

EC 139 - INTERGRATED DEVELOPMENT PLAN

2022/27

ENOCH MGIJIMA LOCAL MUNICIPALITY



ENOCH MGIJIMA
LOCAL MUNICIPALITY

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Compiled in terms of: -

Local Government Municipal Systems Act,

(Act 32 of 2000)

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EXECUTIVE SUMMARY

The Executive Summary seeks to provide an overview of the information in the IDP document for ease of reference to the users of the document. The IDP development process for 2022/27 period is arranged as follows:

CHAPTER 1: APPROACH TO MUNICIPAL PLANNING

This chapter covers a number of issues including the following:

- The guiding legislative framework prescribes development of IDPs by municipalities;
- Development Planning Process referring to the process to be followed in developing the IDP. This process includes but not limited to, institutional arrangements, identification of key stakeholders, distribution of roles and responsibilities as well as the action plan with specific time frames in accordance with the phases.

CHAPTER 2: SITUATIONAL ANALYSIS AND KPA CONTENT

The situational analysis outlines of the current status of the municipality in all sectors of society. The socio-economic profile of the municipality is covered in this chapter and there no amendments were done in the profile until the next census by Statistics SA. The KPA (as outlined in the IDP Guide by COGTA) chapter analysis is analysed in the chapter paving way for the development and refinement of objectives, strategies and performance indicators in the next chapter. Planning has considered key issues identified during the situational analysis phase.

CHAPTER 3: EMLM DEVELOPMENT STRATEGY AND STRATEGIC OBJECTIVES

The chapter reflects on the alignment of local development strategies to the Nation, Provincial and District development strategy and agenda. There is a reflection on issues such as the National Development Plan, Provincial Development Plan and District Development Agenda. The chapter reflects on development objectives, strategies and indicators that are linked to five directorates or departments of Enoch Mngijima municipality.

CHAPTER 4: PROJECTS FOR ENOCH MGIJIMA, CHDM, SECTOR DEPARTMENTS AND OTHER GOVERNMENT AGENCIES

The chapter outlines development projects to be undertaken by EMLM, CHDM and other sector departments within the municipal space during 2022/23 financial year. The municipality has identified and approved grant funded projects

which fall directly under its control in terms of implementation and reporting. The projects will be implemented and monitored through the SDBIP reports as guided by the council adopted PMS framework. It is worth mentioning that CHDM, sector departments and other government agencies are solely responsible for the implementation and financial control of the projects within their list of priorities .

Service delivery ward priorities for a five-year period are placed in this chapter. The council remains committed in prioritizing implementation of these projects over a period of five years and not try to identify new projects every financial year with greater consideration of the available resources.

ANNEXURE

Council staff structure developed to assist with implementation of its programs is placed as an annexure. This staff structure is reviewable annually as part of the IDP Review processes to ensure proper alignment with IDP objectives.

APPROVAL

The Executive Mayor is the signatory on the IDP (2022-27) period.

Background.

The Municipal Systems Act, Act 32 of 2000, requires that local government structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. The municipality reviews its IDP as prescribed by MSA and other relevant pieces of legislation with greater consideration of the changing circumstances.

In conforming to the Legislative requirements, the Council of the Enoch Mgijima Local Municipality (EMLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the 5-year IDP for Enoch Mgijima LM is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial, district development plans and government agencies and planning requirements binding on the municipality in terms of legislation.

This document represents Enoch Mgijima Local Municipality's Integrated Development Plan (IDP) for the current planning and implementation timeframe being 2022/27 and considers the 2022/23 budget cycle. The document must be read together with the comprehensive suite of council adopted municipal-wide sector plans developed to support its subsequent implementation.

Legislative Framework

The formulation of the IDP must be guided by various pieces of legislation. The Integrated Development Planning process originates in the Constitution of the Republic of South Africa (Act 108 of 1996), which enjoins local government to: -

The ***Constitution of the Republic of South Africa (1996)*** stipulates that the local sphere of government consists of municipalities which were established for the whole South Africa, the so-called wall-to-wall municipalities.

The objectives of local government are set out in Section 152 of the Constitution as follows:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;

- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and

To encourage the involvement of communities and community organisations in the matters of local government. The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

In terms of Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Constitution further states that the three spheres of government are distinctive, interdependent and inter-related. They are autonomous, but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres

Co-operative governance means that national, provincial, and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government. Section 1.3 outlines the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Enoch Mgijima Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury **Circular No. 13** dated 2005 and Performance Management by **Regulation 29089** dated 2006.

Chapter 5, Section 26 of the MSA indicates the core components of an IDP and that such an IDP must reflect the following:

- 1) The 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.
- 2) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- 3) The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- 4) The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.
- 5) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- 6) The council's operational strategies.
- 7) Applicable disaster management plans.
- 8) A financial plan, which must include a budget projection for at least the next three years.
- 9) The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP: -

- 1) An institutional framework is required for implementation of the IDP and to address the municipality's internal transformation.
- 2) Investment initiatives;
- 3) Development initiatives including infrastructure, physical, social and institutional development; and
- 4) All known projects plan and programmes to be implemented within the municipality by any organ of state.

IDP Assessment by MEC COGTA

The IDP review for 2021/22 was assessed by MEC COGTA as prescribed by Local Government Municipal Systems Act, 32 of 2000 to monitor compliance and identify areas of intervention by COGTA and relevant sector departments. The municipality recognizes the Constitutional mandate of COGTA to support the municipality. The comments raised by the MEC for different KPA's during the assessment are considered seriously by the municipality and form part of the planning during the review process.

Rating for Enoch Mgijima Municipality – EC Provincial IDP Assessments by MEC

Financial Year	2019-20	2020-21	2021-22
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Municipal Rating	High	High	High
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The municipality remains committed in addressing the comments raised by the MEC during the IDP assessment. An action plan was developed with clear timeframes to address the MEC comments to ensure that the IDP is credible

.Below is the action plan developed by the municipality to address issues raised by the MEC

SPATIAL PLANNING LAND AND HUMAN SETTLEMENT

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
Has the Planning Tribunal been established and adopted by council?	The municipality must adopt a planning tribunal and reflect in the IDP	EMLM must take a resolution	The municipality has decided to have a stand-alone planning tribunal , there is a council resolution in that effect .
Has the municipality appointed a qualified town planner to deal with town planning requirements in terms of SPLUMA?	The municipality must appoint a qualified townplanner to deal for implementation of SPLUMA	EMLM to recruit and appoint	The municipality has appointed a qualified Townplanner in the 4 th quarter of 2021/22 financial year
Has Town Planning By-laws been prepared and adopted by the council?	The municipality must develop town planning bylaws	SALGA, CHDM, COGTA	The bylaws are in a draft status , awaiting public participation and gazetting”
The municipality does not have a policy to prevent land invasion	The municipality must develop mechanisms to prevent land invasion	COGTA	The municipality is planning to develop a Land Invasion Policy in 2022/23 financial year .

SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The municipality does not have a road maintenance plan	The municipality is required to develop a road maintenance plan to address service delivery issues on roads	DOT, Cogta,	
The municipality does not have Waste Management Bylaws	The municipality must develop Waste Management Bylaws to be gazetted,	Cogta, SALGA, CHDM	The municipality has developed Draft Waste Management Bylaws awaiting public participation processes
The municipality does not reflect on the provision for a bulk electricity infrastructure in the IDP	The municipality must make provision for Bulk electricity infrastructure	COGTA, (INEP Grant)	The municipality has budgeted for that and planned through the use of INEP
There is no indication on the three year Capital plan for electricity	The municipality needs to reflect in the IDP on the 3 year capital plan for electricity	EMLM	The municipality has included the 3 year capital plan for electricity

FINANCIAL PLANNING AND BUDGET

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The data in the system is inaccurate	The municipality must plan to cleanse the data for accurate billing	EMLM	The municipality has appointed service providers for installation of SMART meters and the scope of the project consists of data cleansing ,

The municipality does not service its creditors within norms and standards	The municipality needs to service its creditors inline with the standard and norms	EMLM	The municipality is implementing its Revenue Enhancement strategy to collect revenue and ensure that the creditors are serviced in line with standard and norms .
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LOCAL ECONOMIC DEVELOPMENT

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The municipality does not have an LED Strategy	The municipality is required to develop an LED Strategy	GOGTA,SALGA, CHDM	The municipality has adopted the Draft LED Strategy to be workshopped to the new council and adopted in 2022/23 financial year .

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The municipality does not have Ward Based plans	The municipality must develop WBP to ensure that planning is informed by WBP's	COGTA,CHDM,SALGA	The municipality is working with COGTA for a project on the development of the plans. Preperatory meetings are convened with COGTA and CDW's and ward committees
The municipality does not have an HIV/AIDS Mainstreaming	The municipality is required to develop an HIV/AIDS Mainstreaming Strategy to properly mainstreaming of the	COGTA, CHDM, SALGA	The municipality has developed a Draft HIV/AIDS Mainstreaming Strategy awaiting Council adoption in 2022/23 financial year .

	designated groups in the programmes of the municipality .		
The municipality does not reflect on the existence of the adopted Audit Action plan to deal with AG Findings for audit improvement .	The municipality is required to reflect in the IDP about the Council adopted Audit Action plan .	PT,	The municipality has developed an Audit action plan and reflected as such in the IDP

Development Planning Process for Enoch Mjijima Municipality.

Chris Hani District municipality developed a district framework that serves as a guide for all planning activities and phases of the municipality within the jurisdiction of its area. Subsequent to that Enoch Mjijima Municipality has developed its IDP process plan as prescribed by Local Government Municipal Systems Act 32 of 2000 which was adopted to Council on the **31 August 2021** and submitted to relevant authorities (Cogta, NT) . Activities outlined in the process plan in all different phases were completed until the last approval phase by the Council as prescribed by local government legislation .

Framework and Driving Force behind the IDP

Municipalities function within the realm of an extensive legislative and policy framework. This framework provides prescripts and guidelines to be implemented and aligned with municipal functions. Enoch Mjijima Local Municipality realizes that in order to achieve growth and development, the budget, programmes and projects must be aligned to developmental and institutional policy directives.

IDP/Budget Process Plan Review for 2022/27 period .

In order to ensure certain minimum quality standards and proper coordination between and within spheres of government in development of Integrated Development Plan (IDP), Section 28(1) and 29(1) (a) and (b) of Municipal Systems Act of 2000 prescribes that the council of the municipality must within the prescribed period after the start of its elected term “adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Planning. This plan must include the following:

- A Programme specifying the time frames for the different planning steps
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP drafting process.
- An indication of the organization arrangements for the IDP process.
- Mechanisms for integration and alignment.

In compliance with the provisions of the Act as stipulated above the Integrated Development and Planning Department to submitted to council a final process plan as part of the preparation for implementation of Integrated Development Plans. It is this Process Plan which will be a guiding document to the actual Integrated Development Planning Process for 2022/27 term of Council in office.

The Purpose of the IDP/Budget Process Plan.

The purpose of this process plan is to indicate the types of activities planned for the successful development of the 2022/27 Integrated Development Plan for Enoch Mgijima Local Municipality. It specifies set the extent and nature of activities that the municipality will engage in, in order to develop 2022/27 IDP/Budget.

Institutional Arrangements.

The following institutional arrangements have been put in place to ensure the development and implementation of the IDP: -

- Enoch Mgijima LM Municipal Council
- MAYCO
- IDP/Budget/PMS Representative Forum
- IDP/ Budget Steering Committee
- BTO
- IPED

Municipal Roles and Responsibilities.

Role Players	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Approve and adopt the Process plan as well as IDP / Budget • Monitor implementation and approve any amendments of the plan when it is necessary

Executive Mayor & MAYCO	<ul style="list-style-type: none"> • Consider IDP/ Budget Process Plan and submit to Council for approval • Overall management, coordination and monitoring of the IDP Process • Assign and delegate responsibilities in this regard to the Interim Municipal Manager • Submission of Draft IDP/ Budget to Council for approval • Submit Final IDP and Budget to Council for adoption. • Provide political guidance in IDP and Budget (Sec, 53 (a) of the MFMA Act of 2003 • Coordinate plans and timetables for budget. • Exercise close oversight on Budget preparation process. • Overall monitoring of public participation process.
Ward Councillor/ Ward Committees	<ul style="list-style-type: none"> • Form a link between the Municipality and residents. • Link the IDP process to their respective wards • Assist in organizing of public consultation and participation • Monitor the implementation of IDP with respect to their wards • Encourage residents to take part in the IDP process
Municipal Manager	<ul style="list-style-type: none"> • Managing and coordinating the entire IDP process as assigned by the Executive Mayor. • Chair the IDP Steering Committee. • Fulfil the duties of the Accounting Officer as set out in Sec, 68 and 69 of the MFMA 56, Act of 2003.
IDP Manager	<ul style="list-style-type: none"> • Prepare IDP process plan and monitor timeous implementation. • Day to day management and coordination of the IDP process • Ensure stakeholder engagement in IDP process by organizing and setting up meetings for engagement. • Ensure that the IDP process is participatory and that planning is ward- based oriented. • Respond to public and the MEC comments on the Draft IDP/ Budget. • Compile a comprehensive, neat and presentable IDP document that compiles with all legislative requirements. • Amend IDP document in accordance with the comments of the MEC
Public Participation Unit	<ul style="list-style-type: none"> • Assist the Speaker to coordinate the process of establishing ward committees. • Assist IDP Manager to coordinate all IDP activities • Responsible for logistical arrangements pertaining to ward committee meetings. • The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. • The responsibility to ensure that representation is made through ward committees and ward Councillors are channelled to the appropriate structures for further attention.
Heads of Departments	<ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues. • Provide technical expertise in consideration and finalization of strategies and identification of projects. • Provide departmental, operational and capital budgetary information. • Preparation of project proposals, integration of projects and sector programmes.

IDP/ Budget Steering Committee	<ul style="list-style-type: none"> • Refinement and quality check of IDP document to ensure compliance with legislation. • Consist of Acting Municipal Manager, Senior Managers, IDP Manager, Mayor/ Speaker. • To provide technical assistance to the Mayor in discharging responsibilities set out in Sec, 53 of MFMA.
IDP Representative Forum	<ul style="list-style-type: none"> • Provide a conducive organizational platform for discussion, negotiation as well as decision making for key stakeholders. • Interests of constituencies are well presented in the IDP process. • Processes in planning, implementation and performance are monitored. • Involves the Executive Mayor & Mayoral Committee, Councillors, Ward Committees, Interim Municipal Manager, Directors, key stakeholders, representatives of interest groups, NGO's, Government Departments.

Locality in Context

Geography, History and Economy

Area: 13 584km² **Description:** Enoch Mgijima Local Municipality is situated within the Chris Hani District in the central part of the Eastern Cape Province. It was established by the amalgamation of the Tsolwana, Inkwanca and Lukhanji Local Municipalities in August 2016. The municipality is made up of former Transitional Local Councils (TLCs), Transitional Regional Councils (TRCs), urban centers, townships and rural villages.

Enoch Mgijima municipal area is an economic hub, due to its strategic position in the Chris Hani District Municipality. It is positioned in the middle of the national corridors to the Gauteng, Western Cape, KwaZulu-Natal, Northern Cape and Free State provinces. Parts of the municipality are developed with the relevant infrastructure so that modes of transport such as railway, road and a small airport are available to be utilized. Other parts of the region are experiencing a low economic growth rate, with high levels of unemployment and poverty in the towns. The area has a rich historical background dating back to the 18th century, with a number of monuments and key places of interest.

Cities/Towns: Hofmeyr, Molteno, Queenstown, Sada, Sterkstroom, Tarkastad, Whittlesea

Main Economic Sectors: Agriculture, general government services, finance and business, wholesale, retail and catering, community services.



MBD Re-Determination of Municipal Boundaries

MBD Circular 8/2015 pertains to the re-determination of municipal boundaries in terms of Section 21 of the Local Government: Municipal Demarcation Act of 1998. Through this circular, the Chairperson of the Demarcation Board has informed the Speakers and Municipal Managers of the above mentioned municipalities, the Speaker of the Chris Hani District Municipality, the MEC for Eastern Department of Local Government and Traditional Affairs as well as various other government departments and government entities, that the Municipal Demarcation Board of South Africa (“MBD”) has decided to determine or re-determine certain municipal boundaries in terms of Section 21 of the Local Government: Municipal Demarcation Act of 1998, as set out in the draft notice attached as Annexure A to the circular referred to herein.

In terms of Section 21 of the Local Government: Municipal Demarcation Act of 1998, the MBD has: -

“(a) Re-determined the boundaries of the three municipalities’ referred herein by amalgamating the remaining portion of the municipal area of Tsolwana with the municipal areas of Inkwanca and Lukhanji.

“(b) Determined the municipal boundaries of the new Category B municipal area.”

Section 12 notice was issued that established the new entity: Enoch Mgijima Local Municipality: EC 139.

CHAPTER 1:

1.1 Summary of Key Demographic and Socio-Economic Highlights of Enoch Mgijima Local Municipality

Demographics	2011		2016	
	Number	Percent	Number	Percent
Population	250 776		267 011	
Population growth				1.3
Population profile				
Black African	231 217	92.2	248 125	92.9
Coloured	10 012	4.0	9 035	3.4
Indian or Asian	1 000	0.4	998	0.4
White	7 484	3.0	8 853	3.3
Population density				
Population by home language				
Afrikaans	14 878	6.0	12 759	4.9
English	10 050	4.1	6 643	2.5
IsiXhosa	214 018	86.6	238 808	91.3
IsiZulu	772	0.3	348	0.1
Sesotho	2 055	0.8	1 298	0.5
Other	5 379	2.2	1 845	0.7
Number of households	70 892		65 146	
Households size	3.5		4.1	
Gender				
Male	119 230	47.5	126 803	47.5
Female	131 546	52.5	140 208	52.5
Age				
0 - 14	77 736	31.0	95 285	35.7
15 - 34	84 054	33.5	106 056	39.7
35 - 64	70 987	28.3	45 316	17.0
65 +	17 999	7.2	20 355	7.6

Household Services	2011		2016	
	Number	Percent	Number	Percent
Access to housing				
Formal	59 927	87.7	55 851	85.7
Traditional	6 091	8.9	4 980	7.6
Informal	2 021	3.0	3 982	6.1
Other	315	0.5	334	0.5
Access to water				
Access to piped water	68 430	96.8	62 299	95.6
No Access to piped water	2 246	3.2	2 847	4.4
Access to sanitation				
Flush toilet	43 547	63.6	40 615	62.3
Chemical	1 672	2.4	3 686	5.7
Pit toilet	16 684	24.4	15 049	23.1
Bucket	910	1.3	2 082	3.2
None	5 678	8.3	2 181	3.3
Energy for lighting				
Electricity	61 970	87.8	60 199	92.7
Other	8 609	12.2	4 713	7.3
Energy for cooking				
Electricity	56 185	79.7	58 349	89.8
Other	14 306	20.3	6 637	10.2
Access to refuse removal				
Removed by local authority at least once a week	38 594	54.6	32 475	49.8
Removed by local authority less often	691	1.0	554	0.8
Communal refuse dump	655	0.9	5 259	8.1
Own refuse dump	25 612	36.2	21 701	33.3
No rubbish disposal	3 415	4.8	3 615	5.5

Employment	2011		2016	
	Number	Percent	Number	Percent
Employed	42 327			
Unemployed	25 283			
Employment by industry				
Formal				
Informal				
Private Households				
Economically active population	67 610			
Labour force participation rate		43.6		
Absorption rate		27.3		
Unemployment rate		37.4		

Rating of quality of municipal services	2011		2016	
	Number	Percent	Number	Percent
Water (good)			32 743	51.0
Electricity supply (good)			33 421	54.3
Sanitation (good)			36 134	60.1
Refuse removal (good)			27 497	53.5

Ratio	2011		2016	
	Number	Percent	Number	Percent
Dependency ratio		61.8		68.6
Poverty head count ratio		0.0		0.0
Sex ratio		90.6		90.4

Employment at municipality	2014		2015	
	Number	Percent	Number	Percent
Full-time	#N/A		#N/A	
Part-time	#N/A		#N/A	
Vacant post	#N/A		#N/A	
Total	#N/A		#N/A	

Education	2011		2016	
	Number	Percent	Number	Percent
Level of education (20+)				
No schooling	14 029	9.7	11 831	8.4
Some primary	27 472	19.0	17 466	12.5
Completed primary	8 969	6.2	6 894	4.9
Some secondary	49 870	34.5	52 131	37.2
Grade 12/Matric	29 400	20.4	37 731	26.9
Higher	13 919	9.6	12 488	8.9
Other	762	0.5	1 542	1.1

Free Basic Services	2014		2015	
	Number	Percent	Number	Percent
Indigent Households	#N/A		#N/A	
Water	#N/A		#N/A	
Electricity	#N/A		#N/A	
Sewerage & Sanitation	#N/A		#N/A	
Solid Waste Management	#N/A		#N/A	

Agriculture	2011		2016	
	Number	Percent	Number	Percent
Agricultural households			16 054.0	24.6
Cattle				
1 - 10			4 377	62.7
11 - 100			2 043	29.2
100+			565	8.1
Total			6 985	100.0
Sheep				
1 - 10			1 032	27.0
11 - 100			2 160	56.6
100+			625	16.4
Total			3 817	100.0
Goat				
1 - 10			2 034	42.5
11 - 100			2 441	51.0
100+			309	6.5
Total			4 784	100.0
Type of agric activity				
Livestock production			9 485.0	66.3
Poultry production			6 922.0	54.6
Vegetable production			5 664.0	55.4
Other			5 833.0	14.9

Infrastructure	2011		2016	
	Number	Percent	Number	Percent
Access to telephone lines	6 292	8.9	3 772	6.0
Access to cellular phones	58 013	82.2	58 423	90.9
Access to Internet	19 651	27.8	5 773	9.1

Source: Stats SA, Census 2011 & Community Survey 2016

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Demography

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Enoch Mgijima Local Municipality and all its neighbouring regions, Chris Hani District Municipality, Eastern Cape Province and South Africa as a whole. In South Africa, Stats SA is the only national statistical service with the goal of producing timely, accurate, and official statistics in order to advance economic growth, development, and democracy. The municipality therefore will use the information on demographics until the next Census by Statistics SA is conducted.

2.2 Total Population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

TOTAL POPULATION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016
[NUMBERS PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	245,000	804,000	6,450,000	47,800,000	30.5%	3.8%	0.51%
2007	246,000	802,000	6,470,000	48,400,000	30.7%	3.8%	0.51%
2008	248,000	803,000	6,500,000	49,100,000	30.8%	3.8%	0.50%
2009	250,000	806,000	6,540,000	49,800,000	31.0%	3.8%	0.50%
2010	252,000	810,000	6,600,000	50,700,000	31.2%	3.8%	0.50%
2011	255,000	813,000	6,650,000	51,500,000	31.3%	3.8%	0.49%
2012	257,000	816,000	6,710,000	52,400,000	31.5%	3.8%	0.49%
2013	260,000	821,000	6,780,000	53,200,000	31.6%	3.8%	0.49%
2014	263,000	827,000	6,850,000	54,100,000	31.8%	3.8%	0.49%
2015	266,000	834,000	6,930,000	54,900,000	31.9%	3.8%	0.48%
2016	269,000	841,000	7,010,000	55,700,000	32.0%	3.8%	0.48%

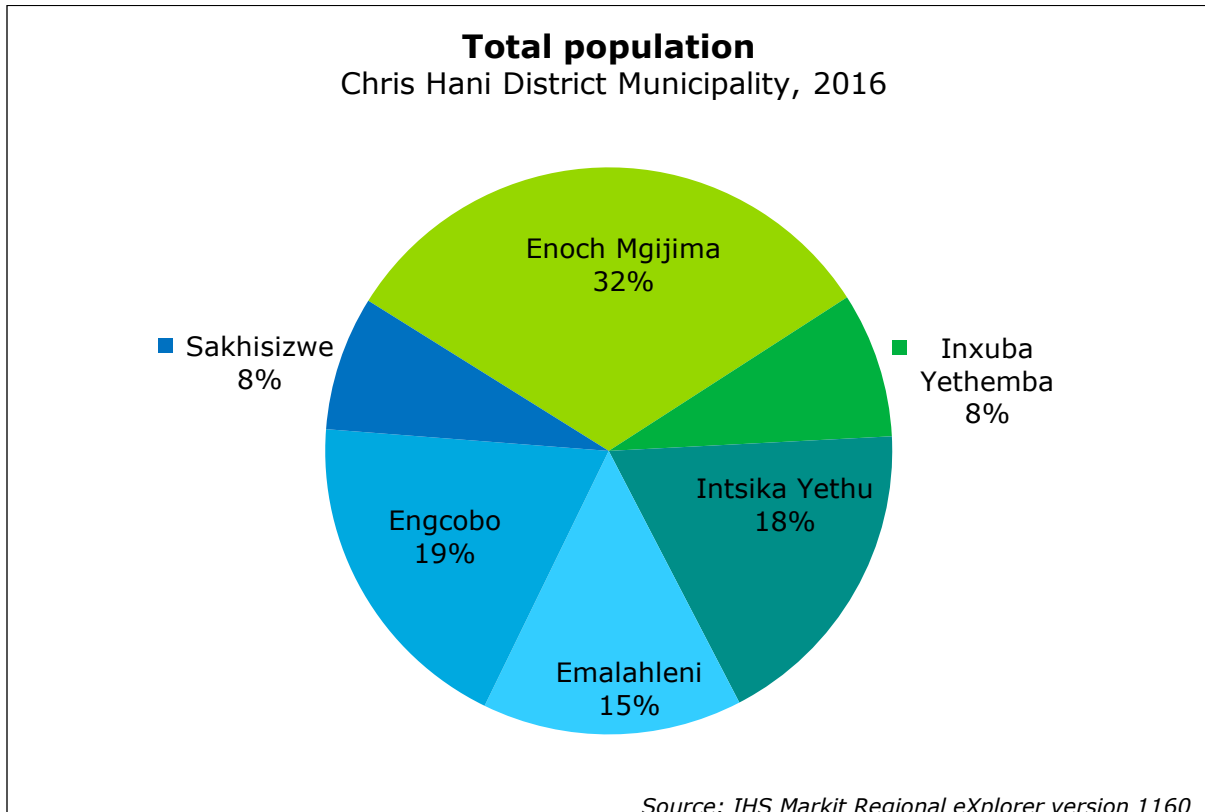
Average Annual growth

2006-2016	0.94%	0.46%	0.83%	1.54%
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Source: IHS Markit Regional eXplorer version 1160

With 269 000 people, the Enoch Mgijima Local Municipality housed 0.5% of South Africa's total population in 2016. Between 2006 and 2016 the population growth averaged 0.94% per annum which is close to half than the growth rate of South Africa as a whole (1.54%). Compared to Chris Hani's average annual growth rate (0.46%), the growth rate in Enoch Mgijima's population at 0.94% was about double than that of the district municipality.

TOTAL POPULATION - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016 [PERCENTAGE]



When compared to other regions, Enoch Mgijima Local Municipality accounts for a total population of 269,000, or 32.0% of the total population in Chris Hani District Municipality ranking as the most populous local municipality in 2016. The ranking in terms of the size of Enoch Mgijima compared to the other regions remained the same between 2006 and 2016. In terms of its share Enoch Mgijima Local Municipality was significantly larger in 2016 (32.0%) compared to what it was in 2006 (30.5%). When looking at the average annual growth rate, it is noted that Enoch Mgijima ranked second (relative to its peers in terms of growth) with an average annual growth rate of 0.9% between 2006 and 2016.

2.2.1 Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Enoch Mgijima's population is projected to grow at an average annual rate of 1.1% from 269 000 in 2016 to 285 000 in 2021.

POPULATION PROJECTIONS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL,
2016-2021 [NUMBERS PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2016	269,000	841,000	7,010,000	55,700,000	32.0%	3.8%	0.48%
2017	272,000	849,000	7,080,000	56,500,000	32.1%	3.8%	0.48%
2018	276,000	857,000	7,160,000	57,400,000	32.2%	3.8%	0.48%
2019	279,000	865,000	7,240,000	58,100,000	32.2%	3.9%	0.48%
2020	282,000	872,000	7,310,000	58,900,000	32.3%	3.9%	0.48%
2021	285,000	880,000	7,380,000	59,600,000	32.3%	3.9%	0.48%

In 2016, the unemployment rate in Enoch Mgijima Local Municipality (based on the official definition of unemployment) was 29.14%,
60.23 people living in poverty.

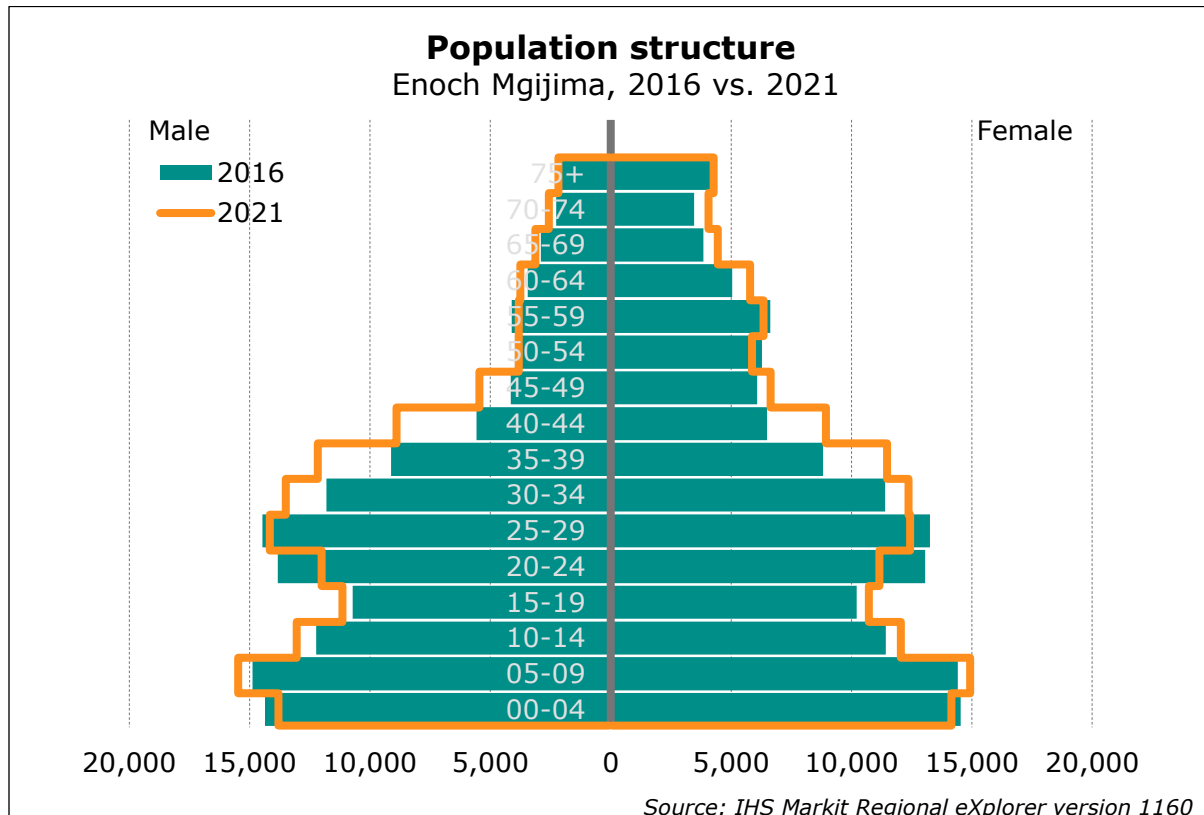
Average Annual growth

2016-2021	1.12%	0.90%	1.05%	1.37%
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Source: IHS Markit Regional eXplorer version 1160

When looking at the population projection of Enoch Mgijima Local Municipality shows an estimated average annual growth rate of 1.1% between 2016 and 2021. The average annual growth rate in the population over the projection period for Chris Hani District Municipality, Eastern Cape Province and South Africa is 0.9%, 1.0% and 1.4% respectively. The Eastern Cape Province is estimated to have an average growth rate of 1.0% which is very similar than that of the Enoch Mgijima Local Municipality. South Africa as a whole is estimated to have an average annual growth rate of 1.4% which is very similar than that of Enoch Mgijima's projected growth rate.

POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 VS. 2021 [PERCENTAGE]



The population pyramid reflects a projected change in the structure of the population from 2016 and 2021. The differences can be explained as follows:

In 2016, there is a significantly larger share of young working age people between 20 and 34 (28.9%), compared to what is estimated in 2021 (26.6%). This age category of young working age population will decrease over time.

The fertility rate in 2021 is estimated to be slightly higher compared to that experienced in 2016.

The share of children between the ages of 0 to 14 years is projected to be significant smaller (29.3%) in 2021 when compared to 2016 (30.4%).

In 2016, the female population for the 20 to 34 years age group amounts to 14.0% of the total female population while the male population group for the same age amounts to 14.9% of the total male population. In 2021, the male working age population at 13.9% still exceeds that of the female population working age population at 12.6%, although both are at a lower level compared to 2016.

2.2.2 Population by population group, Gender and Age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

POPULATION BY GENDER - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2016 [NUMBER].

	Male	Female	Total
Enoch Mgidjima	130,000	139,000	269,000
Inxuba Yethemba	33,900	35,900	69,800
Intsika Yethu	74,200	79,000	153,000
Emalahleni	60,400	64,500	125,000
Engcobo	75,000	85,000	160,000
Sakhisizwe	31,600	33,000	64,500
Chris Hani	405,000	437,000	841,000

Source: IHS Markit Regional eXplorer version 1160

Enoch Mgidjima Local Municipality's male/female split in population was 93.3 males per 100 females in 2016. The Enoch Mgidjima Local Municipality appears to be a fairly stable population with the share of female population (51.74%) being very similar to the national average of (51.07%). In total there were 139 000 (51.74%) females and 130 000 (48.26%) males. This is different from Chris Hani District Municipality as a whole where the female population counted 437 000 which constitutes 51.88% of the total population of 842 000.

**POPULATION BY POPULATION GROUP, GENDER AND AGE - ENOCH MGIJIMA LOCAL MUNICIPALITY,
2016 [NUMBER].**

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	13,800	13,600	193	205	512	468	49	56
05-09	13,800	14,100	188	222	417	561	38	34
10-14	10,800	11,600	174	177	466	458	26	37
15-19	9,650	10,100	151	191	399	434	27	20
20-24	12,400	13,100	160	170	462	506	42	57
25-29	12,500	13,600	250	265	432	454	52	119
30-34	10,700	11,000	241	278	436	395	65	110
35-39	8,160	8,460	264	265	350	332	37	62
40-44	5,890	4,960	223	231	327	304	49	80
45-49	5,450	3,490	291	269	312	346	32	50
50-54	5,680	3,390	312	333	278	229	15	32
55-59	6,080	3,620	265	262	253	213	26	19
60-64	4,630	3,020	237	240	156	164	27	20
65-69	3,500	2,580	239	201	104	119	1	7
70-74	3,180	1,960	133	200	145	101	4	7
75+	3,960	1,910	209	134	130	43	8	8
Total	130,000	120,000	3,530	3,640	5,180	5,130	498	718

Source: IHS Markit Regional eXplorer version 1160

In 2016, the Enoch Mgiijima Local Municipality's population consisted of 93.06% African (251 000), 2.66% White (7 170), 3.83% Coloured (10 300) and 0.45% Asian (1 220) people.

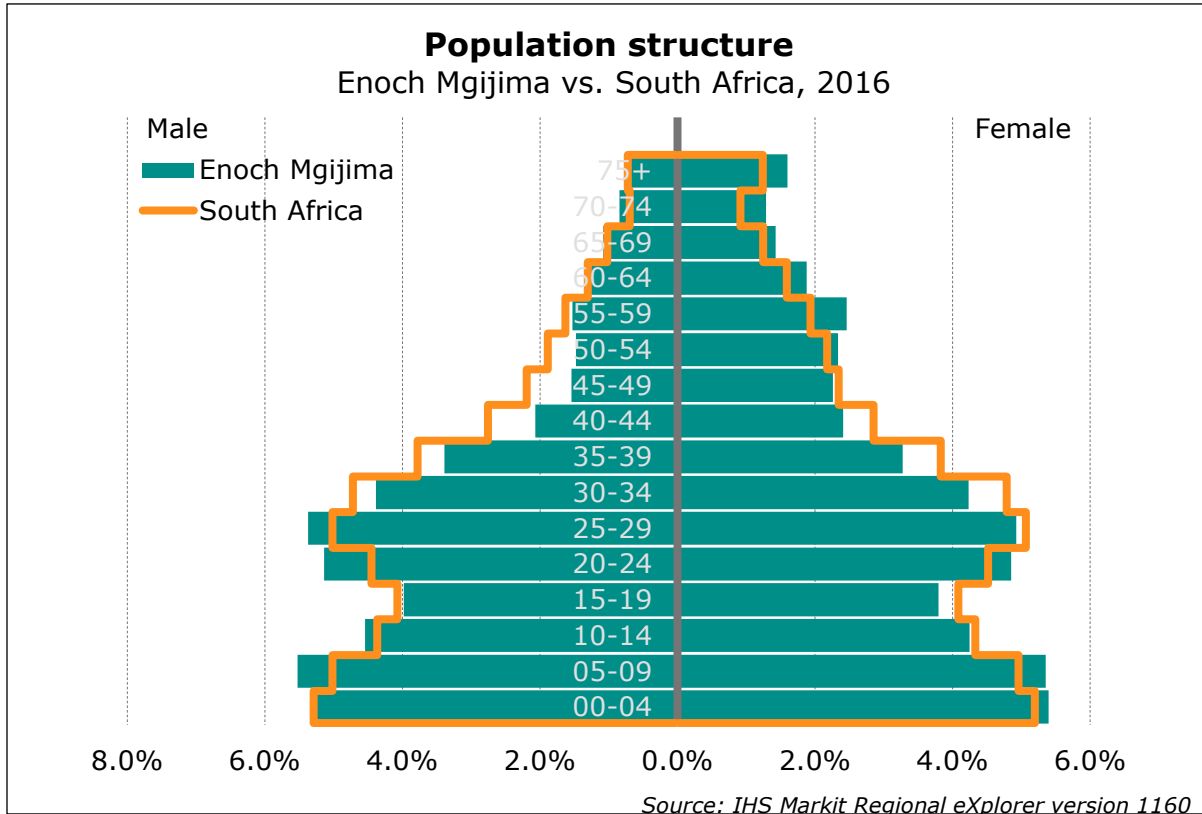
The largest share of population is within the babies and kids (0-14 years) age category with a total number of 81 900 or 30.4% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 30.1%, followed by the teenagers and youth (15-24 years) age category with 47 800 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 18 900 people, as reflected in the population pyramids below.

2.2.3 Population Pyramids

A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 93.1% of the Enoch Mgijima Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Enoch Mgijima's population structure of 2016 to that of South Africa.

POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY VS. SOUTH AFRICA, 2016 [PERCENTAGE]



By comparing the population pyramid of the Enoch Mgijima Local Municipality with the national age structure, the most significant differences are:

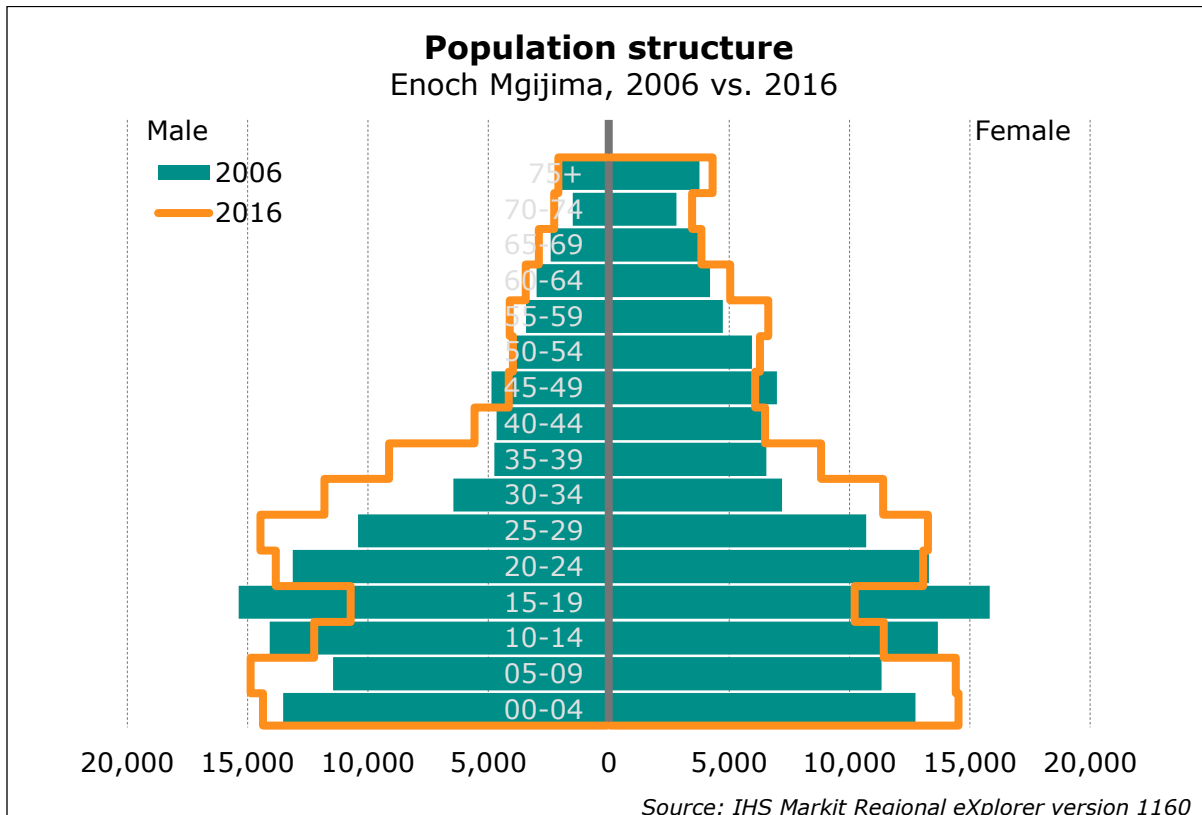
There is a slightly larger share of young working age people - aged 20 to 34 (28.9%) - in Enoch Mgijima, compared to the national picture (28.6%).

Fertility in Enoch Mgijima is slightly higher compared to South Africa as a whole.

Spatial policies changed since 1994.

The share of children between the ages of 0 to 14 years is significantly larger (30.4%) in Enoch Mgijima compared to South Africa (29.2%). Demand for expenditure on schooling as percentage of total budget within Enoch Mgijima Local Municipality will therefore be higher than that of South Africa.

POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006 VS. 2016 [PERCENTAGE]



Comparing the 2006 with the 2016 population pyramid for Enoch Mgijima Local Municipality, interesting differences are visible:

In 2006, there were a significant smaller share of young working age people - aged 20 to 34 (24.9%) - compared to 2016 (28.9%).

Fertility in 2006 was slightly lower compared to that of 2016.

The share of children between the ages of 0 to 14 years is slightly larger in 2006 (31.3%) compared to 2016 (30.4%).

Life expectancy is increasing.

In 2016, the female population for the 20 to 34 years age group amounted to 12.7% of the total female population while the male population group for the same age amounted to 12.2% of the total male population. In 2006 the male working age population at 14.9% still exceeds that of the female population working age population at 14.0%.

2.2.4 Number of Households by Population Group

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2016, the Enoch Mgijima Local Municipality comprised of 72 000 households. This equates to an average annual growth rate of 1.60% in the number of households from 2006 to 2016. With an average annual growth rate of 0.94% in the total population, the average household size in the Enoch Mgijima Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2006 decreased from approximately 4 individuals per household to 3.7 persons per household in 2016.

NUMBER OF HOUSEHOLDS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	61,400	195,000	1,570,000	13,000,000	31.4%	3.9%	0.47%
2007	62,400	198,000	1,590,000	13,100,000	31.5%	3.9%	0.48%
2008	64,200	203,000	1,620,000	13,400,000	31.6%	3.9%	0.48%
2009	66,400	209,000	1,670,000	13,700,000	31.7%	4.0%	0.48%
2010	67,200	211,000	1,680,000	13,900,000	31.8%	4.0%	0.48%
2011	67,900	213,000	1,700,000	14,200,000	31.9%	4.0%	0.48%
2012	68,800	215,000	1,720,000	14,500,000	32.0%	4.0%	0.48%
2013	69,500	216,000	1,730,000	14,700,000	32.2%	4.0%	0.47%
2014	69,800	216,000	1,740,000	15,000,000	32.3%	4.0%	0.46%
2015	70,900	219,000	1,770,000	15,400,000	32.4%	4.0%	0.46%
2016	72,000	222,000	1,790,000	15,800,000	32.5%	4.0%	0.46%

Average Annual growth

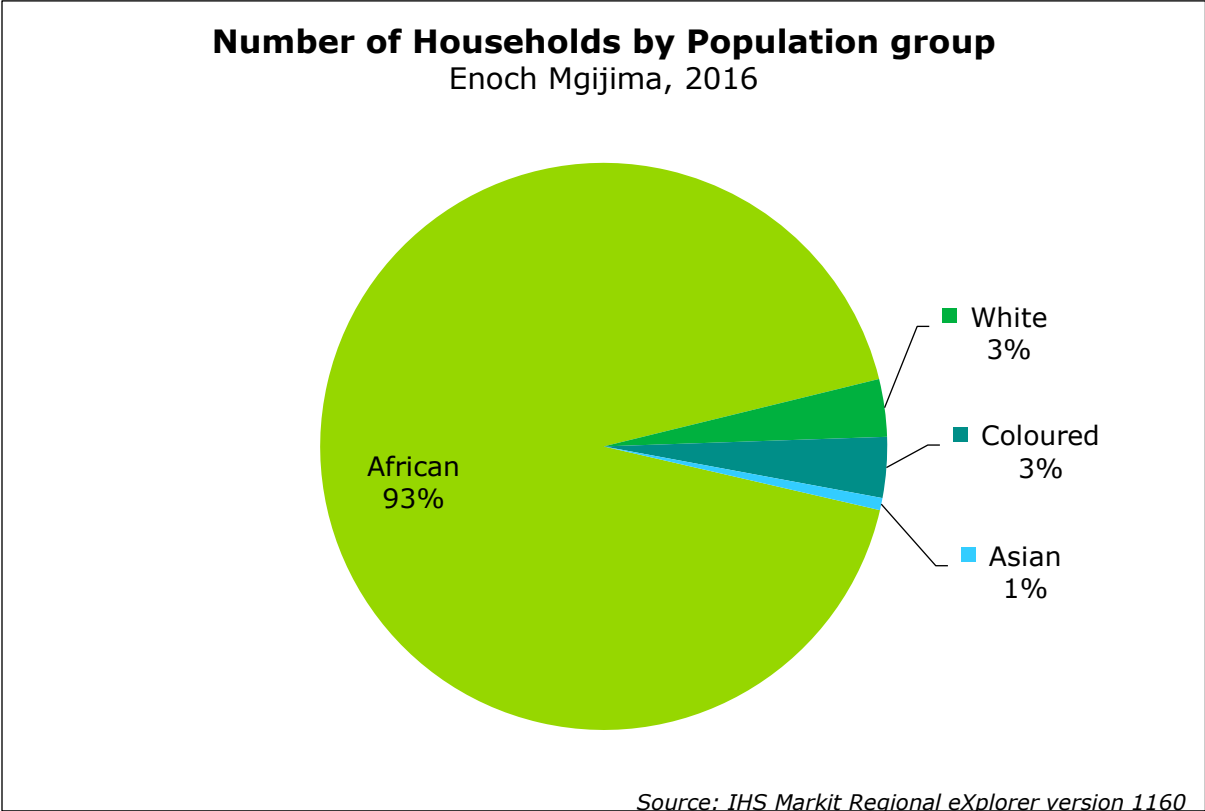
2006-2016	1.60%	1.28%	1.32%	1.97%
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Source: IHS Markit Regional eXplorer version 1160

Relative to the district municipality, the Enoch Mgijima Local Municipality had a higher average annual growth rate of 1.60% from 2006 to 2016. In contrast, the province had an average annual growth rate of 1.32% from 2006. South Africa as a whole had a total of 15.8 million households, with a growth rate of 1.97%, thus growing at a higher rate than the Enoch Mgijima.

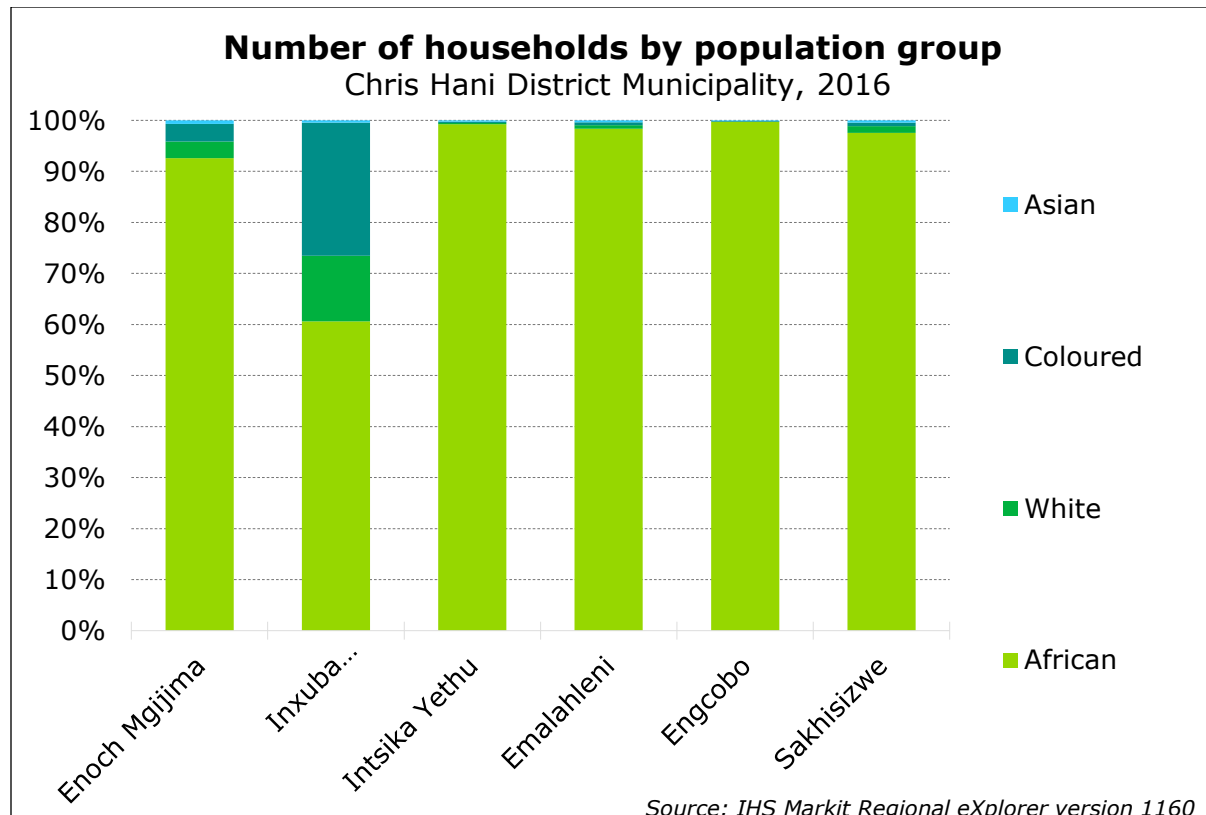
The composition of the households by population group consists of 92.6% which is ascribed to the African population group with the largest number of households by population group. The Coloured population group had a total composition of 3.5% (ranking second). The White population group had a total composition of 3.3% of the total households. The smallest population group by households is the Asian population group with only 0.7% in 2016.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016
[PERCENTAGE]



The growth in the number of African headed households was on average 1.70% per annum between 2006 and 2016, which translates in the number of households increasing by 10 400 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2006 and 2016 at 9.06%. The average annual growth rate in the number of households for all the other population groups has increased with 1.57%.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP - ENOCH MGJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2016 [PERCENTAGE]



2.3 HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data

sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

**NUMBER OF HIV+ PEOPLE - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL,
2006-2016 [NUMBER AND PERCENTAGE]**

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	26,000	76,500	622,000	5,320,000	34.0%	4.2%	0.49%
2007	26,400	77,600	626,000	5,370,000	34.0%	4.2%	0.49%
2008	26,800	78,600	631,000	5,400,000	34.0%	4.2%	0.50%
2009	27,100	79,600	643,000	5,480,000	34.1%	4.2%	0.49%
2010	27,700	81,300	660,000	5,590,000	34.1%	4.2%	0.50%
2011	28,500	83,400	676,000	5,680,000	34.2%	4.2%	0.50%
2012	29,600	86,400	691,000	5,760,000	34.2%	4.3%	0.51%
2013	30,500	88,800	712,000	5,880,000	34.3%	4.3%	0.52%
2014	31,600	91,800	736,000	6,010,000	34.4%	4.3%	0.53%
2015	32,700	94,900	760,000	6,130,000	34.4%	4.3%	0.53%
2016	33,800	98,100	786,000	6,280,000	34.5%	4.3%	0.54%

Average Annual growth

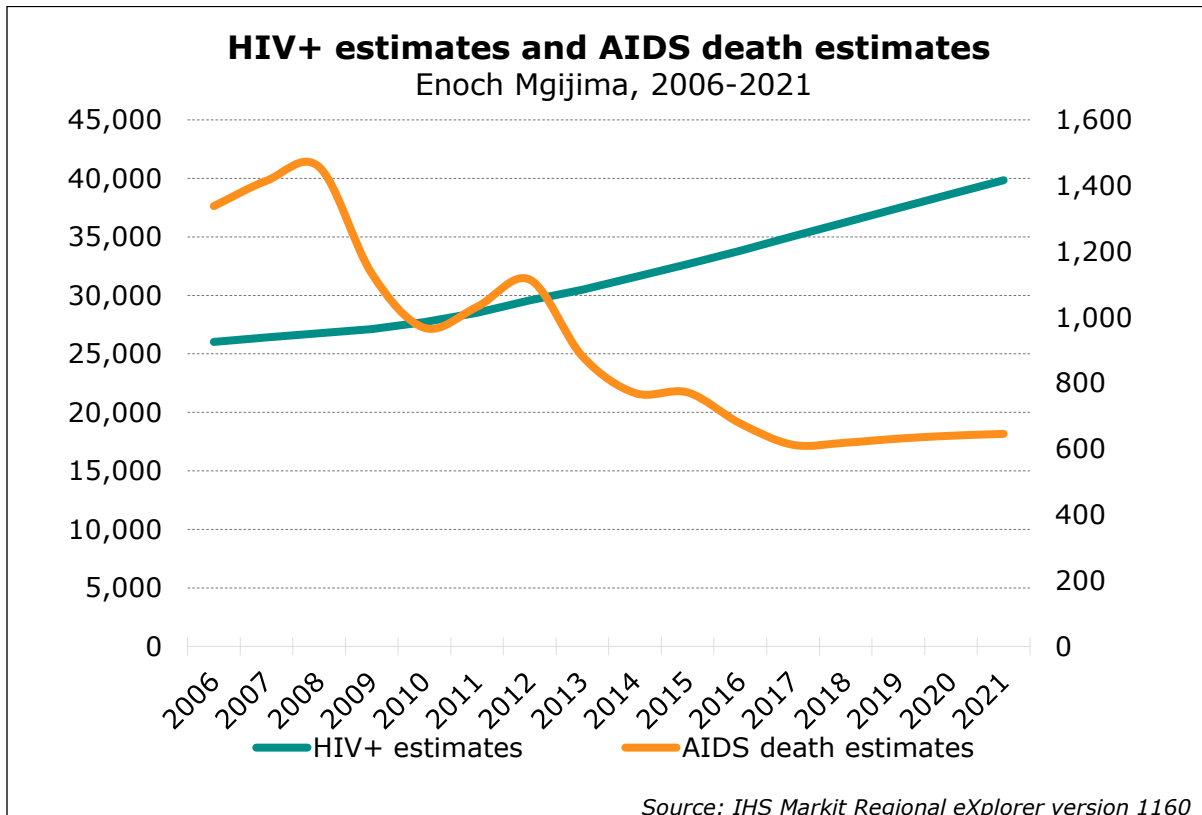
2006-2016	2.66%	2.51%	2.37%	1.67%
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Source: IHS Markit Regional eXplorer version 1160

In 2016, 33 800 people in the Enoch Mgijima Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.66% since 2006, and in 2016 represented 12.56% of the local municipality's total population. Chris Hani District Municipality had an average annual growth rate of 2.51% from 2006 to 2016 in the number of people infected with HIV, which is lower than that of the Enoch Mgijima Local Municipality. The number of infections in Eastern Cape Province increased from 622,000 in 2006 to 786,000 in 2016. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

AIDS PROFILE AND FORECAST - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2021 [NUMBERS]



Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 1340 in 2006 and 677 for 2016. This number denotes a decrease from 2006 to 2016 with a high average annual rate of -6.58% (or -661 people). For the year 2016, they represented 0.25% of the total population of the entire local municipality.

2.4 Economy

The economic state of Enoch Mgijima Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Chris Hani District Municipality, Eastern Cape Province and South Africa.

The Enoch Mgijima Local Municipality does not function in isolation from Chris Hani, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

2.4.1 Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	5.4	10.8	142.2	1,839.4	49.5%	3.8%	0.29%
2007	6.4	12.9	168.2	2,109.5	49.2%	3.8%	0.30%
2008	6.5	13.5	174.1	2,369.1	48.6%	3.8%	0.28%
2009	7.3	15.1	191.2	2,507.7	48.4%	3.8%	0.29%
2010	8.1	16.8	211.6	2,748.0	48.2%	3.8%	0.29%
2011	8.7	18.1	226.1	3,023.7	48.0%	3.8%	0.29%
2012	9.7	20.2	252.2	3,253.9	48.1%	3.8%	0.30%
2013	10.4	21.7	273.2	3,539.8	48.1%	3.8%	0.29%
2014	11.2	23.3	293.9	3,807.7	48.1%	3.8%	0.29%
2015	12.0	25.0	315.6	4,049.8	48.0%	3.8%	0.30%
2016	12.8	26.7	337.8	4,338.9	48.0%	3.8%	0.29%

Source: IHS Markit Regional eXplorer version 1160

With a GDP of R 12.8 billion in 2016 (up from R 5.36 billion in 2006), the Enoch Mgijima Local Municipality contributed 48.01% to the Chris Hani District Municipality GDP of R 26.7 billion in 2016 increasing in the share of the Chris Hani from 49.47% in 2006. The Enoch Mgijima Local Municipality contributes 3.79% to the GDP of Eastern Cape Province and 0.29% the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 0.29% to South Africa, but it is lower than the peak of 0.30% in 2007.

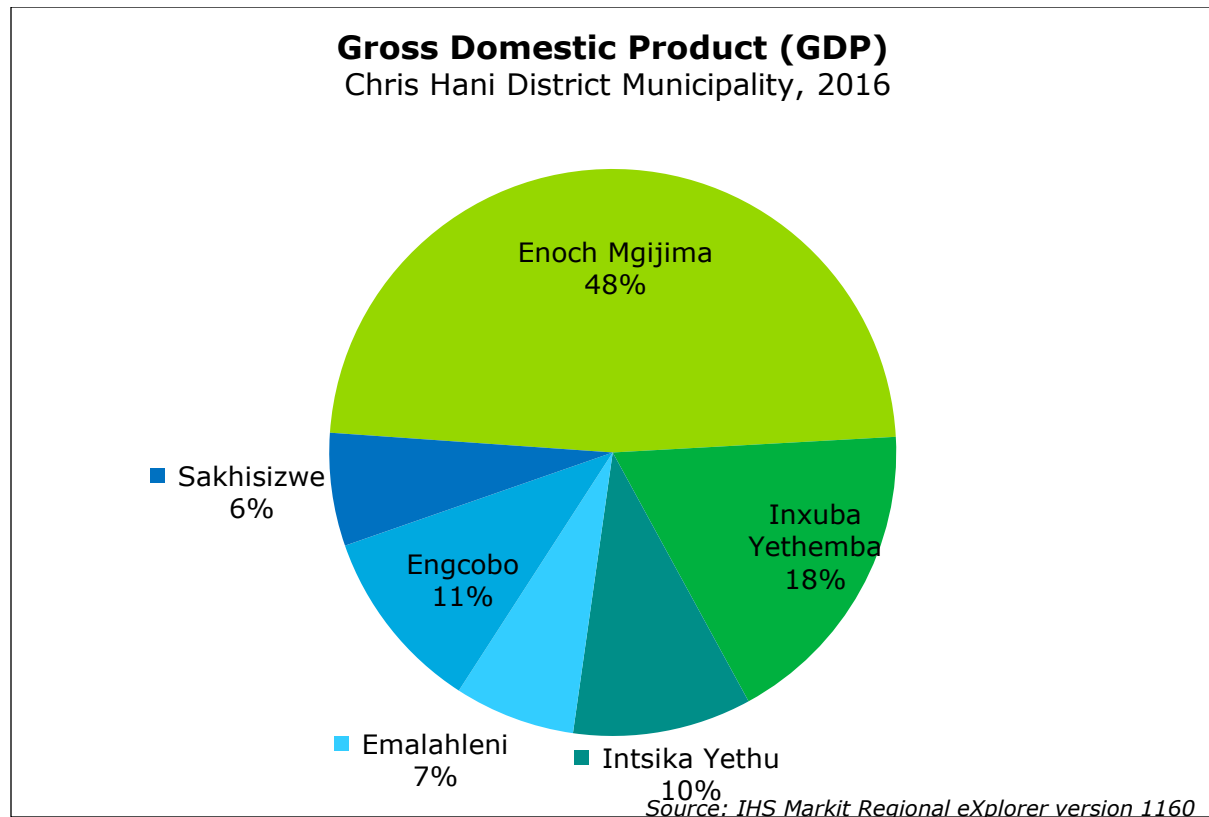
GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	2.7%	3.5%	5.3%	5.3%
2007	4.4%	5.2%	5.3%	5.4%
2008	3.3%	4.2%	3.2%	3.2%
2009	0.5%	0.7%	-1.0%	-1.5%
2010	1.1%	1.5%	2.4%	3.0%
2011	3.5%	3.6%	3.7%	3.3%
2012	1.1%	1.2%	2.0%	2.2%
2013	0.6%	0.6%	1.4%	2.5%
2014	0.8%	0.9%	1.1%	1.7%
2015	0.8%	1.0%	0.7%	1.3%
2016	-0.1%	0.0%	0.3%	0.3%
Average Annual growth 2006-2016+	1.61%	1.88%	1.89%	2.12%

Source: IHS Markit Regional eExplorer version 1160

In 2016, the Enoch Mgijima Local Municipality achieved an annual growth rate of -0.06% which is a slightly lower GDP growth than the Eastern Cape Province's 0.25%, but is lower than that of South Africa, where the 2016 GDP growth rate was 0.28%. Similar to the short-term growth rate of 2016, the longer-term average growth rate for Enoch Mgijima (1.61%) is also slightly lower than that of South Africa (2.12%). The economic growth in Enoch Mgijima peaked in 2007 at 4.40%.

GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2016 [PERCENTAGE]



The Enoch Mgijima Local Municipality had a total GDP of R 12.8 billion and in terms of total contribution towards Chris Hani District Municipality the Enoch Mgijima Local Municipality ranked highest relative to all the regional economies to total Chris Hani District Municipality GDP. This ranking in terms of size compared to other regions of Enoch Mgijima remained the same since 2006. In terms of its share, it was in 2016 (48.0%) significant smaller compared to what it was in 2006 (49.5%). For the period 2006 to 2016, the average annual growth rate of 1.6% of Enoch Mgijima was the second relative to its peers in terms of growth in constant 2010 prices.

GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN CHRIS HANI DISTRICT MUNICIPALITY, 2006 TO 2016, SHARE AND GROWTH

	2016 (Current prices)	Share of local municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Enoch Mgijima	12.80	48.01%	7.38	8.66	1.61%
Inxuba Yethemba	4.78	17.93%	2.03	3.26	4.88%
Intsika Yethu	2.72	10.19%	1.73	1.83	0.58%
Emalahleni	1.84	6.89%	1.11	1.24	1.10%
Engcobo	2.81	10.54%	1.75	1.92	0.93%
Sakhisizwe	1.72	6.44%	1.01	1.17	1.41%

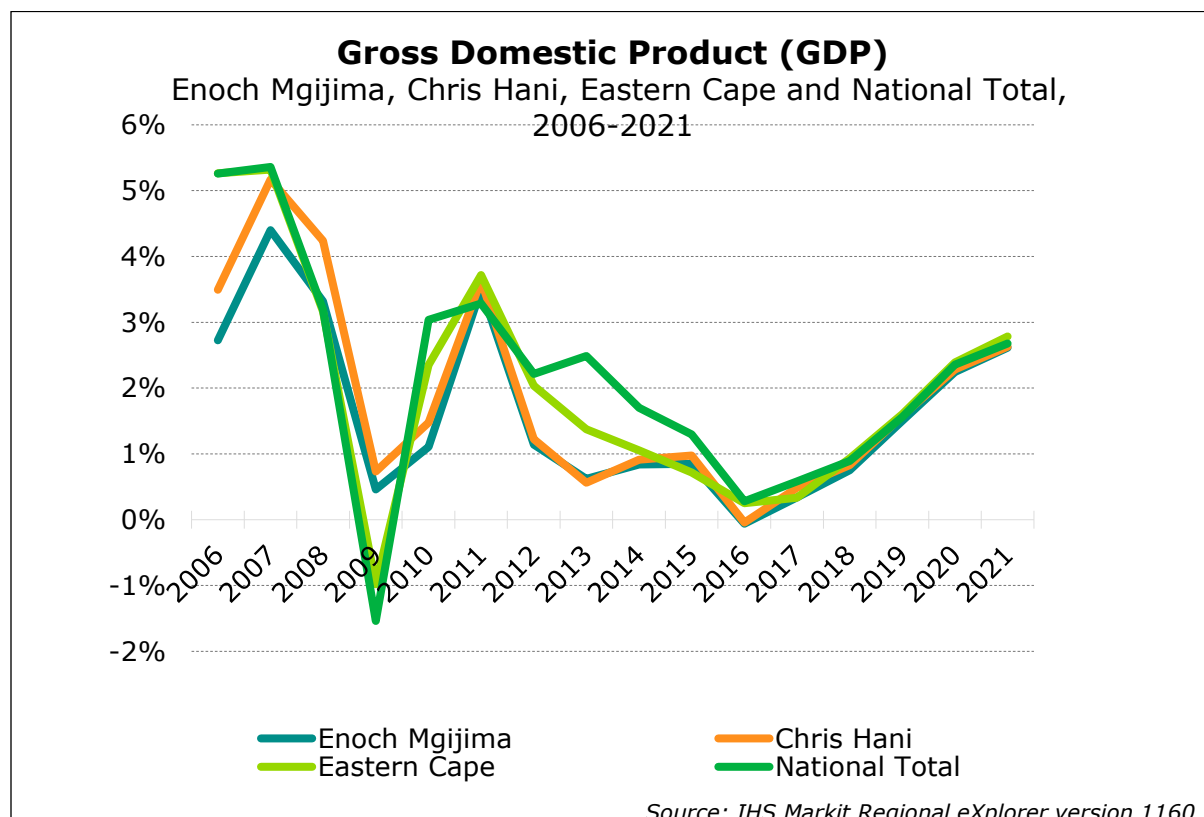
Source: IHS Markit Regional eXplorer version 1160

Inxuba Yethemba had the highest average annual economic growth, averaging 4.88% between 2006 and 2016, when compared to the rest of the regions within Chris Hani District Municipality. The Enoch Mgijima local municipality had the second highest average annual growth rate of 1.61%. Intsika Yethu local municipality had the lowest average annual growth rate of 0.58% between 2006 and 2016.

2.4.2 Economic Growth Forecast

It is expected that Enoch Mgijima Local Municipality will grow at an average annual rate of 1.49% from 2016 to 2021. The average annual growth rate in the GDP of Chris Hani District Municipality and Eastern Cape Province is expected to be 1.56% and 1.60% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.61%, which is higher than that of the Enoch Mgijima Local Municipality.

GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2021 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



In 2021, Enoch Mgijima's forecasted GDP will be an estimated R 9.32 billion (constant 2010 prices) or 47.7% of the total GDP of Chris Hani District Municipality. The ranking in terms of size of the Enoch Mgijima Local Municipality will remain the same between 2016 and 2021, with a contribution to the Chris Hani District Municipality GDP of 47.7% in 2021 compared to the 47.9% in 2016. At a 1.49% average annual GDP growth rate between 2016 and 2021, Enoch Mgijima ranked the fifth compared to the other regional economies.

GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN CHRIS HANI DISTRICT MUNICIPALITY, 2006 TO 2021, SHARE AND GROWTH

	2021 (Current prices)	Share of district municipality	2006 (Constant prices)	2021 (Constant prices)	Average Annual growth
Enoch Mgijima	17.84	91.36%	7.38	9.32	1.57%
Inxuba Yethemba	6.77	34.65%	2.03	3.58	3.86%
Intsika Yethu	3.83	19.62%	1.73	1.99	0.94%
Emalahleni	2.53	12.94%	1.11	1.31	1.13%
Engcobo	3.93	20.12%	1.75	2.07	1.13%
Sakhisizwe	2.40	12.30%	1.01	1.26	1.45%

Source: IHS Markit Regional eXplorer version 1160

2.4.3 Gross Value Added by Region (GVA-R)

The Enoch Mgijima Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Enoch Mgijima Local Municipality.

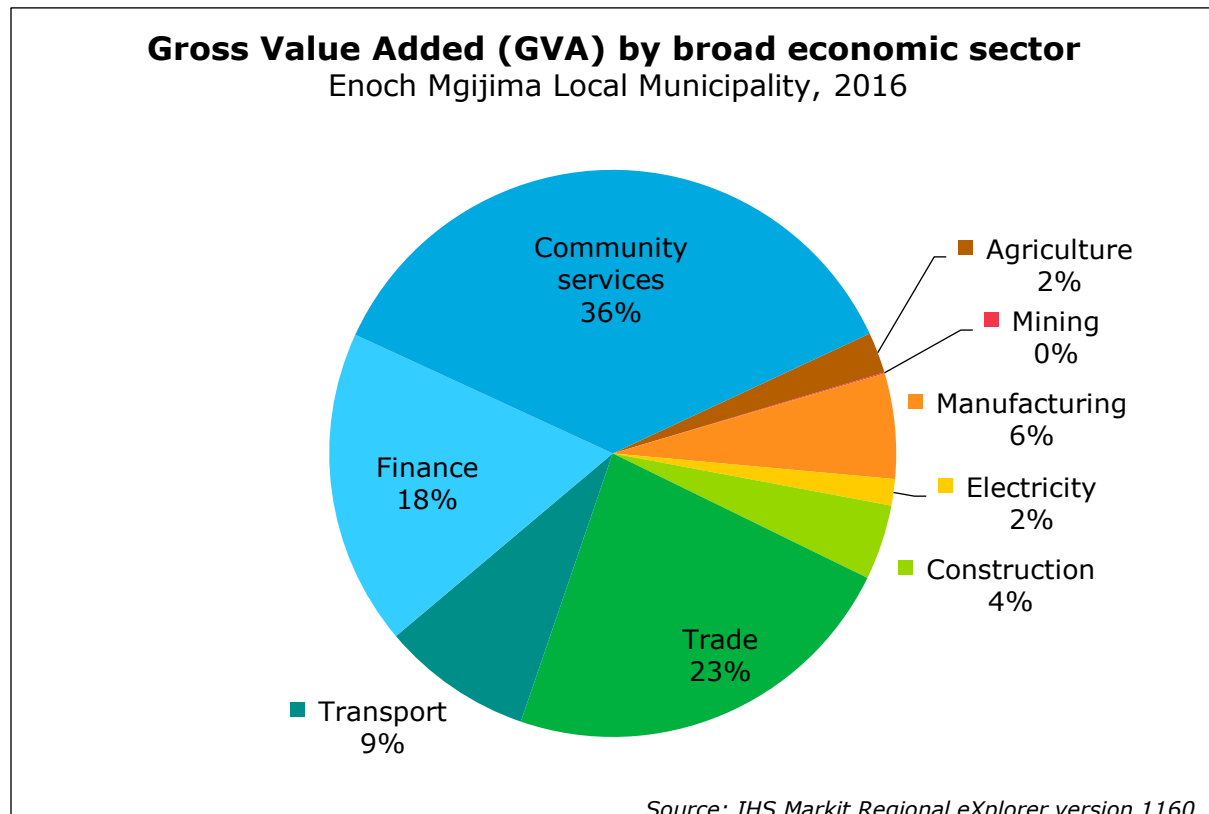
GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 [R BILLIONS, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
Agriculture	0.3	0.7	5.9	94.4	37.1%	4.6%	0.29%
Mining	0.0	0.0	0.5	306.2	18.8%	1.6%	0.00%
Manufacturing	0.7	1.2	36.3	517.4	56.8%	1.9%	0.14%
Electricity	0.2	0.4	6.2	144.1	43.5%	2.9%	0.12%
Construction	0.5	1.1	13.2	154.3	44.4%	3.8%	0.33%
Trade	2.7	5.5	61.5	589.7	49.4%	4.4%	0.46%
Transport	1.0	1.9	27.5	389.2	51.8%	3.7%	0.26%
Finance	2.1	3.9	60.5	781.7	54.8%	3.5%	0.27%
Community services	4.2	9.5	89.7	894.1	44.7%	4.7%	0.47%
Total Industries	11.7	24.3	301.2	3,871.2	48.3%	3.9%	0.30%

Source: IHS Markit Regional eXplorer version 1160

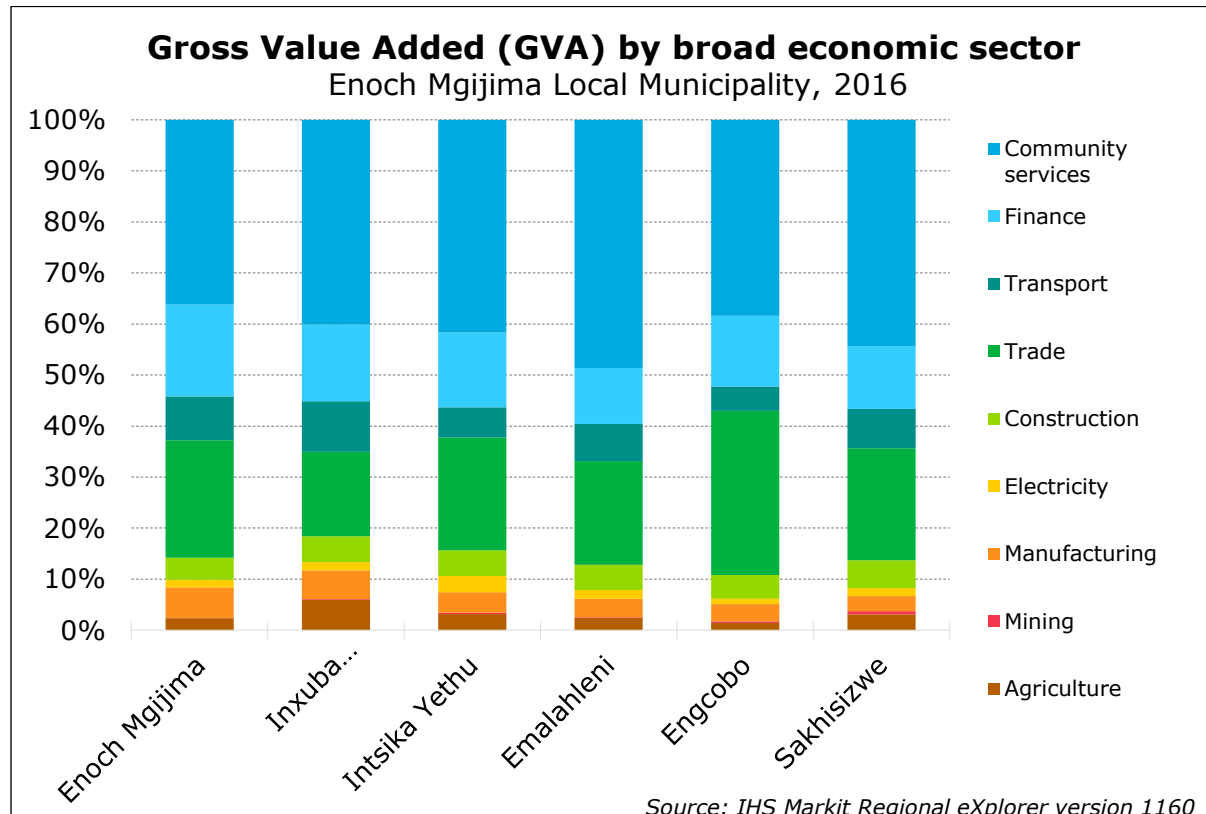
In 2016, the community services sector is the largest within Enoch Mgijima Local Municipality accounting for R 4.24 billion or 36.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Enoch Mgijima Local Municipality is the trade sector at 23.0%, followed by the finance sector with 18.0%. The sector that contributes the least to the economy of Enoch Mgijima Local Municipality is the mining sector with a contribution of R 7.16 million or 0.06% of the total GVA.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016
[PERCENTAGE COMPOSITION]



The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Chris Hani District Municipality, it is clear that the Enoch Mgijima contributes the most community services towards its own GVA, with 44.73%, relative to the other regions within Chris Hani District Municipality. The Enoch Mgijima contributed R 11.7 billion or 48.25% to the GVA of Chris Hani District Municipality. The Enoch Mgijima also contributes the most the overall GVA of Chris Hani District Municipality.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2016 [PERCENTAGE COMPOSITION]



2.4.4 Historical Economic Growth

For the period 2016 and 2006, the GVA in the construction sector had the highest average annual growth rate in Enoch Mgiijima at 3.38%. The industry with the second highest average annual growth rate is the finance sector averaging at 3.08% per year. The mining sector had an average annual growth rate of -1.54%, while the electricity sector had the lowest average annual growth of -3.41%. Overall a negative growth existed for all the industries in 2016 with an annual growth rate of -0.06% since 2015.

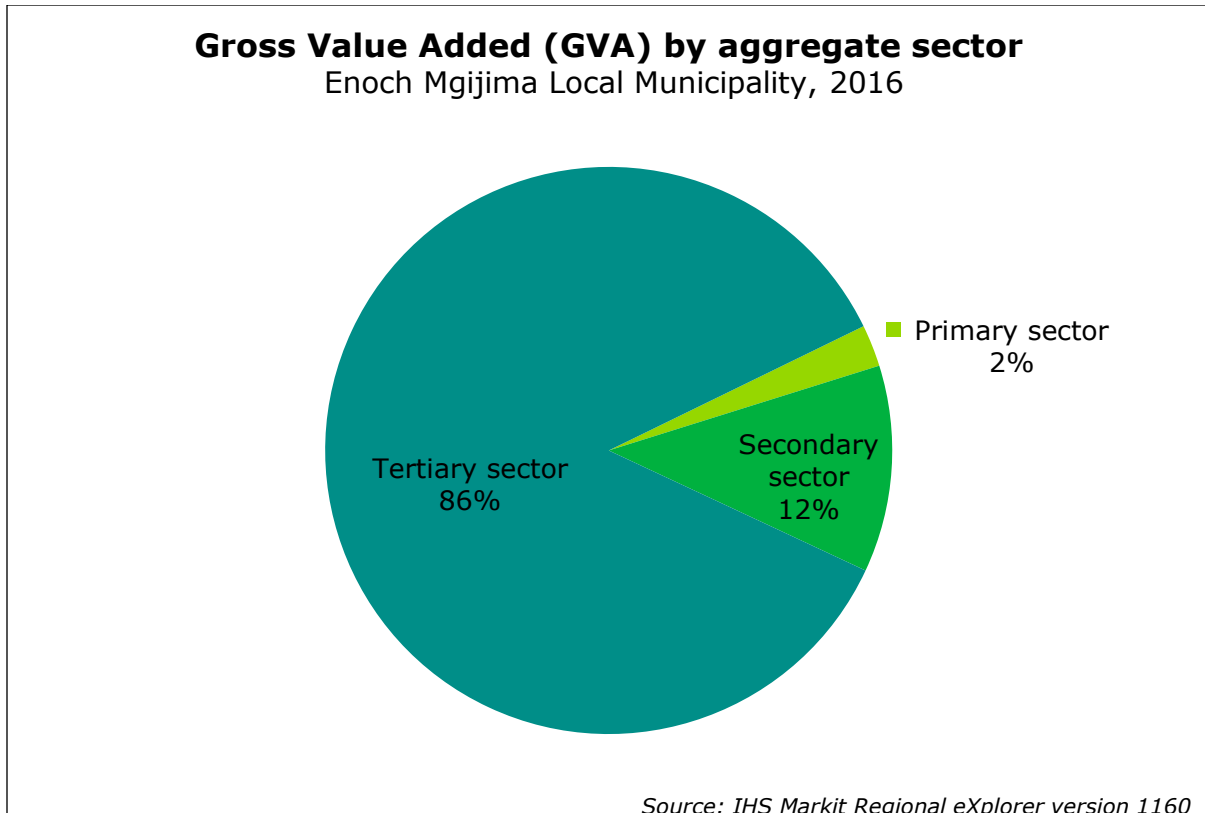
GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006, 2011 AND 2016 [R MILLIONS, 2010 CONSTANT PRICES]

	2006	2011	2016	Average Annual growth
Agriculture	114.0	151.7	143.1	2.29%
Mining	9.7	8.3	8.3	-1.54%
Manufacturing	512.7	523.4	516.4	0.07%
Electricity	98.8	104.3	69.8	-3.41%
Construction	226.1	291.4	315.2	3.38%
Trade	1,525.4	1,705.0	1,827.6	1.82%
Transport	576.1	613.5	642.7	1.10%
Finance	1,104.6	1,315.4	1,496.7	3.08%
Community services	2,673.0	3,039.3	3,004.5	1.18%
Total Industries	6,840.4	7,752.2	8,024.3	1.61%

Source: IHS Markit Regional eXplorer version 1160

The tertiary sector contributes the most to the Gross Value Added within the Enoch Mgijima Local Municipality at 85.8%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 11.8% (ranking second), while the primary sector contributed the least at 2.4%.

GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 [PERCENTAGE]

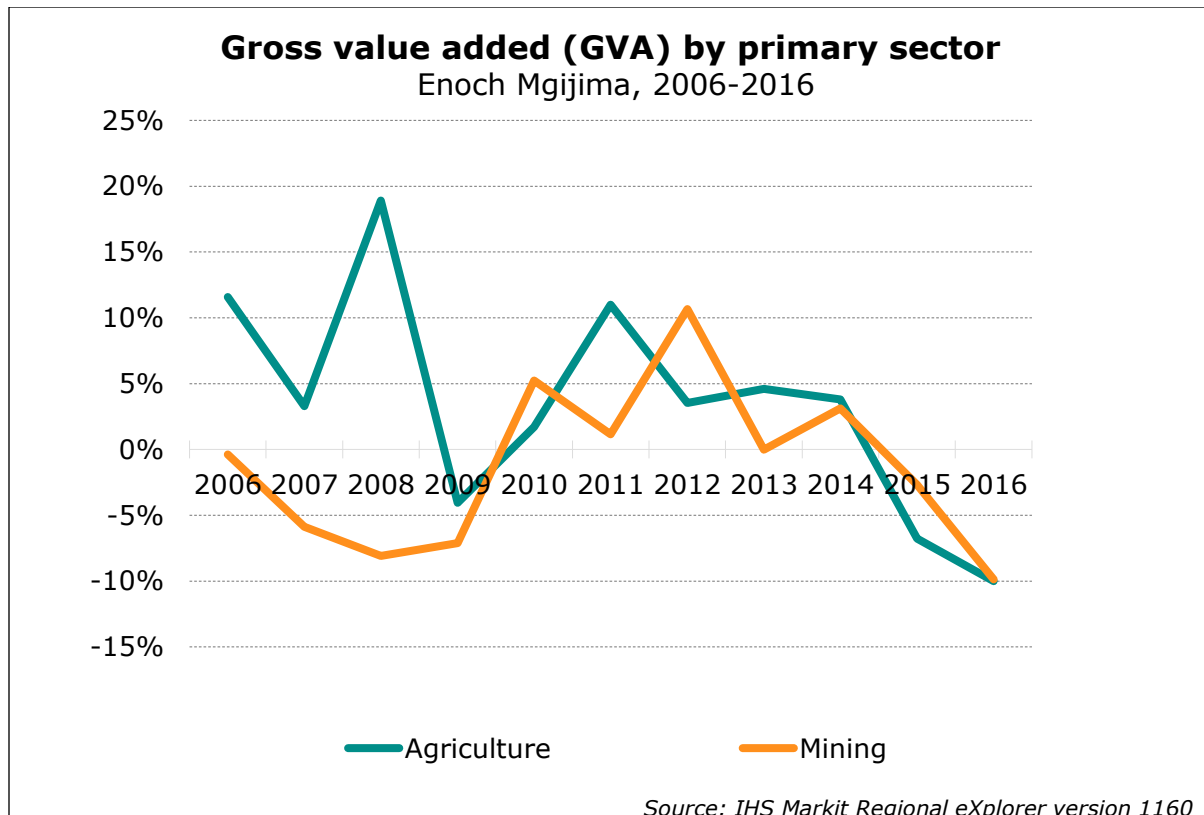


The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

2.4.5 Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Enoch Mgijima Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - ENOCH MGIJIMA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]

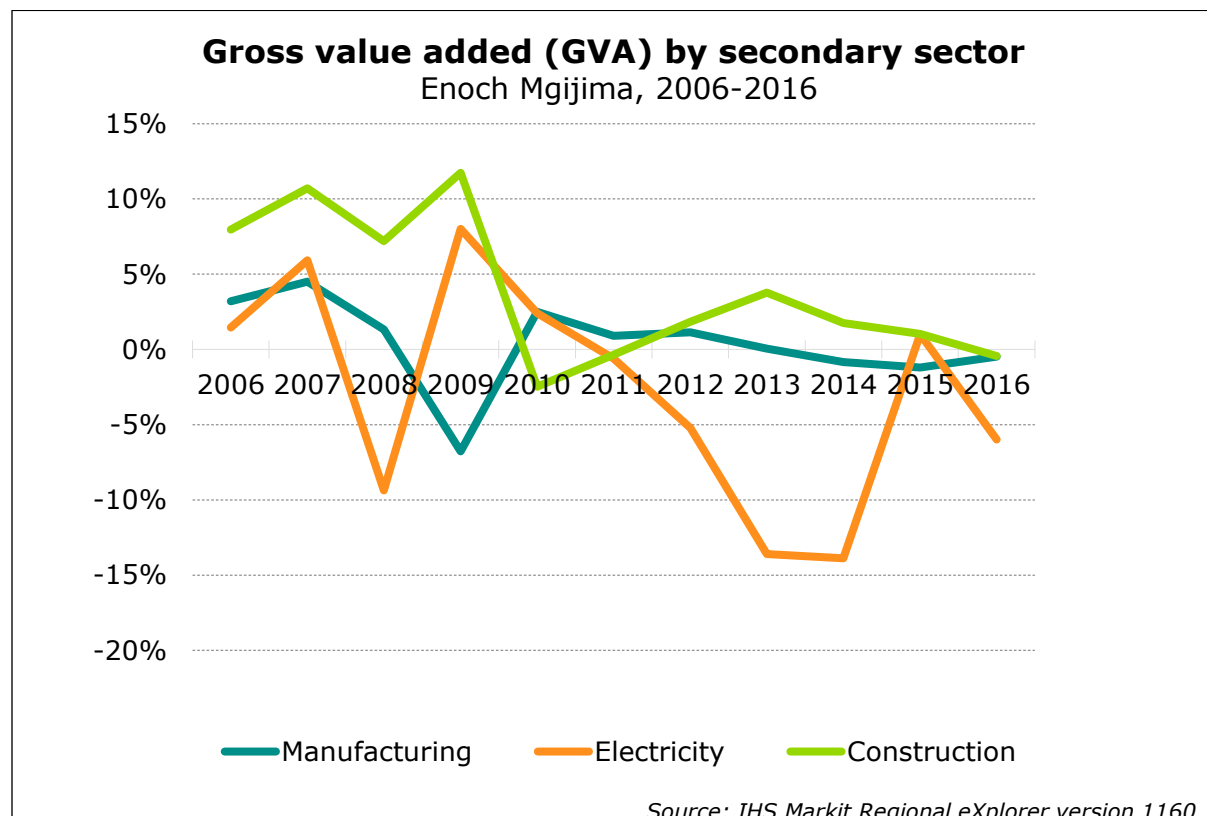


Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 18.9%. The mining sector reached its highest point of growth of 10.7% in 2012. The agricultural sector experienced the lowest growth for the period during 2016 at -10.0%, while the mining sector also had the lowest growth rate in 2016 and it experiences a negative growth rate of -9.9% which is lower growth rate than that of the agricultural sector. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

2.4.6 Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Enoch Mgijima Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - ENOCH MGIJIMA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]

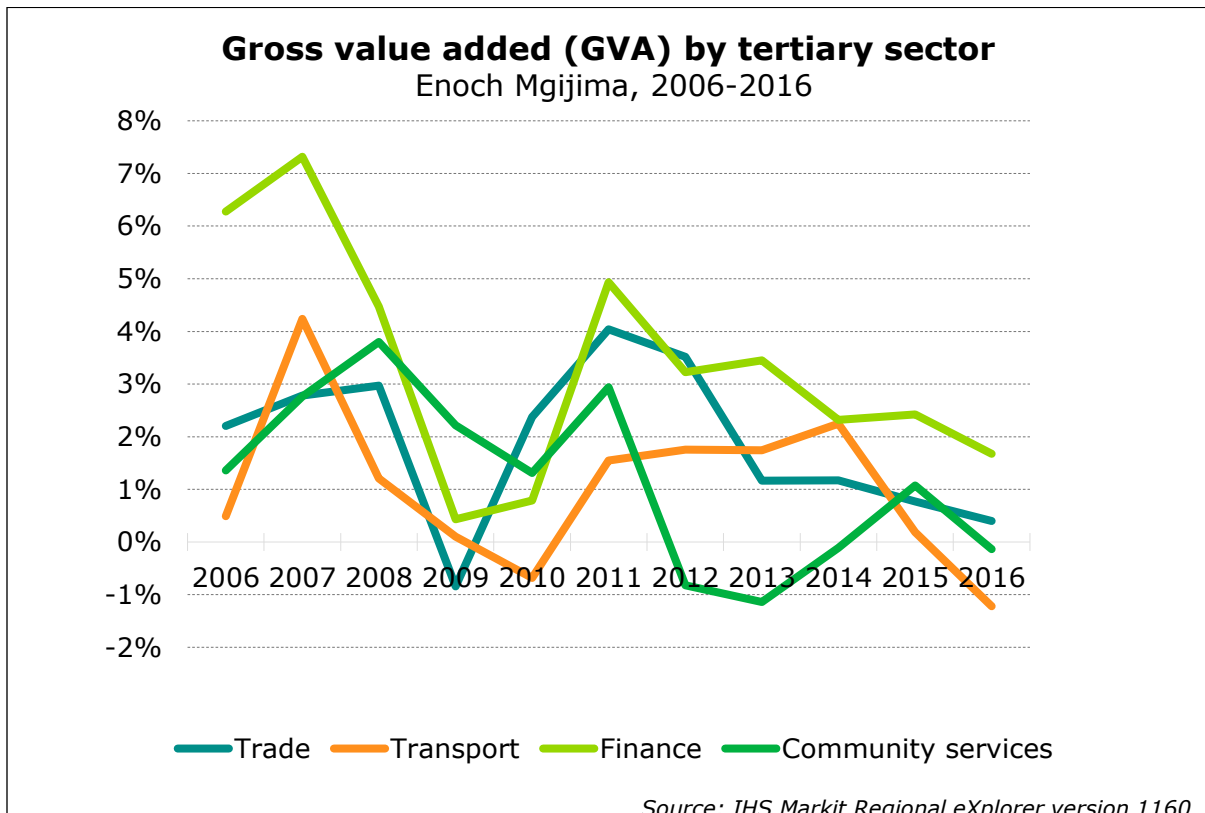


Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 4.5%. The construction sector reached its highest growth in 2009 at 11.7%. The manufacturing sector experienced its lowest growth in 2010 of -6.8%, while construction sector reached its lowest point of growth in 2010 with -2.5% growth rate. The electricity sector experienced the highest growth in 2009 at 8.0%, while it recorded the lowest growth of -13.9% in 2014.

2.4.7 Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Enoch Mgijima Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - ENOCH MGIJIMA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



The trade sector experienced the highest positive growth in 2011 with a growth rate of 4.0%. The transport sector reached its highest point of growth in 2007 at 4.2%. The finance sector experienced the highest growth rate in 2007 when it grew by 7.3% and recorded the lowest growth rate in 2009 at 0.4%. The Trade sector also had the lowest growth rate in 2009 at -0.8%. The community services sector, which largely consists of government, experienced its highest positive growth in 2008 with 3.8% and the lowest growth rate in 2013 with -1.1%.

2.4.8 Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

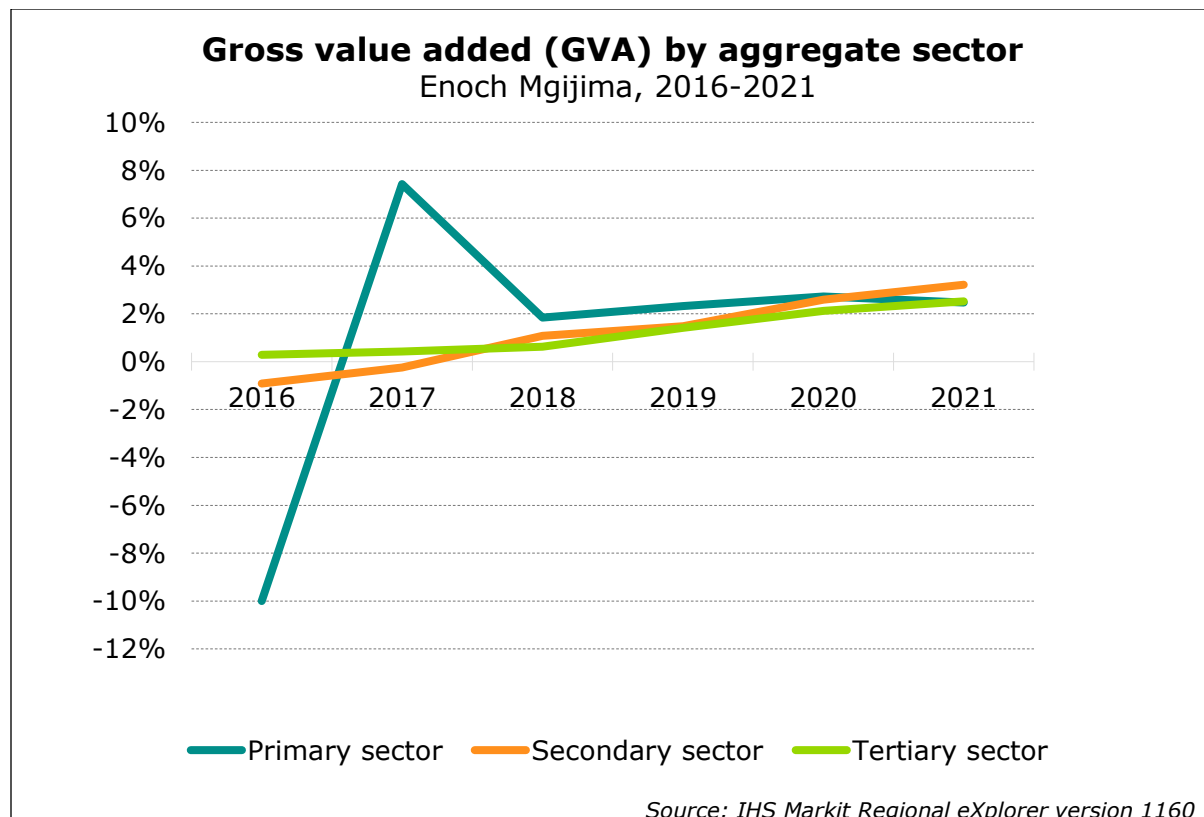
GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGJIMA LOCAL MUNICIPALITY, 2016-2021 [R MILLIONS, CONSTANT 2010 PRICES]

	2016	2017	2018	2019	2020	2021	Average Annual growth
Agriculture	143.1	154.1	157.0	160.8	165.3	169.6	3.46%
Mining	8.3	8.5	8.5	8.6	8.7	8.7	1.14%
Manufacturing	516.4	511.7	516.2	521.9	534.4	549.4	1.25%
Electricity	69.8	69.5	69.3	70.9	73.5	75.6	1.59%
Construction	315.2	318.1	323.4	329.6	338.5	351.8	2.22%
Trade	1,827.6	1,832.2	1,858.0	1,895.7	1,953.4	2,018.2	2.00%
Transport	642.7	646.4	655.3	665.3	683.7	704.7	1.86%
Finance	1,496.7	1,495.7	1,517.7	1,549.5	1,589.4	1,633.9	1.77%
Community services	3,004.5	3,026.7	3,013.5	3,033.4	3,069.5	3,123.1	0.78%
Total Industries	8,024.3	8,062.8	8,119.1	8,235.7	8,416.4	8,635.1	1.48%

Source: IHS Markit Regional eXplorer version 1160

The agriculture sector is expected to grow fastest at an average of 3.46% annually from R 143 million in Enoch Mgijima Local Municipality to R 170 million in 2021. The community services sector is estimated to be the largest sector within the Enoch Mgijima Local Municipality in 2021, with a total share of 36.2% of the total GVA (as measured in current prices), growing at an average annual rate of 0.8%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.78%.

GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016-2021 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



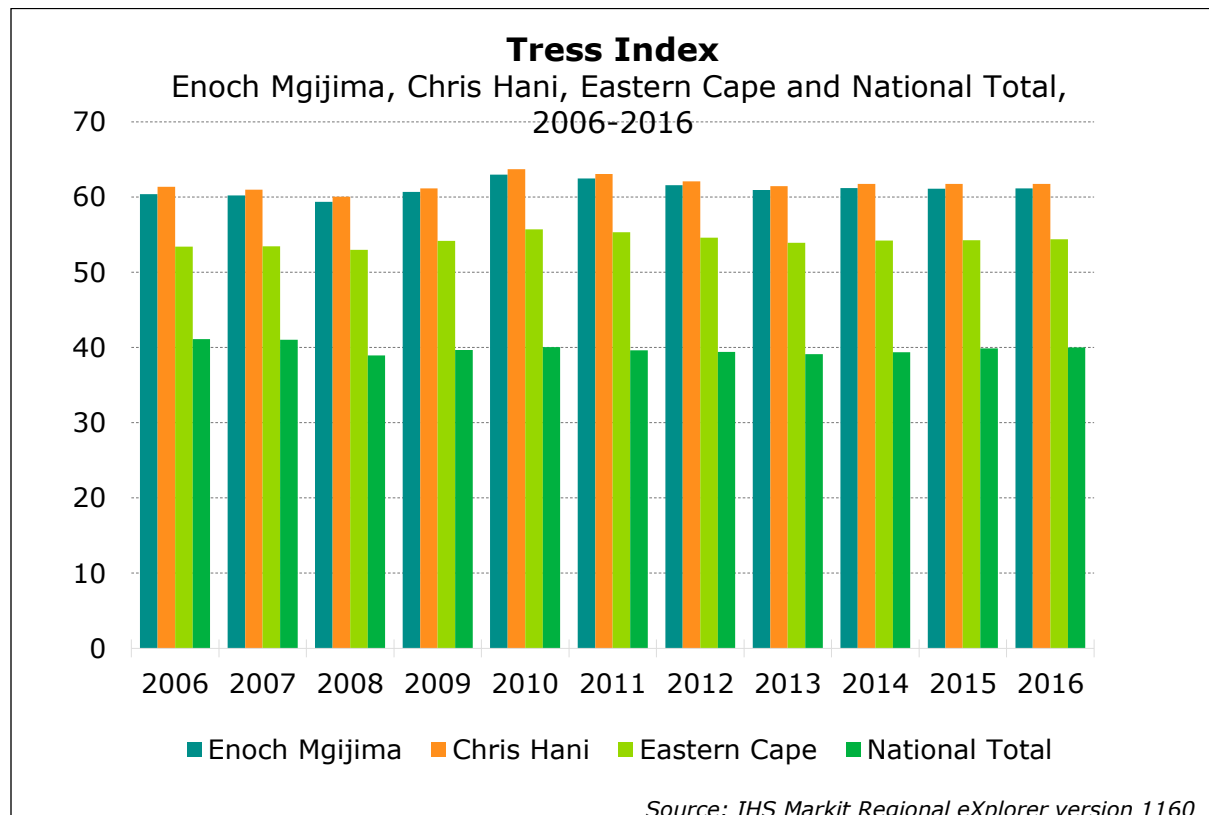
The Primary sector is expected to grow at an average annual rate of 3.34% between 2016 and 2021, with the Secondary sector growing at 1.62% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.42% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

2.4.9 Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

TRESS INDEX - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER]



In 2016, Enoch Mgijima's Tress Index was estimated at 61.2 which are lower than the 61.7 of the district municipality and higher than the 61.7 of the provinces. This implies that - on average - Enoch Mgijima Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

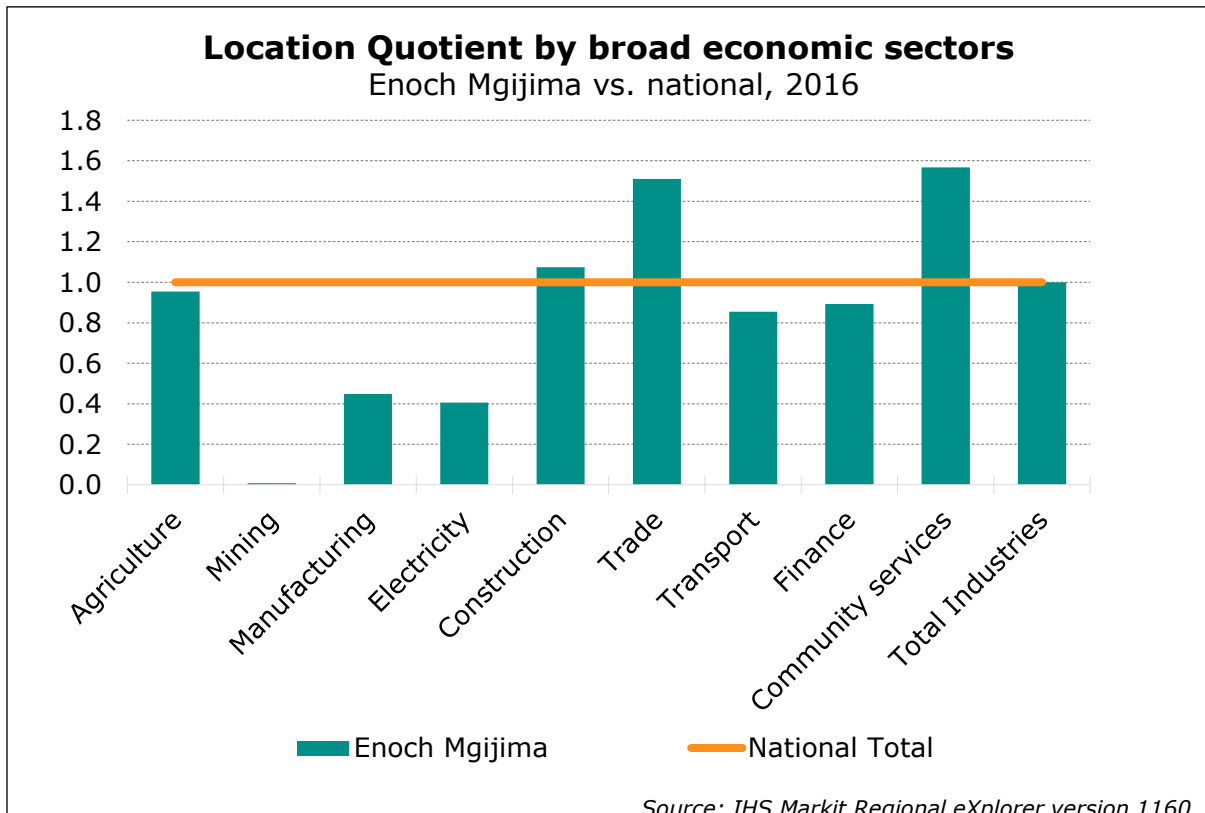
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers) and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

2.4.10 Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - ENOCH MGJIJIMA LOCAL MUNICIPALITY AND SOUTH AFRICA, 2016 [NUMBER]



For 2016 Enoch Mgijima Local Municipality has a very large comparative advantage in the community services sector. The trade sector also has a very large comparative advantage. The construction also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Enoch Mgijima Local Municipality has a comparative disadvantage when it comes to the mining and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately, the Enoch Mgijima Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.00772.

2.4.11 Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

WORKING AGE POPULATION IN ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006 AND 2016 [NUMBER]

	Enoch Mgijima		Chris Hani		Eastern Cape		National Total	
	2006	2016	2006	2016	2006	2016	2006	2016
15-19	31,200	20,900	108,000	74,800	803,000	634,000	5,290,000	4,550,000
20-24	26,400	26,900	77,000	76,100	701,000	694,000	5,260,000	5,000,000
25-29	21,100	27,700	56,800	74,200	530,000	684,000	4,550,000	5,620,000
30-34	13,700	23,200	36,900	62,200	355,000	589,000	3,570,000	5,300,000
35-39	11,300	17,900	30,900	49,300	288,000	438,000	2,930,000	4,240,000
40-44	11,300	12,100	32,800	33,200	286,000	298,000	2,610,000	3,120,000
45-49	11,900	10,200	34,700	28,800	286,000	247,000	2,290,000	2,530,000
50-54	9,860	10,300	30,800	31,300	241,000	249,000	1,880,000	2,260,000
55-59	8,180	10,700	26,300	33,400	205,000	249,000	1,520,000	1,990,000
60-64	7,210	8,500	25,000	28,600	171,000	207,000	1,170,000	1,610,000
Total	152,100	168,518	459,219	492,034	3,866,790	4,289,261	31,071,485	36,220,290

Source: IHS Markit Regional eXplorer version 1160

The working age population in Enoch Mgijima in 2016 was 168 000, increasing at an average annual rate of 1.03% since 2006. For the same period the working age population for Chris Hani District Municipality increased at 0.69% annually, while that of Eastern Cape Province increased at 1.04% annually. South Africa's working age population has increased annually by 1.55% from 31.1 million in 2006 to 36.2 million in 2016.

*In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a denser concentration of working age people is supposed to decrease dependency ratios - given that the additional labour, which is offered to the **market, is absorbed.***

2.4.12 Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

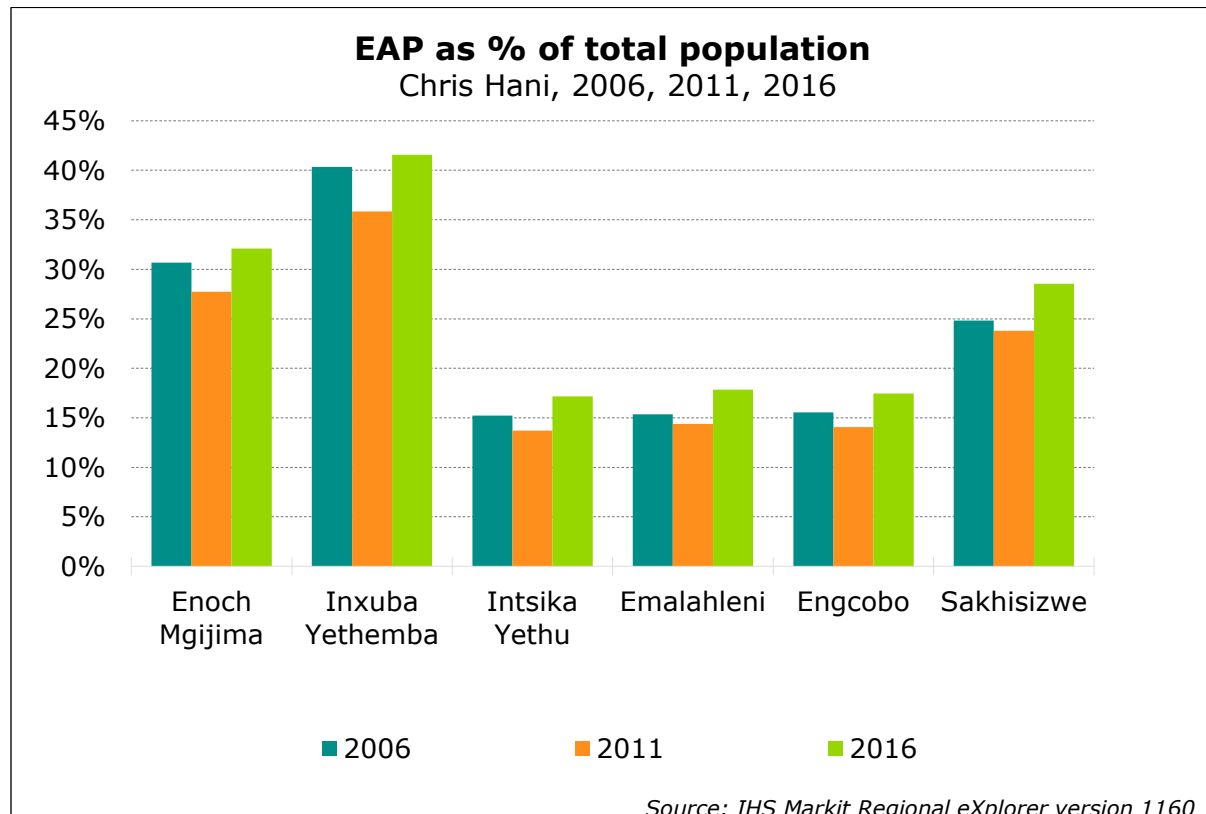
ECONOMICALLY ACTIVE POPULATION (EAP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER, PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	75,200	183,000	1,840,000	17,500,000	41.1%	4.1%	0.43%
2007	75,400	183,000	1,850,000	18,000,000	41.1%	4.1%	0.42%
2008	75,000	182,000	1,840,000	18,400,000	41.2%	4.1%	0.41%
2009	73,200	177,000	1,790,000	18,300,000	41.4%	4.1%	0.40%
2010	70,700	170,000	1,730,000	18,100,000	41.6%	4.1%	0.39%
2011	70,600	170,000	1,740,000	18,300,000	41.7%	4.1%	0.39%
2012	71,800	173,000	1,770,000	18,700,000	41.6%	4.1%	0.38%
2013	75,400	182,000	1,840,000	19,300,000	41.4%	4.1%	0.39%
2014	80,400	195,000	1,940,000	20,100,000	41.3%	4.1%	0.40%
2015	83,800	204,000	2,000,000	20,800,000	41.2%	4.2%	0.40%
2016	86,400	210,000	2,060,000	21,300,000	41.1%	4.2%	0.41%
Average Annual growth							
2006-2016	1.40%	1.40%	1.12%	1.97%			

Source: IHS Markit Regional eXplorer version 1160

Enoch Mgjijima Local Municipality's EAP was 86 400 in 2016, which is 32.08% of its total population of 269 000, and roughly 41.08% of the total EAP of the Chris Hani District Municipality. From 2006 to 2016, the average annual increase in the EAP in the Enoch Mgjijima Local Municipality was 1.40%, which is 0.000496 percentage points higher than the growth in the EAP of Chris Hani's for the same period.

EAP AS % OF TOTAL POPULATION - ENOCH MGJIJIMA AND THE REST OF CHRIS HANI, 2006, 2011, 2016
[PERCENTAGE]



In 2006, 30.7% of the total population in Enoch Mgjijima Local Municipality were classified as economically active which increased to 32.1% in 2016. Compared to the other regions in Chris Hani District Municipality, Inxuba Yethemba local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Intsika Yethu local municipality had the lowest EAP with 17.2% people classified as economically active population in 2016.

2.4.13 Labour Force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Enoch Mjijima, Chris Hani, Eastern Cape and National Total as a whole.

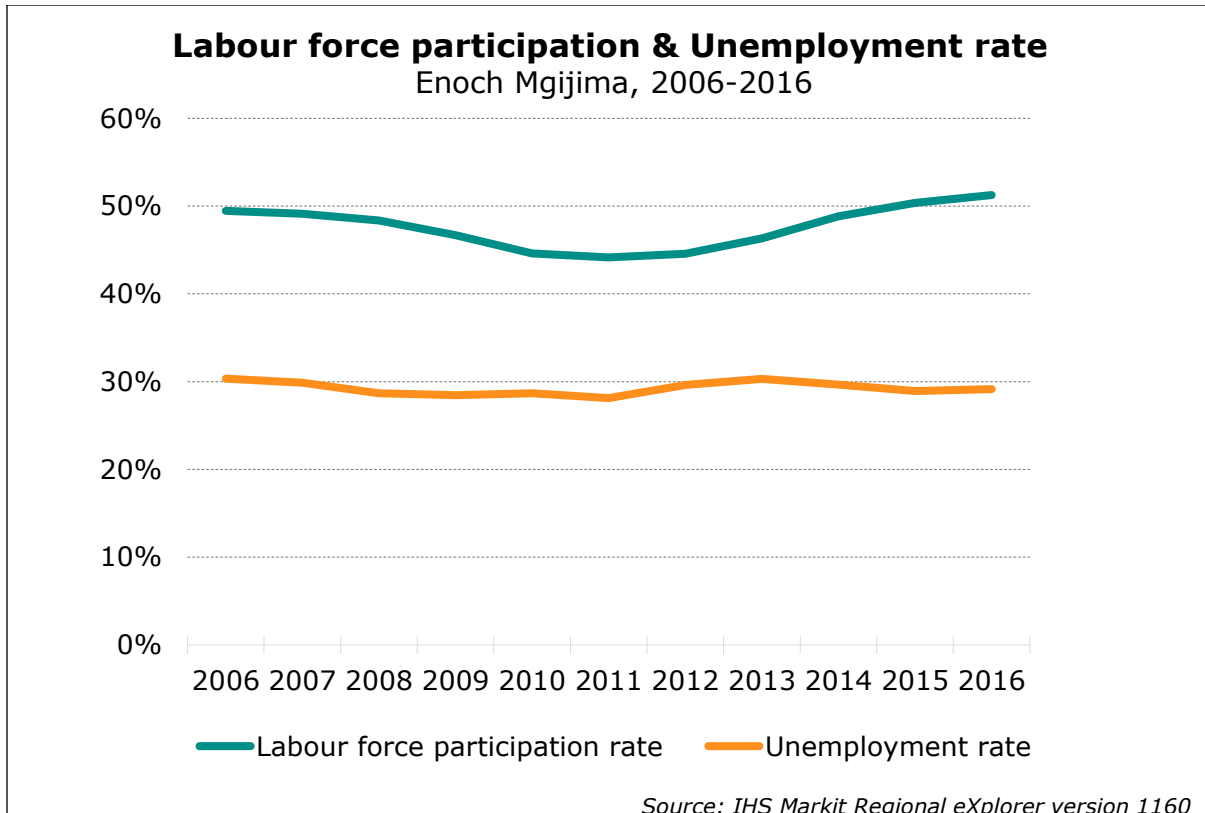
THE LABOUR FORCE PARTICIPATION RATE - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	49.4%	39.9%	47.6%	56.4%
2007	49.1%	39.7%	47.3%	57.0%
2008	48.4%	39.1%	46.5%	57.4%
2009	46.7%	37.7%	44.9%	56.2%
2010	44.6%	36.0%	42.9%	54.5%
2011	44.2%	35.7%	42.6%	54.3%
2012	44.6%	36.2%	43.1%	54.7%
2013	46.3%	38.0%	44.4%	55.7%
2014	48.8%	40.3%	46.2%	57.1%
2015	50.4%	41.8%	47.3%	58.1%
2016	51.3%	42.7%	47.9%	58.8%

Source: IHS Markit Regional eXplorer version 1160

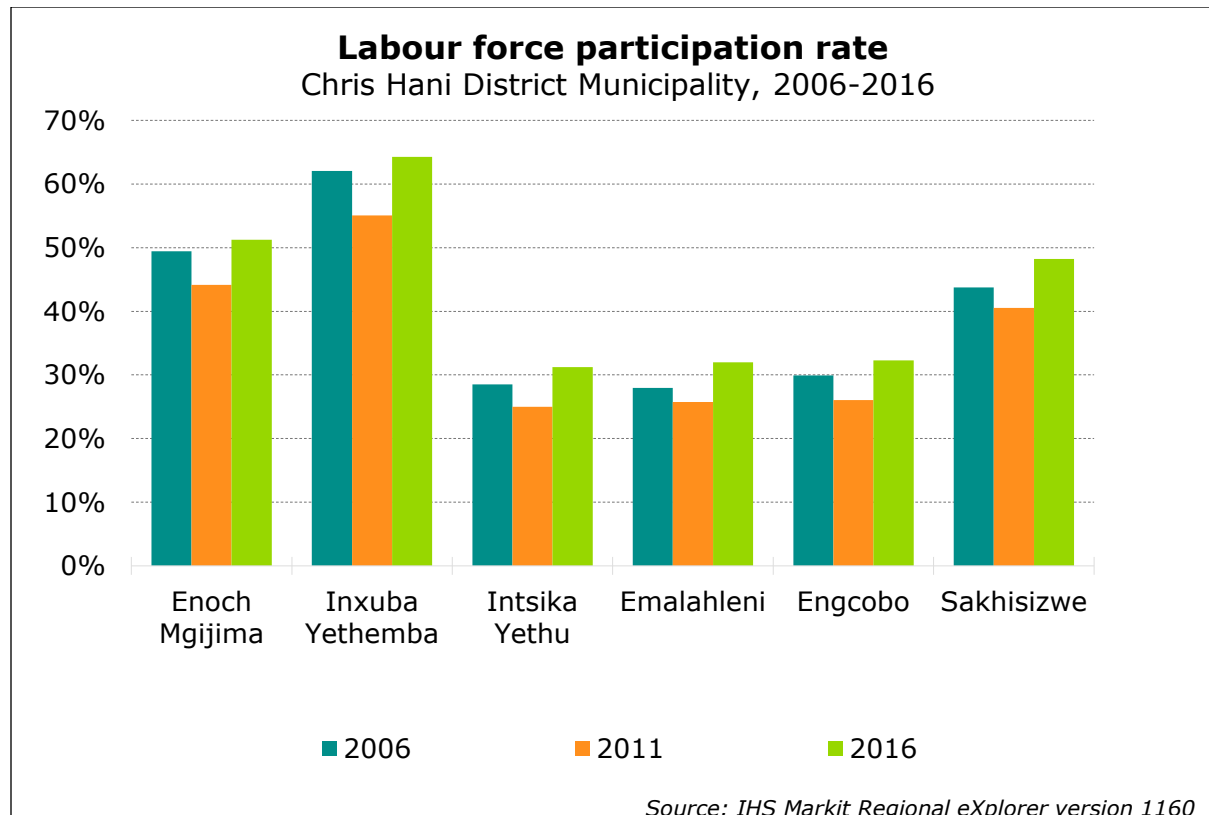
The Enoch Mgijima Local Municipality's labour force participation rate increased from 49.44% to 51.26% which is an increase of 1.8 percentage points. The Chris Hani District Municipality increased from 39.86% to 42.73%, Eastern Cape Province increased from 47.58% to 47.93% and South Africa increased from 56.37% to 58.77% from 2006 to 2016. The Enoch Mgijima Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2006 to 2016. The Enoch Mgijima Local Municipality had a lower labour force participation rate when compared to South Africa in 2016.

THE LABOUR FORCE PARTICIPATION RATE - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016
[PERCENTAGE]



In 2016 the labour force participation rate for Enoch Mgijima was at 51.3% which is slightly higher when compared to the 49.4% in 2006. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2006, the unemployment rate for Enoch Mgijima was 30.3% and decreased overtime to 29.1% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Enoch Mgijima Local Municipality.

THE LABOUR FORCE PARTICIPATION RATE - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOCO AND SAKHISIZWE, 2006, 2011 AND 2016 [PERCENTAGE]



Inxuba Yethemba local municipality had the highest labour force participation rate with 64.3% in 2016 increasing from 62.1% in 2006. Intsika Yethu local municipality had the lowest labour force participation rate of 31.2% in 2016, this increased from 28.5% in 2006.

2.4.14 Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

TOTAL EMPLOYMENT - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBERS]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	56,400	120,000	1,330,000	13,000,000
2007	57,100	121,000	1,350,000	13,500,000
2008	57,900	123,000	1,350,000	14,100,000
2009	56,800	120,000	1,320,000	14,000,000
2010	54,600	115,000	1,260,000	13,600,000
2011	54,900	115,000	1,260,000	13,800,000
2012	54,500	115,000	1,270,000	14,000,000
2013	56,500	119,000	1,310,000	14,500,000
2014	60,900	128,000	1,370,000	15,100,000
2015	64,300	136,000	1,430,000	15,500,000
2016	66,000	140,000	1,460,000	15,700,000
Average Annual growth				
2006-2016	1.59%	1.57%	0.91%	1.89%

Source: IHS Markit Regional eXplorer version 1160

In 2016, Enoch Mgijima employed 66 000 people which is 47.27% of the total employment in Chris Hani District Municipality (140 000), 4.53% of total employment in Eastern Cape Province (1.46 million), and 0.42% of the total employment of 15.7 million in South Africa. Employment within Enoch Mgijima increased annually at an average rate of 1.59% from 2006 to 2016. The Enoch Mgijima Local Municipality average annual employment growth rate of 1.59% exceeds the average annual labour force growth rate of 1.40% resulting in unemployment decreasing from 30.34% in 2006 to 29.14% in 2016 in the local municipality.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016 [NUMBERS]

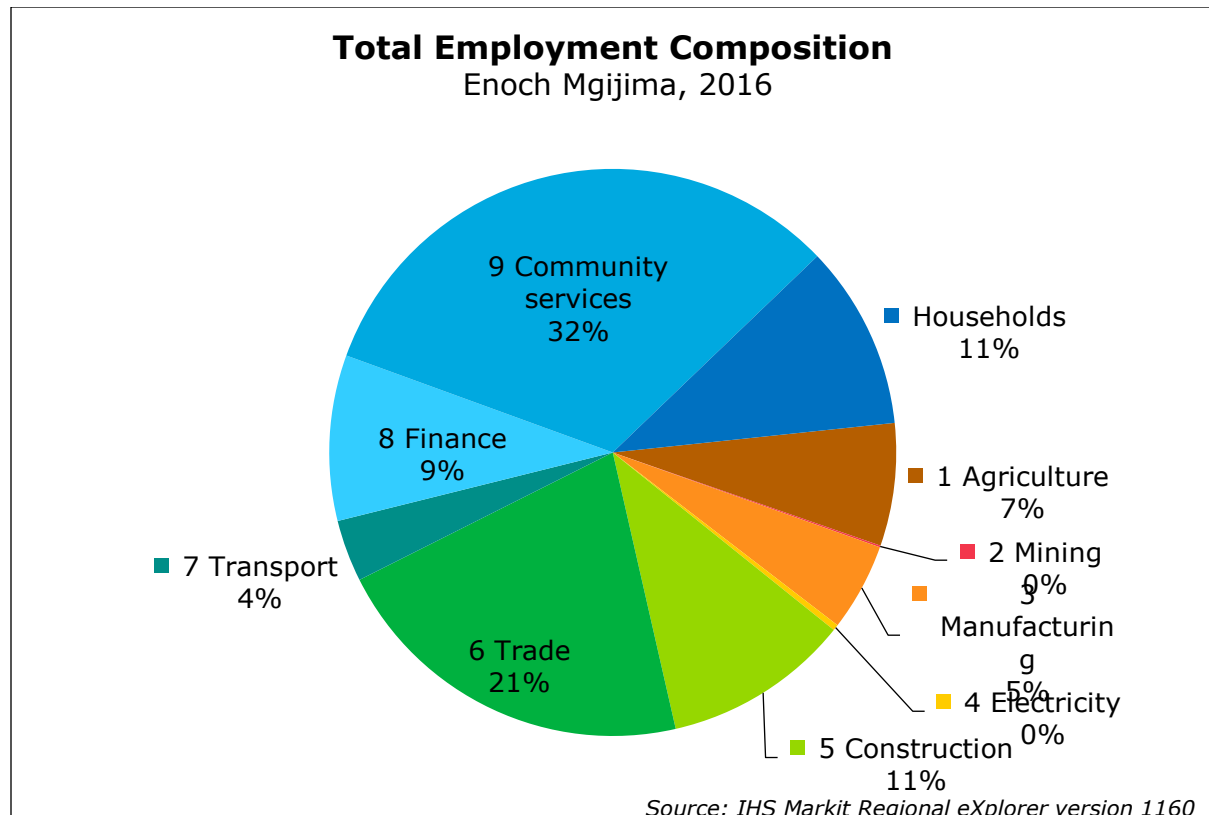
	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe	Total Chris Hani
Agriculture	4,620	3,140	909	699	365	1,270	11,006
Mining	64	5	14	11	18	11	122
Manufacturing	3,300	1,160	736	420	607	259	6,489
Electricity	224	66	38	43	31	63	464
Construction	7,040	2,770	2,400	1,570	2,130	2,020	17,926
Trade	14,000	3,650	3,110	2,050	3,350	2,290	28,411
Transport	2,330	1,240	587	315	481	242	5,194
Finance	6,240	1,910	1,130	709	1,210	755	11,951
Community services	21,300	7,700	4,910	3,010	5,040	3,400	45,377
Households	6,940	2,100	1,170	846	809	899	12,760
Total	66,000	23,700	15,000	9,680	14,000	11,200	139,700

Source: IHS Markit Regional eXplorer version 1160

Enoch Mgijima Local Municipality employs a total number of 66 000 people within its local municipality. Enoch Mgijima Local Municipality also employs the highest number of people within Chris Hani District Municipality. The local municipality that employs the lowest number of people relative to the other regions within Chris Hani District Municipality is Emalahleni local municipality with a total number of 9 680 employed people.

In Enoch Mgijima Local Municipality the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 21 300 employed people or 32.3% of total employment in the local municipality. The trade sector with a total of 14 000 (21.1%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 63.7 (0.1%) is the sector that employs the least number of people in Enoch Mgijima Local Municipality, followed by the electricity sector with 224 (0.3%) people employed.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016
[PERCENTAGE]



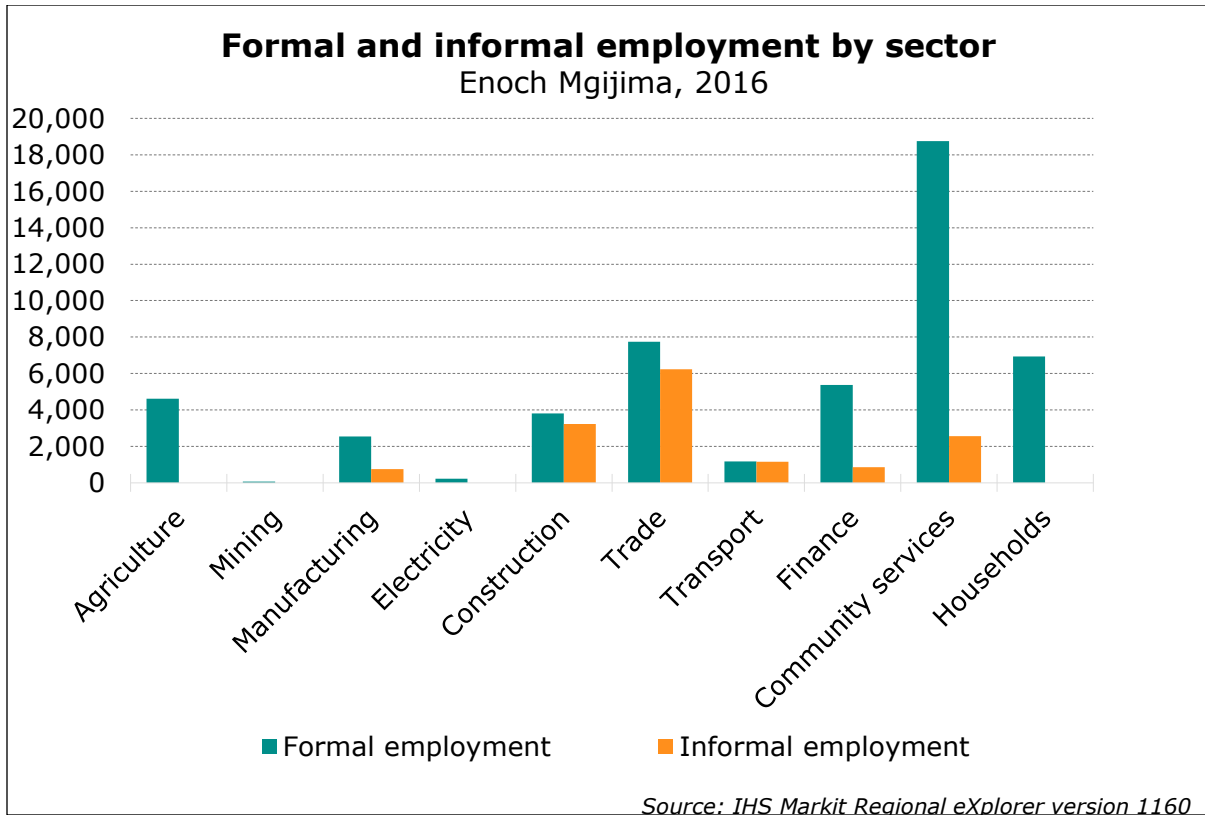
2.4.15 Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Enoch Mgijima Local Municipality counted 51 200 in 2016, which is about 77.56% of total employment, while the number of people employed in the informal sector counted 14 800 or 22.44% of the total employment. Informal employment in Enoch Mgijima increased from 13 800 in 2006 to an estimated 14 800 in 2016.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 [NUMBERS]



*Some of the economic sectors have little or no informal employment:
 Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment.
 Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.*

In 2016 the Trade sector recorded the highest number of informally employed, with a total of 6 230 employees or 42.06% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 750 and only contributes 5.06% to total informal employment.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 [NUMBERS]

	Formal employment	Informal employment
Agriculture	4,620	N/A
Mining	64	N/A
Manufacturing	2,550	750
Electricity	224	N/A
Construction	3,800	3,240
Trade	7,730	6,230
Transport	1,170	1,160
Finance	5,370	866
Community services	18,700	2,570
Households	6,940	N/A

Source: IHS Markit Regional eXplorer version 1160

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

2.4.16 Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

"Currently available for work", i.e. were available for paid employment or self-employment during the reference period;
and

"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

UNEMPLOYMENT (OFFICIAL DEFINITION) - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2006	22,800	59,800	512,000	4,510,000	38.1%	4.5%	0.51%
2007	22,500	58,700	503,000	4,460,000	38.4%	4.5%	0.51%
2008	21,500	55,800	488,000	4,350,000	38.5%	4.4%	0.49%
2009	20,800	53,600	483,000	4,370,000	38.9%	4.3%	0.48%
2010	20,300	51,700	480,000	4,490,000	39.2%	4.2%	0.45%
2011	19,900	50,400	485,000	4,570,000	39.4%	4.1%	0.43%
2012	21,300	54,000	508,000	4,690,000	39.5%	4.2%	0.45%
2013	22,800	58,200	542,000	4,850,000	39.2%	4.2%	0.47%
2014	23,800	61,100	569,000	5,060,000	39.0%	4.2%	0.47%
2015	24,300	62,400	583,000	5,290,000	38.8%	4.2%	0.46%
2016	25,200	64,800	603,000	5,600,000	38.8%	4.2%	0.45%
Average Annual growth							
2006-2016	0.99%	0.81%	1.65%	2.19%			

Source: IHS Markit Regional eXplorer version 1160

In 2016, there were a total number of 25 200 people unemployed in Enoch Mgijima, which is an increase of 2 360 from 22 800 in 2006. The total number of unemployed people within Enoch Mgijima constitutes 38.83% of the total number of unemployed people in Chris Hani District Municipality. The Enoch Mgijima Local Municipality experienced an average annual increase of 0.99% in the number of unemployed people, which is worse than that of the Chris Hani District Municipality which had an average annual increase in unemployment of 0.81%.

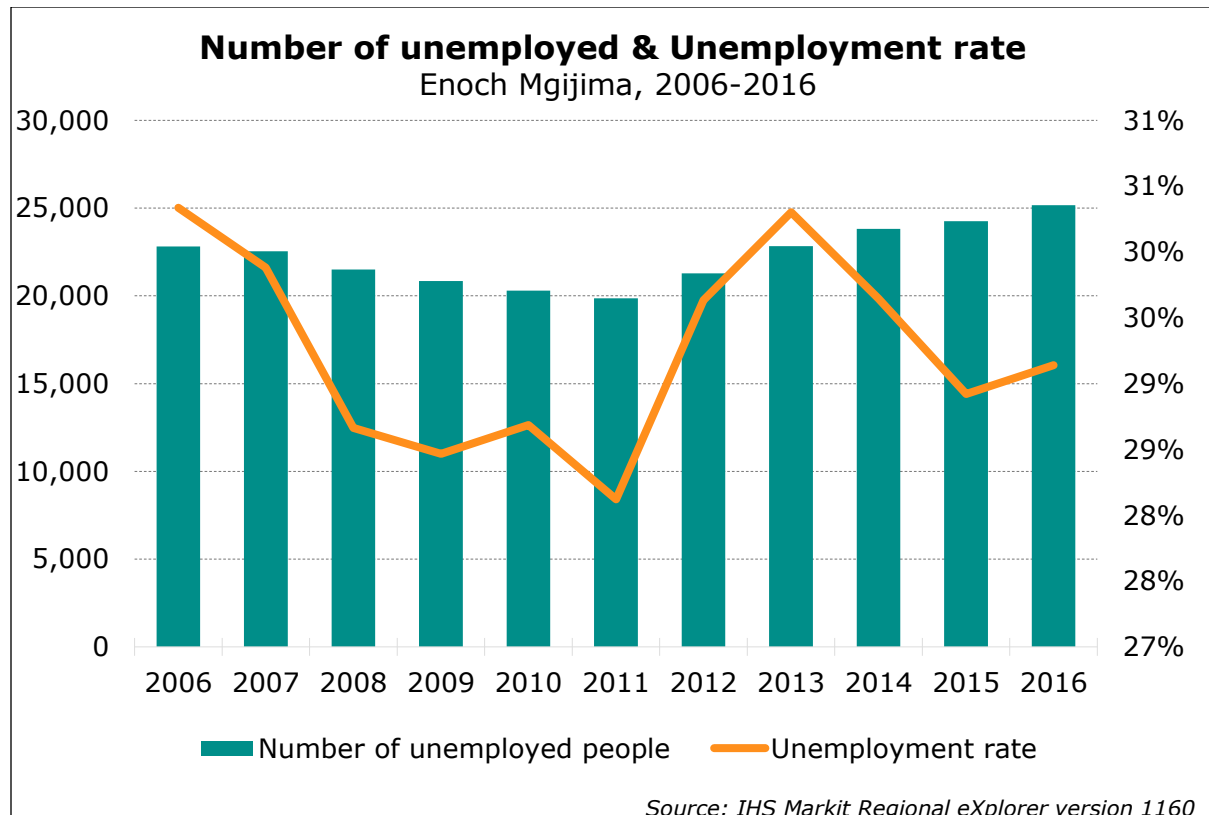
UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	30.3%	32.7%	27.8%	25.8%
2007	29.9%	32.0%	27.2%	24.8%
2008	28.7%	30.6%	26.6%	23.6%
2009	28.5%	30.3%	26.9%	23.8%
2010	28.7%	30.4%	27.7%	24.8%
2011	28.1%	29.7%	27.9%	24.9%
2012	29.6%	31.2%	28.7%	25.0%
2013	30.3%	32.0%	29.4%	25.1%
2014	29.6%	31.4%	29.4%	25.1%
2015	28.9%	30.7%	29.1%	25.5%
2016	29.1%	30.8%	29.3%	26.3%

Source: IHS Markit Regional eXplorer version 1160

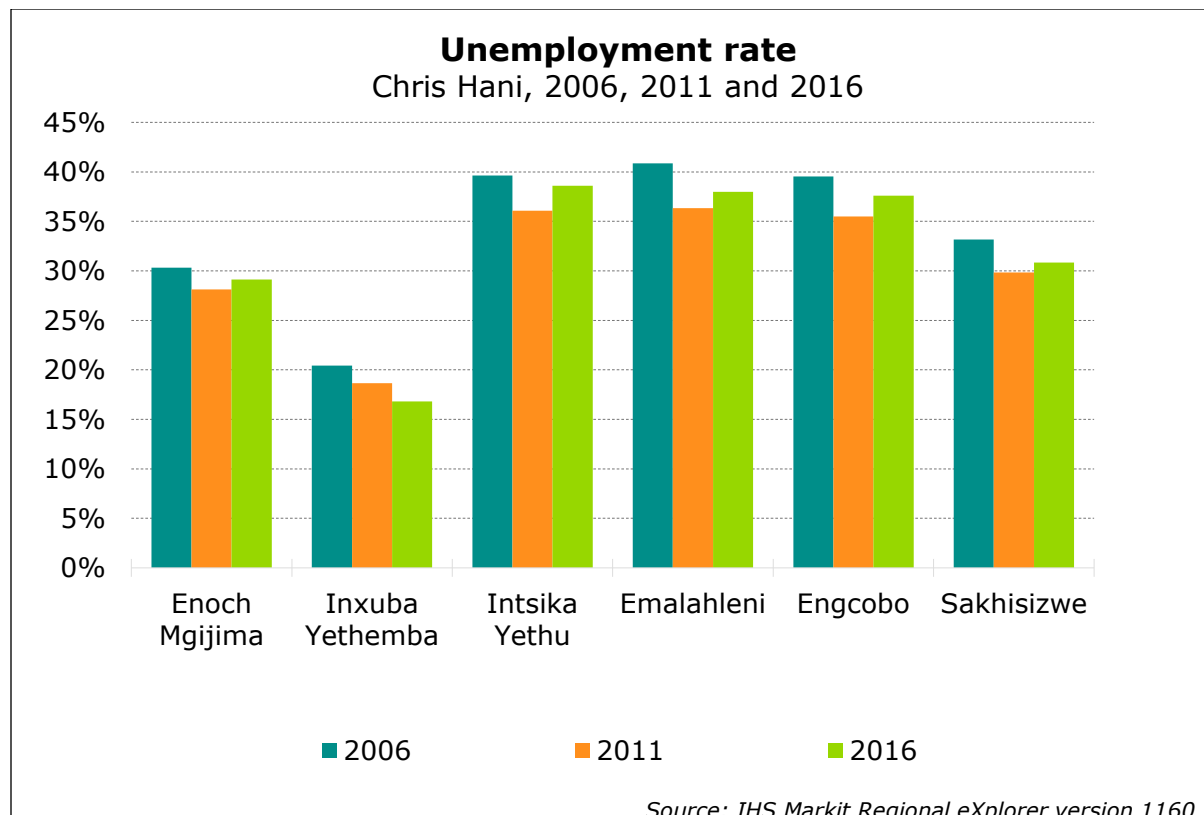
In 2016, the unemployment rate in Enoch Mgijima Local Municipality (based on the official definition of unemployment) was 29.14%, which is a decrease of -1.2 percentage points. The unemployment rate in Enoch Mgijima Local Municipality is lower than that of Chris Hani. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Enoch Mgijima Local Municipality was lower than that of Eastern Cape which was 29.34%. The unemployment rate for South Africa was 26.33% in 2016, which is an increase of -0.563 percentage points from 25.77% in 2006.

UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]



When comparing unemployment rates among regions within Chris Hani District Municipality, Intsika Yethu local municipality has indicated the highest unemployment rate of 38.6%, which has decreased from 39.6% in 2006. It can be seen that the Inxuba Yethemba local municipality had the lowest unemployment rate of 16.8% in 2016, this decreased from 20.4% in 2006.

UNEMPLOYMENT RATE - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2006, 2011 AND 2016 [PERCENTAGE]



2.4.17 Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

2.4.18 Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

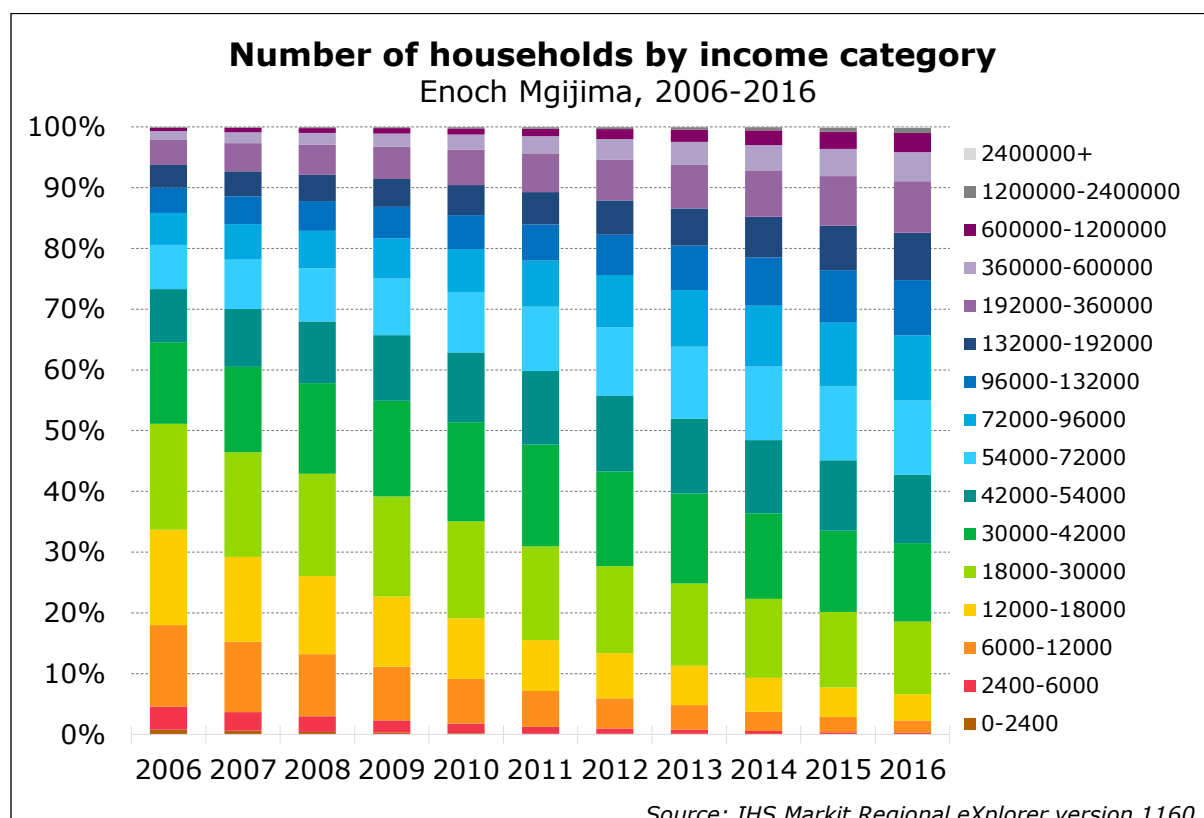
HOUSEHOLDS BY INCOME CATEGORY - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
0-2400	8	27	217	1,930	31.2%	3.9%	0.43%
2400-6000	148	476	4,050	34,800	31.0%	3.6%	0.42%
6000-12000	1,510	4,870	40,400	330,000	31.0%	3.7%	0.46%
12000-18000	3,100	9,890	81,100	660,000	31.3%	3.8%	0.47%
18000-30000	8,610	28,600	229,000	1,780,000	30.1%	3.8%	0.48%
30000-42000	9,280	31,200	237,000	1,770,000	29.7%	3.9%	0.53%
42000-54000	8,110	27,300	204,000	1,530,000	29.7%	4.0%	0.53%
54000-72000	8,780	29,100	214,000	1,610,000	30.1%	4.1%	0.54%
72000-96000	7,710	24,700	182,000	1,480,000	31.3%	4.2%	0.52%
96000-132000	6,540	19,800	152,000	1,370,000	33.1%	4.3%	0.48%
132000-192000	5,610	15,700	131,000	1,320,000	35.7%	4.3%	0.42%
192000-360000	6,120	15,400	151,000	1,710,000	39.8%	4.1%	0.36%
360000-600000	3,450	7,930	88,300	1,110,000	43.5%	3.9%	0.31%
600000-1200000	2,240	4,970	59,300	797,000	45.1%	3.8%	0.28%
1200000-2400000	632	1,370	16,300	229,000	46.1%	3.9%	0.28%
2400000+	97	190	2,300	36,600	50.8%	4.2%	0.26%
Total	72,000	222,000	1,790,000	15,800,000	32.5%	4.0%	0.46%

Source: IHS Markit Regional eXplorer version 1160

It was estimated that in 2016 18.59% of all the households in the Enoch Mgijima Local Municipality, were living on R30,000 or less per annum. In comparison with 2006's 51.14%, the number is about half. The 30000-42000 income category has the highest number of households with a total number of 9 280, followed by the 54000-72000 income category with 8 780 households. Only 8.4 households fall within the 0-2400 income category.

HOUSEHOLDS BY INCOME BRACKET - ENOCH MGJIMA LOCAL MUNICIPALITY, 2006-2016 [PERCENTAGE]



For the period 2006 to 2016 the number of households earning more than R30,000 per annum has increased from 48.86% to 81.41%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

2.4.19 Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region.

The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

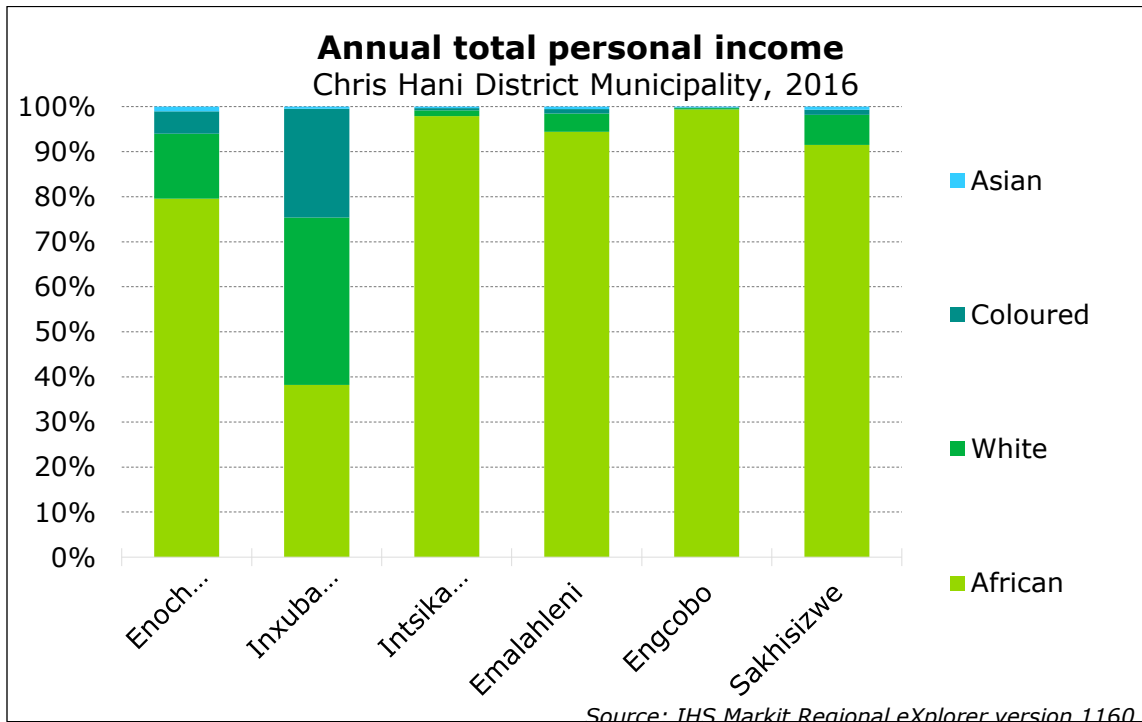
**ANNUAL TOTAL PERSONAL INCOME - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL
TOTAL [CURRENT PRICES, R BILLIONS]**

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	3.9	10.2	106.6	1,259.4
2007	4.4	11.6	121.0	1,432.2
2008	5.0	13.0	134.0	1,587.9
2009	5.4	14.0	143.3	1,695.1
2010	5.8	15.0	154.3	1,843.3
2011	6.3	16.4	168.2	2,033.0
2012	7.1	18.2	187.5	2,226.5
2013	7.8	20.1	204.6	2,414.5
2014	8.6	22.1	220.0	2,596.7
2015	9.5	24.4	238.8	2,783.4
2016	10.5	27.1	259.7	2,995.4
Average Annual growth				
2006-2016	10.49%	10.23%	9.32%	9.05%

Source: IHS Markit Regional eXplorer version 1160

Enoch Mgijima Local Municipality recorded an average annual growth rate of 10.49% (from R 3.89 billion to R 10.5 billion) from 2006 to 2016, which is more than both Chris Hani's (10.23%) as well as Eastern Cape Province's (9.32%) average annual growth rates. South Africa had an average annual growth rate of 9.05% (from R 1.26 trillion to R 3 trillion) which is less than the growth rate in Enoch Mgijima Local Municipality.

ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - ENOCH MGJIMA AND THE REST OF CHRIS HANI [CURRENT PRICES, R BILLIONS]



The total personal income of Enoch Mgijima Local Municipality amounted to approximately R 10.5 billion in 2016. The African population group earned R 8.39 billion, or 79.59% of total personal income, while the White population group earned R 1.52 billion, or 14.41% of the total personal income. The Coloured and the Asian population groups only had a share of 4.97% and 1.03% of total personal income respectively.

Annual total personal income - Enoch Mgijima, Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo and SAKHISIZWE [Current Prices, R billions]

	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe
2006	3.89	1.46	1.50	1.11	1.45	0.80
2007	4.44	1.67	1.69	1.26	1.65	0.90
2008	4.96	1.86	1.88	1.42	1.84	1.00
2009	5.36	1.98	2.03	1.54	1.98	1.07
2010	5.80	2.14	2.17	1.66	2.12	1.15
2011	6.35	2.33	2.33	1.79	2.30	1.25
2012	7.12	2.64	2.57	1.98	2.54	1.38
2013	7.84	2.97	2.82	2.18	2.79	1.51
2014	8.59	3.30	3.08	2.40	3.05	1.65
2015	9.50	3.60	3.44	2.68	3.39	1.82
2016	10.54	3.94	3.82	2.99	3.76	2.01
Average Annual growth						
2006-2016	10.49%	10.45%	9.79%	10.36%	9.97%	9.70%

Source: IHS Markit Regional eXplorer version 1160

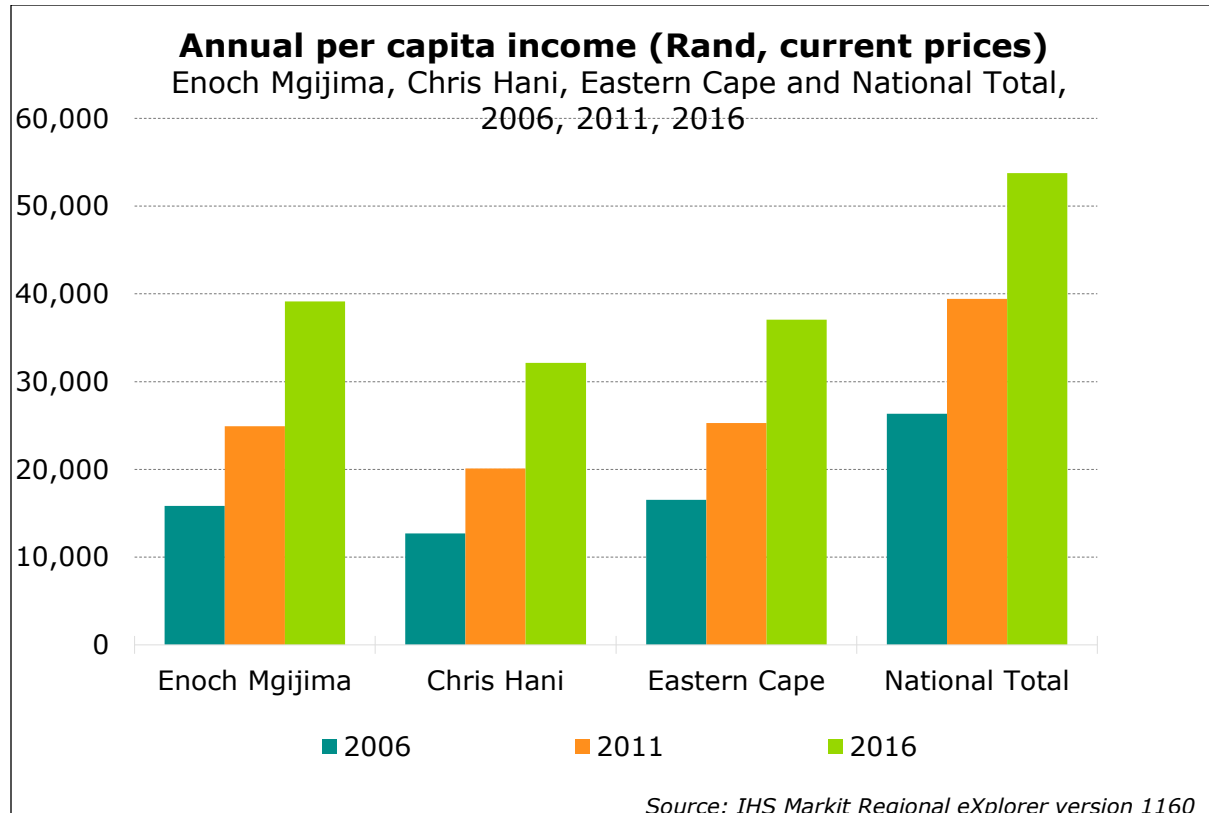
When looking at the annual total personal income for the regions within Chris Hani District Municipality it can be seen that the Enoch Mgijima local municipality had the highest total personal income with R 10.5 billion which increased from R 3.89 billion recorded in 2006. It can be seen that the Sakhisizwe local municipality had the lowest total personal income of R 2.01 billion in 2016, this increased from R796 million in 2006.

2.4.20 Annual per Capita Income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

PER CAPITA INCOME - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [RAND, CURRENT PRICES]



The per capita income in Enoch Mgijima Local Municipality in 2016 is R 39,100 which is higher than both the Eastern Cape (R 37,100) and of the Chris Hani District Municipality (R 32,200) per capita income. The per capita income for Enoch Mgijima Local Municipality (R 39,100) is lower than that of the South Africa as a whole which is R 53,800.

PER CAPITA INCOME BY POPULATION GROUP - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2016 [RAND, CURRENT PRICES]

	African	White	Coloured	Asian
Enoch Mgijima	33,500	212,000	50,800	89,400
Inxuba Yethemba	36,300	216,000	44,900	N/A
Intsika Yethu	24,600	N/A	N/A	N/A
Emalahleni	22,900	N/A	N/A	N/A
Engcobo	23,400	N/A	N/A	N/A
Sakhisizwe	29,100	N/A	N/A	N/A

Source: IHS Markit Regional eXplorer version 1160

Inxuba Yethemba local municipality has the highest per capita income with a total of R 56,500. Enoch Mgijima local municipality had the second highest per capita income at R 39,100, whereas Engcobo local municipality had the lowest per capita income at R 23,500. In Enoch Mgijima Local Municipality, the White population group has the highest per capita income, with R 212,000, relative to the other population groups. The population group with the second highest per capita income within Enoch Mgijima Local Municipality is the Asian population group (R 89,400), where the Coloured and the African population groups had a per capita income of R 50,800 and R 33,500 respectively.

2.4.21 Index of Buying Power

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

INDEX OF BUYING POWER - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [NUMBER]

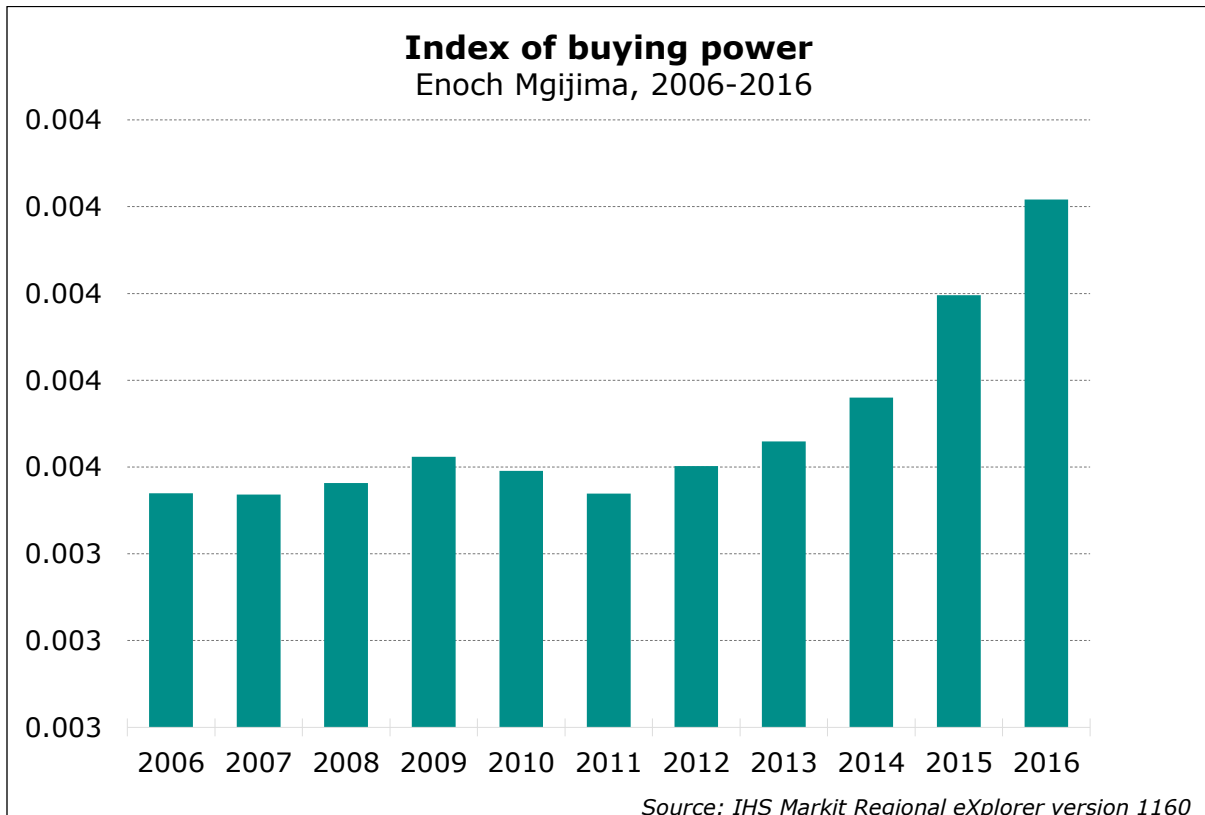
	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
Population	269,257	841,493	7,006,876	55,724,934
Population - share of national total	0.5%	1.5%	12.6%	100.0%
Income	10,539	27,052	259,725	2,995,448
Income - share of national total	0.4%	0.9%	8.7%	100.0%
Retail	3,749,860	8,446,049	79,545,670	926,561,000
Retail - share of national total	0.4%	0.9%	8.6%	100.0%
Index	0.00	0.01	0.09	1.00

Source: IHS Markit Regional eXplorer version 1160

Enoch Mgijima Local Municipality has a 0.5% share of the national population, 0.4% share of the total national income and a 0.4% share in the total national retail, this all equates to an IBP index value of 0.0038 relative to South Africa as a whole. Chris Hani has an IBP of 0.0097, were Eastern Cape Province has and IBP index value of 0.09 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Enoch Mgijima Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Chris Hani District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

INDEX OF BUYING POWER ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [INDEX VALUE]



Between 2006 and 2016, the index of buying power within Enoch Mgijima Local Municipality increased to its highest level in 2016 (0.003808) from its lowest in 2007 (0.003468). Although the buying power within Enoch Mgijima Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.93%.

2.4.22 Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

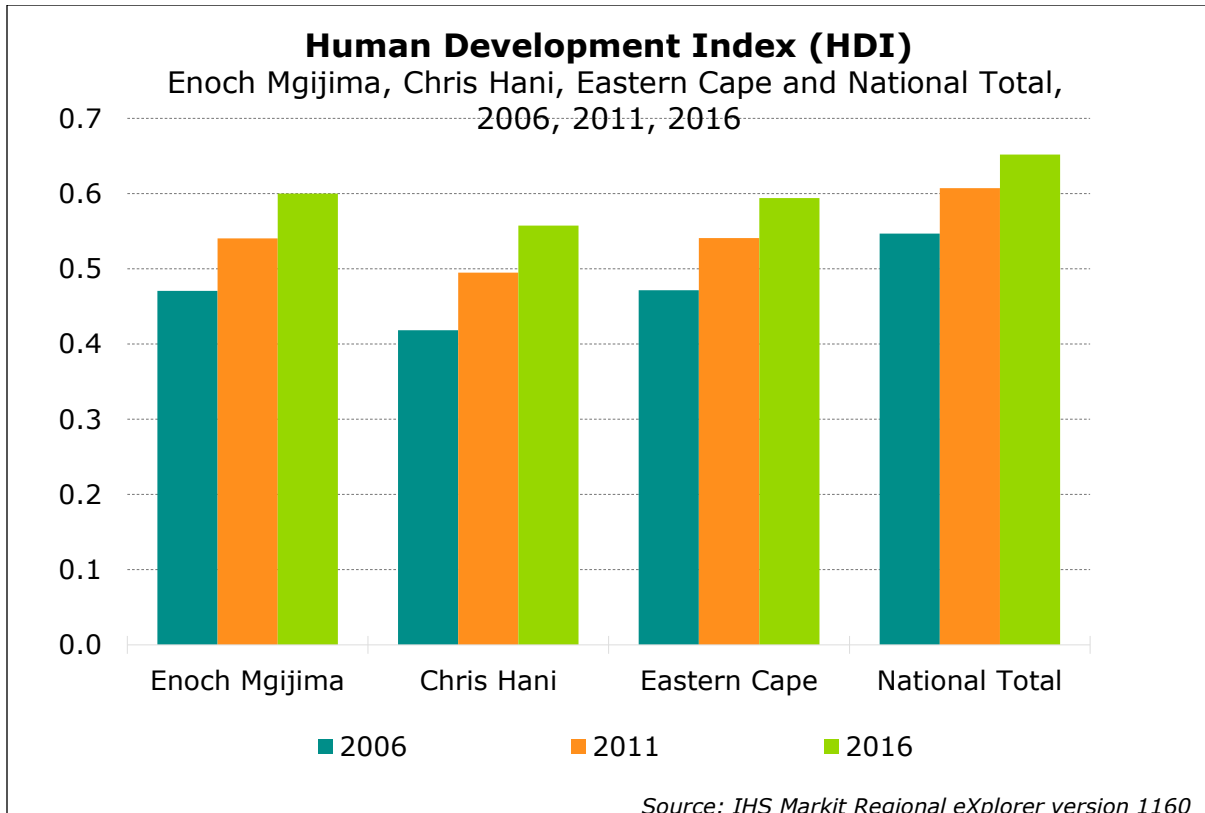
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

2.4.23 Human Development Index (HDI)

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

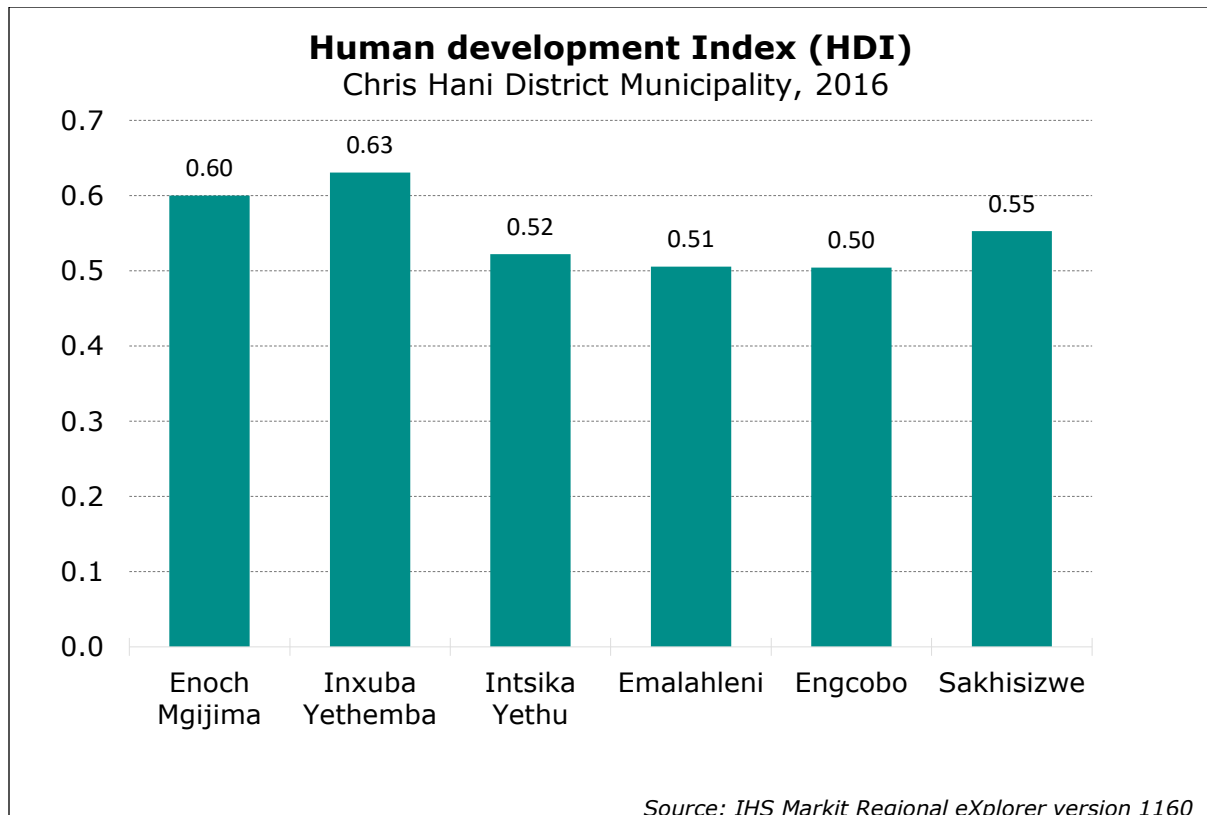
HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

HUMAN DEVELOPMENT INDEX (HDI) - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006, 2011, 2016 [NUMBER]



In 2016 Enoch Mgijima Local Municipality had an HDI of 0.6 compared to the Chris Hani with an HDI of 0.558, 0.594 of Eastern Cape and 0.652 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2016 when compared to Enoch Mgijima Local Municipality which translates to worse human development for Enoch Mgijima Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.78% and this increase is lower than that of Enoch Mgijima Local Municipality (2.46%).

HUMAN DEVELOPMENT INDEX (HDI) - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2016 [NUMBER]



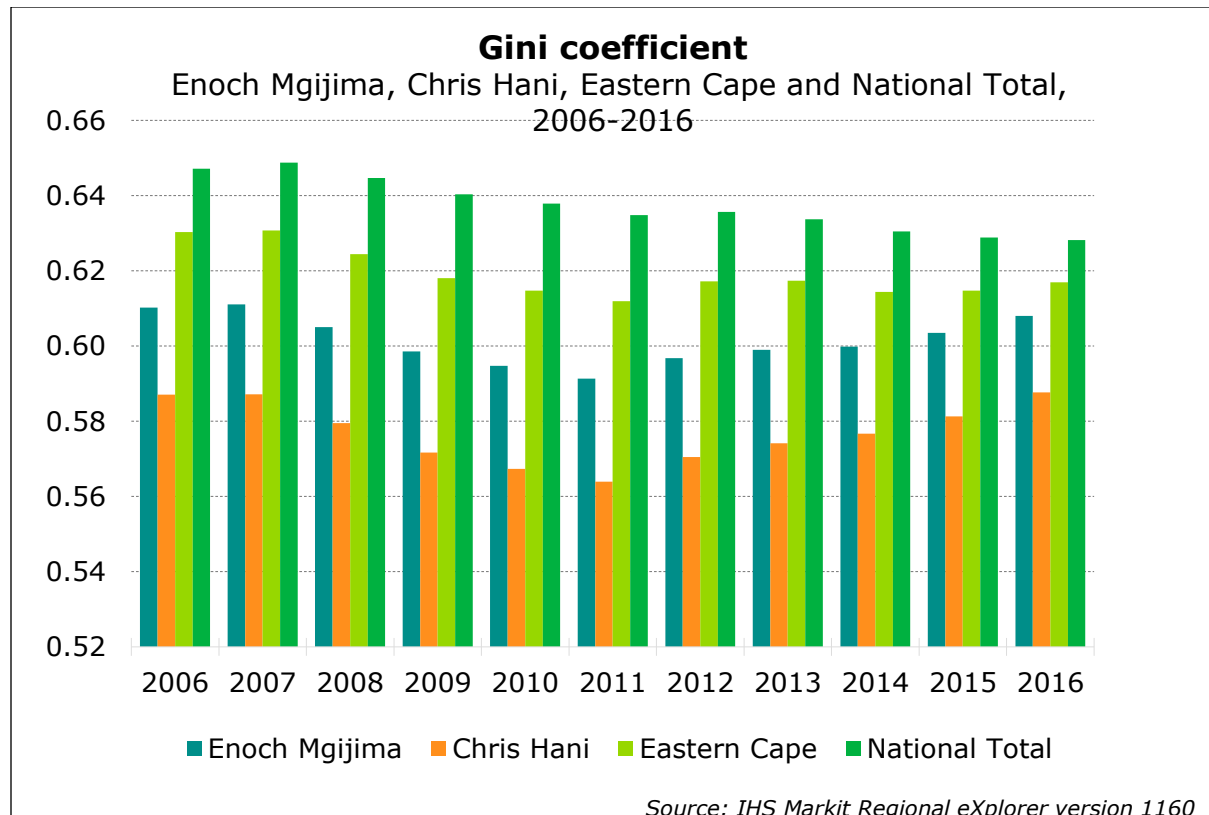
In terms of the HDI for each the regions within the Chris Hani District Municipality, Inxuba Yethemba local municipality has the highest HDI, with an index value of 0.631. The lowest can be observed in the Engcobo local municipality with an index value of 0.504.

2.4.24 Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high- and low-income earners within the population. In contrast, 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. Generally, this coefficient lies in the range between 0.25 and 0.70.

GINI COEFFICIENT - ENOCH MGJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016
[NUMBER]



In 2016, the Gini coefficient in Enoch Mgijima Local Municipality was at 0.608, which reflects a marginal decrease in the number over the ten-year period from 2006 to 2016. The Chris Hani District Municipality and the Eastern Cape Province had a Gini coefficient of 0.588 and 0.617 respectively. When Enoch Mgijima Local Municipality is contrasted against the entire South Africa, it can be seen that Enoch Mgijima has a more equal income distribution with a lower Gini coefficient compared to the South African coefficient of 0.628 in 2016. This has been the case for the entire 10-year history.

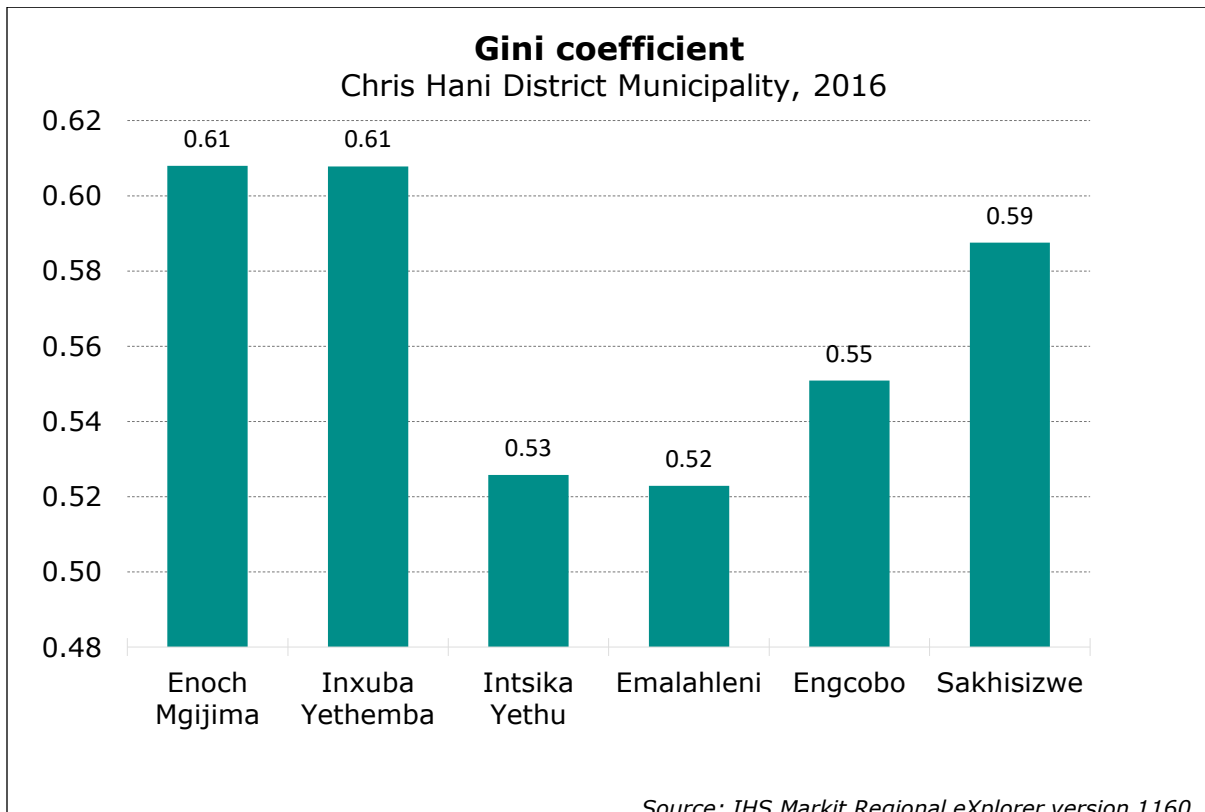
GINI COEFFICIENT BY POPULATION GROUP - ENOCH MGIJIMA, 2006, 2016 [NUMBER]

	African	White	Coloured
2006	0.57	0.48	0.56
2016	0.58	0.43	0.55
Average Annual growth			
2006-2016	0.28%	-1.04%	-0.18%

Source: IHS Markit Regional eXplorer version 1160

When segmenting the Enoch Mgiijima Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group increased the most amongst the population groups with an average annual growth rate of 0.28%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -1.04%.

GINI COEFFICIENT - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2016 [NUMBER]

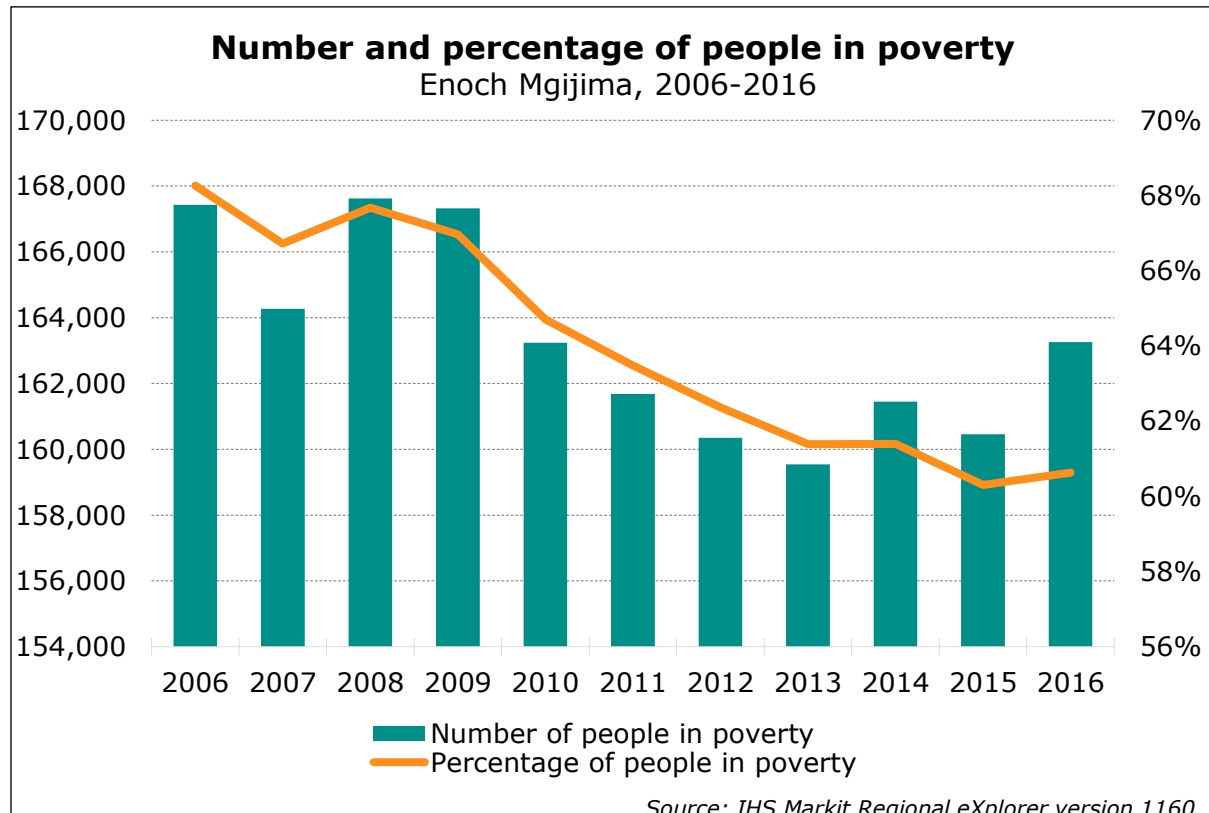


In terms of the Gini coefficient for each of the regions within the Chris Hani District Municipality, Enoch Mgijima local municipality has the highest Gini coefficient, with an index value of 0.608. The lowest Gini coefficient can be observed in the Emalahleni local municipality with an index value of 0.523.

2.4.25 Poverty

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by StatsSA.

NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]



In 2016, there were 163 000 people living in poverty, using the upper poverty line definition, across Enoch Mgijima Local Municipality - this is 2.49% lower than the 167 000 in 2006. The percentage of people living in poverty has decreased from 68.26% in 2006 to 60.63% in 2016, which indicates a decrease of 7.63 percentage points.

PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - ENOCH MGIJIMA, 2006-2016

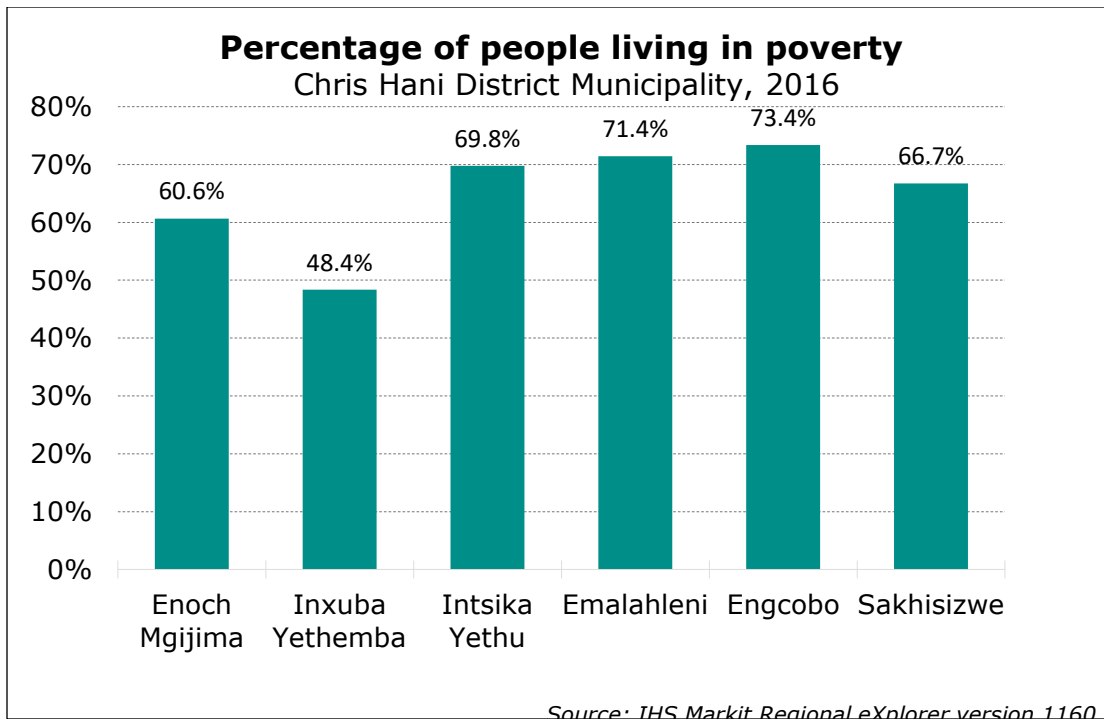
[PERCENTAGE]

	African	White	Coloured	Asian
2006	71.4%	0.8%	49.4%	4.7%
2007	69.9%	1.1%	46.0%	5.6%
2008	70.9%	1.7%	46.4%	8.1%
2009	70.2%	1.9%	44.8%	8.4%
2010	67.8%	1.4%	44.1%	7.2%
2011	66.5%	1.1%	44.3%	7.5%
2012	65.3%	1.1%	43.3%	8.5%
2013	64.3%	1.1%	41.9%	9.3%
2014	64.3%	1.1%	41.5%	10.8%
2015	63.1%	1.1%	39.9%	11.8%
2016	63.4%	1.3%	40.2%	12.7%

Source: IHS Markit Regional eXplorer version 1160

In 2016, the population group with the highest percentage of people living in poverty was the White population group with a total of 0.8% people living in poverty, using the upper poverty line definition. The proportion of the White population group, living in poverty, decreased by -0.56 percentage points, as can be seen by the change from 0.77% in 2006 to 1.33% in 2016. In 2016 63.40% of the African population group lived in poverty, as compared to the 71.42% in 2006. The Asian and the Coloured population group saw a decrease in the percentage of people living in poverty, with a decrease of -8.03 and 9.12 percentage points respectively.

PERCENTAGE OF PEOPLE LIVING IN POVERTY - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2016 [PERCENTAGE]



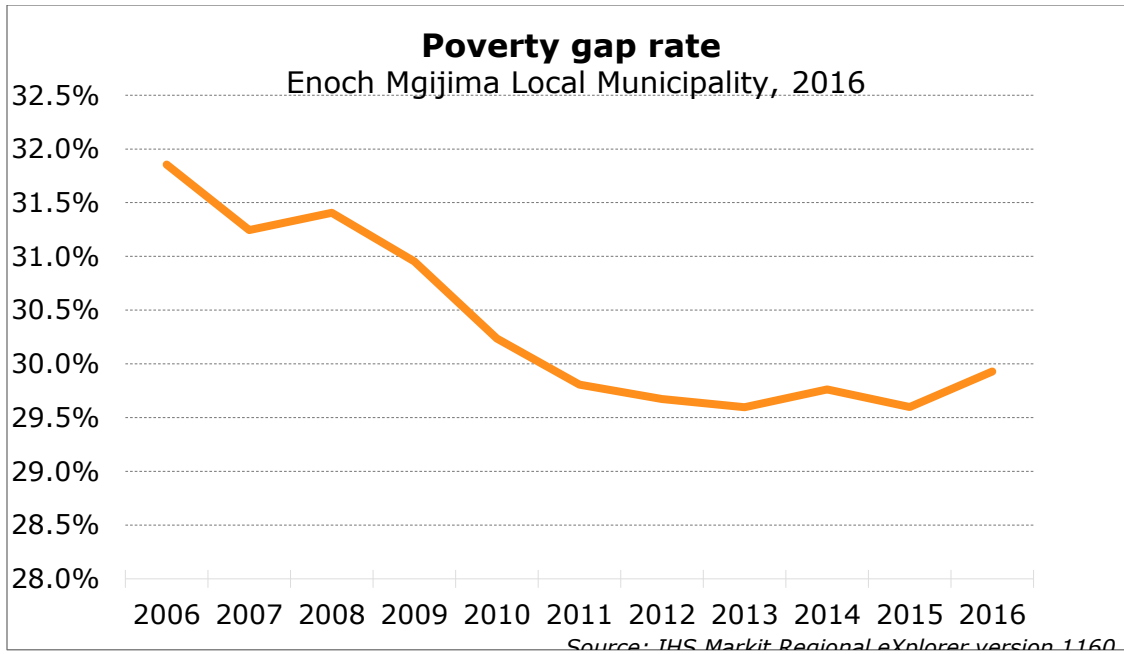
In terms of the percentage of people living in poverty for each of the regions within the Chris Hani District Municipality, Engcobo local municipality has the highest percentage of people living in poverty, with a total of 73.4%. The lowest percentage of people living in poverty can be observed in the Inxuba Yethemba local municipality with a total of 48.4% living in poverty, using the upper poverty line definition.

2.4.26 Poverty Gap Rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

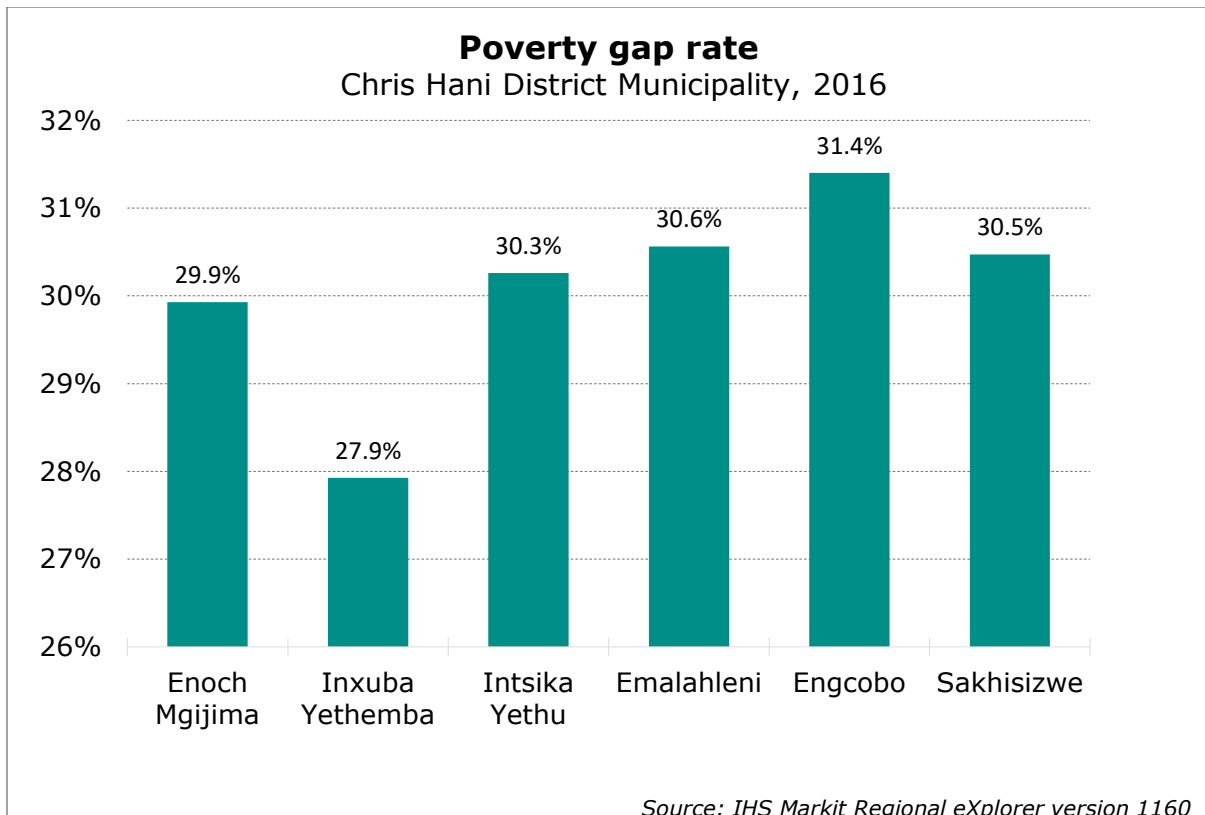
It is estimated that the poverty gap rate in Enoch Mgijima Local Municipality amounted to 29.9% in 2016 - the rate needed to bring all poor households up to the poverty line and out of poverty.

POVERTY GAP RATE BY POPULATION GROUP - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016
[PERCENTAGE]



In 2016, the poverty gap rate was 29.9% and in 2006 the poverty gap rate was 31.9%, it can be seen that the poverty gap rate decreased from 2006 to 2016, which means that there were improvements in terms of the depth of the poverty within Enoch Mgijima Local Municipality.

POVERTY GAP RATE - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE,2016 [PERCENTAGE]



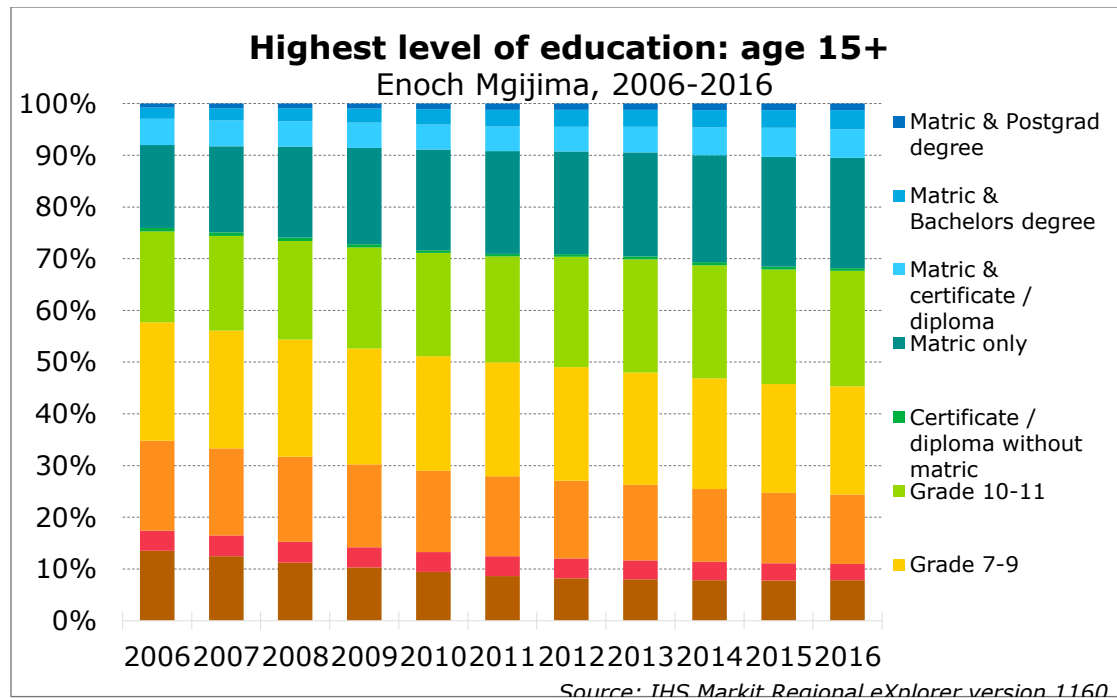
In terms of the poverty gap rate for each of the regions within the Chris Hani District Municipality, Engcobo local municipality had the highest poverty gap rate, with a rand value of 31.4%. The lowest poverty gap rate can be observed in the Inxuba Yethemba local municipality with a total of 27.9%.

