

# FINAL REVIEWED LED STRATEGY

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2022

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**List of Abbreviations**

ARC	Agricultural Research Council
ARDA	Agrarian Research and Development Agency
BBBEE	Broad Based Black Economic Empowerment Act
BEE	Black Economic Empowerment
CHDM	Chris Hani District Municipality
DEDEAT	Department of Economic Development, Environmental affairs and Tourism
DRDLR	Department of Rural Development and Land Reform
DRDAR	Department of Rural Development and Agrarian Reform
ECDC	Eastern Cape Development Corporation
ECRDA	Eastern Cape Rural Development Agency
ECPTA	Eastern Cape Tourism and Parks Agency
GDP	Gross Domestic Product
GIS	Geography Information System
GVA	Gross Value Add
IDC	Industrial Development Corporation
IDP	Integrate Development Plan
SDBIP	Service delivery and Implementation Plan
LED	Local Economic Development
ELM	Emalahleni Local Municipalities
LTO	Local Tourism Organisation
NDP	National Development Plan
PGDP	Provincial Growth and Development Plan
PPP	Public Private Partnerships
SME	Small Enterprise Development
CHCDC	Chris Hani Cooperative Development Centre
CHDA	Chris Hani Development Agency
IAP	Investment Attraction Plan
EDTA	Economic Development, Tourism and Agriculture
DSD	Department of Social Development
DTI	Department of Trade and Industry
AG	Auditor General
GTZ	Gesellschaft fur Technical Zusammenarbeit
ILO	International Labour Organisation
ECPTA	Eastern Cape Parks and Tourism Agency
IQ	Indwe Quarries

## 1. CHAPTER 1: INTRODUCTION

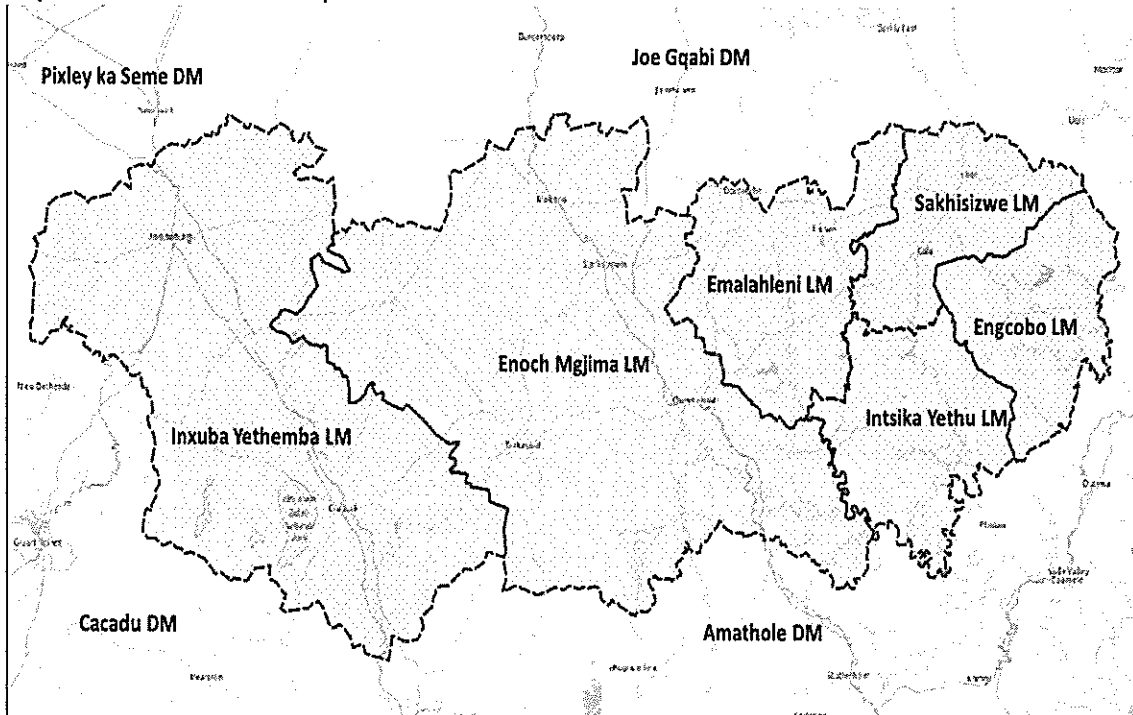
### 1.1. Background

The current LED strategy of the municipality was first developed in 2009, and was approved by the Council in 12 December 2010. This was the first strategy since the establishment of the wall-to-wall municipality. It was then developed to guide the economic development of the municipality and fulfil legislative requirements which are, Constitution of the Republic of South Africa Act No 108 of 1996 (objects of Local Government Section 152). The review is also necessitated by the economic challenges emanating from COVID-19 pandemic. A lot has changed in the municipality since the adoption of the current strategy and therefore necessitated a review since it was adopted for a 5-year period. The analysis in the current review uses information that has been sourced from Statistics South Africa 2011 which is an accredited source of information in Government. Due to unresponsive funding model for the realization of the programmes in the current strategy, it failed to attract resources for its implementation. The review of the strategy suggests various sources and resource combinations to be mobilized for the realization of the pronounced strategic intent, for example LED Programmes. In order to foster high level buy-in and funding support by critical stakeholders (Sector departments, and Private Investors) the review also suggests mechanisms for distribution of roles and responsibilities among expected implementing agencies for the successful delivery of the reviewed LED strategy. The review proposes that the municipality takes strategic decisions on key driving sectors of the local economy that council must invest heavily on and identifies other sectors where the municipal role will be to facilitate participation by other role players. LED Strategy is aimed at providing a framework for municipal interventions and planning for sustainable economic development in the municipal jurisdiction. This also serves to encourage community involvement and ensure maximum participation in the municipal affairs.

### 1.2. Profile of the Municipality

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

Map 1 - Chris Hani District Municipal Boundaries

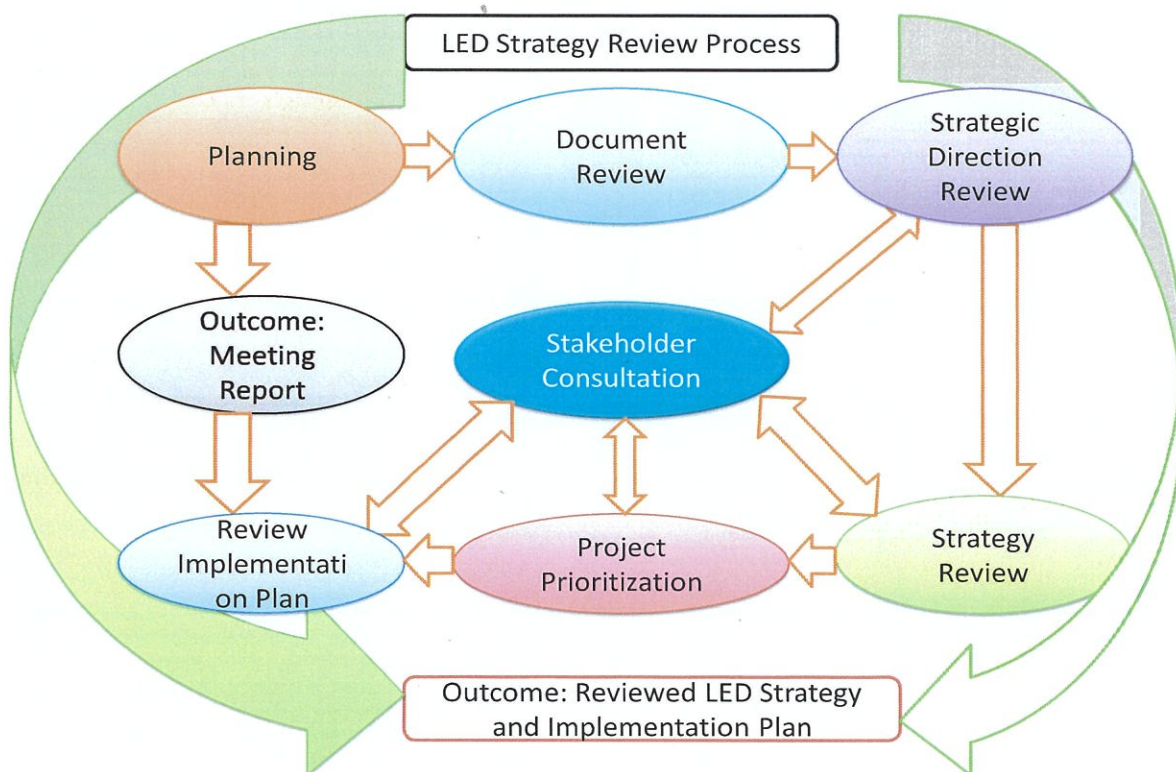


### 1.3. METHODOLOGY

Methodologies used in the review include:

- Consultation: Local Economic Development Sectors were engaged.
- Review: The review was conducted with extensive interaction between relevant municipal and LED officials. The strategy has been reviewed in-house to build internal capacity and ownership of the LED strategy.
- Action Plan: it was developed for the key LED Projects identified in the reviewed LED Strategy. This action includes timeframes and responsibility allocation.

The activities in the LED Strategy review are shown in the diagram below:



### 1.4. REVIEW OF THE STRATEGY

The strategy is developed and reviewed for the period of 5 years but shall be reviewed as and when need arises.

### 1.5. LOCAL ECONOMIC DEVELOPMENT CONTEXT

The purpose of this section of the strategy is to provide an overview of 'what LED is', as well as the roles and responsibilities of the various stakeholders in LED planning and implementation.

#### 1.5.1. What is LED?

The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank). According to GTZ LED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the

locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms. ILO defines LED as a participatory process which encourages social dialogue and public-private partnerships. It enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and capacities and makes best use of the area's comparative advantages. Mohr, Fourie and Associates (2015) define **Economic Growth** as an annual rate of increase in the total production or income of the economy". A positive economic growth is measured when the economy is above the population growth. **"Economic Development:** It is reduction of unemployment, poverty and inequality in the growing economy". According to Economic Development National, LED was originally a term that referred to deliberate intervention to promote economic development in a specific area that is not the national area. The district views LED as the tool to maximise the economic value, job creation, potential of the district through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage. Given the above definitions the municipality defines its Local Economic Development as reduction of unemployment, poverty and inequality in the growing economy of the locality, as the Municipality's vision is about delivering appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.

### **1.5.2. The National LED Context**

The National Framework for LED in South Africa has been developed as a guide that seeks to advance an understanding of LED and has put forward a strategic implementation approach that municipalities, provinces, national government, state-owned enterprises and communities may concentrate on in order to improve local economic development. This Framework also seeks to guide the implementation of the LED Key Performance Indicator of the back to basics through the suggested actions. Of the priority sectors in the developed economy which were identified: tourism, call centres and Business Process Outsourcing (BPO), bio-fuels, downstream mineral beneficiation, agricultural and agrarian reform and information communication technology (ICT) some of which are relevant at Emalahleni. The economies of the poor, crafts, fresh produce, waste, street trading, Small Medium and Micro Enterprise (SMMEs) support and the Expanded Public Works Programme (EPWP) are all critical to local economic development.

### **1.5.3. Provincial LED Context**

The economy of the municipality cannot be discussed outside of the economic imperatives of the Eastern Cape and more particularly the economies of the Chris Hani area. The municipality's LED Strategy will be interfaced with the economic thrusts defined by the Province. Provincial Government has constitutional obligation to align LED initiatives with National and Local Priorities, strengthen and support the capacity of Local Government, make available financial and technical resources to implement and sustain LED, share information regularly (Provincial Economic Trends, land use, investment and new developments) with municipalities, monitor and evaluate the impact of LED initiatives Provincially.

### **1.5.4. District Context**

The philosophy underpinning the basic understanding in the jurisdiction of CHDM in relation to the economic trajectory of the District is that of "positioning the region in such a way it maximizes the economic potentials offered by its natural endowments and making choices about where to allocate scarce resources to ensure maximum impact so that the region gets the best possible economic leverage to achieve its socio economic objectives" Based on this understanding, the economic development vision and strategic intent of the District is determined as follows:

## **Chris Hani District Municipality's Regional Economic Development Strategy 2019-2024**

The district through this strategy seeks to set a clear strategic path for the region's economic growth and development.

## Chris Hani District Municipality Vision 2030

The Municipality is in the process of developing a Vision 2030 Strategy to map-out a long-term development path to achieve overarching sustainable growth and development.

### CHDM Development Agenda

It provides a summary of the potential district's spatial economic nodes and hubs in which Emalahleni is suitable for crop production and coal mining.

#### 1.5.5. Municipal Context

The municipality's economy does not operate in a vacuum; it is affected and influenced by changes in the provincial, national and global stage. It is therefore important to set the local economic development strategy within the framework of national and more particularly the provincial policies and legislation. In terms of past national trends municipality supplied national mining with scores of migrant labour. When the mining sector started to show signs of decline many migrant labours lost their jobs and had to return to their areas of origin or birth.

The following are the **key sectors** that the municipality will be focusing its attention to, in developing and making a sustainable economic environment:

- Agriculture and Agro-processing
- Trade, Retail and wholesale
- Informal sector (street trading)
- Mining (Coal and Small Scale: Sand Mining and Brick Makers)
- Tourism and Heritage Management (Arts and Craft)
- Forestry

#### 1.6. STRATEGIC ALIGNMENT

##### Aligning Development Planning

- Sustainable Development Goals (17 goals)
- National Development Plan (NDP) (6 focus area)
- Eastern Cape Vision 2030 (5 Provincial Development Goals)
- District Development Model (Chris Hani District Municipality)
- Chris Hani Regional Economic Development Strategy- 2019-2024
- Integrated Development Planning (Emalahleni Institutional Strategic Objectives)
- Emalahleni Local Economic Development Strategy



NDP 2030	EASTERN CAPE VISION 2030	RULING PARTY MANIFESTO	DDM OBJECTIVES	CHDM STRATEGIC OBJECTIVES	EMALAHLENI INSTITUTIONAL OBJECTIVES
An economy that will create more jobs	A growing, inclusive, radical and equitable economy	Create job and drive economic development	<ul style="list-style-type: none"> <li>Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.</li> <li>Build government capacity to support municipalities.</li> </ul> <p>Strengthen monitoring and evaluation at district and local levels.</p> <ul style="list-style-type: none"> <li>Implement a balanced approach towards development between urban and rural areas.</li> <li>Exercise oversight over budgets and projects in an accountable and transparent manner.</li> </ul>	To consistently create an enabling environment for Economic Growth, Rural Development and Employment opportunities	To promote, facilitate and improve sustainable local economic development
Improving Infrastructure	A growing, inclusive, radical, and equitable economy	Land and Housing		Ensuring provision of Basic Services in a well-structured, efficient, and integrated manner	To provide, improve and maintain provision of basic services to local communities and/or households
An inclusive and integrated rural economy	A growing, inclusive, radical, and equitable economy			To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to communities.	To promote, facilitate and improve sustainable local economic development through identification and implementation of Local Economic Development programs
Improving the quality of education, training, and innovation	An educated, empowered, and innovative citizenry.	Jobs, Education, training, and opportunities for youth			To ensure effective implementation and monitoring of municipal systems to achieve clean administration
Quality health care for all	A healthy population				
Building safer communities	Vibrant and equitable enabled safe communities	Building safe communities and fighting crime, drugs and alcohol abuse			



SDGs (17 goals)	NDP (6 focus area)	Eastern Cape Vision 2030 (5 Provincial Development Goals)	District Development Model (Chris Hani District Municipality)	Chris Hani Regional Economic Development Strategy- 2019-2024	Integrated Development Plan (Emalahleni Institutional Strategic Objectives and LED Strategy)
No Poverty	Build strong infrastructure	A growing, inclusive, and equitable economy	Taking development to the people	Grow and diversify the existing regional economic base	Local Economic Development
Zero Hunger		An innovative and high-value agriculture and rural sector		Grow and diversify the existing regional economic base	
Quality Education	Quality education for all	An educated empowered and innovative citizenry	Integrated Delivery of Services	Grow and diversify the existing regional economic base	
Decent Work and Economic Growth	Economy using clean, renewable energy	Healthy population	Integrated Planning, Budgeting, and Implementation	Grow and diversify the existing regional economic base	
Industry, Innovation, and Infrastructure		An innovative, inclusive and growing economy		Infrastructure development linked to economic opportunities	
Reduced Inequality	Planning that includes everyone	Vibrant equitable enabled communities	52 harmonised spaces contributing to a better Africa and world	Grow and diversify the existing regional economic base	
Sustainable Cities and Communities				Economically self-sustained villages	
Partnerships to achieve the goal				Strengthen regional LED planning and implementation system	

## **1.7. LEGISLATIVE AND POLICY CONTEXT FOR LED**

### **1.7.1. National Policies, Plans and Legislations**

#### **National Development Plan 2030**

- A plan for a country to eliminate poverty and reduce inequality by 2030 through uniting South Africans.

#### **Tourism Development Act No 3 of 2014**

- The act is to provide for the development and promotion of sustainable tourism for a benefit of republic, residence and visitors.

#### **National Framework on Local Economic Development of South Africa 2014- 2019**

- To support the development of sustainable local economics through integrated government action which consists of a collection an enterprises including cooperatives that operate in local municipal spaces.

#### **Municipal Systems Act 32 of 2000 as Amended**

- This Act together with Municipal Planning and Performance Regulations of 2001 provides legislative background for Integrated Development Planning (IDP).

#### **Constitution of the Republic of South Africa Act 108 of 1996**

- To structure and manage administration and budgeting and planning processes to give priority to basic needs of the community and to promote the social and economic development of the community.

#### **SPLUMA Act 16 of 2013**

- Integration of a sustainable development and land use in planning

#### **Municipal Finance Management Act No 56 of 2003**

- To put in place a sound financial government framework by clarifying and separating the roles and responsibilities of the council, mayor and officials.

#### **Municipal Demarcation Act 27 of 1998**

- To provide criteria and procedure for determination of municipal boundaries

#### **Municipal Structures Act 117 of 1998**

- To provide for the establishment of municipalities in accordance with the requirements of the relating categories.

#### **Mineral and Petroleum Resources Development Act 28 of 2002**

- To formulate and implement policy to ensure optimum use of the resources.

### **1.7.2. Provincial Policies and Plans**

#### **Eastern Cape Vision 2030 Provincial Development Plan**

- Creating a virtuous circle of expanding opportunities, building capabilities, reducing poverty and involvement of communities in their own development, all leading to rising living standards and well being

## Eastern Cape Tourism Master Plan (2009- 2014)

- To guide tourism development in the Eastern Cape

### 1.7.3. Intra-Municipal Plans, Policies and Strategies

#### Integrated Development Plan (IDP)

- IDP is a strategic planning document of the municipality which provides guidance on development planning, budgeting and implementation of economic related programmes and projects. It as well provides guidance on how projects should for planned for, implemented, and reported through monitoring of the Service Delivery Budget Implementation Plan (SDBIP).

#### Spatial Development Framework (SDF)

- It provides guidance on potential economic growth and space reconfiguration of the locality (natural resources, environmental sensitive areas, available land for housing, important routes, and available land for town expansion).
- It shows the level of physical infrastructure development in a form of main roads as well as development nodes

#### Master Plan (MP)

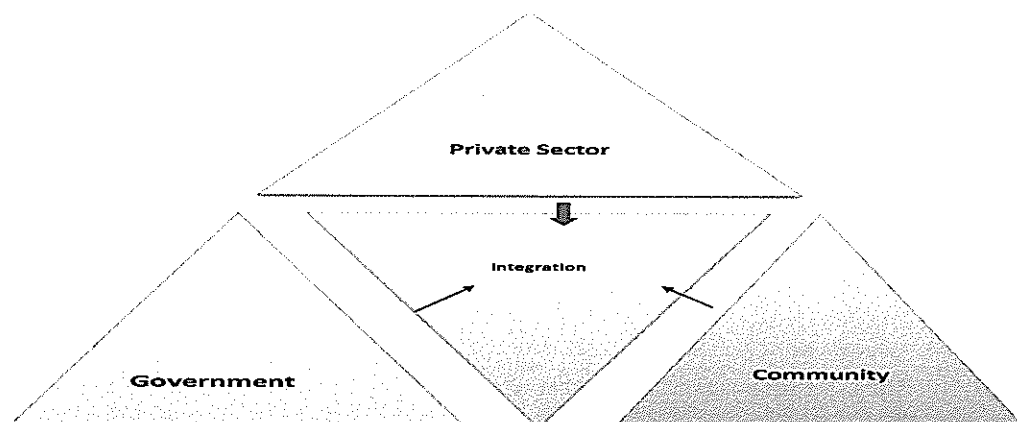
- It is a vision 2030 for the municipality which is talking about the ideal infrastructure development of the municipality for the purposes of economic growth and economic development through large scale mining

#### Supply Chain Management Policy

- Implementation of Preferential Procurement Act No. 5 of 2000 and BBBEE Act No. 46 of 2014 for the local businesses

### 1.8. STAKEHOLDER ROLES AND RESPONSIBILITIES IN LED

The promotion of economic growth and development is an integrated effort for all key stakeholders in the local community. This means that all key stakeholders in a municipal area must work together to tackle challenges, find ways to ensure the provision of services in a sustainable manner to create conducive environment for the creation of job opportunities. This is shown in the diagram below.



These stakeholders should not only be the end beneficiaries of LED interventions. They must be involved in;

- Planning for LED
- Implementation of LED
- Monitoring and Evaluation of LED

The primary stakeholders and their roles are as follows:

### **1.8.1. Role of Government**

Government officials and politicians have a combination of roles to play, including the roles of manager / co-coordinator, facilitator, investor, representative and regulator. The focus will be on the responsibilities of local government. However, as stated earlier, the local economy is inextricably linked to the district, provincial and national economies. The district has a role to play in respect to coordination between surrounding areas, facilitation of sector strategies and investment in district-wide initiatives. Province and national have a role as regulator, investor and coordinator. Local government must play all the various roles in partnership with the district and province, the remainder of this section focuses on the role of local government.

#### **Manager and coordinator**

In this role, local government is the implementer or responsible authority;

- Policy formulation and leadership of integrated local economic development planning.
- Collation and interpretation of economic intelligence.
- Identification of infrastructure needs.
- Management of national and provincial government mandates and interventions.
- Facilities management

#### **Facilitator**

In this role, local government improves the environment and services, and facilitates outside expertise and resources to meet needs:

- Dissemination of information
- Creating a conducive and enabling business environment and culture
- Infrastructure provision
- Support of the informal sector and SMMEs
- Facilitation of development funding
- Process facilitator.

