EMALAHLENI LOCAL MUNICIPALITY



IDP Review for 2020/2021

ABBREVIATIONS

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

NT	National Treasury
OPEX	Operating expenditure
PDI	Previously Disadvantaged Individual
PGEC	Provincial Government Eastern Cape
PMS	Performance Management System
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public-Private Partnership
PT	Provincial Treasury
R	Rand (Currency)
RBIG	Regional Bulk Infrastructure Grant
RO	Reverse Osmosis
ROD	Record of Decision-making
SALGA	South African Local Government Organization
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SONA	State of the Nation Address
SOMA	State of the Municipality Address
SOPA	State of the Province Address
STATSSA	Statistics South Africa
UISP	Upgrading of Informal Settlements Programme
VIP	Ventilated Improved Pit (toilet)
WSP	Workplace Skills Plan
WTW	Water Treatment Works

Foreword by the Mayor

COUNCILLOR NONTOMBIZANELE KONI
HONOURABLE MAYOR

Executive Summary

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

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

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

“Emalahleni is indeed moving forward -Siyaqhuba” with the execution of Back to Basics mandate.

Mr. V.C. Makedama
MUNICIPAL MANAGER

CHAPTER 1 - STRATEGIC OVERVIEW OF THE MUNICIPALITY

1.1 Introduction

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

The IDP has been reviewed for the 2019 to 2020 financial years in compliance with Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended).

1.2 Legislative Framework

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

(i) A municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

(ii) An assessment of the existing level of development in Emalahleni, which must include an identification of communities which do not have access to basic municipal service;

(iii) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.

(iv) The council's development strategies which must be aligned with any national, provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;

(v) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;

(vi) The council's operational strategies;

(vii) Applicable disaster management plans;

(viii) A financial plan, which must include a budget projection for at least the next three years; and

(ix) The key performance indicators and performing targets.

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

1)

(a) The institutional Framework, which must include an organogram, required for the
  (i) The implementation of the IDP; and
  (ii) Addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the IDP;

(b) Any investment initiatives in the municipality

(c) Any development initiatives in the municipality, including infrastructure, physical, social and institutional development

(d) All known projects, plans and programmes to be implemented within the municipality by any organ of state; and

(e) The key performance indicators set by the municipality.

2) An integrated development plan may –
   (a) have attached to it maps, statistics and other appropriate documents; or
   (b) Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.

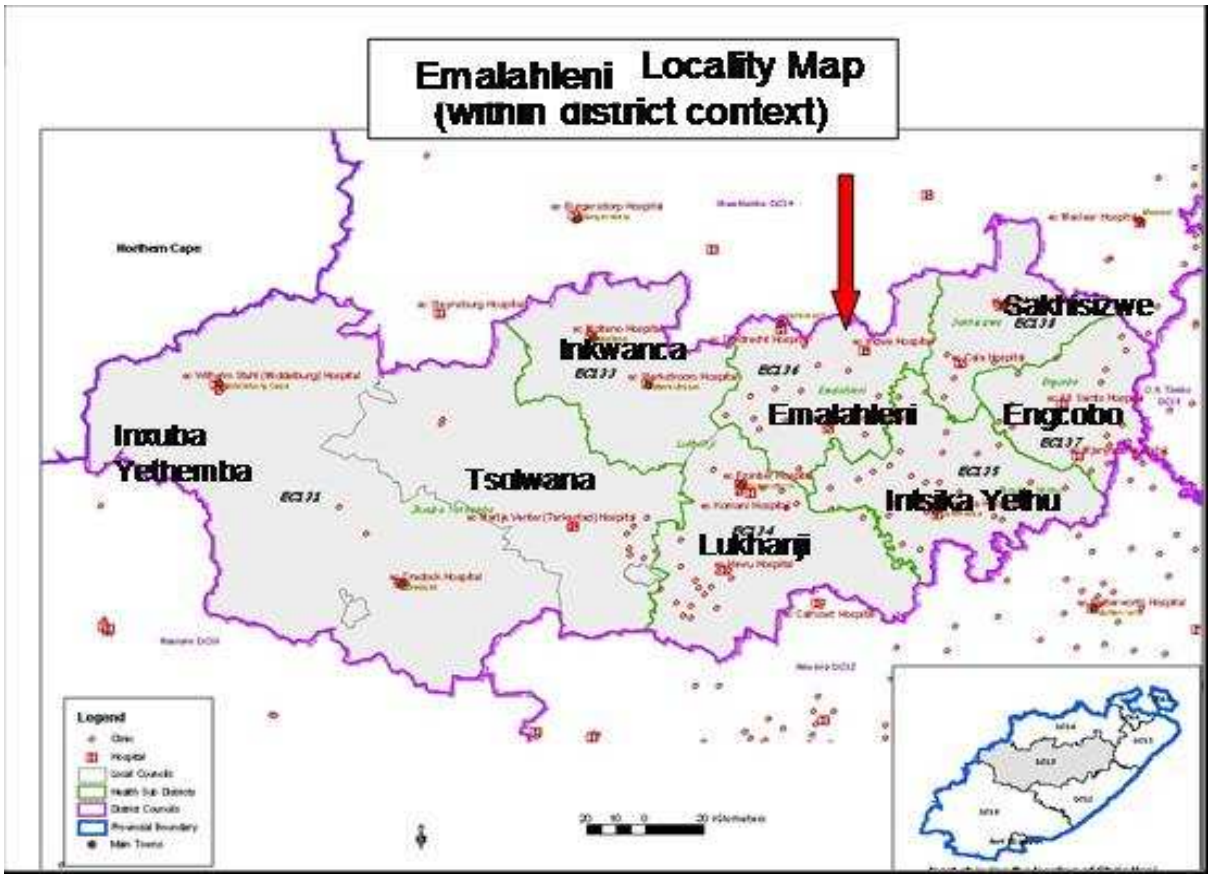
3) A financial plan reflected in a municipality's integrated development plan must at least-
   a) include the budget projection required by section 26 *(h)* of the Act;
   b) indicate the financial resources that are available for capital project developments and operational expenditure; and
   c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
      (i) Revenue raising strategies;
      (ii) asset management strategies;
      (iii) financial management strategies;
      (iv) capital financing strategies;
      (v) operational financing strategies; and
      (vi) Strategies that would enhance cost-effectiveness

4) A spatial development framework reflected in a municipality's integrated development plan must-
   a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
   b) set out objectives that reflect the desired spatial form of the municipality;
   c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph *(b)*, which strategies and policies must-
      (i) indicate desired patterns of land use within the municipality;
      (ii) address the spatial reconstruction of the municipality; and
      (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
   d) set out basic guidelines for a land use management system in the municipality;
   e) set out a capital investment framework for the municipality's development programs;
   f) contain a strategic assessment of the environmental impact of the spatial development framework;
   g) identify programs and projects for the development of land within the municipality;
   h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
   i) provide a visual representation of the desired spatial form of the municipality, which representation-
      (i) must indicate where public and private land development and infrastructure investment should take place;
      (ii) must indicate desired or undesired utilisation of space in a particular area;
      (iii) may delineate the urban edge;
      (iv) must identify areas where strategic intervention is required; and
      (v) must indicate areas where priority spending is required.

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

1.3 Profile of the Municipality

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



Provincial Assessment Outcomes

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

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

Pre-Planning

1.3.1 Introduction

In line with the requirements of the local government laws and regulations, all stakeholders in the municipal are to be catered for during the development and review of the IDP to encourage community involvement and ensure maximum participation in the municipal affairs

1.3.2 Legal Context

(i) The Municipal Systems Act 32 of 2000 provides that a Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –

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

(ii) Section 21 (1) of the Local Government: Municipal Finance Management Act 56 of 2003, provides that, the Mayor of the Municipality must coordinate the processes for preparing the annual budget and for reviewing the Municipality's IDP and Budget related policies to ensure that the tabled budget and any revisions of the IDP are mutually consistent are mutually consistent and credible

1.3.3 Objectives

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

1.3.4 IDP Processes

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

1.3.5 Role players

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

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

1.3.6 Roles and Responsibilities of Each Role Player

No	Role Player	Roles and Responsibilities	Composition
1	Municipal Council	(1) The Municipal Council will consider and adopt the process plan and the IDP and/or Reviewed IDP.	The Municipal Council shall be composed of: (1) All PR and Ward Councillors of Emalahleni Municipality
2	The Mayor	(1) Must ensure that the IDP is developed (2) Must ensure that the IDP is reviewed annually (3) Chairs the IDP/PMS and Budget Representative Forum (4) Chairs the IDP/PMS and Budget Steering Committee	
3	The Executive Committee	(1) The Executive Committee assists the Mayor to develop and review the IDP in line with the targets set in the IDP Process Plan of each financial year.	
4	The Municipal Manager	(1) The Municipal Manager provides technical support to the IDP/PMS and Budget Steering	

No	Role Player	Roles and Responsibilities	Composition
		Committee. He / She co-ordinates the IDP development and review processes through relevant technical structures and performs the following activities: (a) Preparing the process plan (b) Undertaking the overall management and co-ordination of the planning process by ensuring: • Participation and involvement of all different role players • That time frames are adhered to • That the planning process is aligned to the Provincial Growth and Development Strategy • Conditions for community participation are provided • That the results of the planning and IDP review process are documented. (c) Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the Municipal Council (d) Accommodates and considers IDP comments and proposals from the office of the MEC for Local Government and Traditional Affairs	
5	IDP/PMS and Budget Technical Steering Committee	(1) IDP/PMS and Budget Technical Steering Committee does the technical ground work and provides information to the IDP/PMS and Budget Steering Committee (2) Terms of Reference The committee shall be responsible: • Collect and collate information for IDP, PMS and Budget Steering Committee • Conduct research and Advises the IDP, PMS and Budget Steering Committee	The committee shall be composed of the following members of the municipal administration: • Municipal Manager • All Directors • All Divisional Managers
6	IDP / PMS and Budget Steering Committee	(1) The IDP / PMS and Budget Steering Committee assists the Mayor in guiding the development and review process of the IDP. (2) <u>Terms of reference</u> The terms of reference for the IDP / PMS and Budget Steering Committee shall be the following: • Establish sub-committees • Commission research studies • Consider and comment on:	It comprises of the following members: • Mayor (Chairing) • Council Speaker • Chief Whip • All Members of the Executive Committee • Municipal Manager • All Directors

No	Role Player	Roles and Responsibilities	Composition
		• Inputs from sub-committees, study teams and consultants • Inputs from provincial sector departments and support providers • Processes, summarize and document inputs • Make content recommendations • Define the terms of reference for the IDP / PMS and Budget Representative Forum • Inform the public about the establishment of the IDP / PMS and Budget Representative Forum • Identify stakeholders to be part of the Forum in such a way that the public is well represented • Providing relevant technical, sector and financial information for analysis and for determining priority issues • Provide political guidance in the consideration of financial strategies and identification of projects • The IDP / PMS and Budget Steering Committee may delegate some or all its responsibility to the IDP / PMS and Budget Technical Steering Committee.	• Manager: IDP and PMS • Manager: Budget and Financial Reporting
7	IDP, PMS and Budget Representative Forum	**(1)** The IDP / PMS and Budget Representative Forum of Emalahleni Local Municipality is the organizational mechanism for discussions, negotiations and decision-making between stakeholders within our municipal area. **(2)** <u>Terms of Reference</u> The terms of reference for the IDP / PMS and Budget Representative Forum shall be as follows: • Represent the interests of their constituents in the IDP process • Provide an organizational mechanism for discussion, negotiation and decision-making between stakeholders including municipal government • Ensure communication between all stakeholders including municipal government • Monitor the performance of the planning and implementation process. • Provide a platform for engagement, input and feedback to stakeholders on the IDP and PMS.	It is envisaged that the following organizations and/or stakeholders may be involved: • Councillors • Ward Committees • Community Development Workers • Inter-Governmental Forum • Traditional Leaders • Faith-based Organisations • Stakeholder Representatives of Organized Groups • Government department • Representatives of Political Organisations

No	Role Player	Roles and Responsibilities	Composition
			• Community Representatives • Resource Persons
8	Inter-Governmental Relations Committee	**IGR Forum e**nhances the integrated development and consider priorities in the entire municipality. Additional objectives include the following: **(a)** Development of a Local Programme of Action in relation to the National, Provincial and District programmes. **(b)** To facilitate the coordination and integration of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that both the district and provincial strategic planning inform and are informed by the IDP of the Emalahleni LM. **(c)** To consult on policy issues that materially affects Local Government. **(d)** To develop and provide mechanisms to engage provincial government, the Office of the Premier and DLGTA on IGR related matters and/or challenges. **(e)** To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time. **(f)** To promote economic growth and development through trade, investment and tourism. **(g)** To share knowledge and expertise in local governance generally or in agreed functional areas.	The composition of the Forum will be as follows: Emalahleni Local Municipality: a. The Honourable Mayor is the political champion of intergovernmental relations in Emalahleni LM and the Chairperson of the IGR Forum. b. The Speaker and EXCO members. c. The Municipal Manager and Chief Finance Officer d. Executive Directors (Emalahleni LM) e. Entities and other service delivery agencies Provincial and National Representatives:

No	Role Player	Roles and Responsibilities	Composition
			(i) Department of Cooperative Governance (ii) Office of the Premier (iii) Department of Local Government and Traditional Affairs (iv) Provincial Treasury. (v) South African Local Government Association Eastern Cape (SALGA- EC) (vi) Heads of Sector Departments in the Emalahleni LM area. (vii) Heads of National Departments in Emalahleni LM area. (viii) State owned enterprises (e.g. ESKOM, Telkom, ECDC) (ix) The Chairperson may invite the District Executive Mayor,

No	Role Player	Roles and Responsibilities	Composition
			Heads of Provincial Departments, other development partners and stakeholders from time to time as and when required. b)
9	PMS Committee	**(1) Evaluating the annual performance of the municipal manager**	c) Mayor (Chairing) d) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee; e) Member of the Executive Committee or in respect of a plenary type municipality; f) Mayor and/or Municipal Manager from another municipality g) Member of a ward committee as nominated by the Mayor

1.4 Action Programme

The municipality prepared and adopted its IDP framework and action program and presented it to Council for adoption on the 30 August 2019 (with the following council resolution number OCM 430/08/2018). In line with the legislative requirements for the review process of the IDP, taking into consideration all the five phases mentioned above. Below is a time schedule reflecting the activities and dates as adopted by Council

Activity	Date	Custodian
June2019		

Activity	Date	Custodian
Preparation of the draft SDBIP 2019/2020 and presentation to the Mayor for signature	14 June 2019	Municipal Manager
Approval and Publication of the SDBIP 2019/2020	28 June 2019	Mayor & MM
July 2019		
Preparation of IDP/ PMS Review and Budget Process Plan	July 2019	All Directors Municipal Manager
Preparation and finalization of the Annual Performance Report (Section 46) for the 2018/2019 financial year (Non-Financial)	31 July 2019	Municipal Manager
Submission of Performance Information for purposes of the Annual Report (Non-Financial)	31 July 2019	All Directors Municipal Manager
Preparation and Submission of signed performance agreements for Section 57 Managers to relevant stakeholders	31 July 2019	Municipal Manager
August 2019		
IDP/PMS and Budget Steering Committee to consider draft IDP/PMS and Budget Process Plan, Draft Annual Report 2018/2019	16 August 2019	Mayor
Submission of the draft annual report 2018/2019 with annual financial statements to the Audit / Performance Audit Committee for review	22 August 2019	Chief Financial Officer Municipal Manager
IDP Rep Forum: Presentation of Final SDBIP 2019/2020 and Process Plan 2020/2021	27 August 2019	Mayor
Tabling of draft unaudited annual report with the annual financial statements to EXCO and MPAC	23 August 2019	Municipal Manager Chief Financial Officer and All Directors
Tabling of the draft IDP/PMS and Budget Process Plan, Draft Annual Report 2018/2019 and annual financial statements to Council for noting	29 August 2019	Mayor
September 2019		
Circulation of the Situational Analysis under review (Situational analysis review phase commence) to all internal stakeholder for review of the 2020/2021 IDP	18 September 2019	Municipal Manager
October 2019		
Submission of Performance reports and performance information of the first quarter	11 October 2019	All Directors
IDP/PMS and Budget Steering Committee: presentation of the first quarterly audited performance analysis report	23 October 2019	Municipal Manager
Presentation of the audited Performance Report of the institution to the Office of the Mayor to Council	31 October 2019	Mayor
November 2019		
Public Hearings – Consultation on the draft unaudited annual report with communities and review of the ward community needs and priorities	November 2019	Director PEDTA Office of the Municipal Manager Office of the Speaker

Activity	Date	Custodian
		MPAC Chairperson Mayor All Ward Councillors
December 2019		
IDP/PMS and Budget Steering Committee – Consider draft reviewed community needs and priorities and draft audit action plan 2018/2019.	04 December 2019	Mayor
Presentation of the oversight report on final draft annual report 2018/19 to Council for approval Publication of the Oversight Report for public inspection	11 December 2019	MPAC Chairperson Municipal Manager
Imbizo to present Approved Audited Annual Report and oversight report as well as draft reviewed community needs	12 December 2019	Mayor MPAC Chairperson
Oversight report with approved audited annual report is submitted to Auditor-General, Provincial Treasury and Department of Cooperative Government-EC for compliance	20 December 2019	Municipal Council
January 2020		
Submission of Performance reports and performance information – mid-year performance	10 January 2020	All Directors
Presentation of the Mid-Year Performance Report to the Mayor	24 January 2020	Municipal Manager
IDP/PMS and Budget Steering Committee - Presentation of mid-year performance to Executive Management Committee	28 January 2020	Municipal Manager All Directors
SPECIAL COUNCIL MEETING: Table in a council meeting, mid-year assessment report 2019/2020	30 January 2020	Municipal Manager, Mayor
February 2020		
Publication and Submission of the mid-year performance reports to the external stakeholders (e.g. Treasury, CoGTA, AG)	07 February 2020	Municipal Manager
Inter-Governmental Relations / IDP Representative Forum – Consultation on the approved mid-year performance report	11 February 2020	Municipal Manager
IDP/PMS and Budget Steering Committee – Presentation of progress on the adjustment budget 2019/2020	18 February 2020	Mayor
SPECIAL COUNCIL MEETING: Table in a special council meeting the adjustments budget for mid-year	27 February 2020	Municipal Manager, Mayor
March 2020		
Submission of draft directorate SDBIPs 2021 for consolidation	13 March 2020	All Directors
IDP/PMS and Budget Steering Committee: Presentation of draft 1st Draft IDP 2020/2021; review progress	19 March 2020	Mayor
Special Council Meeting – Presentation of the 1st draft IDP 2020/2021 and draft SDBIP 2020/2021	26 March 2020	Mayor
April 2020		
Adoption of the Draft IDP advertised for public comments, Public meetings and consultation schedule	06 April 2020 06-22 April 2020	Municipal Manager

Activity	Date	Custodian
Submission of adopted Draft IDP and budget to the Office of the Provincial and National Treasury, District Municipality and the MEC for EC-CoGTA	06 April 2020	Municipal Manager
Submission of Performance reports and performance information of the 3rd quarter	10 April 2020	All Directors
IDP/PMS and Budget Steering Committee – presentation of the draft 3rd quarter performance report for noting	14 April 2020	Mayor
Tabling of the Audited 3rd Quarterly performance report to Council for noting	23 April 2020	Mayor
May 2020		
IDP/PMS and Budget Steering Committee to consider public comments and those from sector departments;	12 May 2020	Mayor
IGR & IDP Rep. Forum Final Submission of inputs from Sector Departments	19 May 2020	Municipal Manager
Council meeting to consider and approve the final draft IDP and Budget 2020/2021	28 May 2020	Mayor
June 2020		
Submission of the approved Reviewed IDP and Budget 2020/2021 to the National, Provincial Treasury department, MEC for EC-COGTA and the district municipality (CHDM)	05 June 2020	Municipal Manager
IDP/PMS and Budget Steering Committee to consider the final draft SDBIP for 2020/2021 Financial Year.	17 June 2020	Mayor
Mayoral Imbizo to present the approved IDP and Budget 2020/2021	18 June 2020	Mayor
Special Council Meeting to approve the final draft SDBIP 2020/2021	24 June 2020	Mayor

CHAPTER 2 - Situation Analysis

Introduction

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

Reflection on the Municipal Area

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

Demographic Analysis of the Area

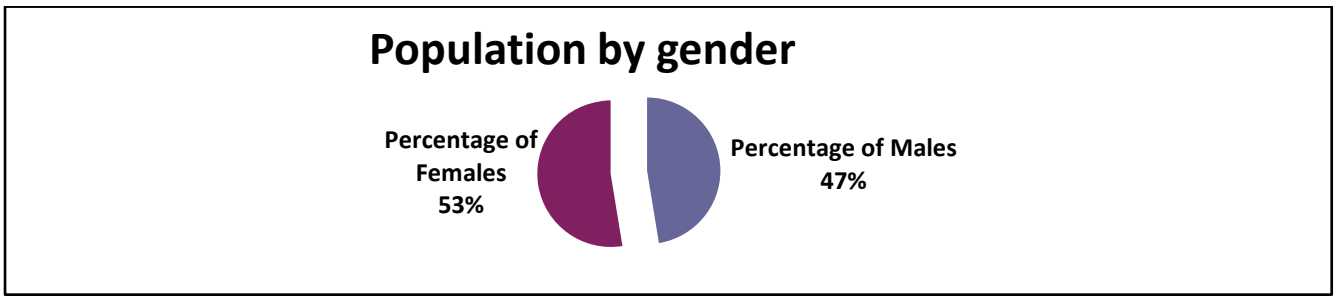
Population

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

122 700. This is an increase of 2.71% in the total population of the municipal area in a space of 5 years. The head office of the Emalahleni Local Municipality is situated in Cacadu and has satellite offices in Dordrecht and Indwe. Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.

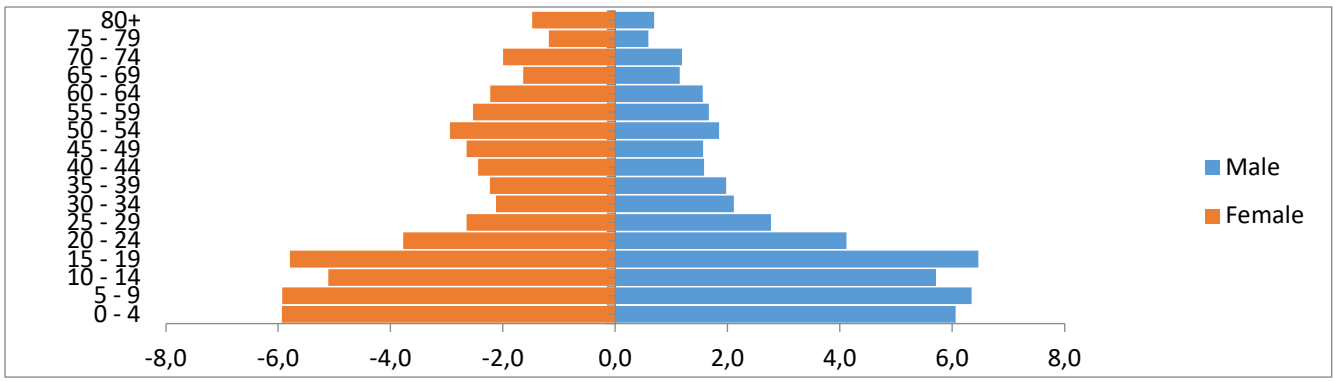
The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population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

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



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

Population Pyramid



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

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

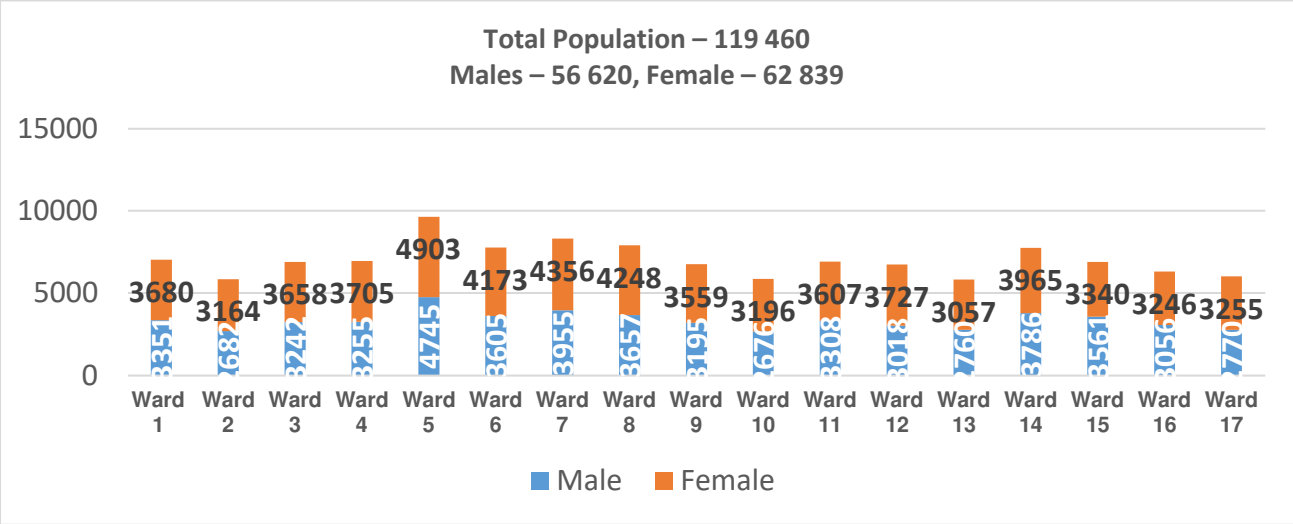
Ages 20-59yrs of the economically active population, show a fairly distributive population

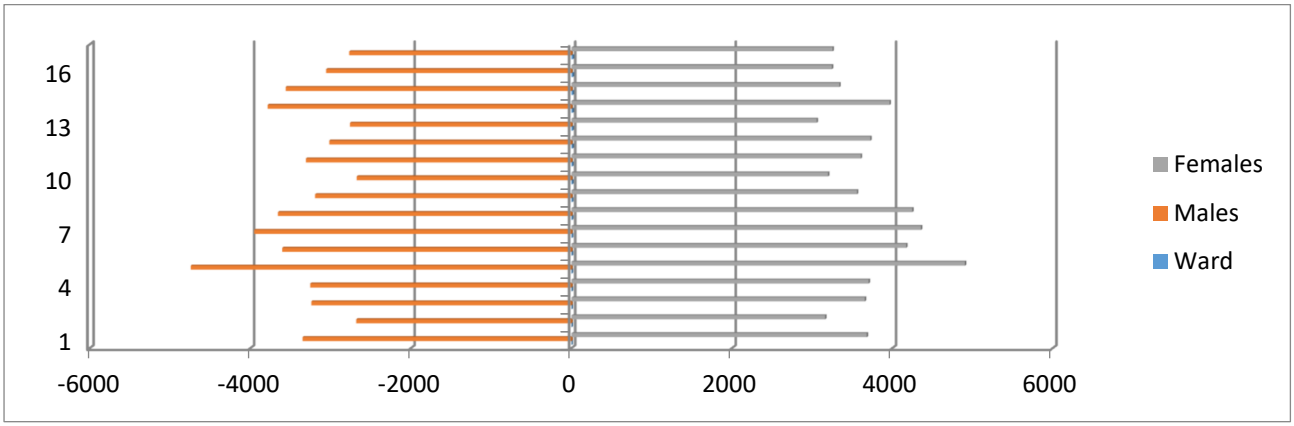
Ages 60 upwards represent 13% of the population

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

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

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

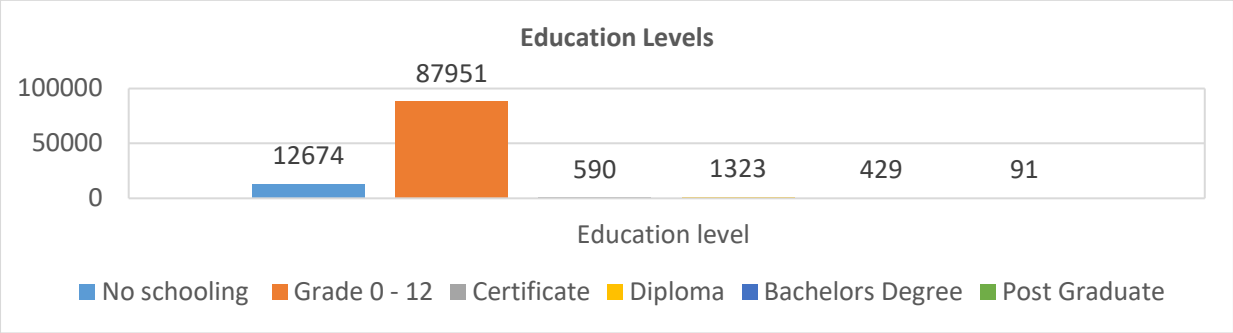




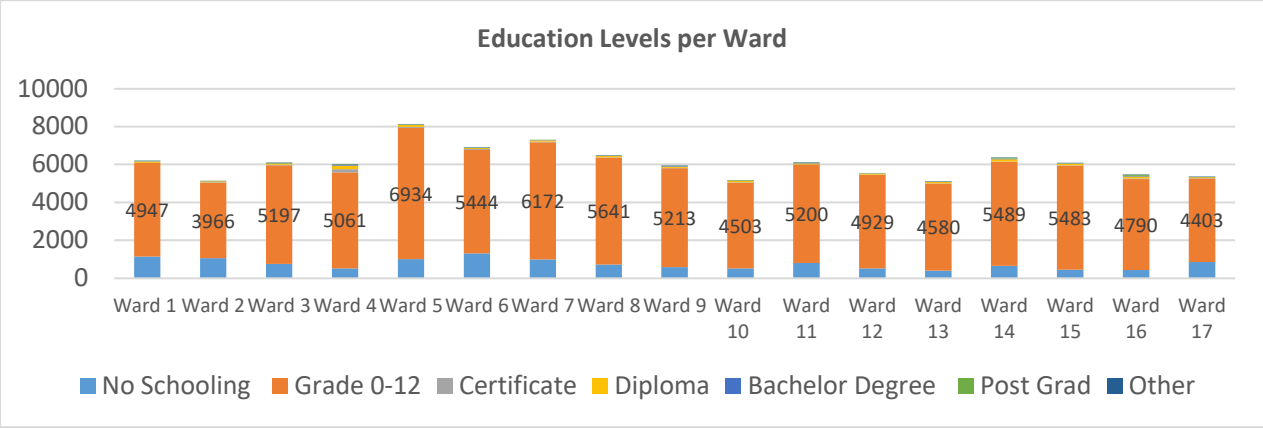
Statistics South Africa: Web page: www.statssa.gov.za, 2011

Education and Skills

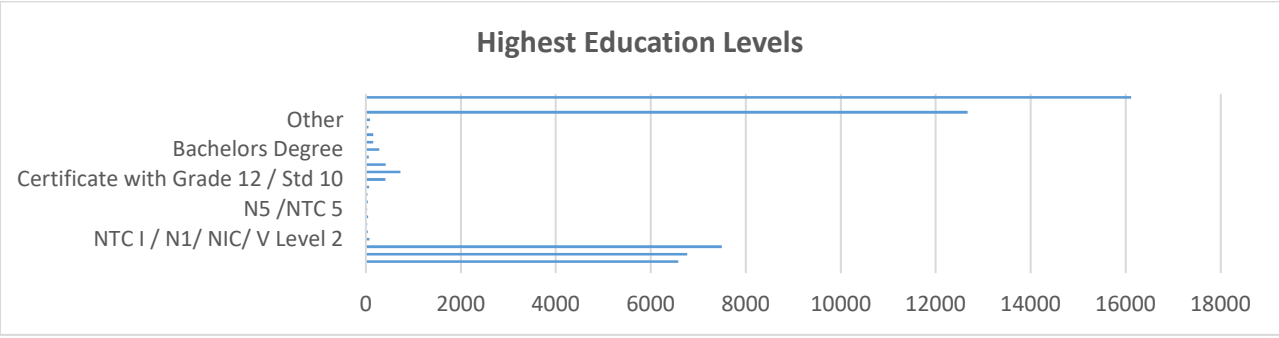
About 35% of the entire population has no schooling whilst only 5% of the population has a matric (Grade 12) qualification. As indicated in graph below, the levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for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



Source: Statistics SA 2011



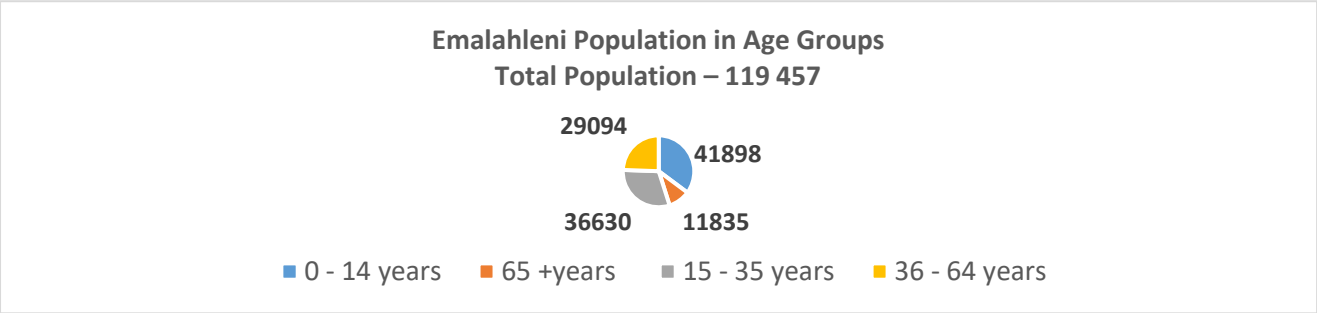
Source: Statistics SA 2011

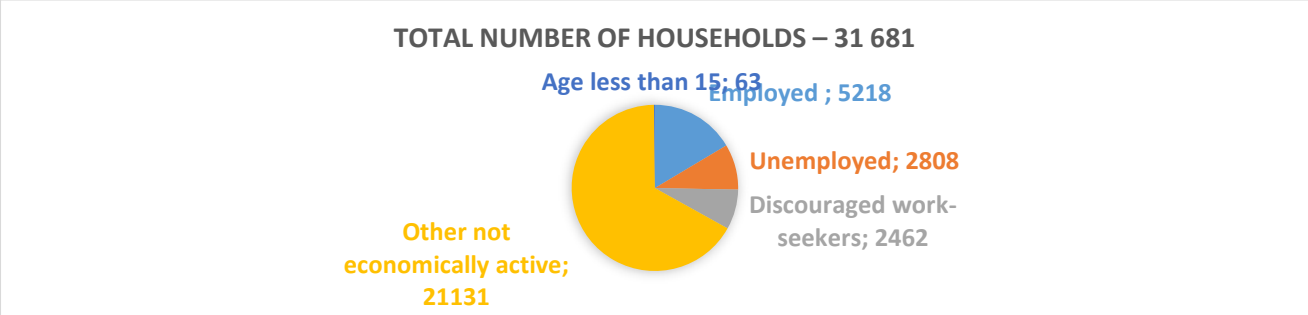


Source: Statistics SA 2011

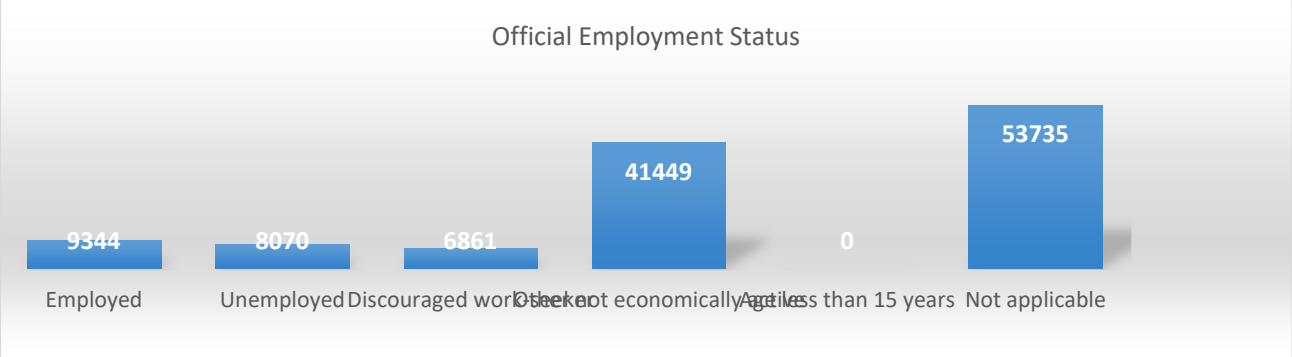
Labour

Formal Employment

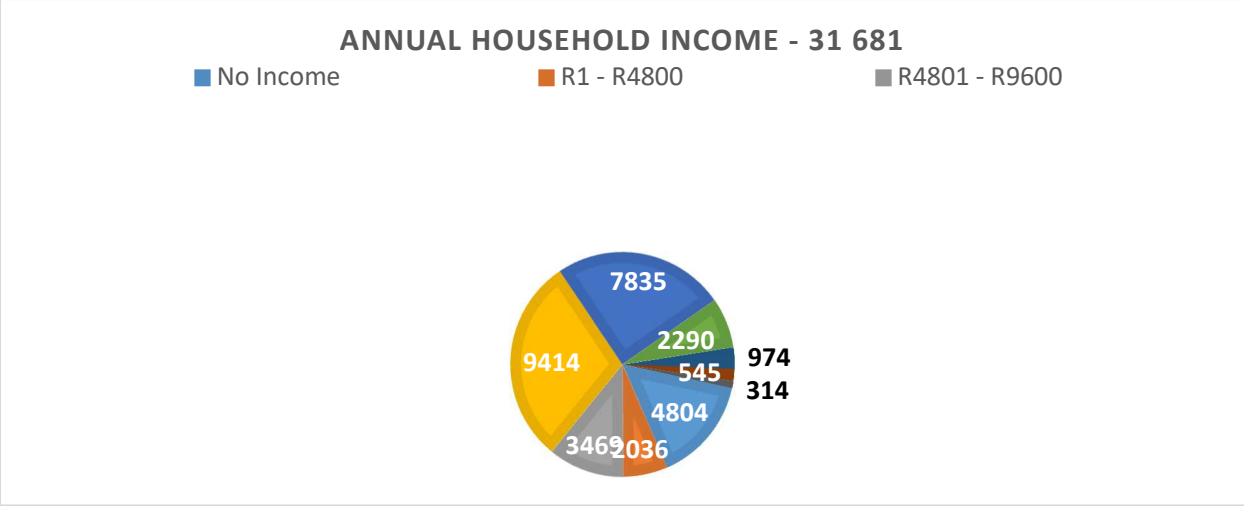




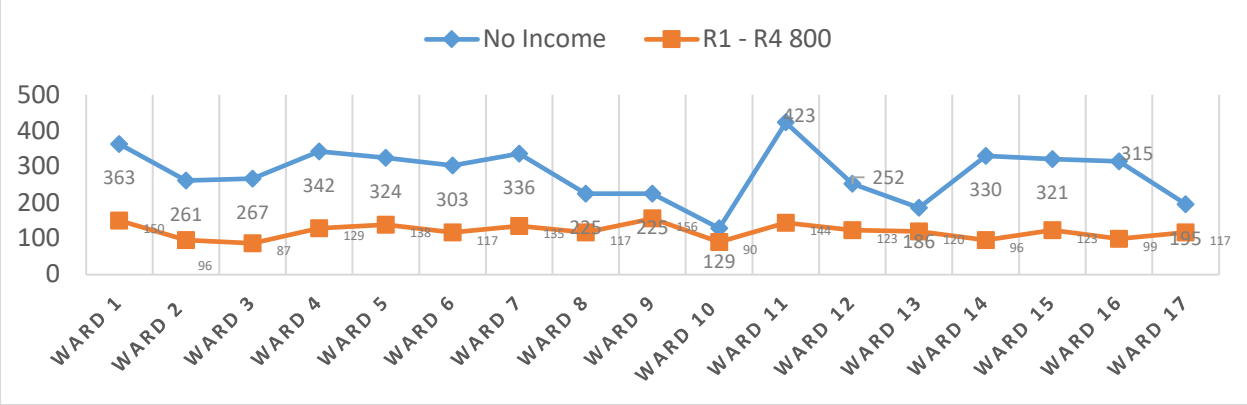
Sources: Statistics SA, 2011



Sources: Statistics SA, 2011



Sources: Statistics SA, 2011

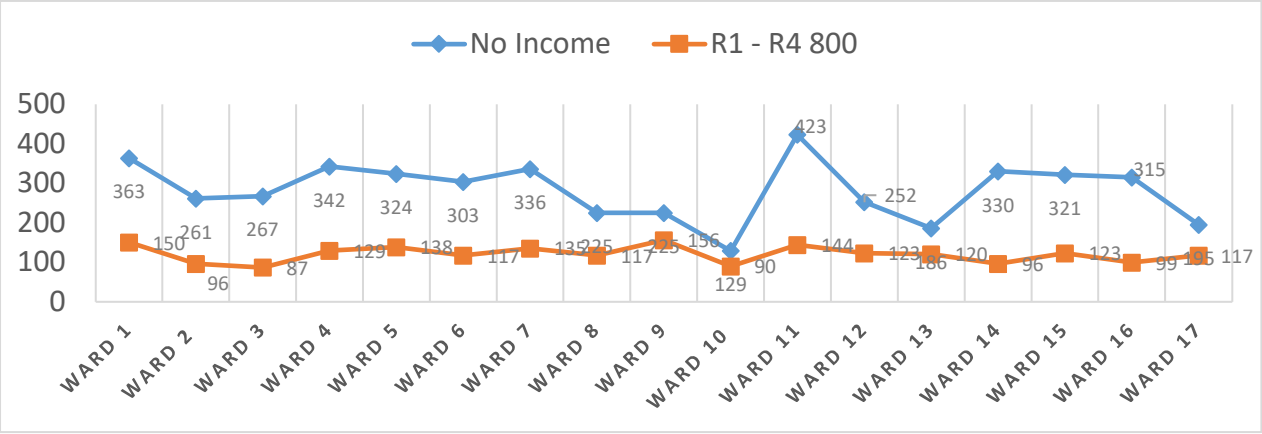


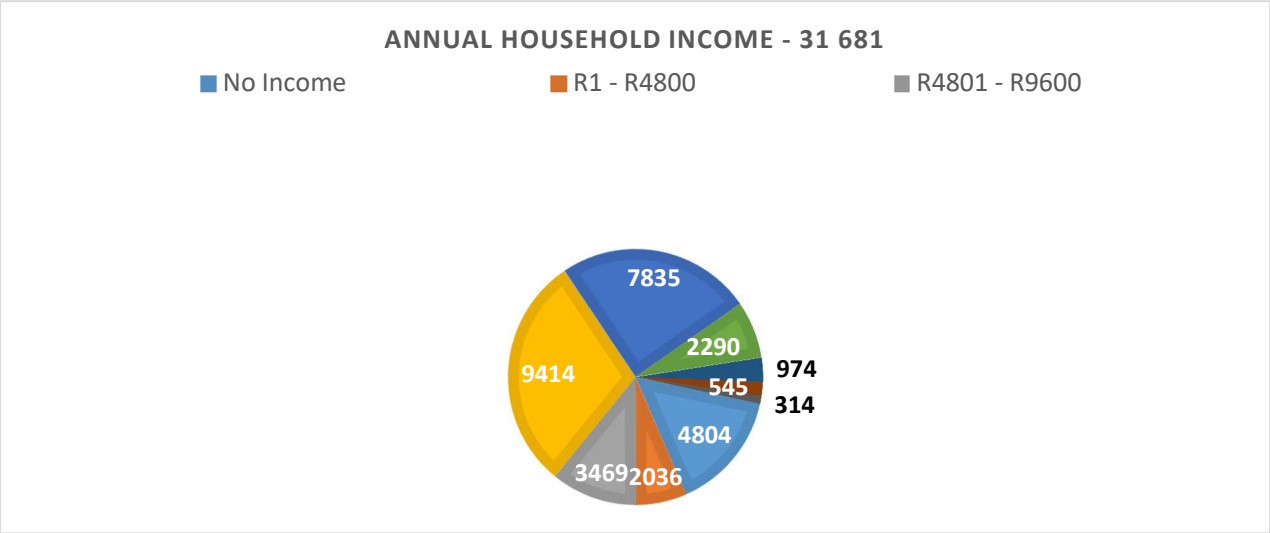
Sources: Statistics SA, 2011

Informal Sector:

Unemployment rate

Poverty



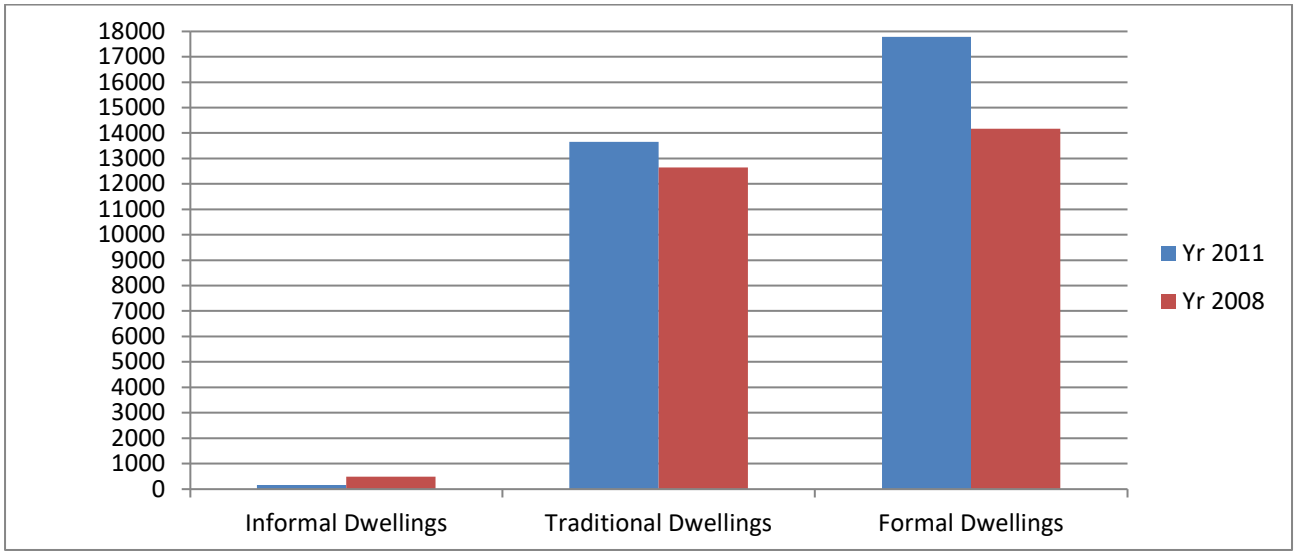


Sources: Statistics SA, 2011

Poverty Rate (2008 – 2010)

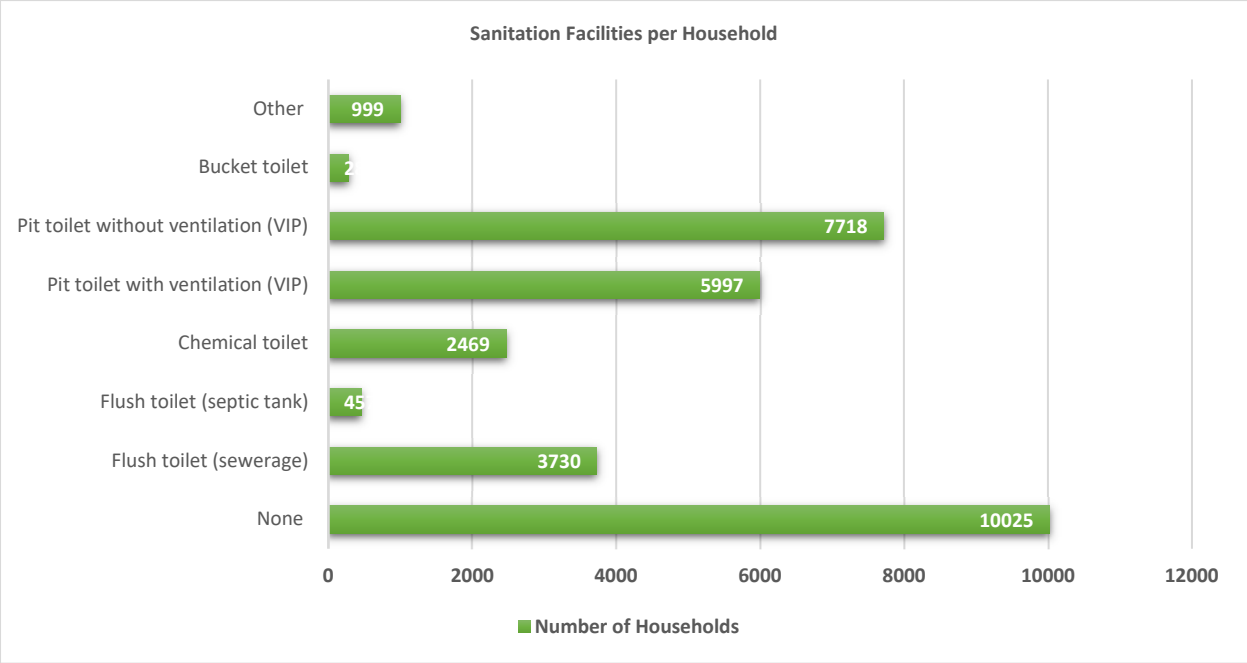
Human Settlements

The graph below shows that most of the houses in the municipality are those made of bricks and traditional houses, it also shows a slow increase from 2008 of brick and traditional houses. There is a very minimum number of informal settlements and the numbers are showing a slow decline since 2008 and this can be attributed to the increase in brick and traditional structures.



