future planning within the Vaalbank Development Node Study Area and this document proposes. There are two creches within the Vaalbank Development Node in the establishment of more pre creches. In terms of creches CSIR Human Settlements Guidelines proposed a walking distances of 1.5km for

Creches / Pre School

be made.

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

Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
Clinic	1 for every 900/du	1.5 km

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Crèches / Pre School

In terms of crèches CSIR Human Settlements Guidelines proposed a walking distances of 1.5km for crèches. There are two crèches within the Vaalbank Development Node Study Area and this document proposed that future planning within the study area should include the establishment of more Pre Schools sites.

Social Infrastructure Proposals:

Construction of a satellite police station or visible police patrolling in Vaalbank Development Node area.

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

Youth development programmes to assist in dealing with social issues such as unemployment, crime, HIV/AIDS and teenage pregnancy.

Cemeteries

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

Housing Proposals

Local Economic Development

SMME

The Vaalbank Development Node is located along the R392 route from Dordrecht to Queenstown, however it is a significant node for economic activity in the region due to its location. However there is the current lack of infrastructure services and accessibility. The area is characterised by an impoverished population and low levels of economic activity and development.

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

Agriculture

Key Proposals:	The agriculture sector within the study area has good potential. It is proposed that special focus be placed on agriculture development and growth. The agricultural sector needs to be prioritised as a key driver for economic growth. Agriculture makes a very small contribution to GGP due to land ownership issues, inefficient farming techniques and land degradation. There is a fair amount of ownership over land tenure in the area. These issues need to be resolved as a matter of urgency so that land can be leased or bought in the confidence that tenure or property rights will be upheld.
Underlying and systematic changes:-	Land rehabilitation programmes to prevent and improve the degradation of semi arable land.
Key Proposals:	Consolidation and expansion of current irrigation schemes to ensure proper management and better success rate.
Training farmers in sustainable crop production and management.	Training farmers in sustainable livestock management.
Set up as a small enterprise, service provided on a fee-paying basis (possibly with some vouchers for subsistence farmers);	The establishment of an agricultural centre is an advisable venture but not initially as a large scale initiative;
Development of a Proposed Agricultural Resource Centre.	Developments of a Proposed Agricultural Resource Centre.
Key Proposals:	The Vaalbank Development Node is extremely limited in terms of retail outlets. There is scope to promote local SMEs, particularly in the retail sector, by assisting property availability and demarcated and serviced. Improvements can also be made to formalized businesses by repairing store fronts.
Key Proposals:	Construction of informal traders' zone within the Vaalbank Intersector Business Node.
Key Proposals:	Construction of retail outlet stores, garage at the Vaalbank Intersector Business Node.
Key Proposals:	Infrastructure Development:-

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

Proposals identified for the area include:

Key Proposals:

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

Construction of pavements and pavement foliage;

Grading (or tarring) of gravel access roads;

Provision of piped water to all residential settlements;

Better access to sanitation for all households;

Electricity supply to all residential settlements.

BUILT ENVIRONMENT FRAMEWORK

Proposed Development Nodes of Importance

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

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

Type	Area	Function
Rural Nodes	Lower Vaalbank	A proposed Rural Service Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities. Areas where medium order community facilities can be bundled in order to ensure that a greater number of rural residents are served in a more efficient and effective way. Ideally, these and future rural service centers are located in close proximity to public transport routes to ensure maximum accessibility to facilities Local planning to maximize use of resources

Business Node	Vaalbank	Proposed Business Hub	Proposed Business Node	Business Node	Mngungu	Mixed Development
Node	Interestection	Local land use Schemes to be negotiated.	Local land use Schemes to be negotiated.	Qwugwarhu	Nodal Development	A
					Bhogo-A	Mgqukhwebe-
					Gcin-a-G	Swartwater
					Dum-Dum	Sidwadweni
						The proposed proposals for Vaalbank Intersektion Business Node are the following:
						Existing Business to expand;
						Proposed Mixed Uses
						Proposed Park and Open Space Development,
						Upgrade of internal road
						Establishment of new internal roads



Plan: VAALBANK INTERSECTION BUSINESS NODE

Proposed Development Corridors of Importance

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

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

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

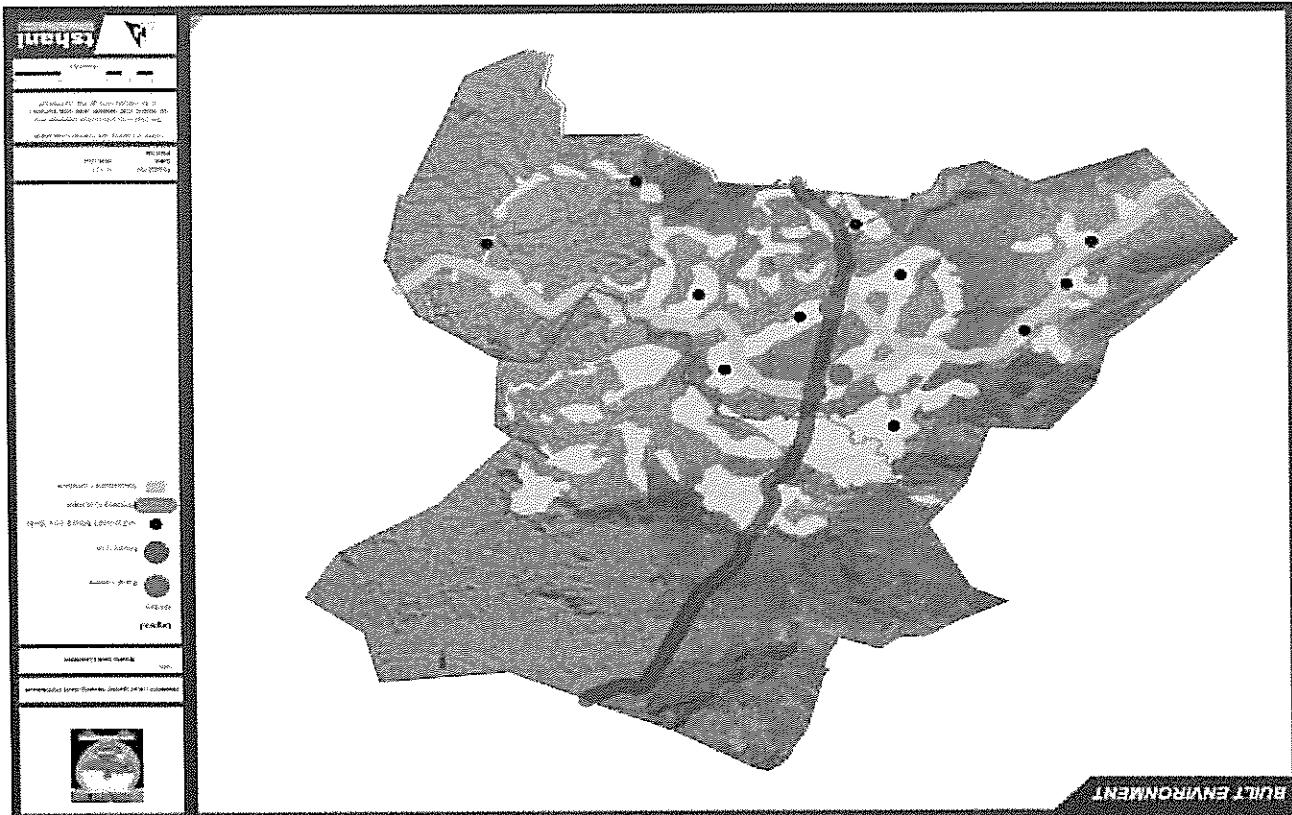
Within the Vaalbank Development Node, there is one “transport corridor”, namely, the R392 from Queenstown to Dordrecht which is proposed as the main Transport Corridor in the Conceptual Framework.

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

BUILT ENVIRONMENT

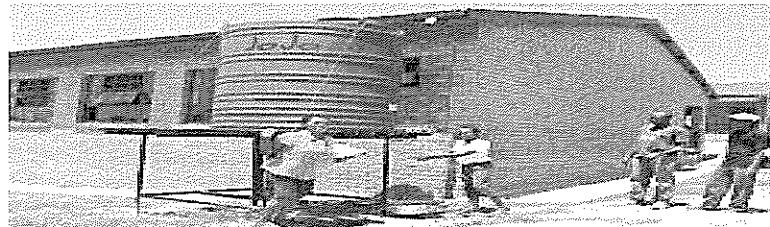
Green Infrastructure Technology

- Road upgrade throughout the entire study area, particularly the main and primary transport routes
 - Construction of pavements and pavements
 - Grading (or tarring) of gravel access roads;
 - Provision of piped water to all residential settlements;
 - Better access to sanitation for all households;
 - Electricity supply to all residential settlements.
 - Provision of storm water services within wards 8, 9 and 10.
- Infrastructure Proposals:-
- The areas of greatest need are defined as those areas with the lowest income per capita income levels and worst-off settlements areas. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas. These proposals need to include poverty alleviation programs and basic infrastructure investment.
- Proposed Business Node is of particular importance in making the node more functional and efficient. The infrastructure is, for the most part, run down and is in need of upgrades. Improvement in the proposed Business Node is of particular importance in making the node more functional and efficient.
- There is a lack of both social and economic infrastructure and high backlog issues for the development nodes. Proposals identified for the area include Key Proposals:
- Road upgrade throughout the entire study area, particularly the main and primary transport routes
- Construction of pavements and pavements
- Grading (or tarring) of gravel access roads;
- Provision of piped water to all residential settlements;
- Better access to sanitation for all households;
- Electricity supply to all residential settlements.
- Provision of storm water services within wards 8, 9 and 10.



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

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



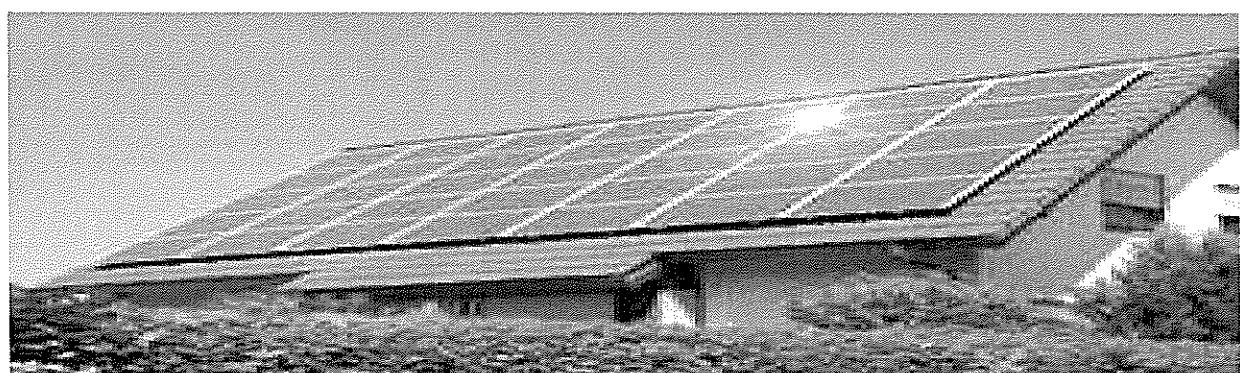
Storm water harvesting – storm water could be diverted to a collection point which could be used to water gardens and farmlands. In addition planting trees in the steep areas would intercept rainfall and thus reduce soil erosion.

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

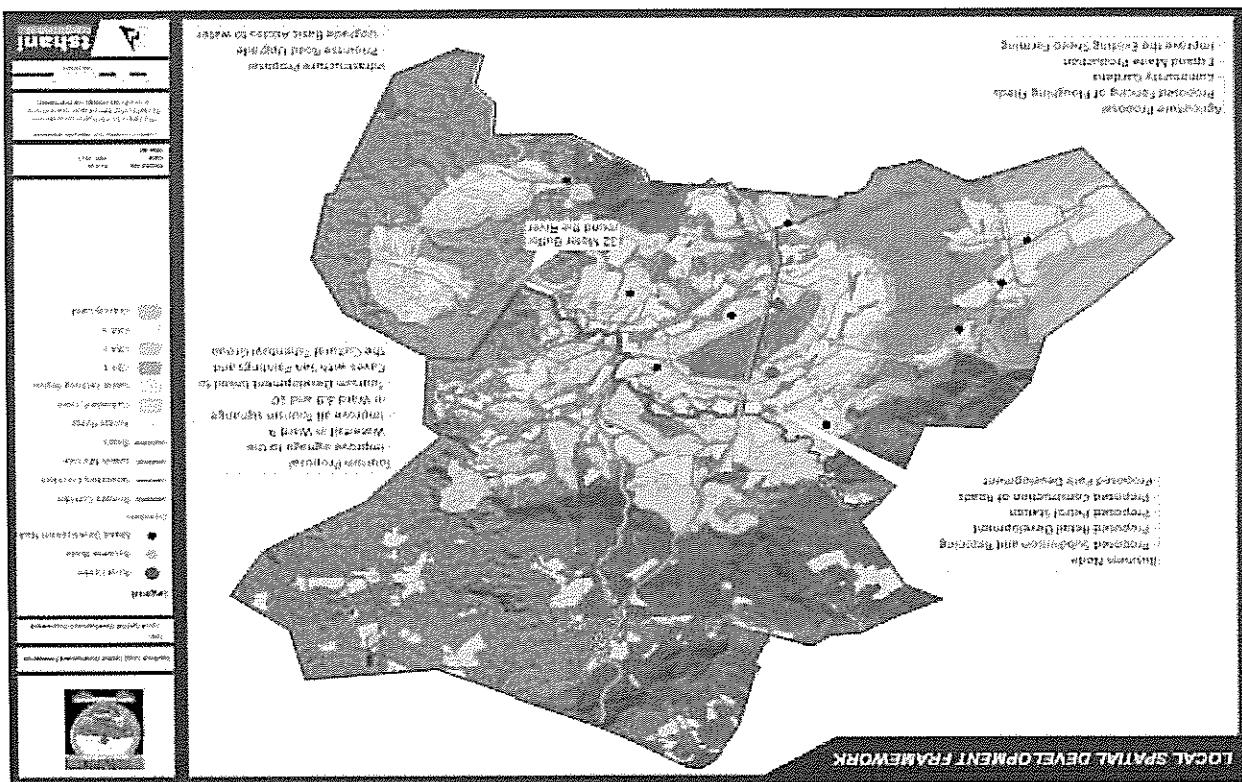


Greywater reuse - Greywater is gently used water from bathroom sinks, showers, tubs, and washing machines. It is not water that has come into contact with faces. Greywater could be collected to water gardens and farms.

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



Name of Project	Budget	Possible Funder	Settlement Development Plan for the municipality prepare a Rural Precinct Plan Wallbank Intersektion Business Nodes CHDM/ELM R400 000.00
Road upgrade throughout the entire study area, particularly the main and primary transport routes; Grading (or tarring) of gravel access roads; Provision of piped water to all residential settlements;	R2 million	DOT/ELM/CHDM	DOT/ELM/CHDM R10 million
Provision of piped water to all residential settlements;	R30 million	CHDM/ELM	CHDM/ELM R30 million
Better access to sanitation for all households;	R5million	CHDM/ELM	CHDM/ELM R5million
Electricity supply to all residential settlements.	ESKOM/CHDM/ELM	ESKOM	ESKOM/CHDM/ELM R300 000.00
Proposed fencing of ploughing fields	RL00 000.00	ELM/DOA	ELM/DOA RL00 000.00
Community vegetable gardens	RL00 000.00	ELM/CHDM	ELM/CHDM RL00 000.00
Feasibility to improve sheep farming and maize production within the area.	R200 000.00		



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

Feasibility study: Renewable energy (wind, solar and biogas);	ELM/CHDM	R250 000.00
Construction of a satellite police station or visible police patrolling	SAPS/CHDM/ELM	R400 000.00
Renovation and development of sports facilities and playgrounds to encourage youth productivity	ELM/CHDM	R200 000.00

Human Settlements

Emalahleni Municipality is not an accredited housing provider but merely facilitate housing provision through the provision of administrative support. However, there are middle income projects that may be hindered by possible land claims.

SWOT Analysis

Strengths	Weaknesses
Support from external stakeholders Established housing unit	Limited budget for operational issues and Land Administration Capacity Building
Opportunities	Threats
CHDM support Department of Human Settlement Support (both National and Provincial)	Land Invasion Transfer of land to the owners. Land claims

Building Control

The Building Control Unit is responsible for the circulation and approval of building plans, in terms of the National Building Regulations and Standards Act (Act 103 of 1977) which under review, for any building work to be executed on a site, i.e. the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, to promote the terrain and environment of the communities residing within the municipal boundaries by regulating the appearance and condition of buildings and premises.

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

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

SWOT Analysis

Emalahleni LM has two registered transfer stations, which are at 85% complete in terms of construction. The Municipality has obtained a closure permit for the Old Lady Free site and Dordrecht Site. The Department of Economic Development, Environment and Tourism allocated an amount of R1.6 Million in 2014/2015 financial year to ensure compliance of the sites to the Norms and Standards and an additional R3 million was allocated in the 2018/2019 financial year. A portion of this has been used for the construction of a Material Recovery Facility at Indwe in 2019/2020 financial year. French of Cacadu Landfill site to restrict uncontrolled access was done and construction of the guard house has been completed.