#### **Investor**

Government is a major investor and can use its resources to drive and stimulate the local economy. Below is a list of investment vehicles. Some are funded via the province, with the Municipality acting only as an agent, while others involve the direct resources of local government.

- Procurement policy
- Use of state assets (province and local)
- Infrastructure investment (province and local)
- Housing investment (agency function for province)
- Land use planning
- Environmental regulation (province and local).

**Regulator**

Government is responsible for policy, and as such is a regulator and enforcer and need to ensure that this role supports rather than constrains economic development. Here issues of environmental management, zoning, licensing, by-laws and municipal policy and enforcement are all important.

**Representative**

This is usually the role undertaken by elected representatives within local government.

- Understanding citizen's needs and communicating these to the administration
- Monitoring delivery and performance against the agreed plan.

**1.8.2. Role of Community**

They are buying, selling, building, saving and investing lie at the heart of community organization, culture and identity. To ignore the community voice in an LED process would be to miss a fundamental constituency.

**Labour**

Organized labour is an important stakeholder in the implementation of LED initiatives and programmes. Increasing the number of jobs is a key objective of LED. Job seekers as well as those already employed must be consulted in the LED process. Labour represents the backbone of the economy. Workers have a role as productive human capital, as consumers and as political interest groups.

As labour representatives the mandate is to:

- Understand workers' needs and communicate these to the management through lobbying consultation, negotiations and bargaining.
- Monitor delivery and performance against the agreed plan.

**Consumers / investors**

- Without consumption the local economy would not grow at an acceptable level. By choosing where to spend their money, on what products and on what suppliers, communities invest in the local economy daily. Recognizing their power is an important part of LED.

**Stimulators / entrepreneurs**

Communities stimulate business creation or expansion through:

- Identification and support for markets
- Partnerships
- Non-profit organisations identify gaps and areas of need in communities and the design and development of programmes to address these needs.

**Facilitator**

- Non-profit organisations facilitate outside expertise and resources to meet needs through:
- Dissemination of information
- Support for targeted groups
- Facilitation of development funding
- Facilitation of partnerships between different stakeholders to address a need or deliver a project.
- Process facilitator.

**Investor**

Non-profit organisations are a significant resource in a community. The commitment and passion of members along with the funds raised can be used to drive and stimulate aspects of the local economy. This role is at times shared with the public sector, parastatals, communities and the private sector who choose to become partners in the development of a project, area or target group.

**1.8.3. Role of Private Sector**

While the role of business in LED is widely acknowledged, there is a tendency only to focus on big business and the formal sector. The informal sector also has an important role to play as investor and entrepreneur. Roles cross the formal and informal divide.

**Investor**

The private sector is a major investor. Its resources drive and stimulate the local economy, both spatially and sectorally. This role is at times shared with donors or parastatals, which provide capital to the public or private sectors and become a partner in the development of the area.

**Stimulator / entrepreneur:**

In this role the private sector undertakes the following:

- Promotion of particular sectors or areas that could be sustained by the market in the long term, for example, the development of business infrastructure to attract business in a situation where the market (consumer or skills) exists, or the development of specialist skills, for example in specialised agriculture, or the mobilisation of a sector on the understanding that organised business is better able to engage government than fragmented and disparate individuals and firms.

**1.9. GUIDING PRINCIPLES**

The following principles will guide economic development at municipality:

**Balanced Development**

The development of the local economy will ensure that the uniqueness of the local environment is protected. Balanced development also means that at tough times choices will need to be made and environmental, social and economic needs will have to be balanced to ensure that local economic development actions benefit all residents of the municipal area.

**Diverse Economy**

The municipality has the following key economic sectors: tourism; agriculture and agro-processing; construction services, retail and manufacturing. The development of the local economy will ensure that diversity recognises the uniqueness and assets of the local economy. This offers a greater resilience and ability to respond to unforeseen events and external shocks.

**Inclusiveness**

Consultations with communities have created a very strong need for an inclusive approach to local economic development. The principle of inclusiveness means optimising the rainbow community, uniqueness and connectivity of the various stakeholders and the need to develop a united community.

## Partnerships

It is by working together through partnerships and by having a common vision that sustained economic development will be achieved. The key to success is in mobilizing the municipal community resources and assets to achieve a common goal. This guiding principle ensures that in all actions and programmes (municipality, business, communities and non-governmental organizations) the municipality creates partnerships and ensures integration of activities wherever possible. This approach also entails the development of appropriate structures to ensure that such partnerships are developed and effective.

## Sustainability

Sustainability requires the use of municipal assets and resources in a manner that maintains them for future generations. Sustainability planning also ensures that projects and programmes that have been identified are able to sustain themselves and generate the required economic spin-offs that in the long run benefit the local economy.

## Quality

Underpinning all the economic development work will be a commitment to quality. Commitment to quality means ensuring that resources and assets are deployed in a manner that increases the value for money, by contributing towards the improvement in the quality of life of all the people of the municipality. This principle too ensures that a thorough assessment is undertaken of each opportunity identified, and value for money and effort is enhanced.

## Innovation and Human Development

The sustained growth and development of the municipal economy will depend on the extent to which local communities, business and government are able to innovate and develop the capacities of the local communities to be creative. Human resource development will form one of the key pillars to the development of the local economy. With high levels of appropriate skills and education the possibilities for innovation and creativity are enhanced.

### 1.10. STRATEGY OUTLINE

The strategy outline:

- Examines the ***Status Quo***, in terms of spatial issues, services, the institutional context for LED and demographics. The section also examines the current labour market within the municipality, as well as the current economic situation.
- Analyzes the current situation with a view to identifying interventions to grow the local economy. Specifically, this is done through Strengths, Weaknesses, Opportunities and Threats (**SWOT**) analysis, as well as an analysis to identify the **competitive advantages** within the local economy.
- Presents **the Vision, Goals and Strategic Direction** based on the analysis done in preceding sections.
- Presents an **action plan** putting forward key projects to meet the vision and goals for LED. The purpose of this framework is to assist the municipality and its partners in implementing LED Strategy.



## 2. CHAPTER 2: NODAL PROFILES AND INSTITUTIONAL ASSESSMENT

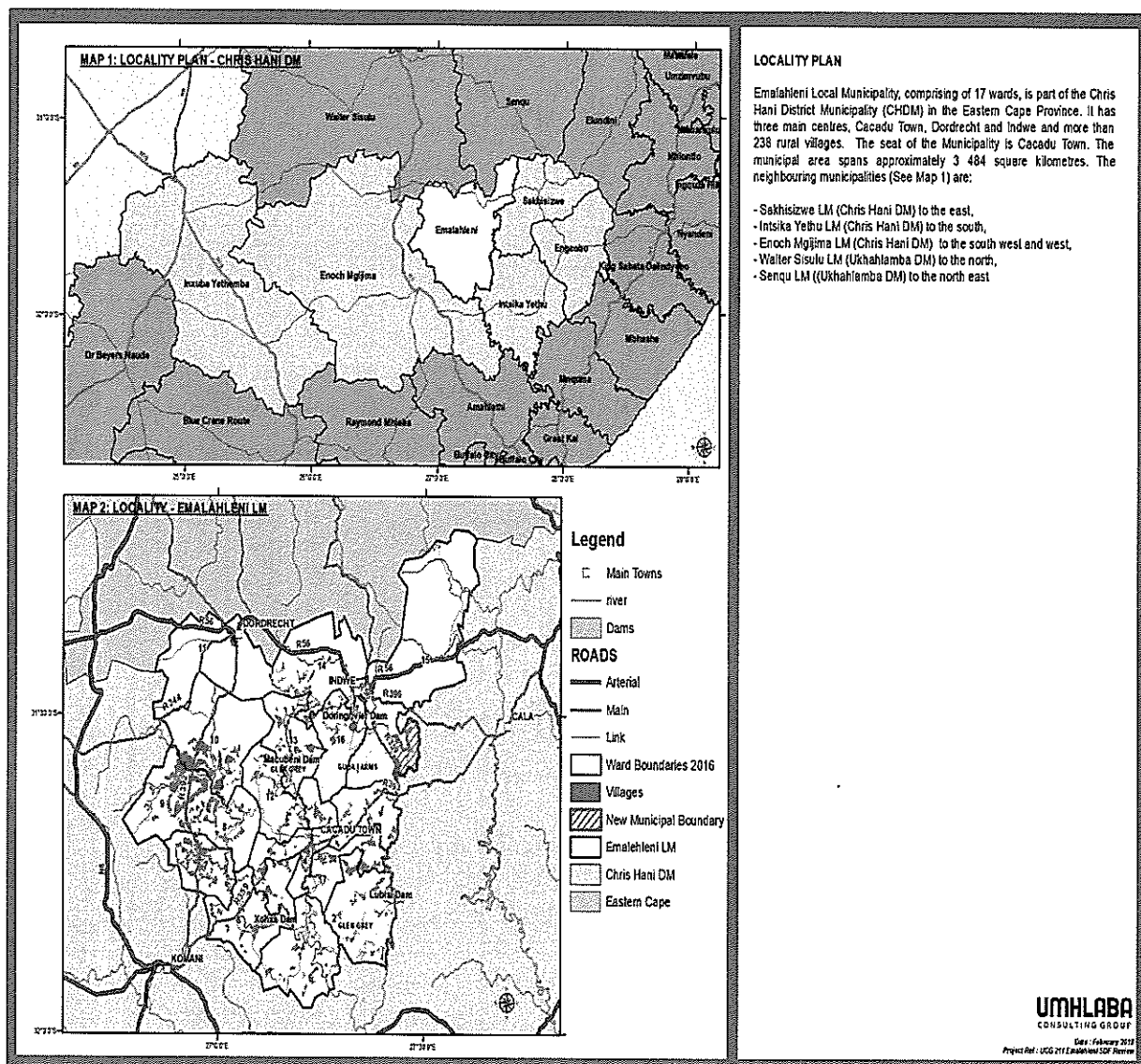
This chapter provides an outline of the socio-economic characteristics of the Emalahleni Local Municipality.

### 2.1. SITUATIONAL ANALYSIS

The purpose of this section of the strategy is to examine the current level of economic development within the municipality, with specific reference to issues effecting, or being affected by LED. Here, issues related to highlighting potential opportunities and weaknesses within the local economy are explored, to assist in identifying intervention areas by the municipality and its stakeholders. The section analyzes the following:

- The physical context
- The institutional context
- The policy context

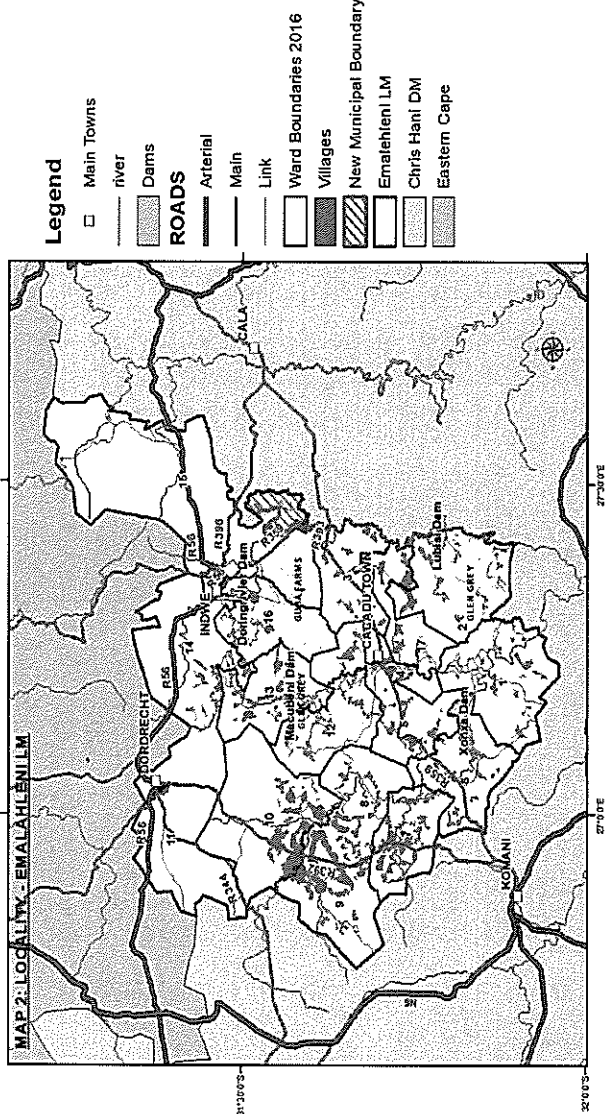
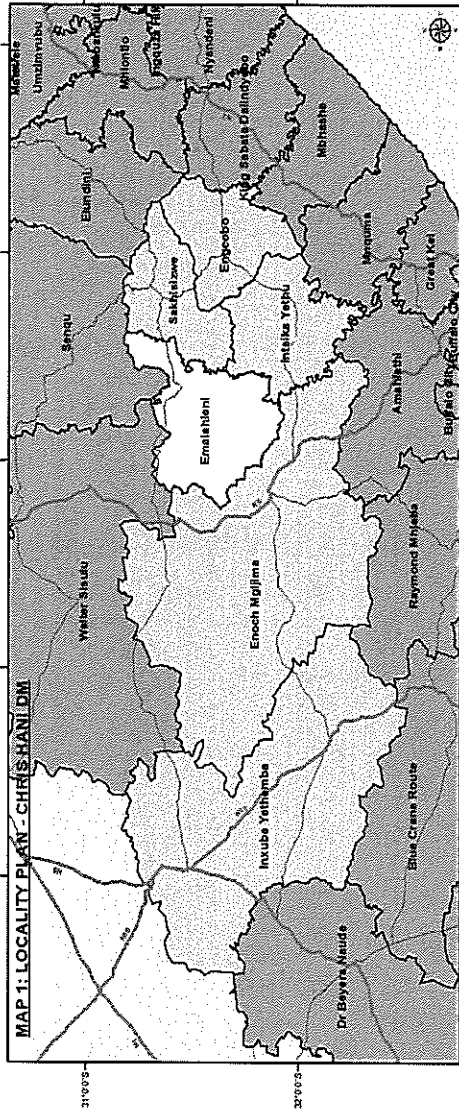
#### Physical Context



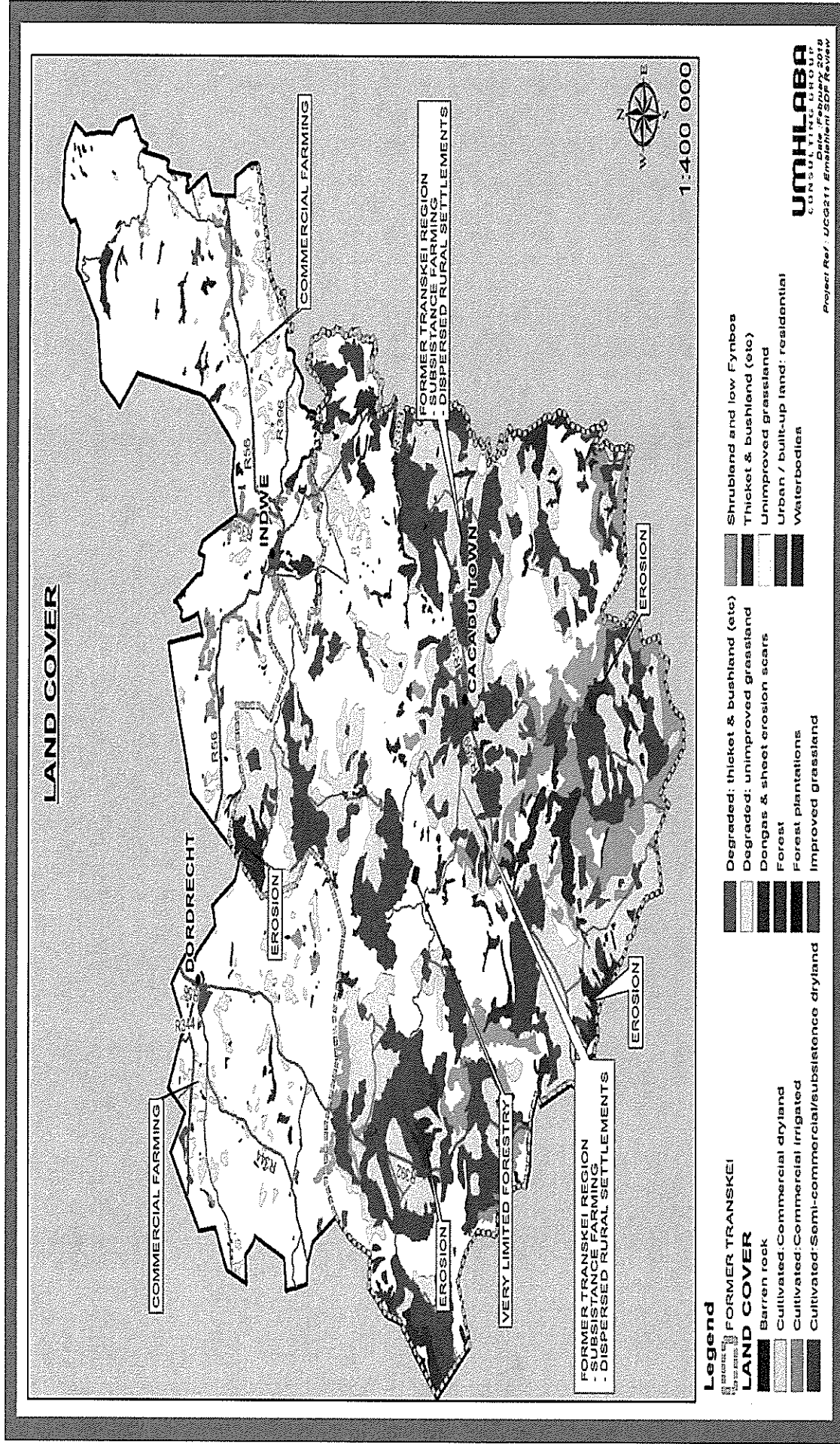
# LOCALITY PLAN

Emalahleni Local Municipality, comprising of 17 wards, is part of the Chris Hani District Municipality (CHDM) in the Eastern Cape Province. It has three main centres, Cacadu Town, Dordrecht and Indwe and more than 238 rural villages. The seat of the Municipality is Cacadu Town. The municipal area spans approximately 3 484 square kilometres. The neighbouring municipalities (See Map 1) are:

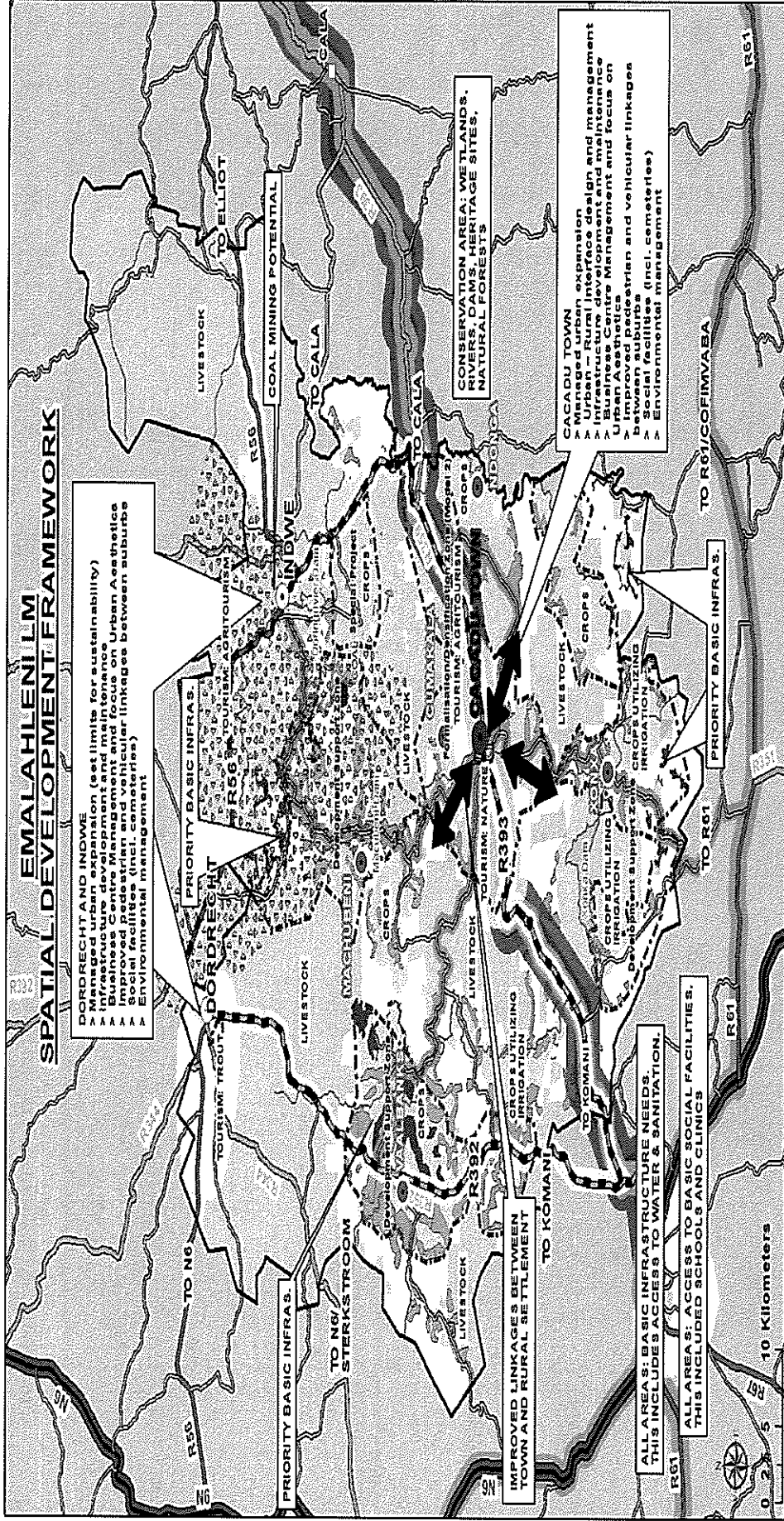
- Sakhisizwe LM (Chris Hani DM) to the east,
- Intsika Yethu LM (Chris Hani DM) to the south,
- Enoch Mgijima LM (Chris Hani DM) to the south west and west,
- Walter Sisulu LM (Ukhahlamba DM) to the north,
- Senqu LM (Ukhahlamba DM) to the north east



## Key Towns/ Nodal Areas Around Emalahleni







### Legend

**WEDON**

- | Primary Node | Secondary No | Rural Nodes |
|--------------|--------------|-------------|
| 1            | 2            | 3           |
| 4            | 5            | 6           |
| 7            | 8            | 9           |
| 10           | 11           | 12          |
| 13           | 14           | 15          |
| 16           | 17           | 18          |
| 19           | 20           | 21          |
| 22           | 23           | 24          |
| 25           | 26           | 27          |
| 28           | 29           | 30          |
| 31           | 32           | 33          |
| 34           | 35           | 36          |
| 37           | 38           | 39          |
| 40           | 41           | 42          |
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## CORRIDOR

- Mobility Routes**  
**Municipal Activities**

## DEVELOPMENT CORRIDOR

- North-East Corridor  
**TOURISM ROUTES**  
■ ■ ■ Farmstay Route  
■ ■ ■ Liberation Heritage

## STRATEGIC DEVELOPMENT AREAS

- TOURISM POTENTIAL**  
**LR & SP ZONES**  
**MINING POTENTIAL**  
**AGRICULTURAL POTENTIAL**  
*Potential Arable Land*  
**Good Grazing Capacity**











## BASIC INFRASTRUCTURE

- Adoquate**  
**Infra Noody: Exlension**

# БЛАГО

Project Ref: UCO211\_Environmental SDE Review



-  Main towns  
 Wards\_Water\_projects  
 Ward Boundaries 2016  
 Rivers  
 Dams  
 National Route  
 Trunk Road  
 Main Road  
 District Road  
 Villages

**UMHLABA**

Date: February 2018

**KPA: Basic Infrastructure and Basic Services: Water, Sanitation, Electricity, Solid Waste, Housing**

Service delivery is a key priority for the study area: The expressed priority needs for infrastructure and basic services throughout the study area relate to the need for water, sanitation, electricity, housing, Dam development and desilting, windmills, street lighting and borehole maintenance.