Access to Services

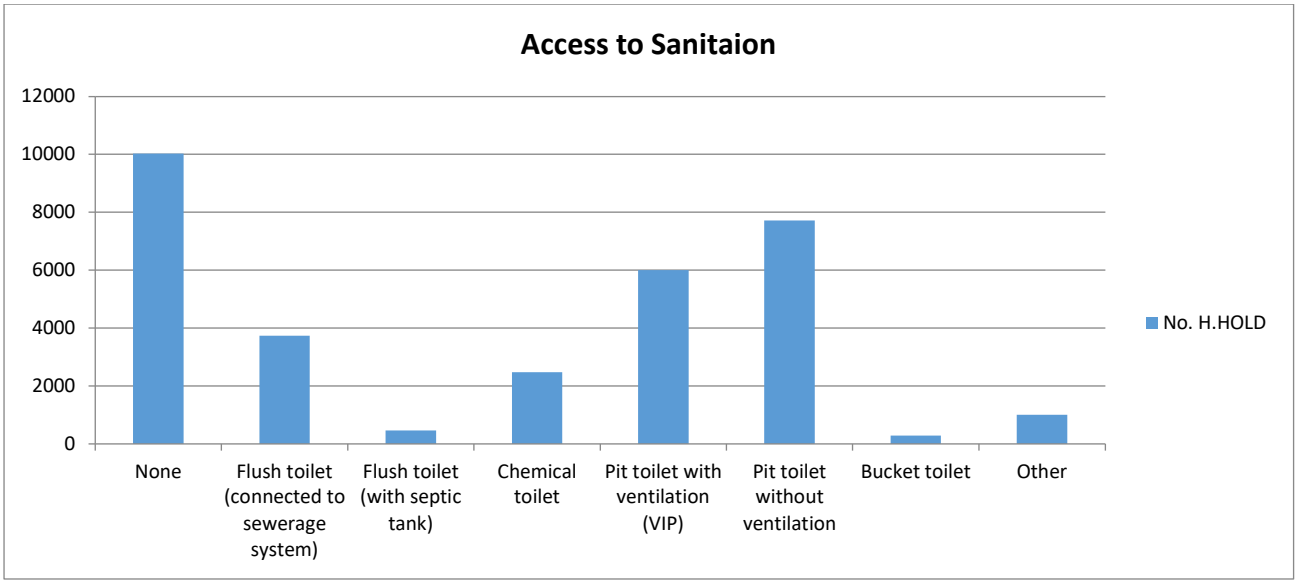
Access to Sanitation: National Perspective



Sources: Statistics SA, 2011

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

Access to sanitation: Local perspective



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

Refuse removal for Household

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

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

Situation Analysis per KPA

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

Infrastructure Development

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

Project Management Unit (PMU)

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

Municipal Infrastructure Grant (MIG)

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

The municipality has received the following allocations

	2016/2017	**2017/2018**	**2018/2019**	**2019/2020**
Approved budget amount	R31 758 000	R 34 061 000	R43 902 000	R 33 440 190 R33 523 520,50
Spent budget amount	R24 758 000	R 34 061 000	R43 896 427,44R	R16 123 645,23
Difference	R7 000 000	R0	R5 572.56	R17 399 875,30

The aim of this grant is to assist the municipality with the eradication of electricity backlogs. **Integrated National Electrification Programme (INEP).** The municipality started to participate in this grant during the 2010/2011 financial year. The programme is managed by the Project Management Unit (PMU) The PMU and electrical units are responsible for monitoring the performance of the consulting firm for the duration of the contract, and ensures that the consulting firm delivers on all its terms of reference.

	2016/17	2017/18	2018/2019	2019/20
Approved budget amount	R 9,317,000	R 0	R 0	R 0
Spent budget amount	R 9,317,000	R 0	R0	R 0
Difference	R 0	R0	R0	R 0

The municipality is at 92% of households electrified and 8% backlog (new developments and households that were skipped due to Eskom mapping system).

The municipality has not received any grant allocation for 2019/2020.

Expanded Public Works Programme Infrastructure Grant (EPWPIG)

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

	2016/17	2017/18	2018/2019	2019/2020
Approved budget amount	R 1,415,000	R 1,308,000	2 022 000	R2,261,000
Spent budget amount	R 1,415,000	R 1 308 000	R0	R1,466,174,00

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

	2016/17	2017/18	2018/2019	2019/2020
Approved budget amount	R 1,500,000.00	R 0	R0	R450 000,00

Spent budget amount	R 1,500,000	R 0	R0	R150 000,00
Difference	R 0			R300 000.00

SWOT Analysis

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

Roads

Existing level of Service

The roads are divided into three Level of Service categories:

Urban: All roads within the urban edge

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

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

Roads Classification

The total road network of Emalahleni LM in this table below

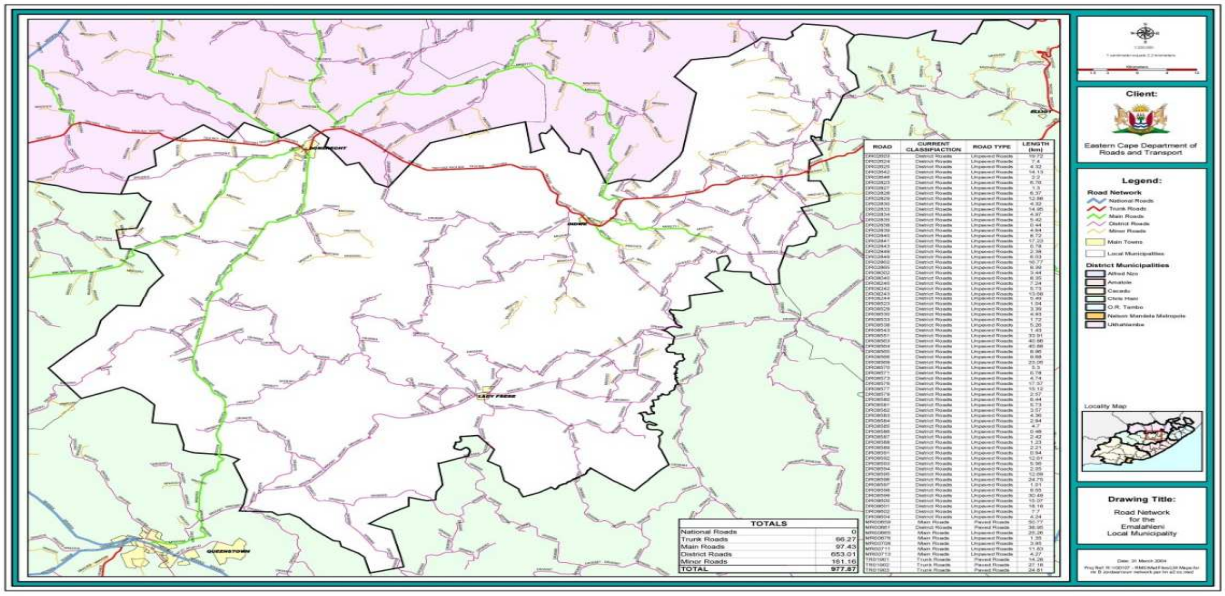
National Roads	0 km
Trunk Roads	66.27 km
Main Roads	97.43 km
District Roads	653.01 km
Access/minor roads	740 km

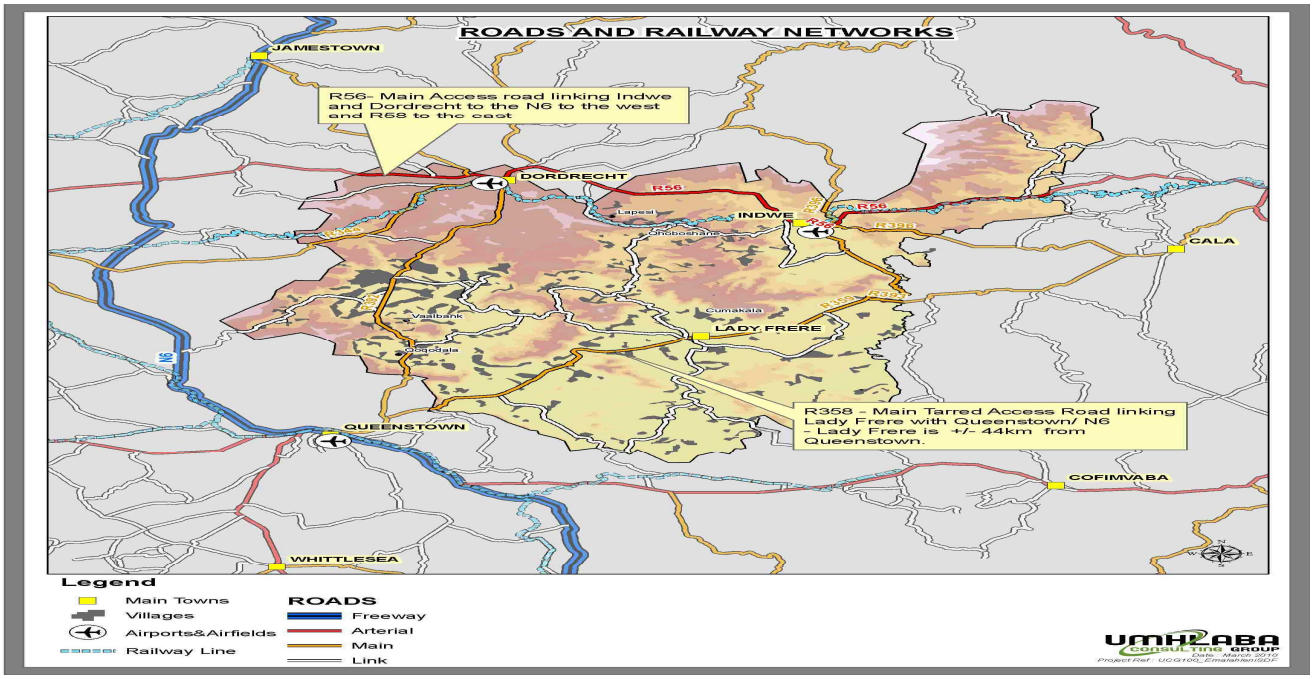
The R56 route which runs through Dordrecht and Indwe towards Elliot in an east – west direction is now a national responsibility. SANRAL has taken over the R 56 route which was trunk road between Barkley and Dordrecht, and runs through Indwe to Elliot, and end up to the KZN borders. The main roads between Strekstroom and Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Cacadu (R410). SANRAL has taken over R410 between Queenstown and Cacadu. The Municipality has Rural Road Asset Management System (RRAMS) but is not functional owing to the limited capacity of the unit to collate data and load on the system.

Existing Roads and Storm Water Network

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

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





Condition Assessments

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

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

Road	Status
R410	The main road between Queenstown and Lady Frere (MR00661 which is sign posted R410) requires upgrading, The concrete section of this road a 8 kilometers before entering Lady Frere is very uneven due to numerous cracks in the concrete slabs and the width of the bridges are in an unacceptable conditions.The main road through Lady Frere has been widened for parking along both sides and has paved sidewalks in the center of town. However, the section of road on the entry into town between the river bridge and the taxi rank has no paved shoulder or sidewalks and pedestrians have to walk along gravel sides of the road amongst parked cars and taxis.

Road	Status
Lady Frere and Indwe	There are two routes between Lady Frere and Indwe. The longer route is via DR08563 where 5 km is surfaced and the rest gravel road that goes past the Elitheni Coal Mine. The section of this road between Lady Frère and Coal Mine is currently in poor condition and is in the process of being regravelled, starting from Lady Frère. Part of the section of the road between Indwe and the Coal Mine has under construction and planned to be surfaced, storm water drainage pipes have been installed at regular intervals across this road. The other route between Lady Frere and Indwe (DR08551) is slightly shorter than the above-mentioned route but has a tarred surface for the first 20km towards Cala before the turnoff to Indwe. From the turnoff, the first 5km is in fairly good condition for a gravel road, but the remaining section to Indwe is in poor condition, but regular maintenance is conducted.
R56	The tarred roads which connects Indwe to Dordrecht (TR 01902 signposted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot, is in fairly good condition apart from potholes which are appearing more frequently along the route. The route has been upgraded to nation route, SANRAL has taken over road and plans to maintain the road are underway.
R392	The tarred road which connects Dordrecht to Queenstown (MR00659 sign posted R392) is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes. This road is not as wide as the R56 and does not have the structural capacity to take heavy traffic volumes like R56. If coal carrying trucks from Indwe mines are going to use this road more frequently in the future, it will deteriorate rapidly unless rehabilitation measures are applied. The department of Road and Public Works has restored the fence along the road. In R392, 15 km from Dordrecht towards Queenstown is in poor condition and requires upgrading.
Lady Frere to Dordrecht	This is a gravel road that links Lady Frere and Dordrecht via Tsembeyi and it is in a bad state in terms of its condition. This road is a priority of the municipality for it to be surfaced as it would link the two towns (i.e. Lady Frere and Dordrecht) and therefore will positively contribute on the economic development of both towns

Access and Internal Roads Networks

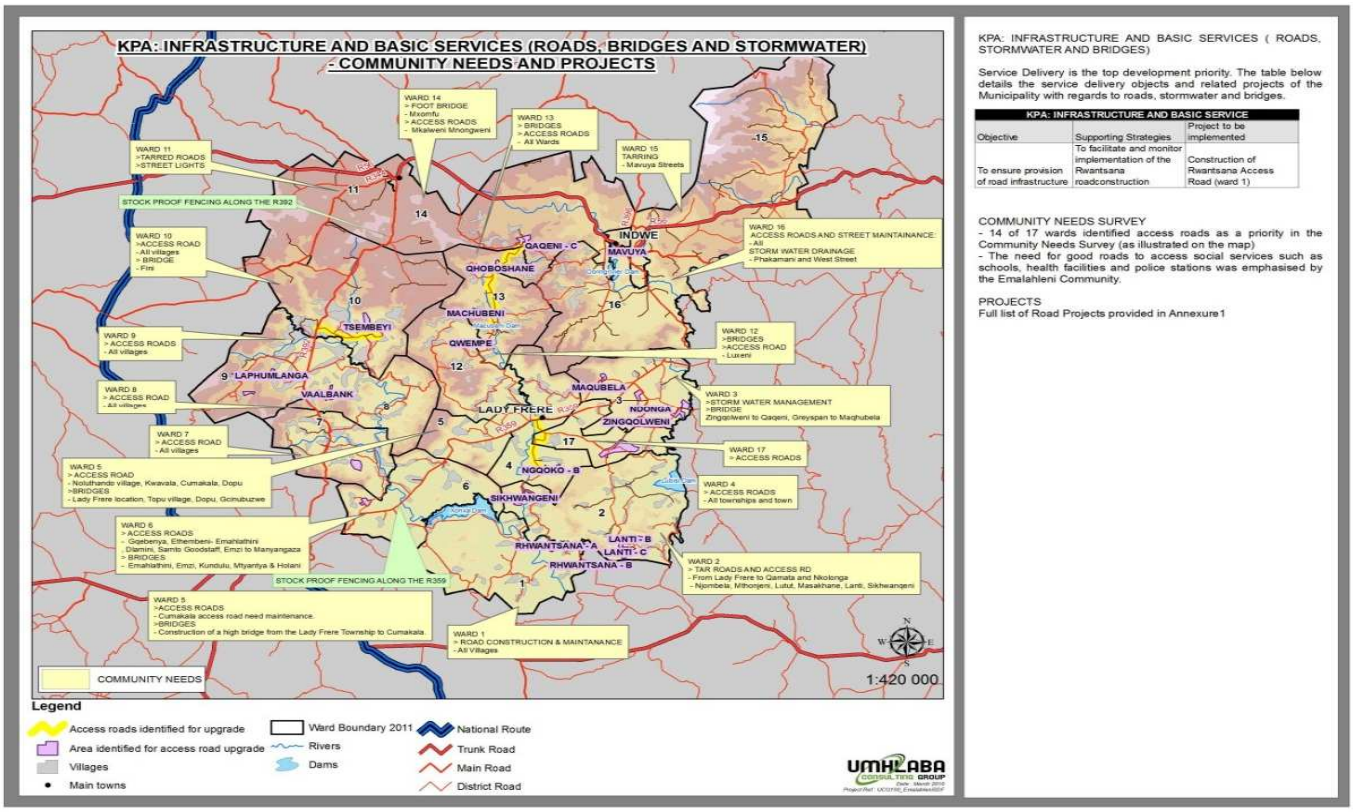
Access and Internal Roads Networks	
Urban	The majority of roads in urban wards are gravel roads. Most tarred roads are in a critical state of condition as they are reaching the end of their lifespan and have deteriorated. The condition and reliability of these roads is rapidly worsening with major potholes occurring, sections not being maintained adequately, causing greater challenges at present Storm water management is a critical issue. The major problems are blockages of existing storm water channels and drains due to lack of channel maintenance and high levels of littering. The status of roads in the Lady Frere town is gradually improving. Currently a total of 2.6km of gravel roads in town have been surfaced to black top standards and a total of 10km has been upgraded to inter-locking block paving standards. The roads around Zulu Square needs upgrading as they are gravel in nature.

Rural	Due to our steep and uneven terrain, most of the roads do not have adequate storm water systems and that results to roads being washed away on rainy seasons because of limited funding for road construction.

Existing Road and Storm Water Deficiencies and Opportunities

Minor / Access roads

Sector	Strength	Weakness	Opportunity	Threat
Roads and Storm water	There is basic gravel Network of roads. Main access roads are in a fair condition A plan and costing can quickly be prepared for the upgrades required for roads and storm water A plan and costing can quickly be prepared for the upgrades required for roads and storm water Availability of roads construction plant	Old infrastructure and None are tarred, especially the access road No mechanical personnel and workshop for maintaining machinery, No maintenance, decay of Roads, lack of adequate storm water management. Backlog on maintenance of access roads. Limited Road Construction Plant	Conditional grands for road construction.	Steep terrain Limited Grants, Backlog on maintenance of Provincial roads. Community unrest.



Current operational and maintenance practices

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

Backlogs

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

Poor condition of roads,

General lack of maintenance,

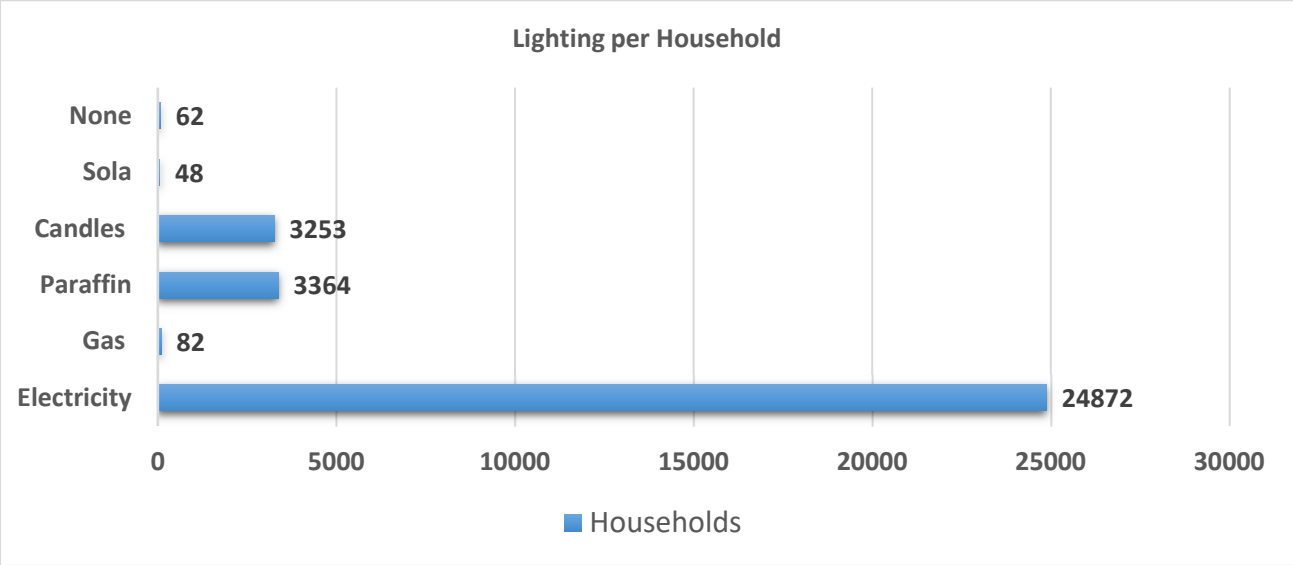
Storm-water control measures.

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

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

Energy

Sources of Energy of Lighting and Cooking



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

Existing electricity supply

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

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

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

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

Existing backlogs

Household connection backlog

Household connection backlogs is estimate at 8%.

Existing challenges

The high capital cost and therefore high cost per household connection.

Shortage with bulk electricity supply and overloaded transformers.

Cost to supply electricity to households isolated from the main line.

Rocky strata terrain and scattered houses increase cost per connection.

Single Wire Earth Return (SWER) network requires upgrade.

Water Supply

Basic Services

Drawing on the household infrastructure data of a region is of essential value in development planning. Assessing household infrastructure involves the measurement of four indicators:

Access to dwelling units

Access to proper sanitation

Access to running water

Access to refuse removal

Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS Markit has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

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

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

Water Infrastructure Overview

With regards to water schemes and the provision of water infrastructure, the low population levels in the district make the provision of sufficient access to water and sanitation challenging. The vast distances and small catchment areas are major obstacles to the achievement of economies of scale.

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

CHDM currently has 14 water treatment plants across the district with at least one within each local municipality, except for Enoch Mgijima and Emalahleni which have seven and three respectively. The western half of the district is characterised with vast distances between towns and only a few settlements which are mostly provided with services on or above RDP level.

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

Households by Access to Water

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

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

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

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

Source: IHS Global Insight Regional eXplorer version 1029

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

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

Households by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

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

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

Pit toilet - A top structure over a pit.

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

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

Chris Hani District Municipality had a total number of 68 400 flush toilets (31.34% of total households), 73 200 Ventilation Improved Pit (VIP) (33.56% of total households) and 30 000 (13.76%) of total households pit toilets.

Households by type of sanitation - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2015 [Number]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Inxuba Yethemba	16,400	552	728	141	1,830	19,700
Intsika Yethu	2,100	16,400	9,150	31	13,500	41,200
Emalahleni	5,010	11,400	6,250	453	8,770	31,900
Engcobo	2,020	16,800	6,290	50	12,700	37,900
Sakhisizwe	3,910	6,780	3,120	109	2,660	16,600
Enoch Mgijima	38,900	21,200	4,480	193	6,190	71,000
Total Chris Hani	68,387	73,237	30,025	976	45,588	218,214

Source: IHS Global Insight Regional eXplorer version 1029

The region within Chris Hani with the highest number of flush toilets is Enoch Mgijima local municipality with 38 900 or a share of 56.92% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Engcobo local municipality with a total of 2 020 or a share of 2.96% of the total flush toilets within Chris Hani District Municipality. When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Chris Hani District Municipality was 131 000, this decreased annually at a rate of 5.22% to 76 600 in 2015.

Land Use Management

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

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

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

The Emalahleni Local Municipality reviewed SDF was necessary in order:

- Reflect changes required to reflect new development priorities, as determined in the revised Emalahleni LM Integrated Development Plan (2017-2022);
- Updating of plans to reflect the changes in ward boundaries, as promulgated in 2016 and includes updated data, where available.
- Incorporation of the Spatial Plans and Proposals prepared in the Xonxa and Vaalbank Areas

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

All types of economic activity require land either directly or indirectly. The rate of growth in the towns has increased which has been influenced by people migrating from rural areas to the service centres for better opportunities. Land, with its associated buildings and developments, is one of the most important assets of any town. It affects almost every other investment. In Lady Frere land parcels were sold to people on auction but no titles were passed to them which have caused problems in the community.

This has caused communities to do nothing with their land parcels as they cannot sell or invest or use as security when they borrow money from the banks to improve living conditions. Giving title deeds to communities would be effective to generate more economic activity and increase economic

growth. Some land owners leave land underutilized hoping that there could be developers who will come and invest in the area which will allow them a gain. Land owned by the State which takes ages to donate to the municipality as part of the small town revitalization programme also contributes to the problems in the development of the towns.

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

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

Emalahleni Municipality is dominantly rural in nature which makes the people to move from the villages to the small service centres in search of better opportunities. This causes urban sprawl which leads to inadequate infrastructure, formation of slums, traffic congestion, illegal development etc. Urbanization is spurred largely by the migration of energetic and ambitious youths in search of survival, a better life and individual prosperity. The primary source of the challenge is unemployment.

The issue of human capacity and resources in small municipalities is also a challenge. Emalahleni Municipality like most municipalities has one Town Planner which results in slow processing of development applications. The Town Planning section is not fully fledged which makes the person responsible for planning to work under pressure which affects the quality and efficiency of the work. The capacity constraints have expanded the demand for private sector work which also has negative implications.

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

Emalahleni has a broad Spatial Development Framework which was approved in 2013 and reviewed The Broad SDF recommended that the Municipality should develop Local SDF's for the three towns as one of the key actions to be undertaken by the municipality which has been done as the municipality is busy with Local SDF's for Dordrecht, Lady Frere and Indwe which was done as part of the Master Plan for Indwe. An SDF is a forward planning document that spatially indicates the long-term growth and development path of the municipality.

It coordinates the spatial implications of all strategic sector plans and gives physical effect to the vision, goals and objectives of the IDP. The SDF guides and informs land development and land use management. Rural nodes of Xonxa, Machubeni, Vaalbank and Ndonga were identified in the Emalahleni SDF and CHDM has took one rural node (Xonxa) and appointed a consultant to develop an LSDF, Vaalbank LSDF has been developed by the municipality and Machubeni is being developed

currently. The rural service centres are strategically located so as to be able to be extended and planned to accommodate higher level of social facilities and infrastructure.

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

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

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

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

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

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

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

Methodology Followed

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

Phase 1: Pre-planning and Inception Report

Phase 2: Situation Analysis

Phase 3: SWOT Analysis.



Phase 4: Conceptual Development Strategy.

Phase 5: Spatial Plan & Development Strategies

Phase 6: Implementation Plan

Public and Stakeholder Participation

Consultation with various stakeholders and municipal officials was considered a vital aspect of the planning process. This was achieved through:

Stakeholder and Municipal Official Meeting to present the Inception Report

Workshop to present Situation Analysis to Stakeholders and Municipal Officials

The table below depicts the dates of the Meetings and Workshops held.

MEETINGS AND WORKSHOPS HELD	
MEETING	DATE
Project Inception Meeting with the Client	18 March 2015
1st Workshop	10 December 2015
2nd Workshop	1 November 2016

Key issues

The key issues captured below derive from the Emalahleni LM IDP as well as from workshops held with the community of Wards 8, 9 and 10

Land for development is limited due to steep slopes.

There is no Solid Waste Management in the area.

Major Soil erosion making the land being undevelopable.

There is a huge backlog maintaining road infrastructure within the study area.

There is no formal business within the study area.

There is a lack of taxi/bus ranks and shelters.

There are backlogs in the supply of electricity to households.

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

There is no library situated within the study area.

There is no Police Station within the area.

There is a lot of drought spells within the area.

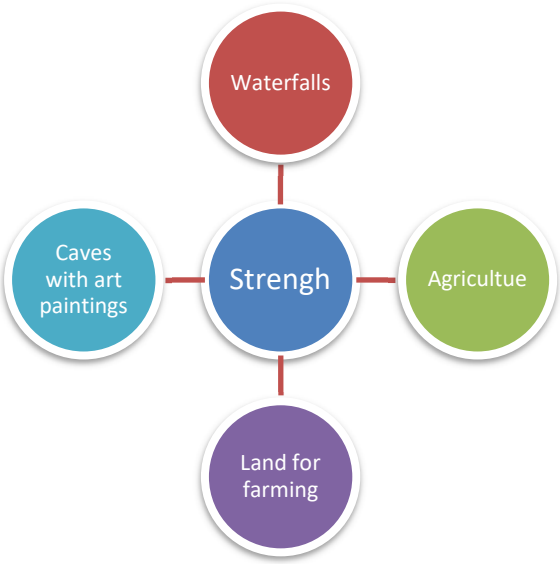
High unemployment rate.

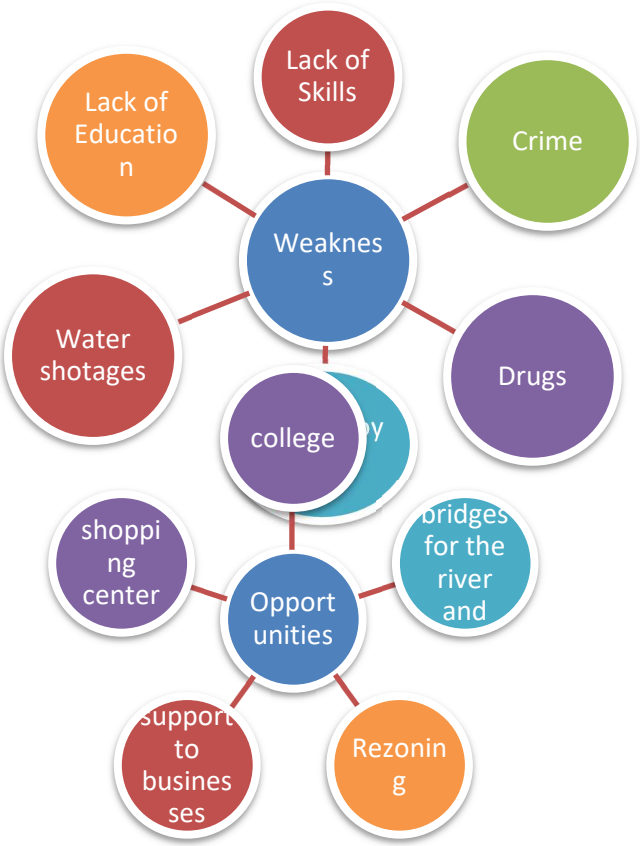
Large number of young adult with drug abuse habits.

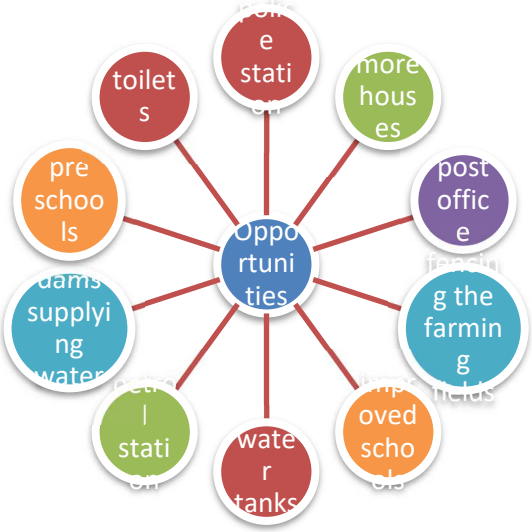
High crime rate.

Strengths Weaknesses Opportunities and Threats

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




Lack of Skills
Lack of Educatio n
Crime
Weaknes s
Water shotages
Drugs
college
shoppi ng center
Opport unities
bridges for the river and
support to busines ses
Rezonin g

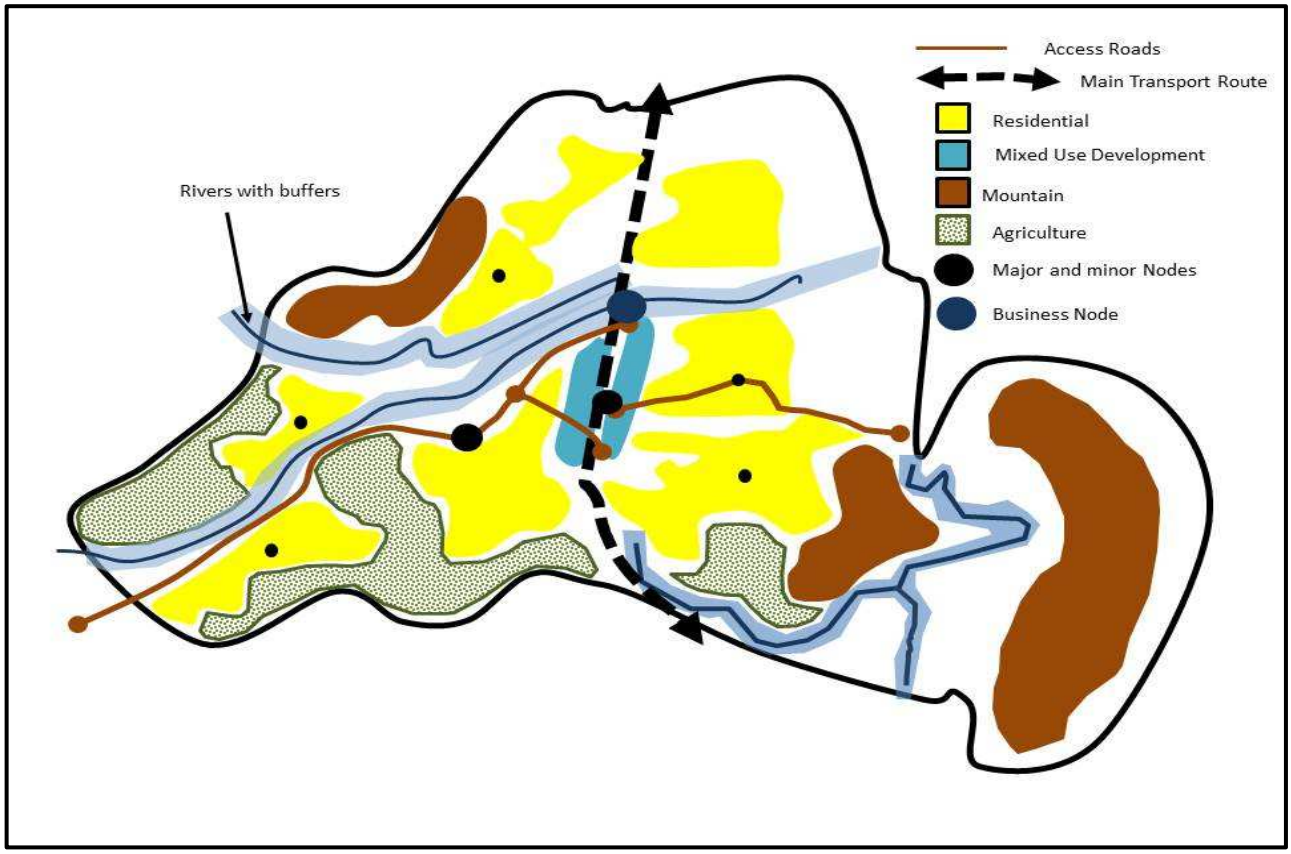

toilet s
more hous es
pre schoo ls
post offic e
Oppo rtuni ties
supplyi ng
g the farmin g
wate r tanks



Vaalbank Development Node Conceptual Development Framework

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

Concept Plan



Vaalbank Development Node Vision

"Vaalbank, A Business Hub serving the surrounding wards bringing Business, Agriculture and Tourism Opportunities closer to the people"

Vaalbank Development Node: Spatial Objections and Strategies

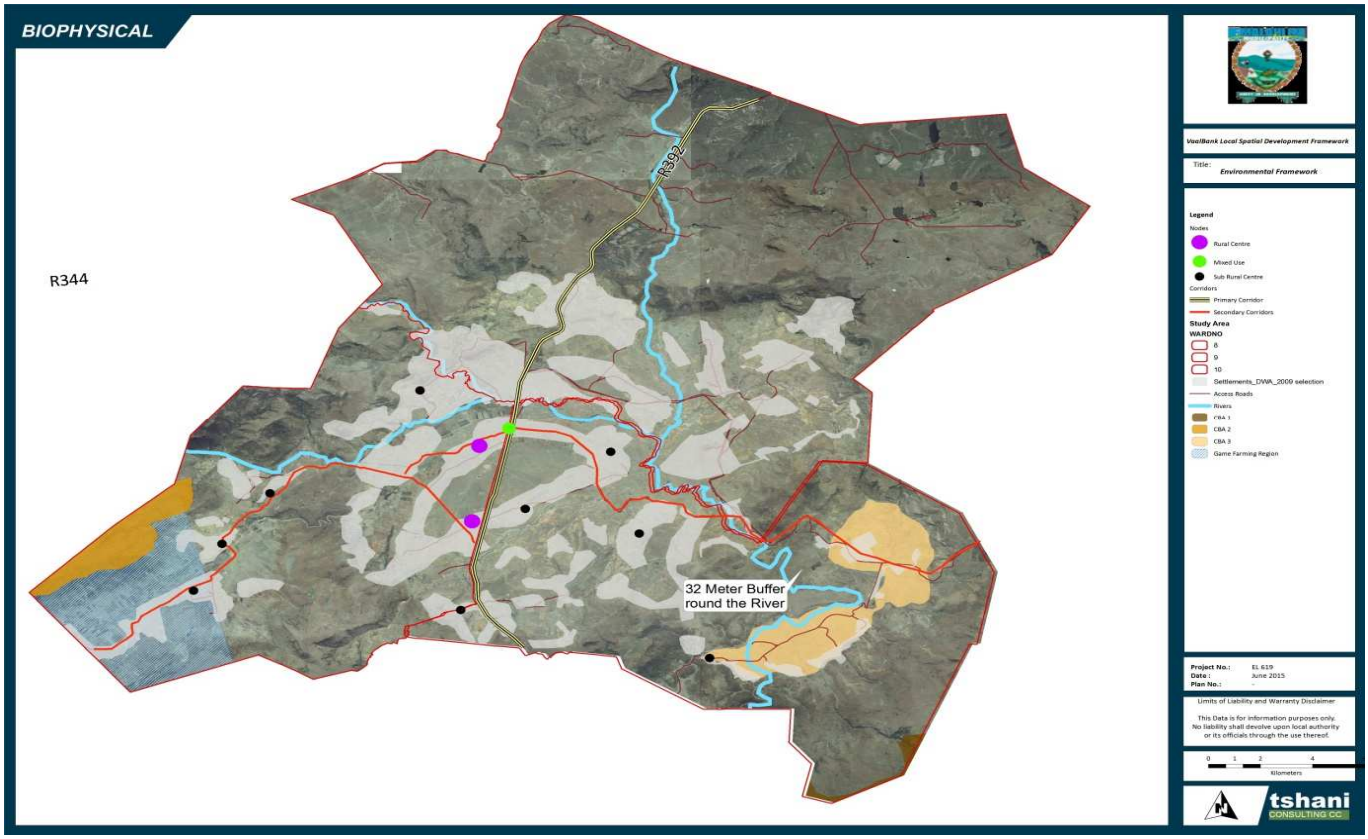
OBJECTIVES	STRATEGIES
Promote access to land for Development of Sustainable Human Settlement.	Implement land release programmes.
Improve the quality of human life through the provision of basic infrastructure services and housing.	Provide sustainable infrastructure and Integrated Sustainable Human Settlement.
Provide improved road access.	The municipality need to improve the quality and condition of the roads

SPATIAL FRAMEWORKS

8.1 Biophysical Framework

The environmental spatial framework is founded on the Eastern Cape Biodiversity Conservation Plan, recognising biodiversity corridors, core and buffer areas, and sub-tropical thicket corridor concept. In addition the framework should emphasise the need to safeguard natural resources, achieved food security by preventing loss of valuable high potential agricultural land and connecting development

to the availability of sustainable water resources. Environmental considerations are an increasing



aspect of any development initiative and should form an integral part of the activities proposed in terms of the Vaalbank Development Node LSDF. The following environmental proposals, therefore, have two main drivers:

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

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

Environmental Projects

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

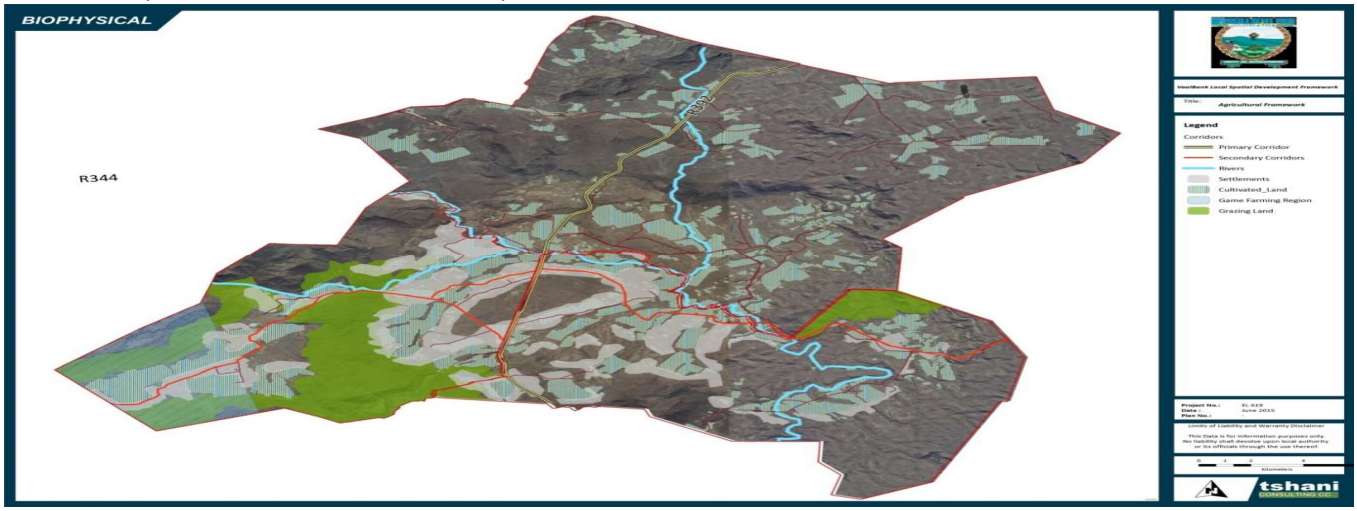
Initiating erosion preventive methods to stabilise the existing erosional areas and ensuring that these areas do not expand; Organic or sustainable farming enterprises in and around the irrigation scheme; (Vaalbank Water Scheme) Rehabilitation of riverbanks; Renewable energy (wind, solar and biogas);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

Biophysical Framework: Environmental Plan

Agriculture in Vaalbank

Agriculture requires extensive land areas dependant in the types of enterprises needed. The chosen land needs to have the necessary natural resources that will also have the ability to produce the crops for the chosen enterprises. These important resources include soils of the correct potential, availability

of the necessary moisture either in the form of rain or in the form of supplementary irrigation and the correct temperature for the chosen enterprises.



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

Proposals for Agriculture from Emalahleni LM IDP 2014-15

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

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

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

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

Proposals for Vaalbank

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

Proposed fencing of ploughing fields –

Community vegetable gardens

Monitor and maintain the irrigation scheme –

Sheep farming potential exist within the area.

Maize production.

Biophysical Framework: Agriculture Plan

8.2 Socio Economic Framework

Social Facilities

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

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

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

Social Facilities	Planning Threshold	Radius
Crèche	1 for every 90/du	1 km
Primary School	1 for every 600/du	1.5 km
Secondary School	1 for every 1200/du	2.25 km
Sports field	1 for every 1400/du	2.5 km
Police Station	1 for every 4500/du	1.5 km
Community Hall	1 for every 4000/du	2.5 km
Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
Clinic	1 for every 900/du	1.5 km

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

Crèches / Pre School

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

Social Infrastructure Proposals:

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

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

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

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Cemeteries

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

Housing Proposals

Local Economic Development

SMME

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

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

Government services such as government offices and police stations are currently lacking in the area. The inadequate provision of social services indirectly effects tourism development, infrastructure, retail development and private investment opportunities within the area.

Agriculture

The agriculture sector within the study area has good potential. It is proposed that special focus be place on agriculture development and growth. The agricultural sector needs to be prioritised as a key driver for economic growth. Agriculture makes a very small contribution to GGP due to land ownership issues, inefficient farming techniques and land degradation. There is a fair amount of subsistence farming happening in the municipality, some of which can potentially be escalated to a small-scale commercial level. There are also a number of irrigation schemes which are able to service agricultural schemes.

Key Proposals:

Underlying and systematic changes:-

Land rights issues potential investors and business people are not comfortable with the uncertainty over land tenure in the area. These issues need to be resolved as a matter of urgency so that land can be leased or bought in the confidence that tenure or property rights will be upheld.

Land rehabilitation programmes to prevent and improve the degradation of semi arable land.

Consolidation and expansion of current irrigation schemes to ensure proper management and better success rate.

Training farmers in sustainable livestock management.

Training farmers in sustainable crop production and management.

The establishment of an agricultural centre is an advisable venture but not initially as a large scale initiative;

Set up as a small enterprise, service provided on a fee-paying basis (possibly with some vouchers for subsistence farmers);

Development of a Proposed Agricultural Resource Centre.

Retail Development:-

The Vaalbank Development Node is extremely limited in terms of retail outlets. There is scope to promote local SMMEs, particularly in the retail sector, by assisting with property availability and certain infrastructure improvements, such as creating informal trading areas, which are well demarcated and serviced. Improvements can also be made to formalized businesses by repainting store fronts.

Key Proposals:

Construction of informal traders' zone within the Vaalbank Intersection Business Node.

Construction of retail outlet stores, garage at the Vaalbank Intersection Business Node.

Infrastructure Development:-

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

Proposals identified for the area include:

- Key Proposals:
- Road upgrade throughout the entire study area, particularly the main and primary transport routes;
- Construction of pavements and pavement foliage;
- Grading (or tarring) of gravel access roads;
- Provision of piped water to all residential settlements;
- Better access to sanitation for all households;
- Electricity supply to all residential settlements.

BUILT ENVIRONMENT FRAMEWORK

Proposed Development Nodes of Importance

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

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

Type	Area	Function
Rural Nodes	Lower Vaalbank	A proposed Rural Service Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities. Areas where medium order community facilities can be bundled in order to ensure that a greater number of rural residents are served in a more efficient and effective way. Ideally, these and future rural service centers are located in close proximity to public transport routes to ensure maximum accessibility to facilities Local planning to maximize use of resources Local land use schemes to be negotiated
Business Node	Vaalbank Intersection Business Node	Proposed Business Hub Local land use Schemes to be negotiated.
Mixed Development Node	Mngungu Qwugqwarhu Bhogo-A Mgqukhwebe-A Gcina-G Swartwater Dum-Dum	A proposed Mixed Development Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities.

	Sidwadweni	

Business Node

The proposed proposals for Vaalbank Intersection Business Node are the following:

- Existing Business to expand;
- Proposed Mixed Uses
- Proposed Park and Open Space Development,
- Upgrade of internal road
- Establishment of new internal roads

4190



Plan: VAALBANK INTERSECTION BUSINESS NODE

Proposed Development Corridors of Importance

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

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

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

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

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



Infrastructure Proposals

The areas of greatest need are defined as those areas with the lowest income per capita income levels and worst-off settlement areas. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas. These proposals need to include poverty alleviation programs and basic infrastructure investment.

Infrastructure Development:-

The infrastructure is, for the most part, run down and is in need of upgrades. Improvement in the Proposed Business Node is of particular importance in making the node more functional and efficient.

There is a lack of both social and economic infrastructure and high backlog issues for the development nodes. Proposals identified for the area include Key Proposals:

- Road upgrade throughout the entire study area, particularly the main and primary transport routes
- Construction of pavements and pavement foliage;
- Grading (or tarring) of gravel access roads;
- Provision of piped water to all residential settlements;
- Better access to sanitation for all households;
- Electricity supply to all residential settlements.
- Provision of storm water services within wards 8, 9 and 10.
- Green Infrastructure Technology

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

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



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

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





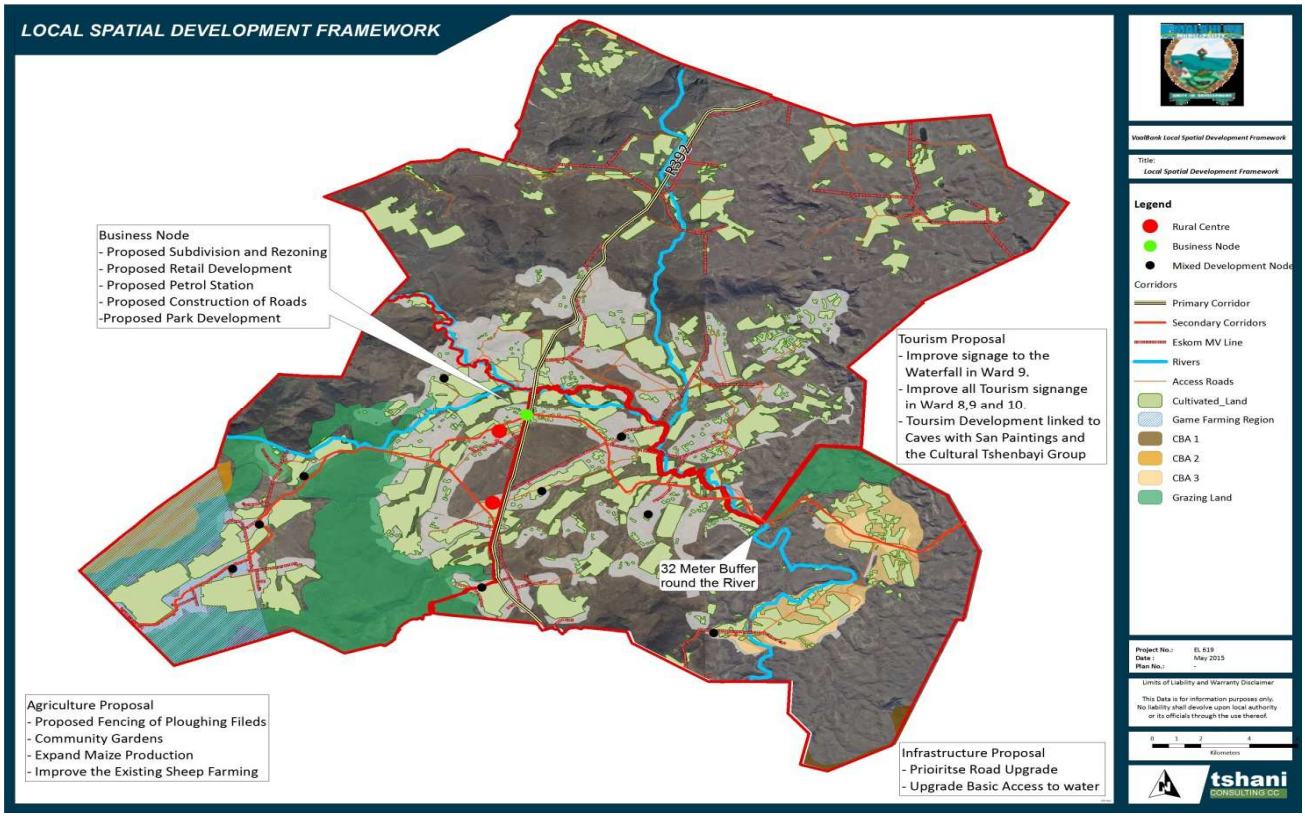
Greywater reuse - Greywater is gently used water from bathroom sinks, showers, tubs, and washing machines. It is not water that has come into contact with faces. Greywater could be collected to water gardens and farms.

