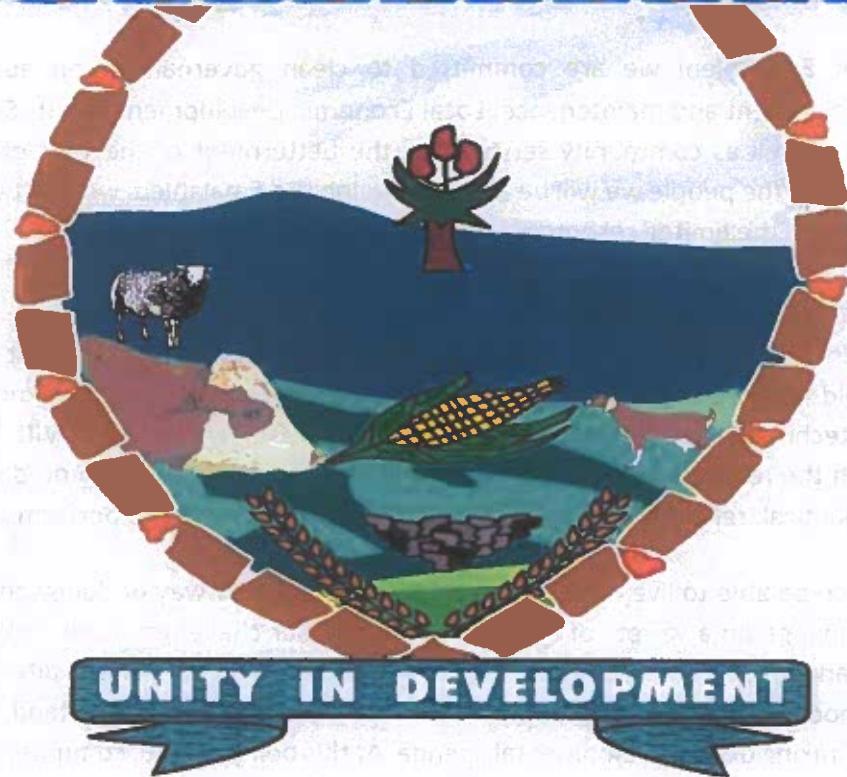


EMALAHLENI MUNICIPALITY



AUDITED ANNUAL REPORT

2020/ 2021 FINANCIAL YEAR

Component A: Mayor's Foreword

1. Chapter 1– Mayor's Foreword and Executive Summary

The year 2021 is the Local Government Voting year where multitudes of the people will go to the polls to once more confirm their choice of government to take their needs forward. The democratic gains we enjoy is what the struggle stalwarts fought for hence at the grassroots where we are, we must guard against anything that is at loggerheads with what people require.

As the council of Emalahleni we are committed to clean governance and administration, Infrastructure development and maintenance, Local Economic Development and its Sustainability, Financial Viability as well as community services for the betterment of the lives of our people. Working together with the people we will be able to develop the Emalahleni we want where all our needs are fulfilled with the limited resources that we have.

The Corona virus pandemic-imposed number of challenges which requires us to exposure innovative ways. In the past we would have our engagements under one roof but now we are compelled to hold such using technology. The pandemic pushed us to acknowledge the advancements of technology as well as opportunities thereof. One would say COVID 19 is a health challenge although the reality is that it affects all what the mankind is used to do daily, from the socio-economic, political, religious and many more activities we are used to perform.

The reality is that to be able to live now, we need to adapt to a new way of doing things coupled by a behavioural change on a variety of aspects. This is not our challenge alone, but the World is affected by this pandemic. It is therefore, in our interest to improve on various alternative public consultation methods so that our communities continue to engage and understand the direction the municipality is taking on its developmental agenda. At this point in time, community radio, print media, social media and other mechanisms are alternative engagement platforms identified.

The municipality is stable as we have managed to hold council business without any fail due to the political as well as the administrative stability. There are some areas that we can improve on such as the crime in our communities and the overwhelming access to drugs in our respective communities. Gender Based Violence is so prevalent in our communities; elderly, women and children are raped and killed by community members, family members and people known to them and trusted as siblings. We appeal to men to play their part in the fight against Gender Based Violence, community structures and law enforcement to guard against this heartless behaviour that is spoiling our society.

Water and sanitation are also still a huge problem which needs our intervention as the Emalahleni Municipal Council as well as Chris Hani District Municipal Council as the water authority and provider. We will continue with the Community Works Programme (CWP) and the Expanded Public Works Programme (EPWP) that are community programmes driven to employ and capacitate people in our communities. Contractors working in our projects have got a responsibility to hire subcontractors which means Small Medium Macro Enterprises (SMME's) in the Emalahleni area to enable them to develop and grow as small businesses.

We do this to assist build the capacity of Sub-contractors to emerge as well-established businesses. For that idea to be fulfilled we need the cooperation of business community as it necessitates commitment by all in ensuring that while working as sub-contractors, they provide quality services, building their business profiles and collect all the required skills as well as capacity levels to compete for huge projects even outside the municipal area.

On youth development and other youth programmes this financial year we are hoping to accelerate the rate in which we render services to this majority of our population through engaging Seta's, government departments and all sectors relevant to the plight of young people. Our Special Programmes and Skills Development will now have to refocus looking into the new skills needs based on the advancements in technology as well as the smart way of doing things responding to the changing world.

As we respond to COVID 19 we appreciate what government departments, role players, stakeholders and community-based structures do in their respective areas. At the same time, we have identified the need to strengthen our working relation to better serve our communities. It is therefore paramount for government departments to fully participate at the Intergovernmental Relations Forum so that there is a clear uninterrupted information flow.

Working with the department of roads we hope that our roads infrastructure will improve as we have concluded the memorandum of understanding where the plant machinery of the department is given to us to construct and maintain access roads using the inhouse teams.

The Thuma Mina call is directed to everyone within our communities including community members and civil servants. Civil servants have a responsibility to serve communities as efficient as possible. At the same time people in the community who have the means to assist to the needs of others (such as employment/community development) must also do so working hand in hand with government.

Unity in development as our slogan is the central point for us all to daily look into what we can do to develop the Emalahleni, Chris Hani, Eastern Cape, South Africa, and the world we want free from all social ills, our people suffer every day. Let us join hands and build the world we want.

**COUNCILLOR NONTOMBIZANELE KONI
HONOURABLE MAYOR**

EXECUTIVE SUMMARY

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

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

We honestly request that Councillors, Traditional Leadership, Communities, Key Stakeholders and Sector Departments continue to support our endeavours of accelerating service delivery to all communities.

As the management our focus in the year ahead and beyond is on Local Economic Development, youth empowerment, Infrastructure Development, Financial Viability, and community services.

We are very thrilled with the audit outcomes we have received as we are a step towards achieving clean audit as we are on the unqualified audit opinion.

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

**Mr. V.C. Makedama
MUNICIPAL MANAGER**

CHAPTER 1: SITUATION ANALYSIS

Municipal Functions, Population and Environmental Overview

1.2 Population

Statistics SA, 2011 indicated that Emalahleni had the fourth largest population with a total of 119,460 (15% of the district population) in the Chris Hani district which extended over an area of approximately 3 840 square kilometres, including more than 200 rural villages and comprising seventeen (17) wards. In 2016, Statistics SA conducted a survey which revealed that Emalahleni population had increased to 122 700. This is an increase of 2.71% in the total population of the municipal area in a space of 5 years.

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

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 are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population represents an opportunity for the municipality to develop and implement programs for women empowerment.

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

1.2.1 Age and Sex Distribution

Using the 2001 Census data, the population is estimated to be 121 822 people.

| Age | Population Details | | | | | | | | |
|------------|--------------------|--------|--------|-------|--------|--------|-------|--------|--------|
| | Population '000 | | | | | | | | |
| | 2011 | | | 2012 | | | 2013 | | |
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Age: 0 - 4 | 7 242 | 7 086 | 14 328 | 7 175 | 6 939 | 14 114 | 7 431 | 7 187 | 14 619 |

| Age | Population Details | | | | | | | | |
|--------------|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2011 | | | 2012 | | | 2013 | | |
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Age: 5 - 9 | 7 578 | 7 083 | 14 661 | 7 410 | 6 939 | 14 349 | 7 675 | 7 187 | 14 862 |
| Age: 10 - 19 | 14 529 | 13 023 | 27 552 | 14 349 | 12 820 | 27 169 | 14 862 | 13 279 | 28 141 |
| Age: 20 - 29 | 8 238 | 7 665 | 15 903 | 8 115 | 7 527 | 15 643 | 8 406 | 7 797 | 16 202 |
| Age: 30 - 39 | 4 887 | 5 196 | 10 083 | 4 822 | 5 057 | 9 880 | 4 995 | 5 238 | 10 233 |
| Age: 40 - 49 | 3 756 | 6 084 | 9 840 | 3 764 | 5 998 | 9 762 | 3 898 | 6 213 | 10 111 |
| Age: 50 - 59 | 4 206 | 6 540 | 10 746 | 4 234 | 6 351 | 10 585 | 4 386 | 6 578 | 10 964 |
| Age: 60 - 69 | 3 231 | 4 608 | 7 839 | 3 176 | 4 469 | 7 645 | 3 289 | 4 629 | 7 918 |
| Age: 70+ | 2 955 | 5 559 | 8 514 | 2 940 | 5 528 | 8 468 | 3 046 | 5 726 | 8 771 |

Source: Statistics SA (2001 Census) with an average 3.58% growth rate per annum applied

Using the 2011 Census data, the population in Emalahleni Local Municipality is estimated at 119 460 people, using the same growth rate.

| Age | Population Details | | | | | | | | |
|--------------|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2011 | | | 2012 | | | 2013 | | |
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Age: 0 - 4 | 6 792 | 6 569 | 13 361 | 7 035 | 6 804 | 13 840 | 7 287 | 7 048 | 14 335 |
| Age: 5 - 9 | 7 014 | 6 569 | 13 583 | 7 266 | 6 804 | 14 070 | 7 526 | 7 048 | 14 574 |
| Age: 10 - 19 | 13 583 | 12 136 | 25 720 | 14 070 | 12 571 | 26 641 | 14 574 | 13 021 | 27 595 |
| Age: 20 - 29 | 7 682 | 7 126 | 14 808 | 7 958 | 7 381 | 15 339 | 8 243 | 7 645 | 15 888 |
| Age: 30 - 39 | 4 565 | 4 788 | 9 353 | 4 729 | 4 959 | 9 688 | 4 898 | 5 137 | 10 035 |
| Age: 40 - 49 | 3 563 | 5 678 | 9 241 | 3 691 | 5 882 | 9 572 | 3 823 | 6 092 | 9 915 |
| Age: 50 - 59 | 4 008 | 6 012 | 10 021 | 4 152 | 6 228 | 10 380 | 4 301 | 6 451 | 10 751 |
| Age: 60 - 69 | 3 006 | 4 231 | 7 237 | 3 114 | 4 383 | 7 496 | 3 225 | 4 539 | 7 765 |
| Age: 70+ | 2 784 | 5 233 | 8 016 | 2 883 | 5 421 | 8 304 | 2 987 | 5 615 | 8 601 |

Source: Statistics SA (2001 Census) with an average 3.58% growth rate per annum applied

TOTAL POPULATION BY PROVINCE – CENSUS 1996, 2001 AND COMMUNITY SURVEY 2007

| Provinces | Census 1996 | Census 2001 | % Change | CS 2007 | Census 2011 | CS 2016 | % Change |
|---------------|-------------|-------------|----------|------------|-------------|---------|----------|
| Eastern Cape | 6 302 525 | 6 278 651 | 2,1 | 6 527 747 | | | 4,0 |
| Free State | 2 633 504 | 2 706 775 | 2,8 | 2 773 059 | | | 2,4 |
| Gauteng | 7 348 423 | 9 178 873 | 20,4 | 10 451 713 | | | 13,9 |
| KwaZulu-Natal | 8 417 021 | 9 584 129 | 11,8 | 10 259 230 | | | 7,0 |
| Limpopo | 4 929 368 | 4 995 534 | 9,2 | 5 238 286 | | | 4,9 |
| Mpumalanga | 2 800 711 | 3 365 885 | 7,7 | 3 643 435 | | | 8,2 |
| Northern Cape | 840 321 | 991 919 | -2,0 | 1 058 060 | | | 6,7 |
| Northwest | 3 354 825 | 3 193 676 | 8,8 | 3 271 948 | | | 2,5 |
| Western Cape | 3 956 875 | 4 524 335 | 14,3 | 5 278 585 | | | 16,7 |
| South Africa | 40 583 573 | 44 819 778 | 10,4 | 48 502 063 | | | 8,2 |

- The census results showed that the population increased from 40.5 million in 1996 to 44.8 million in 2001. The community survey has returned an estimated population of 48.5 million, showing an overall increase of 8.2% since 2001.
- The above figures are based on the new boundaries

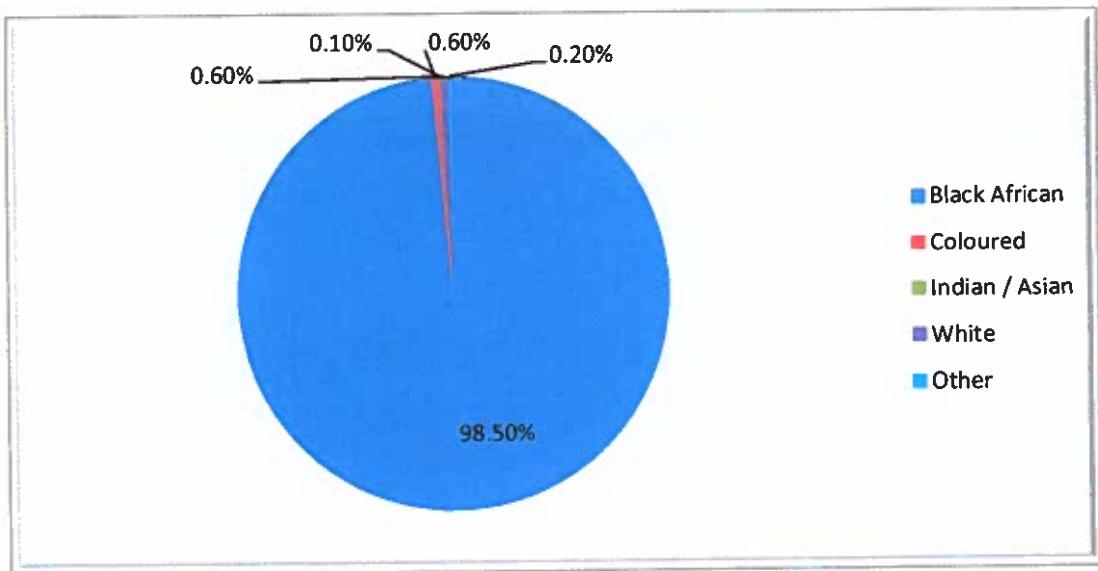
- The largest percentage/rate of increase in population between 2001 and 2007 was in Western Cape with 16.7%, followed by Gauteng with 13.9%.
- Eastern Cape, Free State and Northwest experienced an increase of less than 5%.

| Key Statistics | 2001 | 2011 |
|------------------------------------|-------------------|-------------------|
| Total population | 121,822 | 119,460 |
| Young (0-14) | 40,4% | 35,1% |
| Working Age (15-64) | 55% | 55% |
| Elderly (65+) | 8,4% | 9,9 |
| Dependency ratio | 95,5% | 81,8% |
| Sex ratio | 85,8 | 90,1 |
| Growth rate | -1,4% (2001-2011) | -0,2% (2001-2011) |
| Population density | N/A | 35 persons/km2 |
| Unemployment rate | 68,3% | 46,3% |
| Youth unemployment rate | 79,1% | 55,3% |
| No schooling aged 20+ | 41,5% | 18,8% |
| Higher education aged 20+ | 4,5% | 3,8% |
| Matric aged 20+ | 5,6% | 11% |
| Number of households | 27,280 | 31,681 |
| Average household size | 4,4 | 3,7 |
| Female headed households | 57,5% | 53,8% |
| Formal dwellings | 54,3% | 56,1% |
| Housing owned/paying off | 51,7% | 61,3% |
| Flush toilet connected to sewerage | 3,4% | 11,8% |
| Weekly refuse removal | 10,4% | 8,3% |
| Piped water inside dwelling | 2,9% | 8,7% |
| Electricity for lighting | 45% | 78,5% |

Source: Statistics SA (2011 Census) with an average 3.58% growth rate per annum applied

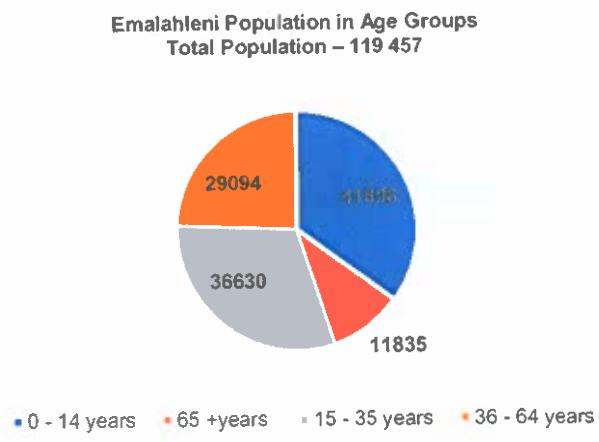
1.2.3 Population Groups

| Group | Percentage |
|----------------|------------|
| Black African | 98.50% |
| Coloured | 0.60% |
| Indian / Asian | 0.10% |
| White | 0.60% |
| Other | 0.20% |



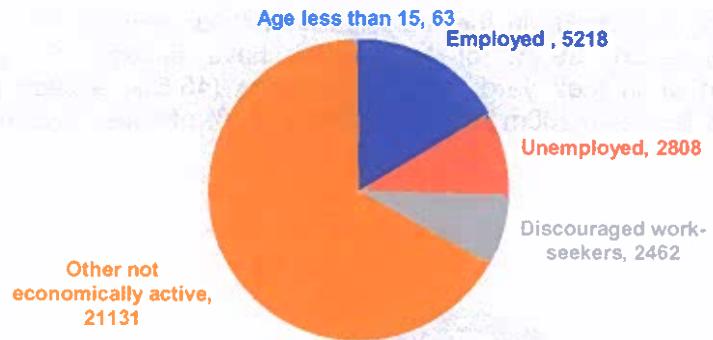
1.2.4 Age and Gender Distribution

The graphs below reflect the 2016 Census statistics and provide an age-gender distribution analysis. This situation reflects the high levels of poverty and unemployment that are experienced throughout the municipal area with its concomitant effect on revenue generation and service delivery.

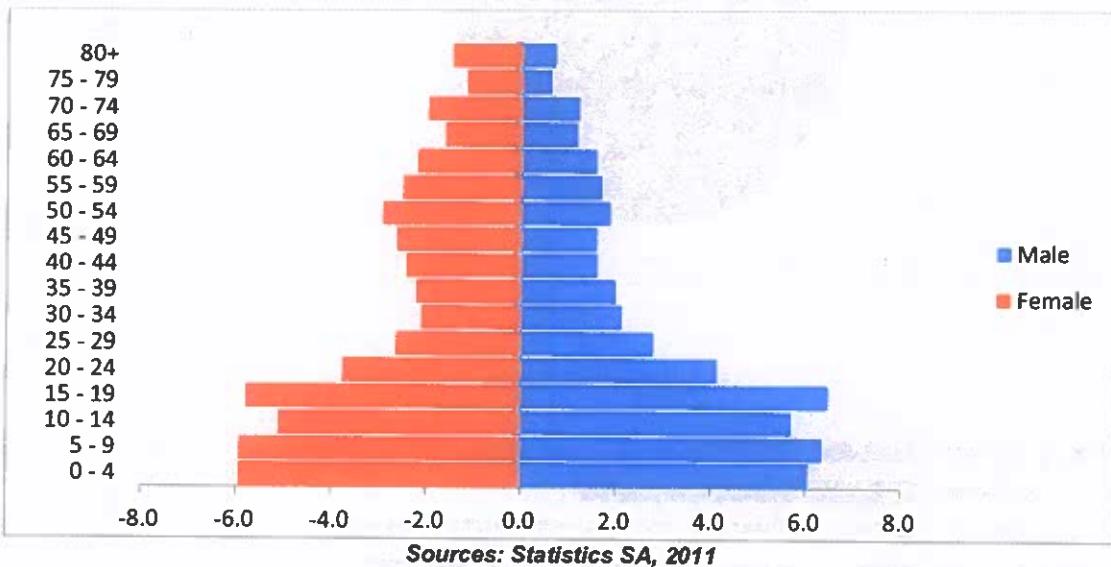


Sources: Statistics SA, CS 2016

TOTAL NUMBER OF HOUSEHOLDS – 31 681



Sources: Statistics SA, 2011



The age groups of 0 to 4; 5 to 14; 10 to 19 and 20 to 29 years old show a slant towards males being in the majority. However, this trend does not continue through into the economically active age groups, and it is widely accepted that this is caused by the tendency of the majority of males to seek better schooling or employment opportunities in developed urban centres outside the municipal jurisdiction.

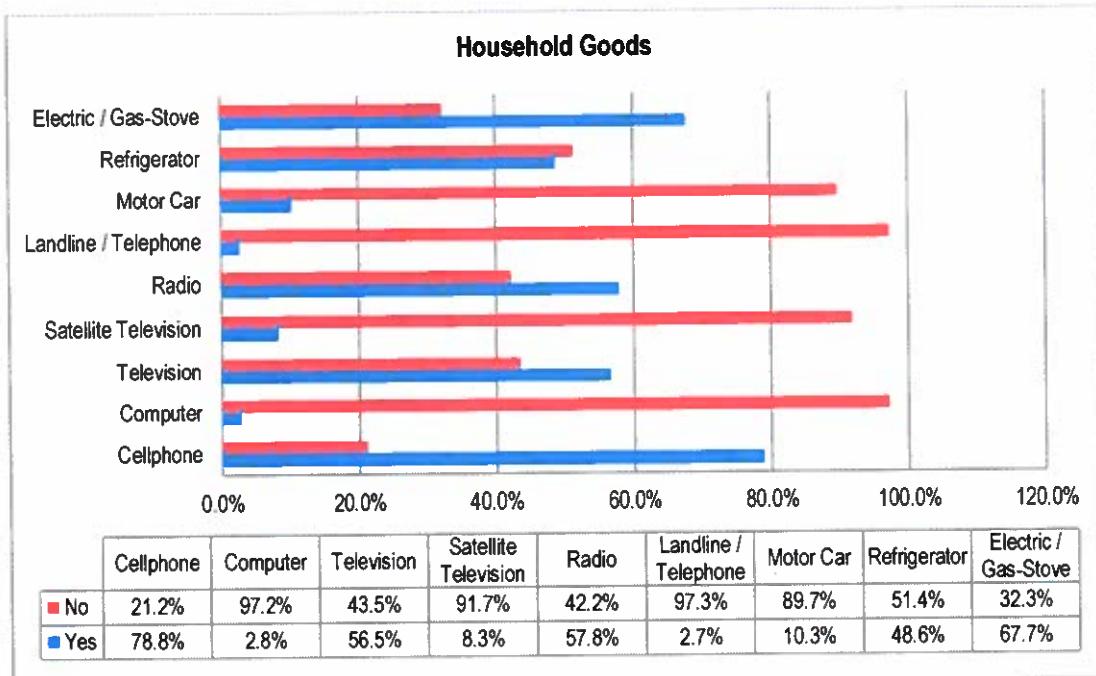
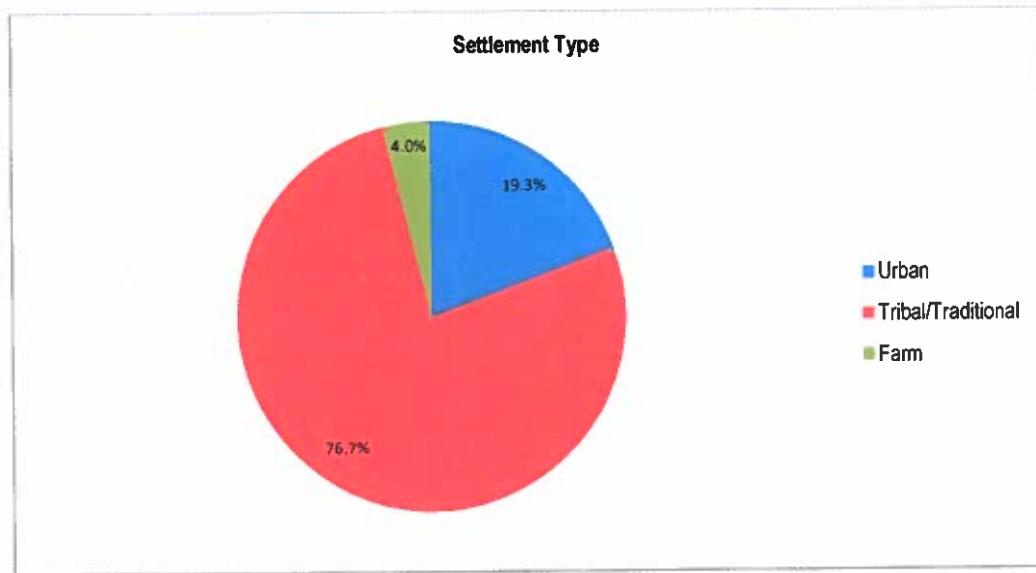
Females form the greater portion of the economically active population in the 30-to-59-year bracket. This directs the strategic planning of the municipality to focus on increasing involvement opportunities within local economic development and local initiatives for this group.

In support of the above trend, it can further be seen that within the elderly population age group (60 years and older), women dominate by 9% as compared with 5% for males. While women account for 15% of the age group 30 to 59 years, males only account for 11% of the population within the same age group. This impacts negatively on the local labour market and the potential workforce and needs to be considered as it deprives the local labour market of its potential workforce.

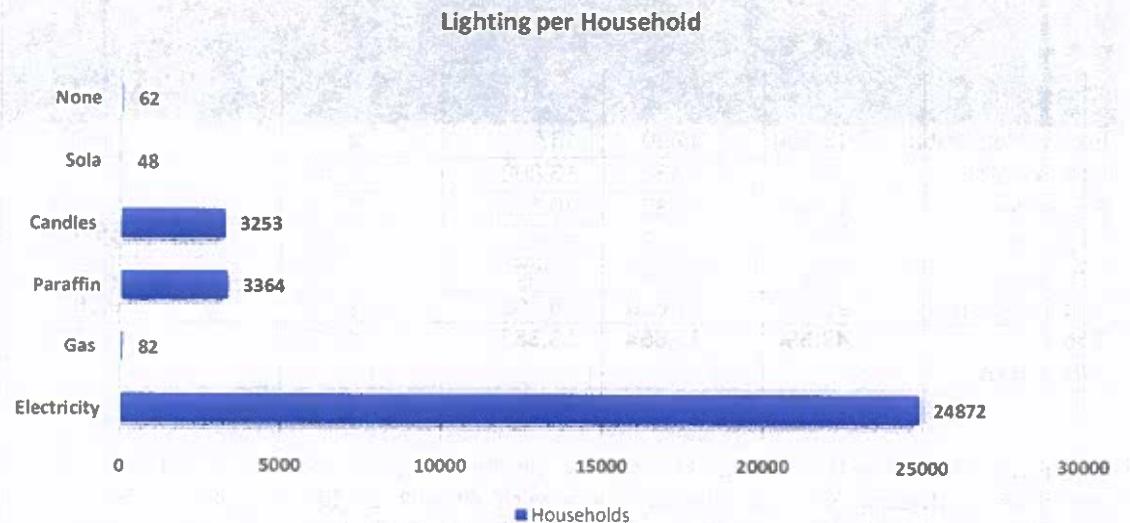
Efforts to encourage members of the economically active population and retired (but economically independent population) must be encouraged and built into the strategic objectives of the municipality for future growth and sustainability.

Living Conditions

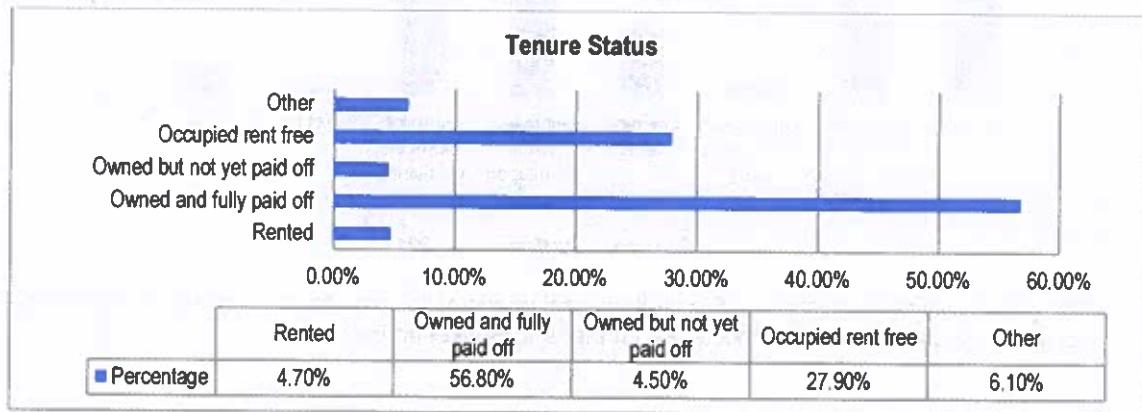
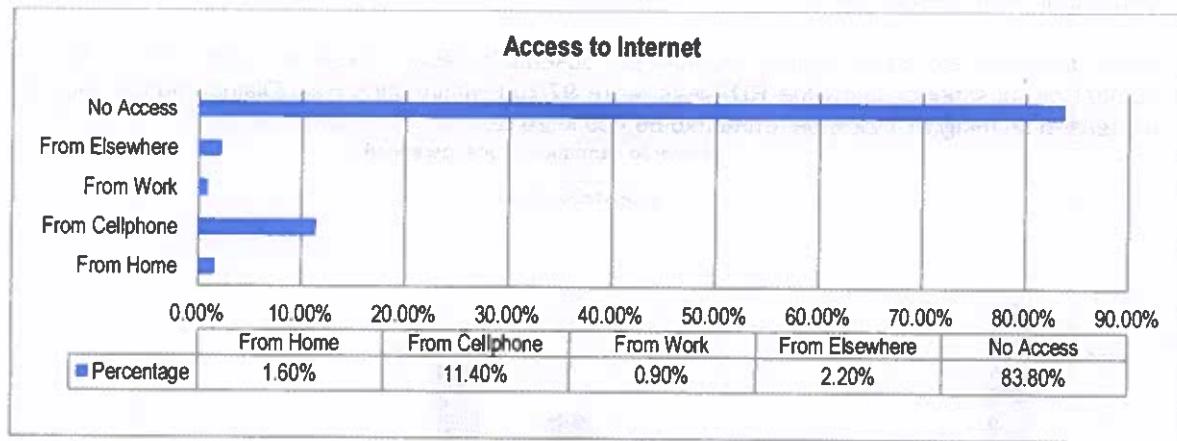
There are 31 681 households in the municipality, with an average household size of 3.7 persons per household. 29.2% of households have access to piped water inside dwelling/institution or in their yard; most households (45.5%) access piped water on a community stands less than 200m from the dwelling. 7.4% of households do not have access to piped water.



**PERCENTAGE OF HOUSEHOLDS USING ELECTRICITY OF LIGHTING BY PROVINCE –
SA 2016 CVOMMUNITY SURVEY**



- Electricity for lighting has increased in all provinces with 80.0% of households in South Africa using electricity for lighting.



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

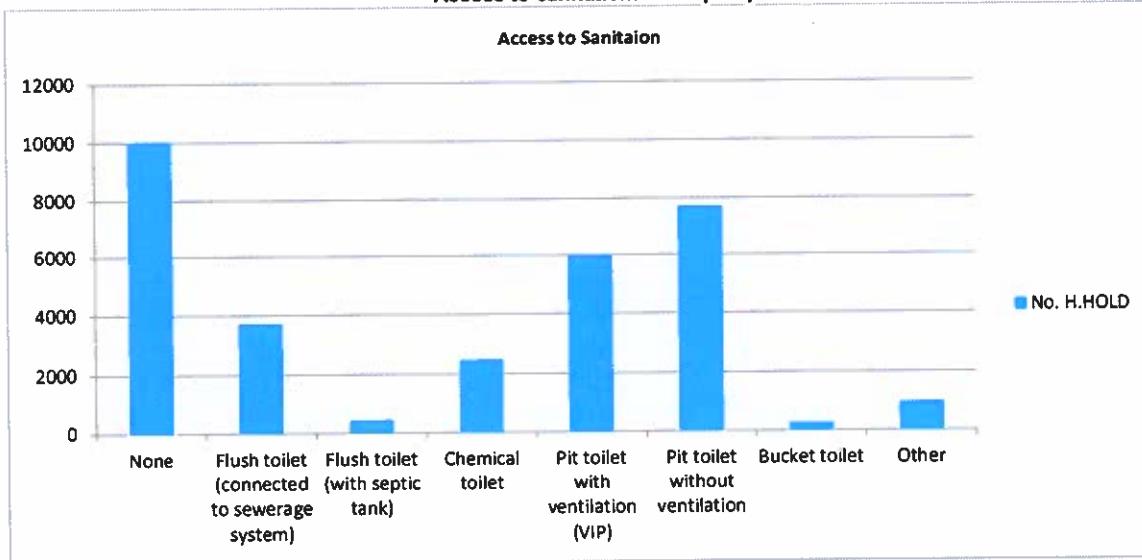
| | Piped water inside dwelling | Piped water in yard | Communal piped water: less than 200m from dwelling (At RDP-level) | Communal piped water: more than 200m from dwelling (Below RDP) | No formal piped water | Total |
|-------------------------|-----------------------------|---------------------|---|--|-----------------------|----------------|
| 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.

