



FINAL REVIEWED LED STRATEGY

2023

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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

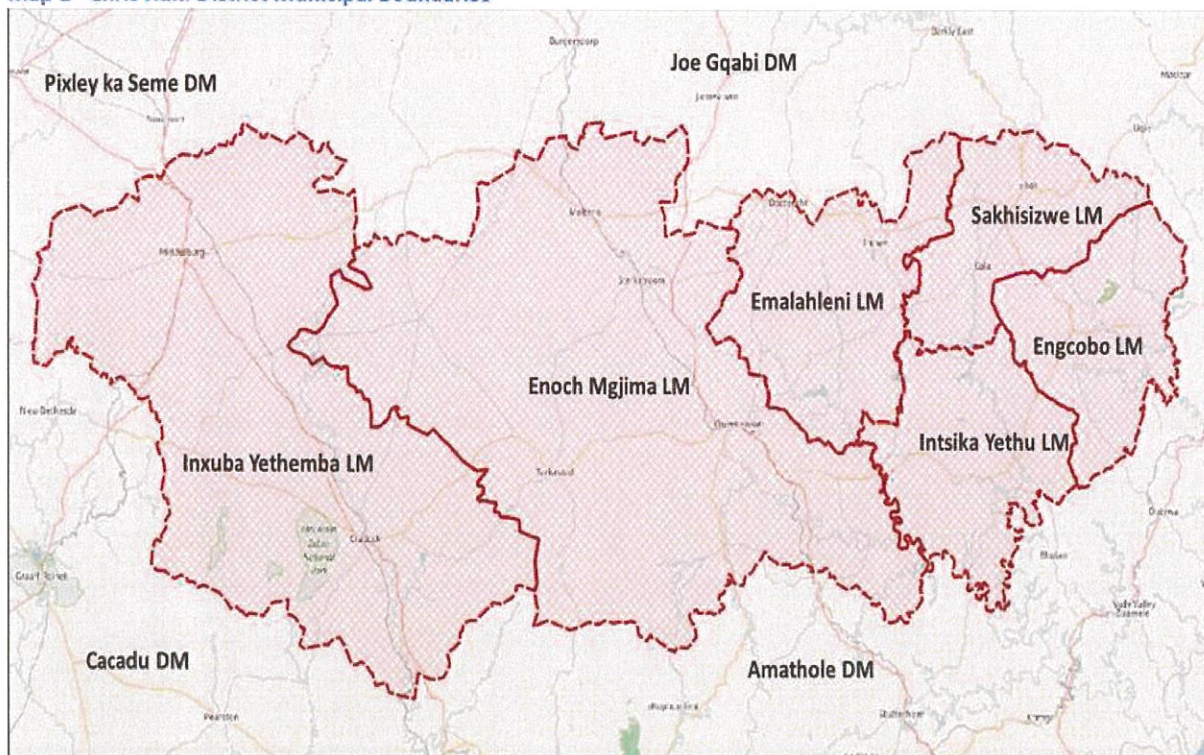
1.1. Background

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"> Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities. Build government capacity to support municipalities. Strengthen monitoring and evaluation at district and local levels. Implement a balanced approach towards development between urban and rural areas. Exercise oversight over budgets and projects in an accountable and transparent manner. 	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)

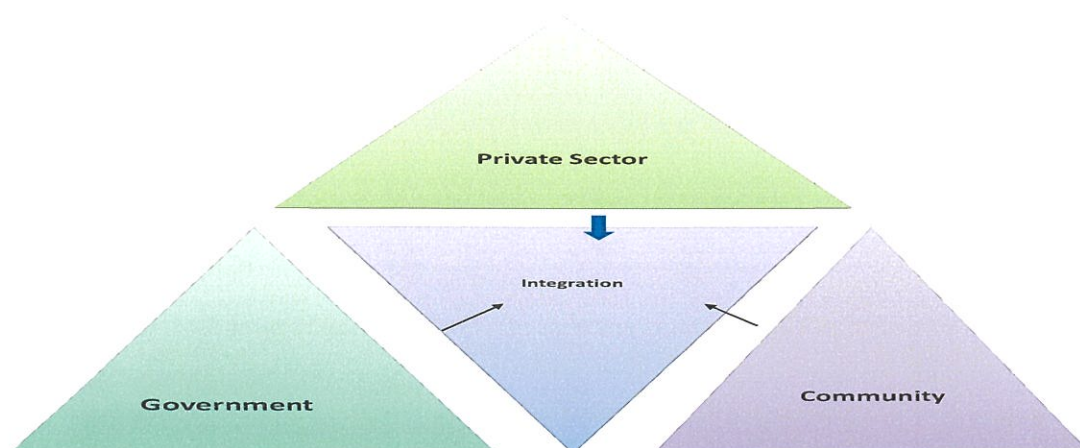
- It is a vision 2030 for the municipality which is talking about the ideal infrastructure development of the municipality for the purposes of economic growth and economic development through large scale mining