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



VAALBANK DEVELOPMENT NODE IMPLEMENTATION PLAN

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



Name of Project	Possible Funder	Budget
It is proposed that the municipality prepare a Rural Settlement Development Plan for the municipal area.	DLG&TA/ELM/CHDM	R500 000.00

Precinct Plan Vaalbank Intersection Business Nodes	CHDM/ELM	R400 000.00
Road upgrade throughout the entire study area, particularly the main and primary transport routes;	DOT/ELM/CHDM	R10 million
Grading (or tarring) of gravel access roads;	DOT/ELM/CHDM	R2 million
Provision of piped water to all residential settlements;	CHDM/ELM	R30 million
Better access to sanitation for all households;	CHDM/ELM	R5million
Electricity supply to all residential settlements.	Eskom/CHDM/ELM	ESKOM
Proposed fencing of ploughing fields	ELM/DOA	R300 000.00
Community vegetable gardens	ELM/CHDM	R100 000.00
Feasibility to improve sheep farming and maize production within the area.	ELM/CHDM	R200 000.00
Feasibility study: Renewable energy (wind, solar and biogas);	ELM/CHDM	R250 000.00
Construction of a satellite police station or visible police patrolling	SAPS/CHDM/ELM	R400 000.00
Renovation and development of sports facilities and playgrounds to encourage youth productivity	ELM/CHDM	R200 000.00

Human Settlements

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

SWOT Analysis

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

Building Control

The Building Control Unit is responsible for the circulation and approval of building plans, in terms of the National Building Regulations and Standards Act (Act 103 of 1977) which under review, for any

building work to be executed on a site, i.e. the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, to promote the terrain and environment of the communities residing within the municipal boundaries by regulating the appearance and condition of buildings and premises.

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

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

SWOT Analysis

Strengths	**Weaknesses**
Adequate capacity Adequate access to resources Regulations and By-Laws Tariffs are implemented	Limited training Encroachment Limited enforcement of Policies and By-Laws Budget
Opportunities	**Threats**
National Building Regulations	Illegal constructions Encroachment

Waste Management

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

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

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

Landfill Site Management (See attached IWMP)

Emalahleni LM has two registered transfer stations, which are at 85% complete in terms of construction. The Municipality has obtained a closure permit for the Old Lady Frere site and

Dordrecht Site. The Department of Economic Development, Environmental Affairs and Tourism allocated an amount of R1.6 Million in 2014/2015 financial year to ensure compliance of the sites to the Norms and Standards and an additional R3 million was be allocated in the 2018/2019 financial year. A portion of this has been used for the construction of a Material Recovery Facility at Indwe in 2019/2020 financial year. Fencing of Lady Frere Landfill site to restrict uncontrolled access was done and construction of the guard house has been completed.

The Municipality has also obtained a permit to construct and operate a Regional Landfill Site in Lady Frere which has since not yielded positive results. The municipality will restart the process and prioritize public participation and identification of alternative sites before authorization. Indwe has a registered transfer station and a portion of the site was declared an illegal dumping area that needs to be rehabilitated. The municipality is in the process of sourcing funds for the closure and rehabilitation. This development also entails the construction of Transfer Station at Indwe, Dordrecht and Lady Frere. There is dedicated staff for Landfill Site Management through the EPWP initiatives implemented by the municipality. The municipality takes advantage of the available Roads and Storm water plant and the new procured TLB for the management of landfill sites. Volume of waste are recorded daily and registered to SAWIS to comply with minimum requirements of NEMWA.

Refuse Collection

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

Refuse removal for Household

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

Refuse collection per urban household

LADY FRERE	INDWE	DORDRECHT

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

(c) Waste Minimization

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

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

Street Cleaning

The Municipality provides street cleansing services on a daily basis, especially the CBD and busy streets with businesses and transportation of waste to designated disposal areas. The Waste Management Section is currently doing litter picking but has identified the need to physically sweep the streets due to dirt and silt built up caused by soil erosion and dust settling.

Clearing of Illegal Dumping Sites

The Municipality has noted the growing number of Illegal Dumping areas within the residential areas and more so in the townships and are more prevalent at Indwe and Lady Frere. Drop-off centers have been constructed in three units to eradicate Illegal Dumping areas and also educate the communities on Waste, Health and Environmental Management. These have been grossly reduced with the implementation of Clean-up campaigns and community participation through EPWP and Community Works Program.

Waste Management Legislation

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

Current Projects

Project Hlasela

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

Thuma Mina Good Green Deeds

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

Chris Hani District Rehabilitation of illegal dump site

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

IDT-CWP Waste Management Project

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

SWOT Analysis for Waste Management as a functional area

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

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

Environmental Management

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

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

Strengths	**Weaknesses**
• Availability of Spatial Development Framework • Greening and land care initiatives • Availability of Environmental Management Framework • DEA, CHDM, DEDEAT EPIP funding	• Limited availability of environmental personnel within the organization to deal with or address environmental issue
Opportunities	**Threats**
• Support from SALGA on Environmental Management Programs. • CHDM integrated Environmental Management Plan • Support from CHDM, DEA and DEDEAT • Tourism • Environment and Climate Change Forum	• Climate Change impacts and air quality • Land degradation • Alien Invasive Species

Environmental Management Framework

The Constitution and other legislations places an obligation on local government to provide services in an environmentally sustainable manner. Local Government has a duty to protect the 'environmental rights' of its citizens. The Constitutions further contains two critical objects relating specifically to local government in achieving sustainable development which are:

To ensure the provision of services in a sustainable manner

To promote a safe and healthy environment

In response to this, the municipality has developed an Environmental Management Framework phase one which is a study of the biophysical and socio-cultural systems of geographically defined areas to reveal where specific activities may best be practiced and to offer performance standards for maintaining appropriate use of such land and environment. The plan is emphatic in its desired state on the following:

Freshwater ecosystem, water quality, air quality, agriculture, heritage, biodiversity. Ecology, geology, landscaping/ characteristics and genus/Loci, resource economics, town planning. Land Degradation and its rehabilitation are also discussed in length providing the status qou and the desired state.

A logical spatially demarcated area is defined by an EMF some being sensitive, requiring specific management intervention to ensure its future environmental integrity gets allocated through the process, some being assets or identified as heritage and historical importance Management Guidelines are proposed looking at specific provisions applied in the management of each individual attribute or activity associated with the respective Management Zones.

The municipality is staffed with one practitioner, staff for maintenance of parks and open spaces. Chris Hani District Municipality (Environmental Health Practitioners), DEA and DEDEAT (environmental officers) have assigned officials to collaborate with the municipality on all environmental matters within their ambit.

Environmental Management Project Implemented

Land Care-Environmental Projects

Mthonjeni Landcare

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

Machubeni GEF5 Landcare

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

- Tree planting and management
- Participation in National Arbor City Awards
- Participation in Schools Environmental Awards
- Women in Environment Forum

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

Climate Change and Air Quality Management

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

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

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

The municipality has implemented two capital projects (Dordrecht and Lady Frere Parks) related to management of open spaces. Entrance beautification and parks development programs. One project in Indwe has been completed in 2017/2018.

Waste Management By- Laws were developed and promulgated in 2014/2015 financial year The process of designating peace offers and development of tariffs and fine list is underway.

Trade effluent Policy

The Municipal area has no extensive industrial areas that emit effluents which would require a by-law or a policy. The Water Act, NEMA, SANS 241, Health Act and the Constitution will be utilized for penalizing emitters if such occurs in the absence of the policy

Public Safety

Public Safety consists of Disaster Management, Traffic Services. The Municipality has established a Roads, Transport and Community Safety Forum which is a structure to coordinate crime prevention activities of all government and non-government organizations that are involved in crime prevention which may cover several policies. It sits on a quarterly basis. As such this platform provides means for sharing information on areas of attention and successes. Key stakeholders include Department of Roads and Transport, SAPS, SANRAL, Department of Justice, Social Department, Department of Safety and Liaison. The forum has identified the need to develop a community safety plan for ELM.

Disaster Management

Institutional Capacity

Emalahleni Local Municipality has two disaster management field workers for the provision of disaster management and fire-fighting coordinators in the organizational structure which are not yet filled. Chris Hani District Municipality had seconded ELM with two personnel (Disaster Management Practitioner and Disaster management Field Worker). 3 firefighters have been employed on temporal basis. The municipality ensures quarterly sittings of Disaster Management Advisory Forums with all relevant stakeholders.

Risk Assessment

The municipality conducted an intensive risk assessment per ward to input in the disaster management plan. Further risk assessment will be conducted owing to risks that continue to manifest themselves. The CHDM also conducted a Scientific Risk Assessment on Disaster Management and have profiled all the wards of ELM.

Risk Reduction & Prevention

The winter fire season starts in March and includes all fire breaks and landowner awareness campaigns are being conducted.

Response & Awareness

Emalahleni Local Municipality conducts a minimum of four awareness campaigns in schools, residential developments and businesses per month with the support of the District Municipality staff and relevant stakeholders.

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

Training & Awareness

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

Funding Arrangements

Funding mechanism is through the municipal operating budget.

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

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

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

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

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

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

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

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

Addressing the priority risks:

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

SWOT Analysis

Strengths	**Weaknesses**
• Well-coordinated structures with farmers and the community at large • Advisory forums are attended quarterly as well as technical task team meetings • Approved Disaster management plan • Approved business plan for Disaster management centre	• Lack of equipment (fire beaters and hydrants, fire vehicles) • Problems with water supply interventions • Capacity to deal with totally destroyed houses and provision of temporal shelters • Lack of training for fire fighters • Lack of funds
Opportunities	**Threats**
• CHDM support • Working on Fire • Department of Water Affairs • DAFF • Affiliation to Emalahleni Fire Protection Association	• Rockfall • Heavy Rains, floods and snow • Strong Winds • Fire • Hazmat (hazardous materials) danger • Drought

Traffic Services

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

Furthermore, a Driving License and Testing Centre in Lady Frere is operational since 2016. Construction of Vehicle Testing Station has been completed, requiring alterations for compliance. Roads and Transport forum has been established with all relevant parties and it deals with roads maintenance and road safety. Community Safety related Forum has since been established with the assistance of Department of Safety and Liaison, SAPS, Department of Transport and Justice. There is also no facility for impounded vehicles that are unroadworthy in terms of Section 44 of National Road

Traffic Act, 1996 (Act 93 of 1996). Aforesaid departments had assisted in implementation of crime prevention awareness campaigns and quarterly forum meetings are held on annual basis.

SWOT Analysis

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

Cemeteries

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

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

CEMETERIES SWOT ANALYSYS

Cemetery	**Condition**	**Description**	**Place**
Cacadu Cemetery	Fenced but not complete No parking space designated on the cemetery yard	Fencing to be completed end June 2021. Register in place	Cacadu
Sinakho Cemetery	Fenced	Fence is complete, and register is in place	Dordrecht
Dordrecht Monument	Cemetery fenced and closed	Fencing is complete, and cemetery register in place	Dordrecht
Munnikville cemetery	Fencing is complete	Fencing is complete, register in place.	Dordrecht
Indwe Cemetery	Fencing not complete	Fencing is partially complete and register in place. Cemetery closed because of shortage of space.	Indwe
Indwe New Cemetery	Cemetery is currently being developed	Not fenced yet	Indwe

SWOT Analysis

Strengths	Weaknesses
• Cemetery registers in place in 3 units	• Uncontrolled access in Lady Frere

• Designated personnel for tracking and allocation of gravesites – Indwe and Dordrecht Units • Availability of Land in Lady Frere • Booking system is in place to three units • Good practice of cemetery management is implemented in Dordrecht • Layout plan in Dordrecht and Lady Frere is available • Availability of land in Indwe Unit	• No dedicated personnel booking and location of gravesites in Lady Frere • Non-availability of records for previous years • Non-availability of cemetery map and layout plans
Opportunities	Threats
• Revenue and job opportunities	• Land invasion • Theft • Vandalism

Libraries

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

Libraries currently available at Emalahleni can be presented as follows:

Area / Town	Library
Lady Frere	Bengu Modular Library Mhlanga Library Tsembeyi Modular Library WyCliff Mlungisi Tsotsi Library
Indwe	Indwe Public Library
Dordrecht	Dordrecht Public Library

Parks, Recreation and Sport facilities

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

Strengths	Weaknesses
• Availability of land for parks developed (Lady Frere, Indwe and Dordrecht) • Availability of facilities management and maintenance plan	• Lack of guarding of assets • Illegal dumping site • Lack of tariffs for utilisation
Opportunities	Threats

• Funding from different institutions	• Vandalism • Stray animals • Criminal activities

Public facilities

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

(See the following table)

Community Hall	Ward	Condition
Mike Huna Community Hall	11	Good
Town Hall (Dordrecht)	14	Good
Munniksville Community Hall	11	Fair
Harry Gwala Community Hall	11	Under renovations
Youth Centre	14	Fair
Dora Vosloo Community Hall	16	Good
New Community Hall	15	Fair
Mavuya Community Hall	15	Destroyed by natural disasters
Cacadu Community Hall	4	Good
Matyantya Community Hall	6	Good
Rwantsana Community Hall	1	Good
Qoqodala Community Hall	7	Good
Vaalbank Community Hall	8	Good
Zwaartwater Community Hall	9	Fair
Tsembeyi Community Hall	10	Fair
Ngqanda Community Hall	12	Good
Boomplass Community Hall	13	Fair
Maqhashu Community Hall	17	Fair
Greyspan Multi-Purpose Hall	3	Good
Mtsheko Community Hall	5	Fair
Bengu Community Hall	2	Fair
Resort hall		Rebuild required

SWOT Analysis

Strengths	**Weaknesses**
Registers in place in all 3 units. Booking system is in place to three units	Lack of monitoring systems Lack of security systems Quality of halls constructed
Opportunities	**Threats**
Revenue Job opportunities	Vandalism Theft Adverse weather conditions

Maintenance

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

Commonages and Pounds

There is one animal pound in Dordrecht and one holding facility at Indwe. A site for Cacadu holding facility has been approved by Council in 2018/2019 and is under development. Stray Animal Control measures are in place in all three towns with assistance of Rangers and Traffic Officers.

Taxi Ranks and Bus Terminals/Shelters

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

Public Toilets

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

Early Childhood Development Centres

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

Municipal Health Services

The regulations defining the scope of profession of Environmental Health outlines functions of Environmental Health Practitioners as the nine Municipal Health Functions. In terms of the National Health Act, (Act 61 of 20013) Municipal Health Services are defined to include the following environmental health functions, which are provided by the District and Metropolitan Municipalities:-

Water quality monitoring
Food control
Waste management
Health surveillance of premises
Surveillance and prevention of communicable diseases, excluding immunization
Vector control
Food control
Exhumation and Reburial

Chemical safety

Environmental Health Practitioners (EHPs) operate their duties in the local municipalities assisting with environmental health duties. This is conducted to prevent any adverse effect to health of community members. There are three (3) EHPs, 1 assistant and 1 Senior EHP working in three units of the municipality and are enforcing by-laws related to environmental health.

HIV/AIDS

Emalahleni Local Municipality has a HIV/AIDS Coordinator responsible for HIV/AIDS strategies both in the community and the workplace.

Emalahleni Local Aids Council: The Emalahleni Local Aids Council structure is in place, functional and Chaired by the Honourable Mayor who then delegated the coordination of the programme to the Community Services. The ward Aids structures has been established in all wards of Emalahleni.

The municipality has developed an implementation plan which was approved by Council in 2018/2019. The plan is aligned with the national adopted HIV/TB and STI's strategy 2017/2022. The following are the goals:

- Accelerate prevention in order to reduce new HIV and TB infections and new STI's
- Reduce illnesses and death by providing treatment, care and adherence support for all
- Reach all key and vulnerable population with comprehensive customised and targeted interventions
- Address social and structural drivers of HIV and TB infection and STI's
- Ground response to HIV, TB and STI's in human rights principles and approaches
- Promote leadership at all levels and shared accountability for a sustainable response to HIV, TB and STI's
- Mobilize resource to support the achievement of NSP goals and ensure sustainable response
- Strengthen strategic information to drive progress towards achievement of NSP goals

Local Drugs Action Committee (LDAC): The Emalahleni Local Drugs Action Committee (LDAC) has been established and the committee has been appointed by the Honourable Mayor. The committee is composed of 29 members from the different stakeholders with the guidance of Subsection (3) of Local Drugs Act of the Constitution that says a Municipality must take a leading role to lead the Local Drugs Action Committee (LDAC). The Local Drugs Action Committee (LDAC) is chaired by the Municipality the office of the honourable Mayor. Only few Departments that have submitted their Substance Abuse Activity Plan.

The municipality has a functional initiation forum and functional traditional surgeons committee. The forum sits on a quarterly basis and is responsible for planning and coordination of initiation programs. All registered Traditional Surgeons have been trained. Initiation Activity Plan has been submitted to Council.

SWOT Analysis

Strength	**Weakness**
• Functional Local Aids Council structure • Functional Local AIDS Council Technical Task Team • Enough Volunteers	• Increased number treatment defaulters • Lack of parental support for initiates • Lack of identification of land for initiation schools • Lack of budget

• Functional initiation forum and functional traditional surgeons committee • Awareness campaigns conducted	
Opportunities	**Treats**
• Working close with communities • Encouraging the culture of volunteerism • Job opportunities	• New infections • Alcohol abuse • Lack of parental support for initiates and traditional nurses leading fatalities

Local Economic Development

Background

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

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

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

The LED stakeholders for Emalahleni Local Municipality are as follows : Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality (CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners.

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

Agriculture

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

Livestock and Wool Production	Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipal area has got sweet veldts, that on its own is showing that this area is rich in livestock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the 2015 season the municipal area had at the least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture. (To receive latest Statistics) The municipality has improved cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. Up to this far 11 wards have received Nguni bulls as part of genetic improvement program. The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002. The municipality has the following infrastructure: • Animal health infrastructure: Emalahleni has more than 100 dipping tanks Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. Since 2000, DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock. Stock auction infrastructure: the municipality has 11 stock pens that are still in good condition which are utilized for stock auction in the communal space of the municipal area. Wool Production infrastructure: the municipality has 76 shearing sheds for wool production; 40% of them are in a bad condition and 60%are in a good condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required. Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system. The municipality has sheep farmers who are committed to produce quality wool by introducing pure Merino breed.
Crop Production	Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectors from 2014 that is incremental to 35 000 hectors in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960. Rural Agro-Industries and Financial

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

Mining

Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Stekstroom and Guba Hoek. In the case of Emalahleni Local Municipality, the mining 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. The municipality and Gumamhla Community Trust are continuously engaging relevant national government ministries to assist the municipality to lobby investors to operate the mine. Currently, Council for Geo-Science which is an entity of Department of Mineral and Energy is conducting geo-scientific study upon all available coal reserves within Emalahleni Local Municipality and the purpose is to verify suitable use of coal.

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.

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, specialized 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 on R56 route 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.

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

Small Micro and Medium Enterprise Development (SMME)

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:

- Increase the number of black people that manage, own and control enterprises and productive assets
- Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- Human resource and skills development
- Achieving equitable representation in all occupational categories and levels in the work force
- Preferential procurement from enterprises that are owned and managed by black people and;
- Investment in enterprises that are owned or managed by black people

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

- Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only 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 utilized by the municipality and other government departments
- Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- Service providers are affiliates of Local Business Forum, they are in the municipality's database and their services are utilized. The municipality facilitates and provides the support through capacity building programmes.
- Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimize operational costs.

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

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

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

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

The municipality identifies an SMME for support. The identified SMME receives financial support for 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 administrative. 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.

The municipality also assisted Emalahleni Informal traders with application on Informal and Micro Enterprise Development Programme by Dept. Small Business Development. They were funded with production inputs valued at R10 000 per recipient.

Clay Brick Making

The municipality is in a process of exploring potential growth out of those small scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in

housing projects. There are efforts that need to be concerted in order to play a meaningful economic role. The Act which is regulating this is Mining and Petroleum Development Act No 3 of 2002.

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

Tourism

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

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

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

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

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

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

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

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

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

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

Heritage

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

Heritage Resources

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

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethu and Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	Luvuyo Lurome 1960 to 1986 Qonda Hoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
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 19th 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

Site Name	Significance	Conservation Status	Management
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	Nkosi Ngangomhlaba development trust
Doring river Dam at Indwe	Leisure area	Could be better utilized	Department of Water and Sanitation
Emalahleni Arts and Craft Centre	Arts and Heritage	Operational	Emalahleni LM and Crafters.

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 cites, amongst others that form part of the history contributing to liberation in the area:

Graves of Qonda Hoho and Luvuyo Lerumo

Maqhashu Village

Queen Nonesi

Wycliffe Tsotsi Law Offices

Graves of Qonda Hoho and Luvuyo Lerumo

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

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

Maqhashu Village

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

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

Wycliffe Tsotsi Law Offices

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

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. Earlier on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white, were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal.

Tsotsi's offices were built according to his own design on land which he owned, an unusual situation in Lady Frere currently known as Cacadu, at the time solely owned by white residents. His right to own land was indeed challenged, but Tsotsi was able to point to neighboring 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 practice in Maseru where he died at the ripe age of 91.

Job creation

Expanded Public Works Programme (EPWP)

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

Community Works Program (CWP)

The Department of Corporative Governance and Traditional Affairs (COGTA) has allocated 1100 additional work opportunities to South African Youth Movement (SAYM) as the implementing agent to start with useful work for Emalahleni Municipality for the Community Works Program (CWP) for 2018/19 financial year. The program has been implemented in all 17 wards of Emalahleni Municipality.

Forestry

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Cacadu, Mount Arthur; Mkhaphusi, Khundulu, Jojweni and Machubeni .There are natural forestry that are situated in the mountains of Hala No 1 i.e Longo forest and Cumakala Village i.e Khophe Forest. An assessment was made in these forests to check status core following that was the development management plan and establishment of forestry committees. Funding proposals were developed and submitted to potential funders. Currently to engage DAFF to assist with capacity building of committees and communities at large.

Comparative and Competitive analysis

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

Municipal Transformation and Institutional Development

Background

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

Powers and Functions assigned to the Municipality

Legislated Powers and Functions

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

Air Pollution

Building regulations

Child Care facilities

Electricity and Gas Reticulation

Fire-fighting services

Local Tourism

Municipal airports

Municipal Planning

Municipal Health Services

Municipal Public Transport

Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law

Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto

Storm water management systems in built-up areas

Trading regulations

Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems

Beaches and amusement facilities

Billboards and display of advertisement in public places

Cemeteries, funeral parlours and crematoria

Cleansing

Control of public nuisances

Control of undertakings that sell liquor to the public

Facilities for accommodation, care and burial of animals

Fencing and fences

Licensing of dogs

Licensing and control of undertakings that sell food to the public

Local amenities

Local sport facilities

Markets

Municipal abattoirs

Municipal parks and recreation

Municipal roads

Noise pollution Pounds

Public places

Refuse removal, refuse dumps and solid waste disposal

Street trading

Street lighting

Traffic and parks

Childcare facilities

Fire-fighting services

Keeping of animals

Control of public nuisances

Control of undertakings that sell liquor

Powers and Functions Not Performed by the Municipality as per the Constitutional mandate

Air Pollution

Municipal Health Services

Municipal Public Transport

Abattoirs

Powers and functions performed on behalf of other spheres

Registration and licensing of motor vehicles

Disaster Management on behalf of the Chris Hani District Municipality; and

Library Services on behalf of the Department of Sport, Recreation, Arts and Culture

Municipal by-laws

Council developed the following By-Laws for implementation:

Heritage Resources

Commonages

Public Amenities

Liquor Trading

Keeping of animals

Local Tourism

Community Fire Safety

Child care Services

Building By-Law

Street trading

Rates By-Law

Waste Management

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

Municipal Policies

The following policies have been reviewed old and others newly developed

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

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

Human Resources

Human Resources Plan

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

Organizational Structure

Council embarked on a Business Process Re-engineering project which had a direct bearing on the organizational design, and a complete organizational structure 2017-2022 was developed and approved by Council on the 31st May 2017 for implementation. Due to financial challenges that the municipality is facing and realization that the institutional structure is bloated, minimization of number of vacant positions is suggested. The intention therefor is to review the plan and address the challenges encountered.

SWOT Analysis

Strengths	Weakness
• HR Plan in place	• Lack of skills
Opportunities	Threats
• Capacity Building	• Budget

Skills Development and Training

Critical and Scarce Skills in Emalahleni LM

The following were identified as critical and scarce skills and it has been a challenge to recruit in these fields:

- Civil Engineering
- Electrical Engineering
- Mechanical Engineering
- Town and Regional Planning
- Quantity and Land Surveying
- Information Technology
- Agricultural Science

The Municipality has awarded four students from the community and from the deserving families for the above mentioned scares skills in 2016 academic year for the normal duration of the course and they have completed their qualifications.

Employment Equity Plan

There is an Employment Equity Plan (EEP) which was adopted by Council in 2018 for a period of five years and it lapses in 2023 and reviewed annually. The intention is to review it soon after the institution has reviewed the Organizational Structure.

The Employment Equity Plan is implemented concurrently with the recruitment policy and reports are submitted on a quarterly basis to the Corporate Services Standing Committee and to the Employment Equity Committee.

Workplace Skills Plan (WSP)

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

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

- Learnership for Electrical Engineering
- Study Bursaries for employees
- In-service training

SWOT Analysis

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

Code of Conduct and Enforcement

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

Performance Management System Framework (PMS) has been adopted by Council. In terms of the framework PMS has been cascaded to middle management and practitioners in the 2017/2018 financial year. The quarterly assessments are currently conducted for Managers (Section 54A, and 56), managers below Section 54 and 56 as well as practitioners. And reports are submitted to Council. As required by Sections 168 & 175 of MFMA the municipality has established a Municipal Disciplinary board which intends to investigate allegations of financial misconduct in the municipality & monitor the council proceedings against an alleged transgressor and assist council with the investigation of allegations of financial misconduct while at the same time providing recommendations on further steps to be taken.

Labour Relation

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

SWOT Analysis

Strengths	Weakness
• Labour Stability • Functional Forum	• Inadequate training for forum members • Compliance with relevant legislation • Labour unrest
Opportunities	**Threats**
• Capacity building (SALGA, CHDM, LGBC)	• Community Unrest

Occupational Health and Safety

The Emalahleni Local Municipality is committed to ensure a Healthy and Safe environment for all its customers and employees and therefore the Municipality has developed an Occupational Health and Safety Policy. The municipality is improving safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to Emalahleni municipality policy and occupational health and safety Act. The Emalahleni Municipality has a full functioning

Occupational Health and Safety section that support all other departments within the institution. The OHS Strategy was developed and approved in December 2016 by Council for implementation.

The Safety Health and Environmental (SHE) Representatives that forms part of the Safety Committee have been trained. First Aiders have been trained. Arrangements are made with the Chris Hani District Municipality to do Fire drills and Emergency preparedness. The OHS Committee has been established as per the OHS Act of 1993. The portfolio Head Corporate Services is the chairperson of the Committee. OHS Committee meetings are held quarterly.

SWOT Analysis

Strengths	**Weakness**
• OHS Strategy implementation • OHS Committee in place • Effective implementation of employee wellness programme	• Limited resources Budget • Non-Existence of employee wellness strategy
Opportunities	**Threats**
• Funding from the District Municipality for wellness programmes • Promotion of healthy lifestyle	• Non-compliance by contractors • Current Municipal Buildings that are not in compliance with OHS standards. • Slow service delivery • High rate of employee absenteeism

Records management

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

- File plan
- Procedure Manual; and
- Records Management Policy

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

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

The municipality complies with National Minimum Information requirements (NMIR)

SWOT Analysis

Strength	**Weakness**
• Records Management Policy and Strategy • Electronic Document Management System in place • Strong Room	• Decentralized records • Shortage of Staff • Loss of documents
Opportunities	**Threats**

• Utilisation of EDMS	• Loss of institutional memory

Council and Council System

Council holds its ordinary council meetings once in each quarter for the four quarters in a year. The municipal council had Special Council meetings and ordinary council meetings.
The Executive Committee hold meetings as per Council Calendar of Events, which are chaired by the Mayor.
Council has the following Section 79 of Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) committees:

Council Committee	Performance
• Municipal Public Accounts Committee	• Functional
• Corporate Services Standing Committee	• Functional
• Infrastructure Development and Human Settlement Standing Committee	• Functional
• Community Services Standing Committee	• Functional
• Planning, Economic, Development, Tourism and Agriculture	• Functional
• Budget and Treasury Office Standing Committee	• Functional

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

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

Councillors and Traditional Leaders participating in Council
The current Council was elected to Council in 2016 and had 34 Councillors and 7 traditional leaders sworn in to participate.
Office Accommodation

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

Development of Municipal Offices and Council Chambers

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

Municipal offices are arranged as follows: -

- cacadu (Head Office) – 37 Indwe Road, Lady Frere, 5410
- Dordrecht Unit (Satellite Office) – Grey Street, Town Hall Building, Dordrecht, 5435
- Indwe Unit (Satellite office) – 40 Fletcher Street, Indwe, 5445

Information and Communication Technology

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

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

- Financial Management System (Sebata)
- HR Management System (Sebata)
- Cemetery Management (External Host)
- Electronic Document Management System (EDMS)
- Contour (External Host)

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

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

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

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

Information and Communication Technology SWOT Analysis

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

Integrated Development Planning

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

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

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

SWOT Analysis

Strengths	**Weaknesses**

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

Performance Management System

Institutional Performance Management

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

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

Individual Performance Management

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

Below is a SWOT Analysis for the PMS Unit

Strengths	Weaknesses
• 2 skilled personnel • An approved performance management system framework in place • Budget • PMS Committees in place • Automated performance management systems	• limited personnel • Minimal budget allocation
Opportunities	**Threats**
• Support from other spheres of government (Monitoring and Evaluation Unit – EC – CoGTA and The Office of the Presidency)	• Continuous technological updates

Special Programmes

Background

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

- Youth
- Disabled
- Women and Older persons
- HIV/Aids
- Gender; and
- Children

All the SPU structures were elected, inducted and budgeted for by the municipality. The structures are elected for a period of five years and are required to identify programmes for implementation on an annual basis.

Focal Area	Project Name	Project Description
Youth	FIELD BAND FOUNDATION PROJECT	The band is an initiative which seeks to develop young people on skills such as Music and Dance with the social development aspect. The project has an intake of +- 250 participants both in Dordrecht and Indwe. A memorandum of understanding was signed between the municipality and the Field band foundation Field band was launched in 2015. It is adequately resourced with staff and instruments as well as participates in the Cape Town carnival, regional and national championships annually. Life skills workshops which include HIV and AIDS programme have been conducted and continue to be facilitated on an annual basis.
	MAYORS CUP TOURNAMENT	The concept is the initiative of the Council to develop Sport. The tournament is known as the Mayoral Cup which was instigated in 2005 to develop young people in Sport in the entire municipality. It includes various sports discipline such as the Football, Netball, Rugby, Boxing and Athletics. This tournament promotes development of young people in sport and nurture talent. It is as well to inculcate a culture of using sport as an inhibitor to drugs, alcohol abuse and crime. The event is budgeted for on an annual basis.
	YOUTH COUNCIL	A youth development summit was held in November 2016 and a youth development strategy was developed. Youth council convened youth assembly to elect new office bearers in 2017.
WOMAN	WOMEN FORUM AND GENDER EQUALITY	The women forum was established in 2014. And were capacitated in leadership skills. In September 2017 a new forum was elected and inducted Gender mainstreaming training was conducted to officials and councillors to ensure that issues of gender are mainstreamed in the municipal

Focal Area	Project Name	Project Description
		business. An implementation plan to mainstream gender issues in the municipal business is still to be developed The programs implemented by the structure are budgeted for by the municipality. The forum identified and funded 1 women project in Qoqodala with garden tools in 2017/2018 financial year.
PEOPLE WITH DISABILITY	PEOPLE WITH DISABILITY (PWD) COUNCIL	A functional structure for PWD is in place and meetings are held on a quarterly basis as per the meeting schedule. The municipality has donated a site and a structure was constructed by public works to accommodate a sewing project (Vukuzenzele Project). In 2017/2018 the municipality provided the libraries with newspaper reading machines for the Blind. In 2018/2019 Emalahleni Local Municipality in partnership with Department of Health and Social Development handed sunscreens to people living with albinism?
ELDERLY	ELDERLY PERSONS	The municipality has a forum established to lobby and advocate for interests of older persons which also coordinates programmes for elderly The elderly persons have various programmes such as Nelson Mandela Day, Parliament for elderly and Golden games.
	NELSON MANDELA DAY	The Nelson Mandela Day has been declared as the international day in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day. The municipality in partnership with the provincial sector departments such as social development and SASSA; identified and provided blankets, sanitary towels and food parcels to child headed households. In 2018/2019 the municipality supported the Lupapasi Preschool with fencing and ablution facilities.
	SPORTS COUNCIL	The council is in place to facilitate development of sport and advise Municipal Council on sport related matters. The Council is part of the preparations for Mayors Cup and other Sports programs.
	CHILDREN'S ADVISORY FORUM	The municipality support the children's advisory forum in terms of: • Profiling • Support to early childhood development centres • Monitor support for the forum • MoU's • Social investment by corporate sponsors • The Forum is established under the Department of Social Development.

SWOT Analysis

Strength	Weakness
• Established functional Forums • Sufficient Budget	• Inadequate Human Resource
Opportunities	**Threats**
• Relations with external stakeholders	• Out of Pocket expense for Forum members. • Office bearer turnover

Good Governance and Public Participation

Internal Audit

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

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

SWOT ANALYSIS:

INTERNAL AUDIT

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

• COGTA Chief Audit Executive Forum • FMG Funding for tools of trade and software • Professional guidance for EC Treasury • Professional body accreditation	• Negative perception on the role of Internal Audit • Shrinking budget allocation for Internal Audit Service • Information Systems migration by Municipalities

Audit Committee

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

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

SWOT Audit Committee

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

Audit Outcomes

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

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

Risk Management

Risk management committee was established in 2016/2017 financial year. The committee consists of an independent of the audit committee as the chairperson, all directors, the CAE and the risk

practitioner as the secretariat. The committee operates according to the approved risk management charter.

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

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

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

Fraud and Anti-Corruption Prevention

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

Strengths	**Weaknesses**
• Fraud and anticorruption plan • Fraud awareness conducted	• Governance and corruption • Inadequate system for conducive ,effective, value for money and accountability • Internal control weaknesses
Opportunities	**Threats**
• Support from the Province and District	• Legislative disregard • Lack of Fraud awareness

Communications

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

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

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

When communicating Council programmes, the communication unit of the municipality makes use of the following media platforms: Vukani Community Radio, The Representative, Isolezwe lesiXhosa and Udizindaba Newspaper that is based in Cape Town. The Daily Dispatch, Eastern Cape Today, Daily Sun, SABC Radio, Lukhanji FM, The Reporter and the Local Government Handbook are the other platforms that are currently used for communication purposes. The unit develops an external newsletter to communicate municipal news to the broader municipal community that is written in English with IsiXhosa translated copies.

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

SWOT Analysis

Strengths	**Weaknesses**
• Approved communication policy • Draft Communication strategy • Crisis Communication chapter included on the Communication Strategy • Member of the LGCF, DCF and the LCF in the form of roundtable	• inadequate resources on both personnel and financial • Decentralized internal communication
Opportunities	**Threats**
• Sound relations with the government communication fora • Sound relations with the media • Capacity building programme done by GIZ on social media development and engagement	• distorted information • Political instability • Political interference • Community unrest

Customer Care and Management

The municipality has customer care unit established in terms of Batho Pele principles embedded by the Bill of Rights in the South African Constitution 1996 (as amended). The municipality developed and

adopted a strategy and policy on customer care in the 2016/2017 financial year. The Municipality also adopted the Petitions Management Policy framework .The purposes of the unit is to ensure that customer services are met and customers are satisfied. Dissatisfaction or satisfaction of customers is measured through customer service standards monitoring and customer satisfaction surveys conducted annually. In cases of customer dissatisfaction, bill of rights suggests that customers are entitled to complain and every citizen has a right to say what they think when they do not receive the treatment of services they are entitled to. Systems for dealing with complaints are created through customer complaints register and petitions management comittee.

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

SWOT Analysis (Customer care)

Strengths	**Weaknesses**
• Customer care policy and strategy • Complaints management procedure manual • Customer care committee • Petitions Management Policy • Institutional customer service standards	• Limited financial and personnel resources • Lack of office space to attend to walk-ins • Lack of cooperation by Directorates on service delivery complaints • Lack of common courtesy among employees
Opportunities	**Threats**
• Presidential hotline forum • Presidential hotline system • District customer care forum	• Community unrest • Pressure group protests

Public Participation

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

Public Participation is a unit seating in the Office of the Municipal Manager which currently consist of 1 Public Participation Practitioner, Public Participation assistant and strategic programmes secretary. Its activities are based on the approved Public Participation Strategy that was approved by Council in August 2015 and the strategy inclusive of petitions framework; used as a tool to mobilize stakeholders and was implemented successfully. The unit is currently responsible for coordination of:

- 170 ward committees,
- 7 traditional leaders,
- 10 Community Development Workers (CDW's)

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

The ward committees were as well established in all 17 wards of the municipality and traditional leaders were elected from seven traditional councils. Relations between the ward communities and ward committee are sound. They are currently getting an out of pocket expense monthly as per the Council resolution. The ward committees submit reports monthly to the Public Participation Practitioner and further submit the consolidated report on quarterly basis to the Council. Ward profiling on the capacity of Ward Committees has also been done, to establish training needs and skills gap, a training schedule has been developed, and roundtables for continuous engagements are facilitated on a quarterly basis.

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

Public Meeting	Purpose
IDP Roadshows / Mayoral Outreach	Conducted as per the IDP process plan adopted by council; to confirm needs identified for prioritization and inclusion in the reviewed IDP, draft IDP and Budget To report municipal performance
Mayoral Imbizo's	To allow for members of the public to make comments on the approved draft annual report Presentations on back to basics

Inter-Governmental Relations

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

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

- SALGA Working Groups
- DIMARFO
- Roads and Transport Forums
- MuniMec

SWOT ANALYSIS

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

Municipal Compliance

Compliance

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

the risk management practitioner. MFMA compliance and process compliance registers have been developed and are monitored on a quarterly basis or based on their legislative deadlines. The reports are tabled to Council on a quarterly basis.

Strengths	**Weaknesses**
• Set legislation	• Limited office space • No support staff • No budget
Opportunities	**Threats**
• Support from Directors • Support from the Office of the Municipal Manager	• Legislative disregard • Lack of compliance controls.

Governance

The municipality is striving for a total compliance with all relevant legislation and laws. The municipality is also ensuring that it has the ability to preamps and mitigates any potential legal disputes. In this regard the municipality has established an MPAC through the Office of the Municipal Manager, has engaged in the absence of MPAC Coordinator, the services of Manager Legal Services and Administration. The primary duties of the Manager Legal Services and Administration are to ensure the overall functioning of the Municipal Public Accounts Committee (MPAC). The Manager Legal Services and Administration research for MPAC and analyse Council resolutions relating to MPAC and facilitate execution. The Manager Legal Services and Administration also assists MPAC with the preparation of oversight report to Council as delegated.

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

Strengths	Weaknesses
• Appointed panel of attorneys	• No support staff • Limited Budget
Opportunities	Threats
• Support from MPAC Chairperson • Support from the Office of the Municipal Manager	• Legislative disregard • Lack of compliance controls

Financial Viability and Management

Background

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

Financial Diagnosis

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

Internal and External Factors affecting financial viability of the municipality

The municipality has a low income base due to the low income levels of its community and consequently highly dependent on grants. The municipality has a very low debt collection rate that has the potential to affect the long term financial viability of municipality. The low collection rate can be attributed to the fact that people do not prioritize payment of their municipal accounts. Accounts cannot be delivered due to inadequate consumer address system and service delivery coverage plans from certain directorates. Service delivery protests has effected the collection rate as the Dordrecht office was not operational for most of 2018/2019 financial year. Human resource constrains to be addressed to enforce credit control and debt collection policy.

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

Key Financial Indicators

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

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

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

Revenue management

The Municipality's revenue collection has declined in the last year mostly due to the mSCOA financial system implementation challenges, which lead to increased outstanding consumer debts over the short to medium term. The fact that the Emalahleni municipal area is a low wage economy also contributes to the uncollectable debt.

Most service consumers of the municipality are unemployed and cannot afford to pay for services consumed. Despite the latter, consumers do not come forward to apply for indigent support during

the registration period to ensure that they receive subsidy on their refuse removal and property rates levies. The municipality's indigent register currently has in access of 735 qualifying and subsidised refuse consumers and more than 3 750 indigents who receive 50 units of free electricity monthly.

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

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

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

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

Expenditure Management

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

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

Supply Chain Management

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

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

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

Asset Management

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

SWOT Analysis

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

Budget and Financial Reporting

The Municipality in accordance with the municipal Systems Act 32 of 2000, annually formulates an IDP/Budget process plan to guide the development of the annual budget and the review process of the IDP. This process enhances integration and alignment between the Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan-based Budget. The reporting process is a continuous process in order to ensure the early identification of problem areas and none or under performance. The municipality aims to continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position and ensure compliance with all prescribed accounting standards.

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

Fleet Management

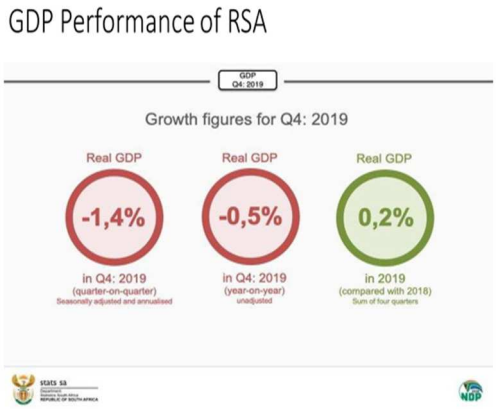
There is a Fleet Management Policy which was approved by council in June 2019/2020 FY and is subject for review in 2020/2021 F/Y. There is a Fleet Management Joint standing Committee consisting of representatives from Corporate Service, IDHS and Community Services and BTO to discuss fleet related matters.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

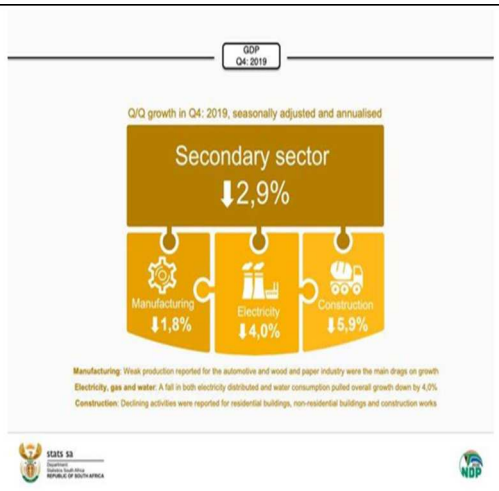
The municipality is in possession of 12 plant machinery, 15 vehicles, 6 tractors and 7 trailers.

SWOT Analysis

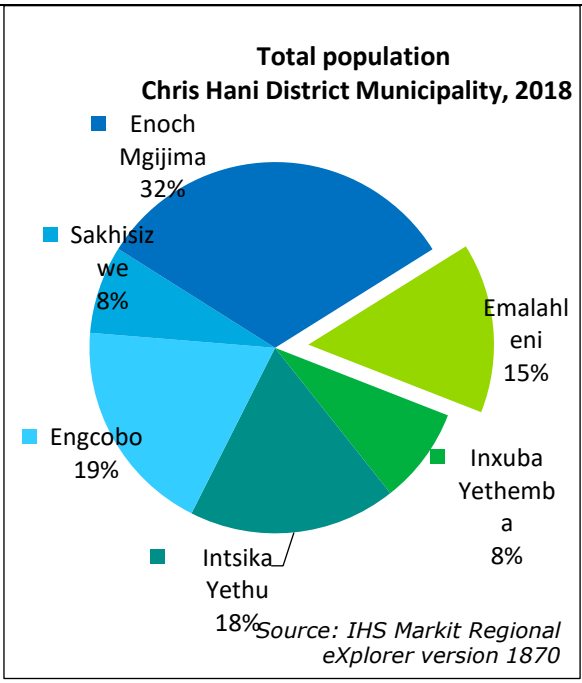
trengths	**Weakness**
• Fleet Management Policy	• Shortage of fleet • Lack of Personnel • Skills gap
Opportunities • Replacement of fleet	**Threats** • Budget • Accidents • Fleet management systems

SNAPSHOT ON THE LATEST EMALAHLENI MUNCIIPALITY SOCIO ECONOMIC STATUS





DEMORGRAPHIC PARTERNS

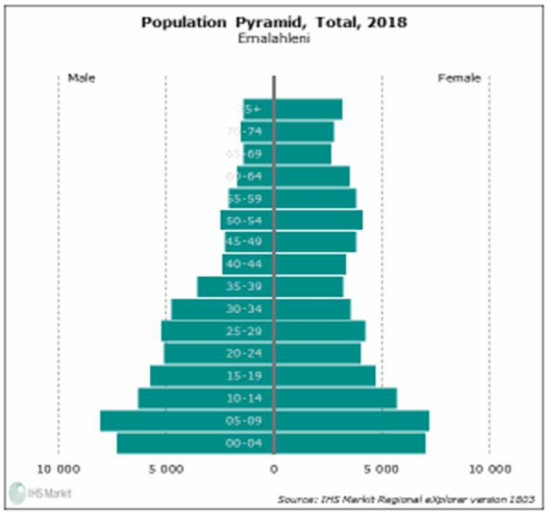


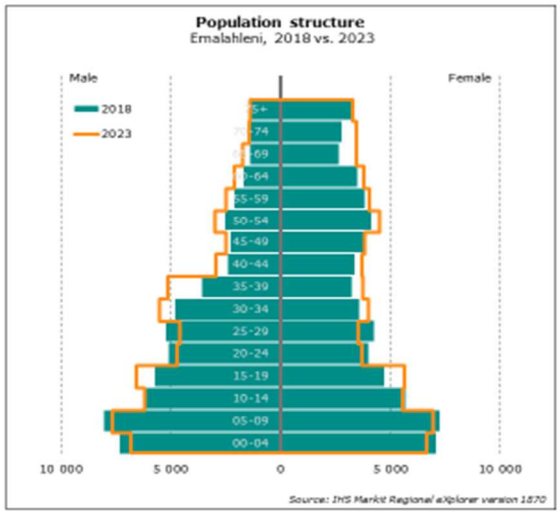
With 128 000 people, the Emalahleni Local Municipality housed 0.2% of South Africa's total population in 2018. Between 2008 and 2018 the population growth averaged 0.67% per annum which is about half than the growth rate of South Africa as a whole (1.61%).

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

The ranking in terms of the size of Emalahleni compared to the other regions remained the same between 2008 and 2018. In terms of its share the Emalahleni Local Municipality was very similar in 2018 (14.8%) compared to what it was in 2008 (14.8%).When looking at the average annual growth rate, it is noted that Emalahleni ranked third (relative to its peers in terms of growth) with an average annual growth rate of 0.7% between 2008 and 2018.

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

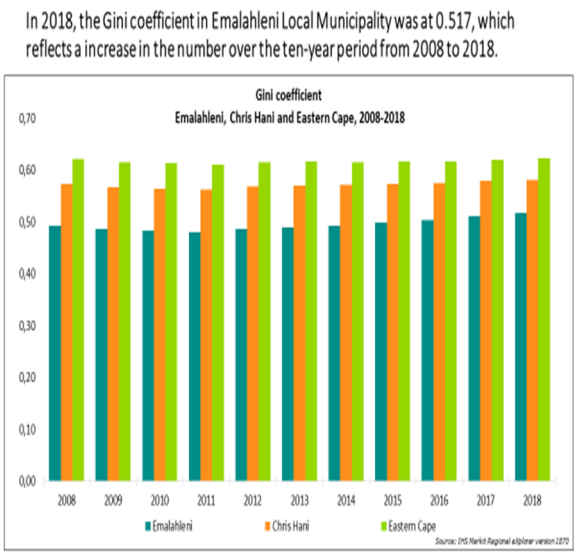




The population pyramid reflects a projected change in the structure of the population from 2018 and 2023. The differences can be explained as follows:

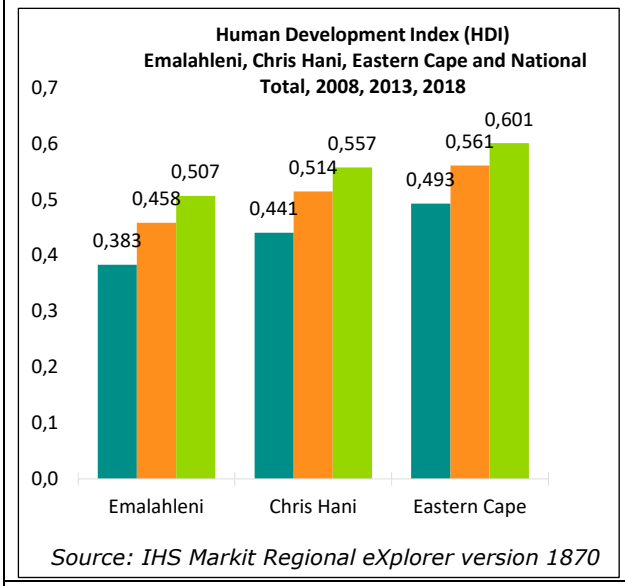
In 2018, there is a significantly larger share of young working age people between 20 and 34 (21.0%), compared to what is estimated in 2023 (19.3%). This age category of young working age population will decrease over time. The fertility rate in 2023 is estimated to be significantly higher compared to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

DEVELOPMENT



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

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

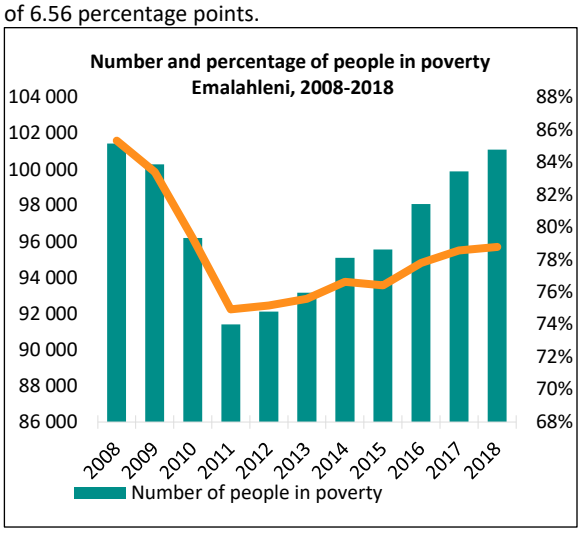


Source: IHS Markit Regional eXplorer version 1870

The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

In 2018 Emalahleni Local Municipality had an HDI of 0.507 compared to the Chris Hani with a HDI of 0.557, 0.601 of Eastern Cape and 0.659 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2018 when compared to Emalahleni Local Municipality which translates to worse human development for Emalahleni Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.60% and this increase is lower than that of Emalahleni Local Municipality (2.83%).

