

EMTHANJENI MUNICIPALITY



FINAL 5TH GENERATION INTEGRATED DEVELOPMENT PLAN 2022-2027

AMENDED – FEBRUARY 2023

Vision:

*"A centre for development and service excellence
focused on economic development in pursuit of a
better life for all"*

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Note: All approved amendments made in respect of the Budget, Capital projects as well as the Top Layer SDBIP 2022/23 are captured in blue font throughout this document

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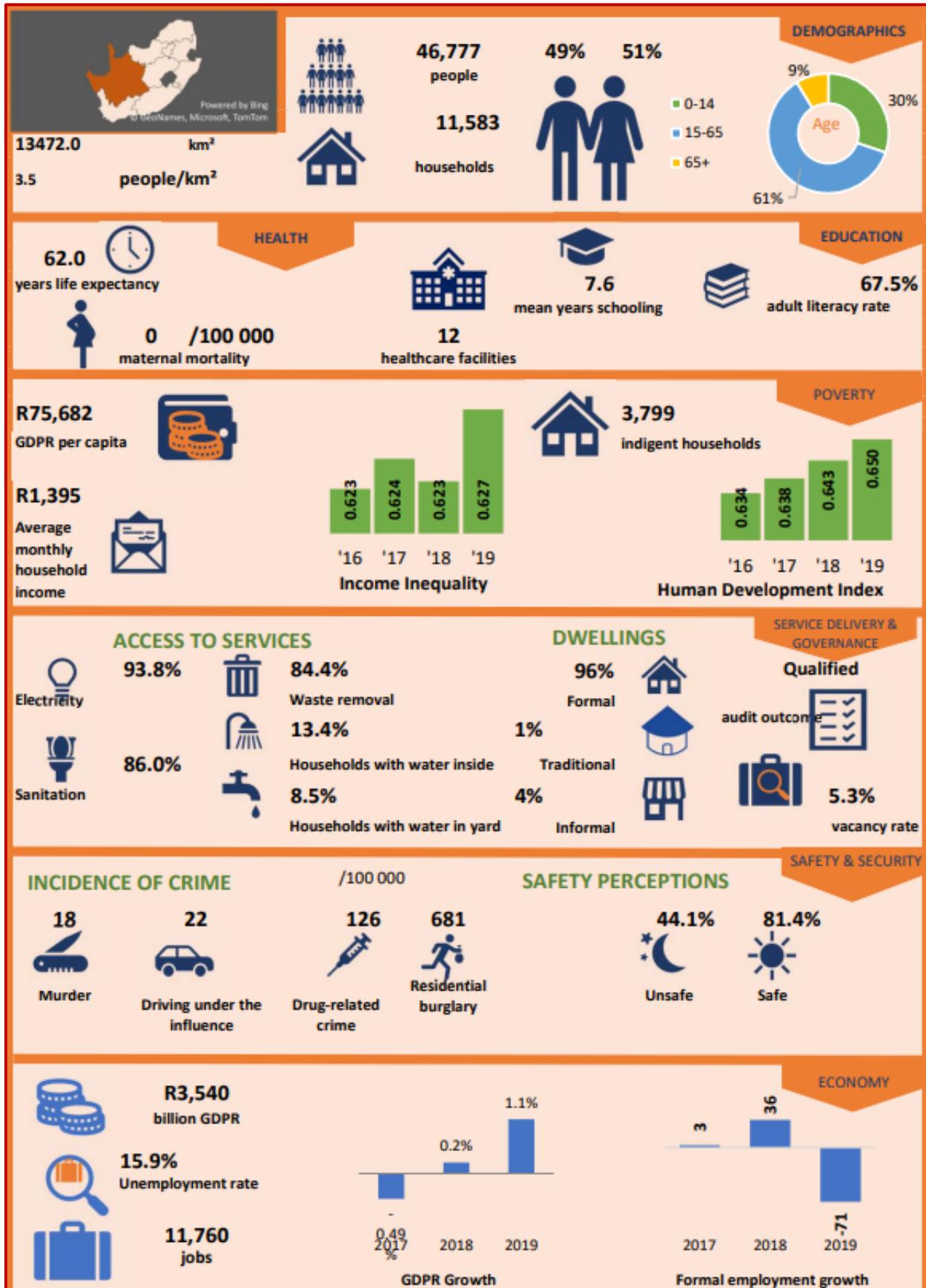
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EMTHANJENI LOCAL MUNICIPALITY AT A GLANCE – 2021 FORECASTED



FOREWORD OF THE MAYOR

Following the Local Government Elections on 01 November 2021, Emthanjeni Municipality's Council was constituted on 22 November 2021 during its inaugural meeting. During this meeting I was elected as Mayor of Emthanjeni Municipality. It is an honour for me to be part of a leadership that pledged to serve our communities, and ensure that services are delivered to all in a dignified and sustainable manner.



**Cllr L Nkumbi
Mayor**

The Municipal Systems Act, 32 of 2000, requires all municipalities to develop 5-year Integrated Development Plans (IDP's) and review them annually. This plan serves as the principal planning document which informs and integrates all other plans of the municipality with regards to development, and enables service delivery. The Council of Emthanjeni has developed the IDP with consultation of communities in all Wards, our Municipal stakeholders that include the respective spheres of government, private sector as well as our newly elected Ward Committees. The first round of public participation meetings was held during October 2021, and followed by '*Council Meets the People*' engagements in December 2021. Council provided feedback to communities and stakeholders on the Draft IDP and Budget during May 2022 where they were provided with another opportunity to provide input.

During the 2016/2022 IDP cycle, the Municipality was faced with unavoidable challenges which include Eskom's power outages (load shedding), economic recession, the effects of the COVID- 19 pandemic, vandalism to Municipal infrastructure and non-payment of Municipal accounts by consumers. The latter however, negatively impacted the Municipality's cash flow position and its ability to implement maintenance projects. Despite these challenges, the Municipality remained committed towards the communities of Emthanjeni and delivered on their Constitutional obligation which is to provide sustainable services. The new Council acknowledge the successes and achievements under the leadership of the previous Council and Management of Emthanjeni, and is also confident to continue building on a culture that will ensure successful implementation of the five-year Integrated Development Plan.

As part of the National Development Plan, our Municipality is regarded as a centre for renewable energy projects, the possibility of manufacturing and the Logistic Hub which will bring different activities. Since the Renewable Energy Conference which was hosted in De Aar during August 2018 by the Northern Cape Provincial Government, the renewable energy sector did not yet make any significant impact on the livelihoods of the citizens of Emthanjeni, hence we recognize our obligation to intensely engage the Renewable Energy Independent Power Producer's (REIPP), and foster collaborative partnerships between them and the Municipality. It is our appeal that through such partnerships, the lists of unfunded projects that forms part of this document can find expression in the planning and budgets of these Independent Power Producers (IPP) and other stakeholders to ultimately impact the lives of our communities as the Municipality's current dependency on national grant funding to implement Capital projects, pose a challenge for the implementation of these unfunded projects by means of own funding.

We realise that through the development of the local economy our Small, Medium and Microenterprises (SMME's) and Small-scale Farmers will be provided an opportunity to grow and become sustainable which will derive in spinoffs such as creation of sustainable jobs and the development of skills. Collaborative partnerships to upgrade the local Further Education and Training (FET) College to include relevant Artisan Skills programmes will further position the labour market of Emthanjeni for the current and future demands of investors coming to the area.



The implementation of this plan will be monitored throughout its term, and subsequent action plans will be translated through its Annual Reviews or Amendments which will undergo a thorough public participation process as well.

Lastly, it is my honour to acknowledge and thank all individuals and groups from communities that provided input for the IDP 2022/27 through our community engagement programs, the Council for their political leadership and the Municipal Manager, Senior Management and all Officials who contributed in developing and assisting with the compilation of this document.

I thank you

Baie dankie

Enkhosi

Cllr L Nkumbi

MAYOR – EMTHANJENI MUNICIPALITY

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

The drafting, implementation and review of the Integrated Development Plan (IDP) on an annual basis is mandatory for all municipalities in terms of Chapter 5 of the Local Government: Systems Act, No.32 of 2000. The fifth-generation IDP cycle allows for the adoption of a new 5-year Strategic Plan that articulates the development agenda for Emthanjeni Municipality for the period 2022 - 2027.



**Mr. I Visser
Municipal Manager**

Hence, this IDP includes the directives to achieve the municipal vision, to promote the national and provincial development agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to basic services. In addition to this, an important factor considered by investors in relocating to or investing in an area, would be the ability of the local authority to adequately provide services.

The Integrated Development Plan, adopted by the Council, is the key strategic planning tool for the Municipality to provide a framework to guide the Municipality's planning and budgeting over the course of the next five years (2022/23 – 2026/27), as well as rendering sustainable services to improve the payment culture of customers. Payment for services by consumers cannot be emphasized more or enough and I would like to extend my appreciation to all our rate payers, consumers and clients who continue to pay for Municipal services which generate revenue for the Municipality.

Emthanjeni Municipality is also recovering from the negative impact of COVID-19 experienced over the past three years like the rest of the Country. We can, however, attest to the fact that service delivery during this period was still well maintained. I would like to take the opportunity to share, that despite the numerous challenges, the Municipality was able to achieve remarkable milestones during the previous IDP cycle (2016-2022) which are reflected on in Chapter 2 of this document.

Our new Council held its Strategic Planning Session during March 2022, and based on the current Municipal challenges, e.g., the very limited financial resources, capacity and various other challenges, Council developed service delivery priorities for the next five years which form part of the 5th Generation IDP and the Top Layer Service Delivery and Budget Implementation Plans (SDBIP's) for 2022/2023 until 2026/2027. It is our aim to work as a collective to improve on the Municipality's audit outcomes of the past financial years.

This time around, all district and local municipalities will follow the new approach of the District Development Model (hereafter, DDM) to break away from the silo approach of working. We envisage effective collaboration and partnerships between our three spheres of government and state entities as it is embodied in the DDM approach to work in unison in an impact-oriented way, where there is higher performance and accountability for coherent service delivery and development outcomes.

The contribution of Sector Departments and Stakeholders in the Municipal affairs cannot be disregarded hence, we would like to thank everyone for their constant engagement throughout the IDP and Budget processes. I would also like to take this opportunity to thank the Mayor and Councillors for their leadership as well as the Municipal staff, IDP Steering Committee and the IDP Team for their dedication in ensuring a successful IDP process.

Mr Isak Visser

MUNICIPAL MANAGER

EXECUTIVE SUMMARY

Emthanjeni Local Municipality’s Integrated Development Plan (IDP) provides the framework to guide the Municipality’s planning and budgeting over the course of the set legislative timeframe (2022/23 – 2026/27). It is an instrument for making the Municipality more strategic, inclusive, responsive and performance driven. The IDP is therefore the main strategic planning instrument which guides and informs all planning, budgeting and development undertaken by the Municipality in its municipal area:

The Fifth Generation IDP 2022-2027 of Emthanjeni Local Municipality is structured as follows:

CHAPTER	DESCRIPTION	CONTENT
1	INTRODUCTION AND PURPOSE OF THE IDP	This Chapter outlines the approach to strategic planning and key processes that underpin and influenced the Fifth-generation IDP outcomes. It also provides background pertaining the legal framework for Integrated Development Planning and the IDP Process followed by Emthanjeni LM to compile the 5th Generation IDP 2022/27 and Budget 2022/25. It further explains community and stakeholder participation in planning and prioritisation setting and includes ward-based information.
2	OVERVIEW – 4TH GENERATION IDP 2016/17 – 2021/22 ACHIEVEMENT	This Chapter provides a Summary of the past five years’ achievements (2016/17-2021/22) in line with the National Key Performance Areas.
3	MUNICIPAL PROFILE & SITUATIONAL ANALYSIS	This Chapter contains a profile of the municipal area using most recent data findings to analyse trends including the Municipal Socio-economic Profiles. The Municipal profile and status form a mechanism to achieve identified strategic objectives.
4	INSTITUTIONAL ARRANGEMENTS	This Chapter portrays the institutional framework of the Municipality as the existing governance model and expands on internal capacity to execute municipal policies and the IDP. Functions and responsibilities of the political and administrative structures are listed.
5	MUNICIPAL STRATEGIC AGENDA	This Chapter provides an explanation of the strategic agenda that guides municipal operations for the next five years. It includes Council’s Vision, Mission, Municipal KPAs, Strategic Objectives and SWOT Analysis. It further gives detail on the status of internal sector and operational plans that are linked to this IDP and the overall strategic development objectives of the Municipality.
6	FIVE YEAR CORPORATE SCORE CARD	This Chapter contains the five-year Corporate Scorecard which is aligned to the Budget and will be implemented and monitored in terms of the annual Top Layer SDBIP for the next five financial years.
7	FINANCIAL PLAN	This Chapter gives an overview of the financial viability of the municipality as well as the applied process for implementation. It also includes multi-year budgets with a three-year commitment and a strategy for the municipal revenue generation. It furthermore focuses on the projects identified and funded to be implemented during the new financial year. It sets out each project’s name, location as well as the potential sources of funding. A distinction is made between projects for which funding is available for the 2022/25 financial years and projects for which funding is not (yet) available, e.g., unfunded projects.
8	PERFORMANCE MANAGEMENT	Overview of Emthanjeni Local Municipality’s Performance Management System.
9	INTERGOVERNMENTAL DEVELOPMENT PERSPECTIVE	Overview of the service delivery priorities of sector departments and public private partnership interventions planned for implementation under the Fifth-Generation IDP to be implemented within the jurisdiction of Emthanjeni LM.

According to Section 25(1) of the Local Government: Systems Act, No.32 of 2000, each municipal council must adopt an IDP after the start of its elected term within a prescribed period. An election represents the start of a 5-year IDP development process.

The fifth generation IDP aims to address most of the challenges and weaknesses of previous generations of IDPs which included a lack sector department involvement and alignment amongst other. The fifth-generation IDP cycle allows for the adoption of a new 5-year strategic plan that articulates the development agenda for the Emthanjeni Municipality for the period 2022 - 2027.

The process for development of the new five-year IDP 2022/2027 for Emthanjeni Municipality started with Council approving the IDP & Budget Process Plan and Time schedule with key deadlines on 31 August 2021. Due to the municipal elections that were only held during November 2021 as well as COVID 19 lockdown restrictions at that stage the municipality embarked on a process of public participation with Stakeholder Representatives in all towns of Emthanjeni Municipality in October 2021 as part of the IDP Analysis phase to gain input from communities for the compilation of the Draft Five-year IDP 2022/2027. It was followed by Council Meets the People engagements in the respective wards where the newly elected Councillors were introduced to the community of Emthanjeni and communities were granted an opportunity to provide inputs as well.

The **Draft** IDP 2022/2027 will be presented to Council by the end of March 2022 to be approved for public comments whereafter another round of public consultation engagements with Communities and Stakeholders of Emthanjeni Municipality will follow to gain input on the Draft IDP and Draft Budget. The **Final** IDP 2022/2027 (5th Generation IDP) will be tabled to Council for adoption at the end of May 2022 as prescribed by legislation.

The new Council held its first Annual Strategic Planning Session on 09-10 March 2022 to path the way for the next five years. The resultant outcomes informed the design and implementation of municipal-wide projects and programmes, as well as the delivery of services, maintenance of infrastructure and responsibilities to stimulate growth and development. This will enable the Municipality to accomplish the vision: **"A centre for development and service excellence focused on economic development in pursuit of a better life for all"**. In this regard, the 2022/23 municipal budget includes mainly projects regarding maintenance and provision of infrastructure.

Council's **Strategic Objectives** for the next five years remains as follows:

-  Provision of access to all basic services rendered to residents within the available resources.
-  Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.
-  Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.
-  Maintaining a financially sustainable and viable Municipality

-  Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.
-  Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.
-  Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor

Municipal Five-year Corporate Score Card

Based on the very limited financial resources, capacity, the municipality's 100% Grant dependency for capital projects and current challenges that must be addressed a Five-year scorecard was developed with Key Performance Indicators for the next five financial years. The score card including capital projects will be incorporated in the 5th generation IDP, IDP reviews and Top Layer SDBIP's for 2022/23 until 2026/27.

Key achievements in Service Delivery:

-  Upgrading of Kwezi Sports Ground; project has been completed;
-  Upgrading of Merino Sport Complex - the project is completed;
-  Repair and Refurbishment of Water Infrastructure;
-  Tarring of Rev Swart & Henry Botha Street;
-  Sanitation Project-Covid -19;
-  Water borne sewerage for Britstown, Phase 2 - Proteaville has been completed.
-  Connection of 481 households to the sewer reticulation network in Britstown-phase 3;
-  De Aar 600 (phase 3) servicing of sites;
-  Britstown 848 housing project: the construction of internal civil services;
-  De Aar 353 housing project
-  De Aar 2388 housing project: Site handover date was 22 January 2019; Project completion date is 06 April 2023; Project value of R534, 456 193.88; Construction period will be over period of 48 months.
-  Electrification of 18 houses in Hanover.
-  Upgrading of Stormwater systems- Phase 1&2 are complete only phase 3 that is outstanding.

More projects implemented during the past five-year period can be viewed under Chapter 2.

The future economic attractions / planning for Emthanjeni area are:

-  Investments - attracting new businesses to Emthanjeni;
-  Promotion of BBBEE etc. SMME/Arts & Craft Village;
-  Renewable Energy / Tourism Hub;
-  De Aar Logistic & Storage Hub;
-  Renewable Energy opportunities
-  Conference Centre;
-  Advantage of National corridors (N1, N10, N12);
-  Washing of Solar PV Panels, Grass Cutting and maintenance, manufacturing of material locally;
-  Preferential procurement (30% commitment on all procurement be localized and report annually);
-  LED Summit & Review of LED Strategy 2018/22;

-  Labour market i.e., unemployment rate (official) 27,1% in 2019;
-  Upgrade of landing strip;
-  Hanover and Britstown sewerage plants;
-  Revitalization of Rail (Wagon Manufacturing Plant, Warehouse Hub);
-  Upgrading of Nature School (Poortjie – Municipal owned);
-  Development of industrial sites (Hanover/ Britstown/De Aar);
-  Urban Renewal Programme (Renewal of Townships – Kgotso Pula Nala Programme);
-  Town House Development;
-  Farming projects: Lucerne, Poultry, Ostrich etc.;
-  Upgrading and maintenance of parks in Emthanjeni;
-  Upgrading of Waste Water Treatment Works;
-  Amusement and Fun Park (Recreational)
-  Fast Charge Station at Britstown and Hanover
-  Van Der Merwe Park Housing Development
-  Rose Park Development (Spar Shopping Centre)
-  Shopping Mall Development
-  N10 Truck Stop Development

Municipal Challenges:

-  Eradication of 90 X Bucket System for Britstown and 30 x Sanitation (UDS Toilets) in Hanover;
-  Housing backlogs increasing e.g., not enough annual allocation to address backlogs;
-  Alignment between all spheres of government for coordinated planning;
-  Co-funding for infrastructure projects (alternative sources to supplement municipal budget);
-  Lack of serviced sites;
-  Roads & storm water backlogs;
-  Audit Opinion;
-  Electricity supply interruptions due to lack of maintenance, vandalism, aging infrastructure and load shedding;
-  Eskom Debt;
-  Vandalism to municipal property;
-  Ageing infrastructure e.g., Electricity and water networks;
-  Increasing of bad debtors remains a threat (poor payment culture for services rendered by consumers);
-  Inability of SMME's to respond to the local economy;
-  Insufficient funding of Municipal projects;
-  Electricity supply for economic development projects;
-  Water interruptions due to ageing infrastructure and loadshedding
-  Outdated Spatial Development Framework
-  Damaged road infrastructure caused by high volume of trucks passing through municipal area;
-  Water challenges at Hanover due to inadequate borehole water supply.

Interventions required:

-  Eradication of Bucket System for Britstown (Bulk & Network) and UDS Toilets for Hanover;
-  Upgrading of Hanover Groundwater Supply;

- 🏠 Accelerate the housing project (4391);
- 🏠 Funding for conference centre to host big events;
- 🏠 Funding for replacement/upgrading of ageing infrastructure (roads, electricity, sewerage, stormwater and water);
- 🏠 Funding required for upgrading of gravel roads/streets;
- 🏠 Funding for High Mast Lights and implementation of EEDSM programme;
- 🏠 Need for extra 2MVA for development in the area;
- 🏠 Assistance & funding required for review/develop of the following plans:
 - Water Service Development Plan (Updated)
 - Water Service Master Plan
 - Sewer Master Plan
 - Management Plan to reduce Non-Revenue Water
 - Waste Management Plan
 - Formal Operations and Maintenance Plans for all infrastructure
 - Contract Management Plan
 - Electricity and Roads Master Plan
 - Spatial Development Framework

2022/2023 Budget and Funded Capital projects:

The 2022/2023 budget of the Municipality amounts to **R357 835 433** million as total revenue, including capital transfers and contributions, and **R356 987 109** million as total expenditure. Financial viability is constrained by consumer priorities in terms of account payments and limited revenue-raising capacity. Capital transfers and contributions amount to **R100 749 999** million and are an indication of the Municipality’s dependency on grant funding.

The IDP includes a funded Capital projects in the 2022/23 budget as well as a list of ‘unfunded needs’, most of which are not associated with the mandate of a local municipality.

Funded Projects 2022/23 – 2024/25

Department	Project type	Description of project	Town/Ward	Funding source	2022/2023	2023/2024	2024/2025	Total Project cost
Infrastructure Services	Water	Development of 12 boreholes in De Aar (Northern scheme)	De Aar	WSIG	R16 000 000,00	R11 675 000,00	R12 200 000,00	R33 658 639,30
Infrastructure Services	Sanitation	Construction of internal Sewer reticulation for Mziwabantu in Britstown	Britstown (Ward 7)	MIG	R10 409 672,76	R 4 898 669,54		R15 308 342,30
Infrastructure Services	Electricity	Installation of High Mast Lighting in De Aar	De Aar & Britstown	MIG	R 22 765 971,76	R 1711377,24	-	
Infrastructure Services	Sports	Upgrading of Nonzwakazi Sports Ground	De Aar	MIG	R9 500 000,00	R0,00	R0,00	R9 500 000,00
Infrastructure Services	Electricity	Electrification of stands in De Aar	De Aar	INEP	R2 400 000,00	R4 000 000,00	R4 180 000,00	
Infrastructure Services	Roads	Paving of town entrances in De Aar	De Aar	IG (EPWP)	R1 073 000,00			
Infrastructure Services	Electricity	Replacement and upgrading of the De Aar West electricity main transformers	De Aar	Borrowing	R13 000 000,00			

Table 1: Funded Capital Projects 2022/23 – 2024/25

CHAPTER ONE: INTRODUCTION AND PURPOSE OF THE IDP

1.1 INTRODUCTION AND BACKGROUND

Section 25 of the Municipal Systems Act requires all municipalities to produce a “single, inclusive and strategic plan” or Integrated Development Plan (IDP). The Act specifies that the IDP must do the following:

-  Link, coordinate and integrate plans
-  Align resources and capacity
-  Form the policy and budgeting framework for the municipality
-  Comply with national and provincial development plans.

The concept and practice of Integrated Development Planning (IDP) was introduced in South Africa in the 1990s and was subsequently formalised in both policy (White Paper on Local Government, 1998) and legislation (Municipal Systems Act, 2000).

The White Paper on Local Government introduced the IDP as one of the critical tools that municipalities could employ to drive the realisation of a ‘Developmental Local Government’.

1.2 POLICY AND LEGISLATIVE FRAMEWORK

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the Constitution.

1.2.1 Constitution of the Republic of South Africa, Act 108 of 1996

The Constitution of the Republic of South Africa outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

-  To ensure the sustainable provision of services
-  To provide democratic and accountable government for all communities
-  To promote social and economic development
-  To promote a safe and healthy environment
-  To give priority to the basic needs of communities, and
-  To encourage involvement of communities and community organisations in matters of local government.

1.2.2 White Paper on Local Government

The White Paper on Local Government set the framework for the new system of local government that was to be introduced after the second municipal elections of 2000. It is in line with the spirit of the constitution as it considers integrated development planning explicitly as a tool for developmental local government. The White Paper outlines why integrated development planning is considered a necessary tool to achieve these purposes of:

-  Objective –oriented resource allocation;
-  Institutional transformation within municipalities (integrated development planning as a means of inter-sectoral strategic management);

-  Interaction with other spheres of government; and
-  Transparent interaction between municipalities and residents, in line with the principle of accountability.

The Constitution supersedes all legislative frameworks and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

1.2.3 Municipal Systems Act, No 32 of 2000

The Municipal Systems Act (MSA) Act 32 of 2000 requires municipalities to develop Integrated Development Plans that will guide the direction and content of potential development within the relevant council's area of jurisdiction, and must be reviewed annually. In addition, the Act also stipulates the IDP process and the components of the IDP.

The Integrated Development Plan, adopted by the Council of the municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA).

1.2.4 Municipal Finance Management Act, No 53 of 2003

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

-  Take into account the municipality's Integrated Development Plan.
-  Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.
-  Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.
-  Consult with the relevant authorities.

The drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and it is therefore important to briefly outline this legal framework.

1.2.5 Intergovernmental Relations Framework Act, No 13 of 2000

This Act provides a framework for the establishment of intergovernmental forums and mechanisms to facilitate the settlement of intergovernmental disputes.

Chapter 3 of the Constitution describes the three spheres as being 'distinctive, interdependent and interrelated' and enjoins them to 'cooperate with one another in mutual trust and good faith'. An important element of this cooperative relationship is that there needs to be a clear understanding of each sphere of government's powers and functions to ensure that a sphere of government or organ of state 'does not encroach on the geographical, functional or institutional integrity of government in another sphere'.

Therefore, municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

1.2.6 The White Paper on Transforming Public Service Delivery (Bato Phele White Paper) 1995

The White Paper on Transforming Public Service Delivery sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African public service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South African citizens. Improving service delivery is therefore the ultimate goal of the public service transformation programme. These principles are as follows:

- | | |
|---|---|
|  Consultation |  Courtesy |
|  Service Standards |  Information |
|  Redress |  Transparency |
|  Access |  Value for Money |

1.3 NATIONAL AND PROVINCIAL POLICY DIRECTIVES

1.3.1 The National Development Plan 2030

The National Development Plan (NDP), developed by the National Planning Commission was adopted in 2012 to achieve the objectives of eliminating poverty and reducing inequality. The targets set for these two objectives are the following:

Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero. (The portion of households in the municipal area earning less than R4800 per annum).

The NDP focus on eleven distinct areas for development in South Africa which are the following:

-  Create 11mil jobs by 2030
-  Expand infrastructure
-  Transition to low carbon economy
-  An inclusive integrated rural economy
-  Reversing the spatial effects of apartheid
-  Education and Training
-  Social protection
-  Build a capable state
-  Reforming the public service
-  Provide quality Health Care
-  Fight Corruption
-  Transformation and Unity (National Development Plan 2030, 2011)

1.3.2 The United Nations Millennium Development Goals (MDGs)

The United Nations Millennium Development Goals (MDGs) are the eight goals set by the 189 UN member states in September 2000 and agreed to be achieved by the year 2015. The Millennium Declaration was signed at the September global summit held at the UN headquarters in New York and the 149 international leaders in attendance committed to combating disease, hunger, poverty, illiteracy, discrimination against women and environmental degradation. The MDGs were derived from this Declaration, and specific indicators and targets were attached to them.

The following are the eight Millennium Development Goals:

1. eliminate extreme poverty and hunger;
2. achieve global primary education;
3. empower women and promote gender equality;
4. reduce child mortality;
5. promote maternal health;
6. fight malaria, HIV/AIDS, and other diseases;
7. promote environmental sustainability; and
8. develop a universal partnership for development.

The implementation of these eight chapters of the Millennium Declaration was agreed to begin in 1st January 2001, and the UN agreed to be holding such summits every five years to assess its progress towards achieving the MDGs. The first follow-up to the Millennium Summit was held in 2005 at the 2005 World Summit.

1.3.3 National Spatial Development Perspective (NSDP)

The main purpose of the NSDP is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality. The NSDP is based on government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion.

NSDP principles are aimed at focusing government action and investment to enable the developmental state to achieve maximum social and economic impact within the context of limited resources. While the focus on government spending in areas of some economic potential is on economic infrastructure, in areas of low or no economic potential government spending should focus on human capital development.

Spatial marginalization from economic opportunities and social amenities continues to be a significant feature of the space economy and must be addressed to reduce poverty and inequality and to ensure shared growth (National Spatial Development Perspective, 2003).

1.3.3 Northern Cape Provincial Growth and Development Strategy

The reviewed PGDS makes provision for new government priorities which includes, amongst others the following:

-  The impact of the global economic crisis that started in 2008 on the back of the sub-prime mortgage crisis in the USA. The impact of this was felt in South Africa in 2009/10 with job losses exceeding 1.25 million over the period;
-  The outcome-based approach that is aimed at ensuring that people are accountable for what they undertook to do;
-  The new growth path, which identifies job drivers and sectors for job creation. The province target to create 80 000 jobs by 2020;
-  The environment
-  Alternative energy
-  Comprehensive Rural Development Programme (CRDP), focused on enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through optimal use and management of natural resources.
-  The 10-point plan aimed at improving health profile of the province; and
-  The war on poverty: its overall aim is to raise the profile of anti-poverty activities across the province in order to target more poor people in the shortest possible time and create the greatest impact.

The Northern Cape Growth and Development Strategy (NCGDS) identified the following primary development objectives to be achieved province-wide:

-  Promoting the growth, diversification and transformation of the provincial economy
-  Poverty reduction through social development.

1.3.4 Northern Cape Provincial Spatial Development Framework, 2018

The provincial Spatial Development Framework (PSDF) includes the following vision: Sustainable urban and rural spatial development based on a modern space economy supported by an integrated national and provincial infrastructure network and the responsible use of natural resources providing sustainable livelihoods for all.

It is stated that the PSDF, as a spatial land use directive, strives to eradicate poverty and inequality and protect environmental integrity through applying sustainability principles to land use management. A finding in the study is that poverty is concentrated in larger urban areas while limited growth and job creation result in higher poverty rates and more informal settlements. This provides the opportunity for poverty alleviation efforts to be spatially focussed.

Four development/growth scenarios are (qualitatively) defined and mapped in the PSDF, namely:

- (1) development growth point,
- (2) emerging corridor,
- (3) core development focus area, or
- (4) a transportation, agriculture, manufacturing, administrative or logistics zone.

Furthermore, the study proposes a value-driven development approach which includes the directive of investing in areas with low economic growth to only address poverty and provide basic services.

The PSDF also proposes the (municipal) growth and development (path) to be in line with the 'sustainable livelihood strategy' that applies to towns with low social needs and low development potential (see 2.11. Investment Typology).

1.3.5 Karoo Regional Spatial Development Framework

The Department of Agriculture, Land Reform and Rural Development (DALRRD), (1) in partnership with the South African Local Government Association (SALGA), and (2) with the support of a consortium of expert service providers headed by Akanya Development Solutions (ADS), embarked on the preparation of the Karoo Regional Spatial Development Framework (KRSDF) in June 2020.

Per the preamble and the guiding principles of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA), the objectives of the 2030. National Development Plan (NDP), and the directives of the Draft National Spatial Development Framework (NSDF), the core focus of the KRSDF is to ensure (1) equitable basic service provision and social development, (2) sustainable and inclusive economic growth including job creation, and (3) decisive spatial transformation, in accordance with a shared spatial, social and economic development vision for the region.

In more detail, the DALRRD's key objectives with the preparation of the KRSDF are to:

-  Address the spatial, social and economic imbalances created by the past colonial and apartheid systems in the Region, and ensure that it can play a meaningful role in the national economy;

-  Through strategic analysis of the regional space economy, identify, nurture, support and strengthen key economic sectors and broaden participation in such sectors;
-  Ensure, sustain and deepen buy-in to the idea of the Karoo as 'Region' with a series of interconnected settlements,
-  as already reflected in the cooperation and commitment of a wide range of regional stakeholders; and
-  Align and coordinate the plans, policies, strategies and frameworks of (1) different spheres and sectors of government and (2) those of the private sector to ensure maximum benefit from the limited and shrinking national fiscus.

The **Karoo RSDF Draft Spatial Proposals and Implementation Framework** focusses on the development of

- (1) a regional development vision,
- (2) regional development concepts,
- (3) development objectives and strategies, and
- (4) the overall RSDF map.

The Implementation Framework tied to the Spatial Proposals focusses on (1) investment and (2) institutional issues.

1.3.6 Integrated Urban Development Framework 2016

The IUDF principles and priorities should inform and guide long-term development plans and policies, strategic infrastructure investments, regulatory and fiscal instruments, spatial targeting, as well as sector policy documents and related legislated framework. This will mean:

-  All three spheres of government and all public entities must embrace the IUDF and use its principles when developing plans, programmes or approving projects.
-  All policies and legislative frameworks that have an impact on the urban space must consider principles outlined in the IUDF.
-  The medium-term strategic frameworks (MTSFs), integrated development plans (IDPs), medium term expenditure frameworks (MTEFs), annual performance plans (APPs) and service delivery and budget implementation plans (SDBIPs) must be aligned to the principles and priorities identified in the IUDF.

1.3.7 Back to Basics Programme for municipalities, 2014

The 'Back to Basics' approach for Local Government was introduced at a Presidential Local Government Summit held on 18 September 2014 in Midrand, Johannesburg.

The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right. To monitor the implementation of B2B approach each municipality in the country was required to submit on a monthly as well as quarterly basis the performance monitoring and reporting templates to COGTA on the work of municipalities as directed by the Back to Basic approach. The B2B reporting was replaced during 2021 by Circular 88 and municipalities started with piloting of reporting on key performance indicators as set nationally in terms of Circular 88.

1.3.8 MFMA Circular 88

MFMA Circular No. 88 of 2017 is the first MFMA circular jointly issued by National Treasury, the Department of Cooperative Governance and the Department of Planning, Monitoring and Evaluation as part of a suite of planning, budgeting and reporting reforms. It provided guidance to metropolitan municipalities on a common set of performance indicators applied from the 2018/19 planning and reporting cycle onwards.

The 1st addendum to MFMA Circular No. 88 of 4 December 2019 provided further guidance and clarity to metropolitan municipalities on the preparation of statutory planning and reporting documents required for the 2020/21 Medium Term Revenue and Expenditure Framework (MTREF). The 2nd addendum to MFMA Circular No. 88 of 17 December 2020 expanded the reform in four respects:

-  it more closely integrated and guided planning, budgeting and reporting reforms;
-  it significantly expanded and revised the set of MFMA Circular No. 88 indicators applicable to metropolitan municipalities;
-  it expanded the application of these reforms and the indicators to all municipalities differentially applied per category of municipality in a piloting phase; and
-  it introduced evaluations in the context of these reforms.

The 2nd Addendum update to MFMA Circular No. 88 (2020) confirmed the piloting of the indicator planning, monitoring and reporting reform among all other categories of municipalities in the 2021/22 financial year, thereby marking the application of the circular across all local government. The latest circular update has introduced a singular, differentially applied set of indicators for all of local government covering the following sectors, namely: Water and sanitation; Electricity and energy; Housing and community facilities; Roads and transport; Environment and waste management; Fire and disaster services; Governance; and Local economic development.

Work to institutionalise and capacitate municipalities regarding the MFMA Circular No. 88 remains on-going.

1.3.9 District Development One Plan

President, Cyril Ramaphosa in the State of the Nation Address (SoNA) 2019 indicated that it is time for government to break away from the silo mentality of working and went on to introduce a new approach called the District Development Model (hereafter DDM). The DDM was subsequently adopted by cabinet on the 21st of August 2019. The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal, district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation. The President also highlighted that the DDM will help government address the triple challenges of poverty, unemployment and inequality.

Informed by the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF) and other government policies, legislations and previous similar programmes, the DDM seeks to ensure maximum coordination and cooperation among all three spheres of government (National, provincial and local). Amongst others, the Model will be implemented through a collaborative process to develop One Plans for all 44 districts and 8 Metropolitan Municipalities which will be further synchronized with Integrated Development Plans (IDPs) of municipalities.

Each district and metro plan will develop a long-term government agenda in these spaces and unpack at least the following developmental issues:

-  Managing urbanisation, growth and development;
-  Supporting local economic drivers;
-  Accelerating land release and land development;
-  Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
-  Addressing service delivery in municipalities.

The Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the 'landing strip'.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that "local government is capacitated and transformed to play a developmental role". The White Paper says developmental local government "is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives".

(<https://iudf.co.za/news/what-is-the-district-development-model-and-has-it-replaced-the-iudf/>)

1.3.10 Local Government: Municipal Planning and Performance Management Regulations (2001)

The Local Government: Municipal Planning and Performance Management Regulations (2001) sets out the minimum requirements for an Integrated Development Plan. Regulation 2 (1) states that the municipality 's IDP must at least identify:

-  The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan;
-  Any investment initiatives in the municipality;
-  Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
-  All known projects, plans and programmes to be implemented within the municipality by any organ of the state, and
-  The key performance indicators set by the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

1.3.11 National Strategic Plan on Gender-Based Violence & Femicide

The Gender-based Violence and Femicide National Strategic Plan (GBVF-NSP) was produced by the Interim Steering Committee established in April 2019 to respond to the gender-based violence and femicide crisis following the historic 2018 Presidential Summit on this subject.

The NSP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole. The strategy seeks to address the needs and challenges faced by all, especially women across age, sexual orientation, sexual and gender identities; and specific groups such as elderly women, women who live with disability, migrant women and trans women, affected and impacted by the gender-based violence scourge in South Africa.

1.4 POLITICAL STATEMENTS

The following political statements were also considered as key directives:

- a) State of the Nation Address 2022

President Cyril Ramaphosa in his State of the Nation Address on 10 February, 2022 highlighted the following key aspects:

1) Rebuilding the economy from the devastating impact of COVID-19.

The Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of the country's economic recovery is currently being implemented. The plan fast-tracks urgent economic reforms, removes regulatory barriers that increase costs, expands employment programmes, facilitates large-scale investment in infrastructure, and implements measures to promote localisation and trade. The Government is working closely with financial institutions and multilateral development banks to find innovative ways of funding infrastructure investment.

The Government will continue to put the building blocks in place to boost our economic growth, create new businesses and industries, and ultimately create jobs, especially in the small and medium enterprise sector. Although much work still remains, 2021 has seen green shoots of hope and renewal emerge and with it hope for a better future for all. The country showed itself as an investment destination of choice, attracting some of the world's top businesses to expand their operations in the country

2) The fight against COVID-19 is not yet over.

COVID-19 has not been eradicated and the risks are still very real therefore the following measures should still be adhered to:

-  Wearing of wear masks at all times, practicing of social distancing, and wash of hands regularly with soap and water or an alcohol-based hand sanitiser.
-  Continue to be responsible and avoid large social gatherings, which carry a huge risk for transmission of the virus.
-  The best defence against the virus is vaccination as it offers protection against COVID-19 and reduce the risk of serious illness, hospitalisation and death.

3) Together we can build the country of our dreams

-  Through combined actions the triple challenge of poverty, inequality and unemployment can be eradicated.
-  Every person has a role to play in ensuring the creation of a better tomorrow for all.
-  The country needs active citizens who are the bedrock of any democracy.
-  The strength of civil society remains robust and democracy remains strong.
-  Government is also pleased that South Africans remain engaged in democratic processes.
-  Together it can be ensured that our representatives in both the public and private sector fulfil their obligations and live up to their oaths of office.

b) National Budget Speech 2022

Budget Framework

-  Government expects to achieve a primary surplus – where revenue exceeds non-interest expenditure – by 2023/24. In 2024/25, main budget non-interest expenditure will grow slightly above CPI inflation.
-  The consolidated budget deficit is projected to narrow from 6 per cent of GDP in 2022/23 to 4.2 per cent of GDP in 2024/25.
-  Gross loan debt will stabilise at 75.1 per cent of GDP in 2024/25.
-  Debt-service costs consume an increasing share of GDP and revenue. They are expected to average R333.4 billion a year.

Spending Programmes

-  Total consolidated government spending will amount to R6.62 trillion over the next three years, and the social wage will take up 59.4 per cent of total non-interest spending over this period.
-  Additional allocations of R110.8 billion in 2022/23, R60 billion in 2023/24 and R56.6 billion in 2024/25 are made for several priorities that could not be funded through reprioritisation.
-  These include the special COVID-19 social relief of distress grant, the continuation of bursaries for students benefiting from the National Student Financial Aid Scheme, and the presidential employment initiative.
-  The bulk of the spending is allocated to learning and culture (R1.3 trillion), social development (R1 trillion) and debt-service costs (R1 trillion) over the MTEF.
-  Economic development and community development grow faster than other functions at 8.5 per cent and 7.9 per cent, respectively.

Tax Proposals

-  Tax revenue strengthened significantly in recent months and is expected to reach R1.55 trillion for 2021/22, well above projections.
-  Given the revenue improvement, government proposes R5.2 billion in tax relief to help support the economic recovery, provide some respite from fuel tax increases and boost incentives for youth employment.
-  Most of the relief is provided through an adjustment in personal income tax brackets and rebates. In addition, there will be no increase in either the general fuel levy or the Road Accident Fund levy.
-  Progress continues to be made in rebuilding the South African Revenue Service

C) State of the Province Address 2022

"Thus, we need to provide industrial centres of excellence with world class infrastructure. As the Northern Cape, we are in the process of initiating a Western SADC [Southern African Development Community] Export and Manufacturing Corridor to connect Namibia, Botswana and several South African provinces," - Dr Zamani Saul, SOPA 2022.

Projects which are at an advanced stage:

-  Kathu Industrial Park at the centre of the Gamagara Mining Corridor.
-  Upington Industrial Park as a services centre for road, rail and air transport, agriculture, agro-processing and manufacturing.
-  Namakwa SEZ in Aggeneys, an industrial cluster for mining and agriculture services, beneficiation and manufacturing.

Other investments regarded as game changers for Northern Cape:

-  SASOL hydrogen pre-feasibility study outcome,
-  Boegoebaai Harbour nearing final planning stages,
-  Namakwa SEZ designation,
-  Upington Industrial Park construction; and
-  Kathu Industrial Park business plan.

State-owned construction company:

The Northern Cape State-owned construction company – initially announced in 2019 – is expected to be launched at the end of June this year. COEGA, which is a State-owned public entity, was appointed in March 2020, after a

competitive supply chain management bidding process, to conduct the feasibility studies on the state construction company and mining company.

“The Executive Council approved a plan to implement the findings of the study. We are in the process of registering the Northern Cape State Owned Construction Company. We hope to launch the company before the end of June this year and the MEC of Finance, Economic Development and Tourism will elaborate on this and indicate the funding for the company for the 2022/23 Financial Year,” he said.

The Northern Cape State Owned Construction Company – in collaboration with the provincial Department of Roads and Public Works (DRPW) – is expected to:

-  Build RDP houses for human settlements, roads and other infrastructure.
-  Train and upskill people, with a special focus on unemployed youth.
-  Absorb young people who have been trained.
-  Serve as a training institution for mass production of artisans.
-  Implement 30% of the provincial government’s infrastructure project.
-  Serve as an incubator for small businesses in the Northern Cape Province.

Other key highlights:

Remodelling of the Department Roads and Public Works (DRPW) including centralisation of all the provincial infrastructure for synergistic benefits and ensuring adequate in-house technical/engineering capacity and expertise around the areas of infrastructure planning, design and implementation.

-  Unemployment at 37% which is an indictment on all;
-  Creation of more youth employment opportunities through industrialisation, which includes the implementation of catalytic projects.
-  Skills development in partnership with institutes of higher learning (FET colleges, universities) and SETAs to provide training and skills to unemployed youth.
-  Enterprise development focusing on township economy.
-  Creation of descent and sustainable jobs by beginning a process of insourcing security guards in the province’s departments.
-  Creation of decent and sustainable jobs through insourcing support functions such as security, cleaning, gardening and catering that are currently outsourced by government. The phased-in insourcing of security services will commence in April 2022 with small departments and be phased-in in the Medium-Term Expenditure Framework (MTEF) period. Security personnel that will be on the pay roll of the provincial government will be housed and managed from the Department of Transport, Safety and Liaison.

1.5 IDP AND BUDGET PROCESS

The Municipal Systems Act and Municipal Planning and Performance Management Regulations (2001) elaborate on the process requirements for the development and review of an IDP. The 5-year IDP development process involves the following key steps:

-  Development of a district framework (in case of category C municipalities);
-  Development of process plans (applies to all categories of municipalities);
-  Drafting of the IDP document;
-  Adoption of the draft document for public consultation;
-  Adoption of the final IDP document;

-  Submission of the IDP to the MEC for local government and publication; and
-  Implementation and review of the IDP.

1.5.1 Emthanjeni IDP and Budget Process Plan & Schedule with key deadlines

Section 28 of the MSA requires all municipal councils to adopt a written process to guide how it will plan, draft, adopt and review its IDP. Municipalities need to inform and consult with the local community before this is adopted. The process plan is a “timetable” of activities and events to be undertaken in the process of developing and reviewing IDPs by all categories of municipalities.

Essentially, the IDP Process Plan articulates the programme of action that will be followed in the development of the IDP. Essentially, it covers the following:

-  The distribution of roles and responsibilities in the IDP development process;
-  Institutional arrangements for the process;
-  Mechanisms and procedures for public participation;
-  Specific activities to be undertaken with timeframes and resources requirements;
-  Mechanisms and procedures for alignment with external stakeholders;
-  Relevant and binding planning and policies requirements at national and provincial sphere; and
-  Cost estimates for the planning process.

Emthanjeni Local Municipality’s IDP and Budget Process Plan 2022/23 including schedule with key deadlines was adopted by Council on 31 August 2021 after a process of consultation with the respective Ward Committees was followed. The schedule was revised in February 2022 to include the process of the election of the new Council and Ward Committees. Legislative requirements pertaining Regulation 890 and Guidelines 891 was also incorporated into the schedule. The schedule sets out key deadlines and activities for the compilation of the Fifth Generation IDP 2022-2027.

The table below depicts the IDP and Budget Process Plan Time Schedule 2022/23.