**ORGANISATIONAL STRATEGIC OBJECTIVE (SO):**

**To provide, improve and maintain infrastructure and basic services to local communities and or households by June 2022.**

## WARD-BASED NEEDS

PRIORITY AREA	DEPARTMENTAL STRATEGIC OBJECTIVES
Provision of Non-potable Energy Sources	To facilitate access to energy sources supply to all residents of ELA
Human Settlement and Building Control	To facilitate provision of human settlements by providing support in co-operation with standards of building codes of ELA
Disaster Management Within ELA	To ensure a safe and secure environment through mitigating the negative impacts of disasters
Environmental Management and Waste Removal	To create a fair environment for all people of Benshihar Local Municipality
Water	Uguz, Mashaba, Temu, Land, Hlopeba, Uquni, Zome, Mashaba, Land, Enkhobu, Oshubeni, Lelobeni, Lelobeni
Ward 2	Zobha, Mashaba, Luthaba, Land, Mphahleli, Uquni Field, Uquni, Lelobeni
Water Services	Genze and Lers
Ward 3	Lubid Dam
Windmill	Giyasam, Hlope
Ward 4	Landfill Site
Ward 5	Strandbyke
Ward 6	Water and sanitation
Ward 7	Water and sanitation
Ward 8	Water and sanitation
Ward 9	Water and sanitation / RDP houses
Ward 10	Water and sanitation / RDP houses
Ward 11	Sanitation and extension
Ward 12	Sanitation and extension
Ward 13	Water and sanitation
Ward 14	Water and sanitation
Ward 15	Water and sanitation
Ward 16	Water and sanitation
Ward 17	Water and sanitation

## 2.2. Infrastructure Development: Indwe Water

Indwe water treatment works obtains raw water from a pumped water supply from the Doring River Dam. The current volume of water being processed by the water treatment works has been measured at approximately 1.8Mℓ/day against a rated capacity of 1.2Mℓ/day.

Component	Description	Condition
Pumps	Water is pumped from the dam to the purification works.	Poor
Source	Doring River Dam, Extraction – 780,000 m <sup>3</sup> /year	Fair
Treatment	Capacity of 90 m <sup>3</sup> /hr	Poor
Reservoirs	No. 2, 2,200 m <sup>3</sup> , 1,100 m <sup>3</sup>	Good
Control (meters)	Metered in Town Centre, Lower Town, and some in Mavuya	Fair

## 2.3. Infrastructure Development: Cacadu Water

The water treatment works obtains raw water from a pumped water supply from the Machubeni Dam. The current volume of water being processed by the water treatment works has been measured at approximately 3.5Mℓ/day (or 40ℓ/s).

Component	Description	Condition
Pumps	Pumping scheme from the river to the treatment works using two pumps	Good
Source	Cacadu River to Macubeni Dam	-
Treatment	Capacity of 40 ℓ/s	Fair
Reservoirs	No. 3, each 600 kℓ	Good
Control (meters)	Metered	-

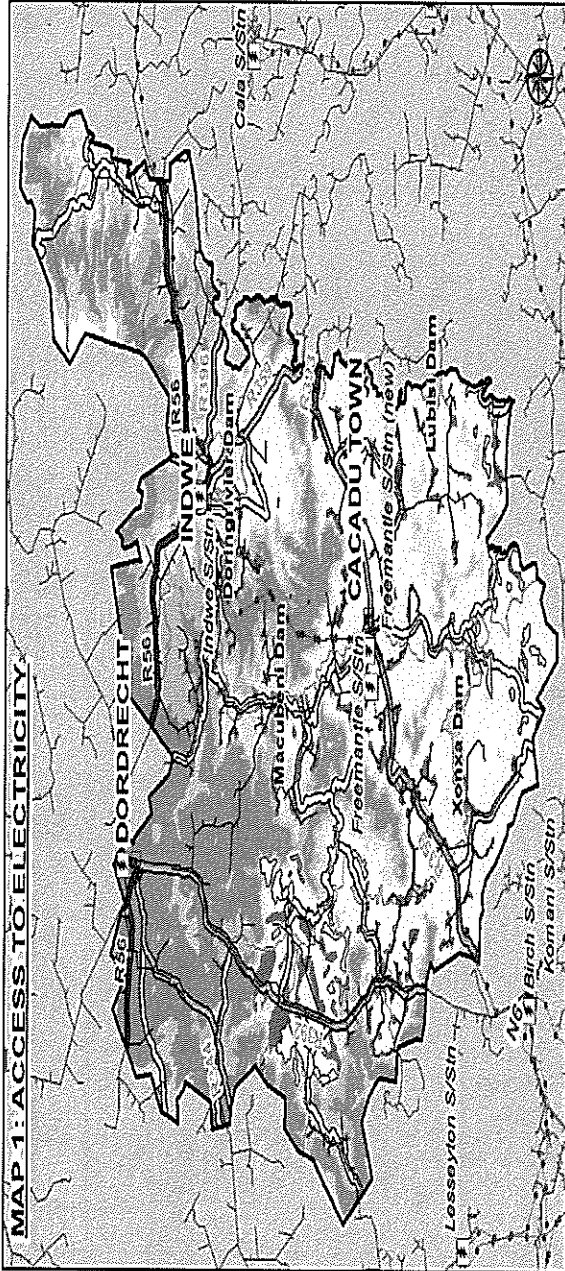
#### 2.4. Infrastructure Development: Dordrecht Water

Dordrecht water treatment works receives raw water through a pumped system from the Anderson and Munnik Dams. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Some of the water is pumped to two off-site reservoirs from where it gravitates to Munnikville, Sinakho and Tyoksville villages.

Component	Description	Condition
Pumps	Only from Munnik Dam, Pump rate 100m <sup>3</sup> /hr	Needs refurb
Source	Anderson Dam by gravity, Capacity of 2.2 Mℓ +,	Fair
Treatment	Full treatment Capacity ±2Mℓ/day	Needs refurb
Reservoirs	No. 3, 2x 1Mℓ, and 0.6 Mℓ	Good
Control (meters)	Metered in Dordrecht Central	



MAP 1: ACCESS TO ELECTRICITY



**Legend**

- river
- Dams
- Substation
- 66/132 kV line
- 11/22 kV line

**ACCESS TO ELECTRICITY**

- Villages not serviced
- Villages serviced

**ROADS**

- Freeway
- Arterial
- Main
- Link

MAP 2: ROAD AND RAILWAY NETWORKS, WASTE SITES & CEMETERIES



**Legend**

- Main Towns
- Villages
- Solid Waste Sites
- Airports & Airfields
- Railway Line

**ROADS**

- Freeway
- Arterial
- Main
- Link

**Cemeteries**

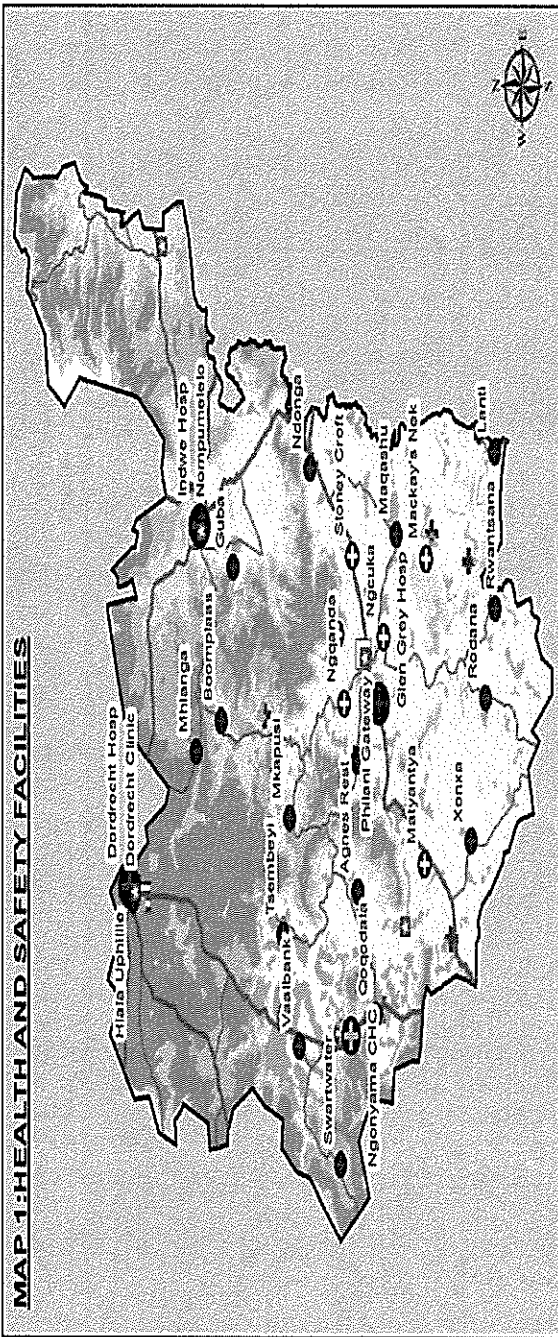
**RATING**

- Appears suitable (93)
- Appears suitable, need to confirm (101)
- Suitability Doubtful (49)

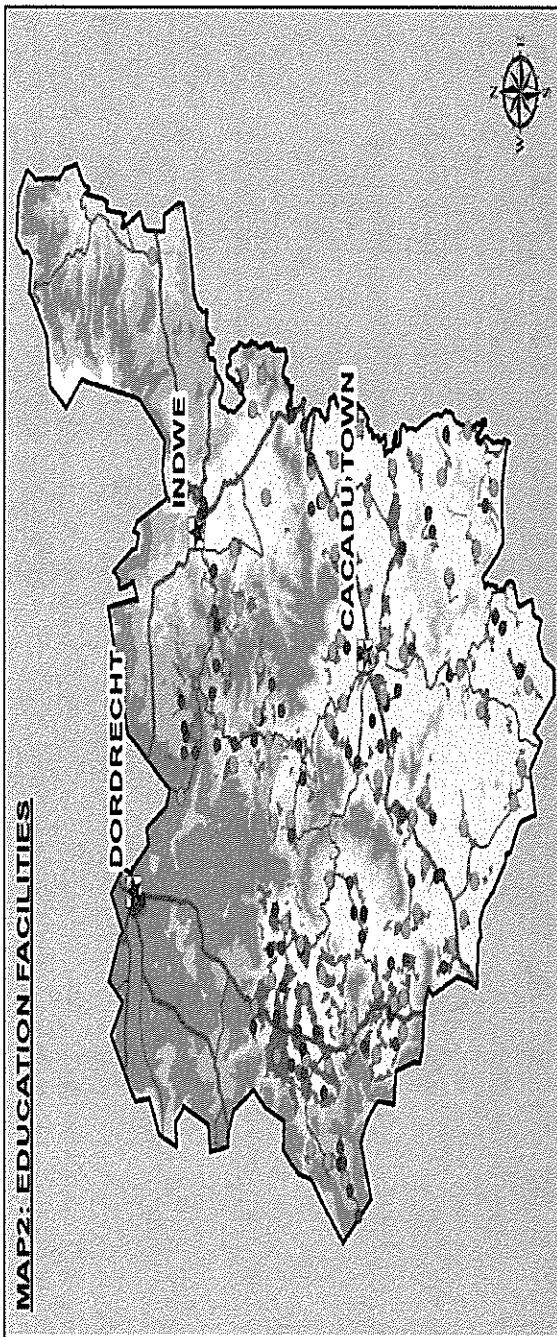
**UMHLABA**  
CONSULTING GROUP

Project Ref: UC0211 Enkelaeni SDF Review

MAP 1: HEALTH AND SAFETY FACILITIES

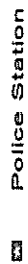


MAP 2: EDUCATION FACILITIES



## Legend

### SAFETY FACILITIES



Police Station

### HEALTH FACILITIES

TYPE



Clinic



Community Health Centre



District Hospital



Satellite Clinic



Hospital



Community Health Centre



Clinic



Main Towns



Villages

## Legend



Main Towns



Villages



SCHOOLS

LEVEL



COMBINED SCHOOL (81)



PRIMARY SCHOOL (68)



SECONDARY SCHOOL (24)



EARLY CHILDHOOD DEV. CENTRES



DORDRECHT (8 ECDC)



INDWE (18 ECDC)



LADY FRERE (89 ECDC)

**UMHLABA**  
CONSULTING GROUP

Date: February 2018  
Project Ref: UCG211 Emalaheni SDF Review

**2.5. TOWN DEVELOPMENT**

Priorities for Development of Emalahleni urban nodes					
Town	Development	Town	Development	Town	Development
Cacadu	Middle Income Housing	Dordrecht	Solar Plant	Indwe	Housing Development
	Shopping Mall		Dairy Processing		Road infrastructure development from Indwe to Coal Mine
	Town Street Upgrades		Town Streets Upgrade		Town Streets Upgrade
	Civic Centre		Streets Lights		Streets Lights
	Streets Lights		Recreational Park		Recreational Park
	Recreational Park				

**2.6. NATURAL RESOURCES IN EMALAHLENI LOCAL MUNICIPALITY**

The available natural resources are as follows:

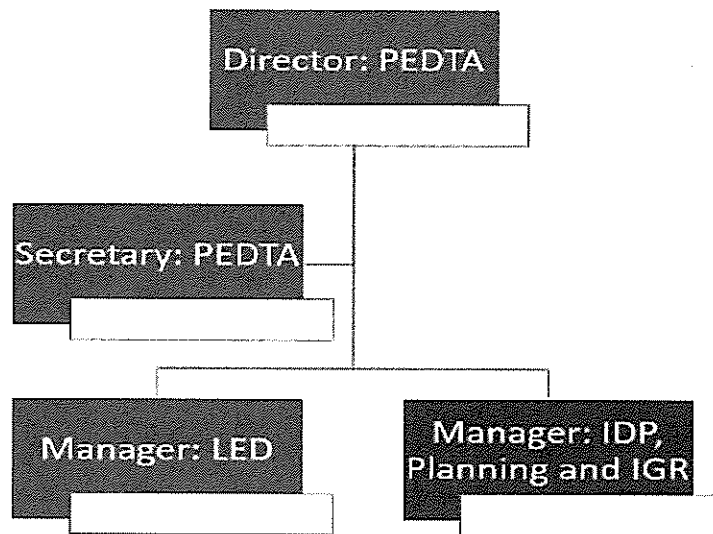
- Coal Deposits
- Sweet Veldt for livestock production
- Dry land for sorghum production
- Dams- Xonxa, Machubeni, Doring and Lubisi
- Waterfalls- Glen Grey
- Mountains- Qwempe, Zingxondo, Magxibha, Ngcwele and many others
- Woodlots- Khophe, Khundulu and Longo

## 2.7. THE ENABLING ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT

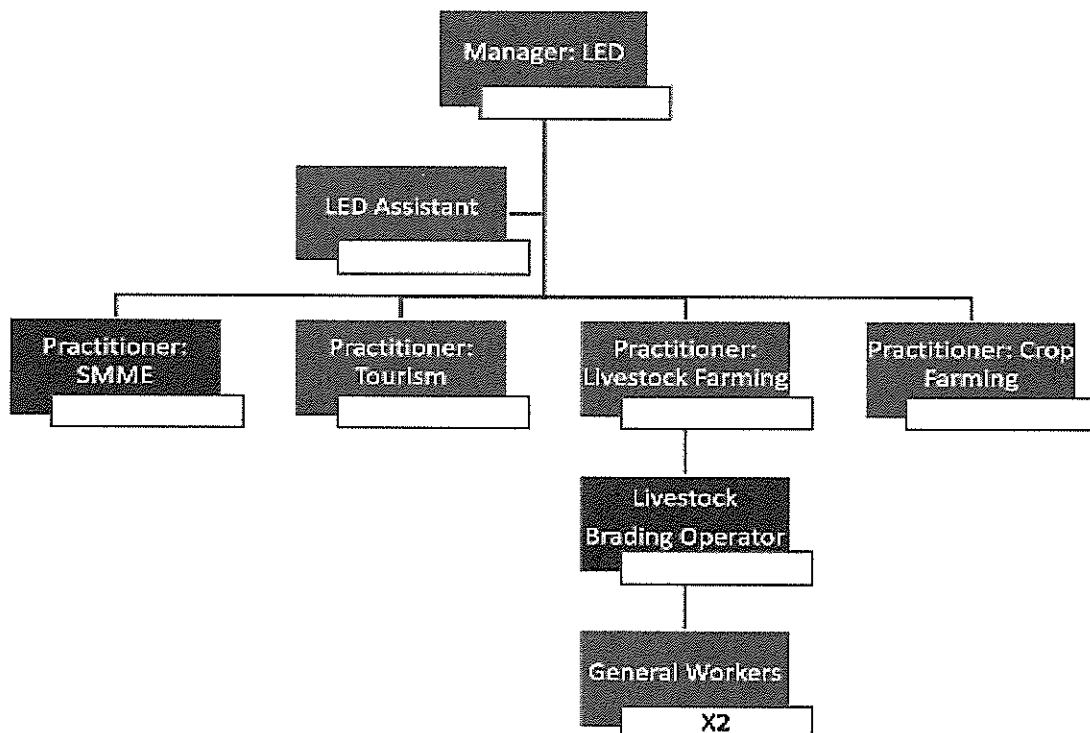
The status of the institutional context for LED within the municipality is provided below:

### 2.7.1. INSTITUTIONAL FACILITATION OF LED

Economic development within the municipality falls under the Directorate: Planning Economic Development, Tourism and Agriculture. The organogram is shown below:



### Local Economic Development



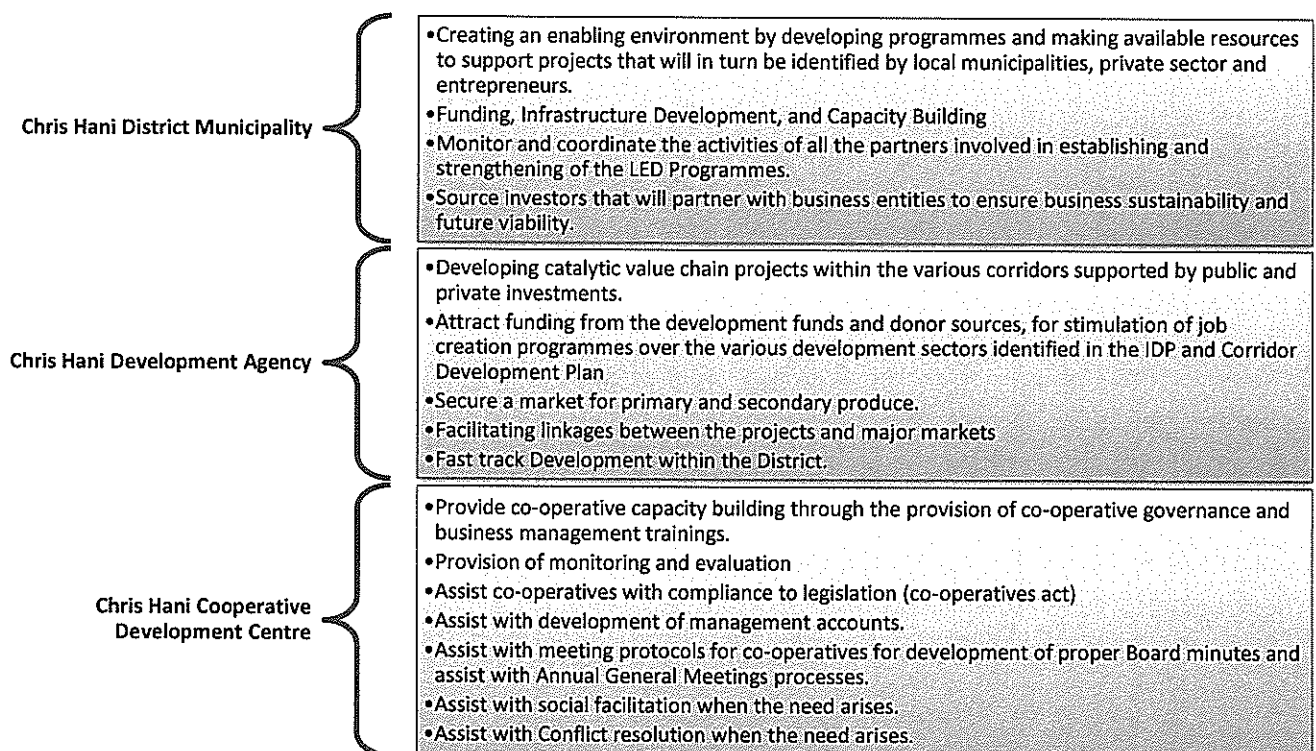


According to the Municipal organogram, the duties and responsibilities of the directorate are as follows:

- Create a conducive environment for economic development.
- Assisting the previously disadvantaged to be part of the mainstream of economy.
- Supporting small business enterprises and sourcing funding for entrepreneurs.
- Retain established business in area and increasing trade.
- Recruit investment into area.
- Create new industry (Business process outsourcing; green economic activities; sustainable development).
- Poverty alleviation and skills development.
- Development of LED strategy.
- Facilitation of LED projects

## 2.7.2. GOVERNMENT INSTITUTIONS AND PARASTATALS

The institutions that play a vital role in creating conducive environment for the local economic development are as follows:



Corporate Government and Traditional Affairs-Eastern Cape	<ul style="list-style-type: none"> <li>•Capacity building in the form of human resource to incapacitated local municipalities ensures credible integrated development planning and monitors the management of capital funding.</li> </ul>
Department of Rural Development and Agrarian Reform	<ul style="list-style-type: none"> <li>•Funding for primary production</li> <li>•Provide technical support for cooperatives.</li> <li>•Skills development for projects</li> <li>•Provision of agricultural infrastructure development</li> </ul>
Eastern Cape Rural Development Agency	<ul style="list-style-type: none"> <li>•Provision of capital for primary and secondary production infrastructure to Rural Enterprise Development Hub (RED Hub)</li> <li>•Provide technical support and advice to the primary and secondary cooperative.</li> <li>•To provide sustained social facilitation for the purpose of capacity building, economic spin offs of the programme and its general impact to society.</li> <li>•To identify and rally other partners in support of Rural Economic Growth; and</li> <li>•Lobby lucrative markets for rural produce</li> </ul>
Department of Rural Development and Land Reform	<ul style="list-style-type: none"> <li>•Avail land for commercial farming, development, and spatial structuring</li> <li>•Provision of start-up capital for communal farming community</li> <li>•Provision of agriculture infrastructure</li> </ul>
Department of Economic Development and Environmental Affairs and Tourism	<ul style="list-style-type: none"> <li>•Capacity building and information dissemination,</li> <li>•start-up capital and top-up funding</li> <li>•Ensure compliance in business operations.</li> <li>•Prevention of environmental degradation</li> <li>•Tourism development</li> <li>•Fund administration and capacity building for developing business through Eastern Cape Development Cooperation</li> </ul>
Department of Social Development	<ul style="list-style-type: none"> <li>•Forms an important part of government strategy to fight triple challenge of poverty, inequality, and unemployment.</li> <li>•Empowering young and old people, those with disabilities as well as women, helps rebuild families and communities.</li> <li>•Household profiling</li> <li>•Social facilitation and funding</li> </ul>
Department of Trade and Industry	<ul style="list-style-type: none"> <li>•Working capital for bigger businesses and production inputs</li> <li>•Capacity building for foreign markets</li> <li>•Financial incentives and support for SMMEs</li> <li>•Non-financial support, business plan development, and capacity building through Small Enterprise Development Agency</li> </ul>
Eastern Cape Parks and Tourism Agency	<ul style="list-style-type: none"> <li>•To serve as a catalyst for all dimensions of tourism in the Province</li> <li>•To establish and maintain an efficient and effective institution.</li> <li>•To promote the Province as a preferred tourism destination</li> <li>•To enhance Provincial tourism transformation</li> <li>•To enhance Provincial tourism product development</li> <li>•To facilitate infrastructure development for tourism growth</li> <li>•To utilise partnerships with key stakeholders successfully to achieve specific outputs.</li> <li>•Providing appropriate, credible information on tourism in the province.</li> <li>•Undertaking collaborative marketing of the Province as a tourism destination</li> <li>•Promoting special events</li> <li>•Enhancing infrastructure for tourism information and marketing</li> </ul>

## Logo South

It is a partnership between Emalahleni Local Municipality and the municipalities in Netherlands. The partnership aims at:

- Developing communities
- Training of personnel and councillors

## Official Twinning between Dordrecht – Emalahleni / Dordrecht Netherlands

It is a bond of friendship and cooperation between the municipality of Emalahleni / Dordrecht in South Africa and Dordrecht in the Netherlands. The cooperation aims at:

- Promoting the bond between Dordrecht and Emalahleni in general and village of Dordrecht in particular.
- Organising exchanges for the purpose of strengthening the administrative, financial and technical knowhow of Emalahleni Local government.
- Forging personal relations between social, cultural, political and religious organisations, groups and institutions in both cities especially targeted at the village of Dordrecht in Emalahleni.
- Rendering administrative and technical assistance to Emalahleni Local Municipality
- Improving the economic development of Emalahleni and especially the Dordrecht Village where possible.

## Educational Institutions within the municipality or who have potential input in Local Economic Development

Institutions at the Local level		
Institution	Role	Projected Impact
Bengu Agricultural School	<ul style="list-style-type: none"> <li>• Agricultural Skill Development from Secondary to High School</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Ikhala Tertiary Vocational Education and Training (TVET)	<ul style="list-style-type: none"> <li>• Business Studies Qualifications from National Qualification Framework from level 2 to 4 and N 4 to 6 after grade 12.</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> </ul>

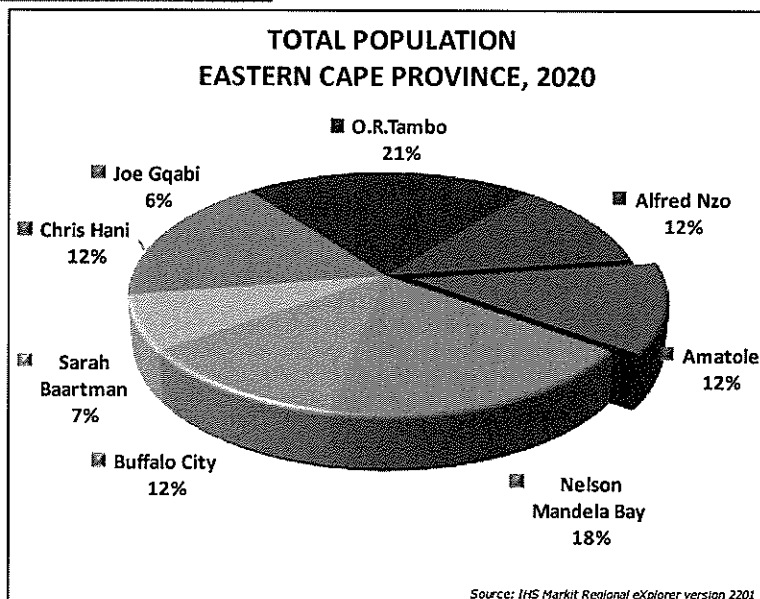
Institutions at the District level		
Institution	Role	Projected Impact
Walter Sisulu University	<ul style="list-style-type: none"> <li>• Business Development Qualifications from National Diploma and B-Tech.</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> </ul>
Grootfontein Agricultural Development Institute	<ul style="list-style-type: none"> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Boston City Campus & Business College - Queenstown	<ul style="list-style-type: none"> <li>• Business Development Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> </ul>



<b>Institutions at the Provincial level</b>		
<b>Institution</b>	<b>Role</b>	<b>Projected Impact</b>
University of Fort Hare	<ul style="list-style-type: none"> <li>• Business Development Qualifications</li> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Nelson Mandela Metropolitan University	<ul style="list-style-type: none"> <li>• Business Development Qualifications</li> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Rhodes University	<ul style="list-style-type: none"> <li>• Business Development Qualifications</li> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development in Business Studies</li> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Fort Cox college	<ul style="list-style-type: none"> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>
Tsolo Agricultural College	<ul style="list-style-type: none"> <li>• Agricultural Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Agricultural Technical Expertise</li> </ul>

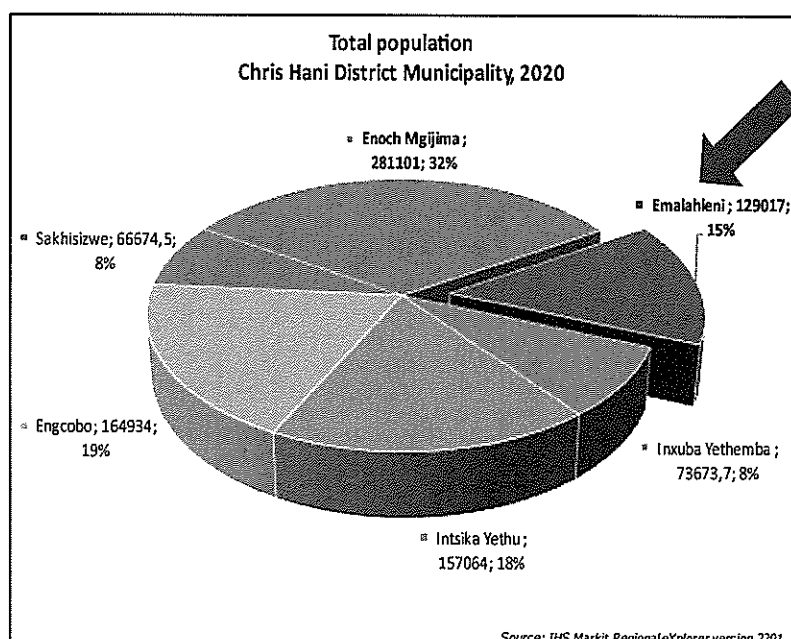
### 3. CHAPTER 3: SOCIO-ECONOMIC PROFILE REVIEW

#### 3.1. DEMOGRAPHIC PROFILE OF THE ELM



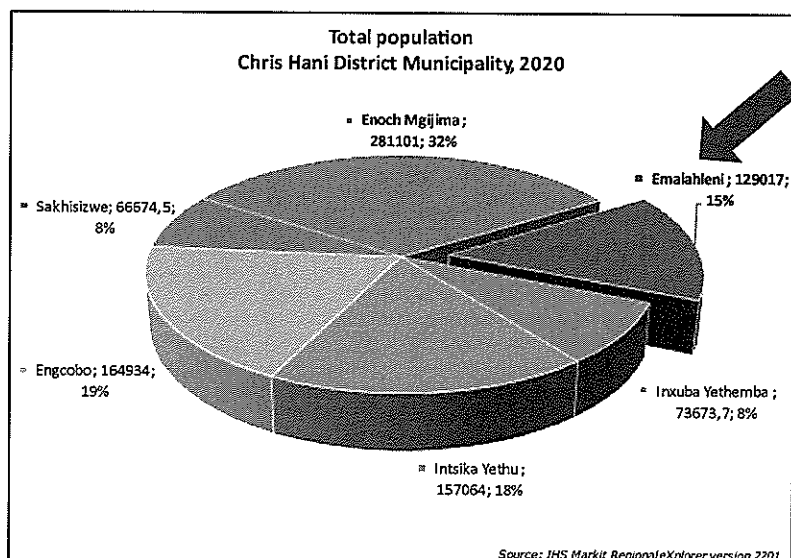
- The Chris Hani District Municipality (ADM) accounts for 12.0% of the total population in the Eastern Cape Province, along with the Amatole DM.
- the O.R. Tambo being the most populous region
- ADM had the **lowest average annual growth rate of 0.01% between 2010 – 2020** relative to its peers within the Province.  
(fertility, mortality, migration)
- Population growth rate impacts:
  - ❖ Employment & unemployment - availability of a working population who can function as active participants in the process of growing the economy
  - ❖ A growth or decline of markets for services and goods in the Region.

#### TOTAL POPULATION LOCAL MUNICIPALITIES 2010, 2015 AND 2020 [NUMBERS PERCENTAGE]



- compared to other regions, the Emalahleni Local Municipality accounts for a total population of 129,000, or 14.8% of the total population in the Chris Hani District Municipality
- the Enoch Mgijima being the most populous region in the Chris Hani District Municipality for 2020.
- Emalahleni had an average annual growth rate of 0.6% between 2010 and 2020.

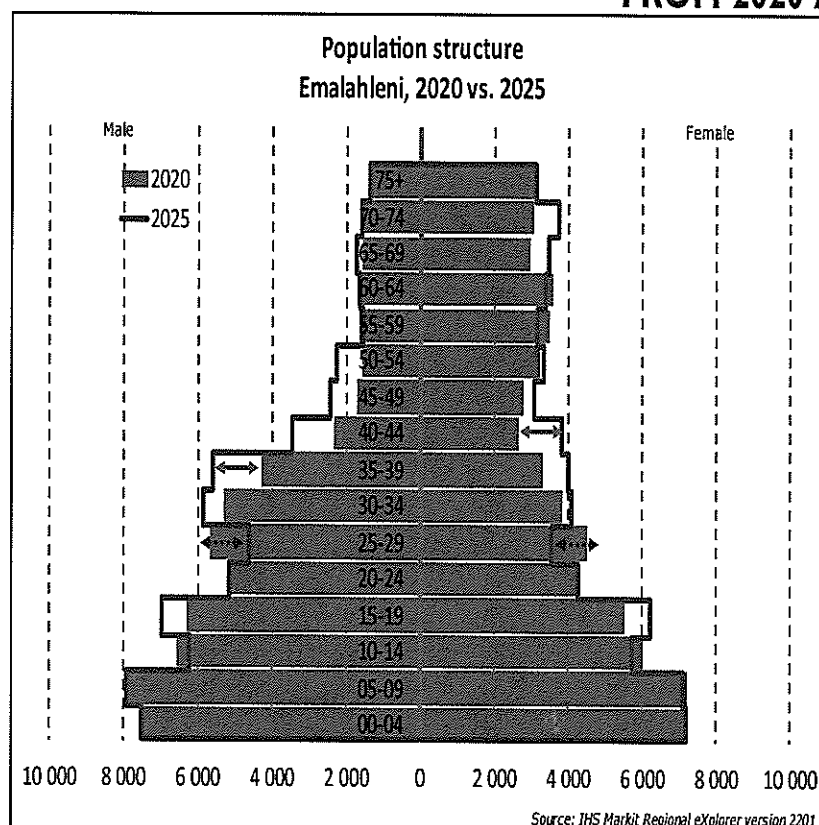
## TOTAL POPULATION LOCAL MUNICIPALITIES 2010, 2015 AND 2020 [NUMBERS PERCENTAGE]



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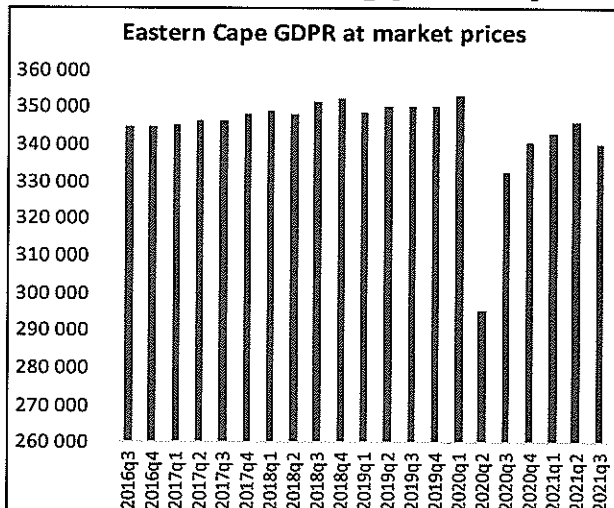
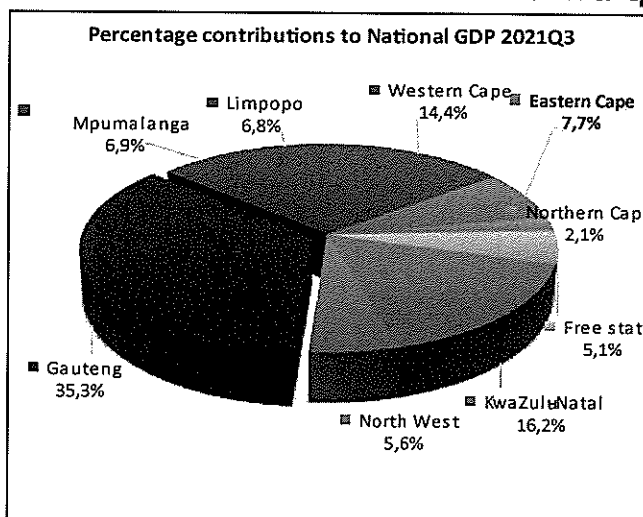
## THE POPULATION PYRAMID REFLECTS A PROJECTED CHANGE IN THE STRUCTURE OF THE POPULATION FROM 2020 AND 2025



- In 2020, there is a significantly larger share of young working age people between 20 and 34 (22.4%), compared to what is estimated in 2025 (20.4%).
- This age category of young working age population will decrease over time.  
(Population Dividend/Gift)
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (30.8%) in 2025 when compared to 2020 (32.7%).



**The Eastern Cape contributes 7.7% to total national GDP. The largest contributor to national growth in GDP in the third quarter were Gauteng (35.3%).**



## Eastern Cape Sector performance

	2020Q2		2021Q2		2021Q3	
	R million	Share %	R million	Share %	R million	Share %
Agriculture	4 781	1,8	5 354	1,7	4 638	1,5
Mining	542	0,2	580	0,2	591	0,2
<b>PRIMARY SECTOR</b>	<b>5 323</b>	<b>2,0</b>	<b>5 934</b>	<b>1,9</b>	<b>5 229</b>	<b>1,7</b>
Manufacturing	37 883	14,1	39 774	12,8	38 162	12,2
Electricity	4 095	1,5	4 060	1,3	4 036	1,3
Construction	8 351	3,1	8 448	2,7	8 427	2,7
<b>SECONDARY SECTOR</b>	<b>50 329</b>	<b>18,7</b>	<b>52 282</b>	<b>16,9</b>	<b>50 625</b>	<b>16,2</b>
Trade	51 051	19,0	53 574	17,3	50 023	16,0
Transport	22 730	8,5	24 607	7,9	23 903	7,6
Finance	68 600	25,5	70 377	22,7	70 951	22,7
Personal services	64 918	24,1	67 947	21,9	68 224	21,8
Government services	37 836	14,1	37 850	12,2	37 987	12,1
<b>TERTIARY SECTOR</b>	<b>245 136</b>	<b>91,2</b>	<b>355</b>	<b>82,1</b>	<b>251 088</b>	<b>80,3</b>
<b>All industries at basic prices</b>	<b>268 850</b>	<b>100,0</b>	<b>309 944</b>	<b>100,0</b>	<b>312 652</b>	<b>100,0</b>
Taxes less subsidies on products	31 455	-	33 330	-	32 809	-
<b>GDPR at market prices</b>	<b>332 243</b>	<b>-</b>	<b>345 901</b>	<b>-</b>	<b>339 750</b>	<b>-</b>

- The Eastern Cape's total gross value added (GVA) at basic prices amounted to R312.7 billion in 2021Q3.
- The tertiary sector remained the principal contributing sector, accounting for 80.3% of provincial GVA.
- In terms of individual sectors, the finance (Finance, real estate, and business services) sector was the largest contributor to the provincial GVA, accounting for 22.7% of the total GVA in 2021Q3.
- This was followed by personal services and trade accounting for 21.8% and 16.0% respectively.

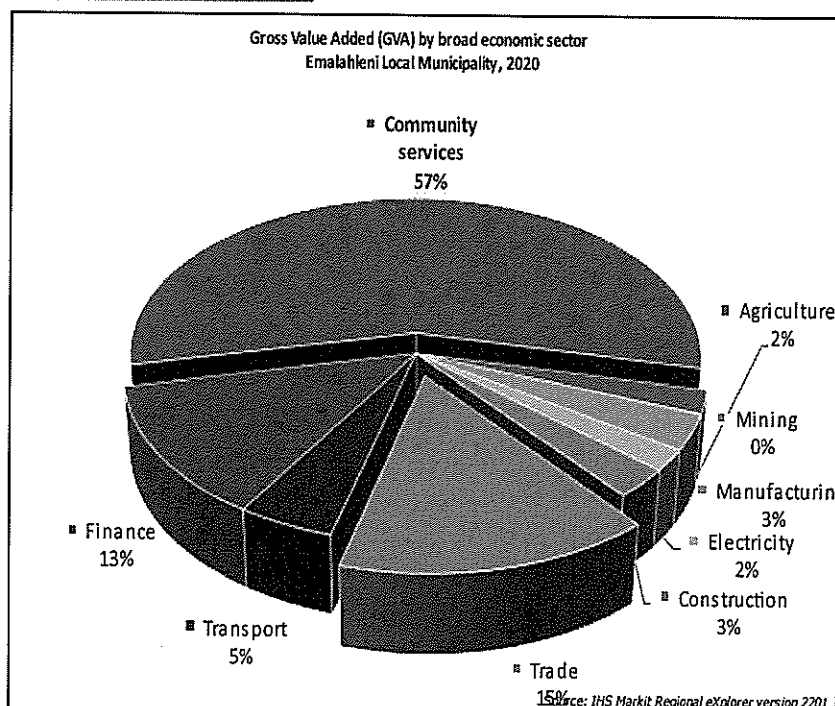
## GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF CHRIS HANI DISTRICT MUNICIPALITY, 2010 TO 2020, SHARE AND GROWTH

	2020 (Current prices)	Share of district municipality	2010 (Constant prices)	2020 (Constant prices)	Average Annual growth
Emalahleni	2.27	6.58%	1.69	1.76	0.41%
Inxuba Yethemba	6.55	18.97%	4.54	5.19	1.35%
Intsika Yethu	3.54	10.25%	2.50	2.72	0.83%
Engcobo	3.12	9.03%	2.31	2.41	0.42%
Sakhisizwe	2.02	5.87%	1.46	1.57	0.76%
Enoch Mgijima	17.02	49.31%	12.45	13.20	0.59%

Source: IHS Markit Regional Explorer version 2201

- The Emalahleni Local Municipality had a total GDP of R 2.27 billion and in terms of total contribution towards Chris Hani District Local Municipality the Emalahleni Local Municipality ranked fifth relative to all the regional economies to total Chris Hani District Municipality GDP
- Inxuba Yethemba had the highest average annual economic growth, averaging 1.35% between 2010 and 2020, when compared to the rest of the regions within Chris Hani District Municipality.
- The Intsika Yethu Local Municipality had the second highest average annual growth rate of 0.83%. Emalahleni Local Municipality had the lowest average annual growth rate of 0.41% between 2010 and 2020.

## GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR



- The community sector, which includes the government services, is generally a large contributor towards GVA.
- The sector that contributes the second most to the GVA of the Emalahleni Local Municipality is the trade sector at 14.9%, followed by the finance sector with 12.9%.
- The sector that contributes the least to the economy of Emalahleni Local Municipality is the mining sector with a contribution of R 1.46 million or 0.07% of the total GVA.