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

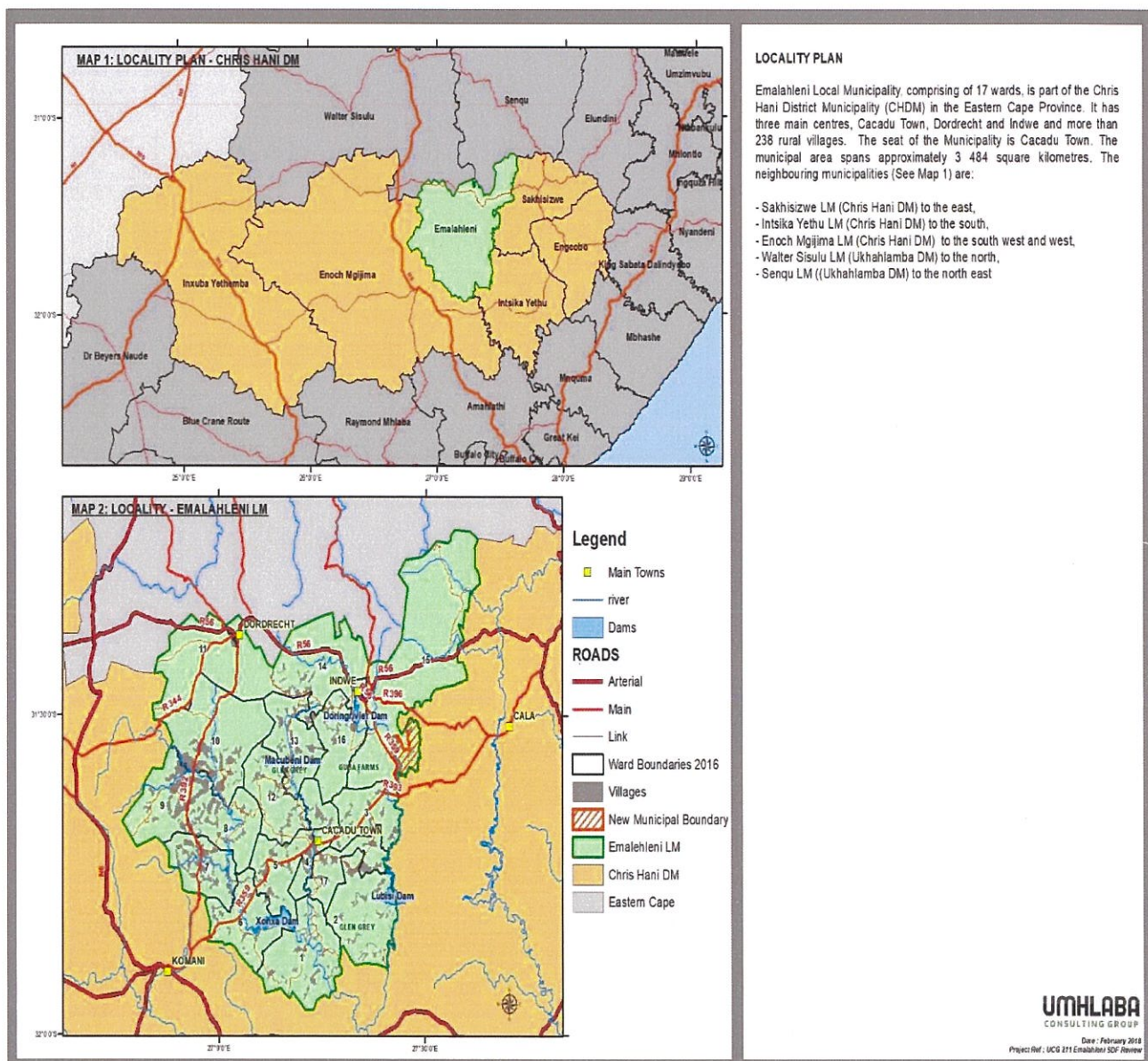
This chapter provides an outline of the socio-economic characteristics of the Emalahleni Local Municipality.

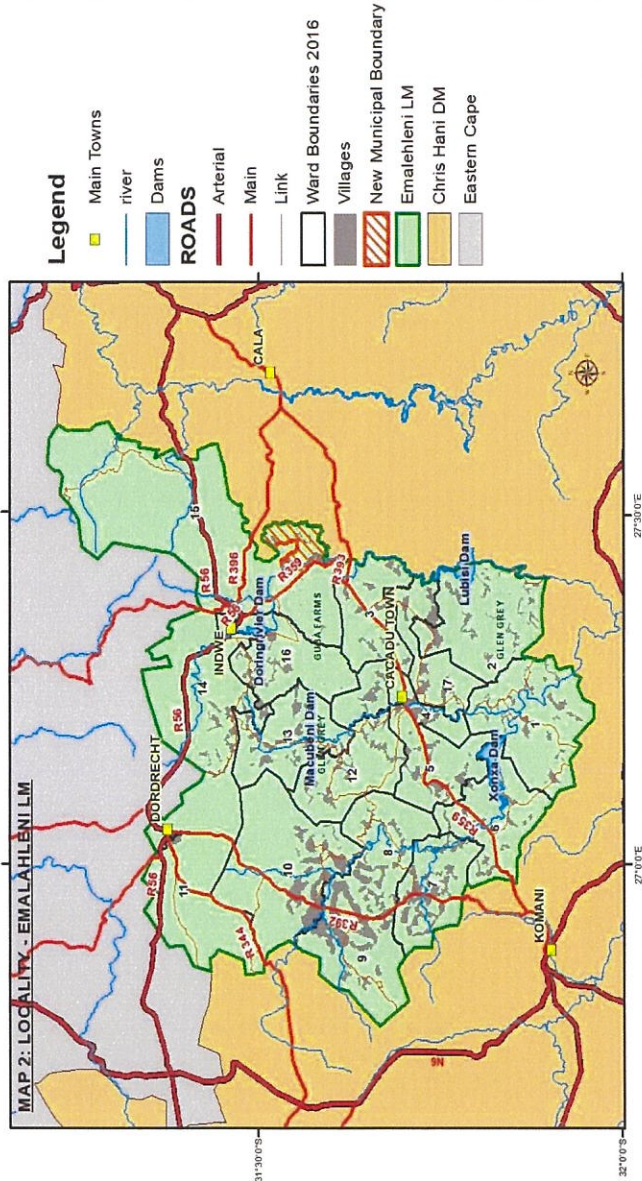
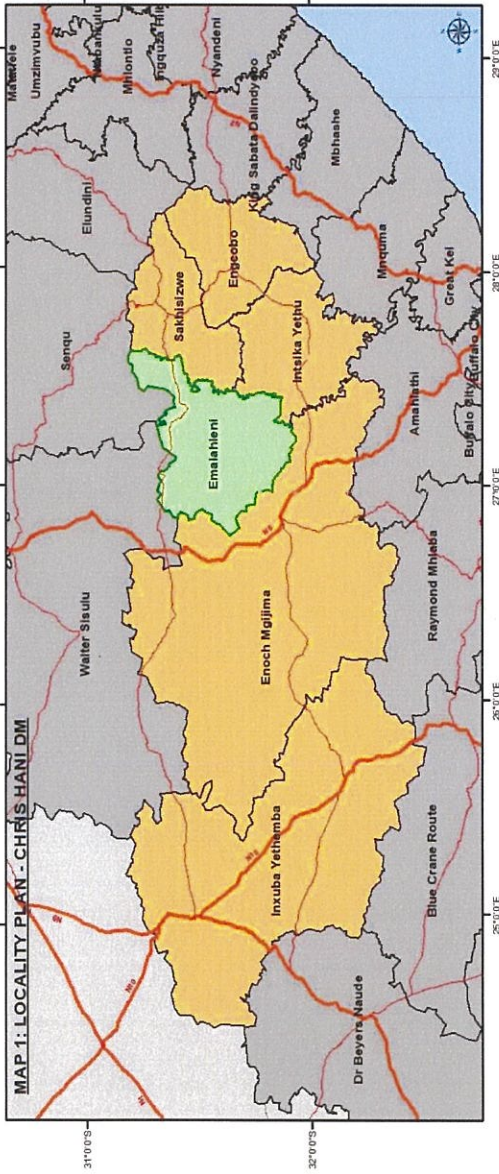
2.1. SITUATIONAL ANALYSIS