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

Access to sanitation: Local perspective



Sources: Statistics SA, 2011

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

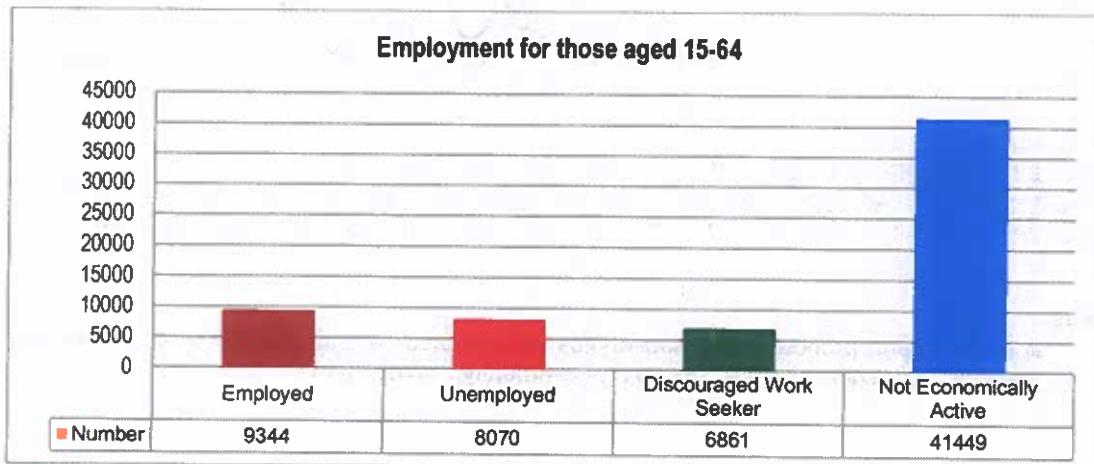
| | 2008 | 2009 | 2010 | 2011 | 2018 |
|--|--------|--------|--------|-------|-------|
| Unspecified / other | 52 | 49 | 47 | 1303 | 1303 |
| Removed by local authority at least once a week | 3 026 | 3 085 | 3 144 | 2637 | 7 999 |
| Removed by local authority less often | 217 | 211 | 206 | 165 | 165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

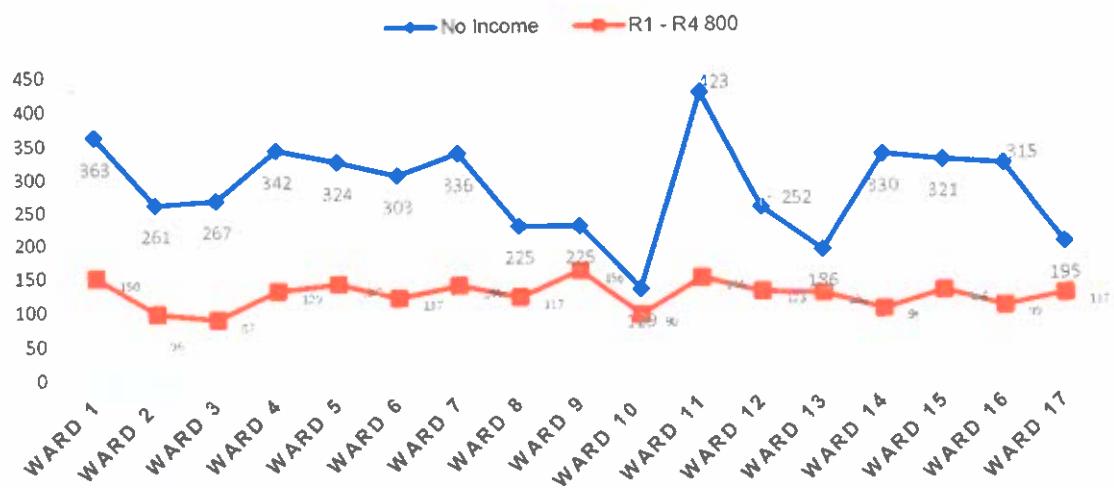
1.2.7 Refuse Removal

The data presented above was extracted from 2011 Stats SA Census report and the current strides in terms of service improvement relates reflects expansion of services to additional 1 131 households (KwaZakhele and Bhongolwethu Townships in Lady Frere)

1.2.8 Economy

46.3% of the 17 414 economically active (employed or unemployed but looking for work) people in the municipality are unemployed. The majority (55.3%) of economically active youth (aged 15 – 34 years) are unemployed.



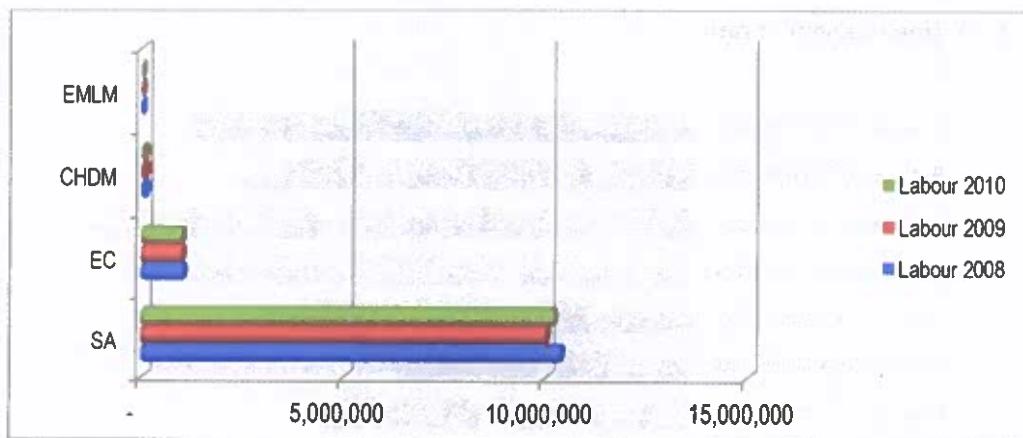


Notes:

- Unemployment, proportions of households with no income and illiterate people older than 14 years old - obtained from Census 2011, Community Survey 2016.

1.2.9 Labour

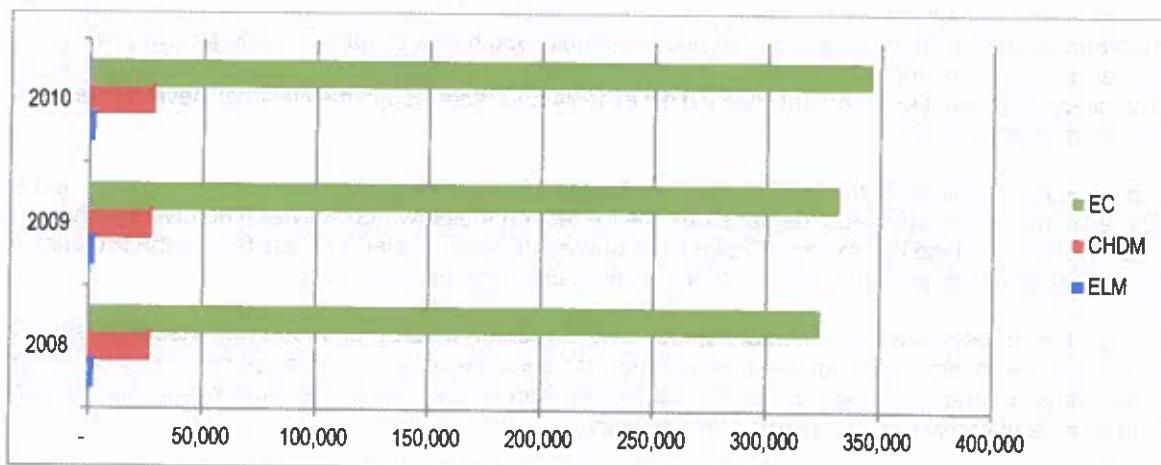
1.2.9.1 Formal Employment



The number of people in formal employment for Chris Hani District Municipality is very low and this has been the case for the past three (3) years. This situation means that people are either dependent on informal sector; have their own businesses and or coops or unemployed at all and that will have a knock-on effect on socio – economy of the area.

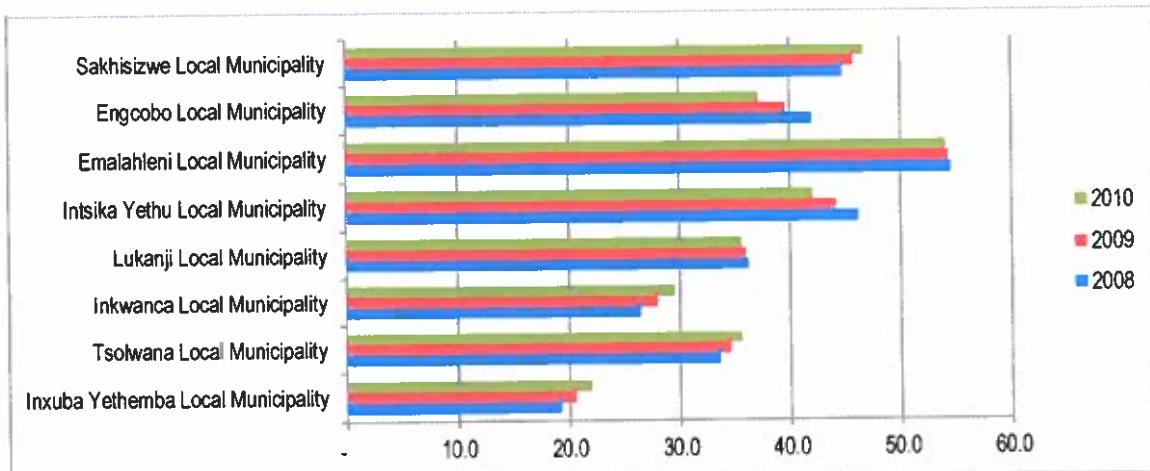
Bye-and-large, the GDP of Emalahleni has been anchored by the wholesale and retail sector which has contributed a higher percentage in terms of Real Money. The wholesale and retail sector has contributed about 80% to the Gross Domestic Product and has seen a steady growth for the past three financial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

1.2.9.2 Informal Sector



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

1.2.9.3 Unemployment rate



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

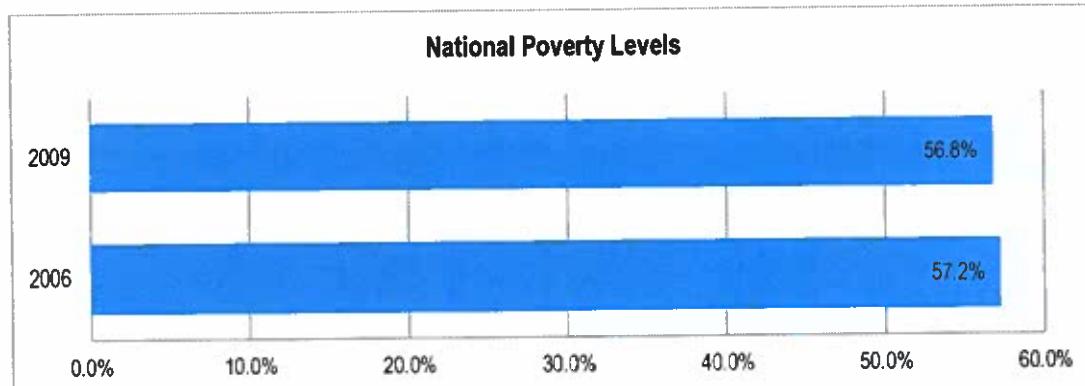
According to data released by Statistics South Africa for the Year 2007, 2008 & 2009 indicates that the economy of Emalahleni has been shedding jobs except for the wholesale & retail sector which maintained a low but steady growth in terms of employment figures.

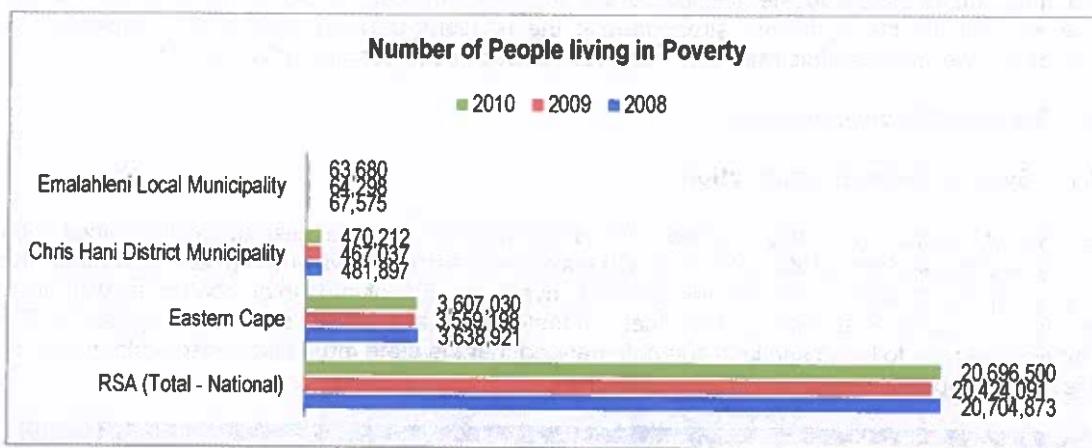
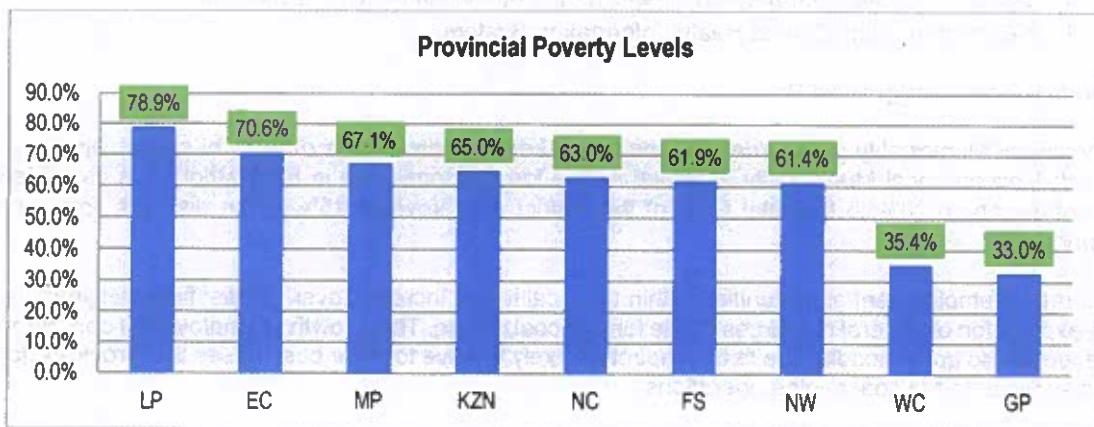
1.2.10 Poverty

Poverty is a key development challenge in social, economic and political terms, not only in South Africa but throughout the developing world. In post-apartheid South Africa, fighting the legacy of poverty and under-development has always been a central theme of Government. This was cemented in the Reconstruction and Development Plan (RDP) of 1994 and reiterated in the National Development Plan (NDP) published in 2011.

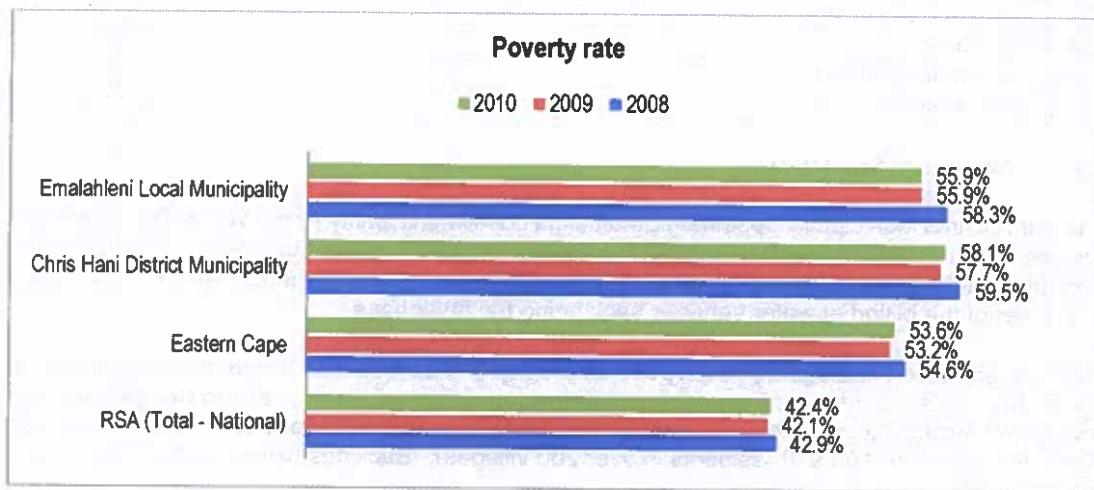
The guiding objectives of the NDP are the elimination of poverty and the reduction in inequality and all the elements of the plan must demonstrate their effect on these two objectives. The Living Conditions Survey (LCS) and the Income and Expenditure Survey (IES) conducted by Stats SA are the two primary contributors toward profiling and monitoring poverty and inequality over time.

These two surveys are fundamental components to the survey programme of any statistical agency. They are the leading tools for the measurement of absolute poverty and inequality and they are an extremely important building block for the Consumer Price Index (CPI) to stay current with the changing spending and consumption patterns of the country.





Poverty rate (2008 – 2010)



Notes:

1. Unemployment, proportions of households with no income and illiterate people older than 14 years old - obtained from Census 2011, Community Survey 2007, and Census 2001.
2. Proportion of population in Low-skilled Employment and HIV/AIDS Prevalence - no data for it yet.

3. Based upon the number of applicants on the municipal housing waiting list
4. Sourced from the District Health Information System.

Comment on Background Data

Emalahleni Municipality is regarded as one of the key economic hubs of the Chris Hani District (with Enoch Mgijima Local Municipality regarded as the top economic hub in the district). It is estimated to contribute about 20% to the total GDP of the district and provides 15% of the district's employment opportunities.

The rate of employment opportunities within the locality has increased over the last financial year due to the exploration of mineral resources, in the form of coal mining. This growth in employment opportunities is expected to grow steadily due to the impact it's likely to have on other businesses that provide goods and services to the coal mining operations.

The municipal leadership and management will continue to create a conducive environment for the small, medium, and large businesses to operate within the municipality. As stipulated in the S46 report below, we will do this by further strengthening the relations between the political authority of the municipality, the local administration and business through business and other forums.

1.3 Service Delivery Overview

1.3.1 Service delivery Introduction

The dawn of democracy in 1994 created a new dispensation in which access to basic services such as housing, water, sanitation, refuse removal, cleansing and electricity; was recognized as a fundamental human right. South Africa inherited high levels of poverty and it continues to be confronted with unequal and often inadequate access to resources, infrastructure, and social services. The Bill of Rights enshrined the right to basic services and commanded that the state must take reasonable measures to achieve the progressive realisation of these rights.

| Key Statistics : South Africa as a whole | |
|---|-------|
| Access to piped water | 90,8% |
| Access to improved sanitation | 76,9% |
| Access to mains electricity | 85,3% |
| Use solid fuels for cooking | 12,4% |
| Dwelling owned | 65,6% |
| Living in formal dwellings | 76,9% |
| Municipal refuse removal | 64,0% |

1.3.2 Water and Sanitation

Chris Hani District Municipality appointed Emalahleni Local Municipality as the Water Services Provider, however, the district municipality resolved to withdraw provision status from the local municipalities in the district. At the Emalahleni municipality, the resolution was due to be implemented in phases, with the transfer of the billing of water services back being the first phase.

Water and sanitation is therefore required to be provided to all rural and urban areas within this area, while taking into account the infrastructure limitations and challenges. It is acknowledged that service delivery and availability is more accessible in the urban areas, (18 769-yard connections in 3 towns vs 200m applicability for 105 948 residents in over 200 villages). Backlogs were addressed and reported accurately.

Shortfalls

- Within this region, periods of water shortages and drought are commonplace. For this reason, one of the greatest challenges has been to plan for these periods.
- Shortages in water have placed tremendous strain on the residents and on hospitals, clinics, schools, and hostels.
- Water sources remain a serious challenge

Several projects have been planned and conducted which include:

- Cluster 1 Water Back logs for Wards 7, 8, 10, 13 and 14 Cluster 2 Water Backlog

1.3.3 Sanitation

The municipality is appointed by Chris Hani District Municipality (WSA) as the Water Services Provider. This results in Emalahleni Local Municipality being required to serve as the sanitation service provider to the Emalahleni area. It is noted that Dordrecht, Lady Frere and Indwe are provided with a waterborne system of sanitation while VIP toilets and pit latrine systems are found in the villages.

General Comments and Challenges

As the standard and levels of sanitation are of concern, projects have been undertaken to resolve these challenges.

- Chris Hani District Municipality has funded a sanitation project to facilitate the upgrading of sanitation infrastructure, and this is progressing well.
- The Cluster 4 sanitation project for wards 2, 3, 4, 5, 15 and 16, Vukani Guba and Percy Villages is at the tender stage. The Baseline Survey has been completed, the ground water protocol is in place and the tender for a consortium closed. Construction is now underway.
- The Cluster 3 sanitation program for Wards 7, 8, 9, 10, 11, 12 and 14 is similarly at the construction phase.
- Reporting on sanitation monitoring is occurring as required.

Overall, it is to be noted that the greatest challenges relate to infrastructure. Backlogs (while in existence) are being eradicated and the achievement of 54% of households being exposed to a basic level of sanitation has been met. While it is recognized that not all backlog data is accurate, 170 participants /auxiliary workers have been appointed to collect /record information on backlogs of households with access to basic levels of service (relating to all basic services water, sanitation, roads, and electricity), the Technical Services Manager co - ordinate information relating to water, sanitation, roads, and electricity in relation to this project

General Comments and Challenges

When determining the appropriate activities to be undertaken to improve the standards of sanitation provision and backlogs, consideration is required to be made of the ageing infrastructure, the financial limitations, and the capacitation levels of staff.

In terms of the Mackay's Nek Sanitation project, progress has been well achieved during 2012/2013. The tender for Phase 2 has been awarded.

1.4 Financial Health Overview

Note: The Auditor General's Report for the current year is not yet available. This will influence an accurate assessment of the financial health of the organisation. Notwithstanding, a broad overview is provided.

- Emalahleni Municipality has received an unqualified audit report for the 2019/2020 year.
- The municipality's liquidity ratio is relatively sound as the current ratio by far exceeds its short-term obligations.
- Assets and Liabilities are well managed.
- The municipality is acknowledged as paying its creditors within 30 days, as is stipulated by the MFMA.
- Employee costs have been underspent due to the vacant funded posts that have not yet been filled.
- Strict credit control measures have been executed (as per Credit Control Policy and By-Laws) to ensure that the challenge of high levels of outstanding debt is addressed.

- Reporting to National Treasury in respect of performance reporting is being well achieved within the prescribed periods.
- Staff capacitation remains of critical importance and the development and implementation of the workplace skills plan would ensure this occurs in a planned manner.

Emalahleni Local Municipality continues to show itself as being in good financial health. Yearly, efforts are made to improve fiscal control. Overall, it is noted that there has been a substantial improvement in the billing of consumers and an increase in revenue collection. Compliance reporting occurs as required and a positive cash flow is observed.

1.5 Organisational Development Overview

1.5.1 Organisational Development Performance

During the year under review the municipality reviewed its macro-structure to align it to the municipality's IDP. This sets out the broad functional structure of the municipality; the political governance structure and Senior Management posts (section 56 posts), inclusive of the Municipal Manager and Heads of Departments.

The macro-structure was adopted by Council in 2017. This has paved the way for both the filling of the Heads of Department posts, as well as the finalisation of the micro-structure i.e., the organisational structure below S 56 level. The population of the structure is done annually, depending on the available and/or approved budget in the financial year.

Some Section 56 and 57 managers position remain filled with one remaining vacant (Director Corporate Services), and some managerial positions below the level of Section 56 and 57 managers were also filled with one remaining vacant (Manager SCM).

1.6 Auditor General Report

Not yet available, in terms of the process plan it will be available after the audit

1.7 Statutory Annual Report Process

Below is the process plan presented in several municipal structures for monitoring for purposes of developing the audited annual report.

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|--|----------------------|----------------------------|
| 1 | <p>1. Mayor's Foreword and Executive Summary to include:</p> <ul style="list-style-type: none"> • Introduction • Overview of the Municipality • Political and Administrative Overview • Overview of functions • Geographic overview of the Municipality <p>2. Municipal Manager's Foreword. Inclusive in this foreword should be information pertaining to:</p> <ul style="list-style-type: none"> • Functions and Powers of the municipality in relation to Section 155/156 of the Constitution and Chapter 3 of the MSA. • Sector departments and the sharing of functions between the municipality / entity and sector departments. • A statement on the previous financial year's audit opinion. | Municipal Manager | 29 th July 2021 |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|---|------------------------------------|
| | <ul style="list-style-type: none"> A short statement on the current financial health of the municipality / entity based on new budget formats as required by Treasury Regulations No 31804. Information relating to the revenue trend by source including borrowings undertaken by the municipality. The internal management changes in relation to Section 56/57 managers. Risk assessment, including the development and implementation of measures to mitigate the top 5 risks. <p>3. Municipal Overview</p> <ul style="list-style-type: none"> This section provides an overview on how the municipality as separate legal entity function based on its relationship with other political structures, office bearers, administration, and the community. Information on the demographics, economic growth, population, growth, and development structure of the municipality should be reported including the outcomes both success and not so successful initiatives embarked upon. | IDP and PMS Manager | |
| 2 | <p>1. Governance</p> <p>Information to be included in this chapter is divided into four sections:</p> <ul style="list-style-type: none"> Component A: Governance Structures <ul style="list-style-type: none"> Political Governance Structure Administrative Governance Structure Component B: Intergovernmental Relations <ul style="list-style-type: none"> Intergovernmental Relations\ Component C: Public Accountability and Participation <ul style="list-style-type: none"> Public Meetings IDP Participation and Alignment Component D: Corporate Governance <ul style="list-style-type: none"> Risk Management Anti-corruption and fraud Supply Chain Management By-laws Websites Public Satisfaction on Municipal Services All municipal oversight committees | IDP and PMS Manager Public Participation Practitioner Risk Management Practitioner SCM Manager Legal & Compliance ICT Manager Customer Care Senior Admin | 02 nd August 2021 |
| | <p>1. Service Delivery Performance</p> <p>Chapter 3 focuses on service delivery on a service-by-service basis. It considers</p> <ul style="list-style-type: none"> Municipal performance derived from IDP objectives, translated into the SDBIP, and presents data on Community needs and resource deployment. Some indicators are offered for some services as a basic set of key comparative data to be amassed from all relevant municipalities and other services are left | IDP and PMS Manager All Directors | 03 rd August 2021 |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|-----------------------------|------------------------------------|
| | <p>for municipalities to address entirely as they consider appropriate.</p> <ul style="list-style-type: none"> The service delivery issues must be structured, captured, and reflected under each priority as contained in the IDP to allow for easy comparisons on achievements against budget and SDBIP. | | |
| 4 | <p>1. Organisational Development Performance</p> <p>This chapter addresses information pertaining to the implementation of an effective performance management system, organisational development, and performance of a municipality. Such information is required to identify skills gaps and plans for the development of such skills. To measure the outcome of effective organisational development the following is highlighted:</p> <ul style="list-style-type: none"> organisational structure enhancement. increased accountability. increased participation in problem solving, goal setting and new ideas; and <p>In relation to the above, the content of this chapter include:</p> <ul style="list-style-type: none"> Component A: <ul style="list-style-type: none"> Introduction to the municipal workforce (Total Employment, to include staff turnover. This could indicate a stable or unstable institution). Component B: <ul style="list-style-type: none"> Managing the municipal workforce Levels on reporting should be broken down to MM & Section 56, top management, assistant managers, supervisors, etc and not pay levels as there is no consistency among municipalities. Component C: <ul style="list-style-type: none"> Capacitating the municipal workforce. Component D: <ul style="list-style-type: none"> Managing the municipal workforce expenditure | Corporate Services Director | 03 rd August 2021 |
| 5 | <p>1. Financial Performance</p> <p>The aim of this chapter is to provide an overview of the financial performance of the municipality through measuring of results. It further provides an opportunity for planning, to ensure that future budgetary allocations are brought in line with IDP and functional area activities and outputs.</p> <p>Information included in this chapter is divided into the following framework:</p> | Chief Financial Officer | 17 August 2021 |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|---|---|
| | <ul style="list-style-type: none"> • Component A: <ul style="list-style-type: none"> ◦ Statement of Financial Performance • Component B: <ul style="list-style-type: none"> ◦ Spending against Capital Budget • Component C: <ul style="list-style-type: none"> ◦ Cash flow Management and Investment • Component D: <ul style="list-style-type: none"> ◦ Other Financial Matters | | |
| 6 | <p>1. Auditor General's Findings</p> <p>Besides the Auditor-General's Report, information pertaining to the following is to be included in the chapter on the Auditor-General report. This chapter provides an overview of the Auditor-General Report of the previous financial year. Specific topics that should receive attention include:</p> <ul style="list-style-type: none"> • Detail on issues raised during the previous financial year. • Remedial action taken to address the above and preventative measures. | Chief Financial Officer | 03 rd December 2021 |
| | <p>1. Appendices</p> <p>Appendices Descriptions</p> <p>The following information must be completed and added to the Annual Report to ensure that it complies with the requirements of various legislations. The content of these appendices is described below.</p> <ul style="list-style-type: none"> • Appendix A: Councillors; Committee Allocation and Council Attendance. <p>This Appendix relates to Chapter 1 of the Format and requires the compilation of a complete list of all Councillors, the party they belong to and the ward which they represent. Information pertaining to the number of Council meetings attended by each of the Councillors also needs to be provided.</p> <ul style="list-style-type: none"> • Appendix B: Committee and Committee Purpose <p>This Appendix also relates to information required to be included in Chapter 1 of the Format. A list of all Committees of Council, the purpose of each Committee and the names of Councillors serving on them. It also requires the inclusion of information related to the attendance of each Councillor.</p> <ul style="list-style-type: none"> • Appendix C: Third Tier Administrative structure <p>The organogram of the administrative structure of the municipality / municipal entity is to be included under Appendix C.</p> | <p>Corporate Services Director</p> <p>Corporate Services Director</p> <p>Corporate Services Director</p> <p>Corporate Services Director</p> | <p>06th August 2021</p> <p>06th August 2021</p> <p>06th August 2021</p> <p>06th August 2021</p> |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|------------------------------|------------------------------------|
| | <ul style="list-style-type: none"> • Appendix D: Functions of Municipality The appendix covers what constitutes the municipal functions, municipality to indicate which function is applicable to it. In case of a local municipality, it can also discuss functions performed by the district and vice versa. • Appendix E: Ward Reporting Information on the functions of ward committees, the sector of community representation and reports submitted by each of these committees must be provided. The appendix can be expanded to include brief feedback of the operations and functions of individual wards, challenges experienced, and measures taken to address them. | Public Participation Officer | 06 th August 2021 |
| | <ul style="list-style-type: none"> • Appendix F: Ward Information This appendix relates to ward information, the following information is required; ward name (number), where under each ward the seven largest projects in the current year is listed together with their start date, end date, their total value and progress. Information on the top four delivery priorities per wards as these may differ in different wards. | Public Participation Officer | 06 th August 2021 |
| | <ul style="list-style-type: none"> • Appendix G: Recommendations of the Municipal Audit Committee This appendix relates to all meetings of the audit committee held together with its recommendations, those that have been adopted and those not. | Chief Internal Auditor | 13 th Aug 2021 |
| | <ul style="list-style-type: none"> • Appendix H: Long term Contracts and Public Private Partnership Information related to the largest projects, agreements, and contracts. Information related to Public Private Partnerships (PPP) in the municipality and its duration. Specific detail pertaining to the responsible departments for managing and implementing the roll-out of these projects is to be provided. The duration and monetary value of the projects, agreements or contracts should also be included. • : Service Provider Performance Schedule This statement should include no more than the top four priorities indicators as articulated in the IDP. Note | Chief Financial Officer | 19 th August 2021 |
| | | All Directors | 06 th August 2021 |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|---|---|
| | <p>that all must be funded within approved budget provision.</p> <ul style="list-style-type: none"> • Appendix J: Disclosure of Financial Interest This Appendix relates to financial disclosures of senior managers and other section 56 officials. The financial interest disclosure is required even if posts were occupied for part of the year. • Appendix K: Revenue Collection Performance • Appendix K (i): Revenue Collection Performance by Vote This Appendix relates to information on revenue collected by votes, based on prior year and current year actual collections. • Appendix K (ii): Revenue Collection Performance by Source This Appendix relates to information on revenue collected by source, based on prior year and current year actual collections. Information by ward may also assist decision makers on the extent of indigent households and need for further support or policy changes. • Appendix L: Conditional Grants Received: Excluding MIG This Appendix relates to all conditional grants received in the current year, excluding the Infrastructure Grants, indicating adjustments budget and the actual, showing percentage variances of the two and indicating any major conditions applied by Donors on each grant, if applicable. • Appendix M: Capital Expenditure – New & Upgrade/ Renewal Programmes: Including MIG • Appendix M(i): Capital Expenditure – New Assets Programme This Appendix relates to all capital expenditure relating to the new asset programme, showing the actual of the prior year, the adjusted budget and actual expenditure in the current year. • Appendix M(ii): Capital Expenditure – Upgrade/Renewal Programme This Appendix relates to all capital expenditure relating to upgrade/renewal programme, showing the | <p>Corporate Services</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer</p> | <p>06th August 2021</p> <p>13th Aug 2021</p> <p>13th Aug 2021</p> <p>13th August 2021</p> <p>13th Aug 2021</p> |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|---|--|---|
| | <p>actual of the prior year, the adjusted budget and actual expenditure in the current year.</p> <ul style="list-style-type: none"> Appendix N: Capital Programme by Project current year This Appendix relates to all capital projects in the current financial year, indicating the adjusted budget, actual in the current year and the variance between the two. Appendix O: Capital Programme by project by Ward current year. This Appendix relates to all capital projects per ward in the current financial year and indicates if work was completed or not. Appendix P: Service Connection Backlogs at Schools and Clinics. This Appendix relates to all backlogs in schools and clinics, the name and location of the schools and clinics is required, this information is provided to assist the national and provincial departments improve planning, budgeting, and implementation. Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision. This Appendix relates to all service backlogs experienced by the community where another sphere of government is responsible for providing the service, this information is provided to assist the national and provincial departments improve planning, budgeting, and implementation. Appendix R: Declaration of Loans and Grants Made by the Municipality This Appendix relates to the list of all organization or person in receipt of loans and grants from the municipality, to state the nature of the projects funded and conditions attached to such projects together with the rand value. Appendix S: Declaration of Returns not Made in due Time under MFMA s71 This Appendix relates to all monthly budget statement not made in time as required by s71 of the MFMA. This information is critical for municipalities and oversight institutions so that early detection of problems can be made, and corrective action taken sooner. | Infrastructure Development and Human Settlement Director Infrastructure Development and Human Settlement Director Chief Financial Officer Chief Financial Officer | 13 th Aug 2021 13 th Aug 2021 13 th Aug 2021 13 th Aug 2021 13 th Aug 2021 |

| Chapter | Required Content Material | Responsible Official | Due Date |
|---------|--|-------------------------|------------------------------|
| | <ul style="list-style-type: none"> Appendix T: National and Provincial Outcome for local government This Appendix covers information not addressed in any of the other areas of the Annual Report, relating to municipal powers and functions that can be used by the National and Provincial Spheres to monitor and evaluate service delivery performance. This should indicate the progress to date, numbers and percentage achieved. | IDP and PMS Manager | 13 th Aug 2021 |
| | | | 13 th Aug 2021 |
| | <p>1. Volume II: Annual Financial Statements Section 67(1)(a)(iv) states that audited financial statements for the financial year must be reported on. Financial statements to be displayed within the municipal/municipal entity Annual Report include</p> <ul style="list-style-type: none"> Summary of operating results presented by the CFO, including <ul style="list-style-type: none"> Operating revenue Operating expenditure Operating results per service Capital expenditure and financing External loans, investments, and cash Statement of financial position Statement of financial performance Statement of changes in net assets Cash-flow statement Accounting policies Notes to financial statements | Chief Financial Officer | 23 rd August 2021 |

1.7.1 Comment on the Annual Report Process

Unlike in 2019/2020 where the reporting process guided by Circular 104 of the MFMA which was extending timelines by a minimum of two months on compliance deadlines and the process was more aligned with the MFMA process as against Circular 63 that was published in 2012 that the municipality got accustomed to in previous financial year.