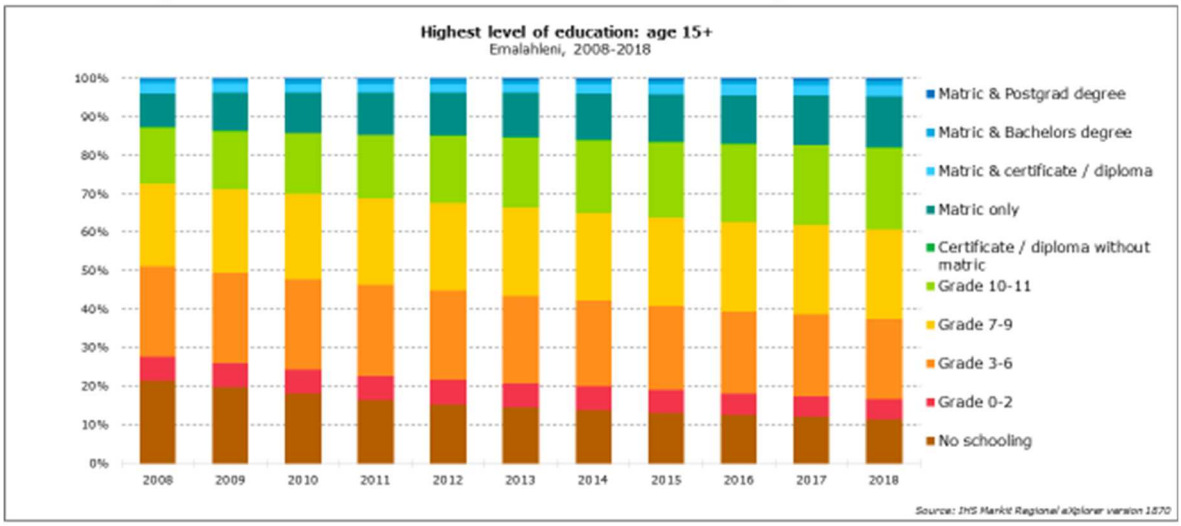
The percentage of people living in poverty has decreased from 85.35% in 2008 to 78.79% in 2018, which indicates a decrease of 6.56 percentage points.



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

Source: IHS Markit Regional eXplorer version 1870

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

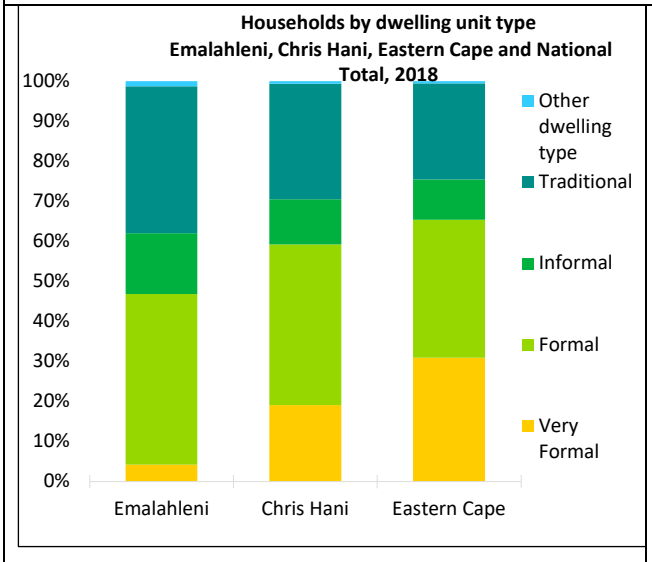


Within Emalahleni Local Municipality, the number of people without any schooling decreased from 2008 to 2018 with an average annual rate of -4.28%, while the number of people within the 'matric only' category, increased from 5,450 to 9,990. The number of people with 'matric and a certificate/diploma'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

CRIME

For the period 2008/2009 to 2018/2019 overall crime has increase at an average annual rate of 1.48% within the Emalahleni Local Municipality.
Violent crime increased by 1.44% since 2008/2009, while property crimes increased by 1.94% between the 2008/2009 and 2018/2019 financial years.

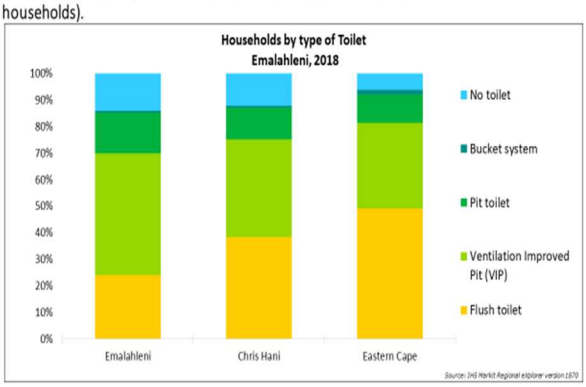
HOUSEHOLD INFRASTRUCTURE



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

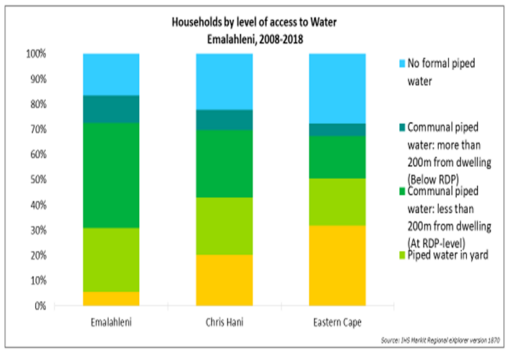
Source: IHS Markit Regional eXplorer version 1870

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



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

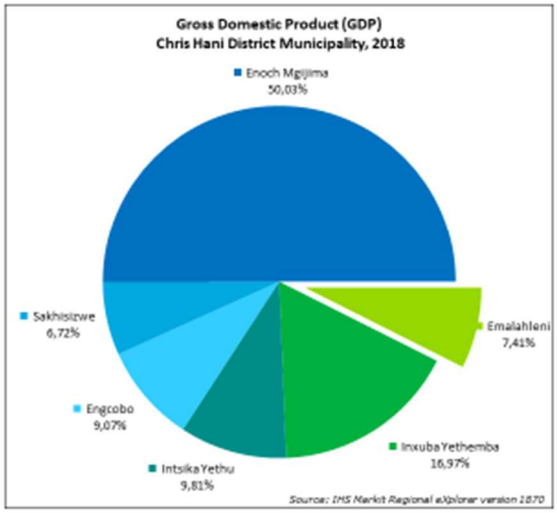
5.74% households had piped water inside the dwelling

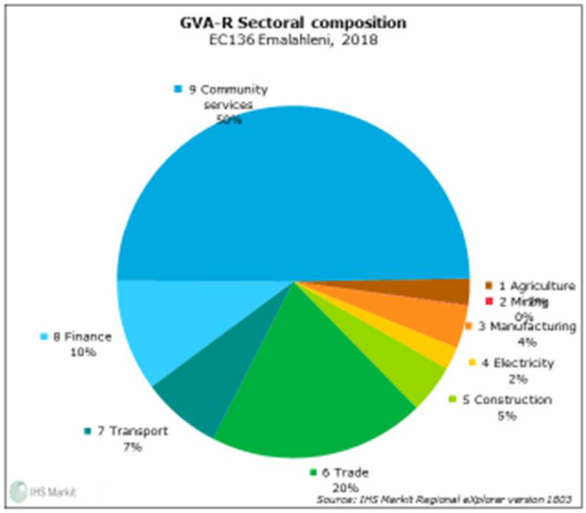


Emalahleni Local Municipality had a total number of 2 050 (or 5.74%) households with piped water inside the dwelling, a total of 9 000 (25.20%) households had piped water inside the yard and a total number of 5 850 (16.38%) households had no formal piped water.

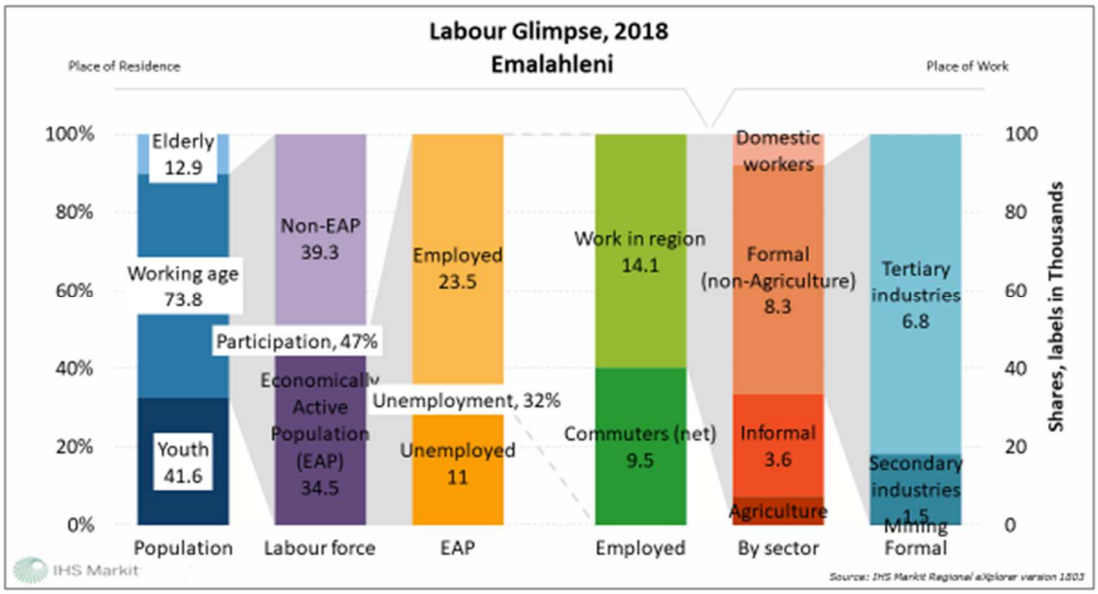
ECONOMY AND LABOUR

Emalahleni contributes 7.41% towards Chris Hani DM total GDP



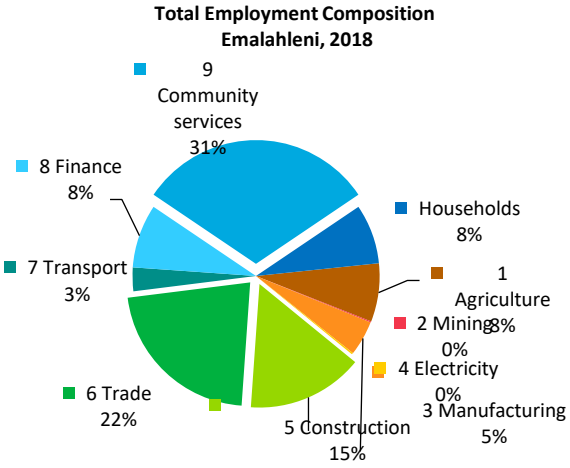


The Emalahleni Local Municipality had a total GDP of R 2.36 billion and in terms of total contribution towards Chris Hani District Municipality the Emalahleni Local Municipality ranked fifth relative to all the regional economies to total Chris Hani District Municipality GDP. This ranking in terms of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



Population: 41.6% youth and working age (15-64 years old) account for 73.8% of total population.
Out of the working age group, 47% are participating in the labour force,
Unemployment rate was recorded at 32% in 2018.

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



In 2018, Emalahleni employed 14 100 people which is 8.44% of the total employment in Chris Hani District Municipality (167 000), 0.96% of total employment in Eastern Cape Province (1.47 million),
Economic sectors that recorded the largest number of employment in 2018 were the community services sector with a total of 4 380 employed people or 31.1% of total employment in the local municipality. The trade sector with a total of 3 090 (21.9%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 22.1 (0.2%) is the sector that employs the least number of people in Emalahleni Local Municipality, followed by the electricity sector with 29.2 (0.2%) people employed.

Source: IHS Markit Regional eXplorer version 1870

CHAPTER 3 - MACRO-STRATEGY OF THE MUNICIPALITY

3.1 Introduction

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

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

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

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

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

  It has to be able to get the municipality's initiatives to coordinate and synergise with others in a way that should lead to a major turnaround in the local economy.
- **Maintaining financial viability:** The strategy identifies as central to turning around the current development situation, the need to maintain sound financial discipline and viability. This will ensure that available resources are protected from misuse and properly channelled to priorities. The strategy identifies the need to balance proportional split of budget between internal operational and external capital delivery needs.

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

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

  It has also noted that there is no structured lobbying programme nor the necessary skills set that should develop such a programme and support the political structures in delivering on it in systematic way. Building this capacity is seen as a major driver of capacity building.

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

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

3.2 Municipal Vision, Mission and Values

(1) Municipal Vision

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

(2) Municipal Mission

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

(3) Municipal Values

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

3.3 Context of Emalahleni Strategy

(1) Legal Context

- Constitution of the Republic of South Africa, 1996
- Development Facilitation Act, 1995 (Act 67 of 1995)
- Local Government: Demarcation Act, 1998 (Act No 27 of 1998).
- White Paper on Local Government of 1998.
- Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000).
- Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998).
- Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003).
- Powers and Functions allocated by the Minister for Provincial and Local Government and MEC for Local Government in terms Sections 83 and 85 of the Municipal Structures Act, 1998 respectively.
- Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005).

- Municipal Property Rates Act 6 of 2004.
- Supply Chain Regularities.
- Performance Management Policy.

(2) National Context

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

(3) Provincial Context

Provincially, the Growth and Development Programme (PGDP), whose objectives includes the development of human capital, infrastructural development and systematic eradication of poverty, emphasises the following:

- Diversification of Manufacturing Sector.
- Agrarian Transformation.
- Strengthening of food security.
- Pro-poor programming.

The Emalahleni Local Municipality considers the above and other policies and programmes that the provincial government comes up with in addressing the challenge of providing better life for all.

(4) Regional Context

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

ALIGNMENT MATRIX

Sustainable Development Goals	Agenda 2063	National Development Plan 2030	Eastern Cape Vision 2030	Chris Hani District Municipality Strategic objectives	Emalahleni Local Municipality's (ELM) Institutional Objectives	ELM Priority areas
Promote sustained, inclusive and sustainable economic growth.	Transformed Economies and Job Creation	An economy that will create more jobs	A growing, inclusive, radical and equitable economy	To consistently create an enabling environment for Economic Growth, Rural Development and Employment opportunities	To promote, facilitate and improve sustainable local economic development through identification and implementation of Local Economic Development programs	❑ SMME Development ❑ Mining ❑ Tourism Development
Build resilient Infrastructure, inclusive and sustained industrialisation, and foster innovation	High Standard of living , quality life and well being for all	Improving Infrastructure		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	❑ Provision of Electricity ❑ Provision of Energy alternative sources ❑ Human Settlements ❑ Spatial Development ❑ Job Creation
End hunger, achieve food security and improved nutrition and promote sustainable agric.	Modern Agriculture for increased productivity and production	An inclusive and integrated rural economy			To promote, facilitate and improve sustainable local economic development through identification and implementation of Local Economic Development programs	❑ Agriculture Development ❑ Agro-Processing ❑ Re - Forestation

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

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

(5) SWOT Analysis

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

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

SWOT ANALYSIS POINTS RAISED

BISD	LED	MTID	GGPP	FVM
4.6.1 KPA 1: Strengths:	KPA 2: Strengths: • Subsistence and commercial farming • Agro-processing facilities • Small-scale mining • Historical sites of attraction • R392 Route (From KZN Midlelands to Western Cape Midleland) • R410 Route (Cala to Queenstown via Cacadu)Tourism facilities	KPA 3: Strengths: • Qualified personnel in those positions currently filled • There is creative and innovative thinking capacity • High rate of labour turnover during the last financial year • Disaster Recovery Plan	KPA 4: Strengths: • Local and district Communicators Forum • Public Participation Systems • 93% success rate of addressing complaints registered on the Presidential Hotline (as per Cabinet report) • Approved Strategies • Approved Internal Audit Charter & Audit Committee Charter, • Established Ward Committees for all wards.	KPA 5: Strengths: • Internal controls in place to avoid Fruitless and Wasteful expenditure and comply with section 65 and 66 in MFMA • Availability of policies and procedure manuals and controls
KPA 1:Weaknesses: • Over reliance on grants • Lack of bulk infrastructure • Insufficient plant and equipment.	KPA 2: Weaknesses •	KPA 3: Weaknesses: • Office Space •	KPA 4: Weaknesses: • Decentralised Internal Communication	• mSCOA system development challenges lead to huge non-compliance to the municipality • Revenue collection target of 60% set for the year not achieved at midyear but departments remains positive that it will achieve the target by year end • Limited Budget

KPA 1: Opportunities:	KPA 2: Opportunities:	KPA 3: Opportunities:	KPA 4: Opportunities:	KPA 5: Opportunities:
• Eradication of electricity backlog • Improvement of quality on all infrastructure projects • Beautification of Emalahleni towns • EPWP • Massive Job Creation • Established & Operational Traffic facilities (DLTC, RA & VTS • Approved IWMP & Designated WMO • Greenest Municipal Competition • Greening and Land Care Initiatives • Innovative and qualified staff	• Interlink road (R56 and R400) between KZN – WC • Natural Resources like waterfalls • Reliable market for livestock • Cheese factory • Mining of coal, quarry and sand • Agro-processing • Farms are available, some even belonging to ELM • Proximity to Queenstown for markets and State Support • Cultural places of entertainment and tourism.	• Partnership with local institutions of higher learning • Support from the District Municipality • Capacity building (SALGA • Use of the appointed Panel of Legal Advisors	• Strong relations with communities through Mayoral Imbizo, Ward Committees and CDW's, NGO's, SALGA Working Groups, CHDM and COGTA • Partnership and twinning agreement. • Presidential hotline forum and system • Include fraud awareness on the municipal for community education. • Good relations with sector departments	• Reviewing of operating procedures and policies (SCM Policy, SCM Procedure) • Automated SCM module in financial system • Partnering with key suppliers e.g. long term contracts with accredited suppliers • Improved document management • Raising of additional rates revenue by registering properties that are currently registered under Municipality to the relevant owners
4.5.4 Threats: .	Threats; • Unpredictable weather conditions • Severe climatic change may affect agricultural farming	Threats: • Lack of disaster recovery site • Invalid Wide Area Network contract	Threats: • Community unrest •	Threats: • High level of unemployment within the Municipality leading to high indigency rate • Outdated lease agreements for rental properties • The user departments not honest in the evaluation of the performance of service providers • The impact of the mSCOA legislation and the continuous change in budget versions by treasury.

3.4 Core elements of the Strategy

(1) Infrastructural Resource

Problem statement

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

Possible solution

- The municipality has identified a bulk infrastructure project to respond to the status of the current infrastructure and uplift the community of the municipal area; by soliciting funding from the National Treasury. The objective of the project is provide sufficient bulk infrastructure to service the new Emalahleni Development Programme by upgrading infrastructure within the existing towns of Lady Frere, Indwe and Dordrecht
- This funding includes plans for the development of Council Chambers, 30 000m^2 shopping centre, housing development; bulk infrastructure including storage dams, water and waste water treatment works, bulk storage reservoir, bulk lines, outfall sewers and reticulation system.

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

(2) Financial Resource

Problem statement

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

Possible Solution

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

(3) Systems Capacity

Problem Statement

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

Possible Solutions

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

(4) Social Factors

Problem Statement

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

Possible Solutions

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

(5) Climate Change

Problem statement

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

Possible solution

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

3.5 Strategic Objectives

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

Game changers in addressing the strategic challenges faced by the municipality

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

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

3.6 Conclusion

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

CHAPTER 4 - OBJECTIVES, STRATEGIES AND INDICATORS

4.1Introduction

The municipality is required to develop and include in the IDP, objectives and strategies that will be employed to realise and improve the situation that currently prevails in the area.
It is also required to realise the objects of local government as set out in Section 152 of the Constitution of the Republic of South Africa, 1996
Chapter 5 and 6 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended) requires municipalities to consult with its communities in identifying and developing the indicators that will serve as yardsticks for communities to monitor implementation of the plans to help improve the service standards and improve the lives of the people .

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

Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator 2018/2019	Outcome Indicator	Budget Allocation	Funding Source	Indicator Code	Annual Target 2020/2021	Annual Target 2021/2022	Annual Target 2022/2023
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Community Safety Programmes	To provide, improve and maintain provision of basic services to local communities and/or households by June 2022	Monitor functionality of 3 Registration and Licensing Authorities	Number of Registration and Licensing Authorities Functional	3 Registration and Licensing Authorities Functional	Functional Licensing Authorities	R155 000.00 (To be further split)	Opex	1_1_1.3_ P003	3 Registration and Licensing Authorities Functional (Cacadu, Indwe, and Dordrecht) by 30 June 2021	3 Registration and Licensing Authorities Functional (Cacadu, Indwe & Dodrechtbu 30 June 2022.	3 Registration and Licensing Authorities Functional (Cacadu, Indwe & Dodrechtbu 30 June 2023.
		Process Learners and Driver's License Applications received	Number of Driving License Testing Centre functional	12 Driving License Testing Centre Reports	Functional Licensing Authorities	R0	Opex	1_1_1.4_ P004	1 Driving License Testing Centre functional by 30 June 2021	1 Driving License Testing Centre functional by 30 June 2022	1 Driving Licence Testing Centre Functional by 30 June 2023

										1 Vehicle Testing Centre functional in Cacadu by June 2022	1 Vehcile Testing Centre functional by June 2023
Waste and Environmental Management		Collect Refuse in urban and township areas	Number of urban and township areas with access to refuse removal services	3 Urban areas and 10 townships with access to refuse removal service	Improved, safe and healthy environment	R1 585 000.00	Opex	1_2_2.3_P008	Refuse removal services conducted in 3 Urban areas and 10 townships by 30 June 2021	Refuse removal services conducted in 3 Urban areas and 10 ownships by 30 June 2022	Refuse removal services conducted in 3 Urban areas and 10 townships by 30 June 2023

Environmental Management		Implement Environmental Management Framework (EMF)	Number of Environmental Management Framework Programs implemented	3 Environmental Management Programmes implemented in 1 Lady Frere, 1 Dordrecht and 1 Indwe	Improved, safe and healthy environment	R0	Opex	1_2_2.11_P016	3 Environmental Management Framework Programmes implemented by 30 June 2021	3 Environmental Management Framework Programmes implemented by 30 June 2022	3 Environmental Management Framework Programmes implemented by 30 June 2023
Illumination		Erect Solar Street Lights	Number of Solar Street Lights erected	Cacadu, Indwe & Dodrecht Solar Street Lights projects	Improved illumination	R5 900 000.00	MIG		30 Solar Street erected. 10 at Cacadu, 10 at Indwe & 10 at Dodrecht by 30 June 2021	70 Solar Street erected. 56 at Cacadu, 7 at Indwe & 7 at Dodrecht by 30 June 2022	x

Roads and Storm Water		Implement, monitor and report on the approved road infrastructure plan	Number of kilometers of Access Roads Gravelled	Planning phase for construction of Access Road in Ward 17 (Jinginja Access Road)	Improved access roads	R7 400 000	MIG	new	7.5km of gravel road gravelled and completed in Ward 17 (Jinginja Access Road) by 30 June 2021	X	X
			Number of kilometers of Access Road Gravelled	Planning phase for construction of Access Road in Ward 1 (Tsolokazi Access Road)	Improved access roads	6 800 000	MIG	new	6.5km of gravel road to be constructed and completed in Ward 1 (Tsolokazi Access Road) by 30 June 2021		
			Number of kilometers of Roads gravelled		Improved Roads Infrastructure	R 6 900 000	MIG	new	x	x	6k m of gravel road to be constructed and completed in Ward 13(Gadlume Access Road) by 30 June 2023

			Number of Roads graveled (Wisile Access Roads)		Improved Roads Infrastructure	R 7 400 000	MIG	new	x	x	6.1 k m of gravel road to be constructed and completed in Ward 14(Wisile Access Road) by 30 June 2023
			Number of Roads gravelled		Improved Roads Infrastructure	R 7 257 000	MIG	new	x	x	6 km of gravel road constructed in Ward 5, 5 & 7(Dlamini Access Road) by 30 June 2023
			Number of gravel roads maintained	9 km of gravel road in Ward 3, 9,10,12 and 5 maintained by 30 June 2020	Improved access roads		Opex	1_10_10.3_P033	9 km of gravel road in Ward maintained by 30 June 2021	X	X

			Number of meters of streets paved	Approved Road designs for Mavuya	Improved Rooads Infrastructure	R5 755 014.42	MIG		400 m paved at Mavuya Township in Indwe town (street name) by 30 June 2021	1.8 km paved in Mavuya Township in Indwe Town (street name) by June 2022	x
Infrastructure Development		Implement, monitor and report on the approved Roads Infrastructure Plan	Number of meters of streets paved	200m of Cacadu internal streets in ward 4 paved	Improved roads infrastructure	R 2,091,000.00	EPWP	1_10_10.2_P032	100m paved in Cacadu (Ward 4) …Street by 30 June 2021	x	x
			Number of meters of streets paved	200m of Indwe Internal Streets paved	Improved roads Infrastructure	R2 000 000.00	MIG				
			Number of meters of roads paved	400m of roads paved	Improved roads infrastructure						

		Implement, monitor and report on the approved Roads Infrastructure Plan	Number of meters of roads paved	1.3km of internal roads paved	Improved roads infrastructure		MIG				
Infrastructure Development	To provide, improve and maintain provision of basic services to local communities and/or households by	Implement, monitor and report on the approved Roads Infrastructure Plan	Number meters of roads paved	400m of roads paved at Sinakho Location in Dordrecht		Improved roads infrastructure	R6 708 851.00	1_10_10.2_P030.1	1.941km of roads paved in Sinakho Township DDX by June 2021		
						Improved Roads Infrastrucutre	R5 324 002.16	MIG	1.941km of roads paved in Zakhele Township in Cacadu by June 2021	x	x
Building/Facilities/ Amenities and		Construct a Sportsfield	Percentage of total construction works of		Dordrecht Sportsfield	Upgraded Sportfield		1_12_12.5_P136	30% of total construction works of	70% of total construction works of	

Recreational Facilities			Dordrecht Sportsfield completed						Dordrecht Sportsfield completed by 30 June 2021	Dordrecht Sportsfield completed by 30 June 2022	
Land Use Management		Implement Spatial Planning and Land Use Management (SPLUMA)	Percentage of compliant land use applications received, processed for approval by AO or CHDM Tribunal			Compliance with SPLUMA	R330 000.0	Opex	100% compliant land use applications received and processed for approval by AO or CHDM by 30 June 2020		
Indigent Support	To maintain and improve financial viability of the municipality by June 2022	Review and update of the Indigent Register	Number of households receiving free basic service			Improved Service Delivery	R7 348 000	Opex	3900 households receiving free basic service (Electricity)		

Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator 2018/2019	Outcome Indicator	Budget Allocation	Funding Source	Indicator Code	Annual Target 2020/2021	Annual Target 2021/2022	Annual Target 2022/2023
LOCAL ECONOMIC DEVELOPMENT											
Small Medium and Micro Enterprise Development	To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programmes by June 2022	Support emergent businesses to build more economic capacity	Number of SMME's supported	3 SMMEs supported (Mphothulo Youth Project & 2 sub-contractors)	Sustainable SMMEs	R80 000,00	Opex		5 SMMEs supported. (1 SMME Mphothulo Youth Project in Ward 1and 4 sub-contractors) in ELM by 30 June 2021		
		Formalize businesses	Number of businesses formalized (licensing)	20 Businesses and Hawkers licensed (6 Indwe, 8 Cacadu. and 6 Dordrecht	Compliance and Revenue generation	R0	Opex	2_22_22.3_P051	20 Business licenses issued and facilitated by 30 June 2021	20 Business licenses issued and facilitated by 30 June 2022	20 Business licenses issued and facilitated by 30 June 2023
Agricultural Development (Livestock)		Provide agricultural development services	Number of agricultural development services (branding & 2 advisory services) provided	3 Advisory sessions and 1 farmer's day conducted	Sustainable and capacitated farmers	R50 000,00		2_23_23.1_P052	2 agricultural development services provided (1000 livestock branded & 2 advisory	2 agricultural development services provided (1000 livestock branded & 2 advisory	2 agricultural development services provided (1000 livestock branded & 2 advisory

									sessions) by 30 June 2021	sessions) by 30 June 2022	sessions) by 30 June 2023
Agricultural Development (Crop Production)		Provide agricultural development services	Number of agricultural development services provided (crop & agro-processing)	2 funding proposals developed and submitted 1 advisory session conducted	Sustainable and capacitated farmers	R50 000.00	Opex		4 agricultural development service provided(Provision of financial support for Ibuyambo RED Hub) by 30 June 2021	4 agricultural development service provided(Provision of financial support for Ibuyambo RED Hub) by 30 June 2022	4 agricultural development service provided(Provision of financial support for Ibuyambo RED Hub) by 30 June 2023
Tourism Development and Heritage Management		Conduct Exhibition Shows	Number of Art Centre Exhibitions Shows conducted	4 Tourism Roadshows conducted, 1 heritage event and 3 heritage awareness programs conducted, 4 Tourism capacity building sessions for Tourism Establishments facilitated	Tourism Promotion	R20 000.00	Opex	2_27_27.4_P134	4 Arts & Crafts Exhibitions Market Shows conducted at Cacadu Art Centre by 30 June 2021	4 Arts & Crafts Exhibitions Market Shows conducted at Cacadu Art Centre by 30 June 2022	4 Arts & Crafts Exhibitions Market Shows conducted at Cacadu Art Centre by 30 June 2023

		Conduct Heritage and Cultural Event	Number of Heritage and Cultural Events conducted	1 Heritage Even was conducted at Guba and 1 Heritage Event was conducted at Cacadu Town Hall	Heritage and Cultural Promotion	R0	Opex		1 Heritage and Cultural event conducted by June 2021	1 Heritage and Cultural event conducted by June 2022	1 Heritage and Cultural event conducted by June 2023
Priority Area	**Strategic Objective**	**Strategy**	**Key Performance Indicator**	**Baseline Indicator 2019/2020**	**Outcome Indicator**	**Budget Allocation**	**Funding Source**	**Indicator Code**	**Annual Target 2020/2021**	**Annual Target 2021/2022**	**Annual Target 2022/2023**
KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Communication	to ensure development and implementation of improved system of communication, customer care, public participation and good governance in line with applicable laws and regulations to achieve clean administration by June 2022	Implement Communication Strategy programmer	Number of Communication Strategy programmes implemented	Approved Communication Strategy	Informed Citizenry	R350 000.00	Opex	3_31_31.1_P069	4 Communication Strategy programmes implemented by 30 June 2021	4 Communication strategy programmes implemented by June 2022	4 Communication strategy programmes implemented by June 2023
Customer Care		Implement Customer Care Strategy programmes	Number of Customer Care Strategy programmes Implemented	Approved Customer Care Strategy	Improved Customer Care Service	R10 000.00	Opex	3_32_32.1_P070	2 Customer Care Strategy Programmes Implemented (Resolution of complaints, , ,Petitions Management) by 30 June 2021	Customer Care Strategy Programmes Implemented (Resolution of Complaints, Petitions) by June 2022	Customer Care Strategy Programmes Implemented (Resolution of Complaints, Petitions) by June 2023

Internal Audit		Review municipal internal controls through execution of the Internal Audit Plan	Risk based Internal Audit Plan submitted to Audit Committee for approval	2018/2019 Risk based Internal Audit Plan	Functional Internal Audit	R440 000	Opex	3_35_35.2_P076	2019/2020 Risk based Internal Audit Plan submitted to Audit Committee by 31 July 2020	2020/2021 Risk based Internal Audit Plan submitted to Audit Committee by 31 July 2021	2021/2022 Risk based Internal Audit Plan submitted to Audit Committee by 31 July 2022
		Monitor the implementation of the audit outcome improvement plan	Number of AOIP follow up reports submitted to the AC.	3 AOIP Follow up reports submitted to AC	Improved Audit Outcomes			1_35_35.4_P137	3 follow up reports on the implementation of the AOIP by 30 June 2021	3 follow up reports on the implementation of the AOIP by 30 June 2022	3 follow up reports on the implementation of the AOIP by 30 June 2023

Risk Management		Implement Risk Management Strategy and Operational Plan	Risk Management Strategy and Operational Plan Implemented	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	R20 000.00	Opex	3_36_36.1_P079	Risk Management Strategy and Operational Plan implemented by 30 June 2021	Risk Management Strategy and Operational Plan implemented by 30 June 2022	Risk Management Strategy and Operational Plan implemented by 30 June 2023
Fraud Management		Implement Fraud and Anti-Corruption prevention plan	Fraud and Anti-Corruption Prevention Plans Implemented	Fraud Prevention Plan		R0	Opex	3_37_37.1_P081	Fraud and Anti - Corruption Prevention Plan implemented by 30 June 2021	Fraud and Anti - Corruption Prevention Plan implemented by 30 June 2022	Fraud and Anti - Corruption Prevention Plan implemented by 30 June 2023
Public Participation		Implement Public Participation Strategy	Public Participation strategy programmes implemented	Approved Public Participation	Informed Citizenry	R212 000.00	Opex	3_33_33.1_P071	Public Participation strategy programmes implemeted by June 2021	Ward Committee election and induction conducted in 2022	Ward Committee Skills audit and capacity building conducted in 2023
Priority Area	**Strategic Objective**	**Strategy**	**Key Performance Indicator**	**Baseline Indicator 2019/2020**	**Outcome Indicator**	**Budget Allocation**	**Funding Source**	**Indicator Code**	**Annual Target 2020/2021**	**Annual Target 2021/2022**	**Annual Target 2022/2023**

MUNICIPAL TRNSFORMATION AND INSTITUTIONAL DEVELOPMENT											
Human Resources	To ensure a developmentally orientated planning institution in compliance with legislative prescripts, laws and regulations applicable to local government by June 2022	Implement the HRD Strategy	Number of HRD Strategy Programmes implemented: Training Interventions, Implementation of Recognition of Prior Learning, Monitoring of In-service Training and Internal Bursary	4 HRD strategy programmes implemented	Skilled and capable workforce	R450 000.00	Opex	4_40_40.1_P084	3 HRD Startegy programmes implemented (1. Identification of learners for RPL and Appointment of Service provider to conduct assessment for RPL. 2. Implementation of In-Servicetraining. 3. Awarding of Internal bursary)	3 HRD Startegy programmes implemented (1. Identification of learners for RPL and Appointment of Service provider to conduct assessment for RPL. 2. Implementation of In-Service training. 3. Awarding of Internal bursary)	3 HRD Startegy programmes implemented: (1. Identification of learners for RPL and Appointment of Service provider to conduct assessment for RPL. 2. Implementation of In-Service training. 3. Awarding of Internal bursary)

Individual Performance Management System		Implement PMS Framework Policy and Procedure Manual	Number of Performance and Accountability Agreements signed and implemented	6 Performance and 10 Accountability Agreements for Directors and Managers	Improved Culture of Performance	R340 000.00	Opex	4_41_41.1_P085	6 Performance and 12 Accountability Agreements signed and implemented by 30 June 2021	6 Performance and 12 Accountability Agreements signed and implemented by 30 June 2022	6 Performance and 12 Accountability Agreements signed and implemented by 30 June 2023
Human Resources		Implement the reviewed and approved organogram	implement the reviewed and approved organogram	Bloated Staff Organogram					Reviewed Organogram Implemented by 30 June 2021	-	-
Information and Communication Technology		Implementation of ICT projects	Number of ICT Projects Implemented	3 ICT Projects Implemented	Improved Connectivity	R1 530 000.00			1 ICT Project Implemented. (·Installation of WAN Connectivity Solution and Implemention of the WAN Connectivity Solution) at Indwe ,	1Disaster Discovery Site constructed in Dodrecht by 30 June 2022	Network Infrastructure Revamped by 30 June 2023

									Cacadu & Dodrecht by 30 June 2021		
Asset Management		Fleet Management Policy	Procurment of 5 pool vehicles			R1 650 000.00			3 Pool vehicles procured (double cab)	1 Pool vehicle procured(7-seater)	1 Pool vehicle procured (22 seater)
Special Programmes	To streamline special programs by ensuring functionality of all special programmes structures	Implement the approved Special Programmes Strategy	Number of SPU strategy programs implemented	Approved SPU Strategy	Social Cohesion	R 824 025.00		4_52_52.1_P100	3 SPU strategy programs Implemented by 30 June 2021	3 SPU strategy programs Implemented by 30 June 2022	3 SPU strategy programs Implemented by 30 June 2023

		Implement Employee Wellness Programs	Number of employee wellness programs implemented	4 Employee Wellness programs implemented	Improved Institutional Performance	R100 000.00			2 wellness programme implemented: (1. Enter SLA of shared services with CHDM on the function.2. Capacitate staff on the function)	Wellness site identified by 30 June 2021	Wellness Capacity building conducted by June 2023
Legal Compliance		Develop and review by-laws, policies, procedures and strategies across all municipal functions based on directorate submissions.	Number of by-laws, policies, strategies, and procedures developed based on Directorate submissions.	Policies developed, policies reviewed, and by-laws reviewed based on Directorate submission		R0	Opex	3_34_34.1_P074	By-Laws, Policies, Strategies developed, policies reviewed based on Directorate submissions by 30 June 2021	By-Laws, Policies, Strategies developed, policies reviewed based on Directorate submissions by 30 June 2022	By-Laws, Policies, Strategies developed, policies reviewed based on Directorate submissions by 30 June 2023

Individual Performance Management System		Implement PMS Framework Policy and Procedure Manual	Number of Performance and Accountability Agreements signed and quarterly performance assessments facilitated	6 Performance and 3 Accountability Agreements for Managers signed and Implemented	Improved Culture of Performance	R340 000	Opex	4_41_41.1_P085	6 Performance and 12 Accountability Agreements signed and quarterly performance facilitated by 30 June 2021	6 Performance and 12 Accountability Agreements signed and quarterly performance facilitated by 30 June 2022	6 Performance and 12 Accountability Agreements signed and quarterly performance facilitated by 30 June 2023
Integrated Development Planning	To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2022	Develop and implement a responsive institutional plan	Number of IDP documents developed and submitted to Council structures for approval	2017/2022 IDP developed – 2019/2020 reviewed IDP	Development Planning	R 50 000	Opex	**4_54_54.2_P106**	1 IDP reviewed and submitted to Council structures for approval by 30 June 2021	1 IDP reviewed and submitted to Council structures for approval by 30 June 2022	1 IDP reviewed and submitted to Council structures for approval by 30 June 2023

Institutional Performance Management	To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020	Implement and review the Performance Management Framework, policies and procedures	Number of Annual reports developed, approved by Council and published	Annual Report 2018/2019 developed and approved	Improved service Delivery	R0	Opex	**4_55_55.1_P107**	1 Annual Report for 2019/2020 developed, submitted to Council for approval and published by 30 June 2021	1 Annual Report for 2019/2020 developed, submitted to Council for approval and published by 30 June 2022	1 Annual Report for 2019/2020 developed, submitted to Council for approval and published by 30 June 2023
			Implementation of Performance Management Framework, Policy and Procedure Manual	Reviewed Performance Management Framework, Policy and Procedure Manual	Improved service Delivery	R0	Opex	**4_55_55.2_P108**	Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2021	Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2022	Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2023
Priority Area	**Strategic Objective**	**Strategy**	**Key Performance Indicator**	**Baseline Indicator 2019/2020**	**Outcome Indicator**	**Budget Allocation**	**Funding Source**	**Indicator Code**	**Annual Target 2020/2021**	**Annual Target 2021/2022**	**Annual Target 2022/2023**
FINANCIAL VIABILITY											
Supply Chain Management	To maintain and improve financial viability of the municipality by June 2022	One procurement plan developed and implemented	2019/2020 procurement plant	Approved procurement plan	Improved compliance with SCM legislation	R0	Opex	**5_56_56.1_P109**	One procurement plan approved by the accounting officer and implemented by June 2021	One procurement plan approved by the accounting officer and implemented by June 2022	One procurement plan approved by the accounting officer and implemented by June 2023

Budget and Reporting		Develop a comprehensive audit file to support GRAP Compliant Annual Financial Statements	2019/2020 GRAP Compliant Annual Financial Statements developed and submitted to AG by 31st August 2020	2018/19 Annual Financial Statements	Improved compliance with MFMA legislation	R1 500 000 .00	Opex	**5_57_57. 1_P112**	2019/2020 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2021	2020/2021 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2022	2021/2022 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2023
		Compile and maintain a GRAP compliant fixed assets register	GRAP compliant fixed asset register for 2020/2021 compiled and maintained	2019/2020 Fixed Assets Register compiled and maintained	Clean Administration	R0	Opex	**5_57_57. 3_P114**	GRAP compliant fixed assets register for 2020/2021 developed and maintained by 30 June 2021	GRAP compliant fixed assets register for 2021/2022developed and maintained by 30 June 2022	GRAP compliant fixed assets register for 2022/2023 developed and maintained by 30 June 2023
		Implement the budget and reporting regulation	adjustment budget for the 22020/2021financial year compiled and submitted to Council for approval	2019/2020 Adjusted Budget	Improved compliance with the MFMA and Budget and reporting regulations	R0	Opex	**5_57_57. 4_P115**	Adjustment Budget for the 2020/2021 financial year compiled and submitted to Council for approval by 28 February 2021	Adjustment Budget for the 2021/2022 financial year compiled and submitted to Council for approval by 28 February 2022	Adjustment Budget for the 2022/2023 financial year compiled and submitted to Council for approval by 28 February 2023
			2021/2022 Budget compiled and submitted to Council for approval	2020/2021Adjusted Budget		R0	Opex	**5_57_57. 1_P116**	2021/2022 Budget compiled and submitted to Council for approval by 30 June 2021	2022/2023 Budget compiled and submitted to Council for approval by 30 June 2022	2023/2024 Budget compiled and submitted to Council for approval by 30 June 2023

Revenue Management		Implement credit control and debt collection policy	%(Percentage) Improvement in the revenue collection rate	30% Collection rate	Improve the financial viability of the Municipality.	R0	Opex	**5_59_59.2_P121**	95% revenue collection rate achieved by 30 June 2021	95% revenue collection rate achieved by 30 June 2022	95% revenue collection rate achieved by 30 June 2023
Cash Management		Develop Investment register that balances to the general ledger and bank statements	Investment register that balances to the general ledger and bank statements developed and maintained	2018/19 Investment register	Improved internal controls	R0	Opex	**5_60_60.2_P124**	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2021	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2022	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2023

4 CHAPTER 5 - INSTITUTIONAL GOVERNANCE

4.2 Introduction

The Emalahleni Local **Municipal Council** is the ultimate political decision-making body of the municipality. The Mayor of Emalahleni Local **Municipal Council**, Councillor N Koni, takes overall strategic and political responsibility for the municipality, while the Municipal Manager Mr. V.C Makedama heads the municipality's administration and provides the link between the political and administrative arms of municipality government. Ward councillors are the municipality's key link between the municipal government and the residents whilst the heads of departments and officials are responsible for physically implementing policy

4.3 Political Governance

4.3.1 Council

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

POLITICAL STRUCTURE

Mayor	:	Cllr N. Koni
Speaker	:	Cllr Kalolo
Chief Whip	:	Cllr N Lali
MPAC Committee	:	Chairperson – Cllr Mapete

4.3.2 Council Speaker

The following activities are performed by the Speaker of Council:

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

4.3.3 Chief Whip of Council

Performs duties that are delegated to him/her by Council

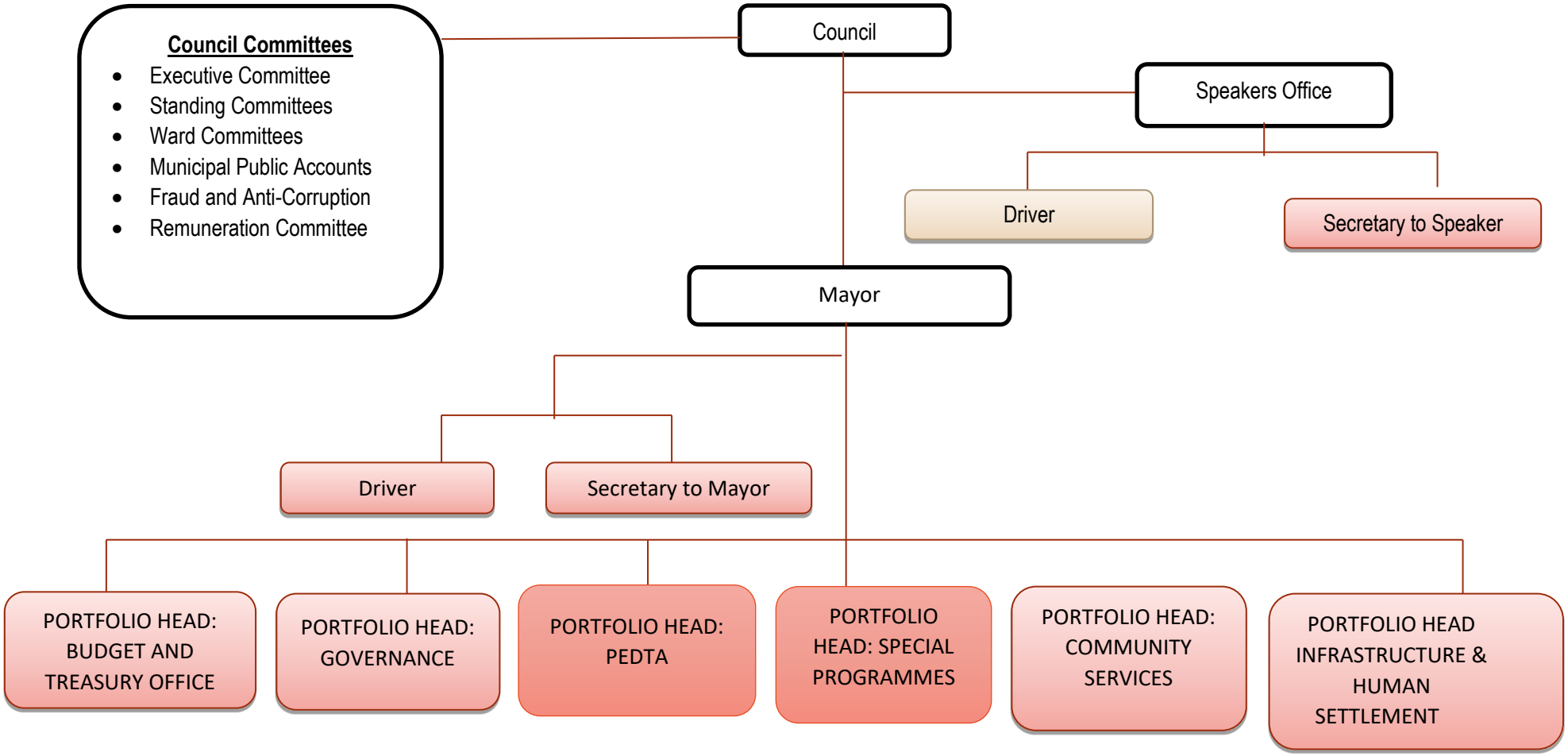
4.3.4 Mayor and Executive Committee

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

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

responsibility lies with the Accounting Officer to ensure that actions are taken to implement such resolutions.

Below is a graphical presentation of the macro political structure of our municipality:


Council Committees
Executive Committee
Standing Committees
Ward Committees
Municipal Public Accounts
Fraud and Anti-Corruption
Remuneration Committee
Council
Speakers Office
Driver
Secretary to Speaker
Mayor
Driver
Secretary to Mayor
PORTFOLIO HEAD: BUDGET AND TREASURY OFFICE
PORTFOLIO HEAD: GOVERNANCE
PORTFOLIO HEAD: PEDTA
PORTFOLIO HEAD: SPECIAL PROGRAMMES
PORTFOLIO HEAD: COMMUNITY SERVICES
PORTFOLIO HEAD INFRASTRUCTURE & HUMAN SETTLEMENT

4.4 Administrative Governance

4.4.1 Role of Municipal Manager

The Municipal Manager heads the municipality's administration and provides the link between the political and administrative arms of municipality government.

4.4.2 Institutional Arrangements (Per Directorate)

The institution has the following directorates that form part of the reviewed organisational structure and, a detailed structure is presented in the page following this one:

- ✓ Office of the Municipal Manager
- ✓ Corporate Services
- ✓ Budget and Treasury Office
- ✓ Community Services
- ✓ Planning, Economic Development, Tourism and Agriculture
- ✓ Infrastructure Development and Human Settlement Services

4.5 Organisational Structure

The current organisational structure was approved by Council in 2013 for a period of three (3) years ending in June 2016. The cycle of the organisational structure is ending in the current financial year, after annual reviews and last review was done and approved in May 2015.

The municipality has not reviewed the organisational structure for the 2017/2018 financial year due to the fact a Business Process Re-engineering project of the institution has been commenced with and will be implemented, which has a direct effect on the organisational design. The organisational structure will only be available after completion of the Business Process Re-engineering

CHAPTER 6 – COMMUNITY PARTICIPATION

6.1 Introduction

The South African Constitution is underpinned by principles of good governance, also highlighting the significance of public participation as an integral part of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996; confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance.

The municipality is obliged to encourage the involvement of communities and community organizations in local government. This obligation extends to the entire way in which the municipality operates and functions.

The principle behind the public participation is that all the stakeholders affected by a public authority's decision have a right to be consulted and contribute to such decisions. Considering the above, this means that public participation provides the community an opportunity to contribute in the decision-making processes of a municipality in a structured manner.

Public participation forms part of building and deepening our democracy, by ensuring transparency and accountability. It is about involving communities in decision-making so that they can own the processes, buy-in and credibility, and lends legitimacy to decision-making.

4.6 Legal Background

Section 152 of the Constitution of the Republic of South Africa, 1996; states that citizens and communities have rights to be involved in local governance.

Chapter 4, Section 16, of the Local Government: Municipal Systems Act, 2000 (32 of 2000 as amended) depicts that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and for this reason must:

Encourage and create conditions for the local community to participate in the affairs of the Municipality including the: The preparation, implementation and review of the Integrated Development Plan (IDP) in terms of Chapter 5 of the Municipal Systems Act. The establishment and Implementation of the review of its Performance Management System in terms of Chapter 6. The monitoring and review of its performance, including the outcomes thereof of such performance. Preparation of its budget and strategic decisions relating to the provision of the Municipal Services in terms of Chapter 8.

4.7 Community Participation Mechanisms

The municipality designed mechanisms that will facilitate the inclusion of all groups in the decision-making processes of the municipality to strengthen participation of the community in the municipal affairs.

4.7.1 Mayoral Programmes (Outreach)

The Mayor in conjunction with public participation unit drafted an annual programme of Mayoral Imbizo's for the 2019/2020 financial year. The Imbizo's are held on an annual basis to afford the

community an opportunity to have direct access with the Mayor and interact with the members of the community on municipal affairs.

The Mayoral Imbizo was held in December 2019, to engage members of the community on the draft annual report 22018/2019 for comments and inputs.

4.7.2 IDP/PMS and Budget Community Participation Programmes (Road shows)

In November 2019, the municipality had roadshows in all the wards, where community meetings were held to confirm the community needs and needs being included in the draft reviewed IDP 2020/2021.

In line with the legislative requirements, the municipality adopted its draft IDP in March 2020, and in line with the same legislative requirements, the municipality conducted IDP Roadshows in April 2020, following is the adoption of the final draft IDP at the end of May 2020.