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
1.	Preparation Desktop work	Preparatory work for Reviewed IDP Process Plan	Process starts from 01 July 2021	IDP Officer	IDP Steering Committee
2.	Performance Agreements: (i) Signed by Section 54A (MM) and 56 Senior Managers (ii) Submitted to the Mayor (iii) Published on website within 14 days (iv) Submitted to MEC of COGHSTA	Compliance with Section 57(2)(1)(b) of MSA – signed PMS Agreements	31 July 2021	MM, Senior Managers, MD, PMS/Risk Officer	Mayor
3.	Submit Q4 quarterly performance report (July 2020 till June 2021) on implementation of the budget and financial state of affairs to Council. (i) Mayor submits to Council (ii) Published on website (iii) Submitted to MEC of COGHSTA (iv) Submitted to NT & PT	Compliance with Section 52(d) of MFMA	31 July 2021	SMCS, MD, PMS/Risk Officer	Council
4.	IDP Steering Committee Meeting	First IDP Input Meeting	04 August 2021	MM, SMCS, MD, IDP Officer	IDP Steering Committee

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
5.	<ul style="list-style-type: none"> o Formalize the necessary institutional arrangements <ul style="list-style-type: none"> • Roles and responsibility • Mechanism for active community participation o Timeframes – alignment and coordination to the District IDP Framework 	<ul style="list-style-type: none"> o Organizational arrangements o Responsibility to be undertaken by municipal officials o Effective public participation o Timeframes and targets 	15 August 2021	IDP Steering Committee	Council
6.	Process Plan Public Consultation session with Ward Committees	Meetings with Ward Committees	16 – 25 August 2021	MD & IDP Officer	Ward Committees
7.	Table IDP Process Plan & Budget Schedule 2022/2023 to Council for adoption	<ul style="list-style-type: none"> o Adopted IDP Process Plan & Budget Schedule o Submission to stakeholders within legislative timeframe 	31 August 2021	MM & CFO	Council
8.	<ul style="list-style-type: none"> o Annual Performance Report 2020/21 submitted to Auditor General o AFS 2020/21 submitted to Auditor General 	<ul style="list-style-type: none"> o Council to note APR o MPAC to note APR o Submission of APR to AG 	31 August 2021	MM, CFO, SMCS	Council Auditor General
9.	o Advertise the Reviewed Process Plan & Budget Schedule for 2022/2023	o Public notification: Give notice to the local community of particulars of the processes it intends to follow	10 September 2021	IDP Officer	Community
10.	o Preparing of Roll-out Programme for IDP Reviewed Framework & Community involvement meetings (CMTP Preparatory engagement)	o IDP Steering Committee involvement meeting	September 2021	Mayor, MM, Ward Councillors IDP Steering Committee	Community
12.	o Final PMS Evaluations of MM & Senior Managers	o Performance reviewed of MM & Senior Managers for 2020/21	September 2021	MM, SMCS, MD, PMS/Risk Officer	PMS Evaluation panel
13.	Performance Management Input Meeting		October 2021	Mayor, MM	Exco, Cllrs & HOD's
14.	<ul style="list-style-type: none"> 1st round of community consultation & participation o Outreach campaign to inform the community about the IDP priorities (Social media platforms to be utilized) 	Breakdown of outreach activities: <ul style="list-style-type: none"> o Local level marketing to be considered o Active multi-media campaign on the IDP 	October 2021	Mayor, WC, MM All Senior Managers, all Managers, IDP Officer Involvement of CDW's & Ward Committees	Communities of De Aar, Britstown and Hanover
15.	<ul style="list-style-type: none"> Conduct 1st IDP Representative Forum meeting <ul style="list-style-type: none"> • To say where we are and the process intention • To determine key strategic projects Explain Budget Process /Budget compilation programme 	<ul style="list-style-type: none"> o Presentation to the IDP Rep Forum o Input meetings o Sectoral meetings o Introduce the process to the forum o Review IDP objective & strategies o Consider National, Provincial & District Priorities 	October 2021	Mayor, MM, SMCS, MD, IDP Officer	IDP Rep Forum
16.	Phase 1: Research, Information Collection & Analysis <ul style="list-style-type: none"> o GAP Analysis of existing IDP's & KPA's <ul style="list-style-type: none"> • Situational analysis • Physical and climatic environment • Progress on previous commitments • Institutional analysis in line with PGDP, WSDP, DGDG, DSDG, New Growth Path, NDP, SPLUMA, DDM, etc. 	Desktop work <ul style="list-style-type: none"> o Priority services & project prioritization. o Service delivery & infrastructure backlogs o Level of socio-economic development o State of the natural environment o Level of physical development (land development) 	Sept / October 2021	SMCS, MD, IDP Officer MPMU, LED Officer	Steering Committee

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
17.	Internal Organizational Arrangements <ul style="list-style-type: none"> o Mandate, power and functions o Institutional SWOT analysis o Institution transformation Spatial Development profile Demographic profile Health profile Education and training profile Social development profile Safety and security profile Economic profile Housing profile Land profile Environmental profile Infrastructure profile o Indebt need analysis o Analysis of MEC's comments on IDP o Analysis of IDP engagement outcomes o Development objectives <ul style="list-style-type: none"> • Formulate Vision and Mission statement of the Council • Review of development objectives 	<ul style="list-style-type: none"> o Compile Strategic Development Plan 2022 o Alignment of projects to provincial, national and district projects/programmes o Internal alignment of SDBIP targets, community consultation on service delivery development and budget targets <p>Desk Work</p> <p>Rep Forum Workshop</p>	<p>October 2021</p> <p>Ongoing</p> <p>October 2021</p>	<p>MM, SMCS, MD IDP Officer</p> <p>Steering Committee IDP Officer</p>	Steering Committee
	<p>Submit Q1 quarterly performance report (July 2021 till September 2021) on implementation of the budget and financial state of affairs to Council.</p> <p>(i) Mayor submits to Council (ii) Published on website (iii) Submitted to MEC of COGHSTA (iv) Submitted to NT & PT</p>	Compliance with Section 52(d) of MFMA	14 December 2021	SMCS, MD, PMS/RISK Officer	Council
18.	Phase 2: Vision, Mission, Strategic Objectives & Strategies <ul style="list-style-type: none"> • Review of IDP objectives & strategies • Finalize the development of objectives 	<ul style="list-style-type: none"> o Projects are identified & reviewed o EPWP projects identified o Council Strategic Planning Session 	Between September 2021- March 2022	IDP Steering Committee	Council
19.	Phase 3: Development of Programmes & Projects <ul style="list-style-type: none"> o Identification of development projects in the IDP o Institutional restructuring & identification of key stakeholders o Link projects to: <ul style="list-style-type: none"> • Development objective of the Council • PMS • Budget • LG 5-year strategic agenda • SDBIP o Consider National, Provincial & district priorities 	<u>Information requirement</u> <ul style="list-style-type: none"> o Target group / population o Location of the project o When it will start & end o Who will be responsible for managing it? o How much will it cost o Where the money will come from o Targets & indicators to measure performance & impact of the project. o Finalize projects for each objective & programme 	Between September 2021- March 2022	SMCS, MD, MPMU IDP Officer, LED Officer	IDP Steering Committee
20.	Phase 4: Integration and Consolidation <ul style="list-style-type: none"> • Integrated sector plans (LUS, LED Plan, Disaster Management Plan, Institutional Plan, Financial Plan, poverty alleviation, gender equity, etc.) 	<ul style="list-style-type: none"> o Projects must be in line with the Municipality's objectives & strategies o Also aligns with the resource framework & comply with the legal requirements. o Guide the municipality to integrate various sectors in the IDP to ensure realization of integrated development. 	Between September 2021- March 2022	IDP Steering Committee Council	IDP Rep Forum
	Local Government Elections	o Election of new Councillors	01 November 2021		

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
	Council Inauguration meeting	<ul style="list-style-type: none"> o Inauguration of newly elected Councillors 	22 November 2021	MM, SMCS, MMO	
	Council Meets the People	<ul style="list-style-type: none"> o Introduction of new Council to Communities in all wards 	December 2021	MM, SMCS, MMO	Community
21.	<ul style="list-style-type: none"> o Conduct 2nd IDP Representative Forum meeting <ul style="list-style-type: none"> • To say where we are and the process intention • To determine key strategic projects o Explain Budget Process /Budget compilation programme 	<ul style="list-style-type: none"> o Presentation to the IDP Rep Forum o Input meetings o Sectoral meetings 	March 2022	MM, SMCS, MD IDP Officer	IDP Rep Forum
22.	<ul style="list-style-type: none"> o Tabling of Midyear Budget & Performance Assessment report to Sec 72 of MFMA (July 2021 till December 2021) 	<ul style="list-style-type: none"> o Midyear Budget Assessment tabled to Mayor & Council o Midyear Performance Assessment to Mayor & Council o Compliance with Section 72 of the MFMA 	27 January 2022	MM, CFO, SMCS, MD, PMS/Risk Officer	Mayor Council
23.	<ul style="list-style-type: none"> o Tabling of Draft Annual Report 2020/21 to Council 	<ul style="list-style-type: none"> o Draft Annual Report tabled to Council o Public notification: <ul style="list-style-type: none"> o Give notice to the local community o Public comments on the Draft AR 2020/21 	End of January 2022 21 days – February 2022	MM, SMCS	Council
	<ul style="list-style-type: none"> o Ward Committee Elections 	<ul style="list-style-type: none"> o Election of new Ward Committee members 	February 2022	Speaker, SMCS, MMO	
24.	<ul style="list-style-type: none"> o Midyear Performance Evaluations of MM & Senior Managers 	<ul style="list-style-type: none"> o Performance reviewed of MM & Senior Managers for Midyear 2021/22 o Submission of PMS Evaluations Report to MEC 	March 2022	MM, SMCS, MD, PMS/Risk Officer	PMS Evaluation panel
25.	<ul style="list-style-type: none"> o Tabling of Adjustments Budget 2021/22 to Council 	<ul style="list-style-type: none"> o Adjustments Budget tabled to Council 	February 2022	MM, CFO	Council
26.	<ul style="list-style-type: none"> o Tabling of KPI Revisions in respect of Adjustment Budget to Council 	<ul style="list-style-type: none"> o KPI Revisions tabled to Council o Submission of KPI Revisions to MEC COGHSTA, NT, PT 	February 2022	MM, SMCS, MD, PMS/Risk Officer	Council
27.	<ul style="list-style-type: none"> o Tabling of amended IDP in respect of Adjustment Budget to Council 	<ul style="list-style-type: none"> o Amended IDP tabled to Council o Submission of Amended IDP to MEC COGHSTA, NT, PT 	February 2022	MM, SMCS, MD IDP Officer	Council
28.	IDP Steering Committee Meeting	Bi-monthly Consultation Meetings Submit inputs by HOD's on: <ul style="list-style-type: none"> • Annual Financial Budget • MIG Projects • EPWP All relevant information	Bi-monthly Meetings	MM, SMCS, MD, IDP Officer	Steering Committee
29.	Finalization of IDP preliminary budget format		continuous	MM & HOD's	
30.	IDP Sectoral Meeting	<ul style="list-style-type: none"> o Meeting with Pixley ka Seme DM and Regional Government Departments o Inputs from different sectors (Agriculture, religious, youth, women, people with disabilities, etc.) 	08 February 2022	Councillors SMCS, MD IDP Officer IDP Steering Committee	Mayor, WC, Exco, HOD's MM
31.	Submit first draft IDP and 2022/2023 Capital & Operating Budget to the Mayor & Municipal Council	Tabling of IDP & Budget	31 March 2022	Mayor, MM CFO	Mayor, Exco & Councillors
32.	Approval of Draft IDP 2022/23; Draft SDBIP 2022/23 & Budget 2022/23-2024/25		31 March 2022	Mayor, MM CFO, SMCS	
33.	Publish Draft IDP for inputs to: <ul style="list-style-type: none"> • Shared Services Centre • IDP Steering Committee • IDP Rep Forum • Sector Department • Communities 	<ul style="list-style-type: none"> o Consultation process to assess budget process and implementation o Public participation o Present Draft IDP o Confirmation of information and projects 	End of March 2022 08 April 2022	SMCS, MD IDP Officer	IDP Steering Committee IDP Rep Forum Sector Department

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
34.	Notice of Draft IDP/ PMS/ Budget	Public comments on the Draft IDP and Budget	21 days – April 2022	SMCS, MD IDP Officer	Ward 1-8 Departments
35.	Submit Q3 quarterly performance report (July 2021 till March 2022) on implementation of the budget and financial state of affairs to Council. (i) Mayor submits to Council (ii) Published on website (iii) Submitted to MEC of COGHSTA (iv) Submitted to NT & PT	Compliance with Section 52(d) of MFMA	30 April 2022	SMCS, MD, PMS/Risk Officer	Council
36.	CMTF Preparatory engagement		04-06 April 2022		
37.	Community IDP & Budget Report Back Meetings (Social media platforms to be utilized)	Ward 1-8	Between 11 April 2022 – 05 May 2022	Mayor, WC, Exco, Cllrs, MM & HOD's	Community
38.	Final IDP prioritizing and sector departments meeting	Budget process as per MFMA	May 2022	IDP Steering Committee	Community Sector Departments Council
39.	Table Budget aligned to IDP	Budget preparation progress is informed by IDP drafting process	90 days before the start of a Municipal financial year	MM & CFO	Mayor, Exco & Councillors
40.	Phase 5: Adoption & Approval Adopt Final Integrated Development Plan 2022-2027, Budget & Policies, Sector Plans	<ul style="list-style-type: none"> o Final IDP to Corporate /HR Services Committee o Final IDP to Exco o Reviewed IDP adopted by Council 	31 May 2022	MM, SMCS, MD IDP Officer	Council
41.	Notice of Final IDP/ Budget	<ul style="list-style-type: none"> o Publicize the Final IDP and Budget 	21 days – June 2022	SMCS, MD IDP Officer	Ward 1-8 Departments
42.	Community notification of Approved Final IDP Concept/extracts from the plan are available for public inspection at specified places	<ul style="list-style-type: none"> o Publicize a summary of the Revised IDP 	Timeframes: within 14 days after adoption by Council	IDP Officer	
43.	Submit reviewed IDP to Provincial IDP coordinator	<ul style="list-style-type: none"> o Legal compliance o Assessment o Comments from national and provincial IDP assessment panel 	Timeframes: within 10 days of adoption/ amendment of the plan	MM, SMCS, MD IDP Officer	Provincial IDP Coordinator
44.	Submit reviewed and adopted IDP to MEC for Local Government National Treasury Pixley Ka Seme DM, etc.	Legal Compliance	By 10 June 2022	MM, CFO, SMCS	Submit a copy of the IDP as adopted by the council to the MEC for Local Government
45.	Finalizing Approval of SDBIP Submission of Approved Budget and SDBIP to 1.National Treasury, PT & RT 2.COGHSTA 3.Pixley Ka Seme Publication of High-level Summary Budget & SDBIP <ul style="list-style-type: none"> o Website o Local newspaper o Hard copies 	Legal Compliance	14 June 2022 28 June 2022 within 10 days of approval by Mayor	Mayor, MM MM	
46.	Monitor & Review Performance targets in the SDBIP & Performance contracts		July 2021 –June 2022	MM & HOD's MD PMS Officer	Council
	Readiness for implementation of Municipal Staff Regulation 890 & 891	<ul style="list-style-type: none"> o Conduct awareness / Change Management (Council and Senior Management) o Situational Analysis o Develop a HR Strategy o Establish IPMS implementation team o Develop implementation plan based on Strategy o Review of Organogram o Review / Develop Policies o Development or Review SOP's 	Before 01 July 2022	MM & HODs, MD PMS Officer, HR Officer	All staff excluding Sec 57 Senior Managers

#	ACTIVITY	STRATEGIC INPUT/OUTPUT	TIMEFRAME	RESPONSIBILITY	TO WHOM
		<ul style="list-style-type: none"> o Review & Evaluate JDs for all o TASK Evaluation Policy be reviewed in line with Regulation o Develop a Strategy for Recruitment and Selection o Development/ Review of the WSP that is aligned to the skills audit 			
47.	Implementation Operational Business Plans for each project being identified Reporting, Monitoring, Audit & Review	Rep Forum Monitor & track progress of the implementation of the IDP Desk Work Prepare copies for circulation	Continuous	IDP Steering Committee MPMU	Council

Table 2: IDP & Budget Schedule with key deadlines 2022/23

1.5.2 IDP Life Cycle (2022-2027)

The IDP 2022-2027 was undertaken as part of the continuous cycle of planning, implementation and monitoring.

In essence, the process consists out of a situational analysis whereby existing data and annual reports were used as a base to understand the CURRENT STATUS of both the municipality and the environment in which it functions. Based on the analysis of the current situation, the objectives are to reach the already identified vision need to be translated into appropriate strategies, once these strategies have been finalised, projects to achieve the objectives were identified and discussed. The strategies identified have also been aligned with intergovernmental strategies and programmes as to ensure an integrated approach.

The IDP Review for 2022-2027 was undertaken within the framework of National, Provincial and District plans and policies.

The diagram below illustrates the process and lifespan of the five-year IDP of a municipality.

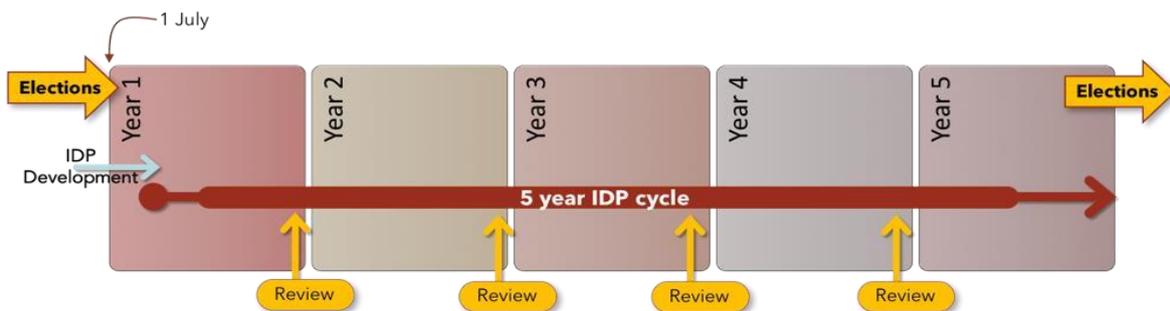


Figure 1: Process & lifespan of five-year IDP

1.5.3 Main Aim of the Fifth-Generation IDP

The first and second generation of IDPs (2001-2006 and 2006-2011) focussed on laying a foundation for the systematic eradication of service delivery backlogs. The Annual assessments of IDPs conducted during the abovementioned period noted that national and provincial departments were not actively involved in the process of developing IDPs and as a result IDPs were unable to “link, integrate and coordinate plans” as envisaged by Section 25 of the MSA.

Consequently, Cabinet took a decision that IDPs should become a ‘plan of all government in a municipal space’, thus encouraging active involvement of other spheres of government and other development agents in the development and implementation of IDPs. This approach would have enabled municipalities to aggressively respond to socio-economic challenges and address spatial disparities of development.

During the third generation of IDPs numerous challenges were experienced as noted in the State of Local Government Report (2009). Of critical importance, the report identified the following weaknesses in municipal IDPs:

- The poor alignment of municipal priorities, programmes and plans with that of national and provincial governments;
- Poor integration of municipal sector plans into IDPs;
- Weak alignment between IDPs, municipal budgets and Service Delivery and Budget Implementation Plans;
- The inability of many municipalities to plan for services for which they are not directly responsible (e.g., safety and security, health and education)
- The lack of meaningful public participation in the development of service delivery master (sector) plans; and
- The absence of long-range planning in most municipalities outside metros and secondary cities.

The fourth generation of IDPs (2016 -2021) focused mainly on responding to new and emerging policy imperatives. Other performance review processes have highlighted a number of challenges that are experienced by municipalities regarding integrated development planning and service delivery at municipal level. These challenges include:

- The poor integration of national and provincial sector plans in the IDPs;
- Poor alignment between planning, budgeting, implementation, monitoring and reporting processes;
- Lack of appreciation for the importance of IDPs as intergovernmental planning instruments;
- Current planning platforms do not provide an opportunity for municipalities to engage timeously with sector departmental plans to be able to adequately incorporate them into their IDPs.
- The NDP identifies the lack of an effective system for IDPs to gain the national and provincial support they require to be meaningful.

The fifth generation IDP therefore aims to address all the above challenges and weaknesses. The fifth-generation IDP cycle allows for the adoption of a new 5-year strategic plan that articulates the development agenda for the Emthanjeni Municipality for the period 2022 - 2027.

1.5.4 District Framework

Section 27 of the Municipal Systems Act requires that each district municipality, after following a consultative process with the local municipalities within its area, adopt a framework for integrated development planning that binds both the district municipality and the local municipalities. The district IDP development framework is critical to both district and its local municipalities as it gives the direction that the municipalities' IDPs should follow and drives integrated development planning within the district area of jurisdiction.

This framework is developed for a five-year period and is aligned to the IDP cycle and electoral mandate and should be reviewed annually. It should provide direction to the local municipalities on development priorities to be addressed.

1.5.4.1 District linkages:

The **Strategic objectives** of the **Pixley ka Seme District Municipality** are as follows:

- To enhance Compliance with the tenets of good governance as prescribed by legislation and best practice;
- To administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a Clean Audit Outcome;
- To monitor and support local municipalities to enhance service delivery;

- To promote economic growth in the district
- To guide local municipalities in the development of their IDP's and in spatial development;
- To provide a professional, people- centred human resources and administrative service to citizens, staff and Council;
- To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined;
- To provide disaster management services to the citizens; and
- To provide municipal health services to improve the quality of life of the citizens.

1.6 STAKEHOLDERS IN THE IDP PROCESS: ROLES AND RESPONSIBILITIES

1.6.1 Roles and Responsibilities – Internal

The roles and responsibilities of internal role-players in the compilation of the IDP are indicated in the table below:

Role player	Roles and responsibilities
Mayor/Committee of Appointed Councillors	<ul style="list-style-type: none"> ◆ Manage the drafting of the IDP ◆ Assign responsibilities in this regard to the Municipal Manager ◆ Submit the draft plan to the municipal council for adoption
Municipality	<ul style="list-style-type: none"> ◆ Prepare, decide and adopt a Process Plan ◆ Undertake the overall management and co-ordination of the planning process, which includes ensuring that: <ul style="list-style-type: none"> • All relevant stakeholders are appropriately involved; • Appropriate mechanisms and procedures for public consultation and participation are applied; • The planning events are undertaken in accordance with the set timeframe; • The planning process is related to the Key Development Priorities in the Municipality; and • National and Provincial sector planning requirements are satisfied ◆ Adopt and approve the IDP ◆ Amend the IDP in accordance with the requirements of the MEC for Local Government ◆ Ensure that the annual operational business plans and budget are linked to and based on the IDP
IDP Officer	<ul style="list-style-type: none"> ◆ Responsible for the preparation of the Process Plan ◆ Responsible for the day-to-day management of the planning process in terms of time resources and people, and ensuring: <ul style="list-style-type: none"> • The involvement of all relevant role players, especially officials; • That the timeframes are being adhered to; • That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; • That conditions for participation are provided; and • That outcomes are being documented. ◆ Chairing the Steering Committee ◆ Management of consultants
IDP Steering Committee	<ul style="list-style-type: none"> ◆ Provide terms of reference for subcommittees and the various planning activities ◆ Commission research studies ◆ Consider and comment on: <ul style="list-style-type: none"> • Inputs from subcommittee(s), study teams and consultants, and • Inputs from provincial sector departments and support providers ◆ Process, summarize and draft outputs ◆ Make recommendations ◆ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum

Table 3: Roles and Responsibilities – Internal

1.6.2 Roles and Responsibilities – External

The roles and responsibilities of external role-players in the compilation of the IDP are indicated in the table below:

Role player	Roles and responsibilities
IDP Representative Forum	<ul style="list-style-type: none">  Represent the interests of their constituents in the IDP process  Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality  Ensure communication between all the stakeholder representatives  Monitor the performance of the planning and implementation process
Stakeholder and Community Representatives	<ul style="list-style-type: none">  Participating in the IDP Representative Forum to: <ul style="list-style-type: none"> • Inform interest groups, communities and organizations on relevant planning activities and their outcomes; • Analyze issues, determine priorities, negotiate and reach consensus; • Participate in the designing of project proposals and/or the evaluation thereof; • Discuss and comment on the draft IDP; • Ensure that annual business plans and budgets are based on and linked to the IDP; and • Monitor implementation performance of the IDP.  Conducting meetings or workshops with groups, communities or organizations to prepare and follow-up on relevant planning activities
Provincial Government	<ul style="list-style-type: none">  Ensuring horizontal alignment of the Metropolitan and District Municipalities within the province  Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at Metropolitan/District/Local level  Efficient financial management of provincial IDP grants  Monitoring the progress of the IDP processes  Facilitation of resolution of disputes related to IDP  Assist municipalities in the IDP drafting process when required  Facilitation of IDP – related training where required  Co-ordinate and manage the MEC’s assessment of IDPS  Provide relevant information on the provincial sector departments’ plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner  Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects <p>Engage in a process of alignment with Metropolitan and District Municipalities</p>
Support providers and planning professionals	<ul style="list-style-type: none">  Providing methodological/technical guidance to the IDP process  Facilitation of planning workshops  Documentation of outcomes of planning activities  Special studies or other product related contributions  Support to organized and unorganized groups and communities to more effectively engage in and contribute to the planning process <p>Ensure the IDP is aligned with the budget and planning requirements of provincial and national departments</p>
District Municipality	<ul style="list-style-type: none">  District Municipality has the same roles and responsibilities as municipalities related to the preparation of a District IDP  Co-ordination roles regarding Local Municipalities: <ul style="list-style-type: none"> • Ensuring horizontal alignment of the IDP’s of the local municipalities in the District Council area; • Ensuring vertical alignment between district and local planning; • Facilitation of vertical alignment of IDP’s with other spheres of government; and <p>Preparation of joint strategy workshops with local municipalities, provincial and national role players.</p>

Table 4: Roles and Responsibilities – External

1.7 PHASES OF THE IDP PROCESS

The drafting of the IDP involves five (5) critical phases, namely:

-  **Phase 1:** Research, Information Collection and Analysis;
-  **Phase 2:** Vision, Objectives and Strategies;
-  **Phase 3:** Development of Programmes and Projects;
-  **Phase 4:** Integration and Consolidation; and
-  **Phase 5:** Approval, Adoption and Publication.

1.8 UNFOLDING OF FIFTH-GENERATION IDP PROCESS

With the adoption of the IDP and Budget Process Plan 2022/23 including Schedule with key deadlines the Municipality embarked on a Public Participation process with Stakeholder representatives in all three towns in Emthanjeni Local Municipality. After the National Elections in November 2021 the newly elected Council was inaugurated within the prescribed legislative timeframe whereafter they embarked on Council. Meets the People engagements during December 2021. Community priorities gained from the respective sessions is part and parcel of this IDP. Ward Committees were elected during February 2022 and priorities channelled via these platforms also finds expression in the Draft IDP 2022/23. Further consultations with Communities and Stakeholders of Emthanjeni Local Municipality will follow in April 2022 for consultation on the Draft IDP and Budget.

1.9 FOURTH-GENERATION IDP 2021/22 REVIEW 4 ASSESSMENT RECOMMENDATIONS

No assessment report was received for the 2021/22 IDP Review 4.

The review of Emthanjeni Municipality's outdated Spatial Development Framework to be SPLUMA compliant plays a crucial part in terms of having the required alignment with the relevant policies and frameworks on which the IDP assessment is also based.

1.10 IDP 2021/22 ENVIRONMENTAL ASSESSMENT & RECOMMENDATIONS

The Department of Forestry, Fisheries and Environment (DFFE) reviewed their Assessment Tool to focus on the following 7 Key focus areas in which Emthanjeni LM IDP 2021/22 was assessed and the municipality received a score rating of 4 (very good: +65% – 75%):

1. Environmental Situational analysis (Green and Brown issues)
2. Air Quality Management
3. Biodiversity and Conservation
4. Climate Change
5. Integrated Coastal Management (if applicable)
6. Environmental governance & cross cutting issues (EIAs, SEA, EMFs, organisational structure)
7. Waste Management

The following recommendations were made:

-  The municipality must integrate the PKS District Environmental profile developed by DFFE (available on <http://egis.environment.gov.za/municipalenvprofiles>) into the IDP to be more comprehensive on the environment;
-  Landfill sites which are licensed by the department within the local municipal area should be indicated in the IDP (Britstown, Hanover and De Aar);
-  The Municipality is advised to check the expiration date on all licenses and apply for renewal six months prior to expiring of the license if necessary;
-  Register and report on the South African Waste Information System (SAWIS);
-  Environmental sector plans must be completed/reviewed and adopted by Council for implementation.

1.11 PUBLIC PARTICIPATION AND STAKEHOLDER INVOLVEMENT

Section 152(1) (a) mandates local government to provide democratic and accountable government for local communities. This mandate means that activities at local government should be underpinned by the principles of democratic governance and accountability. In terms of a planning process, it means that one of the critical principles for the development of an IDP is that the entire process needs to be consultative.

The purpose of this section is to discuss public participation as an integral part of the IDP development and implementation process. This section also outlines principles, processes and structures to ensure effective public participation in the development and implementation of an IDP.

1.11.1 Community Participation Strategy

It is critical for a municipality to have a stakeholder engagement strategy or public participation strategy. Such a strategy should, among others, dissect various stakeholders in the municipality according to areas of interest and indicate how they will be engaged. Generally, the strategy differs from one municipality to the other depending on the stakeholder's profile of the municipality. To provide further direction in the enhancement of public participation, Part 4(Section 72, 73 and 74) of the Municipal Structures Act calls for the establishment of ward committees, Section 72(3) of the act maintains that the object of a ward committee is to enhance participatory democracy in local government. The structure provides a good meaningful participation and promotion of ward-based planning.

1.11.2 Public Participation in the Planning Process

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the Municipality, including the IDP and Budget Process. Central to this is the need for community members to be well informed about the affairs of the Municipality at all times and to take part in the decision-making processes of Council. To address this, the Council set up Ward Committees and an IDP Representative Forum. The Process Plan outlines the continuous consultation with the community stakeholders. A range of meetings were held with various stakeholders, especially ward committees and a complete list of these meetings can be viewed in the below table.

#	Type of meeting	Date	Ward / Town
1	Ward Committee Meeting	Monthly	Ward 1
2	Ward Committee Meeting	Monthly	Ward 2
3	Ward Committee Meeting	Monthly	Ward 3
4	Ward Committee Meeting	Monthly	Ward 4
5	Ward Committee Meeting	Monthly	Ward 5
6	Ward Committee Meeting	Monthly	Ward 6
7	Ward Committee Meeting	Monthly	Ward 7
8	Ward Committee Meeting	Monthly	Ward 8
9	IDP & Budget Process Plan and Time Schedule Consultation Meetings with Ward Committees	August 2021	Britstown De Aar Hanover
10	IDP & Budget Consultation Meetings with Stakeholders		Britstown De Aar Hanover
11	Council Meets the People	December 2021	All Wards

#	Type of meeting	Date	Ward / Town
12	Council Meets the People: IDP & Budget Feedback meetings	May 2022	All Wards
13	IDP Representative Forum Meeting	13 October 2021 23 March 2022 20 May 2022	De Aar

Table 5: Emthanjeni LM consultation meetings

1.12 Ward-based Planning

One of the ways of promoting effective community participation is to encourage and embark on a ward-based planning and budgeting approach in development planning processes. This process would culminate in the development of community-based ward plans.

Ward committees are important to the local government system as they are the link between the councillor and the community. The ward committee system also plays an important role in giving meaning to the notion of “the people shall govern”. This is because local government is regarded as the level of government closest to the people and ward committees are just one way to ensure that citizens give input to the decisions that local councils make.

Following the Elections and Inauguration of the new Council of Emthanjeni Local Municipality a process was embarked on for the establishment of Ward Committees in all wards.

Background – Emthanjeni LM:

This programme was originally launched in the year 2004. The Council committed itself to develop smaller infrastructure per ward and assist poor households to repair their homes. It was further resolved that it will be an ongoing programme whereby all needy households will be assisted on an ongoing basis. To give effect to the resolution, a vote was opened in the budget and money are appropriated for this expenditure on an annual basis.

Current situation:

The programme was halted a few years back because of the financial difficulties experienced by the municipality. In the 2021/22 financial year the Council passed a new resolution with the adoption of the adjustment budget during February 2022, to revive the abovementioned programme. The Manager in the Office of the Mayor is tasked with the responsibility to champion the programme, assisted by the Department of Infrastructure. The Council furthermore resolved to develop strict guidelines that will drive the implementation of the programme i.e., who qualify for assistance and on what the allocation can be spent. The programme's main focus will be to assist needy (Indigent households) per financial year.

The allocation will be spent on procurement of material ONLY and NO labour cost will be covered at any given point. Expenditure must be monitored on weekly basis by the Manager in the Office of the Mayor and a dedicated finance official. As soon as the vote is depleted, expenditure MUST immediately be stopped without any further explanations.

1.12.1 Annual Review of Ward Development Plans

Ward plans are critical because they ensure that IDP’s are more targeted and relevant to address priorities of all groups, including the most vulnerable. Community Based Planning (CBP) provides ward committees with a systematic planning and implementation process to perform their roles and responsibilities. In other words, ward plans provide an overall development direction of the area. They also provide an annual operational plan with its implementation, monitoring and evaluation-this gives ward committees an ongoing role throughout the year.

Once all Ward Committees have been established and have undergone training annual operational plans will be compiled for each ward. These plans will be included in the reviewed/amended IDP.

1.12.2 Location and Socio-Economic Reality (All Wards)

The Municipal Demarcation Board (MDB) determines municipal boundaries in accordance with the Municipal Demarcation Act, 1998 (MDA) and other appropriate legislation enacted in terms of Chapter 7 of the Constitution. The MDB concluded the ward delimitation process in December 2020 and handed the ward boundaries to the Independent Electoral Commission (IEC) to prepare for the 2021 Local Government Elections (LGE).

Ward	Areas
1	Montana, Kareeville, Sunrise
2	Macarena, Residencia, New bright, Happy Valley, Extension 20, Klein Kareeville, Extension 7
3	Nonzwakazi, (From street 11, 10,20 until street 3,15, 16, Izinyoka including left side of street 2)
4	Barcelona, Leeuwenshof, Malay Camp, Portion of Nonzwakazi (Only Street 12 left side)
5	Remaining part of town, Louisville
6	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover(town)
7	Jansenville, Mziwabantu, Britstown(town), Proteaville
8	Right side of Street 1, 2, 13, 14, 17, Waterdal and Town portion up until Van Zyl Street

Table 6: Demarcated wards in municipal area

Ward 1 (Montana, Kareeville, Sunrise)



Figure 2: Ward 1



Meet your Committee...

Name of representative	Capacity representing	Name of representative	Capacity representing
Gillian Jejani	Youth	Sunet Justine Mpendukani	Youth
Benita Veronica Louw	Women	Gregory Amber Afrika	Sport
Monique Groep	Youth	Marvin Matroos	Youth

Meagan Vyfers	Youth	Kenneth Thabi Paul	Elderly
Imelda Philips	Women	Johnny George Karelse	Youth
Chairperson: Councillor Fiona C Swanepoel			

Table 7: Ward 1 Committee Members

Ward 1 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
LED2022-01	Job creation for young people	1	Unfunded	To be determined	MIG / Private Sector
BSD2022-07	Drug abuse programmes	1	Unfunded	To be determined	DSD/NPOs
BSD2022-08	Beautification of Malay Camp	1	Unfunded	To be determined	Emthanjeni LM
BSD2022-09	Rejuvenation of cemeteries	1	Unfunded	To be determined	Emthanjeni LM
BSD2022-10	Programmes for people with disabilities	1	Unfunded	To be determined	DSD/NPOs
LED2022-02	Development of the Youth	1	Unfunded	To be determined	

Table 8: Ward 1 Priorities

WARD 2 (Residensia, New Bright, Happy Valley, Extension 20, Extension 7, Macarena And Klein Kareeville)



Figure 3: Map Ward 2

Meet your Committee...

Name of representative	Capacity representing	Name of representative	Capacity representing
Anet Williams	NPO	Charlene Li-Anne Skeffers	Women
Regina Maria Botma	Elderly	Patrick Henry Van Staden	Older Person
Elizabeth Jooste	Women	Simphiwe Mgnificent Masango	Youth
Levon Van Staden	Youth	Michael Pienaar	Older Person
Muriel Colleen Phillips	Women	Cashwell Lodewyk	Youth
Chairperson: Councillor Martha N Mac Kay			

Table 9: Ward 2 Committee Members

Ward 2 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
LED2022-03	SMME Development	2	Unfunded	To be determined	MIG / Private Sector
LED2022-04	Job creation	2	Unfunded	To be determined	Sector Depts / Private Sector
BSD2022-11	Youth development: provision of bursaries & funding	2	Unfunded	To be determined	Sector Depts / Private Sector
BSD2022-12	Street & high mast lights	2	Unfunded	R 24 477 349.12	MIG
BSD2022-13	Provision of water, sanitation & public toilets	2	Unfunded	R 16 000 000	MIG / Private Sector
BSD2022-14	Upgrading of swimming pool	2	Unfunded	R 350 000	Emthanjeni LM / Private Sector
BSD2022-15	Fencing of Multi-purpose centre	2	Unfunded	R 680 000	Emthanjeni LM
BSD2022-16	Roll out of educational programmes (e.g., Veritas Technical School)	2	Unfunded	To be determined	Dept Education
LED2022-05	Mall Development		Unfunded	To be determined	Private Sector

Table 10: Ward 2 Priorities

WARD 3 (Nonzwakazi and a portion of Waterdal)

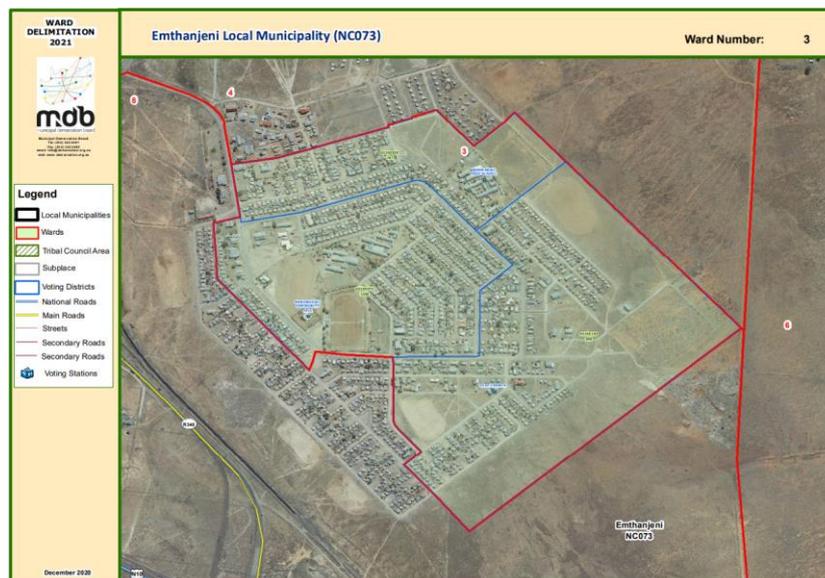


Figure 4: Map Ward 3



Meet your Committee...

Name of representative	Capacity representing	Name of representative	
Thandiwe Liza Mpengese	Women	Qaliswa Skampula	Elderly
Sindisa Qeqe	NPO	Thozamile Sam Mooi	Youth
Thembela Florence Kelemi	Women	Vuyo Monna	Youth
Headman Thomas	Men	Nomthandazo Khweleta	Women
Buyani Maliti	Youth	Akhona Mavela	Elderly
Chairperson: Councillor Sandile W Makhandula			

Table 11: Ward 3 Committee Members

Ward 3 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-	Revitalization of old houses in Nonzwakazi	3	Unfunded	To be determined	COGHSTA
BSD2022-	Provision of refuse bins to all residents	3	Unfunded	To be determined	Emthanjeni LM
LED2022-	Job creation	3	Unfunded	To be determined	Private Sector
BSD2022-	Servicing of sites	3	Unfunded	To be determined	COGHSTA
BSD2022-	Revitalization of old toilets in Streets 4, 5, 6 & 7	3	Unfunded	To be determined	Emthanjeni LM /MIG
BSD2022-	Provision of water taps in Enkanini	3	Unfunded	To be determined	Emthanjeni LM
LED2022-	Operations at the new taxi rank	3	Unfunded	To be determined	Private Sector
BSD2022-	Rehabilitation of gravel roads in the ward	3	Unfunded	To be determined	Emthanjeni LM
BSD2022-	Provision of housing	3	Unfunded	To be determined	COGHSTA

Table 12: Ward 3 Priorities

WARD 4 (Barcelona, Malay Camp, Leeuwenshof & portion of Nonzwakazi and Mtwana)



Figure 5: Map Ward 4



Meet your Committee...

Name Of Representative	Capacity Representing	Name Of Representative	Capacity Representing
Mari Louw-Kondile	Women	Mbonaleli Bosman	Business
Gedult Andrew Peers	Sport	Wendy Honjiswa Tantsi	Business
Delia Swartz	Sport	Johannes Johnson	Youth
Sidney Tengwana	Sport	Bonisile Eric Sigonyela	Community Group
Pamella Schalk	Churches	Fransiena Wilma Baartman	Women
Chairperson: Councillor Theo J Brandt			

Table 13: Ward 4 Committee Members

Ward 4 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-17	Establishment of street committees to assist with issues of vandalism	4	Unfunded	To be determined	MIG / Private Sector
BSD2022-18	Revitalization of houses in Malay Camp	4	Unfunded	To be determined	COGHSTA
BSD2022-19	Programme to address school drop-outs	4	Unfunded	To be determined	DSD / DOE
BSD2022-20	Construction of speed humps	4	Unfunded	To be determined	Emthanjeni LM
BSD2022-21	Provision of basic services to “Gatvol”	4	Unfunded	To be determined	Emthanjeni LM

Table 14: Ward 4 Priorities

Ward 5 Comprises of Portion of Town area and Louisville.

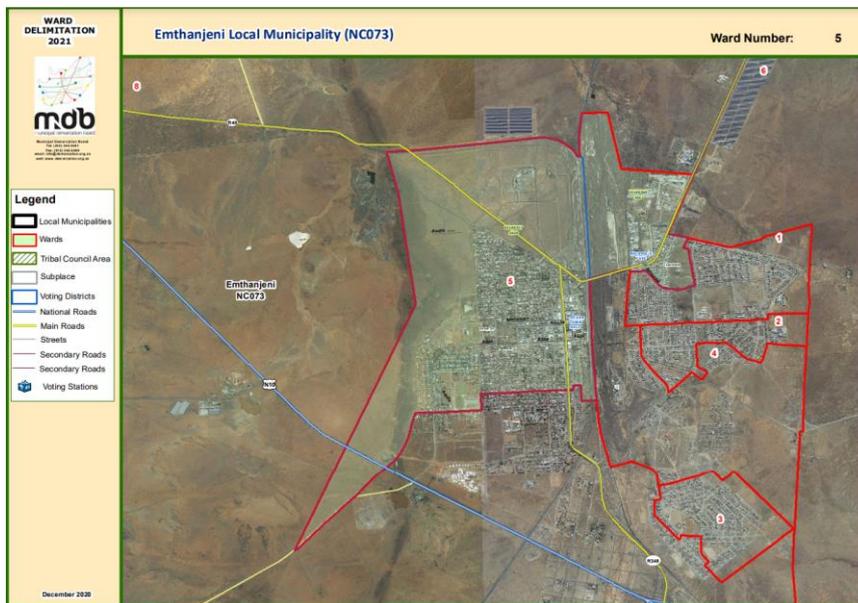


Figure 6: Map Ward 5



Meet your Committee...

Name Of Representative	Capacity Representing	Name Of Representative	Capacity Representing
Johanna Lamberts	Elderly	Ida Arendse	
Rosy Stevens	Elderly	Azola Loko	Youth
Wilheminah Hendricks		Nathon Louw	
Aurban Jaftha	Business	Naomi White	Women
Berry Fisher	Business	Prudence White	
Chairperson: Councillor Gerhardus Engelbrecht			

Table 15: Ward 5 Committee Members

Ward 5 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-22	Install curbs at Merwe Street	5	Unfunded	R 250 000	MIG / Private Sector
BSD2022-23	Upgrade stormwater drainage at Subway that links De Aar West with De Aar East	5	Unfunded	R 36 000 000	MIG / Private Sector
BSD2022-23	Establish a play park at Louisville	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-24	Upgrade Play Park in town in Schreiner Street	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-25	Erect “no dumping” signs at Post Office and other strategic points	5	Unfunded	To be determined	Emthanjeni LM
BSD2022-26	Painting of street names	5	Unfunded	R 70 000	Emthanjeni LM
BSD2022-27	Curbing of streets (Aquila Ave, North Road, Hercules Ave, Libra Ave)	5	Unfunded	R 750 000	MIG / Private Sector
BSD2022-28	Garbage containers at hiking spot to Britstown	5	Unfunded	To be determined	Emthanjeni LM/ Environmental Affairs
BSD2022-29	Upgrading of RSA Park in Leo Avenue	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-30	Upgrading of toilets opposite Post Office	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-31	Upgrading and or replacement of road signs	5	Unfunded	To be determined	Emthanjeni LM
BSD2022-32	Install LED lights in whole of ward	5	Unfunded	R 11 758 230	Dept of Energy (EEDSM)
BSD2022-33	Establish a Play Park in Claude- and Carlton Street	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-34	Upgrading of weir of Carolus Poort Water scheme	5	Unfunded	To be determined	MIG / Private Sector
BSD2022-35	Reconstruction of existing tar roads	5	Unfunded	R 175 234 162.62	MIG / Roads & Public Works / Private Sector
BSD2022-36	Construction of speedbumps in roads surrounding High School De Aar	5	Unfunded	To be determined	Emthanjeni LM

Table 16: Ward 5 Priorities

Ward 6 Comprises Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville & Hanover town

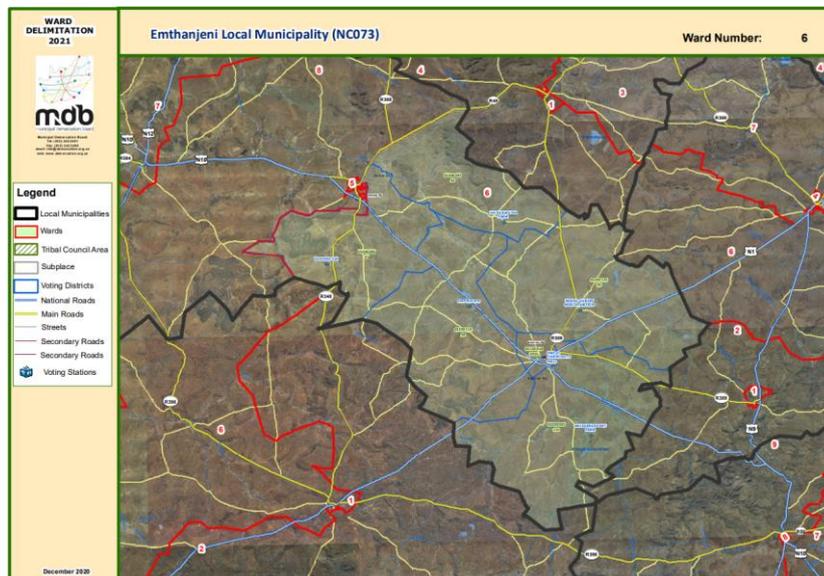


Figure 7: Map Ward 6



Meet your Committee...