Landfill Site Management (See attached WMP)

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

The unit for waste management is staffed with the Manager Waste and environment, Senior Superintendent Waste and Environment, three supervisors for waste management, TBL operator, and street cleaning personnel. The Waste Management Officer was designated by the Mayor in the year 2018 and the designation letter was submitted to DEDEAT and DED.

Traditional Affairs

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

Waste Management

Strengths	Weaknesses	Adequate capacity	Limited training	Inadequate access to resources	Regulations and By-Laws	Tariffs are implemented	Budget	Threats	Opportunities	National Building Regulations	Illegal constructions	Encroachment	Weaknesses
Strenghts	Weaknesses	Adequate capacity	Limited training	Inadequate access to resources	Regulations and By-Laws	Tariffs are implemented	Budget	Threats	Opportunities	National Building Regulations	Illegal constructions	Encroachment	Weaknesses
Strenghts	Weaknesses	Adequate capacity	Limited training	Inadequate access to resources	Regulations and By-Laws	Tariffs are implemented	Budget	Threats	Opportunities	National Building Regulations	Illegal constructions	Encroachment	Weaknesses
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This development also entails the construction of Transfer Station at Indwe, Dordrecht and Cacadu. There is dedicated staff for Landfill Site Management through the EPWP initiatives implemented by the municipality. The municipality takes advantage of the available Roads and Storm water plant and the new procured TLB for the management of landfill sites. Volume of waste are recorded daily and registered to SAWIS to comply with minimum requirements of NEMWA.

Refuse Collection

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

Refuse removal for Household

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

Refuse collection per urban household

CACADU	INDWE	DORDRECHT
Main Town (170)	Main Town (714)	Main Town (350)
Bhongolwethu (700)	Manyano (344)	Tyoksville (1985)
Cacadu Location (592)	Mavuya (759)	Isinakho (1045)
Pilot (Mqeshi)(15)	Mzamomhle (502)	Munniksville (292)
	Sonwabile (193)	
	Phumlani (331)	
Total Number of Households: 7999		
Total Number of Households receiving Recollection Services 7999		
Total Households of Emalahleni Local Municipality: 31 681		
Weekly refuse removal services are at 8.5% according to Statistic South Africa 2011 Census report.		

(c) Waste Minimization

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

A pilot study has been conducted on waste separation at source in the Indwe area to determine the recycling potential of the area.

Street Cleaning

The Municipality provides street cleaning services on a daily basis, especially the CBD and busy streets and more so in the townships and are more prevalent at Indwe and Cacadu. Drop-off centres have been constructed in three units to eradicate illegal Dumping areas and also educate the communities on Waste, Health and Environmental Management through EPWP and Community implementation of Clean-up campaigns and community participation through EPWP and Community Works Program.

Cleaning of Illegal Dumping Sites

The Municipality has noted the growing number of illegal Dumping areas within the residential areas and more so in the townships and are more prevalent at Indwe and Cacadu. Drop-off centres have been constructed in three units to eradicate illegal Dumping areas and also educate the communities on Waste, Health and Environmental Management through EPWP and Community Works Program.

Implementation of Clean-up campaigns and community participation through EPWP and Community Works Program.

Waste Management Legislation

The Municipality has a Council approved and DEDEAT endorsed WMP which needs to be endorsed by CGTA and is aligned with the new developments of the area and growth of waste generation within Emalahleni Municipality. The Municipality has developed and gazetted Waste Management By-Law in line with the provisions of NEMWA No. 59 of 2008 to give effect to enforcement of the legislation and polluter pays principles. Institutional re-arrangements to enforce implementation of the by-laws are underway

Current Projects

A Municipal initiative aimed at addressing illegal dumping and awareness raising with an added benefit of job creation. It is funded internally and beneficiaries are distributed in all units.

Thuma Mlina Good Deeds

The project is funded by the Department of Environment Affairs and focuses on waste Management Education and Awareness and Eradication of illegal dumping sites. 22 project participants have been appointed from the local youth until April 2021. A Youth Environmental Coordinator has been assigned by the Department to ELM until December 2021. 60 additional participants were allocated to the Municipality in the 2019/2020 financial year.

Project Hlasele

The project was funded by CHDM with R450 000, to rehabilitate and beautify illegal dump sites in Indwe. It employs 10 beneficiaries.

IDT-CWP Waste Management Project

The project is funded by IDT and employs 260 beneficiaries, all 17 wards represented.

SWOT Analysis for Waste Management as a functional area

The municipality has identified the following areas and the Integrated Waste Management Plan addresses all challenges identified

Strengths	Weaknesses
Council approved IWMP Council approved refuse collection schedule Council approved by law Dedicated personnel for waste management District representative for Greenest Municipality Competition	Insufficient budget for equipment Inadequate plant and equipment to ensure compliance of landfill sites. Inadequate provision of personnel-over reliance on temporary workers
Opportunities	Threats
Donor Funding Support from CHDM, DEDEAT & DEA Community participation	Litigation for sites that are not permitted Illegal dumping Insufficient revenue generated

Environmental Management

The Municipality has a dedicated official for Environmental Management and related functions. An integrated environmental management framework has been developed and approved by Council. Awareness Campaigns are conducted for waste management and environmental preservation. National Green days are celebrated on an annual basis. Chris Hani DM adopted a District focused Environmental Management Plan which was reviewed to ensure relevance to its material conditions. The municipality through the District Environmental Management Forum has established relations with DEDAT for climate change and environment (biodiversity, wetlands, enforcement of environmental legislation).

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

Strengths	Weaknesses
Availability of Spatial Development Framework Greening and land care initiatives	Limited availability of environmental personnel within the organization to deal with or address environmental issue

		To promote a safe and healthy environment
Opportunities	Threats	To ensure the provision of services in a sustainable manner
Support from SALGA on Environmental Management	Climatic Change impacts and air quality	To promote a safe and healthy environment
Framework	DEA, CHDM, DEDEAT EPIP funding	Environmental Management Framework
Availability of Environmental Management	DEA, CHDM, DEDEAT EPIP funding	DEA, CHDM, DEDEAT EPIP funding
		DEA, CHDM, DEDEAT EPIP funding
		Alien invasive Species
		Land degradation
		CHDM Integrated Environmental Management
		Support from CHDM, DEA and DEDEAT
		Tourism
		Environment and Climate Change Forum
		in an environmentally sustainable manner. Local Government has a duty to protect the environment in its citizens. The Constitution further contains two critical objectives relating specifically to local governments in achieving sustainable development which are:
		one which is a study of the biophysical and socio-cultural systems of geographically defined areas to reveal where specific activities may best be practised and to offer performance standards for maintaining appropriate use of such land and environment. The plan is emphatic in its desired state and its rehabilitation are also discussed in length providing the status quo and the desired state.
		A logical spatially demarcated area is defined by an EMF some being sensitive, requiring specific management intervention to ensure its future environmental integrity gets allocated through the process, some being assets or identified as heritage and historical importance Management
		Guidelines are proposed looking at specific provisions applied in the management of each individual activity or area associated with the respective Management Zones.
		The municipality is staffed with one practitioner, staff for maintenance of parks and open spaces. Chris Hani District Municipality (Environmental Practitioners), DEA and DEDEAT (environmental officers) have assigned officials to collaborate with the municipality on all environmental matters within their ambit.

Environmental Management Project implemented

Land Care-Environmental Projects

Mthonjeni Landcare

The Mthonjeni Development Forum in Ward 2 ELM has been funded by Department of Environmental Affairs (DEA) with R10 000 000.00 to implement a Landcare Project. The project commencement date was 01 August 2019 following the final approval of the business plan on 02 July 2019. Project duration is 15 months.

Machubeni GEF5 Landcare

The project is funded by Global Environment Facility (GEF5), implemented in Ward 13 by United Nations Development Agency (UNDP). Rhodes University are contracted to do the work with consulting partners. The GEF5 Machubeni Project aims to build the capacity of rural communities and selected government departments for the adoption of sustainable land management within livelihoods practices.

Tree planting and management

Participation in National Arbor City Awards

Participation in Schools Environmental Awards

Women in Environment Forum

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

Climate Change and Air Quality Management

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

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

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

Waste Management By- Laws were developed and promulgated in 2014/2015 financial year. The process of designating peace offers and development of tariffs and fine list is underway.	Trade effluent Policy The municipality has implemented two capital projects (Dordrecht and Cacatu Parks) related to management of open spaces. Entrance beautification and parks development programs. One project in Indwe has been completed in 2017/2018.
Public Safety consists of Disaster Management, Traffic Services. The Municipality has established a Roads, Transport and Community Safety Forum which is a structure to coordinate crime prevention activities of all government and non-government organizations that are involved in crime prevention and liaison. The forum has identified the need to develop a community safety plan for ELM.	Disaster Management Public Safety Pubic Safety consists of all government and non-government organizations that are involved in crime prevention and liaison. The forum has identified the need to develop a community safety plan for ELM.
Public Safety consists of Disaster Management, Traffic Services. The Municipality has established a Roads, Transport and Community Safety Forum which is a structure to coordinate crime prevention activities of all government and non-government organizations that are involved in crime prevention and liaison. The forum has identified the need to develop a community safety plan for ELM.	Disaster Management Public Safety Pubic Safety consists of all government and non-government organizations that are involved in crime prevention and liaison. The forum has identified the need to develop a community safety plan for ELM.
Emalaheni Local Municipality consists of Disaster management field workers for the provision of disaster management and fire-fighting coordinators in the organization structure which are not yet filled. Chris Hani District Municipality had seconded ELM with two personnel (Disaster Management Practitioner and Disaster management Field Worker). 3 firefights have been employed on temporary basis. The municipality ensures quarterly sitings of Disaster Management Advisory Forums with all relevant stakeholders.	Risk Assessment The municipality conducted an intensive risk assessment per ward to input in the disaster management plan. Further risk assessment will be conducted owing to risks that continue to manifest themselves. The CHDM also conducted a Scientific Risk Assessment on Disaster Management and have profiled all the wards of ELM.
Emalaheni Local Municipality has two disaster management field workers for the provision of disaster management and fire-fighting coordinators in the organization structure which are not yet filled. Chris Hani District Municipality had seconded ELM with two personnel (Disaster Management Practitioner and Disaster management Field Worker). 3 firefights have been employed on temporary basis. The municipality ensures quarterly sitings of Disaster Management Advisory Forums with all relevant stakeholders.	Risk Reduction & Prevention The winter fire season starts in March and includes all fire breaks and landowner awareness campaigns are being conducted.
The municipality conducted an intensive risk assessment per ward to input in the disaster management plan. Further risk assessment will be conducted owing to risks that continue to manifest themselves. The CHDM also conducted a Scientific Risk Assessment on Disaster Management and have profiled all the wards of ELM.	Response & Awareness The winter fire season starts in March and includes all fire breaks and landowner awareness campaigns are being conducted.

International Day for Disaster Reduction (IDDR) programme is being implemented on a yearly basis in identified communities affected by disasters. Standard Operating procedures for disaster responses have been developed and will be workshopped to Cllrs and Ward Committees.

Training & Awareness

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

Funding Arrangements

Funding mechanism is through the municipal operating budget.

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

The municipality has developed a disaster management plan for the municipal area in line with the requirements of the Municipal Systems Act and that of Disaster Management Act, 2002 (Act 57 of 2002). In developing the plan the following processes were followed, hazard identification analysis, risk profiling assessments and risk prioritization which then leads to interventions.

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

A site has been identified for future development of a fire station. The Municipality received a donation of a fire engine from the Mantashe Foundation which has added to one skid unit.

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

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

Awareness-raising in the local community of the municipality is required to secure a solid appreciation and understanding of the relevance of disaster risk reduction and to secure its mainstreaming into

Furthermore, a Driving Licence and Testing Centre in Cacaudu is operational since 2016. Construction of Vehicle Testing Station has been completed, requiring alterations for compilation. Roads and Transport forum has been established with all relevant parties and it deals with roads maintenance and road safety. Community Safety Forum has been established with the assistance of Transport and Safety Department of Safety and Liaison, SAPS, Department of Transport and Justice. There is also no facility the Traffic Services, a reviewed organisation in Chapter 5 for ease of reference.

The municipality established a unit dedicated to deal with matters relating to traffic control, general community safety and security services. This far institutional arrangements has a Manager Public Safety, Chief Traffic Officer and two traffic officers appointed with the organization. Additionally personnel in this regard (Examiner, Clerk) were appointed during 2015/2016 financial year. Temporal personnel (Examiner, Clerk) has been appointed to increase the capacity of the Traffic Services. See reviewed organisation in Chapter 5 for ease of reference.

Traffic Services

Strengths	Weaknesses	Well-coordinated structures with farmers and the community at large	Advisory forums are attended quarterly as well as technical task team meetings	Approved Disaster management plan houses and provision of temporary shelters capacity to deal with totally destroyed buildings	Approved business plan for Disaster management lack of training for fire fighters	Opportunities	ChDM support	Working on Fire	Department of Water Affairs	Strong Winds	Fire	DRAFF	Affiliation to Emaalaheni Fire Protection Association	Hazardous materials) dangerous	Drought
Well-coordinated structures with farmers and the community at large	Lack of equipment (fire beaters and hydrants, fire vehicles)	Advisory forums are attended quarterly as well as technical task team meetings	Approved Disaster management plan houses and provision of temporary shelters capacity to deal with totally destroyed buildings	Approved business plan for Disaster management lack of training for fire fighters	Approved business plan for Disaster management lack of funds	Threats	CHDM support	Working on Fire	Department of Water Affairs	Strong Winds	Fire	DRAFF	Affiliation to Emaalaheni Fire Protection Association	Hazardous materials) dangerous	Drought
Weaknesses	Lack of equipment (fire beaters and hydrants, fire vehicles)	Problems with water supply interventions	Capacity to deal with totally destroyed buildings	Capacity to deal with totally destroyed buildings	Capacity to deal with totally destroyed buildings	Threats	CHDM support	Working on Fire	Department of Water Affairs	Strong Winds	Fire	DRAFF	Affiliation to Emaalaheni Fire Protection Association	Hazardous materials) dangerous	Drought
Opportunities	Problems with water supply interventions	Advocacy forums are attended quarterly as well as technical task team meetings	Approved Disaster management plan houses and provision of temporary shelters capacity to deal with totally destroyed buildings	Approved business plan for Disaster management lack of funds	Approved business plan for Disaster management lack of funds	Opportunities	CHDM support	Working on Fire	Department of Water Affairs	Strong Winds	Fire	DRAFF	Affiliation to Emaalaheni Fire Protection Association	Hazardous materials) dangerous	Drought
Strengths	Weaknesses	Well-coordinated structures with farmers and the community at large	Advisory forums are attended quarterly as well as technical task team meetings	Approved Disaster management plan houses and provision of temporary shelters capacity to deal with totally destroyed buildings	Approved business plan for Disaster management lack of funds	Threats	CHDM support	Working on Fire	Department of Water Affairs	Strong Winds	Fire	DRAFF	Affiliation to Emaalaheni Fire Protection Association	Hazardous materials) dangerous	Drought

SWOT Analysis

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

Addressing the priority risks:

development and greater accountability for disaster-related losses. Risk prioritization has been performed. In response to the Disaster Risk Assessment performed the Disaster Management Plan was then developed with the following priorities

for impounded vehicles that are unroadworthy in terms of Section 44 of National Road Traffic Act, 1996 (Act 93 of 1996). Aforesaid departments had assisted in implementation of crime prevention awareness campaigns and quarterly forum meetings are held on annual basis.

SWOT Analysis

Strengths	Weaknesses
Functional DLTC 3 registering authorities Revenue generation	Limited personnel Tools of trade Power supply Connectivity
Opportunities	Threats
Revenue generation Reduction in road accidents Completed VTS	Fraud and corruption Poor ICT connectivity Safety of personnel

Cemeteries

The Municipality has three (3) cemeteries; there is one in operating in Indwe, one in Dordrecht and one in Cacadu. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Cacadu are only offering sale of site. Cemetery layout plan has been developed for Cacadu and has been submitted to Council for adoption, Indwe cemetery is currently being developed.

Fencing for Cacadu cemetery was done. There are future plans that include the development of a Cemetery Management Plan.

CEMETERIES SWOT ANALYSIS

Cemetery	Condition	Description	Place
Cacadu Cemetery	Fenced but not complete No parking space designated on the cemetery yard	Fencing to be completed end June 2021. Register in place	Cacadu
Sinakho Cemetery	Fenced	Fence is complete, and register is in place	Dordrecht
Dordrecht Monument	Cemetery fenced and closed	Fencing is complete, and cemetery register in place	Dordrecht
Munnikville cemetery	Fencing is complete	Fencing is complete, register in place.	Dordrecht

Area / Town	Library	Bengu Modular Library Tsembezi Modular Library Mhlanga Library Wycliffe Mlungisi Tsozi Library	Cacadu Indwe
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Libraries currently available at Emalahleni can be presented as follows:

Emalahleni Local Municipality performs library services on an agency purposes through a Service Level Agreement with the Department of Sports, Recreation, Arts and Culture which is followed by a subsidy partially subsidizing the services. For three consecutive years the municipality through the DORA has been funded an amount of R953 000 which is not sufficient for its operations. Library committees were formed, induced on their roles and responsibilities and library forum meetings are held. There are friends of library which are doing tremendous job for all the libraries.