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





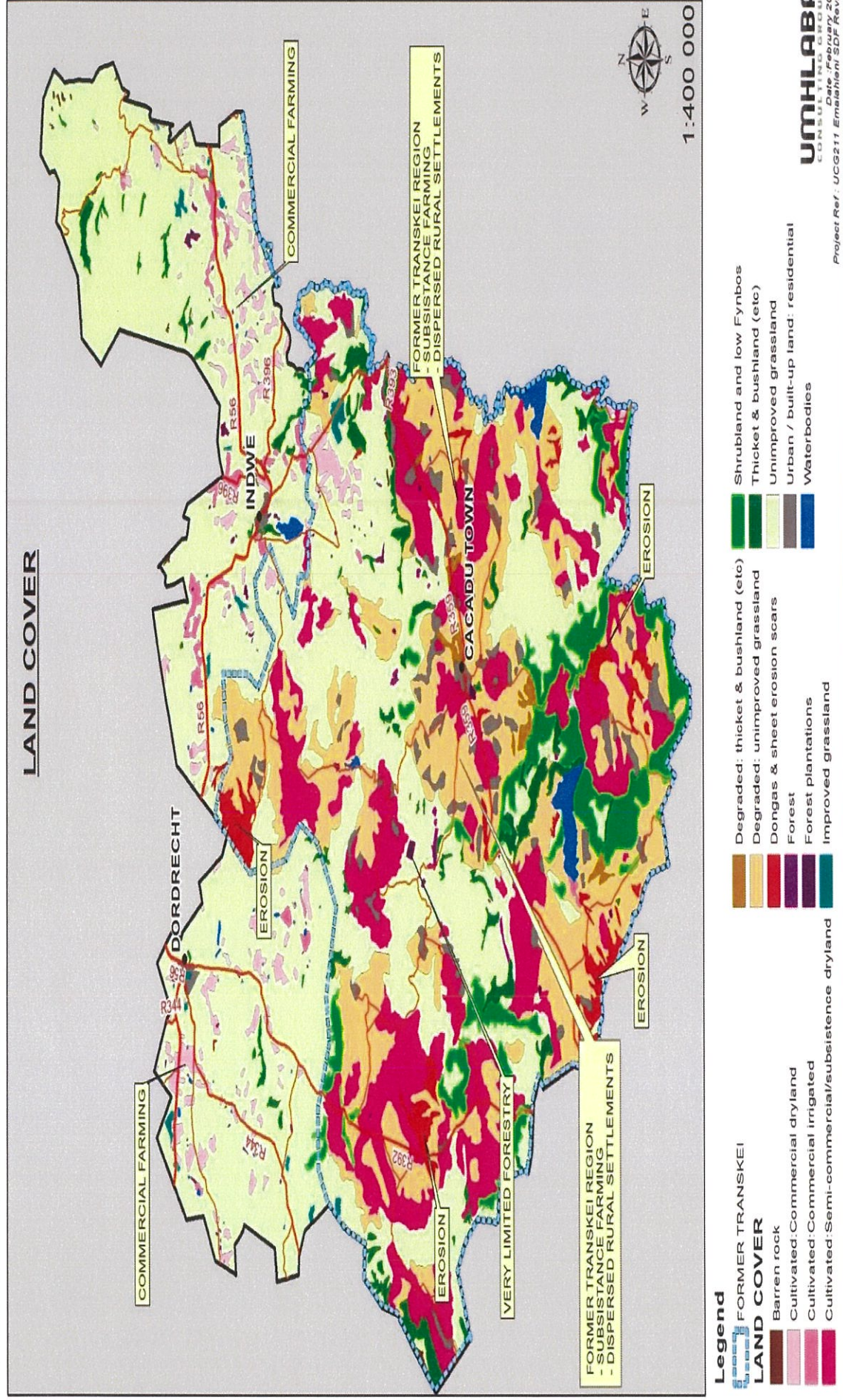
LOCALITY PLAN

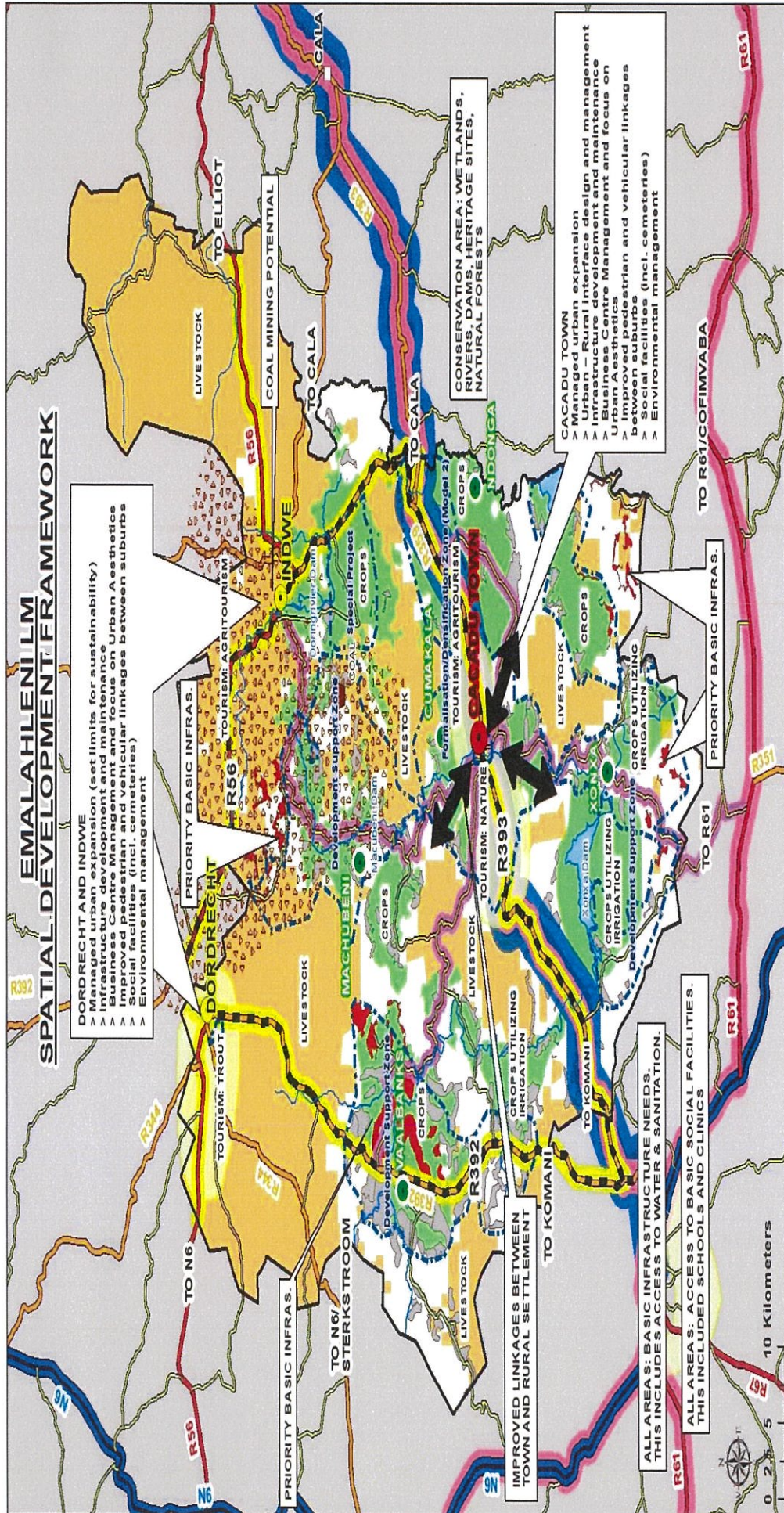
Emalahleni Local Municipality, comprising of 17 wards, is part of the Chris Hani District Municipality (CHDM) in the Eastern Cape Province. It has three main centres, Cacadu Town, Dordrecht and Indwe and more than 238 rural villages. The seat of the Municipality is Cacadu Town. The municipal area spans 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

NODES

- Primary Node
- Secondary Node
- Rural Nodes

CORRIDOR

- Mobility Routes
- Municipal Activity Linking Corridor

DEVELOPMENT CORRIDOR

- North-East Corridor

TOURISM ROUTES

- Farmstay Route
- Liberation Heritage Routes

STRATEGIC DEVELOPMENT AREAS

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

BASIC INFRASTRUCTURE

- Adequate
- Infra Needs: Extension

EMALAHLENI LM

SPATIAL DEVELOPMENT FRAMEWORK

DORDRECHT AND INDWE

- Managed urban expansion (set limits for sustainability)
- Infrastructure development and maintenance
- Improved pedestrian and vehicular linkages between suburbs
- Social facilities (incl. cemeteries)
- Environmental management

CACADU TOWN

- Managed urban expansion
- Infrastructure development and maintenance
- Business Centre Management and focus on Urban Aesthetics
- Improved pedestrian and vehicular linkages
- Social facilities (incl. cemeteries)
- Environmental management

CONSERVATION AREA: WETLANDS, RIVERS, DAMS, HERITAGE SITES, NATURAL FORESTS

ALL AREAS: BASIC INFRASTRUCTURE NEEDS. THIS INCLUDES ACCESS TO WATER & SANITATION. ALL AREAS: ACCESS TO BASIC SOCIAL FACILITIES. THIS INCLUDES SCHOOLS AND CLINICS.