2.5 Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

HIGHEST LEVEL OF EDUCATION: AGE 15+ - ENOCH MGJIMA LOCAL MUNICIPALITY, 2006-2016
[PERCENTAGE]



Within Enoch Mjijima Local Municipality, the number of people without any schooling decreased from 2006 to 2016 with an average annual rate of -3.50%, while the number of people within the 'matric only' category, increased from 21,900 to 35,500. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.84%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 7.49%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

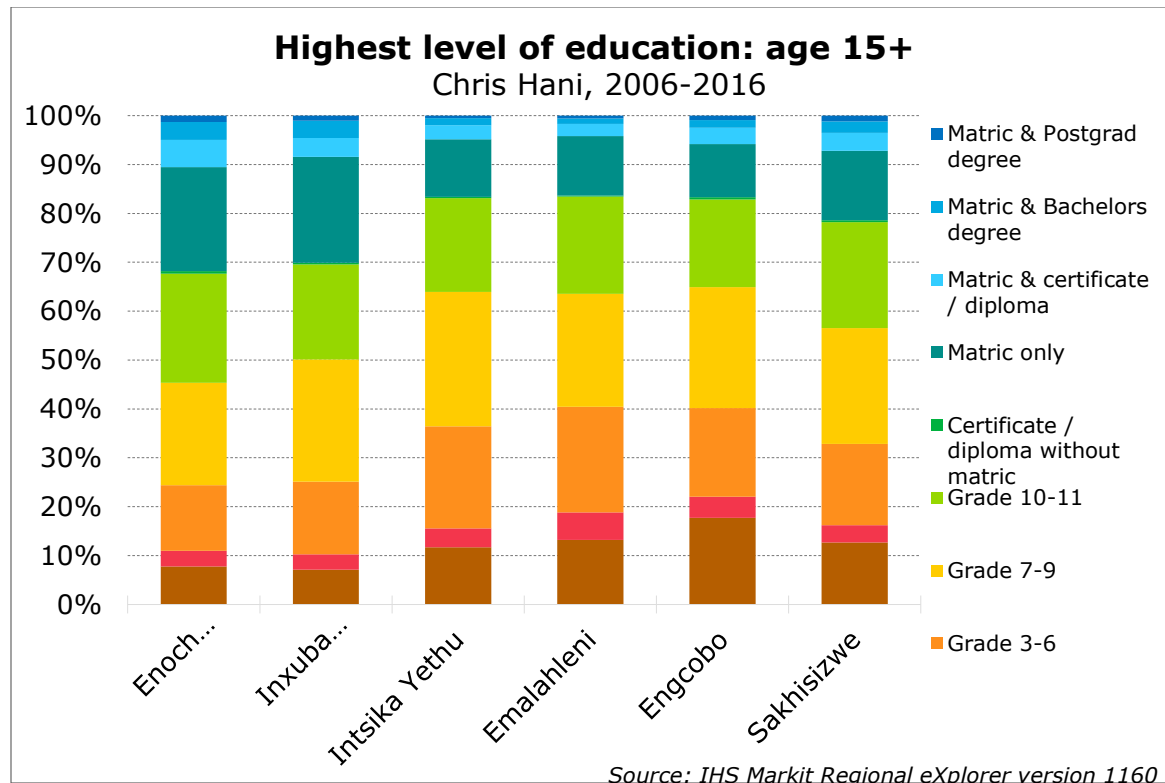
HIGHEST LEVEL OF EDUCATION: AGE 15+ - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [NUMBERS]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
No schooling	13,000	54,800	328,000	2,380,000	23.7%	4.0%	0.55%
Grade 0-2	5,280	18,800	123,000	712,000	28.1%	4.3%	0.74%
Grade 3-6	22,400	83,100	561,000	3,180,000	26.9%	4.0%	0.70%
Grade 7-9	34,800	115,000	934,000	6,030,000	30.4%	3.7%	0.58%
Grade 10-11	37,100	99,100	958,000	8,140,000	37.5%	3.9%	0.46%
Certificate / diploma without matric	872	1,860	14,500	176,000	46.9%	6.0%	0.49%
Matric only	35,500	78,000	841,000	10,100,000	45.5%	4.2%	0.35%
Matric certificate / diploma	9,210	19,300	184,000	1,960,000	47.8%	5.0%	0.47%
Matric Bachelor's degree	6,180	11,900	137,000	1,600,000	51.8%	4.5%	0.39%
Matric Postgrad degree	2,130	4,660	50,700	693,000	45.7%	4.2%	0.31%

Source: IHS Markit Regional eXplorer version 1160

The number of people without any schooling in Enoch Mgijima Local Municipality accounts for 23.71% of the number of people without schooling in the district municipality, 3.96% of the province and 0.55% of the national. In 2016, the number of people in Enoch Mgijima Local Municipality with a matric only was 35,500 which is a share of 45.49% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 51.82% of the district municipality, 4.50% of the province and 0.39% of the national.

HIGHEST LEVEL OF EDUCATION: AGE 15+, ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE 2016 [PERCENTAGE]



2.5.1 Functional literacy

For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

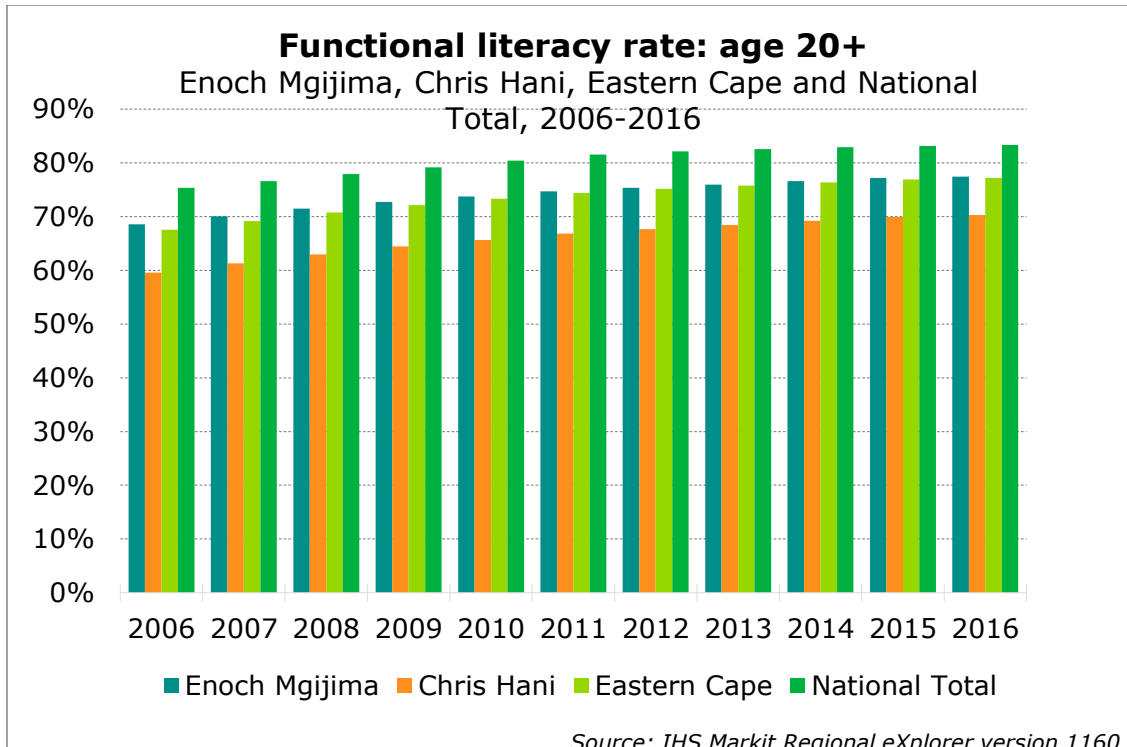
FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2006	52,912	115,542	68.6%
2007	50,906	119,234	70.1%
2008	49,005	122,923	71.5%
2009	47,433	126,564	72.7%
2010	46,178	129,803	73.8%
2011	44,913	132,686	74.7%
2012	44,136	134,862	75.3%
2013	43,460	137,343	76.0%
2014	42,807	140,064	76.6%
2015	42,243	142,818	77.2%
2016	42,320	145,081	77.4%
Average Annual growth			
2006-2016	-2.21%	2.30%	1.22%

Source: IHS Markit Regional eXplorer version 1160

A total of 145 000 individuals in Enoch Mgijima Local Municipality were considered functionally literate in 2016, while 42 300 people were considered to be illiterate. Expressed as a rate, this amounts to 77.42% of the population, which is an increase of 0.088 percentage points since 2006 (68.59%). The number of illiterate individuals decreased on average by -2.21% annually from 2006 to 2016, with the number of functional literate people increasing at 2.30% annually.

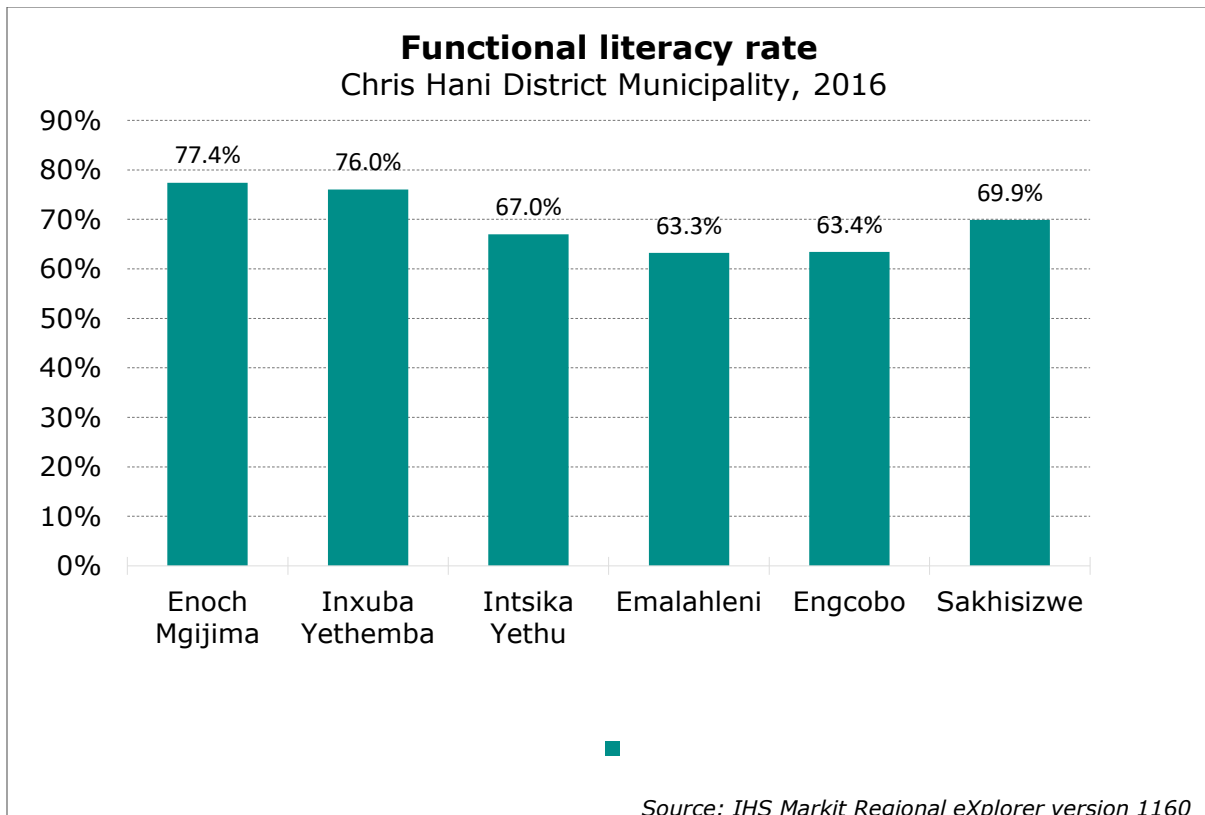
**FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - ENOCH MGIJIMA, CHRIS HANI,
EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]**



Enoch Mgijima Local Municipality's functional literacy rate of 77.42% in 2016 is higher than that of Chris Hani at 70.32% and is higher than the province rate of 77.18%. When comparing to National Total as whole, which has a functional literacy rate of 83.31%, it can be seen that the functional literacy rate is higher than that of the Enoch Mgijima Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

LITERACY RATE - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE, 2016 [PERCENTAGE]

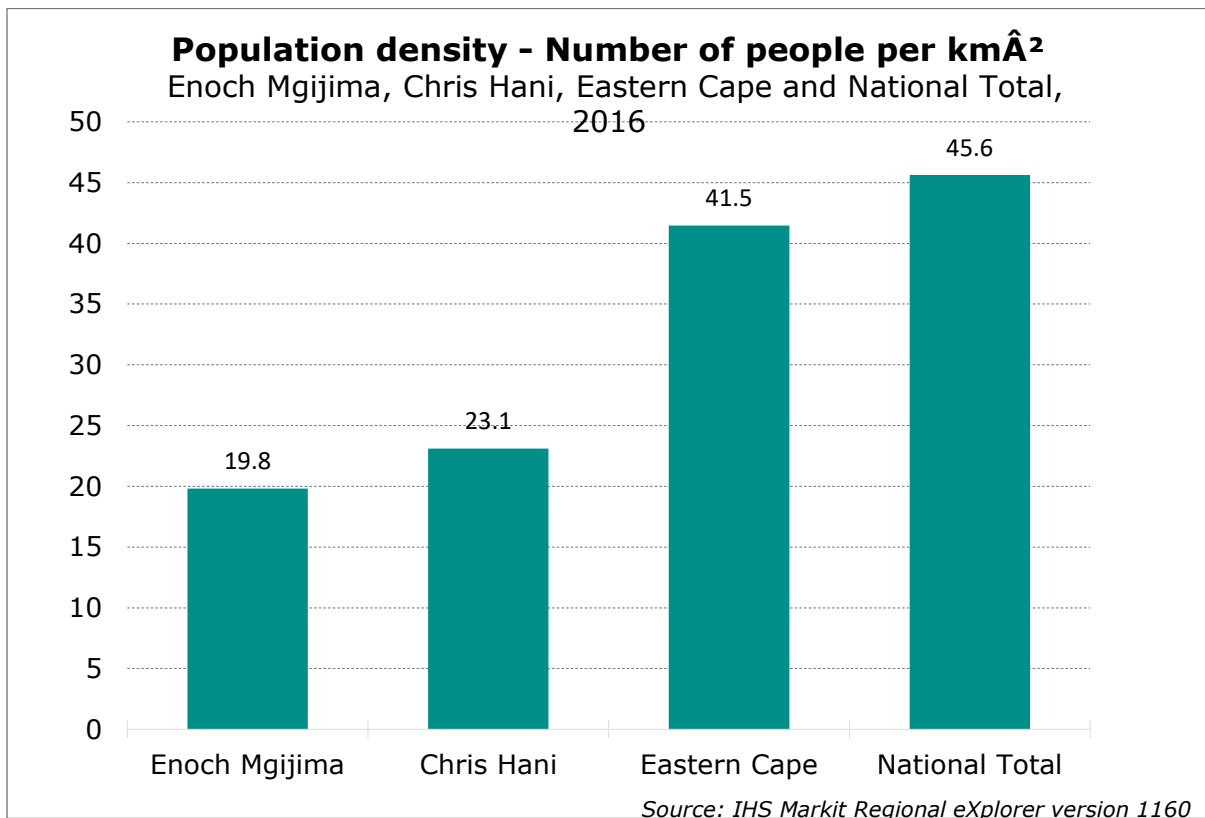


In terms of the literacy rate for each of the regions within the Chris Hani District Municipality, Enoch Mgijima local municipality had the highest literacy rate, with a total of 77.4%. The lowest literacy rate can be observed in the Emalahleni local municipality with a total of 63.3%.

2.5.2 Population Density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

POPULATION DENSITY - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [NUMBER OF PEOPLE PER KM]



In 2016, with an average of 19.8 people per square kilometre, Enoch Mgijima Local Municipality had a lower population density than Chris Hani (23.1 people per square kilometre). Compared to Eastern Cape Province (41.5 per square kilometre) it can be seen that there are less people living per square kilometre in Enoch Mgijima Local Municipality than in Eastern Cape Province.

POPULATION DENSITY - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2006-2016 [NUMBER OF PEOPLE PER KM]

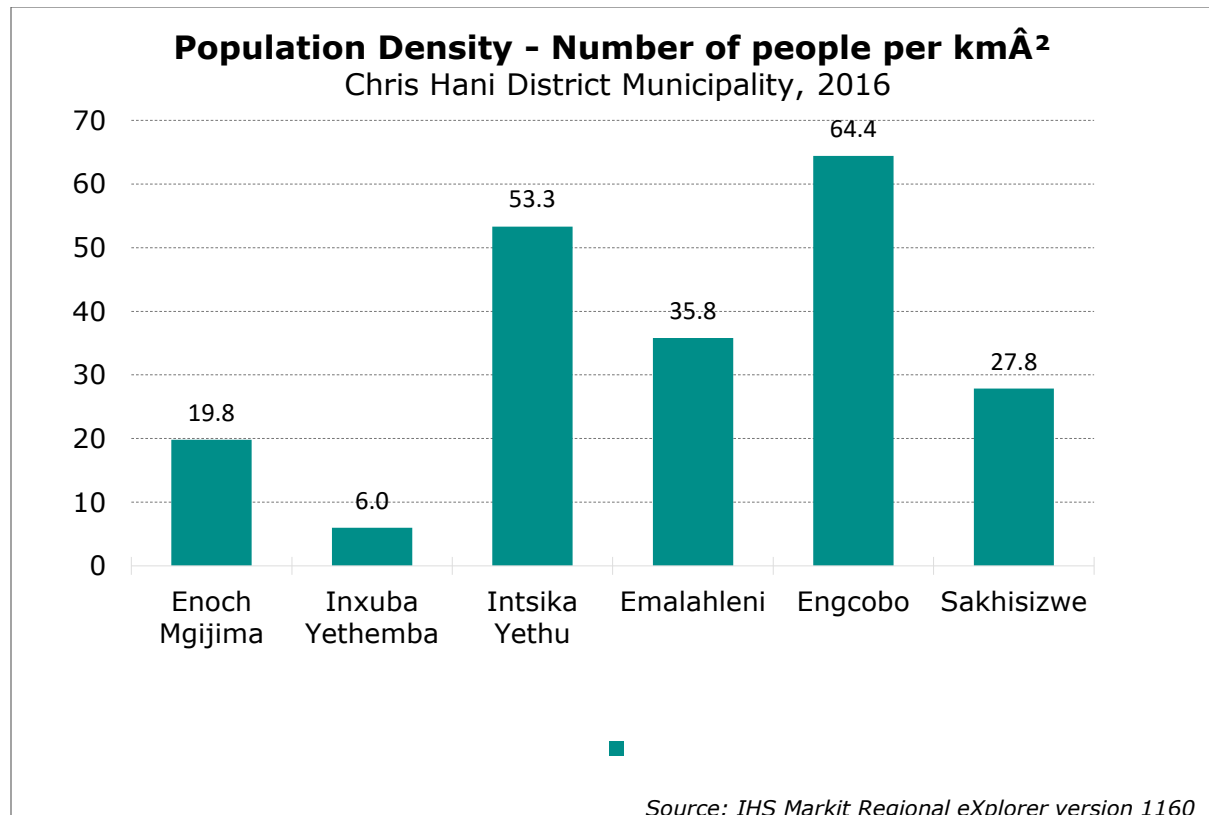
	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe
2006	18.06	5.42	53.51	33.61	63.64	28.52
2007	18.12	5.45	53.14	33.67	63.25	28.19
2008	18.23	5.48	52.98	33.94	63.01	27.83
2009	18.39	5.52	52.95	34.29	62.94	27.56
2010	18.57	5.58	52.91	34.55	62.95	27.42
2011	18.75	5.64	52.82	34.71	62.99	27.38
2012	18.93	5.70	52.70	34.83	63.03	27.37
2013	19.13	5.77	52.72	35.02	63.22	27.43
2014	19.36	5.84	52.85	35.26	63.54	27.54
2015	19.59	5.91	53.05	35.53	63.93	27.68
2016	19.82	5.98	53.31	35.83	64.39	27.84
Average Annual growth						
2006-2016	0.94%	0.99%	-0.04%	0.64%	0.12%	-0.24%

Source: IHS Markit Regional eXplorer version 1160

In 2016, Enoch Mgijima Local Municipality had a population density of 19.8 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Engcobo with a total population density of 64.4 per square kilometre per annum. In terms of growth, Enoch Mgijima Local Municipality had an average annual growth in its population density of 0.94% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Inxuba Yethemba with an average annual growth rate of 0.99% per square kilometre. In 2016, the region with the lowest population density within Chris Hani District Municipality was Inxuba Yethemba with 5.98 people per square kilometre. The region with the lowest average annual growth rate was the Sakhisizwe with an average annual growth rate of -0.24% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

POPULATION DENSITY - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, ENGCOBO AND SAKHISIZWE,2016 [PERCENTAGE]



In terms of the population density for each of the regions within the Chris Hani District Municipality, Engcobo local municipality had the highest density, with 64.4 people per square kilometre. The lowest population density can be observed in the Inxuba Yethemba local municipality with a total of 5.98 people per square kilometre.

2.5.3 Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

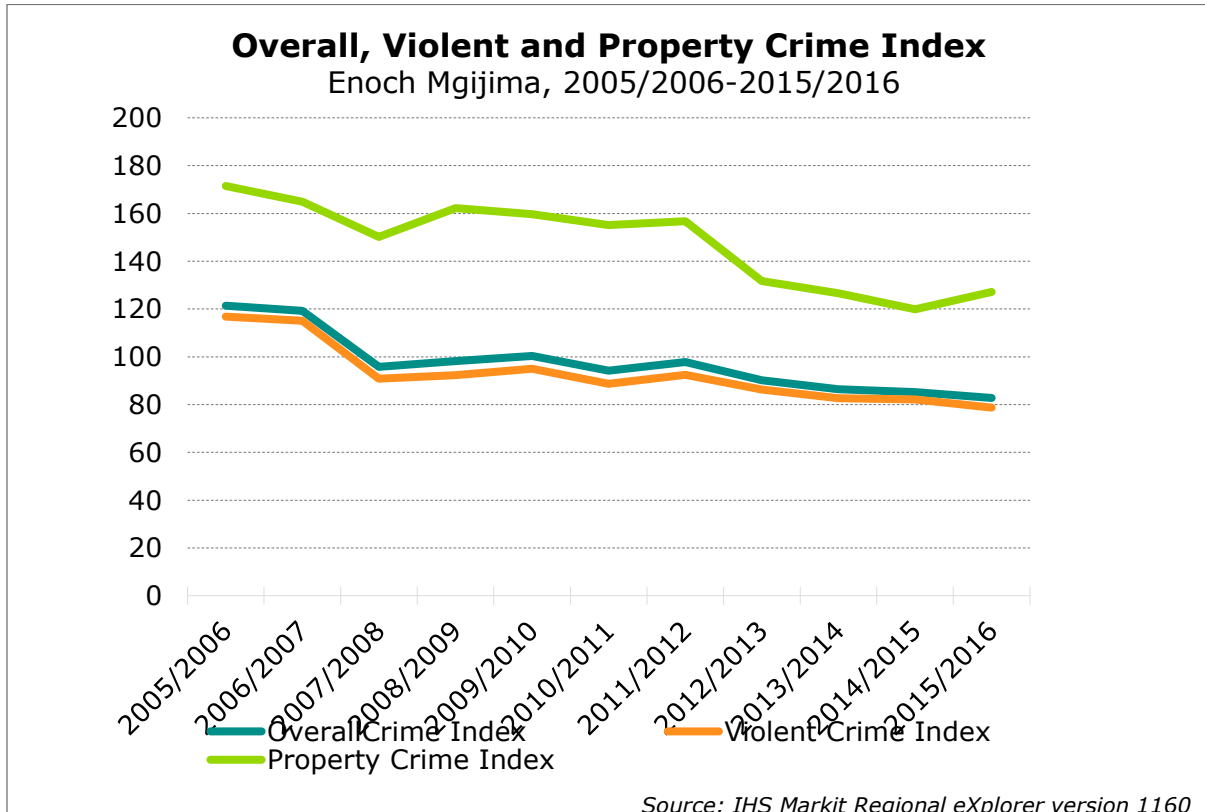
2.6 IHS Composite Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

2.6.1 Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time or comparing the crime levels across regions.

IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2005/2006-2015/2016 [INDEX VALUE]



For the period 2005/2006 to 2015/2016 overall crime has decrease at an average annual rate of 3.76% within the Enoch Mgijima Local Municipality. Violent crime decreased by 3.87% since 2005/2006, while property crimes decreased by 2.95% between the 2005/2006 and 2015/2016 financial years.

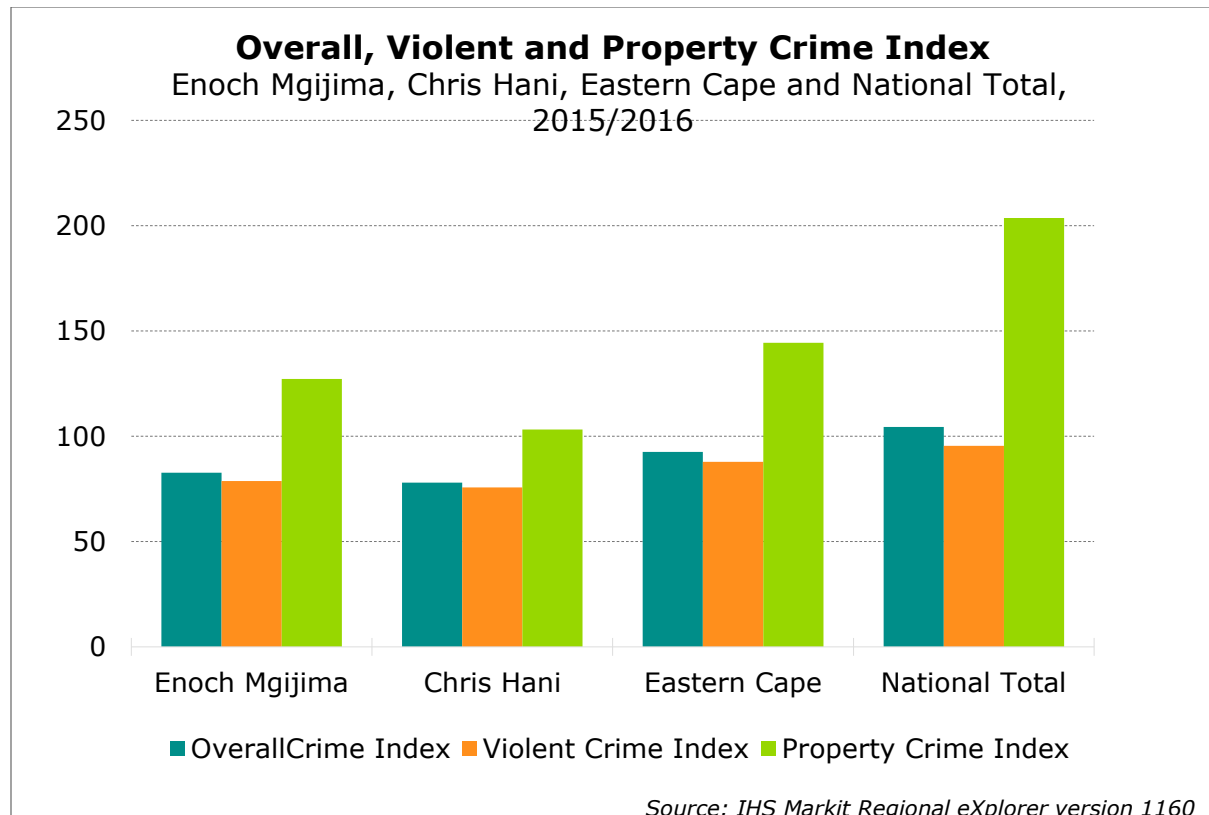
**OVERALL CRIME INDEX - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI,
2005/2006-2015/2016 [INDEX VALUE]**

	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe
2005/2006	121.37	236.15	71.29	83.63	78.21	122.19
2006/2007	119.23	213.29	64.70	77.63	62.47	115.88
2007/2008	95.84	199.31	67.55	80.14	60.58	108.37
2008/2009	98.18	183.36	65.65	70.56	60.61	96.36
2009/2010	100.39	181.67	71.67	75.44	68.52	92.11
2010/2011	94.23	156.83	74.27	70.40	72.26	99.13
2011/2012	97.77	149.95	74.25	69.52	66.45	98.65
2012/2013	90.13	156.07	73.94	77.20	68.12	100.01
2013/2014	86.37	142.05	67.19	75.00	42.97	115.39
2014/2015	85.26	143.61	66.78	72.21	55.38	111.05
2015/2016	82.76	142.93	59.34	73.55	50.44	109.75
Average Annual growth						
2005/2006-2015/2016	-3.76%	-4.90%	-1.82%	-1.28%	-4.29%	-1.07%

Source: IHS Markit Regional eXplorer version 1160

In 2015/2016, the Inxuba Yethemba local municipality has the highest overall crime rate of the sub-regions within the overall Chris Hani District Municipality with an index value of 143. Sakhisizwe local municipality has the second highest overall crime index at 110, with Enoch Mgijima local municipality having the third highest overall crime index of 82.8. It is clear that all the crime is decreasing overtime for all the regions within Chris Hani District Municipality. Intsika Yethu local municipality has the second lowest overall crime index of 59.3 and the Engcobo local municipality has the lowest overall crime rate of 50.4. It is clear that crime is decreasing overtime for all the regions within Chris Hani District Municipality. The region that decreased the most in overall crime since 2005/2006 was Inxuba Yethemba local municipality with an average annual decrease of 4.9% followed by Engcobo local municipality with an average annual decrease of 4.3%.

IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2015/2016 [INDEX VALUE]



From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

2.7 Household Infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. 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 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 next few sections offer an overview of the household infrastructure of the Enoch Mgijima Local Municipality between 2016 and 2006.

2.7.1 Household by Dwelling Type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.

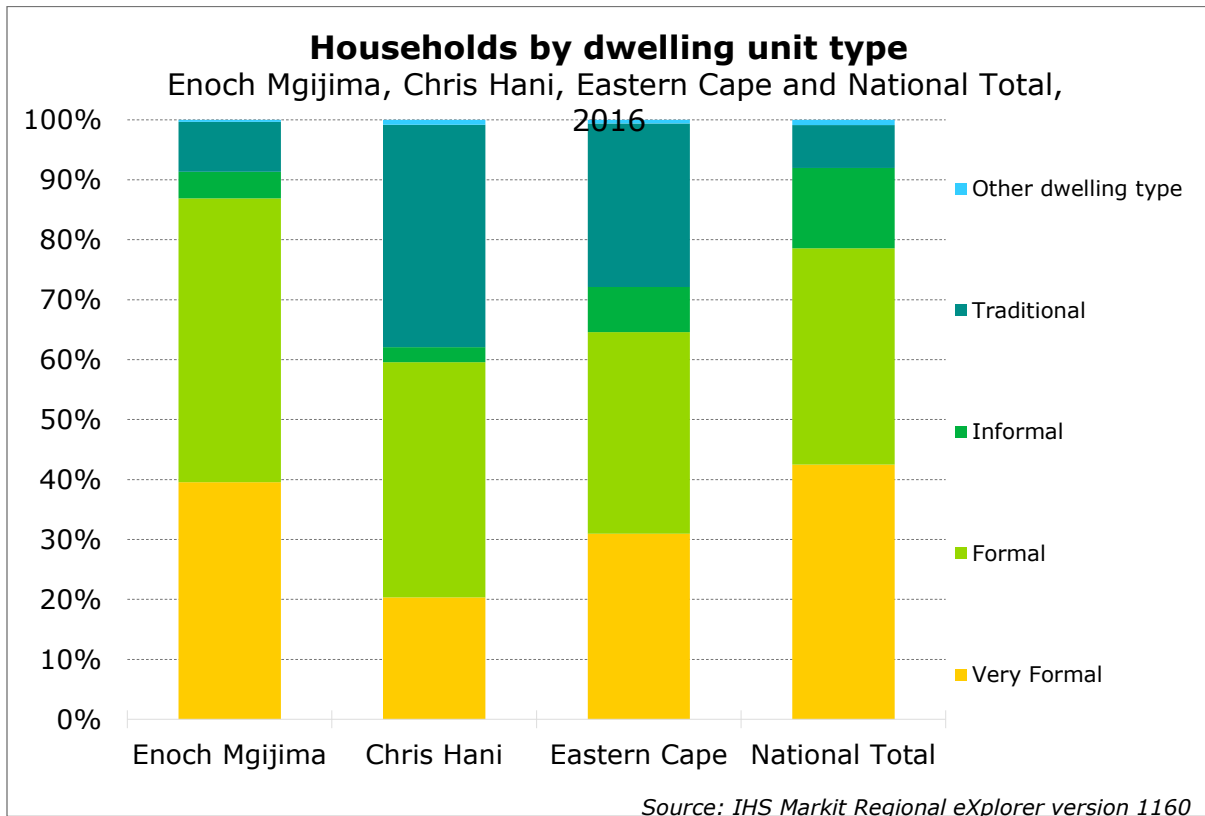
Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

Other dwelling units - tents, ships, caravans, etc.

HOUSEHOLDS BY DWELLING UNIT TYPE - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Enoch Mgijima Local Municipality had a total number of 28 500 (39.56% of total households) very formal dwelling units, a total of 34 100 (47.33% of total households) formal dwelling units and a total number of 3 210 (4.46% of total households) informal dwelling units.

HOUSEHOLDS BY DWELLING UNIT TYPE - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016 [NUMBER]

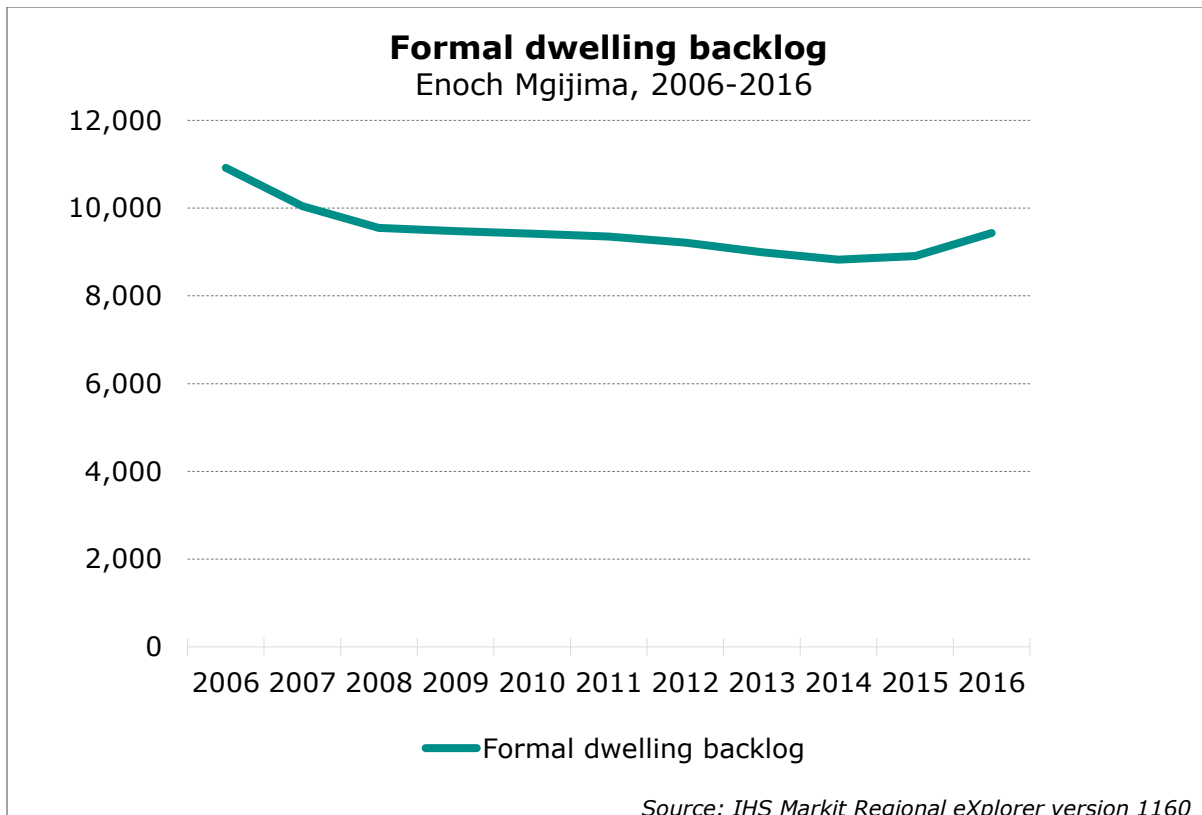
	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Enoch Mgijima	28,500	34,100	3,210	5,970	254	72,000
Inxuba Yethemba	12,000	7,310	270	50	72	19,700
Intsika Yethu	594	12,700	447	27,900	350	41,900
Emalahleni	1,420	14,300	491	15,900	568	32,700
Engcobo	494	9,650	545	27,200	536	38,500
Sakhisizwe	2,090	8,970	551	5,120	70	16,800
Total	45,092	86,961	5,511	82,194	1,850	221,608

Chris Hani

Source: IHS Markit Regional eXplorer version 1160

The region within the Chris Hani District Municipality with the highest number of very formal dwelling units is Enoch Mgijima local municipality with 28 500 or a share of 63.12% of the total very formal dwelling units within Chris Hani. The region with the lowest number of very formal dwelling units is Engcobo local municipality with a total of 494 or a share of 1.10% of the total very formal dwelling units within Chris Hani.

FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS]



When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2006 the number of households not living in a formal dwelling were 10 900 within Enoch Mgijima Local Municipality. From 2006 this number decreased annually at -1.46% to 9 430 in 2016.

2.7.2 Household 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.

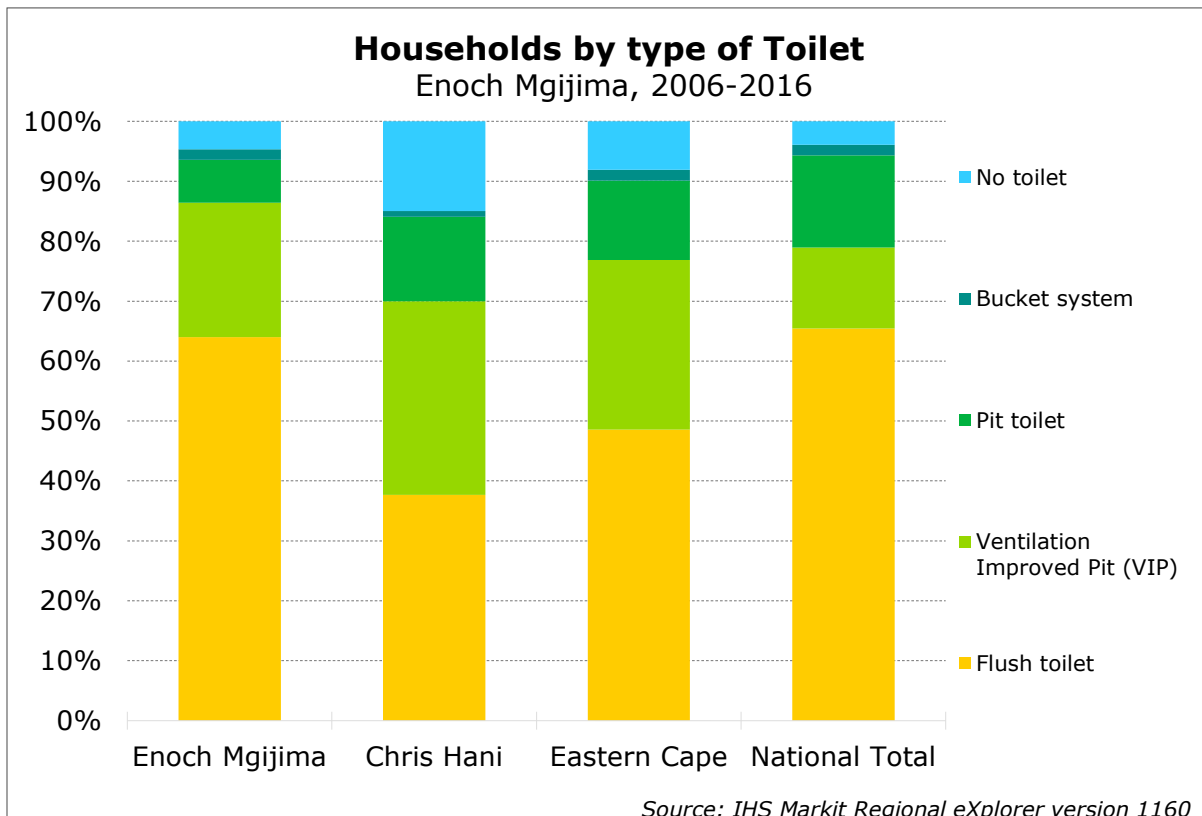
Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed, and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

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.

HOUSEHOLDS BY TYPE OF SANITATION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Enoch Mgijima Local Municipality had a total number of 46 000 flush toilets (63.99% of total households), 16 100 Ventilation Improved Pit (VIP) (22.40% of total households) and 5 160 (7.17%) of total households' pit toilets.

HOUSEHOLDS BY TYPE OF SANITATION - ENOCH MGJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2016 [NUMBER]

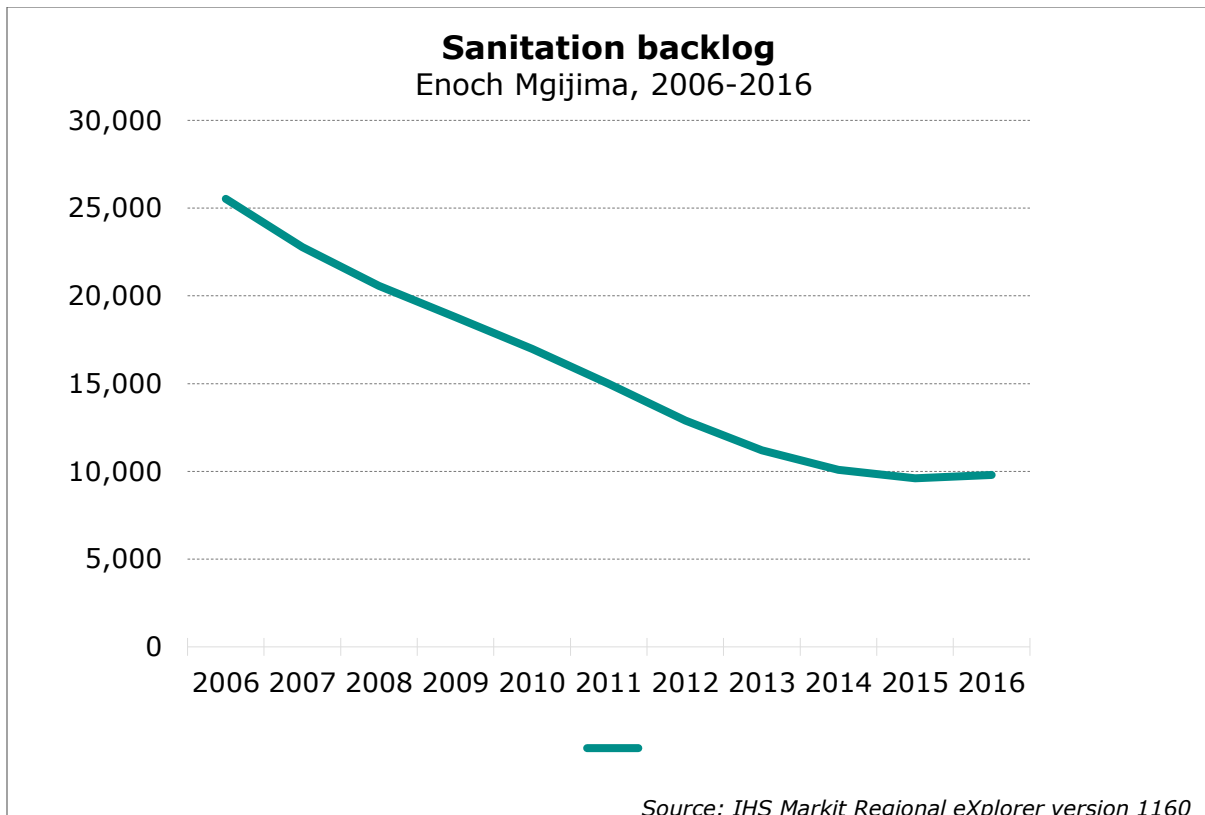
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Enoch Mgjijima	46,000	16,100	5,160	1,260	3,380	72,000
Inxuba Yethemba	18,300	225	218	92	933	19,700
Intsika Yethu	2,900	17,700	10,400	79	10,800	41,900
Emalahleni	5,980	14,600	5,640	450	6,100	32,700
Engcobo	4,830	16,700	6,860	80	10,000	38,500
Sakhisizwe	5,420	6,340	2,960	154	1,920	16,800
Total	83,447	71,643	31,246	2,115	33,157	221,608

Chris Hani

Source: IHS Markit Regional eXplorer version 1160

The region within Chris Hani with the highest number of flush toilets is Enoch Mgjijima local municipality with 46 000 or a share of 55.18% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Intsika Yethu local municipality with a total of 2 900 or a share of 3.48% of the total flush toilets within Chris Hani District Municipality.

SANITATION BACKLOG - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]

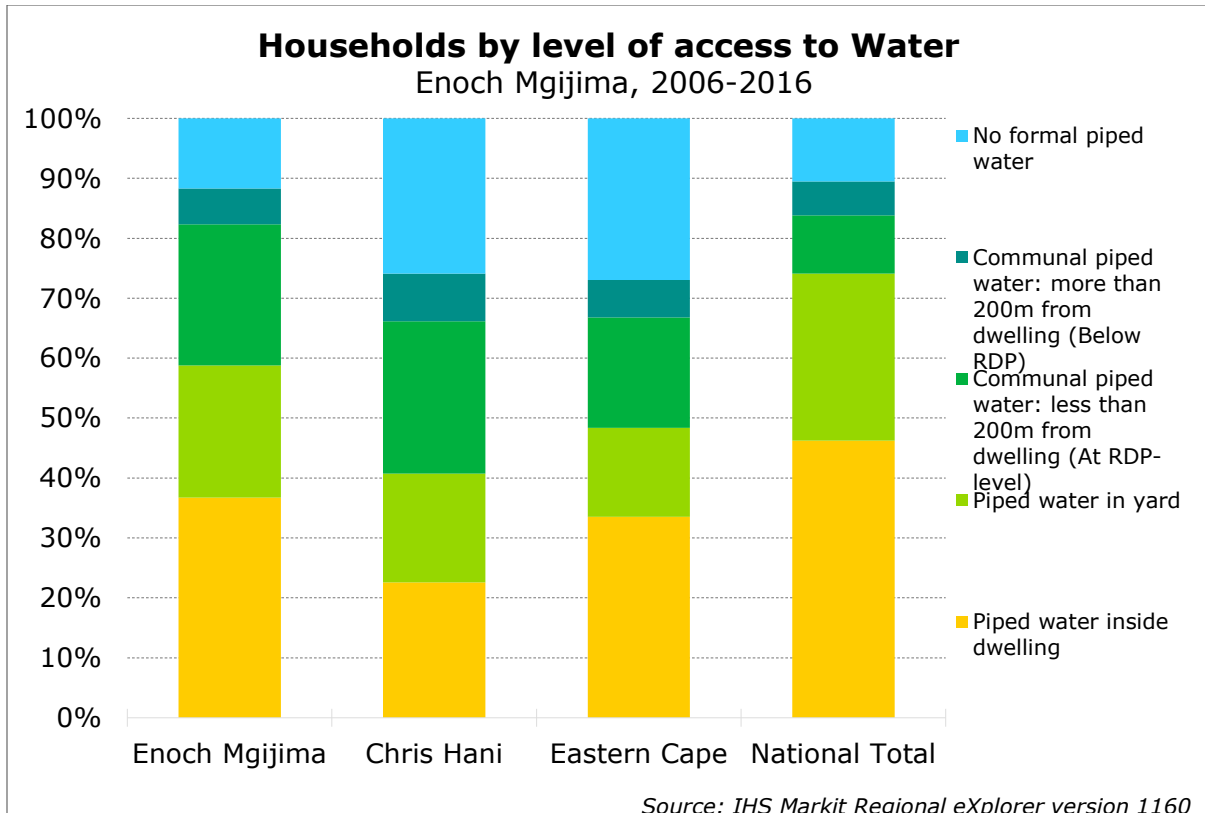


When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2006 the number of Households without any hygienic toilets in Enoch Mgijima Local Municipality was 25 500, this decreased annually at a rate of -9.14% to 9 790 in 2016.

2.7.3 Households by Access to water

A household is categorised 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, rainwater, boreholes, dams, rivers and springs.

HOUSEHOLDS BY TYPE OF WATER ACCESS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Enoch Mgijima Local Municipality had a total number of 26 400 (or 36.72%) households with piped water inside the dwelling, a total of 15 900 (22.05%) households had piped water inside the yard and a total number of 8 400 (11.67%) households had no formal piped water.

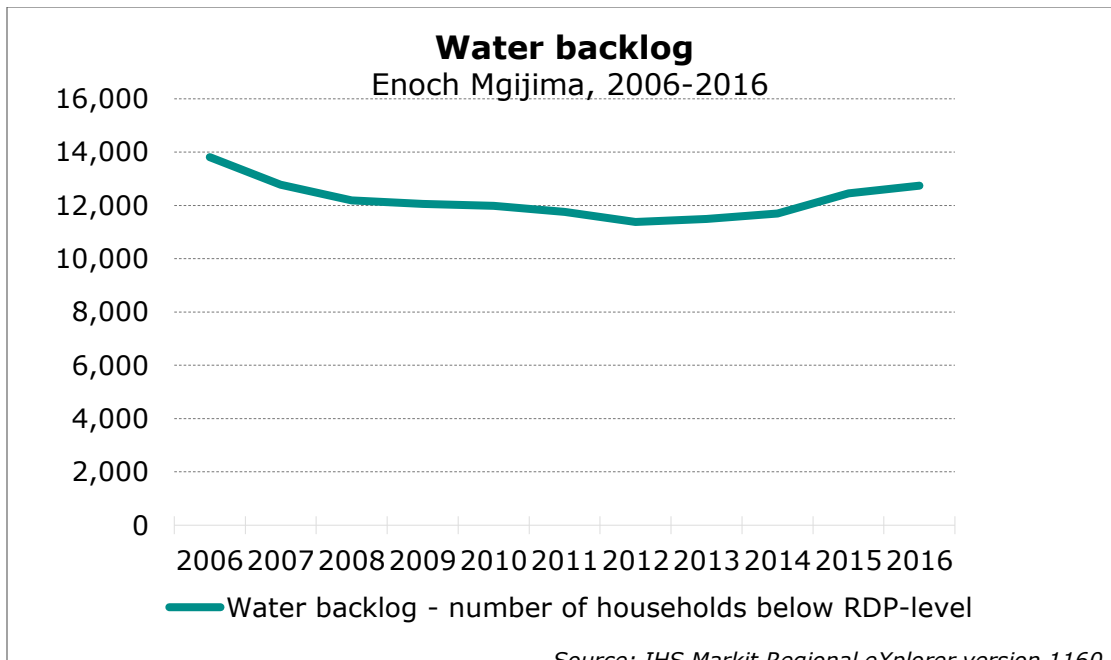
HOUSEHOLDS BY TYPE OF WATER ACCESS - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016
[NUMBER]

	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
Enoch Mgidjima	26,400	15,900	16,900	4,340	8,400	72,000
Inxuba Yethemba	13,300	4,200	157	247	1,840	19,700
Intsika Yethu	2,880	5,910	13,400	4,570	15,200	41,900
Emalahleni	1,600	6,380	12,800	3,600	8,370	32,700
Engcobo	3,550	4,520	7,960	3,090	19,300	38,500
Sakhisizwe	2,340	3,320	5,090	1,800	4,260	16,800
Total	50,097	40,184	56,285	17,642	57,402	221,608
Chris Hani						

Source: IHS Markit Regional eXplorer version 1160

The regions within Chris Hani District Municipality with the highest number of households with piped water inside the dwelling is Enoch Mgidjima local municipality with 26 400 or a share of 52.74% 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 Emalahleni local municipality with a total of 1 600 or a share of 3.20% of the total households with piped water inside the dwelling within Chris Hani District Municipality.

WATER BACKLOG - ENOCH MGJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]

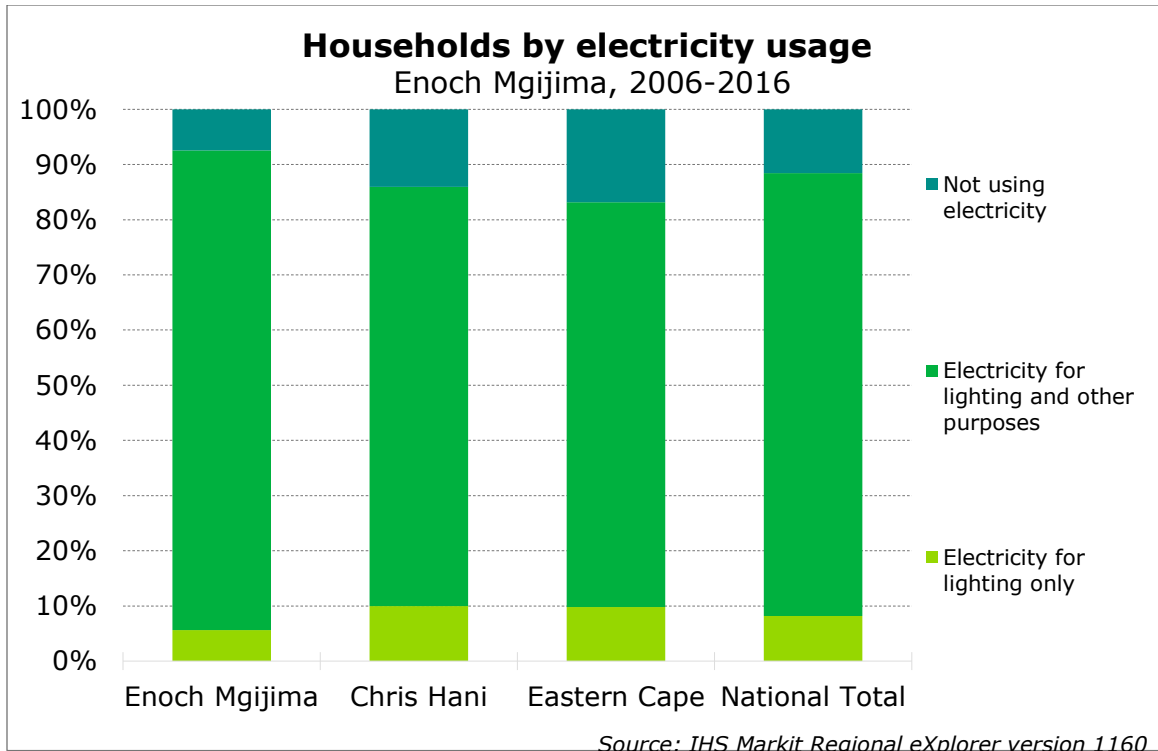


When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2006 the number of households below the RDP-level were 13 800 within Enoch Mjijima Local Municipality, this decreased annually at -0.81% per annum to 12 700 in 2016.

2.7.4 Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Enoch Mgijima Local Municipality had a total number of 4 040 (5.62%) households with electricity for lighting only, a total of 62 600 (86.94%) households had electricity for lighting and other purposes and a total number of 5 360 (7.44%) households did not use electricity.

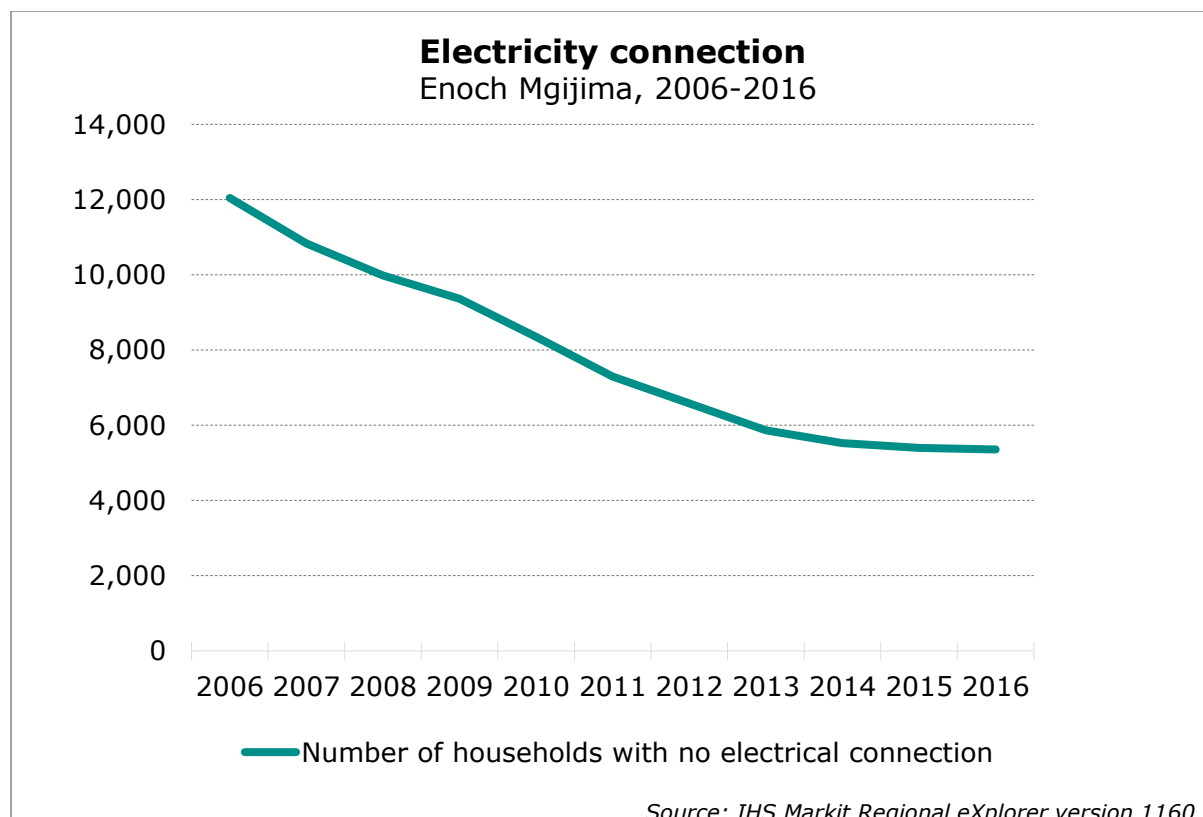
HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Enoch Mgijima	4,040	62,600	5,360	72,000
Inxuba Yethemba	544	18,600	611	19,700
Intsika Yethu	5,730	27,100	9,070	41,900
Emalaheni	3,800	24,900	4,010	32,700
Engcobo	6,130	22,200	10,100	38,500
Sakhisizwe	1,810	13,000	1,970	16,800
Total	22,061	168,432	31,116	221,608
Chris Hani				

Source: IHS Markit Regional eXplorer version 1160

The region within Chris Hani with the highest number of households with electricity for lighting and other purposes is Enoch Mgijima local municipality with 62 600 or a share of 37.14% of the households with electricity for lighting and other purposes within Chris Hani District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Sakhisizwe local municipality with a total of 13 000 or a share of 7.73% of the total households with electricity for lighting and other purposes within Chris Hani District Municipality.

ELECTRICITY CONNECTION - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



When looking at the number of households with no electrical connection over time, it can be seen that in 2006 the households without an electrical connection in Enoch Mgijima Local Municipality was 12 000, this decreased annually at -7.78% per annum to 5 360 in 2016.

2.7.5 Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

Removed weekly by authority

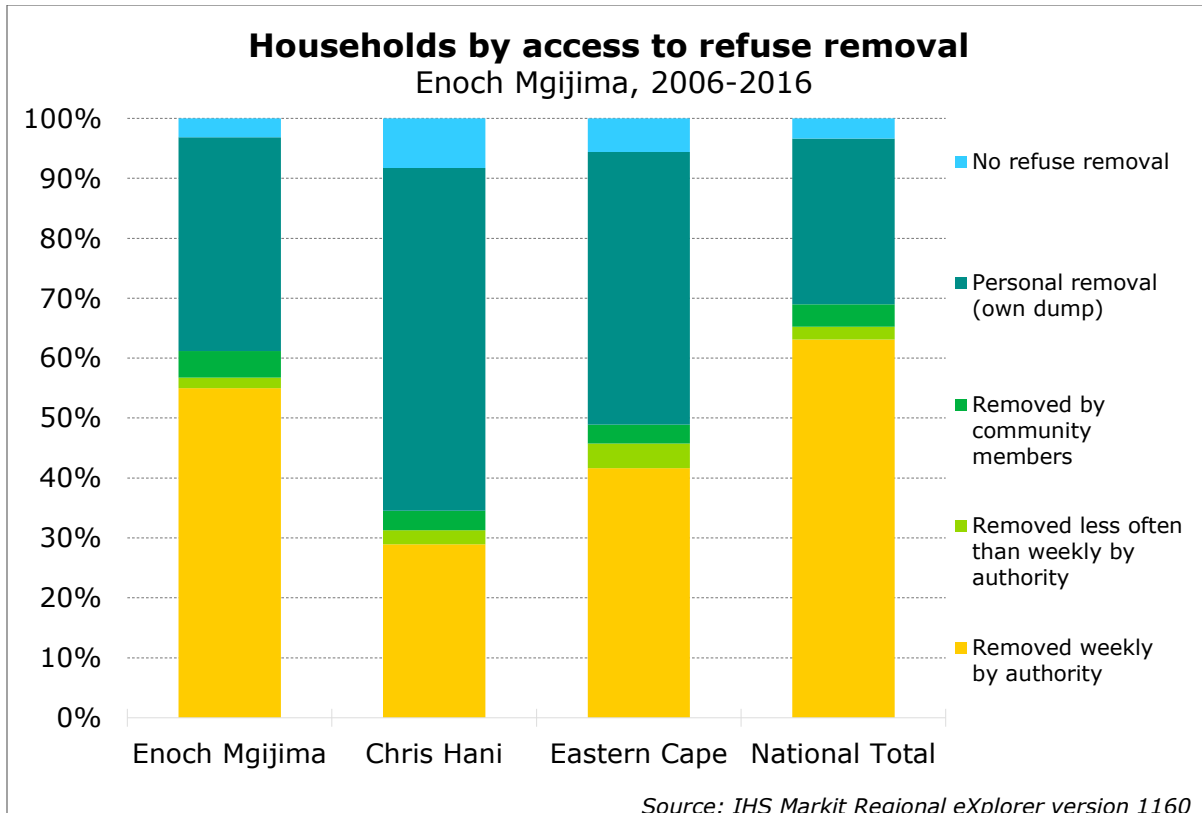
Removed less often than weekly by authority

Removed by community members

Personal removal / (own dump)

No refuse removal

HOUSEHOLDS BY REFUSE DISPOSAL - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Enoch Mgijima Local Municipality had a total number of 39 600 (55.01%) households which had their refuse removed weekly by the authority, a total of 1 270 (1.77%) households had their refuse removed less often than weekly by the authority and a total number of 25 600 (35.65%) households which had to remove their refuse personally (own dump).

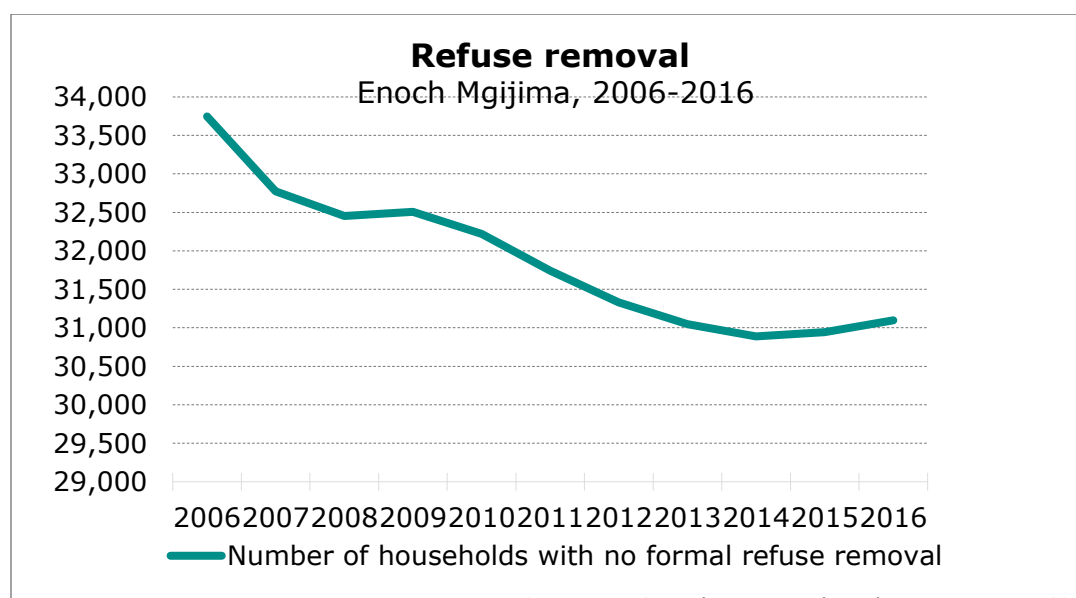
HOUSEHOLDS BY REFUSE DISPOSAL - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2016 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Enoch Mgijima	39,600	1,270	3,170	25,700	2,280	72,000
Inxuba Yethemba	15,400	1,810	313	2,090	163	19,700
Intsika Yethu	1,200	387	1,160	34,300	4,900	41,900
Emalahleni	4,770	254	1,200	23,100	3,400	32,700
Engcobo	878	1,210	830	30,300	5,210	38,500
Sakhisizwe	2,380	231	593	11,200	2,420	16,800
Total	64,172	5,166	7,264	126,634	18,371	221,608
Chris Hani						

Source: IHS Markit Regional eXplorer version 1160

The region within Chris Hani with the highest number of households where the refuse is removed weekly by the authority is Enoch Mgijima local municipality with 39 600 or a share of 61.68% of the households where the refuse is removed weekly by the authority within Chris Hani. The region with the lowest number of households where the refuse is removed weekly by the authority is Engcobo local municipality with a total of 878 or a share of 1.37% of the total households where the refuse is removed weekly by the authority within the district municipality.

REFUSE REMOVAL - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



Source: IHS Markit Regional eXplorer version 1160

When looking at the number of households with no formal refuse removal, it can be seen that in 2006 the households with no formal refuse removal in Enoch Mjijima Local Municipality was 33 800, this decreased annually at -0.81% per annum to 31 100 in 2016.

2.8 Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

2.8.1 Trips by purpose of trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. IHS likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

Leisure / Holiday

Business

Visits to friends and relatives

Other (Medical, Religious, etc.)

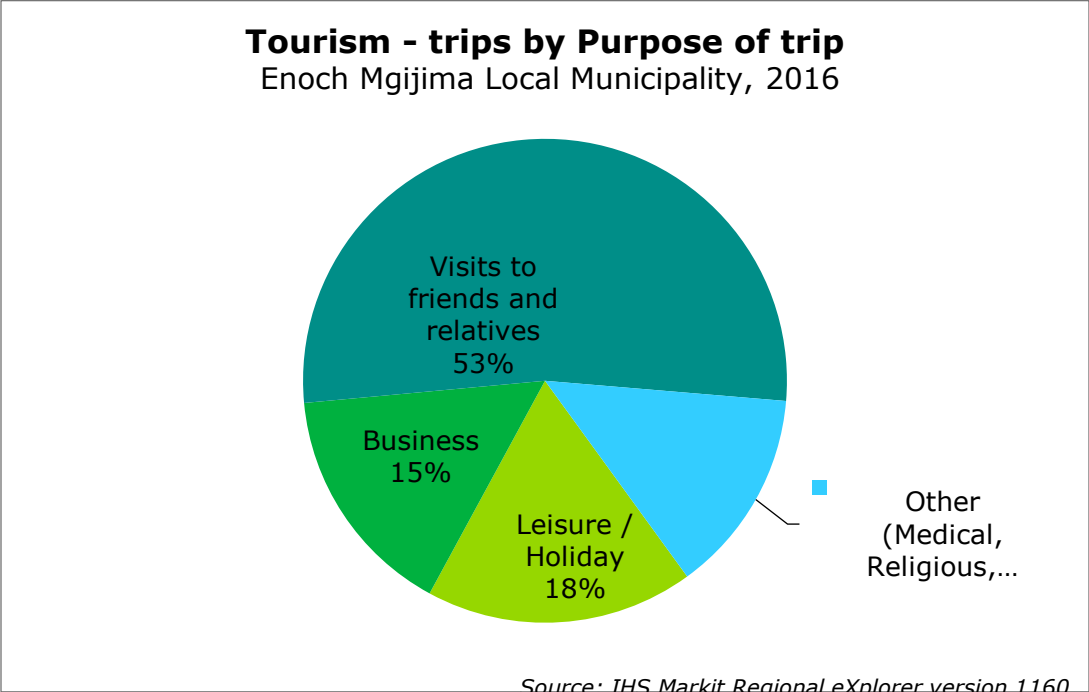
NUMBER OF TRIPS BY PURPOSE OF TRIPS - ENOCH MGJIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER PERCENTAGE]

	Leisure Holiday /	Business	Visits friends to and relatives	Other (Medical, Religious, etc)	Total
2006	27,800	13,100	89,600	15,600	146,000
2007	27,800	13,200	85,000	15,800	142,000
2008	26,900	13,800	77,600	17,500	136,000
2009	24,400	13,600	70,400	16,800	125,000
2010	23,500	14,200	64,800	16,200	119,000
2011	21,900	14,700	62,400	16,000	115,000
2012	21,100	15,100	59,700	15,600	111,000
2013	21,700	15,400	60,300	15,800	113,000
2014	18,600	14,700	53,700	13,800	101,000
2015	16,700	14,100	49,700	12,600	93,100
2016	15,100	13,200	44,600	11,500	84,500
Average Annual growth					
2006-2016	-5.91%	0.09%	-6.74%	-2.97%	-5.33%

Source: IHS Markit Regional eXplorer version 1160

In Enoch Mgiijima Local Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2006 (13 100) to 2016 (13 200) at 0.09%. Visits to friends and relatives recorded the highest number of visits in 2016 at 44 600, with an average annual growth rate of -6.74%. The tourism type that recorded the lowest growth was Visits to friends and relative’s tourism with an average annual growth rate of -6.74% from 2006 (89 600) to 2016 (44 600).

TRIPS BY PURPOSE OF TRIP - ENOCH MGIIJIMA LOCAL MUNICIPALITY, 2016 [PERCENTAGE]



The Visits to friends and relatives at 52.79% have largest share the total tourism within Enoch Mgiijima Local Municipality. Leisure / Holiday tourism had the second highest share at 17.92%, followed by Business tourism at

15.62% and the Other (Medical, Religious, etc) tourism with the smallest share of 13.67% of the total tourism within Enoch Mgijima Local Municipality.

2.8.2 Origin of Tourists

In the following table, the number of tourists that visited Enoch Mgijima Local Municipality from both domestic origins, as well as those coming from international places, are listed.

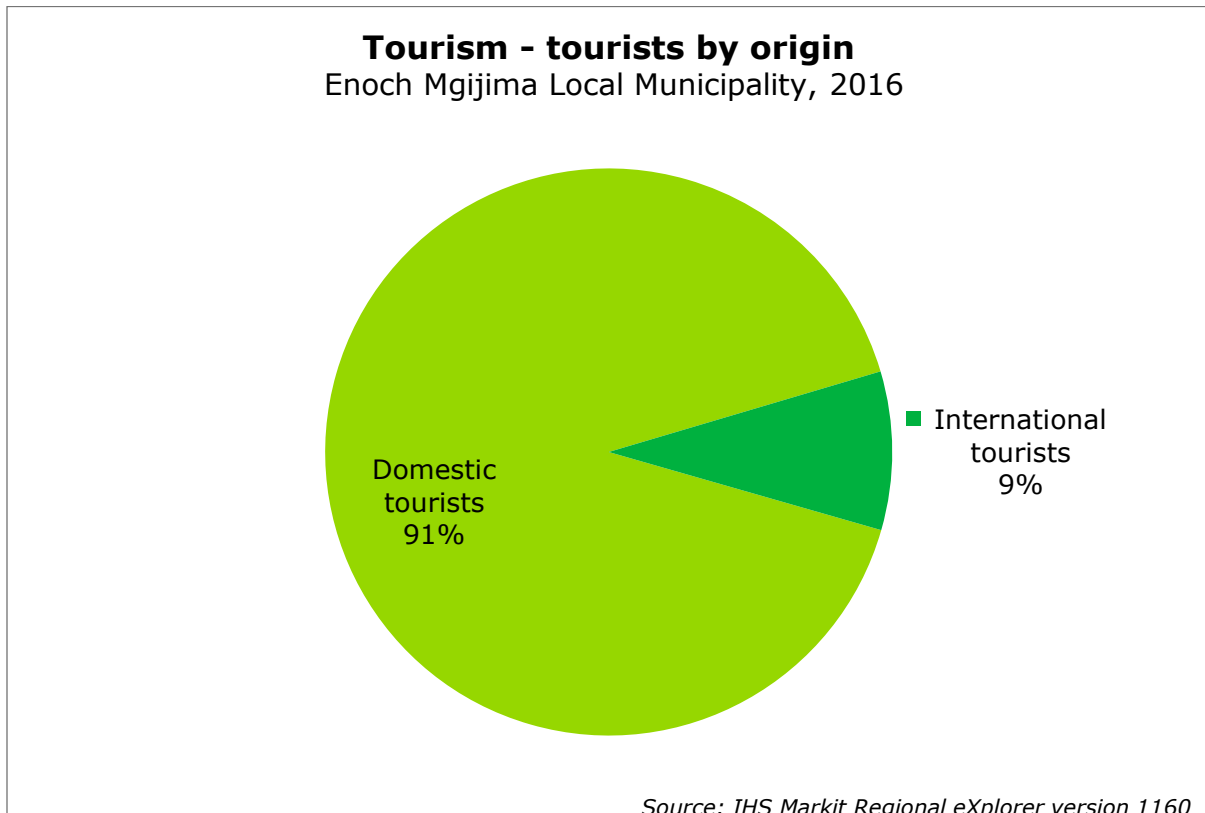
TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2006	139,000	6,780	146,000
2007	135,000	6,650	142,000
2008	129,000	6,310	136,000
2009	119,000	6,060	125,000
2010	112,000	6,470	119,000
2011	108,000	6,460	115,000
2012	104,000	7,050	111,000
2013	106,000	7,200	113,000
2014	93,400	7,340	101,000
2015	86,300	6,770	93,100
2016	76,800	7,630	84,500
Average Annual growth			
2006-2016	-5.78%	1.19%	-5.33%

Source: IHS Markit Regional eXplorer version 1160

The number of trips by tourists visiting Enoch Mgijima Local Municipality from other regions in South Africa has decreased at an average annual rate of -5.78% from 2006 (139 000) to 2016 (76 800). The tourists visiting from other countries decreased at an average annual growth rate of 1.19% (from 6 780 in 2006 to 7 630). International tourists constitute 9.03% of the total number of trips, with domestic tourism representing the balance of 90.97%.

TOURISTS BY ORIGIN - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2016 [PERCENTAGE]



2.8.3 Bed nights by origin of tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Enoch Mgijima Local Municipality between 2006 and 2016.

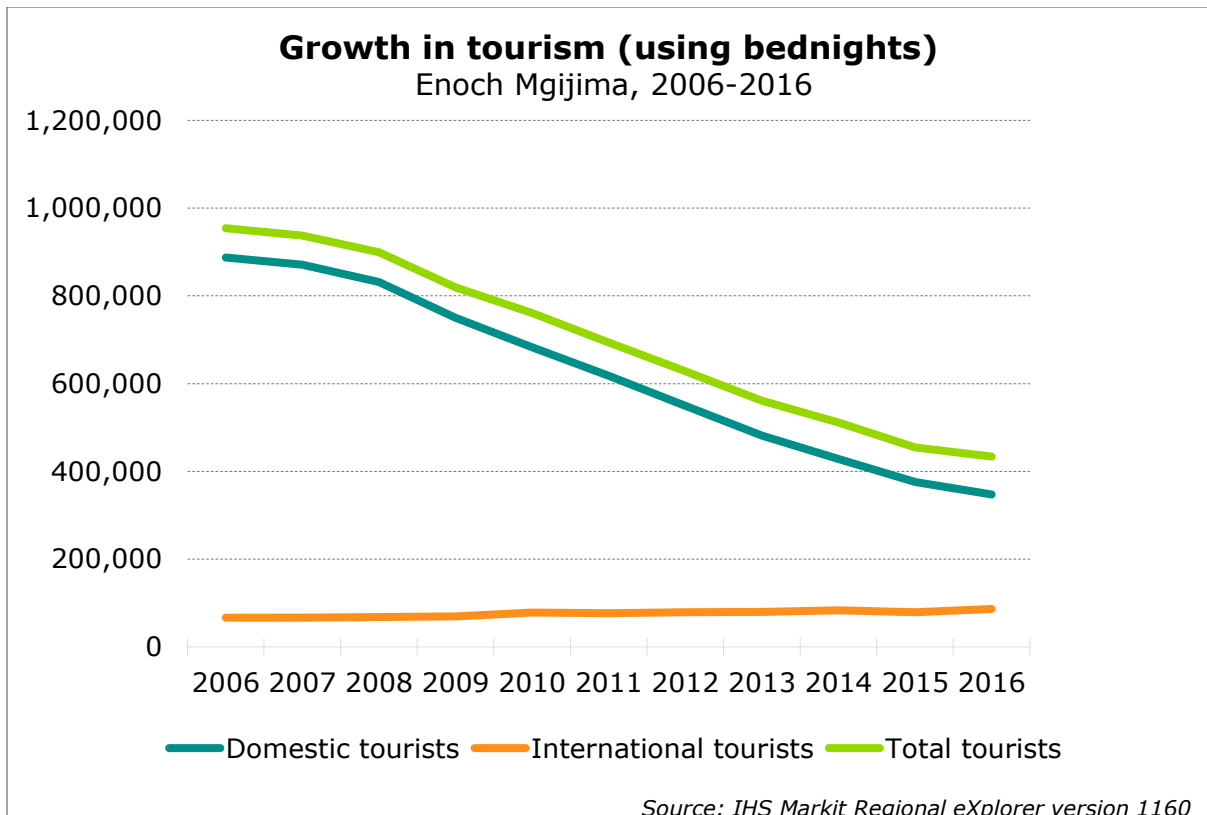
BEDNIGHTS BY ORIGIN OF TOURIST - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2006	887,000	66,800	954,000
2007	871,000	66,600	938,000
2008	832,000	67,900	900,000
2009	750,000	69,800	819,000
2010	683,000	78,000	761,000
2011	618,000	76,400	694,000
2012	550,000	78,600	628,000
2013	481,000	80,000	561,000
2014	428,000	83,300	511,000
2015	376,000	78,800	455,000
2016	347,000	86,400	434,000
Average Annual growth			
2006-2016	-8.95%	2.61%	-7.58%

Source: IHS Markit Regional eXplorer version 1160

From 2006 to 2016, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -8.95%, while in the same period the international tourists had an average annual increase of 2.61%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -7.58% from 954 000 in 2006 to 434 000 in 2016.

GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016
[NUMBER]



2.8.4 Tourism spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TOTAL TOURISM SPENDING - ENOCH MGJIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2006	0.4	1.0	9.3	126.9
2007	0.4	1.0	9.9	138.7
2008	0.4	1.1	10.9	152.5
2009	0.4	1.1	10.8	153.4
2010	0.4	1.1	11.5	167.2
2011	0.4	1.1	11.4	174.6
2012	0.4	1.2	12.1	199.9
2013	0.4	1.2	12.4	218.3
2014	0.4	1.2	12.6	238.7
2015	0.4	1.2	12.0	238.1
2016	0.4	1.2	12.0	266.9
Average Annual growth				
2006-2016	0.78%	1.44%	2.62%	7.72%

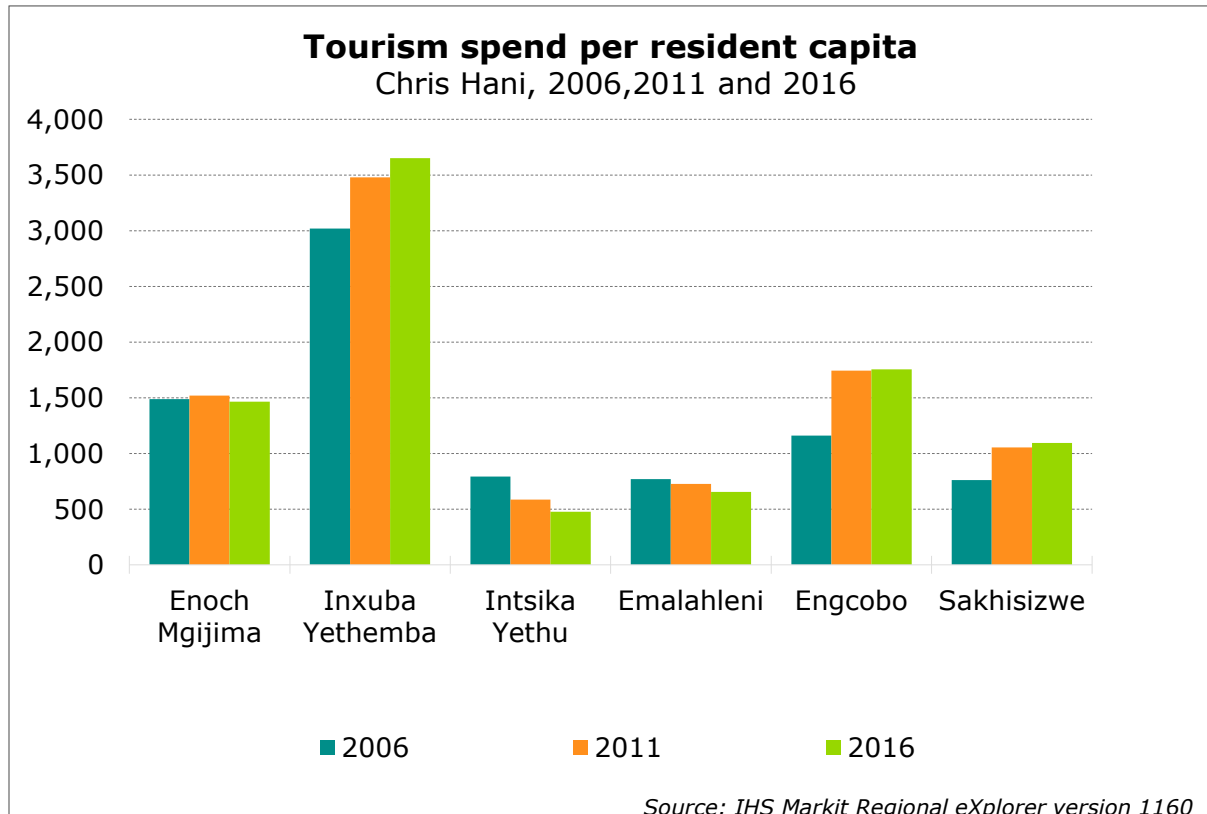
Source: IHS Markit Regional eXplorer version 1160

Enoch Mgijima Local Municipality had a total tourism spending of R 394 million in 2016 with an average annual growth rate of 0.8% since 2006 (R 365 million). Chris Hani District Municipality had a total tourism spending of R 1.16 billion in 2016 and an average annual growth rate of 1.4% over the period. Total spending in Eastern Cape Province increased from R 9.3 billion in 2006 to R 12 billion in 2016 at an average annual rate of 2.6%. South Africa as whole had an average annual rate of 7.7% and increased from R 127 billion in 2006 to R 267 billion in 2016.

2.8.5 Tourism Spend per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

TOURISM SPEND PER RESIDENT CAPITA - ENOCH MGJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2006,2011 AND 2016 [R THOUSANDS]



In 2016, Enoch Mgjima Local Municipality had a tourism spend per capita of R 1,460 and an average annual growth rate of -0.16%, Enoch Mgjima Local Municipality ranked third amongst all the regions within Chris Hani in terms of tourism spend per capita. The region within Chris Hani District Municipality that ranked first in terms of tourism spend per capita is Inxuba Yethemba local municipality with a total per capita spending of R 3,650 which reflects an average annual increase of 1.92% from 2006. The local municipality that ranked lowest in terms of tourism spend per capita is Intsika Yethu with a total of R 476 which reflects a decrease at an average annual rate of -4.97% from 2006.

2.8.6 Tourism Spend as a Share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TOTAL SPENDING AS % SHARE OF GDP – ENOCH MGJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

	Enoch Mgjima	Chris Hani	Eastern Cape	National Total
2006	6.8%	9.2%	6.5%	6.9%
2007	5.8%	7.9%	5.9%	6.6%
2008	6.2%	8.3%	6.2%	6.4%
2009	5.3%	7.2%	5.6%	6.1%
2010	4.9%	6.8%	5.4%	6.1%
2011	4.4%	6.2%	5.0%	5.8%
2012	4.2%	6.0%	4.8%	6.1%
2013	4.0%	5.7%	4.5%	6.2%
2014	3.8%	5.4%	4.3%	6.3%
2015	3.3%	4.7%	3.8%	5.9%
2016	3.1%	4.3%	3.6%	6.2%

Source: HIS Markit Regional eXplorer version 1160

In Enoch Mgjima Local Municipality the tourism spending as a percentage of GDP in 2016 was 3.08%. Tourism spending as a percentage of GDP for 2016 was 4.33% in Chris Hani District Municipality, 3.56% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.15%.

2.9 International Trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

2.9.1 Relative Importance of international Trade

In the table below, the Enoch Mgijima Local Municipality is compared to Chris Hani, Eastern Cape Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

MERCHANDISE EXPORTS AND IMPORTS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2016 [R 1000, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
Exports (R 1000)	46,120	88,412	56,187,528	1,107,472,999
Imports (R 1000)	229,502	239,583	55,585,538	1,089,677,002
Total Trade (R 1000)	275,621	327,995	111,773,066	2,197,150,001
Trade Balance (R 1000)	-183,382	-151,171	601,990	17,795,997
Exports as % of GDP	0.4%	0.3%	16.6%	25.5%
Total trade as % of GDP	2.2%	1.2%	33.1%	50.6%
Regional share - Exports	0.0%	0.0%	5.1%	100.0%
Regional share - Imports	0.0%	0.0%	5.1%	100.0%
Regional share - Total Trade	0.0%	0.0%	5.1%	100.0%

Source: IHS Markit Regional eXplorer version 1160

The merchandise export from Enoch Mgijima Local Municipality amounts to R 46.1 million and as a percentage of total national exports constitutes about 0.00%. The exports from Enoch Mgijima Local Municipality constitute 0.36% of total Enoch Mgijima Local Municipality's GDP. Merchandise imports of R 230 million constitute about 0.02% of the national imports. Total trade within Enoch Mgijima is about 0.01% of total national trade. Enoch Mgijima Local Municipality had a negative trade balance in 2016 to the value of R 183 million.

IMPORT AND EXPORTS IN ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006-2016 [R 1000]



Analysing the trade movements over time, total trade increased from 2006 to 2016 at an average annual growth rate of 34.42%. Merchandise exports increased at an average annual rate of 57.36%, with the highest level of exports of R 65.7 million experienced in 2015. Merchandise imports increased at an average annual growth rate of 32.45% between 2006 and 2016, with the lowest level of imports experienced in 2009.

MERCHANDISE EXPORTS AND IMPORTS - ENOCH MGJIJIMA AND THE REST OF CHRIS HANI, 2016
[PERCENTAGE]



When comparing the Enoch Mgjijima Local Municipality with the other regions in the Chris Hani District Municipality, Enoch Mgjijima has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 276 million. This is also true for exports - with a total of R 46.1 million in 2016. Engcobo had the lowest total trade figure at R 45,300. The Engcobo also had the lowest exports in terms of currency value with a total of R 19,800 exports.

MUNICIPAL WIDE CHALLENGES

- No tools of trade due to budget constraints
- Silo mentality (leading to lack of teamness)
- No sector plans and Bylaws
- Financial status of the municipality impacting on service delivery
- Staff shortage in some Directorates
- Relocation of staff haphazardly (leading to redundancy, low staff morale)
- Bloated organizational structure

- No change management strategy to manage issues of staff integration and corporate culture
- Damaged corporate image characterized with negative media publicity

State of the Municipality

The municipality has encountered numerous challenges during 2019/20 financial year. On the 19 February 2020, the Eastern Cape Provincial Executive Council resolved on the re-instatement of the intervention in the municipality in line with Section 139(1) and 139 (5) of the Constitution of the Republic of South Africa. Subsequent that resolution Mr Monwabisi Somana was placed as an Administrator together with his Technical Support Team appointed to implement the Financial Recovery Plan and other administrative measures, and to be overseen by an Inter — Ministerial committee. The Administrator represented the Member of Executive Council (MEC) responsible for Local Government and Traditional Affairs who in turn has been delegated the authority by the Executive Council will take over the functions of the Council in respect of – Financial Management and Administration, in particular credit control and debt collection, supply chain management and implementation of the Financial Recovery Plan.

On the 18 February 2022, the municipality launched an urgent interdict against the members of the provincial executive and the Administrator seeking an order, among other things in the following terms:

- (i) Restraining the respondents from unlawfully interfering with the applicant in the exercise of its constitutional mandate and duties under the provisions of the Local Government: Municipal Systems Act, 2000 and any other legislation applicable to the municipality.
- (ii) Declaring that Mr Somana is no longer the Administrator of the municipality

The National Cabinet on 6 April 2022, resolved to place Enoch Mgijima Local Municipality under national intervention in terms of Section 139(7) of the Constitution of the Republic of South Africa of 1996, read together with Section 150 of the Municipal Finance Management Act, 2003 (Act 56 of 2003). On 28 April 2022, the national intervention was gazetted (Gazette No. 46289 dated 28 April 2022) detailing the Terms of Reference of the National Cabinet Representative (NCR) and the multidisciplinary team of experts that will lead the intervention in the Enoch Mgijima local municipality on behalf of Cabinet.

On 28 April 2022, the national intervention was gazetted detailing the nature and form of the intervention. The gazette further provided that a National Cabinet Representative (NCR) and a multidisciplinary team of experts relating to the governance, financial management, service delivery and institutional pillars of municipal sustainability appointed on in May 2022 and soon thereafter to assume the responsibility to implement the financial recovery plan on behalf of National Cabinet with effect from the effective date of the national intervention in terms of this notice. On 10 May 2022, Council received official notification of the appointment of the National Cabinet Representative (NCR), Dr Tom and his team of experts.

COVID 19 Impact in the Municipality:

Municipal Administration: Most of the municipal functions have been severely affected by the announcement of the nation-wide lockdown which came into effect on the 26 March 2020. This has led to inability to fully execute some key governance and compliance functions such as maximizing public participation. Slow progress in the implementation of the Audit Action Plan is likely to impact negatively in the Audit Outcomes. The Terms of Reference of the Administrator anticipate that the intervention by the MEC have a potential to add value in the municipality, the impact of lockdown has a potential to affect the progress in this regard.

The municipal revenue collection was affected immensely during the lockdown, leading to insufficient cash flow that resulted to municipal failure/ inability to honour creditors' obligations on time. Amongst the problems encountered by the municipality is the failure to adhere or honour the ESKOM payment plan. The overall municipal performance has also been affected. Citizen unrest on issues of service delivery has increased in some areas within the municipality. The Covid-19 pandemic has negative psychological effects towards human capital management which has resulted to staff being low in production and their morale declined. The adjustment in COVID 19 regulations has a potential change the situation mentioned above in 2022/23 financial year.

Municipal Powers and Functions

The municipality derives its powers and functions from Sections 156 and 229 of the Constitution. These functions and powers are divided between the District Municipalities and the Local Municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Local Government: Municipal Structures Act, Act No. 117 of 1998 defines the functions and the powers that are assigned to District Municipalities.

The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

Powers and Functions of Enoch Mgijima LM.

The Section 152 of the Constitution outlines the objectives of local government as follows:

- a) To promote democratic and accountable government for local communities
- b) To ensure the provision of services to communities in a sustainable manner
- c) To promote social and economic development

- d) To promote a safe and healthy environment and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

Below is a table of the Powers and Functions distributed between CHDM and EMLM as authorized: -

Table 4: Division of Powers and functions between CHDM and EMLM

	Services	CHDM powers	EMLM powers	EMLM Status Quo
Part B of Schedule 4 of the Constitution of RSA	Air Pollution	No	Yes	No
	Building regulation	No	Yes	Yes
	Childcare facilities	No	Yes	Yes
	Electricity and gas reticulation	Yes	No	No (Eskom)
	Fire fighting	Yes	Yes	No
	Local Tourism	Yes	Yes	Yes (Resolve w/ CHDM)
	Municipal Airports	Yes	Yes	No
	Municipal Health	Yes	Yes	No SLA
	Municipal planning	Yes	Yes	Yes
	Municipal Public Works	Yes	Yes	Yes
	Pontoons and Ferries	No	Yes	Yes
	Municipal public transport	Yes	Yes	Yes (only Infra. Provision)
	Sanitation	Yes	No	No
	Storm water	No	Yes	Yes
	Trading regulation	No	Yes	Yes
Water	Yes	No	No	
Part B of Schedule 5 of the Constitution of RSA	Beaches & amusement facilities	No	Yes	No
	Billboards & advertisements	No	Yes	Yes
	Cemeteries, parlours & crematoria	No	Yes	Yes
	Cleansing	No	Yes	Yes
	Control of public nuisance	No	Yes	Yes
	Control of undertakings that sell liquor	No	Yes	Yes
	Facilities for accommodation, care & burial of animals	No	Yes	Yes
	Fences & Fencing	No	Yes	Yes
	Licensing and controlling of undertakings that sell food to the public	No	Yes	Yes
	Licensing of dogs	No	Yes	No
	Local amenities	No	Yes	Yes
	Local Sports facilities	Yes	Yes	Yes
	Markets	Yes	Yes	Yes
	Municipal abattoirs	Yes	Yes	No
	Municipal parks & recreational facilities	No	Yes	Yes
	Municipal roads	Yes	Yes	Yes
	Noise pollution	No	Yes	Yes
Pounds	No	Yes	Yes	

	Public places	No	Yes	Yes
	Refuse removal dumps & solid waste disposal	Yes	Yes	Yes
	Street lighting	No	Yes	Yes
	Street trading	No	Yes	Yes
	Traffic and parking	No	Yes	Yes
From Section 84(1) of Municipal Structures Act of 1998	Receipt, distribution and allocation of grants	Yes	No	No
	Imposition and collection of taxes, levies, and duties	Yes	No	Yes

The above table illustrates the powers and functions that EMLM is authorized to perform (in the second column) against the functions and responsibilities actually performed (in the third column) the last column presents a status quo, the CHDM functional responsibilities are shown in first column.

Political Structures.

The political structure of Enoch Mgijima Local Municipality is comprised of the Executive Mayoral System that is structured as follows: -

- a) Executive Mayor;
- b) Speaker
- c) Chief Whip
- d) Mayoral Committee;
- e) The municipal council consists of 68 Councillors i.e. 34 ward councillors and 34 proportional representative Councillors.
- f) The municipality has established committees in terms of Section 79 and 80 of the Municipal Structure Act.

Municipal Troika

Represented by the following elected officials: -

Position	Elected Official
Executive Mayor	Cllr. T. Bhunu
Speaker	Cllr. N. Nqabisa
Chief Whip	Cllr.N. Ndlebe

Mayoral Committee

Represented by the following elected officials: -

#	Portfolio	Elected Official
1	Technical Services	Cllr. M. Mangcoytwa
3	Community Services	Cllr. N. Papiyana
4	IPED	Cllr. S. Mvana
5	Corporate Services	Cllr. P. Madubedube
6	Budget and Treasury Office	Cllr. U. Galada
7	Human Settlements and Land Development	Cllr. O. Adonis
8.	Public Safety	Cllr. Z. Rhalane
9.	Special Programmes Unit	Cllr. B. Simina

Section 79 & 80 Committees

EMLM has both Section 79 and Section 80 Committees established as per legislative requirements to support the good governance function of Council. Within the municipality, Section 79 Committees fall under the Speaker's Office and fulfil key governance functions of predominantly an administrative oversight nature. All relevant Section 79 & 80 committees have been established and are functioning. Section 80 Committees are standing committees aligned to the various functional areas for service delivery within the municipality under the Mayor's Office. All committees and Council meetings in the municipality are convened in line with the Council adopted Diary of Engagement.