Name of representative	Capacity representing	Name of representative	Capacity representing
Rosie Mzalwana	Ngo	Ntombethemba Mhluntsa	Sport
Ennie Tys	Health	Edward Andrews	Education
Nadine Matthews	Church	Helena Koopman	
Vuyiseka Nqolo	Youth	Aubrey Harmse	Farmer
Lwandile Mali	Community	Abongile Mntwana	Youth
Chairperson: Councillor Lena Andrews			

Table 17: Ward 6 Committee Members

Ward 6 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-37	Upgrade sewerage system in town	6	Unfunded	To be determined	MIG / Private Sector
BSD2022-38	Tarring of high use roads, for example, Darling-, Rawstone-, Loop-, Church- and Rynveldt Street.	6	Unfunded	R 7 018 160.29	MIG / Private Sector
BSD2022-39	Isolating electrical powerlines against strong winds	6	Unfunded	To be determined	Emthanjeni LM / ESKOM
BSD2022-40	Improved maintenance of pavements.	6	Unfunded	R 4 630 567.30	Emthanjeni LM
BSD2022-41	Garbage bins	6	Unfunded	To be determined	MIG / Private Sector
BSD2022-42	Improved water pumps and boreholes	6	Unfunded	R 18 620 977.10	WSIG / Private Sector
BSD2022-43	Beautification of entrances to Hanover	6	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-44	Hanover road sign at the N10 turn-off to Hanover	6	Unfunded	To be determined	SANRAL
BSD2022-45	Erect “no dumping” signs.	6	Unfunded	To be determined	Emthanjeni LM
BSD2022-46	Removal of Asbestos Roofs	6	Unfunded	To be determined	COGHSTA
BSD2022-47	Tarring of streets	6	Unfunded	R 7 018 160.29	MIG/ Private Sector
LED2022-06	Local contractors to be considered for employment	6	Unfunded	To be determined	ALL
LED2022-07	No banking & post office facilities in Hanover	6	Unfunded	To be determined	Private Sector/ SA Post Office
BSD2022-48	Potholes repair	6	Unfunded	R 80 000	Emthanjeni LM
BSD2022-49	Graveling of soccer field next to the N1	6	Unfunded	R 312 037.46	Emthanjeni LM/ Private Sector
LED2022-08	Youth unemployment	6	Unfunded	To be determined	ALL

Table 18: Ward 6 Priorities

Ward 7 Comprising Jansenville, Mziwabantu, Britstown (town) & Proteaville

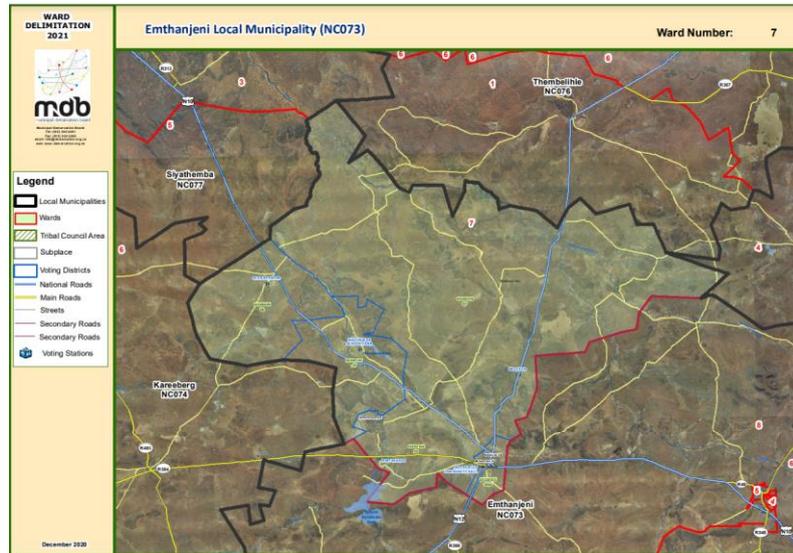


Figure 8: Map Ward 7



Meet your Committee...

Name of representative	Capacity representing	Name of representative	Capacity representing
Ntsiki Mdebuka-Mgudlwa	Church	Absolom Petrus Welkom	Churches
Monica Elizabeth Sekoe	Community Group	Martiens Du Preez	Men
Sera Mathews	Women	Themhani Kleinbooi Jali	Sport
Loretta Marisa Dawids	Women	Calwyn Melton Hofsta	Elderly
Henry Jevu-Classen Williams	Youth	Abednego Peterson	Churches
Chairperson: Councillor Joseph M Fortuin			

Table 19: Ward 7 Committee Members

Ward 7 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-49	Upgrading of municipal parks	7	Unfunded	To be determined	MIG / Private Sector
BSD2022-50	Maintenance of Mziwabantu Stadium	7	Unfunded	R 650 000	Emthanjeni LM
BSD2022-51	Construct rails for the fly-over to prevent accidents caused by stray animals (N12)	7	Unfunded	To be determined	SANRAL/ Roads and Public Works
BSD2022-52	Erect shelter at hiking spot	7	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-53	Install High mast Light on the Vosburg road	7	Unfunded	R 980 000	Dept of Energy (INEP)
BSD2022-54	Tar road in Theron Street next to Shell Ultra City.	7	Unfunded	R 3 972 141.01	MIG / Private Sector

Project Reference	Description of project	Ward	Funding source	Amount	Sector
LED2022-09	Upgrading of the museum and to be utilized as a Tourist attraction	7	Unfunded	To be determined	Dept Economic Development & Tourism / Private Sector
BSD2022-55	Need for recreational facilities e.g., swimming pool, basketball court, athletic track etc.	7	Unfunded	To be determined	MIG / Private Sector
BSD2022-56	Establishment of a fully operational Youth Centre	7	Unfunded	To be determined	Private Sector

Table 20: Ward 7 Priorities

WARD 8 (Portion of Nonzwakazi, Waterdal and Portion of Town Area)

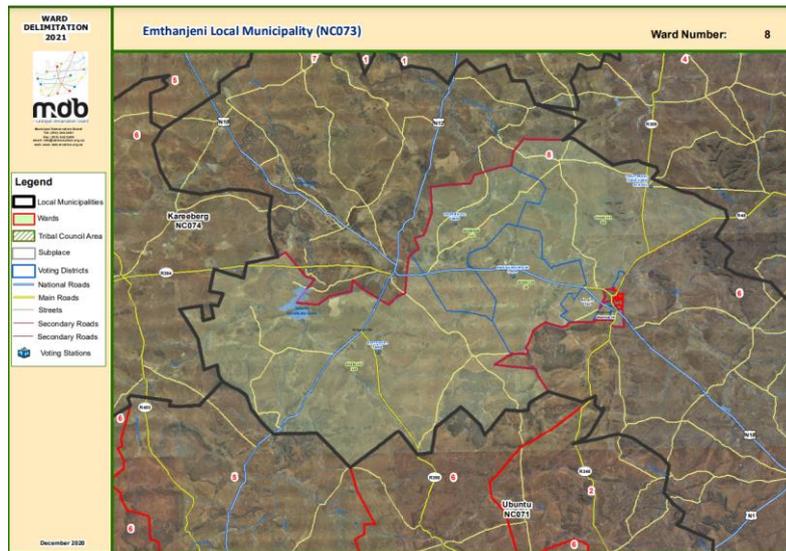


Figure 9: Map Ward 8



Meet your Committee...

Name of representative	Capacity representing	Name of representative	Capacity representing
Ntombiyoxolo Sijeku	Women	Priscilla Holstruis	Education
Athenkosi Poswa	Youth	Christal Vywers	Women
Zimasa Thiyo	Women	Bongiwe Mpela	Women
Thabo James Gantile	Sport	Edna Lakay	Youth
Sammy Pylman	Men	Trevor Tokwana	Elderly
Chairperson: Councillor Patrick P Mhlauli			

Table 21: Ward 8 Committee Members

Ward 8 – Priorities identified during October & December 2021

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-57	Tar of main road into Waterdal, starting by curbing as phase one (Street 2)	8	Unfunded	R 3 972 141.01	MIG / Private Sector

Project Reference	Description of project	Ward	Funding source	Amount	Sector
BSD2022-58	Re-seal of van der Merwe Street from Visser Street to N10	8	Unfunded	R 1 403 632.06	MIG / Private Sector
BSD2022-59	Curbing of main road into Waterdal (Street 2) – phase 1	8	Unfunded	R 550 000	MIG / Private Sector
BSD2022-60	Install LED street lighting throughout Ward 8 and Waterdal	8	Unfunded	R 3 001 711	Dept of Energy (EEDSM)
BSD2022-61	Curbing of streets (van Der Merwe, Station, Leo single, Lubbe, Makepeace Avenue, Blomerus Avenue, Immelman Avenue)	8	Unfunded	R 1 960 187.32	MIG / Private Sector
BSD2022-62	Building of RDP houses on the old Hospital Site	8	Unfunded	To be determined	COGHSTA
BSD2022-63	Erect “no dumping” signs at Lubbe Street	8	Unfunded	To be determined	Emthanjeni LM
BSD2022-64	Erect road signs to indicate dumping site	8	Unfunded	To be determined	Emthanjeni LM
BSD2022-65	Erect “no dumping” signs at the back of the Hospital	8	Unfunded	To be determined	Emthanjeni LM

Table 22: Ward 8 Priorities



Integrated Development Plan 2022-2027 (Amended February 2023)

CHAPTER TWO: OVERVIEW OF THE 4TH GENERATION IDP (2016/17 TILL 2021/22) ACHIEVEMENTS

2.1 REFLECTION ON 4TH GENERATION IDP SUCCESSES (2016/17-2021/22)

In reflecting on the 4th Generation IDP and Emthanjeni Municipality's performance and service delivery achievements of the past 5 years' (2016/17 – 2020/21) the municipality had numerous achievements which are highlighted in this Chapter.

a) KPA: Basic Service Delivery

WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
<ul style="list-style-type: none"> ○ Fencing of cemetery ○ High Mast Light Construction at De Aar East ○ Upgrading of Electrical Network for De Aar East & Nonzwakazi ○ The upgrading of Merino Park Sport Stadium is 100% completed with External Funding ○ Tarring of Appel & Leeuwbeekie Street ○ Refurbishment of boreholes ○ Tarring of Rev Swart Street ○ Repair and refurbishment of water infrastructure ○ COVID 19 Sanitation project ○ Servicing of sites and construction of RDP houses 	<ul style="list-style-type: none"> ○ COVID 19 Sanitation project ○ Tarring of Rand Street ○ Refurbishment of boreholes ○ Installation of Solar Water Heaters ○ Servicing of sites and construction of RDP houses 	<ul style="list-style-type: none"> ○ Expansion of Nonzwakazi Cemetery ○ Fencing of cemetery ○ Installation of High Mast light at Nonzwakazi; ○ Upgrading of Electrical Network for De Aar East & Nonzwakazi ○ COVID 19 Sanitation project ○ Refurbishment of 4 houses in Street 8 ○ Refurbishment of boreholes ○ Upgrading of Nonzwakazi 5MVA Transformer ○ Installation of LED street lights 	<ul style="list-style-type: none"> ○ Expansion of Barcelona Cemetery ○ Fencing of Barcelona Cemetery ○ COVID 19 Sanitation project ○ Storm water remedial action project ○ Tarring of Camp Streets ○ Refurbishment of boreholes ○ Servicing of sites ○ Installation of LED street lights and High Mast Lights 	<ul style="list-style-type: none"> ○ Upgrading of Springs Park in De Aar ○ Upgrading of Piet Moos Street ○ Construction of Rev Swarts Single ○ COVID 19 Sanitation project ○ Upgrading of gravel roads to tar roads ○ Storm water Phase 2 & Phase 3 project to provide adequate stormwater infrastructure ○ Refurbishment of boreholes ○ Resealing of Claude Street ○ Installation of solar street lights 	<ul style="list-style-type: none"> ○ Upgrading of Learners License Class in Hanover ○ Upgrading of Hanover Library ○ Upgrading of Kwezi Sports Ground ○ COVID 19 Sanitation project ○ Kwezi Bulk Sewer reticulation network for 470 erven ○ Storm water Phase 2 project to provide adequate stormwater infrastructure ○ Conversion of 20 x UDS toilets ○ Repair and refurbishment of water infrastructure ○ Installation of LED street lights and solar lights ○ Construction of housing 	<ul style="list-style-type: none"> ○ Establishment of new cemetery in Britstown ○ Upgrading of parks in Britstown (Park N12, Mziwabantu, Proteaville and Park in town) ○ Construction of Britstown Oxidation Ponds ○ Construction of Britstown Sewer Reticulation network and Pump Station ○ Upgrading of Storm water Phase 3 in Britstown – funds redirected to COVID-19 project such as Britstown internal sewer line connections. ○ COVID 19 Sanitation project ○ Connection of 481 Households to the sewer reticulation network in Britstown – Phase 3. ○ Servicing of sites 	<ul style="list-style-type: none"> ○ Upgrading of Rose Park in De Aar ○ COVID 19 Sanitation project ○ Installation of solar street lights ○ Upgrading of Waterdal electricity network from 6.6 KV to 11KV

Table 23: Basic Service Delivery projects implemented 2016 - 2022

Crosscutting Projects implemented in all wards:

-  Handover of 400 Title Deeds;
-  Conducted quarterly housing consumer education;
-  TVS system was taken over and will be operated inhouse by Traffic Staff;
-  Maintenance of all libraries in Emthanjeni;
-  Provision of services for visual impaired at libraries;
-  Establishment of a burial register for all towns (information available from 2001);
-  Weekly removal of refuse and successful implementation of on-the-curb system;
-  Memorandum of Understanding (MoU) signed with the Department of Defence for Firefighting services for all towns;
-  Department Mineral Resources and Energy (DMRE) funded Solar Heater Water Programme which is in implementation phase. 2000 Indigent Households to be provided with solar water heating systems.
-  Implementation of Energy Efficiency Demand Side Management (EEDSM) programme funded by DMRE.
-  Mayoral Sport Tournament

Human Settlements projects:

Project	Description	Ward
Housing project	Hanover 195	6
	De Aar 353	1
Servicing of sites	De Aar 600	4
	Hanover 470	7
	Britstown 848	6
Town Planning	Hanover 600	7

Table 24: Human Settlements projects

CAPITAL PROJECTS IMPLEMENTED OVER THE PERIOD 2016/17 TILL 2020/21

During the period 2016/2017 to 2020/2021 financial years Emthanjeni Local Municipality implemented the capital projects listed below. Despite the actual project outputs the Community of Emthanjeni Municipality benefited in terms of employment creation which led to poverty alleviation, improved service delivery initiatives and enhancement of Local Economic Development.

2016/17						
Project Name	Ward	Funder	Budgeted amount	Project deliverables	Work opportunities created	Project Status
Emthanjeni Municipal Areas Upgrading of gravel to tar roads	5	MIG	R 1 800 000,00	Surfaced road	50	100% Complete
Emthanjeni: Storm Water Remedial action	4	MIG	R 5 112 250,00	Adequate storm water infrastructure	42	100% Complete
Hanover: Kwezi – Bulk Sewer for 470 erven	6	MIG	R 2 280 000,00	Water reticulation network and Sewer reticulation network	17	100% Complete
Emthanjeni Municipal Areas High Mast & Street lighting	2 & 4	MIG	R 1 800 000,00	2 High Mast lights	7	100% Complete
Revitalization of houses	ALL	Own funds	R 2 400 000,00	Repaired doors and water leakages	43	100% Complete
Pothole repairs	ALL	Own funds	R 500 000,00	Fixed potholes		100% Complete
Street 8 (housing repair)	3	Own funds	R 300 000,00	4 Refurbished houses		100% Complete

Table 25: Funded Capital Projects 2016/17

2017/18						
Project Name	Ward	Funder	Budgeted amount	Project deliverables	Work opportunities created	Project Status
Emthanjeni: Stormwater Phase 2	5 &6	MIG	R11 727 400,00	Adequate storm water infrastructure	228	This project was a multiyear project, it continued to 2018/2019 FY
Conversion of 20 x UDS toilets	6	Own funds	R 300 000,00	25 toilets installed with suction tanks		100% Complete
Tarring of streets	1; 2 & 4	MIG		Surfaced streets (Appel Street, Leeuw Bekkie street, Rand Street and Camp Street)		100% Complete
Construction of Sewer Reticulation network and Pump Station in Britstown	7	WSIG	R 9 984 810,01	Sewer reticulation network and pump station	30	This project was a multiyear project, it continued to 2018/2019 FY
Refurbishment of De Aar Boreholes	1;2;3;4;5 &8	WSIG	R 5 300 000,00	Steel tank erected, 3 drilled boreholes	23	This project was a multiyear project, it continued to 2018/2019 FY

Table 26: Funded Capital Projects 2017/18

2018/19						
Project Name	Ward	Funder	Budgeted amount	Project deliverables	Work opportunities created	Project Status
Revitalization of houses	ALL	Own funds	R 300 000,00	Repaired doors and water leakages	188	100% Complete
Parks	5; 7 &8	Own funds	R 300 000,00	Planted grass, fire place and fencing	10	100% Complete
Resealing of streets	5	Own funds	R 500 000,00	Protected pavement layers and fixed cracks (Claude Street)	10	100% Complete
Emthanjeni Storm Water Phase 2	5 &6	MIG	R 11 400 950,00	Adequate storm water infrastructure	17	100% Complete
Construction of Sewer Reticulation network and Pump Station in Britstown	7	WSIG	R 8 588 476,62	Sewer reticulation network and pump station	13	100% Complete
Refurbishment of De Aar Boreholes	1;2;3;4; &	WSIG	R 911 523,38	Steel tank erected, 3 drilled boreholes	7	Project not complete
Tarring of Piet Moos Street	5	EPWP	R 1 000 000,00	Surfaced street	16	100% Complete
Nonzwakazi 5MVA Transformer Upgrade	3	INEP	R 2 200 000,00	Installed transformer	7	100% Complete

Table 27: Funded Capital Projects 2018/19

2019/20						
Project Name	Ward	Funder	Budgeted amount	Project deliverables	Work opportunities created	Project Status
Revitalization of houses	ALL	Own funds	R 300 000,00	Repaired doors and water leakages (all 8 wards of Emthanjeni LM)	188	100% Complete
Parks	5	Own funds	R 300 000,00	Planted grass, fire place and fencing	10	100% Complete
Upgrading of Khwezi Sports Ground	6	MIG	R 9 552 800,00	Spectator grandstand, football/ rugby field, Combi court and Tennis court, Irrigation system, Floodlights, Ablution facilities and Change rooms	15	100% Complete
Construction of Britstown Oxidation Ponds	7	RBIG	R 21 610 000,00	2 Pump station and oxidation ponds	50	100% Complete
Waterdal Refurbishment/upgrading of 6.6 KV to 11 KV Network	8	INEP	R 1 500 000,00	Upgraded electrical network	13	100% Complete
Tarring of Rev Swart Street	1	IG (EPWP)	R 1 220 000,00	Surfaced street	15	75% complete
Emthanjeni Storm Water Phase 3	5	MIG	R 9 481 749,50	Project on-hold	11	Project not complete, the contractor abandoned the project
Nonzwakazi and De Aar East High Mast Light phase 1	1&3	MIG	R 1 470 350,50	2 New High Mast Lights and 4 refurbished High Mast Lights	3	100% Complete

Table 28: Funded Capital Projects 2019/20

2020/21						
Project Name	Ward	Funder	Budgeted Amount	Project deliverables	Work Opportunities Created	Project Status
Upgrading of Kwezi Sport Complex	6	MIG	R 2 388 200.00	Spectator grandstand, football/ rugby field, Combi court & Tennis court, Irrigation	0	100% Complete
Repair and Refurbishment of Water Infrastructure	1 & 6	MIG	R 1 210 600.00	Electrical components to the pumps for existing 4 boreholes, namely Miergat, Lekkerwater, A-pomp and Scyverkuil No. 2. 4kW, 65mm centrifugal pump for Riet No.11 borehole. Drilling, equipping, electrifying and testing of Riet No.5, Suid wes No.7 and Suid wes No. 12 boreholes. installing telemetry control. Motor 2.2kW for Caroluspoort No.3. three 4kW, 65mm	0	100% Complete

				centrifugal pump with fittings for pumps.		
Sanitization project – Covid-19	ALL	MIG	R 477 000.00	Sanitization of public transport facilities and other municipal public facilities, PPE for public transport workers, municipal personnel working within public transport environment.	12	100% Complete
Connection of 481 Households to the sewer reticulation network in Britstown – Phase 3	7	MIG	R 7 411 940.34	Connection of 481 stands to internal sewer reticulation and Oxidation ponds	40	100% Complete

Table 29: Capital Projects implemented 2020 – 2021

Project Name	Ward	Funder	2021/22 Budgeted Amount	Project deliverables	Project Status
EEDSM Program (replacement of streetlights with LED lights)	ALL	EEDSM	R11 000 000,00	The replacement of streetlights with energy efficient LED lights	100% Complete
Northern scheme (development of 12 boreholes)	1,2,3,4,5 &8	WSIG	R33 658 639,30	Drilling of additional 12 boreholes to increase water supply for De Aar	Due to delay in SCM processes. Consultant has been appointed and timeous appointment of service providers during the 2022/23 financial year. Application to be submitted for roll over of funds to the 2022/23 financial year.
Britstown- Construction of internal Sewer reticulation for Mziwabantu	7	MIG	R12 596 000,00	Construction of internal sewer reticulation system for Mziwabantu in Britstown	Service Provider was only appointed in May 2022. Application to be submitted for roll over of funds to the 2022/23 financial year.
Procurement of electrical equipment for the electrification of stands in De Aar	1&2	INEP	R26 352 000,00	Initial project was aimed to electrify new houses in De Aar	Due to slow progress in construction of housing project of COGHSTA houses could not be electrified. Allocation was decreased and funds were utilized to procure electrical material.
Paving of street	5	IG EPWP	R1 389 000,00	Paving of Henry Botha Street as well as entrances of town in De Aar	76% completed due to grader that was faulty and could not be repaired.

Project Name	Ward	Funder	2021/22 Budgeted Amount	Project deliverables	Project Status
Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer2	5	Borrowing	R13 000 000,00	Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer 2 to provide in reliable electricity demand of the ward	Could not be implemented due to delay in SCM processes as result of the hold on tender processes by National Treasury as result of the Afri-forum court case. Project will be implemented in 2022/23 and funds will be rolled-over.

Table 30: Capital Projects implemented 2021 – 2022

b) KPA: Municipal Financial Viability and Management

-  Maintain audit opinion and continue to strive for clean audit outcome;
-  Strong financial discipline to ensure that service delivery takes place on a sustainable basis;
-  No third-party payments outstanding;

TRAINING PROGRAMMES	BENEFICIARIES
Occupational Directed Educational Training & Development Practices (ODEDTP) Learnership	Human Resource Officer/Skills Development Facilitator
LED Learnership	LED & IDP Officials
Municipal Finance Management and Administration	Speaker
Councillor Induction Programme	All Councillors
Payday Training	HR & Payroll Staff
Municipal Governance Training NQF 5	Office Head Britstown Administrative Officer 2 Chief Admin Officer
Environmental Practise NQF L4	9 Community Services Officials
Water & Wastewater Process Operations Level 3	7 Infrastructure Services Officials De Aar, Britstown and Hanover
MFMP Training	4 Financial Interns Office Heads Britstown & Hanover 4 Newly appointed Finance Interns
Asset Verification & Slims Training	Library Officials
MSCOA Practical Training	Financial Officials
Reconciliation Workshop	Corporate Services Officials
National Housing Policy Workshop	Housing Officials

TRAINING PROGRAMMES	BENEFICIARIES
First Aid Training	Health & Safety Representatives Risk Officer
WSP/ATR Training	SDF & MSS

-  Annual Financial Statements (AFS) and Budget approved by Council and submitted to respective stakeholders timeously;
-  Monthly municipal account statements are communicated to consumers;
-  Adequate indigent household registration system to ensure that all indigent households receive Free Basic Electricity (FBE) and Free Basic Services (FBS) monthly since January 2001;
-  Municipality has committed to spend all conditional grants; and
-  Capacitation of financial staff took place regularly and appointment of Finance Interns as per Intern Programme.

c) KPA: Institutional Development and Municipal Transformation

-  Appointment of additional two more females in top two levels of Management;
-  Appointment of a waste Management Officer Control to manage the waste function;
-  All four senior managers and 3 out of 5 finance managers meet the minimum competency level;
-  No critical positions are vacant and the Municipal Manager including all four Senior Managers positions are filled.
-  PMS contracts are signed on an annual basis and submitted to Council and the MEC. Senior Managers performance is evaluated four times in a year (2 formal and 2 informal).
-  Stable political environment.
-  The Organogram was reviewed and approved by November 2020.

The following training and skills development programmes have been rolled out over the past 5 years:

Table 31: Training and Skills development programmes 2016-2021

d) KPA: Local Economic Development

-  Adoption of LED Strategy in 2018;
-  Funding support for Rural Development for Drafting of the Land Use Scheme for Emthanjeni which is currently in phase 5 stage (public comment);
-  Influx of National franchises in De Aar namely, Clicks, Sport Scene, Rage, etc.;
-  Availed 4 buildings for LED projects and rental of Beehives and informal stands to SMMEs;
-  Fibre networks installations & Wi-Fi Hotspots by Herotel and Elbies;
-  Availed land for development projects
-  8 Renewable Energy projects (Solar and Wind) established in Emthanjeni
-  Municipal land utilizes for small farming and bricks making project activities
-  Started with the process of construction logistic warehouse hub in partnership with provincial government and private sector
-  Learnerships funded by Departments other role players (as listed below).

The following Learnerships were rolled out during the period 2016 to 2021

Name of Learnership	Department Sponsored	Duration of learnership	Number of participants	Location of learnership	Number per Gender	Ward
Financial Management and Marketing Skills	NYDA	3 Months 2020/2021	50	De Aar	25 Males 25 Females	1, 2, 3, 4, 5 & 8
Short Skills Development (Plumbing)	NYDA	3 Months 2020/2021	30	Hanover	15 Males 15 Females	Ward 6
Short Skills Development (Welding)	NYDA	4 Months 2020/2021	50	De Aar	25 Males 25 Females	1, 2, 3, 4, 5 & 8
Thuma mina Good Green Deeds (Waste Management)	Department of Environmental Affairs	2 years 2019/2020/2021	30	19 De Aar 04 Hanover 04 Britstown	10 Males 20 Females	All
IT (Information Technology)	Department of Environmental Affairs	1 year 2020/2021	30	De Aar	18 Males 12 Females	1, 2, 3, 4, 5 & 8
Installation of Solar	Department Roads and Public Works	1 Year 2020/2021	32	De Aar	12 Males 20 Females	1, 2, 3, 4, 5 & 8
Thuma mina Good Green Deeds (Waste Management)	Department of Environmental Affairs	4 Months 2020	100	De Aar Hanover Britstown	60 Males 40 Females	All
Skills Development program (Plastering and Tiling)	Department of Environmental Affairs	3 years 2019; 2020; 2021	22	Britstown	09 Males 13 females	Ward 7
Skills Development Program (Bricklaying)	Department of Environmental Affairs	3 years 2019/2020/2021	24	Britstown	13 Males 11 Females	Ward 7
Skills Development program (Plumbing)	Department of Environmental Affairs	3 Years 2019/2020/2021	30	Hanover	16 Males 14 Females	Ward 6
Skills Development Program	Department Roads and Public Works	2018/2019	50	100	60 Males 40 Females	All
Skills Development Program (Air Condition Repair)	Department Of COGSHTA	2019/2020	30	De Aar	18 Males 12 Females	1, 2, 3, 4, 5 & 8
Skills Development Program	Premiers Office	2017/2018	30	De Aar	18 Males 12 Females	1, 2, 3, 4, 5 & 8
Skills Development Program bm	WESSA	2016/2018	150	De Aar, Hanover and Britstown	100 Males 50 Females	All

Table 32: Learnerships rolled out 2016-2021

E) KPA: Good Governance and Public Participation

-  The political structure comprises of the Council, EXCO, Infrastructure-, Community-, HR and Corporate Services, Rules and MPAC - All structures are functional although program progress were seriously affected during the national lockdown but we managed to meet all the legislative due dates;
-  Audit Committee appointed as of February 2021 after the previous term of members ended in March 2020);
-  New Municipal Financial Misconduct Disciplinary Board was appointed in October 2019;
-  Council is participating in both the district political and technical IGR;
-  Council meets the People meetings were held regularly but due to COVID 19 restrictions on meetings Council had to embark on social media platforms including live radio broadcasting to gain inputs from communities in De Aar. Furthermore, Council engaged with stakeholders of Britstown and Hanover for input in terms of the Draft IDP 2021/22 and Budget 2021/22 – 2023/24;
-  The Municipality does have a complaints management system in place;
-  Ward Committee meetings were held on regular basis before the national lockdown was announced by the State President. Meetings commenced from January 2021;
-  Ward Committees were fully functional before the lockdown but not functional during the lockdown except for assisting with credit control programs but full stipend was paid for the duration of lockdown. Ward Committee programmes commenced from January 2021;
-  Electricity Bylaw was developed to be tabled to Council and advertised for public comments; and
-  Spaza / Tuck shop Bylaw was developed but not yet Gazette due to financial constraints.

CHAPTER THREE: MUNICIPAL PROFILE & SITUATIONAL ANALYSIS

3.1 EMTHANJENI SPATIAL ANALYSIS

Emthanjeni Local Municipality is a category B municipality consisting of three towns: De Aar, Britstown and Hanover. It is situated in the Pixley ka Seme District Municipality and is the seat of this district. De Aar is situated in the Northern Cape Province and represents 3.7% of the total population in the province.

Emthanjeni represents approximately 22, 7% of the district’s population. The Pixley ka Seme District has an approximate population of 220 830 people (IHS Markit Review 2019) representing 16, 26% of the Northern Cape population with its 1 145 861 residents. The Northern Cape represent 2, 21% of the National population (51,770,560). The Municipality is situated approximately 300km south west of Kimberley, 440 km south east of Upington, 300 km north east of Beaufort-West and 300 km south west of Bloemfontein. The land area comprises 11% of the district land area and 3% of the province.

Hanover lies approximately 65 km east of De Aar on N1 main north to south route and Britstown is situated about 55 km west of De Aar on the N12 route. Both these main routes link Johannesburg and Cape Town. The towns of Emthanjeni lie in an extensive stock farming area with the emphasis on sheep, mutton and wool farming, especially Merino’s. Emthanjeni Municipality, specifically De Aar, is the seat of Pixley ka Seme District Municipality which hosts all Government Departments. Emthanjeni Municipality covers an area of approximately.

It is the main economic hub of the district with the three main towns of De Aar, Britstown and Hanover. De Aar is best known for its central location as a railway gateway which joins Johannesburg, Cape Town, Port Elizabeth and Namibia. Below map indicating locality of Emthanjeni Municipality in the Northern Cape:

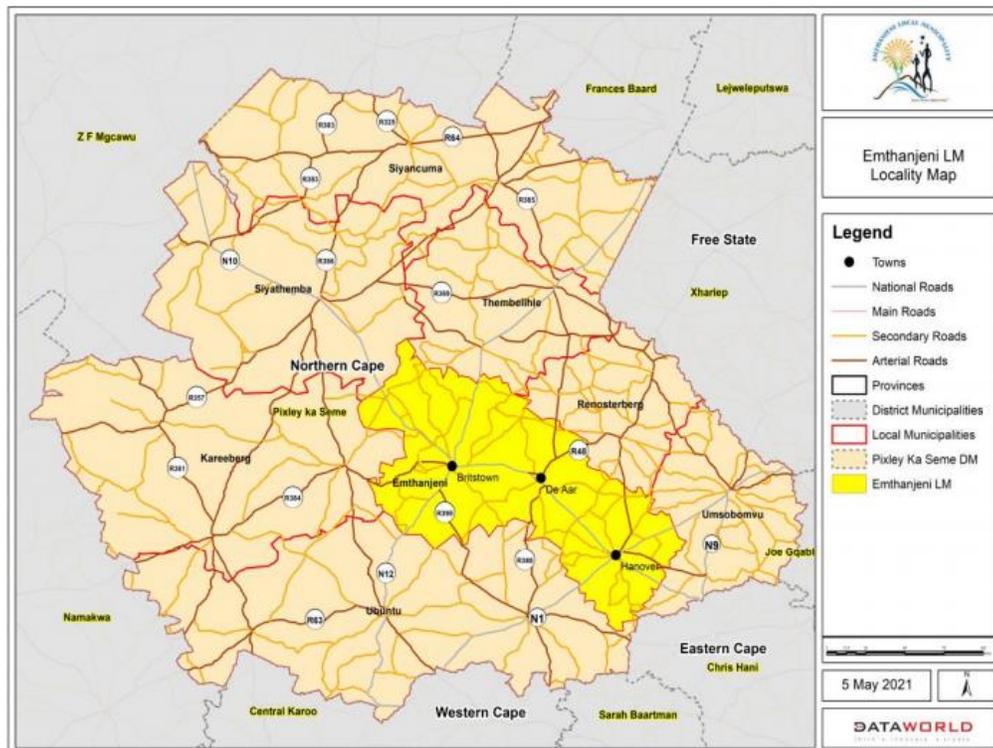


Figure 10: Emthanjeni Local Municipality Locality Map

Below is a map of the Pixley Ka Seme District area that indicates the location of the Emthanjeni Municipality:



Figure: Map of Pixley Ka Seme district indicating Emthanjeni LM

Distances from major centres in South Africa:

-  Johannesburg (750 km)
-  Pretoria (810 km)
-  Cape Town (748 km)
-  Bloemfontein (315 km)
-  Port Elizabeth (502 km)
-  Kimberley (315 km)

Figure 11: Map of the Pixley Ka Seme District

The towns have the following residential areas:

Town	Residential Areas
De Aar	De Aar-West, Nonzwakazi, Malay Camp, Barcelona, Waterdal
Britstown	Jansenville, Mziwabantu, Britstown (town), Proteaville
Hanover	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover (town)

Table 33: Towns in Emthanjeni including Residential Areas

The Municipality previously were structured into eight (8) Wards after the Election of 03 August 2016: Table 4 is the reflection of old demarcation of wards and Table 5 is the new municipal demarcation after this local government election of 03 August 2016.

Ward	Areas
1	Montana, Kareeville, Sunrise
2	Macarena, Residencia, New bright, Happy Valley, Extension 20, Klein Kareeville, Extension 7
3	Nonzwakazi, (From street 11, 10,20 until street 3,15, 16, Izinyoka including left side of street 2)
4	Barcelona, Leeuwenshof, Malay camp, Portion of Nonzwakazi (Only street 12 ,18)
5	Remaining part of town, Louisville
6	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover(town)
7	Jansenville, Mziwabantu, Britstown(town), Proteaville
8	Right side of Street 2, 1. 13, 14, 17, Waterdal and Town portion up until Van Zyl street

Table 34: Demarcated wards in municipal area

3.1.1 Municipal profile: Demographics

		2011	2016 (CS 2016)	2019 (MSEP 2021)
Population		42 356	45 405	46 777
Population growth rate			1.69%	0.41%
Households		10 456	12 617	11 583
People per household		4.1	3.9	4.07
Indigent Households			3 594	3 799
Gender breakdown	Males	20 722 (41%)	22 443 (49%)	(49%)
	Females	21 634 (51%)	22 962 (51%)	(51%)
Age breakdown	0-14	13 424	11 949	30.1%
	15-64	26 461	30 832	61.1%
	65+	2 471	2 621	8.8%
Race composition	Black-African	14 059	14 515	
	Coloured	24 436	27 644	
	White	3 388	3 129	
	Asian	236	116	
Unemployment rate		28%	28%	27.3%
Population density		3 person's/km ²	3 person's/km ²	3.5 person's/km ²

Table 35: Emthanjeni LM Demographic profile

3.1.2 The Major Towns of Emthanjeni

De Aar

De Aar means “the artery”, and in many senses this town is the lifeblood of the Karoo. It is the head office of the Emthanjeni and Pixley Ka Seme District Municipalities; home to many artists; there is an important weather station that can be toured by visitors, and it has the second most important railway junction in the country.



District Municipalities; home to many artists; there is an important weather station that can be toured by visitors, and it has the second most important railway junction in the country. The significance of the railway line is that it is central to Gauteng, Cape Town, Port Elizabeth and Namibia.

There are about 110km of railway lines, including 29 rail-tracks in De Aar precincts. However, "De Aar" founded in 1904, was so named because of the many water-bearing arteries that occur underground. Unlike many other Karoo towns, it did not start around the Dutch Reformed Church, but in fact started around the railway line.

This town used to be known around railway activities which at some stage faded and by now some activities are coming back as way of revitalization of the railway.

De Aar has the largest abattoir in the Southern Hemisphere and supplies all the major centres throughout the entire country with the famous "Karoo" lamb and mutton. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. All the water used in the town comes from boreholes – which is why the town is known for its large number of wind pumps. The town is easily accessible by tarred road and two airfields serve it – one is an all-weather runway that can accommodate any type of aircraft and it is only 52km away from the national bus route.

Hanover

This attractive and historic little town on the N1 lies more or less halfway between Cape Town, Gauteng and Kwazulu-Natal. It was established in 1854 at the base of some rocky hills on the farm Petrusvallei, which was bought from Gert Gous. Gous requested that the town be called Hanover, after his great grandfather's town in Germany. When declared a magisterial district in 1876, the town was very fortunate to be appointed with a visionary magistrate, Richard Beere. He insisted that trees be planted so that resident's descendants would have shade. Due to the increase in water consumption



caused by an increase in residents, the spring that Hanover was built around dried up, and the number of trees seen in the town today is far less than 100 years ago. Boere loved the Karoo and spent considerable time on the summit of Trappieskop, where a stone pyramid honouring his contribution to the town was erected when he died.

The older houses were all built right on the road edge – as per authority's instructions at the time – and when, in later years, homeowners built on verandas, they had to pay one shilling tax for this privilege. Today, they are still

paying this tax, which is now R17, 00. Hanover was home to Olive Schreiner – well known South African author – who lived here from 1900 to 1907, and referred to it as “the prettiest little village I have ever seen”. Her husband, Cron, was an agent in town and today his offices are used as a small guest house. Like many small Karoo towns, most of the streets are not tarred and the residential areas are very quiet. However, behind garden walls and front doors there is plenty of activity going on as the industrious residents carry out their daily business.

The town is home to a variety of artists and craftspeople, as well as having several restaurants, a delightful bookshop, coffee shop and a museum. Interesting Karoo architecture is to be seen and many gardens have a wind pump standing sentinel in one corner. Surrounding farms are principally Merino sheep farms, with many of the country’s best breeders farming in the Hanover district. Lesser Kestrels, from Europe and Central Asia, come to nest in trees around town, and can be seen gliding in the dawn and dusk sky from late October to the end of summer.

Britstown

It was in those days of The Great Diamond rush in the year 1877 that Britstown came into being. Fortune hunters paused here in their frenzied dash to the fabulous diamond field, and a settlement mushroomed to provide fresh horses, fodder, refreshment and accommodation. Soon even a concertina virtuoso made music for happy dancers lubricated by the local brew. First the Fuller and Gibson coaches and then others



stopped here. But by the time Britstown gained municipal status in January 1889, a railway line already snaked across the Karoo plains to carry would-be diamond diggers through to Kimberley.

The small have of Britstown, along the diamond route across the plains, was named after a man who loved the Karoo, Hans Brits. He once accompanied Dr David Livingstone, famous son-in-law of the great missionary, Robert Moffat, on a journey to the north. Livingstone originally came to South Africa to help the Moffat’s at their mission in Kuruman, and it was on a journey to the north that he met Brits. They took a liking to each other, and Brits decided to travel with him. But Livingstone did not get on with the Moffat’s, so he soon announced his intentions of travelling deeper into Africa, a decision that led to him becoming probably the continent’s most famous explorer. Brits decided again a life of exploration and returned to the Karoo.

Hans Brits settled on a farm named Gemsbokfontein, which is where Britstown now stands. Soon after the discovery of diamonds at Hopetown and Kimberley, Brits realised that he and his neighbours could earn good money serving the growing traffic along the Diamond Route. So, Brits arranged for a town to be laid out on a

portion of his farm. The thinking was to establish a point between Victoria Wes and Kimberley that could provide travellers on the Diamond Route with accommodation and refreshments as well as fresh horses and fodder. In 1877, a group of men headed by TP Theron purchased a section of Hans Brits's farm to establish a community centre with a church. This accomplished, they handed over the management of the settlement to church wardens. Traffic increased when gold was discovered and in time, the town became a major junction on the route to Namibia.

3.2 Geographical Features and Natural Resources

Key Environmental Legislation

-  National Environmental Management Act No.107 of 1998 (NEMA)
-  National Environmental Management: Air Quality Act No. 39 of 2004 (NEM: AQA)
-  National Environmental Management: Biodiversity Act No. 10 of 2004 (NEM:BA)
-  National Environmental Management: Protected Areas Act No.57 of 2003 (NEM: PAA)
-  National Environmental Management: Waste Act No. 59 of 2008 (NEM: WA)
-  Climate Change Bill, 2018

3.2.1 Climate of Emthanjeni Municipality

Emthanjeni Municipality is situated in the Northern Cape Province's semi-arid climate; specifically, in the Pixley ka Seme Region with its summer rainfall occurring mainly in the late summer months. The area has warm summers and very cold winters, with temperatures varying from high 30°C in January/February to - 10°C in June/July. The region is subject to periodic droughts which have a serious impact on the surrounding farming areas and on the economy of the towns. The area is located in a summer rainfall region with very little rainfall. The mean annual rainfall ranges from 200mm-300mm per year. Rain occurs predominantly in the form of summer thunderstorms and 60% of the average annual rainfall occurs between December & February, due to climate change there are changes which are unclear at present.

The Municipality needs to recognise its role in respect of climate responsive due to the following:

- The impact of changing weather patterns will be felt and need to adapt to project changes.
- Critical to reduce climate change and greenhouse gas emissions.
- To manage resources due to potential future cost implications.

Some of the areas where the municipality have control over which influence climate change include building codes, land use planning, water, storm water and sanitation, electricity supply, waste management, transport, air quality management, etc.

3.2.2 Physical Characteristics

a) Water

The towns of Emthanjeni Municipality obtain water from 72 boreholes and two fountains, divided into 4 borehole schemes. The monthly capacity of the fountains varies according to the rainfall. The water quality is hard and presents problems for bathing, washing and electrical appliances.

Due to funding from Department of Water Affairs which recognised the scarcity of water in the area to the municipality additional boreholes are constantly been develop especially when some of the boreholes are becoming dry. The underground water has it challenges such as water being salty with some health hazards.

b) Minerals

De Aar and the surrounding area do not have any economically viable mineral deposits, as far as can be ascertained. Recent studies indicate the possibility of uranium deposits in the area (Hanover). This can only be ascertained after an elaborate study is conducted.

However, a notice for public participation process regarding an application for a prospecting right for Copper, Chrome, Tin, Tungsten and Zink on the farms Biegga, Becha, Merwesrust, Swavelstraat and Kalk Kraal in the area of Britstown was submitted to the Municipality during January 2022.

c) Flood lines

No perennial rivers are to be found in the immediate vicinity of the towns. All storm water channels are local and the catchment area is limited to the immediate vicinity of the towns. De Aar use to experience problems of storm water in the streets and subway due to a lack of proper storm water drainage, the Department of Water Affairs had assisted by constructing, cleaning and renovating our storm water channels in addressing the problems in the whole municipality.

d) Air quality

The quality of air in the Emthanjeni Municipal area can be described as good in comparison with the pollution in other urban centres. Air pollution is minimal as problems such as acid rain does not occur in Emthanjeni Municipal area and pollution from industries is kept to a minimum. Dust pollution does occur in the Karoo to a certain extent due to the sparse vegetation and low variable rainfall.

Air Quality Management (AQM) is the responsibility of the District Municipality. The provincial department has set up an Air Quality monitor. The Atmospheric Pollution Prevention Act, this was repealed and replaced with the National Environmental Management Air Quality Act, 39 of 2004. Pixley ka Seme District Municipality gazetted the Municipal Health Services By-Law on 19 April 2019 and took over Environmental Management Services function from Department of Environmental Affairs. The MHS-By Law and Air Quality Management Plan's main purposes are

to ensure council can regulate all activities within Municipal Health Services Unit. Health promotion and training programmes are the main mechanisms for equipping the community with knowledge and information.

3.2.3 Pixley ka Seme District Municipal Profiles

Pixley Ka Seme District Municipality comprises of areas classified as Critical Biodiversity Areas (CBA) 1 (7.1%), which are ecosystems intact, and CBA 2 (19.2%), which are ecosystems that are near natural.

3.2.3.1 Natural resource areas

Conservation of the unique Karoo landscape and fauna and flora is important to maintain the environmental quality and resources in the Pixley Ka Seme District. These resources might be physical, biological, or cultural. The conservation of an area must be seen as a form of land use, as it is an action taken to dedicate specific areas for a specific use which might include the use for a monument, or sustainable breeding of animals or as a habitat of animals and plants. These land areas dedicated to conservation use needs to be carefully managed to ensure it remains a viable resource for the future.