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 Adequate Energy Sources		To facilitate access to energy sources, supply to all residents of ELM
Human Settlement and Building Control		To facilitate provision of human settlements by relevant sector department in compliance with standards of building controls of ELM
Disaster Management within ELM		To ensure a safe and secure environment through mitigating the negative impacts of disasters
Environmental Management and Waste Removal		To create a safe environment for all people of ELM and Local Municipality
Water		Ugupa, Maphahla, Inyanga, Luvuvu, Ntshinda
Sanitation		Ugupa, Zombe, Masheane, Lanti, Enkhambeni, Outhlabeni, Sengweni, Luvuvu
Electricity supply, extensions and infra		Zombe, Maphahla, Luvuvu, Lanti (Mthongeni), Luvuvu field, Zombe and Lanti
Water Schemes		Greyjoyan, Hella
Water Resource Management Plan		Luvuvu Dam
Wastewater		Luvuvu Dam
Streetlights		Luvuvu Dam
Ward 3		Luvuvu Dam
Ward 4		Luvuvu Dam
Ward 5		Luvuvu Dam
Ward 6		Luvuvu Dam
Ward 7		Luvuvu Dam
Ward 8		Luvuvu Dam
Ward 9		Luvuvu Dam
Ward 10		Luvuvu Dam
Sanitation and extension		Luvuvu Dam
Streetlights		Luvuvu Dam
Housing Project		Luvuvu Dam
Water and Sanitation		Luvuvu Dam
Electricity		Luvuvu Dam
Ward 12		Luvuvu Dam
Ward 13		Luvuvu Dam
Ward 14		Luvuvu Dam
Ward 15		Luvuvu Dam
Ward 16		Luvuvu Dam
Ward 17		Luvuvu Dam

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 ³ /year	Fair
Treatment	Capacity of 90 m ³ /hr	Poor
Reservoirs	No. 2, 2,200 m ³ , 1,100 m ³	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).