Draft IDP 2020-2021 and Draft Budget 2020-2023 were tabled to Council end March 2020 with prioritised development needs, budget allocations and new tariffs.. Further aim to those engagements were to get inputs as well as comments on the adopted draft IDP.

4.7.3 Council Programmes

(1) Ward Committees

A plan for election of Ward Committees was adopted after the Inauguration of Councillors in August 2016 which resulted to the appointment of 170 Ward Committees. The Ward Committees were sworn in, inducted and trained.

(2) Traditional Leadership participating in Council

The municipality is one of the most rural municipalities in the Chris Hani District which makes it a requirement and possible to liaise with Traditional Leaders on matters affecting the members of the traditional authorities. The municipality is yet to establish protocols on how public participation can be integrated with traditional authorities to provide support where it is required in consultation with traditional council.

Council took a resolution back in 2016 to include traditional leadership in the Council of Emalahleni Local Municipality and 7 Traditional Leaders from the municipal area are participating in Council and Council standing committees of the Municipality.

Community Development Workers

The Community Development Workers (CDW's) are the officials employed by Department of Cooperative Governance and Traditional Affairs. The Community Development Workers forms part of the Ward Committee at Ward level and are involved in all ward committee processes and activities of the ward as whole. Community Development Workers are supposed to be involved in all council activities as they are the foot soldiers at ward level who understand and work close to the people.

Emalahleni Local Municipality currently have 10 functional CDW’s for Ward 1, 2, 3, 5, 7, 8, 9, 10, 14 and 15. Ward 4 and 6 CDW’s resigned while Ward 16 and 17 are awaiting new appointments. Community Development Workers for Ward 11, 12 and 13 were absconded and the matter is taken care of by the Department of Labour through CoGTA.

4.8 Ward Based Planning

With the assistance of the Chris Hani District Municipality, the municipality managed to develop a Ward Based Plan report for each ward, which highlighted the following priority areas, outcome anticipated by the community and strategies.

Introduction

A Ward Development plan identifies the strengths and weaknesses of a defined area (the ward). It also provides practical actions that will result in an improved community. The Ward Development Plan does three essential things. First it provides a VISION of what the ward/community should look like over a period of time, sets out clear DEVELOPMENT OBJECTIVES which the municipality in conjunction with other stakeholders should pursue to achieve that vision, and gives/proposes an ACTION PLAN to reach those goals.

Background

Emalahleni Municipality develops its Integrated Development Plan on the basis of a credible community participatory planning process. All wards will produce a ward development plan, which will be inform by inputs from the Municipal Executive Management, the various Ward Committees and the broader community per ward. These plans will ultimately inform the Municipality of the priorities of each ward, help the Municipality decide on the service delivery and developmental objectives for the whole area, and also help guide the Ward in what it will do to take forward its own development programme, with support from a variety of stakeholders.

Councils approved IDP and Budget Process Plan makes provision for the development of Ward Plans as an outcome indicator based on the principles of Community Based Planning which are as follows:

- Poor people are included in the planning process
- Plans, and the planning process, must be realistic and practical
- Planning must be linked to legitimate structures like ward committees
- Planning should include implementation, monitoring, evaluation and annual review
- The plan must be people-focused and empowering
- The plan should be built on strengths and opportunities rather than focus on problems
- Plans must be holistic and cover all sectors
- Planning must promote mutual accountability between communities and officials
- There must be commitment by councillors and officials to the whole process.

1. Legal Framework

3.1 Constitution of the Republic of South Africa (1996) requirements:

Section 152 assigns a clear developmental role to local government amongst other thing it: • It mandates local government to provide democratic and accountable government for local communities. • Ensure the provision of services to communities in a sustainable manner. • Promote social and economic development. • Promote a safe and healthy environment. • Encourage the involvement of communities and community organisations in the matters of local government.

3.2 White Paper on Local Government, 1998:

Puts forward a vision of a developmental local government, which centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives.

3.3 Municipal Systems Act, 2000:

Mandates municipality to develop a culture of municipal governance and create conditions for, the local community to participate in the affairs of the municipality. Mandates municipalities to develop and implement IDP. Municipal Systems Act, Chapter 4 prescribes: • Encourage and create conditions for community participation [Section 16 (1)] • Build the capacity of the community to participate effectively [Section 16 (1)] • Use of political structures / councillors as provided for in the Municipal Structures Act e.g. ward committees [Section 17(1)] • Establishment of mechanisms, processes and procedures to accommodate participation.

2. Process Followed

The Ward Committee of this Ward was established in 2016 in accordance with Council's approved policy on the Establishment of Ward Committees. The election of Ward Committee Members was conducted in a democratic, fair and transparent manner from amongst representatives of the various interest groups within ward. Ward Committee Meetings were held during which the Ward Committee identifies the service delivery needs, infrastructural and socio economic development objectives and priorities relevant to the ward. The current capital budget of the municipality which also outlines the capital projects for the two outer financial years was used as a baseline to identify infrastructure improvement projects and to a greater extend were incorporated into this plan.

These preliminary service delivery needs and development objectives which emanated from the Ward Committee Meeting were presented to the broader community of the Ward during the IDP Public Participation Meeting which took place on in September 2011. At this meeting a total number of 101 people were present.

The following mediums/methods of communication were used to raise awareness around the IDP Public Participation Meeting.

IDP Public Participation Dates were published in the local media.

IDP Posters were erected on street lamp poles.

IDP Public Participation Meeting dates Advertisement were placed in local newspapers.

Loud hailing in all wards was done 2hours prior to IDP meeting.

(ANNEXURE- U)– detailed Ward Based Planning

4.9 Reviewed Development needs and priorities Nov. 2019

(See ANNEXURE V)

CHAPTER 7 - EXECUTIVE SUMMARY OF THE SPATIAL DEVELOPMENT FRAMEWORK 2018 REVIEW

Background

A Spatial Development Framework is a framework that seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a Spatial Development Framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place.

In terms of Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 requires that all municipalities to compile Spatial Development Frameworks (SDF) as a core component of the Integrated Development Plan (IDP). The Spatial Development Framework is also a requirement of the Spatial Planning and Land Use Management Act 16 of 2013.

The Reviewed Emalahleni Spatial Development Framework, 2018, covers the entire area of jurisdiction of the Emalahleni Municipality and was completed in accordance with the DRDLR Guidelines. The SDF was prepared with the understanding that it provided a long-term framework (approximately 20 years) and that it is subject to review every 5 years. The reviewed Emalahleni Spatial Development was necessary to ensure alignment with the Emalahleni Municipal IDP and the Spatial Planning and Land Use Management Act 16 of 2013.

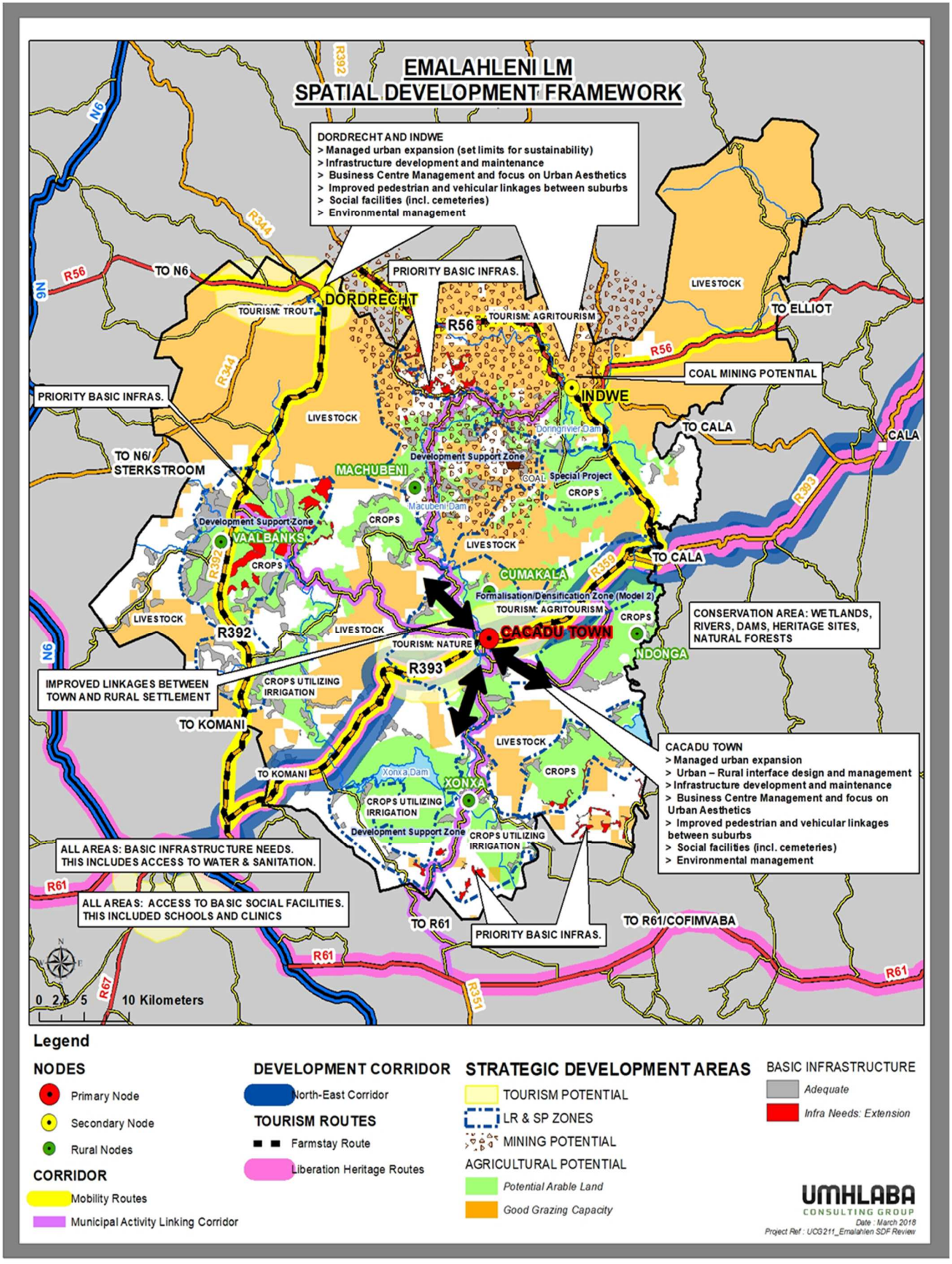
Development Nodes

Development nodes are considered as those towns where a number of functions which are believed to be urban are found, it is where there is activity and there is infrastructure to support it; such as – Residential, Commercial, Retail buildings. They are located on transport routes to provide new growth and development. As such, they are areas where the following should be prioritised: - Appropriate levels of development investment in infrastructure and appropriate land use management to promote preferred development outcomes.

Municipalities need to identify nodes in order to allocate appropriate levels of investment in infrastructure and services and to be able to implement appropriate land use management strategies. The following classes of nodes have been identified and/or are proposed for Emalahleni LM:

NODE	NAME	ROLE	SPATIAL DEVELOPMENT PRIORITIES
PRIMARY URBAN DEVELOPMENT NODE (Sub-District Service Centre)	CACADU TOWN (Formerly known as Lady Frere)	❑ Main Retail, Commercial, Industrial & Administration (Govern. Services) Node ❑ Main Centre for Social Services ❑ Residential Function for permanent and temporary residents	▪ Managed urban expansion and Public Funded Housing Expansion ▪ Urban – Rural interface design and management ▪ Infrastructure development and maintenance to support businesses and residential property ▪ Business Centre Management and focus on Urban Aesthetics

		❑ Potential for agro-industrial processes ❑ Promote diversity of tourism: leisure, heritage ❑ Key linkage to Komani (Queenstown) – Main regional centre in the District.	▪ Improved pedestrian and vehicular linkages between suburbs in town and between towns (key economic towns/nodes). Prioritise linkage to higher order nodes. ▪ Social facilities: Focus on Education/Health and ECDC's, cemeteries. ▪ Environmental management and conservation
NODE	**NAME**	**ROLE**	**SPATIAL DEVELOPMENT PRIORITIES**
SECONDARY URBAN DEVELOPMENT NODES (Local Service Centres)	DORDRECHT & INDWE	❑ Local-scale retail, industrial and administration nodes ❑ Service centres to rural areas ❑ Cater for permanent and temporary residents ❑ Potential for value- ❑ adding agro-industrial mining processes ❑ Potential for tourism services and facilities	▪ Managed urban expansion and Public Funded Housing Expansion ▪ Infrastructure development to support business, tourism and residential expansion potential ▪ Business Centre Management and focus on Urban Aesthetics ▪ Improved pedestrian and vehicular linkages between suburbs in town ▪ Social facilities: Focus on Education/Health and ECDC's, cemeteries/agricultural schools. ▪ Environmental management and conservation
RURAL NODES (Sub-Local Service Centres)	VAALBANKS, XONXA, NDONGA, MACHUBENI, CUMAKALA	❑ Commercial and Social Facilities serving surrounding rural areas	▪ Basic level of service provision and extension ▪ Augmentation and upgrade of existing commercial / agricultural infrastructure ▪ Local planning to maximise use of resources ▪ Appropriate land use management and Administration: Local land use schemes to be negotiated. ▪ Environmental Management is critical ▪ Community engagement: participatory planning and project programmes
Rural Settlements	ALL OTHER RURAL SETTLEMENT	❑ Providing residents with necessary infrastructure and services	▪ Ensure proper access to higher order nodes to access higher order services and facilities ▪ Ensure necessary basic services, infrastructure and social facilities. ▪ Planned settlement edges for expansion ▪ Environmental Management is critical
Mobility Routes	❑ R393 (Queenstown –Cacadu Town – Cala) ❑ R392 (Dordrecht – Queenstown) ❑ R56 (N6 – Dordrecht –Indwe –Elliot)		▪ These routes carry passing traffic and provide access between local areas in Emalahleni and centres further afield. ▪ Spatial Planning Priority is to manage settlement development along the Primary and Secondary Movement corridors to mitigate impacts of settlement on the road
Municipal Activity/ link Corridor	❑ Vaal Banks –Cacadu Town (former - Lady Frere) ❑ Cacadu Town –Xonxa –R61 ❑ Cacadu Town – Machubeni –Indwe ❑ Cacadu Town -Zingqolweni		▪ Linking areas of development potential to Movement Corridors and Urban centres
Development Corridor	❑ North -East Corridor		▪ Corridor of district and municipal-level economic importance
Special Routes (Tourism)	❑ Farm-stay Route (Queenstown –Dordrecht- Indwe – Cacadu Town (former Lady Frere)–Queenstown) ❑ Liberation Route (R393)		▪ Routes of District and Regional Economic Importance. ▪ Upgrade and Improve accessibility to promote tourism potential / initiatives in the area


EMALAHLENI LM
SPATIAL DEVELOPMENT FRAMEWORK
DORDRECHT AND INDWE
> Managed urban expansion (set limits for sustainability)
> Infrastructure development and maintenance
> Business Centre Management and focus on Urban Aesthetics
> Improved pedestrian and vehicular linkages between suburbs
> Social facilities (incl. cemeteries)
> Environmental management
PRIORITY BASIC INFRAS.
DORDRECHT
TOURISM: TROUT
TOURISM: AGRITOURISM
TO ELLIOT
LIVESTOCK
COAL MINING POTENTIAL
INDWE
TO CALA
CALA
TO N6
TO N6/ STERKSTROOM
MACHUBENI
Development Support Zone
COAL
Special Project
CROPS
Macubeni Dam
Doringrivier Dam
VAALBANKS
Development Support Zone
CUMAKALA
Formalisation/Densification Zone (Model 2)
TOURISM: AGRITOURISM
CACADU TOWN
TOURISM: NATURE
NDONGA
CONSERVATION AREA: WETLANDS, RIVERS, DAMS, HERITAGE SITES, NATURAL FORESTS
IMPROVED LINKAGES BETWEEN TOWN AND RURAL SETTLEMENT
CROPS UTILIZING IRRIGATION
TO KOMANI
XONXA
Xonxa Dam
Development Support Zone
CACADU TOWN
> Managed urban expansion
> Urban – Rural interface design and management
> Infrastructure development and maintenance
> Business Centre Management and focus on Urban Aesthetics
> Improved pedestrian and vehicular linkages between suburbs
> Social facilities (incl. cemeteries)
> Environmental management
ALL AREAS: BASIC INFRASTRUCTURE NEEDS. THIS INCLUDES ACCESS TO WATER & SANITATION.
ALL AREAS: ACCESS TO BASIC SOCIAL FACILITIES. THIS INCLUDED SCHOOLS AND CLINICS
TO R61
PRIORITY BASIC INFRAS.
TO R61/COFIMVABA
0 2.5 5 10 Kilometers
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
UMHLABA
CONSULTING GROUP
Date : March 2018
Project Ref : UCG211_Emalahleni SDF Review

Key Spatial Development Issues

The following key spatial development issues are drawn from the summary key planning informants, and are highlighted as follows: -

- Focused strategic development and planning must not be done in isolation of local need and should be guided by local knowledge and the lifestyle practices inherent to the communities living there.
- For under-developed rural areas, the importance of linkages and accessibility to areas of opportunity is fundamental.
- Fragmentation of jurisdiction over land management functions in urban and rural areas. There is a lack of formal control over the majority of the land area of Emalahleni LM, outside of the proclaimed town areas.
- Inefficient Urban and Rural Settlement Patterns vs providing Services to Meet Basic Needs. Low density dispersed rural settlement patterns renders service provision costly and inefficient. This necessitates strategic approaches in dealing with the difficulties posed by the sprawling, low density settlement patterns found in the area as well as the lack of local productive economies to provide residents with the means to contribute toward the cost of provision.
- Given the importance of the natural environment in the development of the Emalahleni space economy, implementing environmental management (wise land use) becomes critical to ensuring the sustainable use of the available resources and natural endowments (i.e. the natural environment, agricultural lands, residential settlement, etc.).

SEE ANNEXURE …FOR THE FULL SDF DOCUMENT

CHAPTER 8 – EXECUTIVE SUMMARY LOCAL ECONOMIC DEVELOPMENT STRATEGY

Emalahleni L.M. LED Strategy was firstly developed by External Service Provider, adopted in December 2010 for a period of five years. It has been reviewed internal under the guidance of Centre For Municipal Research and Advice and adopted in December 2015 for a period of five years as well and it need further review before December 2020 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 the successful 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 also 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 municipality jurisdiction. This also serves to encourage community involvement and ensure maximum participation in the municipal affairs. Existence of the Strategy is for guidance on issues of Socio-Economic.

Profile of the Municipality

Emalahleni is a category B municipality situated within the Chris Hani District 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 and many surrounding villages.

The Vision of the directorate is: A municipality with an attractive environment for job creation, investment and sustainable local economic growth. Mission Statement; We shall create this vision of LED through the creation of an environment that attracts business investments and contributing to sustainable opportunities for job creation and economic upliftment.

Programmes and Priority Areas

SMME Development

Agriculture Development

Tourism and Heritage Management

Mining

Integrated Development Plan (IDP)

Performance Management System

Smme Development

- Business Development (Facilitate financial Support)
- Business Support (Direct provision of production inputs)
- Capacity Building (Information Dissemination and Training)
- Brick-makers programs on capacity building
- Business Licensing

- Monitor large scale mining
- Informal Trading Support

Agriculture Development

CROP Production

- Sorghum Production
- Maize Production at limited scale due climatic conditions
- Agro-Processing –Ibuyambo Mill Plant
- Land Care Project at Machubeni
- Fundraising for Small Irrigation Scheme
- Participating in CHDM Rural Agro-Finance Industry
- Commencing the Aqua-Culture Project.

Livestock Production

- Livestock Branding
- Livestock Marketing
- Genetic Improvement
- Wool Production (Infrastructure Provision in a form of Shearing Shed)
- Bartering program for Merino breed
- Animal Health program
- Milk Processing (Dairy Development in Ida Farms)

TOURISM AND HERITAGE

- Market Local Tourism Products
- Facilitate tourism infrastructure (Queen Nonesi Cultural Village
- Conduct heritage programs
- Coordinate Tourism Training
- Facilitate Tourism support by other spheres of governments

Highlights of LED Strategy

- Alignment of LED Strategy with SDF, IDP, SDBIP
- Forging Partnership with Commercial Farming
- Cordial relations with relevant stakeholders (Woolgrowers Association, Sanral, ECDC, Makana Bricks and relevant Government Department
- Agric Infrastructure in form of Shearing Shed
- Engagement with DME, its entity call Geoscience, and DTI for Elitheni Coal Mine for possible investor
- 14km from R56 to Coal Mine is under construction

- Noticeable growth in Enterprise Development

HUMAN SETTLEMENTS SECTOR PLAN REVIEW

(2018 – 2022)

EMALAHLENI LOCAL MUNICIPALITY

1 INTRODUCTION

1.1 BACKGROUND

Emalahleni Local Municipality (ELM), like all other municipalities, is required to prepare a Human Settlements Sector Plan (HSSP) as a component of the Integrated Development Plan (IDP), in terms of the Municipal Systems Act (MSA) 32 of 2000 and the National Housing Act 107 of 1997. These are to ensure that the inhabitants within its area of jurisdiction have access to adequate human settlements on a progressive basis by setting human settlements delivery goals, identify suitable land for human settlements development and planning, facilitating, initiating and co-ordinating human settlements development in its area of jurisdiction.

Towards this goal, the Chris Hani District Municipality (CHDM) has embarked on a programme to develop an Integrated Human Settlements Sector Plan (IHSSP) and an Emergency Human Settlements Policy for the District and the Local Municipalities under its area of jurisdiction.

There are local challenges that are facing CHDM in terms of human settlements developments and these challenges require urgent attention to ensure that government objectives are achieved. There are numerous difficulties encountered by the Local Municipalities (LMs) within the district in fulfilling the need for human settlements infrastructure, social development, the availability and ownership of land, bulk infrastructure and other factors.

As one of the planning tools for local government in terms of its developmental role, the HSSP aims at ensuring, orientating and refocusing the municipality's vision and mission in the performance of its development role of human settlements development. The Housing Act (Act 107 of 1997) also guides and informs the preparation of Human Settlements Sector Plans.

1.2 PROJECT PURPOSE

The purpose of this document is to analyse the human settlements situation and then compile a well credible researched human settlements sector plan with all social, economic and demographic indicators impacting on human settlements planning and delivery with an emergency human settlements policy for the CHDM.

The main purpose of this assignment is two ponged, that is:

- To determine the current state of human settlement throughout the District in terms of the of the current delivery status and in order to determine the human settlements demand to guide the compilation of the human settlements status quo report; and
- To develop a new integrated human settlements sector plan for CHDM to incorporate with the development of emergency human settlements policy for CHDM.

This HSSP will therefore aim to outline the needs and demands for housing, respond to issues underlying provision of human settlements and make proposals for strategic human settlements interventions. Amongst others, the objectives of a Human Settlements Sector Plan will be as follows:

- To accelerate the delivery of houses as key for poverty alleviation.
- To utilise provision of human settlements as a major job creation strategy.
- To leverage growth in the economy.
- To combat crime, format social cohesion and improve quality of life for the poor.
- To support the function of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.
- To ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- To provide a formal and practical method of prioritising human settlements projects and obtaining political consensus from for the sequencing of their implementation.
- To ensure more integrated development through bringing together the relevant cross-sectoral role players to coordinate their development interventions.
- To provide greater spatial linkages between the spatial development framework and the physical implementation of projects on the ground
- To ensure that there is a definite human settlements focus for the IDP.

This document sets the context of the existing situation in ELM area, the legal and policy setting and the various plans for human settlements delivery. It also provides a desktop situation analysis of the local municipality giving the current reality in terms of the demographic characteristics, social, economic and environmental situation. Again, the participatory planning process is also outlined. The various challenges facing housing delivery are described according to the information obtained from the survey and relevant documents.

This section outlines the current human settlements legislation and policies as they affect human settlements delivery in the municipalities.

2 LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE FRAMEWORK

The following is a summary of the main pieces of legislation, as well as policy directives, applicable to the integrated human settlements development environment.

Legislation	Purpose and Specific Provision
The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	This Act forms the basis for the executing the mandate of the Department of Human Settlements with particular reference to Section 26 and Schedule 4. Section 26 guarantees the rights to have access to housing as a basic human rights and the State is mandated to take steps to achieve the progressive realization of this right. Schedule 4 ensures that the National and Provincial governments have concurrent legislative competence. This schedule guides the assignment of delegations of section components of the housing functions to municipalities.
The Housing Act, 1997 (Act No. 107 of 1997)	This Act lays down general principles applicable to housing development in all spheres of government. The Act defines the functions of national, provincial and local governments in respect to housing development and provides for financial arrangements for housing development. This Act further creates the provision for all spheres of government to give priority to the needs of the poor in respect of housing development.
Prevention of Illegal Eviction from Unlawful Occupation of Land Act, 1998	This Act repeals the Prevention of Illegal squatting act (Act 52 of 1951) and makes provision for a fair and equitable process to be followed when evicting people who have unlawfully invaded land, from their homes. The Act makes it an offence to evict without following the due process of law.
The Housing Consumer Protection Measures Act,1998	The Act provides for the establishment of a statutory regulating body for homebuilders. The National Home Builders Registration Council (NHBRC) registers builders engaged in certain categories of housing construction, and regulates the home building industry by formulating and enforcing a code of conduct.
The Rental Housing Act, 1999 as amended	The Rental Housing Act repeals the Rent Control Act (1976) and defines government responsibilities in respect of rental housing property. The Act establishes the Rent Tribunal to regulate and promote sound relations between landlords and tenants. There is a clear requirement to stimulate the rental housing market.
Social Housing Act, No.16 of (2008)	The Act provides for the establishment of affordable rental accommodation for low to medium income households in designated Restructuring Zones i.e. places of economic opportunities, enabling spatial and social integration.
Home Loan and Mortgage Disclosure Act, 2000	This Act provides for the establishment of the Office of Disclosure and the monitoring of financial institutions serving the housing credit needs of communities to disclose information and identifies discriminatory lending patterns.
Sectional Titles Act, 1986 (Act No. 95 of 1986) as Amended	This Act provides for the division of buildings into sections and common property and for the acquisition of separate ownership in sections coupled with joint ownership in common property.
The Deeds Registries Act, 1937 (Act No. 47 of 1937)	This Act governs the entire set of procedures and requirements for registering ownership and transfer of land.

Legislation	Purpose and Specific Provision
National Building Regulations and Building Standard Act, No. 103 of 1997 (Act No. 103 of 1997)	The Act provides for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities, and for the prescribing of building standards.
Municipal Systems Act	.
Interim Protection of Informal Land Rights Act, IPILRA, 1996 (Act No. 31 of 1996)	This Act aims to protect a category of rights to land – called 'informal rights' – held by people living in rural areas of the former homelands and South African Development Trust (SADT) areas.
State Land Disposal Act, 1961 (Act No. 48 of 1961)	The Act provides for the disposal of certain State land and for matters incidental thereto, and to prohibit the acquisition of State Land by prescription.
Land Administration Act, 1995 (Act No. 2 of 1995)	The Act provides for the delegation of powers and the assignment of the administration of laws regarding land matters to the provinces. It also provides for the creation of uniform land legislation.
Public Finance Management Act, 1999 (Act No. 1 of 1999)	This Act regulates financial management in National Government and Provincial Government, to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively.
Promotion of Access to Information Act , 2000, Act No. 2 0f 2000), as amended	The Act underlines the importance of access to information for an open, democratic, transparent society. The Act gives legislative form to Section 32 of the Bill of Rights of the Constitution and should be interpreted as legislation giving effect to a constitutional right.
Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	The Act aims at promoting the achievement of the constitutional right to equality by increasing broad-based and effective participation of Black people in the economy. It also sets parameters for the development of the Property Charter and the Construction Charter as mechanisms to secure commitment from stakeholders in the construction and property industries.
Division of Revenue Act (DoRA)	Makes provision for the equitable division of revenue raised nationally, among the National, Provincial and Local spheres of government and the responsibilities of all three spheres pursuant to such division and for matters connected therewith. The Integrated Housing and Human Settlement Development Grant is managed in terms of the DoRA.
Inter-governmental Relations Framework Act of 2005	Establish a framework for National, Provincial and Local spheres of government to promote and facilitate the settlement of intergovernmental disputes and matters connected therewith.
Skills Development Act & Skills Development Levies Act	This Act regulates the training and Development of the employees and the funding thereof.
Preferential Procurement Policy Framework Act, No 5 of 2000	This Act gives effect to Section 217, Chapter 3 of the Constitution by providing a framework for the implementation of the Procurement Policy contemplated in Section 217, Chapter 2, of the Constitution and to provide for matters connected therewith.
Disaster Management Act, 2002	This Act mandates each province as well as each district and metropolitan municipality is, in terms of sections 28 and 42of the Disaster Management Act, 2002, to "establish and implement a framework for Disaster Risk

Legislation	Purpose and Specific Provision
	Management (DRM) aimed at ensuring an integrated and uniform approach to DRM" in its jurisdiction by all provincial and municipal organs of state, etc.
Occupational Health and Safety Act	It regulates the Health and safety issues in the workplace

Policy Framework

Policy	Brief Description of the Policy
White Paper: A new Housing Policy and Strategy for South Africa, 1994	Commits Government to the establishment of socially and economically integrated communities situated in areas allowing convenient access to economic opportunities as well as health, educational and social amenities.
National Housing Code, 2000 (Revised in 2009)	Provides administrative guidelines for implementation of national housing policy. It sets the underlying policy principles, guidelines and norms and standards which apply to government's various housing assistance programmes.
The Comprehensive Plan for the Development of Sustainable Human Settlements (Breaking New Ground (BNG), 2004)	A multi-dimensional plan focusing on improving the quality of living environments, new tenure options, integration, fast track delivery, capacity building and anti-corruption measures. The comprehensive Plan is supplemented by seven business plans: • Stimulating the Residential Property Market; • Spatial Restructuring and Sustainable Human Settlements; • Social (Medium-Density) Housing Programme; • Informal Settlement Upgrading Programme; • Institutional Reform and Capacity Building; • Housing Subsidy Funding and System Reforms; and • Housing and Job Creation.
Policy on Emergency Housing Assistance within urban and rural contexts	Facilitate programmes that will ensure speedy provision of temporary housing relief to people, in urban and rural areas within the province of the Eastern Cape, who find themselves in emergency situations. These include the following categories of households: Those whose existing shelters have been destroyed or damaged by natural causes, (e.g. tornados, flooding, fire, etc.); Those whose existing houses are located in prevailing situation that poses an immediate threat to their lives, health and safety, (buildings that are not conducive for human habitation, environmentally unsafe areas, etc.) Those evicted or face a threat of imminent evictions (e.g. farm-dwellers and worker, tenants, etc.)
Policy on Housing People Infected with and affected by HIV and AIDS / people with disability	The policy overcomes the barriers affecting housing delivery to HIV and AIDS victims and orphans who are always left destitute as well as people with disability, by enhancing their sustainable human settlements. Ensure that there is uniform and equitable approach in the utilization, provision and management of facilities that are funded and managed under the ambit of this policy.
Supply Chain Management Policies and Procedures	Procurement Policy for Urgent Interventions for Housing Delivery in the Eastern Cape- deals with elimination of backlog in housing delivery and accelerated housing delivery.

Policy	Brief Description of the Policy
Acquisition Management Manual	It provides guidelines that regulate procurement of goods and services by organs of state in a fair, competitive, cost-effective, transparent and equitable manner.
Compliance and Risk Management Policies	Compliance to policies and eliminate risks in the procurement of goods and services to fulfil the provisions of the Public Finance Management Act.

2.2 HOUSING INSTITUTIONAL FRAMEWORK

The Housing Act, 1997 (Act No. 107 of 1997) assigns the three spheres of government the responsibility of ensuring that: "the need of the poor in respect of housing development is given priority by government; government consults meaningfully with individuals and communities affected by housing development; housing development is economically, fiscally, socially and financially affordable and sustainable".

The Housing Act further clarifies the role and responsibility of the national, provincial and local spheres of government with regard to housing development but when it comes to the local sphere of government, the Housing Act does not differentiate between the District and Local Municipality. Constitution of 1996, however, defines Category C municipality as a municipality that has municipal executive and legislative authority over an area that includes more than one local municipality. This, in effect, means that the immediate constituency of a district municipality is its local municipality not communities.

In terms of the Municipal Structures Act No. 117 of 1998, a district municipality is expected to build the "capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking. A district municipality may provide services to citizen directly when that affects significant proportion of municipalities in the district.

The table below summarizes the roles and responsibilities of the various spheres of government in relation to housing delivery:

National	Provincial	Municipality
To establish and facilitate a sustainable national housing development process (Sect. 3(1)) National housing policy ***Goals*** - setting broad national housing delivery goals; facilitating setting of provincial housing delivery goals; where appropriate, facilitating setting of municipal housing delivery goals in support of national and provincial goals - Sect. 3(2) ***Funding*** - negotiate for the national apportionment of the state budget for housing and based on	**To promote and facilitate the provision of adequate housing in the Province, within a framework of national policy, after consulting the provincial organizations representing municipalities (Sect 7(1))** *Provincial policy* determined - Sect. 7(2)(a) ***Provincial legislation*** to ensure effective housing delivery - Sect. 7(2)(b) ***Capacity Building*** – support and strengthen municipalities - Sect 7(2)(c) and (e) ***Housing development*** – to co-ordinate housing	**As part of the process of integrated development planning, to ensure within the framework of national and provincial housing legislation and policy, that the right to have access to adequate housing is realized on a progressive basis (Sect 9(1))** ***Housing delivery goals*** – to be set for municipal area in annual housing Plan Sect 9(1)(b) ***Housing development*** - initiate plan, co-ordinate, facilitate, promote and enable appropriate housing development in municipal area - Sect 9(1)(f) ***Land for housing*** – identify and designate land for housing

National	Provincial	Municipality
DORA formula, determines conditional grant allocations - Sect 3(4) ***Performance Monitoring*** - monitors performance of all three spheres of government against housing delivery goals and budget- Sect3 (2)(c) ***Capacity Building*** – assists provinces to develop administrative capacity – Sect 3(2)(d) and, supports and strengthens municipalities - Sect 3(2)(e) ***Consultation*** – promotes consultation between National and housing sector, including other spheres of government - Sect 3(2)(f) ***Communication*** – promotes effective communication i.r.o. housing development- Sect 3(2)(g)	development in the Province - Sect 7(2)(d) ***Intervention*** – when municipality fails to perform functions i.t.o. Housing Act - Sect 7(2)(f) ***Planning***- Multi-year plan to be prepared - Sect 7(2)(g) ***Municipal Accreditation*** -Sect 10	development- Sect 9(1)(c); plan and manage land use and development- Sect 9(1)(h) ***Health and safety*** – Sect 9(1)(a)(ii) ***Efficient Services*** - water, sanitation, electricity, roads, storm water drainage and transport to be provided in economically efficient manner - Sect 9(1)(a)(iii) ***Public environment*** - to be created and maintained to be conducive to housing development- Sect 9(1)(d) ***Conflict resolution*** - in respect of conflict arising in housing development - process - sect 9(1)(e) ***Bulk and revenue generating services***- to be provided by municipality where not provided by specialist utility suppliers – Sect 9(1)(g)

2.4 HOUSING PROGRAMMES

The Housing Act, 1997 (Act No. 107 of 1997) outlined the various housing development programmes that serve as instruments for the implementation of the national housing policy. The following represents the various housing programmes.

National Housing Programme	Policy Objective
Individual subsidy	To assist beneficiaries to acquire ownership of fixed residential properties for the first time and to enable them to buy existing homes or homes in projects not approved by the Provincial Department of Human Settlements.
Project-linked subsidy	To assist beneficiaries to acquire ownership of fixed residential properties for the first time and to enable them to buy homes in projects approved by the Provincial Department of Human Settlements
Project-linked Consolidation subsidy	To enable beneficiaries who have only received serviced sites under the previous dispensation and who hold ownership rights to such sites to provide or upgrade a top structure on such site.
Discount Benefit Scheme	To promote home ownership among tenants of State-financed rental stock, including formal housing and serviced sites. In terms of this Scheme. Where the discount amount equals or exceeds the purchase

National Housing Programme	Policy Objective
	price or loan balance, the property is transferred free of any further capital charges.
Institutional Subsidy	To provide subsidised accommodation through institutions, to persons who qualify for individual ownership subsidies on the basis of secure tenure such as rental, instalment sale, share-block, etc. This subsidy type is utilised through social housing
People's Housing Process (PHP)	To support people who want to build or manage building of their homes themselves to access consolidation, project-linked, institutional and rural housing subsidies as well as other support measures.
Housing for the Disabled	To enable disabled persons to access housing
Consolidation Subsidy Programme	Available to beneficiaries of previous government housing assistance schemes who received services stands in ownership. Beneficiaries of such stands may apply for further assistance to construct a house on their stands or to upgrade their house they have constructed from their own resources.
Rural Housing subsidy: Informal Land Rights	Facilitate project based housing development for beneficiaries on communal land. Can be addressed through appropriate funding, institutional, decision-making and management framework for the programme.
Emergency Housing Programme	It provides temporary assistance in the form of secure access to land and/or basic municipal engineering services and/or shelter in a wide range of emergency situations.
Informal Settlement Upgrading	To facilitate the structures in-situ upgrading of informal settlements as opposed to relocation to achieve tenure security, health and security and empowerment.
Social Housing	Contribute to the government vision of economically empowered, non-racial, and integrated society living in sustainable human settlement through national priority to address structural, economic, social and spatial dysfunctionalities.
Community Residential Units (CRUs)	CRU aims to facilitate the provision of secure stable rental tenure for lower income persons, households with income between R800 and R3 500 per month who are not able to enter the formal private rental and social housing market.

3 PARTICIPATORY PROCESSES AND METHODOLOGY

Public participation as it is the most powerful tool that shapes development practices will form one of the principles of this Human Settlements Sector Plan (HSSP). This process will ensure involvement of different actors, especially the Local Municipality, District Municipality, and other stakeholders such as the Provincial Department of Human Settlements. The quality of this HSSP process is dependent on the level of involvement and participation of the interested and affected parties, most especially the Local Municipalities, who will have to adopt the HSSP into their IDPs. This is a democratic process through which municipalities were requested to identify their needs, voice their demands in order contribute to the improvement of the livelihoods of their people.

These major actors will be involved in all the phases of planning process. This means that the process promotes decentralization of resource allocation and enhances transparency and accountability in the management of public goods. It is also an important factor in the efficiency and effectiveness of the project design and implementation. Although the process itself can be time consuming, the involvement gives the local municipality a sense of ownership and a sense of responsibility thereby guaranteeing better project performance. The human settlement sector planning process of the development of this HSSP follows that of the IDP and will be undertaken in five phases (See Figure 3.1) as follows:

Phase 1: Inception and Analysis

At this stage, the project vision was identified and a detail project plan was developed. This was followed by a project introductory session, whereby the project was introduced to both local and district office of the Department of Human Settlements by CHDM. Institutional Arrangements were discussed to guarantee the involvement of various local municipalities. A project Inception report was then developed and submitted to the CHDM.

The analysis stage involved two processes, namely, desk-top analysis and field interview involving administration of questionnaire from relevant data sources. The broad aim of this phase was to identify human settlements demand.

The desk-top analysis gives an overview of the legislative framework on human settlements as well as the municipality's current situation with regards to human settlements development and management. Taking into consideration the legislative and policy documents relevant to human settlements delivery as well as the municipality's IDP and SDF, information on the human settlements needs and demands were revealed. A report was then compiled, which enables an informed assessment of the level of human settlements development to be undertaken within the municipality. This report was presented in order to provide the municipality with information on the status and also to get an understanding of the current human settlements and related conditions.

The phase of the situation analysis also involved the development and administration of questionnaire. Unlike the previous phase, this phase was more interactive. It aimed at acquiring more detailed and updated information on the municipality's human settlements situation. This included an investigation of human settlements backlog / need, land availability, access to infrastructure, human resource capacity to deal with human settlements issues within the municipality, and other issues relevant to human settlements delivery. Fieldwork was also undertaken to physically engage with the key issues affecting the municipality as well as investigations on particular issues of critical importance to human settlements. This was followed by a workshop at a local level, which aimed to identify and discuss all the key issues and challenges affecting human settlements development. A District Coordinating Committee Meeting where all the municipalities were represented was held. All the information was then analyzed and collated to form a consolidated situation analysis report.

Phase 2: Formulation of Human Settlements Strategy

After all key issues have been identified; the vision and mission statements indicating where the municipality would like to go in terms of human settlements delivery were developed. Objectives and strategies on how to achieve this vision were thereafter developed. Careful consideration of all the above challenges and available resources and potential needs were considered. These were meant that the municipality finds more appropriate, innovative and cost-effective solutions for resolving the identified human settlements issues as

targets for human settlements delivery were specified and the methodology for their achievement clarified in this phase. Again local and district municipality's workshop / forum was held and a report was then produced detailing the human settlements vision, goals, objectives and strategies.

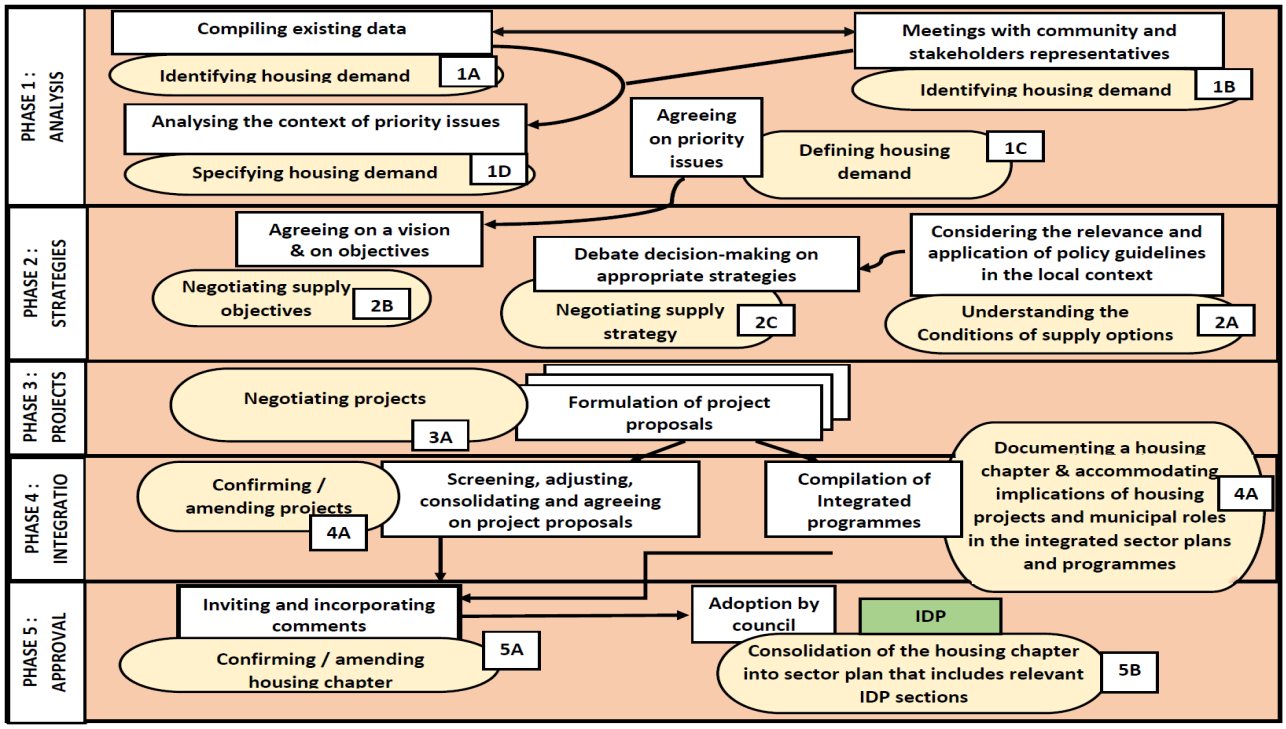
Phase 3: Projects Identification
Human settlements projects will be formulated at this phase and these must fundamentally related to the achievement of the objectives and strategies developed in phase 2 above. Information on human settlements demand must be obtained from the municipalities and other sources.

Phase 4: Integration
The compilation of sector programmes and plans is meant to ensure that the collective impact and resource requirement of individual human settlements projects makes most efficient use of all available resources.

Phase 5: Final Human Settlements Sector Plan and Approval
This final phase deals with the identification of actions that will be undertaken in order to achieve realistic solutions for effective human settlements development within each local municipality. A draft Human Settlements Sector Plan (HSSP) will be prepared, with an implementation plan. Amongst others, the phase will involve the following:

- Alignment with overall IDP objectives and strategies
- Consolidation of the requirements of individual human settlements projects from resources available
- The technical, financial, environmental and institutional viability of projects
- The achievement of coherence and integration between the projects of different sectors
- The process of closing off with the documentation of housing related information into a 'human settlements chapter' within the IDP.

In support of the above, a workshop will be held to discuss and agree upon, the quantum targets and budget requirements for all the Key Performance Areas will be indicated. This ensures an implementable HSSP. The draft HSSP will then be presented to Council for approval and will be reviewed annually.
Figure 3.1: Human Settlements Sector Planning Process



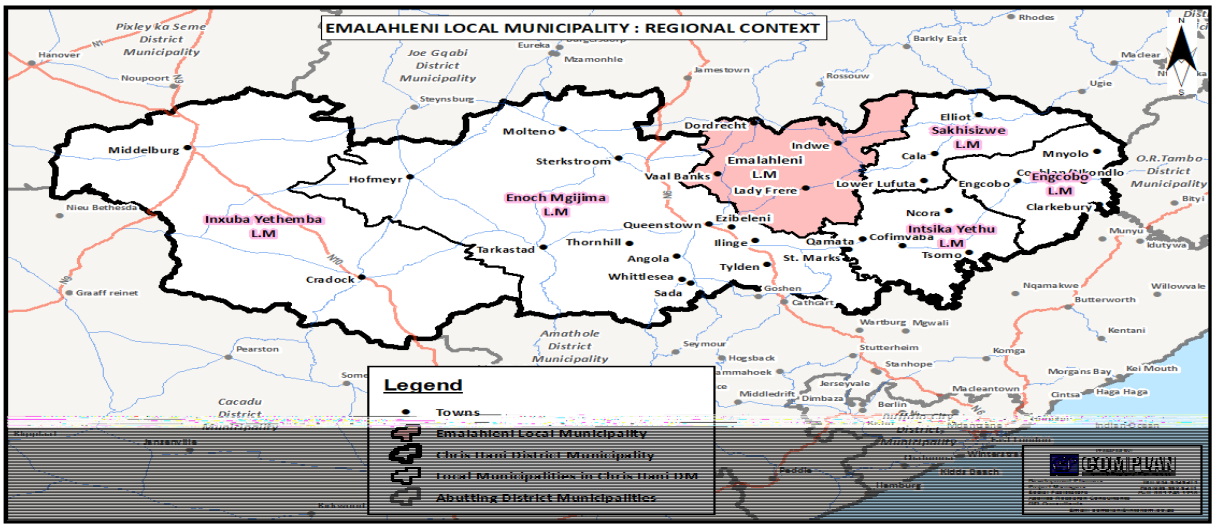
Adapted from Municipal Housing Sector Manual, 2006

4 SITUATION ANALYSIS

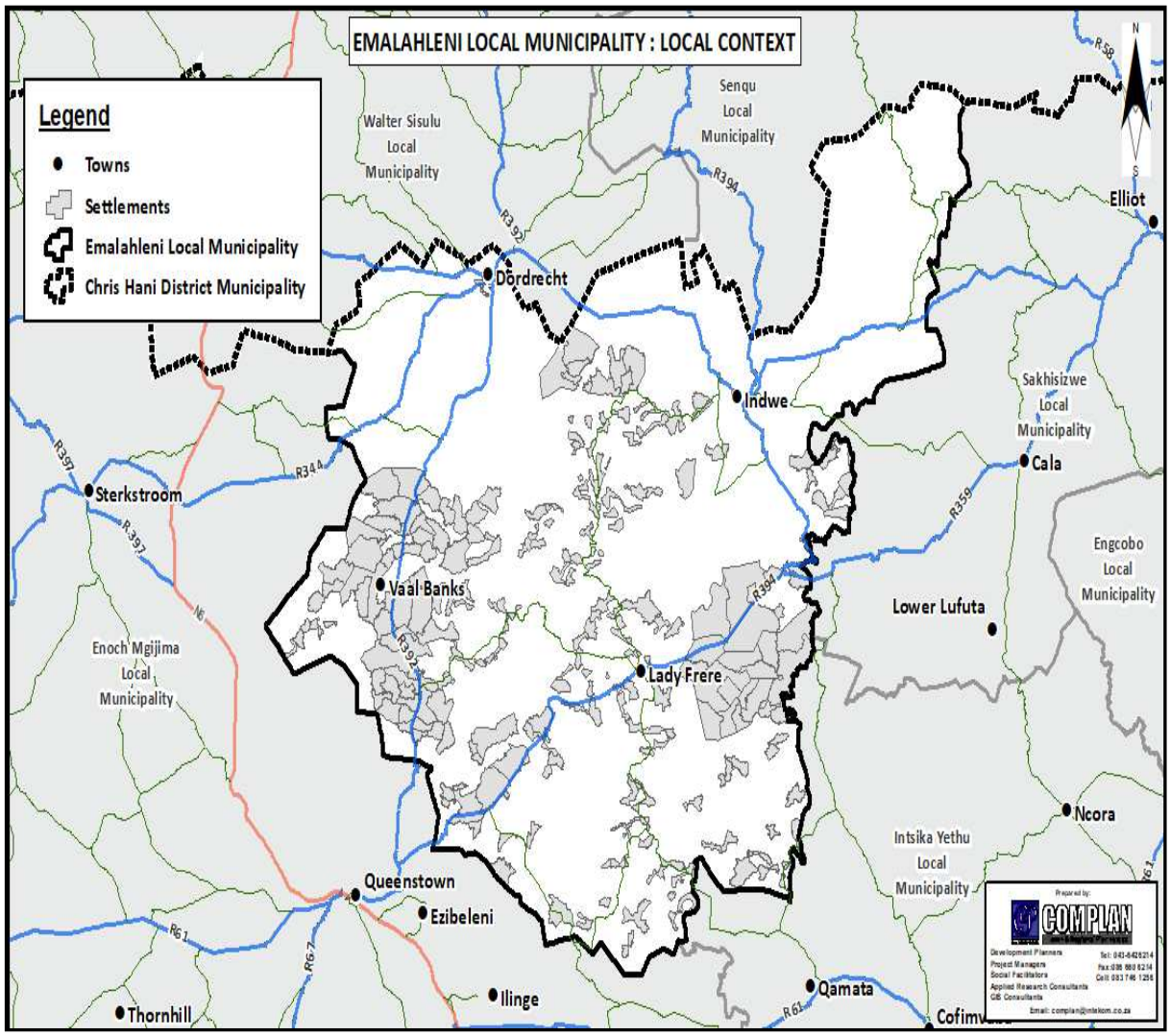
4.1 LOCALITY AND DESCRIPTION

The Emalahleni Local Municipality (ELM) is located on the northern central part of the Chris Hani District Municipality (CHDM) with major centres in Lady Frere, Dordrecht and Indwe. It is approximately 16km North East of the town of Queenstown which is the District's administrative centre. It has seventeen (17) wards and consists of an extensive rural component. The Emalahleni local municipality is comprised of 17 ward boundaries.