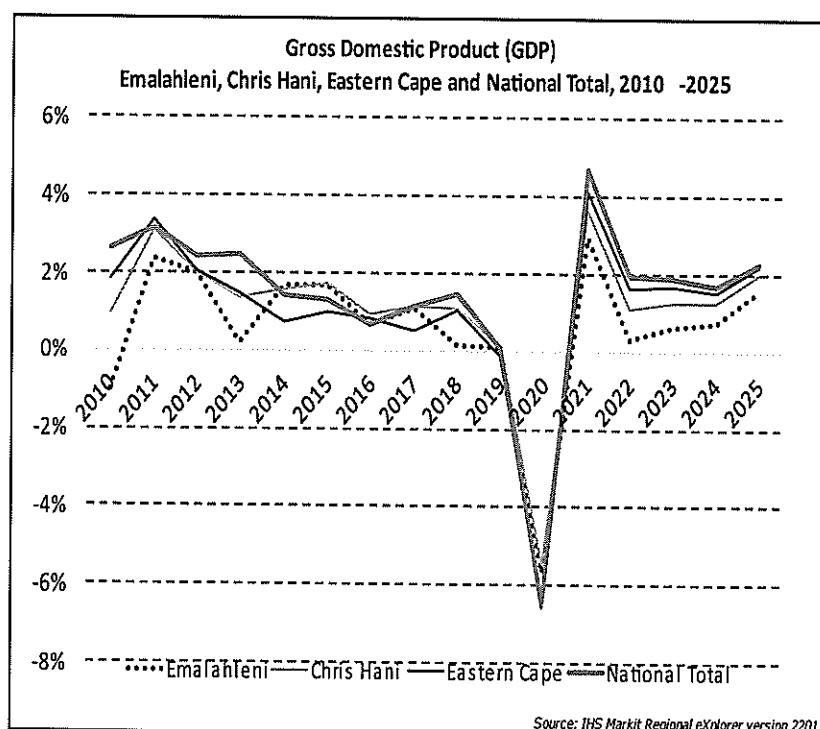
## GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN CHRIS HANI DISTRICT MUNICIPALITY, 2010 TO 2025, SHARE AND GROWTH

	2025 (Current prices)	Share of district municipality	2010 (Constant prices)	2025 (Constant prices)	Average Annual growth
Emalahleni	3.05	6.47%	1.69	1.87	0.68%
Inxuba Yethemba	8.99	19.04%	4.54	5.67	1.49%
Intsika Yethu	5.00	10.58%	2.50	3.07	1.38%
Engcobo	4.26	9.02%	2.31	2.64	0.87%
Sakhisizwe	2.81	5.95%	1.46	1.73	1.14%
Enoch Mgijima	23.11	48.94%	12.45	14.43	0.99%

- In 2025, Emalahleni's forecasted GDP will be an estimated R 1.87 billion (constant 2010 prices) or 6.4% of the total GDP of Chris Hani District Municipality.
- The ranking in terms of size of the Emalahleni Local Municipality will remain the same between 2020 and 2025, with a contribution to the Chris Hani District Municipality GDP of 6.4% in 2025 compared to the 6.6% in 2020.
- At a 1.23% average annual GDP growth rate between 2020 and 2025, Emalahleni ranked the lowest compared to the other regional economies.



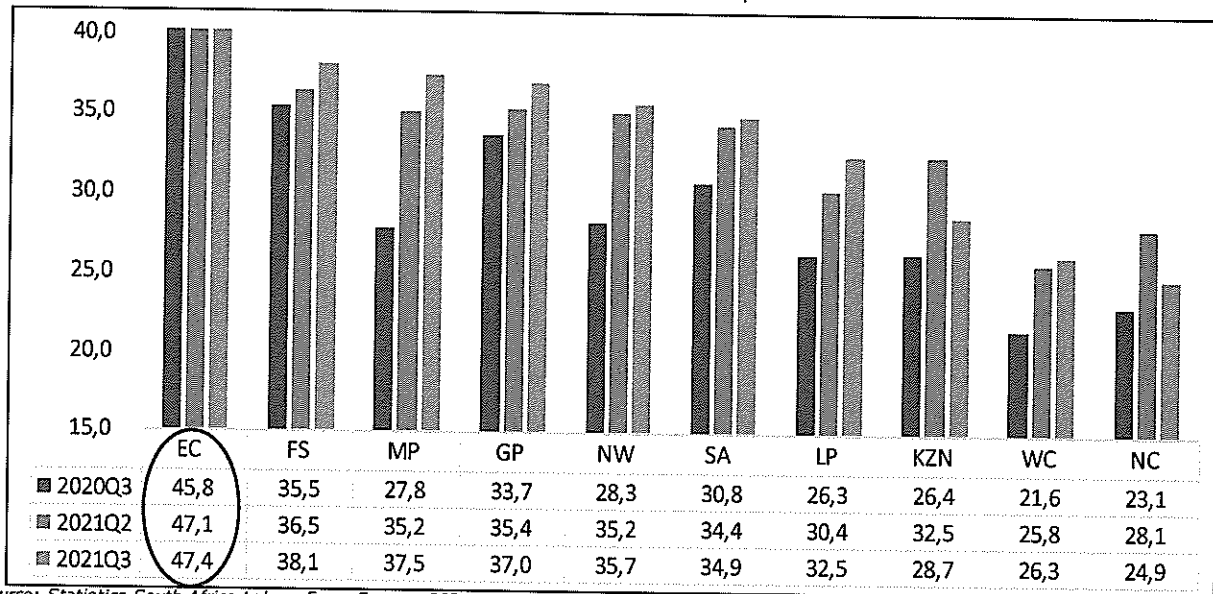
## GDP PROJECTIONS [2010 – 2025]



- In 2025, Emalahleni's forecasted GDP will be an estimated R 1.87 billion (constant 2010 prices) or 6.4% of the total GDP of Chris Hani District Municipality.
- The ranking in terms of size of the Emalahleni Local Municipality will remain the same between 2020 and 2025, with a contribution to the Chris Hani District Municipality GDP of 6.4% in 2025 compared to the 6.6% in 2020.
- At a 1.23% average annual GDP growth rate between 2020 and 2025, Emalahleni ranked the lowest compared to the other regional economies.



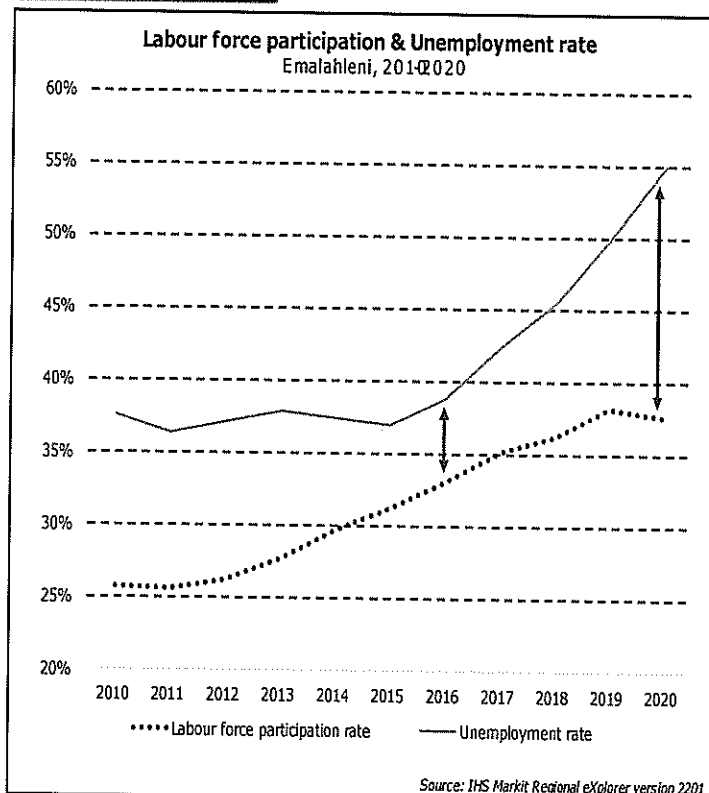
## Unemployment rate in the Eastern Cape (47.4%) remains the highest in the country



Source: Statistics South Africa Labour Force Survey, 2021



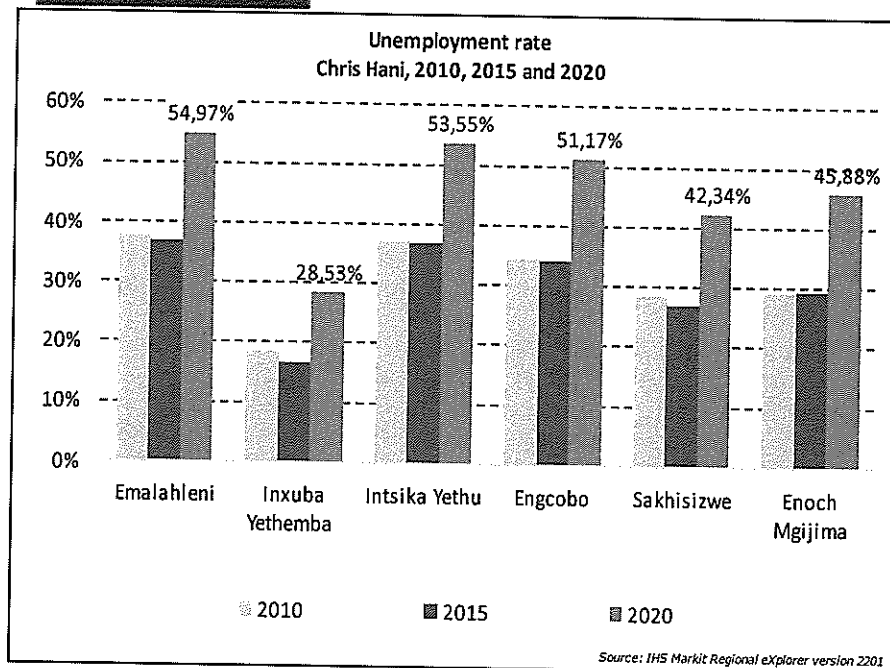
## UNEMPLOYMENT RATE AND LABOUR PARTICIPATION



- In 2020 the labour force participation rate for Emalahleni was at 37.6% which is significantly higher when compared to the 25.8% in 2010.
- The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2010,
- The unemployment rate for Emalahleni was 37.6% and increased overtime to 55.0% in 2020.
- The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Amatole District Municipality.

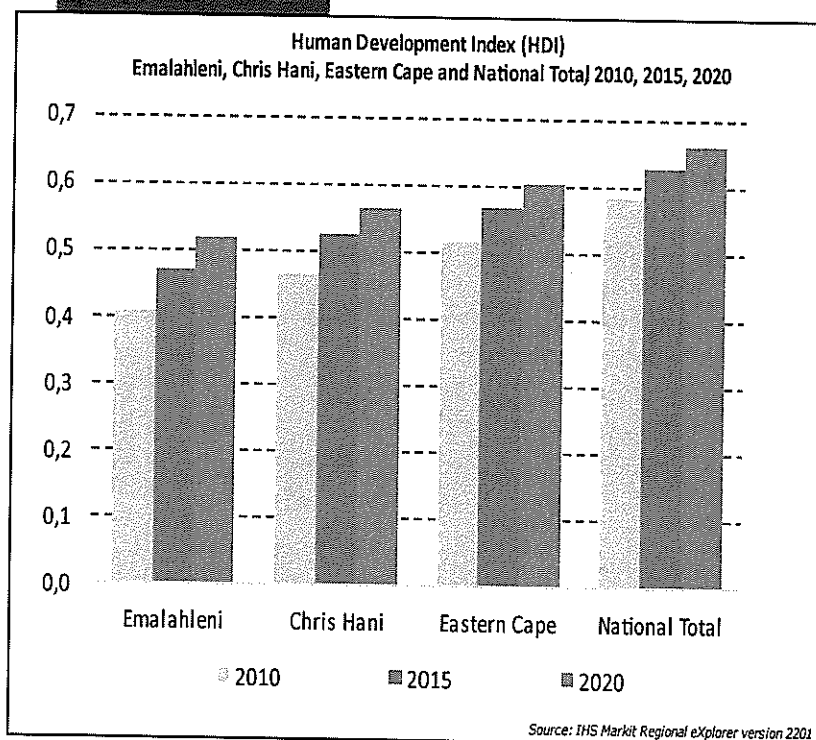


## Unemployment in Chris Hani



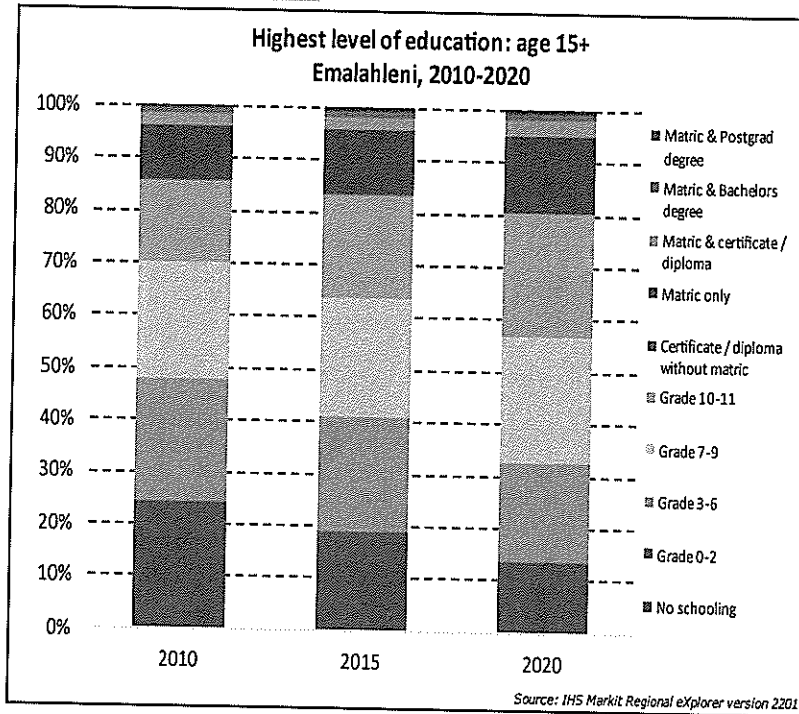
- When comparing unemployment rates among regions within Chris Hani District Municipality, Emalahleni Local Municipality has indicated the highest unemployment rate of 55.0%, which has increased from 37.6% in 2010.
- It can be seen that the Inxuba Yethemba Local Municipality had the lowest unemployment rate of 28.5% in 2020, this increased from 18.5% in 2010.

## HUMAN DEVELOPMENT INDEX



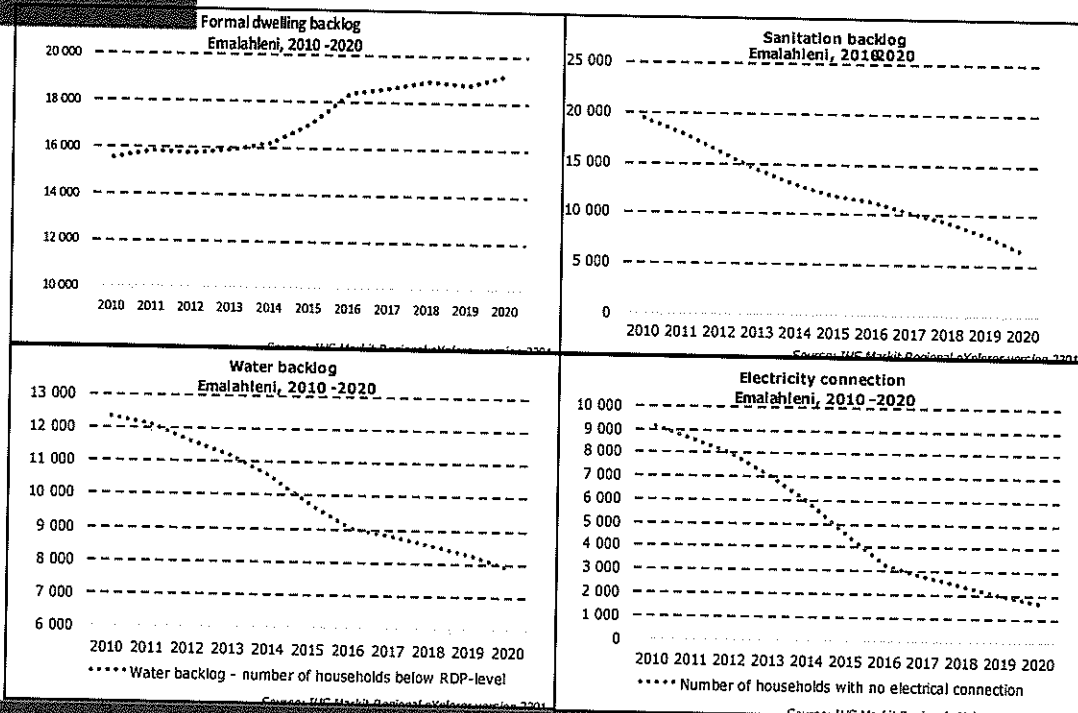
- In 2020 Emalahleni Local Municipality had an HDI of 0.518 compared to;
  - the Chris Hani with a HDI of 0.564,
  - 0.602 of Eastern Cape and
  - 0.661 of National Total as a whole.
- Seeing that SA recorded a higher HDI in 2020 when compared to Emalahleni Local Municipality which translates to worse human development for Emalahleni Local Municipality compared to South Africa.
- South Africa's HDI increased at an average annual growth rate of 1.26% and this increase is lower than that of Emalahleni Local Municipality (2.39%).

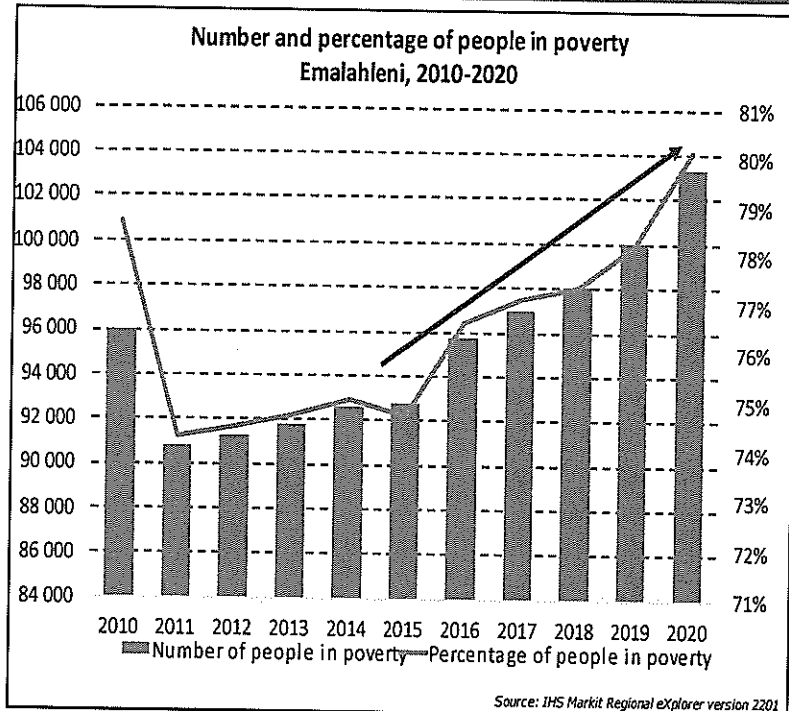
## EDUCATION LEVELS: AGE 15+



- Within Emalahleni Local Municipality, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -5.28%,
- while the number of people within the 'matric only' category, increased from 6,440 to 10,900.
- Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

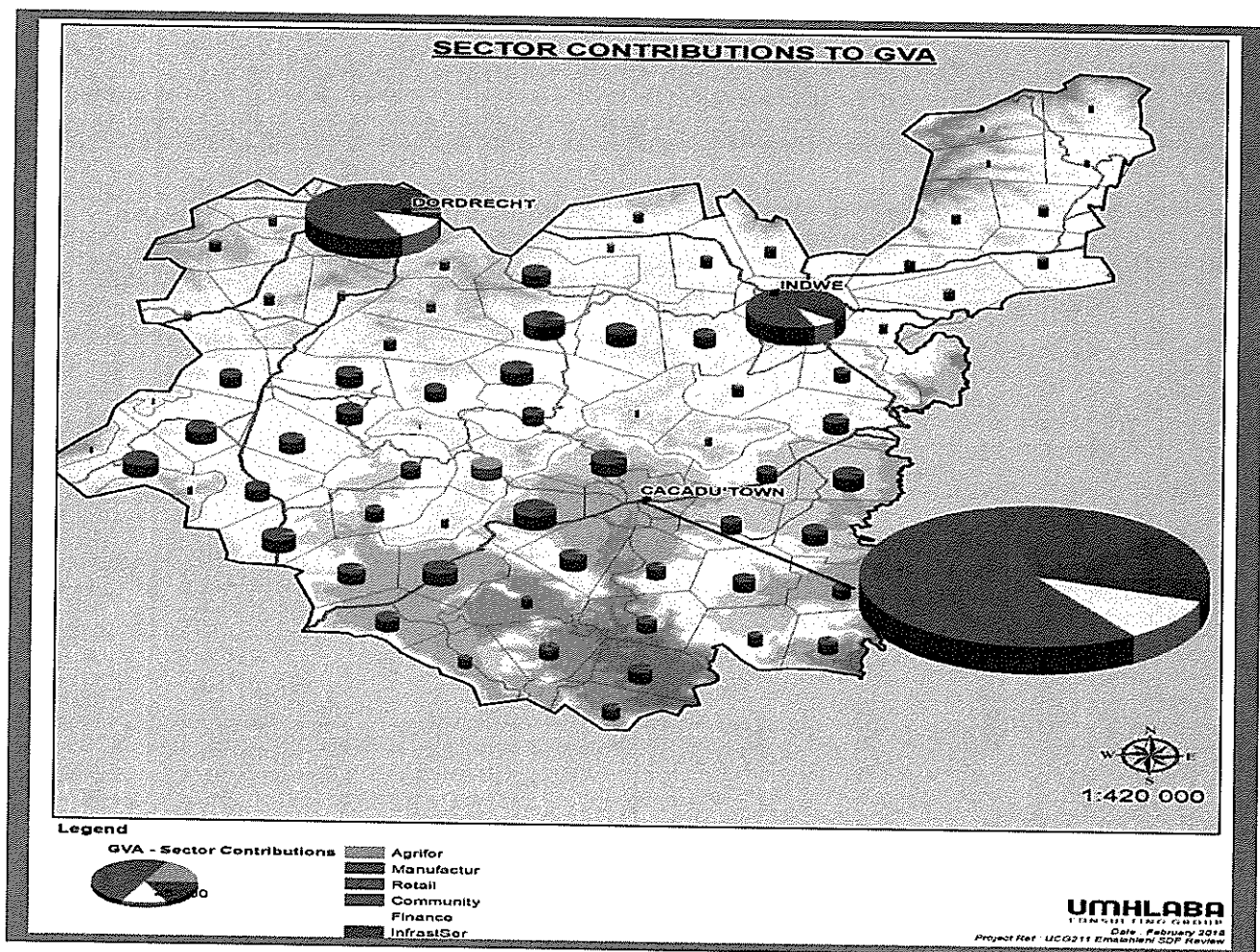
## HOUSEHOLD INFRASTRUCTURE

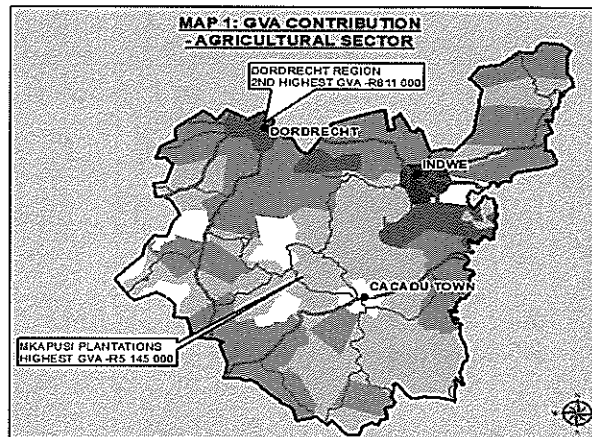




- In 2020, there were 103 370 people living in poverty, using the upper poverty line definition, across Emalahleni Local Municipality- this is 7.73% higher than the 96 000 in 2010.
- The percentage of people living in poverty has increased from 78.69% in 2010 to 80.12% in 2020, which indicates an increase of 1.43 percentage points.