Strengths	Weaknesses	Cemetery registers in place in 3 units Uncontrolled access in Cacadu No dedicated personnel booking and allocation of non-availability of records for previous years Availability of Land in Cacadu Booking system is in place to three units Good practice of cemetery management is implemented in Dordrecht Layout plan in Dordrecht and Cacadu is available Availability of land in Indwe Unit	Opportunities Revenue and job opportunities Land invasion Threats Theft Vandalism	Libraries
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SWOT Analysis

Indwe Cemetery	Fencing not complete Fencing is partially complete and registered in place. Cemetery closed because of shortage of space.	Indwe New Cemetery is currently being developed Not fenced yet	Indwe Cemetery
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Dordrecht	Dordrecht Public Library
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Parks, Recreation and Sport facilities

The Municipality has three Parks at Indwe, Cacadu and Dordrecht. Cacadu Park was constructed with assistance of Department of Public Works Funding of R 3.5 Million and Dordrecht Park was constructed with MIG funding of R1.37 Million. Indwe Park has been constructed and was funded by MIG with R1.7 Million. Funds are being solicited for open space management and parks development. The municipality has three Sport Stadiums located in three towns. The Stadium in Cacadu is currently undergoing upgrading.

Strengths	Weaknesses
Availability of land for parks developed (Cacadu, Indwe and Dordrecht) Availability of facilities management and maintenance plan	Lack of guarding of assets Illegal dumping site Lack of tariffs for utilisation
Opportunities	Threats
Funding from different institutions	Vandalism Stray animals Criminal activities

Public facilities

Community Halls - Emalahleni Municipality has 22 Community Halls, 1 Community Hall requires rebuilding and 1 completely destroyed.

(See the following table)

Community Hall	Ward	Condition
Mike Huna Community Hall	11	Good
Town Hall (Dordrecht)	14	Good
Munniksville Community Hall	11	Fair
Harry Gwala Community Hall	11	Under renovations
Youth Centre	14	Fair
Dora Vosloo Community Hall	16	Good
New Community Hall	15 .	Fair
Mavuya Community Hall	15	Destroyed by natural disasters
Cacadu Community Hall	4	Good
Matyantya Community Hall	6	Good

Commonages and Pounds

The municipality has a maintenance plan that is currently implemented. A maintenance plan covers a building routine maintenance, as well as long term care of certain equipment and systems inside of a facility. Maintenance team constantly fixing minor and major problems that arise and helping to avoid larger problems in the future.

Maintenance

Strengths	Registers in place in all 3 units.	Lack of monitoring systems	Booking system is in place to three units	Quality of halls constructed	Opportunities	Vandalism	Theft	Job opportunities	Adverse weather conditions	Revenue	Commonages and Pounds
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SWOT Analysis

Rwantsana Community Hall	1	Good	Qogodala Community Hall	7	Good	Vaalbank Community Hall	8	Good	Zwaartwater Community Hall	9	Fair	Tsembeyi Community Hall	10	Fair	Nganda Community Hall	12	Good	Boomplass Community Hall	13	Fair	Maaphashu Community Hall	17	Fair	Gryspan Multi-Purpose Hall	3	Good	Mitsheko Community Hall	5	Fair	Bengu Community Hall	2	Fair	Resort hall		Rebuild required
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There is one animal pound in Dordrecht and one holding facility at Indwe. A site for Cacadu holding facility has been approved by Council in 2018/2019 and is under development. Stray Animal Control measures are in place in all three towns with assistance of Rangers and Traffic Officers.

Taxi Ranks and Bus Terminals/Shelters

Construction of Cacadu taxi rank is complete. The Taxi Ranks are not used effectively by the Taxi Operators and Commuters. There is no staff dedicated to management of Taxi Ranks. Management and maintenance of the taxi rank in Cacadu will be the responsibility of taxi owners. The taxi rank has been handed over to the taxi association. Maintenance is the responsibility of the taxi association.

Public Toilets

There are Public Toilets in the Taxi Rank at Zulu Square in Cacadu. There is no staff that is dedicated to management and maintenance of Public Toilets. The Public also has access to the town hall toilets.

Early Childhood Development Centres

Emalahleni local Municipality is discharged in providing support to Early Childhood Development centres in the radius Emalahleni Municipality. This support is aimed at promoting a healthy and safe environment for the children especially in the ECDCs in previously disadvantaged communities. Emalahleni municipality has a total number of 115 ECDC, 78 ECDC are funded by the Department of Social Development and 37 ECDC are unfunded. Emalahleni municipality has constructed 10 ECDC, 64 ECDC constructed by community members, 38 is renting or operating at community members households and 3 ECDC are no longer operating. Indwe unit has a total number of 18 ECDC, Dordrecht unit has a total number of 8 ECDC and Cacadu unit has total number of 89 ECDC. There are ECDC forum meetings that are conducted with support of Department of Social Development and CHDM Municipal Health Services. The municipality with Department of Social Development and CHDM managed to assess 115 ECDC. The assessment report was presented to ECDC Forum.

Municipal Health Services

The regulations defining the scope of profession of Environmental Health outlines functions of Environmental Health Practitioners as the nine Municipal Health Functions. In terms of the National Health Act, (Act 61 of 2001) Municipal Health Services are defined to include the following environmental health functions, which are provided by the District and Metropolitan Municipalities:-

Water quality monitoring

Food control

Waste management

Health surveillance of premises

Surveillance and prevention of communicable diseases, excluding immunization

Vector control

Food control

Exhumation and Reburial

Chemical safety

Functional Local AIDS Council structure	Increased number treatment defaulters
Functional Local AIDS Council Technical Task Team	Lack of parental support for initiates
Enough Volunteers	Lack of identification of land for initiation schools
Functional initiation forum and functional traditional surgeons committee	Lack of budget
Awareness campaigns conducted	
Opportunities	Treats
Working close with communities	New infections
Encouraging the culture of volunteerism	Alcohol abuse
Job opportunities	Lack of parental support for initiates and traditional nurses leading fatalities

Local Economic Development

Background

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

In 2010, the municipality developed and approved a 5 year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district, provincial and national economic development plans. The LED strategy was reviewed and tabled to Council on the 14th December 2015 (2015/2016 FY) for adoption for a period of five (5) years and its due for review for in 2020/2021 financial year. The strategy is contained in chapter 8 of the IDP document.

The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The main focus areas of the directorate are agricultural development & agro-processing, mining, tourism & heritage management, SMME's (small medium micro enterprise) & Enterprise development at large. The municipality has an LED Forum which is functioning through the following sectors such as Agriculture (Livestock and crop production), Tourism and Heritage (Tourism product owners and Local Tourism Organization) and SMME (Business Forum) for purposes of consultation and engagement with LED stakeholders on LED matters.

The LED stakeholders for Emalahleni Local Municipality are as follows : Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality (CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative

Livesock and Wool	<p>Agriculture is made up of two primary production components which are as follows:</p> <p>Agriculture</p> <p>The economy of the municipality is made of the following sectors:</p> <p>Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPA), Department of Trade and Industry (DTI), Department of Social Development (DSD) and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and BBB owners).</p> <p>Wool</p> <p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipality area has got sweet velds, that on its own is showing that this area is rich in livesock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the 2015 season the municipality area had at least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture.</p> <p>(To receive latest Statistics)</p> <p>The municipality has improved cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. Up to this far 11 wards have received Nguni bulls as part of genetic improvement program. The municipality is adding value on livesock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livesock branding programme. The Act which is regulating livesock branding is Livesock Branding Act No 6 of 2002.</p> <p>Animal health infrastructure: Emalahleni has more than 100 dipping tanks. Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. Since 2000, DRDR has been supplying the communal farmers with free dipping medication to prevent external parasites good condition which are utilized for stock auction in the communal space of stock auction infrastructure; the municipality has 76 shearing sheds for wool production, a minimum of 100 shearing sheds is still required.</p> <p>Wool Production infrastructure: the municipality has 76 shearing sheds for wool production; 40% of them are in a bad condition and 60% are in a good condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required.</p> <p>Battening system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battening system is that some communal farmers are not cooperating to the requirements of the system. The</p>
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Agriculture is made up of two primary production components which are as follows:

Agriculture

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

Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPA), Department of Trade and Industry (DTI), Department of Social Development (DSD) and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and BBB owners).

	municipality has sheep farmers who are committed to produce quality wool by introducing pure Merino breed.
Crop Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectares from 2014 that is incremental to 35 000 hectares in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960. Rural Agro-Industries and Financial Initiative (RAFI) is an Argentinian programme that seeks to improve growth communal enterprises e.g. subsistence farmers and small holders. Series of meetings were conducted in Emalahleni municipality for RAFI awareness with Councilors, Traditional leaders and farmers on the ground.</p> <p>The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided by DRDAR and DRLAR the departments provides awareness programmes to educate communities on how fencing is erected.</p> <p>The challenge facing crop production within the municipality is severe drought which has led to demoralized crop farmers. Cost of production outweigh the income that is made by farmers due to methods that are utilized. The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
Agro-Processing	<p>The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing and profit.</p> <p>Agro - processing facilities along R56 Route Corridor:</p> <p>There is a private investment on dairy processing in IDA Farms and Dordrecht. IDA dairy is under construction, upon operation it will supply Dordrecht Cheese Factory for production. Fischer's Dairy (Dordrecht Cheese Factory) signed long term lease agreement with Emalahleni Local Municipality. Dairy processing is also taking place at Delindlala Farm at small scale next to Indwe. This is one of the success stories at Emalahleni on Land Redistribution and Agricultural Development (LRAD) programmes. The ownership of the farm is wholly by group of blacks predominantly women.</p> <p>There is a long existing commercial abattoir at Indwe for meat processing and nearest market destination to commercial and subsistence farmers in the area.</p>

Mining

Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Stekstroom and Guba Hoek. In the case of Emalahleni Local Municipality, the mining

Broad Based Black Economic Empowerment (B-BEE) Act, 2013 (Act 46 of 2013), means the viable strategies that include, but are not limited to:

- disabilities and people living in the rural areas, through diverse but integrated socio-economic
- economic empowerment of all black people in particular women, workers, youth, people with

Small Micro and Medium Enterprise Development (SMME)

but there is currently no female representation.

directors, with whites (three members) and blacks (six members) represented in the Q management, as mining has created high demand of accommodation. The enterprise is made of nine boards of commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, to twenty once it secures finance for capital and infrastructure requirements for operating a currently employs five staff members sourced from the local community and intends to increase this obtaining a mining permit, after use licence and environmental management plan. The enterprise developed a business and implementation plan for the enterprise. Other notable milestones include

ECDC helped Indwe Quarries to conduct a feasibility study which showed favorable results and

provides an increasing rate of building material demand.

former Transkei. There is a relatively high rate of property development in the region which also location is therefore within close proximity to various government infrastructural developments in the With the business and quarry operations accessible on R56 route between Indwe and Dordrecht; the as sand (building, river and plaster sand), ready-mix concrete, aggregate, as well as bricks and blocks. products, non-standard rock and crush products. In addition, Q is investigating other products such supplying standard concrete stone, crushed sand, specialized road stone and base coarse produce aggregates for both the construction and the building industry. Q's primary focus is on Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to being a leading producer and supplier of building and construction aggregates within the Chris Hani, Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of

Quarrying

have obtained a mining permit from Department of Mineral and Energy.

activity poses an environmental threat. There are two (Thompson and HJ Transport) companies that brick making purposes by individuals and/or operators without permit. The lack of regulation of this small-scale excavation mining is occurring near rivers with ad hoc mining of sand for building and

Sand Mining

and the purpose is to verify suitable use of coal.

conducting geo-scientific study upon all available coal reserves within Emalahleni Local Municipality mine. Currently, Council for Geo-Science which is an entity of Department of Mineral and Energy is relevant national government ministers to assist the municipality to lobby investors to operate the financial capacity. The municipality and Gumamela Community Trust are continuously engaging 2012, for a period of one and a half years and had to close down operations due to technical and were granted by the Department of Mineral Resource to Ellioten Coal Mine. The mine operated in reopen the mine. After all the required processes were followed, mining permit and mining license in 2006, an attempt was made by Ellioten coal mine, a company which is based in Port Elizabeth; to is compared with the coal mine in Mpumalanga Province, the Emalahleni coal mine was abandoned.

Increase the number of black people that manage, own and control enterprises and productive assets

Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises

Human resource and skills development

Achieving equitable representation in all occupational categories and levels in the work force

Preferential procurement from enterprises that are owned and managed by black people and;

Investment in enterprises that are owned or managed by black people

In responding to that Act the municipality identifies black owned Enterprises which are as follows:

Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Cacadu unit that has got functional taxi rank, Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilized by the municipality and other government departments

Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.

Service providers are affiliates of Local Business Forum, they are in the municipality's database and their services are utilized. The municipality facilitates and provides the support through capacity building programmes.

Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimize operational costs.

In 2018, Spar Supermarket was officially opened at Indwe by local businessman which resulted to inward investment and full time employment opportunities. In 2019, a mini shopping complex has been established in Cacadu and that resulted to investment, employment opportunities, services to the people which were not available before, small town development and beautification.

Two portions of land have been set aside for further enterprise development in Cacadu, one portion of land at Indwe and one in Dordrecht. Advertisements calling for interested developers to expand retail sector are issued. Turnaround time for issuing of business licenses and payment of service providers is five working days upon submission of correct documentation. Refuse collection is conducted on daily basis at the CBD's of all three towns and to that effect the municipality won an award of being among the greenest municipalities. Paving of internal streets along CBD is also one of the mechanisms towards small town development, beautification and attracting investment.

In an attempt to develop townships, the municipality is investing more on infrastructure development which includes paving of internal streets, street naming, street lighting, social infrastructure in a form of sports fields and community halls.

In assisting businesses with formalization and compliance, business licenses are issued accordingly as required in terms of Business Act No.71 of 1991. This also contributes to revenue enhancement.

Clay Brick Making

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

The municipality provided business support in the form of production inputs and infrastructure to clay brick producers. The municipality is providing administrative support to clay brick making operatives namely business management, financial management, cooperative governance. Makana Brick Pty Ltd was engaged and provided technical training to improve quality and standard of clay bricks they are producing.

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

Tourism

The municipality provided business support in the form of production inputs and infrastructure to Indwe has a Doring Dam which has a potential of water sport activities. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of seeking investors to develop the facility and solicit funding for the improvement of the conference facility.

In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof Conservancy and it is along Hossip dam that has broken due to natural disasters. Currently the accommodation facility is dilapidated.

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

The municipality has facilitated an establishment of Local Tourism Organisation (LTO) which is composed of three community based organisations (Cacadu, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 180 beds in the municipal area which are in the B & B's and cultural villages. The municipality provides capacity building Tourism establishment owners on grading. The legislative framework for this is Tourism Act No 3 of 2014.

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

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

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

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

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

Heritage

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

Heritage Resources

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

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethu and Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	Luvuyo Lurome 1960 to 1986 Qonda Hoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM

Site Name	Significance	Conservation Status	Management
Glen Grey Falls near Cacatu	A beautiful natural site Water sample for feasibility study harvested in the area LM	nt	Emalahleni
The Kloof near Dordrecht	Natural site with some unique flora Degraded due to plundering for firewood LM	Emalahleni	LM
Cacatu River at Cacatu	Links most Ward No planned projects for the current financial year Emalahleni	LM	Emalahleni
Anderson Museum at Dordrecht	Oldest museum privately owned by Anderson operating privately is a trust LM	Private	Anderson
Victorian Buildings at Dordrecht	Architectural example Building maintained by / Private Municipality	Building properly maintained	Municipality
Burgher Statue at Dordrecht	The statue is still in existence at Dordrecht privately managed	Well kept	Private
San Rock Art at Dordrecht	Ancient art	Well kept	Private
Methodist Church at Dordrecht	Architectural example Properly maintained	Church	Dordrecht
Abathembu Nkosi	To restore Abathembu tradition Well looked after	Nkosi	Calabash and Ngangomba laba development trust
Doring river	L leisure area Could be better utilized	Dam at Indwe and Water Department	and Sanitation
Emalahleni Arts and Craft Centre	Arts and Heritage	Operational	LM and Crafters.

Liberation Route

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

Graves of Qonda Hoho and Luvuyo Lerumo

Maqhashu Village

Queen Nonesi

Wycliffe Tsotsi Law Offices

Graves of Qonda Hoho and Luvuyo Lerumo

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

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

Maqhashu Village

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

Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

Queen Nonesi

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

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

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

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

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

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

Emalahleni municipality participates in the EPPW programme from 2015/2016 financial year. In implementing the projects, inhouse staff and local labour. The EPPW financial allocations are used to pay labourers, buy material (paving blocks, kerbs, Cement, Dust Crush stone etc) and tools. For mass earthworks the municipality is using its own machinery. EPPW guidelines are currently implemented while the main purpose is job creation with Emalahleni.