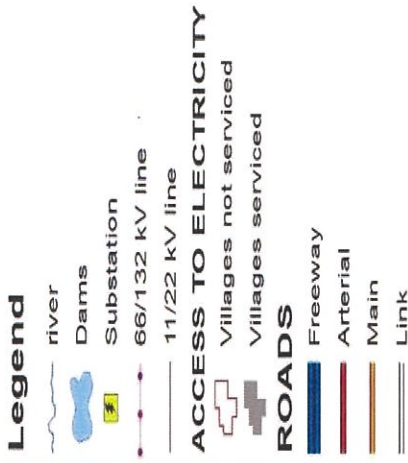
Component	Description	Condition
Pumps	Pumping scheme from the river to the treatment works using two pumps	Good
Source	Cacadu River to Macubeni Dam	-
Treatment	Capacity of 40 l/s	Fair
Reservoirs	No. 3, each 600 kℓ	Good
Control (meters)	Metered	-

2.4. Infrastructure Development: Dordrecht Water

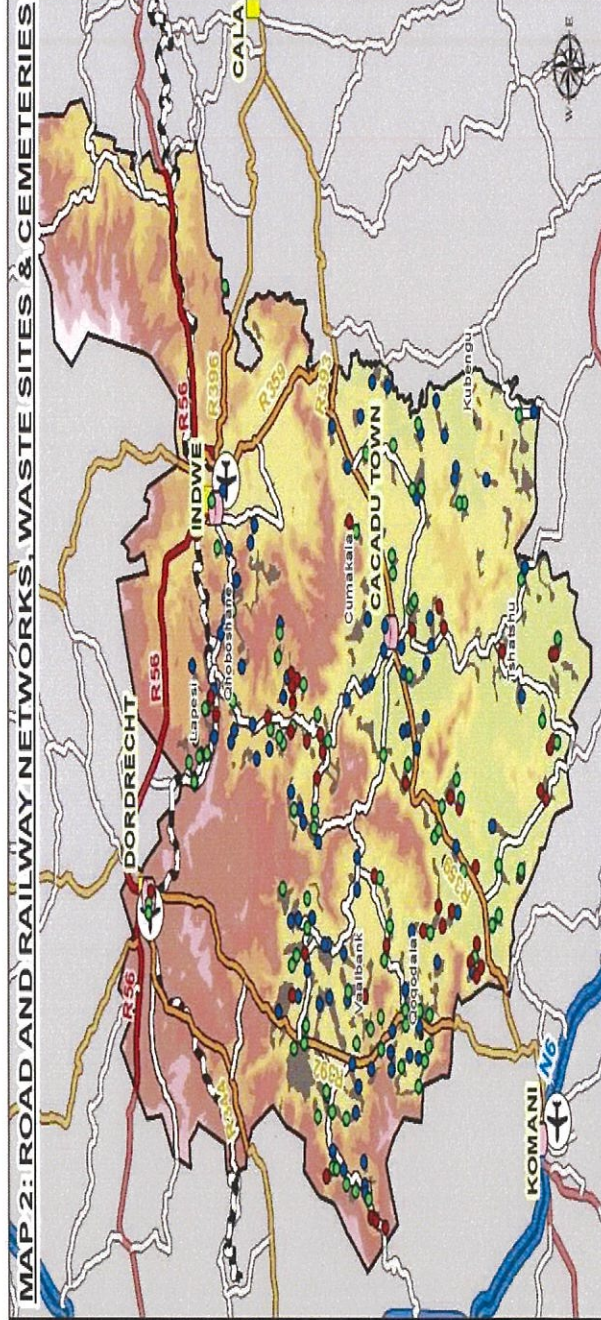
Dordrecht water treatment works receives raw water through a pumped system from the Anderson and Munnik Dams. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Some of the water is pumped to two off-site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

Component	Description	Condition
Pumps	Only from Munnik Dam, Pump rate 100m ³ /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	

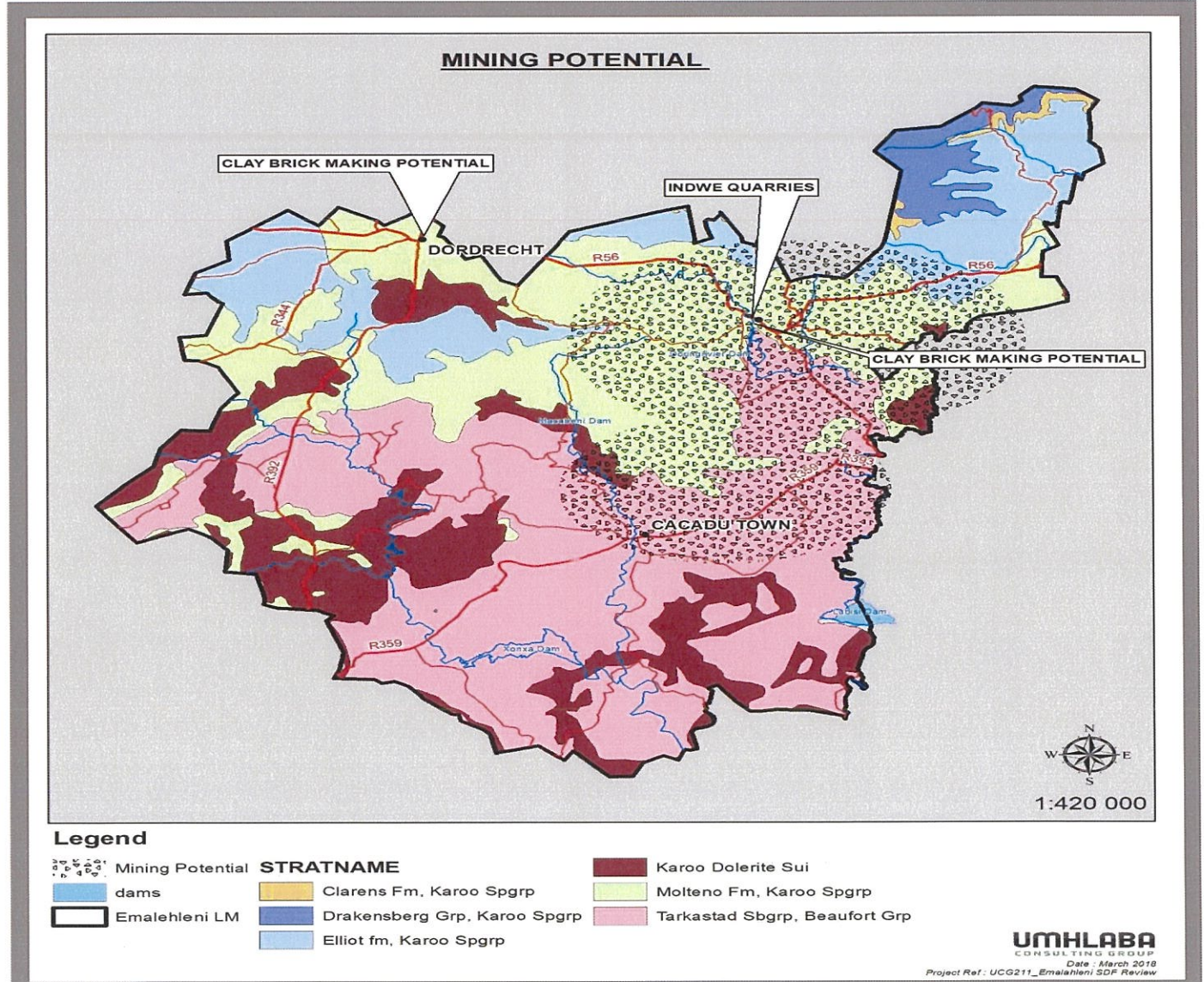
MAP 1: ACCESS TO ELECTRICITY



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



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.