Municipal Council and Municipal Administration Location

The Council of Enoch Mgijima Municipality seats in Komani. The head office for Administration is also in Komani. Different Directorates are in different streets around Komani.

The table below specified the location of different directorates in Komani

Directorate	Location
Corporate Services and Municipal Manager's Office	Komani Hospital Complex ,1833 National Road , Komani
Public Safety, Budget and Treasury	No 25-27 Owen Street, Komani, 5320
Community Services,	No 08 Owen Street, Komani, 5320
Human Settlements and Land Development	No 2c Komani Street, 5320

Technical Services	20 Brewery Road, Komani, 5320
IPED	Shepstone Road, Gardens Complex, Komani

Management of Satellite Offices.

Whittlesea and Molteno are administrative units managed by the Unit Managers. Tarkastad unit has a vacancy in the position of Unit Manager to be filled in 2022/23 financial year . The services rendered in the satellite offices are as follows budget and treasury, receipting, billing, prepaid electricity vending, community services., cleansing services, parks, cemeteries, hiring of community halls, technical service, electricity, civil works, law enforcement services, human settlement, and land development. Unit Managers report matters relevant to specific directorates to relevant Director and for general operations of the units to the Municipal Manager.

Organizational Structure

The municipality has developed an organogram which was tabled to Council and adopted on the 28 February 2022 ..

Employment Status of the Municipal Manager and All S56 Manager

EMLM Council has appointed the Municipal Manager and all S56 Managers.

Position	Status (Vacant/Filled)
Municipal Manager	Filled
Chief Operations Officer	Filled
Chief Financial Officer	Filled
Director Corporate Services	Vacant
Director Community Services	Filled
Director Technical Services	Filled

Critical and Scarce skills

The municipality has a challenge on attracting scarce skills in engineering field (civil, building, electrical etc) impacting negatively on the management, maintenance, and completion of service delivery projects. It is critical for the municipality to come up with strategies on how to recruit and retain the scarce and critical skills to ensure efficient service delivery.

Employment Status for all employees

Employees are employed and placed in positions in line with the municipal recruitment and selection policy. Senior Managers which Section 57 & 56 are appointed on a fixed term employment contract in line with Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers of January 2014. For the positions below S 56 Managers such employees are appointed on permanent basis in terms of their employment contracts.

Labour Relations

Sound and sustainable employer/employee relations are key in creation of a conducive environment for productivity and for highly motivated employment fraternal across the institution. The section seeks to ensure that a good relationship exists between the employer and its employees to mitigate instances of unexpected behaviour such as strike, fear of the unknown and resistance to change. Issues of discipline, grievances, Local Labour Forum (LLF) are controlled in this section.

Both employees and Councillors are required to adhere to the code of conduct that is prescribed by the MSA. Schedule 1 and 2. In addition to that both Councillors and officials are required to conduct their business within the parameters of the Council adopted policies. All officials and who fail to conform to the pieces of legislation and policies by displaying unethical conduct appear for disciplinary hearings.

Vacancy Rates

The Municipality currently has 1308 positions of which 839 positions are filled, with a vacancy rate of 36%. In addition, there is a total of 434 (33%) unfunded posts from the total establishment. The information below reflect vacancy rates per department, funded and unfunded positions.

Occupational Levels	Number of filled positions	Number of vacant funded positions	Number of vacant unfunded positions	Total
Municipal Manager:	44	3	44	91
Corporate Services	49	0	102	151
Finance	95	2	19	116
Public Works, Roads and Transport & Human Settlement	228	2	95	325

Community Services	423	28	174	625
TOTAL	839	35	434	1308

The financial ratios indicate that remuneration percentage of the total operating expenditure is 37% which is within the norm of 25% - 40%. However, not taking into consideration the vacancy rate of 36%, the financial ratio might be above the norm when all positions on the approved organisational structure are filled. As mentioned earlier, the review of the organogram must be urgently completed as this will also indicate where there are staff surpluses in the establishment.

Critical positions must be identified and filled by appointment of suitably qualified individuals. The Municipal Manager, Chief Financial Officer and Technical Services Director positions were filled. Other three critical senior management vacant positions must be prioritised and be include the budget funding of such positions, to ensure that the positions critically needed are filled. The process should take into consideration of the previous determination of which it was indicated that there was a shortage of technical skills such as engineering, electricians, technicians, and planners, which directly relate to the ability of the municipality to deliver sustainable services.

Local Labour Forum (LLF):

The municipality has established a Local Labour Forum with the objective of harmonizing employer/ employee relations to build a motivated work force for productivity in the workplace. The LLF is convened as scheduled. LLF consists of managers, councillors and labour representatives from unions such as IMATU and SAMWU. The functionality of the forum has yielded positive results for the employer, there is drastic reduction of issues that usually lead to industrial action.

Employee Wellness Programme

The municipality has displayed commitment in looking after the wellness of its employees by establishing a unit for the wellness unit with personnel. An Employment Wellness Policy developed by the municipality and tabled to Council. The policy is reviewed annually .The municipality has started to do programmes in line with the policy to promote wellness of its employees and promote productivity among its employees for effective service delivery.

Occupational Health and Safety.

Legislative framework

- Constitution of the Republic of South Africa No. 108 of 1996

- Labour Relations Act, Act 66 of 1995
- Occupational Health and Safety & Regulations, Act 85 of 1993
- Basic Conditions of Employment Act, Act 75 of 1997
- Skills Development Act, Act 97 of 1998

The Department as the custodian of labour ensures that the entire organization adheres to the Occupational Health and Safety Act and its Regulations and failure for the organizations or institutions to comply will result to impose fines on fatality, permanent disability, injury/illness and minor fine claims.

The municipality has developed and tabled to Council an OHS Policy.

The office for OHS is busy with several OHS related programmes such are awareness programmes, risk assessment for each directorate, SHE Plan development, implementation of the plan, playing an advisory role to other Directorates. Budgetary constraints are a major barrier to implementation of OHS plans affecting service delivery. Regular medical fitness tests are also not done due to limited resources. Planning and budget of the municipality must take cognizance of budgetary need for the OHS office and provide resources that will assist to comply with OHS Act.

Policy Development and Related Sector Plans

List of HR Policies

	Policy	Date of Adoption	To be reviewed
1.	Acting Policy	30 September 2021	Annually
2.	Cellphone Policy	30 September 2021	Annually
3.	Format Policy	30 September 2021	Annually
4.	Funeral Policy	30 September 2021	Annually
5.	Health & Safety	30 September 2021	Annually
6.	Labour Relations Policy	30 September 2021	Annually
7.	Leave Policy	30 September 2021	Annually
8.	Recruitment and Selection Policy	30 September 2021	Annually
9.	Relocation Policy	30 September 2021	Annually
10.	Sexual Harassment Policy	30 September 2021	Annually
11.	Substance Abuse Policy	30 September 2021	Annually
12.	Training and Development Policy	30 September 2021	Annually
13.	Whistle Blowing Policy	30 September 2021	Annually
14.	Smoking Policy	30 September 2021	Annually
15.	Essential Car User Scheme Policy	30 September 2021	Annually
16.	Attendancy and Punctuality Policy	30 September 2021	Annually
17.	Electronic Funds Policy	30 September 2021	Annually
18.	Employee Wellness Policy	30 September 2021	Annually
18.	Employment Equity Policy	30 September 2021	Annually
20.	Hiv and Aids Policy	30 September 2021	Annually
21.	Information Communication Change Management Policy	30 September 2021	Annually

22.	Information Communication Technology Policy	30 September 2021	Annually
23.	Placement Policy	30 September 2021	Annually
24.	Records and Archives Policy	30 September 2021	Annually
25.	Overtime Policy	30 September 2021	Annually
26.	Demotion Promotion and Transfer Policy	30 September 2021	Annually
27.	ICT Risk Strategy Management Framework	30 September 2021	Annually
28.	Internship Policy	30 September 2021	Annually

Recruitment and Selection, Training and Development.

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies which have been adopted by Council:

- a) Recruitment and Selection Policy.
- b) Training and Development Policy
- c) Staff Retention and Succession Planning Policy.

HR Plan

The municipality has developed an HR Plan in 2018/19 financial year .

Workplace Skills Development. (WSP)

Legislative framework guiding Skills development

- Skills Development Act, 97 of 1998
- Skills Development Levies Act, 9 of 1999
- South African Qualifications Framework Act, 58 of 1995
- National Qualifications Framework Act, 67 of 2008
- Employment Equity Act, 55 of 1998

A Workplace Skills Plan is compiled and implemented annually to provide training on general skills development needs which focus on the organization as a whole and submitted to the Department of Labour. Skills development is aimed at benefiting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets.

The interpersonal and people management skills of senior and middle managers will continue to be improved through training with the assistance of the LGSETA and relevant other technical SETA's.

The other kind of skills development needs focus on specific skills needed in specific departments within the organization. In this instance, the Director identifies the kind of training needs that is important for specific employees in terms of law and informs the Human Resources Department accordingly i.e. refresher training with regard to technical skills; professional courses and many others.

Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions. A Workplace Skills Plan is compiled and implemented annually to provide training on general skills development needs which focus on the organization as a whole and submitted to the Department of Labour.

The state of finances in the municipality is not satisfactory, the formal educational qualifications applications for Officials and Councillors will not be funded this year until the municipality becomes financially stable. Officials and Councillors who wish to continue with their studies should do so using their own funds. This therefore means that, no commitments will be made to Institutions of Higher Learning in 2022/23.

It is therefore recommended that the staff training budget be only utilized for short learning programmes aimed at capacitating Officials/Councillors in their line of work until budget becomes

Employment Equity Plan.

The Municipality will continue with the transformation process until our environment and the administration fully reflects our current demographics. A three-year Employment Equity Plan was developed as prescribed by the Employment Equity Act, No. 55 of 1998. The EEP was developed and submitted to the Department of Labour. Annual reports are compiled and submitted to the Department of Labour,

Administration

This section is responsible for providing council support, general administration and records management. Enoch Mgijima has a Council approved Diary of Engagements with specific timeframes for the Council activities, meetings and Council committees. The section for Administration assists Council in meetings that are convened in line with the Diary of Engagement.

Records Management

The municipality has recognized the strategic role of records management and established a functional records management section. The section is key in keeping and safeguarding the institutional memory. Records are sorted, kept, protected, made available and disposed in line with relevant pieces of legislation. Records management is guided by National Archives and records services of South Africa Act (Act No 43 of 1996). Records management policy has been developed and tabled to Council for adoption. A file plan has been developed for the municipality to make sure that filing is done in accordance with the file plan. The section works cooperatively with Department of Sports Recreation Arts and Culture (DSRAC) to assist on matters of compliance.

There is shortage of staff in the unit and space for records management. The institutions have not yet recognized the strategic function of records management in preserving institutional memory. Council records are kept in different directorates. Planning must consider the issue of staff and space for records management as well as popularizing the functions and the value of records management across the institution.

Information Communication Technology (ICT)

The key functions of the unit guided by relevant pieces of legislation are to provide support for hardware infrastructure and software, including the financial system. The aim is to ensure effectiveness and efficiency of the support service

delivery. The unit is also assisting different directorates in processing procurement of all ICT related items .Both the ICT Governance framework and ICT Policy Framework have been developed and tabled to Council for adoption.

Network infrastructure has been upgraded to improve security. The unit recognized the issue of accessibility, security and network management by developing primary and secondary firewalls. Both walls assist in controlling incoming and outgoing emails as well as internal access across the municipality. Some of the challenges experienced by this unit are shortage of staff, the server room environment and access control. The unit remains committed in addressing the challenges and decided to develop an action plan that seeks to address the identified. The municipality is in the process of identifying a disaster recovery site.

Fleet Management

EMLM has a unit responsible for Fleet Management and provision of fleet for service delivery to all directorates. A Fleet Management Policy is in place. The unit is also responsible for fleet maintenance but delays in the procurement processes have a direct negative impact on service delivery. The vehicle tracking system is in place to strengthen controls and mitigate misuse of municipal fleet. Fleet replacement schedule, implementation of fleet management policy is still a challenge due to financial constraints.

Technical Services Directorate.

Introduction.

The South African Constitution assigns municipalities the duty of ensuring the provision of municipal infrastructure services. This chapter outlines EMLM's municipal infrastructure and Services. The directorate renders the following services to the broader EMLM community: -

Roads and Storm Water Management Services.

Legislative Requirements.

- a) National Land Transport Act no 5 of 2009
- b) Occupational Health and Safety Act 1993
- c) National Road Traffic Act 1996
- d) National Environmental Management Act no 107 of 1998

Roads Infrastructure.

The transportation infrastructure data is an indication of the Enoch Mgijima Municipality's connection to other local economic centres and rural nodes. It also indicates how connected the efficiency of transportation of goods and people to and from various economies surrounding Enoch Mgijima Municipality. The municipality does not have Road Infrastructure Master Plan

The road network has been summarized on the following table, which summarizes all district roads from Queenstown to each local municipality

Enoch Mgijima Municipality's Road Transport Network.				
#	Section	Length of the road	Road Condition	Description
R392	Queenstown-Dordrecht	72 KM	Fair	N/A
R392	Queenstown-Elliot	131KM	Fair	N/A
R394	Queenstown-Lady Frere	47KM	Poor	
R359	Lady Frere – Cala	57KM	Very Good	
R61	Queenstown-Cradock	141KM	Fair	
R61	Queenstown-Cofimvaba	80KM	Very Good	

R61	Queenstown-Engcobo	131KM	Fair	
R397	Queenstown-Molteno	85KM	Fair	
R61	Queenstown-Tarkastad	68KM	Good	
Source: RRAMS Visual Condition Index, 2011				

A municipal road condition assessment has been conducted using RRAMS, it is crucial therefore for the municipality to develop a Comprehensive Infrastructure Master Plan. The major barrier towards the development of the said plan is funding. The Roads & Storm water section is responsible for the maintenance of all municipal roads. Most urban and township roads are tarred and paved, with gravel roads, mainly in the rural areas requiring attention.

A vigorous process of re-surfacing all municipal roads in Queenstown are currently underway and some of the roads have been completed. More roads have been prioritised for re-surfacing in Queenstown and have been registered and funded by MIG. The capital projects implemented by the municipality are inclusive of planning. The huge increase in the price of bitumen products is however a challenge which means that lesser roads will be tarred with the funds that will be available in future budgets.

The municipality plans to assess the existing Road network and Bridges every five years to properly plan and implement preventative maintenance, safer roads, and bridge structures. Roads in the rural areas will be graded and maintained on a regular basis. Regular planned maintenance is crucial to ensure that roads are serviceable and can address rising demand, which in turn makes the cost of maintenance to escalate.

Increasing heavy traffic volumes using municipal roads, high cost of bitumen is a real threat to the sustainability of the road network. The municipality is committed in sourcing funding for the development of A Roads Master Plan to address some of the identified future needs and challenges.

The Municipality plans to pave each year as many sidewalks as the budget allows where there is high number of pedestrians to provide for non-motorized form of transport. There is a need to develop a Storm water Master Plan to assist with addressing issues pertaining to the Storm water, drainage within the municipality however budgetary constraints are a huge barrier. The Storm water Master Plan will be used to prioritize project proposals for solving the storm water problems in each area.

The municipality is responsible for, the repairing of potholes on the existing surfaced road, cleaning of Storm water drainage system to maintain free flow Storm water, upgrading of gravel roads to surfaced roads, installation of new storm water drainage systems, rehabilitation of existing roads, and re-gravelling and blading of gravel roads in rural and urban areas on a regular basis.

Transport

Enoch Mgijima Municipality considers the issue of transport as a serious matter for consideration during planning. It is not only important for the development of the areas but for the entire Eastern Cape province and the country as a whole. There are two national roads and two railway lines linking Port Elizabeth and East London to the area around Komani are important. CHDM has developed a Transport Master Plan to cater for the transport needs (services, infrastructure) of different local municipalities in the area. The CHDM master plan is going to be implemented at Enoch Mgijima through a combined effort between the district municipality and the local municipality as well as all key and relevant stakeholders in the sector.

Critical Infrastructure.

Below is a list of important and critical transport infrastructure close by the economic hub of the area within Enoch Mgijima Municipality, Komani

Access to Railroad Infrastructure.

The railroad infrastructure connection runs parallel to the N6 from Johannesburg via Bloemfontein, Aliwal North, Komani, Cathcart, Stutterheim (**Amabele Station**) to East London. The Eastern Cape Department of Roads and Transport launched a Kei Rail Project to enable the movement of people and goods from Amabele Station, the surrounding sidings to East London.

Access to Commercial Airports.

The towns of Komani is located less than 250km from **East London Airport**. There is a possibility of establishing an aerodrome in future from the Komani Military Airstrip.

Access to Ports.

Two fully developed ports close to Komani area within Enoch Mgijima Municipality based in Port Elizabeth (Port of Ngqurha) and the other one in East London. The two ports are vertically and horizontally integrated with fully developed industrial development zones (“IDZ”) in the form of **Coega IDZ** in Port Elizabeth and **East London IDZ** in East London.

Public Transport Facilities

The Department of Transport (DOT) funded an Intermodal Transport facility based in Komani. The project has been completed to accommodate public modes of transport such as taxis and busses, integrate informal trade sector (hawkers), Buildings that address public needs, Rank offices, Security office, Cooking stalls, General stalls, Vehicle repair stalls and Waiting Areas. Phase two plan for the bus terminal was approved but the major barrier to construction is land availability. Existence and mushrooming of informal settlements in the identified land is also a contributing factor.

Some of the towns within Enoch Mgijima Municipality do not have bus/taxi ranks, those in the transport sector operate their businesses in informal ranks. Planning should take cognizance of the transport needs of different communities within the municipality. It is crucial for the municipality to establish a Transport Forum to discuss issues pertaining to transport around the municipality such as transport infrastructure, bus/taxi services, rail and scholar transport. The establishment and functionality of the forum will depend on concerted effort with relevant key stakeholders in the sector.

Electrical Engineering Services.

Legislative Requirements.

- a) Electricity Act 41/1987
- b) NERSA regulations
- c) Occupational Health and Safety Act

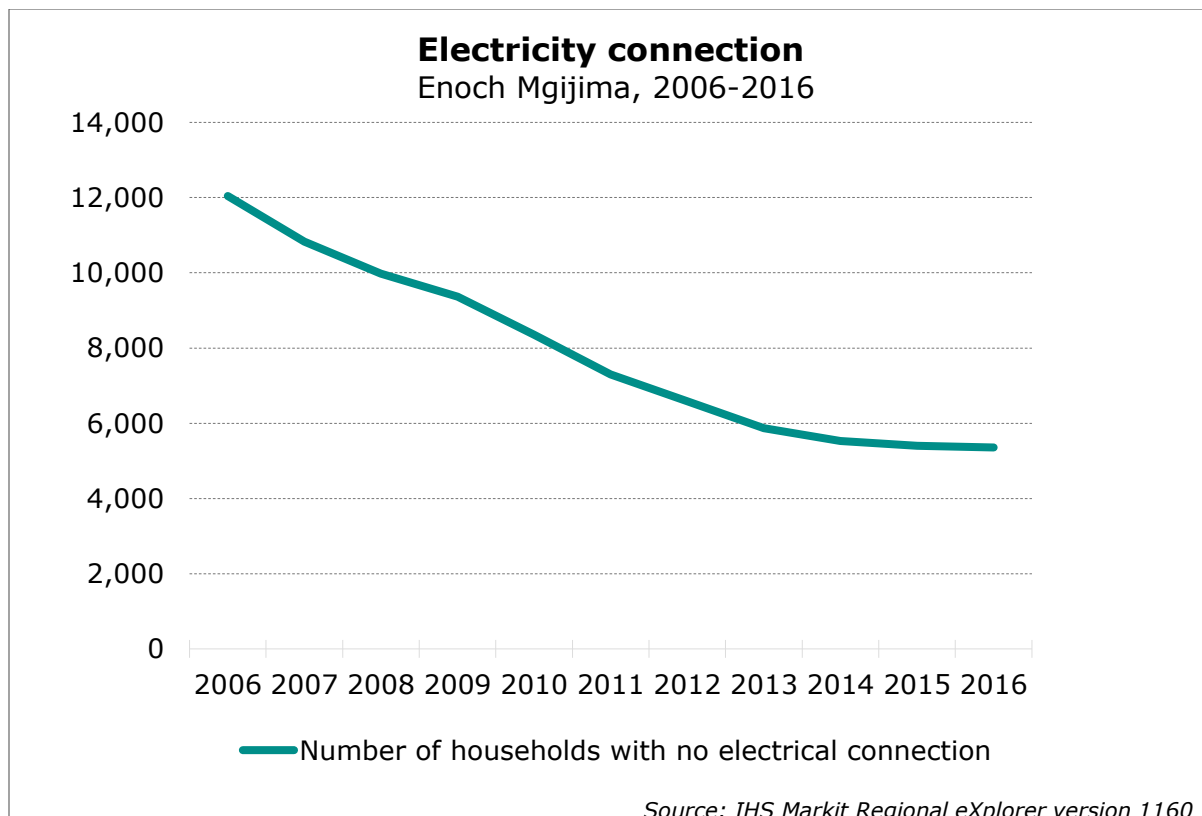
The Sustainable Development Goal (SDG' s) 07, target 7.1 is to ensure that by 2030 there is universal access to affordable, reliable and modern energy services. Access to electricity will alleviate poverty as the use of electricity supports lighting and cooking facilities.

The municipality supplies, upgrades, and maintains electricity to formal townships in terms of the license agreement from NERSA reviewed where it is necessary. The municipality currently distributes electricity through an agreement between NERSA. Both EMLM and ESKOM are License holders with areas demarcated to each distributor. The municipality has allocated an operation and maintenance budget for the maintenance of facilities. Due to low revenue collection, the O&M budget is less than the legislated norm of 10%. It is currently allocated 1.4% of the total operating revenue. The municipality has dilapidated infrastructure reticulation and bulk infrastructure. A business plan has been prepared and tabled to council for approval.

The municipality is using the approved BP to apply for funding from all departments national and provincial, as the municipality is unable to secure a minimum of R600 million for upgrades from its current grants (MIG & INEP). DEDEAT has provided the municipality with R31 million to upgrade one of the four major substations within the municipality. The Municipality has also allocated R11.6m from MIG as a Covid project for refurbishment of Ebden Substation. The municipality doesn't have an Electricity Master Plan and it plans to develop to source funding through the assistance of consultants for the development of the said plan.

Access to electricity

- a) Electricity connection - Enoch Mgijima Local Municipality, 2006-2016 [Number of households with no electrical connection]



When looking at the number of households with no electrical connection over time, in 2006 the households without an electrical connection in Enoch Mgijima Local Municipality was 12 000, this decreased annually at -7.78% per annum to 5 360 in 2016

Electricity Backlog within EMLM:

Electricity planning for the municipality consists of electrification projects within the municipality (municipality through INEP and ESKOM area of supply) , bulk infrastructure, .The plan is inclusive infrastructure reticulation or bulk infrastructure for electricity.The total number of electricity backlog is **8 886 (Households)**

The State of Electricity Distribution

The municipality encounters several electricity problems, particularly in Komani. These problems are characterised by old electricity infrastructure, regular electricity outages which affect businesses and households alike. The municipality is losing a lot of revenue on electricity due to theft, tempering and state of the infrastructure. Council adopted business plan for funding needs to be considered and implemented in order to source funding.

The municipality has a project on the installation of smart meters to reduce theft/tempering/illegal connections, whilst improving revenue collection.

The current infrastructure, which incorporates substations, overhead lines and underground cables (bulk and reticulation infrastructure) in the entire Enoch Mgijima LM has reached its life cycle period and needs urgent upgrade. An oil sample was taken from the main tanks and tap changers of various transformers in all four major substations in Queenstown and sent for analysis. Mlungisi substation's transformer is the only one that failed and needs urgent attention.

The state of the electricity infrastructure has been summarised as follows: -

Queendustria Substation.

Prior to 2012, the Queendustria substation was fed via a 10MVA 66/11kVA transformer. Further developments in the Ezibeleni residential area coupled with the industrial developments in Queendustria resulted in the total demand of the Queendustria substation exceeding 10MVA. The 10MVA transformer eventually failed in 2014. One of the 15MVA transformers from Ebden Substation to Queendustria substation was moved to Queendustria substation to replace the damaged 10MVA transformer as an emergency solution, leaving only one transformer in Ebden substation.

There is a project in pipeline to be done by CHDA (with DTI as funder) to install another 15MVA transformer and other associated electrical services. The estimated value for the project amounts approximately to R 31million. It is currently energized by ESKOM at 66 kV, but it only distributes a restricted 11MVA due to its cable size. Scheduled maintenance was carried out in October 2016. The substation supplies Queendustria and Ezibeleni and is considered a high risk.

Queendustria substation has been refurbished through ECDC as implementing agent, new 66KV line and 66KV Breakers were replaced from oil to SF6 Gas. The new 15MVA Transformer was connected in parallel with the existing one to share the load. The 11kv breakers were all replaced from oil breakers to SF6 breakers and the battery chargers were replaced as well. The fencing has been replaced and electric fence installed.

(ii) **Ebden Substation.**

Prior to 2012, the Ebden substation was fed by two 15MVA transformers- one supplied from Queendustria and another supplied from Eskom Coldstream Substation. One of the transformers was moved to Queendustria Substation in 2014. In 2015, a new 20MVA transformer was procured directly from Powertech transformer manufacturer to replace the missing transformer. The transformer was connected when the 15MVA transformer failed on 12 June 2018.

Scheduled maintenance was last carried out in 2003. The substation supplies the town of Queenstown and its surrounding suburbs and is considered a high risk.

The Municipality has appointed ECDC as its implementing agent for refurbishment of Ebden Substation as a Covid project through MIG and now the project is in progress.

(iii) **Westbourne Substation.**

This substation operates on a single transformer with a capacity of 15MVA. It is currently supplied from Ebden Substation at 66 kV, but it only distributes a restricted 10MVA due to its cable size. On 25 September 2018 the 15 MVA transformer failed after it was affected by a lightning and a windstorm. Electricity interruption in the area was restored after 14 days. The municipality purchased and installed a 20 MVA transformer from ELIDZ.

In 2019, the substation was vandalized and crucial components of the substation were stolen such as copper pipe for oil circulation, protection batteries and copper earth straps. Scheduled maintenance was last carried out in 2003. The substation supplies the parts of Queenstown, Madeira, Amberdale and surrounding farms and is considered a high risk. The 20MVA transformer caught fire in May 2022 also the 66KV current transformers, 66KV breaker, protection cables damaged. Municipality has sourced a new transformer from Eskom that are busy installing and changing the all the damaged equipment.

(iv) **Mlungisi Substation.**

This substation operates on a single transformer with a capacity of 15MVA. It is currently supplied from Ebden Substation at 66 kV, but it only distributes a restricted 15MVA due to its cable size. Scheduled maintenance was last carried out in 2003. The substation supplies the parts of Queenstown, Mlungisi, Newvale, Victoria Park and surrounding farms and is considered a high risk.

(v) **Molteno Area**

There is a new substation which is less than 10 years old with one 2,5MVA and 11KV breakers controlling the Transformer, the substation is still in good condition but the only issues we have got is the lack of maintenance, there are some oil leaks on the transformer, and the risk the municipality needs the second transformer to run in parallel with the existing transformer so that when one fails the other one carry the load. The 11KV lines and LV lines need some refurbishment as they are old.

(vi) **Sterkstroom Area**

The infrastructure is ageing the substation is very old and outdated and unsafe because wooden poles were used to build it, and that put a risk in case of fire, that needs an urgent attention, the substation needs to be renewed. The lines both Medium voltage and Low voltage need to be refurbished as they are very old. There is a refurbishment project has been approved the consultant has started with designs for the substation.

(vii) **Tarkastad Area**

In Tarkastad the municipality is taking supply from Eskom substation and the point of control is a 11kv section breaker and then the line to the transformers, there was lack maintenance and the whole network need to be maintained and some parts need refurbishment on both Medium voltage and low voltage.

(viii) **Hofmeyer Area**

The substation feeding the municipality belongs to Eskom, the municipality has on 11KV line links and the 11kv line and low voltage lines and transformers that needs to be maintained because there was lack of maintenance before.

(ix) **11KV Reticulation Substations.**

The Queenstown area also has the following substations: -

- 1) Ezibeleni S/S
- 2) Komani S/S
- 3) Connaught S/S
- 4) Library S/S
- 5) Victoria Road S/S
- 6) Central S/S
- 7) Spargs S/S
- 8) Alexandria S/S
- 9) Madeira Park S/S
- 10) Bridge Street S/S
- 11) Nonesi Mall S/S
- 12) Amatola S/S
- 13) Bachelor S/S
- 14) Balmoral S/S
- 15) Pambo Central S/S

The Ezibeleni Substation and Alexandria Substation are considered High Risk due to defective equipment.

(x) **Small Towns and the 22KV Substations.**

The following is the status of the substations in the surrounding towns: -

- 1) Tarkastad 22 kV
- 2) Hofmeyer 22 kV

- 3) Molteno 22 kV to 11 kV Sub- Station
- 4) Sterkstroom 22kV TO 11 kV Sub- station

General Electricity Challenges

Network not been maintained for more than 12 years and is very old. The available resources allow staff to only do fault repairs instead of maintenance. The municipality currently at a very high risk as the electricity infrastructure is deteriorating very fast. The municipality is required to allocate 6% from the generated revenue.

Electricity Supply Capacity in MVA's.

Calculated as follows: -

Electricity Supply Capacity in MVA's	
Queenstown and surrounding areas	48
Tarkastad/Hofmeyr and surrounding areas	5
Molteno/Sterkstroom and surrounding areas	3
<i>Source: EMLM, Technical Services</i>	

Human Risks Relating to Electricity

- a) There is a high risk of human being including municipal staff being electrocuted as a result of many open pillar boxes and faulty substations.
- b) There is a high prevalence of illegal connections and low rate of arrests and convictions.

Financial Risks Relating to Electricity

- a) Financial losses due to electricity theft and tempering estimated at 40% of billable electricity revenue.
- b) Municipality pay about R48 Million per month to ESKOM for bulk supply and generates less in the form of own revenue.
- c) Risk of losing a NERSA License due to uncontrolled losses.

Technical Risks Relating to Electricity

- a) Network is at the state of collapse as evidenced by the high number of electricity outages and faults.
- b) Proper maintenance has not been carried out for more than 10 years.
- c) There is no technical capacity to undertake maintenance.
- d) There are no electricity spare parts as a result even minor faults take longer to be fixed.
- e) The operating procedures are difficult and time consuming.
- f) There are regular and longer electricity outages which affect both the businesses and civilians.

g) (g) The municipality does not have the Electricity Master Plan .

Alternative Sources of Energy

The area of Molteno Sterkstroom within the municipality has “Good” opportunities for Wind and Solar Energy Generation. It can therefore be expected that the Municipality will be subject to new applications for such facilities. Wind Energy (Dorper Wind Farm) Mean wind speeds in the vicinity of 6 – 7.5 metres per second at the 60m above ground level.

Tarkastad is one of the first municipalities in the Eastern Cape to provide the communities with the system of SOLAR GEYSER, a number of households in the area of Tarkastad were provided with the Solar Geysers. The initiative of Solar Geysers is also assisting in terms of reducing the pressure on the current demand of Electricity. Stats South Africa 2011 as well as the latest community surveys 2016 shows that a large percentage of electricity is used for lighting. The municipality is currently looking at energy saving technology.

Municipal Buildings.

Legislative Requirements.

- a) National Building Regulations and Standards Act No. 103 of 1977
- b) Construction Industry Development Board Act
- c) Occupational Health and Safety Act
- d) Architectural Professions Act
- e) Green Buildings Policy

Municipal Buildings include amongst others, the provision of new municipal buildings and structures and their maintenance, throughout the area. The municipality's success is dependent on interaction with other internal and external departments to ensure accurate needs assessment and planning for new developments and the necessary maintenance of existing structures. The Health and Safety Act requires that all buildings be annually audited for Health and Safety compliance in order to guarantee the safety of all users including visitors.

The municipality strives to comply with all aspects of the said piece of legislation within all its buildings and facilities for the benefit of the public and employees. Recommendations of the annual audits must be included in budgets and implemented. The unit does not have enough staff to do the work, there is only one official. The municipality must audit a number of buildings owned by the municipality that can be renovated in order to enhance revenue or accommodate some directorates with challenges of office space.

Project Management Unit (PMU)

Project Management Unit is responsible for infrastructure projects or development mainly Municipal Infrastructure Grant (MIG) projects, own funds and other funding resources of infrastructure. Its main functions are contract administration, project management, contract administration and assists SCMU on contract management of all capital projects. The unit is responsible for the registration of capital projects. It deals with the development and the rehabilitation of the existing roads, storm water and electricity infrastructure.

The unit is funded by the MIG for both capital project and the operational costs of the unit. It further provides technical support to other municipal directorates that have infrastructure projects. For the unit to be fully functional it needs a design and drawing unit that consists of personnel and software. This will enable the municipality to minimise the use of consultants. The personnel must also be professionally registered so that they can be able to approve and sign off the designs. Mentoring and coaching support will be sourced as the future endeavour to ensure that technical personnel are professionally qualified.

	Title	Number
1.	Manager PMU	01
2.	Project Coordinators	03
3.	Financial Administrator	01
4.	ISD Clerk	01
5.	OHS Practitioner	01
6.	ISD Officer	01
7.	Admin Clerk	03

Table: Project Management Unit Staff Component

Challenges: PMU encounters a number of challenges in its endeavours to properly manage project. These range from poor planning by the institution, absence of interdepartmental relations, contract management, Communication and Public participation strategy implementation.

Human Settlement and Land Development

The section for Human Settlements and Land Development is divided into two (3) sections, Housing, Human Settlements and Spatial Planning section. The sections perform the following functions land use management/ SPLUMA, Spatial/Settlement planning, upgrading of informal settlement, housing management and policy and planning.

Land Use Management /SPLUMA:

This unit provides technical guidance and advice on land use management, town planning report for MPT, development facilitation, and land identification for development, illegal land uses and inspection, public enquiries. The municipality has experienced a problem of Land invasion and there is a need to develop Land invasion by law as well as a policy on Land Invasion to manage and monitoring the situation. Land use management, zonings and subdivisions, issuing of zoning certificates, management of encroachment are ongoing. The Town Planning Bylaws have been adopted by Council in 2019-20 financial year.

The municipality has to implement the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA). The proposed organizational structure will assist the municipality with the successful implementation of SPLUMA. The challenge is the funding of the positions for the implementation of SPLUMA. The municipality has a Land Development Officer and a Manager for Town Planning has been appointed in 2021/22 financial year. The municipality has taken a council resolution to have a stand-alone Municipal Planning Tribunal.

Spatial Planning

Spatial planning considers the forward planning of the whole municipal area in terms of the built, natural, social and economic environments and any impact that may occur in changes within these environments.

This section deals with municipal precinct plans, routinization of applications, management of road closures and the Spatial Development Framework.). The municipality has developed and tabled a SPLUMA compliant Spatial Development Framework (SDF) to council for adoption in 2019/20 financial year. The municipality is planning to review the SDF .

SDF to reflect the requirements as set out in Section 21 of the SPLUMA legislation. The SDF gives spatial development guidance for the next 5 years but extends beyond as required by the act. The SDF further assists to implement Chapter 8 of the National Development Plan. The SDF document already includes participation from various social and government sectors by inviting parties for focus groups from the agricultural/natural, economic, social and built environments.

Challenges in Spatial Planning

Planning experiences a variety of challenges that originate from the section and influences all the spheres of the municipality. These challenges have been raised by various governmental organisations (CoGTA & MISA). The section requires a staff complement to manage the approximately 60 000 properties within the municipal borders. The Section therefore requires suitably skilled and qualified staff. Currently there are only two permanent staff for the section

that needs to cover all the requirements of an Urban and Regional Planning Section. The section requires qualified planners, GIS Technicians and Land Use Inspectors. The section also requires working tools as there is a severe lack and staff are making use of their own personal tools. Further the section requires a number of policies and by-laws to be developed and adopted as listed below:

Policies required in the land section:

- a) Land Use Management Scheme (LUMS) – wall to wall Zoning Scheme (as required by SPLUMA legislation)
- b) Immovable Property Asset Management Policy
- c) Keeping of animals and poultry policy
- d) Outdoor Advertising policy
- e) Land Restitution policy

By-laws required in the land section:

- a) Immovable Property By-Law
- b) Encroachment By-Law
- c) Land Use Enforcement By-Law
- d) Problem Building By-Law
- e) Outdoor Advertising By-Law
- f) Keeping of animals and poultry By-Law

In addition to the above documents there is a need for Sector plans for specific areas.

Housing Management and Housing Administration

CHDM has assisted the municipality to develop a Housing Sector Plan that is going to address the housing needs of Enoch Mgijima community. The said sector plan was adopted by Council in 2020/21 financial year. The Provincial department of Human Settlements allocate funds for housing development. The municipality facilitate the approval of funding to undertake housing development applications. The municipality is dealing with the registration of applications, housing allocations, inspections, entry and exit point for all applications, data capturing. Currently, there is a process of fast-tracking registration of housing needs register through the contracting of field workers to collect required data and the process is ongoing.

The municipality is running out of the serviced land, in this scenario there is a need to secure funds for the servicing of earmarked land for the implementation of housing projects. This includes land for middle- and high-income houses. Currently the municipality is acting as a facilitator in housing development.

The developer function is performed by the provincial department of Human Settlements. Due to the massive development that is currently taking place in the municipality and the envisaged integration of former homelands into the mainstream, the municipality intends to apply for a housing developer status. Housing rental administration and estate administration is done in this unit.

Challenges for Housing Development

- Unresolved land issues
- High demand of housing for Middle income group

The unit manages the national housing register, data collection, data verification, submissions and follow ups, issuing of occupation certificates, transfer of pre/post 1994 houses.

Informal Settlements

Informal Settlement site	Status
Nomzamo/Marikana Informal Settlement, this settlement is divided into to (2) portions, one portion is on General Plan 791/1998 and the second portion is west of General Plan No. 7707/2005 on remaining extent of Farm Rathwick 165. These settlements are extension of the Mlungisi Township	The current development was blocked due to various challenges on site, the department of human settlements is working on unblocking the project to complete the outstanding 59 units
Phola Park Informal Settlement, this settlement is also infill of Mlungisi Township. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and erf 5004 of Mlungisi Allotment Township (C0620005), in between the General Plan No. 11693/2001 and 12074/1992. This settlement consists of approximately 143 households	An application for housing Development was approved for 143 units. The municipality completed beneficiary administration. The project is included in the business plan
Aloe-T Informal Settlement is located south of Lukhanji Primary School. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and consists of approximately 205 households. The main access to the settlement is through various graves and/or tracks of Victoria Street and Klipplaat Street and Mlungisi and Queenstown Formal Township Settlement. Site Zonation: Public Open Space and educational purposes: Rezoning to be done temporal shelters	EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units that is still under planning stage.
Inkwanca Informal Settlement is located between Yekani Street and Victoria Road next to Luvuyo Lerumo High School. This settlement consists of approximately 120 households. The main access to	Upgrading to be done

<p>the settlement is through various track roads of Victoria road.</p>	
<p>Silver Town: The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and erf 1283 of Mlungisi Allotment Township (C0620005), north-west of General Plan No L123/1986. – New Rathwick Gauteng Informal Settlement – 250 households are located north of Silvertown Informal Settlement, few meters from Queenstown. Moreover, it is bordered Komani River of Western Side and Pelem Street on the eastern side. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001). - New Rathwick</p>	<p>Gauteng Informal Settlement is situated in a dangerous, flood plain area near the river. No structures can be constructed in the said area. In addition to the above, Blocking the current Intermodal project –Occupants constructed their informal structures underneath electricity high voltage line which imposes a high risk</p>
<p>Joe Slovo Informal Settlement – 110 households are located along Dahlia Street on Erf 9704 of Queenstown Allotment Township (C0620001) and consists of approximately 100 households. Site Zonation: Educational purposes</p>	<p>EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units that is still under planning stage.</p>
<p>Mlungisi Cemetery Informal Settlement - 100 households located south of the Mlungisi Cemetery and Pambo road form the southern boundary of the settlement. The settlement is located on portion of erf 1 of Mlungisi Allotment Township (C0620005). This informal settlement consists of approximately 100 households. The main access to the settlement is through Pambo street. Site Zonation Public open space</p>	<p>EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units, that is still under planning stage</p>
<p>T Section Informal Settlement is located east of Inkwanca School at corner Pambo road and Sixaba Street. This area has registered erven. Currently there are 20 households and the registered erven (layout) shows that the site has 28 registered erven, therefore can accommodated 28 households. Site Zonation: Residential purpose</p>	
<p>CHRIS HANI INFORMAL SETTLEMENTS: Settlement is situated in flood plain area. Occupants will be relocated to zone 3. Ward councillors will be engaged in the process. NHNR to be updated</p>	<p>Upgrading may be done soon</p>

Law Enforcement

The municipality is currently experiencing problems with regard to illegal occupation of land in Komani and surrounding areas of Ezibeleni. The municipality responds to illegal land uses as they become aware of such instances. The majority of illegal land uses stems from people operating businesses from their residential properties. Owners found to not be complying are issued warning notices.

The OVIO System

The municipality makes use of a GIS system named OVIO and is planning to upgrade the system. The programme is web based and therefore accessed by all officials and elected outside entities. The programme houses property information including ownership; cadastre details; financial information. The programme is interactive allowing for the attachment of documents and comments. An audit trail in terms of changes forms part of the programme. The programme is updated every evening. The license agreement for the programme allows for unlimited number of participants.

Entertainment Facilities

The section deals with the maintenance and hiring of municipal entertainment facilities. The municipality resolved that for each new settlement, a site has to be identified for the construction of a community hall.

Ward	Area Description	Community Halls	Status/Condition
1	Mkhonjane; Dlakavu; Bolotwa; Gwatyu Farms; Nonibe; Tylden; Tembani.	Them bani Community Hall	New & Awaiting handover and furniture.
2	Ilinge and Portion of Mabuyaze	Ilinge support centre	In good condition
3	Machibini	1]Tele-Centre Hall 2]Mtebhele Hall	Both not in good condition for use by the community
4	Birch Farms; Part of Unathi Mkhefa; Part of Ilinge	1]Ilinge Community Hall 2] Unathi Mkhefa Hall	1]Ilinge Community hall needs renovations 2]New and still in good condition
5	Zone 3; Zone D; and part of Chankcele	Zone 3 Community Hall	Outside lights and toilets faulty
6	Portion of Unathi Mkhefa; Koppies	Mkhefa Community Hall	In good condition
7	Phakamisa; Nogumbe zone 1 lusinini ematyeni soweto	Zone 1 Community Hall	Need resurfacing in the yard
8	Ezibeleni Zone 2; Ezi vrandini; Chankcele; Komani Hospital; Queendustria	None	None
9	Queensview; Komani Park; Southbourne; Sandringham; Central Town	Komani Town Hall	Komani Townhall was burnt in 2021/22 financial year , the municipality must budget to rebuild a new townhall in Komani
10	Bergsig; Top Town;	Non	Non
11	Bede; Thulandivile; Bulawayo; Part of Bongweni	Indoor Sport Center	In good condition

12	Aloe vale; Aloe T; T Section S Section; R portion and New Vale	Ashley Wyngaardt & Sikweyiya Community Hall	Skweyiya community hall is vandalized it needs major renovations, Ashley Wyngaardt needs maintainance
13	Sabata; Park Ville; New Vale	Ashely Wyngaardt	Needs renovation .
14	Unifound; Khayelitsha; Joe Slovo; Sintu Pika;	Sintu Pika Support Center	Need to be extended to increase its capacity
15	Eskom; Magxaki; Railway; Khayelitsha kwa 2; portion of Nomzamo from Rawula to new area in Nomzamo.	Non	Non
16	Nkululekweni; Komani heights; Zwelithsa; portion of Q; S and T; Part of Unifound; Polar Park; Zakhele; Silver town; Portion of Westbourne; PRD Camp	1]Enkululekweni Support Center 2] Sikweyiya Hall	1]Too small, capacity is not enough the facility must be extended. 2]Vandalized the municipality needs to budget for renovations .
17	R Portion; New Bright; Bongweni	1]Sikweyiya Hall 2] Komani Townhall	Skweyiya Community hall is vandalized it requires renovation.
18	Ndlovukazi and farms Zingquthu; Bonkolo	Ndlovukazi Community Hall	In good condition
19	McBride; Who can Tell; Poplar Groove; Ensam; Braakloof; Emankcenceni.	1]Tambo Hall & Support Centres in MC Bride; Who Can Tell ,7Poplar Groove	1]In good condition 2]All support centres need to be extended
20	Bulhoek; Kamarstone; Mceula; Lower Hukuwa; Upper Hukuwa; Upper Didimana; Lower Didimana	Lower Hukuwa	Recently built & In good condition
21	Shiloh; Dipala; Sbonile; Mbekweni; Ngojini; Dyamala; Oxtan; Zweledinga; Gall water.	SHILOH HALL	In good condition
22	Yonda; Lower Hukuwa; Upper Hukuwa Tsitsikama; Mtwakazi;	Lower Hukuwa Hall	Recently built in good condition
23	Zone 1, Exhadini; Ekuphumleni; Zone 2	Ekuphumleni Hall	In good condition
24	Emadakeni; Portion of Sada; eMtha; Ngcamngceni; Mabhelani	SADA Community Hall	Good condition but needs renovation
25	Sada	SADA Community Hall	Good Condition but needs rennovation
26	Ekuphumleni; Extension 4; Whittlesea Town; Enqobokeni	1]Ekuphumleni Hall 2]	Good Condition
27	Sterkstoom Town	Sterkstroom Townhall	Needs major rennovations
28	(Nkwanca)Nceduluntu; Phumlani; Phelandaba; Nkululeko; Molteno; Lank ge Wag; Doener Kry; Estrip; Portion of Old Location; Impumelelo.	Molteno community hall	Needs major renovations
29	Old Location Molteno; New location; Nomonde Loc; Khayelitsha; Zwelithsa; Y Section; J Section; SECTION R; SECTION Z	1. Molteno Town Hall	Needs major renovations
30	Thorn hill; Thorn hill bridge; kwa Hinana; Mthitha primary school	02-Thornihill Community Hall,	Both need maintenances

		Zola Village Community Hall	
31	Khayaletu; Rocklands; Mitford; Phakamisa	04 Community Halls (Khayaletu; Rocklands; Mitford; Phakamisa Community Halls)	Mitford- (Renovation, toilets and furniture), Phakamisa- (Construction incomplete needs toilets) Rock lands – Needs renovation and furniture Khayaletu- New and no electricity
32	Tendergate, Buccles farm,	Tendergate Community Hall,	community hall needs renovation
33	Tarkastad	03 Community Halls - Tarkastad Townhall, Ivanlew Township Community Hall, Zola Township Community Hall- They all need renovation	All community halls need renovation
34	Eluxolweni Location	02 Community Halls - Hofmeyr Town Hall, Luxolweni and Twinsville Community Hall – Needs renovation	Town Hall condition is satisfactory Luxolweni and Twinsville Community Hall – Needs renovation

Property Rentals

All municipal properties are managed by this section, hiring of community halls, leasing of land and municipal buildings. Review of lease agreements is in progress in an endeavour to effectively manage municipal properties and generate revenue.

General Challenges Identified by MISA

1. Electrical: Network over capacity. No maintenance. R26mil needed to upgrade Komani/Queenstown network to get to normality
2. SPLUMA – non-implementation for over 3 years
3. The merger entails massive challenges that require specialised and technical support with the following evident:
 - There is instability whilst morale is low with low production and lack of leadership
 - Policies, by-laws and tools that are required are not in place
 - Limited staffing and lack of skills and expertise as well as suitably experienced staff and management
 - There is no retention nor scarce skilled staff attraction policy
4. No focus on Red Tape Reduction nor prioritising development & service delivery
5. A stable and conducive environment for the public and investors to invest and promote business is not being created

6. Promotion of Economic Growth and Land Development is not a priority therefore resulting in low job creation, job losses, negative economic growth, social decline & low public confidence
7. Existing staff are administrative/support staff and lack the necessary skills and expertise

Capacity Building Initiatives proposed by MISA

Governance and Administration

The municipality is required to resolve amalgamation challenges that have caused political instability and review organizational structure based on required functions and best practices. Procedure and Controls to enhance accountability is essential. The municipality must also develop and Institutional Strategy through the assistance of SALGA, MISA and COGTA.

Service delivery and infrastructure management:

A number of infrastructure sector plans sector need to be developed, they are Roads and storm water master plan, Pavement Management System, Energy/ Electricity Master Plan, develop Energy Billing Efficiency by linking it to a financial management system to enhance revenue. Implementation of IWMP is essential .

Town / Development Planning:

Appoint senior manager and crucial technical staff in the Town and Development Planning section. The municipality must develop and approve SPLUMA By Laws, SPLUMA compliant By Laws, Land use development system, land audit, Land development conditions handbook, Human Settlement feasibility study for Komani Sustainable Development Plan for Komani / Queenstown (Including Precinct Plans and urban renewal), Human Settlement Sector Plan (HSSP). The municipality must consider the implementation of the proposed solution to dispose vacant non- strategic land parcels to developers and public estimated to generate 42 million revenue to settle ESKOM Debt.

Community Services and Public Amenities
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The South African Constitution (Act 108 of 1996) states that the people of South Africa have the right to an environment that is not detrimental to human health and imposes a duty on the state to promulgate and to implement policies to ensure that this right is upheld. All departments of state or administration in national, provincial or local levels of government have similar obligations.

Waste Management

The Municipality is legally responsible for rendering refuse removal service within its area of jurisdiction and this includes residential areas; industrial areas; business areas and streets within the CBD. The municipality collects waste according varying waste collection schedules. Waste is then deposited in the respective waste collection centers located just outside the urban nodes of Komani, Tarkastad, Molteno, Hofmeyr, Whittlesea, Ezibeleni and Sterkstroom. The municipality is not providing formal refuse removal in rural nodes. As part of the Green economy, waste management and recycling are very important.

Landfill sites within Enoch Mgijima Municipality

Area	No of landfill sites	Status
Queenstown/Ezibeleni/ Mlungisi	01	Licensed
Whittlesea	01	Licensed for closure
Molteno	01	Licensed
Sterkstroom	01	Licensed
Tarkastad	01	Licensed
Hofmeyr	01	Licensed for closure

Integrated Waste Management Plan (IWMP)

Chris Hani District Municipality funded the project for the development of IWMP. The municipality has a draft IWMP to be reviewed to ensure proper alignment with new legislation on waste management. It is anticipated that it will be adopted in 2022/23 .

Waste management bylaws are in place, stakeholders will be workshopped, and the municipality will embark on a public participation process in 2022/23.

The waste management section is currently rendering the following services:

- Refuse removal-once a week to all households in the urban nodes.
- Businesses on per agreed schedule.
- Street cleaning seven (7) days a week including a night shift service.
- Open areas, pavements cleaning and rehabilitation of illegal dumping sites , including awareness campaigns for communities on clean environment and waste management.
- Landfill site-management through collection of waste dumped on the landfill site.

Medical waste

Enoch Mgijima LM has several medical facilities that generate medical waste within their municipal area. There are also several doctors working within the municipal area that generate small amounts of medical waste. The Municipality is presently not experiencing any significant problems with medical waste being disposed of at any of the

Municipal landfill sites. The Provincial Department of Health has contracted Compass Waste Company for the medical waste management in hospitals and the local clinics. The municipality is responsible for monitoring waste removal.

The Medical facilities are listed below.

<ul style="list-style-type: none"> • Frontier Hospital • Martjie Venter (Tarkastad) • Gardens Clinic, Komani • Thornhill Medical Center • Rocklands Clinic – Operational and needs renovation • Mitford public clinic - Operational and needs renovation 	<ul style="list-style-type: none"> • Komani Hospital • K0mani Private Hospital • Komani Renal centre • Komani care cure • Private medical practitioners • Sterkstroom/ Molteno • Whittlesea
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Cemeteries

Community services department in the municipality is responsible for the provision of grave sites; furthermore, the municipality is responsible for the digging of graves and maintenance of the cemeteries. The Municipality only deals with the funeral undertakers regarding funerals. Gravediggers dig and close the graves and the caretaker ensures that everything is in order for the funeral at the cemetery. Support is also given to those community members who cannot afford a costly funeral, through providing a pauper burial. .

Below is a list of cemeteries at Enoch Mgijima Municipality by area: -

#	Cemetery	Condition/Status
1	Queenstown cemetery	Almost full
2	Lukhanji cemetery	Almost full
3	Ezibeleni cemetery (old and new),	Almost full
4	Mlungisi cemetery	Almost full
5	Sada cemetery	Totally Full
6	Ekupumleni cemetery	Almost full
7	Whittlesea old cemetery	Almost full
8	Ilinge cemetery	New
9	Lesseyton cemetery	New
10	Masakhane Cemeteries	Almost full
11	Malambile Cemeteries	Almost full
12	Dennekruin Cemeteries	Almost full
13	Tarkastad	Almost full
14	Zola Township	Full
15	Hofmeyr/ Eluxolweni	Full
16	Molteno x 4	2 are full, 2 are almost full
17	Sterkstroom x2	1 is full, 2 are almost full

Most cemeteries at Enoch Mgijima are almost full. The new council adopted Spatial Development Framework developed in accordance with SPLUMA Regulations has taken cognizance of the need for land for extension of cemeteries.

Rural nodes across and surrounding areas the municipality have several informal cemeteries in different villages. At the moment the graves in the Mlungisi, Ezibeleni, Sada, Ekupumleni, Ilinge and Lesseyton, Ntabethemba Area and Zola Township in Tarkastad cemeteries are not marked and indexed. There is no record of the graves. EIA: The process of conducting EIA for nine cemeteries is underway.

Parks and Recreational Facilities

Hexagon Cycle

The project of rehabilitation of hexagon cycle is budget R3 million from the MIG grant. It is a registered project, the design report has been developed by the consultant and the panel of contractors has appointed. Meanwhile the cycle is being maintained by the municipal staff

Public Gardens

The municipality is maintaining the gardens using the municipal parks, but the municipality does not have budget to fund the rehabilitation of the public gardens. The fence and the nursery infrastructure are old.

The municipality developed a business plan and submit to Chris Hanu District Municipality for support in the fencing of Public Gardens.

Community parks are in the following areas:

- Sada
- Ilinge
- Lesseyton (3)
- Ezibeleni: (Vandalized)
- Mlungisi;
- Tarkastad
- Hofmeyer
- Molteno, one in town and in Nomonde township
- Sterkstroom is in town

Areas of Intervention

Public gardens need boreholes and rain harvest for the irrigation of plants because the municipal water is not efficient for the irrigation which results in dying of plants. The municipality has a responsibility to maintain parks .

Game Reserves

The Lawrence de Lange Game Reserve:

Lawrence de Lange game reserve attracts tourism, schools are taken out on guided tours through the Game Reserve to view the nature in the reserve as well as birds and animals. Hunting and selling of animals generate income for the game reserve. The Birding Club and the Environmental Club of one of the schools do important work on the Game Reserve. Honorary Game Rangers help to patrol the Game Reserve and other tasks that are necessary. There are Rhinos, Giraffe and a variety of buck species in the reserve. There is tight security to avoid rhino poaching. Building of chalets in the Game Reserve can enhance revenue as they get a lot of tourists visiting the Game Reserve.

The municipality needs to develop a business plan and submit to relevant authorities and potential funders to support with the construction of the chalets. A new 4x4 vehicle is needed for the game reserve. Another tourist attraction to be found in the game reserve is the presence of a fossil site. The Municipality has a unique plant, the Tamboekie that grows on the mountains surrounding Komani. It is the only place in the world where it is found. It is called the *Erythrina Acanthocarpa* or Tamboekie thorn. Investigation is required on how Enoch Mgijima area can derive benefit from this unique occurrence.

Tsolwana Game Reserve

Tsolwana Game Reserve falls within Enoch Mgijima Municipality under **SANPARKS**. The area has been declared a **conservation area** and has a potential to contribute on tourism growth as well as the economy within the jurisdiction of the municipality.

Bonkolo Dam

The Bonkolo dam picnic area has been upgraded to a Day Visitor Facility by the Department of Tourism. There is a need to upgrade the facility further in order to generate revenue. This facility is extensively used by the public for braais, fishing and other events. The challenge at Bonkolo Dam is the vandalism of the structures inside the dam. The municipality employed night shift security through Red Guard services.

The Berry Dam

This is another picnic area that is used by the public for fishing, braai's and picnics. This dam area is also used for public jogging and taking their dogs for walks. The braai places need to be upgraded and shade trees planted along the water edge where a lot of trees have decayed due to the draught. The municipality has budgeted for the maintenance of these natural assists (Lawrence De Lange, Berry Dam, Bonkolo dam) to keep them in satisfactory standard.

Molteno Dam –

Kommado drift -

Sports and Recreation

Sports arts and cultural heritage services are a primary competence of the Department of Sports, Arts and Culture. Enoch Mgijima municipality plays a facilitative role in the identification of needs and cooperates with the Department of sports arts and culture in the implementation of such services. Most of the existing community sports facilities need repair and many wards do not have well planned sporting facilities.

Sport Stadiums

The municipality has the following sports and recreational facilities:

- **Tobi Khula Sport Centre** – Maintenance of the grounds, fields and the halls and ablution facility.
- **Mlungisi Sport Stadium** – Maintenance of the grounds, fields, and the ablution facility. The tennis court at Mlungisi needs upgrading – nets to be constructed around the courts and to be resurfaced. The palisade fence surrounding the stadium needs to be extended to cover the whole area. There is athletics track but it needs to be upgraded.
- **Dumpy Adams Stadium** – Maintenance of the grounds, fields, and the ablution facilities. An artificial soccer field was built by SAFA at Dumpy Adams. The construction of the cricket pitch was completed. The curbing around the soccer field was completed. We now need curbing on the outside of the athletic track so to clearly demarcate the athletic track. The netball courts need resurfacing. There are no spectator stands around the Soccer field. We need to have it constructed.
 - Three tennis courts need to be upgraded with nets and a new surface.
- **Ezibeleni Sport Stadium:** the ablution facility was upgraded by the municipality. This soccer field needs a good topdressing and drainage of the field to be rectified. Proper netball courts at this stadium still need to be constructed.
- **Sada Sport stadium:** The ablution facility was upgraded by the municipality. The challenge is that the concrete fence around the facility is vandalized and needs repairs.
- **Komani Public Swimming Pool:** The pool needs major repair work to be done to it. The pool building is being vandalized during the winter months when it is not in use.
- **Ilinge Sport Stadium** – New but needs renovation and completion .
- **Mc Bride Sport Stadium** – New awaiting handover.
- **Mitford** – Needs to be maintained it is vandalized
- **Phakamisa Sport field** – New needs to be handed officially to the community
- Zola Sport facility in Tarkastad: New and vandalized. There is a need to maintain the facility.
- Molteno 2 stadiums – the new one has been vandalized and the second one needs upgrading
- Sterkstroom x2 – 1 sport facility incomplete, the one in town is vandalized
- Thornhill area- Needs maintenance, prioritize fencing

Playgrounds

There are various playgrounds in the Komani suburbs, Ezibeleni and Mlungisi which are in a desperate need of upgrading and repair. They are used by the small children who live in the nearby suburb or vicinity. In Ntabethemba area, ward 31 all the playgrounds in Khayaletu, Rocklands, Mitford and Phakamisa need to be prioritized and upgraded. There is one playground in Molteno.

Library Services

The primary purpose of the public libraries is to provide resources in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure.

Libraries are a Provincial function, under the Department of Sport, Recreation, and Arts & Culture. The service is implemented by the Municipality and is only partially funded by the Province. The Municipality receives a subsidy from DSRAC annually; however, this subsidy does not cover the total costs of running the libraries. The Municipality covers the shortfall when there is a need. Enoch Mgijima Library Services is required to serve the total population of the Enoch Mgijima Municipal area.

There are 11 Libraries within Enoch Mgijima Municipality viz:

1) Mlungisi Library	7) Hofmeyr Library
2) Ashley Wyngaard Library (in Parkvale)	8) Molteno Library
3) Komani Library	9) Sterkstroom Library
4) Barrington Mndi Library (in Ezibeleni)	10) Tendergate container library
5) Whittlesea Library.	11) Mcewula Modular Library
6) Tarkastad Public Library	12) Mzansi Libraries on – line

The Queenstown Public Library is one of the beneficiaries of the pilot project of the Mzansi Libraries On-line Project (funded by the Bill & Melinda Gates Foundation). This project aims to strengthen and enhance public libraries in South Africa through the provision of IT equipment and training of library staff. Komani Library received electronic equipment. This equipment is currently being used through various sub projects to benefit the community.

Library for the Blind

SA Library for the Blind services is available at our libraries. These services are for blind and sight impaired members of the community. Specialized equipment is currently available at Ezibeleni Library and Komani Library. All equipment and materials are supplied by the Library for the Blind SA, their head office being in Grahamstown.

Requests for New Libraries and Upgrades to DSRAC

Requests have been submitted to DSRAC for new libraries at Ilinge, Lesseyton and Mlungisi for extension. Requests have also been made for the refurbishment of Whittlesea Library, Hofmeyr, Tendergate and Queenstown Library. Ashley Wyngaard library has been upgraded by DSRAC.

Pound management

The municipality provides the service of impounding stray animals on behalf of the Department of Roads.

The impounding of stray animals on private land and in the townships is managed by the municipality.

The municipality provides budget for the pound and commonages. Whittlesea and Komani pounds are understaffed.

The municipality makes use of the Traffic Act and Pound Ordinance for the regulation of pounds.

The Whittlesea Pound needs to be upgraded. There is a pound in Tarkastad that is not operational. There is a need to establish a pound that will be used by the community from both Molteno and Sterkstroom. Komani, Whittlesea, Tarkastad not in a desired standard.

Environment Management and Climate Change

Climate Change

Climate change is a global concern which is a threat to the environment, the communities and future development. Chris Hani District Municipality has taken a decision to consider climate change as one of the key issues to be considered during planning. The District Municipality has adopted a climate change adaptation strategy in 2012/2013 and created an ongoing district-wide environment and climate change forum (Chris Hani District Municipality 2017a). Enoch Mgijima municipality does not have sector plans relating to Climate Change. The municipality has displayed commitment in addressing issues of climate change by becoming a member of the District Forums, stakeholder engagement sessions as well as capacity building session on issues relating to climate change.

Chris Hani District Municipality is currently in the process of developing a Climate Change Adaptation and Mitigation Strategy as well as an Air Quality Management Plan (Chris Hani District Municipality 2017a). The District Municipality has taken a positive step and prioritized the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan in order to respond to effects of climate change. The key vulnerability indicators within CHDM area affecting all the local municipalities including Enoch Mgijima Municipality are agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements and water.

Agriculture

The sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and harshness of storm events impact negatively on the crop production and possibly result in a loss of livestock. The department of Rural Development and Agrarian Reform (DRDAR) is currently supporting the municipality by allocating budget to respond to issues of food security.

Water

Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity. There is less water for both human consumption and agriculture due to effects of climate change within the municipality. The increasing temperatures have resulted in high evaporation rate, water levels decreasing, Berry Dam and Bonkolo Dam have been affected due to severe drought. CHDM is responsible to check for water quality.

In areas like Mlungisi and in the CBD, there has been burst of sewage pipes which a health hazard.

Disaster management, infrastructure and human settlements

Destitute/ Vulnerable groups

Department of Human Settlements continues to prioritize destitute people & vulnerable groups with regard to allocation of subsidies and building of decent homes. Destitute/Vulnerable groups are currently incorporated to running projects where contractors are on site. Enoch Mgijima Municipality works cooperatively with the department of Human Settlements to use a criteria with regard to destitute cases which involves verification and subsidy administration process. The municipality is required to manage potential increase migration to urban and peri-urban areas through Implement small-town revitalization initiatives such as Tarkastad Revitalization Strategy.

Human health

Extreme changes in our weather patterns results in increased storms which may result in flooding due to poor drainage. Extreme floods in the rural areas happening due to changing weather patterns expose communities to increased risk of drowning, injuries and population displacement impacts. Roads, storm water management and bridges has been identified as one of the key priorities by Council for the entire municipality. Budget has been allocated to construct and maintain roads and bridges in areas identified by the communities. The municipality has a responsibility to develop relevant sector plans such as Roads and Storm water Management Plan, Comprehensive Infrastructure Master Plan

in order to properly respond to risks associated with climate change. The municipality is considering the effective use infrastructure grants such as Municipal Infrastructure Grant (MIG) as a key priority.

Biodiversity and Environment

There is loss of agricultural land due to increasing residential settlements, improper Land Care management due to agricultural activities. There are projects in place which are currently running in response, e.g. Land Care management programmes (Zingquthu Rehabilitation project) in Ward 18. There is a need for proper cooperation among traditional leaders, sector departments and municipalities.

Climatic Conditions

Temperature

The temperature is characterized by extremes. During the summer months, the maximum temperature **often exceeds 40°C in the lower lying areas in the western section of the study area.** Minimum temperatures in the winter months in the high lying areas are often well below zero and frost is a common occurrence throughout the area. The average commencing date for frost in most of the area is the 20th April and the average last date for frost is the 10th October. Frost can, however, occur at any time of the year in the Molteno area. This area experiences the largest variation in temperature. (A.J. Roets & Associates, 1999). The South-eastern extent has the most moderate climate in EMLM.

Climate

Rainfall and Evaporation - The Municipality fall within a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms, often accompanied by hail. The rainfall varies dramatically over the area depending mostly on altitude. The greater part of the area is, however, arid to semi-arid and receives less than 500mm per annum with the western area (around Hofmeyr) receiving only an average annual precipitation of between 200mm and 300mm.

Evaporation in the Municipality is much higher than the average annual rainfall. The area thus experiences a negative water balance. This phenomenon complicates crop production, as it requires moisture conservation for dry land cropping and sophisticated irrigation management. The low rainfall and high evaporation in this region, especially the western section, does not make it suited for Rain-fed high crop production and is more suited to stock farming.

GEOLOGY AND SOILS- The eastern extent has level plains /shallow to moderately loamy and clay pan soils which are highly erodible. The northern and central extent consists of sandstone ridges / thin loamy soils with basins covered by clay pan soils which is moderate to highly erodible. The make-up of the geology and soils is given in the table below

:

Geology	Area (ha)	%
ARENITE	188 136.7	13.9
BASALT	4 669.5	0.3
DOLERITE	163 963.1	12.1
MUDSTONE	998 806.1	73.6
PYROCLASTIC BRECCIA	1 809.9	0.1

EMLM Geological Makeup

Vegetation

The breakdown of the different Vegetation Types across EMLM is given in **Error! Reference source not found.** The Western area is dominated by Eastern Upper Karoo and Karoo Escarpment Grassland. The central / eastern area is predominately Queenstown Thornveld. Tsomo Grassland (covering 8.5% of the total municipal area), found in the south east, is categorized as “**Vulnerable**”. The rest of the vegetation coverage is classified as “**Least Threatened**”.

LAND COVER - The breakdown of land cover in EMLM is given in the table below

Table EMLM Land Cover (Source CSIR, 2015)

Land Cover	Hectares	%
Barren rock	3914.45	0.29
Cultivated: permanent - commercial dryland	105.21	0.01
Cultivated: temporary - commercial dryland	4675.09	0.34
Cultivated: temporary - commercial irrigated	12241.86	0.90
Cultivated: temporary - semi-commercial/subsistence dryland	8925.14	0.66
Degraded: forest and woodland	362.64	0.03
Degraded: shrubland and low Fynbos	4508.47	0.33
Degraded: thicket & bushland (etc)	4386.68	0.32
Degraded: unimproved grassland	97031.42	7.14
Dongas & sheet erosion scars	9423.74	0.69
Forest	497.41	0.04

Forest and Woodland	405.64	0.03
Forest plantations	899.67	0.07
Improved grassland	2590.43	0.19
Mines & quarries	23.66	0.00
Shrubland and low Fynbos	392884.94	28.92
Thicket & bushland (etc)	195132.11	14.36
Unimproved grassland	603819.98	44.44
Urban / built-up land: commercial	68.09	0.01
Urban / built-up land: industrial / transport	142.49	0.01
Urban / built-up land: residential	11147.12	0.82
Urban / built-up land: residential (small holdings: bushland)	878.49	0.06
Urban / built-up land: residential (small holdings: shrubland)	45.79	0.00
Water bodies	2459.22	0.18
Wetlands	2018.20	0.15
TOTAL	1358587.95	100.00

Topography and Drainage

Drainage

The Western and Southwestern extent of the Municipality drains towards the Fish River system, partly via the Vlekpoort, Elands, Tarka and Riet Rivers into the Commando Drift Dam and then towards the Fish River. The central, Southern and Eastern extent drains towards the Kei River system. Part of the Northern extent, above the Penhoek Pass, drains in a Northerly direction.

Projects and Environment

DEDEA has funded Lukhanji Multi Recycling Waste Buy Back Centre Project constructed at Ezibeleni. The Business Plan for this project was approved by DEA and the site was handed over by **DEDEA to CHDA for implementation**. The project focuses on recycling and covers the following areas within the Municipality Mlungisi, Whittlesea, Zibeline, Lesseyton and Ilinge. The approved budget for this project is 30 million. This project is not limited to address issues of waste recycling only but also issues relating to littering, illegal dumping, taking care of the environment and educating

communities about waste in a broader context. The municipality works with DEDEA in the project to ensure compliance on environmental issues.

Public Safety

The municipality has a responsibility to create a safe environment in communities .Building safety in communities is becoming a challenging task due to several socioeconomic challenges and population concerns in communities. The responsibility of local government for safety in our communities is guided by different pieces of legislation. The Sustainable Development Goal: 11 is to make cities and human settlement, inclusive, safe, resilient and sustainable. Chapter 12 of the National Development Plan speaks to “Building Safer Communities “ . Other pieces of legislation include the South African constitution, Community Safety Forums Policy, 2011; National Crime Prevention Strategy, 1996; White Paper on Policing, 2016; IUDF, 2016

The municipality has a section for Public Safety. The section is comprised of the following sections:

- Traffic Management
- Fire and Rescue Emergency Services
- Licencing
- Municipal Public Safety & Security

Traffic Management:

Provide a safe road network and enforce traffic laws in terms of the National Road Traffic Act 93/1996, Municipal By-Laws and the Criminal Procedure Act 57/1977 .Provide traffic safety awareness to schools, managing incidents, visible patrols, monitoring road works, dealing with accident damaged, broken down and abandoned vehicles, identification of defects and potential improvements of the road network, Attend to court duties, direct and divert traffic (point duty), impounding of motor vehicles, escort duties of V.I.P.'S. etc .

There is functional Traffic Departments with personnel and equipment located in Komani and Tarkastad with shortage of traffic officers in Molteno and Whittlesea. The section also administers activities of the Back Office e.g. manage all fine books and notices issued, capturing of all handwritten prosecutions of traffic related matters, preparing of court rolls, handling public enquiries, accident reports and missing notices and safe keeping of records. The Control Room provide a 24hr, 7 day a week customer response service to the community .It is responsible to collect and record pertinent information from callers / complaints from the public and disseminate the information to responding employees.

Municipal Public Safety & Security

Community policing forums have been established in many of the wards across the municipality. The municipality is required to work cooperatively with relevant sector departments to establish a community safety Forum in order to facilitate development of a community safety plan. **Facilities for Public Safety & Security.**

#	Police Stations	#	Courts
1	Bridge Camp	1	Queenstown
2	Ezibeleni	2	Whittlesea
3	Ilinge	3	Ezibeleni
4	Kolomane	4	Molteno.
5	Queenstown	5	Sterkstroom.
6	Tylden	6	Tarkastad.
7	Whittlesea	7	Hofmeyer.
8	Klein Bulhoek	8.	Barcelona
9	Mlungisi		
10	Molteno		
11	Sterkstroom		
12	Tarkastad		
13	Hofmeyer.		
14.	Rocklands		
15.	Thornhill		

Fire and Rescue Emergency Services

The position of Chief Fire Officer is vacant but filled by an official in acting capacity. The organogram provides for the position of four Station Commanders but not funded. Trained and qualified Fire Fighters were absorbed as general workers. Budget constraints prevent the municipality from appointing the said officials. There is a firefighting service with personnel and equipment located in Queenstown with very limited resources. The team responds to fire, disasters and other emergencies whenever there is need . The towns of Tarkastad, Hofmeyr, Molteno and Sterkstroom as well as their immediate surrounding areas do not have Fire and Rescue Services and they rely on Komani unit for assistance in times of emergencies.

A lot of house fires and veld fires are experienced within the jurisdiction of Enoch Mjijima. They lack equipment to deal with firefighting challenges. With funds permitting the Municipality should consider purchasing Fire engines and open satellite stations in Whittlesea, Tarkastad, Molteno and Sterkstroom. The municipality has included fire levies in the 2022/23 municipal tariffs for implementation.

Licencing.

There is a functional Traffic Department with personnel and equipment located in Komani. It provides numerous traffic management services varying from vehicle registrations and licencing of motor vehicles, issuing of learners and driving licenses as well as roadworthiness of vehicles. The towns of Tarkastad and Molteno have very small traffic departments, offering limited services with limited staff. The municipality is currently in the process of finalizing the opening of the driving license testing centre in Tarkastad to enhance revenue for learners and drivers, Whittlesea for learners.

Challenges

Staff shortages, (Examiners, ENatis Users/Cashiers), areas of noncompliance exposing the municipality to risks, tools of trade, shortage of office and filing space, poor maintenance of testing grounds, testing route.

Disaster Management Services

Disaster management services are provided by Chris Hani District Municipality on behalf of Enoch Mgijima municipality. There is a dedicated Disaster Management Centre at CHDM with personnel employed by CHDM dedicated for Enoch Mgijima Municipality. The municipality is planning to develop draft bylaws on Disaster and Fire Management . CHDM assists when there are disasters such as veld fires, forest fires, oil spillage, and floods.

KPA : LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is recognized by the Municipality as an approach of development system through the consideration of national LED framework which guides the Municipalities on how to engage and partner with communities through LED forums which are composed of the (LTO & s al forums. The forums work jointly order to influence the municipality and sector department on how to do service delivery and business investment, and to jointly achieve sustainable economic growth and development for economic benefits and improvement in quality of life of all citizen within the Municipality. Enoch Mgijima has a responsibility to consider the socio-economic profile of the municipality and create an enabling environment for that seeks to reduce poverty, through job creation and economic growth of the area

The Municipality is committed in establishing a clear strategy on how to engage and partner with the local communities. The municipality has to consider the LED unit as a key advisory unit to advise the municipality, communities and sector department on create a conducive environment for economic development. The municipality remains committed to engage and partner with all the stakeholders through a joint planning IDP process plan to identify the economic potential and challenges to enhance economic development of the area.

The municipality through the LED unit need to take note of the following seven issues

1. Inclusive, Democratic participation for better decision making
2. Cooperative Government and IGR policy implementation for collaborations and packaging of various sector department resources
3. Empowerment of all relevant LED role players and stakeholders especially the communities.
4. Sustainability in terms of transformation policies, municipality policies and by-laws, environmental, economical, financially, politically leadership.
5. Realistic assessment of the Local Capacity, where the officials, managers, council of the municipality, business sector, public sector, and communities to conduct a swot analysis of the municipality.
6. Good Governance through the standing committee resolutions, council, municipal management and to the daily operations of the units

.Legislative Requirements

The local economic development initiatives in the municipality are guided by the following legislation;

- a) South African Constitution (1996);
- b) The White Paper on Local Government (1998); The Municipal System Act (2000);
- c) The National Spatial Development Perspective
- d) Municipal Property Rates Act.

Comparative and Competitive Advantages of the Municipality

Enoch Mjijima Local Municipality is one of six local municipalities within the Chris Hani District Municipality. It is situated in the center of the Chris Hani District Municipality. Komani is an economic hub of the district and a gateway to Gauteng and the Western Cape Province.

Komani is also an industrial hub with manufacturing firms Twizza Factory, Fischer's Dairy, Crickely Dairy and other manufacturing concerns based at the Queendustria. The municipality is also home to three (3) Komani based shopping centers such Nonesi Mall, Lukhanji Mall and Pick' n Pay Mall.

The municipality is also endowed with a considerable industrial inventory based in Whittlesea, Queenstown and Queendustria near Ezibeleni. The towns of Queenstown and Whittlesea are university towns with the Walter Sisulu University having campuses on both towns whilst the main campus of Ikhala TVET College is in Queenstown. Molteno, Sterkstroom, Tarkastad and Hofmeyr are renowned for their agricultural potential with some of the region's stud breeders for cattle and sheep and goats for beef, milk, mutton, wool, and mohair found in both commercial, commonage and communal farming areas of the municipality.

The area is also the home of tourism and hunting products which are +/- 20 game reserves which are privately and publicly owned. Enoch Mjijima Municipality is the home of more than 100 years old or heritage buildings and heritage sites which were established during time of Frontier Wars and Queen Victoria. The area is also the home of the churches and church buildings which are more than 100 years in both rural, townships and its towns. These sites and buildings are able attract the tourist because of their historic significance. Molteno is also home of Oma Rusks. A bigger shopping mall in the Chris Hani District area (Nonesi Mall) is in Komani.

The municipality has considered the upgrading of roads and electricity infrastructure and started to work cooperatively with sector departments and other partners in development such as DOT, OTP , CHDA. Funding was secured from Department of transport to upgrade the main road in Ezibeleni Township. The project is currently being implemented. Land was released to an investor and the Ezibeleni Mall is currently being constructed. The mall has a huge potential to contribute to township development economies and add to the municipalities above mentioned competitive advantages .

Strategic Focus Areas of the Municipality: The municipality will achieve the goal of economic development and job creation, whose outcome will be sustainable growth, poverty alleviation and better life for all by coordinating sustainable social and economic developmental initiatives. It will also do so by creating a conducive environment for business investment and growth for job creation.

The municipality's focus areas on local economic development are the following: -

1. Rural Development and Agrarian Reform
 - 1.1. Village secondary cooperative movement and village-based commodity primary cooperative movement.
 - 1.2. Cooperative farming marketing system
 - 1.3. Cooperative farming services
2. Township Economies through small business center and spatial planning
3. SMME and Cooperatives Development.
4. Tourism and heritage development.
5. Investment Promotion, Industrial development, economic growth and Job creation

Institutional Arrangements - LED Human Resources

Local economic development within Enoch Mgijima LM is located within the IPED section. The current LED structure consists of the following:

- LED Manager x 1
- LED Coordinator x 1
- Development Officer x1
- Agricultural Officer x 2
- LED Intern x 1
- SMME Development Intern x 1
- Assistants x 1
- Tourism Development

Status of LED Sector Plans, Policies and Bylaws

Enoch Mgijima Municipality has a responsibility to create an enabling environment for the economic growth of the area. All LED policies and bylaws are still in a draft status .

The municipality has developed and tabled to Council the Draft LED Strategy in 2021/22. The new Council will be workshopped on the Draft strategy before it is tabled to Council as a final document in 2022/23 financial year . The adoption of the LED Strategy is crucial for the implementation of all strategic focus areas of the municipality .

Engagements with Business Formations.

The Directorate engages local businesses through the following organized structures, -

- (a) Border Kei Chamber of Business.
- (b)Enoch Mgijima Business Forum
- (c)Enoch Mgijima wool growers Association
- (e)Local Tourism Organization

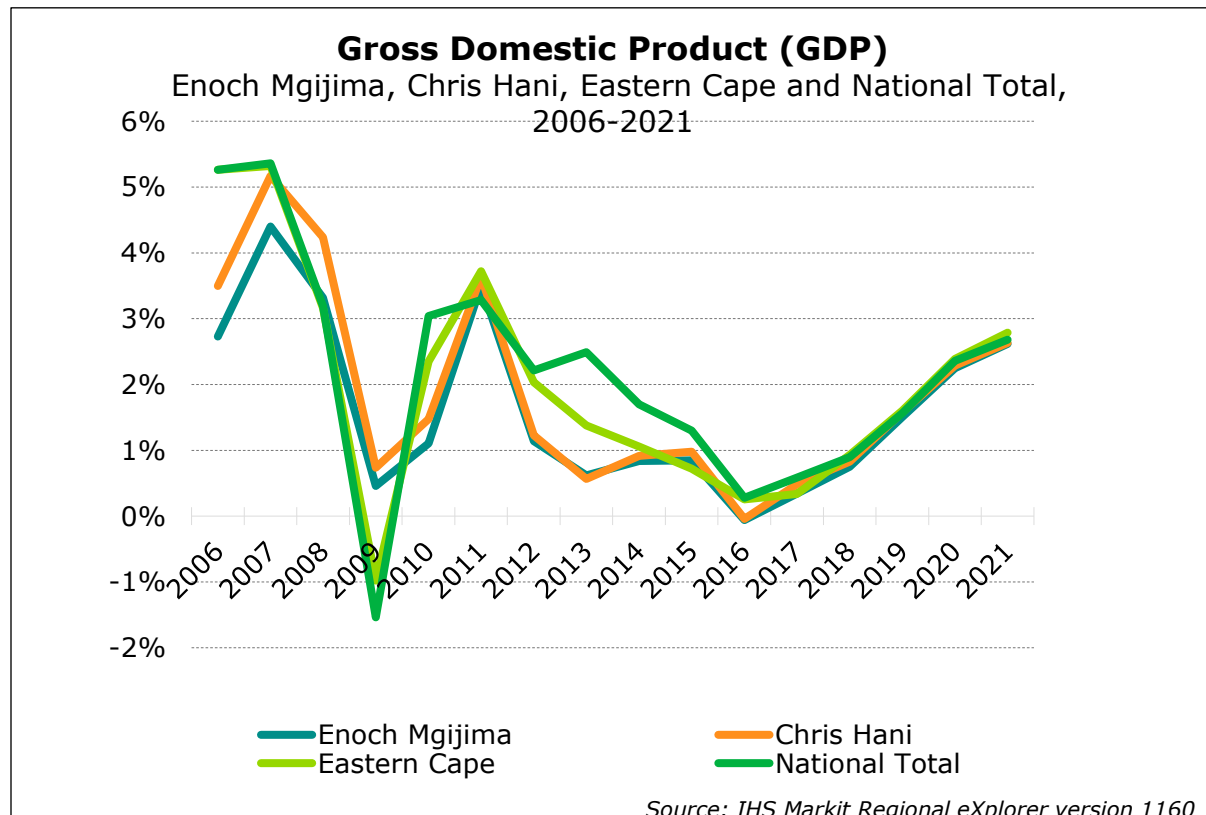
- (f) Local Action Team-
- (g) Enoch Mjijima Hawkers Association
- (i) Enoch Mjijima Farmers Association
- (j) Enoch Mjijima Contractors Forum

Enoch Mjijima LM’s Economic Profile

Enoch Mjijima LM is an economic hub of the Chris Hani Region in the Eastern Cape with the higher household income compared to other municipalities. Its local economy is the largest economy in the district context and is dominated by the wholesale and retail sector, followed by manufacturing, services and agricultural sectors in terms of GDP contribution.

The GDP Contribution.

GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2006-2021 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



In 2021, Enoch Mjijima's forecasted GDP will be an estimated R 9.32 billion (constant 2010 prices) or 47.7% of the total GDP of Chris Hani District Municipality. The ranking in terms of size of the Enoch Mjijima Local Municipality will remain the same between 2016 and 2021, with a contribution to the Chris Hani District Municipality GDP of 47.7% in

2021 compared to the 47.9% in 2016. At a 1.49% average annual GDP growth rate between 2016 and 2021, Enoch Mgijima ranked the fifth compared to the other regional economies.

Gross Value Add by Sector.

GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2006, 2011 AND 2016 [R MILLIONS, 2010 CONSTANT PRICES]

	2006	2011	2016	Average Annual growth
Agriculture	114.0	151.7	143.1	2.29%
Mining	9.7	8.3	8.3	-1.54%
Manufacturing	512.7	523.4	516.4	0.07%
Electricity	98.8	104.3	69.8	-3.41%
Construction	226.1	291.4	315.2	3.38%
Trade	1,525.4	1,705.0	1,827.6	1.82%
Transport	576.1	613.5	642.7	1.10%
Finance	1,104.6	1,315.4	1,496.7	3.08%
Community services	2,673.0	3,039.3	3,004.5	1.18%
Total Industries	6,840.4	7,752.2	8,024.3	1.61%

Source: IHS Markit Regional eXplorer version 1160

The tertiary sector contributes the most to the Gross Value Added within the Enoch Mjijima Local Municipality at 85.8%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 11.8% (ranking second), while the primary sector contributed the least at 2.4%.

The Proposed Economic Corridors.

The shape and form of local economic development within Enoch Mjijima LM will adopt an approach for ease of development and coordination.

The areas have been identified as follows: -

- a) N6 Komani area (Ezibeleni, Mlungisi, Gwatyu, Lessyton, Macibini, Mthwaku/Boloto, Gwatyu, Tilden, Parts of RA 60, adjacent commercial farms
- b) R61 Komani -Tarkastad and Hofmeyr , of Ntabethemba & adjacent farms
- C) R58 Komani - Sterkstroom area, Molteno area Adjacent farms
- c) R67 Komani- Whittlesea area (Hewu, Diphala/Kolomana, parts of RA60

The Komani Area.

The area have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Tourism and hospitality	Service, retail and logistics
Komani	Irrigation, game farming, aloe, sale of livestock	industrial business hub, hives, quarries, Ezibeleni industrial park	sport tourism, hotels	Trading Stores, filling station, transport (taxi industry), Airdrome

The opportunities in this area are the following: -

Komani	<ol style="list-style-type: none"> 1) Manufacturing potential (i.e. production, warehousing, break of bulk and transportation) 2) Business “tourism” (i.e. conferences, week-night accommodation and related services, etc.) 3) Retail and business services 4) Spatial Planning region change integrate Komani and Ezibeleni – Komani -Whittlesea
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The Economic Driver is the Revitalisation of the Komani Industrial Park linking this with Transport hub Airdrome and Rail Development

The proposed area enablers are the following: -

- 1) Reconsider the movement of waste management site and closure of the grave site.
- 2) Development of the Komani Infrastructure Master Plan that will take into consideration (prescient planning), bulk infrastructure plan that can be uplifted to National Standards.
- 3) Housing Development Needs (working class, middle class and others) this to look at integration of Ezibeleni to Komani
- 4) Congestion of the already busy Cathcart Road – Motivate for N6 bypass to ensure smooth movement of transport

The Tarkastad and Hofmeyr area.

The corridors have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Traditional Hunting, Tourism and hospitality	Service, retail and logistics
Tarkastad	Karoo meat processing	None	sports bar /tavern for township, B&B facilities in township, tour guides,	Transport business, revival of railway line

			Provision of more tourist attractions		
Hofmeyr	Karoo farming, Farming	Sheep Game	Cosmetic factory, Waste recycling	Trophy Hunting	transport business

The opportunities in Tarkastad and Hofmeyr are the following: -

Tarkastad	Strengthen of Agriculture Activities focusing at Meat Value Chain, Fruit, Vegetable and Fodder and Unlock tourism potential
Hofmeyr	Sheep farming, hunting and agro-tourism related industries

The Molteno and Sterkstroom area.

The Molteno and Sterkstroom area have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Tourism and hospitality	Service, retail and logistics
Molteno	Livestock Farming Lucerne Production Partridge hunting,	clay brick making, coal mining, OUMA Rusk, Biltong Factory – Closed, Wind Farm	tourist attraction battle fields, develop Molteno dam (picnic sites), spa-paradise (tourism)	Trading Stores, filling station, transport (taxi industry)
Sterkstroom	tannery for hides, sheep, cattle, poultry and pigs, organic agricultural products, meat, wool processing plant, fresh market	recycling waste	Hunting tourism, catering, rock art tourism	filling station

The opportunities in Molteno and Sterkstroom are the following: -

Molteno	Strengthen of Agriculture Activities focusing at Meat Value Chain (Biltong Factory), Lucerne production and ensure OUMA Rusk Stays. Identification of small industries that can create jobs
Hofmeyr	

The Whittlesea and Surrounding Villages.

The areas have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Tourism and hospitality	Service, retail and logistics
Whittlesea and Surrounding Villages	Irrigation (Shiloh Dairy, e Yard) McBride and ers Livestock –Zulu Kama	Industrial Complex – Dilapidated	Agro-Tourism Potential	Trading Stores, filling station, transport (taxi industry)

The opportunities in Whittlesea area are the following: -

Whittlesea	<ol style="list-style-type: none"> 1) Expansion of Irrigation Potential by unlocking Oxkraal Dam – increase current 800 cow dairy to 1200 cows 2) Expand 12ha vineyard at Shiloh to 40 ha and establish out growers 3) Establish Milk pasturing plant and winery at Shiloh 4) Expand Livestock Value Chain under Zulu-Kama and also look at opportunities to broaden commercial poultry and piggery 5) Revitalise the Whittlesea Industrial Complex 6) Wheat and stone fruit
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Economic Infrastructure

The NDP has identified economic infrastructure as a foundation of both social (education) and economic development. To achieve sustainable and inclusive growth by 2030 South Africa needs to invest in a strong network of economic infrastructure. There is a need for South Africa to invest in economic infrastructure in support of both long-term and medium-term strategic objectives. The National LED Framework emphasizes the significance of identifying economic infrastructure within the sector of infrastructure. This will create an enabling environment for local economic development to enhance prospects of attracting potential investors.

The municipality has recognized the role of economic infrastructure and developed economic infrastructure related projects as informed by the identified community priorities. The municipality remains committed in supporting the National LED Framework pillar on economic governance and infrastructure by identifying the projects seek to address the road network across the municipality. Generally, the condition of our road network is not satisfactory. 5% of MIG funding is allocated for LED projects. These funds are mainly used for the construction of shearing sheds, dipping tanks, fencing of the grazing land tourism infrastructure and any other LED related infrastructure. .

The municipality has recognized the need to attract, retain and expand businesses for economic development in the area. INEP has also been used to develop and maintain a strong electricity supply to both businesses and the community as well as infrastructure maintenance. MIG is used by the municipality to construct and maintain the road infrastructure in support of the proposed spatial restructuring elements in the municipal SDF such as the concepts of development nodes, mobility corridors, activity corridors and strategic development areas. The municipality is working closely with the Office of the Premier to implement a Small-Town Revitalization programme to attract and retain businesses for economic growth in the municipality. The buyback center project seeks to address the issues of waste management to keep the environment clean while addressing the issues of unemployment and investment attraction and retention.

The NDP has recognized ICT as a critical enabler of economic activity in an increasingly networked world. For a country to be globally competitive, it must have effective ICT, accessible infrastructure to all its citizens, businesses and the public sector at a reasonable cost. CHDA has applied for the ICT Digital Hub for Komani to ensure that the municipality attracts, expands and retains business for the economic growth of the area.

Agricultural Schemes within Enoch Mgijima LM.

Several irrigation schemes are available in the municipality. The two main irrigation schemes are Shiloh and Haytor. There is also a small one at Tylden. The business of the Shiloh irrigation scheme is mainly milk production.

Agricultural Assets within Enoch Mgijima municipality

Assets	Condition	Location
Gwatyu farms; Shearing shed and fenced grazing camps holding facilities and dipping tanks	Satisfactory	Ward 1
Commonages and holding facilities and dipping tanks	Satisfactory	Ward 2
Holding facilities and dipping tanks; Arable land; Fenced Grazing Camps; Shearing shed	Fair and needs attention	Ward 3
Fenced grazing camps; holding facilities and dipping tanks	Fair and needs attention	Ward 4
Fenced Arable land; Fenced grazing camps	Fair and needs attention	Ward 6

Holding facilities and dipping tanks; commonages; and tunnels	Satisfactory	Ward 8, 9, 10, 11; 12; 13; 14; 15; 16 and 17
Shearing shed; fenced grazing camps; dipping tanks and holding facilities and Abattoir	Satisfactory	Ward 18
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; feedlot	Satisfactory	Ward 19 and 20
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; Shiloh irrigation scheme and vine yard; Tunnels; Galla water farm/cooperative	Satisfactory	Ward 21
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; feedlot	Fair and needs attention	Ward 22
Commonages; holding facing facilities and dipping tank	Satisfactory	Ward 23 and 25
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks	Fair and needs attention	Ward 24
Fenced grazing camps; shearing shed; Holding facilities and dipping tanks	Fair and needs attention	Ward 26
Irrigation Schemes	Fair and needs attention	Ward 31 and 32
Farm Buildings and Farm stalls	Satisfactory	Ward 31
Dipping tanks	Reasonable	Ward 30 and 31
Stock dams	Need rehabilitation	Ward 30,31,32
Shearing sheds	Capacity is not enough, they need to be extended Rocklands and Phakisa – Good condition	Ward 30,31,32
Skapkraal Farm	Farm buildings are vandalized, irrigation	Ward 33

	schemes and boreholes are not functioning	
Pounds	Condition is not satisfactory , they need maintain ace	Ward 33 & 34
Dams – Khayaletu, Rocklands, Mitford, Phakisa	Need to be upgraded	Ward 31
Community gardens	Operating on seasonal basis	Ward 31 – All Villages
Projects- Poultry, Piggery, Cows, Sheep, Goats	Provision of fencing and water	Ward 31

Table: Agricultural Assets within Enoch Mgijima Municipality

Agriculture and Rural Development

Rural Development and Agrarian reform is the main program in the economic development in the municipality although the potential in this area is still unlocked. The municipality is required to develop Agriculture and Rural development Strategy although the LED unit has already developed the Rural Development concept that is able to serve as a guide the municipality in all agricultural related programmes in rural nodes.

Programmes and Projects

Livestock Improvement Programme - The Chris Hani District Municipality constructed three feedlots one in Komani and two in Whittle sea area. One of the feedlots is located in Lower Hukuwa and the other one is located in Kamarstone in 36 villages in the Whittlesea area benefit from the feedlots. A lot still needs to be developed in order to ensure that livestock improvement is implemented throughout the municipality. The aims for the construction of the feedlots, include but are not limited:

- To fatten the livestock
- To improve animal welfare and meat quality
- To support local farmers to graduate from subsistence farming to commercial farming practices. There is still a need for the policy and by laws to manage the projects

Agricultural Schemes within Enoch Mgijima LM.

A number of irrigation schemes are available in the municipality. The two main irrigation schemes are Shiloh and Haytor. There is also a small one at Tylden. The business of the Shiloh irrigation scheme is mainly milk production.

Tourism Development and Heritage

Enoch Mgijima municipality has got several resources which need to be identified and used wisely to attract tourists for economic development as well as identification of heritage sites.

Potential Tourism Attraction areas at Enoch Mgijima

Heritage/ History Tourism	
Molteno Museum	Vegkoppies
Sterkstroom Museum	Clock Tower – Molteno
Komani Museum	
Molteno Watermill	Johannes Meintjies Art Gallery
Archaeological Sites	Stormberg Certified Organic Farms
Nature-Based Tourism	
KoosRas Nature Reserve	Carnavon Estate – Hunting
Black Eagle Nature Reserve	Rooipoort –Hunting
Nature Heritage Site on the farm Carnavon	Branston Lodge – Hunting
Brosterlea Farm –Hunting	John Broster Farm – Hunting
Laetitia Mountain Lodge Safaris – Hunting	

Table:

The potential of De Lange game Reserve has not been fully tapped. The place needs to be run as a business entity to generate revenue.

Ilinge has a rich liberation heritage history. The area has been a home to many to many banned and ex- Robben Island and exiles across the political lines. The municipality must consider declaring a heritage site. A collaborative effort by government departments in this regard is crucial for the holistic development of the area.