Key Provincial/National Nature Reserves in the Pixley Ka Seme District are:

- Mokala National Park
- Rolfontein Nature Reserve
- Doornkloof Nature Reserve
- Karoo Gariiep Conservancy
- Platberg–Karoo Conservancy
- Hanover Aardvark Nature Reserve

3.2.3.2 Vegetation

The Pixley Ka Seme District Municipality is in a unique biodiversity area of South Africa, with a typical Karoo type veld. Most of the rural areas are dominated by natural vegetation that, although classified as hardy due to the limited rainfall that supports it, can be sensitive and slow to recover and rehabilitate if not managed suitably. Three biomes occur in the Pixley Ka Seme District.

o The Grassland biome can be subdivided into savanna, temperate grasslands (prairie) and tundra. Savannas are the wooded grasslands of the tropics and subtropics that account for 46% of the South African landscape. Savannas are found mostly in the areas north of the Orange River and cover 11% of the area in the Pixley Ka Seme District. They are second only to tropical forests in terms of their contribution to terrestrial primary production. They are the basis of the livestock industry and the wildlife that forms part of this biome in these areas is a key tourist draw card.

o The Nama-Karoo covers most of the vast central plateau region of the Western and Northern Cape Provinces. Nama-Karoo covers 87% of the area in the Pixley Ka Seme District. The area forms the transition area between the Cape flora area to the south and the tropical savanna areas in the north. Many of the plant species of the Nama-Karoo also occur in the savanna, grassland, succulent Karoo, and fynbos biomes.

o Grasslands cover the high central plateau of South Africa, inland areas of Kwazulu-Natal and the mountain areas of the Eastern Cape Province. Grasslands cover only 1% of the area in the Pixley Ka Seme District and are mostly found on the south-eastern boundary of the district. Grasslands are defined as those areas where grasses dominate

the vegetation and where woody plants are absent or are. The grassland biome is regarded as the third richest area in terms of plant species diversity, with a total number of 3788 species.

The Pixley Ka Seme District Environmental Management Framework found the many Adcock Veld types in the Pixley region. Within these veld types of areas, different sensitivities were identified as part of the Environmental Framework. The different management guidelines for these areas were also included in the Framework. The Environmental Management Framework for the Pixley region provides the guidelines for development in these areas with these guidelines to be included in the rural guidelines for the Pixley Ka Seme District SDF. The veld types and vegetation in the Pixley Ka Seme District are most suitable for livestock and game farming. In the Nama Karoo biome areas to the south-east of the region and irrigation along the Orange River remain an important economic use.

3.2.4 Municipal Biodiversity Summary

Municipalities have a significant role to play in biodiversity conservation as part of their mandate to provide a safe and healthy environment for residents. In support of this role, the Department of Environmental Affairs (DEA) and the South African National Biodiversity Institute (SANBI) identified the need to provide municipalities with good quality biodiversity information that is easily accessible. Municipal biodiversity summaries are primarily a reporting tool providing biodiversity statistics, based on the best available national data, for municipalities. However, in those municipalities where there is no biodiversity sector plan or bioregional plan the municipal biodiversity summary for the municipality can provide some guidance in terms of land-use planning and decision-making as it provides information on the location of threatened ecosystems and other biodiversity features within the municipality.

3.2.4.1 Emthanjeni Municipality Biodiversity Summary

a) Critical Biodiversity Areas

Protected areas	
Land-based protected areas (formal)	None
Ramsar sites	There are no Ramsar sites in the municipality.

Table 36: Emthanjeni Critical Biodiversity protected Areas

b) Terrestrial Ecosystems

Biomes		
Name	Size (ha)	Size (%)
Grassland Biome	38861,4 ha	3,41%
Nama-Karoo Biome	1100157,2 ha	96,59%
2 biomes in the municipality covering 1139018,6 ha (100%)		
Vegetation types		
Name	Size (ha)	Size (%)
Besemkaree Koppies Shrubland	52274,3 ha	4,59%
Bushmanland Arid Grassland	6807,1 ha	0,6%
Eastern Upper Karoo	323649,9 ha	28,41%
Highveld Salt Pans	2204,8 ha	0,19%

Northern Upper Karoo	676617,4 ha	59,4%
Upper Karoo Hardeveld		
6 Vegetation types in the municipality covering 1139018,6 ha (100%)		

Table 37: Emthanjeni Terrestrial Ecosystems

Threatened Eco Systems (Critically Endangered)	There are no Critically Endangered Threatened Eco Systems in the municipality.
Threatened Eco Systems (Endangered)	There are no Endangered Threatened Eco Systems in the municipality.
Threatened Eco Systems (Vulnerable)	There are no Vulnerable Eco Systems in the municipality.

Table 38: Emthanjeni Threatened Eco Systems

Freshwater Ecosystems		
Water Management Areas		
Name	Size (ha)	Size (%)
Lower Orange	876841,8 ha	76,98%
Upper Orange	262177 ha	23,02%
2 Water Management Areas in the municipality covering 1139018,6 ha (100%)		
Rivers	Estuaries	Wetlands
Brak Elandsfontein Elandskloof Graafwaterspruit Groen Klein-Seekoei Ongers Seekoei Unknown	There are no estuaries in the municipality	1 wetland in the municipality covering 14358,7 ha (1,26%)
9 rivers in the municipality		

Table 39: Emthanjeni Freshwater Ecosystems

Hanover Aardvark Nature Reserve

The Hanover Aardvark Nature Reserve falls within the Seekoei River Priority Focus area as identified in the DAEARDLR Protected Areas Expansion Strategy (Balfour 2017). It is located about 20 km north-east of Hanover, 2715 hectares in extent and was historically utilized as rangeland for small stock (mostly sheep). It falls within the Nama Karoo Biome with Eastern Upper Karoo and Besemkaree Koppies Shrubland vegetation types (Mucina & Rutherford et al 2006).

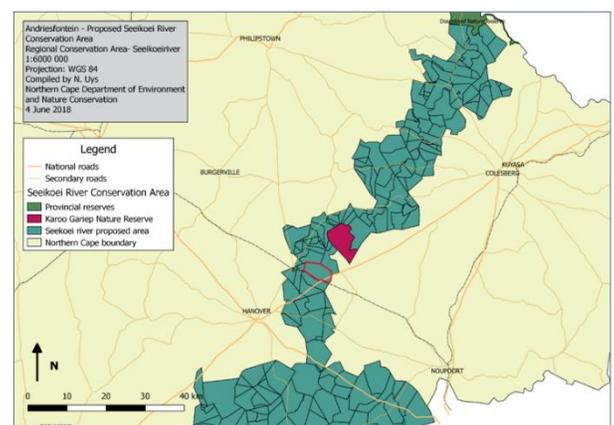


Figure 12: Map Regional location of Hanover Aardvark Nature Reserve.

3.2.4.2 Biodiversity Conservation

Municipalities have a significant role to play in biodiversity conservation as part of their mandate to provide a safe and healthy environment for residents. In support of this role, the Department of Environmental Affairs (DEA) and the South African National Biodiversity Institute (SANBI) identified the need to provide municipalities with good quality biodiversity information that is easily accessible.

Municipal biodiversity summaries are primarily a reporting tool providing biodiversity statistics, based on the best available national data, for municipalities. However, in those municipalities where there is no biodiversity sector plan or bioregional plan the municipal biodiversity summary for the municipality can provide some guidance in terms of land-use planning and decision-making as it provides information on the location of threatened ecosystems and other biodiversity features within the municipality.

Various hazards associated with climate change can negatively affect biodiversity and ecosystems, and related goods and services in the Northern Cape resulting in the following impacts:

- 🌿 Increases in average temperature may increase the risk of extinction of plants and animals in the province that are unable to move away or to adapt to the higher average temperatures and increased evaporation rates that are projected (SANBI 2019).
- 🌿 Increases in average temperatures, the number of very hot days, periods of drought, rainfall variation and evaporation rates are projected to increase the annual average number of high fire-danger days in the Northern Cape (CSIR 2019). This increase in the annual average number of high fire-danger days will likely increase the risk of wildfires in the province. The intensity and impacts of wildfires on ecosystems in the province may be exacerbated by concurrent increases in the spread of invasive alien plants and (in the east of the province) bush encroachment due to climate change.
- 🌿 Increases in average temperatures may exacerbate land degradation through bush encroachment, the spread of invasive alien species, and increased soil erosion (SANBI 2019).
- 🌿 Increases in average temperatures may expand the ranges of pests, weeds, and vector-borne diseases (NCDENC 2016b).
- 🌿 Increases in rainfall variability and the frequency and severity of droughts and flood events may exacerbate soil erosion and land degradation caused by the over stocking of livestock, and these impacts are likely to negative affect biodiversity in the province (NCDENC 2017).
- 🌿 Projected sea level rise and increases in coastal storms will affect coastal ecosystems (NCDENC 2016b).

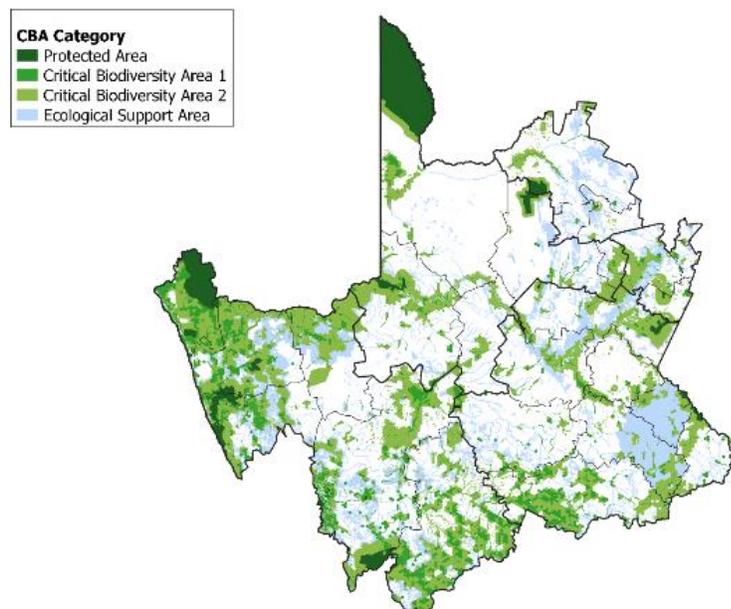


Figure 13: Northern Cape Critical Diversity Map

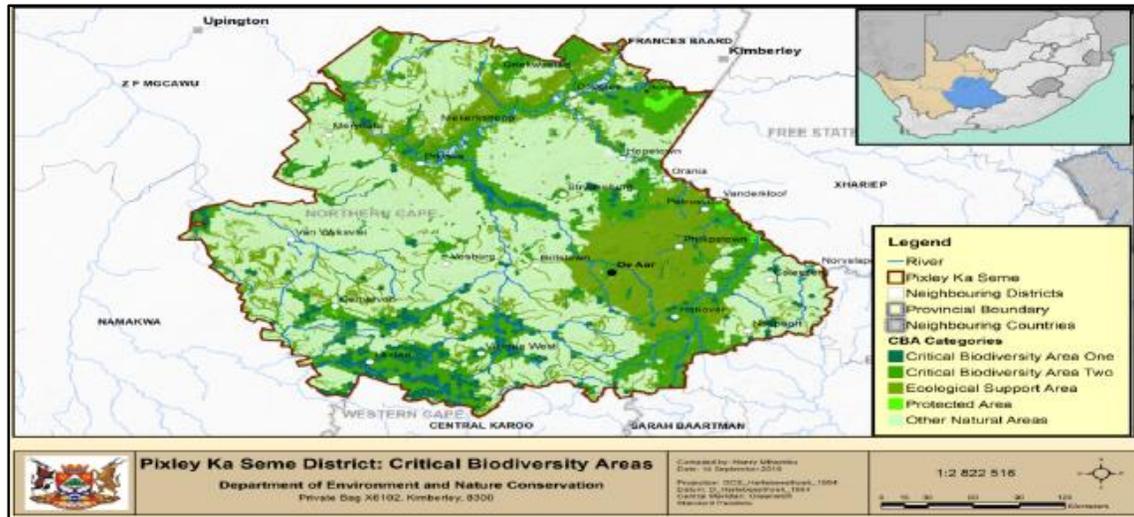


Figure 14: Pixley Ka Seme District Critical Diversity Map

3.3 CLIMATE CHANGE

Climate change can be described as the increased frequency with which anomalies occur, i.e., positive or negative weather conditions to which people have not as yet adjusted. Thus, the municipality needs to identify what should be adapted to and when to start with climate protection. Measures should include options for various degrees of extremity. These measures will not guarantee absolute protection, but will make damage controllable and provide a means of coping with climate related surprises. Climate protection has to become each individual's concern through supporting climate protection measures or by responding to changeable climates to reduce the risks and take advantage of the opportunities.

The key climate change hazards according to the Northern Cape Climate Risk and Vulnerability Assessment Report that have been identified for Northern Cape are:

-  Increasing temperatures
-  Increasing rainfall variability
-  Increasing periods of drought
-  Increasing storms and flooding events

3.3.1 Temperature

During the 21st century, southern Africa is projected to experience rapid rises in average annual surface temperatures (CSIR 2019). For the South African interior, the rate of temperature increase is projected to be 1.5 to 2 times the global rate (CSIR 2019). In the northern interior of South Africa, temperature increases may exceed three degrees Celsius (°C), while temperature increases in coastal areas may range from 1 °C to 2.5 °C (CSIR 2019).

By 2050, the Northern Cape Province is projected to be affected by higher annual average temperatures (CSIR 2019; NCDENC 2016a). The average temperatures are shown in Figure 15 using a baseline period of 1960-1990 (CSIR 2019). Figure 16 shows the projected change in annual average temperature over the period 2021 to 2050 under the RCP 8.5 scenario relative to the baseline period (CSIR 2019).

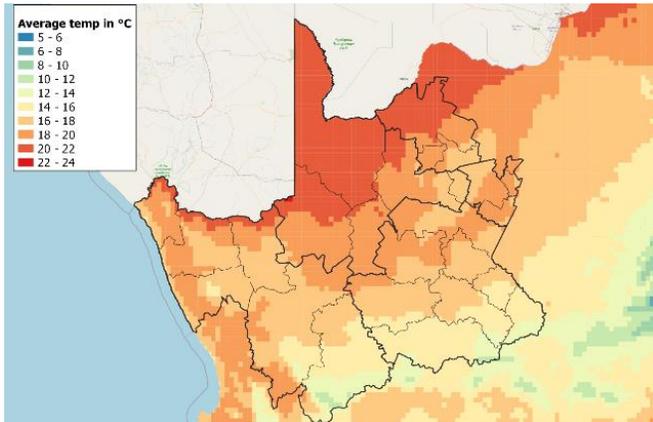


Figure 15: Annual average temperatures in the Northern Cape using a baseline period of 1961–1990 (CSIR 2019)

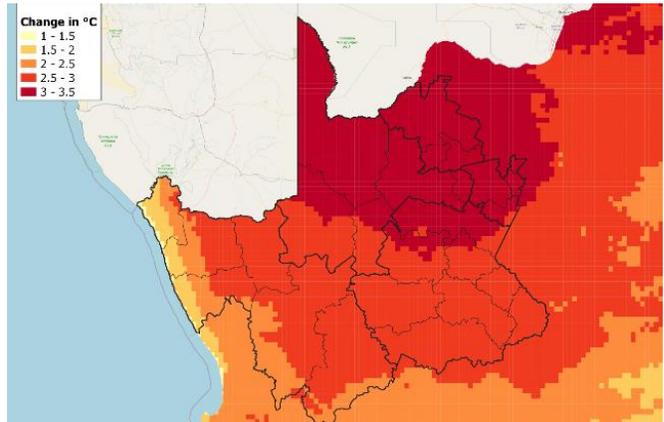


Figure 16: Projected changes in annual average temperatures throughout the Northern Cape over the period 2021-2050 under the RCP 8.5 scenario (CSIR 2019)

In addition to higher average temperatures, the Northern Cape will also experience an increase in the annual average number of very hot days, which are defined as days when the temperature exceeds 35°C (CSIR 2019). The annual average number of very hot days is shown in Figure 17 using a baseline period of 1961-1990 (CSIR 2019). Figure 18: Projected change in the annual average number of very hot days in the Northern Cape over the period 2021 to 2050 (CSIR 2019) shows the projected change in the annual average number of very hot days over the period 2021 to 2050 under the RCP 8.5 scenario relative to the baseline period (CSIR 2019).

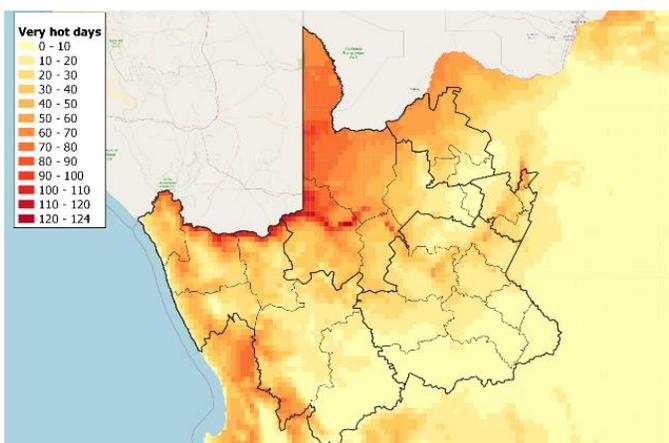


Figure 17: Annual average number of very hot days in the Northern Cape using a baseline period of 1961–1990 (CSIR 2019)

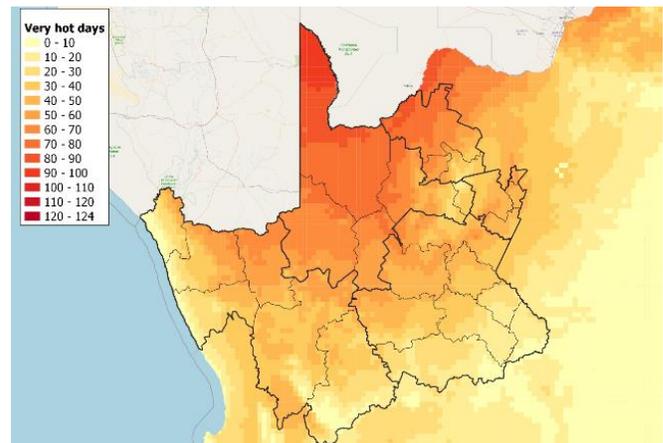


Figure 18: Projected change in the annual average number of very hot days in the Northern Cape over the period 2021 to 2050 (CSIR 2019)

It is predicted that the Karoo could experience more drought periods, couple with increased evaporation and temperatures having negative impacts on already restricted water supply. Regional predictions suggest a drying

trend from west to east, as shift to more irregular rainfall of possible greater intensity, and rising temperature everywhere. The Karoo area is dependent upon boreholes for its water supply. Increase in temperature over the next 10 years will drive the municipality to either find alternative sources of water supply or to increase boreholes. Energy consumption will potentially also increase by 10% and a similar strategy for alternative energy will have to be identified for both cooling in summer and heat in winter. The alternative of solar energy will be needed to relieve electricity and the municipality will need to use SMME programmes more effectively for the installation and maintenance of solar energy as to elevate climate change challenges.

It needs to be emphasized that the municipality does not yet have a climate change strategy, plans and/or budget to respond to the challenges. The major concern is the matter of mandate as the municipality does not necessarily regard climate change management as its responsibility, although it does indirectly fulfil a role by managing water sources and managing air and noise pollution (esp. with heavy transport activities in the area). Again, a major constraint in this regard is the lack of funding for these mandates.

The area has warm summers and very cold winters, with temperatures varying from high 30°C in January/February to - 10°C in June/July. The region is subject to periodic droughts which have a serious impact on the surrounding farming areas and on the economy of the towns.

3.3.2 Rainfall

The Northern Cape is already classified as a semi-arid to an arid area (NCDENC 2016a; 2016b). The province is projected to become drier, the rainy season is expected to start later and become shorter in length, and the duration of dry spells is likely to increase resulting in more frequent droughts, and a likely increase in related risks and negative impacts (NCDENC 2015). Furthermore, the Northern Cape already experiences rainfall variability over space and time, and this variability is predicted to increase due to the effects of climate change (NCDENC 2016b; 2015). The projected changes in annual average rainfall in Figure 19 is an indication of this rainfall variability and it suggests that rainfall variability could increase rainfall uncertainty and related risk, for example, to water security in the province (NCDENC 2016b; 2016a).

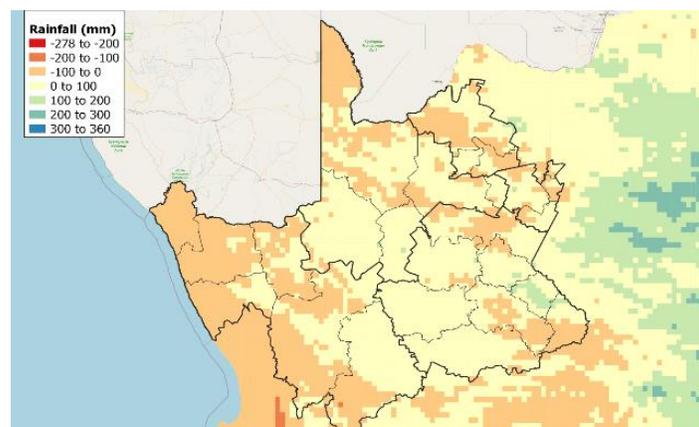


Figure 19: Projected changes in annual average rainfall throughout the Northern Cape over the period 2021-2050 under the RCP 8.5 scenario (CSIR 2019)

Emthanjeni Municipality is situated in the Northern Cape Province's semi-arid climate; specifically, in the Pixley ka Seme Region with its summer rainfall occurring mainly in the late summer months. The area is located in a summer rainfall region with very little rainfall. The mean annual rainfall ranges from 200mm-300mm per year. Rain occurs predominantly in the form of summer thunderstorms and 60% of the average annual rainfall occurs between December & February, due to climate change there are changes which are unclear at present.

It is projected that there will be a general drying trend in the western part of the country over the period 2030–2045. There is some agreement that areas where either increasing or decreasing rainfall volumes are expected, rainfall will be focused into a shorter timeframe.

3.3.3 Water Resource Hydrology

Groundwater decreases under drought conditions and it is expected that climate change will contribute to a reduction in the amount of ground water with a significant portion of Northern Cape residents are dependent on groundwater (NCDENC 2016a).

With respect to wastewater treatment, the Northern Cape was awarded Green Drop scores of below 30% for 33 of its wastewater systems. The Green Drop metric indicates whether municipal wastewater meets good practice standards and complies with legislation. Municipalities receiving scores below 30% are placed under regulatory surveillance, in accordance Sections 62 and 63 of the Water Services Act (No 108 of 1997). The severity and full implications of this remain hidden as there is a lack of up-to-date, credible data on the operations of wastewater and water treatment works in South Africa (Kretzmann et al. 2021).

Various hazards associated with climate change can negatively affect the water sector in Northern Cape with the following impacts:

- 🌡️ Increases in average temperature are likely to increase evaporation rates which can reduce water levels in dams, rivers, streams and wetlands (Ziervogel et al. 2014; Botai et al. 2016).
- 🌧️ Increases in average temperatures, rainfall variability and the frequency and severity of flood events may decrease water quality and increase water pollution due to erosion, runoff from rainfall events, and increases in the frequency and severity of algal blooms (Edokpayi et al. 2020).
- 🌡️ Projections of increased temperatures in the Lower Orange water management area (WMA) are expected to cause already dry areas of this WMA to lose more water (NCDENC 2016a).
- 🌧️ Rainfall is likely to remain unchanged or increase in the Lower Vaal WMA and temperatures are projected to increase but less severely than the increases expected for the Lower Orange WMA. Flooding is likely to be experienced in this WMA and there is a need to develop a better understanding of climate impacts (NCDENC 2016a)

The towns of Emthanjeni Municipality obtain water from 72 boreholes and two fountains, divided into 4 borehole schemes. The monthly capacity of the fountains varies according to the rainfall. The water quality is hard and presents problems for bathing, washing and electrical appliances.

Due to funding from Department of Water Affairs which recognised the scarcity of water in the area to the municipality additional boreholes are constantly been develop especially when some of the boreholes are becoming dry. The underground water has it challenges such as water being salty with some health hazards.

3.4 LOCAL ECONOMIC DEVELOPMENT

The Emthanjeni LM Local Economic Development Strategy 2008 is an economic analysis of the Emthanjeni Municipal area. It plays a major role in allowing Emthanjeni Local Municipality to meet its constitutional obligations, to promote and drive economic development in the local community through creating economic and employment opportunities.

The approach for this strategy commenced with an analysis of the current economic and socio-economic analysis of the Emthanjeni Local Municipal area, followed by a participatory approach, encouraging input and participation from all interested parties to plot the current state of the economy and envisage the economic growth, employment, and economic equity in order to address the needs of community of Emthanjeni.

The outcome of the local economic development strategy is to achieve high economic growth, improved quality of entrepreneurship that will create economic growth, employment and be equitable. LED is an on-going process rather than a single project and is about continually upgrading the investment environment to improve competitiveness and generate economic development to ensure entrepreneurial and employment opportunities.

3.4.1 Key Findings per Economic Sector

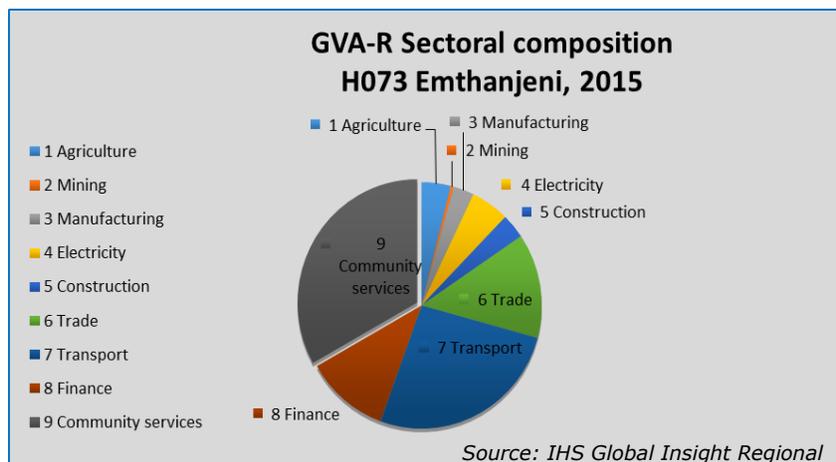


Figure 20: Graph Emthanjeni economic sector composition

It is evident from the figure above that Emthanjeni Local Municipality is dependent on community services which accounts for 33% of gross value added (GVA) during the year 2015. Community services sector includes activities of government departments and agencies, education, public and private, health and social work, sewerage and refuse disposal, sanitation and similar activities.

The transport sector contributes 26% of Emthanjeni GVA. This is due to the central location of the area which lies within the N1, and N10 roads, and second most important railway junction in the country.

3.4.2 Economic Development, Tourism and Commonage

3.4.2.1 Overview

De Aar is the main town of Pixley ka Seme serving a total of 24 other towns. Emthanjeni has investment in the form of Renewable energy projects, Manufacturing projects and Warehouses Hub and is a potential industrial growth point with ample industrial sites, reasonable prices and tariffs, affordable labour and the necessary infrastructure. De Aar is therefore the ideal place to establish industries, a fact which can be borne out by various major industries which have already established themselves here. The central location and excellent rail and road links to the service town for small towns.

The Emthanjeni area is increasingly becoming the centre for supplying the whole country with the famous "Karoo" mutton with its unique flavour and quality. Emthanjeni has one big abattoir in De Aar: one solely for sheep with a capacity of 1000 carcasses per day, supplying meat to the other provinces and whole country, in addition to beef, supplies meat far beyond our region.

All the courier services operating nationally serve the towns comprising Emthanjeni municipal area. There is also a synoptic weather station in De Aar gathering climatic data and literally putting De Aar on the world map. The towns of Emthanjeni Municipality boast a pleasant country atmosphere, doing full justice to the motto of the Upper Karoo Region "where tranquillity is only surpassed by the hospitality", and Emthanjeni Local Municipality being the "Karoo Destination of Choice".

Sheep, wool and mutton are the main farming activities in Britstown while hunting of small game (springbuck) is also very popular. The Smart Syndicate Irrigation Scheme situated 25 kilometres west of Britstown provides water to Lucerne and wheat farmers. There is a museum in the former Anglican Church next to the Municipal offices.

Hanover is also well endowed with qualified construction industry artisans. Like the other towns in this region, wool is exported to Port Elizabeth without being processed. It is noted with great concern the opportunities for local people in relation to the second economy not being optimised, and the role the municipality needs to play to empower SMME's and co-operatives. This should enable the second economy initiatives to become active contributors to the economy of Emthanjeni as well as the entire district.

Agriculture forms the backbone of Emthanjeni economy and accounts for the largest labour/ employment contributor to date. Despite the harsh climate and poor carrying capacity of the veldt, it still offers opportunities for growth and employment creation. The Manufacturing sector shows potential of growth through the introduction of Renewable energy projects in De Aar and surrounding areas. The Municipality is dependent upon the following economic activities:

Primary Sector	Secondary	Tertiary
 <p>Agriculture: 4%</p> <ul style="list-style-type: none"> - Agriculture forms the backbone of Emthanjeni economy and accounts for the largest labour/ employment contributor to date. The towns of Emthanjeni lie in an extensive stock farming area with the emphasis on sheep, mutton and wool farming, especially Merino's. - Sheep, wool and mutton are the main farming activities in Britstown while hunting of small game (Springbuck) is also very popular. 	 <p>Manufacturing: 2%</p> <ul style="list-style-type: none"> - Stone crushers specialize in the manufacturing of sand, bricks, cements and rocks. - Abattoir for meat processing. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. 	 <p>Community Services: 29%</p> <ul style="list-style-type: none"> - The services sector consists of the various government institutions, NGOs, CBO's and NPO's that resides within the Emthanjeni area.  <p>Finance: 15%</p> <ul style="list-style-type: none"> - It also serves as the regional service centre for medical and banking services for example ABSA, FNB, STANDARD BANK and CAPITEC.  <p>Trade: 13%</p> <ul style="list-style-type: none"> - Emthanjeni host a number of retail stores for goods and services such as Checkers, Shoprite, Mr Price, Foschini, Truworths, Sheet Street, etc. and serve as the regional retail centre for Pixley ka Seme district.
	 <p>Construction: 4%</p> <ul style="list-style-type: none"> - The local uptake and accrual are low if one takes the extensive renewable energy in the area into consideration. 	 <p>Transport: 26%</p> <ul style="list-style-type: none"> - Rail Infrastructure - Emthanjeni, and especially De Aar, is renowned for its central location on the main railway line between Johannesburg, Cape Town, Port Elizabeth and Namibia.
		 <p>Electricity: 7%</p> <ul style="list-style-type: none"> - Renewable energy – this sector shows potential of growth through the introduction of renewable energy projects in De Aar and surrounding areas. Some of the renewable energy projects is already connected to the grid which mean they are supplying solar energy to ESKOM as part of addressing scarcity of energy in our country.

Key Economic Activities	Description
Services Sector (Community)	The services sector consists of the various government institutions, NGOs, CBO's and NPO's that resides within our area of jurisdiction. Banking: ABSA, FNB, Standard Bank and Capitec

Manufacturing	Stone crushers who specialize in the manufacturing of sand, bricks, cements and rocks. Renewable energy generation. A second stone crusher is about to operate for competition and supply outside towns.
	Rocla, Green Akker, Abattoir for meat processing
Retail	Purchasing of goods and services
	Checkers, Shoprite, Mr Price, Ackermans, Sheet Street, Fashion Express, Foschini, Total Sport, KFC, Built It, Cash Build, etc.
Agriculture	Game Farming
	Sheep, goat, pig and cattle farming
Transport	Rail Infrastructure
	Road Infrastructure
Tourism	To market Emthanjeni as a tourism destination
	Speed up restoration of existing attractions.

Table 40: Key Economic activities Type of Economic Activities (Source Census 2011)

The Municipality is convinced that the Renewable Energy projects, New District Hospital and possibility of new Warehouse Hub and Manufacturing project for further development planned for the area would grow the economy enormously. As a result of Transnet scaling down its activities as well as smaller businesses closing down from time to time, economic activity in the area is stagnating.

The future economic attractions/planning for Emthanjeni area are:

-  Investments - attracting new businesses to Emthanjeni;
-  Promotion of BBBEE etc. SMME/Arts & Craft Village;
-  Renewable Energy Tourism Hub;
-  De Aar Logistic & Storage Hub;
-  Conference Centre;
-  Advantage of National corridors (N1, N10, N12);
-  Washing of Solar PV Panels, Grass Cutting and maintenance, manufacturing of material locally;
-  Preferential procurement (30% commitment on all procurement be localized and report annually);
-  LED Summit & Review of LED Strategy 2008/22;
-  Labour market i.e., unemployment rate (official) 27,1% in 2019

As part of Extreme Sports focus of the Northern Cape Province the Municipality has Skate Park as part of the Maloof Cup Programme. We expect enormous impact in the tourism sector through the solar projects in the area and all other developmental endeavours. The municipality is also working towards providing more assistance to the emerging farmers who show keen interest in growing in the industry. The municipality is providing land for the emerging farmers to further their aspirations, but more is required to ensure that they actually meet their

targets. The Smart Syndicate Dam could possibly provide a permanent water supply to the area in future, if it were possible to realise its potential.

3.4.2.2 Tourism

The Council has adopted a 10-year Tourism Plan (2010-2020). The funding of the Strategy activities remains a challenge as the results it becomes difficult for its implementation. The tourism Office also suffer as there's no materials and information for the public, this is to municipality no more attending big events like INDABA for showcasing and getting information. There's no sizeable number of tourists coming to the area we only support students with information for purpose of their assignments which present is depleted. The tourism sector is recognised for its potential and significant contribution to the economy. Government identifies tourism as an important sector which is explained in the Industrial Policy Action Plan (IPAP ,2007), the New Growth Path (NGP, 2010) and the National Development Plan (NDP, 2013). Through those various policy documents the sector is expected to contribute to job creation and the growth of the economy. It is therefore important for Emthanjeni Local Municipality to plan for tourism development and promotion in alignment with the National Tourism Sector Strategy. The Council has adopted a 10-year Tourism Plan (2010-2020). The funding of the Strategy activities remains a challenge as a result it becomes difficult for its implementation. The position of the Tourism / Communications Officer is vacant. Emthanjeni has a rich history which is one of its greatest assets in attracting tourists to the area. The tourism sector has a number of linkages with other economic sectors.

The Department of Economic Development and Tourism has established a Women in Tourism Chapter forum for Pixley Ka Seme District to assist and support Tourism Stakeholders and the municipality has representation on the forum. The process for establishing Emthanjeni Local Tourism Forum was also started by the latter department in December 2021. Once this forum is operational it will ensure that tourism activities in the municipal area is revitalised and the review of the Tourism Strategy will also be a focus area.



Figure 21: Picture – Olive Schreiner House (De Aar)



Figure 22: Britstown Museum

Linkages with the Agricultural Sector: The main activities are Agri tourism farming activities, game viewing, hunting, etc. There is a need to develop proper tourism packages to promote these types of tourism activity in the municipal area.

Linkage with Utilities Sector: The development of the renewable energy sources or solar parks opens an opportunity to develop specific tourism packages that include tours of the renewable energy plants as well as providing information on the background and functioning of these plants.

The tourism industry also has strong linkages with the major routes (routes between Johannesburg, Cape Town and Eastern Cape Province as well as with other countries such as Namibia and Botswana.

The tourism trend has not been doing so well and therefore much emphasis is needed to boost the industry. The tourism activities are dispersed throughout the area and it is therefore critical that integrated tourism packages are created in order to ensure that tourism as a whole grows throughout the district. The tourism industry has shown significant contribution and growth recently in Emthanjeni as well as great potential to expand and diversify its economy.

3.4.2.3 Emthanjeni Tourism Competitive Advantage

Criterion	Status
Availability of raw materials and resources	Emthanjeni has a rich history which is one of its greatest assets in attracting tourists to the area.
Economic linkages	As indicated the tourism sector has a number of linkages with other economic sectors. Linkages with the Agricultural Sector: The main activities are Agri tourism farming activities, game viewing, hunting, etc. There is a need to develop proper tourism packages to promote these types of tourism activity in the municipal area. Linkage with Utilities Sector: The development of the renewable energy sources or solar parks opens an opportunity to develop specific tourism packages that include tours of the renewable energy plants as well as providing information on the background and functioning of these plants. The tourism industry also has strong linkages with the major routes (routes between Johannesburg, Cape Town and Eastern Cape province as well as with other countries such as Namibia and Botswana.
Market trends	People want to experience culture, nature and destinations. The trend is to break away from the hustle and bustle of the city to tranquil areas that offer a unique experience. The tourism trend has not been doing so well in the Emthanjeni area; therefore, much emphasis is needed to boost the industry.
Logistics / Nodal point function	The tourism activities are dispersed throughout the Emthanjeni Municipality, and it is therefore critical that integrated tourism packages are created in order to ensure that tourism as a whole grows throughout the district.
Regional service delivery function	The tourism industry has shown significant contribution and growth recently in Emthanjeni as well as great potential to expand and diversify its economy.

Availability of labour	The tourism industry has low barriers to entry therefore it requires unskilled and semi-skilled workers. The skills set required for the industry are abundantly available.
Technology change	Technological changes impact the tourism industry in a positive way. The ability for tourists to use technology to make bookings, and research destinations creates a global interconnectedness.
Enabling policy environment	NDP, National Tourism Strategy, PGDS, DGDS
Constraints	<ul style="list-style-type: none"> ▪ Accessibility through air transport. ▪ Tourist are usually passer-by tourists. ▪ Tourism sector in the region is small. ▪ Lack of Accommodation.

Table 41: Tourism competitive advantage

3.4.2.4 PACA Findings on Tourism Development

-  Restoration and listing of heritage sites
-  Railway Museum
-  Establishment of hunting route and a Springbok festival
-  Steam Locomotive Tourism
-  Star parties
-  Development of N10 corridor linked to the national solar route
-  Upgrading of Museum

3.4.3 Agricultural Infrastructure – Commonage

The municipality renewed the emerging farmers’ contracts in 2019 which will expire during September 2022. Therefore, the municipality will embark on a process to review all contracts. Presently there is a good working relation between the emerging farmers and the municipality. The contracts also assist in relocating the farmers into their camp areas and also encourage working relation amongst them. Allocation of emerging farmers to camps is done in accordance to capacity of their animals in order to also address overgrazing.

All three towns currently have commonage areas which are leased on a 3-year contract basis, as well as land which has been made available to emerging farmers. All commonage land in De Aar is availed to emerging farmers. Management of the commonage and the shortage of land remain a challenge. The Municipality requires financial assistance to support emerging farmers with their fencing, water windmill and medication. The Municipality already adjusted the organogram to include a Commonage Coordinator who oversees and coordinate the functionalities of the Committees and the municipal Commonage land. Support needed by farmers include Mentorship, Training, Infrastructural support and Entrepreneurial Development programmes. Commonage Committees in all towns are functional and meetings are held. It is imperative to develop a Strategy to grow farmers from small scale farming to commercial farming.

The existence of game on the Commonage has urged the municipality to develop a Hunting Policy which will assist in terms of overgrazing of the commonage land by these game species.

Each town has its own subcommittee to represent their local farmers. A provision for PIG farmers had been made only eight spaces and we already have six spaces give already taken.

The size of the commonage areas are as follows:

Town	Size of land (hectares)
De Aar	2 907 ha
Hanover	8 308 ha
Britstown	9 736 ha
Total hectares	20 950 ha

Table 42: Emthanjeni Commonage areas per town (Source Annual Report 2020/21)

Small-scale and subsistence farmers in the Northern Cape have lower adaptive capacity than commercial farmers as they have fewer resources and less financial, social and human capital available (Gbetibouo and Ringler 2009).

In the province, the Department of Agriculture, Environmental Affairs, Land Reform and Rural Development is responsible for providing agricultural extension and advisory services (such as information dissemination) to farmers. The departmental website lists 15 extension officers based across the province. Agricultural extension and advisory services improve the adaptive capacity of farmers by providing them with information on climate change and improved agricultural practices. The number of extension officers in the province appears low compared to other provinces.

Agricultural industry bodies and farmers associations operating in Northern Cape include Agri Northern Cape, the African Farmers' Association of South Africa and various grower associations. These provide a platform for knowledge sharing and coordination between role players in the agricultural supply chain.

While climate-smart agriculture (CSA) practices can increase the adaptive capacity of the agricultural sector and are a priority for the national Department of Agriculture, Land Reform and Rural Development, the extent of CSA practises in the Northern Cape province is difficult to assess with an absence of data and information.

As an arid province that includes both summer and winter rainfall seasons, farming practices in the province in both commercial and small-scale sectors have evolved to accommodate the impact of drought. These include pastoral grazing strategies based on nomadic principles (Jordaan 2012). For large commercial farmers with more than one farm and the capacity to move livestock over large areas this is a robust adaptive practice. For small farmers with less resources this, while practiced, can only be achieved on a limited scale (Jordaan 2012).

Various hazards associated with climate change can negatively affect the agricultural sector in Northern Cape with the following impacts:

- 🌱 Increases in average temperatures and rainfall variability may make it more difficult to raise livestock and grow crops as temperature thresholds for crops are breached and livestock as well as farm workers are negatively affected by heat stress (Lötter 2019).
- 🌱 Increases in average temperatures, the number of very hot days, periods of drought, rainfall variability, and evaporation rates will negatively affect the dryland farming of field crops which depends on rainfall (Lötter 2019). Rangelands (e.g., the growth rates and quality of grasses) that livestock farmers depend on will also be negatively affected (Lötter 2019). While Northern Cape has a large volume of commercial agriculture under irrigation, small-scale and subsistence farmers depend on dryland farming and will thus experience a greater negative impact.

- Increasing periods of drought may negatively affect employment levels in the agricultural sector and thus livelihoods, which, along with increased food insecurity, could lead to economic and social instability in the province (Lötter 2019). Climate change projections for the Northern Cape show that it is expected to become drier (NCDENC 2015).

3.4.4 Catalytic LED Interventions

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city/town/region for regeneration or growth (area-based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

3.4.5 Proposed Logistic Hub and Storage Development

The current study on the revitalisation of De Aar Logistic Hub is in process and it has indicated that De Aar Hub will focus on the commodity mix such as Container terminal, Vehicle storage facilities, Agricultural warehouse and storage facilities. According to Jorgensen (2007), Logistics hub in an integrated centres for transshipment, storage, collection and distribution of goods. Euro platforms (2004) further elaborated that logistics hub is a specific area where all the activities relating to transport, logistics and goods distribution both for nation and international transit are carried out, on a commercial basis by various operators.

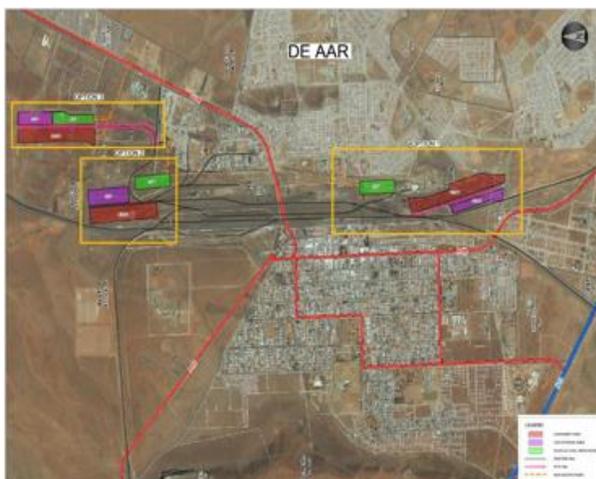


Figure 23: Map, proposed land portion for Logistic Hub (De Aar)



Figure 24: Proposed layout of Logistic Hub development

The use of rail and logistics hubs for the transportation of freight is growing and as such it needs a serious attention, because it gives a regional advantage to both city where it is located as well as the country itself. For the logistic to be vibrant it is recommended that, it must be accessible to all companies involved in the activities set out, such as storage facilities, offices, rail services. It is vital that a logistic hub be managed as a single and neutral body preferably by public-private partnership if synergy and commercial cooperation are to be ensured and the operators must be owners of the logistic hub or the containers. The hub should also look at its transport infrastructure, the logistics and transport industry, industrial development and investment.

According to SADC (2007) there are three main objectives which aligns itself with the further development of South Africa as a logistic hub, namely:

-  Achieve development and economic growth, alleviate poverty, enhance the standard and quality of life of the people of Southern Africa and support the disadvantaged through regional integration.
-  Promote self-sustainable development on the basis of collective self-reliance.
-  Promote and maximise productive employment and utilisation of resources of the region.

3.4.6 Emthanjeni Municipal area as Renewable Energy Hub

3.4.6.1 Overview

The South African state, as party to the international Paris Agreement, has committed to transitioning to a low-carbon economy by 2030 through a variety of adaptation and mitigation strategies. Eskom's available generation capacity is currently about 4,000 MW lower than peak demand of about 34,000 MW and significantly lower than its nominal capacity of about 45,000 MW. The result of this is continuous loadshedding, which in turn affects the viability of commercial activities which are forced to consider alternative options to complement connection to the Eskom grid.⁵ To circumvent Eskom's generation capacity crisis, the state began seeking alternative options. South Africa's National Development Plan (NDP 2030) envisions a strong economic infrastructure in which renewable energy forms part of the energy mix. Foregrounded by the strategy integrated projects (SIPs), national government provided an alternative solution to the energy deficiency challenges by developing the Integrated Resource Plan (IRP)⁶ policy framework to tap into alternate green renewable energy.

By June 2020, renewable energy projects under the REIPPP Programme were dispersed across the Northern Cape (59), Eastern Cape (17), Western Cape (14), Free State (9), North West (6), Limpopo (3), Mpumalanga (2), Gauteng (1), KwaZulu-Natal (1).

Northern Cape has one of the highest radiation levels in the world where the Emthanjeni local municipal area has an array of Solar and Wind Farms established in the local municipality converting the rich sunlight into energy which is to be transferred to the national grid. The National Development Plan (NDP 2030) envisions South Africa to invest in strong network of economic infrastructure whereby Renewable Energy is one of the energy mixes used in the country where energy infrastructure is a critical component. The renewable energy sources currently available, vary

between wind energy and solar PV energy sources where one of the largest solar farms in Southern Hemisphere is located in De Aar.

Emthanjeni Local Municipality is home to Eight (8) REIPPP projects with a total electrical output of 483MW. According to the IPP Quarterly Report June 2017 for the Northern Cape, the cumulative jobs over the construction and projected operational life is valued at 7159 jobs over the 20-year production life.