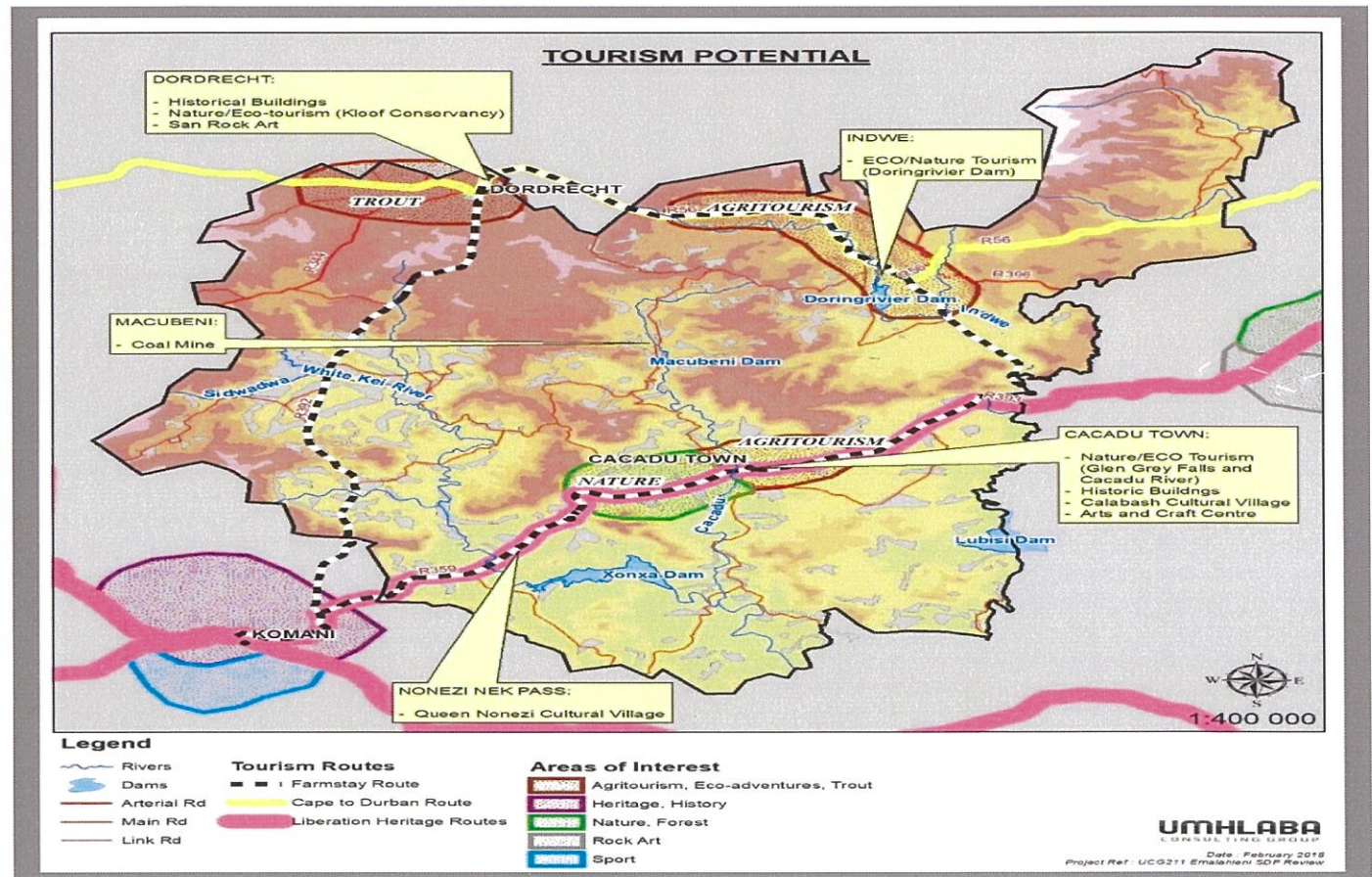
The areas that have been identified with potential for tourism development include but are not limited to:

- 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 Nondo 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 th 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 the different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany. They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a firelight between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

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 Ngubengcaka of abaThembu. Ngubengcaka died quite suddenly in 1830, leaving Queen Nonesi without any child but she took Mtirara, Ngubengcaka'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 Middlelands to Western Cape Midleland)
- R410 Route (Cala to Queenstown via Lady Frere)

Weaknesses

- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external 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	
Vision	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 current into the desire . A vision forms the basis for the objectives, programmes, projects and actions
Objectives	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.
Programmes	Each objective has a number of programmes related to it. A programme is a group of projects which collectively address the same objective.
Projects	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.
Actions	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.

Institutional	Directorate
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>	Vision: <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>	Mission Statement: <ul style="list-style-type: none"> • <i>Striving towards conducive environment and stakeholder involvement in local economic development initiatives</i> • <i>Building the capacity to alleviate poverty, inequality and create employment opportunities</i>

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

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.