Komani area has a distinct feature in the whole of South Africa because of music and jazz history. Its musicians have played part in the Cultural Boycott, in protest plays like King Corn ,others earning titles like Mother Africa and getting recognition at home and abroad .

Establishment of the Jazz Museum

A decision was taken to establish A Jazz Museum in the Komani area. The programme is championed by the Department of Sports, Recreation, Arts and Culture in partnership with the Local Municipality.

Chris Hani Month: Chris Hani District Municipal council declared April as “Chris Hani Month “as such this month is celebrated annually in honour of Chris Hani. The events during this months are held throughout the district in different local municipalities. These include sport activities, launching of projects. Enoch Mgijima Municipality participates in the events.

Bulhoek Massacre: The municipality holds events every Sunday of the month to commemorate Bullhoek massacre where different activities such as memorial lectures take place. The municipality in its strategic session has taken a decision to have a Council resolution about Enoch Mgijima Month .

SMMEs and Cooperative Development:

The current approach to SMME development is three pronged: facilitating funding support, facilitating training and the resuscitation and rebuilding SMME support. Establishment of forums and associations and provide advice. The municipality has set targets in the IDP and placed them in the SDBIP for implementation . The development and implementation of SMME Development strategy as well as the Business licencing Policy are targets to be achieved by 30 June 2023.

Facilitating Funding support.

Several projects within the municipality has been given letters of support and the directorate has managed to interact with funders on their behalf with some success. There is however a great need for IPED Directorate to build relations with the funding sources. The municipality acknowledges the contribution made by the informal sector in the economic development of the area. The operational space was identified as a challenge for the informal sector. In order to address this challenge, there are plans to create a flea market for the hawkers in the Komani

Cooperatives Development support

The cooperatives are assisted with registration and business advice. A partnership exists between the Chris Hani Cooperative Centre and all the municipalities for Cooperative development. The cooperatives are also assisted to access funding from the Cooperatives Fund. The SMME information seminars aimed at creating a platform for SMME and government networking and sharing of information. Development and Promotion of entrepreneurship and tender advice and training course.

Manufacturing within Enoch Mgijima

Despite its slowing-down over the last few years, manufacturing and value adding remains a strategic sector to growing the economic base of the Enoch Mgijima Municipality. Major manufacturing activities include furniture making, food processing and pressed metal. The three biggest employers in Komani are manufacturers' viz. Seating, Twizza and Crickley Dairy and Stateline Pressed Metal.

Enoch Mgijima Municipality must be at the forefront of every effort to ensure that Seating remains open and functional as a business at Enoch Mgijima. Factories at Ezibeleni and Sada at Whittlesea need to be revitalized as soon as possible. The municipality is expected to create an enabling environment for the factories to create jobs and the fighting of poverty. The state of the factories is not good as they are prone to vandalism. Planning at Enoch Mgijima Municipality must consider the untapped opportunities such as revitalization of factories with a potential to contribute positively to economic growth of the area.

Projects by Chris Hani Cooperative Development Centre (CHCDC) within Enoch Mgijima.

CHCDC has a mandate to ensure that co-operatives are developed & grown to sustainable enterprises. This institution always works closely with critical stakeholder in the advancement of co-operatives development agenda. Different initiatives have been rolled out for co-operative development to ensure that the CHCDC vision of “A co-operatives-driven social economy” is realized. Some of those that are being implemented in the Enoch Mgijima Local Municipality include two vegetable production incubation sites & a nursery. This initiative is known as the agro-cluster incubation programme which leverages on the value chain benefits of having a nursery with a clear throughput to the primary production sites & then to the market. These components of this initiative are better clarified below:

The Incubation Centre for Entrepreneurship (ICFE) – Nursery - The Chris Hani Co-operative Development Centre, in partnership with the Department of Small Business Development (DSBD), Ikhala TVET College, Small Enterprise Development Agency (SEDA), Department of Economic Development Environment Affairs and Tourism (DEDEAT), Agri-Seta, Enoch Mgijima LM, and other stakeholders are have commenced a youth incubation programme in the form of the Incubation Centre for Entrepreneurship (ICFE) which has a seedling producing nursery in Ezibeleni Industrial Area.

The Vegetable Production Site – Ntabethemba -This site has been commenced with the aim of producing high quality vegetables that are grown under tunnels & shade nets for high value crops. This site has a total of 5 primary co-operatives that are benefiting from the initiative & who are currently the owners of the programme. Thirty-five tunnels have been erected in this area, both for the incubation site & the 5 individual co-operative sites. The partners in this programme include, Chris Hani Co-operative Development Centre, Enoch Mgijima LM, Chris Hani District Municipality, Masisizane fund & others.

The Vegetable Production Site – Braakloof -Having a total of 5 primary co-operatives that are benefiting from this incubation site, the site is in full production with fresh & quality vegetables grown under a 1 hectare greenhouse structure. There are currently 15 job opportunities that have been created in the site & in peak seasons an extra 10

casuals are usually recruited for temporary employment. The partners to this site are Chris Hani Co-operative Development Centre, Enoch Mgijima LM, Chris Hani District Municipality, Small Enterprise Finance Agency & others

Chris Hani Digital Hub -Media Information Communication Technology Innovation Centre

The 21st Century is regarded as the urban century. The rate of urbanisation in South Africa is continuing like in all developing countries in Africa. The UN estimates that 71.3 % of South African population will be living in urban areas by 2030 reaching nearly 80 % by 2050. (*IUDF Cogta 2016*) It is crucial to focus on how technological innovation can help to deliver a sustainable future. Investment in ICT infrastructure and literacy has a potential to add value to effective governance systems, availability of infrastructure and technical platforms as well as the bridging of digital divide.

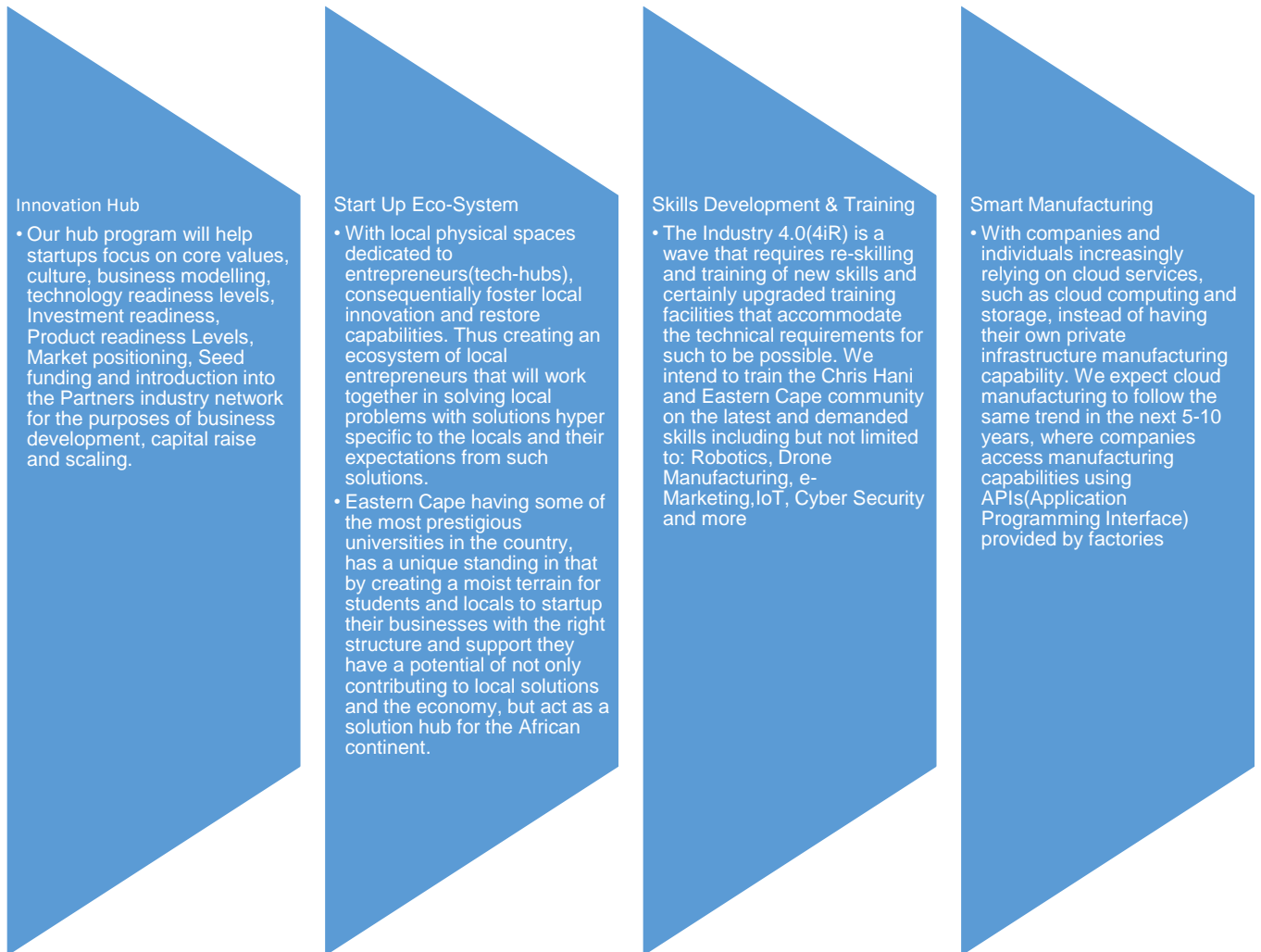
There is a need for Chris Hani Digital Hub which is going to be a Media Information Communication Technology Innovation Centre intended to be the centre for innovation, for production of information technology software and hardware, assembly point for technology tools, the training centre for the media, information, communication and technology skills; and the business and community access centre for the services which are hosted at the centre and required to accelerate business through information and technology tools. As a sustainable innovation the project will strive to create a sustainable living to the community around Komani through the use of Information Communication Technology Innovation.

This digital hub will be situated in the Komani Industrial Park which is state owned industrial in the underdeveloped township of Komani. The Digital Hub funding and development will be integrated to Komani Industrial Park which has currently applied for phase 2 infrastructure funding from DTIC. Through innovative technology initiatives, the presence of the digital hub will lead to job creation and a boost to rural and township economy. The production activities will prioritize the products that could address the existing demand in the digital space, locally, nationally, and internationally. This will position South Africa to contest globally in the production, local consumption, and export.

The comparative advantage to the Chris Hani Digital Hub is the existing relations CHDA has with the Education Institutions, Private Businesses and that CHDA is the operator of the Komani Industrial Park with a long-term renewable lease of 50 years

Business objectives

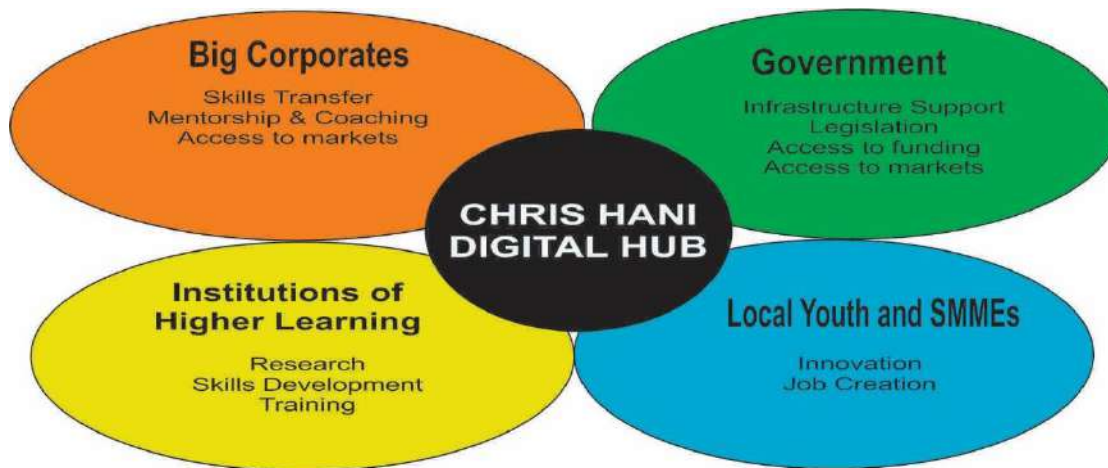
The goal of CHDA is to use the opportunities presented by the Fourth Industrial Revolution to aid and elevate black communities in EC and South Africa at large. The following pillars are of paramount importance to address:



Chris Hani Digital Hub will be a youth and Small Micro and Medium Enterprise innovation and service centre meant to:

- Access service centre for media, information technology and communication centre tools for use by SMMEs and youth.
- This will be the training and incubation centre for business who pursue media, information technology and communication industry.
- To establish an Eastern Cape production centre for software and hardware to used media information communication technology.
- To establish the assembly centre for some of imported media communication and technology hard drives.
- To produce parts and some robotics for some of high technology demand production and service activities within the Country, Africa as well as Internationally.

- f. To align the technical skills gained by youth at Colleges and University with the real world of technology of things.
- g. Reduce unemployment by encouraging start-ups and self-employment opportunities
- h. Encourage innovation for local and regional solutions through use of technology
- i. Bridging the digital divide through skills development and transfer for rural economies like Chris Hani District



Benefits

The site is in a state-owned park which is Komani Industrial Park.

The project will generate 5000 Jobs on Innovation Technology.

There is a Fibre Optic Network link from Johannesburg to East London closer to the Industrial Park.

The project will increase the GDP contribution of the Chris Hani District and Eastern Cape.

The project will contribute to ICT goods production and contribution to export market.

Small Town Revitalisation Programme:

Enoch Mgijima council has identified the Small Town Revitalisation Programme as a mega project that can assist the municipality to address the socio-economic challenges experienced by the municipality. The programme is fully supported by the municipality. CHDM has assisted the municipality to develop Tarkastad Revitalization Strategy that was adopted by the Council (Former Tsolwana LM). Revitalization of an urban node cannot function in isolation and requires specific catalytic projects. Tarkastad is no exception and as part of the revitalization strategy approach, a decision was taken to identify targeted projects that will make a specific impact and be the driving force behind further and sustainable investment and fund allocation.

These targeted projects are based on the revitalization strategies, participation input, status quo analysis and the outline of drivers for revitalization.

The Office of the Premier has budgeted and started to implement the Small Town Revitalization Programme in Whittlesea as well as Ilinge within Enoch Mgijima in 2022/23 financial year.

ENOCH MGJIJIMA – OFFICE OF THE PRIMER PROJECTS					OUTER YEARS	
Area	Ward No.	Scope	Progress	2021/2022 FY	2022/2023	2023/24
					Budget	Budget
Ilinge & Whittlesea	Ilinge (2 &4) Whittlesea (ward 23, 24, 25& 26)	Upgrade of roads and stormwater	Tender stage	R 12 000 000	R 40 000 000	R 60 000 000
				R 12 000 000	R 40 000 000	R 60 000 000

Eastern Cape Karoo Small Town Revitalization Programme : Enoch Mgijima municipality actively participates in different conferences for the programme due to the following listed small town that are existing within Enoch Mgijima Local Municipality.

1. Tarkastad and Hofmeyr which are in the Karroo region.
2. Whittlesea, Tilden, Sterkstroom and Molteno.

Tarkastad and Hofmeyr which are located within Enoch Mgijima Local Municipality, located in the Karroo and most importantly there is high poverty and unemployment although there is still a lot of economic potential which is still unlocked.

The latest conference in June 2022 convened to discuss the high-level approach on the Karoo Vision came out with recommendations for the municipalities with identified Karoo towns. The municipality therefore is expected to provide and institutional structure to provide vision, conceptualize development banded and sector-based programmes the development of Tarkastad and Hofmeyr as Karroo Small Town.

Research support through partnership and packaging of resources.

Sector based Participatory Systems Research and Dissemination to support strategies and development of IDP. New council to be engaged on the STR initiatives to engage and advise the entire municipality on type of interventions needed through the council adoption processes (IDP & SDBIP) which could also provide an approach on how to implement the programme.

Government Programmes Supported by the Municipality (EPWP AND CWP)-

The municipality supports two nation award government Programmes, EPWP and CWP that are implemented across the municipality in all 34 wards. The municipality has established good working relationship with the Department of Public Works and the municipality for EPWP. Cooperative Governance and Traditional Affairs (COGTA) is working with the municipality on CWP. Both programmes are implemented through a joint effort between the municipality, the key stakeholders and all relevant sector departments

Expanded Public Works Programme (EPWP) - The municipality has developed EPWP Policy, which is reviewed annually for Council adoption. There are about forty projects implemented within the municipality and about 839 work opportunities have been created.

SECTORS FOR EXPANDED PUBLIC WORKS PROGRAMME

	Sector
1	Environmental sector-
2	Infrastructure -
3	Social Sector -

Community Works Programme (CWP) – This is a government initiative that seeks to support government objective in reducing poverty and unemployment by providing an employment safety net in all communities. Unemployed men and women of working age are given an opportunity to work and afforded dignity and social inclusion. Key focus issues in the CWP that are aligned with the IDP are Infrastructure development ,Health Early Childhood Development Food Security, Career Development, Youth Development Education, LED, Agriculture, Community Services and Environment The programme has managed to appoint participants and create d 3000 job opportunities in 3 sites

Cogta national has budgeted sum of the amount for Enoch Mgijima municipality so that Cwp programme can work properly, below is the table of the budget.

Budget item	Amount	Percentage of total
Wages	R 36 848 100,00	88,8%
Personal Protective Equipment (PPE)	R 1 050 000,00	2,5%
Tools and Materials	R 1 125 000,00	2,7%
Training	R 1 200 000,00	2,9%
Technical Support	R 1 50 000, 00	0,4%
UIF/COID	R1 105 443,00	2,7%
TOTAL	R 41 478 543,00	100%

Projects that are already operating and new projecjs in Enoch Mgijima(new projects are in the table below)

- ✓ Improvement of local environment – Infrastructure and construction—Painting, miner renovation of schools and clinics-
- ✓ Building gabions prevention soil erosion
- ✓ llinge projects- renovating youth centre (still in progress)

- ✓ Phumelela disabled project- 27 disabled youth recruited, Desk refurbishment, community garden, Baking, Bead work and sewing-.
- ✓ Food security- Community gardens= Bull hoek
- ✓ Home Based Care Program targeting elderly, women and vulnerable children- Home visits
- ✓ ECD- Early child hood centre created by participants through partnership with Khululeka
- ✓ Computer youth Centre- targeting young people
- ✓ Existing teams created out of trainings done mostly to young people- Glazing team, Plumbing team, Electrical team, Carpentry team, Tilling team, Painting team, firefighting and health and safety teams.

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Responsible Directorate: Budget and Treasury Office.

The municipal financial management is regulated by several pieces of legislation and Enoch Mgijima Local Municipality is fully complying with the relevant pieces of legislation to ensure sound financial viability. The municipality has managed to have a consolidated financial system after the amalgamation . All finance and SCM processes have been consolidated and centralized to Queenstown whilst the process of streamlining human resources processes is still underway.

Through the centralized financial management system, the Budget and Treasury Office can ensure that all expenditure and income are continuously monitored.

Summary of Operating and Capital Expenditure in-terms of MTERF

EC139 Enoch Mgijima - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousands										
Financial Performance										
Property rates	104 899	115 217	125 258	128 407	128 407	128 407	128 233	134 827	142 917	151 492
Service charges	275 883	311 714	273 388	435 969	432 337	432 337	275 456	475 174	511 129	538 302
Investment revenue	1 502	1 694	2 842	1 440	2 462	2 462	2 859	2 925	2 927	2 931
Transfers recognised - operational	182 071	194 368	240 493	211 603	211 603	211 603	207 616	229 931	238 825	251 817
Other own revenue	58 515	72 783	62 262	101 290	97 715	97 715	59 302	103 775	78 091	79 511
Total Revenue (excluding capital transfers and contributions)	622 869	695 775	704 243	878 709	872 524	872 524	673 465	946 631	973 888	1 024 052
Employee costs	285 204	314 038	330 351	330 696	330 696	330 696	267 009	344 875	348 231	363 449
Remuneration of councillors	23 636	26 092	25 468	26 771	25 771	25 771	20 649	26 684	26 976	27 876
Depreciation & asset impairment	53 940	360 345	54 051	57 620	54 532	54 532	-	54 678	55 737	56 378
Finance charges	1 948	25 761	26 930	6 500	11 497	11 497	32 192	12 918	21 201	15 600
Inventory consumed and bulk purchases	257 789	247 521	277 912	298 197	299 748	299 748	296 775	322 066	356 815	390 174
Transfers and grants	175	4 615	1 013	5 269	1 770	1 770	1 230	2 200	2 200	2 200
Other expenditure	172 742	235 567	200 529	139 903	149 794	149 794	70 836	181 827	154 241	148 381
Total Expenditure	795 433	1 213 940	916 254	864 955	873 809	873 809	688 690	945 248	965 400	1 004 058
Surplus/(Deficit)	(172 565)	(518 165)	(212 011)	13 753	(1 285)	(1 285)	(15 225)	1 383	8 488	19 994
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	76 263	44 209	79 546	101 270	159 699	159 699	93 691	184 326	130 167	73 314
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	54	-	51 718	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(96 248)	(473 956)	-	115 023	158 414	158 414	78 466	185 709	138 655	93 308
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(96 248)	(473 956)	-	115 023	158 414	158 414	78 466	185 709	138 655	93 308
Capital expenditure & funds sources										
Capital expenditure	1 553	(1 021)	66 400	108 420	166 849	166 849	85 123	185 326	131 167	74 314
Transfers recognised - capital	-	(1 227)	65 633	101 270	159 699	159 699	82 387	184 326	130 167	73 314
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1 553	207	767	7 150	7 150	7 150	2 736	1 000	1 000	1 000
Total sources of capital funds	1 553	(1 021)	66 400	108 420	166 849	166 849	85 123	185 326	131 167	74 314
Financial position										
Total current assets	291 680	389 672	(218 933)	505 905	339 410	339 410	1 109 416	329 482	424 546	437 942
Total non current assets	1 765 674	1 433 887	1 507 971	1 562 224	1 620 653	1 620 653	1 593 094	1 693 362	1 611 607	1 694 639
Total current liabilities	589 036	842 369	1 301 469	592 479	681 786	681 786	1 329 729	775 462	612 097	688 305
Total non current liabilities	30 376	32 918	35 201	68 505	68 505	68 505	32 651	73 454	74 496	75 011
Community wealth/Equity	1 438 438	947 531	867 525	1 407 145	1 206 549	1 206 549	946 923	1 173 928	1 349 561	1 369 266
Cash flows										
Net cash from (used) operating	-	-	929 921	84 597	145 044	145 044	760 716	164 690	135 027	84 672
Net cash from (used) investing	-	-	(66 400)	(83 420)	(141 849)	(141 849)	(82 084)	(158 326)	(131 167)	(74 314)
Net cash from (used) financing	(10 208)	(32)	(235)	214	-	-	(400)	214	7	54
Cash/cash equivalents at the year end	(8 080)	11 883	908 332	28 727	30 532	30 532	678 231	43 825	47 693	58 105
Cash backing/surplus reconciliation										
Cash and investments available	11 915	45 046	(570 989)	27 337	27 337	27 337	498 597	43 825	47 693	58 105
Application of cash and investments	289 443	509 611	44 871	176 613	390 593	390 593	(598 719)	484 774	242 816	312 566
Balance - surplus (shortfall)	(277 528)	(464 566)	(615 860)	(149 276)	(363 256)	(363 256)	1 097 316	(440 948)	(195 123)	(254 462)
Asset management										
Asset register summary (WDV)	1 641 726	1 342 761	1 339 103	1 562 224	1 620 653	1 620 653	1 620 653	1 693 362	1 611 607	1 694 639
Depreciation	53 940	360 345	54 051	57 620	54 532	54 532	54 532	54 678	55 737	56 378
Renewal and Upgrading of Existing Assets	691	-	63 088	88 600	146 878	146 878	146 878	166 826	129 167	68 404
Repairs and Maintenance	16 619	11 700	10 568	22 118	18 770	18 770	18 770	33 780	20 355	22 304
Free services										
Cost of Free Basic Services provided	-	-	-	37 346	37 346	37 346	32 346	32 346	32 346	32 346
Revenue cost of free services provided	-	-	13 261	10 780	10 780	10 780	10 780	10 780	9 643	7 036
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Municipal Budgeted Financial Performance

EC139 Enoch Mqijima - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23
Revenue By Source												
Property rates	2	104 899	115 217	125 258	128 407	128 407	128 407	128 233	134 827	142 917	151 492	
Service charges - electricity revenue	2	221 885	255 010	219 352	356 321	352 689	352 689	214 188	386 583	416 372	437 009	
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-	
Service charges - refuse revenue	2	53 998	56 704	54 036	79 648	79 648	79 648	61 267	88 591	94 757	101 293	
Rental of facilities and equipment		3 118	3 335	3 580	4 139	3 636	3 636	2 848	4 737	4 737	4 737	
Interest earned - external investments		1 502	1 694	2 842	1 440	2 462	2 462	2 859	2 925	2 927	2 931	
Interest earned - outstanding debtors		39 637	53 897	45 123	58 057	56 345	56 345	48 371	57 295	58 295	59 122	
Dividends received												
Fines, penalties and forfeits		3 318	3 847	2 462	1 831	1 711	1 711	952	1 858	1 859	1 868	
Licences and permits		3 921	2 959	2 955	3 883	2 795	2 795	2 570	3 695	3 833	4 016	
Agency services		4 992	3 549	2 066	4 725	4 238	4 238	(19)	4 582	4 738	5 138	
Transfers and subsidies		182 071	194 368	240 493	211 603	211 603	211 603	207 616	229 931	238 825	251 817	
Other revenue	2	3 528	4 083	5 765	3 655	3 990	3 990	4 579	4 607	4 628	4 630	
Gains		-	1 111	311	25 000	25 000	25 000	-	27 000	-	-	
Total Revenue (excluding capital transfers and contributions)		622 869	695 775	704 243	878 709	872 524	872 524	673 465	946 631	973 888	1 024 052	
Expenditure By Type												
Employee related costs	2	285 204	314 038	330 351	330 696	330 696	330 696	267 009	344 875	348 231	363 449	
Remuneration of councillors		23 636	26 092	25 468	26 771	25 771	25 771	20 649	26 684	26 976	27 876	
Debt impairment	3	76 213	144 713	130 704	81 300	85 300	85 300	-	100 300	86 843	81 192	
Depreciation & asset impairment	2	53 940	360 345	54 051	57 620	54 532	54 532	-	54 678	55 737	56 378	
Finance charges		1 948	25 761	26 930	6 500	11 497	11 497	32 192	12 918	21 201	15 600	
Bulk purchases - electricity	2	257 789	247 521	277 912	284 070	290 070	290 070	296 775	312 945	346 560	377 751	
Inventory consumed	8	-	-	-	14 128	9 679	9 679	-	9 121	10 254	12 423	
Contracted services		44 032	34 804	25 761	24 391	30 194	30 194	30 972	41 898	27 225	27 005	
Transfers and subsidies		175	4 615	1 013	5 269	1 770	1 770	1 230	2 200	2 200	2 200	
Other expenditure	4, 5	52 497	56 050	44 064	34 213	34 301	34 301	39 864	39 630	40 173	40 183	
Losses		-	-	-	-	-	-	-	-	-	-	
Total Expenditure		795 433	1 213 940	916 254	864 955	873 809	873 809	688 690	945 248	965 400	1 004 058	
Surplus/(Deficit)		(172 565)	(518 165)	(212 011)	13 753	(1 285)	(1 285)	(15 225)	1 383	8 488	19 994	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		76 263	44 209	79 546	101 270	159 699	159 699	93 691	184 326	130 167	73 314	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	54	-	-	-	-	-	-	-	-	-	
Transfers and subsidies - capital (in-kind - all)		-	-	51 718	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions		(96 248)	(473 956)	(80 747)	115 023	158 414	158 414	78 466	185 709	138 655	93 308	
Taxation												
Surplus/(Deficit) after taxation		(96 248)	(473 956)	(80 747)	115 023	158 414	158 414	78 466	185 709	138 655	93 308	
Attributable to minorities												
Surplus/(Deficit) attributable to municipality		(96 248)	(473 956)	(80 747)	115 023	158 414	158 414	78 466	185 709	138 655	93 308	
Share of surplus/ (deficit) of associate	7											
Surplus/(Deficit) for the year		(96 248)	(473 956)	(80 747)	115 023	158 414	158 414	78 466	185 709	138 655	93 308	

Budgeted Cash Flow

EC139 Enoch Mqijima - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	101 196	90 860	93 860	93 860	76 945	93 860	100 042	136 044
Service charges		-	-	784 350	355 430	389 254	389 254	219 180	386 076	431 300	428 237
Other revenue		-	-	251 728	50 030	16 370	16 370	841 657	56 775	54 587	58 817
Transfers and Subsidies - Operational	1	-	-	64 453	211 603	211 603	211 603	262 873	229 931	238 825	251 817
Transfers and Subsidies - Capital	1	-	-	32 005	101 270	159 699	159 699	126 157	184 326	130 167	73 314
Interest		-	-	2 842	1 440	2 462	2 462	2 859	2 925	2 927	2 931
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	(304 766)	(714 268)	(714 507)	(714 507)	(768 564)	(774 084)	(799 419)	(848 688)
Finance charges		-	-	(1 372)	(6 500)	(11 497)	(11 497)	(391)	(12 918)	(21 201)	(15 600)
Transfers and Grants	1	-	-	(515)	(5 269)	(2 200)	(2 200)	-	(2 200)	(2 200)	(2 200)
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	929 921	84 597	145 044	145 044	760 716	164 690	135 027	84 672
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	25 000	25 000	25 000	-	27 000	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	(66 400)	(108 420)	(166 849)	(166 849)	(82 084)	(185 326)	(131 167)	(74 314)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	(66 400)	(83 420)	(141 849)	(141 849)	(82 084)	(158 326)	(131 167)	(74 314)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		(10 208)	(32)	(235)	214	-	-	(400)	214	7	54
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		(10 208)	(32)	(235)	214	-	-	(400)	214	7	54
NET INCREASE/ (DECREASE) IN CASH HELD		(10 208)	(32)	863 287	1 391	3 195	3 195	678 231	6 578	3 868	10 412
Cash/cash equivalents at the year begin:	2	2 128	11 915	45 046	27 337	27 337	27 337	-	37 248	43 825	47 693
Cash/cash equivalents at the year end:	2	(8 080)	11 883	908 332	28 727	30 532	30 532	678 231	43 825	47 693	58 105

Valuation Roll

The municipality has one set of updated valuation roll effective 1 July 2019 placed in the municipal website, www.enochmqijima.gov.za. The municipality's valuation roll was monitored by COGTA as per the Property Rates Act. The municipality has also appointed a valuer Section 6 and 14 of MPRA is published and gazette with a **gazette no 4275**. The municipality has promulgated the notice in terms of section 49 for public inspection of the valuation roll (**Gazette No. 4189**). Any variation or supplementary valuation roll will be done in conjunction with COGTA

Municipal Historic Financial Performance.

Since the municipality has amalgamated on the 3rd August 2016, the audit outcomes for the financial years for 2016/7 and 2017/18 are disclaimers, 2018/19 was adverse opinion and 2019/20 and 2020/21 were Qualified opinions as audited by the Auditor General. The municipality remains committed in addressing the issues raised by Auditor General as such an Audit Action plan has been developed to that effects for implementation and monitoring.

	Financial Year	Audit Opinion
1	2016/17	Disclaimer
2.	2017/18	Disclaimer
3.	2018/19	Adverse
4.	2019/20	Qualified
5.	2020/21	Qualified

Capital expenditure 2020/21

BUDGET	AMOUNT SPENT	% ON SPENDING	FUNDED BY
R 71 609 400	R 67 981 184	94.93%	National Government Grant
R 1 250 000	R 706 116	56.497%	Internally Generated Fund

Employees and Councillor's Remuneration spending to Operational Budget 2020/21

BUDGET	AMOUNT SPENT	% ON SPENDING	AREA OF SPENDING
R 319 188 626	R 330 663 314	103.59%	Employee Costs
R 25 491 086	R 25 467 864	99.91%	Remuneration of Councillors

Spending on Operational Budget 2020/21

BUDGET	AMOUNT SPENT	% ON SPENDING	AREA OF SPENDING
R 56 619 540	R 53 883 260	95.17%	Depreciation
R3 800 000	R26 934 582	708.80%	Finance Costs
R246 017 000	R 277 911 740	112.96%	Bulk purchases
R12 757 000	R21 815 531	174.09%	Contracted Services
R 5 155 550	R 1 175 335	22.80%	Transfers and Grants
R26 323 529	R 44 608 117	169.46%	Other Expenditure

Brief Analysis of the Current Financial Performance.

Summarized as follows: -

- The municipality has exceeded the upper limit of the treasury guidelines. The municipality's salary budget as a percentage to its operating budget is 42.9%. Treasury guideline is that salary budget should not exceed 40%
- The municipality does not have any long-term loan as of now and does not anticipate taking one in the 2022/23 financial year
- Debtor's collection rate is 22.2% in the 2020/21 budget year increasing to 56.6% and 52..7% in the two outer years.
- The municipality does not comply with the payment to creditors in terms of the norms – sec 65e of the MFMA. We don't pay all creditors within 30 days because of Cash flow challenges
- Repairs & maintenance as a percentage of total operating expenditure for the 2021/22 budget was 1.8%. This is very low when compared with the National Treasury norm of 8.0%. This is one of the targets the municipality is striving to achieve in the near future.

Critical Activities Performed by the Budget and Treasury Office.

The directorate performs the following functions: -

Revenue collection and management.

Revenue recovery plan/strategy

The municipality has developed a Revenue recovery Plan/ Strategy to address the revenue shortfall that the municipal has incurred. BTO will implement all activities that relate to financial management to support the implementation of the Financial Recovery Plan.

Revenue Enhancement Strategy

Background

The Enoch Mgijima Municipality is experiencing challenges that are inherent in many municipalities in that the level of municipal revenue generated is not at a stage where the municipality would like it to be. As a result, the municipality is embarking on a conscious revenue enhancement strategy to address this. This revenue enhancement strategy is a combination of bringing about additional revenue streams and also increasing revenue within existing revenue streams. This strategy includes immediate and short-term revenue enhancement goals, medium term and long-term goals.

Objective

Develop and implement a revenue enhancement strategy which will serve as a strategic framework for addressing revenue management challenges of the Municipality. The objective is to identify opportunities, prioritize these and allocate approaches [and responsibilities] to ensure that the desired revenue enhancement outcomes are achieved and sustained. The municipality has developed and tabled to council a Revenue Enhancement Strategy which is implemented and monitored. The said strategy forms part of municipal wide Financial Recovery Plan forming part of the TOR of the National Cabinet Representative (NCR) seconded by the Cabinet .

The municipality collects revenue through the following means: -

- Collection of outstanding debt
- Revenue Collection
- Different government grants such as equitable share, MIG, MSIG, FMG, INEP, and EPWPG.

Billing System

The information in the Billing system is not 100% accurate, the municipality is planning to do Data cleansing in 2022/23 financial year in order to have an accurate data .The municipality is billing its consumers each and every month, the billing system is faster and accurate but the challenge some of the data in the billing system is not accurate, that is why the municipality is planning to do Data Cleansing.

The municipal collection rate from the consumers is 85.8%. The collection rate for Rates is 48.24% and for services is 82.6%. The COVID -19 has negatively affected revenue collection in the 4th quarter of the year. The COVID 19 regulations have been adjusted by the government so, the municipality is expecting a change in the trend in the 2022/23 financial year.

Mechanisms to curb illegal electricity connections

The electricity meter audit was completed and the municipality has appointed a service provider to install temper free smart meters to all households and businesses within Enoch Mgijima Local Municipal area. The project has started in the 2021/22 financial year using the cluster approach for households. COVID -19 pandemic. It is anticipated that this would curb illegal electricity connections and tempering. Revenue from electricity sales is expected to increase.

Funding management.

We manage the following funding: -

- Internally Generated Funding
- Government Grants Funding

The municipality has opened a separate bank account for all conditional grants. This is to assist in effective monitoring of grant funding to the municipality. The municipality also deems it fit to separate its main primary bank account from the grant accounts

Reports are prepared on all grants spent as required by pieces of legislation such as DORA. Enoch Mgijima Local Municipality **did not** receive any grants from the District Municipality for the 2020/21 and 2021/22 financial years. The municipality did not spend 100% of its (MIG and Capital Budget) MIG is 85% spent and the Capital Budget 94%. The municipality depends on government grants and internally generated revenue and there are no loans.

Grants and Subsidies Received

EC139 Enoch Mjijima - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:										
Operating Transfers and Grants										
National Government:		-	236 461	180 198	191 135	191 135	191 135	201 007	209 508	219 677
Local Government Equitable Share		-	165 346	169 930	180 007	180 007	180 007	191 323	203 392	213 293
Expanded Public Works Programme Integrated Grant		-	4 889	4 253	4 422	4 422	4 422	3 996	-	-
Infrastructure Skills Development Grant		-	7 418	-	-	-	-	-	-	-
Local Government Financial Management Grant		-	5 945	6 015	4 000	4 000	4 000	3 000	3 200	3 300
Municipal Demarcation Transition Grant		-	8 327	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	44 536	-	2 706	2 706	2 706	2 688	2 916	3 084
Municipal Systems Improvement Grant		-	-	-	-	-	-	-	-	-
Provincial Government:		-	4 777	1 055	10 500	10 500	10 500	10 500	10 500	10 500
Capacity Building		-	-	1 055	-	-	-	-	-	-
Libraries, Archives and Museums		-	-	-	-	-	-	-	-	-
Library Service		-	-	-	5 250	5 250	5 250	5 250	5 250	5 250
Maintenance of Road Infrastructure		-	-	-	-	-	-	-	-	-
Municipal Support and Governance / Municipal Finance		-	4 777	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	5 250	5 250	5 250	5 250	5 250	5 250
District Municipality:		-	-	513	-	-	-	-	-	-
Water		-	-	513	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	-	241 238	181 766	201 635	201 635	201 635	211 507	220 008	230 177
Capital Transfers and Grants										
National Government:		-	-	55 444	58 854	48 565	48 565	59 570	62 919	66 588
Integrated National Electrification Programme Grant		-	-	4 941	7 448	8 759	8 759	8 500	7 507	8 000
Municipal Infrastructure Grant		-	-	50 503	51 406	39 806	39 806	51 070	55 412	58 588
Provincial Government:		-	34 829	20 819	-	25 500	25 500	17 000	35 000	-
Road Infrastructure		-	34 829	20 819	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	25 500	25 500	17 000	35 000	-
District Municipality:		-	-	-	-	513	513	-	-	-
Planning and Development		-	-	-	-	-	-	-	-	-
Specify (Add grant description)		-	-	-	-	513	513	-	-	-
Other grant providers:		-	-	54	-	-	-	-	-	-
Developers Contribution		-	-	54	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	34 829	76 317	58 854	74 578	74 578	76 570	97 919	66 588
TOTAL RECEIPTS OF TRANSFERS & GRANTS		-	276 067	258 083	260 489	276 213	276 213	288 077	317 927	296 765

Supply Chain Management System

Supply Management Unit

Enoch Mjijima Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy.

Supply Chain Management Policy

Section 112 of the MFMA prescribes that the each municipality must have a supply chain management policy that is fair, equitable, transparent, competitive and cost effective and complies with a prescribed regulatory framework for municipal supply chain management. Enoch Mjijima Municipality has adopted a Supply Chain Management Policy as

contemplated in the legislative provisions and its regulations. The SCM System is responsible for the following key components.

Contract Management

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features

- Date of the goods and services advertised
- Appointed details of appointed service providers
- Contract price and related details
- Payment incurred versus awarded prices
- Service Level Agreement signed between the municipality and agencies appointed

Currently the position is vacant but there is an Acting Contract Management officer.

Demand and Acquisition Management

The unit has been established and is functioning well. It deals with requests and memos of all the directorates and procure the goods and services requested.

Supply Chain Management Bid Committees

The municipality has established three Bid Committees:

Specification Committee - Is the committee that deal with the integrities of the Project.

After the specification committee has dealt with the scope of work of the project, the specification report has to be drafted and signed by the chairperson and the secretary of the bid specification committee and then the advert is drafted and signed by the municipal manager before it's advertised.

Evaluation Committee - The evaluation committee deals with the evaluation of tenders after the tender is closed and make the recommendation to the adjudication committee.

Adjudication committee - Deals with the verification of work done by the evaluation committee and make appointments on behalf of the municipality.

Asset management.

The unit manages the following types of assets: -

- Movable and immovable Assets

- Infrastructure Assets
- Inventory control management
- Asset register

The municipality has developed an Asset Management Policy which was adopted by Council and established a Disposal of Assets Committee. The policy has incorporated some details on the procedure to be followed for the disposal of assets. The unit also undertakes asset verification annually.

The section is responsible for the development of asset register and management of assets and liabilities in line with the MFMA. Assets Management section has several challenges ranging from staff shortage, continuous use of consultants. The municipality has also managed to develop a GRAP compliant Asset Register. Assets are registered, verified and disposed in line with the policy. The activity assists to manage and monitor the asset register.

Indigent Management (Free Basic Services)

The directorates provide support to indigents through an Indigent Management Policy adopted and reviewed annually. The municipality has appointed the Free Basic Services Coordinator and administration clerks to ensure that the section is functioning.

The policy is developed for the people who are unable to make monetary contribution towards basic services, no matter how small the amounts seem to be. All qualifying households are assisted by the municipality to register as indigents. An Indigent Register has been compiled and is continuously being updated with indigent people from Komani and surrounding areas, Whittlesea and surrounding areas, Sterkstroom, Molteno, Tarkastad and surrounding areas.

Indigent people are supported through an equitable share grant and the support to them is an attempt to reduce the number of indigents within the municipality also falls within this category. The indigent register is reviewed every year to ensure that all eligible indigents are catered for. It is also to ensure the credibility of the indigents register. The municipality has established an indigent steering committee which is headed by a Free Basic Services Coordinator with ward Councillors forming part of the steering committee.

The table below is the illustration of the cost-free basic services as reflected on the Enoch Mjijima Financial Plan

EC139 Enoch Mgijima - Table A10 Basic service delivery measurement

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)	2	-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)		-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	58 344	59 222	61 406	61 406	61 406	61 406	61 406	61 406
Electricity - prepaid (min.service level)		-	21 638	23 561	24 267	24 267	24 267	24 267	24 267	24 267
<i>Minimum Service Level and Above sub-total</i>		-	79 982	82 783	85 673	85 673	85 673	85 673	85 673	85 673
Electricity (< min.service level)		-	23 561	23 561	24 150	24 150	24 150	24 150	24 150	24 150
Electricity - prepaid (< min. service level)		-	1 023	1 023	1 223	1 483	1 854	1 854	1 854	1 854
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	24 584	24 584	25 373	25 633	26 004	26 004	26 004	26 004
Total number of households	5	-	104 566	107 367	111 046	111 306	111 677	111 677	111 677	111 677
Refuse:										
Removed at least once a week		-	28 649	28 649	29 716	29 716	29 716	29 716	29 716	29 716
<i>Minimum Service Level and Above sub-total</i>		-	28 649	28 649	29 716	29 716	29 716	29 716	29 716	29 716
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	251	262	269	269	269	269	269	270
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	3 774	3 883	3 982	3 982	3 982	3 982	3 982	3 982
No rubbish disposal		-	3 620	3 620	3 760	3 760	3 760	3 760	3 760	3 760
<i>Below Minimum Service Level sub-total</i>		-	7 645	7 765	8 011	8 011	8 011	8 011	8 011	8 011
Total number of households	5	-	36 294	36 414	37 727	37 727	37 727	37 727	37 727	37 727
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	11 799	12 749	13 006	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	18 144	18 144	18 144	18 144	18 144	18 144
Refuse (removed once a week for indigent households)		-	-	-	19 201	19 201	19 201	14 201	14 201	14 201
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	37 346	37 346	37 346	32 346	32 346	32 346
Highest level of free service provided per household										
Property rates (R value threshold)			3 851 659	4 044 242	4 044 242	4 044 242	4 246 454	4 501 241	4 501 241	4 501 241
Water (kilolitres per household per month)			-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)			-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)			-	-	-	-	-	-	-	-
Electricity (kwh per household per month)			50	50	50	50	50	50	50	50
Refuse (average litres per week)			4	4	4	4	4	4	4	4
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)			4	4	4	4	4	5	5	5
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA			-	13 261	10 780	10 780	10 780	10 780	9 643	7 036
Water (in excess of 6 kilolitres per indigent household per month)			-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)			-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)			-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)			-	-	-	-	-	-	-	-
Municipal Housing - rental rebates			-	-	-	-	-	-	-	-
Housing - top structure subsidies			-	-	-	-	-	-	-	-
Other			-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		-	-	13 261	10 780	10 780	10 780	10 780	9 643	7 036

Budgeting.

The work of this unit is guided by the Budget Steering Committee through a Budget Policy and such work entails preparing the following budgets: -

- Operational Budget
- Capital Budget

Financial Reporting.

Under this function, the Directorate prepares the following reports: -

- Section 71-monthly reporting
- Section 72 - Mid-year Performance Reporting
- Section 52 (d)-quarterly reporting
- Annual Financial Statements.

The municipality has developed the Annual Financial statements preparation plan starting in August 2022 to ensure that the process is completed within the prescribed timeframes as required by legislation. The AFS preparation plans consists of different assignments allocated to different officials with specific timeframes from 17 July to 31 August for the submission to relevant authorities (i.e. AG, NT)

Relevant Legislative Requirements Applicable to Budget and Treasury.

The work of the directorate is guided by the following legislation: -

1.	Municipal Systems Act no 32 of 2000
2.	Property Rates Act no 6 of 2004
3.	Municipal Finance Management Act no 56 of 2003
4.	Preferential Procurement Performance Framework Act
5.	SCM Regulations and CIDB Regulations

The Legislative Context and Its Application.

Summarized in the following paragraphs: -

The Municipal Systems Act and Its Implications.

Section 95 and 96 of MSA refers to customer and debt collection services whereas section 12 speak about policies and procedures development

The Property Rates Act and Its Implications.

The whole act regulates the activities that lead to the appointment of Municipal valuer, compilation of General valuation roll with its supplementary and relates services such as policy development.

Reflect on the publication and gazetting of Section 6 and 14 of MPRA and updated valuation roll

The Municipal Finance Management Act and Its Implications.

This act regulates the Financial Management of the institution, giving certain responsibilities to Mayor, Accounting Officer, Directors and Managers.

Preferential Procurement Policy Framework Act and Its Implications.

To give effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution; and to provide for matters connected therewith. The municipality does adhere to the policy framework, and follow all process in regard to the Preferential Procurement Policy.

The SCM Regulations and Their Implications.

This act regulates the procurement of goods and services aligned with Municipal Finance Management Act.

Policies and Bylaws Applicable to Budget and Treasury.

All finance related policies are reviewed annually as such the municipality has reviewed all finance related policies and tabled them to council for 2022/23 financial year.

They are summarized as follows: -

#	Policy	Policy status
1	Budget Policy	Reviewed and adopted by Council
2	Supply Chain Management Policy	Reviewed and adopted by Council
3	Cash and Investment Management Policy	Reviewed and adopted by Council
4	Asset Management Policy	Reviewed and adopted by Council
5	Irregular, Fruitless, Unauthorized and wasteful expenditure policy	Reviewed and adopted by Council
6	Contracts Management Policy	Reviewed and adopted by Council

7.	Credit control policy	Reviewed and adopted by Council
8.	Indigent management policy	Reviewed and adopted by Council
10.	Creditors Management policy/Account Payable Policy	Reviewed and adopted by Council
11.	Fleet Management policy	Reviewed and adopted by Council
12.	Rates Policy	Reviewed and adopted by Council
13.	Cost Containment Policy	Draft awaiting council adoption
14.	Rates Policy bylaw	Adopted by Council

Processes and Procedure Applicable to Budget and Treasury.

Summarized as follows: -

Processes & Procedures applicable to BTO			
#	Processes & Procedures.	Applicable performance area	Status
1	Supply Chain Management Procedures Manual	Supply Chain Management	Reviewed
2	Asset Management Procedures-	Asset Management	Reviewed
3.	Payroll Procedures	Expenditure Management	Reviewed
4.	Creditors Payment Procedures	Expenditure Management	Reviewed
5.	Revenue Management Procedures	Revenue Management	Reviewed

Mscoa

MSCOA champions were appointed and the meetings are convened quarterly in line with the implementation plan. There is no council resolution in the municipality regarding Mscoa. Currently there are gaps in the system. Areas that need attention include SCM modules activation in the system, bank reconciliation in the system importation of data string. The asset module is not yet functional in the MSCOA system.

Municipal Governance Structures

In terms of the Section 155 (1) of the South African Constitution, Enoch Mgijima LM is a Category B municipality with the **Mayoral Executive System** with a Ward Participatory Process.

The **Mayoral Executive System** allows for the exercise of executive authority through an executive mayor in whom the executive leadership of the municipality is vested and who is assisted by the **Mayoral Committee**. A Diary of Engagement is developed annually and reviewed when there is need for that.

Municipal Council.

The Local Government Elections of November 2021 saw the African National Congress (ANC) gaining control of the Enoch Mgijima LM Municipal Council. Thirty-Four Councillors were elected to represent their Wards while another Thirty-Four were elected from a Proportional Representation ballot, bringing the Municipal Council to 68 in total.

Within the Municipal Council, Councillors elected from the Proportional Representation list make-up the Executive Committee of Municipality and hold various portfolio positions to which they apply political leadership and guidance towards the delivery of services to the citizens of EMLM.

Intergovernmental Relations : The municipality has established an IGR which will seat quarterly and participates in the following intergovernmental relations structures:

LAC	DCF
LCF	CFO's forum.
PPF	CHDM Planner's Forum
IGR	CHDM Climate Change Forum
Rep Forum	MUNIMEC.
DIMAFO	

IDP and Consultation on Ward Priorities

Integrated Development Planning (IDP) is a planning tool for promoting developmental local government. It enables the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process is a consultative process which requires of the Municipality to engage with its citizenry and other stakeholders in the development thereof.

IDP for 2022-2027 is developed by consulting wards to detect population concerns and ward priorities that will influence planning, prioritizing and budgeting. IDP is to be reviewed annually and adjusted in accordance with the monitoring and evaluation of existing performance and changing circumstances in as prescribed by the MSA.

ENOCH MGJIMA SERVICE DELIVERY PRIORITIES

#	Priorities
SDP01	Roads, bridges and storm water management.
SDP 02	Electricity
SDP03	Water and Sanitation
SDP 04	Local Economic Development
SDP 05	Waste Management
SDP 06	Housing
SDP 07	Public Amenities
SDP 08	Safety and Security
SDP 09	Social cohesion & Human Capital
SDP0 10	Spatial Development and Land Use Management

COMMUNITY OUTREACH BY THE EXECUTIVE MAYOR ON DRAFT IDP/BUDGET IN 2022 .

The municipality embarked on a community outreach programme facilitated by the Executive Mayor and the Members of the Mayoral Committee. The programme wanted to fully embrace public participation and afford communities an opportunity to comment on the Draft IDP/Budget and service delivery issues in their respective constituencies before the Council adopts its IDP and Budget.

Below is a list of community inputs and comments obtained by the municipality :

CLUSTERS	WARDS	VENUE	COMMUNITY INPUTS/ COMMENTS
ILINGE / MACHIBINI	WARD 01 WARD 02 WARD 03 WARD 04	ILINGE COMMUNITY HALL	-What percentage is allocated for Linge on the Draft Budget. -Registration of RDP houses beneficiaries is done annually but no houses are built. -1500 houses to be built is too small for Machibini people. -Roads to be prioritized as even ambulance can't get to the houses to help people.

			<ul style="list-style-type: none"> -Building of the houses takes too long because of water supply problems. -Machibini has no Community Hall -A road between Linge and Machibini to be done. -The piggery and crop production programme of the department of agriculture to be explained. -Highmast lights must be maintained. -Bridge for ward 1 to be built. -Municipality must come and explain why and how they should pay rates -Title Deeds remain a concern, -Cemeteries to be fenced as promised. Opening of the stadium to be done as the stadium is being vandalized
EZIBELENI	WARD 04 WARD 05 WARD 06 WARD 07 WARD 08	EZIBELENI HALL	<p>The poor attendance of the ward committees in the meeting was raised as a concern. The matter will be escalated to the office of the Speaker.</p> <p>Comments and inputs</p> <p>Cleanness of the town</p> <ul style="list-style-type: none"> -Electricity -Roads -Housing and -Unemployment <ul style="list-style-type: none"> -Phase 1 of the project time frames requested -Recruitment process for the projects to be outlined. -What is the plan about the internal roads -Installation of smart meters is appreciated, but a plan is needed on the transformer

			<ul style="list-style-type: none"> -Electricity cables are down, a community member called the municipality, but the response was there was no vehicle to attend to the complaint. -Street lighting should be prioritized. -Ms Nomayeza Tyuka's house was taken by Mr. Maplanga and sold to someone from Elliot. -In one of the outreach meetings, former Executive Mayor said housing issues are being investigated, but no report todate. -Cable theft which leave houses with no power. The municipality claims that it does not get into people's yards. -Support programs must be offered by the municipality to the SMMEs - Poor attendance in the meeting was a concern . -High mast lights are not working. No inspections and maintenance is done by the municipality. Some high mast lights are on during the day and off at night. -Community requested crush stone to be provided and the communities will level the crush stone themselves. -No hall in ward 8. -Request for title deeds. People have more than 23 years in their houses, but no title deeds are provided.
ZINGQUTHU AND LESSYTON	WARD 18	LESSYTON COMMUNITY HALL	<ul style="list-style-type: none"> -Inclusion of 5km of access roads to be regravelled per ward in the IDP and Budget. -Ezinquthu two bridge to be renovated or to be rebuilt. -Lapesi and Dibindonga must come back. -In Ndluvukazi there are RDP houses that are not completed. -A Bridge in Zola for school children to be rebuilt. -Houses that have fallen must be rebuilt. -Programmes for young people to be done.

			<ul style="list-style-type: none"> -Access to clean water to be provided. -Phase 2 of the stadium to be done as promised. -Drug abuse in ward 18
MOLT/STERKSTROOM	WARD 27 WARD 28 WARD 29	STERKSTROOM COMMUNITY HALL	<ul style="list-style-type: none"> -There is no office to pay for the services, the satellite office does not have even printing paper. There is no place where communities can pay for the services in Sterkstroom. -An official from the municipality used to visit Sterkstroom and stay in the car and come back the next day. -There should be monitoring of the officials. -The refuse truck comes only on Saturday, the question posed was whether the officials get paid only for Saturdays as they work only on Saturdays. -The presentation was welcomed, and it gave hope to the people of the area as the presentation is now talking to the area. -The decision to ensure that all the people that had a dispute should written to work was welcomed. -Internal roads project was welcomed. An appeal was made that the project be done in 2022/2023 financial year and not in the outer year. The project be implemented in the next financial year. -The municipality should consider only paving of roads and not surface roads. -Patching of roads from N6 T junction to Sterkstroom should not be patched but started over. -An appeal was made that a submission of the housing needs be started as there are many housing challenges in the Sterkstroom area. Two main challenges -Community hall in Zwelitsha. The asset has already been built; an appeal is made that the asset be maintained. -A community hall in Molteno should be prioritized as Molteno does not have a hall now as both halls are closed. -The municipality should facilitate a meeting between Human Settlement and the Inkwanca cluster. Human Settlement be requested to make a presentation of the housing projects they planned for the cluster. -The IDP /Budget presentation was welcomed by the meeting.

			<ul style="list-style-type: none"> -Grave diggers do shoddy jobs. Communities buy graves and they must complete the job themselves, yet they paid for the graves. -Safety and security in our area should be prioritized.
NTABETHEMBA	WARD 20 WARD 30 WARD 31 WARD 32	THORNHILL COMMUNITY HALL	<ul style="list-style-type: none"> -Internal roads need to be considered, they are horrible, ambulance is not able to provide services to the people. -Electrification for new areas such as Zola -Stormwater management for areas such as Zola -Project management in Ntabethemba is a problem -Shopping center/ Mall for Ntabethemba community is needed -Ward 30 - Rural people need to get more, they need to be considered -30 - Human settlement to provide budget allocation for confirmation - Service providers not benefiting due to escalation of rates - Sector departments need to specify the specific areas where the project is taking place Ward 30 : - Ward based plans need to find space in the plans of the municipality -Develop a strategy for refuse removal strategy for rural areas and bring innovation for youth development (refuse bins, recycle projects e.g in Zola) use sustainable methods to prevent vandalism - Human settlement to come and make some presentations on projects - Signboard for Zola entrance , Thornhill is misleading people Ward 31 (Phakamisa) - Water is still a problem , depending on Zola - 5 KM paving in Phakamisa - Requesting a dam

			<ul style="list-style-type: none"> - Integrated Rural development to benefit all in the ward , youth development - Destitute are still a problem in Phakamisa - Khayaletu has a problem for water for 6 months, enforcement and implementation - Khayaletu youth development, no school, entertainment grounds - Offices are needed for explanation on implementation of projects 1 -Houses in Bucclesfarm (Destitutes) list were development they need progress in the lists <ul style="list-style-type: none"> - Roads for Ikwezi are still a problem, suggestion for paving - Agric- dysfunctional secondary coop to revitalize the tunnels in Tendergate - <p>WARD 30 - Farmers assoc in Ntabethemba,</p> <ul style="list-style-type: none"> - Relationship between Cllrs and the municipality need to be strengthened, letters submitted to CHDM and Enoch Mgijima- Letters seeking support need to be considered - Agriculture need to come and implement the plans - Farmers in Thornhill need to be considered - Electricity is a problem in Ntabethemba - Implementation of plans is essential for the people to see the difference, <p>Ward30</p> <ul style="list-style-type: none"> - Human settlements: 2014 vs 2019 (Verification of the list is needed) to provide the details for the delay in housing benefication . - Destitutes criteria selection vs implantation needs to be explained - Trenche in the ward is dangerous - Reconstruction and Rehabilitation of internal roads and streets that are in a bad condition in Thornhill and Zola - Electrification of RDP Houses (Greenfield) some oof the housing units were
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			constructed in 2014 are being vandalized currently .
WHITTLESEA	WARD 19 WARD 21 WARD 22	WHITTLESEA MUNICIPAL OFFICES	<p>-Ward 21 Animals are impounded in Komani , the municipality is requested to build a pound closer to the community of Whittlesea. can we contribute to the Whittlesea economy by establishing a pound .</p> <p>-Dipping tanks are needed</p> <p>-Vaccination programmes</p> <p>-Land use management, elimination of Lapesi project is needed for job creation , youth development , skills transfer, it is dangerous for animals.</p> <p>-Project management, after project completion assessment needs to be done to compare the work completed as well as the project specification</p> <p>-Road in all Whittlesea villages is still a priority</p> <p>-Rural areas need to be prioritized , rural development in prioritizing development projects</p> <p>-Ege villages , an incomplete water project was left clumsy, material is still there,it is slowly being damaged .</p> <p>-Yonda : Gender based violence , Highmast lights are not maintained crime has increased the community is not safe</p>
DONGWE/HEWU	WARD 23 WARD 24 WARD 25 WARD 26	EKUPHUMLENI COMMUNITY HALL	<p>-In general, the budget was accepted by people.</p> <p>-Contractors establish their concern that the government officials do not stick to agreements entered with SMME's and as the results SMME's are called enemies of development.</p> <p>-Budget for community lighting is not enough.</p> <p>-Free electricity for indigents not to be affected by any municipal programme.</p> <p>-It was said that the municipality must provide services first and collect revenue latter.</p> <p>-Maintenance of municipal equipment such as trucks that collect rubbish to be done so as to ensure continuous service delivery provision.</p> <p>-Serviced sites to be made available to citizens.</p>

			<ul style="list-style-type: none"> -Service providers implementing projects to be monitored regularly. -The issue of hostels in Sada to be prioritized. -Road in Sada used by buses and taxis to be prioritized. -Ezinyoka water supply problem was raised. -Road to Dongwe Hospital to be done urgently. -Rotation of yellow fleet to be done.
KOMANI (MLUNGISI)	<p>WARD 11 WARD 12 WARD 13 WARD 14 WARD 15 WARD 16 WARD 17</p>	THOBI KULA	<ul style="list-style-type: none"> -Unreliable electricity and water supply. -Informal settlements to be provided with flashing toilets. -Water meters to be changed. -Rubbish bins for households to be provided. -Cancellation of old rental debts. -Monitoring of technical services projects as service providers dig and leave holes open on the roads. -Development of informal settlements to be managed and controlled. -Highmast Lights to be maintained. -Amenities such as stadiums and community halls are vandalised because there are no security personnel provided. -Land Audit to be done. -Serviced sites to be sold to generate revenue. -Emerging Famers must be provided land for farming -Luhlaza project to come back.
KOMANI (CBD & SURROUNDING AREAS)	<p>WARD 09 WARD 10</p>	MOTH COMMUNITY HALL	<ul style="list-style-type: none"> -Ward 10 – Specific wards need to reflect in the presentation, streets that are terrible for Ward 9 and 9 Recreational facilities (swimming pools, public facilities are unusable - Ward 09 – Community lighting project

			<ul style="list-style-type: none"> - Landfill sites- recycling building looks like a white elephant - Put public facilities under PPP - Airstrip – in future to be an airport, - Sports field (Sandringham) – partner with sport organization to make it work - Street lights are killing the face of the municipality - Consider the paving in low volume roads, it is less expensive - Streetlights – train EPWP participants to bring back streetlights - Komani Road – commercial farmers are using the road, engage SANRAL - Parks need to be maintained, be creative and may be change to the gymnasium e.g park next to Balmoral - The municipality is encouraged to lobby for funds from other partners in development, sector departments, SOE's , DBSA <p>-Ward 9 – A sizable number of Rate payers come from this ward, urban areas need lights , keep the rate payers happy by providing services</p> <p>-Parks at Lourie Dashwood , budget needs to be practical</p> <p>-The municipality is slow to collect revenue , electricity is key to generate revenue</p> <p>-Smart meter project was explained to the meeting, the community wanted to know .</p> <p>- The high rate of unemployed is a concern – how do we make use of our status (SEZ)</p> <p>-Cemeteries are becoming the face of the municipality as people come from across the country to KOMANI, the municipality is requested to prioritize maintenance and cleaning</p> <p>-Ward 9 – Stray animals are a problem- The development and gazetting of bylaws is necessary .</p> <p>-Unused municipal buildings can be used to generate revenue, (rentals/leasing)</p> <p>-The town (Komani) is the face of the municipality, when it is not clean the image of the municipality is compromised .</p>
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Communications Unit

Legislative Background

Constitution of the Republic of South Africa 108 of 1996 Section 32, gives a right to everyone to access any information held by state. Municipal Systems Act 32 of 2000, as amended Chapter 4, which requires public participation of community members and stakeholders. Promotion of Access to Information Act no.14 of 2000 which indicate how communities can access information. The Communication Strategy was work shopped to council and was adopted by council is reviewed annually for implementation.

Key Implementation Issues

- a) Development of policies and strategies
- b) Training and workshopping of Councillors, ward committees, community development workers and management critical
- c) MuniMec resolution, of 1% of municipal budget dedicated to communications
- d) Centralize branding

Manage Provincial and National Communicators Forum to ensure a prompt response to people’s complaints. The municipality participate in District Speakers Forum.

Public Participation.

The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organizations in the matters of local government".

The White Paper Local Government 1998 (WPLG) emphasises the issue of public participation (not only in municipal planning). It provides details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. Public participation is meant to promote local democracy. Public participation in Enoch Mgijima LM is guided by the Public Participation Policy and strategy adopted by Council for implementation .

Communities submit their petitions through written submissions to the Office of the Speaker. Relevant stakeholders are provided to request information. Relevant platforms are created to submit a response. Draft Petition management policy is in place to guide the process Public participation unit assists the Office of the Speaker in ensuring that petitions are received, recorded and sent to all affected directorates and answers are provided for to those concerned. COGTA Eastern Cape also assists in responding to those petitions including parliamentary questions. There is also a Presidential Hotline that is running in the Communications Unit which entails how the complaints are being managed., Provincial and National Communicators Forum to ensure a prompt response to people's complaints. The municipality participate in District Speakers Forum.

The municipality has developed a complaints management register to register complaints from different communities and monitored regularly. The complaints received are for the local authority as well as Sector departments. The procedure followed is to submit complaints to the Municipal Manager and share with Directors to respond and address the issues. Subsequent to that a meeting is arranged with the ward Councillor to provide answers. The municipality arranges a meeting with Sector departments to come and explain to the communities on issues raised.

Community Mobilization strategy: Chairperson of the ward (WC) to determinate information, Notices are placed in public places e.g. community halls, municipal offices, municipal website and face book, Traditional loud hailing system is still used, bulk SMS, what's up groups and use of local newspaper and community radio (*Vukani FM*)

Ward Committee Support

EMLM saw its Ward composition totalling 34 Wards. The municipality has established ward committees in all 34 wards in line with the Local Government: Municipal Structures Act 117 of 1998. Each Ward has representation of ten committee members of which the Ward Councillor acts as Chairperson at meetings and is responsible for holding meetings within their respective Wards.

Every Ward Committee within Enoch Mgijima LM Municipal Area is considered functional and active. Ward Councillors regularly furnish reports on meetings and service delivery progress to the Speaker's Office to keep the municipality informed and ensures accountability. Identified issues from the reports that need council consideration are forwarded

to the Council and those that require the immediate attention of the Directors are forwarded to relevant directorates. Ward committees are functioning well and contributing to governance as well as public participation initiatives such as IDP ward meetings, IDP Representative Forums, IDP/Budget/ Annual Report Roadshows. All community engagements are channelled through ward councillors and ward committees. CHDM and Cogta are working closely with the municipality to make sure that ward committees are capacitated to perform their duties efficiently. The district also serves as a coordinating structure between sector departments and the ward committees .

Community Development Workers (CDW's)

CDWs within EMLM are the foot-soldiers for service delivery and accountable governance. Based within the Local Municipality's LMs 34 wards, these workers compile monthly reports for submission to the Speaker's Office and to the Department of Local Government and Traditional Affairs detailing the conditions on the ground. The municipality has sound relations with the CDW's. CDWs play an instrumental role in the identification of service delivery shortcomings and assist in ensuring several interventions are carried out to address these issues. They also play a prominent role in publicising and mobilising residents to be part in government sector gatherings and meetings such as, IDP/Budget roadshows, IDP Representative Forums, Mayoral Roadshows, ward-based meetings and war rooms.

Traditional Leaders within Enoch Mgijima Municipality.

EMLM is recognizing and providing the traditional leaders an opportunity to play their role in accordance with Chapter 12 of the Constitution of the Republic of South Africa, 1996. The municipality has 1 traditional leader who contributes effectively in the activities of the municipality. The Traditional Leader participates on our departmental standing committees; attend Council meetings; IDP Representative Forums ,form part of Initiation Forums, Moral Regeneration Movement, Home Affairs Stakeholders Forum and community outreach programme by the Executive Mayor on IDP/Budget processes . The office of the traditional leader assists the municipality by creating a conducive environment for all government projects and meetings to take place in the wards for the benefit of the community . Traditional leader participates in all council processes but do not vote on council decisions as they are not an elected structure. There is a sound relationship between the municipality and the traditional leader.

Special Programmes Unit (SPU)

The municipality has established a Special Programmes Unit placed in the Office of the Municipal Manager with staff to implement different programmes in the unit. The programme for Integrated Service Delivery Model (**ISDM**), termed War Rooms is placed in this section. The municipality has developed a draft SPU Mainstreaming Strategy in 2021/22 financial year The draft document will be tabled to council for adoption in 2022/23 .

Functions of the SPU

- a) Strengthen good governance for the Special Programmes Unit to deliver on its mandate.
- b) Promote inter-sectoral collaboration through War Rooms.
- c) Promote, advocate and monitor women's empowerment and gender equality.
- d) Promote, advocate and monitor men's rights and responsibilities.
- e) Promote, advocate and monitor children's rights and responsibilities.
- f) Promote, advocate and monitor senior citizen's rights and responsibilities.
- g) Promote, advocate and monitor the youth's rights and responsibilities
- h) Promote, advocate and monitor the rights of people living with disabilities
- i) Promote, advocate and monitor the rights of people infected and affected with HIV/AIDS (Health and social exclusion)
- j) Promote, advocate and monitor community sport
- k) To drive activities that promote social cohesion.

SPU Stakeholders and Role-players.

- a) All Government Departments
- b) NGOs
- c) Business Sector
- d) Traditional Leaders
- e) Traditional Healers
- f) Council of Churches

Existing SPU Structures

- a) Youth Council Task Team
- b) Women Council Task Team
- c) Older Person Forum Task Team
- d) Disability Council Task Team
- e) Local AIDS Councils

Integrated Service Delivery Model (ISDM) and War Room Functionality

ISDM termed as Operation Masiphathisane is a coordinated effort by Eastern Cape Province to provide an integrated, comprehensive, and transversal services to the community through efficient multi-sectoral partnerships. Enoch Mgijima council remains committed in supporting and sharing the understanding of this government initiative with different

stakeholders, roll out of Operation Maiphathisane and establishment of war rooms in all 34 wards. The Unit for ISDM is placed in the Municipal Managers office together with SPU. The implementation and monitoring of functionality of the model has a huge potential to yield benefits such as having services in one locality, harmonization, team effort. War rooms are not functional in all ward, it is necessary for OTP and COGTA to assist the municipality by capacitating the new councillors to ensure that the model is functioning in all wards.

War Room Functionality in different wards

War room functionality within the municipality is not satisfactory . Capacity building of the new councilors is necessary

Challenges: Lack of resources in other Wards and the space for meetings some of the villages in the wards do not have venues to convene meetings. The vastness of some wards require assistance in terms of transport. Participation and attendance of the sector departments need to be strengthen now that some of them are not attending. There is limited understanding of the model in some wards. There is a need to work cooperatively with COGTA and OTP to capacitate all new Councillors so that the model can be rolled out to all 34 wards.

Social Cohesion and Nation building

Social Cohesion and Nation building are strategic areas of output for National Outcome 12 which directly pertains to DSRAC focusing on developing an efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.

National Context: The NDP proposes the use of more public space as a key initiative towards promoting social cohesion. The improvement of public services, public transport and more integrated housing will enable South Africans to share common experiences. Sport has been identified as a key activity that allows people to share common space. Vision 20130 specifies that participation in different sporting codes begins to resemble the demographics of South Africa.

Sport in the Municipality to share common space: The municipality is budgeting annually for the construction of sporting facilities and maintenance using MIG. Department of Sports arts and culture is working with the municipality to facilitate various sporting activities to allow citizens to share common space annually. The Sports Council in the municipality has budgeted for sport activities including annual Mayoral Cup forming part of 2023/24 SDBIP.

Internal Audit.

Legal Framework Governing Internal Auditing

The Constitution of the Republic of South Africa, 1996 Section 152 (1) The objects of local government are: -

1) to provide democratic and accountable government for local communities.

- 2) Section 195(1) Public administration must be governed by democratic values including the following:
 - a) Efficient, Economic and Effective use of resources must be promoted.
 - b) Public administration must be accountable.
 - c) Transparency must be fostered by providing the public with timely, accessible and accurate information.

Municipal Finance Management Act, 2003 Section 165 makes the following provisions: -

- (1) Each municipality and each municipality entity must have an internal audit unit,
- (2) The internal audit unit of a municipality must-
 - a) Prepare risk-based audit plan and internal audit program each financial year;
 - b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to Internal audit, internal controls, risk management and performance management.

Municipal Systems Act, No.32 of 2000 Section 45, states that the results of performance measurements in terms of S41 (1) (c) must be audited as part of the municipality's internal auditing processes. Municipal Planning and performance management Regulations of 2001, Para 14 (c) states that a municipality's internal auditors must: -

- i. On a continuous basis audit, the performance measurement of the municipality.
- ii. Submit quarterly reports on their audits to the municipal manager and performance audit committee.

Primary Functions of the Internal Auditing Unit.

The primary objective of Internal Audit is to assist the Accounting Officer, Municipal Council and the Audit Committee in the effective discharge of their responsibilities. The purpose of IA is to provide independent, objective assurance and consulting service designed to add value and improve the municipalities operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The MFMA, Section 166(1) states that each municipality must have an audit committee. An audit committee established at Enoch Mgijima plays an advisory role to municipal council, political office bearers, accounting officer and management of the municipality, on matters relating to internal audit, internal financial control, risk management and performance management.

The municipality has a functional audit committee seating quarterly as scheduled. The municipality has developed an audit committee charter to ensure that the members of the audit committee are conducting their business within the parameters of the audit committee charter.

Critical Internal Auditing Role Players.

- a) Municipal Public Accounts Committee (MPAC)
- b) Audit Committee
- c) Auditor- General
- d) Provincial Treasury and CoGTA
- e) Management
- f) Council
- g) Public

Internal Auditing Policies.

EMLM currently has the following policies and procedures: -

- a) Internal Audit Policy
- b) Internal Audit Charter
- c) Internal Audit Standards

Audit Opinion by Auditor General

The municipality is audited by Auditor General annually, below is the table reflecting the audit outcomes.

	Financial Year	Audit Opinion
1.	2017/18	Disclaimer
2.	2018/19	Adverse
3.	2019/20	Qualified opinion
4.	2020/21	Qualified opinion

Auditor General Findings

Key findings on predetermined objectives : Auditor general : The information submitted on Basic service delivery and infrastructure development is not useful and reliable in accordance with reliable criteria as developed from performance management and reporting framework .The reported achievement of some indicators on gravelling and electrification of households were misstated as the evidence provided does not agree with the reported achievement and the evidence is inadequate . The measure to improve performance was not submitted and there was no assurance to support the effectiveness of the improvement efforts on the performance .

Compliance Matters : AG findings on compliance and legislation include preparation of annual financial statements, revenue management, expenditure, strategic planning and performance, asset management, procurement and contract management and consequence management. **The annual financial** statement submitted were not prepared

in all material respect in accordance with the requirements of section 122 (1) of the MFMA . Material misstatement of correct assets, revenue, liabilities, expenditure disclosure items discovered by AG resulted in the financial statements receiving an unqualified audit opinion.

Expenditure Management was incurred was more than the approved budget in contravention of section 87 (8) of the MFMA . Reasonable steps were not taken to prevent unauthorized expenditure amounting R189,2 Million (2020 : R219,7 Million) . No reasonable steps were taken to prevent fruitless and wasteful expenditure amounting to R44, 9 Million (2020: (R81,1 Million)

Consequence Management : Some of the losses resulting from irregular expenditure were not recovered from the liable person as required by section 32 (2) of the MFMA and the municipal budget and reporting regulation 75 (2) .

Key issues of emphasis by AG include fruitless and waste full expenditure, material uncertainty relating to going concern , material losses, events after the reporting date. Traffic building caught fire on 12 August 2021 and it is not yet known what started the fire and the value of damage caused . Unaudited disclosure that did not form part of the Annual Financial statements .

The Audit action plan was developed , adopted by council and it is being monitored to ensure that the audit opinion improves in the next financial year.

Risk Management

Risk Management is one of the key pillars for good governance practices and valuable management tool which increases a municipality's prospects of success through minimising negative outcomes and optimising opportunities. The section for Risk Management has been established and placed in the office of the Municipal Manager. Enoch Mgijima Local Municipality has established Risk Management systems in terms of section 62(1)(c) of the MFMA.

The underlying intention of the municipality to establish effective, efficient, and transparent systems of risk management seek to achieve among other things the following outcomes needed to support and improve municipal performance through:

- a) More sustainable and reliable delivery of services
- b) Informed decision making underpinned by appropriate rigour and analysis.
- c) Innovation and reduced waste
- d) Prevention of fraud and corruption.
- e) Better value for money through more efficient use of resources; and
- f) Better outputs and outcomes through improved project and programme management

The high-level responsibilities of the unit include the following:

- a) Working with senior management to develop the municipality's vision for risk management.
- b) Developing, in consultation with management, the municipality's risk management framework(s), communicating framework(s) to all internal stakeholders and monitoring its implementation thereof.
- c) Developing and maintaining a credible municipal risk profile
- d) Support management and internal structures responsible for various aspects of risk management to properly perform their functions.
- e) The municipality has established a fraud and risk management committee

The effective management of risk is prioritised to ensure that business risks across the municipality are identified and managed on an on-going basis for the achievement of the municipality's vision to become the leading community driven municipality in the provision of sustainable services and developmental programmes.

The municipal has tabled and approved the following policies :

- Risk Management Policy and Strategy
- Fraud and Corruption Prevention policy
- Whistleblowing Policy

Implementation plans and charters were also developed but the section is still experiencing problems regarding staff shortage limiting the scope for the entire section

Municipal Public Accounts Committee (MPAC)

The municipality has established a unit with staff (MPAC Manager and MPAC Officer) to provide support to MPAC and ensure that the committee performs its duties effectively. The MPAC meetings are convened quarterly as scheduled. Reports are prepared with recommendations to council. The committee plays an oversight role and performs projects such as site visits for verification of projects .

Legislative Requirements for Municipal Public Accounts Committee (MPAC).

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The Council determine the functions of the committee and agree on the terms of reference as per SALGA, National Treasury and CoGTA for the committee.

Purpose and Functions of Municipal Public Accounts Committee (MPAC) within Enoch Mgijima.

- a) The main purpose of the MPAC is to exercise oversight on behalf of the council over the executive functionaries of council and to ensure the effective and efficient use of municipal resources.

- b) MPAC help to increase awareness of council and public on the financial and performance issues of the municipality.
- c) To perform any other functions assigned through a council resolution within its area of responsibility.

Current Internal MPAC Projects.

- 1) An annual work has been developed detailing projects/activities that will be conducted by the committee.
- 2) Amongst the projects are the following:
 - a) Ensuring conclusion of performance agreements
 - b) Review and interrogation of budget implementation in-year reports (Sec71,72,52d etc)
 - c) Quarterly reviews and interrogation of performance reports
 - d) Site inspections on selected service delivery projects

Legal Services Unit

Performance objective

The municipality has established a Legal Services section placed in the office of the Municipal Manager. The office seeks to ensure council's compliance with legislation through provision of credible legal advice & opinion.

The unit has the following responsibilities:

- 1) Facilitation of the development of by-laws and policies.
 - Task Team has been established to compile list of by-laws, thereafter their task includes consolidation, reviewal, alignment and Introduction of new By-laws and arrange workshops.
 - All respective Directorates are to be consulted to submit their lists of by – Laws that will be reviewed and actioned as required in terms of annual report process.
 - This process will include new by – laws that have been identified and which must be prepared, proposed and submitted to Council for comments and promulgation.
 - The report must indicate funding availability as well as the designated resource responsible for all activities relating to preparation, development, submission, promulgation, and reporting of Departmental by laws.
 - Legal Services - is responsible for support and the development for every by-law resides with the Department that must initiate by-laws based on their knowledge and experience of the environment as well as legislative imperatives in their areas.
 - Champions have been identified and selected from Finance, Community Services, Integrated Planning and Economic Development (IPED), Technical Services and Human Settlements.
 - Timeframes are to be communicated with all after the approval of the Municipal Manager to begin the process.

2) Development and maintenance of council's litigation register.

- The Litigation register is in place, it is monitored regularly. There are challenges in the management of the turnaround times emanating from circumstances such as delays in the prosecution of cases by persons litigating against the municipality, which impacts on the length of time cases remain in the register for.
- There are historical instances where our own lawyers have not actioned matters as expeditiously as they should have and where there has not been regular monitoring and reporting, which must be addressed and closed.
- Sometimes other difficulties arise from the management of Court Rolls, which falls in the jurisdiction of the Justice Department. It is understood this is a matter that is handled in the IGR platforms, and which must be followed. For the most part there must be regular monitoring to ensure that matters Attorneys adhere to deadlines and as well, Managers provide all information that is required timeously without fail, to curb delays.
- The current financial position of the Municipality has also exposed the institution to litigation from unpaid creditors whose claims remain outstanding due to non-payment. Pre-litigation engagements and negotiations must be strengthened to reduce litigation exposure and prevent escalation of adverse judgments against the municipality. This is a multi-disciplinary and multi-Departmental exercise which must be embraced and supported.
- With regards to the management of the litigation register and the accuracy of information Departments are encouraged to bring all legal related matters to the attention of Legal Services promptly.
- The litigation register is forwarded to relevant stakeholders such as Executive Management, the Mayoral Committee, the Internal Audit, the Audit Committee, The Local Government Legal Advisors Forum under GOGTA, and the Auditor General as well the National structures to ensure transparency and accountability is maintained. The inputs and recommendations received are utilized to strengthen the management of the litigation profile of the municipality so that overtime the impact of litigation is significantly reduced.
- Legal Services manages the payment of legal fees and other related costs by Attorneys and claimants who lodge legal claims against the municipality.

3) Liaison with council attorneys on legal matters.

- There is a formal database of Legal Service providers, and the Municipality was appointing lawyers on an Ad-hoc bases prior to the establishment of the database.
- Remedial action – Now the Municipality has established a formal database for legal services providers.
- Appointments are being done from the database and upon appointment they must act in terms of the mandate and deliver in accordance with the terms of their appointment.

- Attorneys are required to submit legal confirmations of all matters they are handling on regular basis, to determine the nature of legal claims and amounts allegedly owing to populate the register for contingent claims and contingent assets.

4) Analyse and provide opinions on agreements entered by the municipality and other parties.

- The Legal Services Department provides reviews and comment on service level agreements emanating from the procurement of goods and services, acting in consultation with Departments and Supply Chain Management (depending on the approved scope of work, the responsibilities of the parties, approved budget and rates for the project, escalation projections and all other clauses that protect the interests of the municipality).
- To provide advice and comment on the handling of contract disputes, remedies, breaches, contract cancellations and replacement of contractors.
- Handling litigation arising from contract disputes, where applicable.

5) Compliance with laws and other applicable instruments

- The Legal Services Department has developed a compliance manual and register which is reviewed annually.
- A spreadsheet template is being developed to monitor compliance with the MFMA, IDP and other municipal instruments.
- A municipal wide compliance register is circulated to all Directorates to ensure proper monitoring.

6) Stakeholder engagement

- Legal Services provides legal support to the Municipal Manager, the Executive Mayor, Council and all Directorates.
- The support varies and covers a wide range of areas touching on all service delivery related priorities including support on strategic services.
- All legal related queries emanating from external stakeholders such as government Departments and third parties fall under the auspices of the Unit.
- Legal Services also submits reports on the Back-to-Basics programme, the Financial Recovery Plan template, Fraud and Corruption reporting, the Financial Management Capability Maturity Model (FMCMM) Reporting, Audit Committee, Auditor General, National and Provincial COGTA, National and Provincial Treasuries, South African Local Government Association reporting, Human Rights , queries, Public Protector queries, Commission for Gender Equality queries, etc.

Challenges for Legal Services

- Legal Services suffers from under-staffing at the moment, the whole portfolio has one legal professional and lately an Administrative Officer to assist with all administrative duties.
- The non-payment of creditors within the statutory period of 30 days places the municipality at risk of litigation exposure due to default in payments.
- Lack of internal control procedures in critical areas such as project management; road maintenance and construction; electricity provision, maintenance, and monitoring, poor or no decision making, among others, contribute to increased exposure to litigation.
- Lack of training on decision making contributes to wrong decisions and feeds onto exposure to legal challenges.
- Activation of non-governmental organizations in the local government space, such as the Rights Equality Party, places pressure on the Unit to meet the new threat that is posed by overflow of complaints, queries and litigation from these structures contesting decisions made by officials and municipal functionaries.
- Payment of project amounts and capital claims from the Legal fees votes depletes the Legal Services vote and distorts the extent of use of legal services.
- Repudiation of Insurance claims due to lack of internal control processes exposes the municipality to increased direct litigation as the municipality must make payments or defend the claims from its own resources.
- The huge electricity bill from Eskom and the threat of electricity shutdowns exposes the municipality to risk of litigation from consumers who demand indemnities from losses which the municipality cannot guarantee.
- Officials that resist and/or delay to provide information expose the municipality to Promotion of Access to Information (PAIA) and Promotion of Access to Justice (PAJA) requests and litigation which also leads to unnecessary litigation costs.
- The rise in petitions requires more resources to be made available to provide adequate responses to lessen the negative impact on non-responses which may lead to protests.
- Cost containment regulations requires that all policies must be aligned to and promote cost containment culture by the municipality.
- The Financial Misconduct Regulations places onus on the municipality to commit resources and ensures that consequence management incidences that have a bearing on the regulations are observed.
- mSCOA Regulations imposes a duty that the budget and reporting requirements must be aligned to the regulations for compliance and audit purposes.
- Amendments to the Audit Act requires the municipality to follow audit results very closely to ensure the implications to the Act are understood and observed.

Performance Management System

Performance Management System (PMS) is established by Enoch Mgijima Municipality as prescribed by Chapter 6 of the MSA. Enoch Mgijima Council has adopted a PMS Framework Policy which is reviewed annually. The PMS Policy framework has incorporated issues such as: roles of stakeholders, performance indicators, performance targets, publishing of performance reports and the PMS in relation to the IDP.

Performance information component of the Service Delivery Budget Implementation Plan (SDBIP) also provided as these service delivery targets broken down over four quarters provide the basis for Section 57 Performance Agreements, as per the MSA. The municipality is currently implementing the PMS to Section 56/57 Managers only and performance reviews are conducted quarterly as planned. The municipality is planning to cascade PMS to lower levels in phases when it is functioning well at the Senior Management level to promote accountability and culture of performance across the municipality in all levels. The section is also responsible for the development of the Annual Report and quarterly reports on Back to Basics.

Mandate

To ensure that Enoch Mgijima LM is a responsive, efficient, effective and accountable municipality, chapter 3 of the IDP will outline how the long-term vision translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality will ensure closer alignment between the long-term development objectives (in context of National, Provincial and District development policies) and the IDP. The mandate for the municipality is guided by, but not limited to the following government imperatives: -

National Development Plan (NDP) The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals: -

- a) Creating jobs and improving livelihoods.
- b) Expanding infrastructure.
- c) Transition to a low carbon economy.
- d) Transforming urban and rural spaces.
- e) Improving education and training.
- f) Providing quality health care.
- g) Fighting corruption and enhancing accountability.
- h) Transforming society and uniting the nation.

As the core of the Plan is to eliminate poverty and reduce inequality and the special focus on the promotion of gender equity and addressing the pressing needs of youth. More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below: -

- a) Stabilise the political-administrative interface.
- b) Make public service and local government careers of choice.
- c) Develop technical and specialist professional skills.
- d) Strengthen delegation, accountability, and oversight.

- e) Improve interdepartmental co-ordination.
- f) Take pro-active approach in improving national, provincial, and local government relations.
- g) Strengthen local government.
- h) Clarify the governance of SOE's.

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-Term Revenue and Expenditure Frameworks.

4.1 National Government's Outcomes Based Approach to Service Delivery

National Government has agreed on 12 outcomes as a key focus of work . These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, **Outcome 9** (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government: -

Table 1: Outcome 9 Outputs	
Output 1	Implement a differentiated approach to municipal financing, planning and support
Output 2	Improving access to basic services
Output 3	Implementation of the Community Work Programme
Output 4	Actions supportive of the human settlement outcome
Output 5	Deepen democracy through a refined Ward Committee model
Output 6	Administrative and financial capability
Output 7	Single window of co-ordination

4.2 COGTA's National KPA's for Municipalities.

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and crosscutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:-

Table 2: National KPA's	
KPA 1	Municipal Transformation and Organisational Development
KPA 2	Basic Service Delivery and Infrastructure Development
KPA 3	Local Economic Development (LED);
KPA 4	Municipal Financial Viability and Management
KPA 5	Good Governance and Public Participation

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the Municipalities that have under-performed and propose remedial action to improve performance of municipalities.

Eastern Cape Provincial Development Plan (PDP) – Eastern Cape Vision 2030

Goal/Impact/Area	
01	Innovative and inclusive growing economy
02	An enabling infrastructure network
03	Rural development and an innovative and high-value agriculture sector
04	Human Development
05	Environmental sustainability
06	Capable democratic institutions

CHDM Vision 2030: Focus areas

Economically self-sustained rural areas
Infrastructure development linked to economic growth opportunities
Transformed land use and ownership
Revived small towns
Revitalised industries
Efficient and effective municipalities
Active and able citizenry

Entrepreneurial and skills development linked to key sectors

Enoch Mgijima LM's Service Delivery Priorities (SDP's).

Based on the LGE Manifesto, the municipality has identified Ten (10) service delivery priorities which will be implemented through a Ward Committee participatory process. The SDP will be aligned with the Political Priorities which are summarised as follows: -

#	Priorities
SDP01	Electricity
SDP02	Roads, bridges and storm water management.
SDP03	Water and sanitation
SDP 04	Human Settlements
SDP05	Waste Management
SDP06	Safety and Security
SDP07	Public Amenities
SDP08	Social cohesion.
SDP09	Spatial Development and Land Use Management
SDP10	Human Capital Development

4.3 Chris Hani District Development Agenda

Chris Hani District Municipality has adopted a “Developmental Agenda” that seeks to guide development in its area of jurisdiction. This explained by a slide below and covers the eight local municipalities within the district: -



4.4 Sustainable Development Goals.

As summarised in the following table: -

Sustainable Development Goals	
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable.
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

4.5 ENOCH MGIJIMA LM'S STRATEGIC DIRECTION.

Municipal Priorities and Strategic Scocard in support of the FRP

A municipal wide strategic was convened to provide strategic direction for the municipality with greater consideration of current challenges as well as priorities. The clusters in the strategic session were categorized into, Financial Viability Strategic Services and Corporate Services, Service delivery, Local economic development, and Human Settlement. Key focus areas of are roads management, electricity, waste management. Priorities identified in the clusters are aligned with budget to ensure proper budget alignment in support of the FRP implemented by the NCR as specified in the TOR

- Maintenance Plans with the support of the National Cabinet Representatives should be developed.
- All revenue enhancement strategies and projects as recommend in the commissions should be prioritized
- The municipality must focus on its powers and functions.
- More funds be lobbied from the Department of Sports, Recreation, Arts and Culture for library services, with the support from the NCR.
- Public Private Partnerships should be forged with the support of the National Cabinet Representatives
- Council vision, mission and values are still relevant.
- All directorates need to align their strategic scorecards in support of the council vision as well as the FRP.

IDENTIFIED PRIORITIES AND RESOLUTIONS FOR ALL DIRECTORATES

IPED

- The municipality should strive to create a conducive environment for economic development. An investment strategy needs to be developed to attract and retain investors
- Focus should be on skills development that are aligned to the market. The municipality is rural in nature, a partnership should be gorged with institutions of higher learning in the area to develop curricula that is agricultural , that is, a curriculum that will respond to the economic needs of the municipality.
- The municipality had to focus on the percentage that it can be able to collect to improve the its revenue base.
- Each department should have a target on how much they should each collect and an official from Finance be responsible for the monitoring of such income in each department.
- A database of all businesses operating in properties zoned for residential use and they be charged rates according to use.
- Tourism initiatives to promote tourism and heritage should be developed
- The month of May be earmarked as the Enoch Mgijima month.
- Community services upgrade and maintain all resorts, and transfer them to IPED for tourism and
- A calendar of events be developed by IPED to market the resorts.
- Profiling of the municipality's heritage
- Resuscitation of the aerodrome as a landing strip.
- Forge partnership with institutions of higher learning.
- Sand and crush stone mining be prioritized. A municipal official be placed in all municipal owned resources for revenue collection.
- Cameras be installed in all municipal properties be installed. The scope of work of the installers of cameras be extended.

- A call for proposals be made to interested parties for the development of the municipal resorts.

Community Services

- The municipality needs to maintain the resorts to their former glory to attract tourists.
- Komani used to be the cleanest town in the area. The department has to try to ensure that Komani returns to its former glory.
- Human Settlement to assist with the identification of sites for residential areas This will help to curb the challenge of illegal dumping in all open spaces.
- Identified programs
- Placement of skip bins/ street bins in all informal areas.
- Public Private Partnerships be considered by the municipality, in the game reserves.
- Maintenance of the Thobi Kula indoor sports centre, Security fence be provided, a lot of vandalism is noted at Thobi Kula, fence is being removed.
- Advertising space should be paid for by everyone who wants to advertise in our space. The municipality needs to investigate the by- laws on advertising.
- An audit should be made on all assets that have revenue generation potential.
- Parking bay fines be levied.
- Community services upgrade and maintain all resorts and transfer them to IPED for tourism and marketing.
- The municipality to focus on its core functions, library services be transferred back to the Department of Sports, Recreation, Arts and Culture.
- The municipality needs to revitalize its nursery to be in a standard that will assist with revenue generation.
- All Community halls/ facilities be transferred to Community Services.

Human Settlement and Land Development

- Proposal is that the municipality should have its own tribunal and not to have a joint tribunal with Chris Hani. The municipality needs to make funds available for the establishment of the municipal tribunal.
- Relocation of the building control services from Technical Services to Human Settlement and land Development.
- Land audit should be made .
- Wall to wall zoning be prioritized. This will assist in the identification of areas zoned for one thing and used for something else. This will assist with ensuring correct billing is made in accordance with land use.
- The municipality to apply for the housing development status. The department's staff establishment should complement the vision of a development status. The structure of the municipality should be aligned to the functions of the municipality.

- GIS is a management tool for the entire municipality from revenue collection to refuse removal. The municipality needs to prioritize the system.
- Technical Services
- The presentation focused on what the municipality will be able to provide
- A three year capital project plan was presented.
- Municipal Manager's Office and Corporate Services
- The Municipal Manager's office or strategic services deals with issues of good governance while Corporate Services department provides Council support. The municipal organogram should be aligned to the vision of the municipality as outlined in the IDP.

Enoch Mgijima LM's Vision Statement.

A developmental regional economic hub which is customer focused and committed to service excellence in delivering quality and sustainable services.

Enoch Mgijima LM's Mission Statement.

In pursuit of the vision, we will:

- Provide sustainable quality services to all our citizens efficiently and effectively.
- Develop and empower all our councillors and employees with capacity building programs.
- Unlocking the development potential and increase the investment opportunities.
- Develop and implement local economic development programs for socio-economic development.

Enoch Mgijima LM's Values.

E	Excellence
N	Noble
O	Oriented
C	Commitment
H	Honest
M	Motivated
G	Good-Governance
I	Integrity
J	Justice

I	Innovative
M	Morality
A	Accountable

CHAPTER 4: WARD BASED SERVICE DELIVERY PRIORITIES, STRATEGIC OBJECTIVES AND ENOCH MGIJIMA PROJECTS

The chapter presents the projects implementation component of the Strategic Plan and were formulated on the basis of the agreed strategies. The tables and figures below offer an overview of the projects to be implemented by EMLM, Sector Departments and government agencies. The projects to be implemented in the municipal space are informed by the list of service delivery priorities for all 34 wards of EMLM.

It is worth mentioning that the IDP included projects both funded and unfunded, the work of the management team is to align the agreed projects with the budget so that they find space in the 2022/23 SDBIP for implementation. Projects must also align with the refined strategies in the IDP.