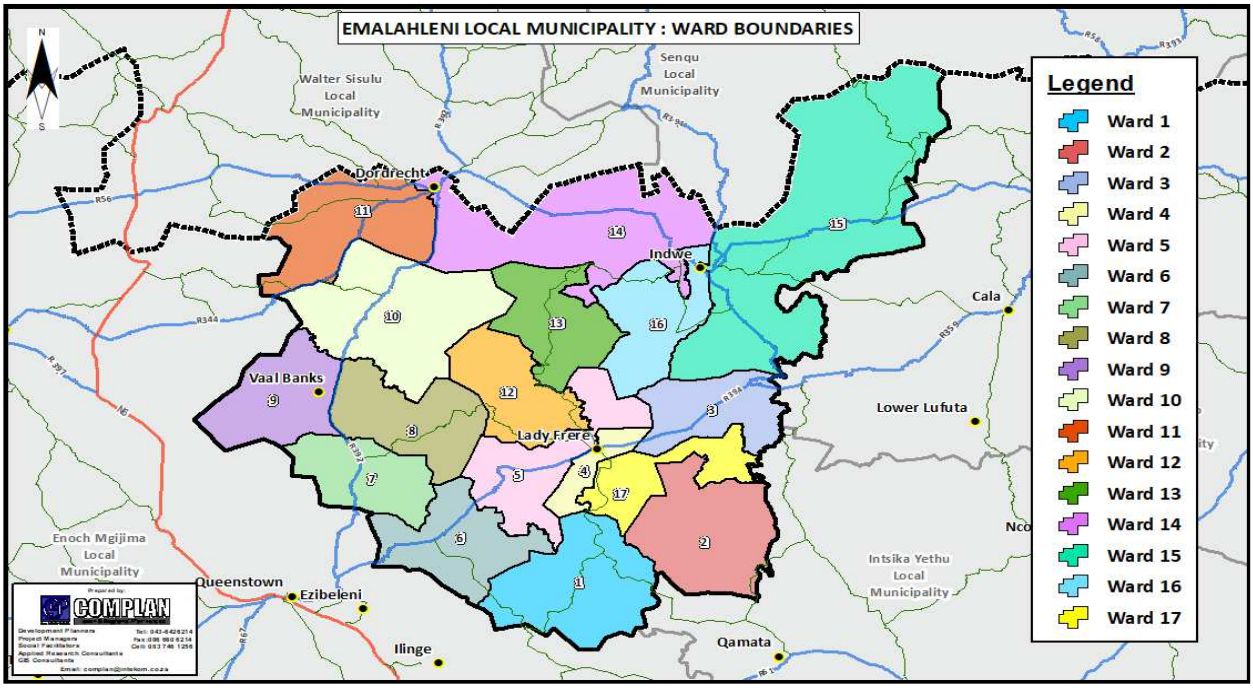
Plan 4-1: Regional context



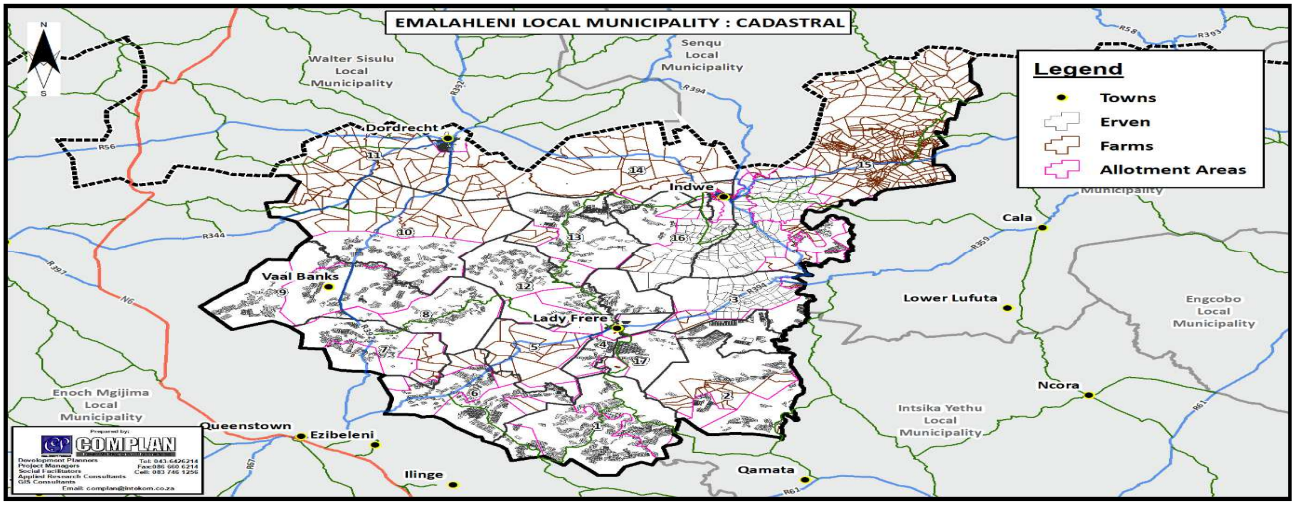
Plan 4-2: Local context



3: Ward boundaries



Plan 4-4: Cadastral



4.2 DEMOGRAPHIC INDICATORS

The population of Emalahleni Local Municipality is approximately 124 532 people which spread across seventeen (17) wards. The population growth rate over the past five years is estimated at -0.5% per annum. There are an estimated 27 008 households in the municipal area. The average household size is estimated at 4.1 for ELM. Comparisons between Census 2001, 2011 and Community survey 2016 indicate that the population of the municipal area decreased from 121 820 in 2001 to 119 461 in 2011 and again increased to 124 532 in 2016 and between 2011 and 2016 the population increased by 5 017 people which is approximately 4.1%.

In 2016 the average household size has decreased from 31 681in 2011 to 27 008 in 2016. Increased average household size has important implications on in terms of demand and allocation of resources i.e. housing, social amenities and economic opportunities.

Table 4-1: Population growth

	Census 1996	Census 2001	Census 2011	Community Survey 2016	Av. growth per annum 1996 - 2011
Population	129 027	121 820	119 461	124 532	-0.51%
Household	26 722	27280	31 681	27 008	1.14%
Average HH Size	4.8	4.5	3.8	4.7	

Source: Census 1996, Census 2001, Census 2011 and Community Survey 2016

4.2.1 Population Projection

The HSSP should provide a trend analysis to inform future growth. Population projections have become very important in predicting the development of a particular area in terms of housing provisions. Through population projections, the municipality will know how many houses, schools, job opportunities, community facilities need to be developed to provide for the Emalahleni local municipality's population for future purposes.

Based on the present age-gender structure and the present fertility, mortality and migration rates, Emalahleni municipality is population is projected to grow at an average annual rate of 0.70% from 125 000 in 2016 to

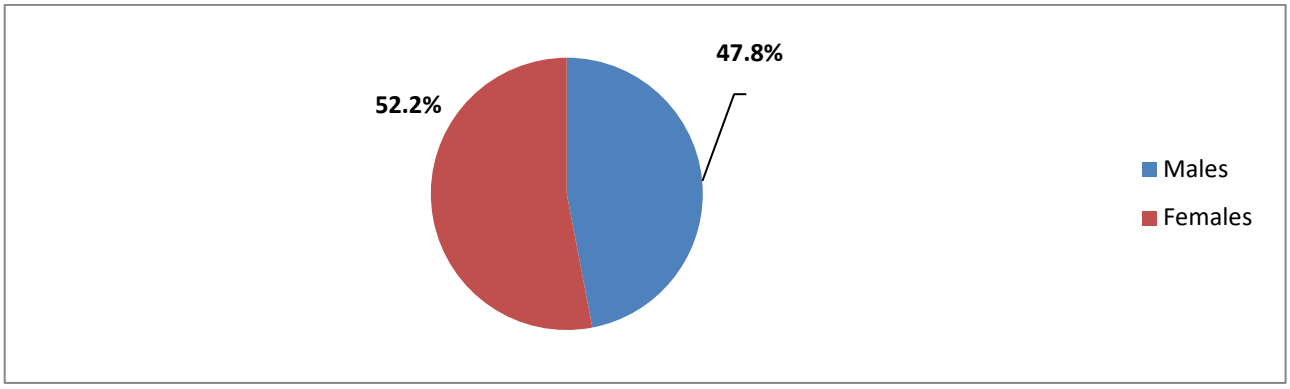
130 000 in 2021. Therefore housing officials, planners, municipal and government officials need to plan for the municipality according to such figure.

Year	2016	2017	2018	2019	2020	2021	2022	2023
Population								

4.2.2 Gender Distribution

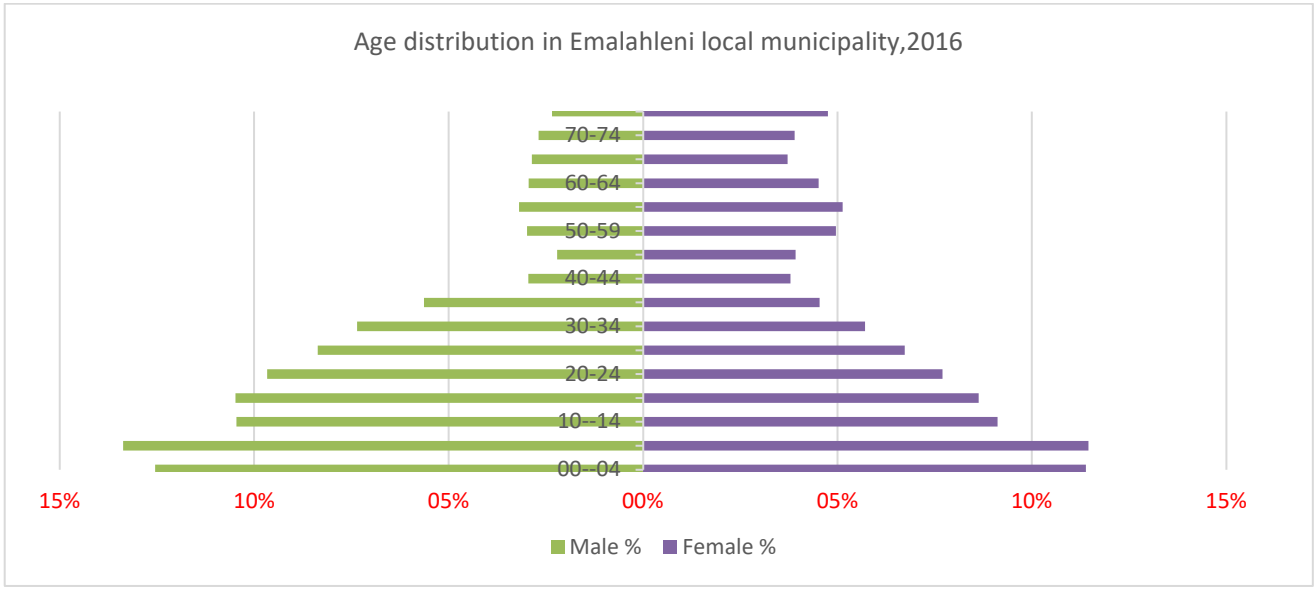
In terms of gender distribution, females dominate with 52.2% (65 042) while males account for 47.8% (59 490). This means that there are more females in the study area than males. The different in the ratios might be attributed to high mobility of the male population to other places of employment in search of job opportunities. The above suggest a need to implement a gender-sensitive approach to local economic development initiatives and housing provision to suit both male and female households. The economic development initiatives for the area must also include skills development for both males and females to enable them to provide for their families in terms of building or buying houses for themselves.

Figure 4-1: Gender Distribution



Source: Community Survey, 2016

4.2.3 Age-Gender Distribution



Source: Community Survey, 2016

Like many municipalities in the Eastern Cape, the study area has predominantly a youthful population in terms of age distribution**.** The youthful population (0-19years) in the municipality amounts to approximately 86%. The working class population (20-64years) accounts for 52.5%. The percentage of the population above 65+ years accounts for 7.4%. The dependency rate within the municipality accounts for 90.5% (youth population 0-15years and population above 65+ years).

There is generally a prevalence of young people in the area. This suggests that rapid expansion is needed for job opportunities which allow them to buy or build their own houses. These job opportunities can be achieved through implementation of municipal developmental programmes. Also more social facilities are also needed to meet the needs of this category of the population in the future. This therefore suggests that service provision and social development initiatives should be targeted at youth and should be an important consideration for integrated sustainable development decisions.

4.2.4 Employment status

About 14.2% of working class population is employed and 85.8% of economic active population is unemployment and rely on the government subsidies.

Employment status	Number of people	%
Employed	9 344	**14.2**
Unemployed	56 380	**85.8**
Total (economic active population)	**65 724**	**100.0**

Source: Community Survey, 2016

4.2.5 Income level

Household income is an important determinant of welfare of a region. The ability to meet basic needs such as food, shelter and basic services largely depends on the level of household income. Poverty is associated with lack of resources to meet these aforementioned basic needs. Poverty in the community is indicated by the number of households with an income below the poverty line.

Although, the number of household that received no income decreased from 34.18% in 2001 to 15.15% in 2011, the majority of the households fall under very low income category. The bulk of the households, 71.8%, earn R3 200 and below. There is high dependency on governmental support, an indication of high poverty levels and inequality in the area and this affect the household's ability to pay for municipal services.

Table 4-2: Monthly Household Income

Monthly household income	2001		2011	
	No	%	No	%
No Income	8911	34.18	4803	15.15
R1-R400	1961	7.52	2037	6.42
R400-RR800	8332	31.96	3471	10.95
R800-R1600	4127	15.82	9414	29.70
R1600-R3200	1486	5.70	7836	24.72
R3200-R6400	751	2.88	2292	7.23
R6400-R12 800	337	1.29	975	3.07
R12 800-R25 600	101	0.38	546	1.72
R25 600-R51 200	12	0.04	234	0.73

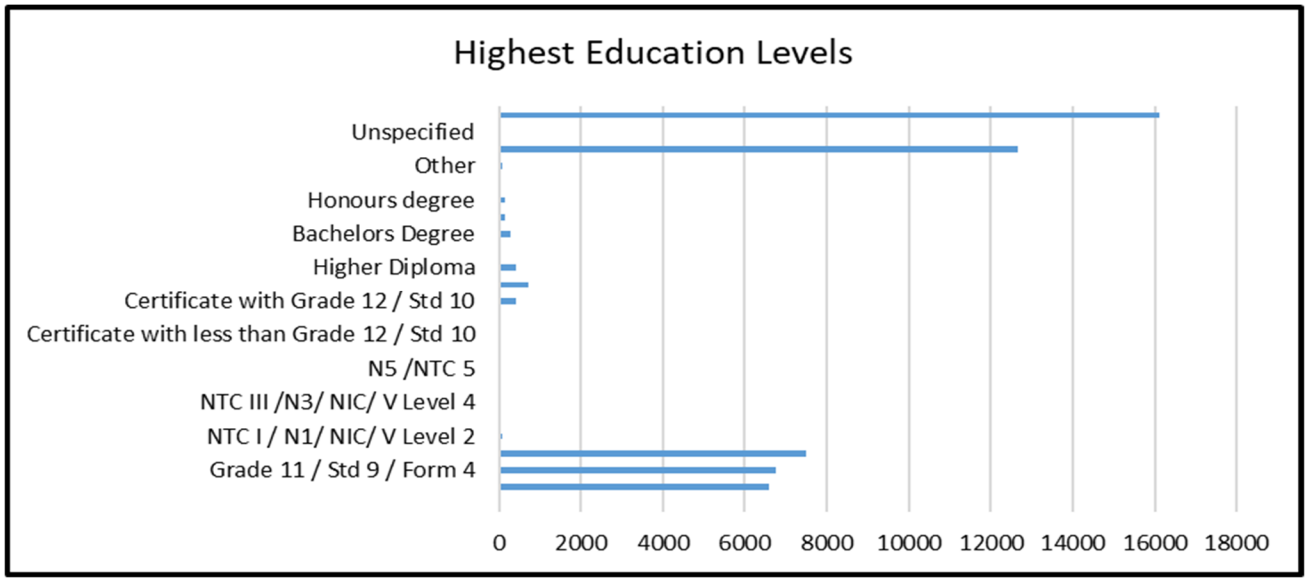
Monthly household income	2001		2011	
	No	%	No	%
R51 200-R 102 400	15	0.05	42	0.13
R102 400-R204 800	27	0.10	18	0.05
R204 800 and more	6	0.02	21	0.06
Total	26 066	100.1	31 689	100.0

Source: Census 2001 and 2011

4.2.6 Education level

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

Figure 4-2: Highest education levels



Source: Statistics SA 2011

4.3 SOCIO-ECONOMIC INDICATORS

The ELM is located on the central northern part of the CHDM. The LM consists of three urban development nodes, Lady Frere, Indwe, Dordrecht and five rural development nodes. A large number of households in Emalahleni can be deemed as being indigent.

According to the Census 2011 figures there is one grant for every 2.5 persons in the population. The socio-economic situation was summarised as having:

- High unemployment and poverty
- High dependency on Social Grants
- Emalahleni is an area of social transfers

The economic profile was described as:

- On both District and national scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National Gross Value Added (GVA).

- Lady Frere is the hub of the economic activities within the Local Municipality.
- Community services sector is the largest economic driver within the LM. In spite of its contribution to GVA, the community services sector is not an economic growth sector.

This is due to the fact that the products that drive this sector are not tradable and therefore do not result in increased economic output. As a result, they are unlikely to attract investment and by implication, cannot be relied upon to impact positively on unemployment.

4.4 INFRASTRUCTURE ASSESSMENT

Bulk water and sanitation projects

The most significant sources of water in the ELM comes from the Munnik, Anderson, Macubeni and Doringrivier (Indwe) Dams with abstraction for municipal use estimated at 3 580Ml/a. The groundwater abstraction in rural areas is estimated at 3 130 Ml/a. In addition to these water resources a significant amount of water is available from the Xonxa Dam (4 131 Ml/a) and the Hogsett Dam could provide a yield of approximately 200 Ml/a if it could be repaired or rebuilt. A re-allocation of Lubisi Dam's water could also be availed for municipal use as the irrigation scheme is not fully utilising its allocation. Water reuse opportunities in the area are limited.

4.4.1 Water Supply

Lady Frere

The town of Machubeni (Lady Frere) in the Chris Hani District is currently supplied with potable water by a water treatment works situated to the north of the town. This 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 3.5M_/day (or 40 l/s). During severely dry winters, the water level in the dam drops but it has never been empty. Water from the water treatment works is pumped to an off-site reservoir from where it gravitates through a pipe network that extends North, West and to the South of the works to a network of domestic, commercial and institutional connections in Lady Frere and the surrounding townships and villages.

No pumps are necessary, water gravitates from the dam. Good Source Cacadu River to Macubeni Dam - Treatment Capacity of 40 l/s. Reservoirs No. 3, each 600 k_ Good Control (meters) Metered -The WTW is in good condition and not in need of substantial refurbishment

Indwe

The town of Indwe in the Chris Hani District is currently supplied with potable water from a water treatment works situated in the town on the corner of Graham and Dunn streets. This 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 0.75M_/day (or 8.6_/s). During severely dry winters, the water level in the dam drops, but it has never been empty. Water from the water treatment works is pumped to two off-site reservoirs from where it gravitates to a network of domestic, commercial and institutional connections in the tow

Water is pumped from the dam to the purification works. Poor Source Doring River Dam, Extraction – 780,000 m3/year. Treatment Capacity of 90 m3/hr. Poor Reservoirs No. 2, 2,200 m3, 1,100 m3 Control (meters)

Metered in Town Centre, Lower Town, and some in Mavuya. The Indwe WTW is an old facility that is in need of substantial refurbishment.

Dordrecht

The town of Dordrecht in the Chris Hani District is currently supplied with potable water by a water treatment works above and to the east of the town. The treatment works receives raw water through a pumped system from the Anderson and Munnik Dams.

Pumps Source Anderson Dam, Capacity of 2.2 M Treatment WTW Needs refurb Reservoirs No. 3, 2x 1M_, and 0.6 M_ Control (meters) Metered in Dordrecht Central. The current volume of water being processed by the water treatment works is at present unknown as the meter is inoperative. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Water is pumped to two off-site reservoirs from where it gravitates to a network of domestic, commercial and institutional connections in Munniksville, Senako and Tyoksville villages.

Rural Schemes

Villages in Emalahleni are currently supplied through a number of standalone rural water supply schemes and larger multi-village schemes. Using MIG and RBIG funding, Chris Hani DM is currently implementing a programme on water infrastructure construction based on a number of geographical clusters.

4.4.2 Household access to water supply

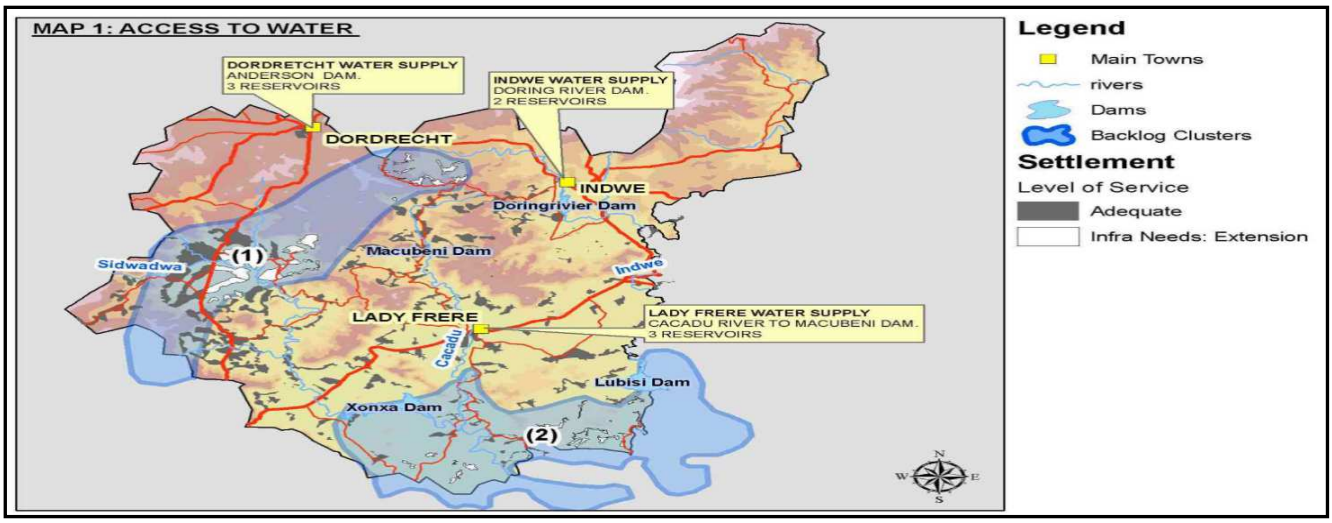
There has been a great improvement in the provision of water supply in the ELM between 2001 and 2011 as only 7.4% of the household have no access to piped (tap) water in 2011 compared with 46.9% in 2001. Secondly, 92.5% of the households have access to piped (tap) water supply in 2011 compared with 53.2% in 2001. Additionally, it is estimated that approximately 17.6% of households had access to piped water either inside their houses or yards in 2001 compared with 29.2% in 2011.

Table 4-3: Household access to Water Supply

	2001		2011		2016	
Water Supply	No	%	No	%	No	%
Piped water inside dwelling	824	3.2	2766	8.7	1 730	6.4
Piped water inside yard	3761	14.4	6510	20.5	5 080	18.8
Piped water on community stand: distance less than 200m from dwelling	4477	17.2	14400	45.4	10 600	39.2
Piped water on community stand: distance greater than 200m. from dwelling	4791	18.4	5667	17.9	3 330	12.3
No access to piped (tap) water	11747	45.1	2340	7.4	6 268	23.2
Other	466	1.8	-	-	-	-
Total	26 066	100.0	31680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

Plan 4-5: Access to water



Source: Emalahleni IDP 2016/2017

4.4.3 Sanitation Supply

Lady Frere

Sewage from the town of Lady Frere and its townships in the Chris Hani District is currently treated at a wastewater works on the outskirts of the town. The treatment works includes screens, anaerobic and maturation ponds. 20 houses that currently use buckets are being converted to water-borne sewers under a bucket eradication programme being implemented by the LM and the Department of Human Settlements

Indwe

Sewage from the town of Indwe in the Chris Hani District is currently treated at a wastewater works on the outskirts of the town. The treatment works includes screens, anaerobic and maturation ponds. No final effluent is discharged. Households that currently use buckets are being converted to water-borne sewers under a bucket eradication programme being implemented by the LM and the Department of Human Settlement

Dordrecht

Sewage from the town of Dordrecht and the Munniksville, Senako and Tyoksville townships is pumped to the wastewater works on the outskirts of the town. The treatment works includes screens, oxidation and maturation ponds.

Rural Areas

Villages are currently served with sanitation through VIP Latrines. Coverage is not comprehensive, but the DM is currently rolling out an ambitious programme of prefabricated latrines.

4.4.4 Household Access to Sanitation

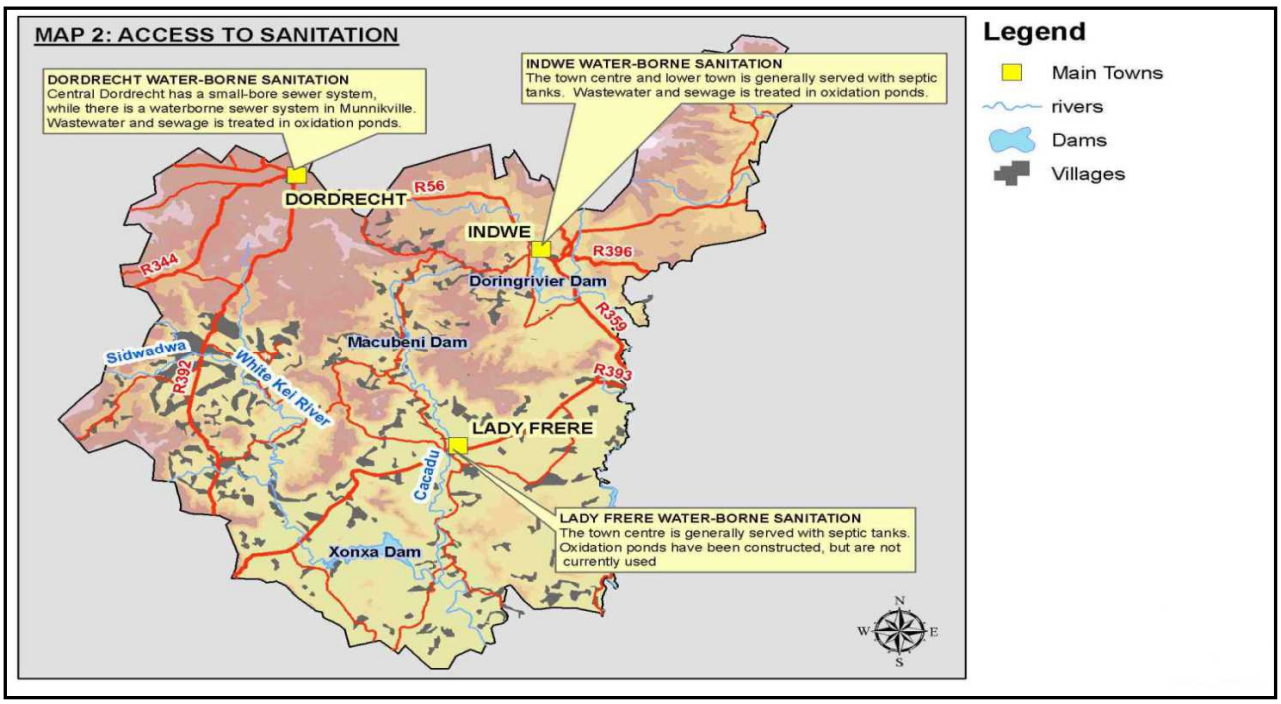
In accesses to sanitation services, there has also been a great improvement in Emalahleni LM. Households without access to sanitation services have decreased from 31.6% in 2011 to 29.2% in 2016. Households with access to sanitation facilities in form of flush toilets either connected to sewerage system or with septic tanks increased from 13.2% in 2011 to 17.8% in 2016. Sanitation backlog in the municipality currently stands at about 46.6%

Table 4-4: Household Access to Sanitation

	2001		2011		2016	
Sanitation	No	%	No	%	No	%
None	14 743	56.6	10023	31.6	7 895	29.2
Flush toilet (sewerage system)	988	3.8	3729	11.8	4 595	17.0
Flush toilet (septic tank)	217	0.8	459	1.4	217	0.8
Chemical toilet	638	2.4	2469	7.8	198	0.7
Pit toilet with ventilation (VIP)	1543	5.9	5997	19	9,400	34.8
Pit toilet without ventilation	5953	22.8	7719	24.4	4,250	15.7
Bucket toilet	1984	7.6	285	0.9	453	1.7
Other	-	-	999	3.2	-	-
Total	26 066	100	31680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

Plan 4-6: Access to sanitation



Source: Emalahleni IDP 2016/2017

4.4.5 Access to refuse disposal services

About 8.3% of households have their refuses removed by the municipality at least once per week in 2011 and increased to 10.3% in 2016. The municipality collects household refuse from all urban areas on a weekly basis. Approximately 0.9% of households have their refuse removed by local authority less often. The backlog in terms of refuse removal services in the municipality amounted to 91.1% in 2011 and decreased to 88.8% in 2016. This means that 88.8% of households in the municipality rely on their own methods of solid waste disposal. People dump their waste anywhere and this can cause air and ground pollution and can also lead to serious health problems.

Table 4-5: Refuse removal

Refuse disposal	2001		2011		2016	
	No	%	No	%	No	%
Removed by local authority at least once a week	2 825	10.8	2637	8.3	2 780	10.3
Removed by local authority less often	221	0.8	165	0.5	232	0.9
Communal refuse dump	467	1.8	528	1.7	727	2.7
Own refuse dump	12 183	46.7	20163	63.6	20 679	76.6
No rubbish disposal	10370	39.8	6885	21.7	2 590	9.6
Unspecified /other	-		1302	4.1	-	-
Total	26 066	100.0	31 680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

4.4.6 Electricity Supply

Electricity in the municipality is the main energy source for lighting. In 2011, 79.4% of the households had access to electricity which was slightly increased to 79.4% in 2016 indicating an improvement by 0.4%. The remaining 20.6% of the household use alternative energy sources which include, gas, candles, solar and majority using paraffin.

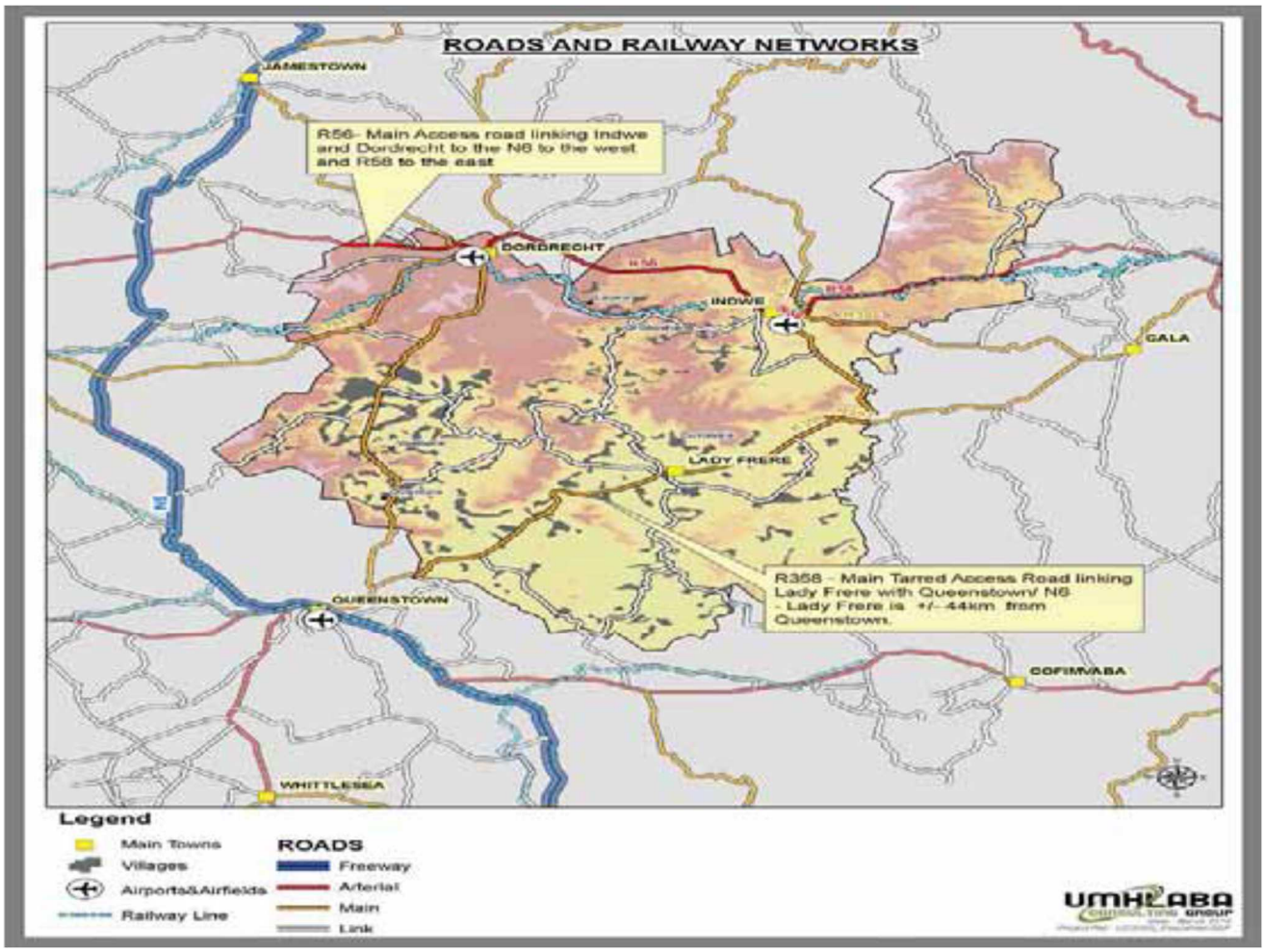
Table 4-6: Sources of energy

Energy source	2001		2011		2016	
	No	%	No	%	No	%
Electricity	12 245	47.0	24837	79	21 438	79.4
Gas	102	0.4	81	0.3	476	1.8
Paraffin	9770	37.5	3363	11	2 531	9.4
Candles	3775	14	3252	10	2 500	9.3
Solar	42	0	48	0.2	32	0.1
Other	131	1	60	0.2	31	0.1
Total	26 066	100	31 680	100%	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

4.4.7 Roads and Storm water drainage

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

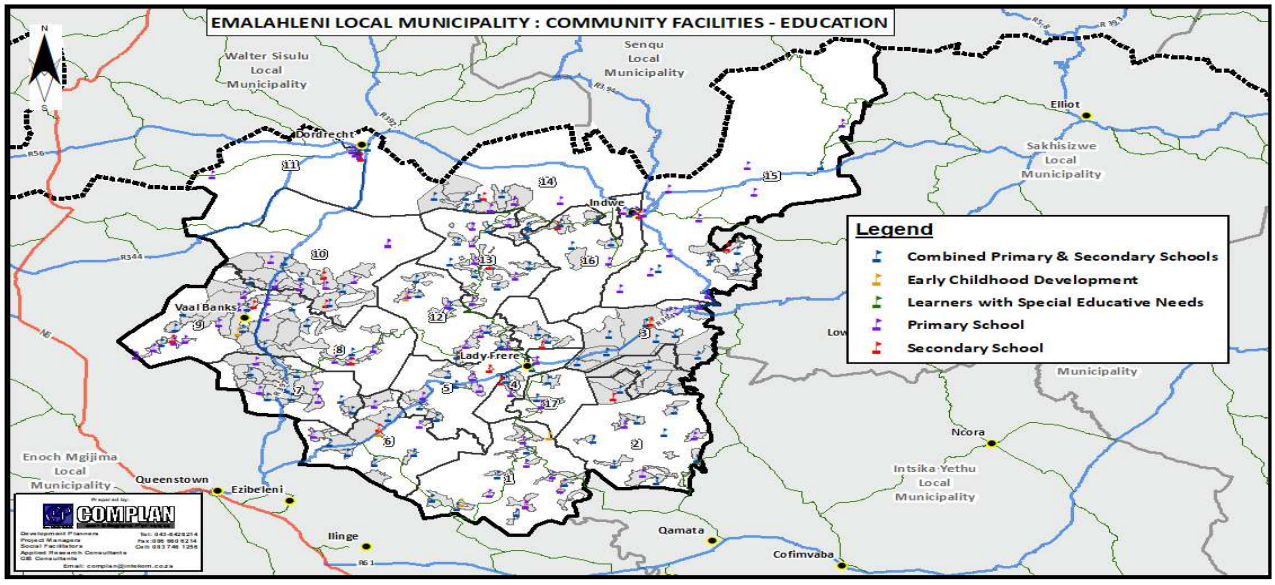


4.5 COMMUNITY FACILITIES

4.4.8 Education facilities

There are approximately 173 schools servicing Emalahleni LM. The distribution of these schools is illustrated in plan below.

Plan 4-7: Educational facilities



4.4.9 Library facilities

Emalahleni Local Municipality has a total of six (6) libraries which face challenges in terms of maintenance as there is insufficient budget for maintaining them. These libraries include Bengu Modular Library, Mhlanga Library, Tsembeyi Modular Library, Lady Frere Library, Indwe Public Library and Dordrecht Public Library. These libraries have connectivity challenges due to non-availability of electricity.

Table 4-7: Library Facilities

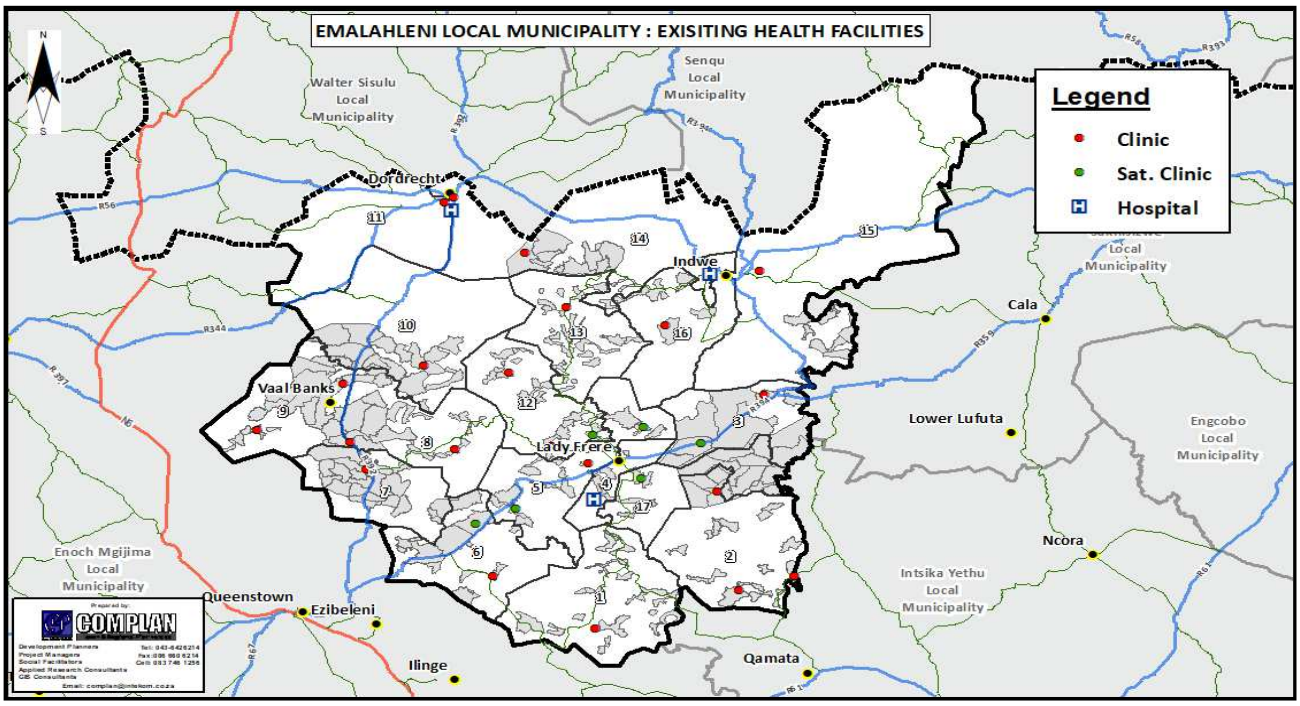
Area	Library
Lady Frere	1. Bengu Modular Library
	2. Mhlanga Library
	3. Tsembeyi Modular Library
	4. Lady Frere Library
Indwe	1.ndwe Public Library
Dordrecht	1. Dordrecht Public Library

4.4.10 Health Facilities

There are currently 35 medical & primary health care facilities in the Emalahleni Local Municipality. Of these 32 are clinics and 3 are hospitals located in Lady Frere and Dordrecht. Some of the health facilities within the district require maintenance and upgrading. There are also challenges which faced by health facilities in the district. They are as follows:

- Poor infrastructure i.e. shortage of water supply, poor road network to access the facilities, lack of telecommunication network due mountainous topography.
- Shortage of nurses and doctors

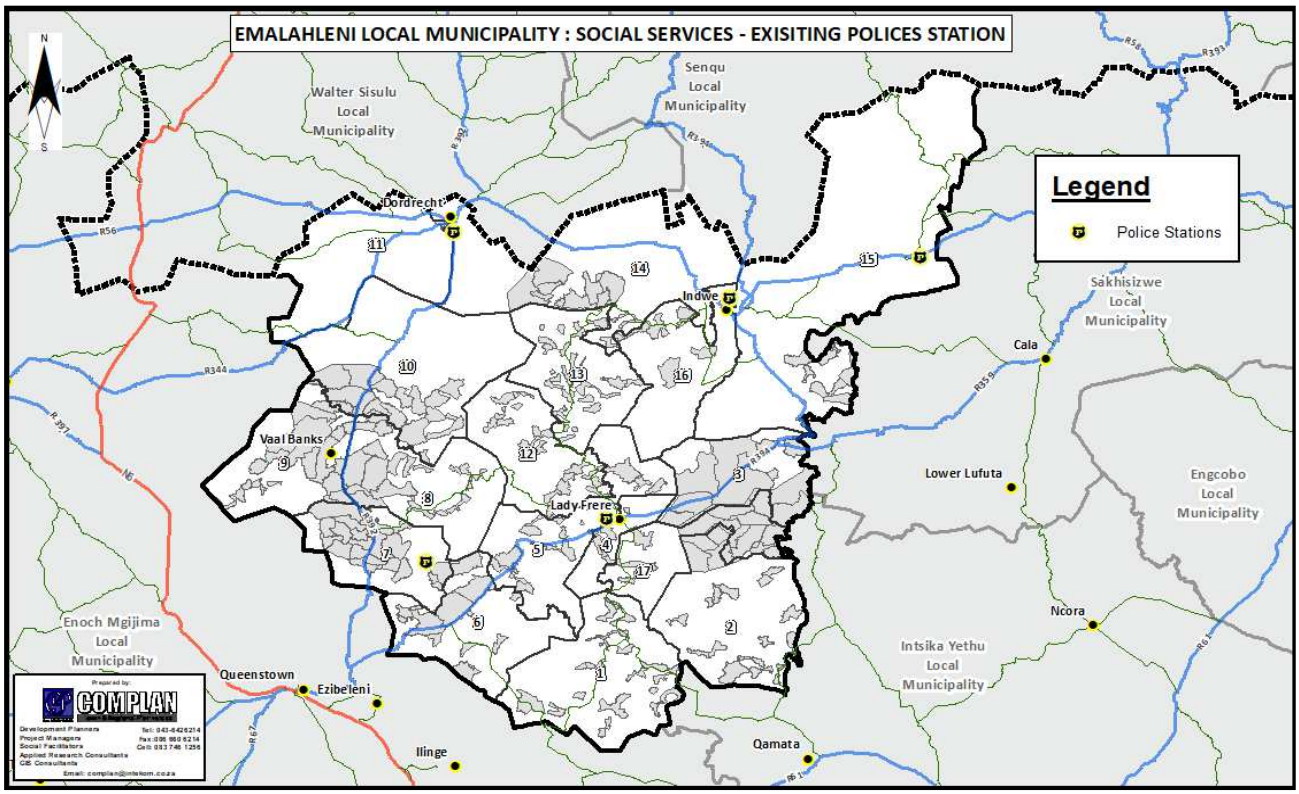
Plan 4-8: Existing Health Facilities



4.4.11 Safety and security facilities

There are currently 5 Police Stations in the Emalahleni Local Municipality.

Plan 4-9: Existing Police Stations



4.4.12 Community Halls

Community halls have multiple purposes, including a place for people to gather for meetings, a place from which information may be disseminated, and a place from which services (such as pension payouts) may be provided. The lack of community halls means that local communities have no place to gather, partake in recreational and educational activities, and receive pensions or pertinent community information. Emalahleni Municipality has 19 community halls, 5 community halls need major renovations, 4 are under construction.

4.4.13 Disaster Management

Disaster management services are provided by Chris Hani District Municipality on behalf of the municipality. There is a dedicated Disaster Management Centre at CHDM with personnel dedicated to the function.

4.4.14 Cemeteries

The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Frere are only offering sale of site. Cemetery layout plan has been developed for Dordrecht and is to be submitted to Council for adoption. Roads and storm water channelling constructed.

Fencing, clearing of the site and marking of the graves for Lady Frere cemetery is also underway including construction of parking space through MIG funding. There are future plans to substitute the Cemetery Register with a Cemetery Management Software which will also encompass grave digging for Indwe and Lady Frere. The construction of parking bay, storm water channelling and roads have been implemented

4.4.15 Landfill Site Management

Emalahleni LM has one permitted landfill site and three registered transfer stations, which are under construction. The Municipality has obtained a closure permit for the Old Lady Frere site and Dordrecht Site. The Department of Economic Development and Environmental Affairs and Tourism Affairs and Tourism

allocated an amount of R1.6 Million to ensure compliance of the site to the Norms and Standards. Fencing of the site and setting up of the guard house to restrict access has commenced.

The site at Indwe was been deemed too small to be licensed and will be incorporated in the Development that is taking place currently. The Municipality has also obtained a permit to construct and operate a Regional Landfill Site in Lady Frere. This development also entails the construction of Transfer Station at Indwe, Dordrecht and Lady Frere. There is dedicated staff for Landfill Site Management through the support of Department of Environmental Affairs. There is currently no plant and equipment for Landfill Site operation however budget has been set aside for plant hire for this purpose. Volume of waste are recorded on a daily basis and registered to SAWIS to comply with minimum requirements of NEMA.

4.4.16 Parks, Recreation and Sport facilities

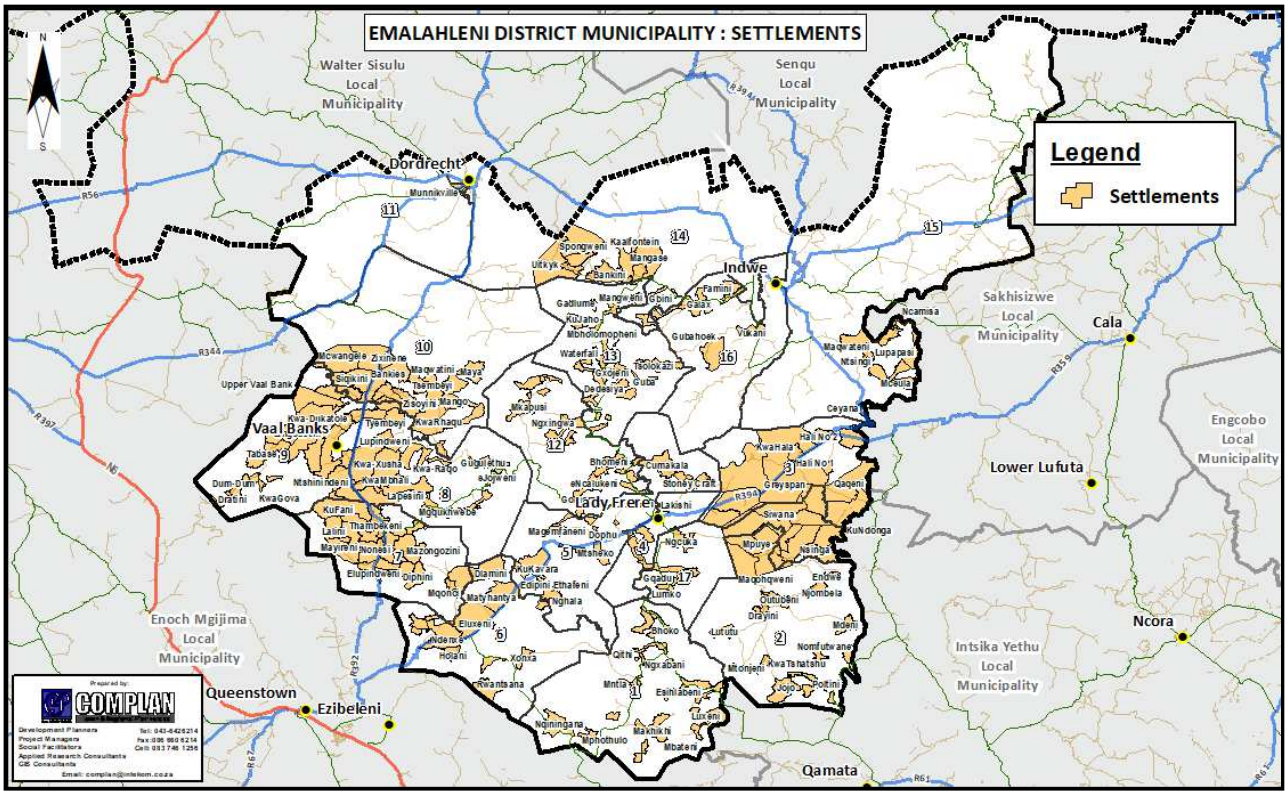
The Municipality has two Parks at Indwe and Dordrecht that need to be revived and MIG budget has been set aside for 2016/2017. A site has been identified and concept designs had been conducted for the development of a Lady Frere Park. Funds are being solicited for open space management and parks development. The municipality has three Sport Stadiums located in three towns. The Stadium in Lady Frere is currently undergoing upgrading.