Emalahleni area has got communal plantations in the area of Maghasahu, Hala No 1, Cacaudu, Mounthuri, Mkhaphusi, Khundulu, Joweni and Machubeni. There are natural forests that are situated in the mountains of Hala No 1 i.e. Longo forest and Gumakala Village i.e. Kophope Forest. An assessment was made in these forests to check status core following that was the development management plan and establishment of forestry committees. Funding proposals were developed and submitted to

Forestry

potential funders. Currently to engage DAFF to assist with capacity building of committees and communities at large.

Comparative and Competitive analysis

<i>Comparative Advantages</i>	<i>Competitive Advantages</i>
Quarry	Fly Fish in Xonxa Dam
Red Hubs	Discovered Coal Mineral
Shopping complex	5 Dams
Commercial Farming	Clay brick manufacturing due to proximity on coal mine
Agro-processing	Sorghum Production
2 highway roads cutting across Emalahleni	
Wool production	
Sweet Veld for livestock production	
Rivers	

Municipal Transformation and Institutional Development

Background

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

Powers and Functions assigned to the Municipality

Legislated Powers and Functions

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

Air Pollution

Building regulations

Child Care facilities

Electricity and Gas Reticulation

Fire-fighting services

Local Tourism

Municipal airports

Municipal Planning

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

Traffic and parks
Childcare facilities
Fire-fighting services
Keeping of animals
Control of public nuisances
Control of undertakings that sell liquor
Powers and Functions Not Performed by the Municipality as per the Constitutional mandate
Air Pollution
Municipal Health Services
Municipal Public Transport
Abattoirs
Powers and functions performed on behalf of other spheres
Registration and licensing of motor vehicles
Disaster Management on behalf of the Chris Hani District Municipality; and
Library Services on behalf of the Department of Sport, Recreation, Arts and Culture

Municipal by-laws

Council developed the following By-Laws for implementation:

Heritage Resources

Commonages

Public Amenities

Liquor Trading

Keeping of animals

Local Tourism

Community Fire Safety

Child care Services

Building By-Law

Street trading

Rates By-Law

Waste Management

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

No	Name of the Policy
1	Acting Allowance and Enhanced Responsibility Allowance Policy
2	Absenteeism Policy
3	Mobile phone Allowance Policy
4	Bursary Policy
5	Car Allowance
6	Business Continuity Policy
7	Civic Funerals Policy
8	Communication Policy
9	Asset Disposal Policy
10	Employment Equity
11	Fleet Management and Procedure
12	ICT Governance Framework
13	Job Evaluation
14	Occupational Health and Safety
15	Promotion, demotion and transfer
16	Recruitment, selection and retention
17	Study Bursaries for community members
18	Substance Abuse Policy
19	Whistle Blowing
20	Code of conduct and Ethics
21	Facilities Management
22	Human resources Conditions of Employment
23	ICT Policies
24	Leave Policy
25	PMIS Policy and Procedure

The following policies have been reviewed old and others newly developed

Municipal Policies

26	Public Participation Strategy and Policy
27	Sexual Harassment
28	Camping, Subsistence and Travelling
29	Training and study assistance Policy
30	Supply Chain Management
31	Credit Control and debt collection
32	Indigent Policy
33	Virement
34	Irregular, fruitless and wasteful expenditure
35	Records Management
36	Rates Policy
37	Asset Management
38	Investment and cash management Policy
39	Budget Policy
40	Tariff Policy
41	Ward Committee Policy
42	Petty cash Policy
43	Customer Care Policy
44	Fraud and anti-corruption prevention policy
45	Bereavement Policy
46	Patch Management
47	ICT User Access Management
48	ICT Backup Policy
49	Extended Public Works Policy
50	Roads Maintenance Policy

Human Resources

Human Resources Plan

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

SWOT Analysis

Strengths	Weakeness	HR Plan in place	Lack of skills	Critical and Scarce Skills in Emalahaeni LM	The following were identified as critical and scarce skills and it has been a challenge to recruit in these fields:
Skills Development and Training	Civil Engineering	Electrical Engineering	Mechanical Engineering	Town and Regional Planning	Quantity and Land Surveying
Cultural Science	Information Technology	Quantity and Land Surveying	Mechanical Engineering	Town and Regional Planning	The Municipality has awarded four students from the community and from the deserving families for the above mentioned careers in 2016 academic year for the normal duration of the course and they have completed their qualifications.
EMPLOYMENT EQUITY PLAN	EMPLOYMENT EQUITY PLAN	EMPLOYMENT EQUITY PLAN	EMPLOYMENT EQUITY PLAN	EMPLOYMENT EQUITY PLAN	The Municipality is an Employment Equity Plan (EEP) which was adopted by Council in 2018 for a period of five years and it lapses in 2023 and reviewed annually. The intention is to review it soon after the institution has reviewed the Organizational Structure.
EMPLOYMENT EQUITY COMMITTEE	EMPLOYMENT EQUITY COMMITTEE	EMPLOYMENT EQUITY COMMITTEE	EMPLOYMENT EQUITY COMMITTEE	EMPLOYMENT EQUITY COMMITTEE	The Employment Equity Plan is implemented concurrently with the recruitment policy and reports are submitted on a quarterly basis to the Corporate Services Standing Committee and to the Employment Equity Committee.
WORKPLACE SKILLS PLAN (WSP)	WORKPLACE SKILLS PLAN (WSP)	WORKPLACE SKILLS PLAN (WSP)	WORKPLACE SKILLS PLAN (WSP)	WORKPLACE SKILLS PLAN (WSP)	Workplace Skills Plan (WSP)

Organizational Structure	Council embarked on a Business Process Re-engineering project which had a direct bearing on the organizational design, and a complete organizational structure 2017-2022 was developed and approved by Council on the 31st May 2017 for implementation. Due to financial challenges that the municipality is facing and realization that the institutional structure is bloated, minimization of number of vacant positions is suggested. The intention therefore is to review the plan and address the challenges encountered.
SWOT Analysis	SWOT Analysis
Strengths	Strengths
Weakness	Weakness
HR Plan in place	Lack of skills
Opportunities	Threats
Capacity Building	Budget
Critical and Scarce Skills in Emalahaeni LM	The following were identified as critical and scarce skills and it has been a challenge to recruit in these fields:

The Emalahleni Municipality has developed the Workplace Skills Plan (WSP) for the 2019/2020 financial year and was submitted in April 2019 to the LGSETA. The plan outlines the priority training needs of the institution that are critical for the implementation of the objectives set out in the IDP. There is a training Committee Consultative Forum that sits on a quarterly basis to monitor implementation of the WSP.

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

Learnership for Electrical Engineering

Study Bursaries for employees

In-service training

SWOT Analysis

Strengths	Weakness
HRD Strategy	Inadequate funding
Training Committee	
Community Empowerment	
Opportunities	Threats
Funding from external donors	Lack of scarce skills
Partnership with local institutions of higher learning	Lack of retention strategy

Code of Conduct and Enforcement

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

Performance Management System Framework (PMS) has been adopted by Council. In terms of the framework PMS has been cascaded to middle management and practitioners in the 2020/2021 financial year. The quarterly assessments are currently conducted for Managers (Section 54A, and 56), managers below Section 54 and 56 as well as practitioners. And reports are submitted to Council. As required by Sections 168 & 175 of MFMA the municipality has established a Municipal Disciplinary board which intends to investigate allegations of financial misconduct in the municipality & monitor the council proceedings against an alleged transgressor and assist council with the investigation of allegations of financial misconduct while at the same time providing recommendations on further steps to be taken.

Labour Relation

Strengths	Weaknesses	OHS Strategy implementation	Limited resources Budget	OHS Committee in place	Non-Existence of employee well-being programme	Effective implementation of employee well-being programme	Opportunities	Funding from the District Municipality for Non-compliance by contractors	Current Municipal Buildings that are not in compliance with OHS standards.	Promotion of healthy lifestyle
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SWOT Analysis

The Safety Health and Environmental (SHE) Representatives that forms part of the Safety Committee have been trained. First Aiders have been trained. Arrangements are made with the Chris Hani District Municipality to do Fire drills and Emergency preparedness. The OHS Committee has been established as per the OHS Act of 1993. The Portfolio Head Corporate Services is the chairperson of the OHS Committee. OHS Committee meetings are held quarterly. The OHS Strategy was developed and approved in December 2016 by Council for implementation. The Occupational Health and Safety section that support all other departments within the institution. The policy and occupational health and safety Act. The Emalahleni Municipality has a full functioning with its customers and employees. This will be achieved through adherence to Emalahleni municipality Safety Policy. The municipality is improving safety conditions and handling methods in consultation with customers and employees and therefore the Municipality has developed an Occupational Health and Safety Local Municipality is committed to ensure a Healthy and Safe environment for all its customers and employees and therefore a Healthy and Safe environment for all its

Strengths	Weaknesses	Labour Stability	Inadequate training for forum members	Functional Forum	Compliance with relevant legislation	Opportunities	Labour unrest	Community Unrest	Capacity building (SALGA, CHDM, LGB)	Occupational Health and Safety
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SWOT Analysis

The municipality has a Local Labour Forum which is a consultative structure between the employer and labour components. Matters of mutual interest that are subject at local level in terms of the levels of bargaining are negotiated. LLF has been established in terms of the Labour Relations Act, No. 65 of 1995 and it is functional, operational and its meetings are held quarterly. Newly signed disciplinary procedure code and collective agreement was signed on 02 February 2018 for implementation and later on annually.

	Slow service delivery High rate of employee absenteeism
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Records management

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

File plan

Procedure Manual; and

Records Management Policy

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

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

The municipality complies with National Minimum Information requirements (NMIR)

SWOT Analysis

Strength	Weakness
Records Management Policy and Strategy Electronic Document Management System in place Strong Room	Decentralized records Shortage of Staff Loss of documents
Opportunities	Threats
Utilisation of EDMS	Loss of institutional memory

Council and Council System

Council holds its ordinary council meetings once in each quarter for the four quarters in a year. The municipal council had Special Council meetings and ordinary council meetings.

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

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

Council Committee	Performance
Municipal Public Accounts Committee	Functional

Councillors and Traditional leaders participating in Council

Audit Committee	Functional	
Performance Audit Committee	Functional	
Local Labour Forum	Functional	
Rules Committee – never had a meeting	Not functional	
Remuneration Committee	Functional	
Budget & IDP Steering Committee	Functional	
Other Committees		
PM's Assessment & Evaluation Committee	Functional	
Risk Management Committee	Functional	
Incident Management Committee	Not Functional	
PMS Assessment & Evaluation Committee	Functional	
Other Committees		
Risk Management Committee	Functional	
Incident Management Committee	Not Functional	
Information and Communication Technology Committee	Functional	
Employment Equity Committee	Functional	
Occupational Health and Safety Committee	Functional	
Training Committee	Functional	

of 1998) committees:

Council has the following Section 80 of Local Government Act, 1998 (Act 117) Municipal Structures Act.

Corporate Services Standing Committee	Functional
Infrastructure Development and Human Settlement Standing Committee	Functional
Community Services Standing Committee	Functional
Planning, Economic, Development, Tourism and Agriculture	Functional
Budget and Treasury Office Standing Committee	Functional

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

Office Accommodation

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

Development of Municipal Offices and Council Chambers

The municipal council took a resolution to develop its main offices in Cacadu due to huge shortage of office space for both administration and Council. A developer was appointed to undertake the task. Council Chamber was prioritized to be developed first and then offices. The Council chamber was completed in 2016/2017 F/Y.

Municipal offices are arranged as follows: -

cacadu (Head Office) – 37 Indwe Road, Cacadu, 5410

Dordrecht Unit (Satellite Office) – Grey Street, Town Hall Building, Dordrecht, 5435

Indwe Unit (Satellite office) – 40 Fletcher Street, Indwe, 5445

Information and Communication Technology

The institution has a Disaster Recovery Plan which was approved by Council on the 27 June 2019, due to financial constraints, Disaster Recovery site has not been constructed but the municipality uses CIBECS for its back-ups

The municipality has appointed two officials to deal with Information Technology, these are ICT Manager, System Administrator and the vacant post of IT Technician. ICT division deals with all licenses of the systems in the institution, with the Network infrastructure, server management, desktop and technical support of the whole institution. The ICT division was established to ensure that there is improvement in the municipality's IT network Infrastructure including remote sites. Currently, network infrastructure is old and outdated and needs to be revamped. Emalahleni Municipality to the central server which ensures confidentiality and security. Server based systems within the municipality includes:

Financial Management System (Sebata)

HR Management System (Sebata)

Cemetery Management (External Host)

Electronic Document Management System (EDMS)

Contour (External Host)

The broadband project implemented by MTN as appointed by USAASA was complete in 2014 and ran for a period of 3 years. Currently the contract is no longer valid as it expired in 2017,

Integrated Development Planning

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

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

Strengths	Weaknesses
Effective network Maintenance	Lack of disaster recovery site
Effective ICT Steering Committee	Storage space for IT equipment
Privacy and Data protection	Limited Personnel
Disaster Recovery Plan	Old and outdated network infrastructure
Opportunities	Threats
Upgrade LAN network to the use of Cat6.	Lack of ICT equipment
Budget constraints	

Information and Communication Technology SWOT Analysis

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

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

Main Building is connected with a bandwidth of 16Mbps and Indwe Unit (Remote site) including Dordrecht (Remote site) are also connected to the Main Building (Cacadu) with 1 Mbps bandwidth. Currently there are 3 additional sites to our network i.e. traffic station, water services and library. Traffic station and water services connect using 8 Mbps bandwidth while library is connecting with 2 Mbps bandwidth. With the upgrade in bandwidth the two connected sites have improved and user satisfaction is pleasing. The server upgrade has contributed to the support of upgrade of network infrastructure.

The municipality developed a framework, containing information and guidance on how the processes of the IDP development would be conducted, identification of stakeholders and their role in the review process. During the review of the IDP, a series of meetings were held, in the form of representative forums and roadshows to identify and confirm community needs. Sector departments were also awarded an opportunity to present programmes and projects to be implemented in the municipal area. Participation of Sector Departments in the form of representation in IDP meetings and platforms has remarkable improved. This was done to ensure community involvement in the municipal affairs, even more so in the development planning area.

SWOT Analysis

Strengths	Weaknesses
Budget allocation for the review of the IDP	Limited budget
Functional IDP Structures (including IGR)	Limited personnel
IDP developed and coordinated in house	Limited understanding and participation of some IDP role players in the coordination of the IDP
Opportunities	Threats
Support from the District Municipality and Sector Departments	Minimal participation of External Role players in the IDP Processes
Funded projects for integration in the IDP	

Performance Management System

Institutional Performance Management

Chapter 6 of the Local Government: Municipal Systems Act, 2000 as amended requires each municipality to establish and develop its own performance management system, commensurate to its resources. In line with this requirement, the municipality has an approved performance management system framework, which is currently being implemented. The PMS Framework is currently not being fully implemented, as the institution is battling to implement some elements of the Framework. The institution has since activated a performance management system module in the municipal financial system to improve compliance with performance planning and reporting. All performance management system role players have profiles created to ensure access to the system for purposes of timely reporting.

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

Individual Performance Management

On approval of the Service Delivery and Budget Implementation Plan, Section 56 and 57 Managers prepare and enter into Performance Agreements at the beginning of the financial year as legislatively required. Accountability Agreements are as well signed between Section 56 managers and officials below senior managers for purposes of cascading performance. A lot still needs to be done because PMS is the backbone for ensuring that people perform at the required levels to achieve the KPIs in their functional areas and in the municipality as a whole.

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

Background	Special Programmes
Youth	Women and Older persons
Disabled	HIV/AIDS
Genders; and	Children
All the SPU structures were elected, induced and budgeted for by the municipality. The structures are elected for a period of five years and are required to identify programmes for implementation on an annual basis.	All the SPU structures were elected, induced and budgeted for by the municipality. The structures are elected for a period of five years and are required to identify programmes for implementation on an annual basis.