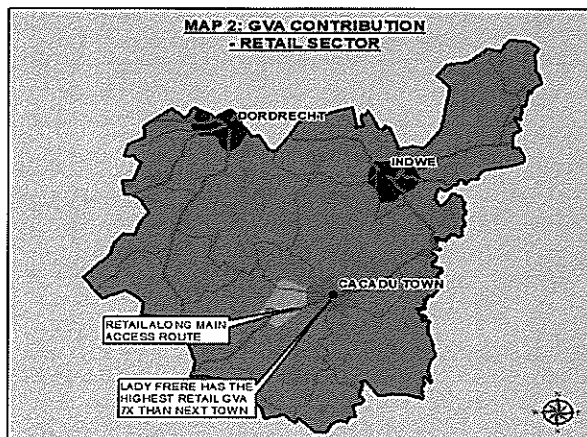
### Geographic Distribution of GVA per Sector (as a %)





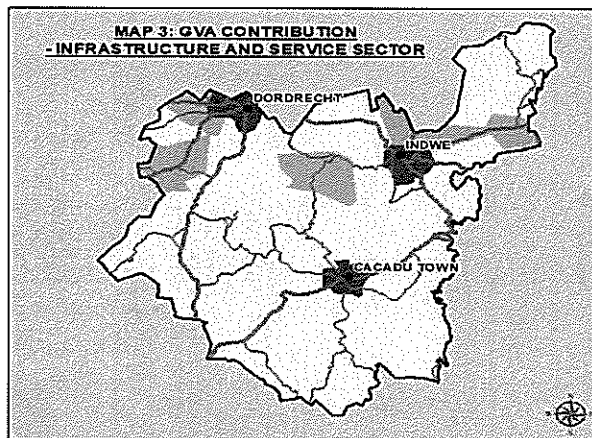
**Legend**

AGRICULTURAL GVA CONTRIBUTION	
Rands (Millions)	
0.013190 - 0.117130	0.169991 - 0.251040
0.117131 - 0.169990	0.251041 - 0.419090
	0.419091 - 0.584140



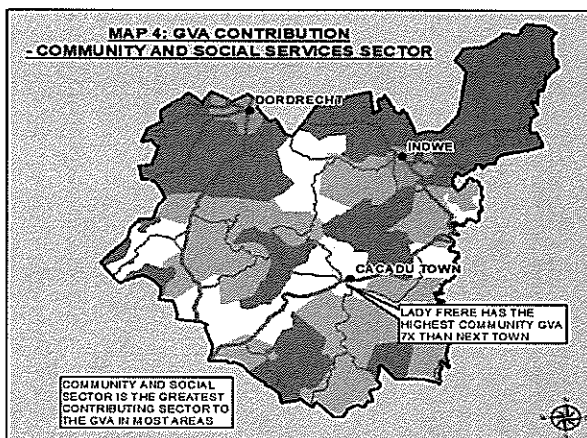
**Legend**

RETAIL GVA CONTRIBUTION	
Rands (Millions)	
0.000000 - 0.670950	3.669081 - 10.081460
0.670951 - 3.669080	10.081461 - 21.452340
	21.452341 - 85.320950



**Legend**

INFRASTRUCTURE AND SERVICES GVA	
Rands (Millions)	
R0,00	R0,01 - R6,00
	R6,01 - R10,00
	R10,01 - R24,00



**Legend**

COMMUNITY AND SOCIAL SERVICES GVA	
Rands (Millions)	
0.000000 - 2.852140	8.214611 - 16.415360
2.852141 - 8.214610	16.415361 - 33.006290
	33.006291 - 110.930670

Source: CSIR - Geospatial Analysis Platform\* and NSDP Spatial Profiles

**UMHLABA**  
CONSULTING GROUP  
Date: February 2018  
Project Ref: UG0211 Emalahleni SDF Review

### 3.2. EMALAHLENI ECONOMIC OVERVIEW

#### Economics-Profile Implications:

- On both a District and National scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National GVA.
- The Lady Frere is the hub of economic activities in the Municipality.
- In spite of its contribution to GVA, the community services sector is not an economic growth sector. This is due to the fact that the products that drive this sector are not tradeable and therefore do not result in increased economic output. As a result, they are unlikely to attract investment and by implication, cannot be relied upon to impact on unemployment.



## 4. CHAPTER 4: ECONOMIC SECTOR ANALYSIS

### 4.1. Local Economic Development

In line with the requirements of Sections 152 (1) (c) and 153 of the Constitution of the Republic of South Africa, 1996; municipalities have a constitutional obligation to promote social and economic development within the municipal area. The Council has structured its Council committees according to local government key performance areas which as well consist of local economic development. A directorate for economic development, tourism and agriculture was established and is responsible for execution of economic development plans. In 2010, the municipality developed and approved a 5-year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district, provincial and national economic development plans. The 2015/2016 financial year is last year of the implementation plan in the current LED Strategy. The strategy warrants a review and/or development of a new strategy which will talk to the 2016/2021 financial years and is under review. The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The focus areas of the directorate are agricultural development, mining, tourism, SMME's (small medium micro enterprise) development, heritage management and agro-processing. The municipality has a functional LED Forum for purposes of consultation and engagement with LED stakeholders on LED matters. The LED Forum has two categories; the government [Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality(CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners. The forum meetings are held on a quarterly basis.

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

#### Agriculture

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

<b>Livestock and Wool Production</b>	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 Rural Development and Agrarian Reform, the Emalahleni has about 500 000 sheep in the region with subsistence farmers having generated about R33m in the 2019/2020 financial year. The government and private sector continue to construct shearing sheds to improve wool production and the breakdown of the shearing sheds is shown in the table below:		
	<b>Ward</b>	<b>Area</b>	<b>Implementing Agency</b>
	1	Tshatshu	DRDAR
		Rhodana	
	2	Quthebeni	CHDM
		Maqhashu	DRDAR
	3	Greyspan	DRDAR
		Lower Ndonga	CHDM and National Wool Growers Association
	5	Cumakala	CHDM
	6	Holani	DRDAR
		Xonxa	Sand Mining Company
		Khundulu	DRDAR
	7	Blangwe	CHDM
		Mayalulweni	

# FINAL REVIEWED LED STRATEGY

8	Qhugqwarho	CHDM
	Mgqukhwebe	ELM
9	Upper VaalBank	ELM
	Zwaartwater	Donated by WestBank to National Wool Growers Association
10	Tsawulayo	Sibanye Stillwater
12	Mount Arthur	
	Mkapusi	DRDAR
13	Qoboshane	CHDM
	Gxojeni	
14	Kalfontein	DRDAR
	Tafileni	CHDM
	Zingqolweni	ELM

There is still a backlog as more than 100 Emalahleni villages still operate in temporary shearing shed structures. The farmers have built temporary structures with zinc and that affects the quality as well as the quantity of wool. Contrary, wool production level is high as if the farmers have permanent structures and shearing shed equipment. There is a high possibility that should the shearing sheds be constructed the production levels will be higher. Subsequently, the municipality formally engaged Sibanye Stillwater to fund the construction and equipping of Tsawulayo Shearing Shed (ward 10) and Mount Arthur Shearing Shed (ward 12). Sibanye Stillwater approved the Emalahleni request for the construction and equipping of Tsawulayo Shearing Shed (ward 10) and Mount Arthur Shearing Shed (ward 12) at the value of R1 792 677.00.

The municipality has improved cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. 12 Nguni bulls purchased and distributed in Ward 1 (2), ward 3 (2), ward 5 (2), ward 6 (2), ward 12 (2) and ward 15 (2).

The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002.

The municipality has the following infrastructure:

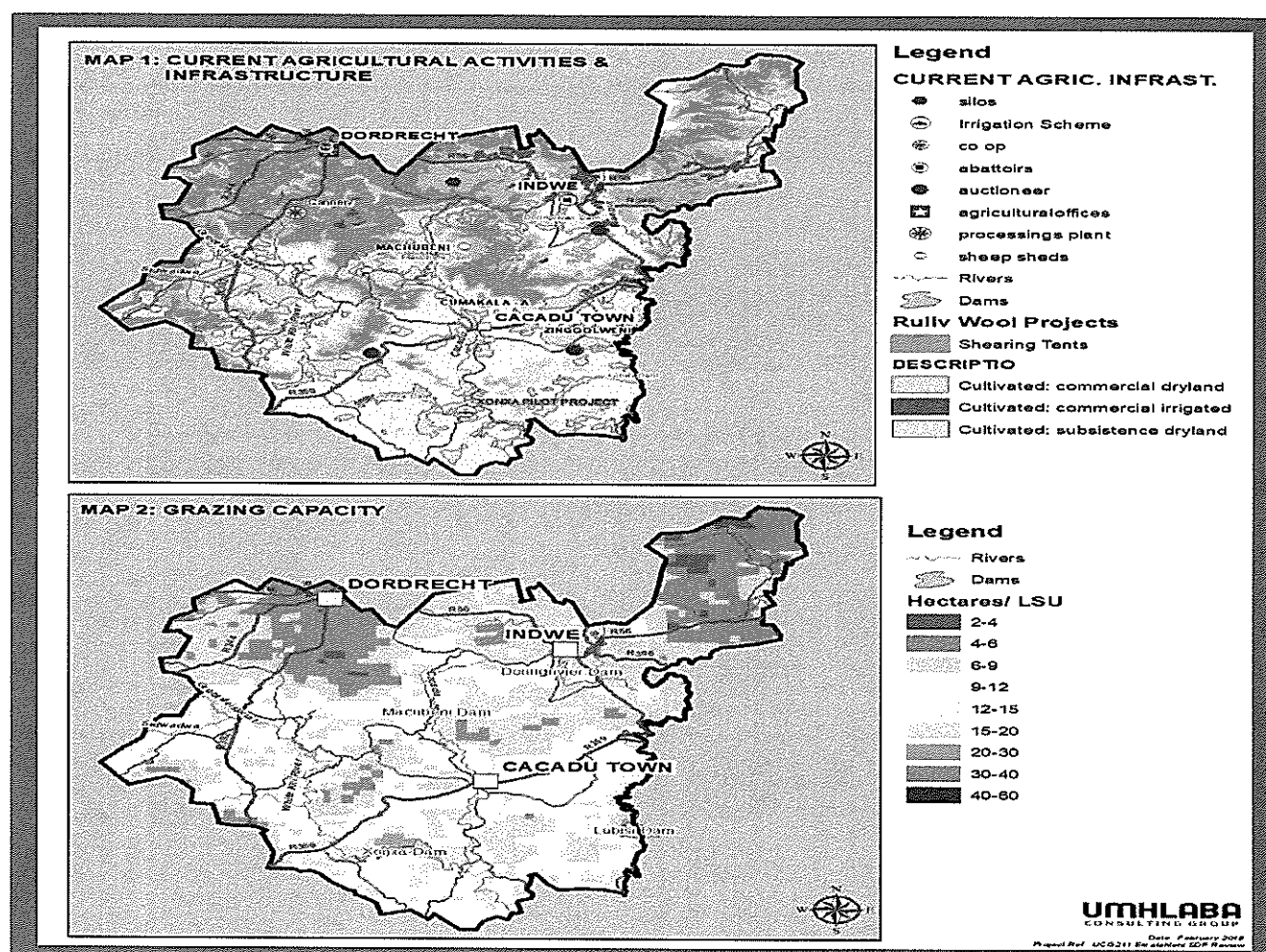
Animal health infrastructure: Emalahleni has more than 100 dipping tanks Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. Since 2000, DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock.

Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system. The municipality has sheep farmers who are committed to produce quality wool by introducing pure Merino breed.

## Crop Production

The municipality has an obligation to advance and promote agricultural development within its area of jurisdiction. The municipality has programmes aimed at crop production which is the process of growing crops for domestic and commercial purpose. However, the notable challenge has been climate change which has made the municipality to experience drought and that necessitate refurbishment of irrigation schemes for year-round farming. As such Xonxa Irrigation Scheme has been targeted for refurbishment to ensure that farming takes place throughout the year. As part of food security Qwempe Project at ward 8 was supported through production inputs and mechanization activities for cultivation of forty (40) hectares. However, the climate change made farming of maize impossible and project members opted beans which depicted that the municipality is suitable for beans.

	<p>Rural Agro-Industries and Financial Initiative (RAFI) is an Argentinian programme that seeks to improve growth communal enterprises e.g., subsistence farmers and small holders. Series of meetings were conducted in Emalahleni municipality for RAFI awareness with Councilors, Traditional leaders, and farmers on the ground. The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided by DRDAR and DRLAR the departments provide awareness programmes to educate communities on how fencing is erected. The challenge facing crop production within the municipality is severe drought which has led to demoralized crop farmers. Cost of production outweigh the income that is made by farmers due to methods that are utilized. The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
<b>Agro-Processing</b>	<p>The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing and profit.</p> <p>Agro - processing facilities along R56 Route Corridor:</p> <p>There is a private investment on dairy processing in IDA Farms and Dordrecht. IDA dairy is under construction, upon operation it will supply Dordrecht Cheese Factory for production. Fischer's Dairy (Dordrecht Cheese Factory) signed long term lease agreement with Emalahleni Local Municipality. Dairy processing is also taking place at Delindlala Farm at small scale next to Indwe. This is one of the success stories at Emalahleni on Land Redistribution and Agricultural Development (LRAD) programmes. The ownership of the farm is wholly by group of blacks predominantly women.</p> <p>There is a long existing commercial abattoir at Indwe for meat processing and nearest market destination to commercial and subsistence farmers in the area.</p>

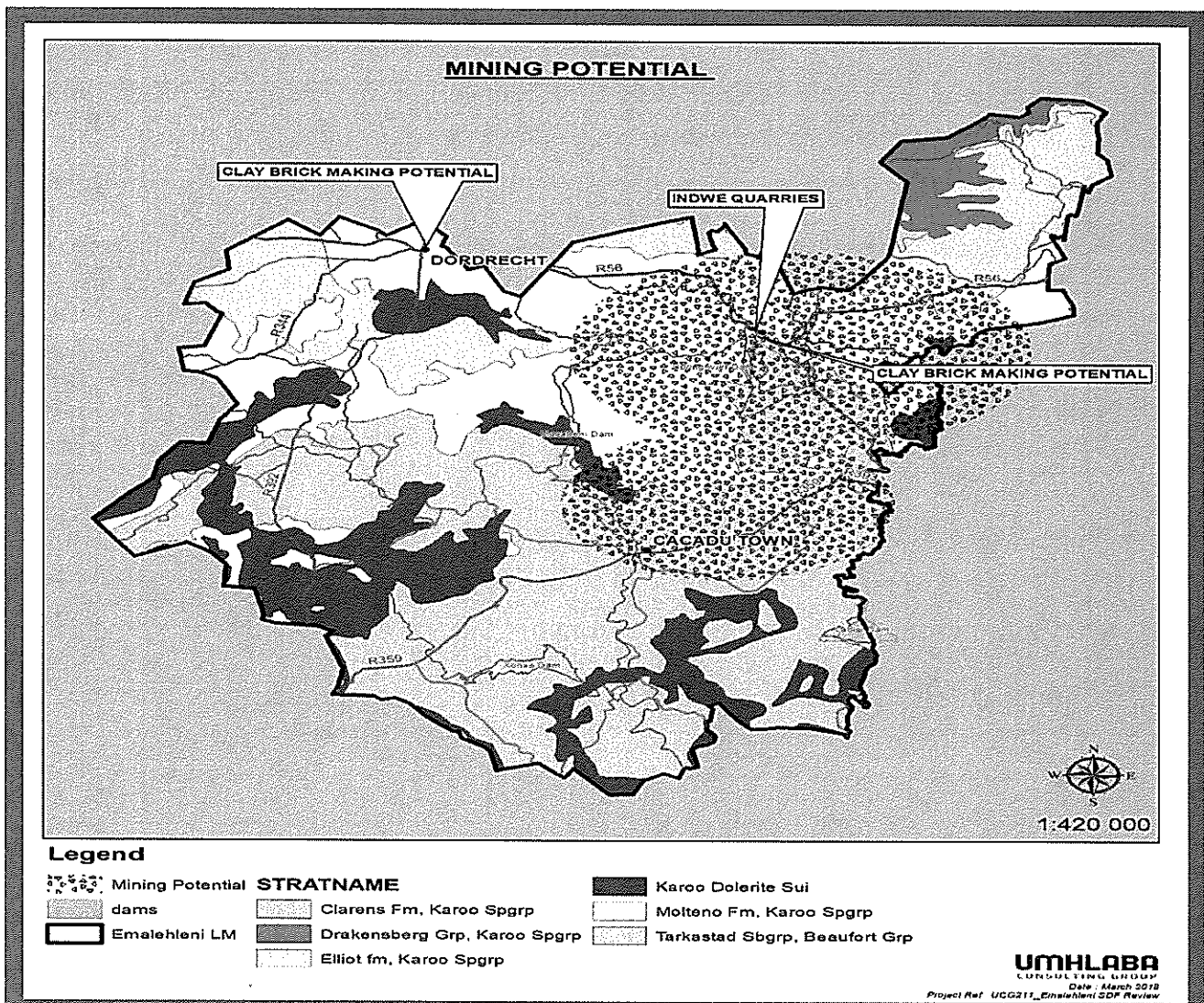




## Mining

### Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Strekstroom and Guba hoek. In the case of Emalahleni Local Municipality, the mining operation was taking place in Guba Hoek area but due to the quality of the coal which is low when it is compared with the coal mineral in Mpumalanga Province, the Emalahleni coal mine was abandoned. In 2006, an attempt was made by Elitheni coal mine, a company which is based in Port Elizabeth; to reopen the mine. After all the required processes were followed, mining permit and mining license were granted by the Department of Mineral Resource to Elitheni Coal Mine. The mine operated in 2012, for a period of one and a half years and had to close down operations due to technical and financial capacity to date. The municipality has engaged relevant national government ministries to assist the municipality lobby for other investors to operate the mine. There are investors who are interested to obtain Exploring Rights for coal deposits around Indwe in the municipal commonage, but the process is frustrated by delays from the Department of Mineral and Energy in issuing those rights, there are no timeframes attached to this process from the department. The municipality has been informed that the application is being objected but the municipality has not been informed of the reasons for objections. The department does not want to share the information about the objection and the issue has been elevated to the Office of Premier for intervention.



## **Sand Mining**

Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There are two (Thompson and HJT Transport) companies that have obtained a mining permit from Department of Mineral and Energy. There has been an improvement with regard to community beneficiation as these mining companies have started involving themselves in community activities, for a example the donation through the construction of shearing shed in Khundulu and Xonxa.

## **Clay Brick-makers**

The municipality is in a process of exploring potential growth out of those small-scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in housing projects. There are efforts that need to be concerted in order to play a meaningful economic role is sand mining. The Act which is regulating mining is Mining and Petroleum Development Act No 3 of 2002. The municipality has engaged SABS for accreditation on the quality of local manufactured clay bricks as well as the department of mineral resource for formalising clay mining operations to assist brick-makers. The municipality is also providing business support in the form of production inputs and infrastructure to clay brick producers.

## **Quarrying**

Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of being a leading producer and supplier of building and construction aggregates within the Chris Hani, Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to produce aggregates for both the construction and the building industries. IQ's primary focus is on supplying standard concrete stone products, crusher sand, specialised road stone and base course products, non-standard rock and crush products. In addition, IQ is investigating other products such as sand (building, river and plaster sand), ready-mix concrete, sabhunga, as well as bricks and blocks. With the business and quarry operations accessible enroute the R63 road between Indwe and Dordrecht; the location is therefore within close proximity to various government infrastructural developments in the former Transkei. There is a relatively high rate of property developments in the region which also provides an increasing rate of building material demand. With the help of ECDC, Indwe Quarries conducted a feasibility study which showed favourable results and developed a business and implementation plan for the enterprise. Other notable milestones include obtaining a mining permit, water use licence and environmental management plan. The enterprise currently employs five staff members sourced from the local community and intends to increase this to twenty once it secures finance for capital and infrastructure requirements for operating a commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, as mining has created high demand of accommodation. The enterprise is made of nine boards of directors, with whites (three members) and blacks (six members) represented in the IQ management, but there is currently no female representation.

## **Tourism**

Emalahleni Local Municipality in the Eastern Cape is endowed with scenic mountains and waterfalls which have attracted interest from the Hiker's club for picnic and hiking. The height and flat top mountain give climbers several views of the surrounding villages such as Dubeni, Gqebenya, Matyhantya, Kundulu, Holani to name the few and even extends to parts of Ezibeleni and Komani. The municipality in partnership with Komani Hiking Club organize hiking events in areas such as Bozwana / Dubeni and Qwempe. The ensuing were the key objectives of the event:

- To promote mountain climbing, hiking, trekking and appreciation of nature.
- To harness collective energy to preserve and popularise the existing heritage sites such as the Dubeni Waterfalls and Bozwana Mountain.
- To promote and expose the Emalahleni tourist attractions as means to boost the local economy.
- To provide opportunities for future developments and improvement to promote tourism and heritage of Emalahleni LM.
- To promote participation in sport among youth and adults
- To promote socialising and teamwork.