4.5 SPATIAL ANALYSIS

4.5.1 Settlement Patterns

The settlement pattern is characterised by compact urban areas and scattered rural settlements. It is then followed by informal (peri-urban) settlements and lastly very formal planned, characterised by high densities and a relatively high abundance of municipal services.

Plan 4-10: Settlements

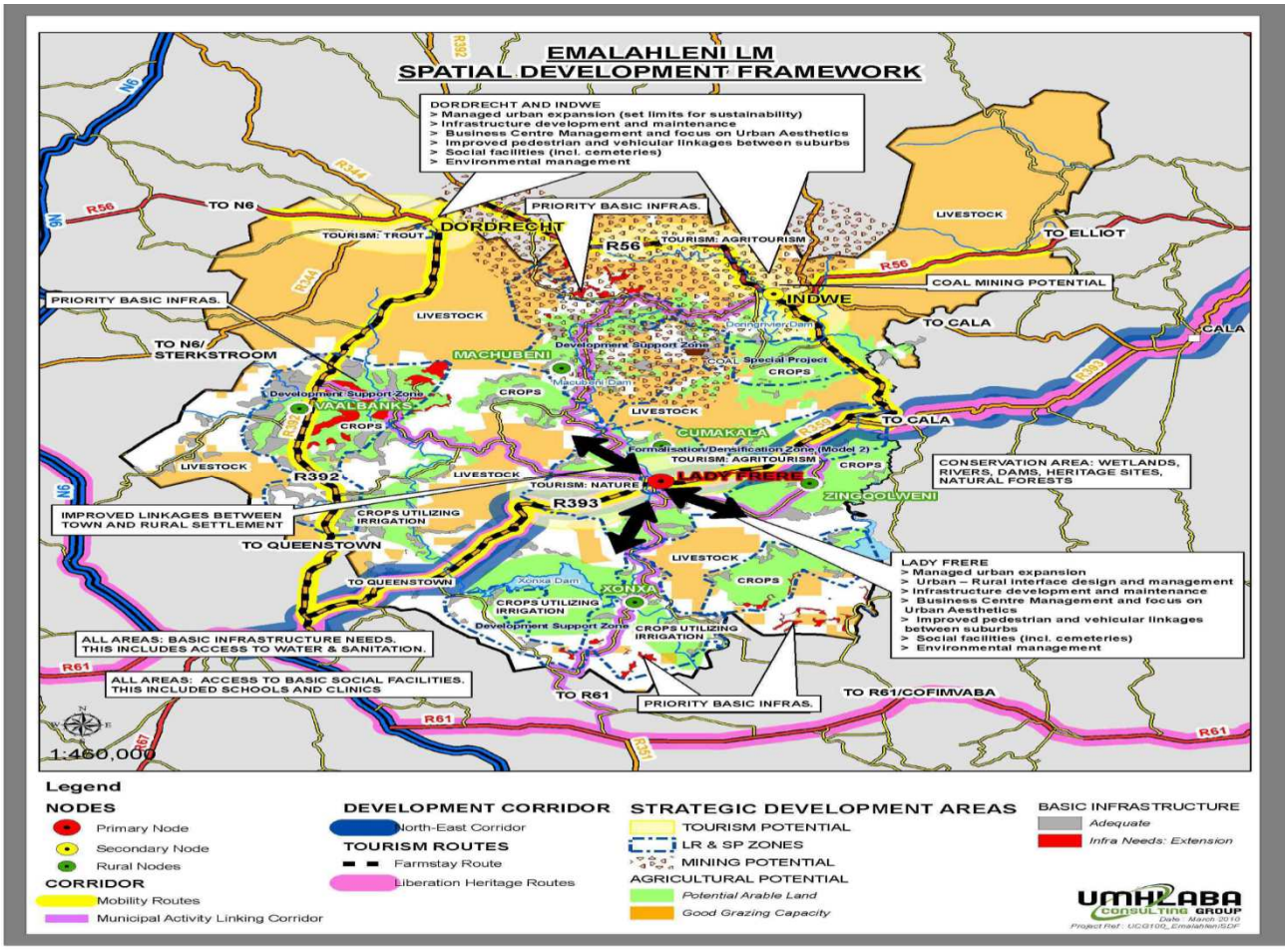


4.5.2 Settlement Hierarchy

Node	Name	Role	Spatial Priorities
Primary Urban Development Node (Sub-District Service Centre	Lady Frere	• Retail, Industrial and Administration Node in LM • Centre of excellence for Social Services • Cater for permanent and temporary residents • Potential for agro-industrial processes	• Managed urban expansion • Urban – Rural interface design and Management • Infrastructure development and Maintenance • Business Centre Management and focus on Urban Aesthetics • Improved pedestrian and vehicular linkages between suburbs in town • Social facilities (incl. cemeteries) • Environmental management
Secondary Urban Development Node Local Centres	• Dordrecht • Indwe	• Local-scale Retail, Industrial and Administration Nodes • Cater for permanent and temporary residents • Potential for value-adding agro-industrial/mining process	• Managed urban expansion (set limits for sustainability) • Infrastructure development • Business Centre Management and focus on Urban Aesthetics • Improved pedestrian and vehicular linkages between suburbs in town • Social facilities (incl. cemeteries) • Environmental management
Rural Nodes (Sub-Local Centres)	• Vaalbanks, • Machubeni, • Ndonga, • Xonxa • Cumakala	• Commercial and Social Facilities serving surrounding rural areas	• Basic level of service extension (Cumakala) • Local planning to maximise use of resources (Vaalbank, Machubeni, Ndonga, Xonxa) • Local land use schemes to be extended (Xonxa) • Linkages of towns and the market (Vaalbank, Machubeni, Ndonga.
Rural Settlements	Rural settlements across the municipality	• Primarily residential and livelihood subsistence function • Some provision of limited social goods and services	•Basic level of service extension •Local planning to maximize use of resources •Local land use schemes to be negotiated

Source: CHDM SDF 2015

Plan 4-11: Emalahleni LM Spatial Development Framework



Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Lady Frere (R359) remain trunk roads.

Road	Status
R56	The tarred roads which connects Indwe to Dordrecht (TR 01902 sign posted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot.
R392	The tarred road which connects Dordrecht to Queenstown is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes.
R359	The main road between Queenstown and Lady Frere is in a fairly good condition, except for a section about 10km before Lady Frere which is in the process of repair.

Source: Emalahleni IDP (2017 – 2022)

4.6 LAND ISSUES

4.6.1 Land tenure and ownership

The Municipality is faced with a high demand for housing and the efforts of keeping up with the perpetual increase in demand are hampered by the following challenges:

- Land set aside for housing development is privately owned
- Land identified for housing development does not have bulk infrastructure

Table 4-8: Land ownership

Ownership	Indwe	Dordrecht	Lady Frere
	No. of Erven	No. of Erven	No. of Erven
Municipality	410	888	660
Private: Individual	2175	2420	1280
Private: Company	21	16	5
State: Provincial Government	7	8	17
State: National Government	10	5	
State: Parastatal	2	29	-
Education Department	1	-	-
Church	36	-	14
Unknown	92	253	253

4.6.2 Land needs

The ELM IDP (2016 / 17) states that the total area required for future development will be approximately 255 hectares within the three main urban nodes of Lady Frere, Indwe and Dordrecht. It is not clear whether or not there is potential increase in housing demand as a result of mining operations taking place in Emalahleni LM. Most of the lower level skills will be obtained locally it is expected that the technical, maintenance and managerial positions will be filled by external people who will need short and long-term accommodation. The Elitheni mine is 14kms out of Indwe and it is expected that the bulk would prefer to settle there (Emalahleni HSP, 2014/18).

Table 4-9: Land demand for housing development

Ownership	Hectares
Lady Frere	152
Indwe	58
Dordrecht	45
Total	255

Source: Housing Sector Plan, 2014

4.6.3 Land availability for human settlements

In terms of land availability for human settlements, there are major constraints with regards to land suitable for housing development. Most of the land is privately owned and there is no bulk infrastructure in place (Emalahleni HSP, 2014). Rural land audit must be undertaken and feasibilities on the identified urban land parcels owned by the municipality and the state to secure land for housing development. (Emalahleni HSP, 2014)

4.7 IDP ALIGNMENT AND SPATIAL PLANNING

It is important that a human settlements sector plan is aligned with the IDP of a municipal area. There are two scenarios that exist when developing a human settlements sector plan:

- The human settlements sector plan is developed in line with the IDP.
- The human settlements sector plan is only formulated after the IDP has been completed.

When the human settlements sector plan is developed after the approval an IDP it is vital that the information, strategies, and policy guidelines outlined in the IDP are followed. The HSP development then follows five process stages. Where significant incongruities exist it may be possible to adjust certain IDP strategies to align

with human settlements program, through the annual IDP review process. However, it is recommended that this route should only be taken in extreme cases, which can be adequately justified.

4.7.1 The CHD Municipality IDP 2012 - 2017

According to the Municipal Structures Act of 1998, District Municipalities are obliged "to build capacity of local municipalities in its district to perform their functions and exercises their powers where such capacity is lacking." Chris Hani District Municipality serves to coordinate, support, guide and to facilitate the process of human settlements development within its jurisdiction.

The Chris Hani District Municipality has devised a housing development plan which identified two main issues regarding housing development in its municipality and these include:

Improving capacity of Local Municipalities

The CHDM is expected to provide capacity and support to local municipalities and other stakeholders with regard to housing delivery in line with Housing Act. Give guidance to LMs on how to develop housing sector plans, assist in monitoring housing projects, and give support on planning and implementing subsidy projects related to integrated settlements and coordinating the formulation and review of housing policy and legislation. CHDM has planned to commit to the following:

- Ensuring that housing project benefit the local economy through all the human settlements programmes in the district.
- Ensuring that local people are the first preference in terms of employment in the human settlements projects.
- Ensuring that building material for the projects is purchased on the local suppliers of the district.

4.7.2 Emalahleni Integrated Development Plan (IDP) 2017 – 2022

The IDP indicates that the municipality is undertaking the following housing projects through the process of commercial and mixed use development:

- 250 Low cost housing development in Lady Frere
- 516 Middle income housing development in Lady Frere

The IDP (2017 – 2022) further indicates that a rectification programme has been approved for Lady Frere and a contractor was appointed to rectify 715 housing units, 2000 housing units in Dordrecht and 500 in Indwe. The table below shows the housing needs.

The current realistic backlog according to the municipality is estimated to be 9686 units. Their distribution per area (and proposed housing projects) as at 2006 is provided below:

Informal Settlement Upgrade Programme

- Lady Frere – Extension 1&2 settlement upgrade
- Dordrecht – Sinakho ISUP (Zwelethemba Buffer Zone PHP)
- Dordrecht – Sinakho ISUP (Maramastad Re-development – 151)
- Dordrecht – Sinakho ISUP (Nxomfu Springs Resettlement Project – 35 Subsidies)

Project Linked – R1701- R3500 (Stable Income Earners)

- Lady Frere Ext 3 – Greenfields Project Linked

- Lady Frere Ext 4 – Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Finance linked Subsidies – R3501 – R7000 (Stable Income Earners)

- Lady Frere Ext 3 – Greenfields Project Linked
- Lady Frere Ext 4 – Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Community Residential Units (Rental – Stable Income Earners)

- Lady Frere Ext 3 - Greenfields Project Linked
- Lady Frere Ext 4 - Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Rural Housing Subsidies (Expanding Access to Housing Support)

- Zwartwater Housing Project – People's Housing Process
- Guba Hoek Agri-Village Project (Land Restitution)
- Ida Farms Agri-village Project (Demand Management Project)

Measure	No.	Comments
Informal Dwellings	153	Refers to Cacadu and Indwe
Provisional Subsidies (Demand)	2400	Applications for subsidies for projects currently in the planning stages

Source: ELM IDP (2017 – 2022)

4.7.3 Emalahleni Spatial Development Framework (2010)

The Spatial Development Framework provides twelve additional secondary activity nodes distributed throughout Emalahleni municipality. The first two nodes are situated along Mandela Drive with the first secondary activity node being at intersection between Mandela Drive and Swartbos Avenue, and the second one at Del Judor near the access interchange between Mandela Drive and the N4 freeway.

The next two second order activity nodes are located adjacent to Watermeyer Street. The first is at the Klipfontein business node which is situated midway between the N4 and the N12 freeways along Watermeyer Street, and the second one is situated immediately to the south of the N12 freeway along Watermeyer Street in Tasbet Park.

The other seven secondary (local) activity nodes are located in the disadvantaged communities of Lynnville, Kwa-Guqa, Hlalanikahle, Empumelelweni and Klarinet. The first is the node as indicated in the central part of Lynnville and the second represents the area in Kwa-Guqa where Matthews Phosa Avenue enters the town. The second two activity nodes are proposed where the east-west lines intersects with Matthews Phosa Avenue. Another is proposed in the western extensions of Empumelelweni. As far as the Klarinet/Pine Ridge development to the north is concerned, apart from the existing latent rights at the intersection of R544 and Carnation Way, the proposed future secondary (local) activity node is located in the area midway between Klarinet Extension 5 and Pine Ridge along the main road towards Verena. These three activity nodes are primarily intended to serve the local communities with the basic services required in the respective residential areas.

At the moment no secondary activity node exists in the north-eastern quadrant of Emalahleni. It is proposed that a secondary activity node could in future be established in the vicinity of Highveld Park Proper.

5 HUMAN SETTLEMENTS ASSESSMENT

5.1.1 Housing Types and Backlogs

Progress in the provision of adequate housing has been marked in the ELM. In 2016, formal houses which made of bricks on separate stand account for 63.7% and inadequate housing which made up of traditional dwelling, house / room in backyard, Informal dwelling (shack; in backyard) and informal dwelling (shack; not in backyard; e.g. in an informal / squatter settlement or on a farm) accounts for 36.3%. The total housing backlog in ELM amounts to 36.3% in 2016

Table 5-1: Housing Types

Dwelling type	2001		2011		2016	
	No	%	No	%	No	%
Formal Housing	13 744	52.7	16 966	53.6	17 213	63.7
Traditional dwelling	10 894	41.8	136 47	43.1	9 575	35.5
House/Room in backyard	566	2.2	811	2.6	132	0.5
Informal dwelling (shack; in backyard)	173	0.7	78	0.2	27	0.1
Informal dwelling (shack; not in backyard; e.g. in an informal / squatter settlement or on a farm)	221	0.8	76	0.2	22	0.1
Other	470	1.8	103	0.3	39	0.1
Total	26 068	100.0	31 681	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

5.1.2 Informal housing

There are 1430 (5.48%) in 2001 and 1068 (4.09%) in 2011 and 220 (0.8%) in 2016 households who presently reside in the informal settlements and this indicate that there is a demand for informal settlement upgrade or provision of rental housing (in case where occupants of shacks are using the shacks as temporary accommodation) and social housing or RDP housing.

NFORMAL SETTLEMENTS ASSESSMENT (FROM NUSP, 2017)

EFFORTS TO ADDRESS BACKLOG FROM 1994 - 2018

HSS Project Description	Subsidy Instrument	Project Type	Project Approval Date	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)
FINANCIAL - 1.5a RECTIFICATION OF RDP STOCK POST 1994 - 2002						
Dordrecht - 1000 subs	Project Linked Subsidy	Progress Payment Housing Project	1998/01/29	1 000	1 000	1 000
Dordrecht - 2000 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2010/09/03	2 000	-	10
Lady Frere - R/land Ph 2 - 700 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2009/08/28	700	-	315
Lady Frere - R/land Ph 2 - 700 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2001/11/30	700	700	700
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	1 000	1 000	971
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION						

Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	289	-	-
Indwe - 500 Sites	Project Linked Subsidy	People's Housing Process (Project Linked)	2004/03/29	500	485	384
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	462	-	-
Indwe - R/land Ph 1 - 513 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	513	513	513
Indwe - West Gateway 160 Units	Project Linked Subsidy	Progress Payment Housing Project	2012/04/23	160	-	-
Lady Frere - 564 Sites (top structure)	Project Linked Subsidy	Progress Payment Housing Project	2008/12/12	564	162	562
Lady Frere - 564 units (Services only 378 sites)	Project Linked Subsidy	Progress Payment Housing Project	2009/09/15	378	-	-
RURAL - 4.2 RURAL SUBSIDY COMMUNAL LAND RIGHTS						
Lady Frere - Zwartwater - 1000 subs	Rural Subsidy - Informal Land Rights	Rural Housing Project	2010/07/20	1 000	62	122
TOTAL				**9 266**	**3 922**	**4 577**

Source: EC Human Settlements Business Plan for 2018/19 Financial Year

Current Projects

HSS Project Description	Subsidy Instrument	Project Type	Project Approval Date	Total Contractual Target
Lady Frere - Zwartwater - 1000 subs	Rural Housing Project	Rural Housing Project	2010/07/20	
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	462
Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	289
Dordrecht - 2000 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2010/09/03	2 000
Lady Frere - R/land Ph 2 - 700 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2009/08/28	705
Indwe - 513 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	513
Indwe - West Gateway 160 Units	Project Linked Subsidy	Progress Payment Housing Project	2012/04/23	160
Indwe 8000				800
Cacadu Ext 3 &4	Mixed Development	Mixed Development		800
Dordrecht 800	Mixed Development	Mixed Development		800

Service Delivery Update 2016/17 (April 2016 – March 2017)

NO	UNITS AND BUDGET				STATUS/PROGRES
	UNITS PLANNED	UNITS ACHIEVED	PLANNED BUDGET	EXPENDITURE TO DATE	
1	50	112	R 13 879 823,00	R 34 059 680,64	CRO Contractor is on site

Business plan for 2017/2018 - targets per municipality

NO	TARGETS AND BUDGET			STATUS/PROGRES
	UNITS PLANNED	SERVICES PLANNED	BUDGET PLANNED	

1	120	175	R 15 300 000,00	CRO Contractor is on site

Regional Target (2017/2018)

Houses		Services	Rectification		
Location	No.				
Zwartwater 120	120	-	Dordrecht 7		

Project Performance Status Quo

Progress on key projects as at end February 2018

LM	Project Name	Status
Emalahleni	Zwartwater 1000	Contractor on site. Units completed 144 and 377 at various stages of completion.

Emergency/disaster human settlements past projects for ELM

This entails the construction of 430 units for the entire Chris Hani Region (06 Municipalities) AND IT IS funded by Human Settlements and COGTA grants. Chris Hani District Municipality is the developer and there are 430 units out of which ELM has 49 housing units IN 2017/18.

Year	Lm	Units	Comments/Status
2010/11	Emalahleni	80	
2014/15	Emalahleni	231	101 totally destroyed
2017/18	Emalahleni	49	13 approved
	GRAND TOTAL	**360**	

Priority projects-CHRIS HANI destitute 800 (717 UNITS)

LM	Units	Number approved	Comments/Status
Emalahleni		09	Individual Destitute 83 (reserved for individual requests in the whole CHDM where need is identified)

Project at procurement

Project Name	Project Budget		Project Deliverables		Start & Completion	Challenges and outstanding issues
	Budget	Expenditure	Project Scope	Units Completed		
Sinako Zwelethemba 289	R30,947,453.74	R 195,859.64	289	Not Started	Not yet Appointed	Project advertised in two consecutive period and became non responsive. Busy with procurement of contractor for phase 1-150 units within current commitments due budgetary constraints

Planned projects for ELM

Project Name	Project Budget		Project Deliverables		Challenges and outstanding issues
	Budget	Expenditure	Project Scope	Units Completed	

Cacadu Ext 3 & 4 Mixed Dev.800 Units	R	R 0	800	Not started	No formal application with Beneficiary lists and council resolutions received yet from municipality. Projects do not have bulk infrastructure and will be on hold till plan is in place. Municipality intends to be developer and implement these 03 projects with own private developer and will be forwarding application. Projects are on hold due to budget over commitment of the region.
Dordrecht(Mixed Dev) .800	R	R 0	800	Not started	
Indwe 800	R	R 0	800	Not started	
Indwe West Gate 160	R 618,240.00	R 0,00	160	Not started	Feasibility (lack of bulk and land issues) and municipality is dealing with this through Chris Hani D.M
Indwe 513	R 0,00	R0,00	513	Not started	NHBRC has done and completed assessments reports. Projects on hold & affected by National Directive for its implementation as rectification has been discontinued.

Progress on current projects

Project Name	Project Budget		Project Deliverables		Start & Completion	Challenges and Outstanding issues
	Budget	Expenditure	Project Scope	Units Completed		
Zwartwater 1000	R 146,779,261.00	R 40,569,587.64	1000 houses with VIP toilets	Slabs-521 Wallp-358 Roofs-188 Compl-144	Start Aug 2016 Comp-31 Oct 2018	Contractor is on site. However, construction activities are moving in a snail's pace
Mavuya 462	R 39,465,795.60	R 241,620.90	462 houses	Not Started	Start- 11 April 2018 Comp-11 April 2020	Contractor has been recently appointed and busy with contracting process thereafter introducing to municipality. Contractor will be only allowed to plan & establish site during 18/19 commence with top structures in 19/20 due to budgetary constraints
Lady Frere 715	R 48,495,000.00	R 693,666.92		Slabs-12 Wallp1-12 Roofs-12 Compl-10	12 Aug 2015 Expected completion date -13 Aug 2018	Appointed contractor Nebavest 46 (PTY) Ltd is back on site.10 houses are completed and handed over to eligible beneficiaries
Dordrecht 2000	R 259,167,920.00	R 75,863,337.70	Rectification Of 2000 units	Slabs-628 Wallp-607 Roofs-595 Compl-595	Start- July 2014 Comp- March 2018	Two contractors are on site. Project reduced by 769 units due to untraceable beneficiaries, Altered houses & National directives to discontinue rectification

6 MUNICIPAL CAPACITY AND HOUSING DELIVERY MECHANISMS

Human settlements development is the core competency of the Provincial Department of Human Settlement. The role of the municipality is to facilitate development of human settlements and the administration of beneficiaries. The Human Settlement Division of the municipality is located in the Infrastructure and Human Settlements Directorate. The district municipality provides bulk services in the form of water and sanitation, and as well provides emergency houses. The Division is made up of housing component and the administration of estate component.

The Emalahleni Municipality has not been granted developer status with respect to the delivery of housing in its area of jurisdiction. It relies on the Province to carry out a significant part of the responsibilities related to housing development.

The number of officers allocated for housing has not been indicated in the organogram but it emerged that the housing section is operating under reduced capacity and urgently requires assistance if the housing delivery function of the Municipality is to be effective.

7 KEY HUMAN SETTLEMENT ISSUES

IHSSP THEME	KEY ISSUE
Demographic indicators	• The population of Emalahleni Local Municipality is approximately 124 532 people which spread across seventeen (17) wards. • The population growth rate over the past five years is estimated at -0.5% per annum. • There are an estimated 27 008 households in the municipal area. • The average household size is estimated at 4.1 for ELM
Socio-Economic indicators	• In terms of gender distribution, females dominate with 52.2% (65 042) while males account for 47.8% (59 490). • The study area has predominantly a youthful population in terms of age distribution. The youthful population (0-19years) in the municipality amounts to approximately 86%. The working class population (20-64years) accounts for 52.5%. The percentage of the population above 65+ years accounts for 7.4%. The dependency rate within the municipality accounts for 90.5% (youth population 0-15years and population above 65+ years). • About 14.2% of working class population is employed and 85.8% of economic active population is unemployment and rely on the government subsidies. • Although, the number of household that received no income decreased from 34.18% in 2001 to 15.15% in 2011, the majority of the households fall under very low income category. The bulk of the households, 71.8%, earn R3 200 and below. • About 35% of the entire population has no schooling whilst only 5% of the population has matric (Grade 12) qualification and above. The level of educational attainment is relatively very low. • There are 306 child headed households in Emalahleni
Spatial Planning	• The settlement pattern is characterised by compact urban areas and scattered rural settlements. • The ELMSDF identifies that Lady Frere is a primary node whereas Indwe and Dordrecht are secondary nodes. • In terms of development corridor R56 is identified as a primary corridor whereas R392 and R359 are secondary corridors in the municipality • The area covered by the Emalahleni local Municipality is characterized by compact urban areas and sparse rural settlements. • The IDP also highlights social, economic and infrastructure projects which support development of sustainable human settlements.
Infrastructure	• About 23.2% of households have no access to piped water and rely on other sources of water supply. • In terms of sanitation, about 29.2% of households has no access to sanitation facilities and about 1.7% of households rely on budget systems. 15.7% of households rely on

	Pit toilet without ventilation. The backlog in terms of sanitation stands at 46.6% within the municipality. • About 79.4% of households have access to electricity supply and the remaining households (20.6%) rely on other forms of energy supply. • 91.1% of households in the municipality rely on their own methods of solid waste disposal. People dump their waste anywhere and this can cause air and ground pollution and can also lead to serious health problems. • The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.
Community facilities	• There are approximately 173 schools servicing Emalahleni LM. • Emalahleni Local Municipality has a total of six (6) libraries which face challenges in terms of maintenance as there is insufficient budget for maintaining them. • There are currently 35 medical & primary health care facilities in the Emalahleni Local Municipality. Of these 32 are clinics and 3 are hospitals located in Lady Frere and Dordrecht. There are also challenges which faced by health facilities in the district. They are as follows: • Poor infrastructure i.e. shortage of water supply, poor road network to access the facilities, lack of telecommunication network due mountainous topography. • Shortage of nurses and doctors • There are currently 5 Police Stations in the Emalahleni Local Municipality. • Emalahleni Municipality has 19 community halls, 5 community halls need major renovations, 4 are under construction. • The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere.
Housing Assessment	• There has been improvement in the supply of formal housing in the ELM since 2001. However, inadequate dwellings constitute an important component of housing need, that is, a backlog of 9624 in 2016. • Traditional dwellings have been increased from 10 894 in 2001 to 13 647 in 2011 and decreased to 9 575 in 2016. These traditional dwellings are mostly found in the rural areas of ELM. • There are 88 informal dwellings in ELM, either in the form of shacks in backyard, shacks in informal settlements, caravan/tent or other in 2016. • The presence of 132 households residing in informal flats and/or room in backyards as well as those using caravan and tent calls for demand for rental accommodation provision, especially in the urban nodes. • There are 22 households currently residing in informal dwellings not in backyard and this indicates a need for slum upgrading and/or rental accommodation
Land Assessment	• Land set aside for housing development is privately owned • Land identified for housing development does not have bulk infrastructure • The ELM IDP (2016 / 17) states that the total area required for future development will be approximately 255 hectares within the three main urban nodes of Lady Frere, Indwe and Dordrecht

Human Resource Capacity	• There is a functional Housing Division, which is capable of handling the human settlements delivery issues of the Municipality even though the Municipality has no approved Housing policy. • In some cases the municipality is assisted by Consultants, especially in areas such as building construction, service installation and top structure construction. • On the other hand, the municipality handles all the necessary housing delivery processes, including project planning and programming, beneficiary identification, business plan applications, financial control, progress reporting, and top structure design.

8 STRATEGIC FRAMEWORK REVIEW (CHECK FOR ELM VISION)

8.1 HUMAN SETTLEMENTS VISION AND MISSION

The vision of the municipality (including human settlements delivery) as stated in the IDP (2017-2018) reads as follows:

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

The mission states as follows:

"Emalahleni municipality promotes quality and excellent services that are valued by its customers through effective partnership and active community participation as it plans for the future"

THE VISION OF THIS HUMAN SETTLEMENTS SECTOR PLAN IS TO CREATE INTEGRATED AND SUSTAINABLE COMMUNITIES. TO MAKE THIS VISION A REALITY, THE MUNICIPALITY HAS TO SUPPORT THE NOTION OF PRODUCTIVITY, INCLUSIVITY, GOOD GOVERNANCE AND SUSTAINABILITY. GIVEN THE DEMAND PROFILE, THE PROVISION OF A SUITABLE RURAL AND URBAN HUMAN SETTLEMENTS PROGRAMME SHOULD BE ONE CORE ISSUES TO THIS PLAN.

8.1.1 Consolidated strategic Goal and Objectives

Strategic goal	Objective
GOAL 1 **To determine expressed demand and to declare such demand.**	**(1) To undertake housing consumer education / awareness and the housing voice**
	(2) To implement the human settlements needs register and to ensure on-going management thereof
	(3) To engage the social welfare department and Special Programs Unit (SPU) in order to cater for the child headed households and orphans.

GOAL 2 **Scale up of the delivery of subsidised human settlement delivery to meet the demand.**	**(i) Strategic planning for human settlements delivery** (a) Conduct an annual environment analysis in order to review and revise annual human settlements sector plan. (b) To develop localised policies to create a more enabling environment and to manage the mushrooming of inadequate human settlements.
	(ii) Project pipeline (a) To integrate the existing information on delivered, planned, in implementation and blocked projects into a single project pipeline database with system for regular updating. (b) To plan projects that are aligned with the provincial human settlements sustainability criteria (c) To submit new projects to the Province for funding approval and technical support
	(iii) Land and land packaging (a) To undertake a land identification and land packaging programme. (b) To understand the land reform programme and to create a linkage with such a programme. (c) To undertake feasibility studies on the identified state land on offer from the Department of Public Works, which will enable preparation of a business plan for each parcel of land required in order to effect the transfer of such land.
	(4) Infrastructure (a) To engage with the infrastructure officials and plans to seek prioritisation and alignment with human settlements programme.
	(5) Integrated Sustainable Rural Human Settlements Delivery Programme (inclusive of Farm Worker accommodation) (a) Define a specific ISRHDP strategy that contains an analysis of the rural demand (including farm worker human settlements demand) and status quo and links it to a strategy that defines the needs and demands in terms of basic infrastructure, top structure and tenure and further links these to the mechanisms available to tackle the priority needs.

	(6) Project development and management (a) To package projects in terms of top structure, undertake procurement of contractors and to initiate project construction. (b) To undertake project management of all current running projects in order to ensure good quality and timely completion. (c) Continue to roll out existing projects and ensure that financing and systems are in place to initiate new priority projects including those within the ISRHDP strategy. (d) To have a dedicated programme to close out blocked projects. (e) To programme the rectification needs of the current projects.
GOAL3 **To build a suitably structured human settlements unit in order to meet the human settlements delivery mandate**	(i) **To undertake a capacity assessment with the view of preparing a business plan to source funding from the Department's Capacitation Grant for improving staff and skills capacity within the Municipality and to also ensure that those officials within the Municipality that have received training through the Department's Capacity Building programme are committed to / engaged in the municipality's human settlements section.**
	(ii) To develop the internal organisation to meet the municipal human settlements mandate and Level 1 Accreditation. The proposed structure has to include a Human Settlements / Housing Manager to undertake strategic planning and performance management and a technical resource to ensure the projects are managed and administrative staff to undertake beneficiary administration.
	(iii) To develop operational systems, i.e. policies, procedures and documents and forms.
	(iv) **Procurement of required office infrastructure and resources to fulfil human settlements mandate, and this must include the installation and implementation of the project tracking tool.**
GOAL 4 **To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets**	**(i) Strengthen internal and external partnerships required by the municipality to plan, facilitate, and where relevant implement, the necessary human settlements development to meet the demand in the municipal area.**

8.2 STRATEGIES AND PROPOSED PROGRAMMES

The ELM Human Settlements Sector Plan should include the following strategic programmes for human settlements implementation.

Programme	Strategic Priorities	Activities
Programme 1	Defining and understanding Demand	▪ Detailed Human Settlements / Housing waiting list. ▪ Investigate feasibility of human settlements projects in the municipal area (urban and rural).
Programme 2	Scaled up supply of state funded human settlements delivery to meet demand. Eradicate all squatters and Informal Settlements with provision of Housing for Middle Income Earners	▪ Land Acquisition ▪ Appointment of competent contractors. ▪ Prioritization of human settlements development applications. ▪ Investigate and determine the human settlements need in the entire Municipal area. ▪ Refurbish old houses. ▪ Land identification and Town Planning Establishment processes ▪ Developed Strategy for Households in Traditional Structures in Rural Areas ▪ Develop Strategy for Rural Housing and Human Settlements ▪ Develop Strategy for informal/in-situ upgrading. ▪ Develop Strategy for CRUs and affordable rental housing
Programme 3	Closure of all Blocked Projects and Rectification of all Defective Houses	▪ Closure of all Blocked Projects and Rectification of all Defective Houses
Programme 4	To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets	▪ Procurement + tenders is a problem. ▪ Professional team is needed. ▪ Local Municipality is performing Provincial roles. ▪ Strengthening and reinforcement of IDRs ▪ Continued involvement of all relevant stakeholders. ▪ Establishment of a Dedicated Human settlements Unit and/ or capacitating the existing department
Programme 5	Enhance Quality and Standard of RDP Houses	▪ Encourage local contractors to register with CIDB. ▪ Monitor all projects for compliance with National and Provincial Standards. ▪ Repair old Housing Projects. ▪ Rectification needed for some of the pre and post 1994 Housing projects.

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DETAILED STRATEGIC PROGRAMMES

Programme 1: To determine expressed demand and to declare such demand

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Human Settlements/ Housing Voice	Develop methodology and instruments as per Blue Book	Jan					Province	
	Identify community engagement staff and conduct training to both staff and ward committees/ councillors	Jan					Province and Municipality	
	Conduct housing voice	Mar					Municipality	
	Statistical analysis and report	May					Province and Municipality	
	Use to inform planning	Jun					Municipality	
Housing Needs Register	Upload system and tools and audit instruments	Jun					Province and Municipality	
	Conduct training on the use thereof	July					Province	
	Conduct the audits	Aug					Municipality	
	Capture analyse and produce reports of the results		Jan				Province	
	Maintain database by putting a system in place that will ensure that applicants update their information on a quarterly basis		Feb				Province and Municipality	
	Produce reports that inform the development of human settlements programmes		Mar				Province and Municipality	
Child - headed households	Engage Social Welfare / SPU to cater for child headed and orphans – partnership arrangement for	Mar					Province and Municipality	

	foster homes using the institutional subsidy programme							
	Identify where child headed households are located						Province and Municipality	

Programme 2: Scale up of the delivery of subsidised human settlements delivery to meet the demand

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
STRATEGIC PLANNING:								
Annual environment analysis in order to review and revise annual human settlement sector plan / aligned with IDP Review	Consider: • Report on human settlements demand from housing voice and Human Settlements /Housing Needs Register • Supply report from pipeline of projects • Integration report	Apr					Municipality	
Plan for emergency human settlements / housing	Collect information on disaster risk in the Municipal area (Provincial Disaster Management Plan preparation underway) and establish appropriate systems and networks to respond to potential disasters.	July					Municipality	
Developed localised policies to create a more enabling environment and to manage the mushrooming of inadequate housing	• Local Town planning dispensation • Localised policy to address tenure related to commonage • ISRHDP policy	Oct					Municipality	

	• Informal settlement strategy							
PROJECT PIPELINE:								
Installation of designed data base system that holds the integrated project pipeline	Upload tracking tool for the project pipeline	Jan					Province	
Trained staff able to use and update.	Training of relevant staff in the municipality to use and update the system.	Feb					Province	
Populated pipeline with all information up to date and verified.	Collect and input all the information from the relevant sources including importantly sections in the LM, the DM and the Province	Mar					Province and Municipality	
Quarterly updates and annual review report	All the additional projects or changes in status and information of existing entered and quarterly report for management and council. Informed annual review reports.	Oct					Municipality	
ISRHDP STRATEGY:								
Proposal for development of a rural strategy with budget	Prepare proposal for education the information gathering, analysis and strategy.	Feb					Municipality in conjunction with Province	
Internal or external people appointed to carry out work	The selection of the right team to undertake the work.	Mar					Municipality in conjunction with Province	
Baseline information.	Collection of all existing relevant information on the context, nature and location of rural housing, priority interventions re tenure, infrastructure and top structure for all key stakeholders.	Jul					Selected Internal or external team	

Key stakeholder feedback and direction on baseline information.	Workshop of key stakeholders to discuss baseline information, its accuracy, relevancy and identify gaps.	Aug					Stakeholders and Selected Team	
Further information gathered and analysis and initial strategy.	To fill the gaps and to proceed to defining a draft strategy from analysis of information gathered through desktop or informant interviews.	Oct					Selected team	
Stakeholder Input into Strategy	Workshop to present and discuss the information, analysis and draft strategy.	Oct					Stakeholders and Selected Team	
Strategy and linkage to Municipal and Provincial budget and MTEF.	From the workshop contributions finalise the strategy but link with available resource streams.		Jan				Selected team.	
Strategy inputted into IDP and reviewed annually.	The strategy integrated into the Human settlements chapter and linkage back to municipal budget and MTEF.		Jan				Municipal Human Settlements Section	
Land for human settlements development	Undertake land feasibilities, procurement of suitable parcels, including land identified by Province for transfer to Municipality	Mar		On-going			Human Settlements officer with Province	
Preparation of identified priority projects for financing and implementation – including rectification and blocked projects.	Co-ordination of the preparation of the projects: - Land - Land preparation and packaging - Initial design - Beneficiary identification - Scope of work (rectification and blocked)	Mar		On-going			Human Settlements Officer with Province	

	- Finance packaging - Preparation of tendering etc.							
Properly managed implementation of financed projects.	Management of the technical service providers in ensuring that projects are delivered on time, to quality and within cost. Carry out effective community liaison and consultation.	Feb		On-going			Human Settlements Officer with Province	
Monitoring and Evaluation Framework	Drafting of monitoring and evaluation framework, The framework to be integrated into the Human Settlements Chapter.	Jan					Human Settlements officer with Province	
Formation of Project Steering Committees to ensure the collaboration of developers, ward committees and councillors in the speedy execution of projects.	Project Steering Committees to be formed for all human settlements projects comprising ward committee, councillor and local stakeholders. Submit project reports to the Human Settlements Department	Jan					Human Settlements officer with Province	

Programme 3: To build a suitably structured human settlements unit in order to meet the human settlements mandate.

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Development of dedicated Human Settlements Unit	Development of Job descriptions, Approval of structure, Procurement of budget, Recruitment, orientation	Jan					Province support with Municipality	
Development of internal operational policies and procedures	Develop operations procedures manual together with standardised documents and forms	Jun					Province support with Municipality	
Identification and procurement of resources	Approval and procurement of required resources, computers and software, equipment, furniture etc.	Jun					Municipality	
Development and implementation of	Link performance measures to job description outputs and human settlements delivery		Jan				Province support with Municipality	

performance management system	programme, performance agreement with staff and regular monitoring of performance							

Programme 4: To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Identified Key Potential Partners	Internal workshop Identify key roles and responsibilities and which are key stakeholders undertake these and present status of relationship.	Jan					Municipal management	
Defined Approach to strengthening Partnerships	Based on roles and responsibilities and key potential partners - defining the type of relationship and approach negotiating this.	Mar					Municipal management	
Negotiated basis of co-operation	Meeting with individual key stakeholders to discuss bases of co-operation and action plan for co-operation over the next 2 years.	Jun					Municipal management	
Agreed MOU on Co-operation	Preparation of MOU and action plan based on above and ready for signing between partners.	Jul					Municipal management	
Working together	Implementing the action plan around municipal priorities.	Continuous					Municipal officials and partner officials	

9 PROJECT PIPELINE AND CAPITAL BUDGET

9.1 CASH FLOW

A multi-year housing plan outlines a further set of developments aimed at improving the quality of strategic and performance plans, while at the same time simplifying the process further.

Once all of the projects have been identified and initially prioritized, individual cash flows will be determined. Once all of the cash flows are complete they should be summaries and condensed into an overall project program schedule and then into a single cash flow spreadsheet.

This spreadsheet should include the cash flow requirements (5 year time horizon) for all of the current projects thereafter all of the planned project should be placed, the total of the two sections should then be added together to determine the municipal funding requirements for the 5 year horizon. An example the spreadsheet should indicate at least following basic information.

The financial year indicated in the cash flows should be from the 1st of July to the 31st of June. It should be noted however that this does not coincide with the National and Provincial financial years which run from the 1st April to the 31st of March each year. This overall cash flow statement and the summarized programs can then be used by the municipality as part of the housing annual work plan to all measure housing projects progress.

It is important to note that historically project managers have drastically under estimated cash flow projections. These under estimations can be attributed to a number of factors including the optimistic outlook of the project manager, pressure and urgency of delivery that drives all stakeholders and the complex nature of projects which hampers implementation. Therefore for cash flow projections to be as accurate as possible, service providers and local municipalities should be as conservative in their estimations.

Table 9-1: Project Pipeline and Capital Budget

Project Description	Status	Budget	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	Year 4 (2021)	Year 5 (2022)
Sinako Zwelethemba 289	Contractor not yet Appointed	R30,947,453.74					
Cacadu Ext 3 & 4 Mixed Dev.800 Units	Not started						
Dordrecht(Mixed Dev) .800	Not started						
Indwe 800	Not started						
Indwe West Gate 160	Not started	R 618,240.00					
Indwe 513	Not started						
Zwartwater 1000	Contractor is on site.	R 146,779,261.00					
Mavuya 462	Contractor has been recently appointed	R 39,465,795.60					
Lady Frere 715	Appointed contractor Nebavest 46 (PTY)	R 48,495,000.00					
Dordrecht 2000	Two contractors are on site.	R 259,167,920.00					

10 INTEGRATION (CROSS SECTOR ALIGNMENT ISSUES)

In order to provide sustainable living environments, it is vital that the delivery of sustainable human settlements be occurred in conjunction with other services and facilities (including health, education, sports, etc.) which identified and proposed by CHDM IDP (2017 – 2022) and ELM IDP. The human settlements proposals set out in this Municipal Human Settlements Sector Plan are all in accordance with the CHM IDP (2017 -2022) and ELM IDP.

The IDP is the core document guiding all decision-making in, and with respect to, the municipal area, service providers responsible for the delivery of services and facilities integral to the creation of sustainable livelihood will be able to plan and budget for the provision of such services and facilities in an informed manner.

With reference to the primary node of the municipality, it is noted that all of the land that has been identified for housing purposes is well located with respect to existing community and social services and facilities. In

regard to the housing proposals in the rural areas of the municipality, the delivery of rural residential opportunities is to be targeted at the identified service satellites.

Department of Health

Project Name	Project	Budget
Isikhoba Clinic	New Building including site works and bulk services	R750,000
Lower Seplan Clinic	Renovations & refurbishments	R750,000
Ngxabangu Clinic	Renovations & refurbishments	R750,000
Mahlubini Clinic	New Building including site works and bulk services	R2,954,206

Department of Health

Project name	Project Status	Project duration	2016/17
New and replacement assets			
Indwe Hospital	Construction	01/04/2009 - 31/03/2020	500
Dordrecht Hospital Rehabilitation	Construction	01/04/2009 - 31/03/2019	500

Source: ELM IDP (2017 – 2022)

Project Name	Project	Budget
Vaalbank Clinic	New Building including site works and bulk services	R500,000
Indwe	Mud & inappropriate Structures replacement	R2,250,000

Source: CHDM IDP (2017 – 2022)

Department of Education

Project Name	Status	Project Description	Project Duration		Allocation	MTEF Estimates	
			Start	Finish	2016/17	2017/18	2018/19
New and replacement assets							
Gqebenya JS School	Approved	Early Childhood Development	01/04/2014	31 /03/2017	-	-	R2 878 000
Nobuhle JSS	Final Completion	Public Ordinary Schools	02/04/2015	31 /03/2018	R8 276 000	-	R2 537 000
Bankies Junior SS School	Adjudication	Public Ordinary Schools	02/04/2015	31 /03/2018	R8 958 000	-	R1 191 000
Bengu Agricultural HS	Final Account	Public Ordinary Schools	23/04/2014	31 /03/2017	R1 339 000	-	R140 000
Buffalo Thorns JS School	Withdrawn	Public Ordinary Schools	18/ 11/2015	31 /03/2017	R288 000	-	R100 000
Echibini SS School	Final Completion	Public Ordinary Schools	23/04/2014	31 /03/2017	R990 000	-	R150 000

Echibini SS School	Practical completion	Public Ordinary Schools	01/04/ 2015	31 /03/ 2017	R1 926 000	-	R144 000
Emdeni SP School	Adjudication	Public Ordinary Schools	11/18/201 5	31 /03/ 2017	R149 000	-	R1 191 000
Emzi JS School	Practical completion	Public Ordinary Schools	01/04/ 2015	31 /03/ 2017	R1 800 000	-	R76 000
Entilini JS School	Under Construction	Public Ordinary Schools		31 /03/ 2017	R270 000	-	R2 869 000
Esidwadweni JS School	Under Construction	Public Ordinary Schools	18/11/201 5	31 /03/ 2017	R111 000	-	R2 713 000
Hange JS School	Final Completion	Public Ordinary Schools	02/04/ 2015	31 /03/ 2017	R14 213 000	-	R150 000
Ida High School	Adjudication	Public Ordinary Schools	11/18/201 5	31 /03/ 2017	R593 000	-	R1 191 000
Ida High School	Under Construction	Public Ordinary Schools	01/04/ 2015	31 /03/ 2017	R2 986 000	-	R1 500 000
Ikhwezi lokusa SS School	Tender	Public Ordinary Schools	02/04/ 2015	31 /03/ 2018	R5 771 000	-	R3 300 000
Ikhwezi lokusa SS School	Practical Completion	Public Ordinary Schools	28 /04/2014	31 /03/ 2017	-	-	R231 000
Isivivane SS school	Practical Completion	Public Ordinary Schools	02/04/201 5	31 /03/ 2017	R1 000 000	-	R180 000
Esethu public Primary school	Planning	Public Ordinary Schools	01 /04/ 2015	31 /03/ 2017	R96 000	-	R2 171 000
Kwamhlontlo SS SCHOOL	Documentat ion	Public Ordinary Schools	30 /06/ 2015	31 /03/ 2017	R1 966 000	-	R1 000 000
Madwaleni SP School	Under Construction	Public Ordinary Schools	11/18/201 5	31 /03/ 2017	R92 000	-	R2 723 000
Mkapusi Primary school	Practical completion	Public Ordinary Schools	01 /04/2013	31 /03/ 2016	-	-	R26 000
Matyhantya JS School	Adjudication	Public Ordinary Schools	18/11/201 5	31 /03 / 2017	R288 000	-	R1 191 000

Source:
Provincial Treasury

Project name	Project Status	Type of Infrastructure	Start Date	End Date	2016/2017
Guba Park lot 108	Construction	Access road in poor condition	01-04-2016	31-03-2017	R1 863 000
Zingqolweni location	Construction	Access road in poor condition	01-04-2016	31-03-2017	R1 469 000
Public Transport Projects (Emalahleni scholar transport routes)	Construction	Public Transport Access Roads	01-04-2016	31-03-2017	R17 086 000
AC 40056 (Mthonjeni)	Construction	Access Roads	01-04-2016	31-03-2017	R6 600 000
AC 40077 (Mgqukhwebe)	Construction	Access Roads	01-04-2016	31-03-2017	R6 200 000
AC 40076 (Magemfaneni Dophu)	Construction	Access Roads	01-04-2016	31-03-2017	R4 300 000
AC 40092 (Tsembeyi)	Construction	Access Roads	01-04-2016	31-03-2017	R7 800 000
MN 20510 (Ida)	Construction	Access Roads	01-04-2016	31-03-2017	R6 800 000

Source: ELM IDP (2017 – 2022)

CHDM Grants Allocations Budget for 2017-2020

MIG CAPITAL PROJECTS FOR 2017/18-2018/19-2019/20			
Projects	**2017/18**	**2018/19**	**2019/20**
Cluster 1 Waterbacklog (Wards 7,8 ,10,13,14)			
Water Backlog CHDM Cluster 1 Mhlanga Water Supply	R 20 054 810	R 20 000 000	R 2 000 000
Water Backlog CHDM Cluster 1 Mhlanga and Mgwalana Bulk Water Supply		R 4 303 772	R 15 625 325
Cluster 2 Water Backlog (Wards 1,2,4&6)			
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1A	R 131 000.00		
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1B	R 171 000.00		
Cluster 2 Water backlog: Regional Scheme 6 – Xonxa	R 100 000.00		
Cluster 2 Water backlog Project - RS1 Phase 1: Nkolonga, Sikhwanqeni Water Supply	R 210 000.00		
Region 3 Sanitation Backlog			
Cluster 4 sanitation (Wards 2,3,4,5,15,16,Vukani Guba,& Percy Villages)			
Cluster 3 Sanitation(Wards 7,8,9,10,11,12,13& 14)			
Dodrecht Water and Sanitation Services			
Immediate Water Supply Upgrades	R 5 000 000	R 5 000 000	R 5 000 000
Internal Sewer Reticulation in Tyoksville (Herry Gwala)			
Upgrading of Wastewater Treatment Works - Phase 2B: Planning			
Upgrading of Wastewater Treatment Works - Phase 2B: Implementation	R 7 500 000.00		
Upgrading of Bulk Sewer and Reticulation -Phase 2 C: Planning			R 5 000 000.00
Upgrading of Bulk Sewer and Reticulation -Phase 2 C: Implementation	R 2 000 000.00		

Upgrading of Water Treatment Works - Phase 3		R 2 937 180	R 5 000 000.00
Upgrading of Bulk Water Supply -Phase 4: Planning	R 937 180.00	R 1 062 820	R 2 000 000.00
Upgrading of Bulk Water Supply -Phase 4: Implementation			R 1 000 000.00
WATER SERVICE INFRASTRUCTURE GRANT			
Projects	**2017/18**	**2018/19**	**2019/20**
Cluster 2 Water Backlog			
Cluster 2 (Jiputa/Makhikhi; Emazimeni ;Emaqwathini ;Noluthando/Emagefaneni; Lukhavana) - Phase 2	R 13 547 837	R1 000 000	
Cluster 2 RS 1 - 1B (Gcina ;Qumbu ;Hala ;Mbetheni ;Kuliweni ;Xhibeni and Lokishini)- Phase 1		R20 000 000	R15 000 000
Gqebenya Small Farms Interim Water Supply		R6 500 000	R4 500 000
Mdeni Interim Water Supply	R 5 544 000	R4 612 954	
Cluster 2 Water backlog Project - Regional Scheme 3: Luthuthu Water Supply		R1.5m	R6 730 888.00
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1C		R8m	R7 901 492.00
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1D		R7. 5m	R7 417 620.00
Refurbishment of Dordrecht WTW		R5.7m	
Water Conservation and Demand Management at Dordrecht		R6.4m	

Source: CHDM IDP (2017 – 2022)

11 HUMAN SETTLEMENT PLANNING AND DELIVERY RISK MANAGEMENT MATTERS

Table 11-1: Risk Assessment

RISK	RISK MITIGATION
Poor information and analyse on need and demand for proper planning	Human Settlement / Housing voice and demand database
Poor capacity within the municipality	Appropriate structure, systems development and resourcing
Lack of properly structured co-operation between the municipality and the province	MOU
Difficulty of resolving the secure tenure issues in the communal areas.	Research and policy to establish secure tenure and pilot implementation
Lack of proper control and management of the started projects	Project tracking tool and technical expertise

12 GAPS REQUIRING FILLING

The following Table outlines the key gaps that require filling to substantially strengthen the possibility of an implementable strategy for this human settlements chapter.