The 2020/2021 reporting process conducted in 2021/2022 financial year is guided by MFMA Circular 63 issued by National Treasury in the years 2012/2013, without replacing Circular 11, which regulated the content of the Annual Report and sets out a revised format. In addition, this circular prescribes new timeframes within which the Annual Reports shall be compiled and presented. The timeframes have been adjusted to coincide with the submission of the Annual Financial Statements in August each year.

This has required the IDP and PMS unit, which is responsible for the collation of the Annual Report, and the Budget and Treasury Office, responsible for the Annual Financial Statements, to work closely together.

Despite the challenges experienced during the compilation of this report, among which is the preparation of Annual Financial statements inhouse, the municipality succeeded in compiling a Draft Annual Report which is expected to meet the requirements of the Auditor General.

Chapter 2 – Governance

Component A: Political and Administrative Governance

2.1 Introduction to Governance

Corporate governance is comprised of Risk Management and Fraud Mitigation, Internal Audit / Audit Committee, Compliance Services, Legal Services, Communication and Development Cooperation, Public Participation and Special Programmes, Knowledge Management, Research and Policy.

The preamble to the Local Government: Municipal Systems Act provides inter alia for the “core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities; to define the legal nature of a municipality as including the local community working in partnership with the municipality’s political and administrative structures; to provide for the manner in which municipal powers and functions are exercised and performed; to provide for community participation; to establish an enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government; to provide a framework for local public administration and human resource development; to put in place service tariffs and credit control policies by providing a framework for the provision of services, service delivery agreements; to provide for credit control and debt collection; and to provide for matters incidental thereto”.

The importance of good governance is widely recognised. Good corporate governance generates the goodwill necessary to enable sustainable value creation. Other pieces of the legislative framework impact on the activities of the Municipality and for the purpose of this cluster the King III Report is considered important. The introduction of the King III Report on Corporate Governance necessitates increased attention being paid to compliance issues. This covers activities such as Internal Audit, Fraud and Risk Management as well as Information Technology. Within this overall framework fall activities such as risk and fraud management, internal audit, legal and compliance, knowledge management as well as public participation.

2.1 Political Governance

2.1.1 Introduction to Political Governance

The Municipal Council is the ultimate political decision-making body of the municipality. The Mayor, Councillor Nontombizanele Koni, together with the Executive Committee of Council, takes overall strategic and political responsibility for the municipality. Ward Councillors links the community with the municipal council and administration through functional ward committees. Below are political governance structures in the municipality:

Council

The section 12 notice published by the Member of the Executive Council for Cooperative Government and Traditional Affairs, Eastern Cape determined that Emalahleni Local Municipal Council, in terms of section 9(d) of the Municipal Structures Act 1998, would have an Executive Mayoral System combined with a Ward Participatory System.

Audit Committee

The municipality has its own committee which reports directly to Council, providing opinions and recommendations on internal controls, financial management and performance.

Municipal Public Accounts Committee (MPAC)

The Municipal Public Accounts Committee is in place to strengthen the oversight arrangements in the municipality and to ensure the efficient and effective use of municipal resources. Its key role is to consider and evaluate the content of the annual report and make recommendations to Council when adopting an oversight report on the annual report as required in terms of section 121 of the Local Government: Municipal Finance management Act and Circular no 32 issued by the Minister of Finance.

2.1.2 Political Structure



MAYOR

Chairperson: EXECUTIVE COMMITTEE

Cllr N. Koni

Presides at meetings of the executive committee

Performs duties, including any ceremonial functions and exercise the powers delegated to the Mayor by Municipal Council or the executive committee



SPEAKER

Cllr DS Kalolo

Presides at the meeting of the Council

Ensures that the council meets at least quarterly

Must ensure that the council meetings are conducted in accordance with the rules and orders of the council



CHIEF WHIP

Cllr N Lali

Performs duties that are delegated to him by Council

Portfolio Head:

INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENT STANDING COMMITTEE

EXECUTIVE COMMITTEE

Portfolio Head: Cllr Liwani

COMMUNITY SERVICES STANDING COMMITTEE



ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE STANDING COMMITTEE
Portfolio Head: Cllr N Mtyhobile



CORPORATE SERVICES STANDING COMMITTEE
Portfolio Head: Cllr T Kulashe



BUDGET AND TREASURY OFFICE STANDING COMMITTEE
Portfolio Head: Cllr M Limba



MPAC COMMITTEE
Chairperson: Cllr L Mapete



2.1.3 Councillors

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 elected the Mayor, Council Speaker and Chief Whip. The mayor has an Executive Committee of five members.

2.1.4 Political Decision- Making

The political decision making 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.

On acceptance of the recommendation by the Executive Committee, such recommendations are made to the Council. Council then takes a final decision on the matter. In the few cases where there was no consensus on a matter within Council, in such instance, the issue will go to vote. Once the Minutes of the Council meeting have been adopted, the responsibility lies with the Accounting Officer to ensure that actions are taken to implement such resolutions through appropriate directorates.

2.2 Administrative Governance

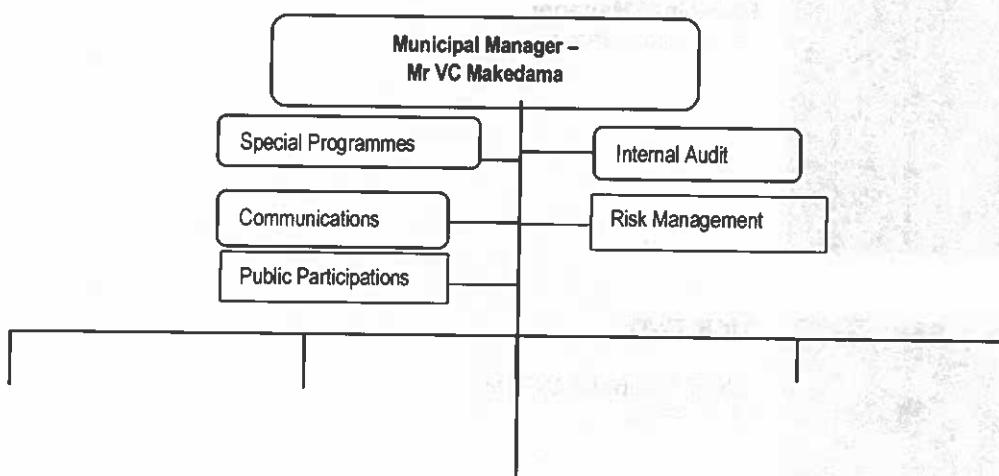
2.2.1 Introduction to Administrative Governance

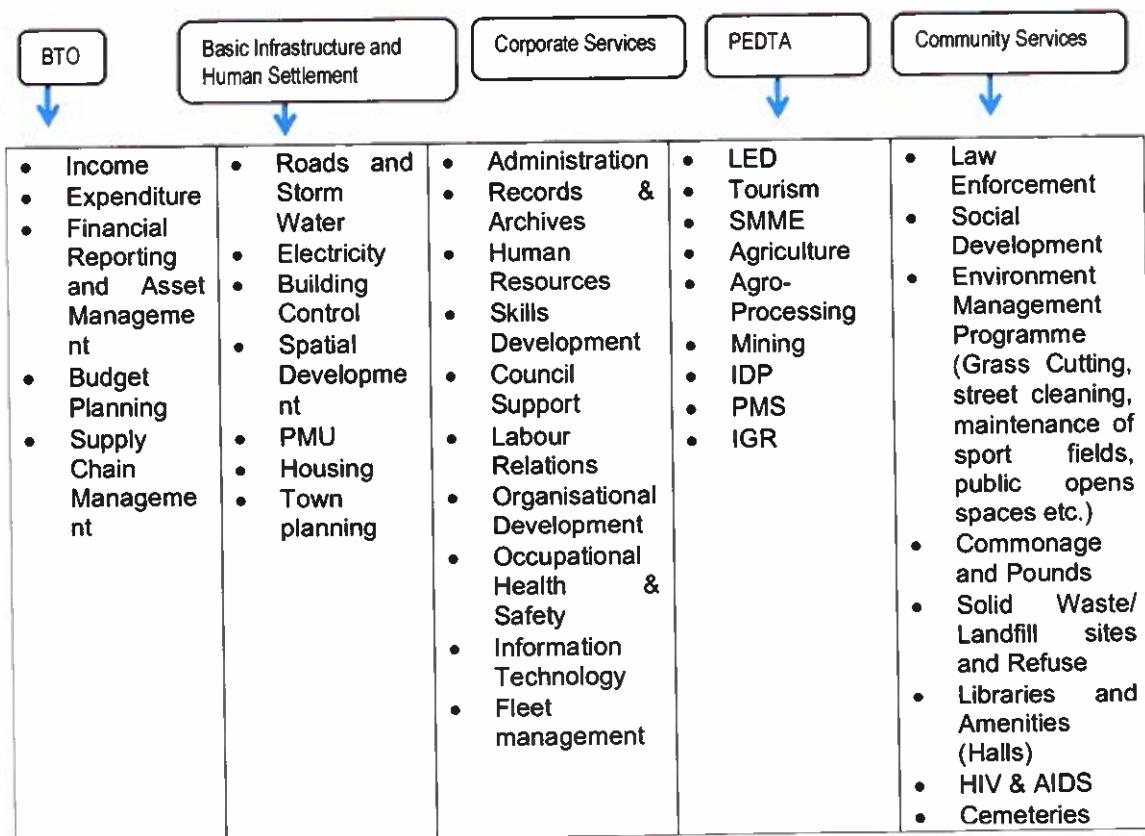
Note: MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality.

The 2019/2020 financial year marks the fourth year of the current term of the administration. The following structure shows the macro-organisational structure which was effective in the 2019/20 financial year.

| | |
|---|----------------|
| Accounting Officer | Mr VC Makedama |
| Chief Financial Officer | Mr X Sikobi |
| Director: Corporate Services | Mr TT Javu |
| Director: Economic Development, Tourism and Agriculture | Mr N Mntuyedwa |
| Director Infrastructure Development and Human Settlement: | Mr D Njilo |
| Director: Community Services | Mrs N Nyezi |

In the year under consideration, the organisational structure had also undergone a review and the following macro structure was adopted by Council for implementation in the 2018/19 financial year.





In addition to the above, the Municipality has a functional Internal Audit Unit, which conducts regular reviews of systems of control as well as compliance with legislated provisions and policies.

2.2.2 Top Administrative Structure



TIER ONE
Municipal Manager
Mr VC Makedama



TIER TWO
Chief Financial Officer
Mr X Sikobi



Director Planning, Economic Development, Tourism and Agriculture
Mr N. Mntuyedwa



Director Infrastructure Development and Human Settlement
Mr D Njilo



Director Community Services
Ms N Nyezi



Director Corporate Services
Mr TT Javu

Middle Managers

Manager: IDP and PMS

Mrs N Ncede

Chief Audit Executive

Mr A Pika

Acting Unit Manager: Dordrecht

Mr Z Mbonyi

Unit Manager: Indwe

Mr M. Nziweni

Manager: Community Services

Mr Z Mzileni

Manager: Public Safety

Mr O. Ndyumbu

Acting Manager: Supply Chain Management
Ms N Mzwana
Manager: Income and Expenditure
Mr A Zindlu
Manager: Financial Reporting and Asset Management
Mr M Madikizela
Manager: Project Management Unit
Ms Onke Ngacu
Manager: Electricity
Mrs Y Casa-Maselana
Manager: Information and Communication Technology
Mr P Matinisi
Manager: Local Economic Development
Mr. M. Tikana
Manager: Human Resources
Mrs M Swayena
Manager: Legal Services and Administration
Ms N Sehoshe
Manager Operations
Mr L Teka

Component B: Inter-Governmental Relations

2.3 Inter-governmental Relations

2.3.1 Municipal Inter-Governmental Relations

The municipality has its own IGR structure which composes of the municipal representatives (Members of the Executive Committee of Council and Officials) as well as representatives from sector departments within the Emalahleni jurisdiction including those outside the jurisdiction.

The municipality has had 4 local IGR meetings (coordinated by the IDP and PMS Division in the Planning, Economic Development, Tourism and Agriculture Directorate) that were well attended by representatives of sector departments; to discuss issues of mutual interest on the side of the municipality and sector departments, development planning and performance management related issues. The division has as well received support from the IGR unit in the Provincial Department of Cooperative Governance and Traditional Affairs.

Key to the issues discussed in the last financial year were issues relating to the maintenance of access roads by the department of roads and public works; disaster housing, implementation of human settlement projects as well integration of issues raised in war rooms into the municipal systems.

2.3.2 Development Cooperation and International Relations

The role of local government in International Relations has moved significantly from the symbolism of the past to meaningful interaction of mutual benefit with far reaching implications for the image of South Africa and the development agenda at a local government level i.e., attainable economic benefits.

In this regard it has been determined that the growing demands and complexity of South African municipal service-delivery imperatives have impacted significantly on the range and depth of skills and competencies required from within the municipal economy, thereby necessitating serious consideration of municipal intergovernmental relations as an increasingly viable conduit for scarce skills and resources.

District IGR coordinated by the Chris Hani District municipality is in place and functioning effectively.

2.3.3 Provincial Inter-Governmental Structure

IGR continues despite many challenges that were experienced in the past. IGR cluster meetings were held although the "then" and "current challenges" relate to the ability to facilitate adequate attendance from all departments from within the IGR Forum. Additional efforts are being made to encourage support and attendance. Meeting dates are circulated, and meetings held as required.

The municipality is involved in the following IGR programmes and structures:

2.3.4 National Inter-Governmental Structure

The national department of Communications has identified the municipality as one of areas where broad band communications will be piloted. As part of this project an implementing agent, namely USAASA (Universal Service Access Agency of South Africa), has already set up computer laboratories in three schools, 2 additional network poles have been erected to increase network coverage.

Component C: Public Accountability and Participation

2.4 Overview of Public Accountability and Participation

The goal of the Municipality on Good Governance, and Public Participation is to realize a viable and caring institution that will promote and support a consultative and participatory local government. This is in keeping with the current municipal vision:

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

The Municipal Manager's Office covers the following support units focusing on the inter-face of administration and political leadership:

- Offices of the Mayor and Speaker.
- Communication and Development Cooperation.
- Public Participation and Special Programmes

The activities of this office are primarily focused on support for politically driven programmes – in the context of services delivery – and administrative compliance issues that are driven by or delegated through political principles of the municipality.

The following section outlines how this has been carried out in the municipality.

2.4.2 Public Participation

The municipality has a designated office responsible for:

- Enhancing public participation in order to ensure participative local government, by engaging in municipal outreach programmes, Council meetings and Mayoral Imbizo's.
- Maintaining effective contact and interaction with all spheres of government (sector departments, NGO's, FBO's, CBO's as well as public private partnerships);
- Ensuring that all aspects of compliance and legal responsibilities as they relate to public participation are attended to.

2.4.2.1 Functional Responsibilities

- Public Participation.
- Ward Committee functioning.
- Community Development Worker (through CDW functioning).
- Twinning relations between Emalahleni Local Municipality and Dordrecht Municipality (Netherlands);
- Communications (Internal and external).

2.4.2.2 Focus Areas 2020/2021

- Improved Public Participation initiatives.
- Improving interaction with CDW's.
- Establishing functional war rooms
- Moral regeneration
- Contributing to Intergovernmental Relations.
- Improved Communication (Internally and externally).
- Facilitation and coordination of the IDP roadshows.

2.4.2.3 Response to Covid-19 pandemic

- The municipality has functional joint operational committee (JOC) chaired by Mayor which seats weekly.
- The JOC meeting consists of all sector departments.

2.4.3 Performance Reporting and Challenges

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2.4.4 Performance Reporting and Challenges

2.4.4.1 Public Participation

Council is committed to the promotion of local democracy through the involvement of communities in its planning and decision-making processes. Consultative forums such as: the IDP Representatives Forum, Mayoral Imbizo's Lekgotlas', EXCO Outreaches, Ward Committee meetings, Traditional Leaders, CDW operations and the like were held and took place.

Communities were encouraged to take part in project implementation exercises via their locally based organizations, such as co-operatives, trusts, NGOs, and Project Steering Committee meetings. Every effort was made to develop and improve relations with stakeholders and customers.

The Presidential Fraud Prevention Hotline was also used to ascertain customer feedback and meetings are regularly, to address issues raised. During the year under review, several effective public participation interventions were held. These include:

IDP Outreaches

As per the IDP/PMS and Budget Development Process Plan adopted by Council, IDP and Budget roadshows were held throughout the municipality and according to a scheduled program to solicit, consolidate and as well confirm ward priorities. Each ward was visited by a team comprising politicians and management and led by an executive committee member. Participation outreaches were held in 17 wards and at least three visits per ward.

2.4.4.2 Ward Committees

Ward Committees are an appropriate channel through which communities can lodge their complaints. In a broader sense a Ward Committee is a communication channel for the entire community residing in each ward.

In August 2016 as the new Council came into office, 17 Ward Committees were elected, and the 170 elected members were suitably inducted and trained to ensure that they function effectively. Training efforts were held during the second quarter of the financial year and focused on the areas that will ensure that committee's function appropriately. Monthly meetings occur as scheduled and Ward Committee quarterly meetings are held with all ward committee members, CDW's and Ward Councillors (coordinated by the Office of the Speaker).

Major Issues Dealt with by the Ward Committee System

The following key issues were addressed through the ward committee and public meetings:

2.4.4.3 Reports to Council

These remain public documents and the Speaker reports on the activities of the Ward Committees to Council on a quarterly basis. In the year under review, quarterly reports were submitted to Council on the functioning of Ward Committees.

2.4.4.4 Business Forum Meetings

To facilitate stakeholder consultation, business forum meetings have been established. In the year under review, quarterly meetings were held.

2.4.4.5 Community Development Workers

CDW's are employed by the Department of Local Government and Traditional Affairs and placed in each ward; to assist communities to link with their municipalities and government departments. The effectiveness of these CDW's is compromised by the fact that they report directly to the Department rather than to the municipality and this affects reporting and the provision of instruction. Accountability to the communities is to be facilitated and improved.

While great improvements have been experienced within the field of public participation ongoing focused efforts and the involvement of all stakeholders is required.

2.4.5 Comments on the Effectiveness of the Public Meetings held:

The Municipality makes more appropriate decisions based on the priority needs of the community.

2.5 IDP Participation and Alignment

| IDP Participation and Alignment Criteria* | Yes/No |
|--|---------|
| Does the municipality have impact, outcome, input, output indicators? | Yes |
| Does the IDP have priorities, objectives, KPIs, development strategies? | Yes |
| Does the IDP have multi-year targets? | Yes |
| Are the above aligned and can they calculate into a score? | Yes |
| Does the budget align directly to the KPIs in the strategic plan? | Yes |
| Do the IDP KPIs align to the Section 57 Managers | Yes |
| Do the IDP KPIs lead to functional area KPIs as per the SDBIP? | Yes |
| Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes | Yes |
| Were the indicators communicated to the public? | Yes |
| Were the four quarter aligned reports submitted within stipulated time frames? | Yes |
| * Section 26 Municipal Systems Act 2000 | T 2.5.1 |

Component D: Corporate Governance

2.6 Risk Management

Risk Management is a statutory imperative which must be complied with. The municipality is therefore required by law to develop proper systems of risk management for purposes of mitigating further risk and to encourage and promote a risk management culture in the institution.

Management of Legal Risk

The Municipal Manager's role within risk management is to:

- Engage proactively in the development of a risk management framework.
- Develop and promote strategies that assist in the achievement of the broader risk management objectives of the municipality.
- Flag areas of potential risk and engage other stakeholders to introduce best practice models;
- and
- Engage meaningfully in the review processes relating to risk management.

Below, are the strategic risks identified across the institution:

Strategic Risk Register 2020/2021 - as@30 June 2021

| Priority Area | Risk Sk No | Risk Description | Root causes to the risk | Current business processes / controls in place to manage identified risks | Risk owner | Residual risk exposure | Mitigating action plans to further addresses the residual risk exposure | Target date for completion | Action owner | Action status | Progress and status |
|--|------------|-------------------------------|---|---|-----------------------------|------------------------|--|---|--|---------------|---|
| KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | | | | | | | | |
| Law enforcement | 1. | Non-implementation of By Laws | 1. Staff shortage (Peace officers , EMI) 2. Uninformed community. 3.Unclear roles and responsibilities by law enforcement agencies.(DOI, SAPS, DEDEAT ect). | 1.Two traffic officers trained as peace officers with identification cards. 2.Community Awareness Programs. 2.Community Fora. 2.Public Participation Programs. 3.Effective Inter-governmental relations forum. 4.Lack of skills capacity. 5.Fines and penalties | Director Community Services | Priorty 1 | 1.Engagement with the Stakeholders to assist in law enforcement. 2.Public Safety Awareness Sessions. 3.Meeting with Law enforcement agencies. 4.Training the staff personnel as peace officers. | 1.31 Dec 2020 . 2. Quartely 3.Quartely 4.31 March 2021 | 1.Director Community Services. 2.Community Manager 3.Community Manager | In progress | 1 & 2 Joint venture road block Home affairs, Health , SAPS Provincial Traffic on the 01 April 2021. 2.Joint venture road block Home affairs, Health , SAPS Provincial Traffic on the 01 April 2021. 3. Quarterly Community Safety Forum Meetings 03 June 2021 |

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| not determined by the municipality . | 5.Gazzeted By-Laws | | 4.Traffic Training Colleges are all temporarily closed due to COVID-19 | |
| Building/ Facilities / Amenities and Recreational facilities | Inadequate maintenance and management of Municipal facilities | 1.Inadequate budget allocation 2.Approved Organogram. 2.Facility Practitioner sent on training. 3.Implementation of the maintenance plan. 4.Poor workmanship on newly constructed facilities. | 2.Capacitate the facilities maintenance unit. '3.Develop maintenance monthly plans 3.Submit progress report quarterly to Directorate meeting. | 2.28 Feb 2021 '3.30 Sept 2020. 3.Quarterly |
| Priori ty 1 | Director Community Services ;IDHS | 2.Appointment of Facilities Management Practitioner and handy man. 3.Developed facilities maintenance plan (SOPs,Preventative maintenance system and internal maintenance response system) in place. | 2.Director Community Services 3.Facilities Management Practitioner 3.Facilities Management Practitioner. | Final tests and main train |

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| Provision of Electricity | 1.3 | Electricity losses is not being controlled in line with NERSA standards. | 1. Prepaid meter inspections. 1. Customer consumption report. 2. Ageing infrastructure. 3. Inadequate network maintenance 4. Outdated metering. 5. Community resistance. | Director : IDHS | Priority 1 | 1. Implementation and monitoring of electricity by-Laws. 2. Implementation of the maintenance plan. | Electrical Manager | 1. Quarterly. 2. Quarterly. | Final tests and maintenance. | 1. Implementation of Electricity By-Law in progress. 2. Implementation of Maintenance Plan currently in progress as planned on the SDBIP. 2. Prepaid and conventional Electricity meters procured. Installation in progress. 2. Analysis on the purchase history of consumers and repairs on defects identified in progress. |
| | | | | | | | | | | 4, Transformer loading. 4. Customer |

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| | | | | made for the land scheme. development in the next FY budget to then be implemented |
| owned land) 4.Insufficient Personnel. | Town Planner. | | | |
| Project Management | 1. Inability to implement projects adequately. | 1.IDP and budget process and IDP and budget committee, DORA bill. 2. Delays with Supply Chain Management Processes. 3. Poor planning. 4. Lack of integration within business units in the municipality for implementation of projects. | Director :IDHS Priority 3 | 2. Bid Committees to sit as scheduled '3. For each project a feasibility study should be conducted before budgeting. 4.Establish a Project Forum. |
| 1.5 | | 1.IDP and budget process and IDP and budget committee, DORA bill. 2. Delays with Supply Chain Management Processes. 3. Poor planning. 4. Lack of integration within business units in the municipality for implementation of projects. | PMU Manager Roads Superintendent SCM Manager | Final tests and maintenance 2. Bid Committees to sit as scheduled as we have a schedule. 3.The municipality had thus appointed A panel of consultants to provide the feasibility study and designs for pipeline projects to ensure that the Business Plans submitted to Sector |

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| SMME Support | 2. Lack of capacity to sustainably run their business. | 1. Lack of capacity by SMMEs to sustain their businesses. 2. Insufficient funding to support SMME development. | 1.ILED strategy. 1.SMME Support Plan (Facilitate procurement of production inputs, Trainings and advisory sessions). 3. Improved relations with DEDEAT and CHDM. | Director PEDTA Priority 3 | 1.'Facilitate capacity-building programmes to SMME's. 1.Facilitate a training and registration with NHBRC to SMME's in construction. 2.Source funding Department of Small Business Development ,COGTA, DEDEAT and CHDM. 2.Budget allocated yearly for SMME. 3. One on One sessions held with Government |
| | | | | | 1.Bi-annual y 1.Road show conducted with Small Business Development ; DEEAT and SEDA on the 12 Nov 2020. 1.Business Management Training that was offered to SMME's. 2.110+ SMMEs were assisted to date with the applications and subsequently approved for the Small Business Development |

KPA 2: LOCAL ECONOMIC DEVELOPMENT

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| 2. | Illegal mining. | 1.Beaurocracy in the application process of mining permits by Dept of Mineral Resources. 2-3. Unemployment. | 1-3.LED strategy' 1. SMME Support Plan (facilitate the acquisition of small-scale mining permits). | Director P.D.T.A Priority 3 | government development agencies (SEDA,NYDA, SEFA) agencies. 3. Attending IGR for as for development of SMMEs. 3. Established relation with CIDB and NHBC. |
| | | Conducting awareness campaigns on Awareness. | 1. Engage affected stakeholders to assist mining co-operative of self. 3. Employment. | 1-3. Information and advisory sessions to the mining co-operatives. 1. Engage affected stakeholders to assist mining co-operative of self. | relief funds. 2, SMME's in the informal sector have been identified for funding by the SALGA in partnership with United Nations Development Programme. 1-3. Its ongoing as the projects above have been done in partnerships with these Agencies. |

| | | | | | Requirement | S. |
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| | | | | | In progress | |
| Tourism Development and Heritage Management | 2. Lack of tourism development to support tourism development initiatives. | 1.'Insufficient funding allocated yearly. 2. Tourism Brochure grading sessions. 3. NDT has provided the municipality with data collectors. | 1.Budget allocated yearly. 2. Tourism Brochure grading sessions. 3. Lack of Awareness by the tourism establishment owners about the importance of grading. | Director PEDTA Priority 3 | 1.Solicit funding to support tourism development initiatives. (CHDM, ECPACC DEDEAT). 2. Implementation of Marketing Plan. | 1.31 Dec 2020 2.31 March 2020 |
| | | | | | 1.Due to the process and budget constraints all government institutions the funding has not yet materialized. 2. Physical Market Plans have not been implemented but due to the COVID challenges some events could not be conducted. | |

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| Agricultural Development & Agro-processing | 2. Lack of agricultural development. | 1.Unfavourable climatic conditions. 2. Lack of capacity amongst the farmers. 3.'Insufficient funding to support agriculture development initiatives. 4. Lack of Awareness by Farmers on agricultural developments. | 1.Custom feedlot. 1. Livestock genetic improvement program. 1. Dam scooping. 1. Sorghum production. 1. Nguni Bulls purchased and provided to 12 wards to assist in genetic improvement. | Director-PEDTA Priority 3 | 1.Rotation of the Nguni Bulls within the wards. 1.5*Dam scooping (desilting) program to be facilitated by the municipality on behalf of the DRDAR. 1.2 & 4.RAFI to assist the Municipality through CHCDC with tillage and planting of 40 000 |
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| | | | | | The marketing of the art Center on social media platforms. Vulkani Radio Station. 4Ps of marketing mix addressed by buying production inputs for Art Centre. |

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| DRDAR in Bengu and Zingxondo. | 2-4 LED Strategy | Local Municipality | hectors within the Emalahleni Local Municipality and also assist with fencing and training of farmers. | stakeholder engagements for implementation of RAFI programme. | |
| 2-4 Irrigation scheme management plan. | 2-4. Training provided to farmers in conjunction with relevant Stakeholder. (CDC, ECDRA) | 2-4. Facilitate improvement of agricultural initiatives(Technical meetings, workshops, trainings, Project steering committee meetings) | 2-4. Meeting was conducted 25 Aug 2020. Another meeting was held at Thabo Mbeki during the month of May 2021 to discuss preparations for stakeholders workshop. Initiative have been done to plant 40 hectares at ejojweni directly funded by the municipality. | 2-4. Meeting with Dicla | |
| Forestry Management | 2. Inadequate implementation of forestry from the community | Director PEDTA | Priorty 1 | 1. Funding to be provided by CHDM for fencing of forest plantations.' | 1. Agriculture Development Practitioner trainin |
| 2. Lack of funding. | 2.No Control. '2.Approved Forestry Management Plan | 1.31 Dec 2020 | Agricultural tests and main train | 1. Funding did not provide their reason is that their budget was cut for | |
| 2. Lack of awareness from the community | 2. LED | 2.31 Dec 2020 | r | | |

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| management plan. | s about forestry. 3.Negligence by the community (vandalism, theft for personal enrichment) | Strategy. 2. Established Forestry management committees. (through War Rooms). 2.No Control 3.No control | 2.Conduct awareness programmes on forestry management initiatives. 2.Implementation of forestry management plan. 2& 3.To facilitate training to forestry management committees. 2& 3. |
| | | 2.31 March 2021 2.31 March 2021 | the current financial year. 2. The awareness session was done on the 23 Nov 2020 in ward 3 for forestry committees. Another awareness session was conducted on 29 March 2021 at ward 12 and another session on the 21 June 2021 at Cacadu, |
| | | | 2.The plan is implemented and reported on a quarterly basis. 3.Due to the process and budget constraints all government institutions the training |

KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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| Internal Audit | 3.1 | Ineffective audit committee and internal audit unit. | 1.Lack of sufficient capacity within internal audit unit. | 1.Fully fledged functional Audit Committee. | Municipal Manager | Prioritised | 1.Staff members will enhance their capacity through continuous professional development | 1.31 Dec 2020 1. Quarter | Chief Audit Executive. |
| | | | | 1.Approved Internal Audit Organogram(not fully complemente d). | | | 1. Progress on the Internal Audit Plan | | Final tests and maintain |
| | | | | 1.Approved Internal Audit Plans and Charters. | | | | | 1. Staff attended the Boarder Kite Conference on the 19- 20 Sept 2020 1. Progress on the 20/21 Internal audit plan has been tabled to the Audit Committee on the 21 May 2021. |

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| Complaince Management | 3.2. | Non-compliance with relevant legislation. | 1.No formal process to monitor compliance. | 1.MFMA compliance register. | Municipal Manager | Prioritiser. | 1 Monitor risk management plans on a quarterly basis | 1.30 July 2020 1.31 Dec 2020 1. Quartely |
| Community Participation -To improve community participation in the affairs of the municipality. | 3.3. | Ineffective implementation of the public participation Strategy and Policy. | 1. Budget constraints. 2. Inadequate staffing. 3. lack of support from internal Stakeholder S. 4.Unorganised stakeholders at ward level. | 1.Increased budget allocation. '2. Source contract workers for specific programs. 2.Chris Hani interns. | Municipal Priority 3. | 1. Sourcing funding from the Office of the Premier as they are the custodians of the war rooms. | 1.30 June 2021 1.30 June 2021 | Public Participation Practitioner |
| | | | | | | | | Final reports and main data |

1. No formal process to monitor compliance.

1. MFMA compliance register.

1. Risk Management Practitioner has been assigned the Compliance function.

1. SCM compliance verified on all tenders.

1. Increased budget allocation.

2.'2. Source contract workers for specific programs.

2.Chris Hani interns.

1. Sourcing funding from the Office of the Premier as they are the custodians of the war rooms.

1. Funding for the implementation of the Ward War rooms have been received from Chris Hani District Municipality in a form of donation of school Uniform to needy schools from Ward 1,5 & as the letters were sent both to CHDM and Office of the

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1. MFMA compliance register.