Objective	Key Focus Areas	Action	Funding 0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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<i>To promote, facilitate and improve sustainable local economic development</i>	Small Town Revitalisation	Town beautification- 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"> • Transport hub (taxi and bus ranks) • Roads • Electricity • Water • Sanitation 	R60 000 000	X		<ul style="list-style-type: none"> • Emalahleni Local Municipality • Office of the Premier • CoGTA
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FINAL REVIEWED LED STRATEGY

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		<ul style="list-style-type: none"> Landfill sites 					
		Evacuation of businesses trading in pavements, main road, shacks, and containers		X			<ul style="list-style-type: none"> ELM
Investment		Coal Mining- 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"> Emalahleni Local Municipality Chris Hani District Municipality Chris Hani Development Agency Department of Mineral and Energy Department of Trade and Industry
		Paving Block Programme- Support SMME creative and innovative initiatives	Budget		X		<ul style="list-style-type: none"> DEDEAT ECDC SEDA Ikhala TVET College
		Investment roundtable or summit- Develop a database of Emalahleni stakeholders who can assist to position the municipality strategic 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"> Planning Economic Development, Tourism and Agriculture Emalahleni Internal Communication Unit
		Middle Income Houses and Retail Investment- Cacadu is the capital town of Emalahleni Local Municipality with an abundance of government offices which makes it more suitable	Budget		X		<ul style="list-style-type: none"> CHDM Investors

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		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.					
		Attract investors for leasing municipal farms for alternative sources of energy- 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"> Planning Economic Development, Tourism and Agriculture
		Development of concepts or proposals and lobby for financial support- Develop bankable business proposals for catalytic projects with multiply positive effects, e.g Delindlala Farming Project and Koffiefontein Farm	None	X			<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture
		Lobby investment for Integrated Energy Centre (IeC)- Engage the Department of Mineral and Energy	None		X		<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Department of Mineral and Energy

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		(DMR) for the construction of IeC. Identification of strategic areas for fuel station in any of Emalahleni towns.					
		<p>Public Private Partnership- 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:</p> <ul style="list-style-type: none"> • Indwe Resort • Kloof Conservancy • Xonxa • Queen Nonesi Cultural Village • Cheese Factory 	None		X		<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Community Service • Corporate Services • Budget and Treasury Office
		<p>Corporate Social Responsibility- Strengthen relations with businesses that are operating in the municipal space to trickle down social responsibility initiatives to deserving communities.</p>	None		X		<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Retail stores in Emalahleni • Small-Scale Mining Companies
		<p>Commercialisation of brick making, sand mining and quarrying- The municipality will monitor the implementation of Social Labour Plan by sand mining companies and support communities to commercialise brick making, sand and quarrying. Furthermore, Department of Mineral Resources will be engaged</p>	None			X	<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Department of Mineral Resources

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		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	<p>Revenue generation- The municipality needs to develop structures to support the following channels of revenue generation:</p> <ul style="list-style-type: none"> • Billboard's rentals • Business licencing • Branding programme <p>Lease agreements- 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.</p>	None	X			<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Budget and Treasury Office • Community Services • Town Planner
			None		X		<ul style="list-style-type: none"> • Emalahleni Land Disposal Committee
	SMME Development	<p>Incubation centres as a form of SMME support through mentoring- The centres like the art and craft centre shall be used as incubation centres through identifying potential incubators who provide mentorships.</p> <p>Develop SMME and entrepreneurship mentoring</p>	None		X		<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Ikhala TVET College • Non-Profit Organisations
			None	X			<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		War on waste through supporting recycling SMMEs that contribute to inclusive economic growth and job creation- 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"> • Planning Economic Development, Tourism and Agriculture • Community Services • Chris Hani District Municipality • Department of Environment, Forestry and Fisheries • Department of Economic Development, Environmental Affairs and Tourism • Eastern Cape Development Corporation
		Review and integrate government support for formal and informal SMMEs- Increase the participation of SMMEs in the mainstream economy and encourage self-employment.	Budget	X			<ul style="list-style-type: none"> • Planning Economic Development Tourism and Agriculture • Chris Hani District Municipality • Department of Economic Development, Environmental Affairs and Tourism • Eastern Cape Development Corporation • Small Enterprise Development Agency
		Develop investment opportunities for new and growing businesses- Assist small businesses to identify funding institutions for incentive schemes.	None	X			<ul style="list-style-type: none"> • Planning Economic Development Tourism and Agriculture • Chris Hani District Municipality • Department of Economic Development, Environmental Affairs and Tourism • Eastern Cape Development Corporation • Small Enterprise Development Agency

		Support programme to shops through facilitating participation in school nutrition programme	None	X			<ul style="list-style-type: none"> • ELM • Department of Social Development • Department of Education • Ikhalo TVET College • Emalahleni Land Disposal Committee
		Land or property auditing for leasing purposes to emerging entrepreneurs and farmers- 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 Works for the development of small businesses.	None	X			
Agricultural Development		Commonage for livestock farmers- The vacant land parcels shall be made available to communal and subsistence farmers.	None	X			<ul style="list-style-type: none"> • Emalahleni Land Disposal Committee
		Ensuring more support to emerging and small-scale farmers- Upscaling of production schemes, support through production inputs and mechanisation activities.	Budget	X			<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Department of Rural Development and Agrarian Reform • Department of Agricultural, Land Reform and Rural Department

Objective	Key Focus Areas	Action	Funding			Lead and required stakeholder	
			0-6 Months	6-12 Months	After 12 Months	Lead	Required stakeholder
1. Establish a clear vision and mission statement for the organization.	Strategic Planning	Develop a strategic plan that outlines the organization's vision, mission, and goals.	Allocate funding for strategic planning activities.	Allocate funding for strategic planning activities.	Allocate funding for strategic planning activities.	Strategic Planning Committee	Board of Directors
			Allocate funding for strategic planning activities.	Allocate funding for strategic planning activities.	Allocate funding for strategic planning activities.	Strategic Planning Committee	Board of Directors
2. Conduct a comprehensive market research and analysis.	Market Research	Conduct a comprehensive market research and analysis to identify opportunities and threats.	Allocate funding for market research activities.	Allocate funding for market research activities.	Allocate funding for market research activities.	Market Research Team	Marketing Department
			Allocate funding for market research activities.	Allocate funding for market research activities.	Allocate funding for market research activities.	Market Research Team	Marketing Department
3. Develop a robust financial plan and budget.	Financial Planning	Develop a robust financial plan and budget that aligns with the organization's goals.	Allocate funding for financial planning activities.	Allocate funding for financial planning activities.	Allocate funding for financial planning activities.	Financial Planning Team	Finance Department
			Allocate funding for financial planning activities.	Allocate funding for financial planning activities.	Allocate funding for financial planning activities.	Financial Planning Team	Finance Department
4. Implement a strong marketing and sales strategy.	Marketing and Sales	Implement a strong marketing and sales strategy to drive revenue growth.	Allocate funding for marketing and sales activities.	Allocate funding for marketing and sales activities.	Allocate funding for marketing and sales activities.	Marketing and Sales Team	Marketing Department
			Allocate funding for marketing and sales activities.	Allocate funding for marketing and sales activities.	Allocate funding for marketing and sales activities.	Marketing and Sales Team	Marketing Department
5. Establish a strong operational framework.	Operations	Establish a strong operational framework to ensure efficient execution of the organization's strategy.	Allocate funding for operational activities.	Allocate funding for operational activities.	Allocate funding for operational activities.	Operations Team	Operations Department
			Allocate funding for operational activities.	Allocate funding for operational activities.	Allocate funding for operational activities.	Operations Team	Operations Department
6. Monitor and evaluate the organization's performance.	Performance Monitoring	Monitor and evaluate the organization's performance against its goals and objectives.	Allocate funding for performance monitoring activities.	Allocate funding for performance monitoring activities.	Allocate funding for performance monitoring activities.	Performance Monitoring Team	Finance Department
			Allocate funding for performance monitoring activities.	Allocate funding for performance monitoring activities.	Allocate funding for performance monitoring activities.	Performance Monitoring Team	Finance Department