Indwe has a Doring Dam which has a potential of water sport. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of engaging an external provider to manage the facility and solicit funding for the improvement of the conference facility. In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof

conservancy, and it is along Hossep dam that has broken due to natural disasters. The conservancy has three self-catering chalets each with two bedrooms. In Lady Frere area, before Indwe River to Sakhisizwe municipality, the municipality has a cultural village known as Abathembu Calabash; that is offering accommodation to tourists and a conference facility. Along R396, 5kms before Nonesi neck to Lukhanji Municipality, there is Queen Nonesi cultural village that is still under construction, which will offer accommodation and a conference facility. The municipality has facilitated an establishment of Local Tourism Organisation which is composed of three community-based organisations (Lady Frere, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 117 beds in the municipal area which are in the Bed and Breakfasts and cultural villages. The Act which is regulating this is Tourism Act No 3 of 2014. The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the level of infrastructure development.

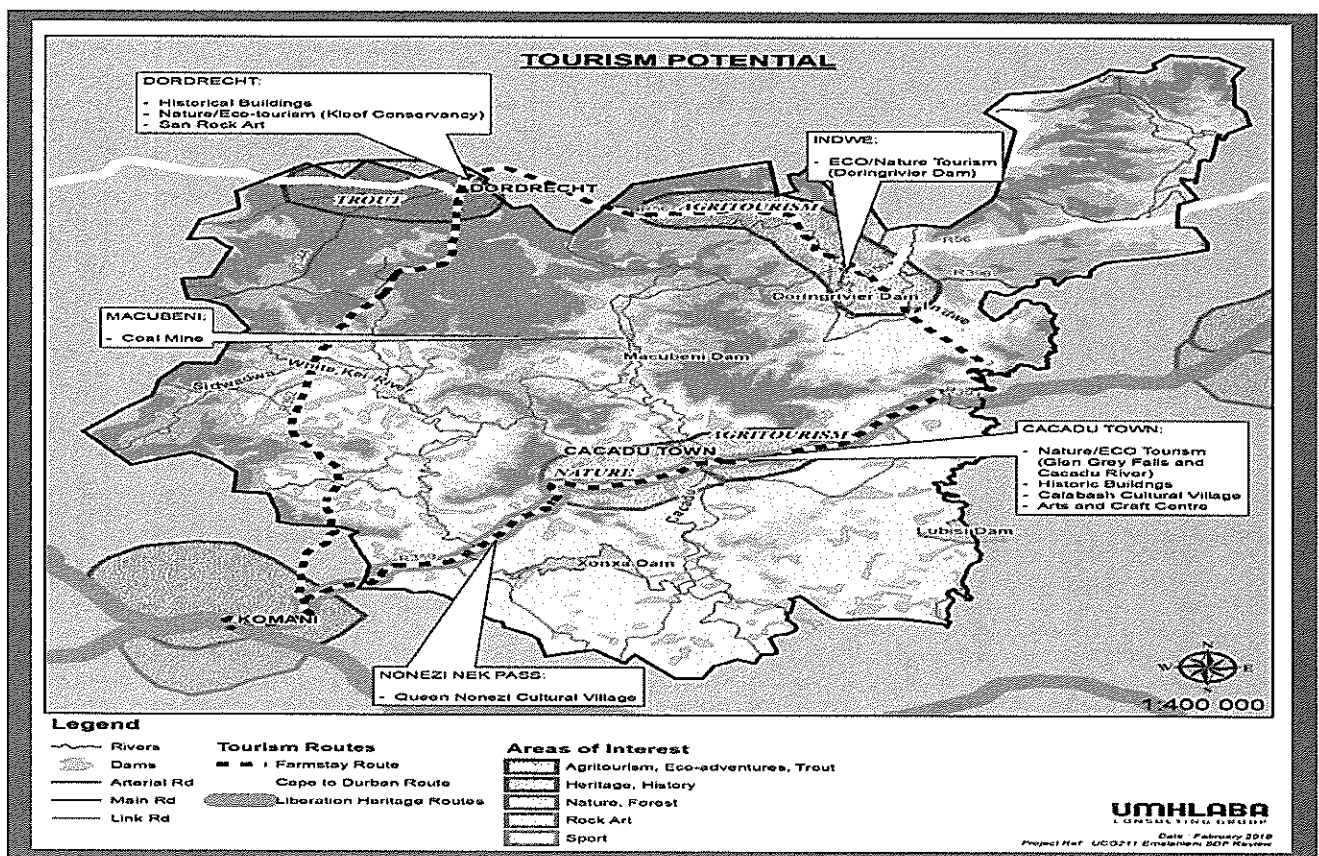
The areas that have been identified with potential for tourism development include but are not limited to:

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

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. The municipal area has cultural groups that are performing locally, nationally and internationally, selling authentic culture of Emalahleni. The cultural groups are located at Ngqoko, Mackay's neck, Tsembeyi and Dordrecht. The municipality has an arts and craft center that has been established for purposes of manufacturing and marketing of bead work and Xhosa traditional attire to local and national tourists. The center is located along Indwe Road in Lady Frere town.

## Tourism Routes

The area has been identified as having potential for a farm stay tourism route. The Ndondo Liberation Heritage Route follows the R356 through Lady Frere.



## Heritage

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

## Heritage Resources

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

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethuand Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	LuvuyoLurome 1960 to 1986 QondaHoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
Glen Grey Falls near Lady Frere	A beautiful natural site	Water sample for feasibility study harvested in the area	Emalahleni LM
The Kloof near Dordrecht	Natural site with some unique flora	Degraded due to plundering for firewood	Emalahleni LM
Cacadu River at Lady Frere	Links most Ward	No planned projects for the current financial year	Emalahleni LM
Churches in Lady Frere	Two examples of 19 <sup>th</sup> Century Churches	Well looked after	Church
Anderson Museum at Dordrecht	Oldest museum	The museum is operating	Privately owned by Anderson trust
Victorian Buildings at Dordrecht	Architectural example	Building properly maintained	Municipality / Private
Burgher Statue at Dordrecht		The statue is still in existence	Privately managed
San Rock Art at Dordrecht	Ancient art	Well kept	Private
Methodist Church at Dordrecht	Architectural example	Properly maintained	Church
Abathembu Calabash and	To restore Abathembu tradition	Well looked after	NkosiNgangomhlaba development trust
Doring river Dam at Indwe	Leisure area	Could be better utilized	Department of Water and Sanitation

Source: Chris Hani State of Environment Report

## **Liberation Route**

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

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

## **Graves of Qonda Hoho and Luvuyo Lerumo**

The student militancy generated by the Soweto uprising of 1976 led many students of Inkwanca High School in Queenstown to leave South Africa for military training. These included many rural youth who went to Inkwanca to complete their high school education. Two such were Qonda Hoho (1956-1988) and Luvuyo Lerumo (1960-1986) of Qoqondala who left at different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany. They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a firelight between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

## **Maqhashu Village**

The Old district of Glen Grey, commonly known as Lady Frere, was part of the old Cape Colony, from which it became part of Ciskei. But in the 1970s, the apartheid authorities were concerned to persuade Chief KD Matanzima to take homeland independence for Transkei. As an inducement, he was offered the district of Glen Grey and Herschel. The people of Glen Grey voted against Transkei in a referendum, but their wishes were ignored and they came under Matanzima's iron rule. Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

## **Queen Nonesi**

Queen Nonesi, the daughter of King Faku of amaMpondo, was the Great Wife of King Ngubengcuka of abaThembu. Ngubengcuka died quite suddenly in 1830, leaving Queen Nonesi without any child but she took Mtirara, Ngubengcuka's son by another wife, into her house and raised him as the future King of Thembuland. Queen Nonesi and Mtirara settled at Rhodana about 1841, a move which put the abaThembu Great House on the frontline of defence against the colonial invaders. After the War of Mlanjeni (1850-3), all black residents of present day Lukhanji were expelled into present day Emalahleni, and came under Nonesi's protection. Colonial land-hunger raised its head again in 1864 when the Colonial authorities tried to persuade the residents of Emalahleni to move to present day Intsika Yethu to free up land for white farms. Four chiefs moved, but Nonesi remained adamant. She was forcibly deported to her brother's place at Nyandeni where she died in about 1880. But by that time, she had saved the land of Emalahleni for black people.

## **Wycliffe Tsotsi Law Offices**

WM Tsotsi (1914-2005) was President of the all Africa Convention from 1948 to 1958 (later known as the New Unity Movement) as well as a founder of the Cape African Teachers Association (CATA), but he is best remembered as a gifted lawyer and organiser of people at grassroots level, earning the jocular title of 'Chief of the Thembus'. Trained as a teacher, he was the first principal of Freemantle High School, but he left teaching in 1948 to do his legal articles in Port Elizabeth. His legal expertise was legendary and distinguished by his shrewd use of procedural rules to win seemingly hopeless cases. From early on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal. Tsotsi's offices were built according to his own design

on land which he owned, an unusual situation in Lady Frere, at the time solely owned by white residents. His rights to own land was indeed challenged, but Tsotsi was able to point to neighbouring plot used by a local white trader to accommodate his hunting dogs. Does this mean, Tsotsi asked, that dogs have more right in Lady Frere than black people? He won that case too. Tsotsi's was often harassed by the police but they could not make any charge stick until 1960 he received reliable information that he was about to be arrested. He fled into exile, and eventually established a successful legal practise in Maseru where he died at the ripe age of 91.

## **SMME Development**

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

- o Increase the number of black people that manage, own and control enterprises and productive assets
- o Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- o Human resource and skills development
- o Achieving equitable representation in all occupational categories and levels in the work force
- o Preferential procurement from enterprises that are owned and managed by black people and;
- o Investment in enterprises that are owned or managed by black people
- o In responding to that Act the municipality identifies black owned Enterprises which are as follows: Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Lady Frere unit that has got functional taxi rank Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilised by the municipality and other government departments
- o Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- o Service providers (caterers and contractors), they are affiliates of Local Business Forum, they are in the municipality's database and their services are utilised. The municipality facilitates and provides the support through capacity building programmes.
- o Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimise operational costs.

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

## **Forestry**

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Mount Arthur and Machubeni. There are natural forests that are situated in the mountains of Hala No 1 Longo forest and Cumakala Village Khophe Forest The municipality is not involved in activities taking place in these forests as they are mainly used for fire wood collection. These woodlots have a tourism potential which will have to be exploited for the development of tourism in the municipal area.



## **4.2. SWOT ANALYSIS**

### **4.2.1. SWOT Analysis per economic sector**

#### **Agriculture (Agricultural Production and Agro-Processing)**

##### **Strengths**

- There is potential for higher productive uses of certain land areas for agriculture, especially in the sectors of crop production in areas where irrigation is possible from the Xonxa and Lubisi Dams and livestock (sheep farming)
- In terms of the land capability, some 34% of the total land area is deemed suitable to moderate and limited crop production. The remainder of the land area is best suited to livestock farming.
- Emalahleni Local Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products.
- Dordrecht, too, plays a Service Centre role to surrounding areas, which are predominantly comprised of extensive farming lands and there may be some potential to revive past sectors of activity in the town (e.g. dairy/cheese manufacturing)
- Agro-processing is strongly linked to consumer preferences and changes in the level of consumer demand which in turn is linked to the economic growth rate
- There is a wide range of natural-growing vegetation
- Small-Scale Irrigation Scheme

##### **Weaknesses**

- Limited access to markets for local agricultural produce
- Minimal agriculture infrastructure
- Crop diversification
- Non existing joint ventures between commercial and emerging farmers

##### **Opportunities**

- Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products.
- On the non-food side there are opportunities that could be exploited for high-value products for the medicinal, aromatics and flavourants markets.
- Growing potential of graduating Subsistence to Commercial farming
- Diversification of Livestock Improvement programmes

##### **Threats**

- Stock theft
- Climatic changes
- Disaster
- Invasion of Alien Plant
- Economic climate change
- Change in leadership.
- Community / social unrest



**SMMES (Mining and Small Medium Micro Enterprise Development)****Strengths**

- Sound Inter-governmental relations among LED role players
- Updated database of SMMEs
- Structured business entities
- Access to skills development initiatives
- There is identified potential for coal mining
- The town of Lady Frere has a relatively strong-functioning wholesale and retail trade sector that services the surrounding rural settlements.

**Weaknesses**

- LED as a cross cutting function does not get the required attention in terms of planning and budgeting
- Lack of self-employment or entrepreneurial culture
- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investments
- Lack of cooperation and sound relationship within the local business sector

**Opportunities**

- Proximity of towns to each other gives opportunities for improved markets
- Mining of coal, quarry and sand
- Rezoning of residential areas to increase business zone
- Community involvement in matters of local government
- Public Private Partnership
- Capacity development
- Utilisation of local service providers

**Threats**

- Climatic changes
- Economic climate change
- Lack of funding
- Changes in technology
- Change in leadership
- Community/social unrest

**Tourism and Heritage Management****Strengths**

- There is a notable commitment by government to invest in the sector.
- Craft industry
- Bed and breakfast facilities
- Natural attractions
- R392 Route (From KZN Midlands to Western Cape Midland)
- R410 Route (Cala to Queenstown via Lady Frere)

**Weaknesses**

- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investment.
- Lack of cooperation and sound relationship within the local business sector
- Given the importance of growing tourism demand to inform industry development, a major constraint is the difficulty experienced by individual tourism enterprises to access markets, both domestic and foreign markets.
- A number of factors including physical distance from primary markets, cost of national and international marketing, and large operators dominating the distribution channel make it difficult for individual tourism enterprises to compete with their counterparts in comparable destinations.

**Opportunities**

- Proximity of towns to each other gives opportunities for improved markets.
- Tourism demand can be grown through scaling up destination marketing efforts and creating new markets.
- While increased destination marketing will require a greater allocation of marketing resources to the municipality, opportunity exist to diversify the local tourism economy and create new markets by focusing on high growth and high yield niche markets.
- Investment in new tourism products will stimulate the creation of skilled employment.
- Interlink road (R396, R400 and R56) between KZN – WC
- Tourist attractions in the form of waterfalls, dams, mountains, resorts, cultural villages and local heritage

**Threats**

- Climatic changes
- Economic climate change
- Changes in technology
- Change in leadership.
- Community / social unrest

## 5. CHAPTER 5: LED STRATEGY FRAMEWORK

KEY ELEMENTS OF LED STRATEGY	
<b>Vision</b>	A vision makes clear the core values & principles that are central to what the local area wants to become. It is informed by the current situation & looks to the future to alter the <b>current</b> into the <b>desire</b> . A vision forms the basis for the objectives, programmes, projects and actions
<b>Objectives</b>	Objectives are more specific than a vision in pointing to where a municipality wants to be in terms of its economic development. Objectives answer the questions; 'what matters' and 'why do we want to do this or that'. As such, objectives define the priorities for economic development and are the basis upon which to decide what actions are ultimately to be undertaken.
<b>Programmes</b>	Each objective has a number of programmes related to it. A programme is a group of projects which collectively address the same objective.
<b>Projects</b>	Projects are specific initiatives to affect a programme, and ultimately enable objectives and visions to be achieved. A group of projects are designed to meet the same objective as the programme that they fall under.
<b>Actions</b>	Actions are very specific tasks needed to implement a project

### 5.1. VISION

For the purposes of this LED strategy, the vision, objectives and programmes are strategic in nature. Projects and actions on the other hand are specific and measurable, and therefore form the basis of the action plan for this strategy.

<b>Institutional</b>	<b>Directorate</b>
Vision: <i>An accountable, transformational, and financially viable municipality that delivers quality, sustainable and affordable services towards socio-economic growth and development of its communities</i>	<b>Vision:</b> <i>Creating attractive environment for sustainable local economic prosperity and growth</i>
Mission Statement: <i>A municipality that accelerates quality services in consultation with its customers and stakeholders in a quest to attain sustainable livelihood</i>	<b>Mission Statement:</b> <ul style="list-style-type: none"> <li>• <i>Striving towards conducive environment and stakeholder involvement in local economic development initiatives</i></li> <li>• <i>Building the capacity to alleviate poverty, inequality and create employment opportunities</i></li> </ul>

### 5.2. OBJECTIVES

In order to achieve the LED vision outlined above, a LED Strategy presents a number of objectives which are achievable, measureable, and viable, and provide guidelines to the municipality.

**Objective: To promote, facilitate and improve sustainable local economic development by June 2027**

#### - SMME Development

One of the key roles of local government in LED is the creation of an enabling environment for LED. While it is businesses that create the jobs, and contribute to the economy, they are reliant on government, in this case local

government, to put measures in place for them to conduct their businesses. This applies to the day-to-day operations of business currently operating, to current businesses wanting to expand, and also to attracting new businesses to investment within the local municipality. The new business opportunities in maximizing our economic sectors, the following have been identified:

- Renewable energy (solar and wind energy)
- Enterprise development
- Dairy processing
- Waste recycling
- Livestock marketing
- Crush stone production
- Formal sand mining
- Green house production

In supporting local businesses, SMME Development: The LED will influence the SCM policy to be bias towards local SMMEs. In ensuring that mentorship programmes for SMME's are developed and implemented, LED unit will work with Project Management Unit to provide mentorship to Emerging contractors when executing project within the municipality for the purpose of growth and development. The programmes designed to meet the objective are as follows:

**a) Programme: Facilitate Business Investment & Growth Through an Improved Business Climate**

Business development is premised on the idea of encouraging the establishment of new businesses, and retaining businesses within the area, while sustaining and expanding local firms in and around a particular area. Businesses require several resources for them to function optimally. Natural resources can to a large extent not be changed by a municipality and businesses requiring those resources are likely to be located close to these resources. However, there are several other factors relevant to the location of businesses, and these can to some extent be influenced by government interventions. Other locations will compete for these businesses to invest within that location, and it is therefore critical that municipality provide the business climate necessary for investment and business growth. This business climate can be created through business-friendly policies and regulations, through the provision of land and other infrastructure, through assistance on queries, and through turnaround time in responding to town planning applications and actively marketing the destination to businesses. The projects under this programme are:

- Create a business advisory service and support within the municipality.
- Facilitate red tape reduction.
- Develop investment opportunities for new and growing businesses.

**b) Programme: Facilitate Business Growth through A Local Purchasing Programme**

A key way to stimulate a local economy is through the preventions of economic leakages to other municipalities or areas. Through the creation of forward and backward value chains within a municipality, new and existing businesses can be stimulated. While local government cannot itself create businesses or force local procurement, it can however create an enabling environment for this. The projects under this programme are:

- Make use of municipality tenders to purchase locally produced goods and local services.
- Develop a "buy local, support local, produce local campaign.

**c) Programme: Facilitate the Development of SMMES & New Entrepreneurs**

SMMES are critical to economic growth and job creation within a local economy. Small business service mainly local markets, both forwards and backwards along a value chain. SMMES are more likely than big businesses to be locally owned, and the profit from a SMME is therefore more likely to remain within a local municipality. SMMES are large employers of local residents and operate both in the formal and informal economies. However, many SMMES require assistance, and local governments are well placed to provide and / or facilitate this assistance. A number of projects are included within the LED strategy to assist SMMES and new entrepreneurs within the ELM. The projects under this programme are:

- Facilitate SMME development
- Develop SMME and entrepreneurship mentoring programmes.
- Create linkages between established businesses, and SMMEs and informal service providers.
- Establish an annual Emalahleni SMME Indaba

**d) Programme: To Attract Investment to The Municipality**

A municipality should not only be reactive to economic conditions and opportunities, but rather plans their economic growth around attracting and facilitating growth in strategic sectors and / or businesses with a competitive advantage within the municipality. This requires having significant insight into the local economy and the opportunities that are presented to current and potential businesses and implementing measure to create an enabling environment for business to grasp these opportunities. It is critically important that the municipality begin to attract investment in the municipality if they are to achieve their economic development vision and create local jobs. The projects under this programme are:

- Develop Investment Attraction Plan (IAP)
- Marketing of investment opportunities to all potential stakeholders and investors

**e) Programme: Assist Informal Economy Businesses**

Informal businesses are taken care of in LED projects. The major challenge is the influx especially in Lady Frere Unit. The steps need to be taken to address their mode of operation. The project under this programme is:

- Assist informal traders and informal service providers to be formalised

SMME Unit has developed an SMME support plan detailing how informal traders and informal service providers and SMME's at large will be supported and capacitated.

**f) Programme: Facilitate the Availability of Required Skills for Business Investment, Retention and Growth**

The availability of skills within a municipality is key to attracting investment, business and economic growth. Furthermore, these need to be the right skills, in demand by local businesses and needed to grasp economic opportunities. It is not the role of local government to embark on skills training, but there are many activities that they can do to facilitate skills development such as creating linkages, financial support, mentoring and facilitating the presence of skills development companies. The projects that make up this programme are directed towards demand driven skills development and linking skills in supply with demand areas for those skills. The projects under this programme are:

- Match skills in demand with skills in supply in the municipality
- Facilitate demand led skills development.

**- Economic Infrastructure**

As stated above, natural resources cannot be changed, but a local government can put programmes and projects in place to facilitate the provision of some of the resources necessary for economic development. These include both built and human resources (e.g. know how, information, facilities, transport, roads and other infrastructure, human resources,) The programmes designed to meet this objective are selected from the analysis of the current situation of resources within the municipality, and resources necessary for future economic growth in key economic sectors. Guidance about municipal land availability for economic development will be continually sourced from SDF and Local SDF's as developed and reviewed.

Directorate is participating in IGR Fora and in Council committees to monitor infrastructure development programmes within the municipality. The programmes are as follows:

**a) Programme: Ensure the Availability of Physical Infrastructure to Facilitate Business Investment, Retention and Growth**

Physical infrastructure includes land, roads, and bulk infrastructure. These are critical elements for economic development particularly the case given to the agricultural, manufacturing and tourism strengths and opportunities within the municipality. The projects under this programme directed towards physical infrastructure provision are:

- Ensure continued good quality water supply.
- Identify and make government land available for investment.

**b) Programme: Facilitate improved transport in the municipality for economic development**

This programme is directed towards ensuring that sufficient road and transport networks exist within the municipality to enable optimal economic sector functioning and attraction of new businesses. As the municipality is primarily an export economy, transport infrastructure is of critical importance to the economy and local government has an important role to play in facilitating this transport infrastructure. Furthermore, the tourism trade in municipality is also reliant of safe, reliable road networks. Projects falling under this programme are focussed on both public transport and general road networks. They are as follows:

- Improve public transport.
- Strategically develop roads to facilitate economic development.

**- Human Resources to support economic development**

As well as creating an enabling environment through the provision of infrastructure and business support services, local government needs to create a supporting environment for the planning, implementation, monitoring and evaluation of LED. It is not done by government alone, but through collaboration and cooperation of businesses, government, NGOs and communities. This objective is focussed on creating that enabling environment within the municipality, and with how they and other stakeholders communicate and cooperate for LED.