1. Risk Management Practitioner has been assigned the Compliance function.

1. SCM compliance verified on all tenders.

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| | | | | | Premier. We have not yet received any response from the Office of the Premier. |
| | | | | | stakeholders with regards to public participation. |
| | | | | | 4. Woman, Youth and Ward AIDS councils have been elected at ward level. |
| | | | | | 4. Develop terms of reference for the establishment of forums for interest groups at ward level. |
| | | | | | 4. Established remaining interest groups. |
| Communi- cation - 3. To ensure fully functional systems of internal and external communica- tion | 4. Ineffectiv- e implemen- tation of the Communi- cation Strategy and Policy. | 1.Budget constraints 2. Inadequate staffing 3.Lack of understand- ing of the communication function by the internal stakeholder | Municipal Communicati- on Plan to influence resource allocation. 1 National Communicati- on Policy. 2. Interns with two year contract x2 3. No control | Priori- ty 1 a) Manage r. internal stakeholders (internal memos, emails) | 4. Continous engagement with the internal stakeholders (internal memos, emails) 4. Quart- ely Practitione r Communication and main- tain Final tests and was conducted, Local Communicat ors Forum in the form of CDW roundtable and information sharing on internal |

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| Customer Care-To Improve Customer Care Management | 3.5 | Ineffective understanding of customer care by internal stakeholder | 1.lack of understanding of customer care by internal stakeholder | Municipal Manager | 1.Internal Customer Care workshop to be undertaken. |
| | | 2. Inadequate electronic communication systems for Customer Care. | 2. Customer Complaints Register at all the municipal units and suggestion Boxes at all the municipal units. | Prioritiser. | 1.31 March 2021 |
| | | 3.Standard Operating Procedure for Customer Care services are in place. | 3.Standard Operating Procedure for Customer Care services are in place. | | Customer Care Practitioner |

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| Community participation -To improve community participation in the affairs of the municipality. | 3. Dissatisfaction of Government legislation. | 1.Misinterpretation of Government legislation. 2. Inadequate public participation (leading to community members in seeking clarity on Municipal legislation. 3.. Ineffective communication 4.Political Environment 5.Social Media | 1. Municipality has an open door policy to community members in seeking clarity on Municipal legislation. 2.Customer Care units fully functional within the municipality. 2.Public Participation functioning within the municipality. 2.Public Participation strategy and Policy | 1. Prioritisation by Management 2. Continuous engagement by Management 3.31 Dec 2020 5.30 June 2021 |
| | | | | 1. Public participation on Practitioners / Politicians. 2.Public Participation on Practitioners 3.Communications Practitioners 4.No control by Management, however management and the council are committed to transparent leadership. Sectoral engagements are prioritised to ensure the community |
| | | | | 2.Rate payers , Business Forum , Youth Forum and Woman Forum are sectoral engagements that sitting continuously. 4, No control by Management, however management and the council are committed to transparent leadership. Sectoral engagements are prioritised to ensure the community |

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| Fleet Management | 4.2 | Inadequate implementation of the Fleet Management Strategy in place. | 1. Insufficient Capacity of available personnel 2. No Fleet Management Strategy in place. | 1.Training of employees. 2.Fleet Management Policy approved. | Director Corporate services. | Priorty 1 | 2. Implementation of the Fleet Management Policy. | Fleet Management Practitioner. | Final tests and trainin |
| Legal Compliance | 4.3 | Inadequate implementation of institutional legal representation. | 1.Insufficient personnel 2. Budget constraints 3.No Legal representative. | 1. Secondment of staff to the Unit. 2. Budget Provision has been allocated for the Litigation Mitigation Strategy. | Director Corporate services. | Priorty 1 | 3. The bid is at evaluation stage the appointment will be expedited. | Legal Services and Administration | Final tests and trainin |
| | | 2020/2021 financial year but not | | | | | | | Management have been proccurred in Quarter 2. |

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| Occupational Health and Safety- healthy and safe working environment for councillors and officials. | 4.5 | inadequate implementation of OHS Strategy. | 1. Budget Constraints 2.Slow implementation of OHS recommendations | 1.Budget Provision has been allocated for the 2017/2018 financial year. 1.Medical examination to affected employees. 2.Reports tabled to the OHS Committee. | Director Corporate services. | Priorty 1 | 1.Conduct medical examination to affected employees.2. 1.Facilitate the appointment of a service provider that will provide Fire extinguisher s and their maintenance (existing building). 1.Purchase of first aid kits and replenish used items. existing buildings). |
| Integrate non-compliance with processes. | 4.6 | 1.Ineffective administrative processes. | 1.IDP/Budget Process Plan. 2.IDP assessment (COGTA). 3.Implementation of MEC comments from IDP assessments. | Director PEDTA | Priorty 3 | 1.Adherence to IDP/Budget Process Plan. | 1.IDP and PMS Manager |
| Development Planning, et al | 5. | Process Guideline | | | | | Final tests and main tam |

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| <p>needed or required.</p> <p>3. None adherence to the demand management plan timelines.</p> <p>4.Covid 19 delays in the turn around time the procurement process.</p> <p>and new staff on Supply Chain Management processes.</p> <p>4. Utilize virtual meetings for bid committees to ensure to social distancing were possible (BSC and BAC)</p> <p>4. Procurement s will be done on best available pool of suppliers.</p> <p>Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>were reviewed and are being implemented</p> <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> | <p>1&2. Departmental Procurement developed and updated with new adhoc projects when they arise.</p> <p>1&2. Training was conducted on bid committees.</p> <p>4.Facilitated as far as possible to ensure safety.</p> <p>4.Response from suppliers for half of the year has improved.</p> <p>Final tests and main train.</p> |

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| reporting regulation 05 | on project that are not budgeted for. 3. Non- reliable power supply leading to system failure. | Section 71 report. 1. Monitoring and strict adherence to the approved budget through PM13 monthly reports. 1. Confirmatio n of budget before expenditure 2. Auto block over expenditure function on EMS. 3. UPS. 1&2. Review and approved policies as listed below. Property Rates policy • Budget Policy • Virements policy • Supply Chain Management policy |
| | | system from requisitions to payments(systems will not allow for over expenditure) |
| | | 1. Provide the Budget consumption report on over expenditure and directorate to provide corrective actions. The challenges experienced with the new mSCOA Financial system have been overcome, we are now able to generate a report out of the system that shows the budget consumption for both |
| | | 1.Budget consumptio n reports are sent to all directores on a monthly basis in the 4th quarter. |

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| | | |
| | | Revenue and Expenditure items so as to give an early indicator of over /under/budgeting in the case of revenue and to avoid over- expenditure. We will be able to provide directorates with budget consumption report. In the mean time no expenditure is processed with out the confirmation of the budget print out from the budget office this is to ensure that we dont incur over expenditure. |
| | | |

| Revenue Management | 5.3 | Low revenue base impact on financial sustainability of the municipality | 1.Inefficient implementation of the Credit Control Policy. | 1. Approved Credit Control Policy. | CFO | Priorty 1 | 1. Enhance own revenue collection initiative - Monitor and report | 1. Mont hly. Manager: Income and Expenditure | In progress | 1. Current collection rate has improved and the year to date collection rate in 122% (@30 May 2021). |
|--------------------|-----|---|---|---|-----|-----------|---|--|-------------|---|
| | | | 2. Inadequate implementation of Revenue Enhancement and Cash Management Strategy. | 2. Approved Revenue Enhancement and Cash Management Strategy. | | | 2. Revenue Enhancement management committee resolutions implemented | | | 2. No meeting was scheduled for the fourth quarter due to the abnormal working situation. Unfortunately the situation has not changed. Regardless of the situation the resolution are being executed (Collection from the government institutions have shown an improvement and the municipality |
| | | | 3.Umwillingness of qualifying consumers to register for indigent support. | 3. Standard Operating Procedures for Revenue Collection in place. | | | | | | 3. Approved Indigent Policy |
| | | | 4.COVID 19 Decrease in own revenue e.g. rates, electricity, traffic fines, town planning fees, Motor licensing, business licences, rentals, hall hire, etc. | Established Revenue Enhancement and cash management committee. | | | | | | 3. Annual indigent registration. |

Supply Chain Management practices and policies are improving continuously, and all aspects of the Supply Chain Management Framework apply. All required aspects of Demand and Acquisition Management are strictly applied. All required aspects of Bid Committee System is in place and utilized in acquisition with the Central Supplier Database (CSD). The Bid Committee System is in place and appointed, all with proper written and signed delegations.

Training of the Supply Chain Staff and Bid Committees has been conducted to ensure effective implementation of supply chain processes.

- SCM Performance and monitoring
- Logistics Management
- Risk Management
- Acquisitions Management
- Demand Management

The municipality reviewed its Supply Chain Management Policy during 2020/2021 financial year to be in line with applicable legislation. The system of Supply Chain Management Unit consists of the following sections:

2.8 Supply Chain Management

The Municipality has had to institute criminal matters in the Magistrate's Court from time to time. To this end close collaboration is maintained with the Office of the Public Prosecutor. No criminal action was instituted in the year under review. As a general principle, segregation of duties is of common application to reduce the likelihood of irregularities. This process is under constant review.

The Municipality has been reluctant to introduce the mechanism of operating a Fraud Hotline without the capacity to handle the investigations that would follow its introduction. Notwithstanding, tips and reports are followed up. Aligned therewith, the Municipality established an Audit Committee several years ago. The membership of the Committee is from outside the Municipality (i.e., no councillors or officials form part of this Committee) and it is considered independent. This Committee reports directly to Council.

The Fraud Prevention Plan was rolled out in the 2016/2017. This will be followed up with Fraud Risk Assessments in Directorates. This fraud susceptibility assessment is intended to highlight any "fraud friendliness" in the control environment. The work in this area is the subject of the implementation plan.

It also sets out details of the "who, what, where, when why and how" of responding to fraud or allegations of fraud. The plan defines "damage control" processes, sets the action plan in motion, and controls the investigation and recovery procedures. It is the overall "game plan".

The strategy sets out an aggressive and firm attitude towards fraud and corruption; undertaking to aggessively seek it out, investigate allegations, prosecute offenders, and encourage staff to report any incidents. The document is worded in such a way as to achieve "buy-in". It seeks to create a level of fraud awareness among staff and encourage them to report suspected fraud in the workplace. It highlights that the primary means of detecting fraud is a sound system of internal control. Other measures include highlighting red flags, setting out details of fraud assessment questioning, mandatory vacations, surprise audits, investigative techniques, training, etc.

Fraudulent and irregular activities and issues that are raised are dealt with regularly and efficiently. Implementation plans for risk have been developed. The presidential hotline is used to report need to be tightened as a matter of course. To manage risk and fraud prevention, strategies and anti-corruption and fraud strategies are in place and applied although it is recognized that controls

The municipality identified information technology as one of the most powerful tools used to achieve the objectives of knowledge management. Amongst other things, this can only be achieved by having a fully functioning and up to date municipal website. The website was developed, it is being hosted offsite by a service provider through an annual hosting license. The website is active and currently fully functional, with all municipal documents as per the requirements of the MFMA uploaded and updated. The municipal website was fully maintained in-house.

2.10 Knowledge Management

| No. | Name of the By-Laws | Date | Status |
|-----|---------------------------------|------------|------------------------------|
| 1 | Child Care Services | Feb 2016 | Adopted by Council, gazetted |
| 2 | Community Fire Safety | Feb 2016 | Adopted by Council, gazetted |
| 3 | Local Tourism | Feb 2016 | Adopted by Council, gazetted |
| 4 | Keeping of Animals | Feb 2016 | Adopted by Council, gazetted |
| 5 | Liquor Trading | Feb 2016 | Adopted by Council, gazetted |
| 6 | Outdoor Advertising and Signage | Feb 2016 | Adopted by Council, gazetted |
| 7 | Parking | Feb 2016 | Adopted by Council, gazetted |
| 8 | Public Amenities | Feb 2016 | Adopted by Council, gazetted |
| 9 | Street Trading | Feb 2016 | Adopted by Council, gazetted |
| 10 | Encroachment on Property | Feb 2016 | Adopted by Council, gazetted |
| 11 | Heritage Resources | Feb 2016 | Adopted by Council, gazetted |
| 12 | Waste Management | Feb 2016 | Adopted by Council, gazetted |
| 13 | Commonage | Feb 2016 | Adopted by Council, gazetted |
| 14 | Tariffs | March 2007 | Adopted by Council, gazetted |
| 15 | Credit Control | March 2007 | Adopted by Council, gazetted |
| 16 | Ineligible Support | March 2007 | Adopted by Council, gazetted |
| 17 | Taxi Rank | Feb 2016 | Adopted by Council, gazetted |
| 18 | Rates | Feb 2016 | Adopted by Council, gazetted |
| 19 | Buildings | Feb 2016 | Adopted by Council, gazetted |

- identification of officials to
 - community engagements

After the by-laws were gazetted in February 2016, the following processes were undertaken to ensure that they were implemented:

2.9 By-Laws

S SCM reporting is compiled with the Supply Chain Management Regulations. Controlling measures are being implemented to ensure that supply chain practices are fair, equitable, transparent, cost effective and competitive as per Section 217 of the Constitution.

Notwithstanding the current challenges, ELM is quite advanced in providing the prescribed basic service per household, as it relates to water, sanitation, solid waste management and electricity. This has included making the necessary provision for informal settlements in the interest of increasing access for all citizens of the stade.

ELM has made a decision to develop an inclusive infrastructure investment Plan. ELM currently utilizes various sector plans to plan for infrastructure planning and investment. These Plans are Housing Sector Plan and Water Service Delivery Plan. The municipality has managed to develop instead the Infrastructure Master Plan through the support of Municipal Infrastructure Support Agency (MISA). The investment Plan is still on the development stage.

The primary role of a municipality is to provide and facilitate the delivery of services to its communities. It is therefore imperative for the municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

3.1 Introduction

Part III Chapter 3 – Service Delivery Performance Report

The website has been upgraded and redesigned to be more user friendly and easily accessible.

Uploading of information in the municipal website has been constantly maintained to ensure that information is published for public consumption this last financial year, with the assistance of the web developer to host the website. There has been constant management of the website as there was a dedicated official dealing with the management of the website.

2.10.2 Comment on Municipal Website Content and Access

| Municipal Website: Content and Currency of Material | Published Date | Website | Yes/No | Documents published on the Municipal Entity's Website |
|--|----------------|---------|--------|--|
| All budget-related policies | Yes / No | | | Current annual and adjusted budgets and all budgets - related documents |
| The previous annual report | Yes / No | | | The annual report (2020/2021) published/to be published |
| All budget-related documents | Yes / No | | | All current performance required in terms of section 57(1)(b) of the municipal systems act and resulting scorecards |
| All service delivery agreements | Yes / No | | | All service delivery systems act and resulting scorecards |
| All long term borrowing contracts | Yes / No | | | All long term borrowing contracts |
| An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the year | Yes / No | | | An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the year |
| Contracts agreed in 2020/2021 to which subsection (1) of section 33 apply, subject to subsection (3) of the section | Yes / No | | | Contracts agreed in 2020/2021 to which subsection (1) of section 33 apply, subject to subsection (3) of the section |
| Public-private partnership agreements referred to section 120 | Yes / No | | | Public-private partnership agreements referred to section 120 |
| All quarterly reports tabled in council in terms of section 52(d) | Yes / No | | | All quarterly reports tabled in council in terms of section 52(d) |
| Information uploaded for public consumption this last financial year, with the assistance of the web developer to host the website | Yes / No | | | Information uploaded for public consumption this last financial year, with the assistance of the web developer to host the website |

2.10.1 Municipal Website

Refuse Collection is rendered to 7 992 Households once per week across the three towns including Main Town Houses and Townships. Approximately 100 % of the urban households receive refuse collection in Lady Frede, Dordrecht and Indwe. The service has also been extended to accommodate two townships of Lady Frede which

Refuse Collection

Dedicated teams have managed to eradicate more than 90 illegal Dumping Sites and conducted clean ups in townships and the urban edges.

The main specific attention is given to street litter bins along the main street. Shift Hours have been agreed to with the Cleaning Teams to improve cleanliness in the area and maximise operations before the towns are crowded with Vehicles and People.

Cleaning

Waste Management is the collective processes and actions of dealing with different waste streams from production, collection, transportation up to the final stages which include recycling, reuse, or landfilling. It has various wings that deal with education and awareness raising, job creation, law enforcement and environmental protection as set out in section 24 of the constitution. The Municipal Waste Management that was developed and adopted in 2016 and received provincial endorsement in the same year. The LMP is currently being reviewed

3.3.1 Introduction to Waste Management Services

Chris Hani District Municipality is the sanitation services authority and provider.

3.3 **Waste Management** (this section to include refuse collections, waste disposal, street cleaning and recycling)

3.2.2 Sanitation

Chris Hani District Municipality is the water services authority and provider.

3.2.1 Water Provision

The municipality provides basic services according to the acceptable standards for settlements within the urban edge and those outside the urban edge. The following provisions are made:

3.2 Introduction to Basic Services

Component A: Basic Services

There are no contracts with state entities for execution of powers and functions assigned to the municipality at this stage, for the above-mentioned services. All diligent consumers are provided free basic services through this model of operations and service provision.

The rapid growth of urban centres is putting pressure on the municipality to increase its capacity in order to respond to the service calls it receives. Provision of water, sanitation and electricity services is dispensed by using internal capacity within the municipality, as well as contractors which are procured through the supply-chain management process.

municipality. Emslaheni is one of the municipalities in Chris Hani District and in the Eastern Cape that is earmarked to completely eradicate the electricity backlog.

Landfill Site Management

The Waste Section also services 25 Drop off centres across the Municipal Area on a weekly basis. These were constructed in 2016/2017 and they were refurbished and increased to 27 Drop centres in 2019/2020. The Service Delivery Improvement approaches utilised in waste collection included the use of One-Man Contractor Programme in two units (Cacaudu and Indwe) wherein local SME's utilise their own transport to collect refuse in the townships.

utilizing on site disposal as stipulated in the National Policy for basic refuse collection standards. were previously not serviced (Bhongolwethu and Zakhle Townships). Households in rural areas improve by

Waste Minimization

Due to technical breakdowns of the available LB, the efforts to conduct daily covering have been hampered and the cost of repairs for the plant are increasing. The Municipality has identified 6 Recyclers in the area and assisted by linking them with Markets and Recycling Companies. Memorandum of Understanding has been signed for the leasing of a Storage Facility in Dordrecht SME. One of our Recycler at Indwe has been named as an Entrepreneur of the Year in the PETCO National Awards for 2018. Somewhere Recyclers were assisted with the lease of the Bafiler Machine to encourage their participation in the green economy. The municipality has also supported 5 other recyclers with the provision of 10 recycling bags (1-ton bags) per recycler to assist with collection and storage of their materials. The Municipality has established a Partnership with PETCO to ensure ongoing support to Recycling Initiatives. These recyclers recover the material from local shops, dust bins, landfill sites in an unstructured manner and the municipality is currently doing all the efforts to formalise them as entities to enable sourcing of funding.

Recovered material include litter silica, cans, paper, glass, and plastic. The Municipality has identified 8 Waste Awareness campaigns across the Municipal Area targeting Communities and Schools. Our Main Topics are on Environmental Pollution, Safe Disposal, Reduction of Waste, Recycling and Change of Outlook on Environmental Protection and Preservation. We have also conducted 16 Environmental Management programmes which were focusing on waste management and other aspects of the environment.

Waste Management Projects

The municipality has observed Environmental Calendar Days like Arbor Days, Wetlands Day, and World Environmental Day.

1. Thuma Mina Good Deeds

The municipality has benefited from the Presidential Project Good Green Deeds which was initiated in May 2019 and ended in May 2021. The project employed 22 Beneficiaries for a period of 24 months and aided the Municipality through provision of Skip Loading Trailers and Skip Bins.

| TOWNS | NUMBER OF BUILDING PLANS APPROVED | NUMBER OF SIGNAGES APPROVED |
|------------|-----------------------------------|-----------------------------|
| Lady Frede | 13 | 1 |
| Indwe | 12 | 0 |
| Lindwe | 0 | 0 |
| Dordrecht | 5 | 0 |

- Monitoring and signage control on the Emalahleni Local Municipality Urban area.
- Monitoring and encroachment control in the Emalahleni Local Municipality Urban area.
- Manages demolishing and building permit system throughout Emalahleni Local Municipality area.
- Quality Control of all other private and public building developments.
- Municipal assets maintenance including municipal buildings, dipping tanks, disaster houses etc.
- Quality control of House construction in Housing Projects.
- are not applicable.
- Development of Appropriate Building Technology suitable for areas where the national Building Regulations houses are built by NHBC registered Contractors.
- (Rural Areas), as well as effacing compliance with the Housing Consumer Protection Measures Act (All Public Education, promoting compliance with National Building Regulations and Agreement Certificates This unit remains responsible for the development of the local built environment, through the following activities:

3.4.1 Building Control

- Facilitate of transfer of property ownership (Title Deeds Registration).
- Allocation of beneficiaries unto plots and newly built houses.
- Assessing with land administration in relation to encroachment by implementing land invasion policy.
- Assessment and capturing of housing needs.
- Monitoring the development of slum conditions in existing settlements.
- Assessing in the identification of suitable land parcels for Housing projects.
- Provision of support in managing housing provision.
- Coordination of Housing Delivery (private and public developers and other parties).
- a Housing Unit Management whose main function is to assist in the provision (through the provision of administrative support). Emalahleni Local Municipality has within its structure The municipality is not an accredited Housing Provider/Developer but merely facilitates the process of housing a Housing Unit Management whose main function is to assist in the:

Department of Human Settlements for enrolment for budget purpose. The sector plan is the component if the Our projects are packaged in the Housing Sector Plan and after approval by the Council are submitted to the DP (Housing chapter).

Housing Needs Register and HSS to register Housing Applicants. Emalahleni Human Settlements/Housing & Estates is responsible for the facilitation of progressive access to housing by the residents or citizens of Emalahleni Local Municipality area. We are mainly using NHR, National Housing Needs Register and HSS to register Housing Applicants.

3.5.1 Introduction to Human Settlement

3.4 Human Settlement

The Project was funded through the EWP Incentive grant with a budget of R500 000.00 and the focus was Project Hlasela is an internally funded project that focuses on eradication of illegal Dumping Sites in the three towns. It had 11 Beneficiaries which were placed at Indwe and Dordrecht

3. EWP Incentive Grant: Landfill Site Management Project

2. Project Hlasela

Project Hlasela is an internally funded project that focuses on eradication of illegal Dumping Sites in the three towns. It had 11 Beneficiaries which were placed at Indwe and Dordrecht

- (1) Dordrecht Phase 1 and 2
- 3.4.3 Housing and Town Planning Services Delivery Strategy and Main Role Players
- This Housing Sector Plan has been reviewed and revised in accordance with the prescriptions of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation.
- The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis was undertaken to better understand the demand for housing.
- 3.4.4 Housing
- The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis was undertaken to better understand the demand for housing.
- (2) Sinakko Zwelethemba 289
- A feasibility study was done. 269 beneficiary applications have been approved. Formalisation of a small section of the old Sinakko township, erf 879 completed and the project is under construction. This project is under construction. 326 beneficiaries have been approved. Contractor on site-units completed 269 and 67 at various stages of completion.
- We are busy with the survey of individual plots to assess space.
- This is an INSTITU project.
- All units had been transferred to owners.
- Lady Free 700 is under rectification.
- (3) Mavuya 462
- 326 beneficiaries have been approved. Contractor on site-units completed 269 and 67 at various stages of completion.
- We are busy with the survey of individual plots to assess space.
- This is an INSTITU project.
- All units had been transferred to owners.
- Lady Free 700 is under rectification.
- (4) Lady Free 700
- 326 beneficiaries have been approved. Contractor on site-units completed 269 and 67 at various stages of completion.
- We are busy with the survey of individual plots to assess space.
- This is an INSTITU project.
- All units had been transferred to owners.
- Lady Free 700 is under rectification.

A large proportion of people in the district live in rural communal areas in traditional housing. However, the major housing planning emphasis is on the urban areas. This therefore indicates that there is urban bias in housing prioritisation in the municipal area. There is furthermore little information in the main report that defines the need and demand in neither the rural areas nor the context of delivering housing in these areas where tenure is unclear. The apparent lack of housing delivery in the rural areas results in increased pressure on the urban priorities in the municipal area.

housing demand.

3.7.4.2 Strategic Framework Review

While these all provide the details that populate the framework for the planning and delivery of housing it is important that the municipality uses the integrated Human Settlement approach in planning its response to housing need and demand. In doing this, it must work in close alignment with the province on joint planning as well as the allocation of the financial resources. The municipality can also structure co-operative action and even partnerships with other key stakeholders that can positively assist it in developing its housing plan and supporting the delivery.

Following legislation and policy initiatives are important: the Municipal Systems Act 2000, Municipal Structures Act 1998, the Municipal Financial Management Act, the Provincial Financial Management Act, the National Spatial Development Perspective, the government's Urban and Rural Strategies, the Development Facilitation Act, the Land reform and land restitution legislation and the Land Use Management Bill. It is given more detailed focus through a range of housing and planning legislation, policy, and mechanisms. The most important housing legislation includes the Housing Act, the Social Housing Act 2009, the Rental Housing Act, and the National Housing Code. From a planning perspective the Housing Act 2009, the Rental Housing Act, and the National Housing Code, aims to achieve the concept of housing as densification and integrated mixed use in South African urban areas.

3.7.4.1 Legislative and Policy Background to Housing Chapter

Contractor on site-units completed 782 and 116 at various stages of completion.

Highfull owners. Zwartwater is a pilot rural project and is an Ehp made up of 1000 units.

- This project is under construction. Units have been completed and are occupied by the

(6) Zwartwater 1000

- The office of the Town Planner is considering surveying of extra land to accommodate surplus beneficiaries in order to sort out land administrative challenges.
- This project is blocked due to administrative challenges.
- 521 units were completed.

(5) Lady Frere 564

- STATUS - Contractor terminated & on procurement process for reinstatement of contract (BEC) for appointment of professionals, Tender briefing was conducted on the 12 August 2021, thereafter contractor be procured once scope is finalised – units completed 17 and 0 units at various stages of completion.

The overall vision of Emilia-Romagna Municipality towards socio-economic growth and development is affordable services towards that delivers sustainable and

3.1.4.3 Review of Housing Vision

Arising from the above, several projects are proposed. These will be discussed in the subsequent section.

The present planning is largely informed by the lack of a properly developed and maintained database on the demand and the linkage to projects that are planned and or implemented to tackle this. Often the information is sparse, or it is held in different formats in different locations both within the municipality and outside of it. A more integrated system is required.

The Municipality will be involved in the preparation of the Sectoral Housing Plan. All layouts are submitted to the Sectoral Housing Plan by the Province for consideration. All layouts must be submitted to the Sectoral Housing Plan by the Province for consideration. The Municipality will be involved in the preparation of the Sectoral Housing Plan. All layouts are submitted to the Sectoral Housing Plan by the Province for consideration.

The Emaahlein municipality has no clear housing vision or set objectives with regards to housing delivery. To harness all stakeholders towards a common goal, it is imperative that the vision and objectives are clearly defined. Development strategies provide the most practical way of providing solutions to the identified problems. Such strategies are a link between problems and the desired housing development objectives. Housing development strategies are also preceded by guiding principles enshrined in the housing policy and legislation. They are also preceded by a housing vision and objectives. It is therefore suggested that an action plan be drafted that clearly defines the vision and objectives of the municipality.

Farmy should focus on strengthening the relationship between the internal sections within the municipality and the provincial DHS, the regional Department of Rural Development & Land Reform as well as agencies and NGOs working in the rural parts of the municipality. Another issue that hampers the development process is the current ownership pattern. At present, ownership of land in the urban areas and former RSA areas is held by freehold Deeds but in the rural areas the most common form of tenure is the communal land tenure system.

This will require a clear joint plan of action involving the local municipality, district municipality and provincial that is regulated through an MOU. To the extent that it is considered important for the municipality to play a role in parts of the housing process, it is critical that a plan is put in place to build the necessary capacity in the municipality and to enlist the assistance of the District Municipality to assist the Municipality effectively to undertake these responsibilities. Given the very limited capacity in the municipality for planning and implementation housing it is crucial that the municipality engages in partnerships with other relevant agents who can assist it in its planning and delivery.

The Emaalheeni Municipality has not been granted developer status with respect to the delivery of housing in its areas of jurisdiction. This necessitates an in-depth analysis of the exact housing demand in these areas. The Emaalheeni Municipality has not been granted developer status with respect to the delivery of housing in its areas of jurisdiction. This necessitates an in-depth analysis of the exact housing demand in these areas. The Emaalheeni Municipality has not been granted developer status with respect to the delivery of housing in its areas of jurisdiction. This necessitates an in-depth analysis of the exact housing demand in these areas.

The report is unclear on any linkage with the government's land reform programme. If the housing programme is to reach a large proportion of the population in the municipality, and probably those households with the lowest incomes, it is important that there is a specific rural analysis and rural housing strategy.

- The strategic priorities are:
- (1) To determine expressed demand and to declare such demand
 - To undertake housing register and to ensure on-going management thereof
 - (2) To implement the housing needs register and to ensure on-going management thereof
 - To engage the social welfare department and Special Programs Unit to cater for the child headed households and orphans.
 - (3) To implement the housing needs register and to ensure on-going management thereof
 - To determine expressed demand and to declare such demand
 - To undertake housing consumer education / awareness and the housing voice
 - (4) To scale up of the delivery of subsidised housing to meet the demand
 - To develop localized policies to create a more enabling environment and to manage the mushrooming of inadequate housing
 - To regular maintenance and updating of the existing Housing Demand Register
 - Project pipeline
 - (5) Strategic planning for housing delivery
 - Conduct a annual environmental analysis to review and revise annual housing sector plan
 - To develop localized policies to review and revise annual housing sector plan
 - To engage the existing information on delivered, planned, in implementation and blocked projects in a single project pipeline database with regular updating.
 - To integrate the existing information on delivered, planned, in implementation and blocked projects into a single project pipeline database with regular updating.
 - To understand the land reform programme and to create a linkage with such a programme
 - To undertake feasibility studies on the identified state land on offer from the Department of Public Works, to prepare a business plan for each parcel of land required to affect the transfer of such land.
 - To engage with the infrastructure officials and plans to seek prioritisation and alignment with housing projects
 - Infrastructure
 - (6) Land and land packaging
 - To submit new projects to the province for funding approval and technical support
 - To plan projects that are aligned with the provincial housing sustainability criteria
 - To engage with the province for funding support
 - To engage with the infrastructure officials and plans to seek prioritisation and alignment with housing projects
 - Infrastructure
 - (7) Land and land packaging programme
 - Define a specific ISRHDP strategy that contains an analysis of the rural demand (including farm workers of basic infrastructure, top structure and tenure and further links to the mechanisms available housing demand) and status quo and links it to a strategy that defines the needs and demands in terms of basic infrastructure, top structure and tenure and further links these to the mechanisms available to tackle the priority needs.
 - To undertake project management of all current ongoing projects to ensure good quality and timely completion
 - Continue to roll out existing projects and ensure that financing and systems are in place to initiate new priority projects including those within the ISRHDP strategy.
 - To have a dedicated programme to close out blocked projects.
 - To programme the rectification needs of the current projects
 - To build a suitable structured housing unit to meet the housing mandate
 - To undertake a capacity assessment with the view of preparing a business plan to source funding from the Department's Capitalisation Grant for improving staff and skills capacity within the Municipality. To a also ensure that those officials within the Municipality that have received training through the Department's Capacity Building programme are committed to / engaged in the municipality's housing section.
 - To develop the internal organisation to meet the municipal housing mandate and level 1 accreditation.
 - To proposed structure must include a housing manager to undertake strategic planning and performance

| | | |
|---|---|---|
| Establishment of the real nature of need and demand Research on the baseline documents including Provincial M and including better analysis of the interaction and S TEF, land reform states and basic infrastructure information + discussions with municipalities on summarised information Using the information from above and then linking this to sp ecific priority geographical areas that can have more intensi ve information gathering. Closer planning linking with ECD OHS and Department of Land Affairs to develop responses. Use of supplies to co-ordinate information from dif ferent sources and then updating and completing this in con tact with key local and provincial stakeholders. Possibly a p rovincial project. | Source from provincial government documents and use loc al municipality to link with existing priority areas of housing need. Important to link this back to the housing priority areas. Source of proposed infrastructure expenditure inc | luding water, sanitation, roads and storm water project needs and linkage of this to housing priority areas. |
| Development of rural housing strategy that does n ot just use global guesstimates. Using the information from above and then linking this to sp ecific priority geographical areas that can have more intensi ve information gathering. Closer planning linking with ECD OHS and Department of Land Affairs to develop responses. Use of supplies to co-ordinate information from dif ferent sources and then updating and completing this in con tact with key local and provincial stakeholders. Possibly a p rovincial project. | Proposed listing of completed existing and future proj ects with necessary baseline and tracking informatio n on | Analyses of proposed infrastructure expenditure inc |
| Establishment of the real nature of need and dema nd including better analysis of the interaction and S TEF, land reform states and basic infrastructure information + discussions with municipalities on summarised information Using the information from above and then linking this to sp ecific priority geographical areas that can have more intensi ve information gathering. Closer planning linking with ECD OHS and Department of Land Affairs to develop responses. Use of supplies to co-ordinate information from dif ferent sources and then updating and completing this in con tact with key local and provincial stakeholders. Possibly a p rovincial project. | Proposed listing of completed existing and future proj ects with necessary baseline and tracking informatio n on | Analyses of proposed infrastructure expenditure inc |

The following table outlines the key gaps that require filling to substantially strengthen the possibility of an implementation strategy for this housing chapter.

| RISK | RISK MITIGATION | Poor information and analysis on need and demand for proper planning |
|--|--|--|
| Poor capacity within the municipality | Ensure clear allocation of responsibilities Identify areas requiring capacity Identify strategic partners Review programme and skills plan based on in-house responsibilities Submit formal requests for permitting / training / mentoring | Undertake Housing Demand Survey / Housing Voice Ensure planned projects that need to be covered Ensure project pipeline is applied identically across existing and planned projects Identify areas requiring capacity Identify strategic partners Review programme and skills plan based on in-house responsibilities Submit formal requests for permitting / training / mentoring |
| Foster capacity within the municipality | Identify areas requiring capacity Identify strategic partners Review programme and skills plan based on in-house responsibilities Submit formal requests for permitting / training / mentoring | Undertake Housing Demand Survey / Housing Voice Ensure planned projects that need to be covered Ensure project pipeline is applied identically across existing and planned projects Identify areas requiring capacity Identify strategic partners Review programme and skills plan based on in-house responsibilities Submit formal requests for permitting / training / mentoring |
| Lack of property structured co-operation between the municipality and the Province | Establish SLA for on-going support Submit formal requests for permitting / training / mentoring Establish SLA for on-going support Follow provisions of IPILRA Establish partnership between DDLR Obtain PRT information Integrate with Project Pipeline Ensure PRT/DHS officials communicate with LM | Difficultly of resolving tenure issues in the communal areas. Lack of proper control and management of the 12 started projects |
| GAPS REQUIRED FILLING | | |

3.7.4.5 GAP ANALYSIS

Housing planning and delivery risk management matters

future review of all sector plan within the Municipality.

Very little cross-selectivity

3.7.4.4 Integration

- (14) Once management and a technical resource to ensure the Projects are managed and administrative staff to undertake beneficiary administration.

(15) Procurement of required office infrastructure and resources to fulfil housing mandate, this must include the installation and implementation of the project tracking tool.

(16) To formalise the required institutional structures to support the Municipality in meeting its housing delivery targets.