Although the DMRE published electricity regulation amendments in 2021 to allow municipalities to procure power generation capacity directly from IPPs, it is still not clear what mechanisms municipalities will use to procure, generate and distribute energy from smaller IPPs. While the Electricity Regulation Amendment Bill24 has now progressively paved a way for decentralised energy distribution that enables municipalities to either develop or obtain their own power-generation capacity from IPPs without relying on Eskom, the act favours urban-centric municipalities. The condition that municipalities must be in good financial standing to explore alternative energy (renewable energy independent producers) sources suggests that municipalities that owe Eskom will not be able to obtain power generated from IPPs. It also means that economically and socially deprived municipalities, such as Emthanjeni Municipality, which is currently hosting renewable energy solar parks and wind turbines, will be excluded, while wrestling with an Eskom debt. Rural municipalities in historically underfunded areas remain trapped in a vicious cycle of low investment levels from private capital and limited capacity to source funds through revenue collection.

The Northern Cape occupies a central position in the global debate regarding the renewable energy contribution in South Africa. The province is regarded as HOME to sustainable private investment in Renewable Energy and to date the Northern Cape is host to 59 of the Country's 112 Independent Power Producers with more than 23 projects already connected to the grid at a capacity of over 1500MW. The Northern Cape has the potential to generate energy by means of Concentrated Solar Panels (CSP), Photovoltaic (PV) and Offshore Wind.¹

The Northern Cape has the largest geographic footprint of all provinces in South Africa, covering 31% of the country's surface area. It has an arid climate with limited agricultural potential. The large surface area, low population density, limited agriculture potential (concentrated in the Orange River Valley) and exceptionally high radiation levels make the province particularly suited for electrical power generation from solar energy. It offers abundant potential for renewable energy production. Besides solar, the Northern Cape Province also has the potential for electrical power generation from wind, hydro and biomass.

Many communities on the margins of the state live in the heart of areas that accommodate renewable energy farms and their expectation is that they should benefit from their proximity – firstly, from the mandatory IPP community trusts and socioeconomic development (SED) contributions set out by the DMRE and secondly, from the renewable energy produced by the IPPs. Community trusts and SED contributions have become increasingly meaningless for host communities that pinned their hopes on deriving energy relief in the midst of an escalating energy crisis and economic decline in South Africa.

Moreover, the physical presence of IPP infrastructure is felt, along with absent contributions, by the spatial infrastructural development and revenue generation of the municipality. Once the construction phase of renewable energy wind and solar parks is complete, municipalities are left with dilapidating infrastructure and the

¹ The Green Document, 2018 Department of Economic Development and Tourism

socioeconomic implications of the short-term economic boom during the construction phase. Without delinking the funding of municipalities from the collection of rates and without a means to support reinvestment in infrastructure in under-resourced communities, little hope remains for a pro-working-class path to decentralised generation, greater use of renewable energy systems and sustainable, green local economies.²

The provincial government, however, acknowledged that the province is faced with challenges that need to be addressed before they can become a central player in the global export of renewable energy. These include:

- Lack of business skills in small enterprises hampers use of economic development obligations funding opportunities from the IPPS;
- Low literacy levels of the local communities exclude them from participating in SED–ED opportunities;
- Slow pace of socio-economic transformation (economic landscape and its exclusivist approach to ownership and distribution of income and wealth);
- Localisation is not fully addressed;
- Lack of Government support to ensure that the majority of the original equipment manufacturers are located in South Africa.³

3.4.6.2 Emthanjeni as Renewable Energy Hub

Most of the solar parks are situated on the periphery of De Aar. The wind parks are situated on private white-owned farms that stretch for 35 to 50 kilometres on land between the towns of De Aar, Britstown, Hanover and Philipstown. Some wind farms are also located in towns such as Noupoort and Phillipstown, towns that fall under nearby sister municipalities – Umsobomvu and Renosterberg in Pixley ka Seme District Municipality. The celestial and towering presence of the wind farms is perplexing. It is astounding to see how rural agricultural lands continue to take on new economic forms and evolve in the process of globalisation.

Although IPPs are free to propose site locations across South Africa and provide a connection plan to the national grid (through the transmission or distribution networks), this process does not facilitate an extensive process of including REIPPP in the Integrated Development Plan (IDP) process, which can rope in sector departments (Cooperative Governance, Human Settlements, Water and Sanitation, Public Works, National Treasury) and is essential in providing the infrastructural support municipalities need for long-term planning for REIPPP development and investments. Instead, rural and economically depressed municipalities often provide a justification for reinforcing and legitimising the top-down approach in economic policy and planning for development by the national government.

Due to the escalating pressure of stagnant economic growth and poverty, Pixley ka Seme District Municipality saw an opportunity to position itself as a potential site for REIPPP expansion. The district municipality hosted a renewable energy conference to deliberate on what the introduction of this sector into the Northern Cape economy meant for other municipalities. A resolution taken at the conference affirmed the district municipality's claim to a slice of the renewable energy sector, which had the potential to contribute to the revival of the local economy. The district municipality initiated a process of engaging local district municipalities in preparation for the REIPPP. With the N10 route as an economic corridor to link Upington and De Aar and to develop the spatial development framework, the district municipality positioned the programme into a framework that eventually caught the attention of the

² Nzo T, 2021 A PARI Local Government report, Whose Power is it Anyway? Local Government and the Renewable Energy Independent Power Producers Procurement Programme (REIPPPP)

provincial government. The district municipality developed a business case to argue for participation of the district municipality in the renewable energy sector by linking it with existing economic zones in the Northern Cape to revitalise the existing railway lines in De Aar, the Karoo (the Karoo region and Orange River), the mining belt; and the bio-tech aqua-culture; and co-opting farmers to invest into the small-scale hydroelectricity.

When Emthanjeni Municipality finally made it into the list of potential host municipalities through the Provincial Growth and Development Strategy of the Northern Cape government, the municipal council was issued with directives from national government, informing councillors and officials that a number of selected municipalities in the Northern Cape, including Emthanjeni local municipality, had been identified as potential sites for developing renewable energy projects.

3.4.6.3 Environmental Impact Assessment Process

There is no prescribed entry process for IPPs into local municipalities; entry depends mainly on the IPP project developers themselves. IPP developers only initiate a dialogue through a feasibility study and environmental impact assessment (EIA) once they have selected a municipality as a site for development during the bidding process. Mulilo and Scatec were the first IPP companies to host talks with Pixley ka Seme District Municipality and Emthanjeni Municipality about their interests in setting up renewable energy parks and wind turbines.

EIAs are often not accompanied by social impact assessments (SIAs). The claims IPPs make with regard to socioeconomic development opportunities are often based on short-term employment projection assumptions, with little interrogation into the adverse effects of the grand-scale renewable energy development projects; these include in-migration patterns associated with the pressure on infrastructure and amenities, housing demands, high demands on water-scarce areas, gendered socioeconomic dynamics, antisocial behaviours, health risks to communities and the expectations of poor communities.

After the EIAs are approved, most IPPs come back to inform council about the construction plans. When they come to the municipality, they already have permits issued by the DMRE and agreements with the private farm land owners. In the case of Emthanjeni, the IPPs shared their construction plans, including the labour and skills that would be required.

3.4.6.4 Municipal Spatial Development Framework and Zoning for REIPPP

The development of infrastructure for any socioeconomic activity in a municipality does not take place in a vacuum. Municipalities are legally required to develop and adopt a municipal spatial development policy framework to be prepared as part of the municipality's Integrated Development Plan (IDP), in accordance with the Municipal Systems Act. Once municipalities have developed the municipal spatial development framework and council has adopted it, council must establish the Spatial Planning and Land Use Management (SPLUMA) committee, which provides oversight of the implementation of the spatial development framework and makes recommendations to council on any proposals for land use and spatial planning of the municipality.

Although rezoning applications are spearheaded by the town planning unit, determining the bulk infrastructure contributions and levies before construction of infrastructure also requires internal coordination between different departments, directorates and units such as town planning, local economic development, infrastructure (roads, water, electricity and sanitation) and the finance department, which are central in assessing the proposed development plans for infrastructure related projects in the municipality. The SPLUMA legislation is clear about the

importance of putting in place a policy framework for planning for spatial development and land use by municipalities. Small rural municipalities with low capacity such as Emthanjeni Municipality, which have few infrastructure-related economic development activities, often lack the experience and expertise of dealing with mega-infrastructure projects. Moreover, these municipalities also do not have extensive financial resources for recruiting qualified town planners and setting up a division for town planning in order to increase the internal town planning capacity for the implementation of the SPLUMA legislation.

3.4.6.5 IPP Lease Agreements: Land Utility, Agriculture and Commercial Activity

Another aim of deracialising local government is to transform the apartheid legacy of spatial inequality by empowering communities to participate in the local economy. Local government's spatial map of municipalities features deep socio-economic inequalities, particularly in land ownership, which is intertwined with a racialised distribution of wealth, income and economy that favours white minority landowners and their commercial entities. Availability of land is central to the development of solar and wind renewable energy infrastructure. Economic opportunities relating to renewable energy infrastructure development and investment are primarily determined by access to capital investment and property ownership; lack of access to the aforementioned continues to exclude African entrepreneurs from participating in the local economy. This dynamic of land ownership also affects rural municipalities in the Northern Cape province that are largely surrounded by agricultural and mining land.

In the case of Emthanjeni, the municipality is enveloped by private agricultural land owned by commercial farmers who leased the land to REIPPPs. IPPs require vast amounts of land to set up PV solar arrays or wind farms. One of the problems cited by municipal officials and councillors with regard to excluding local government from participating in the early stages of the bid cycle is the IPPs preference for leasing land from private owners. There is currently no legislative requirement to compel IPPs to explore leasing options from the municipalities. Although most municipalities have very little ownership of land within their municipal jurisdiction, some municipalities, such as Emthanjeni, have access to commonage land that can be leased for the development of solar and wind turbines.

3.4.6.6 Local Economic Development - IPPs

Before the renewable energy projects, the Emthanjeni Municipality depended primarily on its agricultural economy – mainly stock farming (sheep, mutton, Merino wool farming) and game farming – which accounts for the largest labour employment. The community service economy (banking, retail, food and beverage) accounts for the bulk of the tertiary local economy; the growth and contribution of this sector into the local GDP is incomparable to other medium- and high-capacity towns and cities in South Africa. In the midst of a declining local economy and demand for commodities (natural mineral resources) resulting in job losses in the Northern Cape after the 2008 global financial crisis, there was an increase in social grant dependency and clamour for government jobs.

When the REIPPP investment projects finally landed in Emthanjeni Municipality in 2010, there was excitement about the incoming investment opportunities needed to boost the local economy and the amount of jobs that were going to be created. This brought hope to the local economy. The REIPPP programme, from the onset, was positioned as an economic game changer for the country and local host municipalities. This stifled a critical debate on what real socioeconomic benefits would be derived from these projects at local level. In other words, there was little thought given to the long-term sustainability of the economy post the construction phase of the renewable energy farms. The assumption that the life of renewable energy projects is self-regulated by the IPP sector places pressures on Emthanjeni Municipality to diversify the economy using socio-economic development (SED) and enterprise development (ED) spend to accommodate the post-production phase of renewable energy projects.

The assumption made in the Integrated Resource Plan or IRP (2010) is that the renewable energy production phase has a potential lifespan of 30 years (2040). Hence, Emthanjeni Municipality has attempted to align its LED strategy with the IRP, which compels municipalities with low economic activities to develop their LED strategy around the IRP life span. This path-dependency has placed municipalities such as Emthanjeni Municipality in precarious positions. The dependency on IRP for LED has overlooked the risk factors associated with transitions between the REIPPP phases. According to the economic investment trends of Emthanjeni Municipality, the renewable energy sector investments during 2010-15 grew the local economy from 1.4 to 6 per cent due a boom in the construction of the solar energy farms.

3.4.6.7 IPPs in Emthanjeni Municipal area

Globeq South Africa	Mulilo	Solar Capital	Scatec
Mainstream Renewable Power De Aar PV RF (Pty) Ltd	<p><i>Current projects:</i></p> <ul style="list-style-type: none"> Mulilo Total Hydra Storage De Plessis Dam Solar PV1 <p><i>Projects to commence August 2022</i></p> <ul style="list-style-type: none"> Paarde Valley PV2 Du Plessis Dam Solar PV2 Ennex Solar Inqwaba Energy Lehlasedi Energy Ukuqala Solar De Aar 2 South Wind Energy Facility Vetlaagte MTS 	Solar Capital De Aar (Pty) Ltd SPV	Scatec

Table 43: Renewable Energy plants in Emthanjeni

3.4.6.8 Solar Geysers project

Due to the need of off-grid initiatives by communities the Department of Energy had approved 5000 Solar Geysers for implementation in 2019 - 2021 financial year with local intention to leverage on this and incorporate maintenance which enterprise be established. Phase 1 entailed the installation of 2000 solar geysers at indigent households in Britstown and Hanover. The second phase will include the installation of another 2000 solar geysers in De Aar

3.4.6.9 Knowledge Economy

The OCED describes “The knowledge-based economy” as an expression coined to describe trends in advanced economies towards greater dependence on knowledge, information and high skill levels, and the increasing need for ready access to all of these by the business and public sectors. The Knowledge Economy is recognised as the driver of productivity and economic growth, leading to a new focus on the role of information, technology and learning in economic performance. The term “knowledge-based economy” stems from this fuller recognition of the place of knowledge and technology in modern OECD economies.

The sector is identified as thrust in Pixley Ka Seme District due to the establishment of the SKA project and the Renewable Energy in the district. The SKA spinoffs create opportunity for secondary industries such as component manufacturing for science and technology industries.

Renewable energy in particular has developed a corridor in the Northern Cape extending from ZF Mgcau District down to the Pixley Ka Seme District as described in Chapter 2.

Criterion	Status
Availability of raw materials and resources	The knowledge economy is a new sector in the region with limited to non-availability of raw materials.
Economic linkages	The economic linkages are in the <ul style="list-style-type: none"> ▪ Science and Technology space. ▪ The SKA project also has linkages to the tourism sector. ▪ The manufacturing sector
Market trends	The market trends are limited to the construction and operation of the SKA and renewable energy sector.
Logistics / Nodal point function	Carnavon and De Aar are the nodal point function with SKA and Renewable energy.
Availability of labour	Unemployment in the Emthanjeni is mostly concentrated in the semi- and unskilled. The knowledge economy requires skilled and specialized skills and in order to expand the sector. It is therefore important that the training and support programs be focused on the specialized skills needed which can service the knowledge economy.
Enabling policy environment	NDP
Constraints	<ul style="list-style-type: none"> ▪ Lack of specialized skills ▪ Lack of training facilities ▪ Underdeveloped sector in the region ▪ Access to other markets

Table 44: Knowledge Economy evaluation

3.5 DEMOGRAPHICS

Introduction

The demographic section provides an overview of the key demographic indicators that will inform municipal planning and budgeting. This section will investigate the estimated population size and the density thereof, the distribution of the population within the age cohorts, dependency ratios as well as the household size and density in the Emthanjeni municipal area. The following sources for statistics were utilized throughout this section, namely: Census 2011 (to be updated once Census 2022 information becomes available), Community Survey 2016, IH Market Review and Quantec 2020.

3.5.1 Population

The population is the number of individuals who live within a specified area. The Emthanjeni Municipality had a population size of 43 882 people in 2016. The total population for the Pixley_ka_Seme Municipality is estimated to increase to 50 378 by 2026, growing at an average annual rate of 0.45 %. The growth rate of the municipal area is greater to that of the district between 2016 and 2019 (0.41 %). Figure 1.1 depicts the actual population numbers up until 2019, as well as forecasted values for the subsequent years.

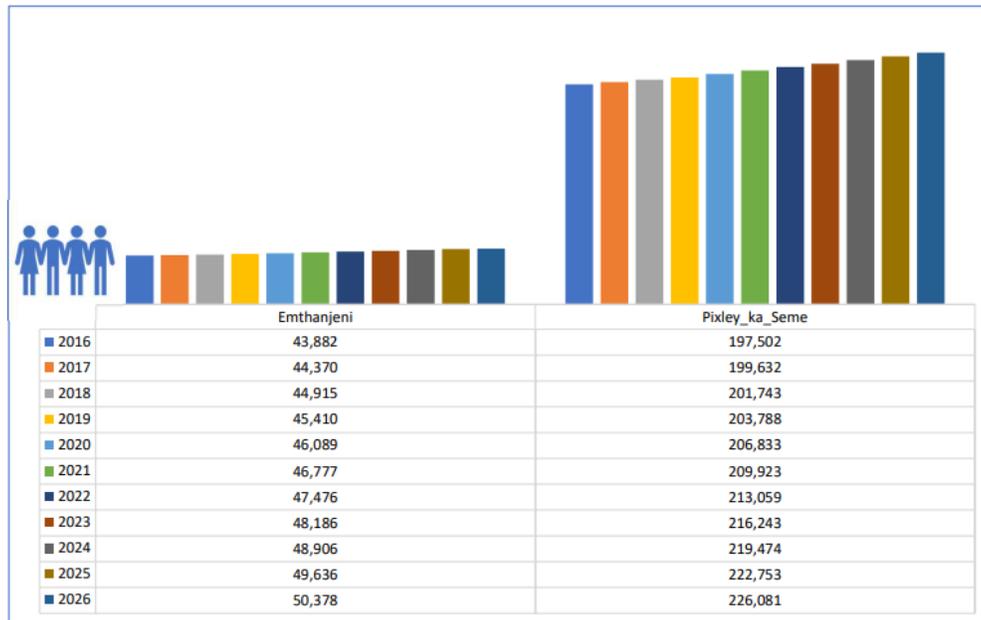


Figure 25: Graph population 2016-2026 (Source: Quantec 2020)

Ward	Black African	Coloured	Indian/Asian	White	Other	Total
Ward 1	281	4790	62	18	23	5174
Ward 2	635	7222	56	10	73	7996
Ward 3	5001	247	14	142	14	5418
Ward 4	2706	2583	20	10	35	5353
Ward 5	1337	2348	34	2302	30	6050
Ward 6	2660	2955	27	496	39	6178
Ward 7	1440	4292	23	410	24	6188
Total Population						42356

Table 45: Population by race per ward (Source: Census 2011)

Distribution Of Population Per Town:

Area	Black African	Coloured	Indian/Asian	White	Other	Total
Mziwabantu	975	324			3	1 302
Britstown	402	3 195	21	204	21	3 843
Rural Area	468	1 593	3	546	15	2 625
De Aar	3 918	17 028	177	2 481	156	23 760
Nonzwakazi	6 039	159	9		21	6 228
Hanover	2 256	2 133	24	156	27	4 596
Total Population						42 354

Table 46: Distribution of population per town (Source: Census 2011)

Population Composition by Gender

Population – Gender	2001	2011
Females	18 679 (52%)	21 634 (51%)
Males	17 107 (48%)	20 722 (41%)
Total	35 785	42 356

Table 47: Population by Gender (Source Emthanjeni Annual Reports)

Population Composition by Gender Per Ward

Ward	Male	%	Female	%
Ward 1	2451	47	2723	53
Ward 2	3931	49	4065	51
Ward 3	2495	46	2923	54
Ward 4	2633	49	2720	51
Ward 5	3018	50	3032	50
Ward 6	3117	50	3061	50
Ward 7	3078	50	3110	50
Total Population	20723	49	21634	51

Table 48: Population by Gender by Ward (Source: Census 2011)

Gender	Y2001	Y2011	Y2016	Percentage
Female	18679	21634	22962	51%
Male	17106	20722	22443	49%
Total	35785	42356	45405	100%

Table 49: Emthanjeni Population by Gender (Source: Stats SA Community Survey 2016)

Population Composition by Age:

Age	2001			2011			2016		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 9	3520	3742	7262	4654	4522	9176	4055	3722	7777
10 - 14	1985	2064	4049	2144	2103	4248	1953	2219	4172
15 - 19	2043	1963	4007	2046	1988	4034	2584	2972	5556
20 - 24	1444	1427	2871	1763	1760	3523	2735	1845	4581
25 - 29	1272	1211	2483	1688	1688	3376	1913	2266	4179

30 - 34	1234	1310	2544	1492	1412	2904	1834	2048	3882
35 - 39	1108	1241	2349	1324	1242	2565	1323	1399	2722
40 - 44	1010	1112	2122	1169	1326	2495	1478	1124	2602
45 - 49	872	1115	1987	1070	1248	2317	1108	987	2095
50 - 54	791	884	1675	984	1086	2070	1010	1107	2116
55 - 59	557	682	1239	787	979	1766	857	882	1739
60 - 64	463	604	1067	613	798	1411	548	812	1360
65 - 69	320	486	806	446	566	1012	509	579	1088
70 - 74	215	340	555	273	404	678	223	490	713
75 - 79	143	206	348	150	258	409	158	200	358
80 - 84	72	161	233	66	132	198	108	173	281
85+	57	131	188	51	122	174	45	136	181

Table 50: Emthanjeni Population Composition by Age (Source) StatsSA, Community Survey 2016

POPULATION BY AGE PER WARD:

	Emthanjeni	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
0 – 14								
Male	6799	890	1450	784	967	734	969	1006
Female	6625	866	1378	824	897	701	958	1001
15 – 36								
Male	7525	855	1455	908	959	1115	1160	1073
Female	7304	935	1404	960	909	1029	1080	987
37 – 65								
Male	5512	603	906	685	617	980	858	862
Female	6337	770	1071	908	798	1049	815	927
66 – 120								
Male	887	103	119	118	90	189	130	138
Female	1367	151	212	231	115	254	208	195
Total	42356	5173	7995	5418	5352	6051	6178	6189

Table 51: Population by Age per ward (Source Census 2011)

3.5.2 Households

A household is considered to be a group of people who live together, or a single person who lives alone. The Emthanjeni Municipality had 10 788 households in 2016, which is expected to rise to 12 649 by 2026. With an average annual household growth rate of 0.47 %, the Emthanjeni Municipality's household growth rate is lower than that of the Pixley_ka_Seme District (0.5 %).

Households	2016/2017	2017/2018	2018/2019	2019/2020	2020/21
Number of households accounts in municipal area	12617	12 509	12 668	12 615	12 810
Number of indigent households in municipal area	3 594	3559	3 838	3 335	3 916

Table 52: Number of Households in Emthanjeni (Source Annual Report 2020/21)

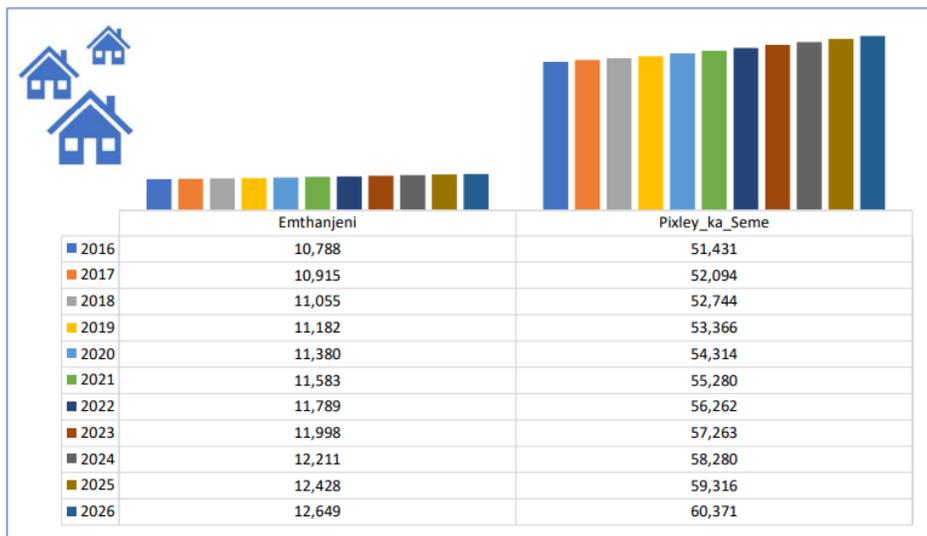


Figure 26: Graph number of households 2016-2026 (Source: Quantec, 2020)

Household sizes in the Emthanjeni Municipality are larger than that of the Pixley_ka_Seme District. In 2016, the average household size in the Emthanjeni Municipality was 4.07 people. This is expected to marginally increase to 4.07 people in 2026.

	2016	2020	2026
Emthanjeni	4.07	4.07	4.07
Pixley_ka_Seme	3.84	3.83	3.82

3.5.3 Age Cohorts

The Emthanjeni Municipality has a large child (30.2 %) and working age (61.1 %) population, while only 8.8 % of the population is older than 65.

The dependency ratio is the ratio of dependents (people younger than 15 and older than 65) to the working-age (15 to 64) population. The higher the ratio, the more financial burden there is on the working-age population to support those who are not economically active.

Table 54: Table Dependency Ratio, 2016 - 2016

	2016	2020	2026
Emthanjeni	62.2	63.1	63.2
Pixley_ka_Seme	62.4	62.8	63.2

In 2020, the Emthanjeni Municipality had an estimated dependency ratio of 63.14% meaning that there are about 63 dependents for every 100 people of working age. The dependency ratio is expected to increase to 63.23% by 2026. The dependency ratio in the Emthanjeni Municipality is lower compared to that of the Pixley_Ka_Seme District.

The Emthanjeni Municipality had an average population growth of 0.45 % and a household growth of 0.47 %. Household sizes are, therefore, increasing. This has implications for the demand of housing, as well as the types of housing that will be demanded in the future.

3.5.4 Education

The education section provides an overview of the available education indicators. Education impacts on the employability and income-earning ability of people within a municipal area, which in turn have an impact on the revenue collection ability of a municipality. This section will investigate the level of skills, mean years of schooling, the adult literacy rate and expected years of schooling in the Emthanjeni Municipality.

In the Emthanjeni municipal area there are 16 schools of which 13 are no-fee schools. According to Census 2011 7.5% have completed primary school, 34.6% have some secondary education, 23.7% have completed matric and 6.5% have some form of higher education. Of those aged 20 years and older 10.2% have no form of schooling. It is clear from statistics that people have achieved higher educational standards in the past 10 years.

Education	Mziwabantu	Britstown	Rural Area	De Aar	Nonzwakazi	Hanover	Grand Total
Grade 0	45	192	48	726	246	195	1452
Grade 1	54	174	66	831	195	219	1539
Grade 2	57	129	90	792	183	180	1431
Grade 3	54	147	96	852	237	201	1587
Grade 4	63	186	111	912	288	234	1794
Grade 5	45	204	156	954	231	195	1785
Grade 6	72	234	141	1086	267	231	2031
Grade 7	99	321	168	1401	357	249	2595
Grade 8	111	348	135	1764	507	360	3225
Grade 9	114	252	114	1485	342	249	2556
Grade 10	102	252	87	2145	462	324	3372
Grade 11	96	180	57	1206	489	261	2289

Grade 12	126	408	252	3957	1185	471	6399
Grand Total	1038	3027	1521	18111	4989	3369	32055

Table 55: Education Levels per Town (Source Census 2011)

3.5.4.1 Skill Levels

Skill levels within the Emthanjeni Municipal area are depicted in Table 2.1 below. Skill levels can be used as an indicator for the level of education within an area or region.

	Number of workers 2016	Number of workers 2019
Low-skilled	2,987	3,046
Semi-skilled	3,660	3,750
Skilled	1,635	1,657
Total	8,282	8,453

In 2019, the Emthanjeni Municipality had 3 046 low-skilled workers, 3 750 semi-skilled workers, and 1 657 skilled workers. Overall, between 2016 and 2019 the number of jobs in all categories increased.

Tertiary Education	Mziwabantu	Britstown	Rural Areas	De Aar	Nonzwakazi	Hanover	Grand Total
Certificate	0		6	93	27	12	141
Higher Diploma	3	24	39	255	21	18	360
Bachelor's Degree	3	18	42	174	18	9	264
Honours degree	0	0	21	63	6	6	96
Higher Degree Masters / PhD	3	3	15	39	3	3	66
Grand Total	9	48	123	624	75	48	927

The education chapter provides an overview of the available education indicators. Education impacts on the employability and income-earning ability of people within a municipal area, which in turn have an impact on the revenue collection ability of a municipality. This chapter will investigate the level of skills, mean years of schooling, the adult literacy rate and expected years of schooling in the Emthanjeni Municipality.

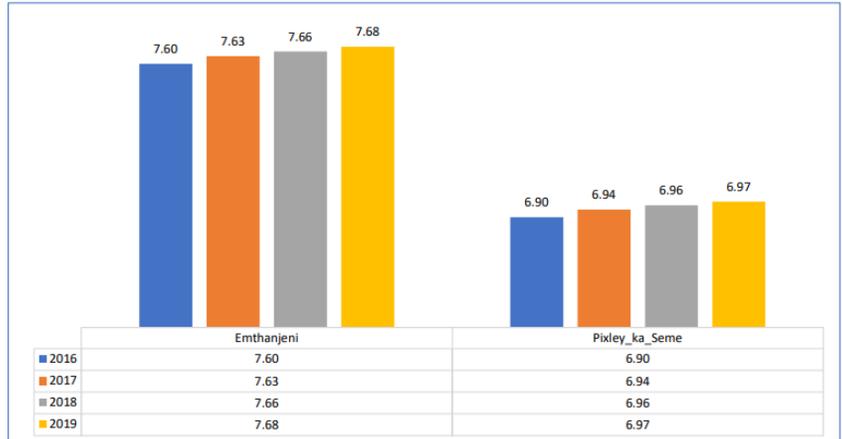
Skill levels within the Emthanjeni Municipal area are depicted in Table 2.1 below. Skill levels can be used as an indicator for the level of education within an area or region.

3.5.4.2 Mean Years of Schooling

Mean years of schooling is the average number of completed years of education of a population, and is widely used measure of an area or regions human capital. Figure 2.1 depicts the mean years of schooling in the Emthanjeni Municipality over the period 2016 to 2019.

Since 2016 the mean years of schooling in the Emthanjeni Municipality has increased from 7.6 years to 7.68 years in 2019. Compared to the Pixley_ka_Seme District, Emthanjeni had a higher average year of schooling completed in 2019.

Figure 27: MEAN YEARS OF SCHOOLING, 2016 – 2019
Source: Quantec, 2020



3.6.4.3 Expected Years of Schooling

Expected years of schooling are based on the duration of schooling at each level of education, and take into account the enrolment by age at all levels of education and the number of children of school age in the population for each level of education. Table 2.2 depicts the expected years of schooling within the Emthanjeni Municipality as well as for the Pixley ka Seme District over the period 2016 to 2019.

Table 57: Expected Years of Schooling

	2016	2018	2019
Emthanjeni	12.82	12.85	12.86
Pixley_ka_Seme	12.29	12.34	12.36

Over the period 2016 to 2019 expected years of schooling in the Emthanjeni Municipality has increased. Compared to the Pixley_ka_Seme District, Emthanjeni had a higher expected years of schooling in 2019.

3.5.4.4 Adult Literacy

The functional adult literacy rate of the population is the percentage of persons older than 20 with the highest level of education being Grade 7 and higher (those that have less than Grade 7 as the highest level of education is classified as illiterate). The literacy rate of the population influences the employability of the local labour force.

In 2016, the Emthanjeni Municipality had an adult literacy rate of 67.8 % which improved to 68.4 % in 2019.

Mean years of schooling is increasing in the Emthanjeni Municipality. Overall, the adult literacy rate in the Emthanjeni Municipality increased over the period 2016 to 2019. The number of skilled workers within the area increased from 1 635 in 2016 to 1 657 in 2019.

3.5.5 Health

This section provides an overview of the key health indicators. The level of health of citizens can influence economic prosperity. Poor health negatively impacts labour productivity, increases the burden on healthcare facilities and reduces the quality of life of citizens. This section will also investigate the availability of healthcare infrastructure, HIV, child health outcomes and maternal health outcomes in the Emthanjeni Municipality.

The facility opened its doors on 5/10/2017 at one third of its capacity under the new management of Ms. Mandy Saaman. All wards were opened except for the rental unit and the CTOP units. The Hospital is fully operational and its own challenges of lobbying specialized medical staff.

This chapter provides an overview of the key health indicators. The level of health of citizens can influence economic prosperity. Poor health negatively impacts labour productivity, increases the burden on healthcare facilities and reduces the quality of life of citizens. This chapter will investigate the availability of healthcare infrastructure, HIV, child health outcomes and maternal health outcomes in the Emthanjeni Municipality.

3.5.5.1 Healthcare Facilities

The table below indicates the number of healthcare facilities (private and public) in the municipality as of 2019.

Facility	Number
National Central Hospitals	0
Provincial Tertiary Hospitals	0
Regional Hospitals	0
District Hospitals	1
Specialized Psychiatric Hospitals	0
Specialized TB Hospitals	0
Other Hospitals	1
Community Health Centers [1]	0
Clinics	6
Other Primary Healthcare Centers [2]	1
Other Health Facilities [3]	3
TOTAL	12

Table 58: Health Care Facilities (Source: Quantec 2021)

- 1) Community health centres include community day centres and midwife obstetric units.
- 2) Other primary healthcare centres include services such as environmental health services, mobile services and occupational health centres.
- 3) Other health facilities include emergency medical stations, frail care services, forensic pathology, laboratories, hospices, pharmacies, places of safety, etc.

In 2019 the Emthanjeni Municipality had a total of 12 Healthcare facilities in 2019, with 6 of them being clinics.

3.5.5.2 Life Expectancy

Life expectancy is the number of years a new-born would live if prevailing patterns of age-specific mortality rates at the time of birth were to stay the same throughout the child's life (DPME, 2017).

The life expectancy in the Emthanjeni Municipality has increased from 61.2 to 62.2 years between 2016 and 2019. Furthermore, the life expectancy in the Emthanjeni Municipality is less compared with that of the Pixley_ka_Seme District.



Figure 28: Life Expectancy (Source: Quantec 2021)

3.5.5.3 HIV

The table below outlines the HIV programmes outcomes for the Emthanjeni Municipality and the Pixley_ka_Seme District between 2016 and 2019.

Municipality	Programme	2016	2017	2018	2019
Emthanjeni	Patients remaining on ART	17,173	19,330	20,163	23,628
	Patients starting ART treatment	408	305	232	263
Pixley ka Seme	Patients remaining on ART	85,635	97,215	104,941	115,538
	Patients starting ART treatment	1,680	1,265	1,119	1,088

Table 59: HIV Treatment Indicators, 2016-2019 (Source: National Treasury, 2021)

In the Emthanjeni Municipality, HIV prevalence increased from 17 173 to 23 628 between 2016 and 2019, while the number of clients starting ART decreased from 408 to 263 between 2016 and 2019. In 2016, 20.054 % of people receiving ART in the Emthanjeni District resided in the Pixley_ka_Seme Municipality. This increased to 20.45 % in 2019.

a) Guiding principles

-  All workers with the disease shall be involved in all prevention, intervention and care strategies;
-  No worker / employee nor their families and colleagues shall be discriminated against due to their HIV status;
-  The status of female employees / women shall be confirmed, to prevent discrimination against them;
-  Confidentiality and informed consent of all employees with respect to HIV testing and test results shall be protected;
-  Services provided, i.e., Education, counselling and health care should consider the sensitivity of employee’s culture, language and social circumstances;
-  The municipality has a crucial responsibility to provide education, care and welfare to all employees;
-  Capacity building will form the cornerstone to speed up HIV / Aids prevention and control measures.

b) A set of primary indicators and surveillance data

Emthanjeni needs a set of key indicators that can be used to track the overall response of the community to the epidemic. This means not only tracking the course of the epidemic over the next five years, but also tracking changes in attitudes, social values, health care practices, socio-economic conditions and behaviour that act as pre-disposing factors of the epidemic.

With a provincial HIV prevalence rate of 18.2% among woman attending antenatal care (National Antenatal HIV Prevalence Survey, 2010) the Northern Cape had the second lowest HIV infection rate in South Africa. The HIV prevalence rates differ greatly between the five districts with Pixley Ka Seme standing on 12.6%. The municipality is participating at District HIV/AIDS forum and we had established our HIV/AIDS committee to give direction on this programme.

3.5.5.4 Child Health

Table 3.3 outlines various child health indicators for the Emthanjeni Municipality and the Pixley_ka_Seme District between 2016 and 2019.

Municipal area	Indicator	2016	2017	2018	2019
Emthanjeni	Infant mortality	22.0	32.2	20.6	20.8
	Under five mortalities	5.8	6.7	5.0	5.5
	Acute malnutrition under five	16.0	12.9	-	14.3
	Immunisation rate	76.9	63.6	70.7	71.0
	Low birth rate	76.9	63.6	70.7	71.0
Pixley_ka_Seme	Infant mortality	14.6	9.8	7.8	9.3
	Under five mortalities	3.3	3.3	2.7	3.0
	Acute malnutrition under five	8.3	11.9	3.0	7.5
	Immunisation rate	71.1	73.6	73.4	69.9
	Low birth rate	23.5	23.2	23.0	22.4

- Infant mortality refers to the number of children younger than one who die in a year per 1 000 live births.
- Acute malnutrition refers to a child under five with a weight below -3z scores of the median WHO growth standards.
- The immunization rate is the percentage of children younger than one who received all the primary vaccines.
- Low birth rate is the percentage of babies born in a facility who weigh less than 2.5 kilogram.

Table 60: Child Health Indicators, 2016 - 2019 (Source: Health Department, 2020 & DPME, 2017)

The infant mortality rate decreased between 2016 and 2019 in the Emthanjeni Municipality. In the Pixley_ka_Seme District, the infant mortality rate decreased between 2016 and 2019. The immunization rate decreased from 76.9 % to 71 % between 2016 and 2019 in the Emthanjeni Municipality. In the Pixley_ka_Seme District, the immunization rate decreased between 2016 and 2019. On average, the immunization rate is higher when comparing the Emthanjeni Municipality with the Pixley_ka_Seme District over the reference period.

Acute malnutrition in children under five decreased over the reference period. In 2019, the malnutrition rate in the Emthanjeni Municipality was higher than that of the Pixley_ka_Seme District. Between 2016 and 2019, the low birth rate decreased from 76.9 % to 71 % in the Emthanjeni Municipality. On a district level, the low birth rate decreased over the period. On average between 2016 and 2019, the low birth rate is higher when comparing the Emthanjeni Municipality with the broader region.

3.5.5.5 Maternal Health

The table below outlines the various maternal health indicators for the Emthanjeni Municipality and the Pixley_ka_Seme District between 2016 and 2019.

Municipal area	Indicator	2017	2018	2019
Emthanjeni	Maternal mortality	-	81	-
Pixley_ka_Seme	Maternal mortality	31	95	-

Maternal mortality is the number of deaths of women while pregnant or within 42 days of termination of pregnancy from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes.

Table 61: Maternal Health Indicators, 2016 - 2019 (Source: National Treasury, 2021)

Life expectancy is increasing in the Emthanjeni Municipality. The number of patients starting ART treatment has decreased over the period, and those remaining on treatment have increased. Infant mortality has decreased, while the immunization rate has decreased. In terms of maternal healthcare, maternal mortality has remained the same between 2017 and 2019.

3.5.6.6 COVID-19: statistical information

The table below indicates the documented statistical information for covid-19 within Emthanjeni Municipal area from 01 July 2020 – 30 June 2021.

	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021
Infections	236	490	0	461	61	301	500	51	22	49	325	279
Deaths	2	5	0	1	2	7	9	8	2	1	1	0
Recoveries	92	373	199	22	42	625	658	47	33	21	300	271

Table 62: Covid 19 Statistical information 2020-21 (Source: Annual Report 2020/21)

3.5.7 Poverty

This section will investigate various indicators of poverty, including Gross Domestic Product per Region (GDPR) per capita, household income, the number of indigent households, income inequality as well as human development in the Emthanjeni Municipality.

3.5.8 GDPR Per Capita

The GDPR per capita illustrates the economic output per person and is often used as a measure for the standard of living.

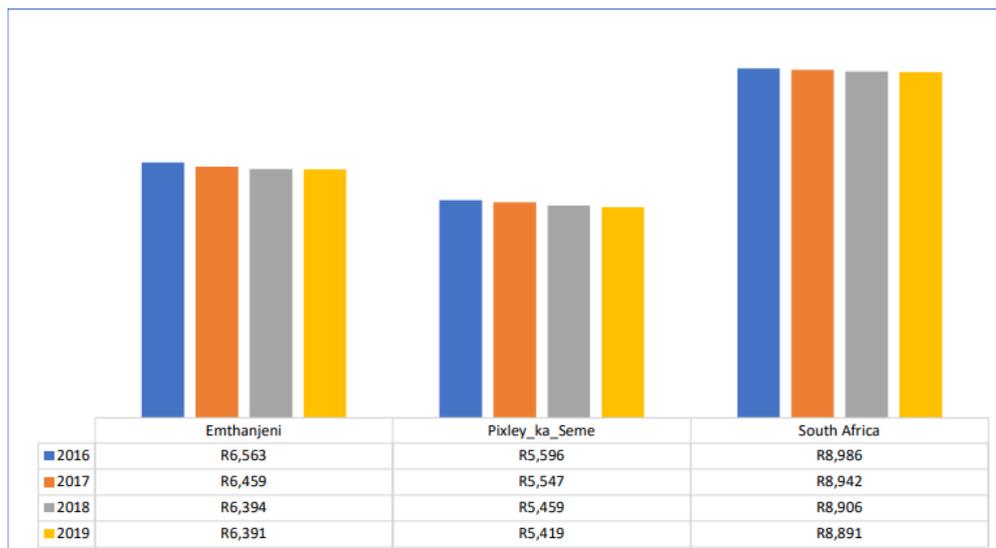


Figure 29: GDP per Capita, 2016-2019 (Source: Quantec, 2020)

The Emthanjeni Municipality has a higher GDP per capita than that of the Pixley_ka_Seme District, and a lower GDP per capita than that of South Africa. Between 2016 and 2019, the GDP per capita contracted at an average annual rate of - 0.882 % for the Municipality.

3.5.9 Household Income

The table below depicts the average monthly income (in current prices) of the households within the Emthanjeni Municipality as well as the average monthly income in the Pixley_ka_Seme District and that of South Africa. The table further shows the annual household income growth between 2016 and 2019.

	Average household income (2019)	Average household income (2016-2019)
Emthanjeni	R118	2.17%
Pixley_ka_Seme	R430	2.36%
South Africa	R166,641	1.83%

Table 63: Average Monthly Household Income (Source: Quantec 2020)

Households in the Emthanjeni Municipality earned less than the district average. The average disposable monthly household income increased by an average annual rate of 2.2 % between 2016 and 2019. The average monthly household income growth in the Emthanjeni Municipality, was higher than the average household growth in South Africa over the period 2016 to 2019.

3.5.10 Indigent Households

Indigent households are households that earn below a certain threshold that is determined by the municipality. These municipalities qualify for free basic services.

	0.613	0.613	0.612	0.613
	2016	2017	2018	2019
Indigent households	3,422	3,594	3,559	3,795
Percentage of total households	31.7%	32.9%	32.2%	33.9%

Table 64: Indigent Households 2016 - 2019 (Source: Quantec 2020)

In 2016, indigent households made up 31.7 % of households in the Emthanjeni Municipality. This increased to 33.9 % in 2019. However, it is expected that indigent households will likely increase in 2020/21 as a result of the losses associated with the COVID-19 pandemic.

Indigent applications are processed annually but new applications are assessed and updated monthly. The indigent register was reconciled with the financial system (Abakus) and the pre-paid electricity system. Credit control officials are continuously updating indigent households on the pre-paid electricity system. New indigent household applications were processed and approved, so that these households received their levied free basic services (FBS) during the month. Indigent households will receive their FBS on the first of the month following the approval of their applications.

The tables below indicate the percentage of indigent households that have access to free basic municipal services. In accordance with the approved Indigent Policy of the Municipality, all households earning less than R4 400 per month will receive the free basic services as prescribed by national policy. The table below indicates that 30.42% of the total number of households received free basic services in the 2019/20 financial year whilst it increased to 31.01% in the 2020/21 financial year:

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2019/20	12 615	3 335	26.44%	3 335	26.44%	3 335	26.44%	3 335	26.44%
2020/21	12 810	3 916	30.57%	3 916	30.57%	3 916	30.57%	3 916	30.57%

Table 65: Free Basic Services to Indigent Households

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No. of HH	Unit per HH (kwh)	Value	No. of HH	Unit per HH (kwh)	Value	No. of HH	Unit per HH (kwh)	Value
			R'000			R'000			R'000
2019/20	3 335	50.00	2 255	9 280	50.00	6 275	676	50.00	453
2020/21	3 916	50.00	2 444	8 894	50.00	5 550	676	50.00	422

Table 66: Free Basic Electricity Services to Indigent Households

Water						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	R value per HH	Value
			R'000			R'000
2019/20	3 335	115.10	4 606	9 280	115.10	12 818
2020/21	3 916	125.70	5 908	8 894	125.70	13 416

Table 67: Free Basic Water Services to Indigent Households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	R value per HH	Value
			R'000			R'000
2019/20	3 335	206.11	8 249	9 280	206.11	22 952
2020/21	3 916	225.07	10 577	8 894	225.07	24 022

Table 68: Free Basic Sanitation Services to Indigent Households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	Service per HH per week	Value	No. of HH	R value per HH	Value
			R'000			R'000
2019/20	3 335	1 (once)	5 143	9 280	128.52	17 319
2020/21	3 916	1 (once)	6 595	8 894	140.35	14 979

Table 69: Free Basic Refuse Removal Services to Indigent Households

3.5.11 Gini Coefficient

The Gini coefficient is a measure of income inequality. The Gini coefficient measures the deviation of the distribution

of income among households from a perfectly equal distribution. A value of 0 represents absolute equality while a value of 1 represents absolute inequality.

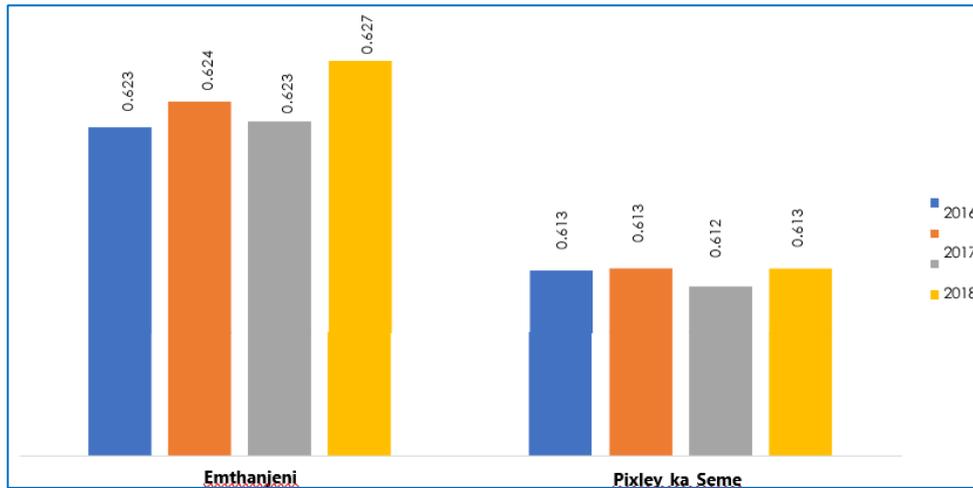


Figure 30: Gini Coefficient, 2016 – 2019 (Source: Quantec, 2020)

In 2019, the Gini coefficient in the Emthanjeni Municipality was 0.627. This indicates that income inequality is higher compared to that of the Pixley_ka_Seme District. Furthermore, the Gini coefficient is increasing over the reference period for the Municipality, showing that income inequality is on the rise for the period.