Strengths	Weaknesses	2 skilled personnel	An approved performance management system	Minimal budget allocation framework in place	Budget	PMS Committees in place	Automated performance management systems	Threats	Support from other spheres of government	Continuous technological updates	(Monitoring and Evaluation Unit – EC – COGTA and The Office of the Presidency)
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Below is a SWOT Analysis for the PMS Unit

Focal Area	Project Name	Project Description
Youth	FIELD BAND FOUNDATION PROJECT	<p>The band is an initiative which seeks to develop young people on skills such as Music and Dance with the social development aspect. The project has an intake of +- 250 participants both in Dordrecht and Indwe. A memorandum of understanding was signed between the municipality and the Field band foundation</p> <p>Field band was launched in 2015. It is adequately resourced with staff and instruments as well as participates in the Cape Town carnival, regional and national championships annually. Life skills workshops which include HIV and AIDS programme have been conducted and continue to be facilitated on an annual basis.</p>
	MAYORS CUP TOURNAMENT	<p>The concept is the initiative of the Council to develop Sport. The tournament is known as the Mayoral Cup which was instigated in 2005 to develop young people in Sport in the entire municipality. It includes various sports discipline such as the Football, Netball, Rugby, Boxing and Athletics.</p> <p>This tournament promotes development of young people in sport and nurture talent. It is as well to inculcate a culture of using sport as an inhibitor to drugs, alcohol abuse and crime. The event is budgeted for on an annual basis.</p>
	YOUTH COUNCIL	A youth development summit was held in November 2016 and a youth development strategy was developed. Youth council convened youth assembly to elect new office bearers in 2017.
WOMAN	WOMEN FORUM AND GENDER EQUALITY	<p>The women forum was established in 2014. And were capacitated in leadership skills. In September 2017 a new forum was elected and inducted</p> <p>Gender mainstreaming training was conducted to officials and councillors to ensure that issues of gender are mainstreamed in the municipal business. An implementation plan to mainstream gender issues in the municipal business is still to be developed</p> <p>The programs implemented by the structure are budgeted for by the municipality. The forum identified and funded 1 women project in Qoqodala with garden tools in 2017/2018 financial year.</p>
PEOPLE WITH DISABILITY	PEOPLE WITH DISABILITY (PWD) COUNCIL	<p>A functional structure for PWD is in place and meetings are held on a quarterly basis as per the meeting schedule. The municipality has donated a site and a structure was constructed by public works to accommodate a sewing project (Vukuzenzele Project).</p> <p>In 2017/2018 the municipality provided the libraries with newspaper reading machines for the Blind. In 2018/2019 Emalahleni Local Municipality in partnership with Department of Health and</p>

SWOT Analysis

Strength	Weakness	Established functional Forums	Inadequate Human Resource	Sufficient Budget	Opportunities
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Focal Area	Project Name	Project Description	Municipality	Community	Business Sector
ELDERLY	ELDERLY PERSONS	The municipality has a forum established to lobby and advocate for interests of older persons which also coordinates programmes for elderly. The elderly persons have various programmes such as Nelson Mandella Day, Parliament for elderly and Golden games.	Nelson Mandella Day	The municipality in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day.	The municipality in partnership with the provincial sector implemented some of the community work programmes to honour this day.
ELDERTY	ALBINISM	Social Development handed sunscreens to people living with albinism	Albinism	The Nelson Mandella Day has been declared as the international day in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day.	The municipality in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day.
SPORTS COUNCIL	ADVISORY FORUM	The municipality is in place to facilitate development of sport and advise the preparations for Mayors Cup and other Sports programs.	Children's Advisory Forum	The municipality supports the children's advisory forum in terms of: Support to early childhood development centres Mous Monitor support for the forum Social investment by corporate sponsors The Forum is established under the Department of Social Development.	Support to early childhood development centres Mous Monitor support for the forum Social investment by corporate sponsors The Forum is established under the Department of Social Development.
COUNCIL		The council is in place to facilitate development of sport and advise the preparations for Mayors Cup and other Sports programs.			
CHILDERN'S ADVISORY FORUM		The municipality supports the children's advisory forum in terms of: Support to early childhood development centres Mous Monitor support for the forum Social investment by corporate sponsors The Forum is established under the Department of Social Development.			

Relations with external stakeholders	Out of Pocket expense for Forum members. Office bearer turnover
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Good Governance and Public Participation

Internal Audit

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

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

SWOT ANALYSIS:

INTERNAL AUDIT

Strengths	Weaknesses
Approved Internal Audit Charter	Inadequate tools of trade
Positioning of IA activity as per IIA standards	Non-compliance with IIA standards
Approved Audit Methodology	Continuous professional Development
Approved Quality Assurance and Improvement Policy	
Chief Audit Executive in Place	
Automated Audit Software	
Opportunities	Threats

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

Audit Outcomes

Strengths	Weaknesses	Opportunities
Approved Audit Committee Charter	Continuous professional development	COGTA Chief Audit Executive Forum
Signed Member agreement	Inadequate budget for Audit committees	Threats
Internal Audit as secretariat	Delays in distribution of minutes and agenda packs	Slow implementation of AC resolutions
Attendance in Council meetings	Diversified expertise	AC familiarity with management
COGTA and EC Treasury forums		

SWOT Audit Committee

The Audit Committee was established in July 2015 as required by Section 166 of Local Government: Municipal Finance Management Act and the Municipal Planning and Performance Management Audit Committee was established in July 2021 to perform its mandate of four members with different expertise ranging from regulations to performance management. A new Audit Committee was appointed in August 2018 to serve for a period ending July 2021. The committee sits at least four times annually to review quarterly reports submitted by the internal audit, implementation of the Municipal Performance Management System, quarterly financial reports as well as risk management. The committee reports to Council on its activities as well as make recommendations on a quarterly basis.

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

Audit Committee

COGTA Chief Audit Executive Forum Negative perception on the role of Internal Audit	FMG Funding for tools of trade and shrinking budget allocation for Internal Audit Service	Information Systems migration by Municipalities software	Professional Guidance for EC Treasury	Professional body accreditation
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2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

Risk Management

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

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

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

Strengths	Weaknesses
Risk Management Committee	Limited office space
Risk Management Annual Plan	Lack of Risk awareness
Annual strategic and operational risk assessments	
Quarterly risk monitoring	
Opportunities	Threats
Support from Directors	Legislative disregard

Fraud and Anti-Corruption Prevention

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

Strengths	Weaknesses
Fraud and anticorruption plan	Governance and corruption
Fraud awareness conducted	Inadequate system for conducive ,effective, value for money and accountability Internal control weaknesses

Strengths	Weaknesses	Approved communication policy inadequate resources on both personnel and financial
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SWOT Analysis

The municipality publicizes all the legislated meetings with the communities i.e. Mayoral Imbizo, IDP Roadshows, Stakeholder engagements, IDP Representative Forum, Intergovernmental Relations, Council meetings. The municipality has a website that is uploaded and updated with all the prescribed elements.

meetings are convened when necessary. When communicating Council programmes, the communication unit of the municipality makes use of the following media platforms: Ukaani Community Radio, The Representative, Isolzwe lesixhosa and Udzindaba NewsPaper that is based in Cape Town. The Daily Dispatch, Esterm Cape Today, Daily Sun, SABC Radio, Lukhanyi FM, The Reporter and the Local Government Handbook are the other platforms that are currently used for communication purposes. The unit develops an external newsletter to communicate municipal news to the broader municipal community that is written in English with sixhosa translated copies.

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

To give guidance on how the municipality should communicate; the policy on communication was reviewed and adopted by Council in June 2017. For the proper communication of the municipal programmes in particular and government programmes in general, the Communication Unit participates on the Provincial Government Communicators Forum as coordinated by the Department of Local Government and the Department of Communications which sits quarterly.

The municipality has developed an effective communication strategy to guide municipal communication both internally and externally. This strategy enables the municipality to give effect to legislative requirements as set out in the Constitution of the Republic of South Africa, Act 108 of 1996, Promotion of Access to Information Act 2 of 2000, the Municipal Systems Act 32 of 2000 as well as the National Framework for Local Government Act of 2005 and the National Communication Framework, 2009 issued by Government Communications Systems (GCIS). National Communication Policy as adopted by the National Assembly in 2018.

Communications

Opportunities	Support from the Province and District	Legislative disregard Lack of Fraud awareness
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Draft Communication strategy	
Crisis Communication chapter included on the Communication Strategy	Decentralized internal communication
Member of the LGCF, DCF and the LCF in the form of roundtable	
Opportunities	Threats
Sound relations with the government communication fora	distorted information
Sound relations with the media	Political instability
Capacity building programme done by GIZ on social media development and engagement	Political interference Community unrest

Customer Care and Management

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

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

SWOT Analysis (Customer care)

Strengths	Weaknesses
Customer care policy and strategy	Limited financial and personnel resources
Complaints management procedure manual	Lack of office space to attend to walk-ins
Customer care committee	Lack of cooperation by Directorates on service delivery complaints
Petitions Management Policy	Lack of common courtesy among employees
Institutional customer service standards	
Opportunities	Threats

IDP Roadshows / Mayoral Outreach	Conducted as per the IDP process plan adopted by council; to confirm needs identified for prioritization and inclusion in the reviewed IDP, draft IDP and Budget To report municipal performance
Public Meeting	Purpose

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

The ward committees were established in all 17 wards of the municipal authority and traditional leaders were elected from seven traditional councils. Relations between the ward committees and ward councillors are sound. They are currently getting an out of pocket expense monthly as per the council resolution. The ward committees submit reports monthly to the Public Participation Practitioner and further submit the consolidated report on quarterly basis to the Council. Ward practitioners are facilitated on a quarterly basis.

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

10 Community Development Workers (CDW's)

170 ward committeees, 7 traditional leaders, 7 traditional leaders, 170 ward committeees, 170 ward committeees are based on the approved Public Participation Strategy that was approved by Council in August 2015 and the strategy inclusive of petitions framework; used as a tool to mobilize stakeholders and was implemented successfully. The unit is currently responsible for coordination of:

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

Public Participation

Presidentail hotline forum	Community unrest	Pressure group protests	Presidential hotline system	District customer care forum
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Mayoral Imbizo's	To allow for members of the public to make comments on the approved draft annual report Presentations on back to basics
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Inter-Governmental Relations

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

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

SALGA Working Groups

DIMARFO

Roads and Transport Forums

MuniMec

SWOT ANALYSIS

STRENGHT	WEAKNESS
IGR terms of reference	Lack of joint planning with Government departments and parastatals Poor attendance by both internal and external stakeholders Nonalignment with the District IGR
OPPORTUNITY	THREAT
Participation in District Forums	Nonalignment of delivery of services

Municipal Compliance

Compliance

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

Strengths	Weaknesses	Appointed panel of attorneys	No support staff	Limited Budget	Threats	Opportunities	Support from MPA Chairperson	Lack of legislative disregard	Support from the Office of the Municipal Manager	Manager
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The municipality is striving for a total compliance with all relevant legislation and laws. The municipality is also ensuring that it has the ability to preamps and mitigates any potential legal disputes. In this regard the municipality has established an MPA through the Office of the Municipal Manager, has engaged in the absence of MPA Coordinator, the services of Manager Legal Services and Adminstration to ensure the overall functioning of the Municipal Public Accounts Committee (MPAC). The Manager and Adminstration, The primary duties of the Manager Legal Services and Adminstration are to facilitate execution. The Manager Legal Services and Adminstration also assists MPA with the preparation of oversight report to Council as delegated.

The Manager Legal Services ensures that there is compliance with relevant legislation and laws and facilitates the monitoring of litigation in the civil court up to including trial stage for actions against and/or actions for Council. The Manager Legal Services also liaise with and give instructions to attorneys or advocates appointed to defend or initiate Council matters. The Manager Legal Services and Administration further provides research on legal related matters and performs any other function delegated, from time to time, by the Municipal Manager.

Governance	
Support from Directors	Lack of compliance controls.
Opportunities	Threats
Set Legislation	Limited office space No support staff
Strengths	Weaknesses

are tabbed to Council on a quarterly basis.
developed and are monitored on a quarterly basis or based on their legislative deadlines. The reports

Background

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

Financial Diagnosis

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

Internal and External Factors affecting financial viability of the municipality.

The municipality has a low income base due to the low-income levels of its community and consequently highly dependent on grants. The municipality has a very low debt collection rate that has the potential to affect the long-term financial viability of municipality. The low collection rate can be attributed to the fact that people do not prioritize payment of their municipal accounts. Accounts cannot be delivered due to inadequate consumer address system and service delivery coverage plans from certain directorates. Human resource constraints to be addressed to enforce credit control and debt collection policy.

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

Key Financial Indicators

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

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

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

Revenue management

The Municipality's revenue collection has declined in the last year mostly due to the mSCOA financial system implementation challenges, which lead to increased outstanding consumer debts over the

Supply Chain Management

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

Auditor General are all paid up to date. Creditors to have no major creditors outstanding to date. Typical major creditors such as Eskom and continues to do so. Interest incurred which leads to losses and wasteful expenditure. The municipality as a consequence via email to one individual. Late invoices result to late payments and Telkom send invoices 30 days or as per agreed stipulations however major creditors like Eskom and Telkom made by the municipality. Creditors are recognised and accounted for and are generally paid within the stipulated system that recognises expenditure when it occurs and as such accounts for all payments made by the withdrawal and payment of funds. The municipality has and maintains an expenditure management effective system of expenditure control, including procedures for the approval, authorisation, section 65 of the Municipal Finance Management Act requires that a municipality maintains an

Expenditure Management

The municipality continues to find measures to enhance municipal revenue and to ensure that the municipality continues to be financially viable. The traffic station in Cacadu is currently being further extended to provide for a motor vehicle road worthy testing station.

Further, a debt collector has been appointed and given the implementation of the strategy. Sub-committee has been established to drive and monitor the enhancement of the debt. The municipality has developed a revenue enhancement strategy and a revenue enhancement debt. This target is achievable at year end given the actions and plans put in place to collect outstanding debts. The collection rate target for 2019/20 year, has been set at 60% and the municipality is positive that this target is achievable at year end given the actions and plans put in place to collect outstanding debts. The collection rate for 2019/20 year, has been set at 60% and the municipality is positive that the municipality will improve the collection rate over the medium to long term.

A positive achieved with the MSCOA system implementation was the improvement in the consumer data integrity as this system forced the municipality to do data cleaning.

The municipality's collection rate regressed further to 18% in the 2018/19 financial year compared to 36.36 collection rate achieved in the 2017/18 financial year. It improved slightly during the current year (2019/20) to about 22% at mid-year. This drastic reduction was mostly due to the MSCOA system implementation that rendered the municipality unable to do billing timely and issue statements in time for the first quarter of the current year. The municipality has now been able to do its billing on time and is now able to again issue statements to consumers.

Despite the latter, consumers do not come forward to apply for indigent support during the registration period to ensure they receive subsidy on their refuse removal and property rates levies. The municipality's indigent register currently has in access of 735 qualifying and subsidised refuse consumers and more than 3 750 indigents who receive 50 units of free electricity monthly.

Most service consumers of the municipality are unemployed and cannot afford to pay for services consumed. Despite the latter, consumers do not come forward to apply for indigent support during the registration period to ensure they receive subsidy on their refuse removal and property rates levies. The fact that the Emaalaheni municipal area is a low wage economy also

contributes to the uncollectable debt.

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

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

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

Asset Management

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

SWOT Analysis

Strengths	Weakness
Asset Management Policy GRAP compliant Fixed Asset Register	Safeguarding of assets Management and control of asset movement Non-appointment of Asset management champions in our directorates. Poor communication between HR and Asset Management office during induction and exit of employees.
Opportunities	Threats
Procurement of Asset Management Scanners that can pull directly to the fixed asset register	Theft Ownership disputes on assets without barcodes.

Budget and Financial Reporting

The Municipality in accordance with the municipal Systems Act 32 of 2000, annually formulates an IDP/Budget process plan to guide the development of the annual budget and the review process of the IDP. This process enhances integration and alignment between the Integrated Development Plan

SNAPSHOT ON THE LATEST MUNICIPALITY SOCIO ECONOMIC STATUS

Strengths	Weaknesses	Fleet Management Policy
Opportunities	Threats	Repacement of fleet
Accidents	Budget	Fleet management systems

SWOT Analysis

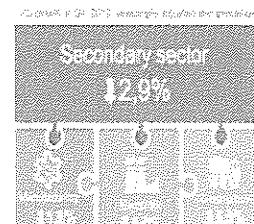
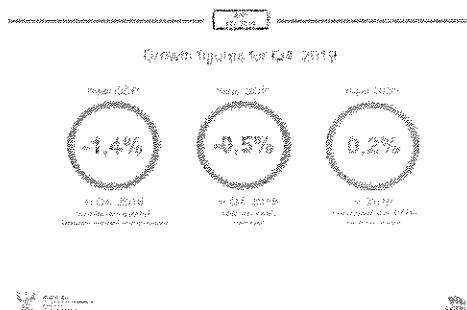
Budget, thereby ensuring the development of an integrated Development Plan-based Budget. The reporting process is a continuous process in order to ensure the early identification of problem areas and none or under performance. The municipality aims to continue with accountable and develop mental orientation management to sustain a sound fiduciary position and ensure compliance with all prescribed accounting standards.

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

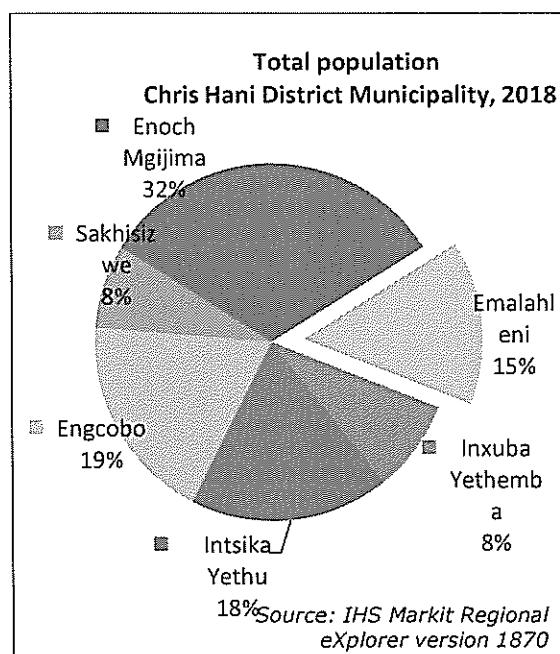
There is a Fleet Management Policy which was approved by council in June 2019/2020 FY and is subject for review in 2020/2021 F/Y. There is a Fleet Management Joint Standing Committee consisting of representatives from Corporate Service, IDHS and Community Services and BTO to discuss fleet related matters. The unit consists of 4 officials. The unit provides fleet management support to all directorates.