The Emaalaheni SDF has identified approximately 58Hectares for possible future growth as an extension to Mz catchment area for the existing treatment works as shown on Figure below.

Land Requirements and Availability in Indwe

The process of being registered with the Deeds office in order to have erf numbers for all erven. Erarial properties and is has been formalised through a township establishment exercise that was done and is in settlement and future residential expansion as shown on Figure 10 below. The area has since been full of residential R396 to Queenstown to accommodate the extension to Gacudu Extension upgrading of existing informal of the Emaalaheni SDF 2012-2017 that was reviewed in 2018 identifies approximately 152Ha of land to the south

3.7.4.8 Land Requirements and Availability in Lady Ferre

there. It is not clear whether or not the potential increase in housing demand as a result of mining operations taking place in Emaalaheni but it is assumed that the mine is 14km's out of Indwe and it is expected that the bulk would prefer to settle in Emaalaheni but it is assumed that the mine will increase the need for housing development and other facilities in the area. The Ellioten mine is 14km's out of Indwe and it is expected that the bulk would prefer to settle in Emaalaheni but it is assumed that the mine will increase the need for housing development and other facilities in the area. The total areas required for future development will be approximately 255Ha over the three main urban nodes.

3.7.4.7 Land Requirements for Future Development

The new planning legislation Spatial Planning and Land Use Management Act 16 of 2013 brought about changes in how to deal with land and use applications that are submitted to the municipality. SPLUMA requires land use applications be categorized, Category 1 applications should be considered by the CHDM planning Tribunal and Category 2 to be considered and determined by the Authorised Official appointed. A new land use by law has been adopted by council which stipulates the types of applications and procedures to be followed in the municipality of which the municipality should further submit to council for approval. Council also took a decision to support its Executive Committee to become the appeal Municipal Tribunal.

A land audit exercise was undertaken by the Municipality in 2010 and it was clear that the majority of the Emaalaheni area is under tribal authority when looking at a broader scale. In the urban centres most even are privately owned. The municipality has seen a need to review the land audit, the land audit report was reviewed and approved by Council in 2017.

| CHILD HEADED HOUSE | STRUCTURES | SOCIAL AND RENTAL | RURAL | INFORMATION | RURAL HOUSING | CATEGORICAL | INCIDENTAL | FINANCIAL |
|--------------------|------------|---------------------|-------|-------------|---------------|-------------|------------|-----------|
| 20 711 | 157 | 100 (0 - dot count) | 249 | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

3.7.4.6 OUTCOME AIM HOUSING DEMAND TARGETS

Housing demand in the context of the IDP and District, Provincial and national priorities

| | |
|--|--|
| Financing available for housing and infrastructure from the provincial MTEF and land reform priorities in the area. | Ine to identify where there are direct linkages. |
| Reform MTEF + linkage back to defined housing priorities for infrastructure, land reform and housing and the lysis of the existing financing allocated to the area. An analysis of the existing financing allocated to the area. | Linkage to established priorities |

| NODE | NAME | ROLE | Spatial Development PRIORITIES | PRIORITIES |
|--------------------|--------------------------------|--|---|--|
| PRIMARY URBAN NODE | CACDU TOWN | • Main Retail, Commercial, Industrial & Administration Services | • Managed urban expansion and Public Urban – Rural Housing Expansion Main Centre for Social Services | • Residential Function for residents permanence to support businesses and infrastructure development and mainstreaming of economic activities |
| DEVELOP MENT NODE | (Sub- Service District Centre) | • Businesses Centre Management on Urban Assets Potential for agro- industrial processes Businesses Centre Management and focus on order nodes. | • Promote diversity of tourism; leisure, heritage between towns (key economic linkages between suburbs in town and towns/nodes). Prioritise linkage to higher order nodes. | • Key linkage to Komani (Queenstown) – Main regional centre in the district. |
| URBAN NODE | CAZDU TOWN | • Main Retail, Commercial, Industrial & Administration Services | • Social facilities: Focus on Education/Hospital and ECDCs. Community centres. | • Environment management and conservation |

The municipality has developed Local Spatial Development Frameworks for Dordrecht, Lady Free which are still in draft form and have done as part of the Master Plan for Indwe. The spatial proposals are proposed as per the urban edge of each development node. The proposals have various activities as per the needs of residents per town. The Spatial Proposals are as below:

(2) Spatial Proposals

A land audit exercise was undertaken by the Municipality, and it was clear that the majority of the Emalahleni area is under tribal authority when looking at a broader scale. In the urban centres most even are privately owned.

The Municipality on the other hand does not have the housing development status and it becomes a challenge to justify the establishment of a fully-fledged housing unit in order to ensure efficient housing delivery.

The Municipality is faced with a high demand for housing and the efforts of keeping up with the perpetual increase in demand are hampered by the challenge that the land identified for housing development does not have built infrastructure.

3.7.4.10 Land Ownership and Supply

The following figure shows the land reform and settlement plan for the municipality

The SDF has identified approximately 45Ha of land required for housing development on both sides of the R56 with good visibility and access, close to the CBD and adjacent to the existing township of Munikwile as set out in Figure below

Land Reform and Settlement Plan

The number of development applications received by the municipality is minimal. Subdivisions, Spatial Consents and Rezoning applications are dominating development applications in the municipality. The section is also trying

The town planning section is functional, the office deals with development applications which are processed and approved either by Authorized Official or by the Chrs Hani District Planning Tribunal of which the Emalahleni LMs is part of. The tribunal and the Authorized Official are guided by the Spatial Planning and Land Use Management Act 16 of 2013, however, the two legislations still apply in the municipal area, the Township Ordinance 33 of 1934 in Ladys Ferre and the Land Use Planning Ordinance 15 of 1985 in Indwe and Dordrecht.

(4) Town Planning

The major constraint is that the land suitable for housing development has no bulk infrastructure in place.

(3) Land Potential and Constraints

The Emalahleni Municipality had in line with the requirement as per Section 74 of the Municipal Systems Act, adopted and implemented a tariff policy. Section 74 (2) (c) of the said Act further requires municipalities to ensure that poor households have access to at least basic services through any other direct or indirect method of subsidisation of tariffs for poor households.

In line with Section 74 of the Municipal Systems Act, Emalahleni Municipality adopted and implemented a tariff policy. The municipality's tariff policy complies with the Section 74 (2) (c) of the Municipal Systems Act which requires the municipalities to ensure that poor households have access to at least basic services through any other direct or indirect methods of subsidisation of tariffs for the poor households.

3.8 Free Basic Services and Indigent Support

Housing remains a core competency of the Department of Human Settlements. ELM performs a monitoring and facilitation role and is required to monitor and report on progress and to facilitate the operations of all such housing projects. Traditionally it is acknowledged that the demand for housing remains extremely high (high levels of unemployment and poverty) and housing is in extremely short supply. Additionally, the housing supplied has often been allowed to fall into a state of disrepair due to a lack of maintenance. Efforts to repair these houses have been undertaken and achieved as per the project plans. After the review of the Sector Plan, it was ensured that all housing projects were conducted in line with the sector plan and project progress was reported on as required.

3.7.4.12 Comment on the Performance of the Housing Service Overall

- The following challenges and opportunities present themselves:
- Most of the existing housing stock within the urban centres are now falling due to the lack of maintenance. Public housing stock and private rented houses are in a state of disrepair due to neglect by non-resident landlords, especially within Lady Ferre.
- Housing Reconstruction interventions have been developed and related housing repairs successfully undertaken according to business plans.
- The informal and formal settlements are characterized with poor conditions.
- Accurate statistics to reflecting housing demand, backloggs, service delivery and forward planning are not freely available.
- There is inadequate housing to cater for the needs for the youth who are not ready to own houses but in need of secure accommodation.
- Communities not understanding or realising the benefits of an effective land development process and management.
- There is a lack of affordable housing for the middle-income groups within the area.
- Lack of housing delivery in the rural areas has put pressure on the urban housing demand; and the level of houses produced by contractors is not up to standard.
- Awareness campaigns were conducted for building and town planning; however, the community still chooses to neglect on still do not understand the Town Planning and Building Processes.
- No available land that can be sold/leased to public for an individual who wishes to develop.

3.7.4.11 Major Challenges in Housing and Town Planning Services and Remedial Actions

Forward Planning is being done successfully as the broad SDF has been currently reviewed and LSDFs in the three towns were done and the municipality has started planning for rural nodes and the rural nodes that were done were Xonxa which was funded by CHDM and Vazabank, Macchubeni and Nodonga, the only outstanding LSDF that has not been done yet is for the Umakala area.

To have a functional GIS system with the help from the Department of Local Government and Traditional Affairs, done were Xonxa which was funded by CHDM and Vazabank, Macchubeni and Nodonga, the only outstanding LSDF that has not been done yet is for the Umakala area.

To comply with the provisions of the above Act and other pieces of legislation, the Emalahleni Municipal Council adopted an Indigent Policy to enact the said requirements through set standards and requirements as approved by Council that seeks to ensure that all poor households receive basic services as a minimum service standard. This Indigent Support Policy is reviewed annually with all the other budget related policies during the annual budget preparation process. The Indigent Policy was reviewed during the 2017/18 financial year to include a budget preparation that, once a debtor is approved as an indigent debtor the arrear debt outstanding at the time of approval shall be written-off.

- Indigent registrations are done annually between the months of February and April. An indigent register is then compiled annually after each registration and undergoes intensive review by the respective Ward Councillors assisted by their Ward Committees and CDWs and finally by the Chief Financial Officer.
- The amount spent for free basic services funded from the equitable share amounted to R 3,636 million for the 2019/20 and R 5,977 million for the 2020/21 financial years. This subsidy encompasses the amount spent on full refuse collection, property rates and 50 kWh of electricity. Water and sanitation are provided to the district municipality.
- The number of subsidised households increased from the 2019/20 to the 2020/21 financial year.
- Delays in returning the signed forms to the FBS section for capturing on the financial system and thus delays further delay the capturing of applications on the financial system for subsidisation and thus delays the benefitting of subsidy to the approved applicant.
 - Delays in returning the signed forms by the Ward Councillors and CDWs in some wards.
 - Delays in the signing of application forms by the FBS section for capturing on the financial system and thus delays the benefitting of subsidy to the approved applicant.
 - The number of applicants is still low in some wards when compared to the total outstanding debt. It appears some households are still not coming forward to do applications even after awareness campaigns are conducted.

Major challenges still experienced in the implementation are:

The number of subsidised households increased from the 2019/20 to the 2020/21 financial year.

The municipality also give free basic waste disposal collection to all the RDP houses that have not been transferred to the owner's names yet. This costs the municipality around R1,371 million for the 2020/21 financial year.

| Service Type subsidised | 2019/2020 | 2020/2021 | Increase |
|----------------------------|-----------|-----------|----------|
| Refuse collection | 728 | 602 | -126 |
| Property Rates | 0 | 332 | 332 |
| Electricity - Municipality | 971 | 1007 | 36 |
| Electricity - Eskom | 2 799 | 3 651 | 852 |

The table below reflects the numbers of indigents subsidised for the 2019/20 and 2020/21 financial years

by the district municipality.

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Access across streams and watercourses is generally poor during rainstorms. There is a significant y-wide need for the construction of appropriate causeways and bridges. Apart from the significant

The entire road network of paved and unpaved / gravel roads is in general in a relatively poor condition although some interventions are planned, as indicated in the physical infrastructure project list included elsewhere in this report. Most of the gravel roads surfaces are below standard and should be upgraded to allow for all weather road conditions.

The trunk and main road network consists mainly of the R56 which runs through Dordrecht and links towards Elliot in an east / west direction, and the main roads between Sterkstroom / Dordrecht (R344) as well as the Queenstown / Dordrecht (R392) link road.

| | | | | | | | |
|-------------|------|------------|------|----------------|-------|--------------------|-------|
| Trunk roads | 65km | Main roads | 90km | District roads | 658km | Access/minor roads | 313km |
|-------------|------|------------|------|----------------|-------|--------------------|-------|

The various categories of roads are summarized as follows:

(1) Road Network and Corridor Development

- The upgrading of the main road linking Cala to Lady Frere
- The maintenance and rehabilitation of R410 from Lady Frere to Macky's Neck
- The upgrading of R56 from Lady Frere to Elliot
- The routine maintenance of R 392 from Queenstown to Dordrecht

Projects of SANRAL in the Emaalheem area included inter alia:

The entire road network of mainly gravel roads is generally in poor conditions and need upgrading and maintenance. The municipality has established Transport and Roads forums. These forums meet on quarterly basis.

The municipality is responsible for the construction, maintenance and upgrading of local access roads and storm-water infrastructure. Other roads are a responsibility of the District, Province, and National department of Transport and SANRAL. ELM has been identified for the assistance by the Municipal Integrated Support Agency to develop an extensive Master plan inclusive of the Roads master plan. Construction of ACCESS roads is done through the MIG Fundraising and roads maintenance is funded through own revenue.

3.9.2 Roads and Stormwater

During financial 2019/20 financial year, ELM continued to implement the Bridge and Pavement Management System which outline the Conditional Assessment of the ELM Road Network.

To eliminate the road network, backlog an amount of R6 billion is required for a period of three years in the capital budget.

3.9.1 Introduction to Roads

| Project | Status | Comments | Project | Status | Comments |
|--|-----------|------------------------------|---|-----------|--------------------------------------|
| 3,5 km of roads constructed with paving (Indwe 1km, Lady Frere 1 km and Dordrecht 1,5km) | Complete | Project completed as planned | 15km of gravel road maintained at ward 11, 13, 14 and 15 | Complete | Project completed as planned |
| 7,5 km Bhoodo to Marhwaliabeni Access Road to Marhwaliabeni Access road | Completed | cate issued | 750m of internal streets paved (350m in Lady Frere, 200m in Indwe and 200m in Dordrecht). | Completed | Dordrecht internal roads through EWP |
| Paving of Lady Frere, Indwe and Dordrecht | Completed | | | | |

2016/17 are reflected as follows:

Annual Performance as per Key Performance Indicators in Roads and Storm Water Services for

continue to source additional funding.

for both gravel and access roads be combined and funded as one and that every effort be made to construct in an on-going challenge. To facilitate progress, it is recommended that funding by contractors remain in these instances (for access roads construction and maintenance). Budgeting has been set aside in the budget to support route maintenance – and funds

The Department of Transport have made an undertaking to support route maintenance – and funds in road linking Cala to Lady Frere and new access roads as listed under projects are to receive attention. This municipality is required to take responsibility for the construction, maintenance and upgrading of the local roads and storm water infrastructure. All the other roads remain the responsibility of the District, Province, National Department of Transport. Projects relating to the upgrade of the main road linking Cala to Lady Frere and new access roads as listed under projects are to receive attention.

This municipality is required to take responsibility for the construction, maintenance and upgrading

3.9.3.1 Roads and Storm Water

Road Maintenance Service Delivery Strategy and Main Role-Players

3.9.3 Roads Maintenance

for coal, timber, and passenger transportation.

line. Strategies could include that railway line between Indwe and Molteno town to be rehabilitate as timber to the East London - Umata railway line which may further impact the utilisation of the load carrying capacity of heavy freight and consider options to reroute products such as timber for transport between Indwe and Molteno town to be rehabilitate

The light density railway line between Strelkstrom - Dordrecht - Indwe - Maclear is no longer being utilized for general freight commodities and timber. Limitations exist regarding a

utilized to facilitate densification of delivery, planning, and funding. This will serve to sustain

in the economies of the towns and develop stronger linkages and integration between rural and urban areas.

strengthen corridor development and accessibility. Services along this corridor should further be developed to facilitate densification, focused delivery, planning, and funding.

to improve the integration of, and link roads between Queenstown, Glen Grey, Cala and Elliot to tourism route between Dordrecht and Maclear / Mount Fletcher, consideration should also be given

(2) Rail Network

| Project | Status | Comments |
|---|-----------|--|
| 17 (Jinginjia) | Completed | 8 km of access road gravelled in Ward 17 (Jinginjia) |
| 6.5 km of access road gravelled in Ward 1 (Tsolokazi) | Completed | 6.5 km of access road gravelled in Ward 1 (Tsolokazi a ccess road) |
| d 1 (Tsolokazi access road) | Completed | 6.5 km of access road gravelled in Ward 1 (Tsolokazi a ccess road) |

Annual Performance as per Key Performance Indicators in Roads and Storm Water Services for 2020/2021 are reflected as follows:

| Project | Status | Comments |
|---|--------------|---|
| Paving of Cacaudu, Indwe and Dordrecht | Completed | 400m of internal streets paved (200m in Cacaudu, 200m in Indwe. |
| Cacaudu access road | Completed | 5km access road from Emagwathini - Thembeihle completed. Project completed and practical certificate issued |
| 17 | Not Complete | 5km maintained gravel road maintained at ward 5, 1, 7 a nd 13. Box culvert construction in Ward 17 a |
| roads constructed with paving (Indwe 1k m, Lady Frete 1km and Dordrecht 1.5k m) | Completed | 2,556 km - Project completed as planned |

Annual Performance as per Key Performance Indicators in Roads and Storm Water Services for 2019/20 are reflected as follows:

| Project | Status | Comments |
|---|--------------|---|
| Paving of Cacaudu, Indwe and Dordrecht | Completed | 629m of internal streets paved (413m in Cacaudu, 216m in Indwe. |
| Cacaudu access road | Completed | 6 km access road completed. Project completed and practical certificate issued |
| ward 5, 1, 7 and 13. Box culvert construction in Ward 17 , construction of Box culvert not completed. | Not Complete | 4km of gravel road maintained in ward 5, 5km maintained in ward 1 |
| Dordrecht 1,5km) | Completed | 3,5 km of roads constructed with paving (Indwe 1km, Lady Frete 1km and Dordrecht 1.5km) |

Annual Performance as per Key Performance Indicators in Roads and Storm Water Services for 2018/19 are reflected as follows:

| Project | Status | Comments |
|--|------------------------------|---|
| Paving of Lady Frete, Indwe and Dordrecht internal roads through EWP | Completed | 415m of internal streets paved (210m in Lady Frete, 205m in Indwe. |
| Cacaudu access road | Completed | 6 km access road completed. Project completed and practical certificate issued |
| ward 5, 6, 7, 8 and 9 | Project completed as planned | 15km of gravel road maintained at ward 5, 6, 7, 8 and 9 |
| Dordrecht 1,5km) | Completed | 3,5 km of roads constructed with paving (Indwe 1km, Lady Frete 1km and Dordrecht 1.5km) |

Annual Performance as per Key Performance Indicators in Roads and Storm Water Services for 2017/18 are reflected as follows:

- Taxi operators are complaining about over-subscription on routes and a decrease in income.
 - Bus operators are unhappy about what they see as extremely low subsidies and about the fact that they see themselves as being forced out by government.
 - The general condition of buses and taxis is very poor and often not in roadworthy state.

(2) Status Quo

Public transport is an assigned function of Emalahleni Municipality as a result there is a functional transport forum. interventions are mainly limited to infrastructure development such as erection of bus / taxi shelters along public transport routes. These too are often of poor condition and quality.

Taxi and Bus Ranks

3.10.2 Public transport

- Top 3 Priorities include:**
 - Accessibility** – The design and implementation of the transport and roads infrastructure must provide access for residents to economic, educational, and social opportunities in all areas. It must also provide access to the local schools, amenities, and other local community centre.
 - Mobility** – The design and implementation of the widening of main roads and the provision of a sidewalk should be standard in order to improve mobility during peak hours.
 - Safety** – The installation of traffic signals at busy intersections like pedestrian crossings next to schools, hospitals, etc. should reduce the number of vehicle and pedestrian conflicts.

The provision of the transport system and services must consider the location of residential, business, and industrial areas, institutions of learning and services. An integrated approach is important to ensure that the industrial use structure supports an efficient system. The special needs of the young, the elderly and disabled persons must also be provided for, so that the public transport system is accessible to all people.

The ELM transport system must provide all citizens with the opportunity to access work, school, community services and recreation in a safe and secure environment. This means that the integrated transport system should consist of viable choices ranging from affordable public transport services, private transport and safe walking and cycling opportunities.

3.10.1 Introduction to Transport

3.10 Transport (including Vehicle Licensing & Public Bus Operation)

The road network of ELM is rapidly deteriorating due to aging and adverse weather conditions (bridges and Pavement Management System; 2012). ELM is currently not able to address the master priority due to funding challenges. Currently ELM is receiving about 5% of the required funding for rehabilitation and upgrading roads network. This does not assist the institution in performing all its peak when addressing roads challenges.

3.9.4 Comment on the Performance of Roads Overall

| | | | | | | | | | | | | |
|--------------------------------------|---------------|-----------------------------|--------------------------------------|---------------|-------------------------------------|--------------------------------------|--------------------------------------|-----------------------------|--------------------------------------|---------------|-----------------------------|--------------------------------------|
| 100 m paved in ward 4 | Completed | 2.4 km paved | 100 m paved in Tinley Street | Completed | 2.24 km road paved in Zakhle Cacahu | Completed | 1.4 km of road preparation at Mavuya | Not completed | 1.9 km at Sinaiko | Not completed | 2.3 km of paving at Sinaiko | 6 km of paving at Sinaiko |
| 100 m paved in ward 4 | Completed | 2.4 km paved | 100 m paved in Tinley Street | Completed | 2.24 km road paved in Zakhle Cacahu | Completed | 1.4 km of road preparation at Mavuya | Not completed | 1.9 km at Sinaiko | Not completed | 2.3 km of paving at Sinaiko | 6 km of paving at Sinaiko |
| 9 km of gravel road, 9, 10 in ward 3 | Not completed | Challenge with yellow plant | 9 km of gravel road, 9, 10 in ward 3 | Not completed | Challenge with yellow plant | 9 km of gravel road, 9, 10 in ward 3 | Not completed | Challenge with yellow plant | 9 km of gravel road, 9, 10 in ward 3 | Not completed | Challenge with yellow plant | 9 km of gravel road, 9, 10 in ward 3 |
| 100 m paved in ward 4 | Completed | 2.4 km paved | 100 m paved in Tinley Street | Completed | 2.24 km road paved in Zakhle Cacahu | Completed | 1.4 km of road preparation at Mavuya | Not completed | 1.9 km at Sinaiko | Not completed | 2.3 km of paving at Sinaiko | 6 km of paving at Sinaiko |

- Functional Roads and Transport Forum for prioritisation of Road Maintenance
- Establish Driving and Licence Testing Station and Law enforcement Unit
- Establishment of the Registration and Licensing Authority for Cacatu
- Development of Municipal Council Chambers
- Development of four (4) community halls by 2015 to date
- Upgrading of Lady Free Spot field by 2016
- Functional Community Safety Forum

The following are considered major successes for the municipality to ensure law and order in our towns:

(4) Major Successes

| TYPE | AREA/DESCRIPTION | LOCATION | FUNCTION |
|--------------------------|---|--|--|
| Mobility Routes | R393 (Queenstown -Lady Free - Calla) | LADY FREE | These routes carry passing traffic and provide access between local areas in Emaalaheni and centres further afield. |
| Municipal Corridor | Vaal Banks -Lady Free - R61 | Lady Free -Zingqolweni | Linking areas of development potential to Movement settement on road |
| Activity/ Link | Lady Free -Xoxna -R61 | Lady Free - Machubeni -Indwe | Corridors and Urban centres |
| Development Corridor | North -East Corridor | Cormidor of distinct and municipal-level economic importance | Corridor of distinctive and Queenstown - |
| Special Routes (Tourism) | Farm-stay Route (Queenstown - Dordrecht - Indwe - Lady Free - | Liberation Route (R393) Queenstown) | These routes are of importance at Local Municipal and District scale in respect of the need to formulate a product-unique marketing campaign to encourage local and foreign tourism in the area. |

The following Corridors are defined for Emaalaheni:-

- Developmen Corridors are defined as roads of significance at Municipal or Local Level that facilitate movement of people and goods to and from an area
- Link places in the Municipal area to other places of significance (i.e., markets, places of work or social/economic opportunity)
- Create a focus for activity (e.g., Tourism)

(3) Development Corridors of Importance

- Commuters are generally unhappy with the services being provided by both taxis and buses.
- Rail services for commuters have been decreased over the years.
- There are taxi ranks in Lady Free and Dordrecht. The taxi ranks in Lady Free are being upgraded. The taxi ranks in Dordrecht are not being used at all.
- The role of Bakkies in rural areas is very significant and the approval and /or upgrading of these special category vehicles needs urgent attention. Appropriate road infrastructure and public transport facilities including taxi ranks and bus transport facilities are lacking.

strategic plan is referred to as the integrated development plan. 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

3.12 Planning

Component C: Planning and Development

The Department of Roads and Public Works have made an undertaking to support route maintenance – and funding has been set aside in these instances (for access roads construction and maintenance). Budgetary constraints remain an on-going challenge. To facilitate progress it is recommended that funding for both gravel and access roads be combined and funded as one and that every effort be made to continue to source additional funding.

This municipality is required to take responsibility for the construction, maintenance and upgrading of the local roads and storm water infrastructure. All the other roads remain the responsibility of the District, Province and King City to Lady Free and new access roads as listed under projects are to receive attention.

- **Lady Free Main Road widening** – The widening of the Lady Free Main Road will increase the capacity of the road thereby making access more favourable and allowing the municipality to grow as required.
- **Public Transport Facilities** – Public Transport facilities within the municipality are out-dated, lack facilities for users and operators alike and are generally not well located for commuters.
- **Integrated Transport Plan implementation** – It is the responsibility of the municipality to ensure that commutes on all modes of transport can access the various opportunities the municipality has to offer in a secure, safe and reliable manner.

3.10.3 Comment on Performance of Transport Overall

- **Taxi and bus facilities in Emalesheni Local Municipality** are generally in a very poor condition and are often merely informal areas (embankments on roads, open fields etc.), in rare cases there have been attempts to formalize the ranks, which are characterized by:
- Lack of basic services such as water, sanitation, electricity, telecommunications
- Passenger shelters and seats are rarely available
- Parking surfaces are generally not marked
- It is difficult to tell the difference between holding, loading, and parking areas
- There are no wash bays
- Entrances/exits are not clearly marked
- Destination boards and general signage is non-existent.

(5) Challenges

- **The completion of the detailed design and favourable outcome of the Environmental Impact Assessment** for the implementation of access roads.
- **Tenders for the construction of these have been awarded and some are in the process of being awarded.**
- **Development of Municipal Offices has commenced**
- **Dordrecht Pound is functional**
- **Maintenance of facilities done**
- **Cacadu Park**

The Planning and Economic Development Director is coordinating a high-level engagement between SMEs and established businesses and the municipality. These forums are an Economic Advisory Forum and made up of the representatives from ELM, Small and Medium Enterprise from Cacau (Lady Freire), Dordrecht and Indwe. The forum focuses on economic development priorities in all the three major centres and the surrounding rural communities.

They are a strong linkage between the municipality and industry. Rural Agro-Finance Industry, These forums meet from time to time to discuss and input in Council Initiatives and Rural Business Forum, Local Tourism Organisation, Wool Growers Forum, Agricultural Stakeholders Forum and i.e., Business Forum, Local Tourism Organisation, Wool Growers Forum, Agricultural Stakeholders Forum and partnership with industry, in the year under review various forums have been established and are functioning integral part of driving economic development, thus the municipality has implemented various programmes in process will assist the municipality with its long-term planning and visioning. Industry stakeholders remain in terms of both medium- and long-term planning, the municipality is implementing the LED Strategy. This

The plans are to ensure that the municipality approach to key sectors is strategic, with clear, well-defined interventions.

The department has reviewed and implemented various sector plans to inform its strategic planning process.

The Department has placed increased emphasis on the following programme activities: Agriculture and Rural Development; Tourism Development and Promotion; SME Development; and Trade and Investment.

Department of Small Businesses Development and Rhodes University (GE5 Sustainable Land Management Project). Department of Sports Recreation Arts and Culture, National Department of Tourism, Department of Rural Development and Agrarian Reform, Department of Social Development, Small Enterprise, Economic Development and Environmental Affairs and Tourism, Chris Hani Cooperative Development Centre, Corporation, Eastern Cape Rural Development Agency, Chris Hani Development Agency, Department of Local District Municipality, ELM farming community, SME's operating in ELM, Eastern Cape Development Local Economic Development, ELM has partnered with institutions involved e.g., Chris Hani District Municipality, ELM has been to support and promote entrepreneurship, facilitate trade, and attract investment and market Emalahleni Local Municipality as a tourism destination. In delivering this mandate of the focus of the Department has been to support and promote entrepreneurship, facilitate trade, and attract

3.13.1 Introduction to Local Economic Development

3.13 Local Economic Development

During the second review of the IDP, a series of meetings were held, in the form of representative forums and roadshows to review 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 developing area.

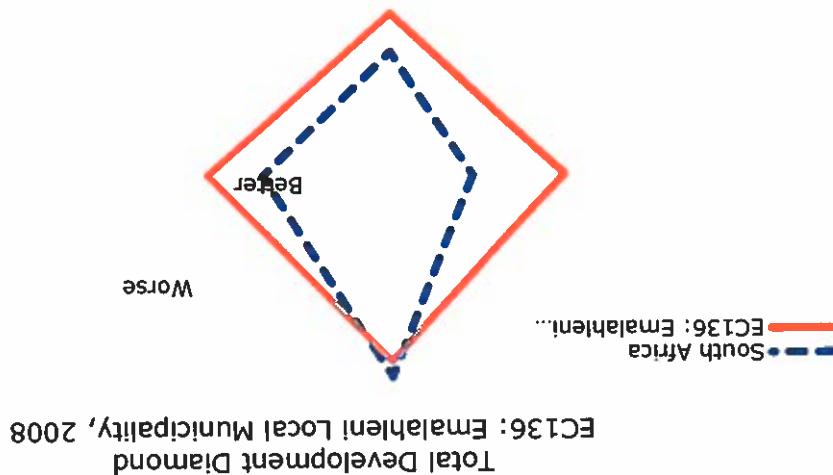
IDP reviews would be conducted, identification of stakeholders and their role in the review process. The municipality developed a framework, containing information and guidance on the how the processes of the

well as reporting.

As per the requirement mentioned above, in 2016, 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 to ensure that the plan remains relevant to the needs of the municipal community. This was the second review of the 2017 / 2022 strategic plan. 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 Planning, Economic Development, Tourism and Agriculture directorate to coordinate the development and review of the municipality's IDP, manage and monitor its implementation, as well as reporting.

Increase employment and stimulate economic growth through the Economic Development & Empowerment Strategies by:

Source: IHS Global Insight Regional Explorer version 4.59



The LED strategy identifies communities as strategic sectors with potential for growth in line with National, Provincial and Regional Economic Growth Strategy (NSDP), PDS and REGs, respectively). However, the contribution by these strategic sectors to the economy is incongruent to their received potential. The review of the LED strategy will have to investigate the underlying causes for this problem and suggest creative ways of turning the situation around.

Emalahleni generally appears to be worse off when comparing the levels of development indices to that of the rest of South Africa. Emalahleni however enjoys better levels of GAs between rich and poor compared to the rest of the country. HDI and Gini-Coefficient indices to those of the rest of the country.

The average levels of payment for services remained low at 23% by early 2010 in contrast to the growing trend of affordability when considering that 55% and more of households earning above R2500 per month. A significant revenue collection strategy must be developed and implemented to address and improve the situation.

Emalahleni Economy has not grown exponentially over the last decade, but it has experienced a growth of just below 2% between 1996 and 2008. The GDP was estimated by Global Insight to be around R439 million (2000 constant prices) by 2008. The buying power (ability of the market to absorb products) was around R405 million while the gross value-add was estimated to be about R608 million for the same period.

ELM offers business support and tourism centres in the nodal areas where there is poverty and underdevelopment. The municipality further assist by marketing Emalahleni tourism products and facilities within ELM.

3.13.2 Overview of the Local Economy

ELM offers business support and tourism centres in the nodal areas where there is poverty and underdevelopment. The municipality further assist by marketing Emalahleni tourism products and facilities within ELM.

Employment and unemployment levels are useful indicators for effective growth in the economy. Current estimates by Global Insight reflect that the unemployment (official definition) of Emalahleni is approximately 50.3%. This must be considered a problem as the high unemployment figure has a direct impact on the ability of people to service their debt and contribute meaningfully to the economy. It is also a major cause for concern as it has a direct impact to the improved human development index.

2. Employment

Household income distribution provides a useful indicator for levels of economic development and exposure to poverty. Many households in Emalahleni can be deemed as indulgent with gross monthly incomes of less than R1500 or an equivalent of 2 state pensions (R1600). 28% of households earn between R1000 and R1500 per month while another 18% earns between R1500 and R2500. A positive aspect of the comparison shows that since 2008 an estimated 55% of households earn above R2500 per month.

1. Income Distribution

3.13.3 Economic Development Indicators

- Promotion and development of Small, Medium and Micro Enterprises (SME's) with focus on PDI's. ELM targets to ensure up-skilling and training of 50% of all SMEs (in its database) by 2019
- Regulations, by-laws, and Council policies should promote and encourage business investment and local expansion, and attraction
- Promote and stimulate the opportunities for Public / Private Partnerships (PPP's) for infrastructure and labour incentives
- Stimulate economic growth and business development through incentives for business retention, service delivery.
- Encourage human resource development through existing and future projects and community organisations on-going linkages with other regional economic development
- Promote and market the local area through tourism organisations, customer services and establishment of promotional activities. Assist communities within the community is exposed to all initiatives and encourage them to participate.
- Investigate and identify all relevant role-players to add value, assistance, and funding processes
- Facilitate registration of informal businesses to formal SMEs
- Maintain and provide tourism facilities and support
- Engage in active marketing on a local and regional level in tourism
- Facilitate formalisation of Tourism structures (Local Tourism Organisations)
- Encourage capacity building, event, and support heritage programme with DSAC
- Conducting of heritage awareness, event, and support heritage programme with DSAC
- Funding of wool production infrastructure
- Facilitate funding for large investors marketing infrastructure
- Implementation of stock theft prevention programme
- Conduct awareness programme for livestock marketing infrastructure
- Prevention of livestock poisoning by alien invasive plants
- Rehabilitation of arable and grazing land
- Introduction of new affordable technology for massive quality crop production

3.13.4 SECTORS CONTRIBUTING TO EMPLOYMENT

(1) Agriculture

- Community services account for 57% of employment opportunities, followed by Agriculture at 19% and Households (domestic work) at 17% respectively. Except for trade (boosted largely by retail sub-sector at 2.7%, all other major sectors contribute just under 2% each. This situation is unsustainable and cannot be relied upon to drive the critical growth required in the economy. Underperforming sectors like agriculture, mining, tourism and manufacturing need to be rejuvenated in order to yield qualitative and quantitative growth benefits in our local economy.