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
		for crop production to attain food security and sustained communities					
		Reduction of further job losses in agriculture- Investigate mechanisms to reduce further job losses in agriculture.	Budget			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Department of Rural Development and Agrarian Reform Department of Agricultural, Land Reform and Rural Department
		Create new economic sectors and opportunities- 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"> Planning Economic Development, Tourism and Agriculture Department of Rural Development and Agrarian Reform Department of Agricultural, Land Reform and Rural Department
		Investment in bulk and economic infrastructure- <ul style="list-style-type: none"> Lobby for provision of bulk infrastructure as an enabler for economic development construction and refurbishment of dipping tanks, shearing sheds and stock pens. 	Budget	X			<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality Department of Rural Development and Agrarian Reform Department of Agricultural, Land Reform and Rural Department
		Wool processing plant- 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"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality Department of Rural Development and Agrarian Reform

FINAL REVIEWED LED STRATEGY

Objective

Key Focus Areas

Action

Funding

0-6 Months

6-12 Months

After 12 Months

Lead and required stakeholder

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
							<ul style="list-style-type: none"> Department of Agricultural, Land Reform and Rural Department Department of Economic Development, Tourism and Environmental Affairs Eastern Cape Development Corporation Small Enterprise Development Agency Department of Trade and Industry ELM DRDAR
		Resuscitation of Animal Stock Count- 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		<ul style="list-style-type: none"> ELM DRDAR
		Livestock Branding and Marketing- Strengthening of Livestock Branding Programme and Livestock Marketing	Budget		X		<ul style="list-style-type: none"> ELM DRDAR
		Water Harvesting- 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"> ELM DRDAR
		Awareness on forestry- Enhance knowledge of communities surrounding forests on conservation and economic opportunities in forestry	None			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality Department of Agriculture, Forestry and Fisheries

Objective	Key Focus Areas	Action	Funding	0-6 Months	6-12 Months	After 12 Months	Lead and required stakeholder
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		Afforestation- Rehabilitation of Emalahleni woodlots	Budget			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality Department of Agriculture, Forestry and Fisheries Department of Economic Development, Tourism and Environmental Affairs
		Fishing licences: Exploring opportunities in the ocean economy			X		<ul style="list-style-type: none"> ELM DAFF
	Tourism Development	Conduct tourism product audit- create an inventory list to determine the attractions in the municipa area of jurisdiction	None			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture
		Marketing of tourism facilities- Collaborative marketing of Emalahleni as a tourist destination with the district, sector departments and private sector.	None			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality National Department of Tourism Eastern Cape Parks and Tourism Agency
		Hiking and Camping- Emalahleni Local Municipality in the Eastern Cape is endowed with scenic mountains and waterfalls which have attracted interest from the hiking clubs for camping, picnicking, and hiking.	Budget	X			<ul style="list-style-type: none"> ELM Komani Hiking Club
		Roll out the school's tourism programme that is fostering a tourism mind-set among youth-	None			X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Local Schools

							<ul style="list-style-type: none"> Technical and Vocational Education and Training Colleges
						X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Community Services Chris Hani District Municipality
						X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture
						X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture
						X	<ul style="list-style-type: none"> Planning Economic Development, Tourism and Agriculture Chris Hani District Municipality

FINAL REVIEWED LED STRATEGY

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

		Lobby investment for man-made tourist attractions: Feasibility study for adventure or outdoor activities at Bozwana	Budget		X		<ul style="list-style-type: none"> • ELM • DEDEAT • ECDC
		Heritage Development and Management	Budget		X		<ul style="list-style-type: none"> • ELM • Heritage Council of South Africa • ECPHRA
Skills Development		Capacity building- Build skills base through skills audit and facilitation of trainings in line with identified training needs.	None	X			<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Department of Economic Development, Environmental Affairs and Tourism • Eastern Cape Development Corporation • Small Enterprise Development Agency
		Initiate partnerships with businesses, colleges, etc. for training in skills gaps	None			X	<ul style="list-style-type: none"> • Planning Economic Development, Tourism and Agriculture • Eastern Cape Development Corporation • Small Enterprise Development Agency
Job creation		Facilitation of creation of job opportunities	Budget	X			<ul style="list-style-type: none"> • ELM • CoGTA • Department of Public Works

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

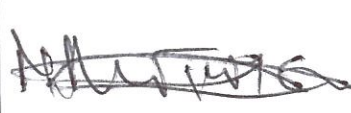
- Strengthen Inter Governmental Relations
- Strengthen Business Forums
- Establish Public Private Partnerships

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.

REFERENCE LIST

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- Chris Hani State of Environment Report
- CSIR- Geospatial Platform and NSDP
- ECSECC 2020
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- Emalahleni LED Strategy
- Emalahleni Spatial Development Framework
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- Statistics South Africa 2011

Role and Process	Responsible Person	Signatures
Custodian	Mr N. Mntuyedwa: Director: Planning Economic Development, Tourism and Agriculture	
Strategy Approved	28 July 2023	
Resolution number	SCM 01/07/2023	



MISS P. B. MAKOMA
MUNICIPAL MANAGER

28-07-2023
Date