The facts regarding the IDP and Budget should be understood as follows:

- The register for projects below shows the different grant funded projects.
- Amounts that are reflected in the project registers for Sector departments will benefits the communities of EMLM and contributes towards project implementation, but the budget is managed by the sector departments and government agencies and not by the Municipality.
- Sector departments are afforded an opportunity to present progress and challenges in project implementation
- Operational budget and staff will be used to implement some projects that will be reflected in the SDBIP and specific amount will be placed in the Budget Column.
- The IDP / Budget alignment seeks to ensure that there is a credible SDBIP assisting the municipality to implement its IDP/Budget. The PMS is used by the municipality to report and monitor the SDBIP implementation in order to promote effective service delivery and accountability.
- The municipality will account for only Municipal Grant funded projects and own funded, whereas Sector Departments and Other government will not account to the municipality, rather they will account in their respective institutions

EMLM WARD BASED SERVICE DELIVERY PROJECTS

WARD NO	WARD PRIORITY NEEDS	AREA DISCRPTION	INTERVENTION BY LOCAL MUNICIPALITY/CHDM/ SECTOR DEPARTMENTS
01	Roads- DR 0856,67,58 DR 08351	All wards	Construction of roads
	Bridges also needed	Gwatyu,Bolotwa Mkhonjana	Construction of bridges
	Access roads	Whole ward	Construction of access road

	Water	Only 5 villages have access to water : Mkhonjana, Dlakavu 1&2, Sigxeni and Gineni villages have no water	CHDM to provide water in all identified vilages .
	Housing Units	All areas	Construction of housing units
	Electricity	Gwatyu farms, Mkhonjana & Bholotwa infills	Only 14 farms with electricity out of 77 farms
	Toilets	Whole ward	Half of the ward without toilets
	Rdp houses	Whole ward	We have not a single rdp house
	Clinics/mobiles	Mkhonjana & gwatyu	We travel long distance
	Storm water drainage	Tylden, othay, mkhonjana	Implement a storm water management plan,
02	Sanitation of (sewer system & toilet)	Mzamomhle	Provision of sanitation servecies
	Roads & storm water	All areas in the ward	Maintenance of roads and stormwater implementation of stormwater management plan
	Old graveyards	Ward 2 cemeteries	Fencing of old graveyards
	State of community halls	All areas in the ward	Implement the maintenance plan for Community halls - EMLM
	Ilinge sporting field	Ilinge	Finalize the project for Ilinge sportfield
	Man power revamp		
	Ilinge economic development	Ilinge	EMLM to consider Revitalization of Ilinge for economic development
	Land for housing and farming	Ward 2	Avail land for development (farming, housing)
	Electricity maintenance	All areas	Develop a maintenance plan and implement to ensure sustainable electricity supply
	Revenue generation (municipal office in Ilinge	Ilinge	Re open the municipal offices so that people can pay
03	Insufficient supply of water	All areas in the ward	CHDM – to ensure there is enough water supply for all residents
	Bridges	Mthwaku bridge, Mamfeneni bridge and Mfenyana bridge, also access roads and dr roads	Construction of bridges in identified areas by EMLM
	Rdp houses	All areas in the ward	Construction of housing units BY DoHS
	Electricity	All areas in the ward	Electrification of all settlements in the ward
	Toilets	All areas in the ward	Provision of sanitation services by CHDM
	Highmast lights	All areas in the ward	Installation of highmast lights BY EMLM
	Empowering of youth, npo's, ngo's and co-ops	All areas in the ward	Youth development programmes to be developed and partnerships with relevant institutions (DEDEA, NYDA)
	Sportfields	Ward 3	Construction of sportfield
	Renovation of halls and fencing	Mtebele and telecentre hall	Project and maintain community facilities
	Care taker at halls and clinics	All areas	Provision of security services for public facilities (LM & Department of health .

04	High mast lights	Unathi mkefa	Installation of highmast lights
		Unathi mkefa	
	Condition of internal roads is not satisfactory	Unathi mkefa and birch farm	Paving of internal roads (taxi routes)
	Unfinished project in the ward is a problem	Ilinge	Finishing up of ilinge stadium (project management)
	39 households do not have electricity	Affected areas	Electrification of 39 households
	Sewer drainage	Ilinge	Upgrade sewer drainage at Ilinge
	Housing units at Unathi Mkefa have defects	Unathi Mkefa	Rectification of Unathi Mkefa old house
	Need new rdp houses	All affected areas	Construction of housing units
05	Water	All areas in the ward	Provision of water in a sustainable matter
	Electricity	All areas in the ward	Upgrade electricity infrastructure to ensure sustainable supply of electricity
	Roads	All areas in the ward	maintenance plan for roads needs to be implemented
	Storm water drainage	All areas in the ward	Develop and implement a stormwater management plan
	Refuse removal, recycling and dumping	All areas in the ward	Provision of refuse removal services and rehabilitation of illegal dumping in the ward
	Unemployment	All areas in the ward	
	Economic and small enterprice development	All areas in the ward	
	Sporting and recreational facilities	All areas in the ward	Construction of recreational facility for the ward
	Low cost housing	All areas in the ward	Construction of housing units
	Crime	All areas in the ward	Revival of street committees and installation of street lightgths and high mast lights
	Drugs,alcohol abuse and school dropouts	All areas in the ward	Engage relevant sector department to assist (Departments of Social development , Education) working with SPU in the municipality
06	Agriculture infrastructure	Ward 6	Construction of shearing shed
	Community hall	All areas in the ward	Construction of a community hall
	Roads and bridges	All areas in the ward	Construction and maintenance of roads and bridges
	Fencing of agricultural land	All areas in the ward	Fencing of agricultural land
	Funding of project	All areas in the ward	Assist in lobbying for funding of identified projects in the ward
	Electricity	All areas in the ward	Electrification of all households
	Water and sanitation	All areas in the ward	Provision of water and sanitation in a sustainable manner for all households
	Maintenance of creches	All areas in the ward	Engage Department of Social Development

07	<p>Drainage system -The houses from 1-99 Zone 1 are affected by storm water, every time there is rain all the Ezibeleni water station inside and outside these houses. -Road have been Damage by the water because it has no passage to travel</p>	Entrance of Ezibeleni, Zone 1 (House 1 – 99)	Banks of all Roads: Must be fixed to reduce road being damage and storm water causing great damage on houses near the entrance of Ezibeleni.
	High Masters (Golden Lights) need service:	One next to 277 has never worked and the one next to Ezibeleni Community Hall.	EMLM needs to maintain the Highmast lights for community safety in identified areas
	Electricity -Most of the “Golden Lights” are no longer working, only 3 that have light but only have one bulb on light.	All areas in the ward	EMLM needs to maintain the Highmast lights for community safety
	State of electricity infrastructure is a huge challenge	All areas in the ward	We need a total revamp of our electrical system, its old and parts of areas are always in the dark, worse in winter. Expand power to the current transformer to lessen the load. Change electricity lines that go underneath the soil and have all new connections. Fixed the electric poles that are falling, they possess danger to society.
	Electricity	Ekuphumleni Informal settlements	Electrification of Ekuphumleni informal settlement by EMLM is a priority, currently there is no electricity
	Provision of Water : Water is crises, we only have water in the morning, the rest of the day we are without water	All areas in ward 7	Provision of water in a sustainable manner for all households- CHDM

	Water Infrastructure - We have old meters that are giving problems. Install new meters We have areas that have underground leaks from previous infrastructure of the Farm	Ward 7	Upgrading and maintainance of water infrastructure is a priority by CHDM
	Water	Ekuphumleni informal settlement	We need taps in Ekuphumleni Area (Informal Settlement). - CHDM
	Housing Units	Areas with mushrooming informal settlements in ward 7	We need houses for residents to minimize the expanding numbers of informal settlement in our area. (National Housing Register - DoHS
	All tar Roads are in dyer STATE Gravel in between houses is in bad state	All areas in the ward	Our road need fixing and Maintenance
	Refuse removal services and rehabilitation of illegall dumping sites	All areas in the ward affected	We need rubbish bins in areas where our people can throw their rubbish in, and get collected The non-availability of trucks to collect rubbish has caused so many dumping areas in our community in every area. We need first clean the areas with trucks, TLB and Grater. trucks for refuse must come back.
	State of Community Halls	Ward 7	We need all our Municipality Building Renovated to better serve the community. Our Halls cannot be locked; they need renovation especially on windows especially on and Doors, Including Fencing.
	Library Services	The whole ward	Libraries need a budget to function. Library survives on Donation for their programs, they need to be prioritized.
	SMME Development		SMME Support is vital for growth of our economy and creation of jobs. We need proper support for our SMMEs. We need financial and corporate for our entrepreneurs

	Youth Development	All areas in the ward	Youth programs must be prioritised by our Municipality. We need a new surgency when it comes to youth programs through various support modules. We also need to give proper support administration of the existence of youth formation
08	Community hall	Zone 2 and 3	Construction of a community hall
	Storm water drainage system is a problem	Or tambo	Maintain the storm water drainage system
	2 access bridges	Or tambo	Construction of access bridges in identified areas
	Housing units with defects	Or tambo	Complete the rectification of housing units projects
	Sport and recreational facilities are needed in the ward	Zone 2 and 3	Construction of a ward sports facilities
	Building of a library	Zone 2 and 3	Engage DSRAC for the construction of a library for library services in identified areas
	Schools not being utilised prone to vandalism and crime activities : Sinako high school	Chancele area	Engage Department of Education for the use of unutilised buildings at Sinako High school. The school should be converted to SMME Center .
		Zone 02	Facilitation of land handover to the community of ward 08 (zone 2 Emabheceeni)
	State of internal roads not satisfactory .	Ward 08	Continuation of internal roads repairs
	Revamping of the landfill site	Ward 08	Local municipality and chdm
09	Internal roads and storm water drainage	All areas in the ward	Improvement of all roads in the ward. Upgrading of storm water drainage
	Electricity infrastructure	All areas in the ward	Manintenance of sub-stations. Maintenance of streetlights
	Land availability	All areas in the ward	Land audit and selling if residential and business plots
	Provision of health services	All areas in the ward	Establishment of health centre for Sunshine village for both old aged and ward residents , Department of health
	Crime is a problem in the area	Queensview park	Establish a police station to curb crime , Saps
	Land use management	Laurie Dashwood and Komani hospital	To expand and establish a fully-fledged University(WSU) in the identified vacant land Department of higher education
10	Electricity	Top town, Bersig, Bluerise and Madeira Park	<ul style="list-style-type: none"> Refurbishment/ replacement of damage off cable

			<ul style="list-style-type: none"> • Lock, secure, service and maintain substations including mini-sub and to be painted • Repair and maintenance of street lights in the whole of ward 10 • Cables must be installed in Inyala and Impala roads to fix the street lights
	Road Infrastructure	Top Town, Blue rise, Bersig, and Madeira park	<ul style="list-style-type: none"> • Resurfacing/ repairs of roads, Stormberg/Witteberg/Livingstone/Berry street, Fletcher street, Waterbok street, Roan antelope street, Kudu way, Eland street, Impala street, Wildebeest street, Steenbok street, Red hartebees road, Red duiker road • Potholes in all the street in the ward needs urgent attention/ repairs • Proper pathway between Milner street and Blue rise • Speedbumps needed in livingstone road/ Kingsway/ Hangklip/ Frostband Waterbok streets in Madeira park • Repair road behind cemetery that is connecting residential areas to the schools and the Frontier hospitals • pavement maintenance throughout ward 10 • Total lack of street signs, and road marking in the ward •
	Public facilities	Ward 10	The cemetery needs a urgent clean up and needs to be maintained
	Land use management	Madeira Park	Building a playground for children in open space in Madeira park
	Access to land	Madeira Park	Proposal to sell the empty plots in Madeira park
	State of the swimming pool in the ward	Ward 10	Proposal to sell the public swimming pool if it is not possible to maintain/repair
	Management and maintainance of Public facilities	Ward 10	Pruning of trees throughout ward 10 Grass cutting and cleaning of all recreational areas and open spaces in the ward and provide big containers for rubbish.
	Refuse removal	Ward 10	<ul style="list-style-type: none"> • Refuse need to be collected on timeously on scheduled days • The municipality to consider subsidizing the use wheeli bins

			<ul style="list-style-type: none"> • Cleaning between N6 and Madeira Park
	Stormwater Management	Top town, Bersig, Bluerise and Madeira Park	<ul style="list-style-type: none"> • Unblocking of drains in all areas of ward 10 • Sewerage leak near fence in the game reserve near Hangklip junior sport field • Upgrading the sewerage line in Livingstone road • Cleaning of water canal in Top town
11	Main tar roads are a problem in the ward	Sabatha Dalindybo, new rest area,	Bells road paving joining Victoria Road until Western Road
	Inner roads	All areas in the ward	Maintenance of all internal roads in the ward
	Backlog for houses more especially backyards its been years	All areas in the ward	Facilitate the construction of housing units
	Water & sanitation	All areas need to be upgraded the system	CHDM – Upgrade infrastructure for water and sanitation
	Electricity	Barracks squatter camp, shelters next to Luvuyo Lerumo high school	Electricity for informal settlements and temporary shelters.
	Electricity (community lighting)	All areas	Local municipality- Installation of high mast lights
	Housing units have no title deeds	All areas	Local municipality – Facilitate the project of issuing title deeds
	School condition is not satisfactory for learning	Louir Rex primary school	Department of education – Upgrading of schools
	The state of a public Health facility in the ward is not satisfactory	New rest clinic	Department of health/ public works - Upgrading of clinic
	Dumping areas	All areas	Local municipality – Rehabilitate all illegal dumping sites in the ward
	Unemployment levels in the ward are high	All areas are common	Local municipality- Create a conducive environment for local economic development and job creation to reduce high levels of unemployment
12	Roads	All areas in the ward	Roads in the ward need maintainance
	Electricity infrastructure	All areas in the ward	Electricity infrastructure needs upgrade
	Street lights and maintainance of high mast lights	All areas in the ward	Community street and highmast lights need maintainance for community safety
	Water and sanitation	All areas in the ward	Provision of water and sanitation services in a sustainable manner is needed in the ward
	Building of library	All areas in the ward	DSRAC- Construction library for the provision of library services
	Community hall	All areas in the ward	Maintenance of public halls is needed
	Housing	All areas in the ward	Construction of housing Units (DoHS)
	Storm water drainage	All areas in the ward	Develop and implement stormwater management plan and implement the plan
	SMME Development	All areas in the ward	Provision of support and training for SMME's

13	Electricity	All areas in the ward	Maintainance and upgrading of infrastructure for the provision of sustainable electricity to all households
	Roads	All areas in the ward	Maintain all internal roads in the ward
	Waste management	All areas in the ward	Provision of refuse removal service from all households in line with the schedule for the municipality
	Street identification	All areas in the ward	Assist the municipality to identify streets in the ward
	Parks and recreational facilities	All areas in the ward	Construction of recreation parks
	Storm water drainage	All areas in the ward	Develop and implement a stormwater management plan to address issues of stormwater drainage .
	Unemployment	All areas in the ward	Fair distribution of employment opportunities in all areas
	Water and sanitation	All areas in the ward	Provision of water and sanitation services in a sustainable manner,
	Sabhunge mining,	All areas in the ward	Facilitate a dialogue with relevant authorities so that local people can benefit in the project.
14	Roads and storm water	All areas in the ward	Maintenance of roads and maintenance of stormwater management,
	Human settlement		Construction of RDP houses and eradication of human settlement
	Electricity :	To all households	Provision of electricity to all households in a sustainable manner ,
	Water and sanitation : maintenance of toilets	polar park	Provision of water and sanitation services
	Waste management :	All areas in the ward	Rehabilitation of dumping sites and containers to be placed in illegal dumping sites
	Food security :		Provision of a site gardening
	Youth development	All areas in the ward	Youth development: construction of youth development centre with supporting facilities
	Public health : construction/extension of clinic	Ward 14	Department of health
	Cemeteries	All areas in the ward	Renovations :fencing of Mlungisi cemetry and support centre
		All areas in the ward	Beautifying of ward pre-schools : painting and flowering
15	Electricity amnesty	All households in the ward	Provide amnesty to deserving households
	Waste removal	All areas in the ward	Refuse removal service for all households using the developed schedule
	Roads	All areas in the ward	Completion of Nomzamo main road
	Water	In Brakloof	Supply all households with water there is no water
	Storm water drainage	All areas in the ward	Stormwater management plan needs to be implemented

	Electricity	All areas in the ward	Electricity infrastructure needs to be upgraded Electricity poles falling into peoples' households
	Public facilities	All areas in the ward	Construction of Community centre/ hall for meetings and other engagements
	Youth development programmes sport	All areas in the ward	Focus on programmes that seek to develop youth as well as sport
16	Sport field facility	Mlungisi	Construction of sport field facility
	State of support center	Enkululekwenni	Upgrading of support centre
	Bridges	Bridge that links Silvertown and Westbourne	Construction of bridges
	Community facility (playground)	Wesborne	Upgrading of Westbourne playground
	Electricity	Zwelitsha	<ul style="list-style-type: none"> • Upgrading of electricity and mini station • Highmast maintainance
	Roads	All areas wards	Roads and high mast maintenance
	Stormwater management	All areas wards	Stormwater and drainage system needs to be maintained
	Community environment	All areas wards	Roadside grass and tree pruning
	Cemetry	All areas wards	Cemeteries need to be safe, maintained grasscutting, fencing
	Land availability	All areas in the ward	Release of land and sites
17	Road maintenance	Carlderwood street	Local municipality
	Electricity maintenance	Bongweni area	Local municipality
	Water and sanitation	Bongweni and Bulawayo	CHDM- Provision of water in a sustainable manner to all households
	Housing	Thulandivile and Bulawayo	Construction of housing units to replace mud structures in identified areas
	Community halls	Skweyiya hall and Beer hall	Local municipality- Renovation and maintenance of identified community halls
	Storm water drainage	Whole of ward 17	EMLM- Develop and implement a stormwater drainage system
	Youth development programmes	Ward 17	EMLM- Creation of a conducive environment for youth development in partnership with relevant sector departments and other partners in development.
18	Road (paving)	Ward 18	
	Electricity	Ward 18	Electrification of identified areas in the ward
	Sanitation	Ward 18	Provision of sanitation services to all households
	Rdp houses	All villages including Zingquthu	Construction of housing units by DoHS
	Clinics	Ward 18	Construction of a clinic for the provision of health services by Department of health
	Pre -schools	Ward 18	Construction of pre- schools

	Water	Ward 18	Sustainable supply water to all households
	Highmast lights	Ward 18	Installation of highmast lights for community safety
	Jojo tanks	Water 18	Provide Jojo tanks to all households (drought relief)
	Establishment of projects on alien invasive species	Ward 18	Partner with relevant sectors for a project on the elimination of alien invasives.
20	Roads	All villages	Department of transport, access roads by local municipality
	Water	All villages	Chdm- Provision of water to all households
	Rdp houses	All villages	Human settlement- Construction of housing units
	Highmast lights	Karmastone, Mceula	EMLM- Installation of High mast lights for community safety.
	Police station	Karmastone	Safety and liason (public works)- Construction of a police station for community safety .
	Bridge, storm water	Merino Bullhoek	EMLM- Construction of a bridge in the identified area of the ward and management of stormwater
	Primary school	Merino walk	Department of education- Construction of a primary school at Merino walk
	Clinic	Karmastone, lower Didimana	Department of health- Renovation of health facilities in the identified areas
	Agricultural Infrastructure	All villages	DRDAR (agriculture)- Fencing of camps and cleaning of scooping dams
	Creche	all villages	Department of education- Renovations of creches
21			
	Water and sanitation	All villages	Provision of water and sanitation (CHDM)
	Roads	All villages	Construction and Maintainace of roads (EMLM, DOT)
	Health Care	Ward	Construction of a health favcility for the community of ward 21 (Department of Health)
	Housing	All villages	Construction of housing units for all community members in the ward (DoHS)
	Electricity	All villages	Electricification and provision of electricity for all households (EMLM , ESKOM)
	Job Creation	All villages	Create an environment that is conducive for the economic growth to create jobs (EMLM and other partners in development)
	Crime Prevention	All villages	EMLM to work cooperatively with relevant partners such as Community Safety and Liaison, SAPS to try and reduce crime in the ward
	Community Lights	All villages	Construction of Highmast lights in the ward for community safety
	Sports grounds facilities	All villages	Creation of sport and recreational facilities in the ward (DSRAC, EMLM)
	Libraries	Ward	EMLM to assist and engage DSRAC on the issue of libraries in relevant platforms such as IGR, DIMAFO
22	Roads and bridges dr & excess roads	All villages	Construction and maintenance of DR and access roads (EMLM and DOT) and bridges
	Water and sanitation	All villages	Sustainable supply of water to all households
	Housing	All villages	Construction of housing units for all households

	Land care	All villages	Lobby for funding and establish a project for the elimination of alien invasives and to create jobs
	Electricity	All villages, Qawuneni & Yonda location need to be prioritized there are safety concerns in those villages	Highmast lights to be fixed and maintained
	Unemployment	All villages	EMLM- Creation of a conducive environment for youth development in partnership with relevant sector departments and other partners in development
	Shortage of educators	Langa Liphumile primary and Hackney Primary school	EMLM Engage and share information with Department of Education in relevant platforms such as IGR, DIMAFO for the challenge
	Maintainace of schools	Vukukhanye primary at lower, Lahlungubo, Hackney primary school	EMLM Engage engage and share informartionwith Department of Education in relevant platforms such as IGR, DIMAFO for the challenge
	Public facilities	To all villages	Stadiums to be maintained at all times by the municipality
	Agricultural Infrastructure	All villages	Fencing of grazing camps (DRDAR, EMLM)
	Agricultural Infrastructure	To all villages	Maintainance/ cleaning of dams
23	Storm water drainage	All areas in the ward	Develop and implement stormwater drainage system
	Pavement	All areas in the ward	Paving of internal roads
	Street lights	All areas in the ward	Maintain street light for community safety
	Dumping sites	All areas in the ward	Prioritize a programme on rehabilitation of landfill sites .
	Refuse removal	All areas in the ward	EMLM- Remove refuse inline with the schedule from all households
	Free basic electricity	All areas in the ward	EMLM- Assist the in registration of qualifying indigents in line with the Indigents Management Policy .
	Sport facilities	Ward 23	Construction of sport facilities for the ward
	Fire trucks	Ward 23	Provision of fire services in Whittlesea
	Meter readers	Ward 23	Placement of meter readers to ensure accurate billing
	Cemetries	Ward 23	Graveyard fencing
	Water	All areas in the ward	Provision of water for all households
24	Housing	Madakeni/maceke	Construction of housing units
	Roads	Whole ward	EMLM – Maintain all internal roads in the ward
	High mast lights	Whole ward	Installation of highmast lights for community safe
	Sewer system	Madakeni	Upgrade and maintain sewer system- CHDM
	Lapesi	Mabheleni	Lobby for funding and establish a project for elimination of Lapesi
	Storm water	Whole ward	Develop a stormwater management plan and implement to address issues of stormwater drainage,
	Clinic	Mthabazwe	Construction of a health facility in the identified area
	Dumping site	Whole ward	Develop and implement a programme for the rehabilitation of illegal dumping sites
	Refuse removal	Whole ward	Remove refuse from all households in line with the schedule
	Meter readers	Whole ward	Placement of meter readers to ensure accurate billing
	Free basic electricity	Whole ward	EMLM- Assist in registration of qualifying indigents in line with the Indigents Management Policy .

25	Make use of old unutilized factories and support SMME,s	Sada industrial area	EMLM - Re furbishment of old factories
	Community lighting for safety (electricity)	Sada	EMLM - Servicing of high mast lights and other street lights is essential to prevent criminal activities
	Public Transport	Sada	EMLM - Reconstruction of Sada taxi route
	Housing	Sada	DoHS – Construction of Housing units for people of Hostels area and One rooms and all other areas
	Roads	Sada	EMLM - Regravelling of sada connecting streets
	Cemetries	Sada	EMLM - Fencing of Sada cemetery
	Access to land	Sada	EMLM - Making land available for new gravesite
	Storm water	Sada	EMLM -
	Refurbishment of sada community hall	Sada	EMLM
26	Water	All areas in the ward	Sustainable provision of water to all households
	Electricity	All areas in the ward	Provide and maintain electricity for all households
	Roads and infrastructure	Nqobokeni	Maintain roads in the identified area of the ward
	Street lights and high mast lights	Whittlesea town next to police station	Maintain highmast and street lights for community safety .
	Water drainage and sewer	Ward 26	Upgrade water infrastructure
	Sports ground	Ward 26	Construction of sports ground for youth entertainment and healthy living
	Graveyard	Ward 26	Fencing of land and graveyard
27	Roads and stormwater	Road network links all the areas in the ward.the areas in the ward are Sonwabile village, Masakhe, Zola, Phumla Mqeshi, and Old location and Sterkstroom.	EMLM - Stormwater channels are needed to control rain water in the view to avoid floods, soil erosion etc...
	Housing	Human settlements is essential in the creation of dignified households and families.	<ul style="list-style-type: none"> • Source funding from department of human settlements
	Cleaning & beautification		<ul style="list-style-type: none"> • Source funding to clean all affected areas • Make use of all available resources suc as refuse trucks, trailers etc.
	Electricity	All areas, although there are electric poles bur they are not working. Also, other sources of energy that are cheaper than eskom would be highly appreciated because the communities are indigents.	<ul style="list-style-type: none"> • Source funding from the relevant departments

	Foot bridge between masakhe and sterkstroom town	Access to the various areas is essential. Bridges promotes easy & safe movements in our societies.	<ul style="list-style-type: none"> • Sources funding for this project
	Fencing of commonalities	Small scaling farming is essential because it creates job opportunities, therefore it must be promoted at all times. Commonage's prevent animals from roaming in streets.	<ul style="list-style-type: none"> • Source funding for the fencing of commonages from the department of agriculture.
	Opening of railway line from sterkstroom to cala.	Promotion of road networkss is essential. It also has a potential of growing the economy and assist in job creation.	<ul style="list-style-type: none"> • Liase with the department of transport
	Accessibilty of libraries	Libraries plays a role in the education of children. Internet access via wi-fi is available at libraries and it assists children in research programmes.	<ul style="list-style-type: none"> • Liase with the department of sports, arts & culture and source funding for the construction of a library in masakhe.
	Renovation/construction of health care facilities	The is nothimng without health care facilities, they are part of the essentials as they play a huge role in our community.	Facilitate dialogue with department of health to intervene
	Sterkstroom school	To accommodate leaners up to grade 12	Liase with the department of health to assist
28	Water	As mentioned in table 3.2.2 of the infrastructural analysis, majority of the areas in ward 28 have limited access to water, namely: Astrip, Nkululeko location, Phumlani and Phelandaba location this being a primary need, remains the ward's top priority	Request intervention from CHDM
	Road building of community hall s and stormwater	Storm water and drainage system that manage the impact both the roads and infrastructure and flooded households of ward 28 are a necessity method.	Identify this priority so that EMLM sources funding

	Internal Roads	Zola, and Mpinda streets in Phelandaba and Phumlani location.	Upgrade of existing roads and Paving of access gravel roads and this is a more durable
	Community hall	The molteno community hall in brownlee street	Community facility was deemed unsafe to occupy people for gatherings, the community members are limited to using outdoor spaces for gatherings Identify this priority so that eml source funding for demolition and reconstruction
	Construction of health care facility	The molteno cbd and langgewag residents have limited access to adequate health care services as they must travel long distances to get assisted by a local health care centre, that is; Nceduluntu clinic which gets congested by several patients flocking from the Langgewag areas. The congestion is a result of short-staffed employees	Request intervention from the ecdoh
	Waste Management	Newly built airstrip location, phases 1 to 3.	Identify this priority so that eml sources funding. Wheelie bins and construction of recycling centre . A construction of a recycling centre where all refuse material will be sorted according to type of materials and compressed so as to be sold for reuse. This can be a source of revenue stream in the eml
	Skills development centre	The majority of ward of 28 residents are highly skilled and the projects that are mentioned in 2.1.1 have awarded them basic accreditation certifications of participation. However, more advanced skills should be facilitated to participants in a skills development institution	Request intervention from the department of public works
	Electricity	Airstrip location. Changing of light bulbs in Phumlani, Phelandaba, Nceduluntu, Nomonde and Langgewag location is required, thus	Electrical cables for streetlights in all areas of the ward, except the CBD and airstrip location where high mast lights are used-however, regular maintenance is required Source funding and request allocation from INEP or MIG and renewable energy companies. Replace stolen or damaged cables
	Beautification and cleaning of the ward	CBD- Molteno	Source funding to clean all affected areas and use all available resources such as refuse removal trucks etc. Clean and beautifying the town as it is a thriving economical hub for travellers and commuters using the r56 national route, a clean and beautiful town draws the attention of investors

	Parks and recreational centres	(Nkululeko and town park)	<p>Liaise with the municipality and source for funding for refurbishment and beautifying the existing parks and recreational centres</p> <p>Two existing recreational parks are vandalised and need to be beautified and refurbished, these parks allow people to partake in recreational activities that will take people away from substance abuse. Maintenance of the Molteno show grounds, netball/tennis court line marking and grooming or grass cutting of the soccer pitch.</p>
	Drug and substance abuse and rehabilitation facility. Rehabilitation institutions are full because of an increased rate in drug and alcohol addiction, centres to cater for education related to drug abuse, administer programmes and activities that will take ppeople away from the streets and empower them in terms of sports,arts and literature		Liaise with the department of health, social departments, SAPS and source funds to establish rehabilitation facility
29	Water : As mentioned in table 3.2.2 of the infrastructural analysis, majority of the areas in ward 29 have limited access to water, this being a primary need, remains the ward's top priority	Mdantsane, J section and B section	Request intervention from CHDM
	Roads and stormwater	Old john, matiwane and matinyane streets in j section, latola and volmimk street in y section, shiba street in zwelitsha,lubusi,johnny and mnqgikane,hayiya and mcunukelwa street	Identify this priority so that EMLM Sources funding. An upgrade of existing wards is necessary . Paving of access gravel roads and this is a more durable method
	Stormwater management	Ward 29	Storm water and drainages system that manage the impact both the roads and infrastructure and flooded households of ward are a necessity.
	Community hall in Nomonde is deemed unsafe to occupy people for gatherings, the community members are gathering outside the hall	The Nomonde community hall in Monde street	Identify this priority so that EMLM source funding for demolition and reconstruction
	Health care facility :	Dennekrui residents	Request intervention from the ECDOH

	Dennekruin residents have limited access to adequate health care services as they must travel long distances to get assisted by a local health care centre, that is; Nceduluntu clinic which gets congested by several patients flocking in from the langgewag areas. The congestion is a result of short-staffed employees		
	Wheelie bins and construction of recycling centre	A provision of wheelie bins in all areas of Molteno. A construction of a recycling centre where all refuse material will be sorted according to type of materials and compressed so as to be sold for reuse. This can be a source of revenue stream in the emlm	Identify this priority so that EMLM sources funding
	Skills development centre	The majority of ward of 29 residents are highly skilled and the projects that are mentioned in 2.1.1 have awarded thwm basic accreditation certifications of participation. However, more advanced skills should be facilitated to participants in a skills development institution	Request intervention from the department of public works
	Electricity	Electrical cables for streetlights in all areas of the ward, except the old location where high mast lights are used-however, regular maintenance is required in all areas. Changing of light bulbs in all areas is required, thus replacing stolen or damaged cables in all areas of the ward 29	Source funding and request allocation from inep or mig and renewable energy companies
	Beautification and cleaning of the ward	Clean and beautifying the town as it is a thriving economical hub for travellers and commuters	Source funding to clean all affected areas and use all available resources such as refuse removal trucks etc.

		using the r56 national route, a clean and beautiful town draws the attention	
	Refurbishment of sports ground	Ward 29	Liaise with the municipality and department of sport for funding to maintain and upgrade
	Drug and substance abuse and rehabilitation facility.	Rehabilitation institutions are full because of an increased rate in drug and alcohol addiction, centres to cater for education related to drug abuse,	Liaise with the department of health, social departments ,SAPS and source funds to establish rehabilitation facility administer programmes and activities that will take people away from the streets and empower.
30	Internal roads	Thornhill/zola	<ul style="list-style-type: none"> • Provision of paving of the identified roads. • Storm water
	Electricity	Thornhill/zola	<ul style="list-style-type: none"> • Electrification of greenfield and infield an Thornhill and extension areas at Zola • Reinstatement of FBS • Upgrading of Eskom power system to avoid loadshedding
	Water and sanitation	Thornhill/zola	<ul style="list-style-type: none"> • Separation of reservoirs for Zola and Pakamisa • More reservoir, boreholes for Thornhill • Reconstruction of existing windmills • Fast racking of sanitation backlog
	Housing project	Thornhill/zola	<ul style="list-style-type: none"> • Speed-up phase 2 of Thornhill 1500 • Implementation of Zola 700 • Ongoing programme for the destitutes
	Improvement of health services	Thornhill/zola	<ul style="list-style-type: none"> • Upgrading of Thornhill chc in to mini-hospital • Clinic for Zola
	Education services	Thornhill/zola	<ul style="list-style-type: none"> • Additional classes and school hall for Inyathi high and improvement of its curriculum into a level of the FET college • High school for Zola • Upgrading of pre-schools • Construction of Thornvale primary school • Additional classes at Nonzwakazi primary school
	Agricultural services	Thornhill/zola	<ul style="list-style-type: none"> • Revitalization of Thornhill irrigation scheme • More grazing land for both Thornhill and Zola • Feedlot at Thornhill
	Shopping mall	Thornhill	<ul style="list-style-type: none"> • Implementation of the project according to the plan
	Community services	Thornhill/zola	<ul style="list-style-type: none"> • Renovation of community halls • Upgrading of sportfields, addition of recreational centers and library services
	Highmast lights	Thornhill/zola	<ul style="list-style-type: none"> • Installation of highmast lights

31	Roads	Phakammisa, Mitford, Mocklands and Khayaletu	Paving of taxi routes
	Provision of water for all households	Phakamisa village	Building of borehole water dam is needed
	Electricity	Mitford, Rocklands and Khayaletu (in new rdp houses)	Electricification of new housing
	Education facilities	Khayaletu primary school, Chief Malefane primary school and Phakamisa combined school	Engage Department of Education for the renovation of schools in identified areas
	High mast lights	All 4 villages	Installation of high mast lights by EMLM for community safety
	Agriculture infrastructure	All 4 villages	Fencing of camps
	Water and sanitation	All 4 villages (In the new RDP Houses)	Provide water and sanitation services in a sustainable manner
	Sport fields	Rocklands and Khayaletu village	Construction of sport fields
	Electricity	All 4 villages	Upgrading of Eskom electricity
	Sanitation services in RDP houses	Mitford, 49 toilets were not built	Provide sanitation services for identified 49 households.
32	Road	Road from Lilyfontein to Khweza are not in good condition	<ul style="list-style-type: none"> • Maintain access road and main road
	Sportfield	All villages sportfield are not in good condition	<ul style="list-style-type: none"> • Construction of sportsfield
	Water	In this ward three villages have a challenge of water, Ikhwezi, Springroove and Buccleasfarm	<ul style="list-style-type: none"> • Municipality must send water cut if there's a need
	Electricity	No electricity in new sites, free basic electricity	<ul style="list-style-type: none"> • Eskom install electricity in new sites • Upgrade infrastructure
	Project	All villages need projects	<ul style="list-style-type: none"> • Training skills • To revive high rise secondary project in Tendergate
	Renovation of clinics	Bullhoek clinic not in condition, it has cracks	<ul style="list-style-type: none"> • Renovation
	Carrer guidance	All schools especially high schools	<ul style="list-style-type: none"> • The relevant department
	Fencing of graveyard	Need fencing of graveyard in Springroove, Khwezi and Tendergate	<ul style="list-style-type: none"> • Fencing of graveyard
	Street lights	All villages	<ul style="list-style-type: none"> • Enoch mgijima must fast track the process
	Houses	Some people don't have houses	<ul style="list-style-type: none"> • Building destitutes houses, the relevant department must fast track this issue
	Bridge		<ul style="list-style-type: none"> • Construction of bridge

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	Identified Priorities	Identified Project/ Intervention	Location/ Area description
	Roads & storm water	Attend to Tsolwana Roads SLA challenges	Ward 33
	Roads & storm water	Maintenance of storm water drains	Ward 33
	Local Economic Development	Implementation of Tarkastad Small town revitalization strategy	
	Local Economic Development	Provision of land/farms to deserving stock holders (land redistribution)	Ward 33
	Local Economic Development	Prepare application to Neighbourhood Fund for implementation of small-town revitalization	Ward 33
	Youth development:	Building of a multi-purpose centre that will have government services Skills development initiatives for young people	Ward 33
	Electricity:	Street lighting extension 1, 2 & Matyhantya	Extension 1, 2 & Matyhantya
	Electricity:	Upgrading of decaying network Fighting of electricity theft Provision of resident electrician Improve response time to electricity	Ward 33
	Water and sanitation:	<ol style="list-style-type: none"> 1. Final phase – bucket eradication 2. Investigation of catchment area for surface water 3. Sealing of sanitation main hole in Zola clinic 4. Improvement of medical emergency response time 	
	Water and sanitation	Provision of public toilets in town (Tarkastad)	Tarkastad Town
	Human settlements	:Rectification of poorly built houses Provision of houses for (in particular) ex-farm workers Tarkastad middle income housing	Ward 33
	Health:	1. Residents Doctor for the Hospital & local clinics	Ward 33
	Education:	Extension of Tarka Primary School (classroom shortage)	Ward 33
	LED	Support for SMMEs	Ward 33
	Community facilities:	Upgrading of Ivanlew sport field	Ivanlew
	Communication Services	Provision of an adequate postal services	Ward 33

34	Electricity	All areas in the ward	There is a high rate of crime and visibility is very low and this affects the work of the police and safety of our community. Street and Highmast lights need to be maintained .
	Roads	R401 Connecting Tarkastad and Hofmeyr and R61 Hofmeyr - Middelburg	Paving is required for all roads within the township. We also require the R401 to be tarred this is the road that joins the town of Hofmeyr and Tarkastad as well as Hofmeyr and Middleburg ultimately connecting to the R61 on both sides
	Water and sanitation	All areas in the ward The supply of water is constrained and highly erratic in availability. This means that our community is still challenged with the "bucket system". The flushing system that has been implemented is also useless due to water not being available. This increases the likelihood of a health outbreak.	EMLM to engage CHDM in relevant platform to seek intervention on the matter for the ward
	RDP houses	All areas in the ward	There are a number of RDP houses that are vandalized and have become crime dens. These houses needed to be renovated and given to other deserving beneficiaries should the current ones are not available. EMLM to engage DoHS on the matter
	Fencing of cemeteries	assets for the municipality in all areas of the ward	There is no dignity afforded to our graveyard, we need them to be properly demarcated and fenced.this also serving as revenue generating
	Recreational centre	WARD 34	We need a recreational centre that will be geared at facilitating youth development as well as community skills development initiatives. Bursaries needed and this centre would need to be equipped with skills training facilities
	Library Services	Ward 34	The library needs an overhaul and in its current format doesn't serve its developmental purpose within the community. This library need to be equipped with broad brand connectivity and state of the art computer system to allow for research and broadened abilities of knowledge sharing and acquiring. EMLM to engage DSRAC on the matter
	Multipurpose facility	Ward 34	We have an area that was demarcated as a sport facility to allow for multiple sports codes. This project was not completed, and the existing facility has deteriorated to a

			point where it is almost non-functional. This needs to be attended to urgently and maintenance plans put in place
	Halls	Twinsville Location	The Chris Hani community hall and the Twinsville community hall need urgent attention. The Chris Hani community hall needs to have renovations done and Twinsville hall was burnt down and we were told that there was an insurance pay-out. The hall needs to be fixed
	College	Ward 34	There are no institutions of higher learning within a 100km radius of this community and this makes the greater goal of community and skills development much more difficult. The community is further burdened financially with costs to improve the education level within each household. The situation at home even more dire

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
DIRECTORATE: ENGINEERING SERVICES
SDG GOAL : 07 - Ensure access to reliable, affordable , sustainable, and modern energy for all, SDG GOAL : 09 - Build resilient infrastructure , promote inclusive and sustainable industrialization and foster innovation
NDP: Economy Infrastructure - The foundation of social and economic infrastructure
MTSF OUTCOMES 06 : An efficient , competitive and responsive economic infrastructure network
MTSF OUTCOME 09 : Outcome 9: A responsive, accountable, effective and efficient local government system
OUTPUT 02 : Improve Access to Basic Services
BACK TO BASICS: Basic Services
PDP: Goal /Impact /Area 2 - Infrastructure Development linked to economic growth opportunities
CHDM DDP: Focus Area 2 : Infrastructure Development linked to economic growth
LGE Manifesto 2021 : Water , sanitation, sewerage and roads
: Electricity

Strategic Objectives, Strategies, KPI's & Targets for PMU.

Strategic objective: To provide sustainable, appropriately serviced and well-maintained technical infrastructure by 2027

Performance Area: Projects Management Unit

Performance Objective

To provide project management and administration services

Development Strategies		Baseline	Project ID	5 Year Performance Targets				
Strategies	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
Establish project and contract management competency within PMU	100% Expenditure MIG	Expenditure report on MIG for 2021/22 financial year	BSD 01	100 % expenditure on MIG funds by 30/06/2023	100 % expenditure on MIG funds by 30/06/2024	100 % expenditure on MIG funds by 30/06/2025	100 % expenditure on MIG funds by 30/06/2026	100 % expenditure on MIG funds by 30/06/2027
Develop community infrastructure	Progress report on the procurement of the contractor on Multi-Purpose Hall in Whittlesea, Ward 26	60% progress on construction completed	BSD 02	100% construction of the multi purpose hall in Whittlesea by 30/06/2023	100% construction of the Community facility by 30/06/2024	100% construction of the Community facility by 30/06/2025	100% construction of the Community facility by 30/06/2026	100% construction of the Community facility by 30/06/2027
Installation of high mast lights	Number of Highmast lights installed	Appointment of the contractor for the installation of high mast lights	BSD 03	8 highmast lights installed in Hofmeyer, Sterkstroom, Tarkastad, Molteno, Whittlesea and Komani by 30/06/2023	Installation of Highmast lights in identified areas by 30 June 2024	Installation of Highmast lights in identified areas by 30 June 2025	Installation of Highmast lights in identified areas by 30 June 2026	Installation of Highmast lights in identified areas by 30 June 2027

	To construct cemeteries facilities	Number of cemeteries constructed	EIA for 5 cemeteries approved	BSD 04	Construction of 5 cemeteries in (Molteno, Whittlesea, Tarkastad, Sterkstrom and Lukhanji by 30/06/2023	Construction of cemeteries in identified areas by 30/06/2024	Construction of cemeteries in identified areas by 30/06/2025	Construction of cemeteries in identified areas by 30/06/2026	Construction of cemeteries in identified areas by 30/06/2027
	Rehabilitate the gravel road network	% Completion of surfacing of Pambo and Thabo Mbeki streets	30% progress on site	BSD 05	100% Completion of surfacing of Pambo and Thabo Mbeki streets by 30/06/2023	Rehabilitation of gravel road network in identified areas by 30/06/2024	Rehabilitation of gravel road network in identified areas by 30/06/2025	Rehabilitation of gravel road network in identified areas by 30/06/2026	Rehabilitation of gravel road network in identified areas by 30/06/2027
	Upgrading of surfaced roads	% Completion of surfacing of Fletcher Street	Consultant appointed	BSD 06	100% Completion of surfacing of Fletcher Street by 30/06/2023	Upgrading and surfacing of roads in identified areas by 30/06/2024	Upgrading and surfacing of roads in identified areas by 30/06/2025	Upgrading and surfacing of roads in identified areas by 30/06/2026	Upgrading and surfacing of roads in identified areas by 30/06/2027
	Construction of landfill site at Ezibeleni Township	% Completion of landfill site completed	Designs	BSD 07	100% completion of construction of the landfill site by 30/06/2023	completion of construction of the landfill site	completion of construction of the landfill site	completion of construction of the landfill site	completion of construction of the landfill site

	Develop transport infrastructure	Community infrastructure developed	80% Completion of Qwabe Bridge	BSD 08	100% completed Qwabi Bridge over Kuzitungu River by 30 June 2023				
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Strategic Objectives, Strategies, KPI's & Targets for Roads & Engineering Services

Strategic objective: To provide sustainable, appropriately serviced and well-maintained technical infrastructure by 2027									
Performance Area: Road Transport Planning									
Performance Objectives									
To provide and maintain municipal roads and storm water infrastructure by 30/06/2023									
	Development Strategies		Project ID	Baseline	5 Year Performance Targets				
	Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	To provide and maintain municipal roads and storm water infrastructure	Number of km regravelled	BSD 09	Reports for 2021/2022 financial year for roads maintenance (regravelling)	70 km of regravelled roads in all wards with gravel roads 30/06/2023	Maintain municipal roads and stormwater infrastructure in identified areas (regravelling) by 30/06/2024	Maintain municipal roads and stormwater infrastructure in identified areas(regravelling) by 30/06/2025	Maintain municipal roads and stormwater infrastructure in identified areas(regravelling) by 30/06/2026	Maintain municipal roads and stormwater infrastructure in identified areas(regravelling) by 30/06/2027
	To provide and maintain municipal roads and	Number of km of road bladed	BSD 10	Reports for 2021/2022 financial	60km of bladed gravel roads extracted	Maintain municipal roads and storm water	Maintain municipal roads and storm water	Maintain municipal roads and storm water infrastructure	Maintain municipal roads and storm water infrastructure

	storm water infrastructure			year for roads maintenance (blading)	from 1,5,712,13,14,15,20,21,28,29,30,31 completed by 30 June 2023	infrastructure in identified areas (Blading) by 30/06/2024	infrastructure in identified areas (Blading) by 30/06/2025	in identified areas (Blading) by 30/06/2026	in identified areas (Blading) by 30/06/2027
	To provide and maintain municipal roads and storm water infrastructure	Number of square meters of potholes patched	BSD 11	Reports on patching of potholes for 2021/2022 financial year	1200m ² of potholes patched extracted from the following wards: 4, 14, by 30/06/23	Square meters of potholes patched identified areas by 30/06/2024	Square meters of potholes patched identified areas by 30/06/25	Square meters of potholes patched identified areas by 30/06/26	Square meters of potholes patched identified areas by 30/06/27
	To provide and maintain municipal roads and storm water infrastructure	Number of KM of cleaned storm water pipes including channels	BSD 12	Reports on cleaned stormwater including channels in 2021/2022 financial year	2KM of cleaned storm water pipes including channels by 30/06/23	Number of KM of cleaned storm water pipes including channels in identified areas by 30/06/2024	Number of KM of cleaned storm water pipes including channels in identified areas by 30/06/2025	Number of KM of cleaned storm water pipes including channels in identified areas by 30/06/2026	Number of KM of cleaned storm water pipes including channels in identified areas by 30/06/2027
	To provide and maintain municipal roads and storm water infrastructure	Number of catchpits unblocked	BSD 13	Reports on number of catchpits unblocked in 2021/22 financial year	Unblocking of 160 catchpits extracted from the following wards:6, 16, 12, 14,25,26,33,9,15,11,13,23,24,7,8,1	Catchpits unblocked in identified areas by 30 /06/2024	Catchpits unblocked in identified areas by 30 /06/2025	Catchpits unblocked in identified areas by 30 /06/2026	Catchpits unblocked in identified areas by 30 /06/2027

					0,17,34 by 30/06/2023				
	Upgrading of the gravel roads into concrete block paving network in Whittlesea	Number of metres of roadbed & channel constructed	BSD 14	Contract or appointed	100% Construction of block paved roads by 30/06/23	Construction of block paved roads	Construction of block paved roads	Construction of block paved roads	Construction of block paved roads
	Upgrading of the gravel roads into concrete block paving network in ILinge	% completion of metres of roadbed & channel constructed by 30/06/2023	BSD 15	Contract or appointed	100% Construction of 1.5km of asphalt roads, by 30/06/23	Construction of asphalt roads,	Construction of asphalt roads,	Construction of asphalt roads,	Construction of asphalt roads,
	Upgrading of the gravel roads into concrete block paving network and tarred road Fikile Gwadana Access Road	Number of metres of roadbed constructed by 30/06/2023	BSD 16	Contract or appointed	completion of 3 km of roadbed constructed and 2.4 km of Milling at Fikile Gwadana Access Road by 30/06/2023	roadbed constructed by 30/06/2024	roadbed constructed by 30/06/2025	roadbed constructed by 30/06/2026	roadbed constructed by 30/06/2027

Strategic Objectives, Strategies, KPI's & Targets for Electricity Management Services.

Strategic objective: To provide sustainable, appropriately serviced and well-maintained technical infrastructure by 2027

Performance Area: Electricity Management Services									
Performance Objective :To provide and maintain municipal electricity infrastructure network and services BY 30/6/2023									
Development Strategies			Project ID	Baseline	5 Year Performance Targets				
Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Conduct a municipal wide electricity infrastructure audit	Electricity Infrastructure Condition Report	BSD 17	2021/22 Electricity infrastructure audit	Conduct electricity infrastructure audit and produce maintenance checklist in the municipality by 30/06/2023	Update electricity infrastructure audit report by 30/6/24	Update electricity infrastructure audit report by 30/6/25	Update electricity infrastructure audit report by 30/6/26	Update electricity infrastructure audit report by 30/6/27	
Electricity infrastructure upgrade	% Completion of Upgrading and Refurbishment of Sterkstroom Substation	BSD 18	Designs for the Upgrading and Refurbishment of Sterkstroom Substation	100% Completion of Upgrading and Refurbishment of Sterkstroom Substation by 30/06/2023	Electrification of Sonwabile Village by 30 June 2024	Construction of N6 66KV Substation by 30/6/25	Upgrade Electricity infrastructure in identified areas by 30/06/2026	Upgrade Electricity infrastructure in identified areas by 30/06/2027	
Electricity infrastructure upgrade	% Completion of Upgrading and Refurbishment	BSD 19	10% completion for Upgrading and Refurbishment of Ebdon Substation	100% Completion of Upgrading and Refurbishment	N/A	Construction of Ebdon-N6 66kV line by 30	Electrification of new Rathwick housing developme		

		ent of Ebden Substation			ment of Ebden Substation by 30/06/2023		June 2025	nt by 30 June 2024	
Electricity infrastructure upgrade	% Completion of Molteno Airstrip electrification Phase 3	BSD 20	Phase 2 electrification reports at Molteno Airstrip	100% Completion of Molteno Airstrip electrification Phase 3 by 30/06/2023	Electricity of households in identified areas by 30/06/2024	Electricity of households in identified areas by 30/06/2025	Electricity of households in identified areas by 30/06/2026	Electricity of households in identified areas by 30/06/2027	
Develop a plan to control illegal electricity connections	Number of prepaid and conventional meters inspected for faults and tampering	BSD 21	2021/22 Inspection reports for temper and fault	600 prepaid and conventional meters inspected in Komani, Molteno, Tarkastad, Hofmeyr and Sterkström by 30/06/2023	Prepaid and conventional meters inspected for faults and tampering BY 30/06/2024	Prepaid and conventional meters inspected for faults and tampering BY 30/06/2025	Prepaid and conventional meters inspected for faults and tampering BY 30/06/2026	Prepaid and conventional meters inspected for faults and tampering BY 30/06/2027	
Develop a plan to control illegal electricity connections	Number of prepaid and conventional meters disconnected for faults and tampering	BSD 22	2021/2022 disconnection reports	400 prepaid and conventional meters disconnected for temper and non-payment by 30/06/2023	Prepaid and conventional meters disconnected for faults and tampering BY 30/06/2025	Prepaid and conventional meters disconnected for faults and tampering BY 30/06/2025	Prepaid and conventional meters disconnected for faults and tampering BY 30/06/2026	Prepaid and conventional meters disconnected for faults and tampering BY 30/06/2027	

						30/06/2024			30/06/2027
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Strategic Objectives, Strategies, KPI's & Targets for Building Control.

Strategic objective: To provide sustainable, appropriately serviced and well maintained technical infrastructure by 2022									
Performance Area: Building Control									
Performance Objective : To ensure effective building control AND enforce compliance on building bylaws and National Building Regulations within EMLM area by 30 June 2023									
		Project ID	Baseline	5 Year Performance Targets					
Strategies	KPI	BSD 23	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Processing of building plans as submitted by Community	Number of building plans processed	BSD 24	2021/2022 reports on building plans processed	60 building plans processed as submitted by 30/06/2023	building plans processed as submitted	building plans processed as submitted	building plans processed as submitted	building plans processed as submitted	
Enforcement of compliance on building bylaws and National Building Regulations	Number of household inspected to ensure compliance on building bylaws and National Building Regulations	BSD 25	2021/2022 reports on building Compliance	60 household inspected to ensure compliance on building bylaws and National Building Regulations by	household inspected to ensure compliance on building bylaws and National Building Regulations	household inspected to ensure compliance on building bylaws and National Building Regulations	household inspected to ensure compliance on building bylaws and National Building Regulations	household inspected to ensure compliance on building bylaws and National Building Regulations	

					30/06/20 23				
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STRATEGIC OBJECTIVES, STRATEGIES, KPI'S & TARGETS HUMAN SETTLEMENT.

Strategic Objectives : To provide sustainable human settlements and undertake spatial Planning and land use management for economic growth by 2022-2027									
Performance Area : Human Settlement									
Performance Objectives : To facilitate provision of sustainable human settlements for all income categories									
Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
To conduct a housing demand analysis and register beneficiaries	Applicants with housing needs captured to the National Housing Needs Register	HS & LD- 01	Beneficiary registration to NHNR	Collection and Capturing of data to the National Housing Needs Register by 30/06/23	Applicants with housing needs captured to the National Housing Needs Register	Applicants with housing needs captured to the National Housing Needs Register	Applicants with housing needs captured to the National Housing Needs Register	Applicants with housing needs captured to the National Housing Needs Register	
By processing title deed application for submission to the Department of Human Settlements	Number of title deed applications submitted to Department of Human Settlement for title deed registration	HS & LD- 02	Applications processed and submitted to DoH for title deeds registration with in EMLM	100 applications to submitted to Department of Human Settlement for title deed registration within	title deed applications submitted to Department of Human Settlement for title deed registration	title deed applications submitted to Department of Human Settlement for title deed registration	title deed applications submitted to Department of Human Settlement for title deed registration	title deed applications submitted to Department of Human Settlement for title deed registration	

			EMLM by 30/06/2023				
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Strategic objective: To provide sustainable human settlements and undertake spatial Planning and land use management for economic growth by 2022-2027

Performance Area : Housing Management

Performance Objective : To lease out municipal properties in order to generate revenue by 30/06/2023

Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
Updated Lease agreements Register for municipal housing stock by 30/06/23	Updated Lease agreements Register for municipal housing stock by 30/06/23	HS & LD-03	Updated Lease agreements Register for municipal housing stock	Updated Lease agreements Register for municipal housing stock by 30/06/23	Updated Lease agreements Register for municipal housing stock	Updated Lease agreements Register for municipal housing stock	Updated Lease agreements Register for municipal housing stock	Updated Lease agreements Register for municipal housing stock

Strategic Objectives, Strategies, KPI's & Targets for Planning

Strategic Objective : To provide sustainable human settlements and undertake spatial planning and land use management for economic growth by 2023

Performance Area : Planning

Performance Objective : To implement SPLUMA legislation by 30/6/23

Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)

	Ensure complaints with the provisions of the Spatial Planning and Land Use Management Act (13 of 2016)	Number of SPLUMA compliant applications received, processed and approved	HS & LD- 04	2021 22 land development applications	Number of SPLUMA compliant applications received, processed and approved by 30/06/23	SPLUMA compliant applications received, processed for approval	SPLUMA compliant applications received, processed for approval	SPLUMA compliant applications received, processed for approval	SPLUMA compliant applications received, processed for approval
	Establish Municipal Planning Tribunal (MPT) aligned with SPLUMA	Council adopted MPT	HS & LD- 05	New	Council adopted MPT by 30/06/23				
	Develop Wall-to-wall Land Use Management Scheme	Council adopted Wall-to-wall Land Use Management Scheme	HS & LD- 06	New	Council adopted Wall-to-wall Land Use Management Scheme by 30/06/23	Council adopted Wall-to-wall Land Use Management Scheme implemented	Council adopted Wall-to-wall Land Use Management Scheme implemented	Council adopted Wall-to-wall Land Use Management Scheme implemented	Council adopted Wall-to-wall Land Use Management Scheme implemented
	Develop Local Spatial development Framework (LSDF) for the towns	Sourced Funding for the development of LSDF	HS & LD- 07	Council adopted SDF	Sourced Funding for the development of LSDF by 30/06/23	LSDF implemented	LSDF implemented	LSDF implemented	LSDF implemented

	Develop Precinct plans in identified nodes	Sourced funding for Precinct Plan		Council adopted SDF	Sourced funding for Precinct Plan by 30/06/23	Precinct plans implemented	Precinct plans implemented	Precinct plans implemented	Precinct plans implemented
	Upgrade OVVIO system	Upgraded OVVIO system	HS & LD- 08		Upgraded OVVIO system by 30/06/23				

Strategic Objectives, Strategies, KPI's & Targets for Land Management.

Strategic objective: To provide sustainable human settlements and undertake spatial planning and land use management for economic growth by 2027									
Performance Area: Land Management									
Performance Objective : To facilitate land acquisition and disposal by 30/06/2023									
	Development Strategies		Project ID	Baseline	Annual Targets				
	Strategy	KPI		Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	To Implement Municipal Land Disposal Policy.	Signed PPPs Agreements	HS & LD-09	Adopted Municipal Land disposal policy	Signed PPPs agreement by 30/6/23	Implement & monitor signed PPPs	Implement & monitor signed PPPs	Implement & monitor signed PPPs	Implement & monitor signed PPPs

	To conduct a Municipal Land audit	Sourced funding for Municipal land audit	HS & LD-10	New	Sourced funding for Municipal land audit by 30/06/23	Follow up on funding applications for land audit			
	Develop feasibility assessment for municipal owned land	Council approved feasibility assessment for municipal owned land	HS & LD-11	New	Council approved feasibility assessment for municipal owned land by 30/06/23				
	To create a municipal land bank	Sourced funding for development of Business case for the creation of Municipal land bank	HS & LD-12	New	Sourced funding for development of Business case for the creation of Municipal land bank by 30/06/23	Follow up on applications for funding for development of Business case for the creation of Municipal land bank			

		Develop the SPLUMA aligned land management policy and by-law	Council approved Land invasion policy and problem building by-law	HS & LD-13	New	Council approved Land invasion policy and problem building by-law by 30/06/23	Implement SPLUMA aligned land management policy and by-law	Implement SPLUMA aligned land management policy and by-law	Implement SPLUMA aligned land management policy and by-law
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KPA : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT - DIRETORATE : COMMUNITY SERVICES	
SDG GOAL 11 : Make cities and human settlements inclusive, safe, resilient and sustainable	
NDP : Building safer communities	
MTSF Outcome 3: All people in South Africa will be protected and feel safe.	
BACK TO BASICS: Basic Services, Creating decent living conditions	
PDP : Goal/Impact/Area 4 : Human Development	
LGE Manifesto 2021 : Together building safer communities and fighting crime drugs and alcohol abuse	

Strategic Objectives, Strategies, KPI's & Targets for Parks , Recreations and Cemeteries

Strategic Objective : To provide community development services and ensure a clean environment by June 2027									
Performance Area : Parks , Recreation and Cemeteries									
Performance Objective :To Review and implement public amenities maintenance plan BY 30 June 2023									
Strategies			Baseline	Targets					
Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2022/24)	Year 3 - Annual Target (2022/25)	Year 4 - Annual Target (2022/26)	Year 5 - Annual Target (2022/27)	
To review and implement Public	Number of Public	CS 01	Number of Public Amenities	Review and implement Public Amenities	Implement Public amenities	Implement Public amenities maintena	Implement Public amenities maintenanc	Implement Public amenities maintenance	

	Amenities maintenance Plan	Amenities maintained		maintained by 2016/22	maintenance Plan by 30/06/23	maintenance plan by 30/06/24	maintenance plan by 30/06/25	maintenance plan by 30/06/26	maintenance plan by 30/06/27
	Ensure that Game Reserves and Dams have Public Private Partnership	Facilitate dialogue with relevant partners for the PPP with regard Game reserves, Dams	CS 02	NIL	Engage BTO on calls for proposals of game reserves and dams and appoint by 30/06/23	Monitor the PPP and get reports by 30/06/24	Monitor the PPP and get reports by 30/06/25	Monitor the PPP and get reports by 30/06/26	Monitor the PPP and get reports by 30/06/27
	stadiums & public maintained through Grass cutting, litter picking, removal of weeds,	Number of stadiums & public maintained through Grass cutting, litter picking, removal of weeds,	CS 03	9 stadiums & public amenities to be maintained	Implementation of public amenities through maintenance of nine sport facilities (grass cutting, litter picking, cleaning of ablution facilities) by June 2023	stadiums & public maintained through Grass cutting, litter picking, removal of weeds,	stadiums & public maintained through Grass cutting, litter picking, removal of weeds,	stadiums & public maintained through Grass cutting, litter picking, removal of weeds,	stadiums & public maintained through Grass cutting, litter picking, removal of weeds,
	Policies for parks & recreation developed and implemented	Developed policies for parks and recreation	CS 04	New	Develop Cemetery policy, Use of Public Amenities Policy and Indigent/ Pauper cemetery policy and implement by June 2023	Review Cemetery policy, Use of Public Amenities Policy and Indigent/ Pauper cemetery policy and implement by	Review Cemetery policy, Use of Public Amenities Policy and Indigent/ Pauper cemetery policy and implement	Review Cemetery policy, Use of Public Amenities Policy and Indigent/ Pauper cemetery policy and implement by June 2026	Review Cemetery policy, Use of Public Amenities Policy and Indigent/ Pauper cemetery policy and implement by June 2027

						June 2024	by June 2025		
	Review and implement public amenities maintenance plan	9 cemeteries managed and maintained through Grass cutting, litter picking, removal of weeds,	CS 05	(17 Cemeteries) 8 cemeteries are full & 9 cemeteries are nearly full	Maintain nine cemeteries through grave digging, cleaning by June 2023	Maintain nine cemeteries through grave digging, cleaning	Maintain nine cemeteries through grave digging, cleaning	Maintain nine cemeteries through grave digging, cleaning	Maintain nine cemeteries through grave digging, cleaning

Strategic Objectives, Strategies, KPI's & Targets for Solid Waste Management

Strategic objective: To provide community development services and ensure a clean environment by June 2027								
Performance Area: Cleaning Services								
Performance Objectives : To implement solid waste programs in order to promote clean and healthy environment by June 2023								
Strategy	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
Waste collection and transportation in urban area	Number of households provided with refuse removal service	2021/22 Report on refuse removal from households	CS 06	39 352 of households provided with refuse removal services by 30/6/23(waste transportation)	39 352 of households provided with refuse removal services by 30/6/24(waste transportation)	39 352 of households provided with refuse removal services by 30/6/25(waste transportation)	39 352 of households provided with refuse removal services by 30/6/26(waste transportation)	39 352 of households provided with refuse removal services by 30/6/27(waste transportation)

Developme nt of bylaws	Developed Waste management bylaws	New	CS 07	Develop waste manage ment by - laws by 30/6/23	Implement Waste managem ent bylaws by 30/6/2024	Impement Waste managem ent bylaws by 30/6/2025	Impement Waste managem ent bylaws by 30/6/2026	Impement Waste managem ent bylaws by 30/6/2027	
Clearing of illegal dumping sites	Reduced Number of illegal dumping sites	2021/22 Report on reduction of illegal dumping sites	CS 08	Reductio n of 40 illegal dumping sites by 30/06 2023.	Reduction of illegal dumping sites by 30/06/ 2024.	Reduction of illegal dumping sites by 30/06/202 5.	Reduction of illegal dumping sites by 30/06/ 2026.	Reduction of illegal dumping sites by 30/06/2027.	
Community awareness on environmen tal issues	Number of awareness campaigns on environmental awareness for communities and schools	New	CS 09	8 Environm ental awarene ss campai gns in communi ties & schools. 30/6/23	8 Environme ntal awareness campaigns in communitie s & schools. 30/6/24	8 Environme ntal awarenes s campaign s in communiti es & schools. 30/6/25	8 Environmen tal awareness campaigns in communities & schools. 30/6/26	8 Environmen tal awareness campaigns in communities & schools. 30/6/27	

Strategic Objectives, Strategies, KPI's & Targets for Libraries

Strategic objective: To provide community development services and ensure a clean environment by June 2027								
Performance Area: Libraries								
Performance Objectives: To implement programs in the Business Plan for library services by 30 June 2023								
Strategy	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)

To provide and promote library services	Number of promotional programmes at 11 libraries	Number of Activities and events held during 2022/23	CS 10	4 Library promotional programmes implemented by 30/6/21	Library promotional programmes implemented	Library promotional programmes implemented	Library promotional programmes implemented	Library promotional programmes implemented
To provide and promote library services	Procedures for libraries revised & developed	Library Procedures for 2022/2023	CS 11	Review Procedures for libraries by 30/6/21	Procedures for libraries revised	Procedures for libraries revised	Procedures for libraries revised	Procedures for libraries revised

Strategic Objectives, Strategies, KPI's & Targets for EPWP

Strategic Objective :To provide community development services and ensure a clean environment by June 2027									
Performance Area: EPWP									
Performance Objective : Coordinate expanded public works programme on infrastructure, social sector, Non-State Sectors , environmental and culture sector BY 30/06/2023									
	Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	Create work opportunities , Through the Incentive Grants, own funds and other municipal grants	Number of job opportunities created through EPWP	CS 12	21/22 EPWP Reports	852 work opportunities created by 30/6/23	852 work opportunities created by 30/6/23	852 work opportunities created by 30/6/23	852 work opportunities created by 30/6/23	852 work opportunities created by 30/6/23
	Ensure proper accountability for grants received to stimulate the	Reports on expenditure submitted	CS 13	21/22 expenditure reports	To submit 12 Reports to NDPW	To submit 12 Reports to NDPW	To submit 12 Reports to NDPW	To submit 12 Reports to NDPW	To submit 12 Reports to NDPW

	increase in new grants	d to NDPW			by 30/6/23	by 30/6/24	by 30/6/25	by 30/6/26	by 30/6/27
	Ensure proper accountability for grants received to stimulate the increase in new grants.	Evaluation reports submitted to NDPW	CS 14	21/22 evaluation reports	4 Quarterly evaluation reports submitted to NDPW by 30/06/23	4 Quarterly evaluation reports submitted to NDPW by 30/06/24	4 Quarterly evaluation reports submitted to NDPW by 30/06/25	4 Quarterly evaluation reports submitted to NDPW by 30/06/26	4 Quarterly evaluation reports submitted to NDPW by 30/06/27

STRATEGIC OBJECTIVES, STRATEGIES, KPI'S & TARGETS FOR PUBLIC SAFETY.

Strategic Objectives, Strategies, KPI's & Targets for Traffic Management Services.

Strategic objective: To ensure community safety and protected working environment at Enoch Mgijima Local Municipality by 2027									
Performance Area: Traffic Management Services									
Performance Objectives : Ensure safe, secure and responsible use of roads in the Enoch Mgijima Municipality by 30 June 2023									
	Strategies			Baseline	Targets				
	Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/2023)	Year 2 - Annual Target (2023/2024)	Year 3 - Annual Target (2024/2025)	Year 4 - Annual Target (2025/2026)	Year 5 - Annual Target (2026/2027)
	Develop bylaws to ensure community safety	Council adopted and gazetted liquor trading bylaws	CS 15	New	Develop and adopt liquor trading bylaws by 30/6/23	Facilitate gazetting of liquor trading bylaws	Implement liquor trading bylaws	Implement liquor trading bylaws	Implement liquor trading bylaws

	Develop bylaws to ensure community safety	Council adopted taxi bylaws	CS 16	New	Develop and adopt taxi bylaws by 30/06/23	Facilitate gazetting of taxi bylaws	Implement taxi bylaws	Implement taxi bylaws	Implement taxi bylaws
	Conduct traffic operations to ensure community safety	Number of reports from traffic operations conducted	CS 17	2021/22 reports on operations conducted	Conduct 12 traffic operations by 30/6/23	Conduct traffic operations	Conduct traffic operations	Conduct traffic operations	Conduct traffic operations
	Conduct traffic inspections to ensure community safety	Number of traffic inspections conducted	CS 18	Reports on 2021/22 street traffic inspections conducted	Conduct 264 street traffic inspections 30/6/23	Conduct street traffic inspections	Conduct street traffic inspections	Conduct street traffic inspections	Conduct street traffic inspections

Strategic Objectives, Strategies, KPI's & Targets for Traffic Licensing Services.

Strategic Objective :To ensure community safety and protected working environment at Enoch Mgijima Local Municipality by 2027									
Performance Area: Traffic Licencing Services									
Performance Objectives :To provide registration and licencing of motor vehicles, testing of vehicles for roadworthiness, issuing of driving and learners licenses and evaluation of drivers and operators. By 30 June 2023									
	Strategy	KPI	Project ID	Base Year - Baseline	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)

				(2021/22)					
	To provide traffic services in line with applicable legislation	Total number of applications captured on the eNatis	CS 19	4 Quarterly eNatis reports for 2021/22 financial year	Submit 4 Quarterly eNatis reports to Dept. of Transport by 30 June 2023	Submit 4 Quarterly eNatis reports to Dept. of Transport by 30 June 2024	Submit 4 Quarterly eNatis reports to Dept. of Transport by 30 June 2025	Submit 4 Quarterly eNatis reports to Dept. of Transport by 30 June 2026	Submit 4 Quarterly eNatis reports to Dept. of Transport by 30 June 2027

Strategic Objectives, Strategies, KPI's & Targets for Security Services.

Strategic objective: To ensure community safety and protected working environment at Enoch Mgijima Local Municipality by 2027									
Performance Area: Security Services									
Performance Objectives :To provide security for all municipal assets by 30 June 2023									
Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Develop and Implementation of security management strategy	Safe and secure municipal assets	CS 20	New	Provide security to all municipal assets by 30/6/23	Provide security to all municipal assets by 30/6/24	Provide security to all municipal assets by 30/6/25	Provide security to all municipal assets by 30/6/26	Provide security to all municipal assets by 30/6/27	

Strategic Objectives, Strategies, KPI's & Targets for Fire Services.

Strategic Objective : To ensure community safety and protected working environment at Enoch Mgijima Local Municipality by 2027									
Performance Area: Fire Management									
Performance Objectives :To provide fire services at Enoch Mgijima Local Municipality by 30 June 2023									

Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
Provision of fire and rescue emergency services within EMLM BY 30 June 2023	Number of Fire Awareness campaigns within the jurisdiction of EMLM.	CS 21	2022/23 reports on fire awareness campaigns conducted	Conduct 12 Fire Awareness campaigns within the Jurisdiction of EMLM by 30/6/23	Implement Fire services programs by 20 June 2024	Implement Fire services programs by 20 June 2025	Implement Fire services programs by 20 June 2026	Implement Fire services programs by 20 June 2027

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
DIRECTORATE: BUDGET AND TREASURY OFFICE
SDG GOAL :16: Build Effective, Accountable and Inclusive Institutions At All Levels
NDP: Building capable and developmental state
MTSF outcome 9 : Responsive, accountable , effective, and efficient local government
Output 1 : Implement a differentiated approach to municipal financial planning and support
Output 6 : Improve municipal financial and administrative capability
BACK TO BASICS: Sound Financial Management
PDP: Goal /Impact /Area 6 : Capable Democratic Intitutions
CHDM DDP : Focus Areas Six : Effective and efficient municipalities

Strategic Objectives, Strategies, KPI's & Targets for Budget Planning and Financial Reporting.

Strategic Objectives: To ensure institutional financial sustainability and viability by 2027
Performance Area: Budget Planning & Reporting

Performance Objectives : To ensure clean and accountable governance BY 30 June 2023

Development Strategies		Project ID	Baseline	Annual Targets				
Strategies	KPI		Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
Prepare GRAP compliant AFS	GRAP compliant AFS	MFV 01	New	Prepare Grap compliant AFS by 30/6/23	Prepare Grap compliant AFS by 30/6/24	Prepare Grap compliant AFS by 30/6/25	Prepare Grap compliant AFS by 30/6/26	Prepare Grap compliant AFS by 30/6/27
Prepare Section 71 reports monthly	Council adopted Section 71 report	MFV 02	New	Prepare Section 71 reports monthly by 30/6/23	Prepare Section 71 reports monthly by 30/6/24	Prepare Section 71 reports monthly by 30/6/25	Prepare Section 71 reports monthly by 30/6/26	Prepare Section 71 reports monthly by 30/6/27
Prepare Section 72 reports quarterly	Council adopted Section 72 report	MFV 03	New	Prepare Section 72 reports by 30/6/23	Prepare Section 72 reports by 30/6/24	Prepare Section 72 reports by 30/6/25	Prepare Section 72 reports by 30/6/26	Prepare Section 72 reports by 30/6/27
Prepare quarterly management accounts	Quarterly sec 52d reports submitted to EXCO	MFV 04	New	Prepare 4 quarterly sec 52d reports by 30/6/23	Prepare 4 quarterly sec 52d reports by 30/6/24	Prepare 4 quarterly sec 52d reports by 30/6/25	Prepare 4 quarterly sec 52d reports by 30/6/26	Prepare 4 quarterly sec 52d reports by 30/6/27
Comply with MSCOA	MSCOA compliant	MFV 05	New	Implementation of MSCOA Road Map by 30/6/23	Implementation of MSCOA Road Map by 30/6/24	Implementation of MSCOA Road Map by 30/6/25	Implementation of MSCOA Road Map by 30/6/26	Implementation of MSCOA Road Map by 30/6/27

Strategic Objectives, Strategies, KPI's & Targets for Revenue Management.

Strategic Objectives: To ensure institutional financial sustainability and viability by 2027									
Performance Area: Revenue									
Performance Objectives : To ensure 80% collection rate on all billable services by 30 June 2023									
Development Strategies			Baseline	Annual Targets					
Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
By maintainin g accurate billing	Accurate billing reports	MFV 06	Analysis of 12 accurate billing reports.	Analysis of 12 accurate billing reports by 30/6/23	Analysis of 12 accurate billing reports by 30/6/24	Analysis of 12 accurate billing reports by 30/6/25	Analysis of 12 accurate billing reports by 30/6/26	Analysis of 12 accurate billing reports by 30/6/27	
By implementi ng a revenue enhancem ent strategy	Revenue Enhancem ent Strategy adopted by Council	MFV 07	Revenue Enhance ment Strategy	Impleme nt Revenue Enhance ment Strategy by 30/6/23	Review & impleme nt Revenue Enhance ment Strategy by 30/6/24	Review & impleme nt Revenue Enhance ment Strategy by 30/6/25	Review & impleme nt Revenue Enhance ment Strategy by 30/6/26	Review & impleme nt Revenue Enhance ment Strategy by 30/6/27	
By collecting revenue due to municipalit y	Revenue collected	MFV 08	New	80% of billable revenue collected by 30/06/23	80% of billable revenue collected by 30/6/24	80% of billable revenue collected by 30/6/25	80% of billable revenue collected by 30/6/26	80% of billable revenue collected by 30/6/27	
By implementi ng credit control policy	Implement ed credit control policy	MFV 09	Credit Control Policy in place	Impleme nt Credit Control Policy by 30/6/23	Review & impleme nt Credit Control Policy by 30/6/24	Review & impleme nt Credit Control Policy by 30/6/25	Review & impleme nt Credit Control Policy by 30/6/26	Review & impleme nt Credit Control Policy by 30/6/27	
Have sufficient	Sufficient cashflow in	MFV 10	New	Monitor monthly	Monitor monthly	Monitor monthly	Monitor monthly	Monitor monthly	

working capital continuously available.	line with Budget & SDBIP			cashflow and financial projections by 30/6/23	cashflow and financial projections by 30/6/24	cashflow and financial projections by 30/6/25	cashflow and financial projections by 30/6/26	cashflow and financial projections by 30/6/27
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Strategic Objectives, Strategies, KPI's & Targets for Expenditure Management.

Strategic Objectives: To ensure institutional financial sustainability and viability by 2027									
Development Strategies			Baseline	Annual Targets					
Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Implement controls and procedures to monitor and prevent unauthorized, irregular, fruitless & wasteful expenditure.	Reduction of fruitless & wasteful expenditure	MFV 11	New	Investigate and report all fruitless and wasteful expenditure to MPAC by 30/6/23	Investigate and report all fruitless and wasteful expenditure to MPAC by 30/6/24	Investigate and report all fruitless and wasteful expenditure to MPAC by 30/6/25	Investigate and report all fruitless and wasteful expenditure to MPAC by 30/6/26	Investigate and report all fruitless and wasteful expenditure to MPAC by 30/6/27	
Exercise control on Debt to revenue ratio, Debtor's payment rate, Debtor's collection rate, Debt & cost coverage ratio	Expenditure control ratios monitored and controlled	MFV 12	New	Monitor and control expenditure by 30/6/23	Monitor and control expenditure by 30/6/24	Monitor and control expenditure by 30/6/25	Monitor and control expenditure by 30/6/26	Monitor and control expenditure by 30/6/27	
To ensure sound and sustainable management	Ensure that Service Provider	MFV 13	New	Prepare and Submit 12 age creditors	Prepare and Submit 12 age creditors	Prepare and Submit 12 age creditors	Prepare and Submit 12 age creditors	Prepare and Submit 12 age creditors	

of municipal finances by 30 June 2022	are paid within 30 days			analysis reports to Provincial Treasury within 10 working days by 30/06/ 23	analysis reports to Provincial Treasury within 10 working days by 30/06/ 24	analysis reports to Provincial Treasury within 10 working days by 30/06/ 25	analysis reports to Provincial Treasury within day working days by 30/06/ 26	analysis reports to Provincial Treasury within 10 working days by 30/06/ 27
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Strategic Objectives, Strategies, KPI's & Targets for Supply Chain Management.

Strategic Objectives: To ensure institutional financial sustainability and viability by 2027									
Performance Area: Supply Chain Management									
Performance Objectives : Ensure efficient and effective procurement of goods and services by 30 June 2023									
	Development Strategies			Baseline	Annual Targets				
	Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	By ensuring adherence to SCM Policy & Procedure Manual	SCM Policy	MFV 14	SCM Policy	Full adherence to SCM Policy & Procedure Manual by 30/6/2023	Full adherence to SCM Policy & Procedure Manual by 30/6/24	Full adherence to SCM Policy & Procedure Manual by 30/6/25	Full adherence to SCM Policy & Procedure Manual by 30/6/26	Full adherence to SCM Policy & Procedure Manual by 30/6/27
	Align tender and order processes with MBD forms and supply	MFMA compliant tender & order	MFV 15	SCM Policy	Regular updating of tender and order processes in line with	Regular updating of tender and order processes in line	Regular updating of tender and order processes in line	Regular updating of tender and order processes	Regular updating of tender and order processes in line

	chain regulations.	processes			Treasury Regulations and MFMA Circulars by 30/6/23	with Treasury Regulations and MFMA Circulars by 30/6/24	with Treasury Regulations and MFMA Circulars by 30/6/25	es in line with Treasury Regulations and MFMA Circulars by 30/6/26	with Treasury Regulations and MFMA Circulars by 30/6/27
	Monitoring and reporting on contractual commitments and performance of service providers	Service providers performing in line with service levels	MFV 16	SCM Policy	Monthly reporting on commitments and service levels by 30/6/23	Monthly reporting on commitments and service levels by 30/6/24	Monthly reporting on commitments and service levels by 30/6/25	Monthly reporting on commitments and service levels by 30/6/26	Monthly reporting on commitments and service levels by 30/6/27
	Election & training of 3 bid committees	3 Bid Committees elected & trained	MFV 17	SCM Policy	Elect & train 3 Bid Committees by 30/6/23	Elect & train 3 Bid Committees by 30/6/24	Elect & train 3 Bid Committees by 30/6/25	Elect & train 3 Bid Committees by 30/6/26	Elect & train 3 Bid Committees by 30/6/27
	Develop Annual Procurement Plan for all goods & services	Annual Procurement Plan developed	MFV 18	SCM Policy	Develop & implement annual procurement plan by 30/6/23	Develop & implement annual procurement plan by 30/6/24	Develop & implement annual procurement plan by 30/6/25	Develop & implement annual procurement plan by 30/6/26	Develop & implement annual procurement plan by 30/6/27

Strategic Objectives, Strategies, KPI's & Targets for Audit Improvement.

Strategic Objectives: To ensure institutional financial sustainability and viability by 2027
Performance Area: Audit Outcomes Improvement

Performance Objectives :To obtain a clean audit opinion by 30/06/2023

Development Strategies			Baseline	Annual Targets				
Strategies	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
By monitoring implementation of audit action plan	Completed and implemented audit action plan	MFV 19	New	To clear 2021/22 audit findings by AG by 30 June 2023	To clear 2022/23 audit findings by AG by 30 June 2024	To clear 2023/24 audit findings by AG by 30 June 2025	To clear 2024/25 audit findings by AG by 30 June 2026	To clear 2025/26 audit findings by AG by 30 June 2027
By monitoring implementation of risk register	Annual risk identification process	MFV 20	New	Identify and prioritise key strategic risks by 30/6/23	Identify and prioritise key strategic risks by 30/6/24	Identify and prioritise key strategic risks by 30/6/25	Identify and prioritise key strategic risks by 30/6/26	Identify and prioritise key strategic risks by 30/6/27
Implement controls and procedures to monitor and prevent unauthorised, irregular, fruitless & wasteful expenditure.	Reduction of unauthorised, irregular, fruitless & wasteful expenditure	MFV 21	New	Investigate and report all irregular, fruitless and wasteful expenditure to MPAC by 30/6/23	Investigate and report all irregular, fruitless and wasteful expenditure to MPAC by 30/6/24	Investigate and report all irregular, fruitless and wasteful expenditure to MPAC by 30/6/25	Investigate and report all irregular, fruitless and wasteful expenditure to MPAC by 30/6/26	Investigate and report all irregular, fruitless and wasteful expenditure to MPAC by 30/6/27

Strategic Objectives, Strategies, KPI's & Targets for Fleet Management.

Strategic objective: To ensure institutional financial sustainability and viability by 2027									
Performance Area: Fleet Management									
Performance Objectives : To manage municipal fleet in order to speed up service delivery by 30 June 2021 by 30 June 2023									
Strategy	KPI	Project ID	Base Year - Baseline (2021/22)	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Fleet Management Strategy to be in Place	Developed Fleet Management Strategy	MFV 22	Fleet management strategy	Fleet Management Strategy developed by 30/06/22	Review Fleet Management strategy	Review Fleet Management strategy	Review Fleet Management strategy	Review Fleet Management strategy	
Reviewed Fleet Management SOP	Reviewed Fleet Management Standard Operating Procedures	MFV 23	Existing Fleet Management SOP	Fleet Management Standard Operating Procedures reviewed and implemented by 30/06/22	Review Fleet Management standard operating procedures	Review Fleet Management standard operating procedures	Review Fleet Management standard operating procedures	Review Fleet Management standard operating procedures	
Development of the Fleet Management and Maintenance Plan	Developed Fleet Management & Maintenance Plan	MFV 24	New	Fleet Management & Maintenance Plan developed by 30/6/2022	Develop Fleet management and maintenance plan	Develop Fleet management and maintenance plan	Develop Fleet management and maintenance plan	Develop Fleet management and maintenance plan	

KPA : INSTITUTIONAL TRANSFORMARTION AND ORGANIZARTIONAL DEVELOPMENT

NDP: Building a capable and developmental state
MTSF OUTCOME 09 : Responsive , accountable, effective and efficient local government
Output 6 : Improved municipal financial and administrative capacity

Sub- output 6 :Improved administrative and Human Resource Management practices
BACK TO BASICS: Institutional Capacity
PDP: Goal/Impact/Area 06 Capable Democratic Institutions
CHDM DDP : Focus Area 06 : Effective and efficient municipalities
LGE Manifesto 2021 : Choose the best people to run municipalities

Strategic Objectives, Strategies, KPI's & Targets for Municipal Administration.

Strategic Objective :To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027									
Performance Area: Administration									
Performance Objectives :To exercise administrative oversight by 30 June 2023									
Development Strategies									
	Strategy	KPI	Base Year - Baseline (2022/23)	Project ID	Year 1 Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	By implementing and developing A Diary of Engagements for Council	2022-23 Diary of Engagement In Place by end of June 2022	2021-22 Diary of Engagements	IT & OD 01	2022- 2023 Diary of Engagement developed by 30/6/23	Develop and implement Diary of engagement for Council	Develop and implement Diary of engagement for Council	Develop and implement Diary of engagement for Council	Develop and implement Diary of engagement for Council

Strategic Objectives, Strategies, KPI's & Targets for Records Management.

Strategic Objective :To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027
Performance Area : Records Management
Performance Objective : To ensure safe record keeping and recovery of documents by 30 /06/2023

5 Year Performance Targets

Strategy	KPI	Base Year - Baseline (2022/23)	Project ID	Year 1 - Annual Target (2023/24)	Year 2 - Annual Target (2024/25)	Year 3 - Annual Target (2025/26)	Year 4 - Annual Target (2026/27)	Year 5 - Annual Target (2027/28)
Reviewed Records Management Policy and Adopted by Council	Reviewed Records Management Policy by end June 2023	202/22 Reviewed Records Management Policy	IT & OD 02	Reviewed Records Management Policy by 30/6/2023	Review records management Policy	Review records management Policy	Review records management Policy	Review records management Policy
File Plan Review	File Plan Reviewed	4 workshops conducted on the File Plan	IT & OD 03	4 workshops conducted on the File Plan by 30/6/2023	Review and Workshop File Plan	Review and Workshop File Plan	Review and Workshop File Plan	Review and Workshop File Plan
Records Management Procedure Manual Reviewal	Number of workshops conducted on the records management procedure manual	Existing Procedure Manual for Records Management	IT & OD 04	4 workshops conducted on the records management procedure manual by 30 June 2023	Conduct workshops on records management procedure manual	Conduct workshops on records management procedure manual	Conduct workshops on records management procedure manual	Conduct workshops on records management procedure manual

Strategic Objectives, Strategies, KPI's & Targets for Human Resources Management.

Strategic To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027									
Performance Area: Human Resources Management									
Performance Objective :To ensure provision of an effective and efficient human resources administration BY 30/06/23									
			Baseline		5 Year Performance Targets				
Performance Objectives	Strategy	KPI	Base Year - Baseline (2022/23)	Project ID	Year 1 - Annual Target (2023/24)	Year 2 - Annual Target (2024/25)	Year 3 - Annual Target (2025/26)	Year 4 - Annual Target (2026/27)	Year 5 - Annual Target (2027/28)

	Development of Human Resources Strategy to be adopted by Council	Number of workshops conducted on Human Resources Development Strategy	Developed Human Resources Development Strategy	IT & OD 05	Review of Human Resources Development Strategy by 30/06/23	Human Resources Development Strategy reviewed	Human Resources Development Strategy reviewed	Human Resources Development Strategy reviewed	Human Resources Development Strategy reviewed
	Reviewed Municipal Organogram and be approved by Council	Reviewed Municipal Organogram	Municipal Organogram reviewed and submit	IT & OD 06	Placement of employees in accordance with the reviewed organogram by 30/06/23	Reviewed Municipal Organogram	Reviewed Municipal Organogram	Reviewed Municipal Organogram	Reviewed Municipal Organogram
		Leave Manual Developed and Implemented by 30/06/2023		IT & OD 07	Leave Manual Developed and Implemented by 30/06/2023	Leave Manual reviewed and implemented	Leave Manual reviewed and implemented	Leave Manual reviewed and implemented	Leave Manual reviewed and implemented
	Developed and reviewed HR policies adopted by Council	Number of Human Resources policies developed	2020/21 Human Resources policies reviewed	IT & OD 08	Reviewed 20 Human Resources policies by 30/06/23	Review Human Resources Policies	Review Human Resources Policies	Review Human Resources Policies	Review Human Resources Policies
	By developing a WSP and ATR	Number of training programs conducted for officials and councilors trained as per the WorkPlace	Existing WSP & ATR	IT & OD 09	Skills audit be conducted to the various department 4 training programs	Conduct skills audit for the development and implement	Conduct skills audit for the development and implement	Conduct skills audit for the development and implement	Conduct skills audit for the development and implement

		Skills Plan by 30 June 2023			conducted for officials and councilors trained as per the Workplace Skills Plan by 30 June 2023	ntation of WSP	ntation of WSP	ntation of WSP	ntation of WSP
	Development of the Wellness Plan	Developed Wellness Plan	Draft Wellness Program	IT & OD 10	Wellness Program developed and implemented by 30/06/2023	Develop and implement Wellness plan	Develop and implement Wellness plan	Develop and implement Wellness plan	Develop and implement Wellness plan
	Reviewed Occupational Health and Safety Plan	Reviewed and Implemented Occupational and Health and Safety Plan	Existing Occupational Health and Safety Plan	IT & OD 11	Reviewed and Implementation of the Occupational and Health and Safety Plan by 30/6/2023	Reviewed and Implementation of the Occupational and Health and Safety Plan	Reviewed and Implementation of the Occupational and Health and Safety Plan	Reviewed and Implementation of the Occupational and Health and Safety Plan	Reviewed and Implementation of the Occupational and Health and Safety Plan

Strategic Objectives, Strategies, KPI's & Targets for Labour Relations.

Strategic Objective :To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027

Performance Area: Labour Relations Management

Performance Objective : To ensure provision of an effective and efficient human resources administration by 30/06/23

Development Strategies			Baseline		5 Year Performance Targets				
Performance Objectives	Strategy	KPI	Base Year - Baseline (2022/23)	Project ID	Year 1 - Annual Target (2023/24)	Year 2 - Annual Target (2024/25)	Year 3 - Annual Target (2025/26)	Year 4 - Annual Target (2026/27)	Year 5 - Annual Target (2027/28)
	Strive for the sound employer employee relations	Number of Local Labour Forum meetings convened	Reports on the LLF meetings held in 2022/2023	IT & OD 12	4 Local Labour Forum meetings convened by 30 June 2023	Convene LLF Meetings	Convene LLF Meetings	Convene LLF Meetings	Convene LLF Meetings
	Conduct workshops on code of conduct	Number of workshops on code of conduct convened	Reports on workshops conducted in 2021/22 financial year	IT & OD 13	4 Workshops conducted on code of conduct convened.	Conduct workshops on code of conduct for employees	Conduct workshops on code of conduct for employees	Conduct workshops on code of conduct for employees	Conduct workshops on code of conduct for employees
	Conduct disciplinary procedures awareness campaigns for employees	Number of awareness sessions convened on the disciplinary procedure	Disciplinary procedures	IT & OD 14	4 awareness sessions convened on the disciplinary procedure by 30 June 2023	Conduct disciplinary procedures awareness campaigns for employees	Conduct disciplinary procedures awareness campaigns for employees	Conduct disciplinary procedures awareness campaigns for employees	Conduct disciplinary procedures awareness campaigns for employees

Strategic Objectives, Strategies, KPI's & Targets for ICT.

Strategic Objective		To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027							
Performance Area: Information Communication Technology									
Performance Objective : To provide ICT services to the municipality by 30/06/2023									
Development Strategies			Baseline		5 Year Performance Targets				
	Strategy	KPI	Base Year - Baseline (2022/23)	Project ID	Year 1 - Annual Target (2023/24)	Year 2 - Annual Target (2024/25)	Year 3 - Annual Target (2025/26)	Year 4 - Annual Target (2026/27)	Year 5 - Annual Target (2027/28)
	Provide tools of trade	All officials provided with tools of trade	New	IT & OD 15	Tools of Trade provided to all Managers				Review & implement ICT Strategy by 30/6/27
	By review and implement ICT Strategy	ICT Strategy reviewed and implemented	ICT Strategy in place	IT & OD 16	ICT Strategy reviewed and implemented by 30/6/2023				Review & implement ICT Processes & Procedures by 30/6/22

KPA : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives, Strategies, KPI's & Targets for Legal Services.

Strategic Objectives: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027									
Performance Area : Legal Services									
Performance Objectives : To facilitate provision of legal services to the municipality by 30 June 2023									
Development Strategies									
	Strategy	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target	Year 2 - Annual Target	Year 3 - Annual Target	Year 4 - Annual Target	Year 5 - Annual Target

					(2022/23)	(2023/24)	(2024/25)	(2025/26)	(2026/27)
	Review of the SLA.	Number SLA's /Contracts received and reviewed	100% reviewal of Service Level Agreements or Contracts	GG 01	SLA's /Contracts received and reviewed by 30 June 2023	SLA's /Contracts received and reviewed by 30 June 2024	SLA's /Contracts received and reviewed by 30 June 2025	SLA's /Contracts received and reviewed by 30 June 2026	SLA's /Contracts received and reviewed by 30 June 2027
	Updated Litigation Register	Updated Litigation Register	Updated Litigation Register	GG 02	Updated Litigation Register by 30 June 2023	Updated Litigation Register by 30 June 2024	Updated Litigation Register by 30 June 2025	Updated Litigation Register by 30 June 2026	Updated Litigation Register by 30 June 2027
	Development of Institutional Compliance Manual and Implementation Tool	Reviewed Institutional Compliance Manual and implementation of the Register	Developed Institutional Compliance Manual and Implementation Tool	GG 03	Reviewal of Institutional Compliance Manual and implementation of compliance Register by 30 June 2023	Reviewal of Institutional Compliance Manual and implementation of compliance Register by 30 June 2024	Reviewal of Institutional Compliance Manual and implementation of compliance Register by 30 June 2025	Reviewal of Institutional Compliance Manual and implementation of compliance Register by 30 June 2026	Reviewal of Institutional Compliance Manual and implementation of compliance Register by 30 June 2027
	Development of by laws	Number of by laws developed	New	GG 04	8 By-laws developed by 30 June 2024	By-laws developed by 30 June 2024	By-laws developed by 30 June 2025	By-laws developed by 30 June 2026	By-laws developed by 30 June 2027

					June 2023				
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Strategic Objectives, Strategies, KPI's & Targets for Special Programmes Unit.

Strategic Objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027									
Performance Area: Special Programmes Unit									
Performance Objective		To promote, advocate and monitor access in the provision of socio-economic opportunities for designated groups by 30 June 2023							
Development Strategies		Status Quo		Targets					
Strategies	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Develop SPU HIV/AIDS Strategy	Adopted SPU HIV/AIDS Strategy	Draft SPU Strategy	GG 05	Adopted SPU HIV/AIDS Strategy by 30 June 2023	Review and implement SPU Strategy by 30/06/24	Review and implement SPU Strategy by 30/06/25	Review and implement SPU Strategy by 30/06/26	Review and implement SPU Strategy by 30/06/27	
Ensure the functionality of all revived SPU councils	SPU Councils Reviewed	Councils established (Older persons, Women, Junior Council, People with disabilities, LAC, Sport, youth)	GG 06	Revive all SPU Councils by 30 June 2023	Revive all SPU Councils by 30 June 2024	Revive all SPU Councils by 30 June 2025	Revive all SPU Councils by 30 June 2026	Revive all SPU Councils by 30 June 2027	

	Functiong SPU councils	Reports of SPU councils	2021/2022 reports on SPU Councils	GG 07	4 reports per SPU council submitted to the municipal council by 30 June 2023	4 reports per SPU council submitted to the municipal council by 30 June 2024	4 reports per SPU council submitted to the municipal council by 30 June 2025	4 reports per SPU council submitted to the municipal council by 30 June 2026	4 reports per SPU council submitted to the municipal council by 30 June 2027
	By promoting the well-being of the elderly, persons with disabilities, Women, youth and children through awareness campaigns	Number of campaigns to promote the wellbeing of designated groups	New	GG 08	4 campaigns to promote the wellbeing of designated groups by 30 June 2023	4 campaigns to promote the wellbeing of designated groups by 30 June 2024	4 campaigns to promote the wellbeing of designated groups by 30 June 2025	4 campaigns to promote the wellbeing of designated groups by 30 June 2026	4 campaigns to promote the wellbeing of designated groups by 30 June 2027
	Promotion of social cohesion through sport and recreation	Number of Mayors Cup tournament held by 30 June 2023	New	GG 09	1 Mayors cup tournament held by 30 June 2023.	1 Mayors cup tournament held by 30 June 2024.	1 Mayors cup tournament held by 30 June 2025.	1 Mayors cup tournament held by 30 June 2026.	1 Mayors cup tournament held by 30 June 2027.

Strategic Objectives, Strategies, KPI's & Targets for Communication .