(a) Livestock Production and Marketing

- Cattle (livestock) production in the entire ELM jurisdiction
- There are nine (9) functioning stock sales pens for stock auction. ELM is actively involved by facilitating markets for livestock
- Construction of animal dipping tanks for animal health improvement
- On-going branding programme by ELM to prevent stock theft
- Sheep production areas – the entire ELM jurisdiction
- There are twenty-two (22) Shearing sheds for wool production. These shearing sheds have been built by Emalahleni LM, DRDAR, CHDM and Community Members involved in wool production.
- Sorghum production in the entire ELM jurisdiction built in the year under review there was no production due to severe drought
- There is a secondary Co-operative which made up of six (6) primary co-operatives (primary and secondary Production-Agro-processing).
- The potential to contribute to the economic growth and job creation within the area, if developed
- Minerals and Energy have set in motion a process to develop this resource which is finally yielding results.

(2) Mining

- Irrigation potential of a further 5500 hectares at the Xonxa and Guba Farm
- Secondary Production-Agro-processing.
- There is a secondary Co-operative which made up of six (6) primary co-operatives (primary and secondary Production-Agro-processing).
- The Municipality has over the past decade been investigating ways and means to extract the benefit and maximum value from the coal resources found within its jurisdiction. Coal mining has largely been an unexplored resource with the potential to contribute to the economic growth and job creation within the area, if developed.
- Elltheni Coal Mining Company from Port Elizabeth has been granted mining rights to mine coal in the area for a period of more than thirty years. Already some results have been the development of road construction in the area to be mined and the development and construction of infrastructure required for the mining development.
- In order for the mine to operate at bigger scale 13 Kilometres of roads from town to the mining area and 14 Kilometres from mining area to Milnaga siding needs to be surfaced with tar. The railway line between Indwe and Molteno town needs to be rehabilitated.
- The roads that are connecting Indwe via Machubeni, the road between Indwe Port and Indwe via Cegeyana need to be surfaced with tar for the purpose transport mobility that will result increase of economic activities. The roads of maintenance in order to accommodate the anticipated traffic volume that will increase due to mining existence. Elltheni Coal Mine is an temporary closure due in lighting between the directors of the Mining Company. The Municipality is engaging the Premier's Office for intervention in the Mine.

| Site Name | Significance | Conservation Status | Management |
|------------------|---|--|---|
| Macubbeni Coal | Washed out old coal mine showing early mining methods | It is in bad condition except the area which is under Eitthemi Coal Council, National Development and Rural Development and Land Reform and Department of Mineral Resources. | Traditional Mine near Indwe |
| Dams: | Water Resources for Macubbeni municipality | In good conditions | Department of Water and Sanitation |
| Xonxa and Lubisi | Residents | In good conditions | Department of Mineral Resources. |
| Fallen Heroes | Luvuyo Jerome 1960 to 1986 Qonda Hoho 1956 to 1988 | In good conditions | Emalahleni Local Municipality Queens Nonesi Tsozi |

Emalahleni municipality is in the process of declaring heritage sites. A list of heritage resources within Emalahleni Local Municipality is as follows:

(4) Heritage Resources

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. Trout fishing trials and mountain bike races have also become recent tourist attractions. The Dordrecht Festival and the Lady Frere Annual Cultural games have the potential to be developed into a tourism attraction. Occupancy rate in accommodation facilities Indwe, Dordrecht and Lady Frere is more than 90%.

Currently there are a limited number of existing tourist attractions within the area such as the Indwe Resort which accommodates and the Kloof (A viewing point) in Dordrecht which was extensively damaged and destroyed by the dam wall collapsing.

- Resorts and Cultural Villages
- Mountains
- Waterfalls in Bhozwana
- Accommodation and fast-food outlets
- Museums – Dordrecht
- Rock art promotion and beneficiation
- Craft produce
- Cultural tourism linked to the Liberation and Heritage Route
- Aquatic sport linked to existing Dams (Xonxa & Lubisi)

The scope for the development of the Local tourism sector within the Municipal area is vast. The areas that have been identified with potential for tourism development include but are not limited to:

(3) Tourism

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

A Master Plan has been developed by the Municipality to cover the integration of the development and linking the mine development to the entire economic growth of this area. The LED strategy provides guidance on how to address and develop this sector.

as a partner.

The Municipality has initiated the first steps to develop this area by identifying Ibuyambo Sorg hum Cooperative. The economy would be marked with the resultant benefit impacting on and accruing to large numbers of families. The impact on sector would ensure a positive impact in terms of its contribution to the GDP and employment. The impact on processing and fruit juice production to develop this sector in the area. The upliftment and improvement of this department, ideally and target small scale manufacturers such as recycling, brick making, wool processing and film making initiatives in the area. The upliftment and improvement of this department, ideally and target small scale manufacturers such as EDC, IDT and Trade and industry

and farming related opportunities in Sorg hum production and processing that is still at infancy stage, and a daily processing in a form of Cheesefactory failed efforts are in place to revive it. To access and release this potential and convert it into economic benefits a dedicated investment framework must be developed to deal with issues and skills development, attraction of investments, concessions, and partnership development.

(5) Manufacturing

Source: Chris Hani State of Environment Report

| Site Name | Significance | Conservation Status | Management |
|----------------------------------|---------------------------------------|---|------------------------------|
| Glen Grey Falls | A beautiful natural site | In good conditions | Traditional Council |
| near Lady Frede | Natural site with some unique flora | Degraded due to plundering for firewood | Emaahlene Local Municipality |
| The Kloodt near Dordrecht | Natural site with some unique flora | Degraded due to plundering for firewood | Emaahlene Local Municipality |
| Cacadu River at Lady Frede | Links most Ward | In good condition | Various Traditional Councils |
| Churches in Lady Frede | Two examples of 19th Century Churches | Well looked after | Church |
| Anderson | Oldest museum | In good condition | Anderson Family Trust |
| Museum at Dordrecht | | | |
| Victorian Buildings at Dordrecht | Architectural example | In good condition | Municipality / Private |
| Burgheer Statue at Dordrecht | Tourist attraction | In good condition | Municipality |
| San Rock Art at Dordrecht | Ancient art | Well kept | Private |
| Methodist Church at Dordrecht | Architectural example | In good condition | Church |
| Dotting river Dam | Leisure area | Could be better | DWAF |
| Emaahlene Arts & Craft Centre | Production of arts and craft | Being utilized by Crafters | Emaahlene LM |

Tourism, Hospitality, Sport Sector Education and Training Authority (CATHESSETA). Safety guidelines to curb the tendency of crime against tourists. The candidates upon completion of the programme will receive NQF level 2, 40 credits certificate as the programme is accredited with Culture, Arts, Professional manner, taking into consideration of the Tourist Guide Code of Conducts as well as Health and Safety about different types of tourism sites or resources available in the municipal area, namely, cultural, natural, and adventurous resources. The programme further enables candidates to interact with tourists in a professional manner, and communicate effectively with them. The purpose of the programme was to enable candidates to know Community Trust at ward 6 of Emalahleni. The purpose of the programme was to enable candidates to know and communicate in Queensstrom. Fifteen (15) candidates that have been trained are from Nonesi and Conference Centre in Queensstrom. The programme was held at Inkwenkwezi B&B programme in quest of training communities of culture site guide. The programme called Tourism Shine to conduct skills Eastem Cape Parks and Tourism Agency (ECPA) contracted a company called Tourism Shine to conduct skills one of the four (4) Ps of Marketing Mix.

Arts Center Marketing plan was developed and implemented through marketing on facebook, local radio station and procurement of production inputs in the form of machinery & material in quest of enhancing the product as one of the four (4) Ps of Marketing Mix.

(1) Tourism

Tourism Development and Heritage Management

In the year under review Emalahleni Local Municipality has implemented the following programmes:

Key achievements during the 2020/2021 financial year include the following:

3.13.6 ACHIEVEMENTS OF 2020/2021

Emalahleni has an HDI of 0.39 which is lower than that of the district which is at 0.44. The local populace does not enjoy high lifestyles and lag in terms of levels of literacy. It is estimated that a mere 43% of our population is functionally illiterate (i.e., Age 20+ who have attained a grade 7 education or higher). Poverty is widespread, especially in the rural areas with an estimated 1939 (Global Insights) people living below the threshold of \$ per day. To avert this situation, the partnerships for poverty alleviation with other government agencies like Social Development, SASSA and the District Municipality must be developed and strengthened to address this aspect and ensure the upliftment of the populace.

The Human development index is a useful indicator of the levels of development, vulnerability to poverty and lifestyles in an economy. It provides a composite assessment of development factors such as levels of literacy combined with incomes and poverty. It is often measured as a number ranging between 0 and 1 with 1 representing a high level of development with people enjoying good education, better health, and lifestyles choices.

An application for funding from Thina Sizakho was submitted and R3 4 000 000.00 was approved to develop and establish a Grain Mill that will be a mechanism to develop grain production in the form of sorghum. Emalahleni Local Municipality, Chris Hani District Municipality and Department of Agriculture currently known as Department of Rural Development and Agrarian Reform and Department of Economic Development and Environmental Affairs, and Tourism also funded Ibuyambo. The funding from all these stakeholders has been exhausted. In 2014 Eastem Cape Rural Development Agency presented a funding of R 46 million for 3 years (70%, 20% and 10% in the last quarter) for Emalahleni REDE Hub Project which is a pilot initiative in the Emalahleni Area with the intention of mobilizing the Emalahleni communities in linking primary agricultural production to agro processing.

3.13.5 HUMAN DEVELOPMENT INDEX (HDI)

Emalahleni Area with the intention of mobilizing the Emalahleni communities in linking primary agricultural production to agro processing.

Emalahleni Local Municipality, Chris Hani District Municipality and Department of Agriculture currently known as Department of Rural Development and Agrarian Reform and Department of Economic Development and Environmental Affairs, and Tourism also funded Ibuyambo. The funding from all these stakeholders has been exhausted. In 2014 Eastem Cape Rural Development Agency presented a funding of R 46 million for 3 years (70%, 20% and 10% in the last quarter) for Emalahleni REDE Hub Project which is a pilot initiative in the Emalahleni Area with the intention of mobilizing the Emalahleni communities in linking primary agricultural production to agro processing.

- Unako Fenclig and Projects Pty Ltd
- Zhuhinido Trading Pty Ltd
- NV Business Pty Ltd

Mavuya Pavings Project at Ward 16 Indwe (3 local SME's)

The municipality through LED has on the preceding financial year of 2020/21 initiated sub-contracting initiatives upon its all key MIG projects. The rationale behind these initiatives is overall support, growth, and development of local SME's within construction sector so that they are able to move to an upper grade in terms of CIBD gradings. Therefore, the following local SME's were supported on key MIG projects:

b) Sub-contracting initiatives

The SME Development Unit for the financial of 2020/2021 issued 40 business licenses in all the three towns of the municipality (Cacadu 26, Indwe 8 and Dordrecht 6).

a) Business licenses

3. SME Development

The top essay achiever also qualified to compete with other grade 12 learners from various districts at a Provincial International Museum Day Celebrations held on the 21st of September 2021 at Ntabelanga in Enoch Mgijima Local Municipality. The municipality supported the event through procuring PA System.

- A third achiever from Masikhanye High School got a tablet.
- A second achiever from Benku Agricultural High School got a tablet with a pouch bag
- The top essay achiever: A learner from KwaMhlionto High School got a laptop and a laptop

The winners of the essay competition were announced as follows:

- Benku Agricultural High School
- Freedmantle High School
- Lukhanyo High School
- Mount Arthur Gini High School
- Cacadu High School
- KwaMhlionto High School
- Masikhanye High School

Grade 12 learners from each of the following schools which were all from Emlahlweni Local Municipality:

CHARLOTTE MAXKE AND BULLHOEK MASSACRE CENTENARY, CELEBRATING THE YEAR OF CHARLOTTE MAXKE AND THE BULLHOEK MASSACRE CENTENARY, were afforded an opportunity to enter ESSAY COMPETITION WRITING under ESSAY COMPETITION implemented International Museum Day Event in Cacadu with the theme "CELEBRATING THE YEAR OF (Musuem and Heritage Sub-Directorate), Department of Education and other stakeholders to successfully As part of heritage the municipality collaborated with the Department of Sports, Recreational Arts and Culture

SME's are as follows:

The municipality further provided support to 3 local SME's under its SME support programme. Each of the three (3) local SME's were supported with production inputs related to their business operations. The local

d) Cooperative Support

| No. | Name | Surname | Town | Ward | Sewing Beneficiaries | | |
|-----|---------------------|------------|-----------|---------|----------------------|--|--|
| 11. | Nontombazana | Syoni | Cacatu | Ward 4 | | | |
| 10. | Nomakorntje | Thebekwana | Cacatu | Ward 3 | | | |
| 9. | Maria | Mgululi | Indwe | Ward 16 | | | |
| 8. | Avive | Duba | Cacatu | Ward 4 | | | |
| 7. | Nombulelo | Sono | Cacatu | Ward 4 | | | |
| 6. | Bongeka Beauty | Ngongoshe | Cacatu | Ward 3 | | | |
| 5. | Thandzwa | Mguzulwa | Cacatu | Ward 3 | | | |
| 4. | Noliphlo | Tom | Cacatu | Ward 4 | | | |
| 3. | Thandekazi | Dyongo | Cacatu | Ward 3 | | | |
| 2. | Nolise | Hansi | Dordrecht | Ward 11 | | | |
| 1. | Nomasungelo Hillary | Twalo | Cacatu | Ward 4 | | | |

| No. | Name | Surname | Town | Ward | Fresh Produce Beneficiaries | | |
|-----|---------------------|----------|--------|---------|-----------------------------|--|--|
| 9. | Busiswa Pathela | Nqiba | Cacatu | Ward 4 | | | |
| 8. | Nokwanda Bobangani | Magolo | Cacatu | Ward 3 | | | |
| 7. | Thembielle | Rengqe | Cacatu | Ward 4 | | | |
| 6. | Nomboniso Miriam | Muteti | Cacatu | Ward 4 | | | |
| 5. | Nonduiso | Muthu | Cacatu | Ward 4 | | | |
| 4. | Lulama | Ngome | Cacatu | Ward 4 | | | |
| 3. | Phumla | Qutsu | Cacatu | Ward 5 | | | |
| 2. | Nomthandzo Margaret | Mfundisi | Cacatu | Ward 3 | | | |
| 1. | Allen | Duda | Indwe | Ward 15 | | | |

South African Local Government Association (SALGA) in partnership with United Nations Development Programme (UNDP) funded 20 informal Traders (hawkers) who are dealing fresh produce and sewing from Emalahleni Local Municipality. Each individual out of the 20 received a voucher of R5 000,00 for the purpose of recapitalizing their businesses that have been gravely affected by Covid-19.

c) Informal traders

- AK Paviling Pty Ltd
- Phandulwazi Construction Pty Ltd
- Sakhikamva Construction Pty Ltd

Zakhele Paviling Project at Ward 4 Cacatu (3 local SME's)

| NO | BID NO | PROJECT NAME | BIDDER'S NAME | AWARDED | LOCALITY | WARD |
|----|---------------|---|----------------------|------------|------------------------|--------|
| 2. | ELM/2/8/2020Q | Supply, Delivery and Installation of NSG Investments | NSG Investments | R63 599.00 | Lady Frede | Ward 4 |
| 1. | ELM/1/8/2020Q | Installation of Furniture & fixtures at Cacadu Animal Holding | Mzileni Construction | R77 500.00 | ludiywa (Easlem (Cape) | |

2020/2021 FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT BETWEEN R30 000-R200 000.00 FOR THE 1st QUARTER OF THE

| NO | Supplier Name | Description | Amount | Locality | Ward |
|----|-------------------------|--|------------|--------------|---------|
| 1 | Mamshengu Trading | Water for the memorial Service Cliff Fen | R 900.00 | Cacadu | Ward 4 |
| 2 | The Reporters | Laptop Bag for Community Service Secretary | R 127.00 | Barkley East | |
| 3 | The Reporters | Manual Order Books | R 127.00 | Barkley East | |
| 4 | Mpira and Wabos Trading | Catering for Revenue meeting | R 1 800.00 | DDX | Ward 11 |

FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R0-R2000 FOR THE 1st QUARTER OF 2020/2021

In terms of procurement of the municipality for the year under review, the average of the bids below R200 000. This indicated on the table below:

awarded to SMEs from Emalahleni Local Municipality is 40% and few that were awarded in bids above

d) Municipal Procurement

- Information dissemination advisory sessions were facilitated with the aim to keep the SMEs updated of the funding opportunities and business dynamics.
- Information dissemination advisory sessions were facilitated with the aim to keep the SMEs informed of the funding opportunities and business dynamics.

e) Outreach programmes for SME Development

- Cacadu Waste Recyclers at Ward 4 – supported with waste baler machine valued at R185 000.00
- Likhla Lethu Primary Cooperative
- Masisizake Primary Cooperative
- Phambili Bafazi Primary Cooperative
- Khanya Mama Primary Cooperatives
- Cahulu Mama Primary Cooperatives
- and the cooperatives are as follows:

- 5 Indwe Brickmaking Cooperatives – supported with production inputs valued at R40 000.00
- Mophuthulo Youth Project at Ward 1 – supported with production inputs valued at R80 000.00

| No | Supplier name | Description | Amount | Locality | WARD |
|----|------------------------------------|--|-------------|-------------|--------|
| 1 | Makafaniz Trading | Services and Repairs TLB Registration DDX 195 EC | R 29 580.00 | Cacadu | Ward 4 |
| 2 | Zubanendene Trading | Decoratiion for memorial Service Cllr Dudumashhe | R 5 885.00 | Cacadu | Ward 4 |
| 3 | Arena Holdings | Advertis Business Times Tender | R 29 601.00 | East London | |
| 4 | Kwa Majuba Garden | Serivicing fire extinguishers on all sites | R 9 594.85 | Queenstown | |
| 5 | Komani Panel Beaters | Toyota Fortuner JGN 757 EC Excess | R 3 000.00 | Queenstown | |
| 6 | Suzua Projects and Supply | Mphothluo Youth Project | R 28 800.00 | Cacadu | Ward 4 |
| 7 | Woulfers Kluwer Tax and Accounting | Audit Management System | R 18 014.72 | Cape Town | |
| 8 | Sgiels Tours | Transport | R 9 000.00 | Cacadu | Ward 4 |
| 9 | Sgiels Tours | Transport | R 9 000.00 | Cacadu | Ward 4 |
| 10 | NPOZ Trading | PA System for memorial Service of Cllr Feni | R 4 300.00 | Cacadu | Ward 4 |
| 11 | Mashengu Trading | Decaration for memorial Service Cllr Dudumashhe | R 4 274.00 | Cacadu | Ward 4 |
| 12 | Makafaniz Trading | Fix Leak on hidrolic Pipe of Excavator Bell 230 | R 6 000.00 | Cacadu | Ward 4 |

FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R2 000- R30 000 FOR THE 1st QUARTER OF 2020/2021

| | | | | | |
|----|---------------|--|-------------|----------------------------|---------|
| 3. | ELM/4/8/2020Q | Supply and Delivery of Cleaning Material | R93 846.22 | Hala (Easitem Cape) | Ward 3 |
| 4. | ELM/5/8/2020Q | Supply and Delivery of Refuse Bags | R34 868.00 | East London (Easitem Cape) | |
| 5. | ELM/6/8/2020Q | Supply and Delivery of Lillian Dennis Creatives (Pty) Ltd | R84 905.00 | Lady Frene (Easitem Cape) | Ward 4 |
| 6. | ELM/8/8/2020Q | Supply and delivery of Tools for Road and Plant Maintenance. | R77 999.99 | East London (Easitem Cape) | |
| 7. | ELM/3/6/2020Q | Supply and delivery of Odwa And Soile Trading | R11 0693.25 | Indwe(Easitem Cape) | Ward 16 |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description | Kungawo Gacachu | Suppliers and Projects | Ward 4 | R 15,000.00 | Supply and Delivery of framing Material. |
|----|------------|--------------|--------------------|----------|------|--------|-------------|--------------------|---------------------------|--------|-------------|---|
| 8 | 6/10/2020 | 1108 | Kungawo Gacachu | | | | | | | | | |

FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R2 000 - R30 000 FOR 2nd QUARTER OF 2020/2021

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description | Ward 4 | Trans & trading | Cacachu | R 1,920.00 | Transport for clean-up campaign |
|----|------------|--------------|------------------------------|----------|------|--------|-------------|--------|-----------------|---------|------------|---------------------------------|
| 1 | 08-12-20 | 1250 | Muzuki Phendu | | | | | | | | | |
| 3 | 11/11/2020 | 1230 | Moss Transport and Project | | | | | | | | | |
| 2 | 05/11/2020 | M2541 | Ompotya tours and Travelling | | | | | | | | | |

YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R0 - R2000 FOR 2nd QUARTER OF 2020/2021 FINANCIAL

| | | | | | | | | | | | | |
|----|--------------|--------------------------|---|-------------|--------------|---------|--|--|--|--|--|--|
| 21 | Enterprise | Jofos Trading | Lunch for memorial service Cliff Z. | R 4 750.00 | Cacachu | Ward 4 | | | | | | |
| 20 | Enterprise | Komani Gun Cellar CC | Spray paint for womans day. | R 4 750.00 | Queenstown | | | | | | | |
| 19 | Enterprise | Milindo projects | Supply and delivery and installation of lockable aluminium doors at Cacachu office. | R 29 900.00 | Cacachu | Ward 4 | | | | | | |
| 18 | Enterprise | Milindo projects | Supply and delivery of building material. | R 24 279.20 | Cacachu | Ward 4 | | | | | | |
| 17 | Enterprise | Makafaniz Trading | Services and repairs for refuse Collector Tractor FTS 165 EC. | R 24 060.00 | Cacachu | Ward 4 | | | | | | |
| 16 | Enterprise | Akotech | Hand Sanitiser | R 30 000.00 | Indwe | Ward 16 | | | | | | |
| 15 | Enterprise | NPOZ Trading | PA System for memorial Service of Cliff Dudumashe | R 4 300.00 | Cacachu | Ward 4 | | | | | | |
| 14 | Enterprise | Mapistlesla Construction | Bags of Cement | R 4 500.00 | Cacachu | Ward 4 | | | | | | |
| 13 | The reporter | | Attendance Registers and Leave Books | R 10 028.00 | Barkley East | | | | | | | |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description |
|----|------------|--------------|---------------------------|--------------|---------|-------------|--|
| 9 | 3/10/2020 | 1104 | BLIC Trading | Cacahu | Ward 4 | R 8,920.00 | Supply and delivery of VTS material. |
| 10 | 16/10/2020 | 1156 | MNG Totoya New | Queenstown | | R 6,374.95 | Supply and fit parts for JFN 757 EC |
| 11 | | | Adventure investment | | | | Tireles FZB 279 EC |
| 12 | 26/10/2020 | 1176 | BSK Kuhle | Indwe | Ward 16 | R 11,330.00 | 2 Tires for Refuse |
| 13 | 16/10/2020 | 1155 | Leadership Academy | Johannesburg | | R 9,841.70 | CDP Training Effective report writing |
| 14 | 19/10/2020 | 1160 | Nozukile's | Cacahu | Ward 4 | R 29,430.00 | Supply and delivery of Community services stationery. |
| 15 | 6/10/2020 | 1110 | Nomazibeko | Cacahu | Ward 4 | R 19,900.00 | Supply and delivery of Welding material |
| 16 | 22/10/2020 | 1171 | TP Myhole | Cacahu | Ward 4 | R 19,900.00 | Stationery |
| 17 | 2/10/2020 | 1103 | Gijima Holdings (Pty) Ltd | Gauteng | | R 19,620.00 | Competence position of the Directorate Services position. |
| 18 | 7/10/2020 | 1116 | Mxhasenini | Indwe | Ward 16 | R 4,160.00 | Transport for Recycling |
| 19 | 7/10/2020 | 1117 | Noungile Transport | Cacahu | Ward 4 | R 4,400.00 | Transport from DDX and Indwe Villages to Cacahu Town. |
| 20 | 12/10/2020 | 1124 | Resilient Servers | East London | | R 25,277.00 | ESET endpoint protection 140 users for 1 year. |
| 21 | 6/10/2020 | 1114 | K2015077542 | Cacahu | Ward 4 | R 15,000.00 | Tyre size 245/70-16 |
| 22 | 20/10/2020 | 1161 | Shakes Multi Traders | Cacahu | Ward 4 | R 25,000.00 | Memorial Stone for Cacahu sport field |
| 23 | 14/10/2020 | 1649 | Luphawu Trans and Trading | Cacahu | Ward 4 | R 25,100.00 | Supply and delivery of Painting material for Cacahu sport field. |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description |
|----|------------|--------------|---------------------------------------|--------------|---------|-------------|--|
| 24 | 6/10/2020 | 1115 | Maptiselela Construction and Projects | Cacabdu | Ward 4 | R 7,500.00 | Batteries for Low Bed truck HGH 813 EC. |
| 25 | 5/10/2020 | 1105 | Sanyz Trans and Queenstown | Queenstown | Ward 4 | R 15,655.00 | Stationery for departmental corporate services. |
| 26 | 14/10/2020 | 1141 | Ezonkomoshe | Cacabdu | Ward 4 | R 29,900.00 | Glass cutting cleaning of grounds landscaping and shaping edges. |
| 27 | 14/10/2020 | 1130 | SA Bureau of Standards | Gauteng | | R 4,030.75 | VTS Standards Subsidiary |
| 28 | 29/10/2020 | 1185 | Alakha Trading | Cacabdu | Ward 4 | R 28,952.00 | Stationery for the office of the MM |
| 1 | 29/10/2020 | 1181 | Leadership Academy | Johannesburg | | R 10,548.95 | Leadership training for Nandie Nyila |
| 2 | 11/11/2020 | 242 | The reporter | Bariky East | | R 3,670.80 | Supply and delivery of traffic books Code B, C, E, C1 |
| 3 | 12/11/2020 | 1783 | Ogeez Transport | Indwe | Ward 16 | R 29,150.00 | Animal feed for pound |
| 4 | 12/11/2020 | 1250 | Gillima Holdings (Pty) Ltd | Centurion | | R 20,720.00 | Competence assessment for the Director position. |
| 31 | 11/11/2020 | 1820 | Matt Brothers | Cacabdu | Ward 4 | R 9,800.00 | Environment Hazard |
| 5 | 24-11-2020 | 1646 | MM Srengepe Transport and Trading | Cacabdu | Ward 4 | R 2 200.00 | Transport for community members attending project handover in Cacabdu |
| 6 | 17-11-2020 | 1807 | MM Mngxuma | Cacabdu | Ward 4 | R 4 180.00 | Transporting community members attending project handover event in Cacabdu |
| 7 | 18-11-2020 | 1803 | TP Myhole | Cacabdu | Ward 4 | R 27 500.00 | Supply and Delivery of Covid 19 Safety Equipment |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description |
|----|------------|--------------|--|--------------|--------|-------------|---|
| 8 | 24-11-20 | 1124 | MGM Toyota New adventure investment | Cacahu | Ward 4 | R 8,584.45 | Supply and Fts for Toyota Fortuner HXB 860 EC |
| 9 | 18-11-20 | 1118 | Mark Wilson Motors | Queenstown | | R 3,330.98 | Repairs for Tipper Truck HFT 991 EC |
| 10 | 11-11-20 | 1111 | ROA Sutio | Cacahu | Ward 4 | R 28,070.00 | Hamy Galala Electrification Material |
| 11 | 08-11-20 | 811 | Setup Technologies | Queenstown | | R 14,790.73 | Stationery |
| 12 | 19-11-20 | 1278 | Lathima Trading | Cacahu | Ward 4 | R 10,125.00 | Catering for project handover event |
| 13 | 23-11-20 | 1288 | ZT Nkosana Transport | Cacahu | Ward 4 | R 3,520.00 | Transport ward 3 for Premier visit |
| 14 | 23-11-20 | 1290 | Avive Majola Trading | Cacahu | Ward 4 | R 13,500.00 | Catering for project handover event |
| 15 | 10-11-20 | 1253 | Umausi Catering | Cacahu | Ward 4 | R 2,850.00 | Finger lunch for DSRAC MEC visit |
| 16 | 16-11-20 | 1256 | MGM Toyota New adventure investment | Cacahu | Ward 4 | R 2,500.00 | Smash and Grab for Mayors Vehicle |
| 17 | 14/09/2020 | 1042 | Makafaniz Trading Enterprise | Cacahu | Ward 4 | R 7,000.00 | Service and repairs for refuse collection trailer FBZ 279 EC |
| 18 | 12/10/2020 | 1123 | Lexis Nexus | Johannesburg | | R 8,119.51 | National Road Traffic Act Legislation |
| 19 | 11/11/2020 | 1231 | Jojos Trading | Cacahu | Ward 4 | R 2,000.00 | Supply and Delivery of still water and multi packs for memorial service |
| 20 | 01/11/2020 | 1194 | Boss Rodes | Queenstown | | R 29,670.00 | Repairs and Maintenance of municipal arccons at for memorial service |
| 21 | 06/11/2020 | 1217 | Workshop Mariburg | Mariburg | | R 26,189.00 | Service and Calibration Vehicle testing station all |
| 1 | 10/12/2020 | 1366 | Lathima Trading | Cacahu | Ward 4 | R 12,000.00 | Catering for World Aids Day And 16 Days activism. |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description |
|----|-------------|--------------|--|--------------|------------|--|--|
| 2 | 07/12/2020 | 1356 | Rosalilo (PTY) Ltd | Cacadu | Ward 4 | R 27,000.00 | D Shackle, Chain tieght , Chain Binder. |
| 3 | 11/11/2020 | 1242 | The reporter | Barkley East | R 3,670.80 | Supply And delivery of traffic books B, C.EC, EC 1 | |
| 4 | 11/11/2020 | 1232 | CVU Hiring & Transport | Cacadu | Ward 4 | R 29,800.00 | Supply and delivery of cleaning material for amenities management |
| 5 | 25/11/2020 | 1300 | Leadership Academy | Gauteng | Ward 4 | R 4,920.85 | Online CPD training |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 4 | 11/11/2020 | 1232 | CVU Hiring & Transport | Cacadu | Ward 4 | R 29,800.00 | Supply and delivery of cleaning material for amenities management |
| 4 | 11/11/2020 | 1242 | The reporter | Barkley East | R 3,670.80 | Supply And delivery of traffic books B, C.EC, EC 1 | |
| 3 | 11/11/2020 | 1242 | The reporter | Barkley East | R 3,670.80 | Supply And delivery of traffic books B, C.EC, EC 1 | |
| 5 | 25/11/2020 | 1300 | Leadership Academy | Gauteng | Ward 4 | R 4,920.85 | Online CPD training |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 5 | 17/11/2020 | 1268 | MM Sirengape Transport and Trading (PTY) Ltd | Cacadu | Ward 4 | R 2,200.00 | 22 Sister for community members attending project handover in Cacadu and back. |
| 6 | 14-10-2020 | 1325 | Manelisi Enterprise | Cacadu | Ward 4 | R 7,015.00 | 3xVIP Toilets for project handover |
| 7 | 08-12-2020 | 1357 | Makafanizir trading Enterprise | Cacadu | Ward 4 | R 29,510.00 | Tractor repair & service Reg CKM 266 EC |
| 8 | 10-DEC-20 | 1381 | Boss Robes | Queenstown | | R 29,900.00 | Replacement of new aircon at Mayors office |
| 10 | 30-11-2020 | 1303 | Ugobomo Multi Services | Cacadu | Ward 4 | R 25,930.00 | safety equipment for clean-up campaign |
| 11 | 18-NOV-2020 | 1272 | S Xezu Projects & Supply | Cacadu | Ward 4 | R 27,500.00 | Supply and Delivery of Covid19 safety equipment |
| 12 | 17-DEC-2020 | 1400 | S and J Dynamic (PTY) LTD | Cacadu | Ward 4 | R 22,942.50 | Supply and Delivery of refuse bags |
| 13 | 07-12-2020 | 1355 | ZPK Trading Enterprise | Queenstown | | R 17,000.00 | Tent and chairs for project handover |
| 14 | 13-11-2020 | 1251 | K403 trading & projects | Cacadu | Ward 4 | R 28,900.00 | Repairs & maintenance of tools & equipment |
| 15 | 07-12-2020 | 1356 | Rosalilo (PTY) LTD | Cacadu | Ward 4 | R 27,000.00 | D shackle 4, chain tieght 16m, chain binder 2 |

| No | Bid Number | Order Date | Supplier Number | Supplier Name | Locality | Ward | Amount | Description |
|----|----------------|------------|-----------------|--------------------------|-------------|--------|--------------|---|
| | ELM/3/12/2020Q | 22/12/2020 | 2464 | Ibuyambo | Cacatu | Ward 4 | R200 000 | Provision of Agricultural Mechanization Services |
| | ELM/3/06/2020Q | 18/11/2020 | 1273 | Odwaa And Solie Trading | Cacatu | Ward 4 | R 110,693.25 | Supply and delivery of Personal Protective Equipment. |
| 9 | ELM/3/5/2019Q | 10-11-20 | 1228 | Sinabalo General Trading | Cacatu | Ward 4 | R 40,288.00 | Completion Negotiations dippling tank |
| 8 | ELM/3/8/2020Q | 01-10-20 | 1097 | NRB Electrical | East London | Ward R | R 178,699.90 | Supply and Delivery of Low Voltage and Medium Voltage Material. |