Executive Management Committee has taken responsibility to manage internal Municipal contribution on Local Economic Development affairs. The programmes designed to meet this objective are as follows:

**a) Programme: Ensure Sufficient Collaboration and Cooperation within the municipality to Fulfil the LED Mandate**

In order for a LED unit to fulfil its mandate, it is critical that all directorates within the municipality have a defined role to play towards realisation of LED. This role should be stipulated in the IDP and budget, SDBIP and Performance Management System. The projects under this programme are:

- Ensure commitment of intra-cooperation and collaboration.
- Create awareness of LED within the municipality to enable LED mandate to be achieved.

**b) Programme: Improve Participation of All Key LED Stakeholders in LED Research, Planning, Implementation and Monitoring & Evaluation**

A critical element of LED is the cooperative planning and implementation of LED by all stakeholders including local government, local businesses, relevant provincial and national government departments and agencies, NGOs etc. Such cooperation is best achieved through some kind of structure, and regular meetings under specific frameworks. Furthermore, cooperation is reliant on regular communication between all stakeholders for LED. The projects under this programme are:

- Make use of stakeholders for cooperative planning for LED.
- Develop communication plan LED matters.



## - **Agricultural and Tourism Development in ELM**

The focus of this objective is the development of key economic sectors within the municipality to aid economic growth and employment. The sectors selected to form part of programmes are those that are currently significant sectors (in terms of either contribution to GDP or employment) and / or those sectors with growth potential. Furthermore, the focus is on sectors with the ability to create forward and backward linkages within the sector, or with other sectors businesses within the municipality and or those sectors with a competitive advantage. The Agricultural Practitioners namely Livestock and Crop production have developed support plans detailing how small scale farmers will be developed, capacitated and supported. In response to lack of diversification of agricultural and tourism economy, Agriculture Crop Unit has developed a diversification plan and Tourism Unit as well has developed tourism plan. In response to failure to implement tourism and marketing strategy, Tourism and Heritage Unit has developed Tourism Marketing Plan and its implementation has been affected already. The programmes designed to meet this objective are as follows:

### **a) Programme: Make use of Agriculture to further drive the Local Economy**

Agriculture has been significant for the development of the municipality economy. This together with its competitive advantage, as well as its strong linkages with the manufacturing sector makes it a key economic driver within the municipality. The sector's contribution to the local economy is constrained by its past and current shedding of jobs, which is of concern given the current unemployment rate within the municipality. The projects that collectively fall under this programme are as follows:

- Support small scale farmers.
- Investigate diversification of the local agricultural economy.
- Investigate mechanisms to reduce further job losses in agriculture.

### **b) Programme: Further Develop the Tourism Sector Within the municipality**

The tourism sector is one of the key sectors within municipality, through its contribution to the economy, but also it links to other sectors, and the role it has in marketing the area as a whole. A number of constraints currently exist with the sector, and this has hindered to some degree its potential. The focus of projects selected under this programme is around marketing the municipality, rather than as individual towns, the transformation of the tourism sector, and the provision of tourism infrastructure to facilitate sector growth. Specifically, the projects under this programme are:

- Diversification of tourism sector
- Collaborative marketing of the key towns and products within the municipality
- Create tourism infrastructure.

### **c) Programme: Investigate Options for Diversification of The Local Economy to Reduce Seasonality of Economic Activities**

The economy of the municipality is currently not particularly diversified, with a large reliance on agriculture, and the manufacturing of agricultural products, in particular, agro-processing. The local economy is also constrained by its seasonality and the resultant seasonality of work opportunities for non-permanent employees. This programme is therefore focussed on seeking to reduce the seasonality of employment and facilitate diversification of the economy. The projects under this programme are:

- Create new economic sectors and opportunities.
- Addressing seasonality of sectors in the municipality

### 5.3. ACTION PLAN

The Key sectoral flagship projects that ELM shall pursue are as follows:

- Seek intervention on Coal Mining
- Power generation
- Irrigation Schemes
- Agro-processing (Rural Enterprise Development Hub & Dairy Productions)
- Middle Income houses and retail investment
- Bulk infrastructure
- Community Skills Development Services
- Small Scale Mining (sand and quarrying)
- Waste buy back centre
- Investment in hospitality sector
- Heritage Development and Management
- Paving Block Programme

The vision, mission, objectives, and programmes that make up this LED strategy have been outlined. Projects and tasks are the key elements of an action plan and need to be implemented to achieve objectives. The following tables show the projects and tasks for each programme and objectives for LED in the Emalahleni Local Municipality.

<b>Objective</b>	<b>Key Focus Areas</b>	<b>Action</b>	<b>Funding</b>	<b>0-6 Months</b>	<b>6-12 Months</b>	<b>After 12 Months</b>	<b>Lead and required stakeholder</b>
<i>To promote, facilitate and improve sustainable local economic development</i>	Small Town Revitalisation	<b>Town beautification-</b> Lobby funding from the Office of the Premier for the revitalisation of Cacadu, Indwe and Dordrecht town with focus on the following: <ul style="list-style-type: none"> <li>• Transport hub (taxi and bus ranks)</li> <li>• Roads</li> <li>• Electricity</li> <li>• Water</li> </ul>	R60 000 000		X		<ul style="list-style-type: none"> <li>• Emalahleni Local Municipality</li> <li>• Office of the Premier</li> <li>• CoGTA</li> </ul>

**Key Focus Areas**      **Action**      **Funding**      **0-6 Months**      **6-12 Months**      **After 12 Months**      **Lead and required stakeholder**

	<ul style="list-style-type: none"> <li>Sanitation</li> <li>Landfill sites</li> </ul>					<ul style="list-style-type: none"> <li>ELM</li> </ul>
	Evacuation of businesses trading in pavements, main road, shacks, and containers		X			
Investment	<b>Coal Mining-</b> Seek intervention for the operation of both Elitheni Coal Mine and Coal deposits in Indwe Municipal Commonage.	None	X			<ul style="list-style-type: none"> <li>Emalahleni Local Municipality</li> <li>Chris Hani District Municipality</li> <li>Chris Hani Development Agency</li> <li>Department of Mineral and Energy</li> <li>Department of Trade and Industry</li> </ul>
	<b>Paving Block Programme-</b> Support SMME creative and innovative initiatives	Budget		X		<ul style="list-style-type: none"> <li>DEDEAT</li> <li>ECDC</li> <li>SEDA</li> <li>Ikhala TVET College</li> </ul>
	<b>Investment roundtable or summit-</b> Develop a database of Emalahleni stakeholders who can assist to position the municipality strategically and organise an investment roundtable or summit that will come out with a clear investment plan. Marketing of investment opportunities to all potential stakeholders and investors through linking up with district for investment marketing.	Budget		X		<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Emalahleni Internal Communication Unit</li> </ul>
	<b>Middle Income Houses and Retail Investment-</b> Cacadu is the capital town of Emalahleni Local Municipality	Budget		X		<ul style="list-style-type: none"> <li>CHDM</li> <li>Investors</li> </ul>

# FINAL REVIEWED LED STRATEGY

**Objective**      **Key Focus Areas**      **Action**      **Funding**      **0-6 Months**      **6-12 Months**      **After 12 Months**      **Lead and required stakeholder**

		with an abundance of government offices which makes it more suitable for middle-income houses to encourage income circulation in the municipal area of jurisdiction as most government employees are currently residing in the nearby municipalities, for example Enoch Mgijima Local Municipality. The middle-income houses at Indwe are needed to cater for envisaged economic growth due to the existence of Elitheni Coal Mine and coal deposits in the municipal commonage at Indwe. Dordrecht is growing and the need for housing is also growing very fast.					
		<b>Attract investors for leasing municipal farms for alternative sources of energy-</b> The existing farms can be leased for alternative sources of energy, like turbine wind farms and other forms of energy. There can also be hydro-electricity generation.	None		X		<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>Development of concepts or proposals and lobby for financial support-</b> Develop bankable business proposals for catalytic projects with multiply positive effects, e.g Delindlala Farming Project and Koffientein Farm	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>

# FINAL REVIEWED LED STRATEGY

Objective	Key Focus Areas	Action	Funding			Lead and required stakeholder		
			0-6 Months	6-12 Months	After 12 Months			
		<b>Lobby investment for Integrated Energy Centre (IeC)-</b> Engage the Department of Mineral and Energy (DMR) for the construction of IeC. Identification of strategic areas for fuel station in any of Emalahleni towns.	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Department of Mineral and Energy</li> </ul>	
		<b>Public Private Partnership-</b> Form partnerships with the private sector and communities in areas of common interest. The following facilities can be considered for public private partnership to transfer to costs while generating revenue: <ul style="list-style-type: none"> <li>Indwe Resort</li> <li>Kloof Conservancy</li> <li>Xonxa</li> <li>Queen Nonesi Cultural Village</li> <li>Cheese Factory</li> </ul>	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Community Service</li> <li>Corporate Services</li> <li>Budget and Treasury Office</li> </ul>	
		<b>Corporate Social Responsibility-</b> Strengthen relations with businesses that are operating in the municipal space to trickle down social responsibility initiatives to deserving communities.	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Retail stores in Emalahleni</li> <li>Small-Scale Mining Companies</li> </ul>	
		<b>Commercialisation of brick making, sand mining and quarrying-</b> The municipality will monitor the implementation of Social Labour Plan by sand mining	None		X		<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Department of Mineral Resources</li> </ul>	

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		companies and support communities to commercialise brick making, sand and quarrying. Furthermore, Department of Mineral Resources will be engaged to ensure that mining companies adhere to Labour Social Plan and economic beneficiary assessment is conducted prior to issuing of mining licence as well as permit.					
Revenue Enhancement	<b>Revenue generation-</b> The municipality needs to develop structures to support the following channels of revenue generation: <ul style="list-style-type: none"> <li>• Billboard's rentals</li> <li>• Business licencing</li> <li>• Branding programme</li> </ul> <b>Lease agreements-</b> Develop leases to cater for local businesses and farmers as they have been affected adversely by occupying municipal properties without a lease, as such when there are funding opportunities they miss out due to the failure to prove ownership through lease agreements.	None	X				<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Budget and Treasury Office</li> <li>• Community Services</li> <li>• Town Planner</li> </ul>
			None		X		<ul style="list-style-type: none"> <li>• Emalahleni Land Disposal Committee</li> </ul>
SMME Development	<b>Incubation centres as a form of SMME support through mentoring-</b> The centres like the art and craft centre shall be used as	None			X		<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Ikhala TVET College</li> <li>• Non-Profit Organisations</li> </ul>



**Objective**      **Key Focus Areas**      **Action**      **Funding**      **0-6 Months**      **6-12 Months**      **After 12 Months**      **Lead and required stakeholder**

		incubation centres through identifying potential incubators who provide mentorships.	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>Develop SMME and entrepreneurship mentoring programmes-</b> Create linkages with local schools for entrepreneurship training / mentoring	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Infrastructure Development and Human Settlement</li> <li>Budget and Treasury Office</li> </ul>
		<b>Public Sector Procurement-</b> Intensify the beneficiation of local emerging businesses from government projects through subcontracting. The SCM policies to be influenced to cater for various businesses like cooperatives and local manufacturers. The bid documents to have a condition for subcontracting.	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Emalahleni Supply Chain Management Unit</li> </ul>
		Ensure all tenders notices are available in all units of the municipality (Indwe, Dordrecht and Cacadu).	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Emalahleni Supply Chain Management Unit</li> </ul>
		Facilitate local company's registration on supplier database.	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Emalahleni Supply Chain Management Unit</li> </ul>
		Engage with developers on opportunities for SMMEs	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>
		Keep SMMEs informed on planned	None	X				<ul style="list-style-type: none"> <li>Planning Economic Development,</li> </ul>

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		developments and related opportunities					Tourism and Agriculture
		Communicate to all traders the regulations for compliance	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>War on waste through supporting recycling SMMEs that contribute to inclusive economic growth and job creation-</b> Diversion of waste away from landfill sites to reuse, recycling and recovery. Waste recycling projects are a sustainable option with a possibility to create job opportunities while addressing the waste-related challenges in the municipal area of jurisdiction.	Budget		X		<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Community Services</li> <li>Chris Hani District Municipality</li> <li>Department of Environment, Forestry and Fisheries</li> <li>Department of Economic Development, Environmental Affairs and Tourism</li> <li>Eastern Cape Development Corporation</li> </ul>
		<b>Review and integrate government support for formal and informal SMMEs-</b> Increase the participation of SMMEs in the mainstream economy and encourage self-employment.	Budget	X			<ul style="list-style-type: none"> <li>Planning Economic Development Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> <li>Department of Economic Development, Environmental Affairs and Tourism</li> <li>Eastern Cape Development Corporation</li> <li>Small Enterprise Development Agency</li> </ul>
		<b>Develop investment opportunities for new and growing businesses-</b> Assist small businesses to identify funding	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> <li>Department of Economic</li> </ul>

<i>Objective</i>	<i>Key Focus Areas</i>	<i>Action</i>	<i>Funding</i>	<i>0-6 Months</i>	<i>6-12 Months</i>	<i>After 12 Months</i>	<i>Lead and required stakeholder</i>
		institutions for incentive schemes.					Development, Environmental Affairs and Tourism • Eastern Cape Development Corporation • Small Enterprise Development Agency • ELM
		<b>Support programme to shops through facilitating participation in school nutrition programme</b>	None	X			• Department of Social Development • Department of Education • Ikhalo TVET College
		<b>Land or property auditing for leasing purposes to emerging entrepreneurs and farmers-</b> The land or properties that belong to either the municipality or the Department of Public Works will be identified to determine its ownership. In the case the land or property belongs to the municipality internal processes will be followed to ensure that the land or property adds value. The concepts documents shall be developed for submission to the Department of Public Work for the development of small businesses.	None	X			• Emalaheni Land Disposal Committee
	Agricultural Development	<b>Commonage for livestock farmers-</b> The vacant land parcels shall be made available to communal and subsistence farmers.	None	X			• Emalaheni Land Disposal Committee
		<b>Ensuring more support to emerging and small-scale</b>	Budget	X			• Planning Economic Development, Tourism and Agriculture

Objective	Key Focus Areas	Action	Funding			After 12 Months			Lead and required stakeholder
			0-6 Months	6-12 Months	Months	Months	Months	Months	
		<b>farmers-</b> Upscaling of production schemes, support through production inputs and mechanisation activities.							<ul style="list-style-type: none"> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Support small-scale farmers-</b> Develop and regularly update a small farmer database	None	X					<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Marketing-</b> Create linkages between small-scale farmers and purchasers / markets	None	X					<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Value addition-</b> Investigate further agro-processing opportunities.	Budget	X					<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Addressing seasonality of sectors in the municipality:</b> <ul style="list-style-type: none"> <li>- Establishment / revitalisation of irrigation schemes to address seasonality challenges.</li> <li>- Investigate maize cultivar that can stand weather condition of the municipal area</li> </ul>	Budget				X		<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		<b>Massive Crop Production</b>	None	X			<ul style="list-style-type: none"> <li>• ELM</li> <li>• DRDAR</li> <li>• Traditional Leaders</li> </ul>
		<ul style="list-style-type: none"> <li>• Organise back to basics programmes or campaigns towards full utilisation of land for crop production to attain food security and sustained communities</li> </ul>					
		<b>Reduction of further job losses in agriculture-</b> Investigate mechanisms to reduce further job losses in agriculture.	Budget			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Create new economic sectors and opportunities-</b> Feasibility assessment of farming and processing of new farming activities (e.g. Lucerne, wheat, fruit and vegetables).	Budget			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<b>Investment in bulk and economic infrastructure-</b>	Budget	X			<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Chris Hani District Municipality</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> </ul>
		<ul style="list-style-type: none"> <li>• Lobby for provision of bulk infrastructure as an enabler for economic development</li> <li>• construction and refurbishment of dipping tanks, shearing sheds and stock pens.</li> </ul>					

**Objective**      **Key Focus Areas**      **Action**      **Funding**      **0-6 Months**      **6-12 Months**      **After 12 Months**      **Lead and required stakeholder**

		<b>Wool processing plant-</b> Conduction of feasibility study to determine the viability of wool processing in the municipal area of jurisdiction.	Budget			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Chris Hani District Municipality</li> <li>• Department of Rural Development and Agrarian Reform</li> <li>• Department of Agricultural, Land Reform and Rural Department</li> <li>• Department of Economic Development, Tourism and Environmental Affairs</li> <li>• Eastern Cape Development Corporation</li> <li>• Small Enterprise Development Agency</li> <li>• Department of Trade and Industry</li> <li>• ELM</li> <li>• DRDAR</li> </ul>
		<b>Resuscitation of Animal Stock Count-</b> The livestock owners to be engaged to facilitate the stock count programme in quest of curbing stock theft and identification of stray animals.	None		X		
		<b>Livestock Branding and Marketing-</b> Strengthening of Livestock Branding Programme and Livestock Marketing	Budget		X		<ul style="list-style-type: none"> <li>• ELM</li> <li>• DRDAR</li> </ul>
		<b>Water Harvesting-</b> Dam Scooping and Desilting to ensure that water is not running without being trapped into dams for future usage	Budget		X		<ul style="list-style-type: none"> <li>• ELM</li> <li>• DRDAR</li> </ul>



Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		<b>Awareness on forestry-</b> Enhance knowledge of communities surrounding forests on conservation and economic opportunities in forestry	None			X	<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> <li>Department of Agriculture, Forestry and Fisheries</li> </ul>
		<b>Afforestation-</b> Rehabilitation of Emalahleni woodlots	Budget			X	<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> <li>Department of Agriculture, Forestry and Fisheries</li> <li>Department of Economic Development, Tourism and Environmental Affairs</li> <li>ELM</li> <li>DAFF</li> </ul>
		<b>Fishing licences:</b> Exploring opportunities in the ocean economy			X		
	Tourism Development	<b>Conduct tourism product audit-</b> create an inventory list to determine the attractions in the municipal area of jurisdiction	None			X	<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>Marketing of tourism facilities-</b> Collaborative marketing of Emalahleni as a tourist destination with the district, sector departments and private sector.	None			X	<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> <li>National Department of Tourism</li> <li>Eastern Cape Parks and Tourism Agency</li> <li>ELM</li> <li>Komani Hiking Club</li> </ul>
		<b>Hiking and Camping-</b> Emalahleni Local Municipality in the Eastern Cape is endowed with scenic mountains and waterfalls which have attracted interest from the hiking clubs for	Budget	X			

<i>Objective</i>	<i>Key Focus Areas</i>	<i>Action</i>	<i>Funding</i>	<i>0-6 Months</i>	<i>6-12 Months</i>	<i>After 12 Months</i>	<i>Lead and required stakeholder</i>
		camping, picnicking, and hiking.	None			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Local Schools</li> <li>• Technical and Vocational Education and Training Colleges</li> </ul>
		<b>Roll out the school's tourism programme that is fostering a tourism mind-set among youth-</b> The entrepreneurial culture needs to be inculcated from schools in pursuit of ensuring that youth grow up understanding what tourism means and its impact on the economy as well as the role they can play.	None		X		<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> <li>• Community Services</li> <li>• Chris Hani District Municipality</li> </ul>
		<b>Communicating, informing and empowering tourism establishments to implement all COVID-19 regulations-</b> Assist tourism product owners and owners of tourism establishments to be compliant to COVID-19 regulations for the safety of tourists and for Emalahleni to be marketable.	Budget			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>Marketing of investment opportunities to all potential stakeholders and investors-</b> Attend investment conferences and business networking events.	Budget			X	<ul style="list-style-type: none"> <li>• Planning Economic Development, Tourism and Agriculture</li> </ul>
		<b>Create tourism infrastructure-</b> Develop signage to key tourism products across the municipality area of jurisdiction.	Budget				

# FINAL REVIEWED LED STRATEGY

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		<b>Investment in hospitality sector-</b> Identifications and development of tourism facilities	Budget		X		<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Chris Hani District Municipality</li> </ul>
		<b>Lobby investment for man-made tourist attractions:</b> Feasibility study for adventure or outdoor activities at Bozwana	Budget		X		<ul style="list-style-type: none"> <li>ELM</li> <li>DEDEAT</li> <li>ECDC</li> </ul>
		Heritage Development and Management	Budget		X		<ul style="list-style-type: none"> <li>ELM</li> <li>Heritage Council of South Africa</li> <li>ECPHRA</li> </ul>
	Skills Development	<b>Capacity building-</b> Build skills base through skills audit and facilitation of trainings in line with identified training needs.	None	X			<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Department of Economic Development, Environmental Affairs and Tourism</li> <li>Eastern Cape Development Corporation</li> <li>Small Enterprise Development Agency</li> </ul>
		Initiate partnerships with businesses, colleges, etc. for training in skills gaps	None			X	<ul style="list-style-type: none"> <li>Planning Economic Development, Tourism and Agriculture</li> <li>Eastern Cape Development Corporation</li> <li>Small Enterprise Development Agency</li> </ul>
	Job creation	Facilitation of creation of job opportunities	Budget	X			<ul style="list-style-type: none"> <li>ELM</li> <li>CoGTA</li> <li>Department of Public Works</li> </ul>

The Directorate will ensure prioritization of LED project on annual basis as budget permits.

## **6. CHAPTER 6: RISKS, MITIGATION MEASURES AND CONCLUSION**

### **6.1. RISKS**

There are a number of risks that could derail the strategy and demand a rethink and changes to the strategy. Some of the risks identified by stakeholders are:

- Political instability and a lack of political leadership and will as a result of changes in the political leadership.
- The lack of alignment between spheres of government and between government and state-owned enterprises and the private sector which could undermine the strategy:
- Lack of buy-in and ownership across sectors to the LED plan
- Unfunded mandates which in turn will result in a lack of delivery around core areas.
- Nonparticipation of Sector departments
- Nonparticipation of SMMEs
- Failure to attract investors.
- Internal Capacity gap

### **6.2. RISK MITIGATION STRATEGIES**

- Strengthen Inter Governmental Relations
- Strengthen Business Forums
- Establish Public Private Partnerships

### **6.3. CONCLUSION**

This strategy provides the framework for a more detailed implementation plan in which a few lead multi-stakeholder projects need to be identified to set the tone and begin the process of turning around the local economy through creating sustainable jobs. Within each stakeholder grouping there needs to be a champion to drive the LED programme. In the municipality this will be the LED directorate active support from the Mayor, Council and more particularly the Economic Development Portfolio Holder. The municipalities' plan will be woven into the IDP.

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## REFERENCE LIST

- Chris Hani Integrated Development Plan
- Chris Hani State of Environment Report
- CSIR- Geospatial Platform and NSDP
- ECSECC 2020
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- Emalahleni LED Strategy
- Emalahleni Spatial Development Framework
- Mohr, P., Fourie, L. & Associates. 2015. Economics for South African Students. 5<sup>th</sup> Edn. Pretoria: Van Schaik.
- Statistics South Africa 2011

  
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28-07-2022  
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