Table 12-1: Gaps requiring filling

GAPS TO ADDRESS	MODE
Establishment of the real nature of need and demand including better analysis of the interaction and separation of tenure security, basic infrastructure and top structure.	Research on the baseline documents including Provincial MTEF, land reform stats and basic infrastructure information plus discussion with municipalities on summarised information
Development of rural human settlements strategy that does not just use global guesstimates.	Using the information from above and then linking this to specific priority geographical areas that can have more intensive information gathering. Closer planning linkage with ECDoHS and Department of Rural Development & Land Reform to develop responses.
Proper listing of completed, existing and future projects with necessary baseline and tracking information	Use of supplied template to co-ordinate information from different sources and then updating and completing this in contact with key local and provincial stakeholders. Possibly a provincial project.
Analysis of proposed infrastructure expenditure including water, sanitation, roads and storm water drainage and linkage of this to housing priority areas.	Source from provincial government documents and use local municipality to link with existing priority areas of human settlements need. Important to link this back to the human settlements project pipeline to identify where there are direct linkages.
Financing available for human settlements and infrastructure in the area and analysing the existing financing allocated to the area for infrastructure, land reform and housing and the linkage to established priorities	From the provincial MTEF and land reform MTEF and linkage back to defined human settlements priorities in the area.

13 APPROVAL

The adoption process is a very crucial stage in the implementation of the human settlements sector plan for all the various role players, therefore it has to be conducted thoroughly. This process ensures the approval of the human settlements sector plan (buy in process / ownership) and also ensures to smooth delivery of the desired goals.

Table 13-1: Approval Process

ACTIVITY	RESPONSIBILITY
Presentation of 1st draft strategy report to ELM	Professional Team
Presentation of final draft to Project Committee	Professional Team / ELM
Consultations and Opportunity for comments	ELM
Council Approval and Adoption of Final Report	ELM

Consultations with the various stakeholders must be done in a way that does not create any expectations from the communities but that provides them with the necessary information. This process should be dealt with in a manner that is transparent and fair. After consultations have been done, comments are then summarised and the committee must interrogate the comment and decide how each comment should be treated.

To ensure that the human settlement sector plan has a legal status as required by the Housing Act of 1997 and Municipal Systems Act No 32 of 2000, the human settlement sector plan will have to be approved by the Council. Once the council has adopted the human settlements sector plan, the ELM will have to advertise the human settlement sector plan on all the relevant local newspaper to ensure that final comments are received within 21 days. Once this process has been finalised, the human settlement sector plan will form part of the approved IDP.

14 CONCLUSION

The human settlement sector plan also demonstrates that human settlement projects cannot be developed in isolation; transversal co-ordination is required to ensure that the broader integrated development is achieved within Emalahleni Municipal area.

Significant intervention has been the shift in settlement planning legislation and policy to a normative approach, the development of environmental legislation and the inclusion of environmental and sustainability considerations into planning legislation. Significant planning legislations include SPLUMA and Breaking New Ground and key strategies include the NDP.

The shift from sprawling, mono-functional, low-density and car-dependent settlements to higher-density, integrated, low-carbon and sustainable settlements is a difficult due to the entrenchment of past urban patterns and investment. Progress has mostly been made in:

- **Settlement structure:** higher density, integrated (fully developed with social facilities etc.) settlements that are well-located in term of access to jobs and facilities;
- **Protection of environmentally sensitive areas and ecological corridors:** hardly any formal settlement development still takes place within ecologically sensitive areas due to stringent environment legislation that is integrated into planning processes. Of specific importance are the NEMA regulations, which have completely changed planning approaches and processes. This has probably been the most successful Act to integrate environmental issues with development actions.

Furthermore, access of all communities to engineering services such as water, electricity, sanitation, and solid waste collection, was improved dramatically thereby lessening the direct impact of settlements on the environment through the treatment of raw sewage.

The challenge we face to limit the impact on the environment of a growing population that is concentrating in a number of large settlements and whose demands and consumption patterns are increasing, is daunting. It does not only concern technical issues such as residential densities and transport options, but is intrinsically linked to demographic, economic and cultural factors. In order to save the environment we also need to address issues such as poverty, mass consumption, investment models and preconceived ideas

The most important actions that should be taken from a human settlement planning perspective to contribute to a healthy environment are:

- The role-players need to be informed and educated about the substance and processes of low-carbon, sustainable city building: the responsibility for this lies on the shoulders of the universities who train planners and on the shoulders of the Council for Planners who should enforce a programme of continual education (as is required of the other built-environment professions);
- National government (being the agency with the most capacity) should coordinate and integrate planning legislation with the objectives of sustainable development;

- Institutional weaknesses which prevent compliance and monitoring, remain the main stumbling block to implementation of sustainability measures;
- A shift in values and attitudes needs to take place but the opportunities for change have to be created and,
- Incentives to promote the application of renewable, water saving measures, passive building design and other sustainability metrics must be initiated at local authority level. Municipal by-laws that require and reward this, must be enacted.

15 REFERENCE

1. Chris Hani District Municipality Integrated Development Plan (IDP) (2017 -2022)
2. Chris Hani District Municipality Spatial Development Framework (SDF) (2015)
3. Chris Hani District Municipality Water Service Development Plan (2015)
4. Community Survey (2016)
5. EC Human Settlements Business Plan for 2018/19 Financial Year
6. Emalahleni Local Municipality Integrated Development Plan (IDP) (2017 -2022)
7. National Upgrading Support Programme Report (NUSP) (2017)
8. South African Statistics: Census 2001 and 2011

ANNEXURE B: PROJECTS FROM PREVIOUS HOUSING SECTOR PLANS

B1: Housing Sector Plan Projects (2008 – 2011)

Current Projects

Project Name	Project Type	No of Sites	Status
Dordrecht Ph 11	R/L	48	Running
Indwe R/L	R/L	14	Blocked
Lady Frere Ext 5	R/L	562	Running
Dordrecht Ph 1	R/L	24	Current
Dordrecht Ph 11	PHP	68	Current
Enkululekweni		85	Current
Mavuya-Mayano		420	Current
	Total		

Planned Projects

Project Name	Project Type	No of Sites	Status
Mavuya settlement	ISUP	500	
Lady Frere Ext. 1 & 2	ISUP – Project Linked	319	
Zwelethemba	ISUP – PHP	267	
Nxomfu Settlement	ISUP – PHP	625	
Lady Frere Ext 3 & 4	Integrated – P & FLS, CRU's	250	
Lady Frere Ext 3 & 4	Integrated – P & FLS, CRU's	390	
State Houses	Rectification	12	
Zwartwater- Dranti	Rural Subsidies – PHP	126	
Zwartwater- Dumdum	Rural Subsidies – PHP	389	

Project Name	Project Type	No of Sites	Status
Guba Agri-Village (Restitution)	Rural Subsidies – Project Linked	420	
Ida Farms Agri-Village	Rural Subsidies – Project Linked	360	
Gateway North	Integrated – P & FLS, CRU's	80	
Gateway South	Integrated – P & FLS, CRU's	120	
Gateway South	Integrated – P & FLS, CRU's	140	
Ntsokotha Hostel Redevelopment	Hostel redevelopment	480	
Maramastad Redevelopment	CRU's	151	
Mt. Arthur Hostel Redevelopment	CRU's	600	
Indwe	Individual Subsidy	60	
Dordrecht	Individual Subsidy	65	
Lady Frere	Individual Subsidy	85	
Mkaphus	Emergency Housing	6	
Cacadu	Emergency Housing	15	
Cumakala	Emergency Housing	4	
Kalfontein	Emergency Housing	3	
Machubeni	Emergency Housing	3	
Ngqanda	Emergency Housing	2	
Mavuya Location	Emergency Housing	30	
Dordrecht Nxomfu Springs Resettlement	Emergency Housing	35	
	Total	**5 537**	

B2: Housing Sector Plan Projects (2011 – 2014)

Completed Projects

Project Name	Project Type	No of Sites	Status
Cradock Ph 1	IRDP Phased approach top structure (informal settlements)	1676	Completed
Cradock Ph 2	IRDP Phased approach top structure (informal settlements)	1500	Completed
Cradock Michausdal R/L 2	IRDP Phased approach top structure (informal settlements)	1000	Completed
Middelburg	Rectification & Project Linked	1628	Completed
Middelburg Lusaka R/L 2	IRDP Phased approach top structure (informal settlements)	595	Completed
Total		**4 771**	

Completed Project

Project Name		Subsidy Instrument	Project Type	Planned Units	Current Status
Middelburg – Lusaka 592 Units		Project Linked Subsidy	Progress Payment Housing Project	80	Complete

Middelburg – Kwanonzamo – Greenfields 793 Sites +15% Geotec		Project Linked Subsidy	Progress Payment Housing Project	793	This project is complete but in need of rectification
Middelburg - MDROS - Greenfields 615 Sites +7.5% Geotec		Project Linked Subsidy	Progress Payment Housing Project	615	This project is complete but in need of rectification
Middelburg – 220 Subs		Project Linked Subsidy	Progress Payment Housing Project	220	This project is complete but in need of rectification

Source: DoHS - ELM Housing Sector Plan 2011-2014

High Income	High Income	150	Private Land
Total		623	

B3: Housing Sector Plan Projects (2014 – 2018)

Completed Projects

Project Name	Subsidy Instrument	Project Type	Planned Units	Current Status
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	People's Housing (Project Linked)	1000	Completed –But Rectification Consultant has been appointed
Dordrecht - 1000 subs	Project Linked Subsidy	People's Housing (Project Linked)	1000	Completed –But Rectification Consultant has been appointed
Indwe - R/land Ph 1 - 513 subs	Project Linked Subsidy	People's Housing (Project Linked)	513	Completed –But Rectification Consultant has been appointed
Indwe – 500 subs	Project Linked Subsidy	People's Housing (Project Linked)	500	Completed –But Rectification project – Assessment by NHBRC is taking place

Source: ELM Housing Sector Plan 2014-2018

Current Projects

Project Name	Subsidy Instrument	Project Type	Units	Current Status
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	Rectification	1000	Consultant has been appointed
Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	289	Close out report stage
Dordrecht - 2000 Rectification	Project Linked Subsidy	Rectification	2000	
Dordrecht - 1000 subs	Project Linked Subsidy	Rectification	1000	Consultant has been appointed
Indwe - 500 Sites	Project Linked Subsidy	Rectification	500	Assessment by NHBRC is taking place.
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	462	Procurement Stage

Indwe - West Gateway 160 Units	Project Linked Subsidy	Rectification	160	Current Project - Contractor has been appointed

Source: ELM Housing Sector Plan 2014-2018

Planned Projects

Project Name	Type of project	No. of Units	Site Description	Ownership	Dev. Status	Comment
Dordrecht 800	IRDP	0	Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Golf course portion of land including in development.
Indwe 800	IRDP	800	Greenfield	State land under tile by DRDLR (?)	Vacant, Un-serviced, Un-surveyed	Land to be transferred to municipality by DRDLR
Indwe Westgate	FLISP		Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Project at tender stage
Lady Frere 800	IRDP	800	Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Problem with bulk services.
Emergency 160	Individual subsidy on exiting land	160	No Site	Mun (?)	?	
Emergency 300	Individual subsidy on exiting land	300	No Site	Mun (?)	?	

Source: ELM Housing Sector Plan 2014-2018

Progress report current project

Middelburg Lusaka R/L 2		324	Completed
Total	**Total**	**6152**	

DELIVERED HOUSING (FROM PREVIOUS SECTOR PLANS)

Project Name	Project Type	No of Sites	Status
Cradock Ph 1	IRDP Phased approach top structure (informal settlements)	1676	Completed
Cradock Ph 2	IRDP Phased approach top structure (informal settlements)	1500	Completed
Cradock Michausdal R/L 2	IRDP Phased approach top structure (informal settlements)	1000	Completed
Middelburg	Rectification & Project Linked	1628	Completed
Middelburg Lusaka R/L 2	IRDP Phased approach top structure (informal settlements)	595	Completed
Total		**771**	

CHAPTER 10 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (FINANCIAL PLAN)

CHAPTER 11 - PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

1. PREAMBLE

Performance management, aside from having legislative requirements to justify its existence, is also a necessity when it comes to ensuring that performance objectives and targets are met in the manner required, so that the desired service delivery objectives can be met and achieved by all.

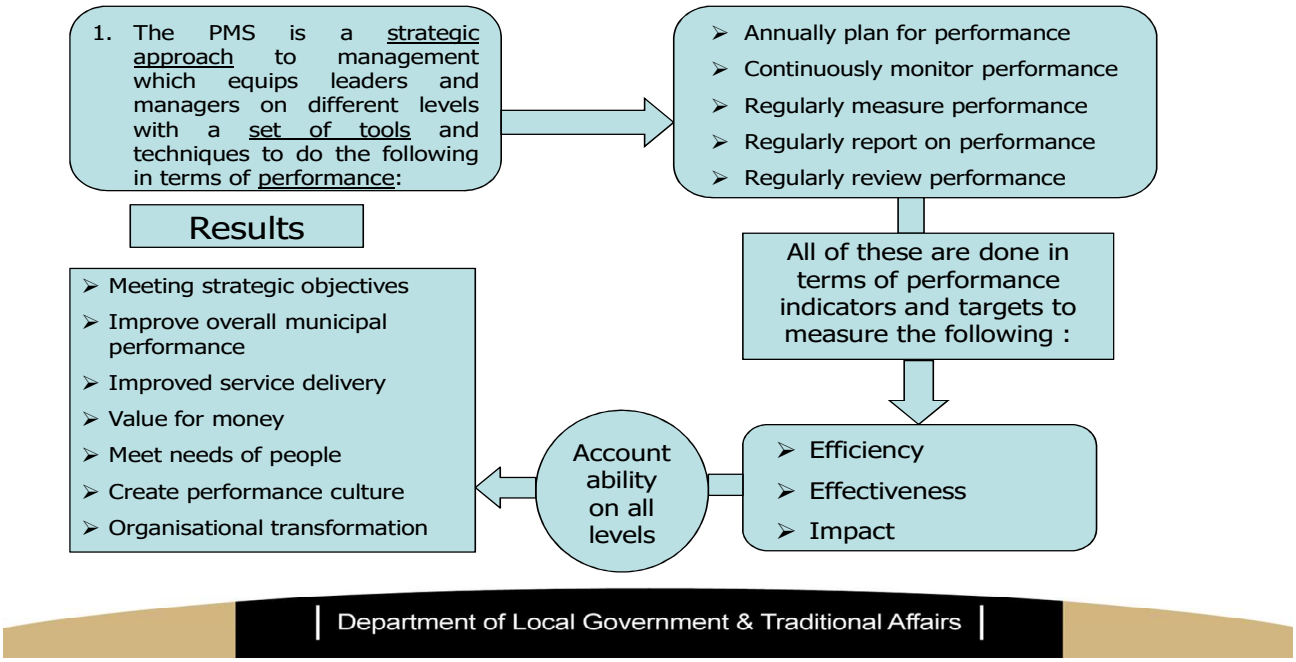
The intention of a performance management system and model is to provide the organisation with the framework and tools necessary in order to ensure that a culture of performance management is developed throughout the organisation and managed in a formal and accountable manner. In this way, performance management becomes a management tool which enables the achievement of strategic objectives, which link closely to the IDP and Institutional Scorecard – enabling effective and efficient service delivery.

2. PURPOSE

The purpose of this policy and procedure is as follows:

1. To ensure the implementation of a Performance Management System within Emalahleni Municipality;
2. To ensure that all employees become acutely aware and comfortable with the practical application of the Performance Management System within this Municipality.
3. To create the boundaries required that will ensure that all employees and the political leadership contribute towards the achievement of goals as well as the KPA's and KPI's at both personal and organisational levels.
4. To ensure all parties have a clear and thorough understanding of their role and function within this process.

2. What is Performance Management System?



3. POLICY OBJECTIVES

The objectives of the Performance Management System may be defined as follows:

3.1. To capacitate the employees to manage their own performance;

3.2. To set clear objectives and goals to all parties and attainment is easily measured and verified;

3.3. To develop and capacitate employees in order to ensure that performance targets are met;

3.4. To recognized and/or rewarded in instances where performance exceeds the output criteria;

3.5. To assist employees in instances where performance falls short of the required standards;

3.6. To ensure a culture of performance optimization that must be institutionalized throughout the Municipality.

4. DEFINITIONS OF CONCEPTS/ ACRONYMS/ ABBREVIATIONS

CONCEPT	DEFINITION
Performance Management System (PMS)	A strategic approach which provides a set of tools and techniques to plan regularly, monitor measure and review performance of the organisation and individuals. Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set.

Organizational Performance Management	Concerned with the overall performance of the Municipality/ Organization in relation to giving effect to the IDP (Macro Dynamics).
Individual Performance Management	Linked to the Organizational Performance Management System are the individuals who contribute to the success or failure of the Municipality/ Organization. Each individual will have performance objectives, targets and standards that are linked to objectives of his/her Division, Department and Municipality.
Integrated Development Plan (IDP)	Clearly defining 5-year Strategic Plan of a Municipality. IDP should be reviewed annually or as required.
Key Performance Area (KPA)	Key areas of responsibility.
Objective	Statement about what outcomes do we want to achieve.
Key Performance Indicators (KPI)	Measures (qualitative or quantitative) that tell us whether we are making progress towards achieving our objectives.
Input Indicators	Indicator that measures resources economy and efficiency.
Output Indicators	Indicator that measures whether a set of activities yields the desired results or products/service.
Formal Assessment	Is where the s56 manager submits the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
Informal Assessment	Is where the s56 manager attest verbally his/her performance but can be requested to submit the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
Outcome Indicators	Measures the broader results achieved through the provision of goods and services (impact).
Target	The level of performance (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.

5. LEGISLATIVE FRAMEWORK

The requirement for the development and implementation of a Performance Management System provided for in legislation, which makes it peremptory for municipalities to comply. The Auditor General is required to audit municipalities for compliance with legislation, and non-compliance will result in adverse consequences.

The following pieces of legislation will inform and shape the content and prescripts of the Performance Management Policy:

Constitution 1996	**Mandates Local Government to:** • Provide democratic and accountable government for local communities;

(Section 152)	• Ensure the provision of services to communities in sustainable manner; • Promote social and economic development; • Promote a safe and healthy environment; • Encourage the involvement of communities and community organisations in the matters of local government.
Municipal System Act **Act 32 of 2000 (Chapter 6)**	**A Municipality must:** • Establish a Performance Management System. • Promote a performance culture. • Administer its affairs in an economical, effective, efficient and accountable manner. **It further outlines the core components of a performance management system as follows:** • Set KPI's as a yardstick for measuring performance. • Set measurable performance targets with regard to each of those development priorities and objectives. • Monitor measure and review performance once per year. • Take steps to improve performance. • Report on performance to relevant stakeholders

THE WHITE PAPER ON LOCAL GOVERNMENT (1998)	The White Paper on Local Government (1998) suggested that local government should introduce the idea/concept of *performance management systems*. The white paper acknowledges that, "involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).
BATHO PELE (1998)	The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Our municipality is duty bound to uphold these principles: ✓ **Consultation:** Communities should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided. ✓ **Service standards:** Communities should know what standard of service to expect. ✓ **Access:** All communities should have equal access to the services to which they are entitled. ✓ **Courtesy:** Communities should be treated with courtesy and consideration. ✓ **Information:** Communities should be given full and accurate information about the public services they are entitled to receive. ✓ **Openness and transparency:** Communities should know how directorates are run, how resources are spent, and who is in charge of particular services. ✓ **Redress:** If the promised standard of service is not delivered, communities should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made communities should receive a sympathetic, positive response. ✓ **Value-for-money:** Public services should be provided economically and efficiently in order to give communities the best possible value-for-money. Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilized to assist in building a service culture. “For example, local businesses or non-governmental organizations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).
MUNICIPAL STRUCTURES ACT (1998)	The Municipal Structures Act Section 19 (2)(a) mandates the council of the municipality to conduct annual reviews of the municipality’s overall performance in achieving its set objectives.

THE MUNICIPAL SYSTEMS ACT (2000)	The Municipal Systems Act (2000) enforces the idea/concept of local government PMS and requires all municipalities to: • Develop a performance management system • Set *targets*, monitor and *review performance* based on indicators linked to their IDP • Publish an *annual report* on performance of the councillors, staff, the public and other spheres of government • Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government • Conduct an *internal audit* on performance. • Have their annual performance report audited by the Auditor-General • *Involve the community* in setting indicators and targets and reviewing municipal performance The Department of Provincial and Local Government has published national guidelines on performance management systems
MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS (2001)	The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal PM systems. However the regulations do not sufficiently constitute a framework that fully proposes how the system will work. Each component of the proposed framework in this document is strongly informed by the regulations.
MUNICIPAL FINANCE MANAGEMENT ACT (2003)	The Municipal Finance Management Act states requirements for a municipality to include its annual municipal performance report with its financial statements and other requirements in constituting its annual report. This must be dealt with by the municipal council within 9 months of the end of the municipal financial year.
MUNICIPAL PERFORMANCE MANAGEMENT REGULATIONS (2006)	The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No.29089, 1 August 2006), sets out how the performance of Section 57 staff will be uniformly directed, monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur. The regulations will be discussed in greater detail in a later section of this framework document.

6. PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

The statutory requirements for the framework of a Performance Management System are set out in the Local Government: Municipal Planning and Performance Management Regulations, 2001.

It requires a system that:

6.1 Complies with all the requirements of the Act;

6.2 Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;

6.3 Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
6.4 Clarifies the processes of implementing the system within the framework of the integrated development planning process;
6.5 Determines the frequency of reporting and the lines of accountability for performance;
6.6 Demonstrates how it relates to the Municipality's employee performance management processes; and
6.7 Provides the procedure by which the system is linked to the Municipality's integrated development planning processes (IDP).
6.8 Due consideration was given to these requirements in the development of the proposed Performance Management System which is detailed further within this document, which also includes the procedures and practical application of this system.

7. POLICY PRINCIPLES

7.1 The Performance Management System and Framework will be guided by the following broad principles:

(7) Open communication in order to ensure that all parties understand the expectations and challenges facing them, whilst being able to discuss performance difficulties/challenges and issues freely;
(8) The alignment of departmental and individual performance objectives with the strategic objectives of Emalahleni Municipality (as relating to the IDP/ Municipal Budget and Service Delivery and Budget Implementation Plan)
(9) Commitment to the application of Performance Management within the prescripts of the framework and policy;
(10) Recognition and awarding of performance which meet or exceeds the required standards;
(11) Coaching and development in areas where performance does not meet the required standards; and Providing developmental feedback in order to ensure that performance optimisation is fostered.

8. APPLICABILITY

This policy will be applicable to the following employees:

a. All S.54A Managers and S56 Manager duly defined as per the Municipal Systems Amendment Act No 32 of 2000.
b. All other Managers and staff who have negotiated fixed-term contracts;
c. The policy upon consultation and approval will be applicable to all the employees of the Emalahleni municipality.

9. GOVERNANCE ISSUES

This policy and framework will be guided by the following governance and supporting structures:
1.1 Council (required to adopt this policy);
1.2 The Municipal Manager who facilitates the review and amendment of this policy;
1.3 The Corporate Services Director/Municipal Manager who assumes responsibility for the management and administration of performance management application; and
1.4 The Audit Committee and in their absence the Performance Audit Committee.

10. IMPLEMENTATION CAPACITY

In order to ensure the successful application of this policy, it is critical that the necessary "buy in" and commitment to this process is obtained from all relevant role-players. Additionally, it is critically important to ensure that all staff are adequately trained and work shopped to administer and implement the terms and conditions applicable to this process.

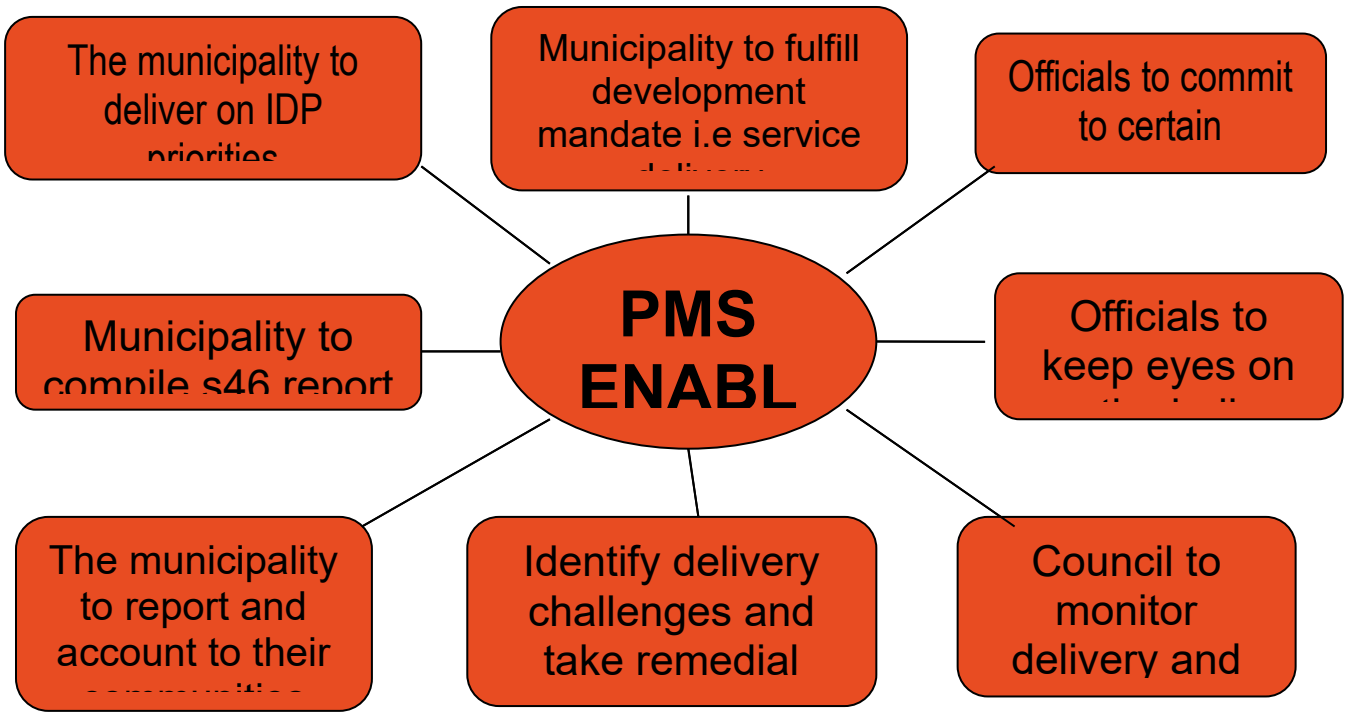
In this regard, the following development will be required:

10.1 All staff, at every level (as applicable in terms of the roll-out), will be required to attend training on the practical application of this process and will leave this training with a thorough knowledge and understanding of processes involved, including performance planning, performance reviews, coaching and mentoring.

10.2 All Corporate Services staff who would deal directly with Performance Management Administration will be required to be trained on the required administrative processes and will be required to be provided with all the necessary resources required for this responsibility and administrative function.

Labour will be work shopped in terms of the process itself so as to facilitate understanding, commitment and buy in to this process.

7. The Value of Institutionalizing PMS in a



OBLIGATIONS TO ENSURE COLLECTIVE PERFORMANCE

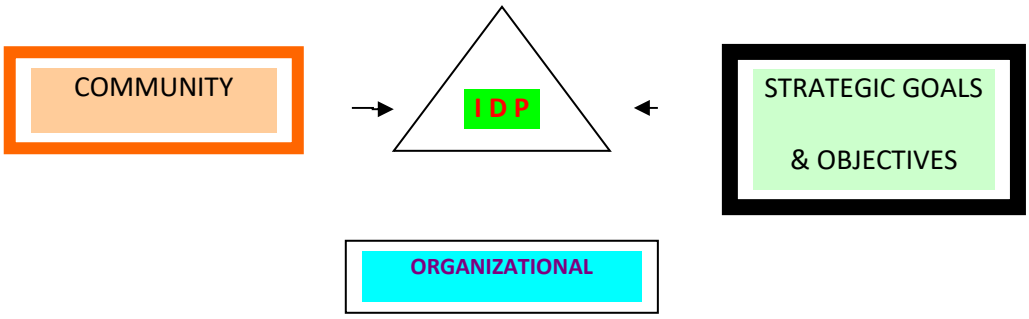
COUNCIL	EMPLOYEE
• Enables environment to facilitate effective performance • Clarifies development objectives and performance expectations (IDP) • Regularly review employee performance and provide feedback on performance – oversight • Works collaboratively with employee to solve problems that may negatively impact on performance • Delegates powers required by employee to enable to meet performance objectives • Make available necessary resources required to enable employee to perform.	• Understands the strategic intent (development mandate – IDP • Buys into and participates in the Performance Management System • Works collaboratively with employer to solve problems that may impact on performance • Commits to fulfilling their part in enabling the institution to deliver on mandate • Focus on fulfils commitment in terms of performance agreement

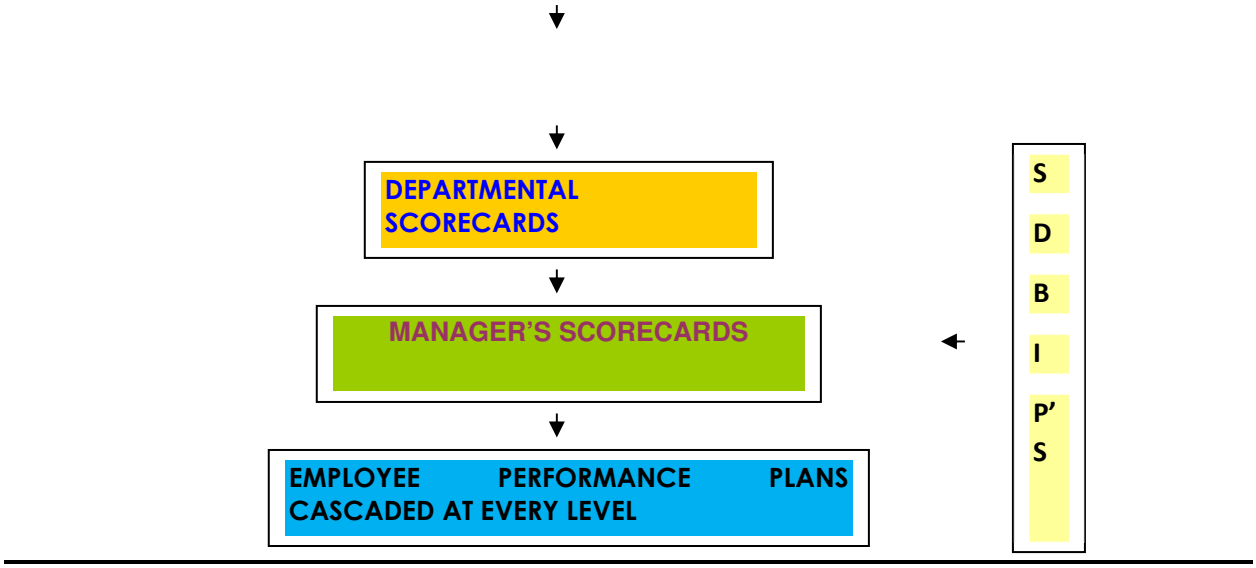
PRACTICAL APPLICATION OF THE PERFORMANCE MANAGEMENT SYSTEM PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets. Through the process of planning, steps are taken to "plan" and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP's or Service Delivery Budget and Implementation Plans /Strategic Plan/ IDP and Budget. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each "subordinates" scorecard (depicting performance objectives and performance indicators) are drawn from the Manager's scorecard immediately.

The process flow is indicated more clearly in the diagram, as follows:





The Performance Management Cycle involves the following four phases:

PLANNING, MONITOR/ MEASURE, REVIEW, AND REPORTING AND RECOGNITION

These may be unpacked further as follows:

PHASE 1: PLANNING

The institutional performance is informed by the IDP, Municipal Budget and SDBIP. The employee's are expected on annual basis to commit themselves in achieving the objectives outlined in the above documents. These commitments are reflected in the employees score cards and performance plans.

The employee score cards, performance plans must be completed and signed off as per Regulation and/ or legislation.

PHASE2: MONITOR/MEASURE

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. It will be conducted within each department.

Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance targets and standards. The files gathered from this information will be regarded as Portfolio of Evidence (POE) and must be kept for purposes of performance measurement, performance reviews and audit in other phases.

PHASE 3: REVIEW

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether its performance is giving effect to the IDP.

This phase involves jointly assessing actual performance against set targets, which takes place on a quarterly basis in the form of formal and informal reviews.

PHASE 4: REPORTING AND RECOGNITION

Reporting requires that the municipality take its KPA's, KPI's, objectives, targets, measurements and analysis and present this information in an agreed institutional reporting format on a monthly/quarterly/half-yearly and annual basis.

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees where such has been identified.

During these sessions it is required that the incumbent and line management meet, in order to discuss progress and to develop action plans in areas where appropriate interventions are required.

Records are required to be maintained of all discussions and action plans, which are developed as a result.

11. MEASURING EMPLOYEE PERFORMANCE (Directors)

The criteria to measure an employee performance (Directors) will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance Indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each performance indicator in order to substantiate the achievement or non-achievement of required performance in all areas highlighted within the scorecard.

The respective s.54A and 56 Manager/Employee will be required to give a verbal account on specific achievements/non achievements and the reasons for any deviations. Formal documentary evidence (evidence portfolio) must be provided to validate performance. Documentary evidence (evidence portfolio's may also be used to substantiate performance or to settle disputes and such evidence will be requested.

A column entitled "Reason for Deviation" will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

12. WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)

Indicators will be weighted according to the impact within each Key Performance Area on the scorecard.

As a standard rule and to ensure a balanced scorecard-type approach performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question.

CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score.

As in the case of all indicators, evidence is required in order to measure actual performance achieved against the desired objectives.

13. THE FINAL ASSESSMENT (January)

The final assessment for the Performance Cycle occurs during January (after the adoption of the draft annual report of the previous financial year), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

14. THE PERFORMANCE REVIEW PANEL (FINAL REVIEW)

The constitution of the Performance Management System Evaluation Committee will be as follows:

Municipal Manager:

(1) Mayor ;
(2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
(3) Member of the executive committee; (Portfolio Head: Corporate Services)
(4) Mayor or Municipal Manager from another municipality; and
(5) Member of a ward committee as nominated by the Mayor.

15.1 Directors:

(1) Municipal Manager;
(2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
(3) Member of the executive committee ; and
(4) Municipal manager from another municipality

15. PERFORMANCE INFORMATION

Managers will be required to provide reports with evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed *a Portfolio of Evidence.* This document is made available to the Performance Review Panel, so that assessment results are able to be justified. SDBIP's must be used as the basis for measuring actual performance against planned targets.

Portfolios of Evidence files shall be required for purposes of monthly, quarterly, mid-year and annual performance reports.

The documentary evidence (POE) may also be used to substantiate performance or to settle disputes and such evidence will be requested.

16. SCORING PROCESS AND PROCEDURE

1. The process of scoring Directors should be in terms of the municipal performance management regulations.

1.1 Evaluation and/or scoring of these Managers are required to be undertaken on a quarterly basis. The most critically important reason for doing this quarterly is to ensure that issues are addressed "sooner rather than later", should deficiencies in performance exist.

Appropriate action in the "best interests of Council" would be enabled, thereby ensuring that Council is most likely to achieve its performance targets.

1.2 In the case of final evaluations and more specifically within the process of scoring, it is required that scores be made by each contributing member of the panel on a separate Score sheet. All scores from all parties are then averaged and a single consolidated score is written on the final scorecard (representing the average scores). The calculation of the average scores is done by the members of panel only, taking into account the score of the assesse.

1.3 The role of the Chairperson will be to lead the Evaluation Panel through the process of Performance Evaluation and to ensure that this occurs systematically and fairly as per system requirements.

1.4 The following procedure will be undertaken in this process of Performance Measurement and will be facilitated by the Chairperson:

1.4.1 During each evaluation, the Chairperson will lead the process by outlining each area on the populated scorecard.

1.4.2 Each member of the panel will rate the Manager under discussion.

1.4.3 The respective Directors will then be required to give formal documentary evidence to validate performance.

1.4.4 SDBIP's/documentary evidence and evidence portfolios must be used to substantiate performance or to settle disputes as and when required.

1.4.5 The chosen areas for the CMC's are clearly defined as per Municipal Performance Regulations and this must be used when scoring, so as to ensure consistency of application.

1.4.6 SDBIP's must be made available up front, so that easy reference can be made and evidence obtained

1.4.7 Measures or scores from 1 – 5 will be used to rate each area under review and the guidelines and definitions for these ratings will appear for ease of reference on the score sheets.

17. RATING SCALE 1 TO 5

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

(1) Finally, all scores (as indicated on separate panel members' score sheets) will be added together (including scores by the assesse, which are meant to guide the panel) and divided by the number of panel member's present (who scored). An average or consolidated score will then be obtained for each area under review.

(2) A column that reads *"Reason for Deviations"* will be completed for all scored areas and scores in order to offer insight where deviations have occurred.

(3) A report indicating all consolidated scores will be submitted to the Mayor within 2 weeks.

(4) Every effort must be made to evaluate performance objectively, realistically and accurately.

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

19. **RECOGNITION AND QUALIFICATION FOR BONUSES (Directors)**

The Municipal performance regulations for s.56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize **outstanding** performance.

In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using he applicable assessment rating calculator.

Accordingly:

A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and

150 and above is awarded a performance bonus ranging from 10-14%.

The electronic calculator will be used to calculate the scores and ultimately the performance bonus a manager qualifies for.

Score	**% Bonus**
130	5
134	6
138	7
142	8
146	9
150	10
154	11
158	12
162	13
166+	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score.

20. PERFORMANCE REVIEWS

Performance Reviews shall be as follows:

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

In the event that the above mentioned dates fall on a weekend, a Friday before shall serve as the submission date

Performance reviews, formal and informal shall be coordinated by the office of the municipal manager; prior to performance information being presented to the IDP and PMS Office in the Office of the Municipal Manager

On submission of the performance information, covering report will be prepared by the IDP and PMS Manager and submitted to the internal audit unit for final verification and confirmation

21. MANAGEMENT OF POOR PERFORMANCE

Poor perfomance will be required to be managed through ongoing coaching, however, formal coaching is required to be conducted during the September and March reviews.Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s.54A and 56 fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.In the event of blatant poor performnance when all avenues are explored it will then be the prerogative of the employer to do further recourse taking into account the Municipal Performance Regulations

22. STAKEHOLDER ANALYSIS AND THEIR ROLES

STAKEHOLDERS	**INVOLVEMENT WITH: IDP, ORGANISATIONAL PM , INDIVIDUAL PM**	**BENEFITS**
COUNCILORS: • Mayor • Executive Committee • Standing / Portfolio Committee • Council	• Facilitate development of long term Vision, IDP and PMS. • Provide strategic direction and manage development of IDP. Manage the implementation of strategy. • Review and monitor the implementation of IDP. • Adapt PM framework and approve the IDP. • Monitor Performance.	• Optimum and equitable service delivery. • Promotes public awareness and satisfactions. • Facilitates a process of benchmarking and collaboration with other municipalities. • Provides a mechanism for the monitoring, implementation and review of the IDP.

23. **DISPUTE RESOLUTION**

Directors that have negotiated Fixed-Term Contracts:

(1) In the event that the section 54A and 56 Manager is dissatisfied with any decision or action of the panel in terms of the Performance assessment, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of the Agreement, the dissatisfied Manager may meet with the chairperson with a view to resolving the issue. All detail must be duly documented.

(2) In the event that the Manager remains dissatisfied with the outcome of that meeting, she/he may raise the issue in writing to the next higher level of institution (Council) requesting that the issue be heard.

(3) The Council will discuss the matter and take a resolution upon the dispute.

CHAPTER 12 – OTHER SECTOR PLANS

Introduction

Strategy/ Policy	Legislation	Period	Status	IDP Annexure
HRD Strategy	South African Constitution (1996), the Municipal Structures Act (1998), the Municipal Systems Act (2000), Municipal Finance Management Act (No. 54 of 2003), Public Finance Management Act (No. 1 of 1999) as (amended by Act No. 29 of 1999) and Amended Labour Relations Act (2002), Skills Development Act (No. 97 of 1998), Skills Development Levies Act (No. 9 of 1999), South African Qualifications Authority Act (1995), Employment Equity Act (No. 55 of 1998), Basic Conditions of Employment Act (No. 75 of 1997), Occupational Health and Safety Act (No. 85 of 1993),			ANNEXURE A
Communication strategy	**The promotion of access to information Act no 2 0f 2000**,			ANNEXURE B
Customer Care Strategy & Petitions	Promotion of Administrative Justice Act (PAJA) 2000; The White Paper on the Transformation of the Public Service of 1995 (WPTPS); Public Service Regulations of 1999 and 2001; Municipal Systems Act of 2000, chapter 9 on Customer Care Management; The Electronic Communications and Transactions Bill of 2002			ANNEXURE C
HIV & Aids Strategy				ANNEXURE D
ICT Strategy				ANNEXURE E
Occupational Health and Safety	Occupational Health and Safety Act (No. 85 of 1993),			ANNEXURE F
Public Participation Strategy	Municipal Systems Act, 32 of 2000, Chapter 4			ANNEXURE G
Risk and Fraud				ANNEXURE H
IGR Terms of Reference	Intergovernmental Relations Framework Act 13 of 2005			ANNEXURE I
Waste and Environment	National Environmental Waste Management Waste Act (Act No.59 of 2008), the IWMP Guideline by the Department of Environmental Affairs (DEA) and the National Waste Management Strategy.			ANNEXURE J

	National Environmental Waste Management Waste Act (Act No.59 of 2008), the IWMP Guideline by the Department of Environmental Affairs (DEA) and the National Waste Management Strategy.			
Forestry Management Plan				ANNEXURE K
SMME Strategy	Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013),			ANNEXURE L
Tourism Marketing Plan				ANNEXURE M
LED Strategy				ANNEXURE N
SDF				ANNEXURE O
Housing Sector Plan	The Housing Act (Act 107 of 1997)			ANNEXURE P
Performance Management Framework	Municipal Systems Act, Chapter 6 Local Government: Municipal Planning and Performance Management Regulations, 2001.			ANNEXURE Q
Audit Unit Plans	Municipal Finance and Management Act,			ANNEXURE R
PMU Implementation Plan				ANNEXURE S
SPU Strategy	**Preferential Procurement Policy Framework Act (No5 of 2000),**			ANNEXURE T
Ward Based Planning				ANNEXURE U

CHAPTER 13: PROJECTS FROM SECTOR DEPARTMENT

institution	
Chris Hani District Municipality	CHRIS HANI DISTRICT MUNICIPALITY

SOURCE OF FUNDING	Project Name	Project Cost	Project Description		Ward No.	Remarks
			Project Type	PROJECT STATUS		
	Cluster 1 Waterbacklog (Wards 7,8 ,10,13,14 & 16)					
MIG	Water backlog in CHDM: Cluster 1 - Mhlanga Water Supply	R32 951 635.05	Bulk & Reticulation	Construction	14 & 16	Project has been completed. construction permit approved as at 14 October 2019.
MIG	Water backlog in CHDM: Cluster 1 - Mhlanga and Mgwalana Bulk Water Supply	R76 664 567.55	Bulk Water	Construction	14 & 16	Contractor is establishing on site. Progress is at 16%
	Cluster 1 Water Supply Backlog : Indwe Town and Mgwalane	TBC	WTW upgrade, Bulk Water	Planning	14	Procurement process to commence in 2020/21 financia year.
	Cluster 1 Water Supply Backlog : Buffelsdoring Dam	TBC		Planning		Procurement process to commence in 2020/21 financia year.
	Cluster 2 Water Backlog (Wards 1,2,4&6)					
WSIG	Cluster 2 Water backlog Project - Regional Scheme 3: Luthuthu Water Supply	TBC	Bulk & Reticulation	Evaluation	TBC	project to be implemented in 2019/20 financial year

DRDAR	

2020/21 Proposed Electrification Plan — Eskom

Municipality	Project Name	Project Type	DOE Total Planned CAPEX Excl. VAT 2020/21	DOE Total Planned CAPEX Incl. VAT 2020/21	DOE Total Planned Connections 2020/21
Emalahleni	Emalahleni Ward Extensions	Household	R4 800 000.00	R5 520 000.00	200 – Refer to the IDP letter for village beneficiaries
	Emalahleni Ward Exts	Pre-engineering	R1 234 600 .00	R1 419 790.00	
	Emalahleni Type 1 Infills	Infills	R900 000.00	R1 035 000.00	150
	Emalahleni Schedule 5B	Pre-engineering	R950 000.00	R1 092 500.00	
Total Emalahleni			R7 7634 600.00	R8 779 790.00	350

5

Human Settlements	

ELM ANNUAL TARGETS FOR 2020/2021 FY (FINAL DRAFT B.PLAN)

8

Province of the EASTERN CAPE HUMAN SETTLEMENTS

KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2020/2021
UNITS	82
SERVICES (PARTIAL & FULL)	35
RECTIFICATION	50
BUDGET	R 29,822,800.00

TRANSFORMING COMMUNITIES TOGETHER

16

Emergency / Disaster houses

Province of the EASTERN CAPE HUMAN SETTLEMENTS

Implementation of permanent solution is anticipated to be rolled out as per below. Below is estimation as these houses are scattered and not in one area that will lead to challenges during implementation.

2019/2020=Planning & Procurement houses to be built
2020/2021=100 houses to be built and budget of R 11m
2021/2022=100 houses to be built and budget of R 11m
2022/2023=200 houses to be built and budget of R 22m
2023/2024=300 houses to be built and budget of R 33m
2024/2025=179 houses to be built and Budget of 20m

TRANSFORMING COMMUNITIES TOGETHER

SANRAL

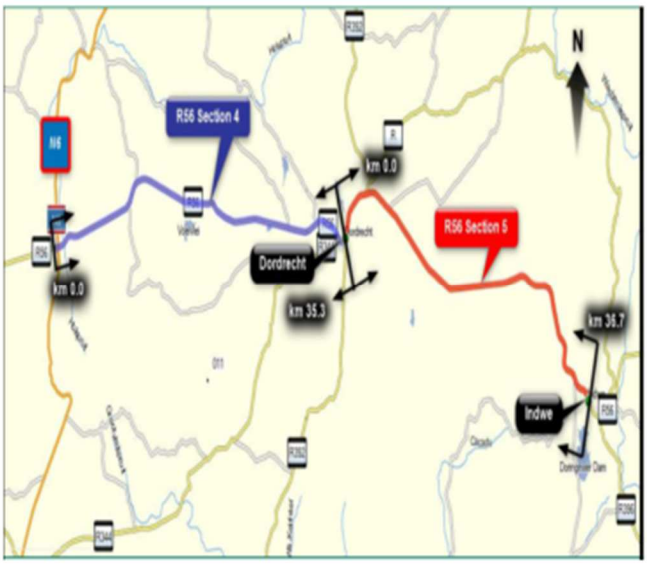
1. RRM PROJECT

- Falls under Emalahleni and Sakhisizwe Local Municipalities
- Consultant has been appointed > CivilChem Engineering Services
- Consultants introduced to both Municipalities
- Awaiting 6 PLC members from each Municipality to form 1 PLC for the project
- CivilChem currently compiling Contractor tender document to appoint the Main Contractor
- Subcontractors to be appointed by Main Contractor
- 3 years contract starting from the appointment date of the Main Contractor



2. SPECIAL MAINTANANCE PROJECTS

- Falls under Emalahleni Local Municipality
- Consultant has been appointed > SNA Civil and Structural Engineers
- Consultants introduced to both Municipalities
- PLC for the project
- SNA currently evaluating tenders to appoint the Main Contractors
- Subcontractors to be appointed by Main Contractor, Mobilization period



DRDAR

2020/21 INFRASTRUCTURE

Sub program	Type of project	Budget	Items to b
Household	583HH	R600/HH=R350 000	Production Inputs
Infrastructure	Dipping tank material	R100 000.00	Payment of casual of existing dip tank
	Dipping tank material	R100 000.00	Payment of casual of existing dip tank
Cropping	Maize	104HA	Production inputs
Infrastructure	Fencing material	R100 000.00	Payment of casual of Fencing in Mcwa
Infrastructure	Fencing material	R100 000.00	Payment of casu Renovation of F Mcwangele
	Fencing material	R100 000.00	Payment of casu Renovation of F
	Fencing material	R100 000.00	Payment of casual of Fencing in Xonx

2020/21 INFRASTRUCTURE

Sub program	Type of project	Budget	Items to be procure
Infrastructure	Destilling and upgrading small earth dam in Emalahleni (Qoqodala,)	R120 000.00	Dam scooping
Infrastructure	Destilling and upgrading small earth dam in Emalahleni (Lanti)	R120 000.00	Dam scooping
	Destilling and upgrading small earth dam in Emalahleni (Upper Ngonyama)	R120 000.00	Dam scooping
	Destilling and upgrading small earth dam in Emalahleni (Dodrecht,)	R120 000.00	Dam scooping
Infrastructure	Destilling and upgrading small earth dam in Emalahleni (Maqhashu,)	R120 000.00	Dam scooping
	Destilling and upgrading small earth dam in Emalahleni (Siyokhana Glen grey)	R120 000.00	Dam scooping
	Destilling and upgrading Small earth dam in Emalahleni (Tshatshu)	R120 000.00	Dam scooping

2020/21 LAND CARE

drdar
Department: Rural Development & Agrarian Reform
PROVINCE OF THE EASTERN CAPE

FARM NAME	Type of project	Budget	Items to be procured
HALA	Planning - 2020 Business plan - 2021 Implementation 2021		Water run off control
Machubeni	Planning - 2020 Business plan - 2021 Implementation 2021		Soil conservation
MHLANGA	Planning - 2020 Business plan - 2021 Implementation 2021		Soil conservation

APPROVAL OF THE FIRST DRAFT IDP: 2020/2021

The first draft IDP tabled in Council for approval on the ……

Council Resolution of Adoption: ……..

Signatures:

…….. **……**
MR V.C MAKEDAMA **DATE**
MUNICIPAL MANAGER

…… **……**
CLLR N KONI **DATE**
HONORABLE MAYOR