AWARDED FOR AN AMOUNT BETWEEN R30 000-R200 000.00 FOR 2nd QUARTER OF THE 2020/2021 FINANCIAL YEAR

| No | Order Date | Supplier Number | Supplier Name | Locality | Ward | Amount | Description |
|----|------------|-----------------|---------------------------------|-------------|---------|-------------|--|
| 22 | 20-11-20 | 1296 | TP Myhole | Cacatu | Ward 4 | R 4,200.00 | Supply & delivery of rakes for clean-up campaign |
| 21 | 22-11-20 | 1170 | Setup Technologies | Queenstown | | R 10,623.24 | Repair link between SCM and main building |
| 20 | 24-11-20 | 1292 | Ompolwaya Tours & Trading | Cacatu | Ward 4 | R 1,950.00 | Community members attending project handover |
| 19 | 14-10-20 | 1257 | MM Mngxuma Indwe | Indwe | Ward 16 | R 4,180.00 | Community members attending project handover |
| 18 | 14-10-20 | 1268 | MM Siengqae Transport & trading | Cacatu | Ward 4 | R 2,200.00 | Community members attending project handover |
| 17 | 11-11-20 | 1232 | CVU Hiring & Transport | Cacatu | Ward 4 | R 29,800.00 | Supply & delivery of cleaning material for amenities |
| 16 | 11-11-20 | 1242 | Barkly East Reporter CC | Barkly East | | R 3,670.80 | 12 Traffic Code C/C1 books |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount |
|----|------------|--------------|-------------------------------------|-------------|--------|-------------|
| 1 | 06/01/2021 | 1413 | Hi-Q | Queenstown | Ward 4 | R 23 960.00 |
| 2 | 07/01/2021 | 1415 | Onora General Trading (Pty) Ltd | Queenstown | Ward 4 | R 5 000.00 |
| 3 | 07/01/2021 | 1416 | Joji's Trading Enterprise (Pty) Ltd | Queenstown | Ward 4 | R 9 950.00 |
| 4 | 13/01/2021 | 1431 | Alakha Trading | Caacadu | Ward 4 | R 24 899.33 |
| 5 | 13/01/2021 | 1435 | Nomazibekho Trading (Pty) Ltd | Caacadu | Ward 4 | R 5 000.00 |
| 6 | 22/01/2021 | 1459 | Spectra Upfront | Queenstown | Ward 4 | R 9 802.23 |
| 7 | 22/01/2021 | 1462 | Poyz Trading | Caacadu | Ward 4 | R 10 500.00 |
| 8 | 22/01/2021 | 1464 | Spectra Upfront | Queenstown | Ward 4 | R 4 396.02 |
| 9 | 22/01/2021 | 1416 | KHT 003 Projects | East London | Ward 4 | R 29 950.00 |
| 10 | 29/01/2021 | 1486 | Matt Brothers (Pty) Ltd | Caacadu | Ward 4 | R 18 000.00 |
| 11 | 28/01/2021 | 1471 | NRG Office Solutions | Queenstown | Ward 4 | R 2 572.25 |
| 12 | 26/01/2021 | 1465 | Nozukile's Transport and Trading | Caacadu | Ward 4 | R 22 500.00 |

FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R2 000 - R30 000 FOR THE 3RD QUARTER OF 2020/2021

| No | Supplier Name | Locality | Ward | Amount | Description | Enterprise |
|----|------------------|-------------|---------|------------|--|------------------|
| 1 | The reporter CC | Barkly East | Ward 11 | R 1 795.00 | Receipt books | Blessoon Trading |
| 2 | Blessoon Trading | Dordrecht | Ward 11 | R 720.00 | Bottled water for departmental strategic planning session. | |

YEAR

BIDS AWARDED FOR AN AMOUNT ABOVE R0 - R2000 FOR 3RD QUARTER OF 2020/2021 FINANCIAL

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount |
|----|------------|--------------|---------------------------------------|------------|---------|-------------|
| 13 | 12/02/2021 | 1536 | Boss Robes Trading Enterprise | Queentsown | Ward 16 | R 28 750.00 |
| 14 | 12/02/2021 | 1544 | Mapitsela Construction and Projects | Cacadu | Ward 4 | R 12 400.00 |
| 15 | 04/02/2021 | 1513 | Anethemba Trading Projects | Cacadu | Ward 4 | R 23 831.45 |
| 16 | 05/02/2021 | 1517 | Luna Bella bnb | Indwe | Ward 16 | R 4 800.00 |
| 17 | 08/02/2021 | 1523 | SS Jonggo Transport and Trading | Cacadu | Ward 4 | R 10 040.00 |
| 18 | 04/02/2021 | 1511 | Enkosi Business Enterprise | Cacadu | Ward 4 | R 4 300.00 |
| 19 | 04/02/2021 | 1512 | Lakhiwe General Trading | Indwe | Ward 16 | R 9 500.00 |
| 20 | 09/02/2021 | 1532 | Buyilumkile General Projects | Dordrecht | Ward 11 | R 5 400.00 |
| 21 | 09/02/2021 | 1525 | Blessoon Trading Enterprise | Dordrecht | Ward 11 | R 5 400.00 |
| 22 | 12/02/2021 | 212 | Kwathitha trading | Cacadu | Ward 4 | R 17 810.00 |
| 23 | 12/02/2021 | | Shakes | Cacadu | Ward 4 | R 25 000.00 |
| 24 | 12/02/2021 | 1541 | ORBZ Consulting | Midrand | | R 4 680.00 |
| 25 | 16/02/2021 | 1558 | NV Business Trading | Indwe | Ward 16 | R 4 980.00 |
| 26 | 24/02/2021 | 1568 | NNW Sibhoma Construction and Supplies | Indwe | Ward 16 | R 29 435.40 |
| 27 | 24/02/2021 | 1573 | Luna Bella bnb | Indwe | Ward 16 | R 3 000.00 |
| 28 | 24/02/2021 | 1571 | K2018450048 | Cacadu | Ward 4 | R 6 000.00 |

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount |
|----|------------|--------------|-------------------------------------|------------|---------|-------------|
| 29 | 24/02/2021 | 1572 | Mxhaseini Construction and Projects | Indwe | Ward 16 | R4 400.00 |
| 30 | 26/02/2021 | 1589 | Hilako Trading (Pty) Ltd | Queenstown | | R4 749.30 |
| 31 | 26/02/2021 | 1170 | Setup Technologies | Queenstown | | R 10 623,24 |
| 32 | 01/03/2021 | 1597 | Zukisukhanayo Trading | Dordrecht | Ward 11 | R7 140.00 |
| 33 | 01/03/2021 | 1596 | Mpira and Wabos | Dordrecht | Ward 11 | R7 140.00 |
| 34 | 04/03/2021 | 1607 | Moss Transport and Projects | Cacadu | Ward 4 | R25 000.00 |
| 35 | 04/03/2021 | 1608 | Mlinido Projects | Cacadu | Ward 4 | R25 900.00 |
| 36 | 04/03/2021 | 1609 | Mxhaseini Construction and Projects | Indwe | Ward 16 | R23 900.00 |
| 37 | 15/03/2021 | 1642 | Luna Bella bnb | Indwe | Ward 16 | R2 400.00 |
| 38 | 16/03/2021 | 1646 | Deltaq Information Systems | Queenstown | | R9 867.00 |
| 38 | 31/03/2021 | 1676 | MGM Toyota Queenstown | Queenstown | | R 3 378,07 |
| 40 | 24/03/2021 | 1657 | NRG Office Solutions | Queenstown | | R 12 526,61 |
| 41 | 24/03/2021 | 1661 | March Wilson Motors | Queenstown | | R 16 240,97 |
| 42 | 24/03/2021 | 1656 | March Wilson Motors | Queenstown | | R 7 149,31 |
| 43 | 29/03/2021 | 1664 | Luphaway trans and trading | Cacadu | Ward 4 | R 27 150.00 |
| 44 | 03/03/2021 | 1603 | Work Dynamics | Centurion | | R5 922,50 |
| 45 | 04/03/2021 | 1610 | Mark Wilson Motors | Queenstown | | R3 184,15 |

| No | Bid Number | Order | Date | Supplier name | Locality | Ward | Amount | Description |
|----|---------------|------------|------|------------------------|-------------|------|-------------|--|
| 1 | ELM/1/2021Q | 03/02/2021 | 1580 | NSQ Investments | Cacatu | Ward | R120 000.00 | Supply and delivery of interlocking paving blocks. |
| 2 | ELM/6/2/2021Q | 25/02/2021 | 1581 | NSQ Investments | Cacatu | Ward | R98 994.00 | Supply and delivery of 6 skip bins. |
| 3 | ELM/3/2/2021Q | 25/02/2021 | 1582 | Gungu Qwesha | Cacatu | Ward | R72 600.00 | Supply and delivery of consumables for maintenance office. |
| 4 | ELM/1/2/2020Q | 08/02/2021 | 1519 | Qno Wase Afrika | East London | | R68 000.00 | Supply and delivery of personal protective equipment. |
| 5 | ELM/4/2/2021Q | 17/03/2021 | 1649 | Shakes Multi Traders | Cacatu | Ward | R49 500.00 | Procurement for Mphothluo Youth Projects |
| 6 | ELM/1/2/2021Q | 01/03/2021 | 1593 | Ebusha General Trading | Bisho | | R63 470.68 | Supply and delivery of cleaning material. |

BIDS AWARDED FOR AN AMOUNT BETWEEN R30 000-R200 000.00 FOR 3rd QUARTER OF THE 2020/2021 FINANCIAL YEAR

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount |
|----|------------|--------------|-------------------------|------------|--------|------------|
| 1 | 01/04/2021 | 1678 | Nofungile Transport | Cacadu | Ward 4 | R3 000.00 |
| 2 | 05/04/2021 | 1754 | Keens Office | Queenstown | | R19 770.40 |
| 3 | 08/04/2021 | 1689 | Blic Trading | Cacadu | Ward 4 | R4 500.00 |
| 4 | 08/04/2021 | 1862 | Alakha Trading | Cacadu | Ward 4 | R6 800.00 |
| 5 | 09/04/2021 | 1694 | Hlako Trading (Pty) Ltd | Queenstown | | R9 550.00 |
| 6 | 13/04/2021 | 1702 | Kwazithiha Trading | Cacadu | Ward 4 | R3 000.00 |
| 7 | 13/04/2021 | 1701 | Konke 26 | Cacadu | Ward 4 | R3 700.00 |

BIDS AWARDED FOR AN AMOUNT ABOVE R2 000 - R30 000 FOR THE FOURTH QUARTER OF THE 2020/2021 FINANCIAL YEAR

| No | Date | Supplier Name | Locality | Ward | Amount | Description |
|----|------------|-----------------------------|------------|---------|--------------------------|--|
| 1 | 21/04/2021 | Spectra Uffront | Queenstown | R546.09 | Stamp for the M&I Office | |
| 2 | 07/04/2021 | Moss Transportation Project | Cacadu | Ward 4 | R1 905.00 | Supply and delivery of Copper Tube |
| 3 | 13/04/2021 | McG and MZI | Queenstown | | R1 950.00 | PA System for back-to-school campaign. |
| 4 | 06/05/2021 | New adventurer | Queenstown | | R1 859.27 | Supply and fit parts for JGN 757 EC |
| 5 | 21/06/2021 | WG Micca Hardware | Queenstown | | R1 859.66 | Supply and delivery of Tools Shovel round nose lasher |
| 6 | 23/06/2021 | Shakes Multi Traders | Cacadu | Ward 4 | R1 450.00 | Supply and delivery of Stadium Grass Cutting consumables 5L Engine Oil |
| 7 | 26/06/2021 | Sizisu khanyo | Cacadu | Ward 4 | R600.00 | Breakfast for the assessment at Milungisi tsozi |
| 8 | 30/06/2021 | Boss Robes | Queenstown | | R1 725.00 | Supply and delivery of 1.5mm flat twin earth |

BIDS AWARDED FOR AN AMOUNT ABOVE R0-R2000 FOR THE FOURTH QUARTER OF THE 2020/2021 FINANCIAL YEAR

| | | | | | | | | | |
|---|---------------|------------|------|-----------------|---------|------|---|------------|-------------------------------------|
| 7 | ELM/2/2/2021a | 01/03/2021 | 1594 | NSQ Investments | Cascade | Ward | 4 | R51 300.00 | Supply and delivery of refuse bags. |
|---|---------------|------------|------|-----------------|---------|------|---|------------|-------------------------------------|

| No | Order Date | Order Number | Supplier name | Locality | Ward | Amount |
|----|------------|--------------|---------------------------------------|-------------|---------|------------|
| 8 | 20/04/2021 | 1739 | Mthimkhulu Bhungane Empire | Cacadu | Ward 4 | R29 852.16 |
| 9 | 20/04/2021 | 1734 | Setlup Technologies | Queenstown | | R25 955.57 |
| 10 | 21/04/2021 | 1743 | Boss Robes | Queenstown | | R9 391.30 |
| 11 | 21/04/2021 | 1741 | The Reporter | Barkly East | | R4 004.00 |
| 12 | 28/04/2021 | 1750 | Molis Trading | Queenstown | | R29 639.34 |
| 13 | 28/04/2021 | 1748 | NRG Office | Queenstown | | R4 775.94 |
| 14 | 04/05/2021 | 1754 | Kene's Office Equipment | Queenstown | | R22 735.95 |
| 15 | 05/05/2021 | 1757 | Kungawo Suppliers and Projects | Cacadu | Ward 4 | R3 325.00 |
| 16 | 06/05/2021 | 1765 | Ikhala Public Fet College | Cacadu | Ward 4 | R10 228.00 |
| 17 | 18/05/2021 | 1777 | Dordrecht Massay Ferguson | Dordrecht | Ward 11 | R16 112.52 |
| 18 | 19/05/2021 | 1781 | Sinikulutho Trading Enterprise | Cacadu | Ward 4 | R4 180.00 |
| 19 | 19/05/2021 | 1783 | Ezobhangqao | Cacadu | Ward 4 | R3 150.00 |
| 20 | 21/05/2021 | 1797 | Alakha Trading CC | Cacadu | Ward 4 | R25 994.40 |
| 21 | 21/05/2021 | 1796 | Joji's Trading Enterprise | Cacadu | Ward 4 | R2 800.00 |
| 22 | 25/05/2021 | 1801 | Lithiamma Trading | Cacadu | Ward 4 | R2 640.00 |
| 23 | 25/05/2021 | 1800 | Konke 26 | Cacadu | Ward 4 | R2 587.00 |
| 24 | 26/05/2021 | 1806 | ZPK Trading Enterprise | Queenstown | | R11 350.00 |
| 25 | 27/05/2021 | 1813 | Setup Technologies | Queenstown | | R5 177.07 |
| 26 | 27/05/2021 | 1811 | Mc and Mzi Media Production and Sound | Queenstown | | R2 400.00 |
| 27 | 01/06/2021 | 1820 | Hlako Trading (Pty) Ltd | Queenstown | | R26 775.46 |
| 28 | 03/06/2021 | 1822 | Madwambi Trading | Cacadu | Ward 4 | R24 320.00 |
| 29 | 10/06/2021 | 1846 | Peugair | East London | | R2 334.17 |
| 30 | 10/06/2021 | 1845 | Peugair | East London | | R26 057.53 |
| 31 | 10/06/2021 | 1844 | Peugair | East London | | R4 161.49 |

| No | Bid Number | Order Date | Order Number | Supplier name | Locality | Ward | Amount | Description |
|----|------------|------------|--------------|---------------|----------|------|--------|-------------|
|----|------------|------------|--------------|---------------|----------|------|--------|-------------|

THE 2020/2021 FINANCIAL YEAR

BIDS AWARDED FOR AN AMOUNT BETWEEN R30 000-R200 000.00 FOR THE FOURTH QUARTER OF

R556 102.65

| | | | | | | | | |
|----|------------|------|--|------------|-----------|------------|--|--|
| 32 | 10/06/2021 | 1841 | MX print | Queenslown | R9 360.02 | | | |
| 33 | 18/06/2021 | 1867 | Lilliandeanis Creatives | Cacadu | Ward 4 | R12 600.00 | | |
| 34 | 18/06/2021 | 1864 | Gungu Qwesha Construction and Projects | Cacadu | Ward 4 | R17 550.00 | | |
| 35 | 18/06/2021 | 1863 | Mapistlesa Construction and Projects | Cacadu | Ward 4 | R8 269.35 | | |
| 36 | 21/06/2021 | 1874 | Mxhaseni Construction and Projects | Indwe | Ward 16 | R9 850.00 | | |
| 37 | 23/06/2021 | 1896 | Bulyilmkele General Projects | Cacadu | Ward 4 | R2 400.00 | | |
| 38 | 23/06/2021 | 1895 | Shakes Multi Traders | Cacadu | Ward 4 | R4 500.00 | | |
| 39 | 23/06/2021 | 1890 | Nomazibekho Trading | Cacadu | Ward 4 | R26 195.00 | | |
| 40 | 23/06/2021 | 1884 | Ezobhangqo | Cacadu | Ward 4 | R18 000.00 | | |
| 41 | 23/06/2021 | 1888 | Konke 26 | Cacadu | Ward 4 | R4 800.00 | | |
| 42 | 23/06/2021 | 1886 | Sizisa Luhanyo Trading | Cacadu | Ward 4 | R4 400.00 | | |
| 43 | 23/06/2021 | 1885 | TP Myhole | Cacadu | Ward 4 | R18 000.00 | | |
| 44 | 23/06/2021 | 1883 | Mpira & Wabo's Trading | DDX | Ward 11 | R16 200.00 | | |
| 45 | 28/06/2021 | 1905 | New Advenuture Va CC | Queenslown | | R18 311.36 | | |
| 46 | 28/06/2021 | 1903 | Madwambini Trading | Cacadu | Ward 4 | R3 000.00 | | |
| 47 | 28/06/2021 | 1904 | Enteprise | Queenslown | | R21 659.62 | | |
| 48 | 29/06/2021 | 1907 | Mark Wilson | Queenslown | | R10 740.00 | | |

| | | | | | | | | | | | | | | | | | | | | |
|----|----------------|------------|------|----------------------|--------------------|-------------|--|--|--|--|--|-------------------------------|-------------------------------------|-------------|---|---|---|--|--|--|
| 1 | ELM/5/2/2021Q | 23/04/2021 | 1745 | Sikhumbulanathi | East | R132 954.08 | Supply and delivery of road markings and road signs | Supply and delivery of tools and equipment | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of waste management plan review | CHDM LED agricultural support | Supply and delivery of William town | R38 750.00 | Production inputs delivery of brick making cooperatives | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 2 | ELM/5/1/2020Q | 20/04/2021 | 1733 | NSQ | General Trading | R132 954.08 | Supply and delivery of road markings and road signs | Supply and delivery of tools and equipment | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of waste management plan review | CHDM LED agricultural support | Supply and delivery of William town | R38 855.00 | Production inputs delivery of tools and equipment | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 3 | ELM/7/2/2021Q | 19/04/2021 | 1732 | Mchimkhuu | Cacadu | Ward 4 | R71 905.53 | Supply and delivery of tools and equipment | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of waste management plan review | CHDM LED agricultural support | Supply and delivery of William town | R74 614.00 | Production inputs delivery of brick making cooperatives | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 4 | ELM/8/2/2021Q | 06/05/2021 | 1760 | Enzokuhle Enterprise | East | R110 000.00 | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | Supply and delivery of waste management plan review | CHDM LED agricultural support | Supply and delivery of William town | R38 750.00 | Production inputs delivery of brick making cooperatives | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 5 | ELM/3/2/2021Q | 05/05/2021 | 1755 | Nsq | Investments | Cacadu | Ward 4 | R74 614.00 | CHDM LED agricultural support | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R38 750.00 | Production inputs delivery of brick making cooperatives | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 6 | ELM/5/3/2021Q | 21/05/2021 | 1789 | Bnslli | King Williams town | | | | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R73 818.50 | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery | |
| 7 | ELM/6/3/2021Q | 11/06/2021 | 1854 | Chai Chac | Mthatha | | | | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R50 577.00 | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery | | |
| 8 | ELM/10/1/2020Q | 11/06/2021 | 1857 | Boss Robes | Queensto | Wm | | | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R42 905.26 | Microsoft Visio Professional 2019 two licences | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |
| 9 | ELM/1/3/2021 | 11/06/2021 | 1858 | Phandu | Pretoria | | | | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R185 652.33 | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery | |
| 10 | ELM/4/3/2021 | 15/06/2021 | 1859 | NSQ | Investments | Cacadu | Ward 4 | R185 652.33 | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | R172 000.00 | Procurement of arts center items | Installation of electrical fittings and winning at Harry Gwala Community Hall | Microsoft Visio Professional 2019 two licences | Daliling machine | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery | |
| 11 | ELM/4/05/2021Q | 28/06/2021 | 1902 | Vuyoluhe | General Trading | London | | | Supply and delivery of William town | Supply and delivery of material for renovation of feedlot. | Supply and delivery of material for renovation of feedlot. | CHDM LED agricultural support | Supply and delivery of William town | | | | | | | Supply and delivery of Tyres for Emaithleini LM Construction Plant Machinery |

The municipality as part of agricultural development is supporting emerging and small-scale farmers to upscale production schemes through refurbishment of dilapidating irrigation schemes. A partnership between Emaalaheni, Chris Hani Development Agency (CHDA), Department of Rural Development and Agrarian Reform (DRDAR), Chris Hani Cooperative Development Centre (CDC), DCLLA and Xonxa Migration Scheme farmers (DRDAR), ensures through refurbishment of dilapidating irrigation schemes. A partnership between Emaalaheni Local Municipality has procured an engine room which will first be constructed. In place to install it at the engine room which will first be constructed.

Small-Scale Irrigation Schemes

The municipality has an obligation to advance and promote agricultural development within its area of jurisdiction. Therefore, the following Cwemape Project will ward 8 has been supported through production inputs and mechanisation activities for cultivation of forty (40) hectares. Ibuyambo Secondary Cooperative was appointed for mechanisation activities at the value of R199 544. 32. The notable challenge has been climate change, as a result maize planting season passed before mechanisation activities could be completed. Alternatively, the project members opted for beans in hectares that were already ploughed but not planted maize. As such fourteen (14) hectares have been planted maize while twenty-six (26) hectares have been planted beans which are currently doing very well. This is in line with the scientific research that was conducted by Agricultural Research Council (ARC) in 2005 which revealed that due to the prevailing climatic conditions, the municipal area is now suitable for sorghum while maize is only suitable at lida as the area is currently producing maize in large quantities.

Support to Crop Production Cooperative

Crop Production

1020 livestock branded within the municipality, 2 advisory sessions on branding certificates were facilitated in all municipal wards.

Livestock Branding and Marketing

| | | | | | | | | | | | | |
|----|----------------|------------|------|----------------|-----------------------|-------------|--|-----------|-------------------|-----------------------------------|-----------|----|
| 12 | ELM/1/5/2021Q | 29/06/2021 | 1906 | Nodoli Trading | King Williamsto wn | R57 400.00 | Personal Protection Equipment | Protector | Equipment | Clothing/ Safety boots | Safety | 13 |
| 13 | ELM/7/05/2021Q | 30/06/2021 | 1914 | Shopohala | East General Tradiing | R173 995.00 | Supply and Delivery of Tools for repairs of Construction plant | Tools | Delivery of Tools | for repairs of Construction plant | Machinery | 14 |
| 14 | ELM/5/05/2021Q | 28/06/2021 | 1901 | Peugair Border | East London | R129 126.72 | Supply and Delivery of Parts | Parts | Delivery of Parts | Machinery | 15 | |

Eastern Cape provincial economy grew by 61.9%. However, the provincial economy is one of the four provincial According to Eastern Cape Socio-Economic Consultative Council (ECECC) in its Quarterly Data Release,

3.13.8 COMMENT ON LOCAL JOB OPPORTUNITIES

- Limited flow of domestic and international tourists
- Lack of inward investment and business retention
- Coal mining challenges (mining licence and road infrastructure)
- Red Tape and cumbersome municipal processes (complicated issues).
- Limited budget to fund economic development initiatives for both capital and operating budget.
- Lack of clear provincial approach on Rural Development other than Agriculture.
- Lack of financial muscle for Economic Infrastructure
- At a national level the economy is still facing downward swing

3.13.7 KEY CHALLENGES OF THE DEPARTMENT

The scientific research conducted by the Agricultural Research Council in 2005 depicted that the Emalahleni area of jurisdiction has got sweet veldts, that on its own is showing that this area is rich in livestock production despite dry climatic conditions. Precisely, the area is more suitable for sheep production due to prevalence of short grass which is palatable for small stock. According to the department of Agriculture, in the 2020 season the municipal area had at least 500 000 sheep per year. Income received by communal farmers through wool production in 2019/2020 financial year was R33 000 000 (exclusive of commercial farmers).

Wool Production

- The brickmaking cooperatives were supported with the following production inputs; wheelbarrow, spades, shovels round nose, clay pick, gumboots, gloves, masks, protective safety googles, damp course, garden masters, plastic drum, waterproof apron and back poly cotton long sleeve dust coat.
- Lihla Lethu Primary Cooperative
 - Masisizake Primary Cooperative
 - Phambili Basizi Primary Cooperative
 - Kharaya Mama Primary Cooperative
 - Cahulu Mama Primary Cooperative

Under Small Scale Mining, the municipality through its LED unit provided support to five (5) Indwe Claybrick Brickmaking Cooperatives. These cooperatives are as follows:

Mining - Small Scale

The municipality has conducted awareness programmes on forest since the forest plantations possess a huge impact on the environmental aspect of the area and Emalahleni area is amongst the areas that have low rainfall which can improve if the management of forests improves. Moreover, these informal sessions will help to facilitate the culture of regarding a tree as an important resource. Therefore, forestry management session was facilitated in ward 3 (Ndonga), ward 4 (Cacadu) and ward 12 (Mount Arthur). The Indwe Livestock Cooperative members were trained on animal handling and animal health.

Africa's removal from the Global Bond Index and will increase South Africa's cost of borrowing in international financial markets.

The timing of which was considered as insensitive by many in South Africa. This downgrade has led to South Africa's recently downgraded South Africa's sovereign credit rating to junk status (Ba1 with a negative outlook), Moody's recently downgraded South Africa's sovereign credit rating to junk status (Ba1 with a negative outlook).

The formal productive sector since lockdown, has been under tremendous additional pressure from the coronavirus response measures. For example, the expenditure required to mitigate the spread of the pandemic was already severely constrained by repeated bailouts of poorly performing state-owned enterprises (SOEs). Such as testing equipment and implementing control measures, relocating, and caring for the homeless, such as for conducting contact-tracing, and treating the infected has placed an extra burden on the national treasury which was self-employed and the informal sector, which is acutely dominated by Small, Medium and Micro Enterprises (SMEs). Consequently, society is already beginning to agitate for easing of the lockdown

- The already high levels of poverty in South Africa have been aggravated by the stay-at-home orders planted after the normal farming season had passed due to the fear of this pandemic.
- The sectors that were targeted for communities by different spheres of government could only be gatherings were allowed and sessions aimed at creating agricultural awareness could not be organized.
- Only few agricultural businesses were permitted to trade during lockdown because of their contribution to food production. In the main COVID-19 pandemic reduced Emalahleni production levels as no gatherings were allowed and sessions aimed at creating agricultural awareness could not be organized.
- International tourists. The local accommodation and support facilities lost income during this period, especially during the festive season which is normally a peak tourism season.
- Tourism: number of tourists declined due to travel restrictions that were imposed to both domestic and international tourists. The local accommodation and support facilities lost income during this period,

Emalahleni Local Municipality also suffered the consequences of economic recession owing to COVID-19 pandemic. As such the following sectors were affected adversely:

3.13.9 COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The Eastern Cape Socio Economic Consultative Council (ECSCECC) notes in its Quarter 1 economic review that the Eastern Cape Economy shrank by -0.8 % and that the South African Economy shrank by -2.0% it notes that the Economy was already in a bad state prior to the Covid-19 pandemic. Despite creating 80,000 jobs in the second quarter, the Eastern Cape continues to suffer the most job losses in SA. Unemployment in the province has crept to an alarming official high of 35.4%, but is higher if 366,000 discouraged work seekers are factored in.

Economic expansion below the national level (66.1%) in 2020Q3, namely: Gauteng (49.2%), Western Cape (57.7%), Eastern Cape (61.9%) and KwaZulu-Natal (62.8%).

The Presidency indicated that COVID-19 had adverse effects on the South African economy. Several sectors like have been heavily hit by COVID-19, as such the economic fallout is more severe than ever before. The pandemic had a disastrous impact on the economy and the economic slowdown is likely to last for more than 3 years. The South African municipalities as the sphere of government closest to the people is disproportionately exposed to the economic fallout exacerbated the Covid-19 epidemic. COVID-19 has resulted to deep and long-lasting economic crisis for South African government, it has already begun to put tremendous strain on existing municipal resources and capacity.

The overall national focus will diminish which will affect the financial capacity of state, resulting to reliance on complex ways. The current crisis is compounded by the recent downgrading of South Africa to junk status.

The municipalities were already in financial distress before the lockdown and had service delivery challenges which has increased because of COVID-19. The economic fallout will be severe and manifest in multiple and agencies. This will only worsen the existing challenges of South African municipalities, many of whom, find themselves in a financial, political and management crisis.

The inability by municipalities to provide sustainable services will continue and service delivery protests will be prevalent. In instances where functional municipalities exist, critical funding gaps will occur, and local economic transfers as National Government Departments and Treasury see the budgets constrained by inability to collect taxes, tariffs and fees as businesses and households battle to pay taxes.

Decline in inter-governmental fund transfers to municipalities: overall reduction in inter-governmental transfers as National Government Departments and Treasury see the budgets constrained by inability to collect taxes, tariffs and fees as businesses and households battle to pay taxes.

Equitable share and Conditional grants such as Schedule 4 Part B grants are likely to reduce which will affect critical infrastructure development programmes of municipalities and service delivery in general.

Loss in revenue from property rates and taxes: This will be significantly affected because of inability of households, businesses to pay rates due to job losses and businesses closing.

Most of the Eastern Cape municipalities were already declared bankrupt before the declaration of COVID-19 a national disaster by the president from the 26 March 2020. The situation in the Eastern Cape is more dire than before and province has limited financial resources to rescue the situation. Most businesses are still struggling to stabilise their operations due to the lack of personal protective clothing equipment for adherence to basic protocol of regulations relevant to different levels of risk adjusted strategy.

| Name of Hall | Ward | Status | Qaqqaadna | Gogodala Community Hall | Renovated in 2015 /2016 | Vaalibank Community Hall | In good condition | Zwartwater Community Hall | Renovations Done in 2017 |
|--------------|------|-------------------------|-----------|-------------------------|-------------------------|--------------------------|-------------------|---------------------------|--------------------------|
| Ngqandla | 12 | In good condition | | | | | | | |
| | 07 | Renovated in 2015 /2016 | | | | | | | |
| | 08 | In good condition | | | | | | | |

Emalahleni Local Municipality has a total of seventeen (17) Community Halls.

(3) COMMUNITY HALLS AND RECREATIONAL FACILITIES

(2) MUSEUMS & GALLERIES
Museum services are currently implemented by the Department of Sports, Recreation, Arts and Culture. There are two museums located in Dordrecht and Lisse which are privately owned. Awareness creation of museum services to school children have been conducted

- 16 Library utilization campaigns conducted in the year under review.
 - 387 additional users registered
 - 12 Library Committee convened

Huge improvement has been enjoyed by the municipality in that membership and book circulation has increased threefold positively contributing in improving the literacy rate.

Library Awareness Campagnes were rolled out efficiently. All this contributed in realising the objectives of Outcome 12, that of having an effective and development oriented service and empowered, fair and inclusive citizenship. The municipality received an allocation of **R803 000** to render the service on agency basis. In response to this the Department of Sports, Arts and Culture appointed professional staff and seconded them to the various libraries, provided ICT infrastructure and equipment, capacity building programmes, renovated some libraries. Supervision and administration services remained the responsibility of the municipality.

The municipality has six modular libraries which are Dordrecht, IJmuiden, Midden-Delfland, Naaldwijk, Noordwijk and Teylingen. Two of these are traditional libraries and four are modular libraries which are located in former church buildings. The modular libraries have been converted into a service level agreement with the Department of Sports, Recreation, Arts and Culture to accelerate transformation and enhance library services. This has improved coordination and collaboration between the two spheres. Through this arrangement library infrastructure was maintained and staff capacity improved including the culture of reading. Library material including periodicals and books were supplied. The municipality has established three (3) Library Forums and Six (6) Library Committees and are fully functional.

(1) LIBRARIES

3.14.1 Libraries; Archives; Museums; Galleries; Community Facilities; Other (Theatres, Zoos, Etc.)

Services in the categories listed above have been summarized provided in varying degrees due to capacity challenges and these can be presented as per service field as follows:

Environmental Management Services, Waste Management, Parks and Open Space Management, Cemetery Management, Municipal Facilities and Amenities, Registration and Licensing, Disaster Management and Fire Fighting.

The Department of Community Services comprises of the following divisions:

3.14 Introduction to Community Services

Component D: Community and Social Services

THE STATE OF DORDRECHT

The Department of Public Works funded the ELM an amount of R3 Million Rand for development of the park in Cacadu which was completed in 2016/2017 financial year. The mini amphitheatre was constructed at the value of R400 000 to complement the already built park.

A park worth R1,7 million has just been developed in Indwe and has the following facilities, children's play area, mini amphitheatre, ablution, green and hard landscaping.

Indwe Park, Cacadu, and Dordrecht maintained as planned

The overall objective of this function is to provide and maintain parks and open spaces thereby creating a pleasant environment for the communities, contributing towards global "greening" and to maintain sidewalks and pavements. Due to budget constraints, these parks are not always fully functional and a park worth R1,7 million has just been developed in Indwe and has the following facilities, children's play area, mini amphitheatre, ablution, green and hard landscaping.

(5) PARKS AND GARDENS

Lady Free sports field had undergone a major upgrade. Focus areas include, Grandstand construction, planning of grass, netball stand, parking. Warm up area, parking, and decoration, change room. All these have been finalised and they are operational. Dordrecht Youth Centre has undergone minor renovations. The National Department of Sports, Arts and Culture has approved funding for the development of Indwe Sports Field for upgrading in 2019/2020 financial year. The municipality received a donation of an outdoor gym placed in Dordrecht worth R350 000

One Early Childhood Development Centre constructed at KwaPercy

Minor renovations were done to Six

| Name of Hall | Ward | Status |
|-------------------------|------|----------|
| Mtshheko Community Hall | 05 | Complete |
| Tsembeni Community Hall | 10 | Complete |
| Maphashu Community Hall | 17 | Complete |
| Greyspan Community Hall | 03 | Complete |

(4) NEW COMMUNITY HALLS CONSTRUCTED

| Name of Hall | Ward | Status |
|---------------------------|------|--|
| Mike Huna Hall | 11 | Minor renovations completed |
| Munnsville Community Hall | 14 | Requires minor renovations |
| Dordrecht Community Hall | 14 | Requires minor renovations |
| Rwantsana Community Hall | 01 | Requires minor renovations |
| Bengu Community Hall | 02 | Abdution facilities blown away by wind and renovations are underway. |
| Boompelas | 06 | Minor renovations done utilising local labour |
| Mayantya Community Hall | 06 | Minor renovations done in 2015 / 2016 |
| Boomplaas | 13 | Renovations done utilising local labour |
| Boompelas | 14 | Requires minor renovations |
| Mike Huna Hall | 15 | Minor renovations required |
| Indwe New Community Hall | 16 | In good condition |
| Maurya Hall | 15 | Currenly not functioning |
| Lady Free Town Hall | 04 | Minor renovations completed in 2015 / 2016 |
| Greyspan | | Renovated |
| Harry Gwala | | Renovated |
| Zulu Square | | Renovated |
| Greyspan Community Hall | | Complete |
| Tsembeni Community Hall | | Complete |
| Maphashu Community Hall | | Complete |
| Greyspan Community Hall | | Complete |

The land survey process will proceed once the town planning and environmental authorisations are in place. The survey process entails the framing of a sub-divisional diagram, placing of pegs and lodgement of all records and diagrams to the surveyor General for approval. Landscaping plan will be prepared and will inform the actual physical features that defines the cemetery. This includes suggested plants and hard landscaping, including paths, benches, abutment facilities, garden of remembrance, signage and interpretation indicators.