3.5.12 Human Development

The Human Development Index is a composite index which takes into consideration three elements of human development, namely a long and healthy life, access to knowledge and a decent standard of living.

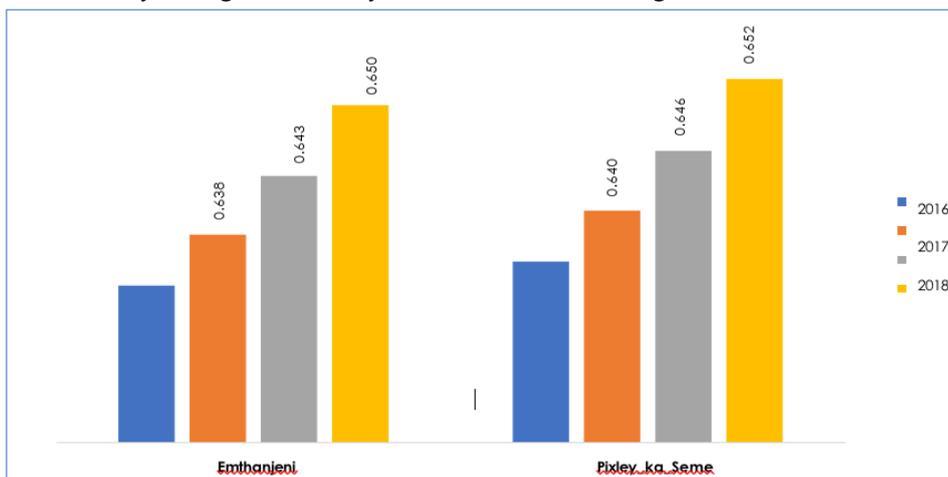


Figure 31: Human Development Index, 2016 - 2019

The HDI in the Emthanjeni Municipality increased from 0.634 in 2016 to 0.65 in 2019. In 2019, the HDI of the Emthanjeni Municipality was lower compared to that of the Pixley_ka_Seme District. The Emthanjeni Municipality had a higher GDP per capita than that of the Pixley_ka_Seme District, and a lower GDP per capita than that of South Africa. The average household income increased by an about 2.2 % between 2016 to 2019. Income inequality has been increasing trends, while the Human Development Index increased from 0.634 to 0.65 between 2016 and 2019 for the Municipality.

3.5.13 Governance and Service Delivery

All South Africans have the right to clean drinking water, sanitation, electricity and water removal services. Providing these services to households and businesses are at the core of the operations of local municipalities. Good governance is of the utmost importance to ensure well-functioning communities where there is an enabling environment for economic growth and job creation.

This section will provide a brief overview of governance indicators as well as access to services and dwellings in the Emthanjeni Local Municipality.

3.5.13.1 Administrative Performance

Figure indicates the audit outcomes of the Emthanjeni Municipality between 2017 and 2019.

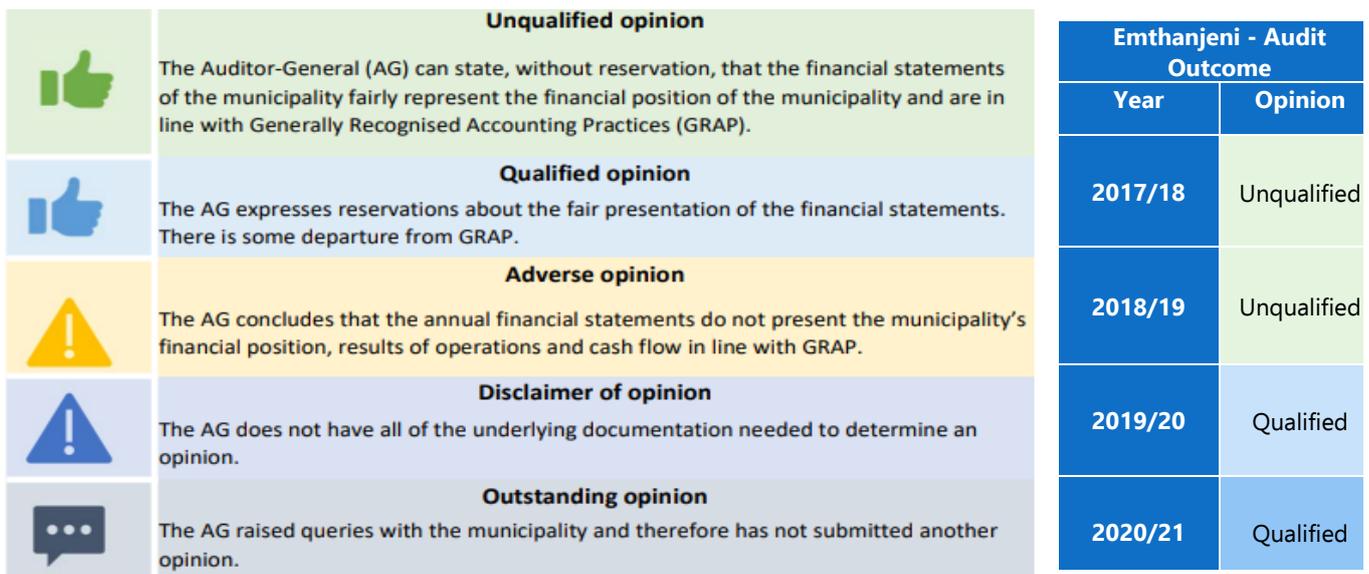


Figure 32: Audit Outcome, Source: Treasury, 2020

3.5.13.2 Human Capital

Local governments require sufficient staff to perform their functions. The figure below illustrates the total vacant positions as well as vacant managerial positions in the Emthanjeni Municipality between 2016 and 2018.

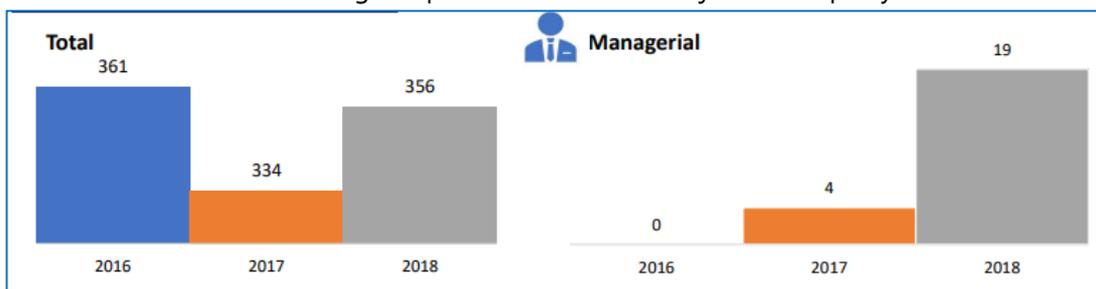


Figure 33: Total Vacancy Rate, 2016-2019 (Source: Quantec/ Statistics SA, 2019)

Total municipal vacancies decreased from 361 in 2016 to 356 in 2018. Vacant managerial positions increased from in 2016 to 19 in 2018.

3.5.13.3 BASIC SERVICE DELIVERY

Access to Services

The figure below indicates the number of services consumers in the Emthanjeni Municipality between 2016 to 2018.

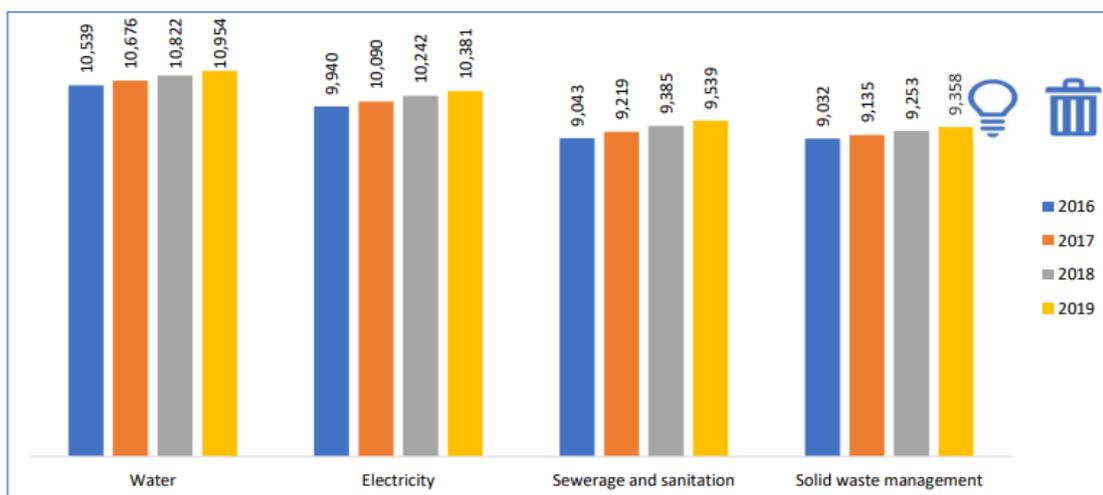


Figure 34: Access to Services, 2016 – 2018 (Source: Statistics SA, 2019)

Water consumers have increased over the reference period in the Emthanjeni Municipality. Between 2016 and 2019, electricity consumers have increased. Electricity is also provided directly by Eskom, which impacts the number of consumers reliant on municipalities for services. Sewerage and sanitation services have increased.

The figure below illustrates the proportion of households that have access to services in 2019.



Figure 35: Household Access to Services, 2019 (Source: Quantec, 2020)

Flush toilets connected to the sewerage %			Weekly refusal removal %			Piped water inside dwelling %			Electricity for lighting %		
2001	2011	2016	2001	2011	2016	2001	2011	2016	2001	2011	2016
60.3	79.6	85.2	85.5	83.3	79.8	43.1	59.8	53.2	83.3	92.6	95.4

Table 70: Emthanjeni Household – (Source: Stats SA Community Survey 2016)

Access to Water			
Financial year	Number/Proportion of households with access to water points*	Proportion of households with access to piped water	Number /Proportion of households receiving 6 klfree#
2019/20	189	8 009	8 192
2020/21	189	8 083	8 272

- Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute
- 6,000 litres of potable water supplied per formal connection per month

Table 71: Access to Water

3.5.13.4 Housing

The figure below indicates the distribution of households who reside in formal, traditional and informal dwellings, figure 27 presents the proportion of households which reside in subsidized housing in the Emthanjeni Municipality. In 2019, most households resided in formal dwellings.



Figure 36: Dwellings, 2019 (Source: Quantec, 2020)

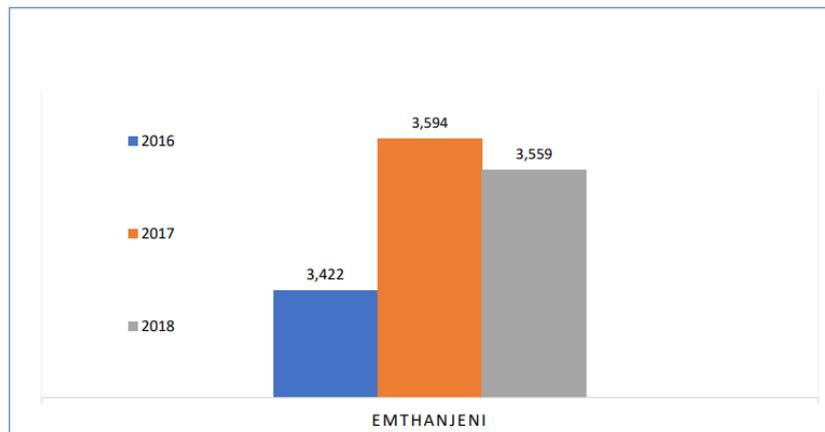


Figure 37: Number of Subsidised Households, 2016 – 2018 (Source: Quantec, 2020)

Between 2016 and 2018, the proportion of households residing in subsidized housing increased from 3 422 to 3 559 households.

In 2019, 95.3 % of the population living within the Emthanjeni Municipality resided in formal dwellings, with 3.8 % of households living in informal dwellings. The proportion of people living in subsidized dwellings has been increasing.

In 2019, 98.9 % of households had access to water, 93.8 % of households had access to electricity, 86 % of households had access to sanitation services and 84.4 % had access to waste removal services

3.5.14 Safety and Security

Crime negatively impacts communities through the loss of life, loss of property, and medical expenses, and can have a long- term negative impact on economic growth as high levels of crime dissuade investment and can reduce labour productivity. This section will discuss crime and safety in the Emthanjeni Municipality.

Important trends, problems and characteristics:

A) PROBLEMS

- Crime (especially house breaking); HIV/Aids, especially along N1 route;
- Alcohol abuse.

B) CHALLENGES

- To get more communities involved in social / community affairs;
- To obtain funds to address problems;
- To involve business;
- To alleviate poverty through job creation and other empowerment programmes;
- To encourage greater integration between various departments, municipalities and organisations;

Crime

Table 79 indicates the total number of incidences for selected crime categories in the Emthanjeni Municipality as well as for the Pixley_ka_Seme District.

Municipality	Type of crime	2016	2017	2018	2019
Emthanjeni	Murder	30	21	19	16
	Sexual offences	1	2	3	2
	Residential burglary	620	603	760	621
	Drug-related crime	161	239	143	80
	Driving under the influence of drugs and alcohol	28	7	15	33
Pixley_ka_Seme	Murder	100	97	89	68
	Sexual offences	5	8	10	12
	Residential burglary	2342	2,449	2,619	2,288
	Drug-related crime	901	1,048	617	335
	Driving under the influence of drugs and alcohol	114	85	92	90

Table 72: Incidence of Crime (Number), 2016 - 2019 Source: SAPS; Quantec, 2020

Between 2018 and 2019, in the Emthanjeni Municipality, the number of incidences of murders decreased sexual offences decreased, burglaries at residential premises decreased, drug-related crime decreased and driving under the influence of drugs or alcohol increased. In 2019, 23.5 % of murders in the Pixley_ka_Seme District occurred in the Emthanjeni Municipality while 27.1 % of burglaries at a residential property in the Pixley_ka_Seme District occurred in the Emthanjeni Municipality.

The police stations in Emthanjeni Municipality does experience problems of crime especially contact crime (crimes against a person) and property related crimes. Most of the contact crimes are prevalent in and around taverns. The National Crime Situation indicates that the 20 serious crime tendencies can be breakdown into the following:

- Contact crime (crimes against the person); Contact related crime; Property related crime;
- Other serious crime; Crime detected as a result of police action.

Crimes heavily dependent on police action for detection include:

- Illegal possession of firearms and ammunition; Drug-related crime; Driving under the influence of alcohol or drugs;
- All theft not mentioned elsewhere; Commercial crime; Shoplifting.

Property crimes remain scattered and there are no particular hotspots for these types of crimes. Key action includes amongst others regular meetings with relevant role players to identify "hot spots" and crime tendencies / priorities within the sector.

Key departmental programmes of the SAPS:

- 👮 Administration; visible policing; Detective service.

Note: Each programme has its own set of departmental objectives and key performance areas.

By-Laws do exist in the Municipality boundaries but not used to good effect specifically in De Aar. The

communities still drink in public parks (Nonzwakazi) Street 3, Van Der Merwe Park opposite SASSA building, Rose Park (Voortrekker Street) as well as area called 'springs' (in De Aar town where there are 'braai' facilities). Currently there are no notices indicating "No drinking of liquor allowed" that will enable the SAPS to act accordingly.

Guidance regarding safety promotion as follows:

The MEC wants the municipality to:

- Establish rapid response teams at district level to address crime integrated, e.g., the xenophobia issues, the unrest, etc. In most of the districts we have our stakeholders' meetings already. We just need to beef up.
- Municipalities to have community safety plans to address the prevention of crime in their areas.
- Support, guide and monitor the impact of the following programmes at local level:
 - Status of school safety per municipality / district – safer schools,
 - Status of projects / programmes to address substance abuse per municipality / district
 - Status of projects focusing on the vulnerable groups
 - Conduct outreach campaigns to make communities, with specific reference to vulnerable groups, aware and inform them about safety issues.

Figure 28 illustrates the incidences of crimes per 100 000 people. This will aid in contextualizing changes in the absolute levels of crime as indicated in Table 79.

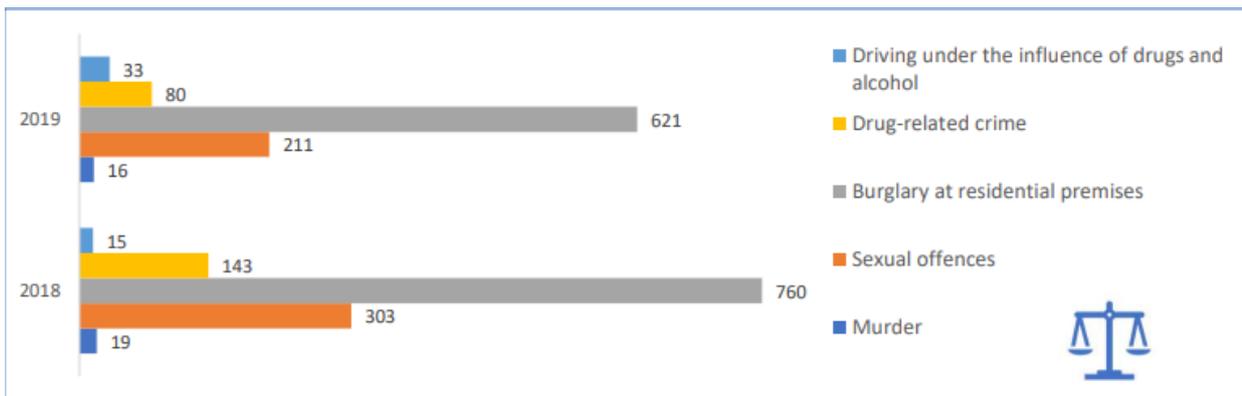


Figure 38: Incidence of Crime per 100 000, 2018 – 2019 (Source: SAPS; Quantec, 2020)

Between 2018 and 2019, the Emthanjeni Municipality recorded a decline in the incidences of murders per 100 000. Incidences of sexual offences per 100 000 decreased between 2018 and 2019. Burglaries at a residential premises per 100000 between 2018 and 2019 decreased. The number of incidents of drug-related crime decreased from 143 per 100 000 people in 2018 to 80 per 100 000 people in 2019.

Perceptions on Safety

Figure 29 indicates the perceptions of safety during the day and night in the Emthanjeni Municipality and the Pixley_ka_Seme District



Figure 39: Perceptions on Safety

During the day 81.4 % of residents in the Emthanjeni Municipality feel very safe, while during the night only 44.1 % of residents feel very safe. At night around 31.9 % of residents feel very unsafe in the Emthanjeni Municipality. Perceptions of safety are more negative in the Emthanjeni Municipality compared to that of the Pixley_ka_Seme District.

In the Emthanjeni Municipality between 2018 and 2019 a decline was recorded with regards to the number of murders per 100 000 people, sexual offences decreased, burglaries decreased and drug-related crime decreased.

3.5.15 ECONOMY

This section will investigate the economic performance of the Emthanjeni Municipality. The size and performance of the economy of a municipal area ultimately influence the well-being of households. Indicators discussed in this sector include the municipal GDP growth, employment, skill levels of workers, gross fixed capital formation as a percentage of GDP, as well as trade indicators.

3.5.15.1 GDPR

Figure 7.1 illustrates the size of the economy of the Emthanjeni local municipality in the Pixley_ka_Seme District together with the economic growth estimates between 2016 and 2026.

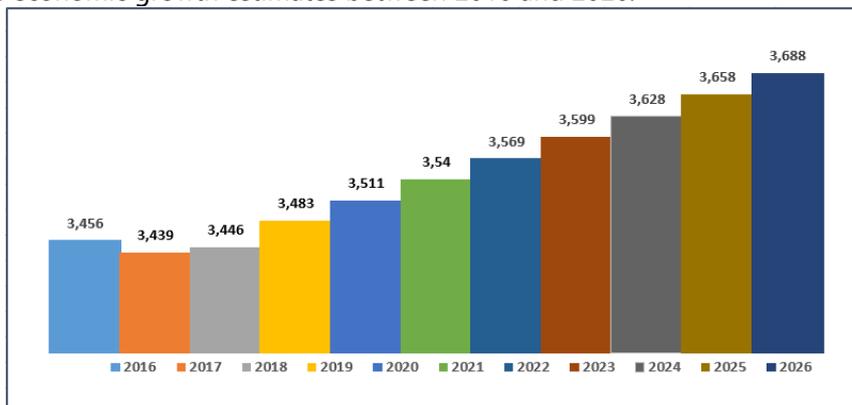


Figure 40: Municipal GDPR (R Million) and GDPR Growth, 2016 – 2026 (Source: Quantec, 2020)

The economy in the Emthanjeni Municipality generated around R 3.5 billion in GDP in 2019. Over the period 2012 to 2019, the economy grew at an average annual rate of 0.19 %. Compared to the Pixley_ka_Seme District (-0.02 %), the Emthanjeni Municipality had a higher average annual growth rate. It is estimated that the value of the economy will grow to around R 3.7 billion by 2026.

Table 80 provides the sectoral GDP for the Emthanjeni Municipality in 2019. Additionally, the table outlines the percentage share of each sector as well as the average GDP growth between 2016 and 2019.

	R million 2019	Percentage share	Average GDP growth 2016-2019
Agriculture, forestry & fishing	R217	6.2%	-5.8%
Mining & quarrying	R14	0.4%	4.3%
Manufacturing	R183	5.3%	-2.7%
Electricity, gas & water	R175	5.0%	-1.5%
Construction	R248	7.1%	3.9%
Wholesale & retail trade, catering & accommodation	R377	10.8%	-0.2%
Transport, storage & communication	R574	16.5%	0.6%
Finance, insurance, real estate & business services	R718	20.6%	0.7%
General government	R738	21.2%	1.1%
Community, social & personal services	R238	6.8%	2.9%
Total	R3,483	100.0%	0.3%

Table 73: Sectoral GDP, 2019 (Source: Quantec, Urban-Econ calculations, 2020)

The largest economic sectors in the Emthanjeni Municipality include General government, Finance, insurance, real estate & business services and the Transport, storage & communication sectors. The economy of the Emthanjeni Municipality performed better in 2019 compared to the preceding three years.

3.5.15.2 EMPLOYMENT

Figure 81 shows the composition of jobs in the Emthanjeni Municipality, according to primary, secondary and tertiary sector employment.

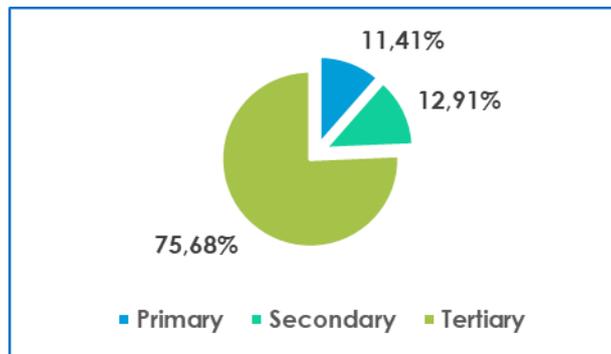


Table 74: Employment Composition, 2019 Source: Quantec, 2020

In 2019, those employed in the primary sector amounted to 11.41 % of the working population, 12.91 % in the secondary sector and 75.68 % were employed in the tertiary sector in the Emthanjeni Municipality.

Figure 31 provides the number of jobs within the Emthanjeni Municipality over the period 2012 to 2016.

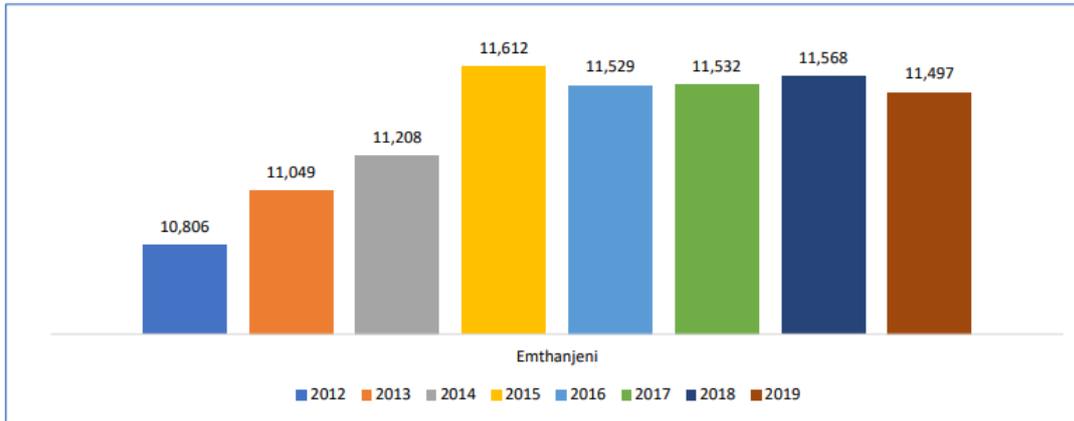


Figure 41: Number of Jobs, 2012-2019 (Source: Quantec, 2020)

In 2019, the Emthanjeni Municipal area employed 11 497 people, equating to 71 less than the previous year. However, Emthanjeni shed - 32 jobs over the period 2016 to 2019.

Table 82 outlines the unemployment rate, the labour force participation rate and the labour absorption rate of the Emthanjeni Municipality compared to that of South Africa in 2019. According to Statistics SA’s narrow definition, the unemployment rate is the proportion of the labour force who are unemployed. The labour force participation rate shows the proportion of the working-age population (15 to 64) who are economically active, while the labour absorption rate indicates the proportion of working-age people who are employed.

	Unemployment rate	Labour participation rate	Labour absorption rate
Emthanjeni	27.13%	56.1%	41.37%
South Africa	26.36%	57.41%	42.68%

Table 75: Unemployment Profile, 2019 (Source: Quantec, 2020)

The Emthanjeni Municipality has an unemployment rate of 27.13 % which is greater than that of the district. Furthermore, 56.1 % of working-age people are economically active and 41.37 % of working-age people are employed.

Table 7.3 indicates the employment per sector in 2019, together with the changes in employment in each sector.

SECTOR	Number of jobs 2018	Percentage share	Average employment growth 2016-2019	Employment growth 2019
Agriculture, forestry & fishing	1,305	11.4%	-73	2
Mining & quarrying	7	0.1%	-2	-1
Manufacturing	535	4.7%	14	50
Electricity, gas & water	65	0.6%	-7	-3
Construction	884	7.7%	-39	-96
Wholesale & retail trade, catering & accommodation	2,159	18.8%	-2	-20
Transport, storage & communication	524	4.6%	-2	5
Finance, insurance, real estate & business services	1,381	12.0%	54	-18
General government	2,896	25.2%	28	55

Community, social & personal services	1,741	15.1%	-3	-45
Total	11,497	100.0%	-32	-71

Table 76: Sectoral Employment, 2019 (Source: Quantec; Urban-Econ calculations, 2020)

The sectors that contribute the most to employment in the Emthanjeni Municipality include the General government, Wholesale & retail trade, catering & accommodation and Community, social & personal services. In 2019, it is estimated that the Emthanjeni municipal area lost 71 jobs.

3.5.15.3 Investment

Gross fixed capital formation (GFCF) is an indicator for investment in an economy, as it represents the acquisition of assets and includes building and construction work, purchasing machinery and equipment, as well as investing in information and communication technology.

Between 2016 and 2019, the GFCF share of GDP decreased from 19.6 % to 18.8 % in the Emthanjeni Municipality.

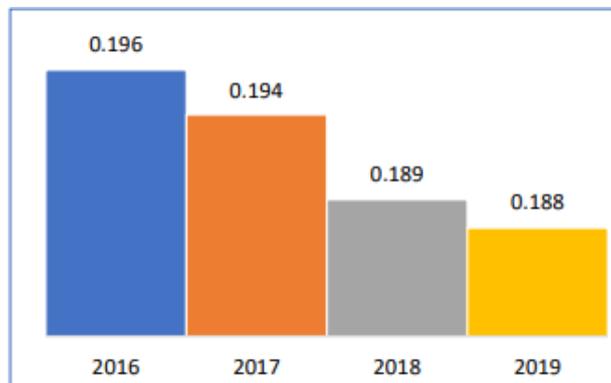


Figure 42: Gross Fixed Capital Formation Share of GDP, 2016-2019 (Source: Quantec; Urban-Econ calculations, 2020)

3.5.15.4 TRADE

LOCAL

The location quotient indicates the comparative advantage of an economy. The location quotient on a local level is calculated as the percentage contribution of a sector to GDP divided by the percentage contribution of the same sector to the aggregate economy (GDP), in this case, the province.

	In terms of GDP
Agriculture, forestry & fishing	2.2
Mining & quarrying	0.1
Manufacturing	0.2
Electricity, gas & water	2.2
Construction	1.0
Wholesale & retail trade, catering & accommodation	0.8
Transport, storage & communication	1.6
Finance, insurance, real estate & business services	1.0
General government	1.6
Community, social & personal services	1.1

Table 77: Location Quotient (Source: Quantec, Urban-Econ calculations, 2020)

A location quotient greater than 1.2 is indicative of a high comparative advantage. The Emthanjeni Municipality has its highest comparative advantage within the Electricity, gas & water sector and the agriculture, forestry & fishing sector, this means that these sectors are serving the needs of communities beyond municipal borders.

The sector with the lowest comparative advantage is the Mining & quarrying sector.

3.5.15.5 International

Exports are a valuable injection into local economies. To benefit from trade, exports need to be greater than imports. Figure 7.5 illustrates the trade balance between 2016 and 2019.

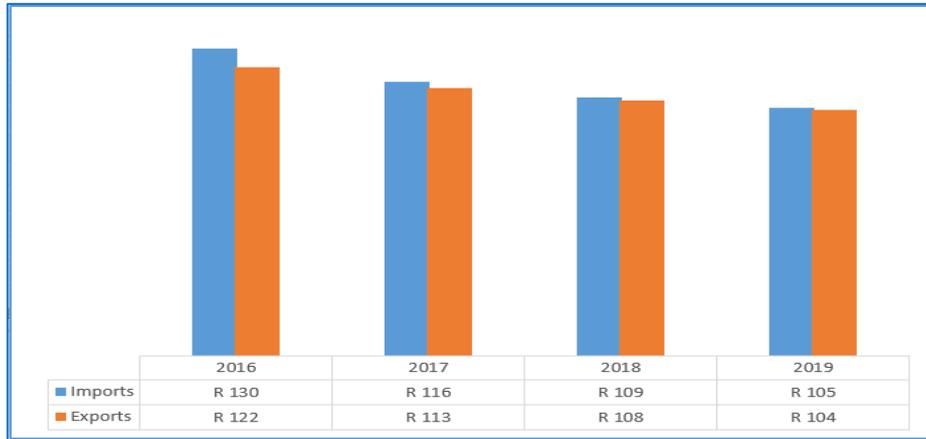


Figure 43: Trade Statistics, 2016 – 2019 (Source: Quantec, Urban-Econ calculations, 2020)

In 2019, exports from the Emthanjeni Municipality were valued at R 105 million while imports were valued at R 104 million. On average the Emthanjeni Municipality recorded a negative trade balance between 2016 and 2019. Agriculture, forestry and fishing contributed 0 % to exports, while manufacturing contributed 0 %. The mining and quarrying sector contributed 0 % to exports. In terms of imports, the agriculture, forestry and fishing sector made up 0 %, while the manufacturing sector made up 0.2 % of total imports. In 2019, 0 % of imports were attributed to the mining and quarrying in Emthanjeni municipality.

The Emthanjeni Municipality had an average annual growth rate of 0.19 % between 2016 and 2019, and generated a total of R 3.5 billion in GDP. The municipal area employed 11 497 people, with the largest employer being the General government sector. The sector with the highest comparative advantage was the Electricity, gas & water sector. In terms of trade, the Emthanjeni municipality had a negative trade balance between 2016 and 2019.

CHAPTER FOUR: INSTITUTIONAL ARRANGEMENTS

4.1 Background

Emthanjeni Municipality was established in terms of Provincial Gazette Extraordinary No. 555 [Notice 30 of 2000] (as amended). The establishment brought together the Transitional Local Authorities of Britstown, De Aar and Hanover. Substantial work has been undertaken to structure and re-orientate the Municipality on an operational level so as to ensure its effectiveness for delivery on its developmental mandate as outlined in the Constitution and Emthanjeni Municipality's IDP.

The Section 12 notice published by the MEC for Cooperative, Governance, Human Settlement and Traditional Affairs (COGHSTA) determined that Emthanjeni Municipal Council, in terms of section 9(f) of the Municipal Structures Act 1998, would have a plenary executive system, combined with a ward participatory system.

The administrative seat of Emthanjeni Municipality is in De Aar and has satellite offices in Britstown and Hanover.

4.2 Emthanjeni Municipality: Political Structure

The Council consists of 15 Councillors of which 8 are Ward Councillors. There are 6 wards in De Aar and one each in Britstown and Hanover. The Municipality has a Mayor (non-executive) and a Speaker with the Speaker as the chairperson of the Council and the Mayor the chairperson of the Executive Committee. Council meetings are held quarterly; i.e., 4 per year. Special Council Meetings are held as the need arises. The Executive Committee meets monthly.

4.2.1 Executive Mayoral Committee

The Mayor of the Municipality, Councillor G. Nkumbi assisted by the Executive Committee, heads the executive arm of the Municipality. The Mayor is at the centre of the system of governance, since **executive powers are vested in him to manage the day-to-day affairs**. He has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Committee, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Mayor operates in concert with the Executive Committee.

The name and portfolio of each member of the Executive Committee is listed in the table below for the period 1 Nov 2021 to 30 Dec 2022:

Name of member	Capacity
G. Nkumbi	Chairperson
L. Andrews	Member
R. Smith	Member

Table 78: Emthanjeni Municipality's Executive Committee 2022/23

EMTHANJENI MUNICIPAL COUNCIL



**Cllr Gladwell L Nkumbi
MAYOR**



**Cllr Monica Kivedo
SPEAKER**



**Cllr Lena Andrews
COUNCILLOR WARD 6
Council Whip**



**Cllr Patrick P Mhlauli
COUNCILLOR WARD 8**



**Cllr Fiona C Swanepoel
COUNCILLOR WARD 1**



**Cllr Martha N Mac Kay
COUNCILLOR WARD 2**



**Cllr Sandile W Makhandula
COUNCILLOR WARD 3**



**Cllr Theo J Brandt
COUNCILLOR WARD 4**



**Cllr Joseph M Fortuin
COUNCILLOR WARD 7**



**Cllr Ridwaan Smith
PR COUNCILLOR**



**Cllr Roweda Adams-Beukes
PR COUNCILLOR**



**Cllr Bennie Swanepoel
PR COUNCILLOR**



**Cllr Gerhardus Engelbrecht
COUNCILLOR WARD 5**



**Cllr Primrose N Bushula
PR COUNCILLOR**



**Cllr Martha S T Booysen
PR COUNCILLOR**

a) Ward Committees

Ward Committee members serve on the Ward Committee essentially to serve as a resource to the Councillor. A Terms of Reference was established for Ward Committees to understand the mission and vision of their Municipality. Ward committees are consultative community structures whose purpose is to broaden participation in the democratic processes of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards. The proper functioning of ward committees remains a challenge for the municipality and can be addressed through continuous training, coordination and supervision. The Municipality has further implemented the issue of financial support to ward committees. Ward committee functionality was also hampered by the COVID-19 pandemic and restrictions within the first half of the 2020/21 financial year.

b) Standing Committees

In terms of Section 79 & 80 of the Municipal Structures Act 1998 and Section 160 of the Constitution, standing committees have been established to assist the Council. After 2006 elections, standing committees were realigned to ensure a more effective manner in addressing the mandate of Council. The following Standing committees are functional:

-  Infrastructure Service Committee
-  HR and Corporate Services Committee
-  Community Service Committee
-  Municipal Public Accounts Committee (MPAC)
-  Local Labour Forum (LLF)

Supply Chain Management Committees:

-  Bid Specification Committee
-  Bid Evaluation Committee
-  Bid Adjudication Committee

EXCO Members chair all committees and the Committees meet bi-monthly to ensure effective processing of decisions.

4.3 Council and Committee Functioning

The portfolio committees for the 2021/22 mayoral term and their chairpersons are as follow:

Corporate and Human Resource Services Committee	
Chairperson	Other members
Cllr LE Andrews	Cllr TJ Brandt,
	Cllr R Adam- Beukes
Infrastructure Services Committee	

Chairperson	Other members
Cllr GL Nkumbi	Cllr SW Makhandula
	Cllr B Swanepoel
Municipal Public Accounts Committee	
Chairperson	Other members
Cllr M Mackay	Cllr PP Mhlauli
	Cllr R Smith
Rules Committee	
Chairperson	Other members
Cllr MC Kivedo	Cllr R Smith
	Cllr NP Bushula
	Cllr M Booyesen

Table 79: Council Committees

4.4 Special Focus Areas Delegated by the Mayor

Section 53 of the MSA stipulates inter alia that the respective roles and areas of responsibility of each political structure and political once bearer of the Municipality and of the Municipal Manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of March 2022.

4.4.1 Municipal Council

-  Governs by making and administrating laws, raising taxes and taking decisions that affect people’s rights;
-  Is a tax authority that may raise property taxes and service levies;
-  Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political once bearers, individual councillors or officials;
-  Can delegate responsibilities and duties for the purposes of fast and effective decision making;
-  Must strive towards the constitutional objects of local government;
-  Must consult the community with respect to local government matters; and
-  Is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

4.4.2 Mayor

-  Is the executive and political leader of the Municipality and is in this capacity supported by the Executive Committee;
-  Is the social and ceremonial head of the Municipality;
-  Must identify the needs of the Municipality and must evaluate progress against key performance indicators;
-  Is the defender of the public’s right to be heard;
-  Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
-  Performs the duties and exercise the responsibilities that were delegated to him by the Council.

4.4.3 Executive Committee

-  Its members are elected by the Mayor from the ranks of councillors;

-  Its functional responsibility area is linked to that of the Mayor to the extent that he must operate together with the members of the Executive Committee;
-  Its primary task is to assist the Mayor in the execution of his powers - it is in fact an "extension of the once of Mayor"; and
-  The committee has no powers of its own – decision making remains that of the Mayor.

4.4.4 Role Clarification

Section 80 Committees are permanent committees that specialise in a specific functional area of the Municipality and may in some instances make decisions on specific functional issues. They advise the Executive Committee on policy matters and make recommendations to Council. Section 79 Committees are temporary and appointed by the Executive Committee as needed. They are set up to investigate a particular issue and do not have any decision-making powers. Similar to Section 80 Committees, they can make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 Committees are disbanded. External experts and councillors can be included on Section 79 Committees.

4.5 Powers and Functions

The powers and functions performed by Local Authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996). The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between District and local municipalities (Section 84). The Act together with the Amendment Act, Section 85(1), allows the MEC for COGHSTA to further adjust the division of certain of these functions between District and Local Municipalities, whilst Section 84(3) (a) allows only the Minister for Provincial and Local Government to authorize a category B municipality to perform the following functions:

 air pollution	 building regulations
 child care facilities	 electricity and gas reticulation
 firefighting services	 local tourism
 municipal airports	 municipal planning
 cleansing	 municipal public transport
 storm water management systems	 control of public nuisances
 billboards & public display of advertisements	 trading regulations
 fencing of fences	 cemeteries, funeral parlours & crematoria
 local sports facilities	 licensing of dogs
 municipal abattoirs	 markets
 municipal roads	 municipal parks and recreation
 pounds	 noise pollution
 refuse removal	 public places
 street trading	 refuse dumps and solid waste disposal
 municipal public works relevant to their constitutional or legal function	 street lighting
 water & sanitation services limited to portable water supply system & domestic waste water and sewage disposal systems	 licensing and control of undertakings that sell food to the public
 control of undertakings that sell liquor to the public	 facilities for the accommodation, care & burial of animals
 traffic and parking	 pontoons, ferries, jetties, piers and
 beaches and amusement facilities	 harbours
	 local amenities

Table 80: Powers and Functions of Municipalities (Section 156 of the Constitution of RSA)

Municipal Function	Municipal Function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Fire-fighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 81: Emthanjeni Municipal Functional Areas

The Environmental Health Services was moved to the District Municipality as from July 2008. The function is now fully performed by the District Municipality. The Municipality has recognized the need for Environmental Management to be an operational function of the Municipality.

4.6 Municipal Policies and By-Laws

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies. Most of these policies are not reviewed a process is underway while some policies were tabled to LLF for their comments and consultation. The following are policies of the Municipality:

Policies developed/ revised	Date adopted
Recruitment & Selection	03/09/2015
Whistle Blowing – Reviewed	26 January 2016
Nepotism Policy	29 November 2010
HR Plan – Reviewed	14/05/2015
Sexual Harassment-Reviewed	29 November 2010
Chronic Illness- Reviewed	29 November 2010
Substance Abuse- Reviewed	11 November 2014
Internet & E –Mail	29 November 2010
Uniforms & Protective Clothing- Reviewed	29 November 2010
Smoking	31 December 2012
Staff Statements to the Media	29 November 2010
Occupational Health & Safety	11/11/2014
Telecommunications	29 November 2010
Confidentiality	29 November 2010
Private Work	29 November 2010
Attendance and Punctuality	29 November 2010
Use of Official Vehicle- Reviewed	29 November 2010
Education, Training and Development – Reviewed	17 July 2014
Succession Planning Career Pathing – Reviewed	17/07/2014
Student Assistance-Reviewed	25/09/2014
Unpaid Leave	29 November 2010
Travel and Removal Expenses	29 November 2010
Work- Related Functions	29 November 2010
Legal Aid Policy for Councillors and Employees	29 November 2010
Housing Allowance	29 November 2010
Employment Equity	29 November 2010
Performance Management	25 February 2021
Financial Procedures	5 May 2011
Budget Policy- Reviewed	31 March 2017
Removal of Garden refuse	6 September 2011
Provision of Gravel and Red Soil for private purposes	6 September 2011
Public Participation	5 November 2011
Use of Municipal Vehicles	Reviewed 2017
Use of Mayoral Vehicle	31 May 2017
Directive on Unauthorized, Irregular or Fruitless and Wasteful expenditure	Reviewed 2017
Vehicle policy	21 January 2012
The Use of cell phone, telephone, internet and data card facilities	21 January 2012
Financial assistance for students (employees)	25 September 2012
Credit Control Policy	31 May 2022
Indigent Policy	31 May 2022
Tariff Policy	31 May 2022
Rates Policy	31 May 2022
Customer Care	31 May 2022
Investment & Cash Management	31 May 2022
Supply Chain Management	31 May 2022
Code of Conduct for Ward Committees	May 2014

Policies developed/ revised	Date adopted
Employee Dress Code Policy	May 2014
Guidelines Procedures on injury on duty	25/09/2015
Bereavement Policy	17/03/2014
HIV Policy	12 March 2020
Employee Health and Wellness Policy	12 March 2020
Procedure of medical surveillance	12 March 2020
Overtime	12 March 2020
Fraud and Corruption	12 March 2020
Risk Management	June 2021
Small Scale Embedded Generation Electricity Policy	31 May 2022

Table 82: Emthanjeni Municipal Policies

4.7 Administrative and Institutional Capacity

Emthanjeni Municipality implements its Integrated Development Plan through its administrative structure headed by the Municipal Manager with the following Directorates:

-  Office of the Municipal Manager
-  Directorate: Corporate Services
-  Directorate: Infrastructure Services
-  Directorate: Financial Services
-  Directorate: Community Services

4.7.1 Senior Management



Figure 44: Senior Management Structure

4.7.1.1 Senior Management Employment Status

The table below sets out the current status of Senior Management employment:

Category	Number	Race Classification	Gender	Disability
Senior Management	5	3 Africans 2 Coloured	4 Male 1 Female	0

Table 83: Senior Management Employment Status

4.8 Integration and Coordination: Political and Administrative Structure

The political and administrative structures work together to achieve the objectives of the municipality as set out in the IDP. The standing committees are linked to directorates as a strategy to ensure alignment. Some of the formal

structures include the standing committees, Municipal Manager and Senior Managers meetings and project working groups.

4.8.1 Municipal Manager and Senior Managers’ Meetings

These meetings are convened weekly and make decisions on issues of strategic and operational importance, thereby contributing towards inter-directorate coordination. Senior Management has ensured that the organogram is realigned to ensure better performance and coordination of functions. Directorates are also implored to convene meetings to ensure that the flow of decisions do take place.

4.8.2 Project Working Groups

Although project steering committees are leading IDP project implementation, inter-departmental project steering committees could ensure integration in the planning and implementation phase. The IDP Steering Committee has this responsibility of ensuring that projects are monitored and reports are obtained on a regular basis.