Strategic Objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027

Performance Area: Communication									
Performance Objectives : To provide communication services to EMLM stakeholder BY 30 June 2023									
Strategies		Baseline	Project ID	Annual Targets					
Strategy	KPI	Base Year - Baseline (2021/22)		Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Development of communication strategy which is aligned to the municipality's IDP	Developed Communication strategy for 2022-2023	Adopted Communication strategy	GG 10	Communication strategy developed for 2022-2023 by 30 June 2023	Communication Strategy reviewed by 30/06/2024	Communication Strategy reviewed by 30/06/2025	Communication Strategy reviewed by 30/06/2026	Communication Strategy reviewed by 30/06/2027	
Development of Communications Policy	Developed Communications policy	Developed Communications policy	GG 11	Communications policy developed by 30 June 2023	Communications Policy reviewed by 30/06/24	Communications Policy reviewed by 30/06/25	Communications Policy reviewed by 30/06/26	Communications Policy reviewed by 30/06/27	
Development of Social Media Policy	Developed Social Media policy	New	GG 12	Social Media policy developed by 30 June 2023	Social Media policy reviewed by 30/06/24	Social Media policy reviewed by 30/06/25	Social Media policy reviewed by 30/06/26	Social Media policy reviewed by 30/06/27	
Functionality of the municipal website	Number of newsflashes published	Monthly newsflash for 2021/2022 financial year	GG 13	12 newsflashes published by 30 June 2023	12 newsflashes published by 30	12 newsflashes published by 30	12 newsflashes published by 30	12 newsflashes published by 30	

					June 2024	June 2025	June 2026	June 2027	
	Produce media monitoring report and issue media releases	Number media releases and media monitoring reports	2021/2022 media interaction reports	GG 14	24 media interactions conducted by 30 June 2023	24 media interactions conducted by 30 June 2024	24 media interactions conducted by 30 June 2025	24 media interactions conducted by 30 June 2026	24 media interactions conducted by 30 June 2027
	Publication of quarterly newsletters	Number newsletters to be published	2021/22 newsletters published	GG 15	4 newsletters to be published by 30 June 2023	4 newsletters to be published by 30 June 2024	4 newsletters to be published by 30 June 2025	4 newsletters to be published by 30 June 2026	4 newsletters to be published by 30 June 2027
	Provide communication support to the municipal programmes	% support offered by Communications unit on municipal programs by Communication unit	Support provided by communications on municipal programs in 2021/2022 financial year	GG 16	100 % support offered in municipal programs conducted by 30 June 2023	100 % support offered in municipal programs conducted by 30 June 2024	100 % support offered in municipal programs conducted by 30 June 2025	100 % support offered in municipal programs conducted by 30 June 2026	100 % support offered in municipal programs conducted by 30 June 2027
	Functionality of the municipal website	Updated the municipal website	Existing municipal website	GG 17	Updated the municipal website and social media by 30 June 2023	Updated the municipal website and social media by 30 June 2024	Updated the municipal website and social media by 30 June 2025	Updated the municipal website and social media by 30 June 2026	Updated the municipal website and social media by 30 June 2027

						June 2024	June 2025	June 2026	June 2027
	Process Presidential Hotline queries	% on queries received through the call centre processed	Customer care services provided in 2020/2022	GG 18	100% queries received and processed through the call centre processed by 30 June 2023	100% queries received and processed through the call centre processed by 30 June 2024	100% queries received and processed through the call centre processed by 30 June 2025	100% queries received and processed through the call centre processed by 30 June 2026	100% queries received and processed through the call centre processed by 30 June 2027

Strategic Objectives, Strategies, KPI's & Targets for Public Participation and Ward Committee Support.

Strategic Objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027										
Performance Area: Ward Committee Support										
Performance Objective : To ensure that there is public participation and provide ward committee support to all EMLM wards by 30 June 2023										
	Strategies			Baseline		Annual Targets				
Performance Objectives	Strategy	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
To ensure that there is public	Convene Petitions Management	% on responses on the	Petitions Management policy	GG 19	100% responses on the	100% responses on the	100% responses on the	100% responses on	100% responses on the	

participation and provide ward committee support to all EMLM wards by 30 June 2023	Committee Meeting	petitions received by the petitions management committee	adopted in 2020/2021		petitions received by the petitions management committee by 30 June 2023	petitions received by the petitions management committee by 30 June 2024	petitions received by the petitions management committee by 30 June 2025	the petitions received by the petitions management committee by 30 June 2026	petitions received by the petitions management committee by 30 June 2027
To ensure that there is public participation and provide ward committee support to all EMLM wards by 30 June 2023	Embrace Public Participation	Number of IDP/Budget, PMS Representative Forum meetings convened	2020/21 reports on the IDP/Budget and PMS Forum meetings	GG 20	4 IDP/Budget, PMS Representative Forum meetings convened by 30 June 2023	4 IDP/Budget, PMS Representative Forum meetings convened by 30 June 2024	4 IDP/Budget, PMS Representative Forum meetings convened by 30 June 2025	4 IDP/Budget, PMS Representative Forum meetings convened by 30 June 2026	4 IDP/Budget, PMS Representative Forum meetings convened by 30 June 2027
To ensure that there is public participation and provide ward	Embrace Public Participation	Number of programs implemented from the	2021/2022 Public Participation Strategy	GG 21	4 programs implemented from the Public	4 programs implemented from the Public	4 programs implemented from the Public	4 programs implemented from the	4 programs implemented from the Public

committe e support to all EMLM wards by 30 June 2023		Public Particia tion Strateg y			Particia tion Strateg y by 30/06/2 3	on Strategy by 30/06/24	Particia tion Strateg y by 30/06/2 5	Publi c Partic iation Strate gy by 30/06 /26	on Strategy by 30/06/27
To ensure that there is public participat ion and provide ward committe e support to all EMLM wards by 30 June 2023	Intergover nmental relations ??	Number of Heritag e Referen ce Commit tee Meeting held	Draft Terms of Referen ce of the Heritage Referen ce Committ ee	GG 22	Establis hment of the Heritag e Referen ce Group 4 meeting s conven ed by 30/06/2 3	4 meeting s convene d by 30/06/24	4 meeting s conven ed by 30/06/2 5	4 meeti ngs conve ned by 30/06 /26	4 meeting s convene d by 30/06/27

Strategic Objectives, Strategies, KPI's & Targets for Risk Management

Strategic Objectives: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027								
Performance Area : Risk Management								
Performance Objectives : To maintain an effective , efficient and transparent system of risk management BY 30 June 2023								
Development Strategies								
Strategy	KPI	Base Year - Baseline (2021/22)	Proj ect ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)

Identific ation and manage ment of risks that might prevent the achieve ment of municip al objectiv es	Develop 2022/23 municipal risk profile at operation al and strategic level	2020/21 Risk Profile	GG 23	Develop 2022/23 municipal risk profile at operation al and strategic level by 30 June 2023	Develop municipal risk profile at operation al and strategic level	Develop municipal risk profile at operation al and strategic level	Develop municipal risk profile at operation al and strategic level	Develop municipal risk profile at operation al and strategic level
Review of risk manage ment committ ee charter	Approved risk manage ment committ ee charter by the Accounti ng Officer	Risk Manage ment committ ee charter in place	GG 24	Approved risk manage ment committ ee charter by the Accounti ng Officer by 30 June 2023	Review of risk manage ment committ ee charter for approval by the AO	Review of risk manage ment committ ee charter for approval by the AO	Review of risk manage ment committ ee charter for approval by the AO	Review of risk manage ment committ ee charter for approval by the AO
Review & impleme nt Annual Risk Manage ment Plan	Review and impleme nt Risk Manage ment Impleme ntation Plan	2020/21 Risk Manage ment impleme ntation plan	GG 25	Review and impleme nt Risk Manage ment Impleme ntation Plan by 30 June 2023	Review and impleme nt Risk Manage ment Impleme ntation Plan	Review and impleme nt Risk Manage ment Impleme ntation Plan	Review and impleme nt Risk Manage ment Impleme ntation Plan	Review and impleme nt Risk Manage ment Impleme ntation Plan
Number of risk manage ment committ ee	4 Risk Manage ment Committ ee	New	GG 26	4 Risk Manage ment Committ ee	Convene Risk Managem ent	Convene Risk Managem ent	Convene Risk Managem ent	Convene Risk Managem ent

	ee meetings convened by 30 June 2020	meetings convened			meetings convened by 30 June 2023	Committee meetings	Committee meetings	Committee meetings	Committee meetings
	Fraud and corruption prevention	Anti fraud and corruption prevention policy developed	DraftAnti fraud and corruption prevention policy developed and approved by Council	GG 27	Anti fraud and corruption prevention policy developed by 30 June 2023	Anti fraud and corruption prevention policy reviewed	Anti fraud and corruption prevention policy reviewed	Anti fraud and corruption prevention policy reviewed	Anti fraud and corruption prevention policy reviewed
	Review and implement a risk management strategy and implement approval mechanisms for all strategies.	Review and implement Risk Management Policy	New	GG 28	Review and implement Risk Management Policy by 30 June 2023	Review and implement Risk Management Policy	Review and implement Risk Management Policy	Review and implement Risk Management Policy	Review and implement Risk Management Policy
	Develop a Whistleblowing Policy	Whistle Blowing policy developed and approved by Council	New	GG 29	Whistle Blowing policy developed by 30 June 2023	Whistle Blowing policy reviewed and approved	Whistle Blowing policy reviewed and approved	Whistle Blowing policy reviewed and approved	Whistle Blowing policy reviewed and approved

monitoring implementation of risk register	Annual risk identification process	Risk register	GG 30	Develop Strategic Risk Register by 30/6/23	Develop Strategic Risk Register	Develop Strategic Risk Register	Develop Strategic Risk Register	Develop Strategic Risk Register	Develop Strategic Risk Register

Strategic Objectives: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027

Performance Area: Internal Audit

Performance Objective : To evaluate controls and improve the effectiveness of risk management, controls and governance processes. BY 30 June 2023

Development Strategies		Status Quo		Targets					
Strategies	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Develop & implement a 3 Year Rolling Risk Based Internal Audit Plan	Risk Based Internal Audit Plan adopted by Council by 30 June 2022	2020/21 RISK BASED internal audit PLAN	GG 31	Approved Risk Based Internal Audit Plan by 30/6/23	Risk Based Internal Audit Plan developed and adopted by Council	Risk Based Internal Audit Plan developed and adopted by Council	Risk Based Internal Audit Plan developed and adopted by Council	Risk Based Internal Audit Plan developed and adopted by Council	
Reviewal and approval of Audit Committee charter	Reviewed Audit committee charter approved by Council	Audit Committee Charter 2020/21	GG 32	Reviewed Audit committee charter approved by the Council by 30	Review Audit committee charter for adoption by council	Review Audit committee charter for adoption by council	Review Audit committee charter for adoption by council	Review Audit committee charter for adoption by council	

					June 2023				
	Reviewal and approval of Internal Audit charter	Reviewed Internal Audit charter approved by Audit Committee	Internal Audit Charter 2020/21	GG 33	Reviewed Internal Audit charter approved by the AC by 30 June 2023	Internal audit charter reviewed and approved by the Audit Committee	Internal audit charter reviewed and approved by the Audit Committee	Internal audit charter reviewed and approved by the Audit Committee	Internal audit charter reviewed and approved by the Audit Committee
	Effective implementation of the approved risk-based Internal Audit Plan	100% implementation of the approved internal audit plan	2020/21 Internal Audit Plan Implementation report	GG 34	Conduct 3 risk-based audits and 7 compliance reviews by 30/06/2023	Internal Audit Implementation plan implemented	Internal Audit Implementation plan implemented	Internal Audit Implementation plan implemented	Internal Audit Implementation plan implemented
	Appointment of an effective Audit Committee	Functional and effective Audit Committee - Number of Audit committee meetings held	2021/22 audit committee meetings convened	GG 35	Four Audit Committee meetings held by 30/06/23	Four Audit committee meetings convened	Four Audit committee meetings convened	Four Audit committee meetings convened	Four Audit committee meetings convened
	Appointment of an effective Audit Committee	Number of Audit Committee reports submitted to the council.	2021/22 audit committee reports submitted to council	GG 36	Four Audit Committee reports submitted to	Four audit committee reports submitted to Council	Four audit committee reports submitted to Council	Four audit committee reports submitted to Council	Four audit committee reports submitted to Council

					Council by 30/06/2 3				
Creating Internal Audit awarenes s and enhancing collaborati on	Number of Internal Audit Awarenes ses Conducte d	New	GG 37	2 Internal Audit Awaren ess Campai gn to be held by 30 June 2023	Internal Audit Awarenes s campaign s Conducte d	Internal Audit Awarenes s campaign s Conducte d	Internal Audit Awarenes s Campaign s Conducte d	Internal Audit Awarenes s Campaign s Conducte d	Internal Audit Awareness campaigns Conducted

Strategic Objectives, Strategies, KPI's & Targets for Oversight (MPAC)

Strategic Objectives: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2027									
Performance Area: Oversight/ MPAC									
Performance Objective : To exercise administrative oversight by 30 June 2023									
	Development Strategies		Status Quo		Targets				
	Strategies	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	Implement approved MPAC Annual work plan	Number of MPAC reports prepared for Council	2022/2022 MPAC reports submitted to council	GG 40	4 MPAC reports prepared for Council by 30 June 2023	4 MPAC reports prepared for Council by 30 June 2024	4 MPAC reports prepared for Council by 30 June 2025	4 MPAC reports prepared for Council by 30 June 2026	4 MPAC reports prepared for Council by 30 June 2027
	Implementation of approved	Number of	2021/22 MPAC	GG 41	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings

MPAC Annual work plan	MPAC Meetings convened	meetings convened		convened by 30 June 2023	convened by 30 June 2024	convened by 30 June 2025	convened by 30 June 2026	convened by 30 June 2027
Clear documentation of the purpose, roles and responsibilities of the Committee	Reviewed MPAC Charter by Council	2021/2022 MPAC Charter	GG 42	Reviewed MPAC Charter by Council 30 June 2023	Reviewed MPAC Charter by Council 30 June 2024	Reviewed MPAC Charter by Council 30 June 2026	Reviewed MPAC Charter by Council 30 June 2026	Reviewed MPAC Charter by Council 30 June 2027
Assists council to improve accountability, municipal performance and effective governance	Develop annual work plan by Council	2021/2022 Annual work plan	GG 43	Develop annual work plan by Council 30 June 2023	Develop annual work plan by Council 30 June 2024	Develop annual work plan by Council 30 June 2025	Develop annual work plan by Council 30 June 2026	Develop annual work plan by Council 30 June 2027

Strategic Objectives, Strategies, KPI's & Targets for Integrated Development Planning.

Strategic objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2023									
Performance Area: Integrated Development Planning									
Performance Objectives : To develop and review the Integrated Development Plan									
Development Strategies		Baseline		5 Year Performance Targets					
Strategy	KPI	Base Year - Baseline (2021/22)	Project ID	Year 1 - Annual Target 2022/23	Year 2 - Annual Target 2023/24	Year 3 - Annual Target 2024/25	Year 4 - Annual Target 2025/26	Year 5 - Annual Target 2026/27	
Develop a 5 Credible IDP	5-year credible IDP	2022/21 5-year IDP	GG 44	Review 5 year credible	Review IDP by 30/06/24	Review IDP by 30/6/25	Review IDP by 30/6/26	Review IDP by 30/6/27	

		developed and reviewed	adopted by Council		by 30/06/2023				
	Coordinate IDP /Budget/PMS Representative Forum	Number of IDP/Budget /PMS Representative forums convened	Report on Forums convened in 2021/22 financial year	GG 45	4 quarterly IDP/Budget/PMS Representative forums by 30/06/2023	4 quarterly IDP/Budget/PMS Representative forums by 30/06/2024	4 quarterly IDP/Budget/PMS Representative forums by 30/06/2025	4 quarterly IDP/Budget/PMS Representative forums by 30/06/2026	4 quarterly IDP/Budget/PMS Representative forums by 30/06/2027

Strategic Objectives, Strategies, KPI's & Targets for Performance Management.

Strategic Objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagement by 2022									
Performance Area: Performance Management									
Performance Objective : To monitor and manage municipal performance using adopted PMS Framework policy as a guide by 30 June 2023									
Development Strategies			Baseline		Annual Targets				
	Strategies	KPI	Base Year Baseline (2021/22)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)
	By developing and implementing a Performance Management	PMS Framework reviewed	2021/22 PMS Framework and Policy	GG 46	Review & implement Performance Monitoring & Evaluation	Review & implement Performance Monitoring & Evaluation	Review & implement Performance Monitoring & Evaluation	Review & implement Performance Monitoring & Evaluation	Review & implement Performance Monitoring & Evaluation

	Framework and System				Framework & System by 30/06/23	on Framework & System by 30/06/24	on Framework & System by 30/06/25	on Framework & System by 30/06/26	on Framework & System by 30/06/27
	Development of the SDBIP	2022/2023 Service Delivery and Budget Implementation Plan developed	2021/2022 Service Delivery and Budget Implementation Plan	GG 47	2022/2023 Revised Service Delivery and Budget Implementation Plan developed by 30 June 2023 Draft 2023/2024 SDBIP by 30 June 2023	Draft 2024/2025 SDBIP by 30 June 2024	Draft 2025/2026 SDBIP by 30 June 2025	Draft 2026/2027 SDBIP by 30 June 2026	Draft 2027/2028 SDBIP by 30 June 2027
	Conclude performance agreements	Conclude Performance Agreements for all S56 Managers	2021/2022 Performance Agreements	GG 48	Conclude Performance Agreements for all S56 Managers by 30 September 2023	Conclude Performance Agreements for all S56 Managers by 30 September 2024	Conclude Performance Agreements for all S56 Managers by 30 September 2025	Conclude Performance Agreements for all S56 Managers by 30 September 2026	Conclude Performance Agreements for all S56 Managers by 30 September 2027

		Manage municipal performance reporting	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year	Performance Review reports for 2021/2022 financial year	GG 49	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year by June 2023	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year by June 2024	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year by June 2025	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year by June 2026	Develop AND Consolidate reports on performance reviews conducted during 2022/2023 financial year by June 2027
		Develop and implement audit action plan to improve municipal audit	Audit action plan on the AOPO developed and updated	2021/2022 audit action plan	GG 50	Audit action plan on the AOPO developed and updated by 30 June 2023				
		Develop Municipal Annual Report	Developed Annual report	Developed Annual Report for 2020/21 financial year	GG 52	Develop Annual Report by 30/06/2023	Develop Annual Report by 30/06/2024	Develop Annual Report by 30/06/2025	Develop Annual Report by 30/06/2026	Develop Annual Report by 30/06/2027

KPA : LOCAL ECONOMIC DEVELOPMENT

SDG GOAL 08 : Promote sustainable inclusive and sustainable economic growth full of productive employment and decent work for all .
SDG GOAL : 09 - Build resilient infrastructure , promote inclusive and sustainable industrialization and foster innovation
NDP : CH 3 – Economy and Employment CH 4 – Economic Infrastructure CH 6 – Inclusive Rural Economy
MTSF Outcome 09 : A responsive, accountable, effective, and efficient local government system Output 03 : Implement the Community Works programme and cooperatives supported
PDP : Goal Impact Area 1 : Innovative and Inclusive economic growth : Goal / Impact area 3 : Rural Development and Innovative and value agricultural sector
CHDM DP :Focus Aarea 1 : Economically self-sustained rural villages Focus Area 02 : Infrastructure Development linked to economic growth Focus Area 04 : Revived Small Towns Focus Area 05 :Revitalized Industries
BACK TO BASICS: Local Economic Development
LG Manifesto 21 : Food Security

Strategic Objectives, Strategies, KPI's & Targets for Local Economic Development.

Strategic objective: To facilitate sustainable and inclusive economic growth and development through sustainable economic opportunity enhancement and rural development by 2023									
Performance Area: Local Economic Development									
Performance Objectives :Create a conducive environment for socio-economic growth and job creation by 30 June 2023									
Development Strategies		Baseline		5 Year Performance Targets					
Strategy	KPI	Base Year - Baseline (2021/2022)	Project ID	Year 1 - Annual Target (2022/23)	Year 2 - Annual Target (2023/24)	Year 3 - Annual Target (2024/25)	Year 4 - Annual Target (2025/26)	Year 5 - Annual Target (2026/27)	
Provide support to local SMMEs	SMME Strategy developed	LED Strategy	LED 01	Develop SMME strategy by 30 June 2023	Review and implement SMME Development strategy	Review and implement SMME Development strategy	Review and implement SMME Development	Review and implement SMME Development	Review and implement SMME Development

								ment strategy	ent strategy
Provide support to local SMMEs	Developed and implemented Business licensing Policy	LED Strategy	LED 02	Developed and implemented Business licensing Policy by 30 June 2023	Review and implement Business licensing Policy	Review and implement Business licensing Policy	Review and implement Business licensing Policy	Review and implement Business licensing Policy	Review and implement Business licensing Policy
Township Economic development	Investment policy developed and implemented	LED Strategy	LED 03	Develop and implement investment policy by 30 June 2023	Review and implement Investment Policy	Review and implement Investment Policy	Review and implement Investment Policy	Review and implement Investment Policy	Review and implement Investment Policy
Connection of Small-town regeneration, with village farm upgrading management and Township upgrading and Big town Urban Transformation	Partnership with Sector Departments on Small Town Regeneration (IGR)	STR conferences from SALGA	LED 04	Partnership with Sector Departments on Small Town Regeneration (IGR) by 30 June 2023	Monitor AND review partnerships with sector departments on STR	Monitor AND review partnerships with sector departments on STR	Monitor AND review partnerships with sector departments on STR	Monitor AND review partnerships with sector departments on STR	Monitor AND review partnerships with sector departments on STR
Creation of a conducive environment for economic development	Database for livestock owners and cropping lands developed	Stock owner cards, desktop research on land ownership, livestock statistics veterinary services	LED 05	Database for livestock owners and cropping lands developed by 30 June 2023	Update Database for livestock owners and cropping lands developed	Update Database for livestock owners and cropping lands developed	Update Database for livestock owners and cropping lands developed	Update Database for livestock owners and cropping lands developed	Update Database for livestock owners and cropping lands developed

	Creation of a conducive environment for economic development	Number of projects completed using MIG	Contracted shearing shed and fences	LED 06	Package & implement LED projects through MIG by 30/6/22	Package & implement LED projects through MIG	Package & implement LED projects through MIG	Package & implement LED projects through MIG	Package & implement LED projects through MIG
	Tourism and heritage development and promotion	Facilitation of the establishment of LTO	LED Strategy	LED 07	Facilitation of the establishment of LTO by 30/06/2	Monitor and support established LTO			
	Tourism and heritage development and promotion	Number of tourism and heritage events implemented	LED Strategy	LED 08	3 Events implemented by 30/06/23	tourism and heritage events implemented	tourism and heritage events implemented	tourism and heritage events implemented	tourism and heritage events implemented
	Tourism and heritage development and promotion	PPP Agreements	LED Strategy	LED 09	Enter into Public Private Partnerships for the management of identified tourism and heritage sites by 30/06/23	Monitor the effectiveness of PPP's ON Management of tourism and heritage sites	Monitor the effectiveness of PPP's ON Management of tourism and heritage sites	Monitor the effectiveness of PPP's ON Management of tourism and heritage sites	Monitor the effectiveness of PPP's ON Management of tourism and heritage sites
	Job creation through Community Development Program	Implementation of the Community Work Program site plan	2021/2022 CWP site plan	LED 10	Facilitate the development and implementation of the of the Community Work Program site plan by 30/06/23	Facilitate the development and implementation of the of the Community Work Program site plan	Facilitate the development and implementation of the of the Community Work Program site plan	Facilitate the development and implementation of the of the Community Work Program site plan	Facilitate the development and implementation of the of the Community Work Program site plan
	Monitoring of mining activities	Facilitation of the implementation of the social responsibility plans by legal	Uncoordinated mining activities	LED 11	Facilitate the implementation of the Social Responsibility Plans by mining companies	Facilitate Monitoring of the implementation of Social Responsibility Plans in the municipality	Facilitate Monitoring of the implementation of Social Responsibility Plans in	Facilitate Monitoring of the implementation of Social Responsibility Plans in	Facilitate Monitoring of the implementation of Social Responsibility Plans

		mining companie			with mining rights in the municipality by 30/06/23		the municipality	Plans in the municipal ity	in the municipalit y
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ENOCH MGJIMA CAPITAL PROJECTS



MIG PROJECTS	Enoch Mgijima LM (EC139)
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WARD	Project Title	Project allocation for financial year 21/22	Project allocation for financial year 22/23	Project allocation for financial year 23/24
19	Construction of McBride sports field	R7,000,000.00	R0.00	R0.00
8,27,28,33, 23,24,25,26	Planning: EIA for Cemeteries in Komani and Surrounding Areas	R1,500,000.00	R3,000,000.00	R3,500,000.00
32	Construction of Becles Farm Bridge and the approaching access roads	R5,000,000.00	R0.00	R0.00
9 and 10	Rehabilitation and Maintenance of Queenstown Roads and Stormwater Phase 1	R7,000,000.00	R8,000,000.00	R9,000,000.00
20	Widening / Rehabilitation of Qwabi Bridge over Kuzitungu River Phase 2 (Project Amendment)	R0.00	R0.00	R0.00
26	Construction of a Multi - Purpose Hall in Whittlesea ,Ward 26 (Project Amendment)	R8,269,700.00	R0.00	R0.00
18	Construction of Lesseyton Sport Field	R800,000.00	R0.00	R0.00
12, 5,7,27,28, 33	Enoch Mgijima Local Municipality Community Lighting Phase 4	R3,500,000.00	R4,000,000.00	R5,500,000.00
6 and 8	Ezibeleni Rehabilitation and Mainteneace of Roads and stormwater Phase 1	R7,200,000.00	R8,500,000.00	#####

11,12,13,14 and15	Mlungisi Rehabilitation and Mantainace of surface roads phase 1	R7,000,000.00	R8,000,000.00	#####
8	Ugrading and Rehabilitation of Komani Landfill Sites	R3,000,000.00	R1,500,000.00	R0.00
10	Upgrading and beautification of Hexagon area in Komani	R4,000,000.00	R0.00	R0.00
All Wards	EMLM: Gravel roads (regravelling, dry and wet blading) in Komani and surrounding areas	R0.00	R0.00	R0.00
27	Construction of Sterkstroom Sportfield Phase 2	R0.00	R3,000,000.00	R4,000,000.00
2	Establishment of Enoch Mgijima Solid Waste Regional Landfill Site	R0.00	R3,000,000.00	R0.00
26	Upgrading of Whittlesea Solid Waste Transfer Station	R0.00	R166,200.00	R4,000,000.00
26 and 34	Closure and Rehabilitation of Hofmeyer and Whittlesea Landfill Sites	R0.00	R3,000,000.00	R0.00
16	Rehabilitation of Mlungisi Stadium in Komani	R0.00	R6,000,000.00	R7,000,000.00
23 and 26	Rehabilitation of Dongwe Stadium in Komani	R0.00	R3,923,150.00	R3,000,000.00
9	Upgrade of Berry Dam picnic area in Komani	R0.00	R3,500,000.00	R3,666,700.00
26	Refurbishment of Whittlesea pound	R0.00	R3,000,000.00	R0.00
	PMU Costs	R2,856,300.00	R3,083,650.00	R3,219,300.00
		#####	#####	64,386,000.00

Enoch Mgijima LM (EC139) INEP Projects

WARD	Project Title	Project allocation for financial year 21/22	Project allocation for financial year 22/23	Project allocation for financial year 23/24
		0.00		
16	Upgrade and refurbishment of Mlungisi substation		6,000,000.00	
27	Upgrade and refurbishment of Sterkroom substation		4,000,000.00	
28	Electrification of airstrip housing development in Moltano PH3			4,000,000.00
15	Nomzamo T-Switch and Central T-Switch refurbishment			3,000,000.00
13	Refurbishment of central substation			2,000,000.00
		R0.00	R10,000,000.00	R9,000,000.00

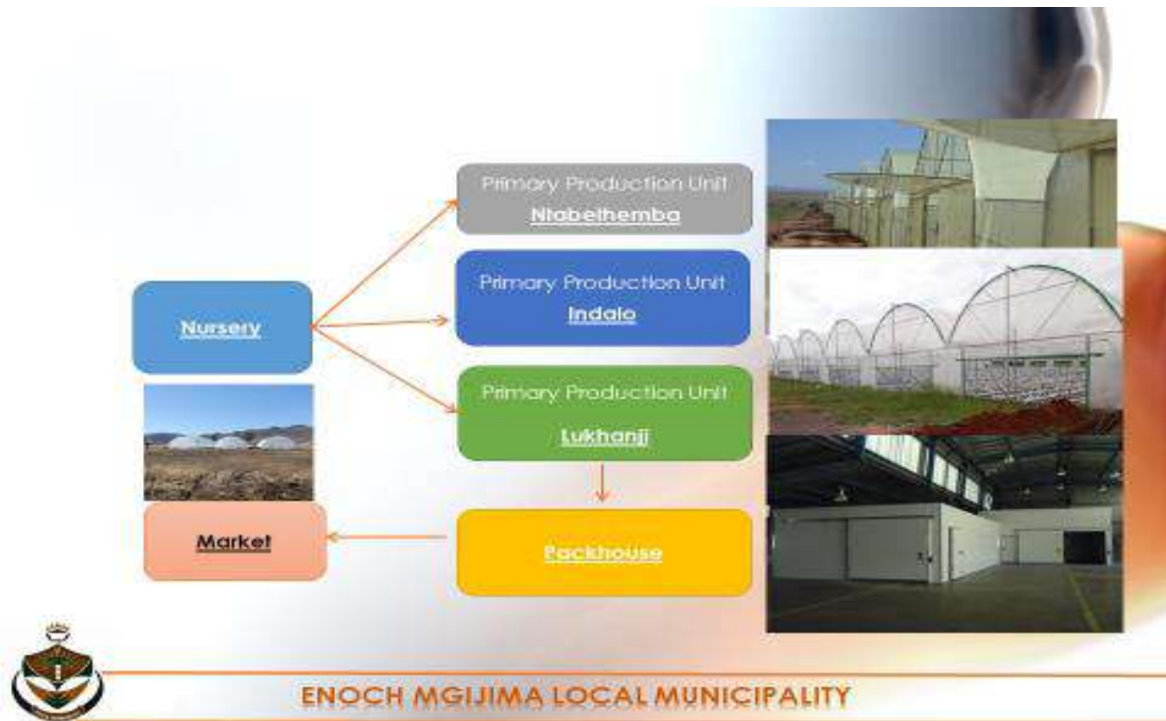
Projects by Sector Departments, CHDM and Government Agencies

ENCH MGIJIMA MIG PROJECTS BY CHDM
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Projects by Chris Hani District Municipality, Chris Hani Cooperative Development Centre and Chris Hani Development Agency

Rural Agro – Industries Finance Initiative Program (RAFI)

1. Parking facility at Ezibeleni Queendustria
2. Supplier Co-operative: Primary Producers and Vegetable Nursery



4.5.1 RAFI Beef

The Beef Production project which is a partnership between CHDA, CHCDC and a private sector investor, which is aimed at commercializing the beef emerging farmers through establishing breeding facilities to improve the beef in the area and to establish a massive beef feedlot which will be approximately more than **20,000head per feedlot**.

The breeding facilities will be on municipal farms primarily owned by EMLM; hence the Council Resolution was requested to authorise the lease of the farms to CHDA. One of the farms identified for this project is located at Sterkstroom and is owned by EMLM. This Rafi Beef is funded through Al-Mabroor, which is a partner of Rafi-Beef, a **R70m** funding has been approved.

To date the first batch of cattle has been delivered with 150 cattle received and 100 more still to be delivered but awaiting the finalisation of the changes necessary for farm readiness

Land Mapping

The initiative targets a total of **200 000 hectares** over a **five-year investment period** in partnership with co-operative enterprises that are farming or prospective farmers mainly in the Communal Land, LRAD Farms and black farmers generally in the Eastern Cape Province Commitments by Districts;

- (i) CHDM - 40 000ha

- (ii) ORTDM - 45 000ha
- (iii) JGDM – 30 000ha

Attention is given to the land mapping national database, noting that at the various spheres of government, such data has been developed. Through this process working relations with such institutions will be established for the authenticity of this project.

CHDM , SECTOR DEPARTMENTS AND SOE

ENOCH MGIJIMA ALLOCATION MTEF -GRANTS BY CHDM

GRANT	22/23	23/24	24/24
MIG			
Water	46,500,000	49,600,000	135,582,350
Sanitation	20,149,992	25,567,300	41,000,000
RBIG			
Water	78,907,000	20,000,000	20,000,000
WSIG			
Water	0	0	3,000,000
Sanitation	0	11,000,000	4,000,000

ENOCH MGIJIMA MUNICIPALITY –MIG – WATER BY CHDM

PROJECT NAME	2020/21	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
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ILINGE BULK SERVICES	1,000,000	planning	ward 2,4	Illinge
MOLTENO WTW	9.700,000	Construction	ward 28	Molteno Town and suburbs
RA60 HEWU BLK WTR SPPLY (Phase 8)	8,500,000	Construction	ward 23	Sada to Ekuphumeleni
RA60 HEWU BLK WTR SPPLY (Phase 9)	7,600,000	Draft termination	Ward 21	sada
RA60 HEWU BLK WTR SPPLY (Phase 10)	7,600,000	Site Establishment	Ward 26	Whittlesea dongwe
RA60 HEWU BLK WTR SPPLY (Phase 11)	8,600,000	Site Establishment	Ward 24 25	sada
ESIQIKINI DLAKAVU WATER SUPPLY	500,000	Planning	Ward 1	Bolotwa
TARKASTAD BULK SERVICES	2,500,000	Registration Pre Dac Recommended	ward 31,33,34	Tarkstad town and suburbs
TOTAL	46,500,00			

ENOCH MGIJIMA MUNICIPALITY –MIG – SANITATION BY CHDM

PROJECT NAME	2020/21	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
NEW RATHWICK BLK SERV PH4	8,500,000	Construction	ward 14	new rathwick,
REGION 4 SANITATION	3,000,000	planning	various	Various villages
REHABILITATION OF SEWER PONDS HOFMEYER	3,000,000	Registration recommended by Pre Dac	ward 34	Hofmeyr town, Eluxolweni, Twinsiville
REFURBISHMENT OF ILLINGE WWTW	3,649,992	Registration recommended by Pre Dac	Ward 2	illinge

REFURBISHMENT OF WHITTLESEA WWTW	2,000,000	Registration recommended by Pre Dac	Ward 24,25	sada
TOTAL	29,149,992			

ENOCH MGIJIMA – RBIG BY CHDM

Project name	20/21	Status/Progress	ward	village
AUGMENT QSTWN WTR SPPLY P6 MACIBINI PIPELINE	36,500,000	Ccontested legally	2,3,4	Bulk supply to Macibini & Illinge
AUGMENT QSTWN WTR SPPLY P6 MACIBINI WTW	32,407,000	Adjudication	2,3,4	Bulk supply to Macibini & Illinge
HOFMEYER WATER SUPPLY	10,000,000	Planning	Ward 35	Hofmeyr town, Eluxolweni, Twinsville
TOTAL	78,907,000			

EQUITABLE PROJECTS – ENOCH MGIJIMA BY CHDM

<ul style="list-style-type: none"> • Irrigation Schemes R1 500 000 • Small Town Revitalisation Programme R3 000 000 • Special Programme Programmes R 1 300 000 • RAFI R1 000 000 • Livestock Programme R1 500 000 • SMME R1 000 000 • Poverty Alleviation R500 000 	<ul style="list-style-type: none"> • Tourism Development R1 200 000 • Liberation Heritage R4 100 000 • Forestry R1 250 000 • Destitute Housing Development R2 000 000 • Environmental Management R1 000 000 • Municipal Health Programmes R1 000 000 • Disaster Management Programmes R2 500 000
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ELECTRIFICATION - ESKOM

PROJECT NAME	GAZZETE AOUNT	PROJECT TYPE	NUMBER OF HOUSEHOLDS	BENEFICIARIES
Enoch Mgijima Rural Ex.	R7 200 00	Households	300	Asazani, Fransbury, Manuneni, Mtebele, Mthonjeni, Mthwaku, Siyanda
Enoch Mgijima Rural Link/ Line	R870 000	Infrastructure	3km	
Enoch Mgijima Type 2 infills	R1 440 000	Households	90	Qwebeqwebe, Spring View, Emdeni - Sobantu
Gwatyu Farms	R2 550 000	Households	75	
Gwatyu Farms Link Line	R870 000	Infrastructure	3	

- Gwatyu Farms Pre- engineering (2023/24 plan)- R397 000
- Gwatyu Farms Pre- engineering Ext .(2023/24 plan)- R497 000

Amount R13 834 000.00

DEPARTMENT OF TRANSPORT

CURRENT & PLANNED PROJECTS 2021/22

ROAD NUMBER	AREA/WARD	ALLOCATED BUDGET	ROAD LENGTH (KM)	PROJECT DESCRIPTION/STATUS
DR02583	Livingstone Road/Ward 10	R 1 978 000,00	2,1km	Pothole Repairs, Complete
MR00656	Thornhill/Ward 30	R 1 000 000,00	3,2km	Pothole Repairs, Active
MR00664	N6 to Molteno/ Ward 27&28	R 2 500 000,00	36,4km	Pothole Patching , Active

DR02626	Molteno/Ward 28	R 2 800 000,00	13,3km	Regravelling, Active
MR00663	Molteno to Hofmeyr/Ward 28&34	R 862 000,00	59,5km	Wet Blading and Reshaping, Complete
DR12729	Whocantell to Didimana/Ward 19&20	R 860 000,00	35km	Reshaping, Complete

PLANNED PROJECTS 2022/23 – ALLOCATED BUDGET
R 19 900 000.00

ROAD NUMBER	AREA/WARD	ALLOCATED BUDGET	ROAD LENGTH (KM)	PROJECT DESCRIPTION
DR07460	Wittlesea/Ward 20	R 1 350 000,00	2,7km	Re-gravelling
DR07357	Whittlesea/Ward 22	R 4 050 00,00	9km	Re-gravelling
DR12729	Whocantell to Didimana/ Ward 20	R 4 500 000.00	10km	Re-gravelling
MR00660	Tarkastad to Hofmeyer/Ward 34	Not Yet Available	15km	Re-gravelling, Planned
DR07407	Heckney to Lahlangubo/Ward 22	R 3 200 000,00	35km	Re-gravelling, Reshaping and Wet Blading, Planned
DR02644	Molteno/Ward 28	Not Yet Available	10km	Re-gravelling, Planned

CONTINUED PLANNED 2022/23
PROJECTS

MR00654	Hofmeyr/Ward 34	Not Yet Available	15km	Re-gravelling, Planned
MR00668	Molteno/Ward 28	Not Yet Available	12km	Re-gravelling, Planned
DR08609	Gwatyu/Ward 1	Not Yet Available	10km	Re-gravelling, Planned
MR00706	Gwatyu to Cathcart/Ward 1	Not Yet Available	15km	Re-gravelling, Planned
DR02583	Longhill Nature/Ward 10	Not Yet Available	10km	Re-gravelling, Planned
MR00650	Whittlesea/Ward 15	Not Yet Available	12km	Re-gravelling, Planned
DR02542	Ward 15	Not Yet Available	15km	Re-gravelling, Planned
	TOTAL ALLOCATED BUDGET	R 19 900 000.00		

DEPARTMENT OF AGRICULTURE LAND REFORM AND RURAL DEVELOPMENT

Indicator and Target	Activities Planned for 2022/23	Project Name	Targeted Quarter	Status	Budget Allocation for 2022/23
Number of farms supported through land development support programme	Enoch Mgijima LM Delivery of livestock, machinery, and infrastructure	Modderfontein Stimulus Project: Enoch Mgijima LM	Q 2	Approved	R 4 895 286,00
Number of farms supported through land development support programme	Enoch Mgijima LM Delivery of livestock, machinery and infrastructure	Hughenden/ Kleinvley Stimulus Project: Enoch Mgijima	Q3	Approved	R 4 849 386,00

Number of farms supported through land development support programme	Enoch Mgijima LM Delivery of livestock, machinery and infrastructure	Lusthof Stimulus Project: Enoch Mgijima LM	Q3	Approved	R 4 996 470,00
Number of farms supported through land development support programme	Enoch Mgijima LM Delivery of livestock, machinery and infrastructure	Klipkraal Stimulus Project : Enoch Mgijima LM	Q4	Approved	R 4 508 910,00

DEPARTMENT OF HUMAN SETTLEMENT

ENOCH MGIJIMA - PLANS FOR 2021/22 & OUTER YEARS

Project Name/Description	Total contractual target	FIN YR - 2021-2022				2022/2023			OUTER YEARS			
		Targets for Sites	Targets for Units	Recti/repairs	Planned Budget (Current Year)	Budget	Targets for Sites	Targets for	Rec/repair s	2023/24		
										Budget	Targets for Sites	Targets for
Construction of Houses	3 635	193	313	0	R 37 700 587	-	0	0	0	-	0	0
Khwezi 200	200	0	0	0	R 1 300 000	-	0	0	0	-	0	0
Springrove 100	200	0	0	0	R 250 000	-	0	0	0	-	0	0
Khayaletu 100	100	0	0	0	R 250 000	-	0	0	0	-	0	0
Tendergate 1000	100	100	100	0	R 5 230 000	-	0	0	0	-	0	0
Zola 700	100	0	0	0	R 2 000 000	-	0	0	0	-	0	0
Thornhill 1500	1000	23	23	0	R 3 338 887						0	0
Lesseyton 752	752	70	70	0	R 8 000 000	-	0	0	0	-	0	0
Linge 1012 (690) (345)	345	0	60	0	R 8 381 700	-	0	0	0	-	0	0
Linge 1012 (200)	200	0	60	0	R 4 050 000	-	0	0	0	-	0	0

Lukhanji 200	66	0	0	0	R 3 500 000	-	0	0	0	-	0	0
Molteno Airstrip 1127	627	0	0	0	R 1 400 000	-	0	0	0	-	0	0
Molteno Nomonde 70	45	0	0	0	R 0	-	0	0	0	-	0	0
TOTALS	3 635	193	313	0	R 37 700 587	-	0	0	0	-	0	0

DEPARTMENT OF HUMAN SETTLEMENTS

KPI	2022/23 ANNUAL TARGET (Number of projects)	BUDGET (22/23)	EXPENDITURE (22/23)
PROJECTS ON PLANNING	1	R 2, 500, 000.00	-
BLOCKED PROJECTS	4	R 16, 665, 000.00	-
CONSTRUCTION OF TOP STRUCTURES	10	R 40, 213, 762.00	-
RECTIFICATION OF TOP STRUCTURES	2	R 5, 864, 000.00	-
TOTAL BUDGET		R 65, 232, 762.00	-

Projects by Department of Health

(Projects that are being implemented and those planned for implementation in the Chris Hani Health District) in Local Municipalities.

Project Name	Start Date	End Date	Sector	Local Municipality	District Municipality
Existing Hospitals Commissioning	01/04/2017	31/03/2022	District Hospital Services	Chris Hani	Chris Hani

and Recommissioning - Chris Hani					
Radiology Equipment and Services - Chris Hani	01/04/2017	31/03/2022	District Hospital Services	Chris Hani	Chris Hani
District Hospitals Medical Equipment Maintenance - Chris Hani	01/04/2017	31/03/2022	District Hospital Services	Chris Hani	Chris Hani
Existing Clinics Commissioning and Recommissioning - Chris Hani	01/04/2017	31/03/2022	Community Health Facilities	Chris Hani	Chris Hani
Provincial Hospitals Medical Equipment Maintenance - Chris Hani	01/04/2017	31/03/2022	Provincial Hospital Services	Chris Hani	Chris Hani
Clinics Medical Equipment Maintenance - Chris Hani	01/04/2017	31/03/2022	Community Health Facilities	Chris Hani	Chris Hani
Clinical Engineering Management Services	01/04/2017	31/03/2022	District Hospital Services	Chris Hani	Chris Hani
COE - Clinical Engineering Services	01/04/2017	31/03/2022	District Hospital Services	Chris Hani	Chris Hani
Scheduled Maintenance to Generators Chris Hani	01/07/2018	31/03/2022	District Hospital Services	Chris Hani	Chris Hani
Scheduled Maintenance to Medium Voltage Facilities Cradock, Frontier, Komani, Burgersdorp, Victoria, Tower and All Saints Hospital	01/07/2018	31/03/2022	Provincial Hospital Services	Chris Hani/Joe Gqabi	Chris Hani/ Joe Gqabi

Scheduled Maintenance to Various Autoclave, Serilizer and Bed Pan Washer Equipment - Chris Hani DM	01/07/2018	31/03/2022	Provincial Hospital Services	Chris Hani	Chris Hani
District Health Facilities-Buildings Maintenance	01/04/2020	31/03/2022		Chris Hani	Chris Hani
Other Facilites-Buildings Maintenance	01/04/2020	31/03/2022	Other Facilities	Chris Hani	Chris Hani
Maintenance and repairs - Regional Hospitals Chris Hani	01/04/2020	31/03/2021	Regional Hospitals	Chris Hani	Chris Hani
Maintenance and repairs - District Hospitals Chris Hani	01/04/2018	31/03/2022	District Hospitals	Chris Hani	Chris Hani

CHAPTER 5: SPATIAL DEVELOPMENT FRAMEWORK

Enoch Mgijima Local Municipality is located in the Chris Hani District Municipality in the Eastern Cape and occupies an area of 13 584km². It is a predominately rural area with the primary urban centre being Komani and secondary urban centres including Whittlesea, Tarkastad, Hofmeyr, Molteno and Sterkstroom. The balance of settlement occurs mainly in the Southern extent of the Municipality around Ntabethemba, Whittlesea (and RA60) and East of Komani, whilst the rural area is mainly made up of commercial farms. Political representation is based on 34 Wards. In terms of **Biophysical elements**, the Municipality is subject to extreme summer to winter fluctuations.

The Municipality falls within a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms, often accompanied by hail. The rainfall varies dramatically over the area depending mostly on altitude. The Eastern extent consists of level whilst the Northern and central extent consists of sandstone ridges/ thin loamy soils. The soils are moderate to highly erodible.

Vegetation in the Western extent is dominated by Eastern Upper Karoo and Karoo Escarpment Grassland, whilst the central / eastern area is predominately made up of Queenstown Thornveld. The Tsomo Grassland (covering 8.5% of the total municipal area) in the South East is categorized as "Vulnerable". The Municipality has low-to-marginal potential for rain-fed crop production and is mainly suitable for grazing and game farming

In terms of **Socio-economic elements**, the Municipality has a population of 267 011 with a male / female split is 47.5% / 52.5%. Fifty seven percent of the population is under the age of 25 and 75% of the population is under the age of 35. Roughly 62% of the population is urbanised, with a further 32% residing in clustered / structured settlement areas. Population migratory patterns reflect rural urban migration, with Komani and Whittlesea received the highest number of people. Only 28% of the population is employed. 14% of the households have no income and 65% of the households earn between R1.00 to R38, 200.00 per annum.

The tertiary sector is the biggest employer in the Municipality, employing 80% of the workforce with the Secondary and Primary sector only employing 12% and 8% respectively. It is clear that the dominant area for economic activity is the Komani urban area, which contributes some 50.7% of the total Gross Value Added (GVA) of the district. This centre is also the main concentration of activity in the manufacturing and retail and services sectors. In line with this, the Ezibeleni and Queendustria Industrial parks were identified for development and upgrade as the combined Komani Industrial Park.

In terms of **Built environment elements**, the overall spatial distribution of settlement within EMLM is largely a result of past politically influence spatial structuring. 10% of the population resided in informal (shacks) or traditional residential structures (mudbrick, wattle and daub structures). The majority of residents (60%) in the Municipality reside in structures that they own, whilst $\pm 16\%$ reside in rented structures. The majority of those that do not own or rent their structures are likely to have informal rights to the properties / structures (areas where tenure upgrade is needed). There are however large number of unregistered residential properties in urban and other settlements of the Municipality, which implies that numerous housing projects have not been completed to the point where ownership can be transferred. Hence, the Municipality is not able to collect rates and taxes from a large number of these properties.

A number of commonage areas remain vested in the name of the state, making it complicated for the Municipality to manage these. Strategically located state-owned and parastatal land in urban areas that are under pressure to grow can play an important role in ensuring integration and development of strategic infrastructure and services. In line with the proposals of the Area-based plan, the Department of Human Settlements are currently in the process of upgrading / formalising tenure of residential properties in settlements around RA60.

The spatial distribution of social infrastructure (schools, clinics, police stations) corresponds with the population distribution. There is however a pressing need for additional cemetery space in most of the urban centres.

In terms of services infrastructure, the Municipality generally has better levels of services that other municipalities in the surrounding area, with:

- 93.5% of the population have access to piped water.
- 63% of the population have access to flush toilets, whilst the ongoing dependence of some households on the bucket system is of concern.

The central wastewater works in Westbourne (Komani), it is reported to be over capacity. In terms of renewable energy, wind farms exist in the Sterkstroom and Molteno area, significant part of the Municipality has been included in what is the Eastern Application area for Basin Gas Exploration. Waste Transfer stations and “Buy-back Centres” of recyclable waste are being planned for various locations within the “catchment” of the main waste disposal facility in Komani, including Whittlesea, Mlungisi, Ilinge, Lesseyton and Komani CBD.

The main transport route is the N6 National Road – linking Eastern Cape via Komani, to the Free State/ Northern Cape and Gauteng. Other important routes are the provincial roads linking Komani to Ntabethemba / Tarkastad / Cradock / Hofmeyr and Komani to Whittlesea / RA60 / Cathcart / Seymour

Only the North-South railway line, linking East London to networks further north, via Queenstown, is still in use.

When considering the findings of the Analysis and the elements that were raised in focus group discussions, the following serves as a summary of an SDF vision of Enoch Mgijima Municipality:

A stable, functional and financially sustainable local municipality, pursuing realistic and sustainable developmental targets that focus on available assets to deliver reliable infrastructure and services - to create an environment for residents that is clean, orderly, safe and secure.

5.1 Priority Spatial Issues

In order to respond to the Priority Spatial Issues, the following objectives and strategies are proposed:

Key Issue	Objectives	SDF Strategies
Spatial Fragmentation	<ul style="list-style-type: none"> To achieve improved physical / spatial and functional integration of the existing fragmented settlement structure. 	<ul style="list-style-type: none"> Ensure efficient transport system (infrastructure and functioning). (SPATIAL / LUMS) Create improved linkages where possible. (SPATIAL) Improve connectivity (communication infrastructure) (FACILITATE) Identify and prioritize vacant / under-utilized land areas and use types that will facilitate integration. (SPATIAL) Prioritize release of strategic land parcels. (FACILITATE)
Ensuring Ease of Access to Opportunities and services	A well-structured road network system allowing for ease of movement, internal to urban areas, rural-urban, and regional level.	<ul style="list-style-type: none"> prioritize improvement in linkages between identified development nodes, corridors and/or special development areas (SPATIAL / FACILITATE) prioritize maintenance & upgrade of strategic link routes in partnership with relevant responsible authorities. (SPATIAL / FACILITATE)
Rural – urban migration and demand for growth in urban areas	<ul style="list-style-type: none"> Understand reasons for migrating Urban areas that meet the needs of residents and migrants / newcomers in terms of access to adequate shelter, infrastructure and social services. Well-functioning urban areas that provide quality environment to visitors and residents. 	<ul style="list-style-type: none"> Identify and address “push factors” of rural-urban migration. (LED / SOCIAL SERVICES / LIVELIHOODS) Integrated strategic program to meet current backlog and pro-actively plan for projected future growth demand. (LAND / BULK / PLANNING / IMPLEMENTATION) Devise innovative options to meet rental demand. (LUMS)
Access to Basic Infrastructure	<ul style="list-style-type: none"> To improve access to basic infrastructure where currently below minimum level. Functioning infrastructure networks 	<ul style="list-style-type: none"> prioritize worst-off localities for provision of infrastructure (SPATIAL / FACILITATE) Clear short, medium- and long-term infrastructure maintenance plan and program with budgets (STRATEGIC PLANS)

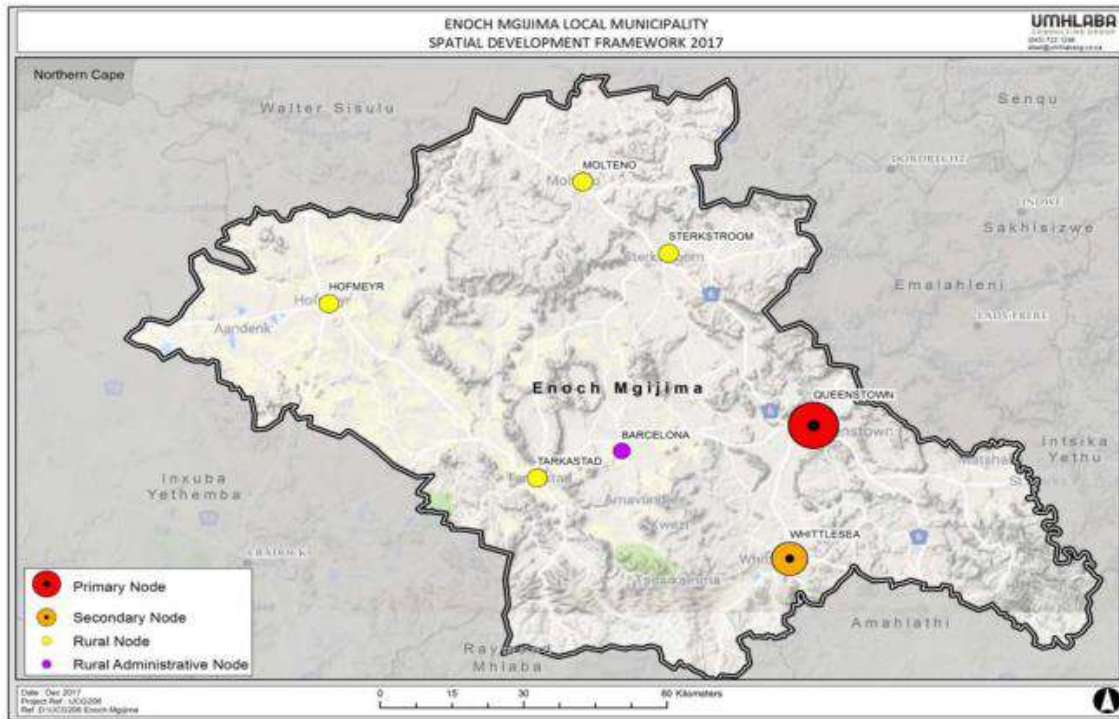
Financial Sustainability	Services constructed and rendered within financial means and can be effectively maintained.	<ul style="list-style-type: none"> • Ensuring levels of infrastructure and services are within the financial means of the recipients (affordability) and subsidies / grants (equitable share). (LUMS / STRATEGIC PLANS) • Ensuring long terms maintenance is factored into costing model. (FACILITATE) • Ensure obligations of developers are covered in conditions of approval (where new land development rights are issued). (LUMS / ADMINISTRATION) • Implement and manage a bulk infrastructure contribution levy. (ADMINISTRATION)
Land Ownership and Tenure	Tenure and related administration mechanisms that enables right-holders to secure their investments, give authority to make decisions and implement accordingly.	<ul style="list-style-type: none"> • Establish land administration capacity and systems. (PLANNING / ADMINISTRATION) • Resolve vesting and / or delegated authority for EMLM to administer and utilize commonage and other under-utilized state or parastatal land. (FACILITATE) • Complete registration and transfer of residential properties to the beneficiaries / owners. (FACILITATE)
Identifying Areas of Greatest Opportunity	Development environment conducive to attracting investment and achieving consistent growth sectors / localities of high potential	<ul style="list-style-type: none"> • Build relationship and regular engagement with key role-players in opportunity sectors, to understand and respond to each sector's developmental needs (FACILITATE)
Opportunity in Agriculture	<ul style="list-style-type: none"> • Irrigation potential from available infrastructure is optimised • Veldt management - Grazing potential 	<ul style="list-style-type: none"> • Assessment of each system / scheme to determine potential and options for resuscitation and operation (management structure critical) (FACILITATE) • Veldt management – technical support and programmes (FACILITATE)
Natural Resource Management (Environmental Management)	Measures implemented to address related human impacts	<ul style="list-style-type: none"> • Stock reduction / “decanting” of larger stock owners to commercial scale (emerging farming development / land reform) (FACILITATE) • Collaborate with DRDAR to implement and monitor grazing systems (FACILITATE) • Implementation of special management “overlays” where vulnerability occurs (SPATIAL)

Disaster Management	Ability to anticipate high-risk occurrences, implement mitigation measures and respond rapidly.	<ul style="list-style-type: none"> • Enforcement of existing legal mechanisms (fire breaks, flood lines) (ADMINISTRATION) • Maintenance of stormwater infrastructure (OPERATIONAL) • Create awareness of risk activities (FACILITATE)
Water resource considerations	Long term water resources security	<ul style="list-style-type: none"> • Catchment demarcation and formulation of catchment management and maintenance strategy, with land use management outcomes for priority areas. (STRATEGIC PLAN) • Water loss action plan (to include maintenance, reporting, repair capacity). (OPERATIONAL)
Socio economic considerations	Vulnerable residents are supported to achieve basic human rights.	<ul style="list-style-type: none"> • Network with relevant organizations and departments to elevate the need for support from vulnerable groupings and individuals. (FACILITATE) • Respond to developmental needs of support givers. (OPERATIONAL)
Economic Development Considerations	Growth in informal sector economy with increase in numbers of participants.	Spatial and land use management strategy to enable informal business development and improve conditions of existing enterprises' environment. (LUMS)

The EMLM Spatial Development Framework makes use of six spatial structuring elements, as follows:-

The concept of Development Nodes (Primary, Secondary and Rural) Development nodes are categorised as those towns or places where a significant number of functions commonly deemed to be urban are found. These functions would include public administration facilities/institutions, business activities, social and recreational facilities and other existing or potential economic enterprises (including tourism-related enterprises). Such nodes are often located on main transport routes to provide maximum access and act as catalysts for new growth and development. As such, they are areas where the following should be prioritised: -

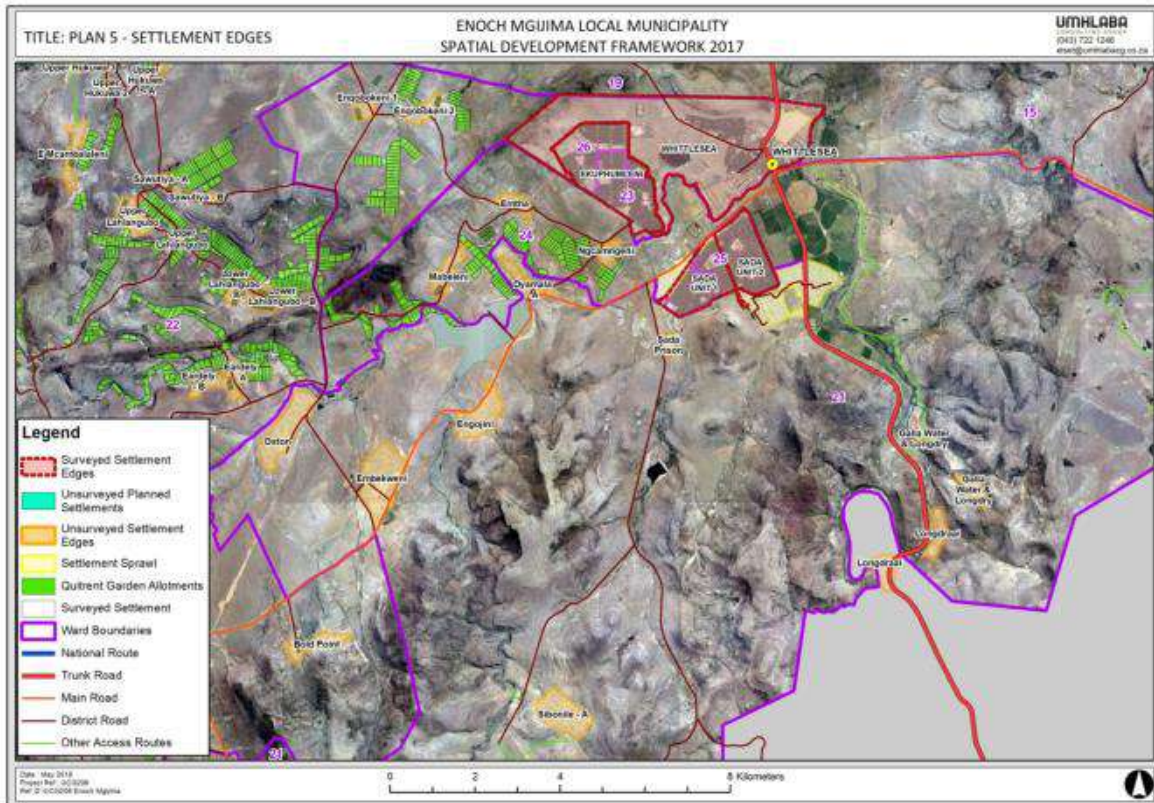
- Appropriate levels of development investment in infrastructure.
- Appropriate land use management to promote preferred development outcomes.



5.2 The concept of an Urban / Settlement Edges

The Spatial Development Framework proposes that an **Urban Edge** be defined for urban settlement / nodal areas, in an effort to consolidate the urban area, direct infrastructure development priorities and achieve a more compact settlement pattern. The areas beyond the urban edge are defined as rural, which implies a lower density settlement pattern with basic infrastructure and social facilities.

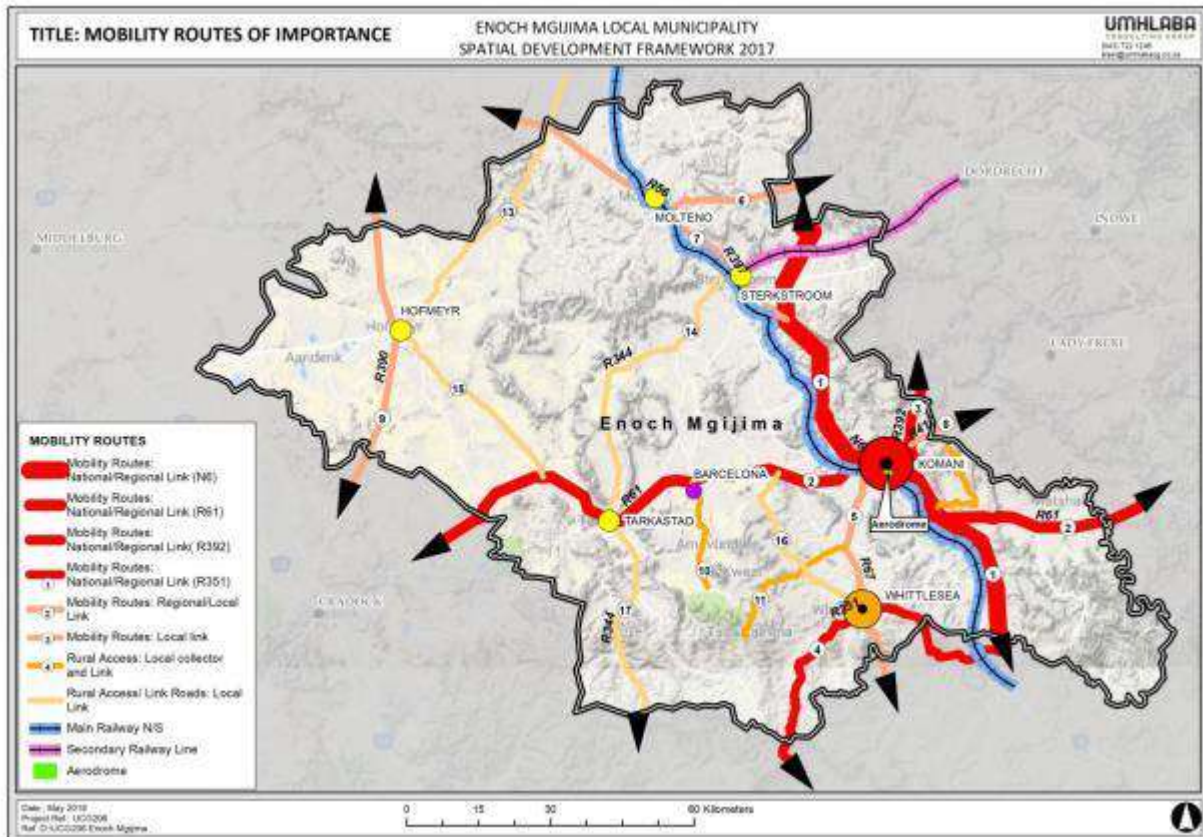
Rural settlements in the municipal areas will also need to have **settlement edges** drawn to indicate the extent of area dedicated to non-agricultural / settlements development. The focus will then fall on providing basic infrastructure and social services in line with government policy directives. This process should include verification of the current extent of the settlement footprint and determining extent of settlement area considered as suitable for development for predominantly residential purposes.



5.3 The concept of Mobility Corridors

An efficient and accessible transportation network is vital for successful spatial development, especially where a strong rural economy exists and where rural residents depend on social and economic services located in urban and rural nodes (where access to higher level goods and services in rural areas are limited).

Mobility corridors are those routes that have particular importance for moving people and goods at Regional and Municipal level.

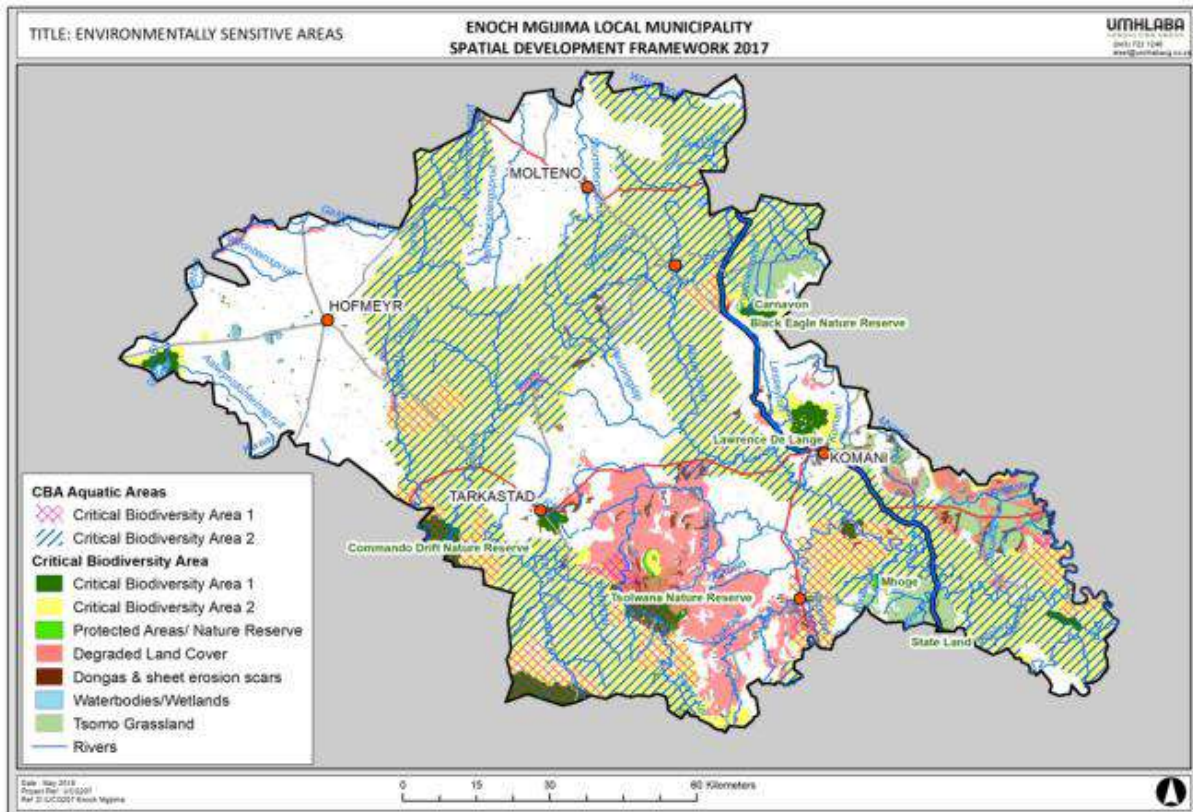


5.4 The concept of Activity Corridors

Due to high accessibility and visibility of land along main transport (mobility) routes, such areas are ideal for locating higher order business, commercial and services developments. Provided that the impact of the activity focus is adequately managed by way of direct access restrictions to the mobility route and introduction of dedicated service lanes, such corridors can ensure improved access to residents.

5.5 The concept of Priority Environmental Management areas

The environmental conservation and management areas in EMLM comprise nature reserves, river / flood plains, wetlands, steep slopes in excess of 1 in 5 gradient and fragile or vulnerable ecosystems.



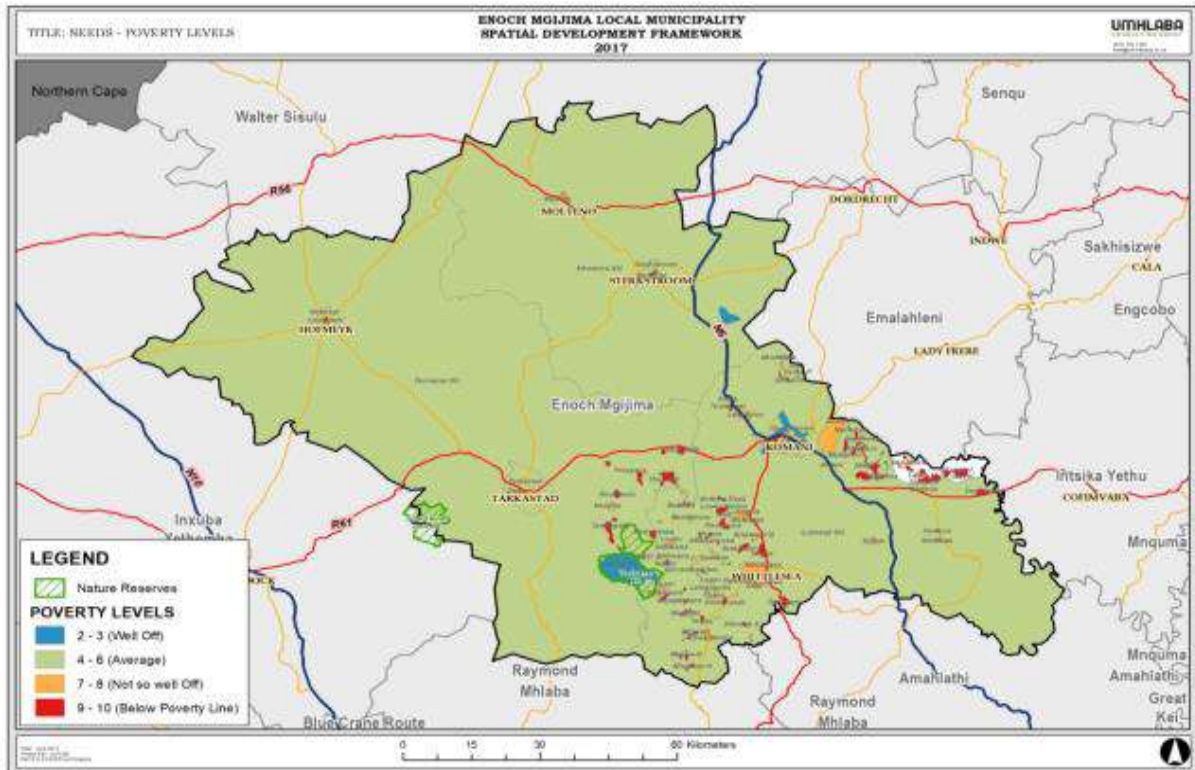
5.6 The concept of Strategic Development Areas

These can be separated in terms of strategic priority needs and strategic priority assets / opportunities.

The aim is to identify areas of development need (i.e. areas where settlement, infrastructure or tenure backlogs persist) or areas of development potential, where the allocation of resources and spending will be prioritised. This supports the phased approach to development, targeting areas of greatest potential (or need) first as promoted in the National Spatial Development Perspective and the Eastern Cape Provincial Spatial Development Plan.

The plan identifies designated areas where focussed interventions are required to:

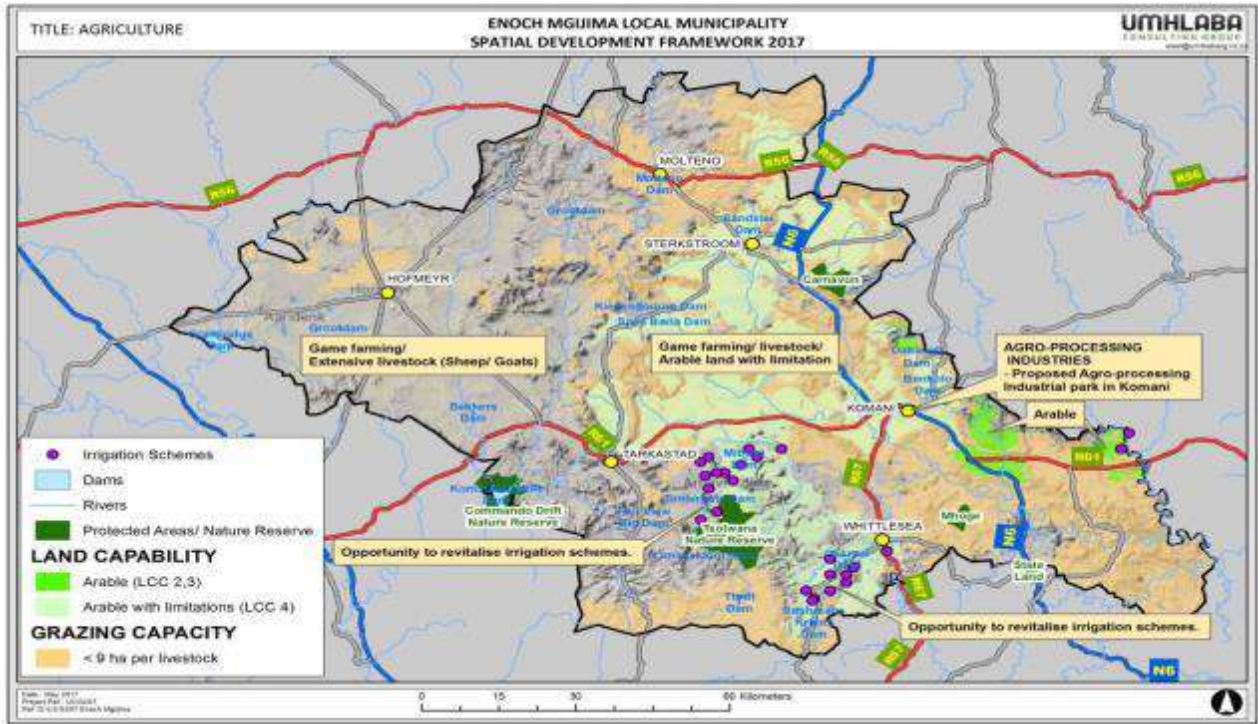
- Improve marginalised areas - incremental upgrading approaches to development and management.
 - Rural settlements – incrementally introduce land management, planning and upgrade
 - Small Towns – rural centres. Shrinking local economic function with mostly residential function. Promote economic development and job creation (livelihoods strategies). Social services should be improved to promote areas where people can not only live, but access amenities such as jobs, schooling, healthcare and recreation.



5.7 Support core growth nodes

Support core growth nodes - building on the opportunities of Komani as a regional economic and administrative centre

- Improve fragmented urban structure
- Address crime and disregard of bylaws
- Address backlog in accommodation and affordable housing.
- Revitalisation of inner-city CBD
- Revitalisation of Industrial hub
- Intensify use of underutilised land / space (Transnet / Municipal / Aerodrome)
- Public space maintenance and recreation



5.9 Supporting the Tourism Sector

- Tourism products
- Infrastructure
- Policy provisions

5.10 Implementation Plan and Capital investment framework

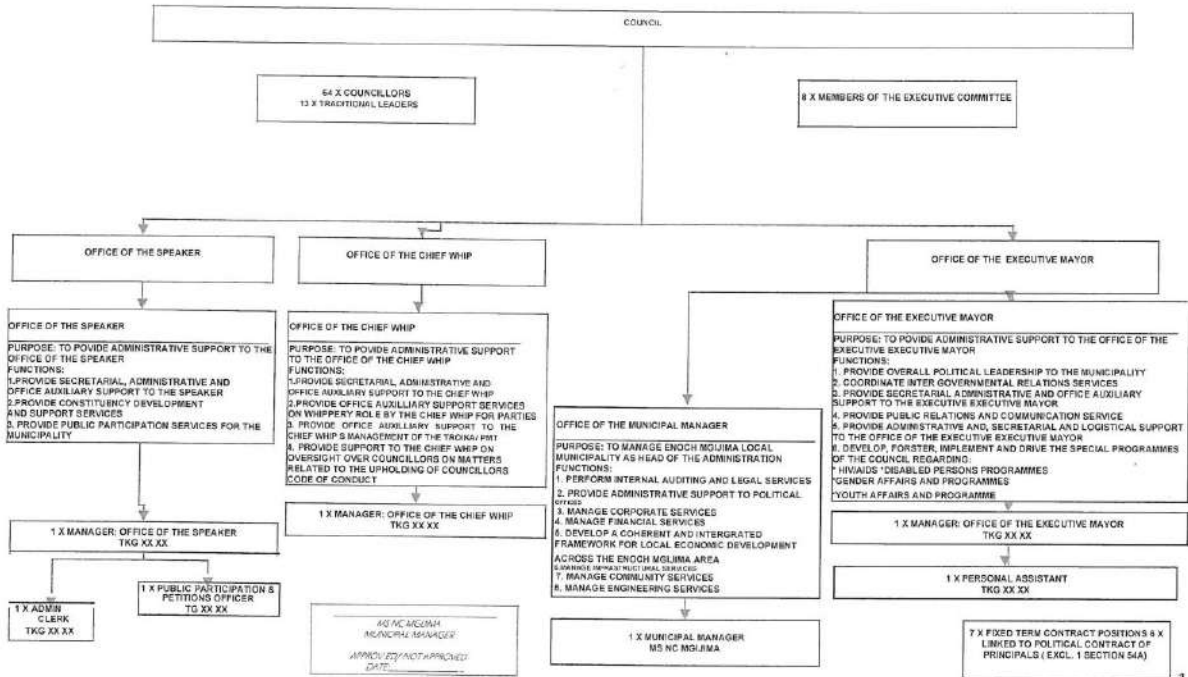
PROJECT NAME	TIMEFRAMES	RESPONSIBLE ENTITY	APPROX. BUDGET	OTHER ROLEPLAYERS	TIMEFRAME
Optimisation of under-utilised land parcels in high-growth node					
Focus on achieving optimal potential from all vacant / underutilised land parcels in Komani	<ul style="list-style-type: none"> Commence to request vesting / transfer of under-utilised state and parastatal land within strategic parts of Komani. Feasibility Assessment of Municipal owned properties Best-use confirmation Development / disposal strategy (with clear timeframes) Strategy for encouraging use of vacant private property (review of rates of dormant vacant land) 	EMLM	4 Parcels @ R400 000/ parcel = R1,6 million	Transnet DPW CoGTA CHDM	Short to Medium Term Year 1- 3
Accessibility improvement					
Improve pedestrian / non-motorised mobility within Komani	<ul style="list-style-type: none"> Increase connections / crossings of physical barriers in the town (railway lines and rivers / drainage areas) Improve existing pedestrian infrastructure (defining and separation from motorised surfacing / lighting – safety) Incorporating cycle paths and promote cycle usage 	EMLM	Business Plan / Concept Phase R500 thousand	SANRAL Transnet DEDEA	Short to Medium Term Year 1- 3

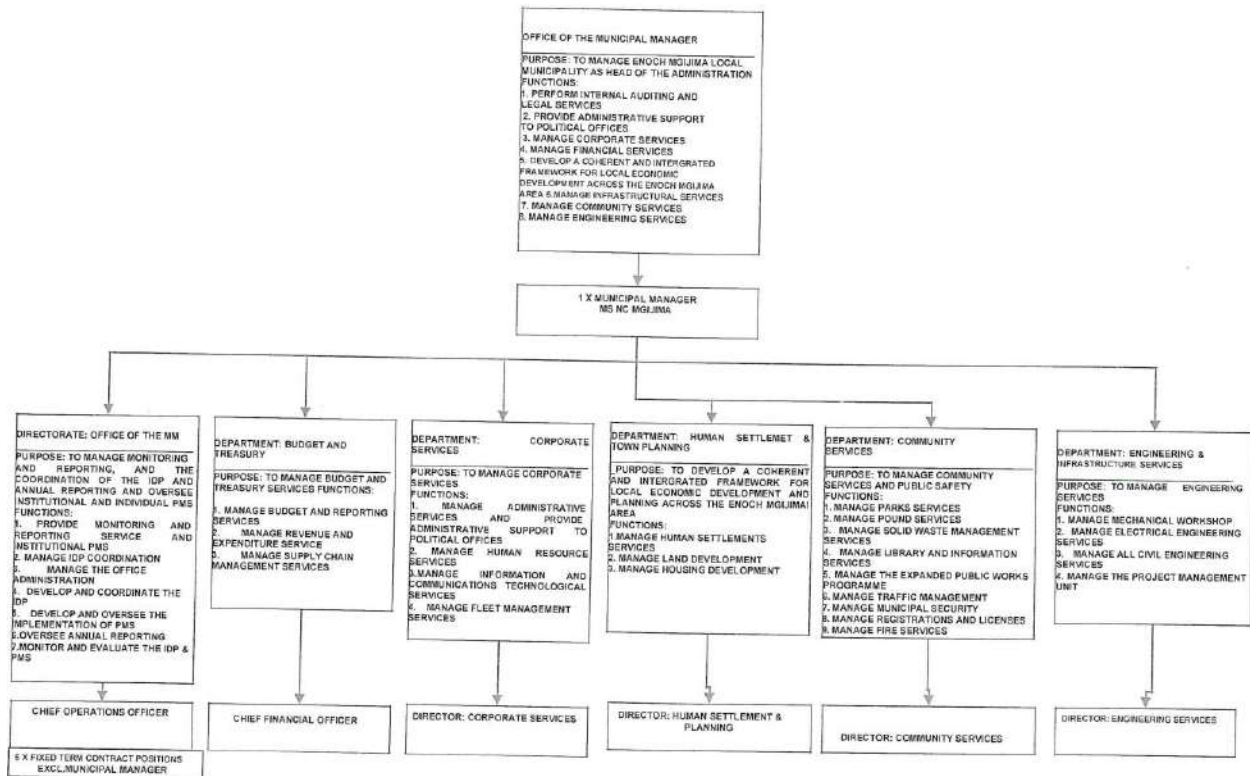
Urban reception areas					
Pro-active identification and preparation of urban reception areas to reduce the amount of uncontrolled informal settlement.	<ul style="list-style-type: none"> • Land identification • Feasibility / suitability assessment • Zoning • Planning • System of allocation and administration of informal settlement occupation 	EMLM	3 Parcels @ R600 000/ parcel = R1,8 million	DHS CHDM CoGTA	Short to Medium Term Year 1- 5
Rural settlement planning					
Incremental settlement mapping, intervention / rectification and forward-looking planning to guide densification and expansion (where required)	<ul style="list-style-type: none"> • To guide land use management and define rural settlement edges to manage growth • Create a spatial framework for the implementation of development projects, programmes and identification of strategic development areas/ nodes. • Tenure administration 	EMLM	R500 000 per annum for 3-year period = R1,5 million	CHDM CoGTA DRDLR	Short to Medium Term Year 1- 5
Agriculture					

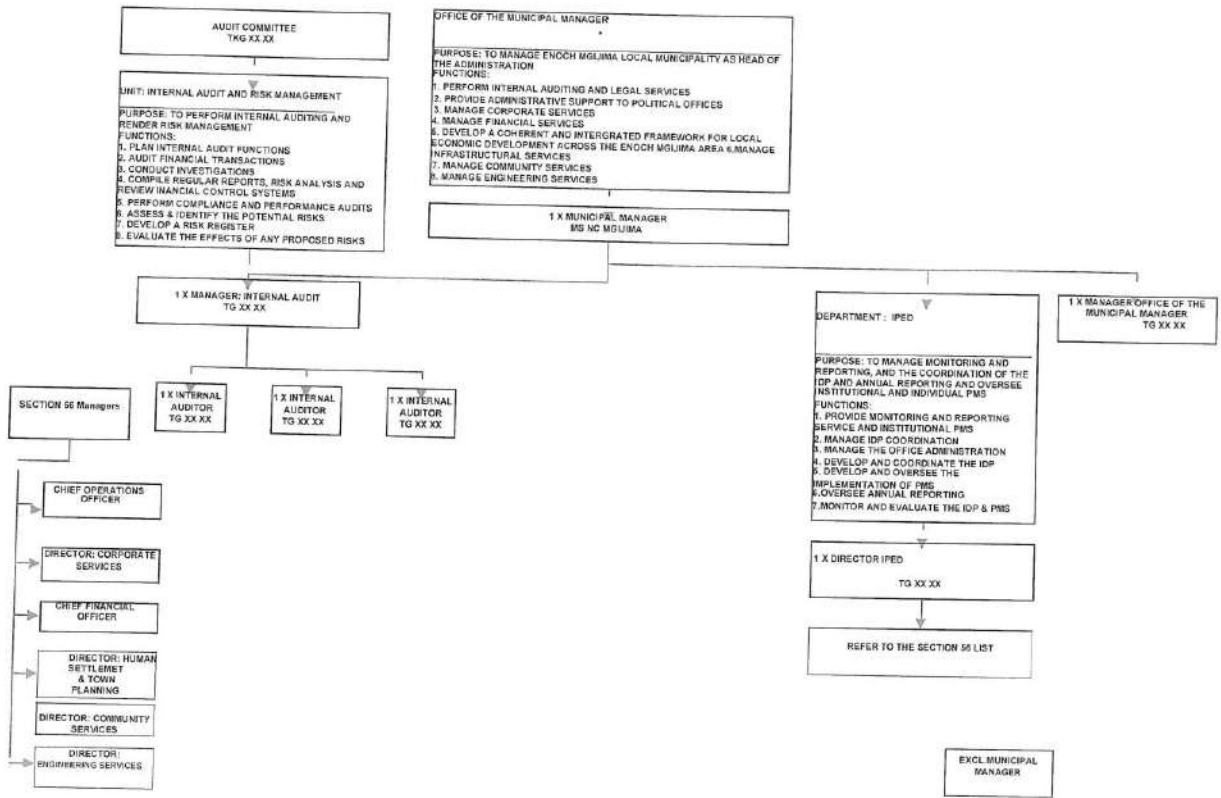
<p>Revitalisation and long-term agricultural optimisation</p>	<ul style="list-style-type: none"> • Development of intensive agricultural and Irrigation potential • Rehabilitation of available irrigation infrastructure • Sustainable administration / management solutions to schemes to avoid repetition of failure • Veldt management - Grazing potential 	<p>EMLM</p>	<p>Business Plan / Concept Phase R500 thousand</p>	<p>CHDM CoGTA DRDAR</p>	<p>Medium Term</p>
<p>Natural Resource Management (Environmental Management)</p>					
<p>Outcome-based environmental and resource management</p>	<ul style="list-style-type: none"> • Implementation of special management “overlays” where vulnerability occurs (SPATIAL) • Rehabilitation of vulnerable / degraded land areas • Catchment management 	<p>EMLM</p>	<p>Administrative process / Facilitation</p>	<p>CHDM DRDAR DAFF</p>	<p>Short to Medium Term Year 1- 3</p>
<p>Growth in informal sector economy with increase in numbers of participants</p>					

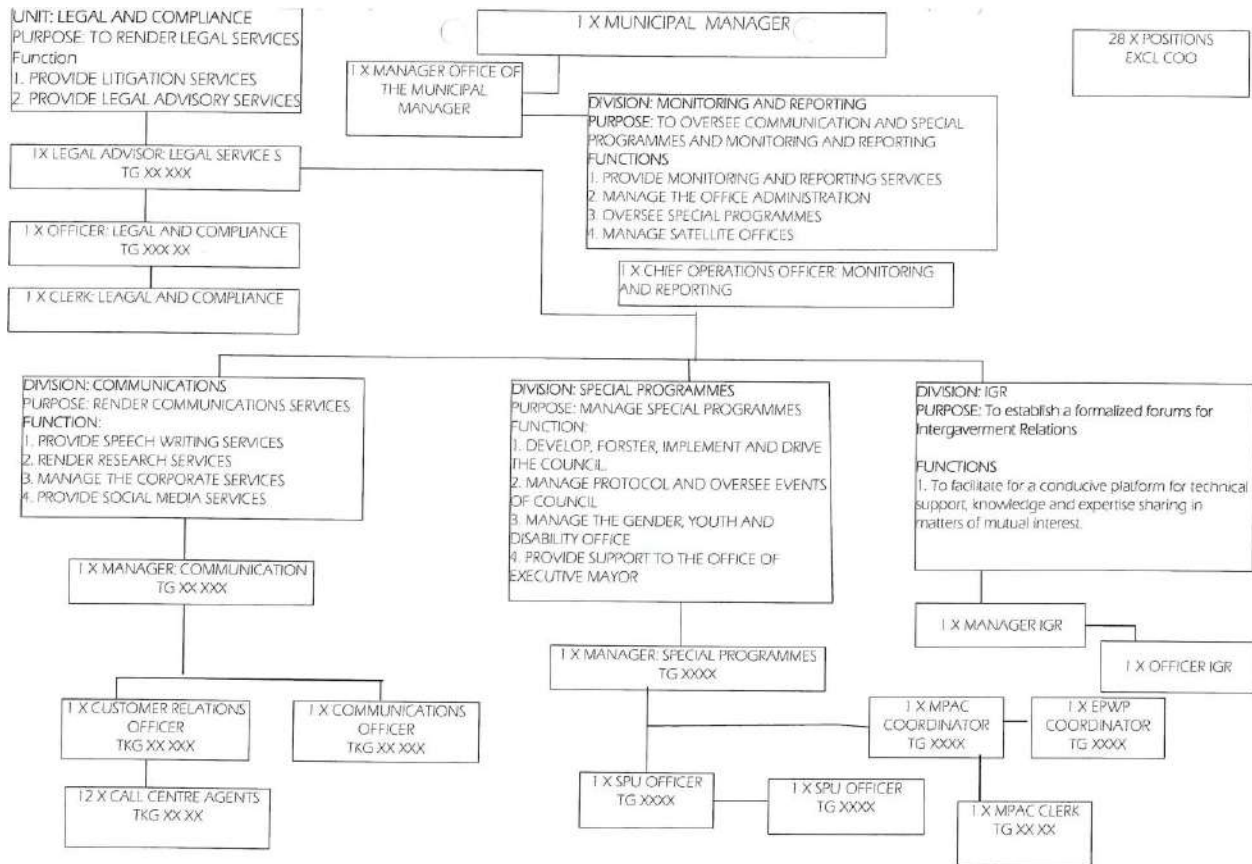
<p>Spatial and land use management strategy to enable informal business development and improve conditions of existing enterprises' environment. (LUMS)</p>	<p>Target land use management approach to improve the environment for informal and small business, by</p> <ul style="list-style-type: none"> - Infrastructure in public spaces / areas of high pedestrian concentrations - Regulations to enable – whilst managing negative impact potential 	<p>EMLM</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Scheme Formulation Process & Bylaws</p>	<p>CoGTA DRDLR</p>	<p>Short to Medium Term Year 1- 2</p>
<p>CBD revitalisation program</p>					
<p>Counter the decay of the CBD due to relocation of larger retail to mall and Government administrative functions to Komani.</p>	<ul style="list-style-type: none"> • Incentive scheme to promote investment in CBD • Management focussed on maintaining a clean, safe and well-functioning environment 	<p>EMLM</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Policy Formulation</p>	<p>CHDM</p>	<p>Short to Medium Term Year 1- 3</p>