The municipality is in possession of 12 plant machinery, 15 vehicles, 6 tractors and 7 trailers.

GDP Performance of RSA



DEMORGRAPHIC PATTERNS



With 128 000 people, the Emalahleni Local Municipality housed 0.2% of South Africa's total population in 2018. Between 2008 and 2018 the population growth averaged 0.67% per annum which is about half than the growth rate of South Africa as a whole (1.61%).

When compared to other regions, the Emalahleni Local Municipality accounts for a total population of 128,000, or 15% of the total population in the Chris Hani District Municipality, with the Enoch Mgijima being the most populous region in the Chris Hani District Municipality for 2018.

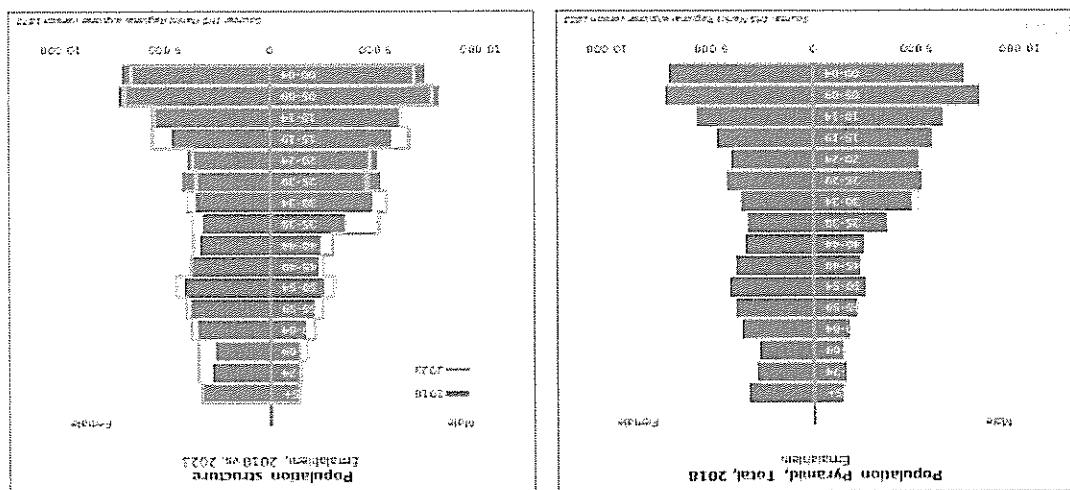
The ranking in terms of the size of Emalahleni compared to the other regions remained the same between 2008 and 2018. In terms of its share the Emalahleni Local Municipality was very similar in 2018 (14.8%) compared to what it was in 2008 (14.8%). When looking at the average annual growth rate, it is noted that Emalahleni ranked third (relative

DEVELOPMENT

In 2018, there is a significantly larger share of young working age people between 20 and 34 (21.0%), compared to what is estimated in 2023 (19.3%). This age category of young working age population will decrease over time. The fertility rate in 2023 is estimated to be significantly higher compared to that experienced in 2018. The share of children between the ages of 0 to 14 years is projected to be significantly smaller (29.6%) in 2023 when compared to 2018 (32.4%).

The population pyramid reflects a projected change in the structure of the population from 2018 and 2023.

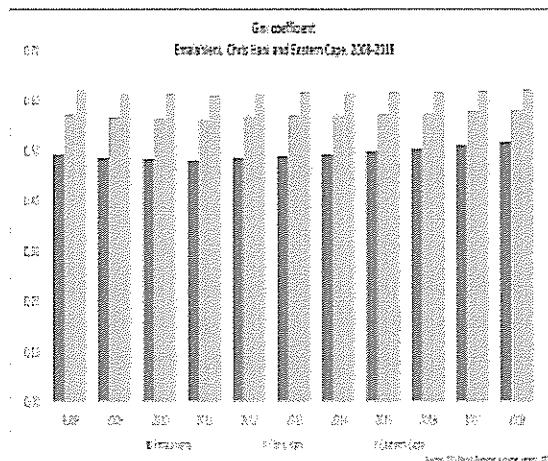
The differences can be explained as follows:



In 2018, there is a significantly larger share of young working age people between 20 and 34 (21.0%), compared to what is estimated in 2023 (19.3%).

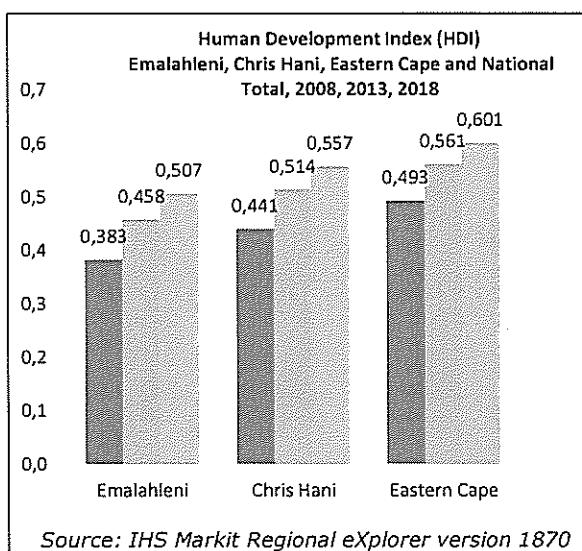
to its peers in terms of growth) with an average annual growth rate of 0.7% between 2008 and 2018.

In 2018, the Gini coefficient in Emalahleni Local Municipality was at 0.517, which reflects a increase in the number over the ten-year period from 2008 to 2018.



The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income.

The Chris Hani District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.581 and 0.623 respectively) when compared to Emalahleni Local Municipality.



The percentage of people living in poverty has decreased from 85.35% in 2008 to 78.79% in 2018, which indicates a decrease of 6.56 percentage points.

In 2018, there were 101 000 people living in poverty, using the upper poverty line definition, across Emalahleni Local Municipality -this is 0.33% lower than the 101 000 in 2008. The percentage of people living in poverty has decreased from 85.35% in 2008 to 78.79% in 2018, which indicates a decrease of 6.56 percentage points.

Source: IHS Markit Regional eXplorer version 1870

2008/2009 and 2018/2019 financial years.

Violent crime increased by 1.44% since 2008/2009, while property crimes increased by 1.94% between the

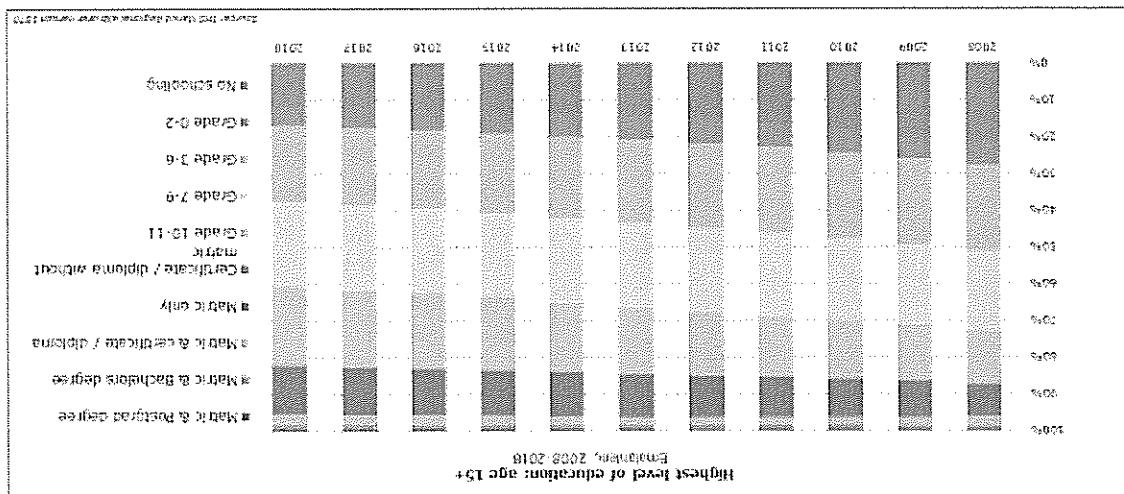
the Emalahleni Local Municipality.

For the period 2008/2009 to 2018/2019 overall crime has increased at an average annual rate of 1.48% within

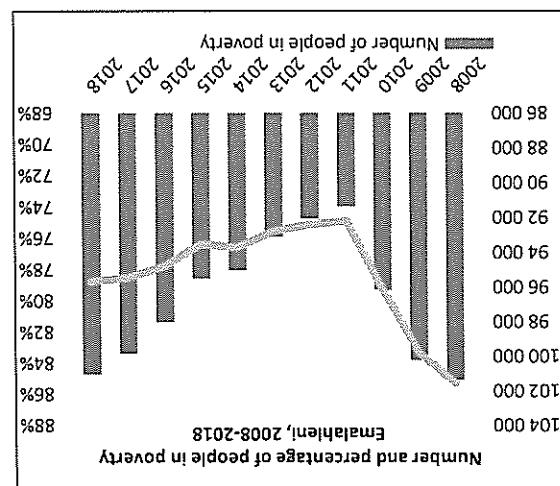
CRIME

in the number of people with 'matric' or higher education.

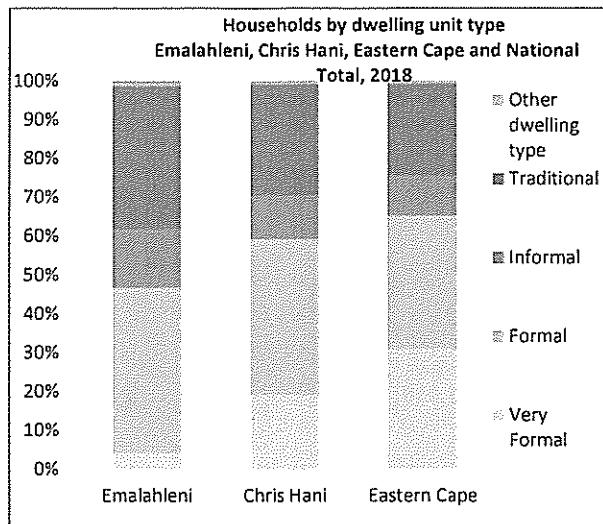
Within Emalahleni Local Municipality, the number of people without any schooling decreased from 2008 to 2018 with an average annual rate of -4.28%, while the number of people within the 'matric only' category increased from 5,450 to 9,990. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.58%, with the number of people with a 'matric and a Bachelor's degree' increasing with an average annual rate of 2.88%. Overall improvement in the level of education is visible with an increase



Within Emalahleni Local Municipality, the number of people without any schooling decreased from 2008 to 2018 with an average annual rate of -4.28%.



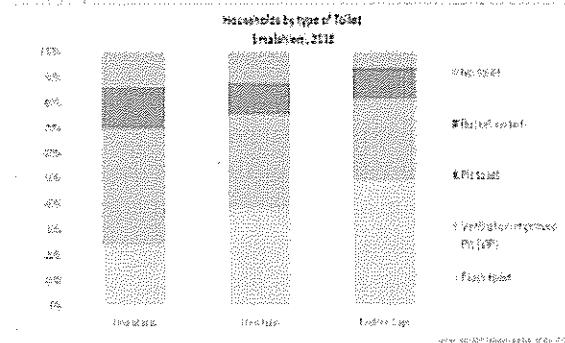
HOUSEHOLD INFRASTRUCTURE



Emalahleni Local Municipality had a total number of 1 500 (4.21% of total households) very formal dwelling units, a total of 15 200 (42.59% of total households) formal dwelling units and a total number of 5 410 (15.14% of total households) informal dwelling units.

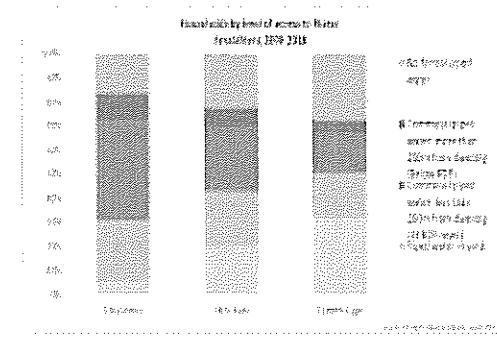
Source: IHS Markit Regional eXplorer version 1870

The local municipality had a total number of 8 590 flush toilets (24.07% of total households)



Emalahleni Local Municipality had a total number of 8 590 flush toilets (24.07% of total households), 16 400 Ventilation Improved Pit (VIP) (46.02% of total households) and 5 420 (15.18%) of total households pit toilets.

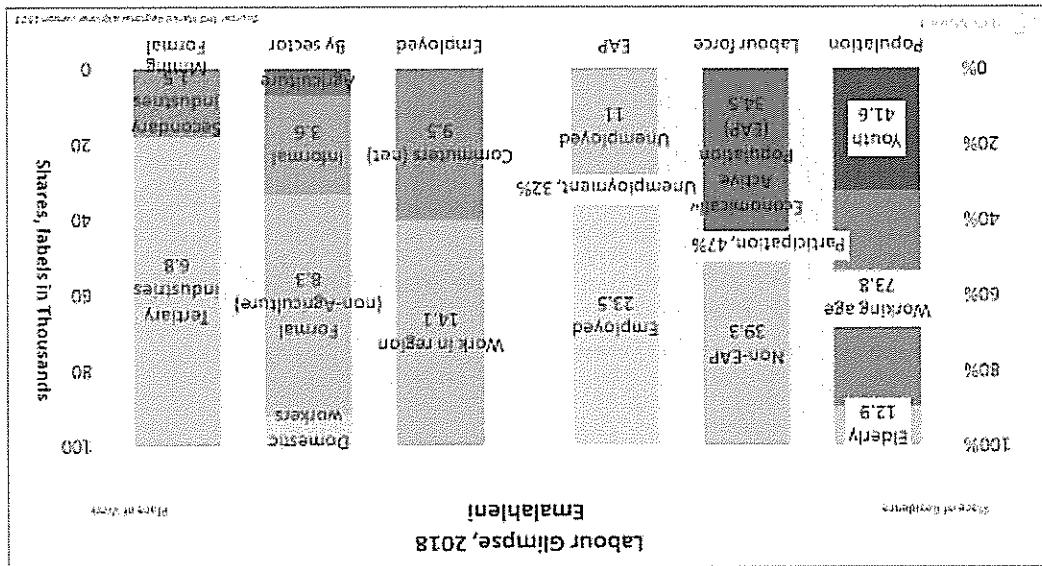
5.74% households had piped water inside the dwelling



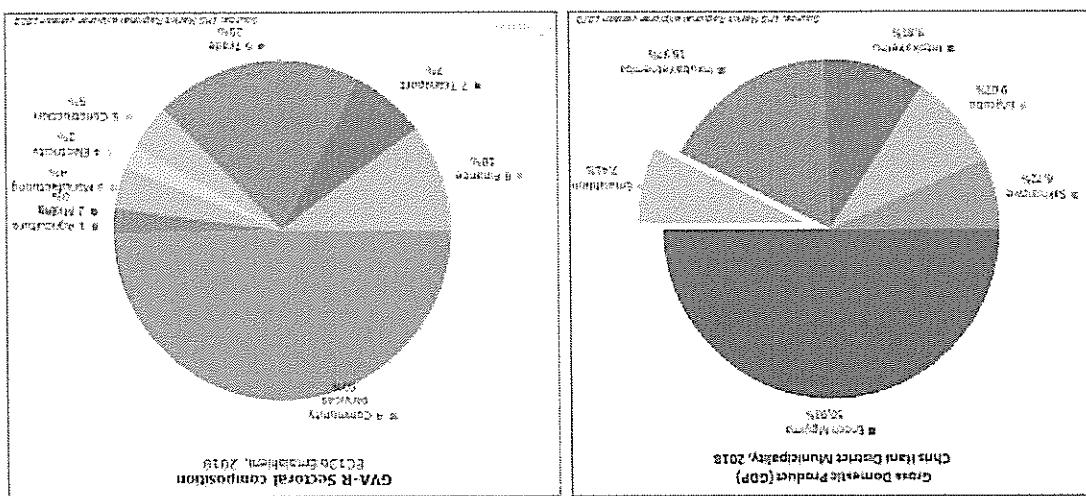
Emalahleni Local Municipality had a total number of 2 050 (or 5.74%) households with piped water inside the dwelling, a total of 9 000 (25.20%) households had piped water inside the yard and a total number of 5 850 (16.38%) households had no formal piped water.

ECONOMY AND LABOUR

Out of the working age group, 47% are participating in the labour force, Population: 41.6% youth and working age (15-64 years old) account for 73.8% of total population.