4.8.3 Organisational Structure (Full-Time / Permanent Posts)

The organogram of Emthanjeni Municipality was revised during September 2020. The approved organogram for the municipality has 413 positions for the 2021/22 financial year. 312 actual positions filled, 5 contract workers and 85 positions vacant. Vacancy rate 15%:

Directorate: Corporate Services

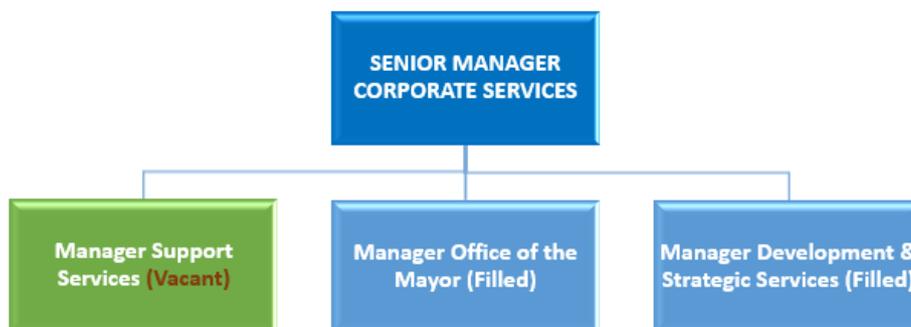


Figure 45: Corporate Services Structure

Directorate: Financial Services

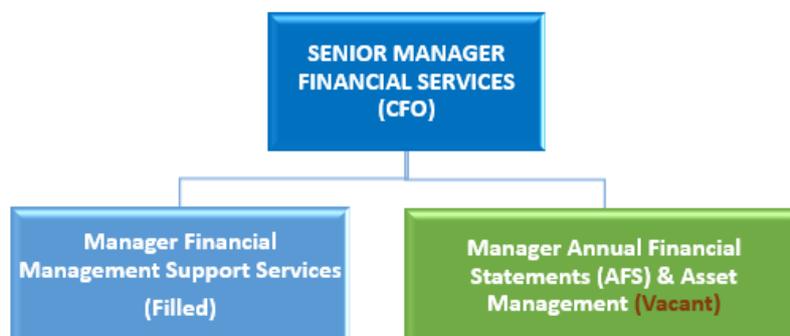


Figure 46 Financial Services Structure

Directorate: Community Services

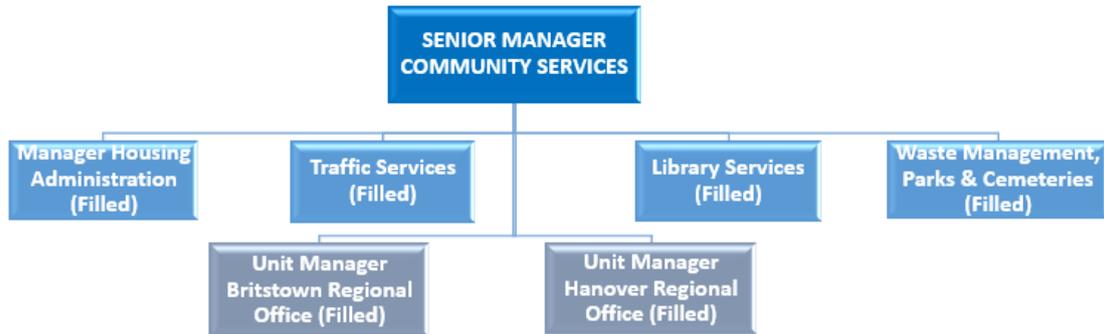


Figure 47: Community Services Structure

Directorate: Infrastructure Services

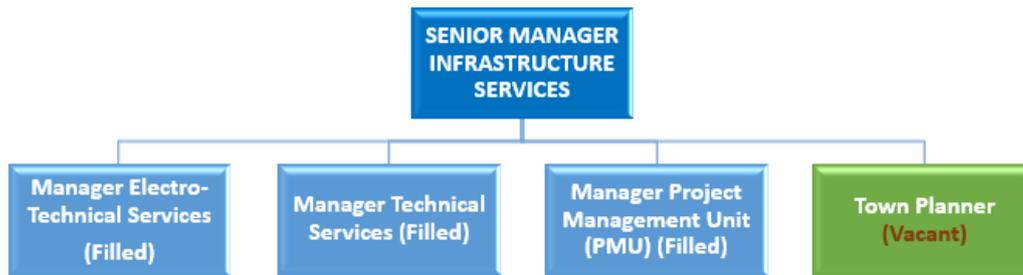


Figure 48: Infrastructure Services Structure

4.9 Functional Disciplines per Directorate

4.9.1 OFFICE OF MUNICIPAL MANAGER

The Municipal Manager is responsible for the following:

- 👤 Establishment and maintenance of a strategic management system for the municipality as a whole to ensure the achievement of the municipality’s strategic objectives and its developmental and service delivery obligations.
- 👤 Responsible and accountable for the formation and development of an economical, efficient and accountable administration as head of the administration to ensure that the objectives of sound governance principles (as depicted in the Constitution of the RSA and compliant with section 51 of the Systems Act, 32/2000) be achieved.
- 👤 Oversee the implementation and maintenance of the municipality’s integrated development plan (IDP) to ensure the proper execution of the IDP.
- 👤 Strategic management of the effective and efficient provision of services to the local community to ensure that services are delivered in a sustainable and equitable manner.
- 👤 Responsible and accountable for various financial management duties as Accounting Officer of the Municipality in terms of the Municipal Finance Management Act (56/2003), to ensure accountability of the Municipality’s finance.

-  Develop and monitor policies at the strategic management level to ensure its purposefulness and efficiency.

4.9.2 DEPARTMENT CORPORATE SERVICES

The department is responsible for the following functions:

-  **Office of the Mayor:** Administration, Special Programmes, Career Guidance and Youth.
-  **Support Services:** Translation Services, Labour Relations, Human Resources and Administration.
-  **Development and Strategic Services:** Integrated Development Planning, Local Economic Development, Institutional Performance Management & Risk, Municipal Commonage and Tourism

4.9.2.1 Employment structure – Corporate Services

The Corporate Service Department under the Senior Manager Corporate Services has 32 officials who are responsible for Development, all administrative work, agendas and minutes, personnel matters, archives, telephone systems, typing translation and messengers.

4.9.2.2 Human Resource Development

a) *Integrated Human Resource Strategy*

The Municipality has in place a set of human resource (HR) management and development processes – including performance management, personal development plans, workplace skills planning which guides staff training and development, as well as a talent management – that are intended to create a “fit for purpose” organisation that is service delivery oriented. The HR department also uses an annual employee survey which informs its planning processes. The intended Integrated HR Strategy will be a strategic initiative aimed at attracting, appointing, training, developing, retaining and managing employees. The integrated components of such a strategy will include:

-  Departmental Staffing strategies and staff planning
-  Skills assessments/audits
-  Personal Development Plans
-  Competency Management
-  Attraction and Retention
-  Training and Development
-  Leadership Development
-  Mentoring and Coaching
-  Career and Succession Planning
-  Individual Performance Management
-  Workplace Skills Plan

Talent Management will be primarily a line management responsibility. The Strategic HR department will provide the strategy and policy framework, guidelines, training/coaching, and advice to ensure line departments are empowered to implement the interventions in the integrated talent management programme. Line managers will be responsible for implementation and monitoring/controlling application of the interventions including the

measurement of return on investment. The Training and Development department will be responsible for facilitating application in line with Training and Development policy and compliance with the requirements for reporting in line with the Workplace Skills Plan. Some of the interventions will only be successful if the Municipality invests in partnerships with COGTA, Province, SETA's, consultants/service providers and the private sector.

4.9.2.3 Work Place Skills Plan

The WSP/ATR of Emthanjeni Municipality was successfully submitted for 2022/2023 financial year. No projects were approved on the WSP/ATR for the employees/employed.

4.9.2.4 Policies

Policies are a fundamental framework in the municipality as it regulates certain activities within the municipality. Various policies were either developed or reviewed to meet the administrative challenges of the Municipality. The review process is underway and few policies were table to LLF for consultation process in order to be approved by council during the year under review of which most were HR related.

4.9.2.5 Employment Equity Plan (EEP)

Council adopted an EEP which is valid for a term of five years (5). EEP reports are submitted to both Department of Labour and the Employment Equity Forum meeting in the province. The municipality during this financial year will start a new process for a new EEP to be submitted to council for approval.

Employment Equity vs. Population

Description	African	Coloured	Indian	White	Total
Population numbers	14 516	27 644	116	3 129	45 404
% Population	31.97	60.88	0.25	6.89	100
Number for positions filled	131	182	0	5	318
% for Positions filled	41.19	57.23	0	1.57	100

Table 84: Table: Population 2020/21 (including non-permanent officials)

4.9.2.6 Employee Assistance Programme (EAP)

The municipality was the first municipality in the district to embark on the implementation of such a programme based on the multitude of personnel challenges. Currently it is possible to detect the real problems and refer some of the staff members to Specialists and other service providers on Issues that need attention and are attended to include Substance abuse, Absenteeism and Abscondment e.g., financial support / counselling / Employee health & Fitness programmes, etc. As the contract of the service provider is about to expire this financial year the municipality will not renew rather appoint an incumbent to do EAP in order to save cost.

4.9.2.7 Human Resource capabilities for current state of service delivery

-  Skills Capacity in relation to 4th Industrial Revolution "employees vs technology";
-  High illiteracy level among service delivery employees for capacitation;
-  Inability to record work done (poor administration because of illiteracy levels);
-  Council is without engineer and town planner;

-  18.76% of managers don't meet post requirement but they have experience of more than 20 years;
-  0% All senior managers meet key requirements;
-  80% of service delivery supervisors are unable to use computer;
-  Machinery for services delivery remain a challenge;
-  Insufficient office space;
-  Most experienced officials are above 60 years of age and others have already retired;
-  Electricians' skills gap (renewable energy, ability to work with high voltage electricity);
-  Lack of professional registered Engineers;
-  Internal Legal Services – two employees have completed LLB and one is currently studying public law;
-  Internal Auditors is currently performed by the District Municipality; and
-  Use of Consultant Services (AFS, etc) – part of contract agreement is to transfer skills.

4.9.2.8 Training and Skills Development Priorities

The training and skills development priorities received from Management, Councillors and employees is outlined as follows:

Apprenticeships:

- Electrical Wireman Building: 9 beneficiaries

Bursaries:

-  Advanced Certificate in Project Management: 1 beneficiary
-  Advanced Diploma in Project Management: 1 beneficiary
-  Post Graduate Diploma in Public Administration: 3 beneficiaries
-  Advanced Certificate in Management Studies: 1 beneficiary
-  Master of Engineering in Civil Engineering: 1 beneficiary

Learnerships:

-  National Certificate in Wastewater Treatment Process Control Supervision: NQF Level 4: 11 beneficiaries
-  National Certificate in Wastewater Treatment Operations NQF Level 2: 2 beneficiaries
-  National Certificate in Incident Management: Traffic Authorities Level 5: 3 beneficiaries
-  National Certificate: Public Management and Administration: 2 beneficiaries
-  Further Education and Training: Environmental Practice NQF 3: 10 beneficiaries
-  National Certificate: Public Administration NQF Level 5: 10 beneficiaries
-  Certificate Office Administration NQF Level 5: 10 beneficiaries
-  Certificate Municipal Finance Management NQF Level 6: 10 beneficiaries
-  National Certificate Municipal Governance NQF Level 5: 4 beneficiaries
-  Project Management: National Diploma NQF Level 5: 5 beneficiaries
-  Archives & Records Management NQF Level 6: 2 beneficiaries
-  National Certificate in Incident Management: Traffic Authorities NQF Level 5: 3 beneficiaries

Skills Programmes / Short Courses:

-  Performance Management
-  Human Resource Planning and Implementation
-  Plumbing
-  Etiquette for personnel assistants
-  TLB Operator
-  Report writing and minute taking
-  Short Course Translation Services
-  Xhosa classes for beginners

-  Basic Computer Training
-  Health & Safety: Operational requirements in the workplace
-  Fire Fighting
-  GRAP/Accounting Standard Update and implementation

4.9.2.9 Skills Audit

A Skills Need analysis was done during February 2022 until 15 March 2022, to afford Councillors, Management and employees the opportunity to submit their Skills Needs to the Skills Development Facilitator (SDF).

This process affords Management and employees the opportunity to participate in the determination of the skills gaps and the action implemented to address them. The identification of the required training programs is critical to respond to the skills gaps in the workplace.

The completion of the Work Place Skills Plan is a pre-requisite for any employer to claim its skills levy and access funding for training initiatives through mandatory and discretionary grants.

The input of the employees was the most important as they will need the skills to assist them in doing their work more effectively.

The challenges we analyzed during the process was that General Workers is not fully equipped with the skills they need to have to ensure that service delivery is done effectively.

Currently, we have office-based workers and Councillors that only have a Matric certificate and not any other tertiary qualification.

The shortage of skills in the Municipality is as follows:

- Plumbing
- Qualified Grader Operators
- Welding
- Qualification in Road Maintenance
- Town Planning
- Artisan
- Post Matric qualification in line with the functions of the Municipality

4.9.2.10 Youth Development

The Municipality has a dedicated person appointed to lead youth development in the municipality. A Youth Council has been established as part of the programmes of the Office of the Mayor. The Youth Unit will be beefed with the central task of improving youth development. The Council has agreed to prioritize youth development. Certain programmes have been implemented (youth centre, drivers' licenses, leaner ships, internships, computer training, entrepreneurial support, general job creation, advocacy work). The YAC has been transferred to Emthanjeni Municipality. The centre is providing the necessary services to the youth and we can only complement these services. The Municipality will continue to improve on the proportion that should or must be earmarked for the youth through the budget and IDP processes.

The programmes of the Youth Council are as follows:

Date	Activity	Town
21 May 2022	Fun Run	De Aar
26 May 2022	Cleaning Campaign	De Aar
4 June 2022	Poetry Night	De Aar
14 June 2022	Workshop (Build Up Program)	De Aar
15 June 2022	Workshop (Build Up Program)	Hanover
16 June 2022	Commemoration Day (June16)	Britstown
30 June 2022	Career Exhibition	De Aar
08 July 2022	Cleaning Campaign	Hanover
18 July 2022	Mandela Day	Hanover
29 July 2022	Cleaning Campaign	Britstown
9 August 2022	Women's Day	Hanover
20 August 2022	Women's Sport Day	Britstown
9 September 2022	Debate Day	Britstown
24 September 2022	Heritage Day	Hanover
12 October 2022 13 October 2022 14 October 2022	Youth Conference	Britstown
October 2022	Peer To Peer Dialogue	Hanover
November 2022	Youth Camp	Out Of Emthanjeni
November 2022	Civil Education Training	De Aar, Hanover, Bristown
03 December 2022	Mr. & Miss Pixley	De Aar
07 December 2022 08 December 2022 09 December 2022	Street Kids Awareness	Emthanjeni

4.9.2.11 Special Programmes

Children

Children form a critical component of young people and remain high on the agenda of the council. Ways of engaging with the Department of Education and Social Development are being sourced.

The Office on the Rights of the Child was established in government to fulfil its commitment of promoting and protecting the rights of children. It is in this context that the Northern Cape provincial Government developed the Provincial Plan for children for the period 2014-2019.

Corporate Services SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> 98% Filled vacancies Workforce with relevant skills and expertise Majority of young personnel Minimum labour disputes Experienced political office bearers Experienced and qualified Management Young and energetic councillors 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> Lack of office spaces Insufficient storage place Committed employees Faulty telephone system Poor condition of offices Computer illiterate registry staff Postponement of Council meetings Poor planning
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> Local Economic Development Activities Municipal Staff Regulations Renewable Energy Projects 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> Vandalism of municipal properties Low revenue base Labour disputes Litigations Ageing infrastructure Loadshedding and ESKOM account

HR STRATEGIC PLAN

NATIONAL KPA: Municipal Institutional Development and Transformation MUNICIPAL KPA: Municipal Institutional Development and Transformation STRATEGIC GOAL 2: To ensure institutional sustainability					COMMENTS
Strategic Objectives		SO1: To create a culture of good governance			
		SO2: To create a culture of public participation and empower communities to participate in the affairs of the Municipality			
Period	Program / Project	Program / Project Goals	Program / Project Objectives	Program / Project Target	

2022/27	People Management and Empowerment (policies & procedures)	Review legislation and HR Policies that governs the Municipality, in an integrated manner	Sound Labour Relations	All employees	<p>Policies currently in draft for discussions:</p> <ul style="list-style-type: none"> • Fleet Management (vehicle policy) • Attendance and Punctuality (time management) • Leave • Recruitment & Selection and Appointment • Education, training & development policy • Acting • Employee Assistance Program • Employee Study Assistance • Performance Management System • Employee Attraction • Occupational Safety and Health • Whistle Blowing • Telecommunication • Employment Equity
2022/27	Service Delivery Innovation- Labour Relations	Render support services as per the set timeframes and guidelines and identifies and analyse opportunities where innovative ideas can lead to improves services delivery	Sound Labour Relations	All employees	<p>Implementation of new disciplinary code in terms of new Collective Agreement. Development of an incident investigation form.</p> <ul style="list-style-type: none"> • Awareness campaign conducted with all employees in line MSR
2022/2027	Occupational Health	To Provide Hepatitis B Vaccine to employees from being infected with Hepatitis B.	Create an awareness to assess the knowledge and attitude toward hepatitis B among employees working with sewerage and garbage collectors.	All employees working in those departments - sewerage and garbage collectors.	Twice a year for all employees at the affected departments

2022/2027	Covid 19 Pandemic New regulations	To ensure a vaccinated workforce i.t.o compliance to Covid 19 regulations	Vaccination drive and screening project	All employees	Vaccinations has been done by department of Health and their services providers at Municipality during 2021 and 2022 The target for all employees to receive booster before end of 2022/23 financial year
NATIONAL KPA: Municipal Institutional Development and Transformation MUNICIPAL KPA: Municipal Institutional Development and Transformation STRATEGIC GOAL 2: To ensure institutional sustainability					COMMENTS
Strategic Objectives		SO3: To create an administration capable of delivering on service excellence.			
Period	Program / Project	Program / Project Goals	Program / Project Objectives	Program / Project Target	
2022/27	Skills Development	Conduct skills GAP need analysis and identify RPL's	To ensure a skilled workforce and compliance i.t.o. competency framework and MSR	All Municipal staff identified	<ul style="list-style-type: none"> Internal skills gap of all employees concluded Data to feed into personal development plans, any gaps i.t.o. competencies to the planned in WSP Manage individual performance: GAP skills link to performance RPL: trade test in various trades to be planned and implemented as per the WSP
2022/27	Induction programme	To ensure that all appointees get familiar with culture of the policies and procedures within the municipality	Workshop with new appointees	All New appointees within the previous book year	Induction guideline is an activity within the Recruitment and selection and appointment policy and regulation as per MSR
2022/27	Employment Equity	Approve EE plan as from	Ensure that the EE plan is align with the MSR	Employment Equity composition alignment to MSR	Employment Equity committee composition to be adjusted to the new municipal staff regulations

2022/27	Organisation Design	To develop an organisation structure that speaks to the IDP and MSR requirements	To ensure an effective and efficient staff established that is aligned with the MSR organisational design metrics and dimensions.	Whole Municipality Council	<ul style="list-style-type: none"> The latest staff establishment was approved on September 2020 to review the staff establishment in line with MSR before 30th June 2022.
NATIONAL KPA: Municipal Institutional Development and Transformation MUNICIPAL KPA: Municipal Institutional Development and Transformation STRATEGIC GOAL 2: To ensure institutional sustainability					COMMENTS
Strategic Objectives		SO4: To create an enabling environment for economic growth and development			
		SO5: To promote tourism in the Municipal Area			
Period	Program / Project	Program / Project Goals	Program / Project Objectives	Program / Project Target	
2021/26	Applying HR best practices	Implementation of Local Government municipal staff regulations	Through effective and efficient HR service delivery to the organisation will be achieved	Organisation Policies & guidelines: <ul style="list-style-type: none"> Reward & Recognition Benefits (efficient & effective) Training Development Wellness programmes Safe work procedures Organisation strategy driven organisation design Fair employment practices, labour peace Professionalization, etc. MSR policies 	Policies currently in draft form to align with MSR

IMPLEMENTATION OF THE LOCAL GOVERNMENT: MUNICIPAL STAFF REGULATIONS AND GUIDELINE No 890 & No.891 EFFECTIVE AS FROM 1ST July 2022

PURPOSE:

- To provide the policy and legislative context of the Regulations
- To provide an overview aimed at facilitating the application of the Regulations; and
- To outline the legal obligations of municipalities of the Regulations
- To outline implementation support

NATIONAL KPA: Municipal Institutional Development and Transformation MUNICIPAL KPA: Municipal Institutional Development and Transformation STRATEGIC GOAL 2: To ensure institutional sustainability				COMMENTS
Strategic Objectives	SO1: To create a culture of good governance			
Project: Local Government: Municipal Staff Regulations and guidelines No.890 & No.891				
Program / Project	Program / Project Goals	Program / Project Objectives	Program / Project Target	
Municipal Staff Regulation & guidelines	Chapter 1: Interpretation & application	<ul style="list-style-type: none"> • Organisation Awareness 	<ul style="list-style-type: none"> • All Employees • Council • LLF/ Unions 	<ul style="list-style-type: none"> • Completed:
	Chapter 2: Staff Establishment/ Job description / Job evaluation	<ul style="list-style-type: none"> • Complete and submit all department staff job descriptions 	<ul style="list-style-type: none"> • All Employees 	<ul style="list-style-type: none"> • Staff Establish to be approved by end June 2022
	Chapter 3: Recruitment & Selection and Appointment of staff	<ul style="list-style-type: none"> • To incorporate the MSR into the revised Recruitment, Selection & appointment policy & guidelines • Induction policy • Probation 	<ul style="list-style-type: none"> • Policies to be adopted before end June 2022 	<ul style="list-style-type: none"> • Unions still consulting workers
	Chapter 4: Performance Management	<ul style="list-style-type: none"> • Individual performance management to be implement 	<ul style="list-style-type: none"> • All employees complete JDs by 30 June 2022 	<ul style="list-style-type: none"> • Can only be done after the Performance management and development system
	Chapter 5: Skills Development	<ul style="list-style-type: none"> • To incorporate the MSR into the revised Education, Training and Development policy & Regulation guidelines 	<ul style="list-style-type: none"> • Adoption and implementation of the policies as from the 1 July 2022 	<ul style="list-style-type: none"> • Unions consulting with members
	Chapter 6: Dispute resolution	<ul style="list-style-type: none"> • No action required 	<ul style="list-style-type: none"> • All Employees 	<ul style="list-style-type: none"> • Completed
	Chapter 7: Disciplinary Code and procedures	<ul style="list-style-type: none"> • No action required 	<ul style="list-style-type: none"> • All Employees 	
	Chapter 8: Remuneration related matters	<ul style="list-style-type: none"> • No action required 	<ul style="list-style-type: none"> • All Employees 	
	Chapter 9: General (transitional arrangements, repeal & short title)	<ul style="list-style-type: none"> • No action required 	<ul style="list-style-type: none"> • All Employees 	<ul style="list-style-type: none"> • Completed

4.9.3 DEPARTMENT FINANCIAL SERVICES

The department is responsible for the following functions:

-  **Financial Management & Support:** Information & Communication Technology (ICT), Revenue & Credit Control, Supply Chain Management, Budget and Reporting and Expenditure:
-  **Annual Financial Statements & Asset Management:** Financial Reporting in terms of applicable legislation and Asset Management Processes

Background

The Financial Department was over the years strengthened to ensure that the department function well and to achieve the desired objectives of the Municipality. All staff members are accommodated in the new organisational structure. Emthanjeni Municipality currently utilizes the ABAKUS system for financial processes and procedures comprising the following systems: consolidated debtors, creditors, stores, ledger, assets (incomplete) and cash book. New released financial systems, the supply chain, assets and national treasury reporting modules were released. The modules are fully electronic and integrated into the Financial Management System completely. The Municipal Standard Charts of Accounts (MSCOA) will revolutionize the financial systems within Local Authorities when it is implemented.

4.9.3.1 Structure

The Department has four divisions headed by Accountants, namely Revenue Unit, Expenditure Unit, Supply Chain Management Unit and Budget and Treasury Office. All these divisional heads report directly to the Manager: Financial Services. The Manager Financial Services report directly to the Chief Financial Officer (CFO) on all the operations of the financial department.

4.9.3.2 Auditor General Report 2020/21

Audited Outcomes

Year	2017/18	2018/2019	2019/2020	2020/21
Opinion received	Unqualified	Qualified	Qualified	Qualified

Table 85: Audit outcomes (Annual Report 2020/21)

4.9.3.3 Financial Viability

Description	2019/20	2020/21
Cost coverage (Available cash + Investments)/monthly fixed operational expenditure	1.14	0.78
Total Outstanding Service Debtors to Revenue – Total outstanding service debtors/annual revenue received for services	1.03	1.13
Debt coverage (Total Operating Revenue – Operating Grants)/Debt service payments due within financial year	1.46	1.20

Table 86: Financial Viability per National KPAs (Source: Annual Report 2020/21)

The budget allocation to improve quality of living (basic service delivery) is:

Services	2020/21 R'000	2021/2022 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000
Community & Social Services	196 245	-	1 878	1 916	2 259
Housing	-	-			
Water provision	36 813	4 127	51 430	48 661	50 919
Waste water management	25 464	10 333	69 254	73 680	78 516
Electricity	79 149	3 022	120 116	131 896	150 076
Waste management	14 257	7 095	7 818	8 162	8 529

Table 87: Budget Allocation to improve Service Delivery

National Grant allocations for the period 2019/20 – 2023/24:

The following table indicates the grants received by and allocated to the Municipality over a 5-year financial period.

Grant	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000
Finance Management Grant (FMG)	1700	1 700	1 850	1 850	1 850
Municipal Systems Improvement Grant (MSIG)	0	0	0	0	0
EPWP Incentive	1 380	1 389	1 073	0	0
Municipal Infrastructure Grant (MIG)	19 957	8 596	22 759	13 656	14 076
Integrated National Electricity Programme (INEP)	1 010	1 600	2 400	4 000	4 180
Regional Bulk Infrastructure Grant (RBIG)	0	0	0	0	0
Energy Efficiency and Demand Side Management (EEDSM)	3 600	3 000	16 000	11 675	12 200
Housing Accreditation	450	400	450	450	450
COVID Relief grant	0	0	0	0	0
Sports, Arts and Culture (Library Grant)	0	800	1 000	1 043	1 090
EEDSM Grant	0	3 000	0	5 000	2 000
Total	28 097	20 485	45 532	37 674	35 846

Table 88: Conditional Grants

The table below indicates that the Municipality is reliant on external grants on average 30% per annum. Capital projects are financed almost 100% by external grants.

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Total grants and subsidies received	88 185	63 456	100 750	96 701	98 013
Total Operating Revenue	244 494	241 743	315 948	326 624	342 791
Ratio	36.07%	26.25%	31.89%	26.61%	28.59%

Table 89: Reliance on Grants

Employee related costs

The ratio gives an indication of the total percentage paid on employee cost. The ratio increased from 30.39% in 2019/20 to 27.83% in 2020/21.

Employee costs	Actual 2019/20 R	Actual 2020/21 R	Budget 2021/22 R	Budget 2022/23 R	Budget 2023/24 R
Employee related cost	86 551	87 329	99 362	100 374	104 891
Total Expenditure	267 375	278 080	356 987	293 198	324 284
Ratio	32.37%	31.40%	27.83%	34.23%	32.35%
Norm					

Table 90: Employee Related Cost

Major contributors to the total Operating Revenue Budget:

The following are the major contributors to the **total operating revenue budget**:

Service	Percentage	Outstanding debts (R)
Property rates	12.09%	R43 263 131
Electricity	24,33%	R87 076 256
Water	11,07%	R39 607 802
Sanitation	6,81%	R24 376 019
Refuse removal	3,99%	R14 309 887
Fines	0,11%	R399 841
Transfers		

Table 91: Major contributors to Operating Revenue Budget

Debt Collection

The Municipality has a Credit control Unit who is responsible for collection of outstanding debt. All residents receive an account that indicates the due date for payments. Credit control actions are implemented in accordance with the Debt Collection Policy to ensure that all revenues, rates and taxes, service levies, rentals and any other revenue due to the Municipality is collected in good time and in a humane and a cost-efficient manner. Unfortunately, the high unemployment rate and the effects of COVID 19 contribute to the high outstanding debt.

Financial Year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2019/20	11 551	10 176	5 770	292 021	319 519
2020/21	9 195	5 563	5 275	335 855	355 887
Increase / Decrease	(2 356)	(4 614)	(495)	43 833	36 369
% Increase / Decrease	-20	-45	-9	15	11

Table 92: Debt Collection (Source: Annual Report 2020/21) Note: Figures exclude provision for bad debt

The Municipality is currently experiencing serious financial difficulties to sufficiently fund all their activities. To remain financial sustainable, the Municipality will focus in the next 5 years mainly on revenue generation and will only be able to execute infrastructure capital projects if an external grant was allocated to the Municipality by other spheres of Government.

Financial Services Swot Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Political Stable municipality • Striving to obtained Clean Audit Status • Clean Administration • Committed staff • Sustainable natural resources available • Good infrastructure • Sustainable service rendering to all the communities 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Non-payment for Services by Consumers lead to high Outstanding Debtor Balances • Lack of Implementation of Credit Control policy and ability in Eskom Areas • Late payment of Service Providers/Creditors • Slow Spending on Conditional Grants • SCM Turnaround Cycle • Limited resources to adequately address infrastructure development & Maintenance of infrastructure • MSCOA READINESS
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Explore further Economic Development strategies • Revenue Payment Campaign led by all Councillors • Investigate Alternative Revenue sources to expand the current Revenue base (Phased approach) • Assist SMME's to compete in the SCM procurement of the Municipality • Obtain Clean Audit Status • Promote further economic development outlook for the whole of Emthanjeni 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Unemployment and Poverty • Economic slow-down in SA affects EM • Non-payment of Service vs. Service Delivery • Non-payment of services could affect the Cash Flow position negatively • High Outstanding Debtors • Vandalism of Municipal Assets • Recruitment and Retention of skilled staff • Late payment of Creditors could lead to non-procurement of goods and services

4.9.4 DEPARTMENT COMMUNITY SERVICES

The department is responsible for the following functions:

-  **Library Services:**
 - Administer library services in accordance with applicable policies
 - Procurement, lending and utilization of library services
 - User education and promote reading
-  **Traffic Services**
 - Traffic, Licensing & Law Enforcement (Administration, Motor vehicle registration authority, Drivers' license testing centre, Vehicle testing station, Traffic control and Law Enforcement)
 - Local fire fighting services and Disaster management
-  **Housing Administration**
 - Housing projects and accreditation program
 - Housing administrative services
 - Land and human settlement administrative services
 - Public participation and good governance
-  **Waste Management, Parks and Cemeteries**
-  **Regional Offices – Britstown & Hanover**

4.9.4.1 Library Services

The Municipality has 5 libraries operational in the area. Library service is a provincial government function and is delivered as an agency service. The communities welcome the service rendered by library staff in all three towns. New books are introduced on a regular basis. The libraries are now also offering free internet services to communities. Library membership is increasing steadily.

4.9.4.2 Traffic and Law Enforcement

The Traffic Department has a Superintendent (Head of the department), vacant Assistant Superintendent Traffic and one Senior Traffic Officer. The department has 9 Traffic Officers (2 vacant posts) that performs duties in the different sections. Five Traffic wardens performing duties in regards to municipal by-laws and parking related offences. Eight support staff that perform duties in the different sections of the department.

4.9.4.3 Fire Brigade

The fire brigade consists of 16 volunteers and one fire truck and two bakkies to respond to fire emergency incidents. If the fire is too much, we had established a relation with the South African National Defence Force to assist with their big fire emergency truck. The Municipality annually signs an MoU with the latter department. Fire services is a voluntary service with volunteers on standby to attend to incidents within the Municipality. The fire station is situated in De Aar and render services to all areas that are part of the Municipality. Britstown and Hanover do not have fire stations, but volunteers are situated in these towns. The fire station is still operated on a standby basis from officials' homes and needs to be upgraded in order to be manned 24/7. To address the lack of a proper fire station a business plan needs to be submitted to the various stakeholders of interest to obtain funding. A fire services policy must also be drafted.

Disaster Management Services are rendered by the Pixley Ka Seme District Municipality on a shared-services agreement.

4.9.4.4 Housing Administration

In terms of Section 9 (1) of the National Housing Act 107 of 1997, every Municipality must, as part of their Integrated Development Planning process, take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by setting housing delivery goals, identifying suitable land for housing development and planning, facilitating and coordinating housing development in its area of jurisdiction. Amongst others, the housing unit of the Municipality is tasked to:

-  Ensure that human settlements planning reflects a broad range of community level needs and concerns, and is based on credible data;
-  Align the Municipality's plans with National and Provincial Human Settlements Plans and priorities and to inform Provincial multi-year and annual performance plans and budgets;
-  Undertake human settlements planning as part of a broader, integrated strategy of the Municipality.

The development of housing follows the Feasibility Process in which the rights to develop the proposed housing communities were acquired and the bulk infrastructure was confirmed. At this point it is accepted that township establishment has taken place and that the process of servicing the sites and construction and delivery of houses can take place. The Municipality was engaged in a process to obtain Level Two Accreditation, but has remained at level one. An important matter to mention is that land available is not necessarily serviced and the Municipality will require additional funds to service the sites.

It must be indicated that the Municipality experienced visible improvement of service since the introduction of the Housing Unit to the municipality. From the IDP it is obvious that housing backlogs and delivery remain a challenge and a priority for Emthanjeni Municipality. The development of the Housing Action Plan aims to ensure effective allocation of limited resources. It provides a formal and practical housing priority for implementation with a focus on the IDP and identifies the strategic implementation plan for the 4114-housing need in Emthanjeni Municipal area. The total backlog is 4 554 of which 250 is for Gap Housing.

Housing need:

Given the strategic decision to focus on subsidy and gap housing, the needs can be summarized as follows:

Subsidy	4 304
Gap	250
Total	4 554

Table 93: Housing Needs

Housing Statistics

The table below specifies the service delivery levels for the 2020/21 financial year:

Number of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2019/20	8 404	8 100	98%
2020/21	8 599	8 295	99%

Table 94: Households with Access to Basic Housing (Source: Annual Report 2020/21)

The following table shows the number of people on the housing waiting list:

Financial year	Number of housing units on waitinglist	% Housing waiting list increase/(decrease)
2019/20	4 359	(3)
2020/21	4 264	(2.2)

Table 95: Housing Waiting List (Source: Annual Report 2020/21)

Financial year	Number of houses built	Number of sites serviced
2019/20	Construction of De Aar 353	600 Sites in De Aar
2020/21	Reduced to 240	983

Table 96: Houses Built and Sites Services (Source: Annual Report 2020/21)

The following projects will be implemented during the period 2022/2023 till 2023/24:

-  Housing construction of 345 for 2022/2023 in Britstown;
-  Electrification of 200 houses for 2022/2023 at 2386 housing project;

- Electrification of 200 houses for 2023/2024 at 2386 housing project.

A project list from the Department of Cooperative Governance, Human Settlements and Traditional Affairs for housing projects to be implemented in the Pixley Ka Seme District is also included in Chapter 9 of this document.

Housing

In terms of Section 9 (1) of the National Housing Act 107 of 1997, every Municipality must, as part of their Integrated Development Planning process, take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by setting housing delivery goals, identifying suitable land for housing development and planning, facilitating and coordinating housing development in its area of jurisdiction.

- Amongst others, the housing unit of the Municipality is tasked to:
- Ensure that human settlements planning reflects a broad range of community level needs and concerns, and is based on credible data
- Align the Municipality's plans with National and Provincial Human Settlements Plans and priorities and to inform Provincial multi-year and annual performance plans and budgets
- Undertake human settlements planning as part of a broader, integrated strategy of the Municipality

4.9.4.5 Solid Waste Management

Domestic refuse is currently removed on a weekly basis in all residential areas of Emthanjeni. Informal dumping (littering) remains a major challenge, but all areas are regularly cleaned up. Various areas have street cleaners who clear the littering daily. Additional programmes were introduced to improve waste management in the municipal area. Various specialized refuse removals are done daily in respect of garden refuse and building rubble. The Council also carries out various cleaning projects during which residential areas are cleaned. Littering is prevalent and causes numerous problems. Refuse is dumped at the landfill sites. Consulting Engineering firms have already upgraded and brought the landfill sites in De Aar up to standard. Problems are experienced at the sites as people have removed the fencing and there is no management and control. The Waste Management Officer has been registered on the SAWIS but unfortunately, he is not yet registering data as he is still revoked.

A local recycling company is busy with recycling at the De Aar landfill site. Recycled articles are removed on a daily basis from the site and light material is then covered with soil. Both Britstown and Hanover Vehicles have been purchased for the removal of refuse in Britstown and Hanover. The same staff are used to remove household refuse and night soil. The refuse is removed by refuse carriers once per week and dumped at the landfill site. No recycling is done and cleaning up campaigns is also carried out in Britstown and Hanover. Adequate equipment is not available and manual labour has to be used or a front-end loader has to be dispatched to the towns.

4.9.4.5.1 Emthanjeni Landfill sites

Emthanjeni Municipality has three (3) of landfill sites in the respective towns which are all licenced. All licences were approved on 02 April 2008 and are still valid. The expiry of licences are monitored annually to check their validity and also for review purpose. Details of each landfill site are included in the table below:

De Aar	Britstown	Hanover
<p>Permit Number: 12/9/11/P55</p> <p>Class: G:S:B-</p> <p>Location: De Aar</p> <p>Permit Holder: Emthanjeni Local Municipality</p> <p>Address: PO Box 42, DE AAR, 7000</p>	<p>Permit Number: NC/PIX/BRIT2/2014</p> <p>Class: G:C:B-</p> <p>Location: Britstown</p> <p>Permit Holder: Emthanjeni Local Municipality</p> <p>Address: Mark Street, Britstown, N12 Road, Britstown, 8782</p>	<p>Permit Number: NC/PIX/HANO1/2014</p> <p>Class: G:C:B-</p> <p>Location: Hanover</p> <p>Permit Holder: Emthanjeni Local Municipality</p> <p>Address: Neptune Street, HANOVER, 7005</p>

Service Delivery Levels: Waste Management

The table below specifies the service delivery levels for the year:

Description	Households	
	2019/20	2020/21
	Actual	Actual
	No.	No.
Solid Waste Removal: (Minimum level)		
Removed at least once a week	13 141	13 141
Minimum Service Level and Above sub-total	13 141	13 141
Minimum Service Level and Above percentage	100	100
Solid Waste Removal: (Below minimum level)		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level percentage	0	0
Total number of households	13 141	13 141

Table 97: Waste Management Service Delivery Levels (Source: Annual Report 2020/21)

4.9.4.6 Parks and Cemeteries

Procedures and management measures for the operations of cemeteries is regulated in terms of the Cemeteries By-law (No 6 of 2008). The by-law describes a cemetery as “and or part thereof, including the buildings and works thereon, that is owned and controlled by the Municipality, duly set aside and reserved for burials and make available for public use from time to time for burials”.

Emthanjeni’s cemeteries includes the following:

De Aar	Britstown	Hanover
Caroluspoort, Kareeville, Barcelona, Nonzwakazi, Old Philipstown Road	N12 Town, Mziwabantu, Proteaville Churches, New Cemetery (Proteaville)	N1 Town, Burgerville

Table 98: Emthanjeni Cemeteries

Community Services SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Experienced, capable staff and management Sufficient resources available to perform tasks Providing waste collection service to the entire community Libraries in all towns and majority of wards National Housing Needs Register (waiting list) Level 1 housing accreditation 	<ul style="list-style-type: none"> Poor control at landfill sites Lack of water in the municipality (parks in poor state) Housing delivery to slow Poor management of public transport and heavy trucks Need improved security system at libraries Fire-fighting equipment needs to be upgraded Lack of skills development Inadequate Planning Poor management of fleet

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Can expand services (library, waste) • Apply for additional landfill sites and Cemeteries • Further houses to be constructed • Improved traffic law enforcement • Level 2 housing accreditation • LGSETA / EAP Programmes • Improved use of CWP • Improve Standard of Operations 	<ul style="list-style-type: none"> • Illegal dumping cause for concern • Lack of environmental management • Unemployment and poverty • Illegal occupation of landfill sites • None implementation disaster management plan • Ageing workforce • In adequate service delivery • Litigation, penalties, and Reputation damage

4.9.5 DEPARTMENT INFRASTRUCTURE SERVICES

The department is responsible for the following functions:

-  **ELECTRO-TECHNICAL SERVICES:** Electricity Networks, Electrical Planning/Connections & Meters.
-  **TECHNICAL SERVICES**
 - Mechanical Workshop & Fleet Management
 - Civil Engineering Services (Water, Wastewater, Roads and Stormwater, Building Maintenance, Sport grounds and recreation)
-  **PROJECT MANAGEMENT UNIT (PMU)**
 - Project Management for Construction phase of Capital/Maintenance/External funded projects
-  **TOWN PLANNING & BUILDING CONTROL:** Spatial planning and Building control.

4.9.5.1 Project Management Unit (PMU) & Town Planning & Building Control

Town Planning and Building Control falls under the Manager: Project Management Unit (PMU). The position of the PMU Manager and Building Control Officer was filled; however, the position of Town Planner is still vacant. With the implementation of SPLUMA (Act No 16 of 2013), is now a great need of permanent qualified town planner who can also execute the function of land development officer (LDO). The Manager: Project Management Unit currently deals with all issues related to land use and building control.

Infrastructure Services SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge of business and institutional capacity • Regular updates of insufficient service delivery • Customer service although private owner should attend to their faults 	<ul style="list-style-type: none"> • No fleet officer to enforce the vehicle policy • Aged infrastructure and fleet • Not enough information about the current state/condition of the infrastructure and documentation • Poor sewerage treatment • Data base of suppliers for emergency work • Succession planning • Yearly budget limitations • Unprofessional Management of complaints • Alcohol abuse during working hours <ul style="list-style-type: none"> • failure to timeous implement capital projects due to long procurement processes

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Education, training, recruitment and motivation of skilful staff • Systematic grant application and allocation • Improvements in efficiency in attending to complaints • Outsourcing of critical and emergency work 	<ul style="list-style-type: none"> • Aging workforce - loss of core competence staff • Theft and Vandalism to our infrastructure • Underspending on grants • Municipality's poor financial status • Lack of interest among home owners towards sustainable development

4.9.5.2 Policy and Statutes

-  National Water Act 1998, no 36 of 1998;
-  Water Services Act 1997, no 108 of 1997;
-  Regulations relating to Compulsory National Standards and Measures to Conserve Water. (Water Services Act, No 108 of 1997);
-  Water Services Plan for Emthanjeni Municipality, 2012/2013;
-  Annual Water Audit and Report;
-  Regulations on Fluoridating Water Supplies (Regulations under the Health Act, No 63 of 1997);
-  Strategic Framework for Water Services – September 2003;
-  Water Services By-Laws, 2008.

4.9.5.3 Major Infrastructure Development Projects for 2022-2025

Department	Project type	Description of project	Town/Ward	Funding source	2022/2023	2023/2024	2024/2025	Total Project cost
Infrastructure Services	Water	Development of 12 boreholes in De Aar (Northern scheme)	De Aar	WSIG	R16 000 000,00	R11 675 000,00	R12 200 000,00	R33 658 639,30
Infrastructure Services	Sanitation	Construction of internal Sewer reticulation for Mziwabantu in Britstown	Britstown (Ward 7)	MIG	R10 409 672,76	R 4 898 669,54		R15 308 342,30
Infrastructure Services	Electricity	Installation of High Mast Lighting in De Aar	De Aar, Hanover & Britstown (ALL Wards)	MIG	R 22 765 971,76	R 1711377,24	-	
Infrastructure Services	Sports	Upgrading of Nonzwakazi Sports Ground	DE Aar & Hanover	MIG	R9 500 000,00	R0,00	R0,00	R9 500 000,00
Infrastructure Services	Electricity	Electrification of stands in De Aar	De Aar	INEP	R2 400 000,00	R4 000 000,00	R4 180 000,00	
Infrastructure Services	Roads	Paving of town entrances in De Aar	De Aar	IG (EPWP)	R1 073 000,00			
Infrastructure Services	Electricity	Replacement and upgrading of the De Aar West electricity main transformers	De Aar	Borrowing	R13 000 000,00			

Table 99: Major Infrastructure Development Projects for 2022/25

4.9.5.4 Water Provision

4.9.5.4.1 Water Sources

Emthanjeni is totally dependent on groundwater (boreholes) and the effective and sustainable management thereof in order to provide a cost-effective water supply is of the greatest importance to the Municipality. De Aar is currently supplied by 43 production boreholes out of a total of 52 boreholes, Britstown – eight (8) of fifteen (15) boreholes are in production and Hanover – five (5) of seven (7) boreholes. The low rainfall over the past two (2) years had a negative impact on the aquifer which results in boreholes yield declining and, in most cases, boreholes drying up. The Water Service Authority (WSA) would like to implement the recommended WC/WDM measures to reduce losses and use the available resources more efficiently, but due to unavailability of funds it makes it impossible. Our aged bulk infrastructure also hampers the Municipality in being able to provide sustainable water supply due to the severe leakages within the supply.

Town: De Aar

The municipality received Water Services Infrastructure Grant (WSIG) funding for refurbishment of De Aar boreholes. There are 2 main reservoirs in De Aar West and East with a capacity of 13.6ML and 12ML respectively.

Borehole Fields

a) Riet Borehole Field:

-  Thirteen (13) Boreholes, two (2) dried up and eleven (11) are currently in production.
-  Booster pump station with four (4) Centrifugal pumps, two (2) of the four (4) 75kW motors need replacement.
-  Electrical control panel needs refurbishment.
-  Steel tank collection reservoir needs refurbishment.
-  Mag-flow meter out of order needs replacement.

b) Burgerville Borehole Field: Thirteen (13) production Boreholes - no major challenges

c) Southwest Borehole Field:

-  Twelve (12) boreholes; two (2) dried up; ten (10) currently in production.
-  Booster pump station with three (3) Centrifugal pumps, two (2) pumps and motors need to be replaced.
-  Mag-flow meter out of order and needs replacement;
-  Electrical control panel needs refurbishment.

d) Caroluspoort well field – Six (6) wells in production.

e) Paardevlei borehole field – Three (3) production boreholes.

-  Water treatment works (WTW) are fully controlled by a Telemetry System which needs an upgrade.
-  All bulk water meters need to be replaced as they are not providing a true reflection of the actual measurements therefore incorrect information

All boreholes are situated on private land (farmer's land). Farmers often deny access to their land. The municipality also has a challenge in terms of the farmers requesting for payment per kiloliter extracted from the borehole. In both the reservoirs the Municipality is only able to fill up on average 40% due to the decrease in the aquifer,

inadequate yield production and also due to aged infrastructure. The water supply is a challenge and will become even worse with new developments. Water treatment refurbishment is also a key requirement.

Town: Britstown WTW

Eight (8) production boreholes pump into five (5) ground level storage Reservoirs with a combined storage capacity of 2.366 MI and two (2) elevated reservoirs with a combined storage capacity of 0.159 MI. The pipe network at reservoirs need replacement as it is aged and heavy lime scale build up in the pipeline therefore reducing the actual pipe size diameter. Booster pump station needs refurbishment. Electrical control panels need replacement. Bulk water meters need replacement. Installation of a Telemetry System is required for Britstown to monitor the water supply better and water treatment refurbishment is also required.