Subdivision and rezoning of the proposed new cemetery. Statuary applications in terms of SPLUMA for approval by the Emaalaheni Municipality. Cemetery layout plan, including dimensions and typical grave spacing for adults and children, as well as numbering of new graves. This process concludes the approval of the subdivision and rezoning of the subject cemetery site. Environmental Impact Assessment. This process has already been initiated and is unfolding in terms of the requirements stipulated in the relevant environmental regulations.

The Town Planning report has been developed and submitted to the municipality. It was also advertised for comments on the 25 May 2018. The report entailed the following information as required in terms of the Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA):

3.15.2 Indwe
The development of Indwe Cemetery has commenced, and the following studies have been finalised with positive results. Geotechnical and Geo-hydrological Study

Cemetery layout has been developed and approved in accordance with the SPLUMA and the parameter fencing of the site has been done and not finalised yet. Challenges exist in relation to the non-completion of the boundary wall.

Emaalaheni Local Municipality has three cemeteries, one in each town. Each cemetery has a manual cemetery register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Free are offering sale of sites only.

3.15 Cemeteries and Crematoria

There are two taxi ranks in Lady Free, at least 1 is functional with the other not yet functional. Indwe has a non-functional taxi rank.

(7) TAXI RANKS AND BUS TERMINALS

- 12-pound management operations conducted
- 4 Awareness campaigns conducted on impounding of stray animals.
- Operating Procedure with Taxis developed and approved.
- 16 Pound management operations conducted, Pound Management Plan including Standard facility to manage stray animals.
- One pound has been completed in Dordrecht although not fully compliant for registration. Pound Master has been appointed to manage pound operations in ELM areas. Indwe unit currently operates a holding facility to manage stray animals.

(6) COMMONAGE AND POUNDS

Funding has been solicited from the EPIP grant of Department of Environmental Affairs for the management of open spaces.

Challenges experienced relate to non-availability of staff dedicated for open parks and gardens.

Furthermore, to promote healthy lifestyle, ELM undertakes the establishment of play parks within all landscaping and beautification of the municipality which forms part of environmental management. Municipality on protecting environment and conserving natural resources. The goal is to promote Emaalaheni Local Municipality had Land care management workshop which aimed at capacitating

waste and pollution are minimised and carefully managed. Term sustainability of a municipality or locality is largely dependent on a healthy eco-system, within which landscaping of public open spaces through greening and beautification initiatives. In addition, the long-term sustainability of a municipality is largely dependent on a healthy eco-system, within which landscapes, as well as bioprospecting. The aesthetic appearance of every city is based on the resources, as well as indigenous biodiversity; access to and sharing the benefits arising from the use of biological resources managing and conserving biodiversity, protecting species and ecosystems; the sustainable use of indigenous biological resources; access to and sharing the benefits arising from the use of biological resources, as well as bioprospecting. The aesthetic appearance of every city is based on the resources, as well as bioprospecting. The aesthetic appearance of every city is based on the resources, as well as bioprospecting.

3.18.1 Introduction to Biodiversity and Landscape

3.18 Biodiversity; Landscape (including Open Spaces); and Other (e.g., Coastal Protection)

National Environmental Management: Biodiversity Act (No. 10 of 2004) sets out mechanisms for managing and conserving biodiversity, protecting species and ecosystems; the sustainable use of indigenous biological resources; access to and sharing the benefits arising from the use of biological resources, as well as bioprospecting. The aesthetic appearance of every city is based on the resources, as well as bioprospecting.

Currently, ELM do not have industrial facilities that pollutes large quantities of air pollutants in the atmosphere but there is indoor air pollution wherein rural households are using burning of wood and cow dung to cook. This results to air pollution which contributes to greenhouse gas emissions. ELM has towns with access national road to nearby towns and other provinces which results to high volume of vehicles passing through the area. High volumes of motor vehicles in the municipality lead to large quantities of air pollutants which are contributory factor of climate change. There are no by-laws and licensing stations to assess the volume emitted in the atmosphere. There is no air pollution officer to mitigate this environmental pollution.

3.17 Pollution Control

Component E: Environmental Protection

Air quality management is broader than just regulating individual polluters. However, the licensing and therefore control of specific activities that causes air pollution is an important regulatory tool assigned to local government. The local municipality are responsible to test air pollutants in the atmosphere using air pollution stations with an assistance of Air Pollution Officer to interpret the results and implement control strategies. The promulgation of the National Environmental Management Air Quality Act (2005), AQA redined the role which ELM is required to play in terms of air quality.

Currently ECDC are funded by the Department of Social Development and 37 ECDC are un-funded, Emaalaheni Municipality has constructed 10 ECDC, 64 ECDC constructed by community members, 38 is renting or operating at community members households and 3 ECDC are longer operating. Indwe unit has a total number of 18 ECDC. Dordrecht unit has total number of 8 ECDC and Lady Frere unit has a total number of 89 ECD's.

ECDC are established 3 ECDC forum which are functional. Emaalaheni Local Municipality has a responsibility to support Early Childhood Development Centres. It does not have an integrated Cemetery Management Plan, processes to improve internal controls have been initiated. There is dedicated personnel is assigned to manage the function.

3.16 Child Care; Aged Care; Social Programmes

Cemetery layout plan developed for Dordrecht Cemetery and was adopted by Council. The municipality does not have an integrated Cemetery Management Plan, processes to improve internal controls have been initiated. There is dedicated personnel is assigned to manage the function.

3.15.3 Dordrecht

- 25 drop-off centres managed, and 318 illegal dumping sites cleared.
- 8 recycling initiatives supported (Fundo Lukakade, Lady Frere & Peet Control, Gciniizulu, Iminathi)
- Solid waste removal services provided to 7992 households (inclusive of Cacadu, Indwe and Dordrecht)
- Employees appointed for fixed term contract of 12 months.
- Institutional capacity and human resources (Designated Waste Management Officer, 34 temporary employees)

Integrated Waste Management Plan developed by the Council, and endorsed by DEDAT awaiting further endorsement by COGTA - EC IWMF implemented through the following focus areas:

3.18.4 Achievements in Waste Management for 2020-2021

- Commemoration of Environment Day observed
 - 8 Environmental Management Programs implemented
 - 1 Environmental Management Framework developed
 - Pollutes the environment must pay to clean it up.
- National Environmental Management Act No. 107 of 1998 (NEMA), stipulates several key environmental management principles (Chapter 1) which apply to those activities of organ of state that may significantly affect the environment including the local government. These principles extend not only to NEMA itself but also to the interpretation, administration and implementation of the Act and concurred with protection of environment. It also stipulates that the person or company who or manages the environment, it must implement principles that are set out in the Act and concurred with protection of environment.

3.18.3 Introduction to Environmental Protection

- 1 Park in Indwe completed (abutment facilities, children's play area, hard and green landscaping and fencing)
- 1 Park in Dordrecht completed, and Completion Certificate issued.
- 1 Park constructed in Lady Frere focusing on following deliverables: Cabins and clear-view fencing created.
- 1 Park constructed in Lady Frere focusing on following deliverables: Cabins and clear-view fencing, children's play area, Park furniture, Greening and Land scape (hard and soft). 21 EPWP jobs created.
- Three sports facilities exist which provide a service for 102 000 users. There is one sports facility that had been constructed in Lady Frere that accommodates all sports codes and is designed with indoor sports area.

The overall objective of this function is to provide parks and open spaces thereby creating a pleasant environment for the communities, contributing towards global greening and to maintain sidewalks and pavements. Two parks in Dordrecht and Indwe are developed and functional, but Lady Frere is on development stage. Notwithstanding, a schedule and programme for maintenance has been well achieved and reporting on progress and expenditure has occurred in a manner required. Grass cutting does occur monthly. Both parks are well fenced and are maintained.

3.18.2 Parks and Recreation

Three Crowns has conducted environmental initiative on waste wherein the waste bi-product is converted to bio-fuel gas which aimed at preventing greenhouse gases emission which led to climate change. The municipality is part of the District Climate Change Forum which mainly discusses environmental management issues.

The financial year under review, stiles were levelled and trees were planted on the newly established sites in Dordrecht equipment and furniture was installed and trees were planted on the newly established sites in Indwe and Indwe units.

3.19 Clinics

Component F: Health

The Department of Health within the Municipal area has a total number of twenty-five (25) clinics, 1 out of these is a Health Care Centre (Nkonyama) at ward 8 and it's run 24 hours with a doctor allocated. There are two mobile clinics focusing on wards with no clinics. Challenges experienced relates to access roads especially the Macchabeni route and Rhodanana which directly affects the mobile and ambulance services. Almost all the clinics currently utilises water preservation methods which poses a challenge with the scarcity of rainfall. Access to water is still a challenge. Only two utilises communal taps (Rwanitsana and Lanti clinics). These mostly use pit toilets. Staff shortages remain a challenge in all these and Lanty clinics). The Municipality has outsourced the collection and disposal of medical waste inhouse which is state aided hospital)

3.20 HOSPITALS

3.21 AMBULANCE SERVICES

The Municipality has three hospitals run by the Department of Health (Glen Grey Hospital, Dordrecht and Dordrecht and lastly two for Lady Freer. Shortages of ambulances remain a challenge including the condition of roads which shortens the life span of the vehicles.

The municipality has developed a three-year HIV & AIDS, STIs and TB Strategic Plan to guide and inform all initiatives that seek to reduce the spread of the pandemic in the local municipality as well as mitigate the negative impact of the diseases on the people serviced. Several strides responding to this pandemic is being made by several community-based organisations as well as government institutions and agencies and the development and implementation of the priorities as outlined in the strategic framework mentioned will enhance such initiatives and deliver maximum impact.

The Municipal area is currently at 2% in polymerase which was initially 5%. Prevention of Mother to Child transmission rate has been tremendously reduced. Out of 764 people tested for HIV & AIDS between the ages of 15 to 49 years only 35 tested positive compared to previous year which is an indication that the educational awareness campaigns currently provided yield positive results.

- Ensuring, improving access to treatment, care and support and service delivery targets the infected and affected.
 - Eliminating the impact of the HIV & AIDS on individuals, families, and other broader society by reducing the rate of infection of HIV & AIDS and TB.
- It is the belief of the municipality that the development of the strategy and successful implementation will contribute to the:

If it is the belief of the municipality that the development of the strategy and successful implementation will

- Food safety
 - Water Quality Monitoring
 - Safe disposal of the dead
 - Waste Management Compliance
- include:

The Municipal Health Services within Emalahleni Local Municipality is performed by Chris Hani District Municipality which has placed a total of three (3) Environmental Health Practitioners, one (1) Senior Environmental Health Practitioner and one (1) Environmental Health Assistant. Functions performed

3.23 Health Inspection; Food and Abattoir Licensing and Inspection

The Department of Health has outsourced the collection and disposal of medical waste

The Department of Health within the Municipal area has a total number of twenty-five (25) clinics, 1 out of these is a Health Care Centre (Ngonyama) at ward 8 and it runs 24 hours with a doctor allocated. There are two mobile clinics focusing on wards with no clinics. Challenges experienced relates to access roads especially the Machabeni route and Rhodana which directly affects the mobile and ambulance services. Almost all the clinics currently utilise water preservation methods which poses a challenge with the scarcity of rainfall. Access to water is still a challenge. Only two utilises communal taps (Rwantsana and Lanti clinics). These mostly use pit toilets. Staff shortages remain a challenge in all these and Lanti clinics).

War-Room and Data collection tools for households. The Anti-Poverty War Room has been launched in Ward 15 (Indwe unit) on the 26th of April 2016 and all wards were part of the launch. Ward 4, 5, 6, 7, 8, 9, 10, 13, 14, 11, 15 and 16 received training focusing on the eight pillars of War-Rooms structures have been established in all Ward in Emalahleni Local Municipality and launched in Ward 15 (Indwe unit) on the 26th of April 2016 and all wards were part of the launch.

-

Care and Support Programs were implemented through the support groups and the support to Home and Community Based Care organisation. Lobbying for funding for support groups was facilitated. Through the support of the District Municipality, the HIV and AIDS Strategy was strengthened. Through the support of the District Municipality, the HIV and AIDS Strategy was to Home and Community Based Care organisation. Lobbying for funding for support groups was facilitated. Through the support of the District Municipality, the HIV and AIDS Strategy was strengthened. Through the support of the District Municipality, the HIV and AIDS Strategy was strengthened.

-

Local AIDS Council that sets on a quarterly basis is making sure that OVCs are cared and protected. No. of OVCs on child protection intervention is 615; number of OVCs on clinical protection is 1242; number of OVCs on HIV Counselling and testing is 51; on access to nutritional support is 1242; number of OVCs on HIV Counselling and testing is 51; on access to ART is 66; on HIV related Palliative Care is 186; on psycho-social support is 1864 and on household economic reproduction health services is 471; on educational support is 2219; on sexual

children from a total of 35 schools children from a total of 35 schools. Orphans and Vulnerable Children was supported through supply of shoes to 300 school to-door campaign and candlelight memorial.

-

Five intense five educational programs and back to school campaigns were conducted covering all wards in all high schools focusing on HIV and AIDS. World Aids Day was observed in a form of door-to-door campaign and the stigma of HIV and AIDS. Condom distribution and circumcision and the stigma of HIV and AIDS. World Aids Day was observed in a form of door-

-

In the year under reporting the following interventions have been made by the municipality

The municipality operates three Registration and Licensing Services on behalf of the Department of Transport and this service has successfully been rendered with the following statistical report.

3 Registration and Licensing Authorities are fully functional with ENatis Personnel in possession of transaction code, Management representative in possession of ENatis code, 1904 transactions

3.24.1 REGISTRATION AND LICENSING

- Statistical report for traffic services
- 45 Traffic Infrastructural Tickets were issued
 - Community and Safety Forum Meetings, Taxi Association Engagement Meeting
 - 18 Safety Forums convened (Justice Forum Meetings, Roads and Transport, received and processed
 - 100% ENatis equipment acquired, 6 Vehicle license and 570 drivers license application
 - 80 traffic enforcement operations conducted jointly with the Support of Department of Transport.

The Municipality is operating a Driving Licence Testing Station which was built in 2014/2015 financial year.

- For now, the unit only operate consist of
- Law enforcement
 - Traffic Services
 - Fire and Rescue Services
 - Disaster Management
 - Security Services
 - Pound Management
 - By Law Implementation

Currently performed include:

- Visible patrols and crowd control at special events.
- Joint operations with the SAPS
- Processing of applications in respect of the Gatherings Act,
- Traffic policing

ENatis personnel that will be running the Driving Licence Testing Centre. Law Enforcement Services with only two traffic officers however a budget has been set aside to appoint an additional examiner and responsible to all safety and security challenges. The municipality has established a Traffic Department with the aim to improve the institutional arrangements and be

3.24 Traffic Services

Component G: Security and Safety

- Awareness on Environmental Health matters
- Sureties of premises
- Air Pollution Control
- Monitoring of Communicable Diseases
- Lack of awareness in all three towns of Emaahleni
- Unlicensed businesses in all three towns of Emaahleni
- Challenges experienced whilst rendering the services related to

- 38 Awareness Campaigns on Disaster Management and Fire Fighting conducted in all wards (schools)
- International Day for disaster reduction

Two Disaster Management Fieldworkers have been appointed and Chris Hani District Municipality has second additional staff to compliment the service. The CHDM has given the municipality the response vehicle.

Disaster Management Advisory Forums were coordinated to give advice and make recommendations on disaster related issues and disaster risk management. The forum also ensures that the joint standard practices are developed.

Disaster Management Advisory Forum members that has been consulted at all levels including the Council and Disaster Management Department. The plan has been constituted with the objective to promote an integrated and coordinated system of disaster management, with special emphasis on prevention and mitigation by provincial organs of state, statutory functionaries, other role players and communities and mobilisation by municipalities of state, statutory functionaries, other role players and communities and neighbourhood municipalities.

3.27 Disaster Management, Animal Licensing and Control, Control of Public Nuisances and Other

| Total Fires | Total Accidents | Average | Total Applications | Turmoor Time | 2 Skid Units | 6 on call | Fire Fighters | Volunteers |
|-------------|-----------------|---------|--------------------|--------------|--------------|-----------|---------------|------------|
| Attended | Attended to | | | | | | | |
| | | | | | | | | |

The municipality is currently implementing Disaster Management Plan which has since been adopted by Council. Included in the plan is a business plan for the development of the Disaster Management Centre. In this regard services of Chris Hani District Municipality are utilised as the outstation of the service and having a fully operational centre. The municipality possesses a Disaster Risk Assessment having a fully operational centre. The municipality is currently implementing Disaster Management Plan which has since been adopted by Council. Included in the plan is a business plan for the development of the Disaster Management Centre.

3.26 FIRE

Awareness campaigns on Crime Prevention have been implemented with the assistance of Department of Safety and Liaison in collaboration with the Department of Social Development and SAPS

- Indwe Police Station
- Ida Police Station
- Dordrecht Police Station
- Lady Fere Police Station
- Duibeni Police Station

The following Police Stations exist within Emalahleni Local Municipality operated by South African Police Service

3.25 POLICE SERVICES

Authrities processed, 100% Nazis equipment acquired to support the functioning of Registration and Licensing

The department also endeavours to eliminate the culture of non-payment within its customers and establish relationships with its customers thereby contributing to service delivery.

The department also endeavours to eliminate the culture of non-payment within its customers and capacity.

enhancement strategies have been enacted to further improve the municipal revenue generation accuracies in the consumer database to ensure accurate consumer accounts. Further revenue accepted norms in the public sector. This is sought to be done through addressing the completeness and The Department is ardent about revenue collection and strives ensure that municipal debt is reduced to Excellence.

The BTO's guiding principles are Accountability, Transparency, Reliability, Compliance and Service

- Asset and Liability Management
- Budget and reporting and
- Expenditure Management,
- Supply Chain Management
- Revenue Management,

The BTO is divided into the following sections:

3.29.2 The Main functions of the department

The department is the engine, providing strategic financial leadership to the Emaalaheni Municipality and provide a support Directorate to all other municipal directorates.

- Any other person contracted by the municipality for the work of the office
- Officials of the Municipality allocated by the Accounting Officer to the CFO
- The Chief Financial Officer (CFO)

Budget and Treasury Offices were established after the promulgation of the Municipal Finance Management Act in 2007 and must in accordance be staffed with the following officials.

3.29.1 Introduction to financial services

3.29 Financial Services

3.28 Executive and Council

Component H: Corporate Policy Offices and Other Services

- 1 Disaster Management Workshop conducted for all councillors and relevant stakeholders in Mtsheko community hall
- 6 Disaster Advisory Forum meetings and 3 one on one meetings with critical stakeholders (SANRAL, Department of Roads and Public Works together with the Department Human Settlement)

Information Systems (GIS).

This component includes Information and Communication Technology (ICT) services and Geographical

3.31 Information and Communication Technology (ICT) Services

permanent staff members.

The Human Resources Department provides human resources support services to Council and all line departments in ELM. HR thus services thirty-four (34) Councillors and two hundred and thirty-three (233)

3.30.2 Service Statistics for Human Resources

Disciplinary management is a challenge in that hearings are not being finalised timely as per the Disciplinary Code. This is caused by the fact that the municipality does not have capacity to preside over cases it depends on services requested from other municipalities through the office of SALGA EC.

Labour Relations Unit has encountered challenges in the following areas:

Co-ordinating the maintenance of labour stability and good employer-employee relationship
Advising line management with disciplinary issues

LABOUR RELATIONS

- Occupational health and safety of employees
- Administerive assistance in terms of OHS compliance by contractors appointed by the municipality.
- Employee welfare and Employee Assistance Programme

OCCUPATIONAL HEALTH AND SAFETY

- Staff and Councillor development
- Talent management

HUMAN RESOURCES DEVELOPMENT

- Recruitment and selection of staff
- Payroll and benefits administration
- Organisational development
- Leave management

HUMAN RESOURCES MANAGEMENT

The Human Resources Management Division falls under the Directorate of Corporate Services and performs the following support functions to line management:

3.30.1 Introduction to Human Resources

3.30 Human Resources Services

GRAP compliant asset register.

The directorate is also responsible for the safe keeping of the municipal assets and maintenance of a

- Desktops / Laptops
 - Smart tabs / Smart Phones
 - Network Access
 - Telephone
 - 3G / Wi-Fi
 - Printers / Scanners / Copiers / Fax
 - Applications
 - Technology
- The ICT Unit received these operational requests for:

- Disaster recovery plan
- Development of these document(s):

3.31.3 Service Statistics for ICT Services

- The provision of user education to staff and councillors.
- The provision of support to a customer call centre.
- Economic development.
- The development of a knowledge and process management system to support strategic planning and development of an integrated IT plan and budgeting process.
- The setting up, support and improvement of the IT systems.
- The provision and support of computer hardware and software to the municipality.
- Government structures.
- The implementation of sound IT governance principles and policies supported by the appropriate IT
- The sourcing and dissemination of information (research).
- The design of a management system and tool to track service delivery and customer satisfaction.
- The provision of all software application support to the Municipality.
- Key functions of the ICT division are:

- Webmaster (Position vacant and not budgeted for 2019/2020) – Website Administration
- responsible for ICT maintenance and support.
- IT Technician and Helpdesk IT Assistant (Position vacant and not budgeted for 2018/2019) –
- Systems Administrator – responsible for systems or programs.
- managements. Development and implementation of procedures, systems, and controls.
- Manager: ICT – responsible for functional, contractual, operational, communication and relations
- Technicians, and these unfunded posts – Helpdesk IT assistant and Webmaster.
- technology services. This office comprises of these funded posts - Manager: ICT, a Systems Administrator, IT

3.31.2 Information and Communication Technology

Plans are in place to be moved and managed by the ICT division.

GIS is fully functional by the challenge is that it is not managed by the ICT Division but the DHS Directorate.

Geographical Information Systems (GIS) is independent on adequate hardware and networks provided by the ICT department. As the GIS system is accessible to the municipality users, uptime is critical in the provision of real-time, accurate, spatially related data. Currently the GIS system operates on a SQL server (2008) platform using ESRI ArcGIS for desktop, web applications, extensions, and database management.

3.31.1 Introduction to Geographic Information Systems (GIS) Services

- The following ICT projects were undertaken during the period under review:
- Network
 - Desktop / Laptops
 - Electronic Mail
 - Applications
 - Storage
 - Data Recovery
 - Security
 - Printers
 - Telephones
 - Smart Tabs
 - They responded to a total number of incidents, which related to challenges with:
- ICT Infrastructure Network - This included the addition of (3) three additional sites to the institution's network together with their own separate data-lines.
- USSASA together with MTN set out a broadband project that was set to improve network connectivity within Emalahleni and it was carried out and completed. There is an ongoing monitoring of the broadband project to date.
- ICT Backup System - Onsite Data storage for business continuity and ensuring secured ELM data. ICT Backup System increases reliance on ELM electronic data and minimising the risks of failures in data loss.
- Enterprise Resource Planning - The Financial System was enhanced with centralised data. The system enables the Municipality to function promptly, which will improve the service delivery to the ratepayers.
- The municipality is able to focus on new business opportunities. This will also assist in improving access to information.
- Electronic Document Management System - This is a software for organising, centralising and storing different kinds of documents. EDMs refers more specifically to a software system that handles digital documents rather than paper documents.
- Performance Management System - This is proactive system that manages employee performance levels.
- Telephone Management System - This system records all calls made by the individuals within the institution. The budget control facility was introduced and set to an approved limit to minimize institutional costs and better manage the usage of calls across the municipality.
- Audio Visual - As the new building was completed which is the Council Chamber, an audio system had been put in place within the Auditorium for better communication and projector was installed to allow for ease of presentation and visual for all. There is an ongoing maintenance to ensure a fully functional audio system as some microphones had to be repaired.
- ICT network infrastructure improvement - This project was aimed at improving network connectivity within the institution. Figures (3.1.5 a and 3.1.5 b) below display how the connectivity status was before and after the project was conducted.
- ICT Systems Improvement - This project is aimed at providing systems within the organisation.
- ICT Backup System - This project is aimed at onsite Data storage for ELM for business continuity and ensuring secured ELM data.
- Computer Equipment for ELM - Replaced and/or upgraded ELM user computers. Additional budget was required as the users' computers are old and cannot keep up with evolving technology.
- Telephone Management Systems - This project was aimed at minimizing costs and better communication.
- Audio Visual - this project was aimed at better communication and presentation within the building.

3.31.5 Comment on the Performance of ICT Service Overall:

- Comments on the performance of ICT Service Overall:
- Telephone Management System - This system records all calls made by the individuals within the institution. The budget control facility was introduced and set to an approved limit to minimize institutional costs and better manage the usage of calls across the municipality.
 - Performance Management System - This is proactive system that manages employee performance levels.
 - Telephone Management System - This system records all calls made by the individuals within the institution. The budget control facility was introduced and set to an approved limit to minimize institutional costs and better manage the usage of calls across the municipality.
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 - Telephone Management Systems - This project was aimed at minimizing costs and better communication.
 - Audio Visual - this project was aimed at better communication and presentation within the building.

3.31.4 ICT Projects

- The following ICT projects were undertaken during the period under review:
- Network
 - Desktop / Laptops
 - Electronic Mail
 - Applications
 - Storage
 - Data Recovery
 - Security
 - Printers
 - Telephones
 - Smart Tabs
 - They responded to a total number of incidents, which related to challenges with:

3.33.1 Introduction and Overview

3.33 Annual Performance Report - Institutional

Component J: Organisational Performance Scorecard

3.32 Property; Legal; Risk Management and Procurement Services

- Allocation of funds for the implementation of the MPLS network which will include all the sites in the institution.
- Allocation of funds for the construction of the Disaster Recovery Site
- Allocation of funds for the construction of the Webmaster Position.

3.31.7 Remedial Actions

- Proper administration of the website due to the webmaster position not being filled or financed.
- Proper administration of the website due to the webmaster position not being filled or financed.
- Water services site and the Traffic station to access Telephone services at the main building.
- Water services site and the Traffic station to access Telephone services at the main building.
- This prevented the inclusion of the three additional sites on the MPLS network run by MTN. The scope could not be extended to link these sites onto the network which caused Cadatu Library, PMU and MAIN OFFICE to lose connection to the rest of the network.
- Expiry of the contract term between USASA and MTN for the broadband project which lapsed in 2017.
- Lack of funds for the construction of a Disaster recovery site.

3.31.6 Challenges.

(Figure 3.31.5 b)

| LOCATION | SITE NAME | MAIN OFFICE | MTN | MLIS NETWORK | CORELANT | STAND ALONE | MAIN OFFICE | MTN | MLIS NETWORK | LIBRARY | INNOVATION |
|------------|-------------|-------------------|--------------|--------------|----------|-------------|-------------|--------------|--------------|----------|------------|
| CAGADU | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| DORDRECHT | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| LIBRARY | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| INNOVATION | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |

(Figure 3.31.5 a)

| LOCATION | SITE NAME | MAIN OFFICE | MTN | MLIS NETWORK | CORELANT | STAND ALONE | MAIN OFFICE | MTN | MLIS NETWORK | LIBRARY | INNOVATION |
|------------|-------------|-------------------|--------------|--------------|----------|-------------|-------------|--------------|--------------|----------|------------|
| CAGADU | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| DORDRECHT | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| LIBRARY | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |
| INNOVATION | MAIN OFFICE | INTERNET PROVIDER | CONNECTED TO | EMAIL | INTERNET | SERVICES | INTERNET | CONNECTED TO | EMAIL | INTERNET | TELEPHONE |

The Municipal Planning and Performance Management Regulations further details the requirements of a PMs.

- Involve the community in setting indicators, targets and reviewing of municipal performances
 - Have their annual performance report audited by the Auditor general
 - Conduct on a continuous basis, an internal audit of all performance measures
 - Cooperative governance and traditional affairs
 - Incorporate and report on a set of general / national indicators prescribed by the Minister responsible for Report as required in terms of the MFA
 - Prepare an annual Performance Report on the performance of a municipality forming part of its Annual Set target and monitor and review performance based on indicators linked to their IDP
 - Develop a Performance Management System
- The MSA requires that all Municipalities:

Finance Management Act.

However, the main regulatory mechanism for Performance Management Systems and Municipal Systems Act, (Act 32 of 2000) and the related Municipal Performance Management Regulations and Municipal Systems Act, (Act 32 of 2000) and the related Municipal Performance Management Regulations and Municipal

- White Paper on Transformation of the Public Service 1997
- White Paper on Local Government 1993
- Municipal Planning and Performance Management 2006
- Municipal Financial Management Act 2003
- Municipal Systems Act 2000 as amended
- Constitutional, 1996

The legislative requirement for the development of PMs includes:

3.33.3 Background to Performance Management

- decision making
- Provide early warning signs
- Facilitate learning and improvement
- Facilitate increased accountability
- Municipal Systems Act 2000 as amended
- Municipal Financial Management Act 2003
- Municipal Planning and Performance Management 2006
- White Paper on Local Government 1993
- White Paper on Transformation of the Public Service 1997

A PMs should fulfil the following objectives:

in its IDP.

A PMs is also intended to assist the Council to improve service delivery by channelling its resources to meet performance targets and in doing so, ensure that the municipality achieves its strategic objectives as contained

for efficiency, effectiveness and impact".
Municipality measure and review performance of the organisation (municipality) in terms of indicators and targets periodically at different levels, with a set of tools and techniques to regularly plan, continuously monitor and manage stakeholders at different levels, which a set of tools and equips leaders, managers, employees and resources for efficiency, effectiveness and impact".
The adopted Performance Management System Framework of the municipality defines Performance

3.33.2 Purpose of a Performance Management System

(PMs).

Municipality compiled with the Legislative Framework in the finalisation of the Performance Management System financial year. Performance Management System was introduced in 2017/2018 financial year and the attached herewith is the detailed Annual Performance Assessment for the organization for the 2020/2021

Finance Management Act.

Annual Performance Report that is to form part of the Annual Report to be prepared in terms of the Municipal in terms of Section 46 of the Municipal Systems Act (as amended), municipalities are required to prepare an

2. DEVELOPMENT OF A PERFORMANCE MANAGEMENT FRAMEWORK

3.33.4 Legislative Requirements and Compliance during the 2020/2021 financial year

In compliance with the Municipal Systems Act 2000 as amended as well as the Municipal Planning and Performance Regulations, 2001, and in consultation with the community and comunity stakeholders a Performance Management Framework were developed. The Performance Management Framework together with the Organisational Structure, Performance Plans, and Performance Management Review were approved by Council. Employees were appoved by Council.

The Framework describes how the municipality's performance cycle in respect of planning, monitoring, measurement, review, reporting and improvement will be conducted. It also specifies the institutional arrangements for the management of PMs and includes the roles and responsibilities of the respective players.

The following illustrates the PMs cycle as specified in the approved Framework:

1. Performance Planning
2. Performance Monitoring
3. Performance Measuring
4. Performance Analysis
5. Performance Reporting
6. Performance Review

During the 2020/2021 IDP Review and Budget process an attempt was made to align the IDP with the budget to comply with both MMA and MSA.

At a strategic level, the IDP Priorities were aligned to the national Key Performance Areas and the Provincial Growth Development Strategy of the Eastern Cape Provincial government.

Organisational objectives in terms of the IDP, were incorporated into the Organisational PMs by developing applicable indicators for measuring performance and then setting of targets (within the available resources as specified in the Budget for the 2020/2021 Financial Year). All of this was consolidated into an institutional service delivery and budget implementation plan in line with the NPA Model as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational / Strategic level.

This process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP key performance areas. The following is derived from both the legislative framework and various performance deadlines as it applies to the Municipality:

At the end of every quarter Directors were expected to submit to EDTA Directorate, their completed DBIP reports for consolidation and verification and further submission to Internal Audit for verification and authentication. Internal Audit thereafter submits to the External Audit Committee, which in turn reviews the PMs and submits recommendations thereon to the Council.

4. MONITORING AND EVALUATION AND REVIEW

The following Figure illustrates the link between the IDP, Budget and PMs.

Table 1: PMS Reporting requirements

| REPORT | FREQUENCY | SUBMITTED FOR CONSIDERATION AND OR OVERVIEW TO | REMARKS |
|--|--------------------------------------|---|---------|
| 1. SDBIPs | Quarterly | Executive Committee See MfMA Circular 13 of National Treasury for further information | |
| 2. Monthly budget statements | Monthly | Mayor (in consultation with EXCO) See Sections 71 and 54 of the MFMA | |
| 3. Organisational score card | Quarterly | Executive Committee As per PMS framework | |
| 4. SDBIP mid-year performance assessment | Annually during January of each year | Mayor (in consultation with EXCO) See Sections 72 and 54 of the MFMA | |
| 5. Performance Report | Annually | Council See Section 46 of the Municipal Systems Act as amended. The report should form part of the Annual Report | |
| 6. Annual report | Annually | Council See Chapter 12 of the MFMA | |

The Municipality has established 6 directorates in its organizational structure, namely, Office of the Municipal Manager, Corporate Services, Infrastructure Development and Human Settlement, Budget and Treasury Office, Planning Economic Development, Tourism and Agriculture Services. The report on the performance of the municipality has therefore been structured to reflect the performance of each directorate. Below is the Annual Performance Report of the municipality as per the requirement of Section 46 of the Municipal Systems Act, Performance Providers is detailed in Appendix I of this report. The municipality's performance has been audited by both the Internal Audit unit as well as the Auditor General which resulted to some adjustments based on the findings being effected.

(2) Organisational Performance Scorecard

The Municipality has made strides to cascade performance to levels below Section 56 and 57 Managers; very minimal response was received. The process will be engaged on once again in the 2020/21 financial year

(1) Conclusion