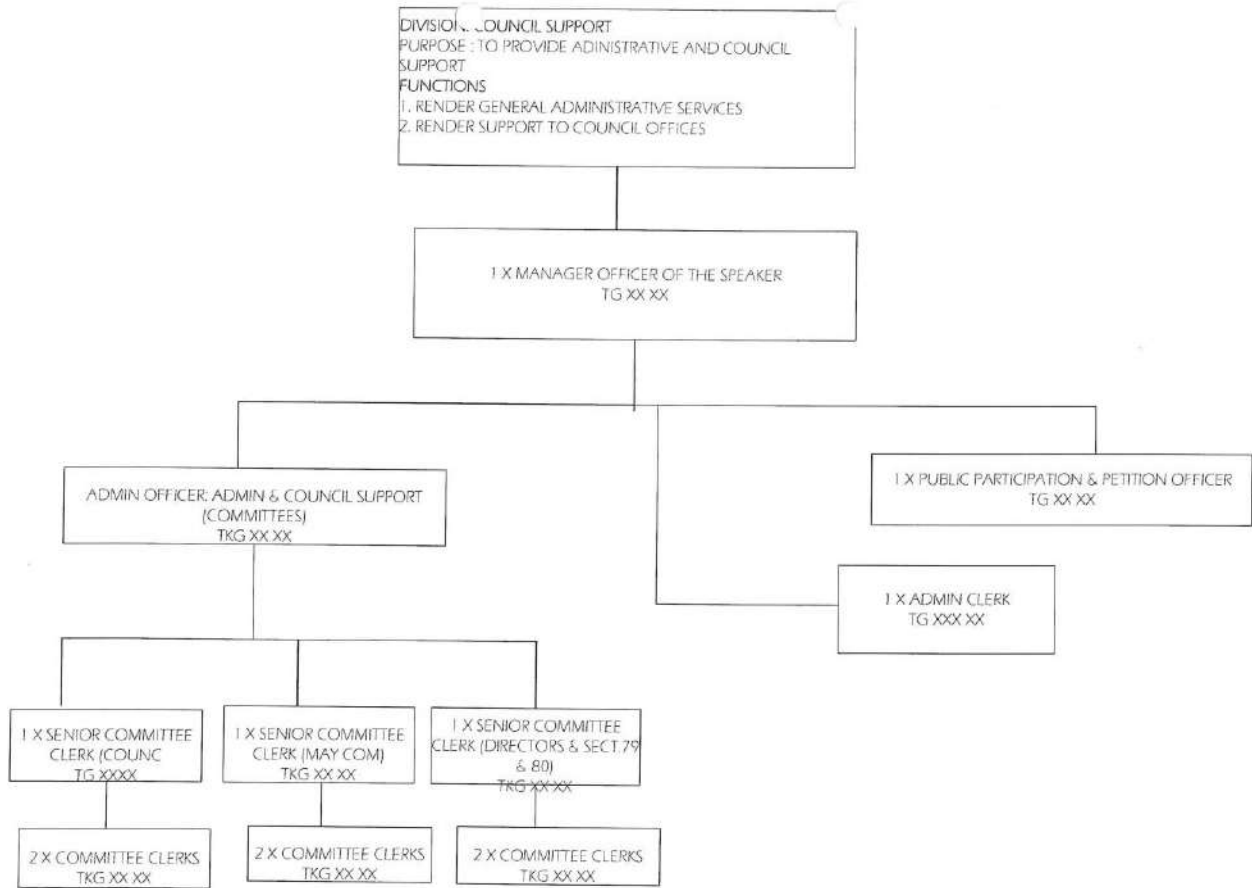
ORGANIZARTIONAL STRUCTURE

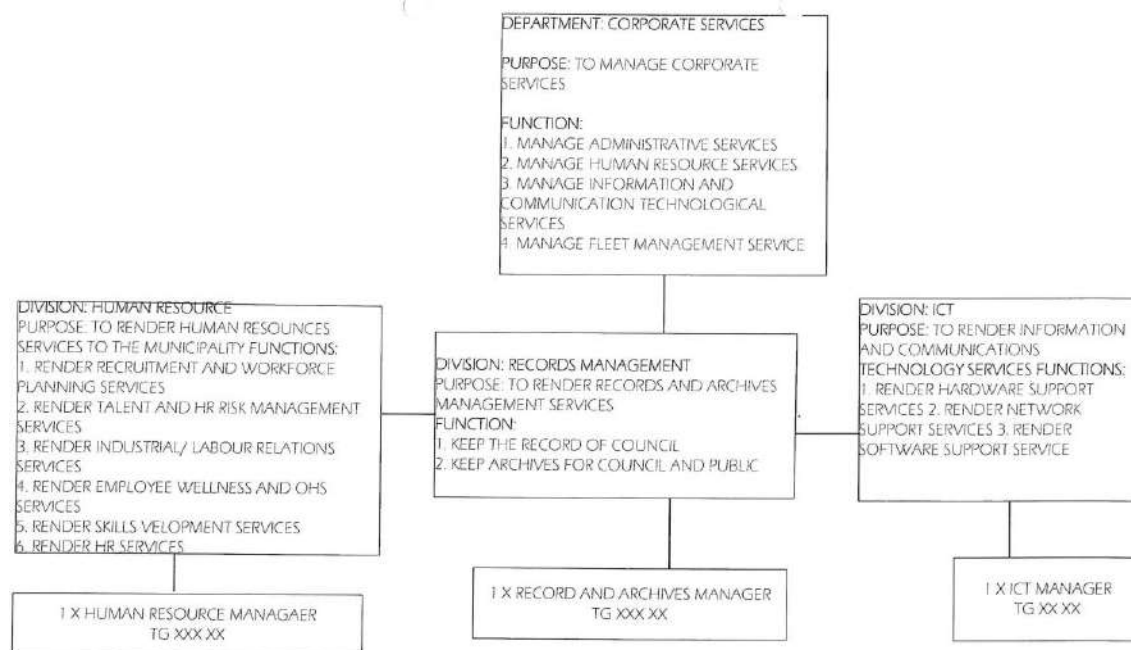
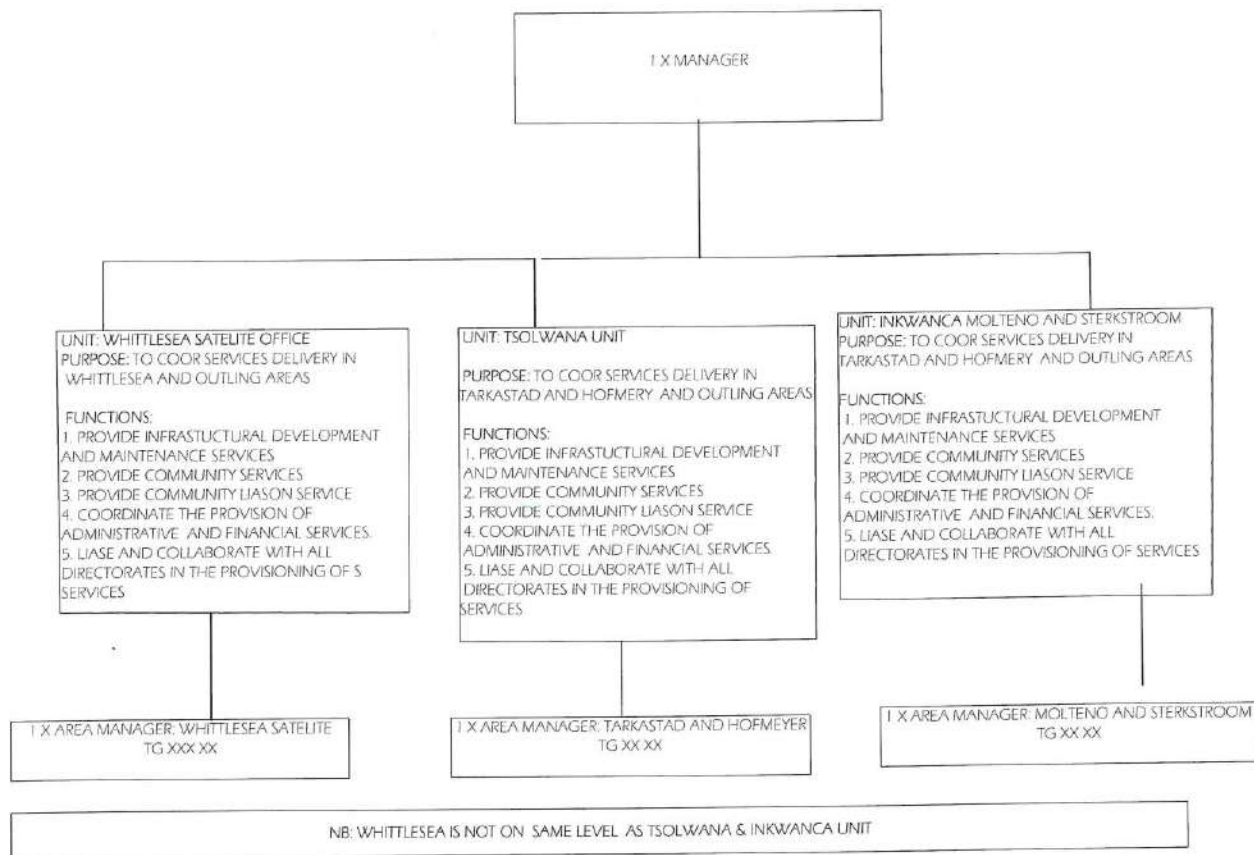


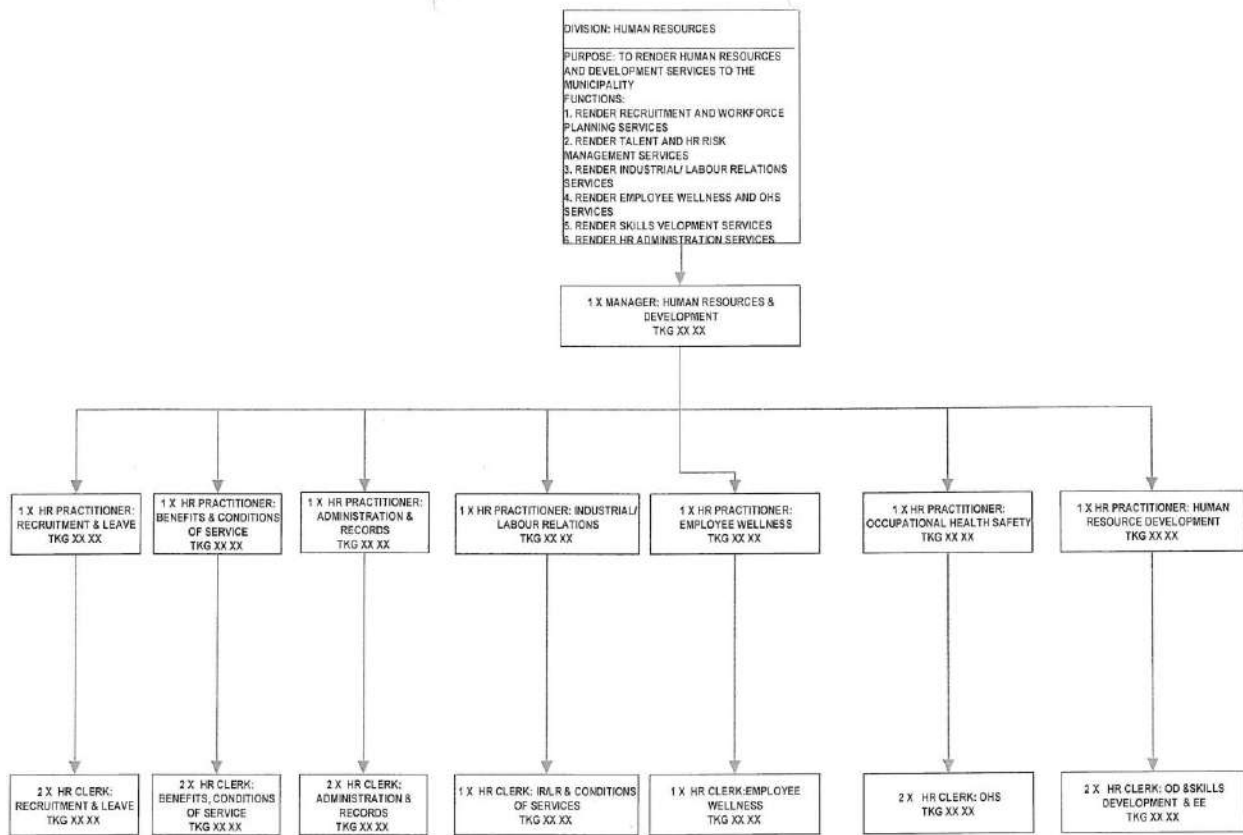


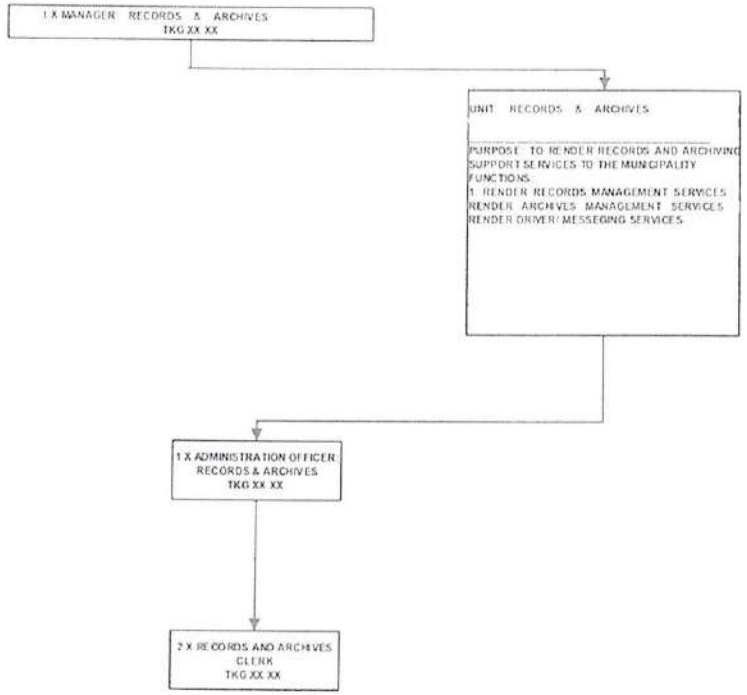


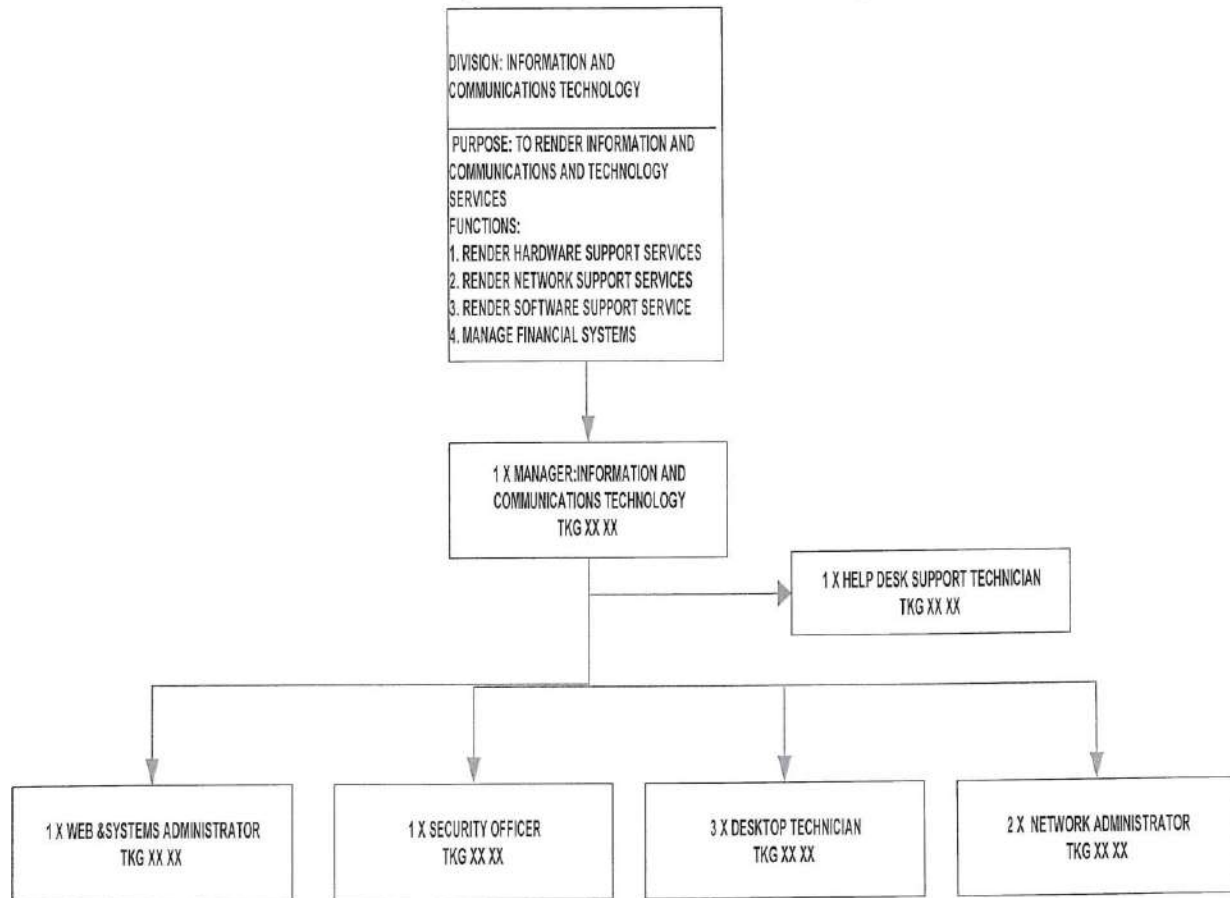


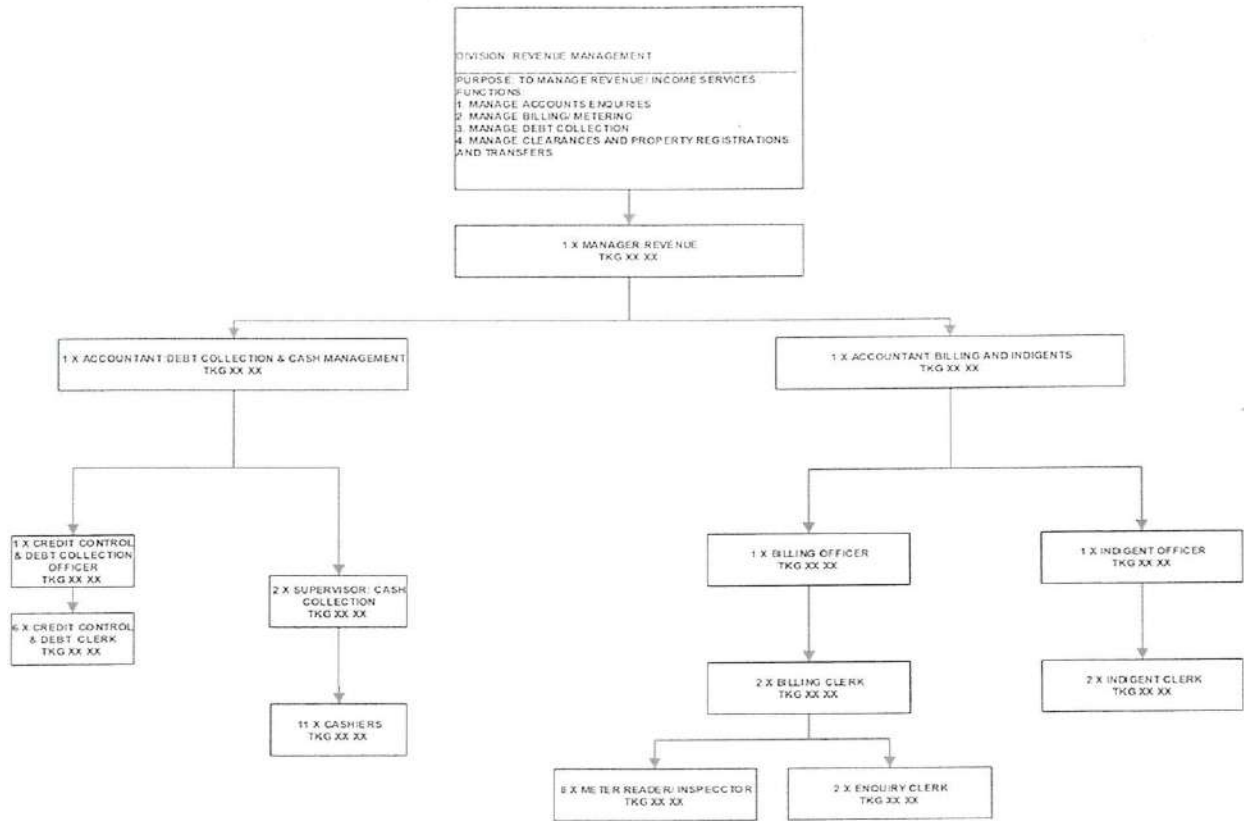


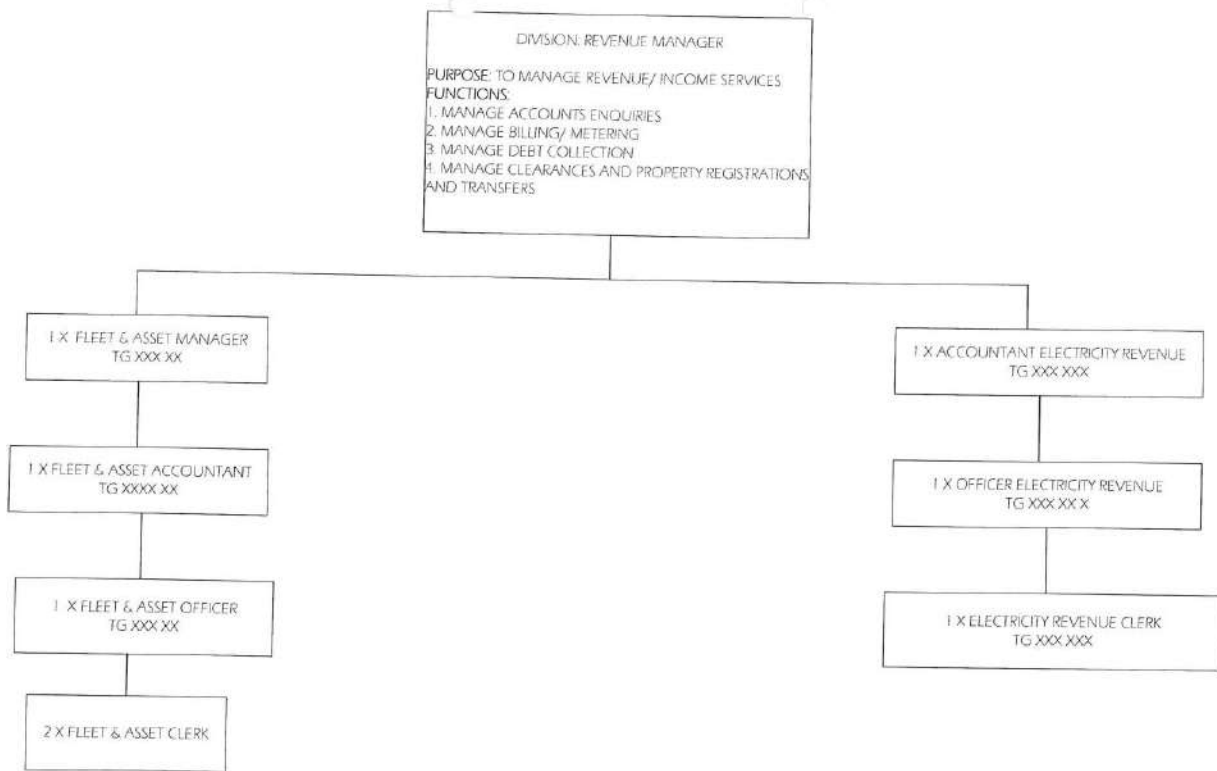


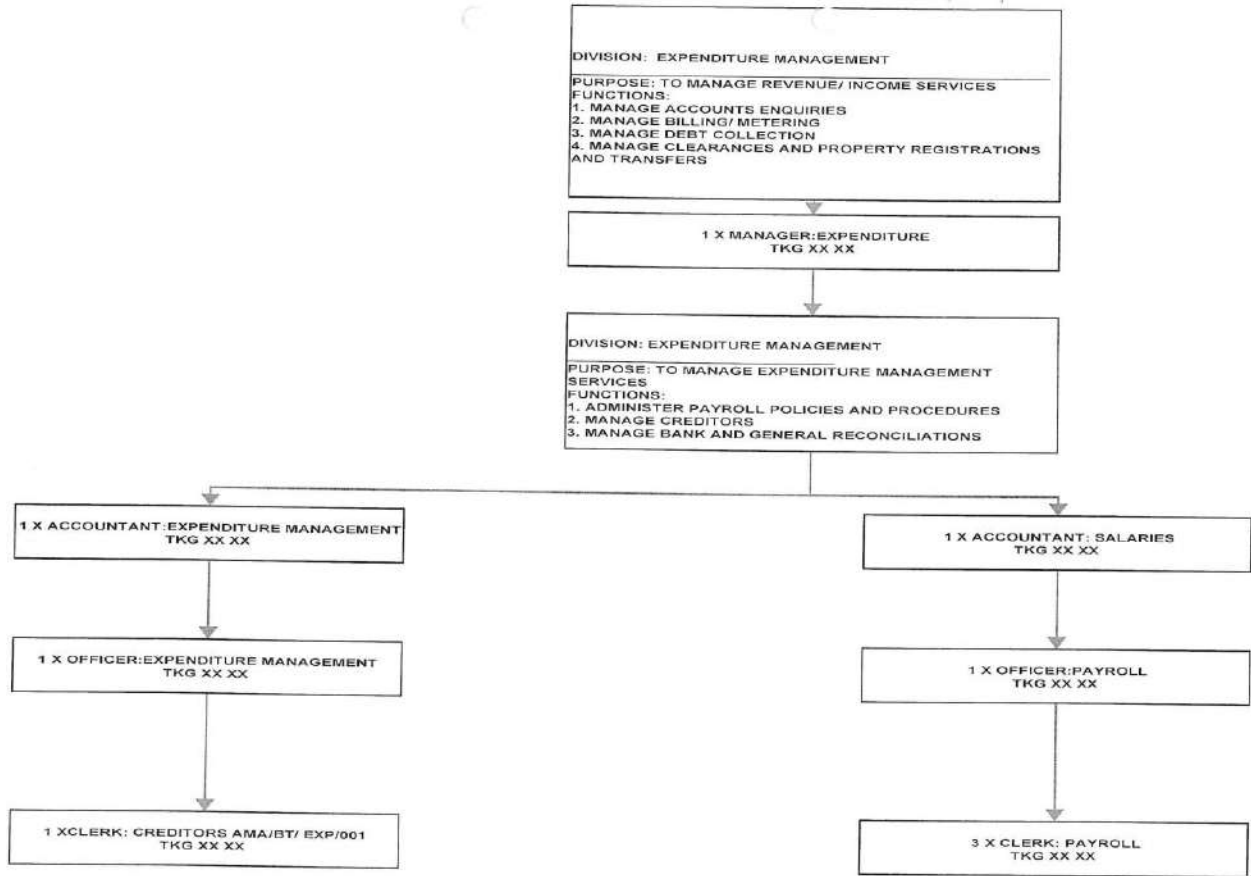


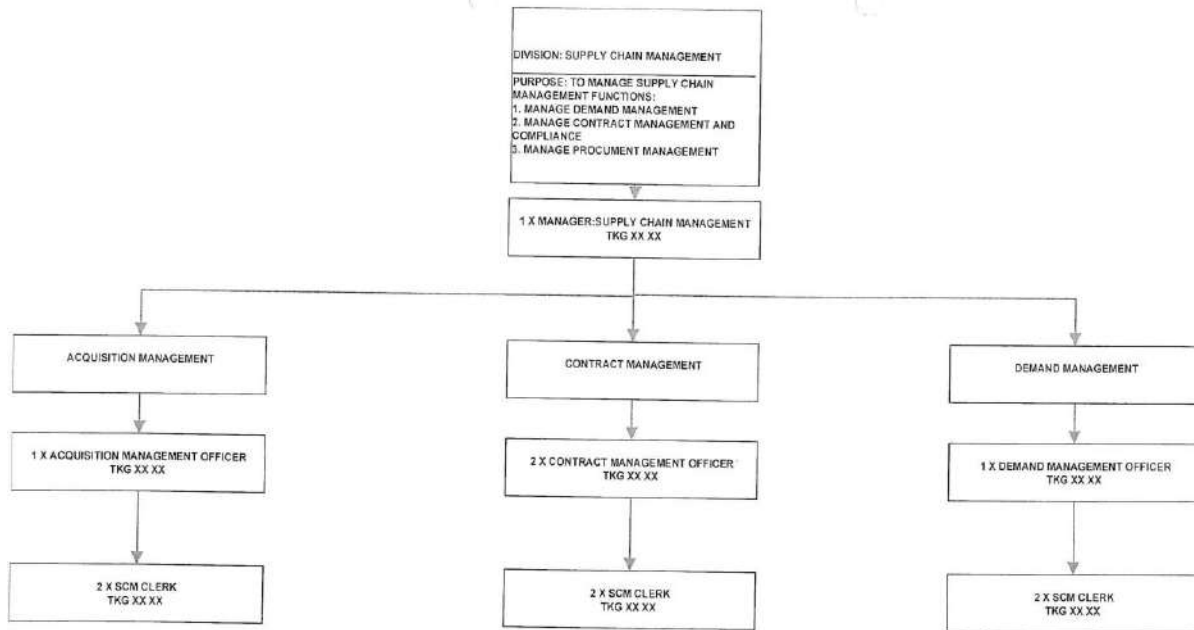


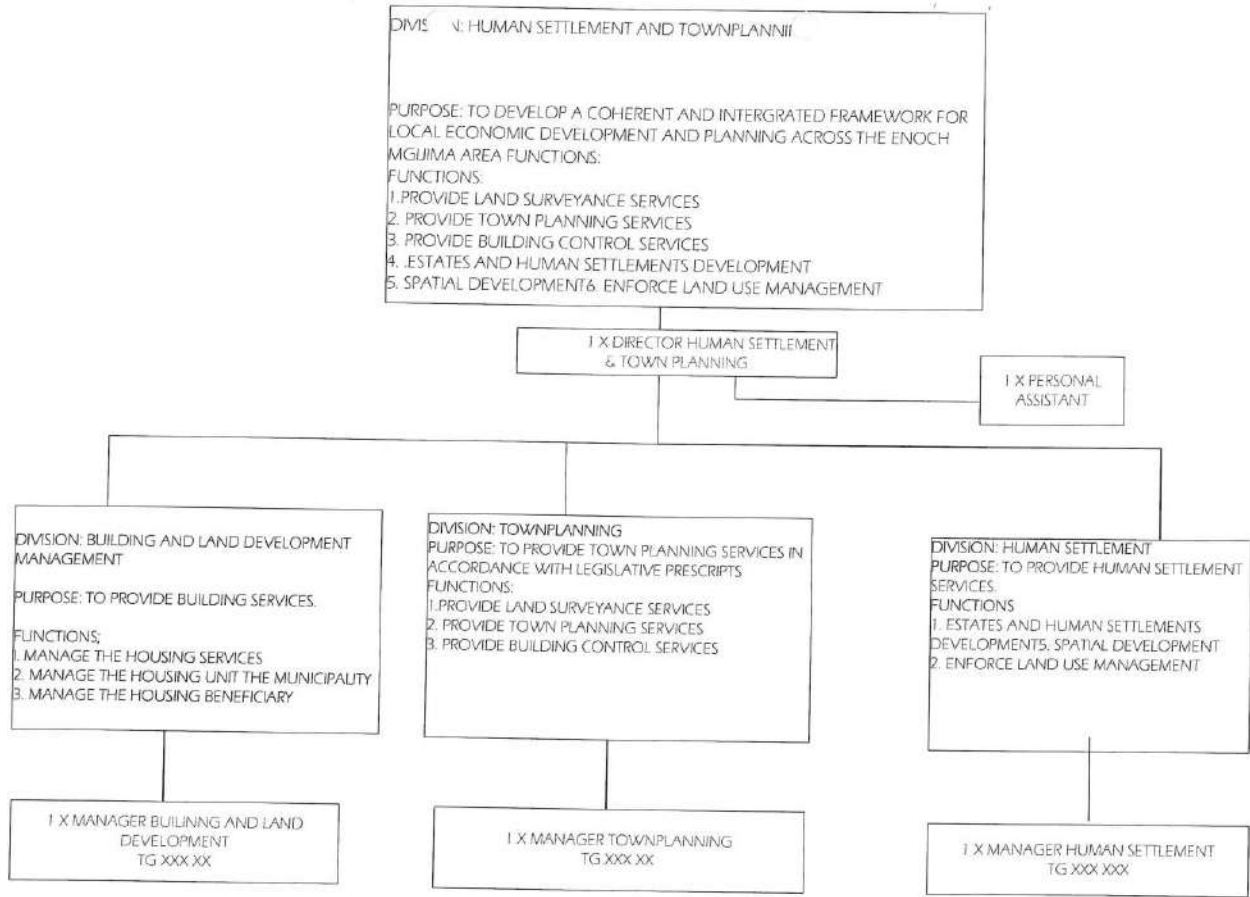


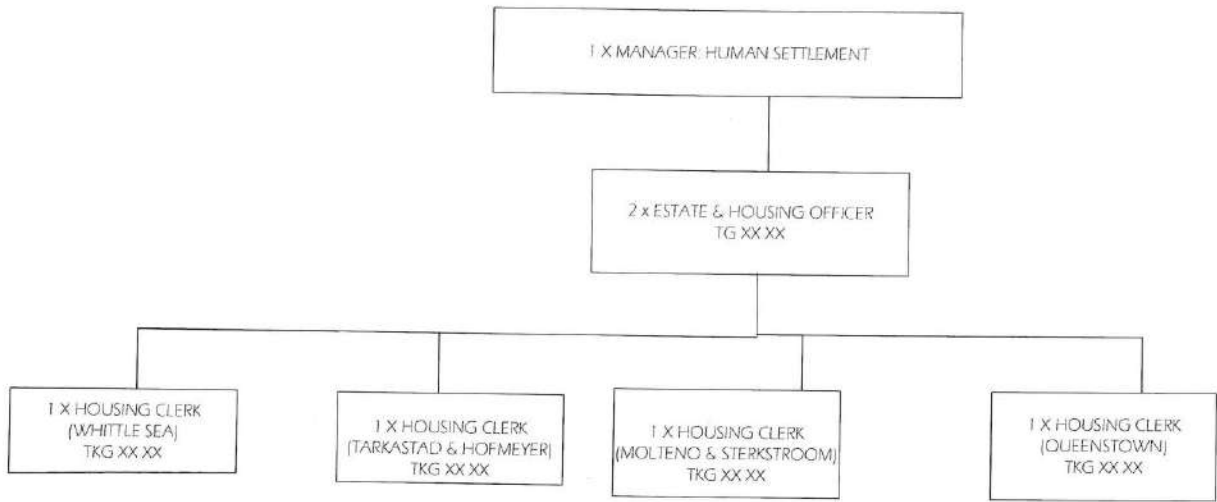


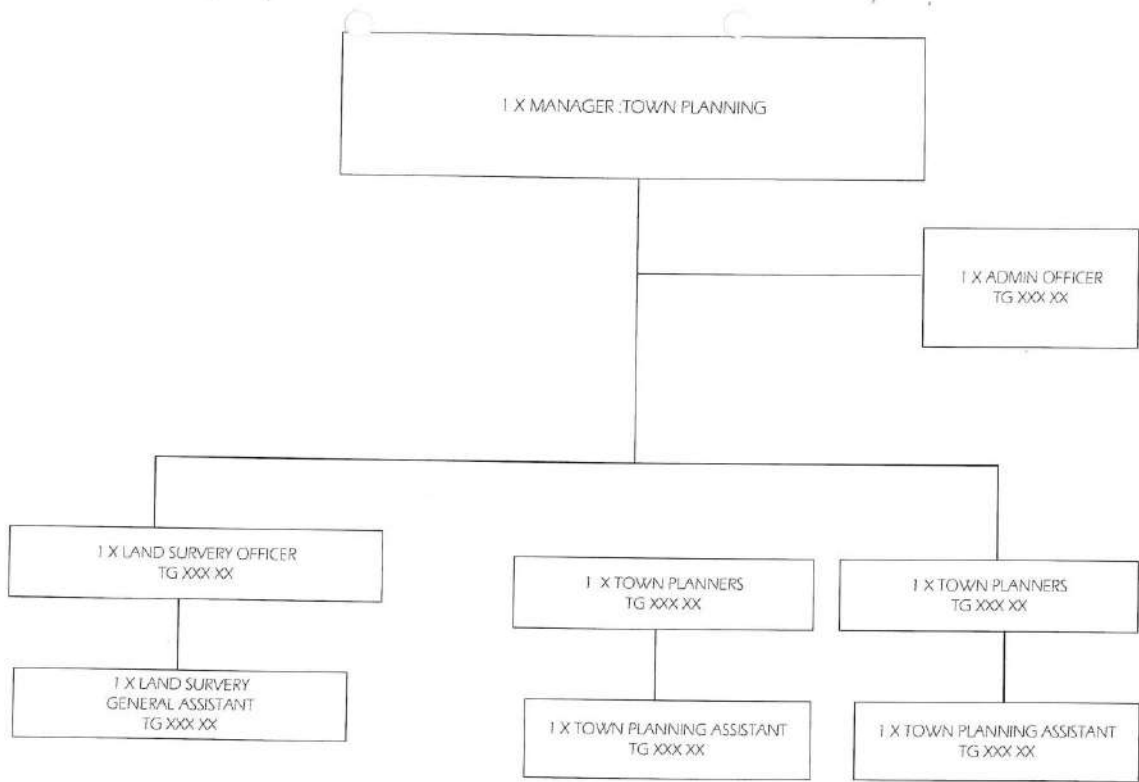






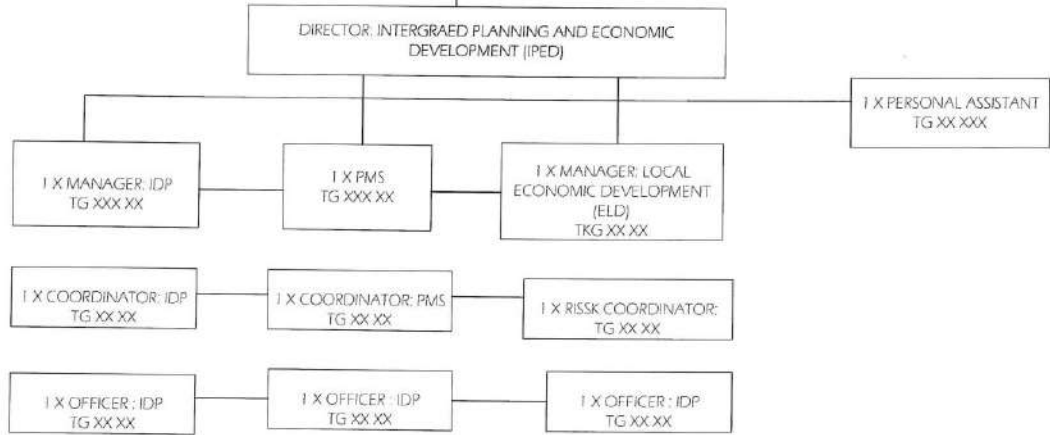




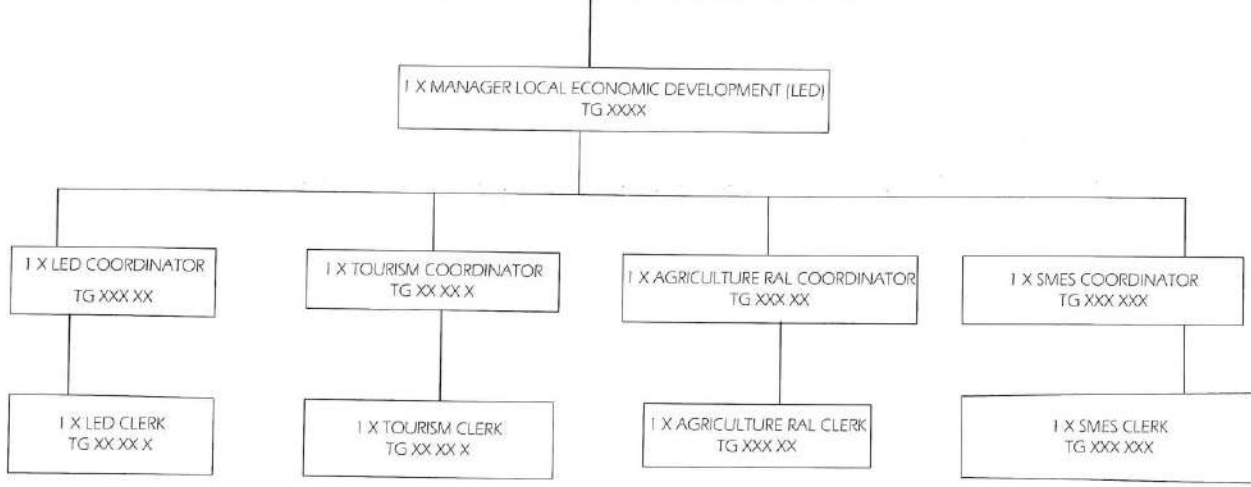


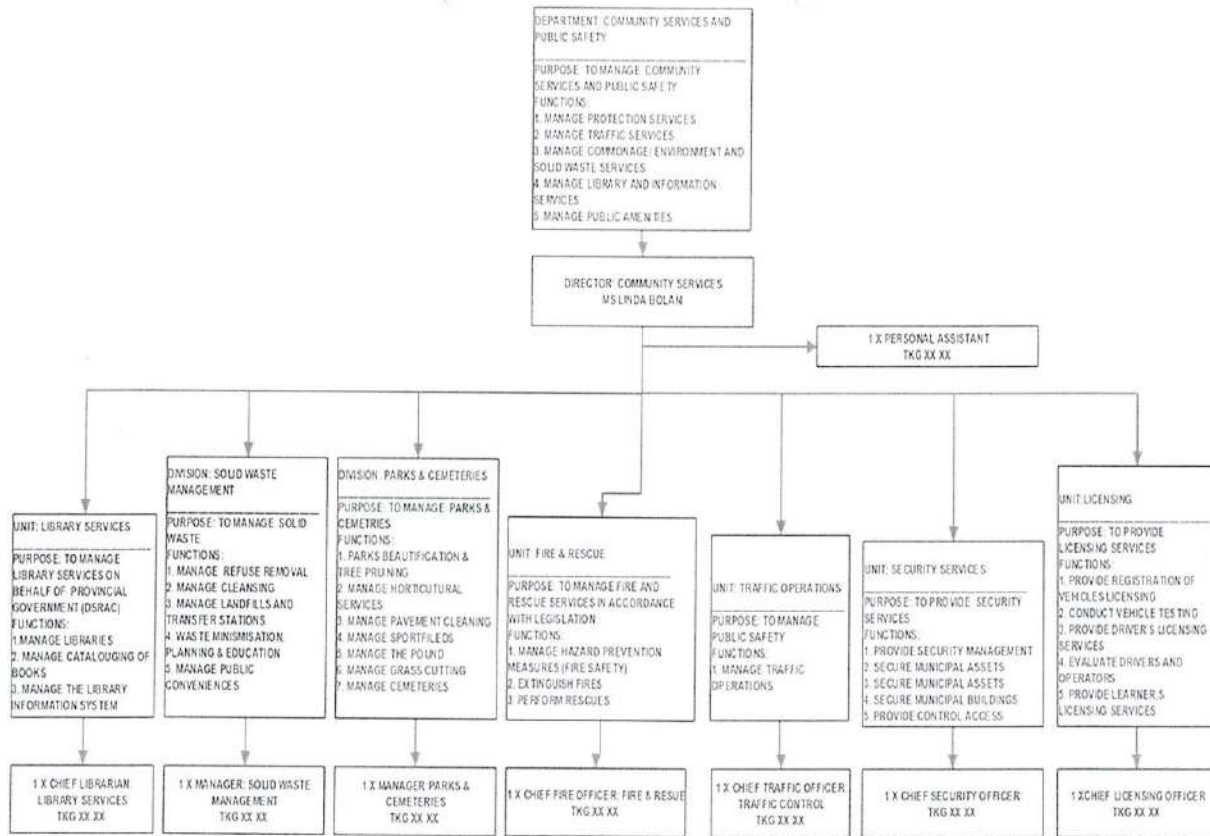
DEPARTMENT: INTERGRAED PLANNING AND ECONOMIC DEVELOPMENT (IPED)
PURPOSE: TO DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING ACROSS THE ENOCH MQUJIMA AREA

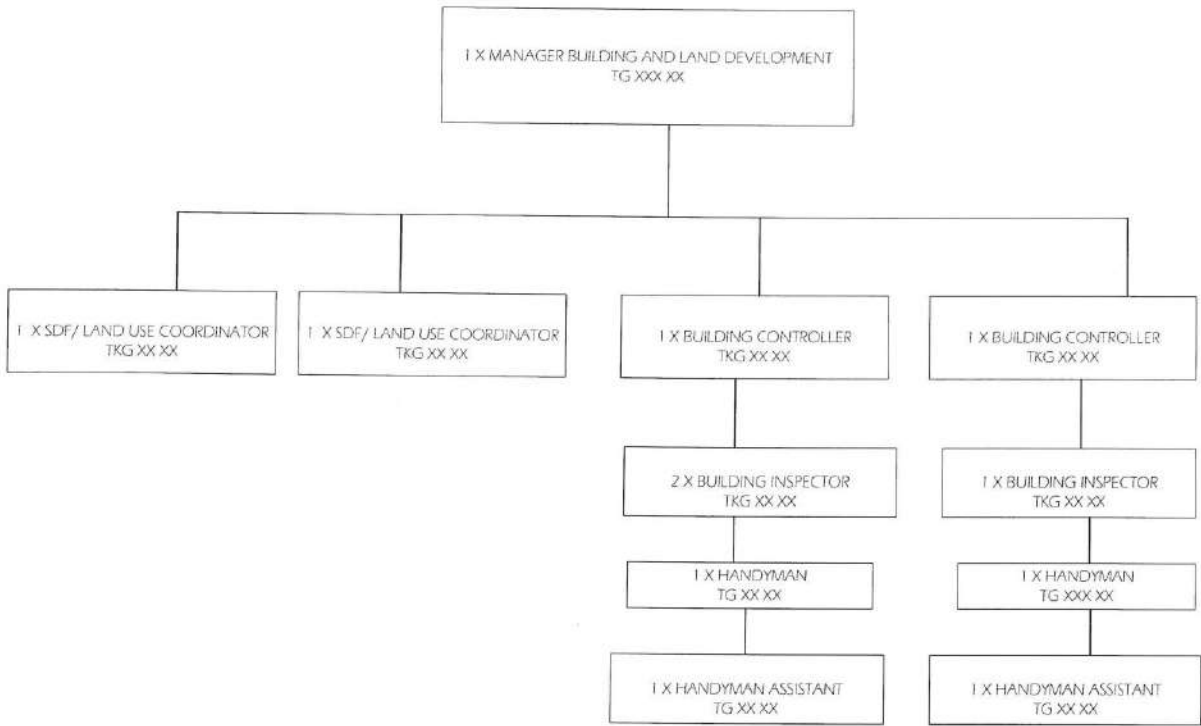
FUNCTIONS:
 1. MANAGE LOCAL ECONOMIC DEVELOPMENT SERVICES
 2. PROMOTE SMME S, TOURISM, TRADE AND INVESTMENT AND AGRICULTURE AND MINING PROJECTS IN THE ENOCH MQUJIMA AREA
 3. PROVIDE MONITORING AND REPORTING SERVICE AND INSTITUTIONAL PMS
 4. MANAGE IDP COORDINATION 3. MANAGE THE OFFICE ADMINISTRATION
 5. DEVELOP AND COORDINATE THE IDP
 6. DEVELOP AND OVERSEE THE IMPLEMENTATION OF PMS
 7. OVERSEE ANNUAL REPORTING
 8. MONITOR AND EVALUATE THE IDP & PMS
 FACILITATE ECONOMIC DEVELOPMENT
 9. PROMOTE SMME DEVELOPMENT 3. PROMOTE TOURISM
 9. PROMOTE TRADE AND INVESTMENT IN THE ENOCH MQUJIMA AREA
 10. PROMOTE AGRICULTURAL DEVELOPMENT
 11. PROMOTE DEVELOPMENT OF INFORMAL TRADERS

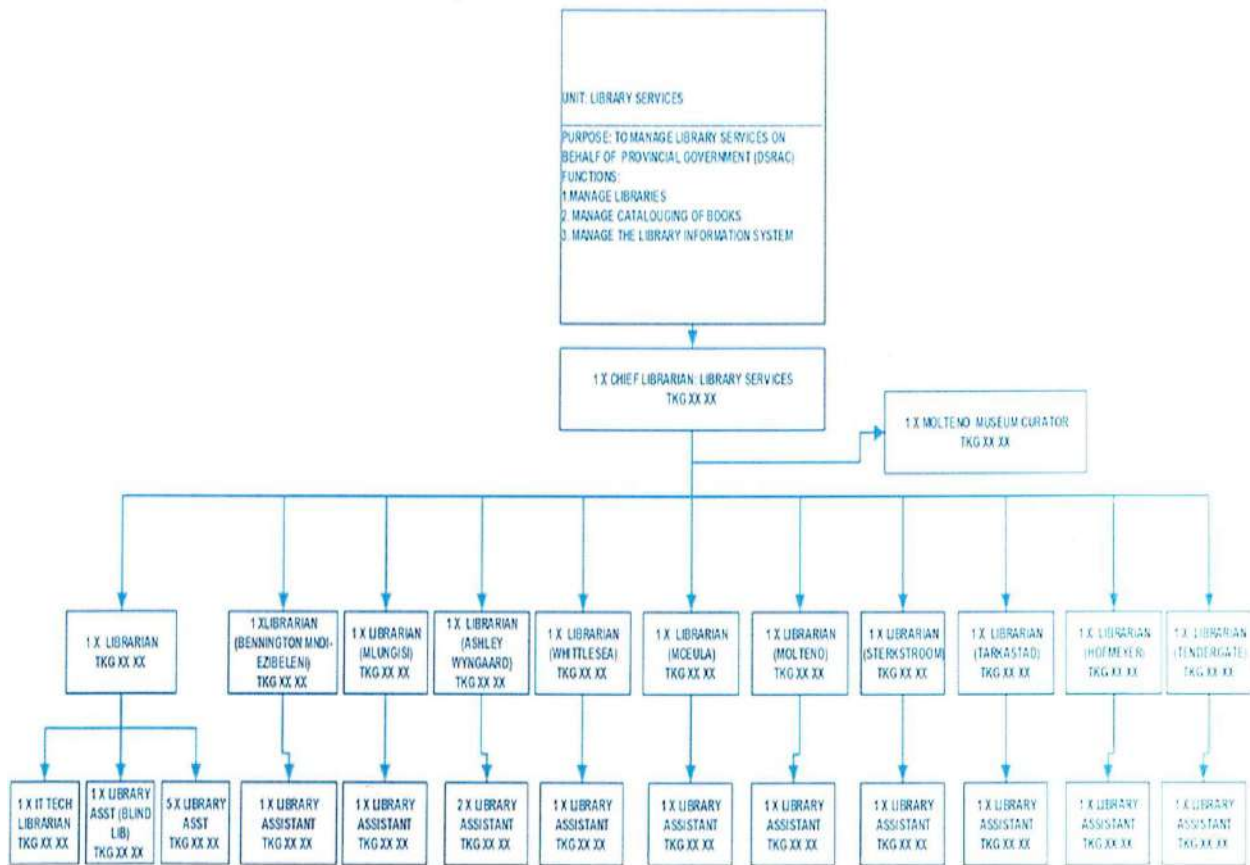


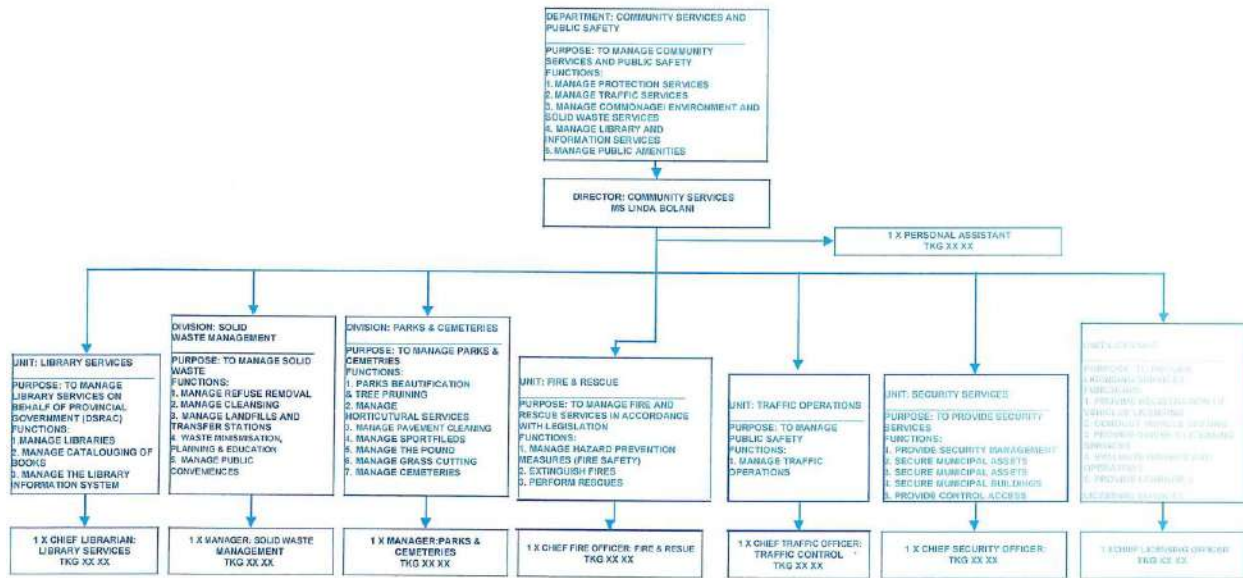
DIVISION: LOCAL ECONOMIC DEVELOPMENT (LED)
PURPOSE: TO MANAGE LOCAL ECONOMIC DEVELOPMENT SERVICES AND TO DEVELOP A SPATIAL DEVELOPMENT FRAMEWORK
FUNCTIONS:
 1. FACILITATE DEVELOPMENT
 2. PROMOTE SMME DEVELOPMENT
 3. PROMOTE TOURISM
 4. PROMOTE TRADE AND INVESTMENT IN THE ENOCH MQUJIMA AREA
 5. PROMOTE AGRICULTURAL DEVELOPMENT
 6. PROMOTE DEVELOPMENT OF INFORMAL TRADERS



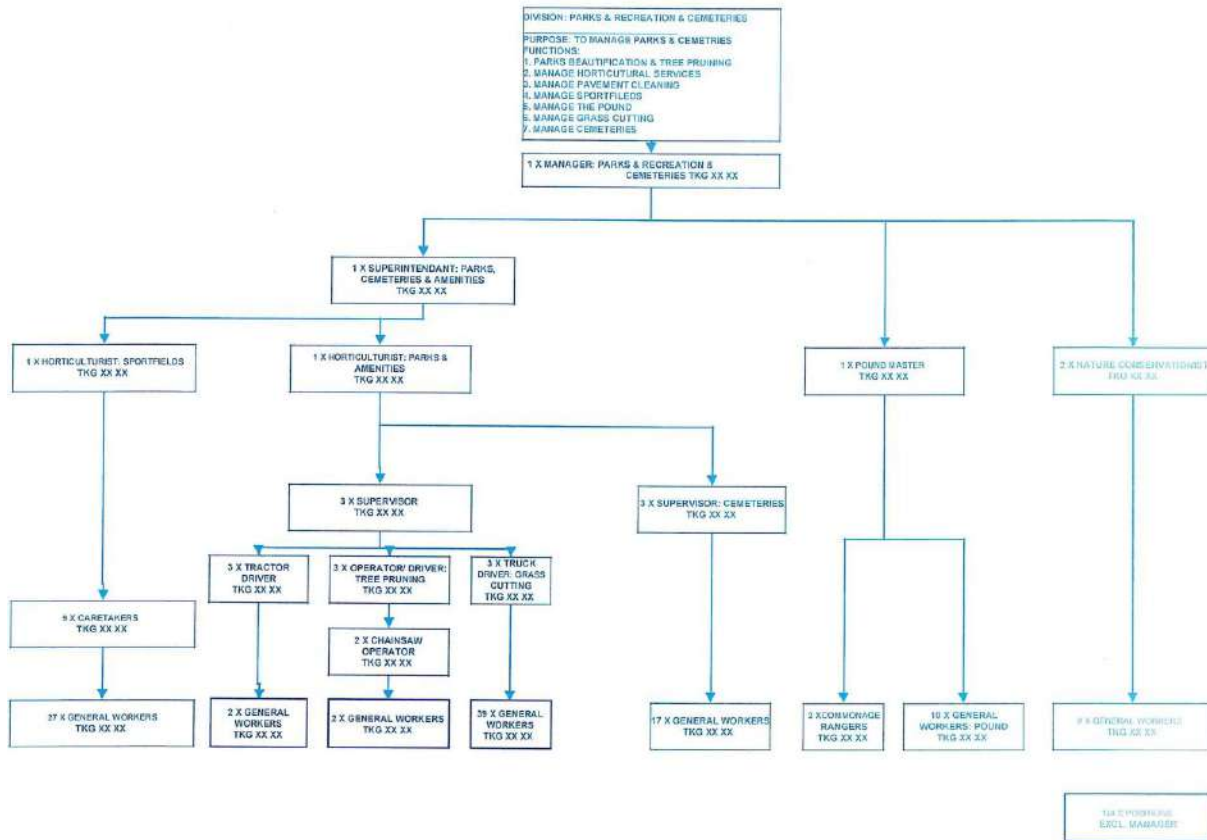


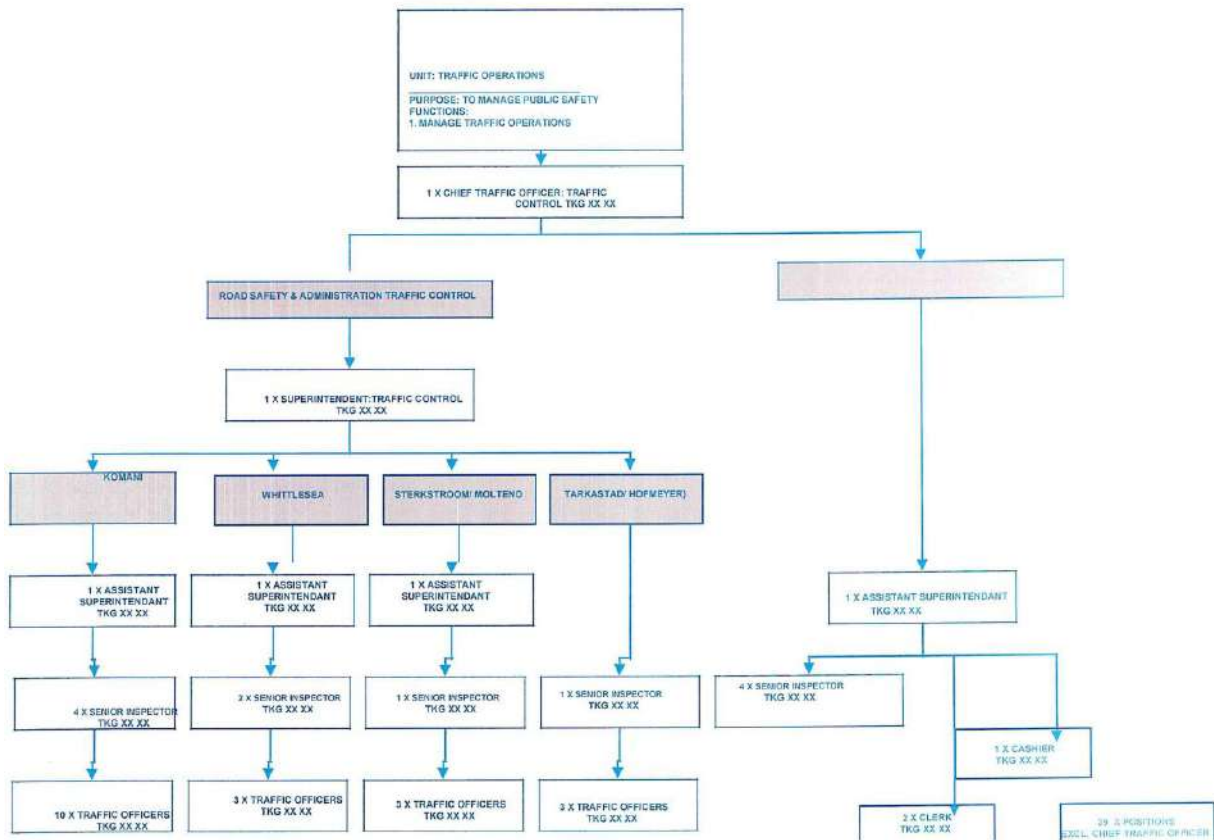


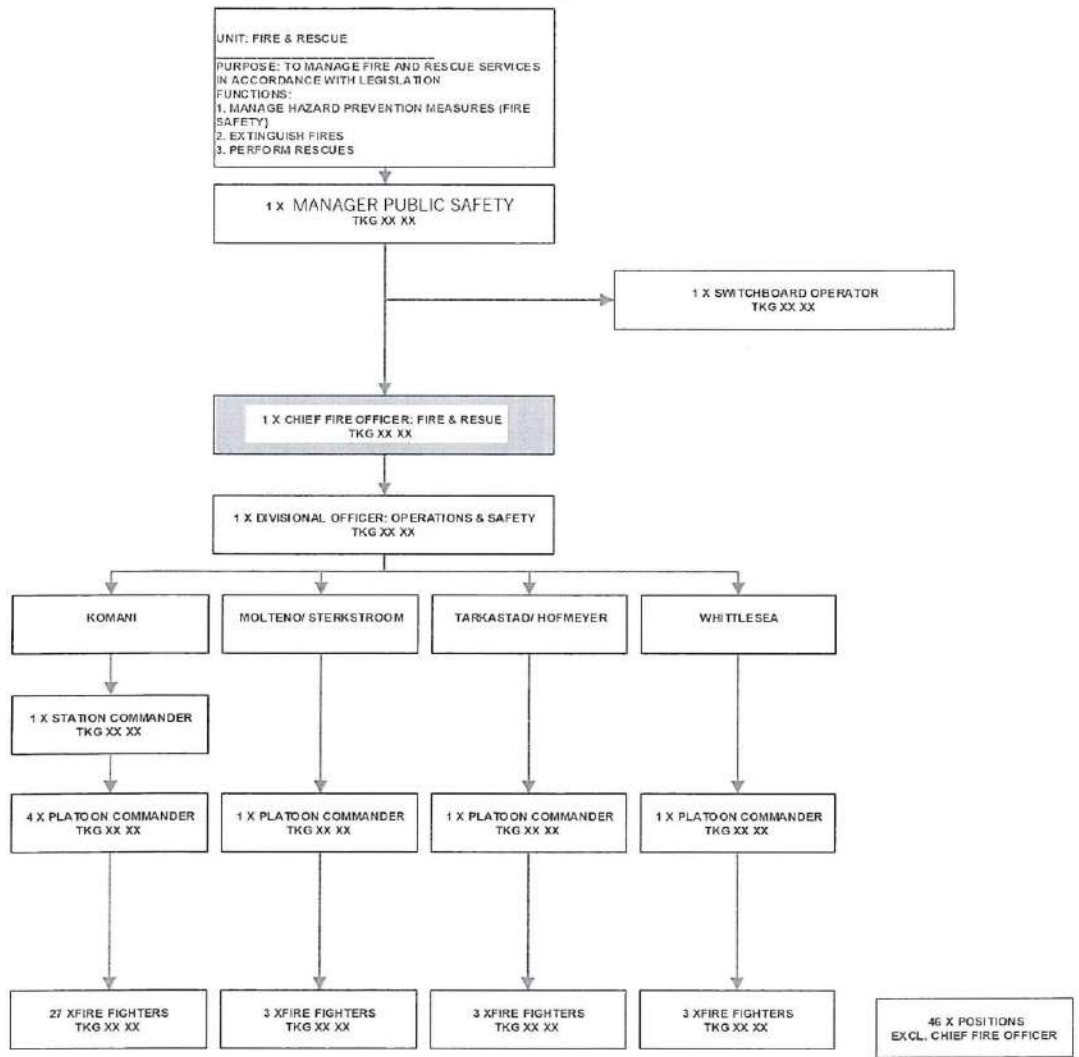


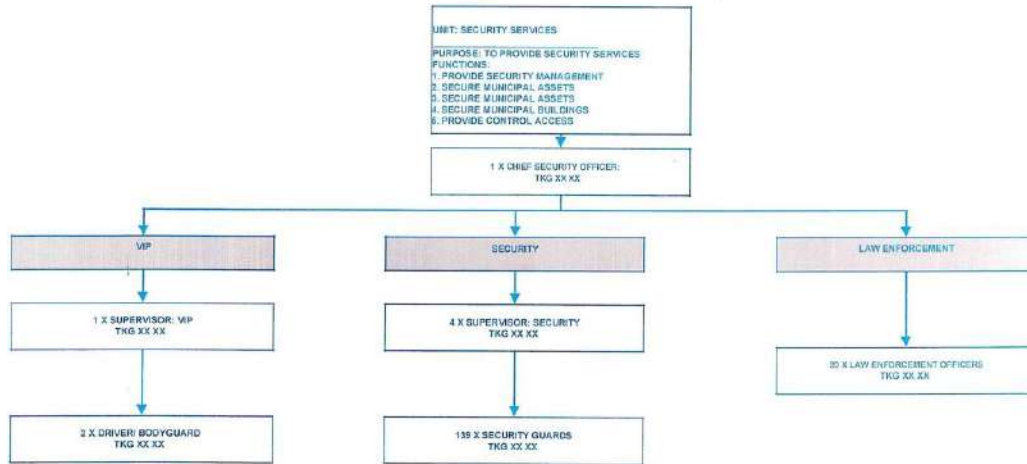


8 POSITIONS
EXCL. DEPLICATION



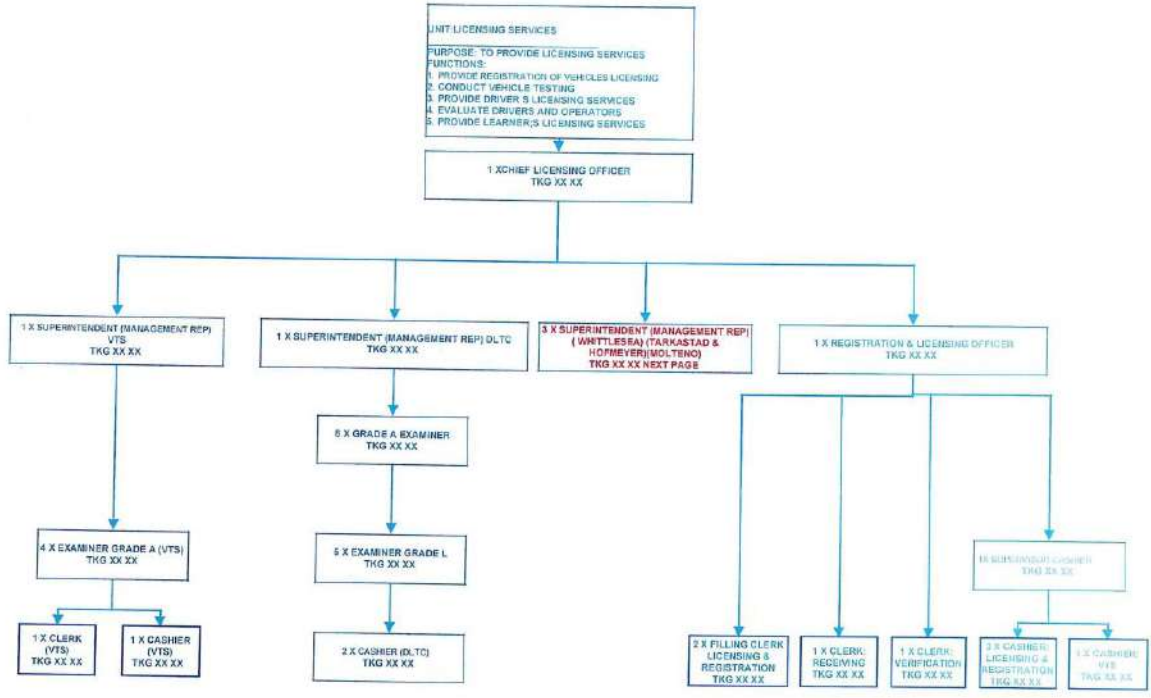




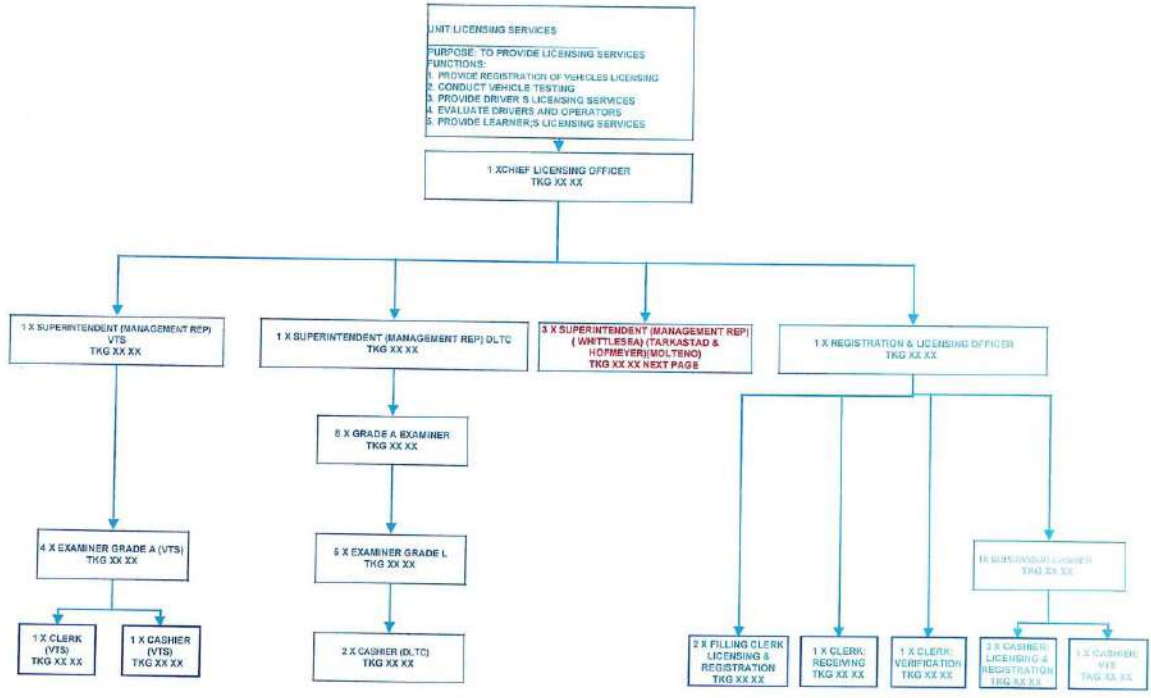


156 X POSITIONS
EXCL. CHIEF SECURITY
OFFICER

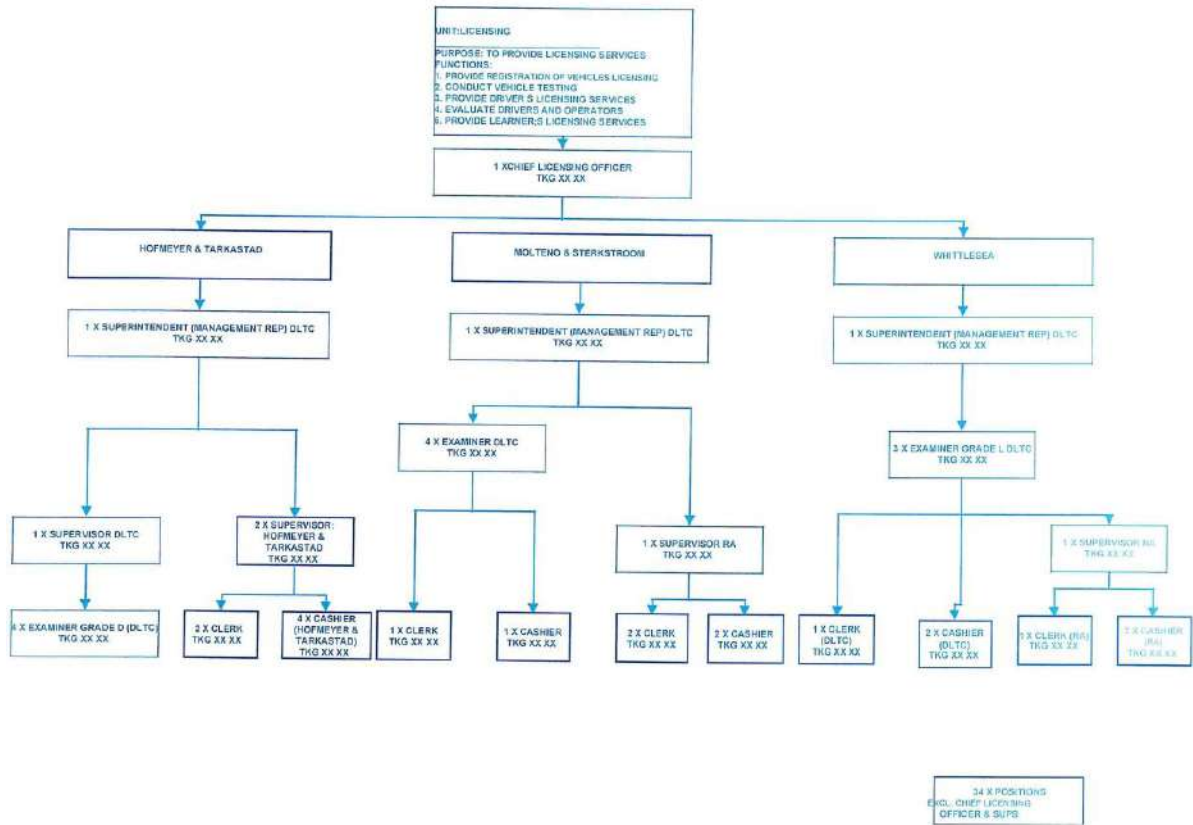


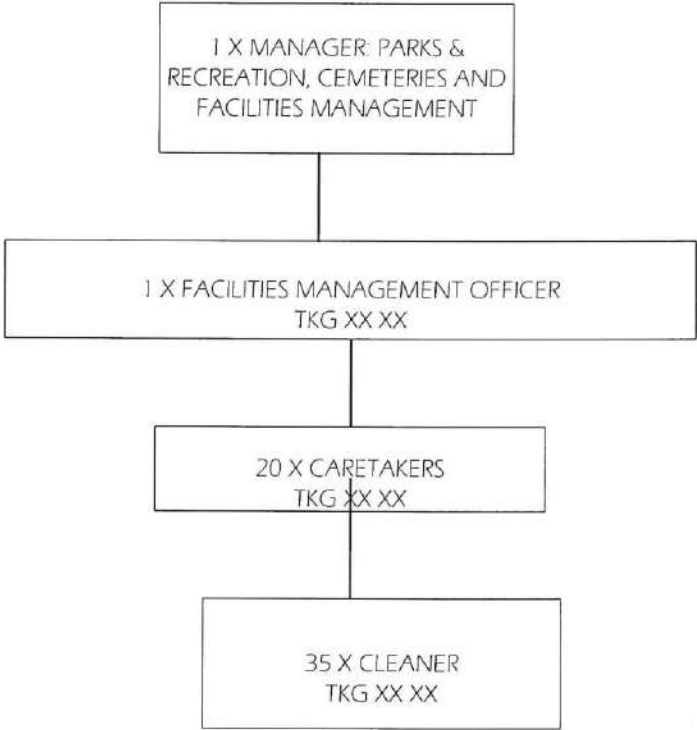


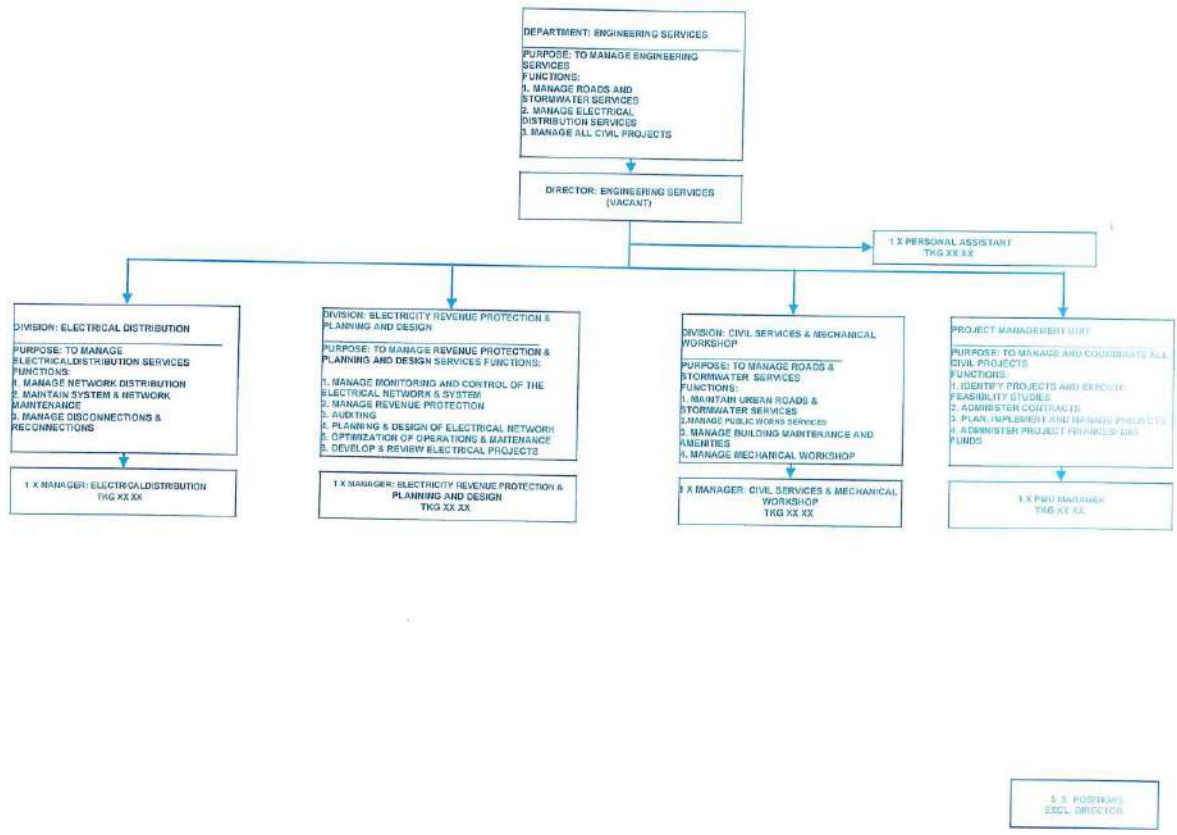
35 X POSITIONS
EXCL CHIEF LICENSING OFFICER

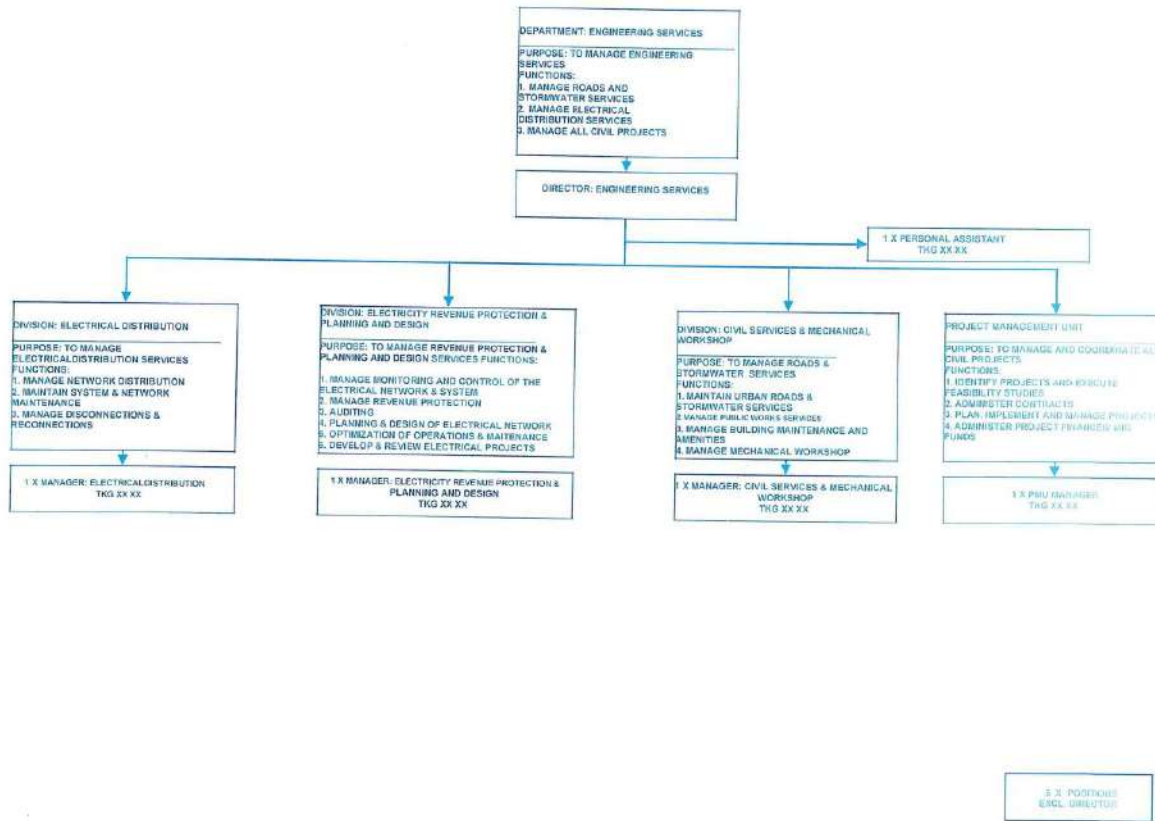


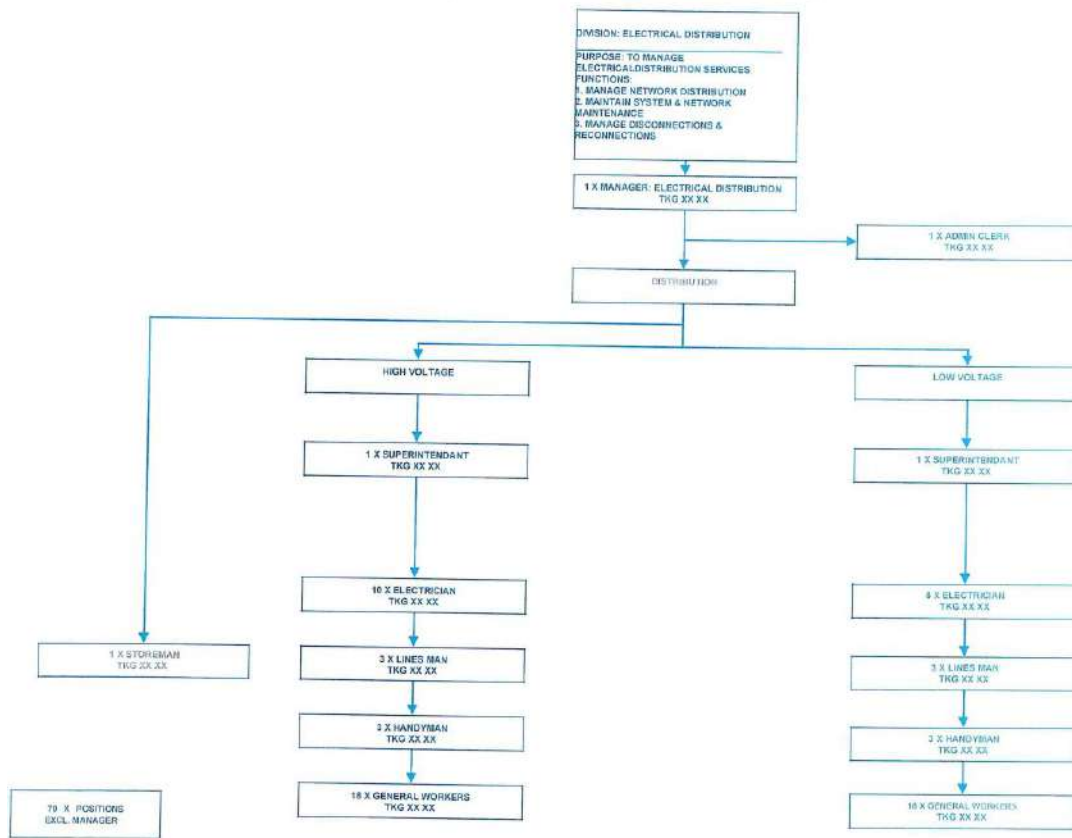
35 X POSITIONS
EXCL CHIEF LICENSING OFFICER

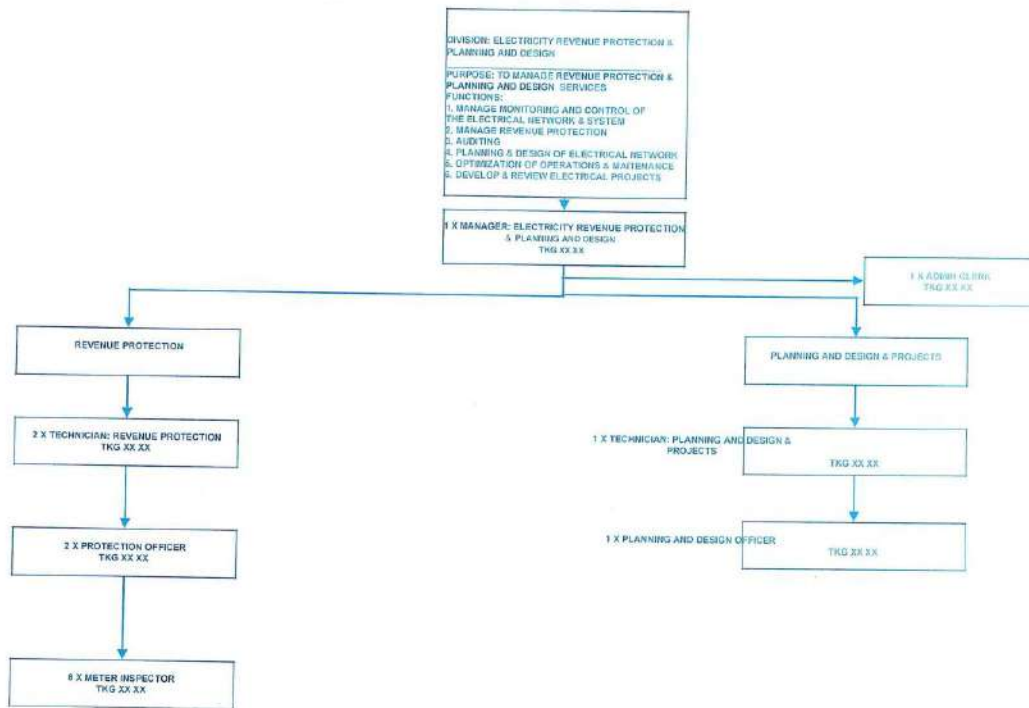




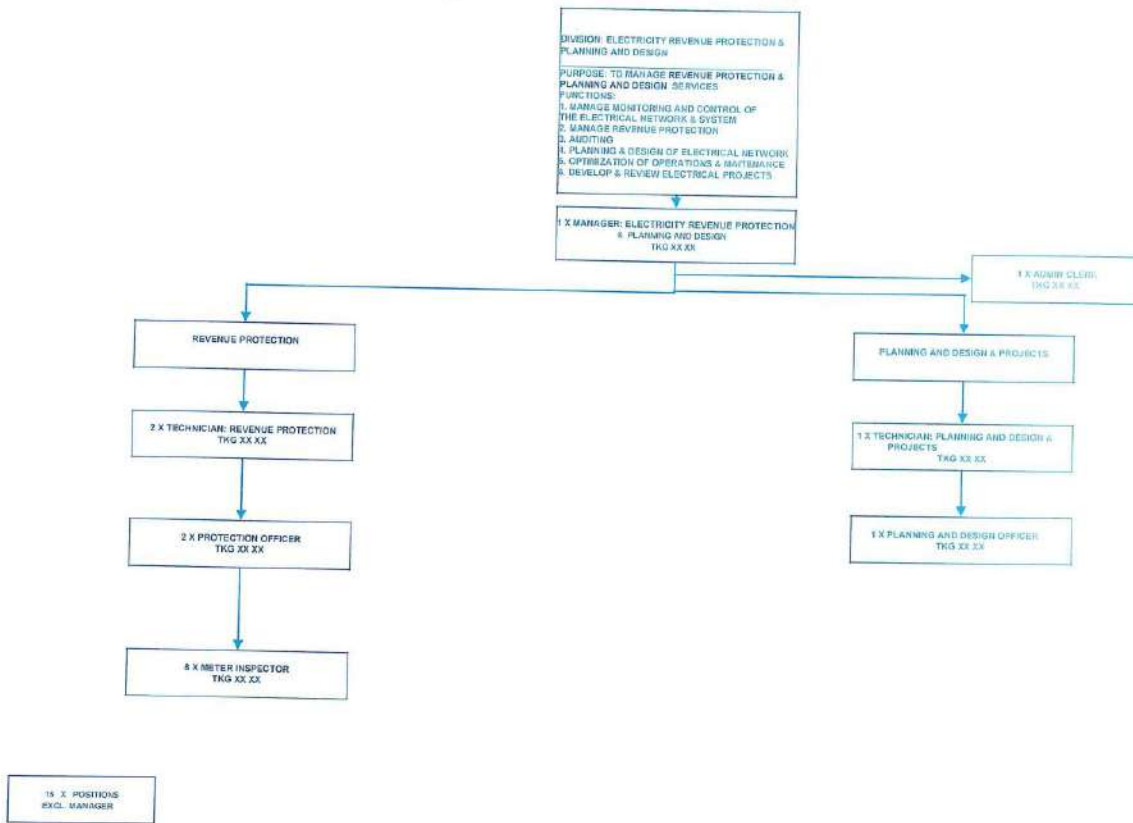


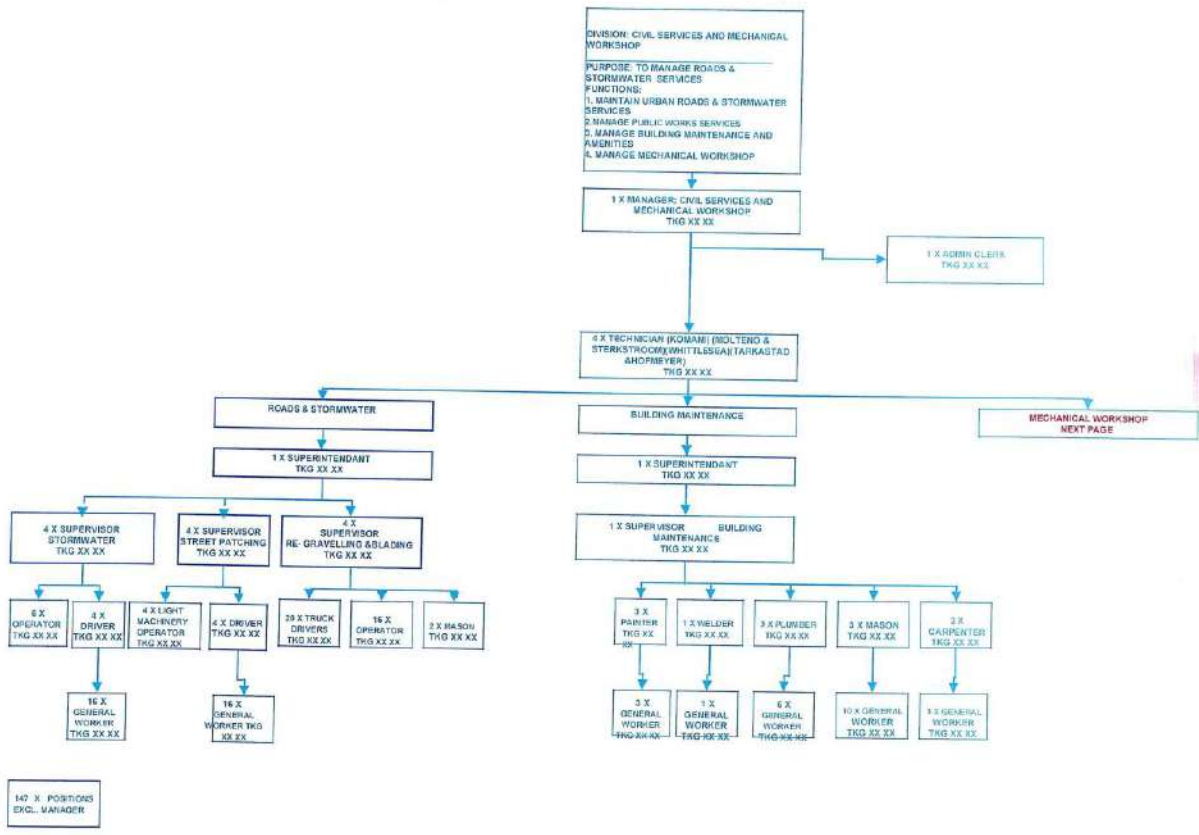


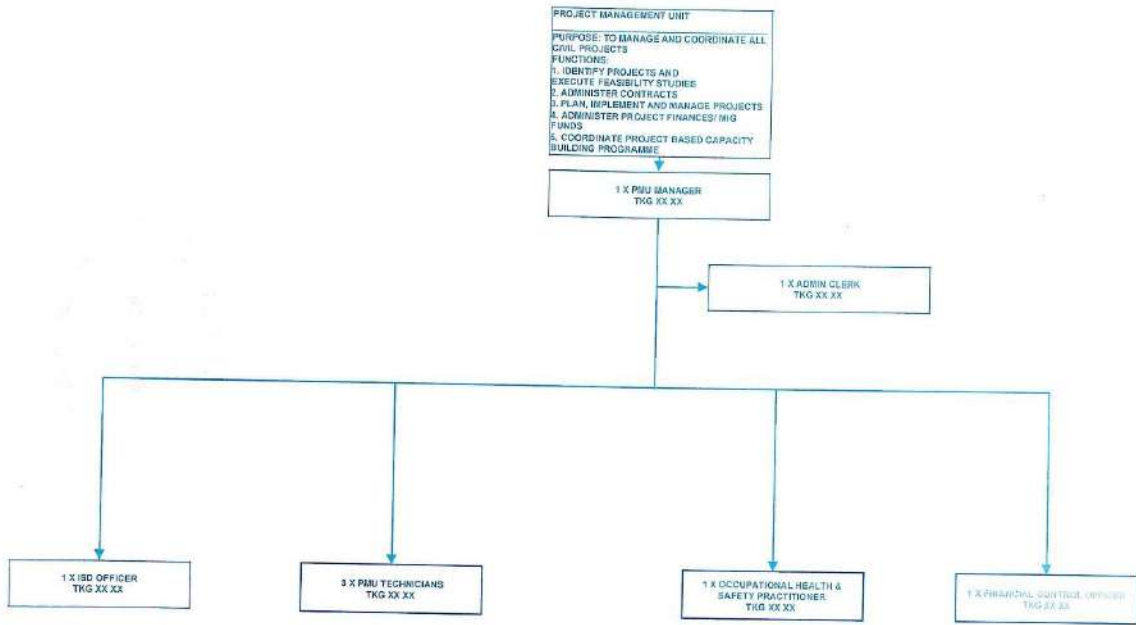




15 X POSITIONS
EXCL. MANAGER

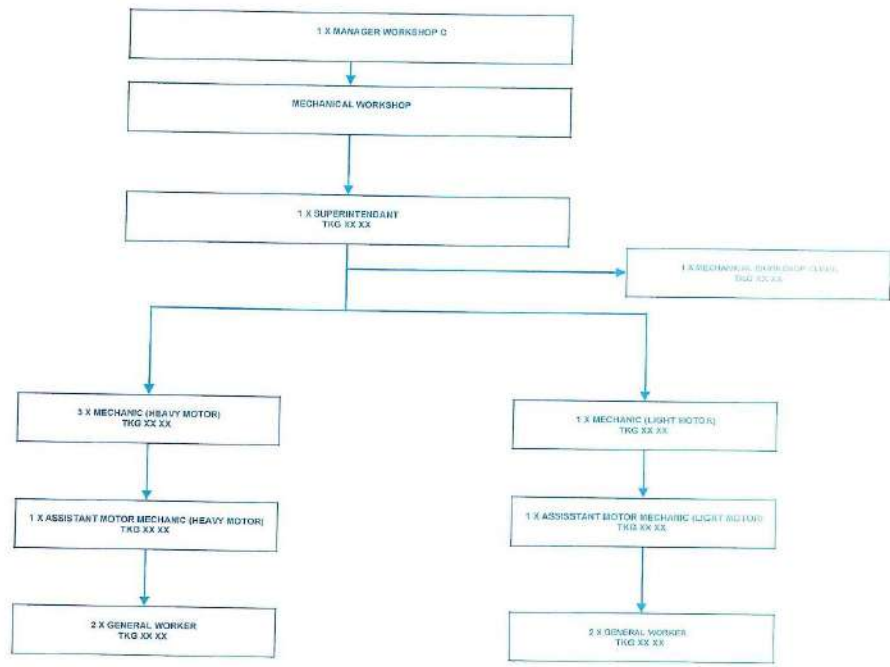






7 X POSITIONS
 SKEL
 MANAGER

FOR UNDERLINE
 POSITIONS SEE THE
 GENERAL BUDGET
 STRUCTURE - 1.1.1



12 X
 POSITIONS



ENOCH MGIJIMA
LOCAL MUNICIPALITY

DECLARATION OF ADOPTION

The Draft IDP review for 2022/27 financial year was presented in a council meeting convened on the 31 March 2022. The council resolved to adopt the Draft IDP review for 2022/27 financial year. Enoch Mgijima council has embraced public participation through community outreach programme to afford different stakeholders to comment on the Draft IDP/Budget. Comments and inputs were then consolidated and incorporated in the Final IDP. The document was adopted by the council in a council meeting convened on the 31 May 2022. The council meeting as well as the adoption of the Final IDP are in line with the IDP development phases specified in the council adopted IDP/Budget/PMS process plan for 2022/27 period.

A handwritten signature in black ink, appearing to read 'T. Bunu', is written over a horizontal dashed line.

CLLR T. BUNU
EXUCUTIVE MAYOR



EXTRACT OF MINUTES OF THE SPECIAL COUNCIL MEETING OF ENOCH MGIJIMA MUNICIPAL COUNCIL HELD ON TUESDAY, 31 MAY 2022, JESUS CHRIST CHURCH


ITEM 75/2022

ADOPTION OF THE INTERGRATED DEVELOPMENT PLAN (2022 – 2027)

RESOLVED

- “(a) That the progress in the IDP Development, be noted.*
- “(b) That the Final IDP for 2022/27 period, be adopted.*
- “(c) That the IPED Directorate attend to the inaccuracies and redundant information contained in the IDP document.*
- “(d) That the report on the Strategic Session held between 23 and 24 May 2022 at the Komani Hospital Recreational Hall be adopted.*
- “(e) That the departmental priorities identified during the Strategic Planning Session as in (b) above, be adopted, implemented, and monitored on a monthly basis.*

CERTIFIED TRUE COPY OF THE EXTRACT OF MINUTES OF THE SPECIAL COUNCIL MEETING OF ENOCH MGIJIMA MUNICIPAL COUNCIL HELD ON TUESDAY, 31 MAY 2022, JESUS CHRIST CHURCH

SPEAKER: _____


DATE: 06 June 2022



ENOCH MGIJIMA
LOCAL MUNICIPALITY