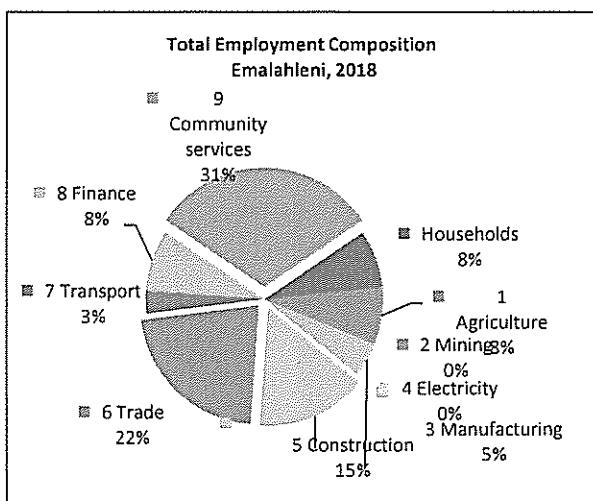
The Emalahleni Local Municipality had a total GDP of R 2.36 billion and in terms of total contribution towards Chris Hani District Municipality the Emalahleni Local Municipality ranked fifth relative to all the regional economies to total Chris Hani District Municipality GDP. This ranking in terms of size compared to other regions of Emalahleni remained the same since 2008. In terms of its share, it was in 2018 (7.4%) slightly smaller compared to what it was in 2008 (7.8%). For the period 2008 to 2018, the average annual growth rate of 0.4% of Emalahleni was the fourth relative to its peers in terms of growth in constant 2010 prices.



Emalahleni contributes 7.41% towards Chris Hani DM total GDP

Unemployment rate was recorded at 32% in 2018.

The community services sector (government) was the largest employer with a total of 4 380 employed people or 31.1% of total employment in the local municipality.



In 2018, Emalahleni employed 14 100 people which is 8.44% of the total employment in Chris Hani District Municipality (167 000), 0.96% of total employment in Eastern Cape Province (1.47 million),

Economic sectors that recorded the largest number of employment in 2018 were the community services sector with a total of 4 380 employed people or 31.1% of total employment in the local municipality. The trade sector with a total of 3 090 (21.9%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 22.1 (0.2%) is the sector that employs the least number of people in Emalahleni Local Municipality, followed by the electricity sector with 29.2 (0.2%) people employed.

Source: IHS Markit Regional eXplorer version 1870

3.1 INTRODUCTION

CHAPTER 3 - MACRO-STRATEGY OF THE MUNICIPALITY

It has also noted that there is no structured lobbying programme nor the necessary skills set that should develop such a programme and support the political structures

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

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

Maintaining financial viability: This strategy identifies as central to turning around delivery needs.

The current development situation, the need to maintain sound financial discipline and properly channelled to priorities. The strategy identifies the need to balance and viability. This will ensure that available resources are protected from misuse and prioritisation split of budget between internal operational and external capital

others in a way that should lead to a major turnaround in the local economy.

It has to be able to get the municipality's initiatives to coordinate and synergise with

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

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

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

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

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

in delivering on it in systematic way. Building this capacity is seen as a major driver of capacity building.

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

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

3.2 Municipal Vision, Mission and Values

(1) Municipal Vision

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

(2) Municipal Mission

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

(3) Municipal Values

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

3.3 Context of Emalahleni Strategy

(1) Legal Context

- Constitution of the Republic of South Africa, 1996
- Development Facilitation Act, 1995 (Act 67 of 1995)
- Local Government: Demarcation Act, 1998 (Act No 27 of 1998).
- White Paper on Local Government of 1998.
- Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000).
- Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998).
- Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003).

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

(4) Regional Context

- The Emalahleni Local Municipality considers the above and other policies and programmes that the provincial government comes up with in addressing the challenge of providing better life for all.
- Diversification of Manufacturing Sector.
 - Agribusiness Transformation.
 - Strengthening of food security.
 - Pro-poor programming.

Provincially, the Growth and Development Programme (PGDP), whose objectives includes the eradication of poverty, emphasises the following:

(3) Provincial Context

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

(2) National Context

- Powers and Functions allocated by the Minister for Provincial and Local Government and MEC for Local Government in terms Sections 83 and 85 of the Municipal Structures Act, 1998 respectively.
- Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005).
- Municipal Property Rates Act 6 of 2004.
- Supply Chain Regularties.
- Performance Management Policy.

ALIGNMENT MATRIX

Sustainable Development Goals	National Development Plan 2030	Eastern Cape Vision 2030	Chris Hani District Municipality's (ELM)	Emalahleni Local Municipality's (ELM)	ELM Priority areas	
					<input type="checkbox"/> SME Development	<input type="checkbox"/> Mining
Promote sustained, inclusive, and sustainable economic growth.	Transformed Economies and Job Creation	An economy that will create more jobs	To consistently create an enabling environment for Economic Growth, Rural Development and Employment opportunities	To promote, facilitate and improve sustainable local economic development through identification and implementation of Local Economic Development programs	<input type="checkbox"/> Provision of Electricity	<input type="checkbox"/> Tourism Development
Build resilient Infrastructure, inclusive and sustained industrialisation, and foster innovation	High Standard of living, quality life and well being for all	Improving Infrastructure	A growing, inclusive, radical and equitable economy	To provide, improve and maintain provision of basic services to local communities and/or households	<input type="checkbox"/> Alternative sources	<input type="checkbox"/> Human Settlements
End hunger, achieve food security and improved nutrition and promote sustainable agric.	Modern Agriculture for increased productivity and production		Ensuring provision of Basic Services in a well-structured, efficient and integrated manner	To promote, facilitate and improve sustainable local economic development through identification and implementation of Local Economic Development programs	<input type="checkbox"/> Spatial Development	<input type="checkbox"/> Re - Forestation
					<input type="checkbox"/> Job Creation	<input type="checkbox"/> Agriculture Development
					<input type="checkbox"/> Agro-Processing	<input type="checkbox"/> Re - Forestation

Ensure inclusive and equitable quality education and promote life long learning opportunities for all	Well educated Citizens and skills renovation underpinned by Science and technology and innovation	Improving the quality of education, training, and citizenry.	An educated, empowered, and innovative citizenry. of services to communities.	To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to communities.	To ensure effective implementation and monitoring of municipal systems to achieve clean administration
Ensure healthy lives & promote well being for all ages	Healthy and Well-Nourished Citizens	Quality health care for all	A healthy population	To ensure effective implementation and monitoring of municipal systems to achieve clean administration	<input type="checkbox"/> Employee Wellness <input type="checkbox"/> HIV and Aids <input type="checkbox"/> Occupational Health and Safety
Make cities and human settlements inclusive, safe, sustainable and resilient and for all	High Standard of Living, Quality Life and wellbeing for all	Building safer communities	Vibrant and equitable enabled safe communities		<input type="checkbox"/> Cash Management <input type="checkbox"/> Revenue Management <input type="checkbox"/> Expenditure Management <input type="checkbox"/> Budget and Reporting <input type="checkbox"/> Supply Chain
	Reforming the public service	Capable, conscientious and accountable institutions	Ensuring an effective, Efficient and coordinated Financial Management that enables CHDM to deliver its mandate.	To maintain and improve financial viability of the municipality	
	Transforming society and uniting the country				

Reversing the spatial effects of apartheid	To encourage the involvement and collaboration of Communities and Stakeholders through working together to achieve good governance in an integrated manner.	To ensure development and implementation of improved systems of communication, public participation and good governance in line with applicable laws and regulations by June 2022 to Achieve clean administration.	<input type="checkbox"/> Special Programs <input type="checkbox"/> Public Participation' <input type="checkbox"/> Integrated Development Planning <input type="checkbox"/> Customer Care <input type="checkbox"/> Intergovernmental Relations <input type="checkbox"/> International Relations and Partnerships

(5) SWOT Analysis

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

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

SWOT ANALYSIS POINTS RAISED

BISD	LED	MTID	GGPP	FVM
4.6.1 KPA 1: Strengths:	KPA 2: Strengths: <ul style="list-style-type: none">• Subsistence and commercial farming• Agro-processing facilities• Small-scale mining sites• Historical attraction R392 Route (From KZN Midlands to Western Cape Midland)• R410 Route (Cala to Queenstown Cracadu) Tourism facilities	KPA 3: Strengths: <ul style="list-style-type: none">• Qualified personnel in those positions currently filled• There is creative and innovative thinking capacity• High rate of labour turnover during the last financial year• Disaster Recovery Plan	KPA 4: Strengths: <ul style="list-style-type: none">• Local and district Communicators Forum• Public Participation Systems• 93% success rate of addressing complaints registered on the Presidential Hotline (as per Cabinet report)• Approved Strategies• Approved Internal Audit Charter & Audit Committee Charter.• Established Ward Committees for all wards.	KPA 5: Strengths: <ul style="list-style-type: none">• Internal controls in place to avoid Fruitless and Wasteful expenditure and comply with section 65 and 66 in MFMA• Availability of policies and procedure manuals and controls
KPA 1:Weaknesses:	KPA 2: Weaknesses <ul style="list-style-type: none">• Over reliance on grants• Lack of bulk infrastructure plant and equipment.	KPA 3: Weaknesses: <ul style="list-style-type: none">• Office Space• Decentralised Communication	KPA 4: Weaknesses: <ul style="list-style-type: none">• Internal	mSCOA system development challenges lead to huge non-compliance to the municipality Revenue collection target of 60% set for the year not achieved at midyear but departments remains positive that it will achieve the target by year end Limited Budget

KPA 1: Opportunities:	KPA 2: Opportunities:	KPA 3: Opportunities:	KPA 4: Opportunities:	KPA 5: Opportunities:
<ul style="list-style-type: none"> Eradication of electricity backlog Improvement of quality on all infrastructure projects Beautification of Emalahleni towns EPWP Massive Job Creation Established & Operational Traffic facilities (DLTC, RA & VTS Approved IWMP & Designated WMO Greenest Municipal Competition Greening and Land Care Initiatives Innovative and qualified staff 	<ul style="list-style-type: none"> Interlink road (R56 and R400) between KZN – WC Natural Resources like waterfalls Rifable market for livestock Cheese factory Mining of coal, quarry and sand Agro-processing Farms are available, some even belonging to ELM Proximity to Queenstown for markets and State Support Cultural places of entertainment and tourism. 	<ul style="list-style-type: none"> Partnership with local institutions of higher learning Support from the District Municipality Capacity building (SAMGA) Use of the appointed Panel of Legal Advisors Good relations with sector departments 	<ul style="list-style-type: none"> Strong relations with communities through Mayoral Imbizo, Ward Committees and CDWs, NGOs, SAMGA, Working Groups, CHDM and COGTA Partnership and twinning agreement. Presidential hotline forum and system Include fraud awareness on the municipal for community education. Good relations with sector departments 	<ul style="list-style-type: none"> Reviewing of operating procedures and policies (SCM Policy, SCM Procedure) Automated SCM module in financial system Partnering with key suppliers e.g. long term contracts with accredited suppliers Improved document management Raising of additional rates revenue by registering properties that are currently registered under Municipality to the relevant owners
<p><u>4.5.4 Threats:</u></p> <ul style="list-style-type: none"> Unpredictable weather conditions Severe climatic change may affect agricultural farming 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> Lack of disaster recovery site Invalid Wide Area Network contract 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> Community unrest 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> High level of unemployment within the Municipality leading to high indigency rate Outdated lease agreements for rental properties The user departments not honest in the evaluation of the performance of service providers The impact of the mSCOA legislation and the continuous change in budget versions by treasury. 	

3.4 Core elements of the Strategy

(1) Infrastructural Resource

Problem statement

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

Possible solution

- The municipality has identified a bulk infrastructure project to respond to the status of the current infrastructure and uplift the community of the municipal area; by soliciting funding from the National Treasury. The objective of the project is provide sufficient bulk infrastructure to service the new Emalahleni Development Programme by upgrading infrastructure within the existing towns of Cacadu, Indwe and Dordrecht
- This funding includes plans for the development of Council Chambers, 30 000m² shopping centre, housing development; bulk infrastructure including storage dams, water and waste water treatment works, bulk storage reservoir, bulk lines, outfall sewers and reticulation system.

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

(2) Financial Resource

Problem statement

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

Possible Solution

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

(3) Systems Capacity

Problem Statement

- The data in the system is not always accurate, rendering the billing sometimes incorrect.
- The financial muscle of the municipality is not always accommodating of training on the systems because this is always very costly.

3.5 Strategic Objectives

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

Possible solution

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

Problem statement

(5) Climate Change

- Job creation
 - Improvement in the rail and road linkages
 - Establishment of subsidiary industries / businesses like accommodation for workers, mechanics (servicing), transport, security, etc.
 - Cheap coal available for local market
- Coal available for mining which will benefit the community in the following areas:
- ights in the municipal area. The company estimates that there is over 1 billion tons of coal available for mining which will benefit the community in the following areas:
 - The municipal area is well known for its natural resource called coal, it has a mining company called Elitheni, which has acquired over 650 km² of mining and prospective coal available for mining which will benefit the community in the following areas:
 - The municipal area is well known for its natural resource called coal, it has a mining company called Elitheni, which has acquired over 650 km² of mining and prospective coal available for mining which will benefit the community in the following areas:
 - Departmental involvement of the Municipality in the form of facilitating and monitoring the Sector current state of affairs in the area.
 - Departmental involvement of the Municipality in the form of facilitating and monitoring the Sector current state of affairs in the area.
 - Dependence on social grants.
 - Development of strategies for job creation in all sectors of the economy would alleviate dependence on social grants.

Possible Solutions

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

Problem Statement

(4) Social Factors

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

Possible Solutions

- ↳ To provide a properly maintained basic infrastructure service for local communities by June 2022 (BISD-Infrastructure)
- ↳ To provide, improve and maintain provision of basic services to local communities and/or households by June 2022 (BISD- Community Services)
- ↳ To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programmes by June 2022 (LED)
- ↳ To ensure a developmentally oriented planning institution in compliance with legislative prescripts, laws and regulations applicable to local government (MTID)
- ↳ To ensure development and implementation of improved system of communication, customer care, public participation and good governance in line with applicable laws and regulations to achieve clean administration by June 2022 (GGPP)
- ↳ To maintain and improve financial viability of the municipality by June 2022 (FV)

Game changers in addressing the strategic challenges faced by the municipality

After the diagnosis through deliberations from both internal and external stakeholders at the institutional strategic planning session 2019/2020, the game changers below were suggested:

- Invest in Bulk and basic Infrastructure,
- Harness the advantages of our economic competitive and comparative advantages,
- Strategic Skills and leadership developments including democracy education,
- Strategic partnership and Intergovernmental relations,
- Poverty Eradication / Alleviation,
- Future fit leaders and competent Managers and personnel,
- Financial Sustainability and Viability and
- Good Governance and Community Involvement.

3.6 Conclusion

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

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

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

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

Below is a list of strategic focus with strategies, indicators:

4.1 Introduction

CHAPTER 4 - OBJECTIVES, STRATEGIES, AND INDICATORS

EMALAHLENI MUNICIPALITY SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2022/12/2022

Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator	Outcome Indicator	Budget Allocation	Funding Source	Indicator Code	Annual Target 2021/2022	Custodian
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										
Community Safety Programmes	To provide, improve and maintain provision of basic services to local households by June 2022	Monitor functionality of 3 Registration and Licensing Authorities	Number of Registration and Licensing Authorities Functional	3 Registration and Licensing Authorities Functional	Functional Licensing Authorities	R0	Opx	1_1_1.3_P003	3 Registration and Licensing Authorities Functional (Cacadu, Indwe, and Dordrecht) by 30 June 2022	Community Services
Waste and Environment Management	To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2022	Process Learners and Driver's License Applications received	Number of Driving License Applications functional	12 Driving License Testing Centre Reports	Functional Licensing Authorities	R0	Opx	1_1_1.4_P004	1 Driving License Testing Centre functional in Ward 4 by 30 June 2022	Community Services
Roads and Storm Water	To provide maintained basic infrastructure service for local communities by June 2022	Collect Refuse in urban and township areas	Number of urban and township areas with access to refuse removal services	3 Urban areas and 10 townships with access to refuse removal service	Improved, safe and healthy environment	Opex		1_2_2.3_P008	Refuse removal services conducted in 3 Urban areas and 10 townships by 30 June 2022	Community Services
	Construction of facilities	Planning for the development of the landfill site			Development plan for the construction of a landfill site	MIG			1 EIA on the construction of the land fill site developed by 30 June 2022	IDHS
	Implement Environmental Management Framework (EMF)	Number of Environmental Management Framework (EMF) implemented	3 Environmental Management Programs implemented in 1 Lady Frere, 1 Dordrecht and 1 Irdwae	Improved, safe and healthy environment		Opex		1_2_2.11_P016	3 Environmental Management Programmes implemented by 30 June 2022	Community Services
	Implement, monitor, and report on the approved Roads Infrastructure Plan	Number of km of Access Road Gravelled	Planning phase for construction of Access Road in Ward 17 (Jinginja Access Road) Approved Road Designs	Improved access roads		MIG			Gadlume access road constructed by 30 June 2022.	IDHS
	To provide maintained basic infrastructure service for local communities by June 2022	Number of km of Access Road Gravelled	Planning phase for construction of Access Road in Ward 17 (Tsotokazi Access Road) Approved Road Designs	Improved access roads		MIG			Witsile access road constructed by 30 June 2022.	IDHS

	Number of km of Access Road Gravelled	Improved access roads	MIG	Diamini access road constructed by 30 June 2022	IDHS
	Number of Km of road maintained	Improved access roads	Opx	1_10_10.3_P033	Km's of gravel road maintained in ward by June 2022
Infrastructure Development	To provide, improve and maintain provision of basic services to local communities and/or households by June 2022	Number of meters of streets paved and report on the approved Roads Infrastructure Plan	Improved roads infrastructure	EPWP	1_10_10.2_P032
	Number of meters of Streets paved at Indwe (Ward 16)	200m of Cacadu internal streets in ward 4 paved (VTS)	Improved roads infrastructure	EPWP	Paving of Mavuya by 30 June 2022
	Number of km of roads paved	200m of Indwe internal Streets paved	Improved roads infrastructure	EPWP	1_10_10.2_P031
	Number of km of roads paved	400m of roads paved	Improved roads infrastructure	MIG	To be confirmed
	Number of km of roads paved	Road Designs for 2.2km of Paving in Mavuya Location in Indwe (Ward 15) developed	Improved roads infrastructure	MIG	
	Number km of roads paved	400m of roads paved in Sintakito location DDX	Improved roads infrastructure	MIG	m of internal streets paved in Mavuya in Indwe (Ward 15) by 30 June 2022
	Number km of roads paved	400m of roads paved in Sintakito location DDX	Improved roads infrastructure	MIG	1_10_10.2_P030.1
					km's of roads paved in Ward by 30 June 2022
Building/Facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2022	Construction of Facilities	Dordrecht Sportsfield	Phase 1 - 1 Dordrecht Sportsfield constructed in (Ward 14) by 30 June 2022	IDHS
	Number of cemeteries developed	Number of sportfields constructed	Upgraded Sportfield	1_12_12.5_P136	
	Number of cemeteries developed	Indwe Sportsfield	Indwe Cemetery	1_12_12.5_P131	1 Indwe Sportsfield upgraded in Ward 16 by 30 June 2022
Agricultural Infrastructure	To ensure provision of agricultural facilities for agricultural development in the municipal area	Construct agricultural facilities for agricultural development in the municipal area	improved cemetery infrastructure	1_16_16.1_P042	1 Cemetery in (Indwe) Ward 16 developed by 30 June 2022
	Number of dipping tanks constructed	3 Dipping tanks constructed in the municipal area during 2017/2018	Improved agricultural infrastructure	CHDM	1 Dipping tank constructed in Nqningana (Ward 1) by 30 June 2022

Land Use Management	To promote an orderly built environment by June 2022	Implement Spatial Planning and Land Use Management (SPLUMA)	Percentage of compliant land use applications received and processed for approval by AO or CHDM	100% compliant land use applications received and processed for approval by AO or CHDM	Compliance with SPLUMA	Opx	1_20_20.1_P047	100% compliant land use applications received and processed for approval by AO or CHDM by 30 June 2022	IDHS
Illumination	To ensure provision of electricity infrastructure for all communities by June 2022	Erect solar streetlights	Number of solar streetlights erected	100 Solar streetlights in Cacadu (66) and Indwe (34)by June 2018	Improved illumination in ELM	MIG		Solar streetlights erected in Cacadu , Dordrecht and Indwe by 30 June 2022	IDHS
Security Services	To provide, improve and maintain provision of basic services to local communities and/or households by June 2022	Electricity households	Number of households electrified	324 households electrified in ward 1, 5, 6 and 13 June 2017 financial year		INEP		Electrification of households in Ward by June 2022	IDHS
Indigent Support	To maintain and improve financial viability of the municipality by June 2022	Review and update of the Indigent Register	Expand services to include (refuse removal, rates & electricity)	3900 households receiving free basic service (Electricity)	Improved Service Delivery	R5 190 000	Opx	1_21_21.1_P048	BTO
								3900 households receiving free basic service (refuse removal, rates & Electricity) by 30 June 2022	
KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Small Medium and Micro Enterprise Development	To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programmes by June 2022	Support emergent businesses to build more economic capacity	Number of SMEs supported	3 SMEs supported (Mphothulu Youth Project & 2 sub-contractors)	Sustainable SMEs	Opx	2_22_22.2_P050	5 SMEs supported in ELM by 30 June 2022	PEDTA
Agricultural Development (Livestock)	Provide agricultural development services	Formalize businesses	Number of business licenses issued	20 Businesses and Hawkers licensed (6 Indwe, 8 Cacadu, and 6 Dordrecht	Revenue generation	R0 Opx	2_22_22.3_P051	30 Business licenses issued (8 Indwe, 14 Cacadu and 8 Dordrecht) by 30 June 2022	PEDTA
		Provide agricultural development services	Number of advisory sessions (branding & 2 advisory services) facilitated	3 Advisory sessions and 1 farmer's day conducted	Sustainable and capacitated farmers		2_23_23.1_P052	2 agricultural development services provided (~1000 livestock branded & advisory sessions for branding certificate applications facilitated in 17 wards) by 30 June 2022	PEDTA
			Number of Small Scale Irrigation Scheme and Crop Production Processing Plan	Not Applicable				1 Small Scale Irrigation Scheme and Crop Production Processing Plan reviewed and	PEDTA

	Reviewed and Implemented				Implemented by 30 June 2022
	Implementation of feedlot operational plans	Number of Feedlot operational plan reviewed and implemented.	Constructed feedback	CHDM	1 Feedlot operational plan reviewed and implemented by June 2022.
Tourism Development and Heritage Management	To Implement Tourism and Heritage Management Plan by June 2021	Conduct Exhibition Shows	Number of Art Centre Marketing Plans developed and implemented	Tourism Promotion	Opex 2_27_27.4_P134 1 Art Centre Marketing Plan reviewed and implemented by 30 June 2022.
Job Creation	To improve economic development within ELM by June 2021	Compile reports on job creation	Number of jobs created through Expanded Public Works.	Improved livelihood	EPWP Local People employed in Projects and Reported on EPWP MIS System by 30 June 2020
Communication	To ensure development and implementation of improved system of communication, customer care, public participation and good governance in line with applicable laws and regulations to achieve clean administration by June 2022	Implement Communication Strategy programmes	Number of Communication Strategy programmes implemented	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Opex 3_31_31.1_P069 4 Communication Strategy programmes implemented (1Branding, 1 Newsletter developed, 8 Radio Talkshows and 20 Radio Adverts, 8 Newspaper Adverts) by 30 June 2022
Customer Care	To Improve Customer Care Management by June 2021	Implement Customer Care Strategy programmes	Number of Customer Care Strategy Programmes Implemented	Improved Customer Care Service	Opex 3_32_32.1_P070 2 Customer Care Strategy Programmes Implemented (Resolution of customer complaints and Petitions Management) by 30 June 2022
Public Participation	To improve public participation in the affairs of the municipality by June 2022	Implementation of public participation strategy	Number of public participation programmes implemented	7 Public Participation Strategy Programmes Implemented	Opex 3_33_33.1_P071 4 Public Participation Strategy Programmes Implemented (2 Mayoral Imbizos, 2 DP Consultation Programmes, by 30 June 2022
	Implementation of	Number of ward		CoGTA 1_33_33.2_P136	Office of THE Ward Committee

ward committee capacity building programmes	committee capacity building programmes implemented	Risk based Internal Audit Plan submitted to Audit Committee for approval	2018/2019 Risk based Internal Audit Plan	Functional Internal Audit	Ro	Opex	3_35_35.2_P076
To ensure effective Audit and Corporate governance function that will result in improved compliance and clean administration by 2022	Review municipal internal controls through execution of the Internal Audit Plan	Number of AOP follow up reports submitted to the AC.	3 AOP Follow up reports submitted to AC Outcomes	Improved Audit Outcomes			1_35_35.4_P137
Risk Management	Implement Risk Management Strategy and Operational Plan Implemented	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	Ro Opex	3_36_36.1_P079	Risk Management Strategy and Operational Plan Implemented by 30 June 2022	Office of THE MUNICIPAL MANAGER
Fraud Management	To ensure that the municipality operates free of anticipated risk of maladministration, fraud, and corruption by June 2022	Implement Fraud and Anti-Corruption prevention plan	Fraud Prevention Plan	Ro Opex	3_37_37.1_P081	Fraud and Anti - Corruption Prevention Plan Implemented by 30 June 2022.	Office of THE MUNICIPAL MANAGER
KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				Skilled and capable workforce	Opex	4_40_40.1_P084	Human Resource value chain implemented inline with Human resource strategy by June 2022
Human Resources	To develop the skills of the workforce by June 2022	Implement the HRD Strategy	Number of HRD Strategy Programmes implemented				CORPORATE SERVICES
Individual Performance Management System	To ensure a developmentally orientated planning institution in compliance with legislative prescripts, laws and regulations applicable to local	Implement PMS Framework Policy and Procedure Manual	% of Performance and Accountability Agreements signed and implemented in line with reviewed PMS Framework	Improved Culture of Performance	Ro	4_41_41.1_P085	100% of Performance and Accountability Agreements signed and implemented in line with reviewed PMS Framework by 30 June 2022
Human Resources Plan	To provide Human Resources Support to the Human Resources	Human Resources Plan implemented	Approved Organisational structure	Improved Service Delivery	Ro Opex	4_43_43.1_P087	Human Resources Plan implemented by 30 June 2022

Plan implementation (by Person to Post Plan) by 30 June 2022	What is responsive to the needs of the institution.	CORPORATE SERVICES	ELM sites (8 sites) Connected to the Wide Area Network by 30 June 2022
Information Communication Technology	Implementation of ICT Projects	IMPROVED NETWORK CONNECTIVITY	OPEX
Occupational Health and Safety	Implement OHS Strategy Programmes	Healthy and Safe environment	Opex
Special Programmes	To streamline special programs by ensuring functionality of all special programme's structures by June 2022	Approved SPU Strategy	Opex
Employee Wellness	To provide appropriate Human Resource to support all directorates by June 2022	Social Cohesion	4_52_52.1_P100
IDP	Develop and Implement a responsive institutional plan	SPU strategy programs implemented	4_52_52.1_P102
Institutional Performance Management	To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2022	Improved Institutional Performance	4_54_54.2_P106
	Implement and review the Performance Management	Development Planning	RO Opex
	Number of Annual reports developed, approved by Council	Annual Report 2019/2020 developed and approved	4_55_55.1_P107
		Improved service Delivery	PEDA

2022		Number of Performance Management Framework, Policy and Procedure Manual implemented	Reviewed Performance Management Framework, Policy and Procedure Manual	Improved service Delivery	Opx	4_55_55.2_P108	1 Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2022
Supply Chain Management	To maintain and improve financial viability of the municipality by June 2022	Compliance with Supply Chain Regulation and National Treasury Guidelines on Procurement Processes	Percentage of Irregular Expenditure on new procurement	Improved compliance with SCM legislation	R0 Opx	5_56_56.1_P109	0% of irregular expenditure on new procurement submitted to Council by 30 June 2022
Project Management	To maintain and improve financial viability of the municipality by June 2022	% expenditure on capital budget on received conditional grants	100% expenditure on capital budget on received conditional grants				BTQ; IDHS
Supply Chain Management	To maintain and improve financial viability of the municipality by June 2022	Implement SCM Policy	Percentage of procurement awarded to suppliers within the municipality.	Compliance and alignment with government policy	R0 Opx	5_56_56.1_P125	100% expenditure on budget on received conditional grants.
Budget and Reporting	To achieve clean administration by June 2022	Develop a comprehensive audit file to support GRAP Compliant Annual Financial Statements.	30% of procurement awarded to suppliers within the province	Compliance and alignment with government policy	R0 Opx	5_57_57.1_P112	30% of procurement awarded to suppliers within the municipality by 30 June 2022.
		Number of recurring material audit queries raised by AG on the 2020/2021 Annual Financial Statements.	2019/20 GRAP compliant Annual Financial Statements	Improved compliance with MFMA legislation	Opx	5_57_57.2_P113	Zero recurring material audit queries raised by AG on the 2020/2021 Annual Financial Statements.
		Respond to all request for information by Auditor-General	2019/2020 RFI Register	Clean Administration	Opx	5_57_57.3_P114	100% submission of information requested by AG for 2019/2020 audit by 30 June 2022
Budget and Reporting	To achieve clean administration by June 2022	Compile and maintain a GRAP compliant fixed assets register	GRAP & mSCOA 2019/2020 fixed Assets Register compiled and maintained	Clean Administration	Opx	5_57_57.4_P115	GRAP & mSCOA compliant fixed assets register for 2021/2022 developed and maintained by 30 June 2022
		Implement the budget and reporting function	% alignment of 2021/22 2020/2021 mSCOA Compliant Administered with the MFMA and	Improved compliance	Opx	5_57_57.4_P115	100% alignment of 2021/22 function to the MFMA and

		Budget	Budget and reporting regulations		Approved IDP	
June 2022	regulation	2022/2023 Budget compiled and submitted to Council for approval	2020/2021 mSCOA Compliant Budget approved by council by 31 May 2021	Opex	5_57_57.1_P116	mSATA Implementation BTQ
	Prepare MFMA reports as required by the MFMA legislation	Number of Monthly financial reports (Sec 71 and grant reports) & Quarterly (Sec 52d) submitted to Mayor and Treasury on the 10th working day of each month.	2020/2021 MFMA/mSCOA iReports	Opex	5_57_57.6_P117	12 Monthly, 1 half year and 4 Quarterly MFMA/mSCOA reports developed and submitted Treasury for compliance by 30 June 2022
	Expenditure Management	To implement proper expenditure management in compliance with legislation	Number of payroll reconciliations performed.	Clean Administration	5_58_58.1_P118	12 mSCOA compliant payroll reconciliations prepared and balanced to the general ledger by 30 June 2022
	Revenue Management	To increase the amount of revenue collected annually by June 2022	Pay creditors within 30 days	12 mSCOA compliant Payroll reconciliations (2020/2021)	R0 Opex	5_58_58.2_P119
		Compile 2020 /21 Supplementary Valuation roll.	Expenditure in compliance with Section 65& 66 of the MFMA	Improved Compliance with MFMA Legislation and Expenditure	5_59_59.1_P120	100% expenditure compliant with Section 65 & 66 of the MFMA by June 2022
		Implement credit control and debt collection policy	% of billable properties included in the municipal billing system as per the supplementary Valuation Roll	Improved correctness of debtor's information on the billing system	5_59_59.2_P121	100% billable properties included in the municipal billing system as per the GRV & latest supplementary Valuation Roll by June 2022
	Cash Management	Develop revenue streams registers	% of billed income collected	Improve the financial viability of the Municipality.	5_59_59.3_P122	95% of billed income collected.
		To maintain and improve financial viability of the municipality by June 2022	Cost Coverage ratio exceeding 2	Completeness of Revenue	R0 Opex	6 revenue streams registers that are balanced to general ledger developed (Prepaid, conventional)
		Perform Cost coverage calculation in line with legislation	2020/2021 cost coverage ratio	A sound working capital ratio	Opex	5_60_60.1_P123
						BTQ
						Cost :coverage ratio exceeding 2 Cost by 30 June 2022

Develop Investment register that balances to the general ledger and bank statements developed and maintained	Investment register that balances to the general ledger and bank statements developed and maintained	2020/2021 Investment register	Improved internal controls	R 0	Opex	5_60_60.2_P124	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2022
Asset Management	To ensure a developmentally oriented planning institution in compliance with legislative prescripts, laws and regulations applicable to local government by June 2022	Number of vehicles procured	2020/2021 Asset Register	Improved Service delivery	Opex	4_51_51.1_P099	2 Municipal Vehicles procured by 30 June 2022

SIGNED:

The political decision making at ELM is supported by the Executive Management Committee. All recommendations from the Executive Management Committee are put forward to the relevant Portfolio Committees, who then make recommendations to the Executive Committee. Once the Executive Committee has accepted the recommendation, the matter is then able to take the final decision on the issue will go to vote. Once the Minutes of the Council meeting have been adopted, the recommendations are made to the Council. Council is then able to take the final decision on the matter. In the few cases where there is no consensus on a matter within Council, the relevant Portfolio Committees, who then make recommendations to the Executive Committee, performs its functions and exercises the powers delegated to the Mayor by Municipal Council or the executive committee.

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

4.3.4 Mayor and Executive Committee

Performs duties that are delegated to him/her by Council

4.3.3 Chief Whip of Council

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

The following activities are performed by the Speaker of Council:

4.3.2 Council Speaker

Mayor	:	Cllr N. Koni	Chairperson – Cllr Mapete
Speaker	:	Cllr Kalolo	Chief Whip
		Cllr N. Laili	Chairperson
POLITICAL STRUCTURE			

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

The municipality has the ultimate political body of the Local Municipal Council, Councillor N. Koni, takes overall strategic and political responsibility for the municipality, while the Municipal Manager Mr. V.C. Makedama heads the municipality's administration and provides the link between the municipality's key link between the municipal government and the residents whilst the heads of departments and officials are responsible for physically implementing policy

4.3 Political Governance

4.2 Introduction