Town: Hanover

Five (5) Production Boreholes pump into two (2) reservoirs with a combined storage capacity of 1.9 MI. Alternative resources needs to be developed as the current boreholes cannot keep up with the demand. The booster pump station needs refurbishment. Electrical control panels need replacement. Bulk water meters need replacement. Replace the existing Telemetry System. The Municipality is only able to fill less than 5% in the reservoirs mainly due to the inadequate water table as it is extremely low. As a result, the community only receives water in the morning 06h00 till 11h00 and also 18h00 till 21h00. Water treatment refurbishment is also required.

Achievements	Challenges	Remedial Action
<ul style="list-style-type: none">  All the municipal sites are serviced and have access to quality drinking water.  Emthanjeni Local Municipality does not have any communal taps.  Complaints and leaks are attended to within 24 hours.  3335 households receive 6kl of basic water every month.  Emthanjeni Local Municipality has had zero water stoppage for the 2020/21 financial year.  Zero backlogs. 	<ul style="list-style-type: none">  Emthanjeni Local Municipality to replace bulk water meters as they are not indicating true reflection of water supplied.  Global Warming has affected the underground water table, thus leaving Emthanjeni in a dire problem to deliver the basic service.  Lack of skilled workers.  No maintenance plan in place.  Water quality not tested monthly, due to insufficient funds.  Lack of water meters, due to insufficient funds.  Water leaks due to aging infrastructure (bulk & reticulation)  No water master plans in place. 	<ul style="list-style-type: none">  Apply for accredited training for the employees.  Get a maintenance plan in place.  Applied for funding from DBSA to compile water master plan.  Apply for funding to do geohydrological studies in all 3 towns.

Service Delivery Levels: Water Services

The table below specifies the service delivery levels for the past year:

Descriptio	Households	
	2019/20	2020/21
	Actual	Actual

n	No.	No.
<u>Water:</u> (above min level)		
Piped water inside dwelling	5 042	5 116
Piped water inside yard (but not in dwelling)	2 967	2 967
Using public tap (within 200m from dwelling)	189	189
Other water supply (within 200m)	0	0
Minimum Service Level and Above sub-total	8 198	8 272
Minimum Service Level and Above Percentage	100	100
<u>Water:</u> (below min level)		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	8 198	8 272
<i>Include informal settlements</i>		

Table 100: Water Service Delivery Levels: Households (Source: Annual Report 2020/21)

4.9.5.4.2 Water Network

- 🔧 Reticulation – Currently there are 7 400 water connections as well as 147 km of water pipes in the reticulation network;
- 🔧 Supply – At present there are 126 km of main water pipes, 68 boreholes, 6 pump stations, 5 reservoirs, 48 water level monitors and a telemetry borehole control system.

4.9.5.4.3 Water Quality

To ensure that all domestic water supplies from municipal reservoirs and boreholes used for human consumption are of a high standard bacteriological testing and chemical analysis is done at regular intervals.

Water in De Aar, Britstown and Hanover is hard and the biggest problems are experienced with bathing, washing (water does not foam easily) and electrical appliances such as kettles and geysers. The high magnesium content of the water causes a bitter taste. Samples are taken on a regular basis and conduct on an annual basis a full SANS 241 water analysis of drinking water in De Aar, Britstown and Hanover. The objective of the analysis is to ensure that clean drinking water is provided to all consumers. The water quality of water samples for the past financial year was far below the 99% passing rate as per SANS 241. This was due to challenges experienced with chlorinators but will be improved on in the new financial year.

Britstown have 4 small dams and 2 pressure towers. The 4 small dams have a capacity ranging from 0.207ML to 1.189ML. The capacity of the 2 pressure towers is 0.087ML each.

4.9.5.4.4 Water losses and Consumption

An annual water audit to determine water loss from boreholes to the end consumer is carried out in Emthanjeni Municipality. Water leakages, the major contributing factor to water losses, are repaired immediately and the public (consumer) is regularly encouraged to report leakages. All water leakage repairs are recorded on a prescribed form. A Water Conservation and Demand Management Study were completed during 2004 and it contained various recommendations to reduce and manage water losses. (See attached executive summary - WSDP).

Water demand management is an ongoing process implemented to limit water losses and thus provide a cost-effective service. The Water Conservation/Water Demand Management (WCWDM) strategies are aimed at limiting water losses in order to keep the cost of water at affordable levels. The water losses in the 2020/21 financial year were 15.2% compared to the 24% in the 2019/20 financial year. Meters are read on a monthly basis. Those stands still dependant on stand pipes in the streets or unmetered water connections are charged a basis tariff.

4.9.5.4.5 Resource Protection

Over-utilization of boreholes is currently prevented by keeping abstraction within the prescribed abstraction rates and monthly maximum abstraction capacity of the boreholes. New boreholes to be developed in Britstown. 12 new boreholes will be developed in De Aar during next financial year. All boreholes have been provided with water meters which are read monthly and comparisons made with the abstraction capacity of the boreholes in order to prevent over-utilization of individual boreholes.

4.9.5.5 Waste Water (Sanitation) Provision

The De Aar Waste Water Treatment Works (WWTW) is a sludge activated system while Britstown and Hanover have oxidation ponds.

De Aar Waste Water Treatment Works (WWTW):

(Type of Works – Sludge Activated; Hydraulic capacity – 4 Ml/d; Class C type)

The treatment works is not operational as it needs refurbishment. The system is currently bypassed. The items that are out of order:

-  Sludge Reactor – out of order
-  Electrical works needs to be repaired - Vandalism
-  Replace sludge pumps
-  Secondary settling tanks bridges out of order
-  VROOM Refurbishment Cost Estimate: R3 803 000.00

Hanover Waste Water Treatment Works (WWTW):

(Type of Works – Oxidation Ponds; Hydraulic capacity – 2.4ml/d; Class E type)

-  Two (2) pump stations need refurbishment. Safety risk is identified within the operation of the station.

Britstown Waste Water Treatment Works (WWTW):

(Type of Works – Oxidation Ponds; Hydraulic capacity – 5Ml/d; Class E type)

Challenges faced:

The sewer reticulation project of Mziwabantu is partially approved by COGSTA, the Municipality is required to counter fund the project. The municipality has very limited funds and counter funding is a challenge.

The plant has been upgraded during the 2019/20 financial year just to make the plant operational. There is still the challenge of the Urine Diversion System (UDS) toilets in Hanover and converting it to full waterborne sewerage. We are currently doing it from own funding. However, it is not sufficient and alternative sources of funding will be explored. The WWTW Phase 2 upgrade is pending approval from Municipal Infrastructure Grant (MIG).

The Britstown Oxidation Ponds Project have been approved by Department of Water and Sanitation's (DWS) for Regional Bulk Infrastructure Grant (RBIG) funding for bulk services. An additional R26 million was received for the upgrade of Britstown oxidation ponds and was completed. The Municipality received R7.4 million from the Municipal Infrastructure Grant (MIG) for the internal sewer reticulation of Proteaville and Jansenville that were completed 31 May 2021.

The business plan and technical report were finalized for the internal sewer reticulation of Mziwabantu and approval from MIG was received to implement the project in the next financial year.

Currently the backlog of the bucket system is eradicated as of April 2021.

Achievements	Challenges	Remedial Action
<ul style="list-style-type: none">  All the municipal sites are serviced and have access to waterborne sanitation.  Complaints and spillages are attended to within 24 hours.  Zero backlogs 	<ul style="list-style-type: none">  Lack of skilled workers.  No maintenance plan in place.  Waste water quality not tested monthly, due to insufficient funds.  No water master plans in place. 	<ul style="list-style-type: none">  Apply for accredited training for the employees.  Get a maintenance plan in place.  Applied for funding from DBSA to compile water master plan.  Application for upgrading of De Aar WWTW submitted to MIG.

4.9.5.5.1 Current level of Sanitation

Sanitation	Buckets	UDS	Full water borne	Total
De Aar	0	1	5842	5843
Britstown	0	424	596	1020
Hanover	0	12	819	910
Total	0	437	7 257	7773

Table 101: Current level of Sanitation

Service Delivery Levels: Waste Water (Sanitation) Provision

The table below specifies the different sanitation service delivery levels per households for the financial years 2019/20 and 2020/21 in the areas in which the Municipality is responsible for the delivery of the service.

Description	Households	
	2019/20	2020/21
	Outcome	Actual
	No.	No.
<u>Sanitation/sewerage:</u> (above minimum level)		

Flush toilet (connected to sewerage)	6 287	6 768
Flush toilet (with septic tank)	1 817	1 336
Chemical toilet	0	0
Pit toilet (ventilated)	0	0
Other toilet provisions (above min. service level)	0	0
Minimum Service Level and Above sub-total	8 104	8 104
Minimum Service Level and Above Percentage	98.33	98.33
Sanitation/sewerage: (below minimum level)		
Bucket toilet	138	138
Other toilet provisions (below min. service level)	0	0
No toilet provisions	0	0
Below Minimum Service Level sub-total	138	138
Below Minimum Service Level Percentage	1.67	1.67
Total households	8 242	8 242
<i>Including informal settlements</i>		

Table 102: Waste Water (Sanitation) Provision Service Delivery Levels (Source: Annual Report 2020/21)

The residents of Britstown and Hanover are at present not satisfied with the dry sanitation and in the case of Britstown have totally rejected the system and are currently again making use of buckets. In Hanover only 12 houses currently have dry sanitation. The residents view the two different types of sanitation as double standards and Council is under pressure to rectify the situation. The dry sanitation also poses a health risk for the residents.

The biggest challenge currently is the upgrading of the dry sanitation (buckets) to full waterborne sewerage. The department had funded Britstown to change their system and the business plan has been approved in March 2021. The consultant has been appointed and are in the process of compiling the tender document. De Aar purification works was upgraded in but the current challenge is the mechanical issues on the tanks.

The sewerage works in Britstown has been upgraded and a complete reticulation network provided and on-site toilets installed. The Connection of 481 households to the sewer reticulation network in Britstown (phase 3) project is completed. In the case of Hanover, a sewerage pipeline of 300 metres was installed during 2011/2012 financial year from Council's own funds and Council is currently had convert most of dry sanitations to full waterborne sewerage. Making use of Council's own funds slows down the process considerable and external funds are required to speed-up the process.

4.9.5.6 Electricity Distribution

4.9.5.6.1 Electricity provision

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support. The energy losses for the 2019/20 financial year were 14.82% whilst the losses in the 2020/21 financial year were 12.79% This outcome gives an end result of a 2.03 % decrease in energy losses for the

Municipality. At present there is no backlog in the provision of electricity to households. The biggest challenge currently is the portion of Hanover where Eskom is the supplier. Council has initiated a process to ascertain whether it would be possible to take over this area from Eskom in order to have a uniform system in place.

Electricity is purchased and supplied by Eskom at 22kV. Eskom supplies the De Aar Substation at 132kV from Hydra Substation (the largest substation in the Southern Hemisphere). The Eskom Substation is equipped with 1X20 MVA 132/22kV transformers with expansion facility for future. This point of Eskom supply is not a firm supply and thus poses a threat of extended loss of supply in the event the only feeder is lost. In the case of Britstown and Hanover, the supply is obtained from the 22kV rural networks.

- a) 22kv strengthening;
 - 5 MVA substation towns: Nonzwakazi, De Aar East.
- b) IPP projects Emthanjeni area / Pixley Ka Seme area with estimated project value (Eskom portion, excluding IPP generation plant). Estimated target date:
 - JC Mulilo (Feed in at De Aar Substation 10MVA): R2m, February 2014;
 - Solar Capital (De Aar) 2x 75MVA: Eskom substation R20m, link line R60m, February 2014;
 - Kalkbult Solar, Eskom substation: R14m, October 2013(completed)
 - Siemens/mainstream 36MVA: Eskom Substation R11m, April 2014.
- c) Sector Head Office (Karoo Sector) roughly encompasses Pixley Ka Seme district borders.
 - Sector Manager and staff, De Aar (Power Road Complex vs Colesberg). 30 new staff (and families) magnitude of project depends on choice between Colesberg and De Aar.
- d) Construction of 132kv extension at Hydra Sub Station to allow for an entry point for power generated by IPP's into the Eskom Grid.
- e) Phiri and Ndlovo new Sub Stations to connect the two new Wind Farms at Swartkoppies and Philips town respectively to the new station at Hydra.

4.9.5.6.2 Primary Networks

The primary system voltage in De Aar is 22kV. A 22kV network supplies the main intake Substation (2 X 10 MVA) and to 2 X 5MVA in De Aar East with capacity for a third 1 X 5MVA Substation. The Medium Voltage reticulation network in Emthanjeni Municipality is divided into 3 distribution voltages.

- The 22kV in Britstown and Hanover;
- The 11kV in De Aar East, Barcelona, Caroluspoort and Nonzwakazi;
- The 6.6kV in De Aar West, Industrial Area and Waterdal.

Electricity is also supplied to Transnet, Sewage Disposal Works, small holdings, a number of farms and two borehole fields (10 boreholes and 2 booster pump stations providing drinking water to De Aar).

There is a load control system which is mainly used as control circuit for public light as opposed to a traditional timer and daylight switch. This load control is only in the De Aar area and works well as streetlights and/or high masts burning during the day are not being experienced.

4.9.5.6.3 Transmission

-  Hydra 765kv extension R453M;
-  765kv power lines from (Beta) Dealesville via (Gamma) to Cape Town (Kappa), passing at De Aar (Hydra);
-  New Gamma 765kv substation near Hutchinson R 64m October 2013-03-06 Gariep strengthening project power transmission from Gariep dam to Newgate (Ruigtevallei 132kv) R30m.
-  Kronos extension- Ganona strengthening (Copperton area): Information unavailable.

The Main Medium Voltage Infrastructure

Description	De Aar	Britstown	Hanover
22/6.6kV Power Transformers	2 X 10 MVA	N/A	N/A
22/11kV Power Transformers	3 X 5MVA	N/A	N/a
Total length of overhead MV lines	63km	16km	8km
Total length of underground MV cables	620m	0m	100m
Number of distribution substation at 400V	68	N/A	N/A
Number of distribution transformers	134	16	13

Table 103: Medium Voltage Infrastructure (Source: Emthanjeni IDP 2020/2021)

4.9.5.6.4 Secondary Network

The Low Voltage (230/400) V network consists mainly of overhead lines and underground cables in certain of the more affluent residential areas. Meters are inspected as preventative maintenance measure and tested on request or where faulty readings are suspected.

Description	De Aar	Britstown	Hanover
Overhead lines	59km	13.33km	6.67km
Underground cable	83km	670m	330m
Service connections	198	28km	7km

Table 104: Table: Secondary Network (Source: Emthanjeni IDP 2019/2020)

Emthanjeni Local Municipality's Distribution License Schedules

 License No: NER/D/NC071

4.9.5.6.5 Schedule 1 Supply Area

The municipal area(s) electrified and supplied by Emthanjeni Local Municipality as depicted by Geographic Information System (GIS) polygons. Customers being supplied by Eskom or any other Licensed Distributor are excluded from this license.

The areas in this license are as follows:

	Area of Supply	NERSA ID		Area of Supply	NERSA ID
1.	Britstown	NED000346	9.	Leeuwenshof	NED000354
2.	Mziwabantu	NED000347	10.	Louisville	NED000355

3.	Proteaville	NED000348	11.	Newbright	NED000356
4.	Barcelona	NED000349	12.	Nonzwakazi	NED000357
5.	De Aar	NED000350	13.	Rantsig	NED000358
6.	Happy Valley	NED000351	14.	Sunrise	NED000359
7.	Industrial	NED000352	15.	Waterdal	NED000360
8.	Kareeville	NED000353	16.	Hanover	NED000361

Service Delivery Levels: Electricity

The table below specifies the service delivery levels for the 2020/21 financial year.

Households		
Description	2019/20	2020/21
	Actual	Actual
	No.	No.
Energy: (above minimum level)		
Electricity (at least min. service level)	6 149	2 166
Electricity - prepaid (min. service level)	6 518	10 444
Minimum Service Level and Above sub-total	12 667	12 610
Minimum Service Level and Above Percentage	100	100
Energy: (below minimum level)		
	Actual	Actual
	No.	No.
Electricity (< min. service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	12 667	12 610

Table 105: Electricity Provision Service Delivery Levels (Source: Annual Report 2020/21)

4.9.5.6.6 Small Scale Embedded Generation (SSEG) Electricity

Council has adopted a policy to facilitate the inclusion of Small-Scale Embedded Generation (SSEG) onto the electricity distribution network of Emthanjeni Municipality, so that safety, power quality, grid operation and municipal revenue issues are adequately addressed, and that the local renewable energy industry and green economy is promoted at the same time, supporting job creation. Steep increases in the price of electricity, elevated environmental awareness, rapidly decreasing costs of photovoltaic (PV) panels, and the high risk of national power blackouts have all resulted in electricity distributors around the country receiving numerous requests to allow electricity consumers to connect PV and other Small-Scale Embedded Generators (SSEGs) to the electricity grid. Such SSEGs are intended to be connected to the wiring on the consumer’s premises which is in turn connected to, and supplied by, the Municipality’s electricity network. Such generators are hence considered to be ‘embedded’ in the local municipal electricity grid.

The parallel (or embedded) connection of any generator to the electrical grid, however powered, has numerous implications for the local electricity utility. The most significant implications are the safety of the utility staff, the public and the user of the generator. Further implications include the impact on the quality of the local electrical

supply, and metering and billing issues. In terms of the Municipal Structures Act, No. 117 of 1998, municipalities are therefore obliged to regulate the installation of SSEGs to uphold responsible management of the distribution network, as well as for the general benefit and protection of citizens.

Although the electricity distribution industry is highly regulated, SSEG’s have not yet been adequately covered in national policy or legislation. The AMEU has developed standardized approaches and documentation to support municipalities in this regard, aligned with national policies and regulation, and this Policy is consistent with the AMEU approach and recommendations.

Customers in the municipal area who are or wishes to connect to systems categorized as Small-Scale Embedded Generation (SSEG) of the Municipal Grid, are required to complete and follow the application procedure as stated in the Requirements of our Small-Scale Embedded Generation Policy.

4.9.5.7 Roads, Streets and Sidewalks

Emthanjeni had tarred 204.2 m of Piet Moos streets and upgraded 2.810 farm roads within the towns of De Aar, Britstown and Hanover, of which 131 km (65%) are gravel and 72.8 km (35%) are tarred. The gravel roads are graded on a quarterly basis. The Municipality looking for funding to tarred the road in phases and resealing of 2km of streets annually. The Municipality annually makes provision in its budget for 400 m resealing of roads but do not have the capacity to make a large contribution. External funding will be required to wipe out the backlog. Potholes are repaired on a regular basis.

4.9.5.8 Stormwater

Only the western part of De Aar has underground storm water drainage. The rest of De Aar, Hanover and Britstown do not have any storm water drainage. The Department of Water Affairs had just upgraded the whole Emthanjeni Storm water but still there’s still problem of draining in De Aar West. Storm water drainage improvement is seen as critical for the municipality and it was agreed that it should be implemented with road construction.

4.9.6 Expanded Public Works Programme (EPWP)

The socio-economic status and conditions of Emthanjeni, with its high level of poverty, cannot be over-emphasized. For this reason, it is characterized by a high level of unskilled and unemployed number of residents. The Expanded Public Works Programme is exemplified as an all-embracing inter-governmental exercise which aims to mutually improve service delivery through efforts by the three spheres of government, Non-governmental Organisations, Community Based Organisations, Government Departments and other development protagonists to address the above-mentioned issue. The latter mentioned stakeholders and role-players will develop and absorb the unemployed residents into productive and meaningful employment through training and empowerment activities.

The programme is divided into four sectors (the environment and culture, social infrastructure and non-state sector). The sectors consist of a number of government departments with one department nominated to lead each sector. The Emthanjeni Municipality is committed to being an Agent of Change within its area of jurisdiction. Since the launch of this programme, the Municipality has been engaged with the Department of Roads and Public Works in terms of operational and implementing the EPWP. Another R 1 073 000 was allocated to Emthanjeni Local Municipality from the EPWP Incentive Grant for 2022/23 FY. The Municipality will continue to find new and innovative ways to create jobs in the area. The Municipality welcomed the initiatives by NGO’s and NPO’s, through their different programmes.

Employment creation for 2021/22 financial year

Project Name	Total WO	Woman	Men	Youth	PWD
Britstown- Construction of Sewer reticulation for Mziwabantu	0	0	0	0	0



Integrated Development Plan 2022-2027 (Amended February 2023)

Paving of Henry Botha Street	23	0	23	19	0
Paving of entrance in De Aar	17	0	17	10	0
Repair and Refurbishment of Water Infrastructure	0	0	0	0	0
Northern scheme (development of 12 boreholes)	0	0	0	0	0

CHAPTER FIVE: MUNICIPAL STRATEGIC AGENDA

5.1 Vision, Mission, Key Focus Areas and Strategic Objectives

INTRODUCTION

Strategic Planning is central to the long-term sustainable management of any municipality. Hence, the municipality developed a 5-year strategic plan, i.e., for the period 1 July 2022 to 30 June 2027 as part of an integrated governance system of planning and delivery. In this regard, the plan includes directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to essential (basic) services. This plan (and process) serves as a framework for service delivery and must inform the following:

-  The annual budget of the municipality;
-  The budgets and investment programmes of all sector departments (national and provincial) which implement projects or provide services within the municipal area;
-  The business plan(s) of the municipality;
-  Land-use management guidelines;
-  Economic promotion measures;
-  The municipality's organisational structure and management systems; and;
-  The municipality's monitoring and performance management system.

The following high-level strategic directives were confirmed and developed as part of the current five-year local government planning and implementation time-frame, i.e., 2022 to 2027.

The point of departure was to formulate a vision for the municipality and to formulate and prioritise key strategic objectives in line with the national strategic objectives. Following from the strategic objectives, key performance indicators with projects are identified that will ensure that the vision is achieved.

The following outlines the process of Emthanjeni as identified and formulated during the original drafting of the IDP of 2022/27:

5.1.1 Vision and Mission

Current **Vision**:

“A centre for development and service excellence focused on economic development in pursuit of a better life for all”

It was proposed that the current vision remains the same.

Current **Mission**:

“To provide a quality service at all times and:

-  *Value our resources both human and financial;*
-  *Develop an active citizenry; and*
-  *Create a conducive environment for economic growth”*

It was proposed that the current vision remains the same.

5.1.2 Current Municipal Key Performance Areas:

-  Basic Services & Infrastructure Development
-  Financial Viability
-  Good Governance and Public Participation
-  Institutional Development and Municipal Transformation
-  Local Economic Development
-  Safety and Security
-  Social Development

It was proposed that the above focus areas remain the same.

5.1.3 Strategic Objectives

Current Strategic Objectives:

-  Provision of access to all basic services rendered to residents within the available resources.
-  Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.
-  Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.
-  Maintaining a financially sustainable and viable Municipality
-  Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.
-  Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.
-  Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor

It was proposed that the above strategic objectives remain the same.

5.1.4 Core Values

The Emthanjeni Municipality is anchored in the following **fundamental values**:

-  **Service Excellence:** We are never satisfied with yesterday's way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always;
-  **Transparency:** We will communicate realness in our dealings with colleagues and clients at all times;
-  **Integrity:** We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times;
-  **Corruption Free:** Our organization will be viewed by those, both within and without, as honest and upstanding and thus deal with all forms of corruption;
-  **Caring:** We will always be sincere and be truthful to ourselves and our clients. We will live for each other as a team;

-  **Respect:** We will show respect, trust and loyalty to our colleagues and clients by dealing with them in an open and honest manner;
-  **Accountability:** We will be accountable for all our actions, good or bad and deal with the consequences thereof;
-  **Civic Empowerment:** We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential;
-  **Honesty:** We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth;
-  **Equality:** We shall at all times, eliminate discrimination and strengthen good relations between the various parties within our environment and promote and protect human rights;
-  **Loyalty:** We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organization;
-  **Discipline:** We shall at all time focus ourselves on the main goal and are willing to achieve that goal at the expense of our own comfort.

5.2 OVERVIEW OF EMTHANJENI'S SWOT ANALYSIS

STRENGTHS

-  Good financial control
-  Reporting systems in place
-  Strong management team
-  Political stable municipality
-  Clean administration
-  Committed and experienced staff
-  Sustainable service rendering to all the communities

WEAKNESSES

-  Filling of critical positions
-  Lack of proper asset and liability management (fleet management)
-  Lack of consequence management for poor performance
-  Actions to turn finances around for e.g., debt collection
-  Response time on issues raised by the community
-  Ageing vehicles hamper service delivery
-  Underspending on MIG & maintenance budget
-  Non-payment for services by consumers lead to high outstanding debtor balances
-  Limited resources to adequately address infrastructure development & maintenance of infrastructure
-  Inadequate office space
-  Vandalism of municipal property
-  Municipal buildings (condition) require attention
-  Lack of communication
-  The levels of cleanliness and refuse removal in the area

OPPORTUNITIES

-  SMME development
-  Skills development opportunities (hospital and solar projects)
-  Investment opportunities in De Aar

-  Improvement on negative publicity
-  Explore further economic development strategies
-  Develop a revenue payment campaign lead by all Councillors
-  Investigate alternative revenue sources to expand the current revenue base
-  Promote further economic development outlook for the whole of Emthanjeni

THREATS

-  Lack of skills in the community
-  Deteriorating of roads
-  Theft and vandalism
-  Unemployment and poverty
-  Economic slowdown in SA affects municipality
-  Non-payment of service vs. service delivery
-  Illegal dumping cause for concern
-  Lack of environmental management

5.3 ALIGNMENT OF STRATEGIC OBJECTIVES AND MUNICIPAL KEY PERFORMANCE AREAS WITH NATIONAL KPA'S:

NATIONAL KPA	MUNICIPAL KPA	STRATEGIC OBJECTIVE	EXPECTED OUTCOME
Municipal Transformation and Institutional Development	Institutional Development and Municipal Transformation	Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives	Enhanced municipal capacity
Basic Service Delivery	Basic Services & Infrastructure Development	Provision of access to all basic services rendered to residents within the available resources	Sustainable services to improve the payment levels from customers
			Maintained municipal infrastructure to extend the useful life expectancy
			Extended infrastructure to meet the community demand
	Safety and Security	Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	Safe and healthy communities
	Social Development	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	Improved social environment
Local Economic Development	Local Economic Development	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Enhance local economic growth in municipal area
Municipal Financial Viability and Management	Financial Viability	Maintaining a financially sustainable and viable Municipality	The municipality collect its revenue and have the ability to fund its operating expenditure in the short as well as long term
			Compliant municipality

Good Governance and Public Participation	Good Governance and Public Participation	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Increased awareness of municipal activities amongst the community & Enhanced community participation and knowledge of municipal affairs
			Enhanced community participation and knowledge of municipal affairs
			Compliant municipality

Table 106: Alignment of Strategic Objectives and Municipal Key Performance Areas with National KPA's

5.4 PROPOSED ACTIONS EMANATING FROM COUNCIL'S STRATEGIC PLANNING SESSION:

-  Senior Managers should discuss the outcomes of the strategic session with their departmental heads.
-  The action for 2022/23 regarding the compilation of a debt recovery plan is crucial for financial viability. It should include short, medium and long-term actions that can be implemented. Establishment of task team consisting of officials and councillors should be considered to work of different aspects of this plan. The strategy could include various actions, but for instance could include, rebates, ways and means of communication with the community to improve debt recovery and installation of prepaid meters for services, etc.
-  The obtaining of an unqualified audit opinion will be added to the performance agreements of the MM and all the snr Managers for every year from 2022/23 with sufficient weight as determined by the MM.
-  Monthly reporting to the MM in monthly reports on the implementation of procurement plans will be added to the departmental SDBIP of applicable managers.
-  The actions as indicated above after capital projects are added, will be incorporated in the 5th generation IDP, IDP reviews and Top Layer SDBIP's for 2022/23 until 2026/27.

5.5 Municipal Sector Plans

Introduction

The integration phase is the phase of ensuring internal strategy consistency with regards to:

- Strategic vision and objectives;
- Financial and institutional resources contexts;
- Policy or legal requirements.

All integrated plans and/or operational strategies that Emthanjeni Municipality has compiled or is in the process of compiling are listed below:

5.5.1 Water Services Development Plan

The Document was finalized in 2007 and adopted by the Council. It is reviewed on an annual basis.

5.5.2 Capital Investment Programme

Capital Investment Policy is included with the Budget of the municipality.

5.5.3 Performance Management System

The PMS serves as yardstick to measure indicators of Municipal Manager and Senior Managers in order to perform on those indicators as stipulated in performance agreements. The council had adopted PMS Policy Framework but

labour (unions) disapproved this idea they proposed rather PMS be implemented to every employee and that was not possible as the municipality will not have the capacity and resource to implement in such way and this was put on hold. The reviewed PMS Framework for 2020/21 had to delete the senior manager position for further engagement with labour.

Attached is copy of draft PMS Top Layer & Department municipal scorecard which is operationalized to assist the process of SDBIP and those performance Agreements.

5.5.4 Macro Organizational Structure

The process of organogram review had been table to LLF for consultation and engagements will continue with possibility to finalise during first quarter of the financial year. The organogram was reviewed in 2020 and will again be reviewed in accordance with the new Municipal Staff Regulations 890 and Guidelines 891 as promulgated by the Minister.

5.5.5 Integrated Spatial Development Framework (SDF) and Land Use Scheme (LUS)

The Emthanjeni Municipality's Spatial Development Framework (SDF) is outdated and does not comply with current SPLUMA legislation. The existing SDF was evaluated by the Department of Rural Development and Land Reform and was found to require revision due to various shortcomings and also the requirement to comply with SPLUMA. Due to financial constraints and the municipality not being able to fund the review of its SDF, a business plan was submitted to the Development Bank of South Africa (DBSA) for funding.

Whilst the municipality is awaiting feedback from DBSA, MISA Northern Cape engaged the Municipality with regards to their intention to fund the development of the SDF of Emthanjeni Municipality to the value of R1.2mil through their internal SCM processes for the financial year 2022/2023. A Professional Service Provider will be procured by them and MISA will manage and oversee the finances and progress of the project from inception till completion.

The development of the Land Use Scheme of Emthanjeni Local Municipality was funded by the National Department of Agriculture, Land Reform and Rural Development. The project commenced in January 2021 when the Service Providers were appointed and municipalities nominated dedicated municipal champions to assist in driving the project from the municipality's point of view, supported by the Provincial SPLUMA Task Team and Project Steering Committee. The project progressed well on time and the various phases of compiling the Land Use Scheme completed, presented and approved by the Project Steering Committee following various technical engagements and consultations. During the last week of January 2022, the final Phase 7 deliverables were approved by the Project Steering Committee and was presented to the Municipal Council of Emthanjeni LM on 28 February 2022 for final adoption of the SPLUMA compliant Land Use Scheme. The LUS will be Gazetted as required by Section 24 of the Spatial Planning and Land Use Management Act (SPLUMA Act) No.16 of 2013) and can then be implemented.

5.5.6 Integrated Institutional Plan

Part of the Institutional Programme is capacity building amongst officials and Councillors. It is acknowledged that the dynamic environment of local government poses new challenges on a daily basis to the officials and Councillors of the Municipality. The Municipality has appointed an official who is responsible for skills development and the skills development programmes.

5.5.7 HIV/Aids Strategy and Policy

The Municipality does have an adopted HIV / Aids Policy for Councillors and officials. The municipality is reviewing the policy annually in order to respond to present challenges especially education and outreach programs.

5.5.8 Disaster Management Plan 2017/2018

The Municipality does have an adopted Disaster Management Plan in place. The unit responsible is traffic who works with the District Municipality as this is more a district competency. Disaster Management services are rendered by the Pixley Ka Seme District Municipality.

5.5.9 Environmental Management Plan

The Plan was adopted by Council implementation remains a challenge for the Municipality. The plan will be reviewed and submitted to Council for adoption, thereafter implementation will follow.

5.5.10 Integrated Waste Management Plan

The municipality does have an adopted Integrated Waste Management Plan in place. It is reviewed on an annual basis.

5.5.11 Local Economic Development Strategy

The Municipality with the help of the Northern Cape Department Economic Development the Local Economic Strategy was reviewed and approved by council on late 2018. During 2019, we had tried to educate municipal staff and familiarised different stakeholders by printing the strategy and distributed for their knowledge in order to use the information to venture into opportunities as reflected in the strategy. The municipality also during 2019/20 intended to have a launch but due to Coronavirus this was cancel. The strategy furthermore had been shared with IPP companies in order to invest on opportunities and pursue SMME to concentrate on those sectors as preferable areas for funding.

5.5.12 Integrated Transport Plan 2018/2023

The Department of Transport Safety and Liaison assisted the municipality with the development of an Integrated Transport Plan 2018/2023. The plan was already been adopted by Council.

5.5.13 Municipal Human Settlements Sector Plan

The 2022/23 Human Settlement Plan (HSP) was reviewed and approved by Council. The Municipal Human Settlements was adopted by Council as part of their Integrated Development Plan and is a document that is written and aligned with the provisions of the National Housing Code, 2009 Part 3, Volume 3. The review of this Municipal Human Settlements Plan (MHSP) is a plan that attempts to give a detailed state of affairs directly concerning tenure in the Emthanjeni Local Municipality.

5.5.14 Tourism Strategy

The Council has adopted a 10-year Tourism Plan (2010-2020). The funding of the Strategy activities remains a challenge as the results it becomes difficult for its implementation. The tourism Office also suffer as there's no materials and information for the public, this is to municipality no more attending big events like INDABA for showcasing and getting information.

There's no sizeable number of tourists coming to the area we only support students with information for purpose of their assignments which present is depleted.

5.5.15 Five (5) Year Financial Plan

The Capital Programme of the Municipality is included as an annexure. All Budget policies are adopted annually. It includes the Budget Policy, Customer Care, Indigent, Supply Chain Management, Cash and Investment, Credit Control and Debt Collection, Rates and Tariffs.

5.5.16 Risk Management Strategy

The Risk Policy addresses key elements of the implementation and maintenance of the Risk Management Framework for the management of risks within defined risk/return parameters, risk appetite and tolerances, as well as Risk Management Standards. It provides a framework for the effective identification, evaluation, management measurement and reporting of the Municipality's risks. The objective of the Risk Policy is to ensure that a strategic plan is developed that should address the following:

-  An effective risk management architecture
-  A reporting system to facilitate risk reporting
-  An effective culture of risk assessment

The role of the Risk Committee is to provide a timely and useful enterprise risk management report to the Audit Committee of the Municipality. The report contains the current top risks of the Municipality, which includes:

-  The key strategic and financial risks facing the Municipality (all extreme and high-risk exposures)
-  The key operational risks per strategic goal (top 5 risks per objective as per risk exposure from high to low)

The risk register for 2022/23 will be updated by the end of June 2022.

Emthanjeni Municipality's Strategic Risks are as follows:

-  Inability of the municipality to meet Operation Clean Audit target;
-  Under spending of conditional grants;
-  Unauthorised, Irregular, and fruitless expenditure;
-  Fraud and corruption;
-  Customer/Creditors dissatisfaction;
-  Inability of the Municipality to remain within the allocated budget and planned activities (SDBIP);
-  Inadequate reporting on Municipal performance information;
-  Service Accounts – Councillors, Officials' and households' municipal accounts are in arrears;
-  Infrastructure backlogs (roads, stormwater and sewerage/ Britstown and Hanover);
-  Litigation & Contract management;
-  Natural disaster; and
-  Failure to render sufficient support to SMME's and emerging farmers.

5.7 SPATIAL DEVELOPMENT AND ENVIRONMENT

5.7.1 Northern Cape Provincial Spatial Development Framework 2018

The Northern Cape Provincial Spatial Development Framework (2018: P 77) states that the first structuring element is the development and reinforcement of a system of varied growth centres. This will enable greater access to development opportunities, as well as equitable access to a system of local opportunities

The Northern Cape PSDF identified regional and smaller regional growth centres. De Aar will serve as smaller regional growth centre.

In the context of Pixley ka Seme District, the remainder of the municipalities, the various towns as depicted in Figure 6 will serve as small service ~, transportation ~ and agriculture centres:

District	Municipality	Town	Sector
Pixley Ka Seme District Municipality	Emthanjeni Local Municipality	De Aar	Transportation
	Kareeberg Local Municipality	Carnarvon	Small Service Centre
	Renosterberg Local Municipality	Petrusville	Small Service Centre
	Siyancuma Local Municipality	Douglas	Agriculture
	Siyathemba Local Municipality	Prieska	Service Centre
	Thembelihle Local Municipality	Hopetown	Small Service Centre
	Ubuntu Local Municipality	Victoria West	Small Service Centre
	Umsombomvu Local Municipality	Colesberg	Service Centre

Table 107: NC PSDF Nodes (2018: P83)

The agricultural and mining sectors as well as the potential growth in manufacturing in the district are largely dependent on an efficient freight transport system. The strategic location of the Pixley Ka Seme District with strong linkages towards the Free State, Western Cape and Eastern Cape Provinces, positions the district as a logistical hub for goods and services to be transported along the N1 and N12 national routes. (Pixley ka Seme RDP, 2017: P265)

The Northern Cape PSDF (2019: P164) propose **integrated sustainable human settlements** through the following policy priorities:

-  Accelerate the upgrading of informal settlements;
-  Prioritise the regeneration of inner cities preventing urban decay;
-  Provide additional options for accessing urban opportunities;
-  Promote densification including support for back-yarding;
-  Regenerate townships through precinct development planning initiatives;
-  Support inclusionary housing;
-  Identify and fast track land for settlement interventions;
-  Promote spatial clustering’s by the identification of centrally located service areas in rural settlements;
-  Applying urban design principles; and
-  Transform public spaces into safe places of community life.

It should be noted that within the Pixley ka Seme District the sustainability of settlements poses as a challenge because the **NSDF presents a shift towards the east**. The district needs **mitigation against climate change and the impact thereof** on water availability, this might hamper the expansion of human settlements. The expansion of mining settlements is also not allowed.

5.7.2 Infrastructure and Economic projects

Catalytic projects can be defined as those projects that when pursued, would have a significant positive impact on more than one area, community, sector and directly or indirectly improve the lives of the people within the district.

The following table includes the top 25% of high impact/catalytic projects as identified in the Northern Cape Provincial Growth & Development Plan 2018 applicable to the Pixley ka Seme District Municipality:

PGDP Driver of Change	Project	Sector
Driver 1: Economic Growth, Development and Prosperity	SKA Visitor Centre	Tourism
Driver 4: Accountable and Effective Governance	Provincial Mining Strategy (mining and mineral beneficiation)	Mining
Driver 1: Economic Growth, Development and Prosperity	SKA Science Visitors Centre in Carnavon	Innovation and Knowledge economy
Driver 2: Social Equity and Human Welfare	Agri-park Programme	Agriculture and Agro-processing
Driver 1: Economic Growth, Development and Prosperity	Vanderkloof Fisheries and Cage Trout Farming	Agriculture and Agro-processing
Driver 3: Environmental Sustainability and Resilience	Shale Gas fracking	Mining and mineral beneficiation
Driver 2: Social Equity and Human Welfare	SIP 15 Broadband roll-out	Innovation and Knowledge economy
Driver 1: Economic Growth, Development and Prosperity	New Industries in the Manufacturing revolution	Innovation and Knowledge economy
Driver 2: Social Equity and Human Welfare	Logistics Hub/Storage facilities for locally produced crops	Rural Development, Land Reform and food security
Driver 1: Economic Growth, Development and Prosperity	SIP 16 SKA	Innovation and Knowledge economy
Driver 2: Social Equity and Human Welfare	One Hectare One Household	Agriculture and Agro-processing
Driver 3: Environmental Sustainability and Resilience	A renewable energy and gas energy business incubator	Energy
Driver 3: Environmental Sustainability and Resilience	A renewable energy and gas energy skills development centre	Energy
Driver 1: Economic Growth, Development and Prosperity	De Aar Transport and Logistics Hub	Transport and storage
Driver 1: Economic Growth, Development and Prosperity	Pixley Ka Seme (Renewable Energy SEZ)	Energy
Driver 3: Environmental Sustainability and Resilience	Promote small-scale and subsistence farming	Rural Development, Land Reform and Food security

Table 108: PKSDM Catalytic Projects

5.7.3 Emthanjeni LM Spatial Development Framework

The Emthanjeni Municipality’s Spatial Development Framework (SDF) is outdated and does not comply with current SPLUMA legislation. The existing SDF was evaluated by the Department of Rural Development and Land Reform and was found to require revision due to various shortcomings and also the requirement to comply with SPLUMA. Due to financial constraints and the municipality not being able to fund the review of its SDF, a business plan was submitted to the Development Bank of South Africa (DBSA) for funding. The municipality is currently awaiting feedback.

Emthanjeni Municipality is categorised as a low-capacity municipality, which relies on the district municipality’s SPLUMA committee as a shared service to execute municipal spatial planning. All municipalities falling under the Pixley ka Seme District Municipality accepted the option of a District Municipal Planning Tribunal (DMPT). Emthanjeni Municipality currently does not comply with SPLUMA. The Municipality needs to appoint a Town Planner and review SDF in order to be SPLUMA compliant.

5.7.4 Land Use Scheme

A Land Use Scheme (LUS) is a planning tool that allows or restricts certain types of land uses to certain geographic areas. It makes use of various use zones which are applicable to all land and buildings (rural and urban) within the municipality. Use zones defines and guide land use such as business, commercial, industry, residential, open space etc. A scheme therefore lists the purpose for which land may and may not be used. The general purpose of a Scheme is essentially to create coordinated and harmonious development of the municipal area in such a way that it efficiently promotes health, safety, order, amenity, and general welfare, as well as efficiency and economy in the process of development.

The development of the Land Use Scheme of Emthanjeni Local Municipality was funded by the National Department of Agriculture, Land Reform and Rural Development. The project commenced in January 2021 when the Service Providers were appointed and municipalities nominated dedicated municipal champions to assist in driving the project from the municipality’s point of view, supported by the Provincial SPLUMA Task Team and Project Steering Committee.

The project progressed well on time and the various phases of compiling the Land Use Scheme completed, presented and approved by the Project Steering Committee following various technical engagements and consultations. During the last week of January 2022, the final Phase 7 deliverables were approved by the Project Steering Committee and was presented to the Municipal Council of Emthanjeni LM on 28 February 2022 for final adoption of the SPLUMA compliant Land Use Scheme. The LUS was promulgated on 30 May 2022 as required by Section 24 of the Spatial Planning and Land Use Management Act (SPLUMA Act) No.16 of 2013) and will now be implemented.

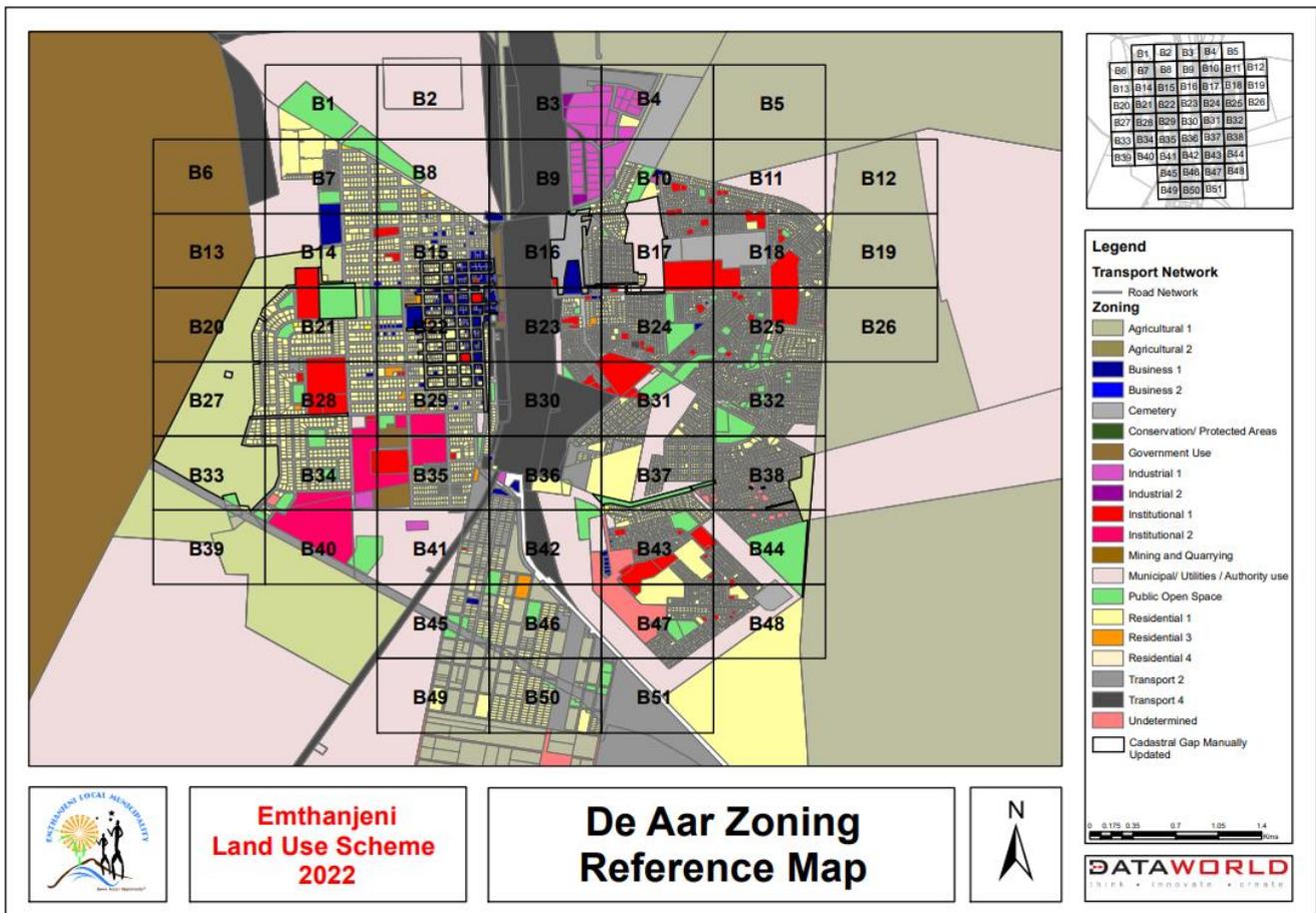


Figure 49: De Aar Zoning Reference Map

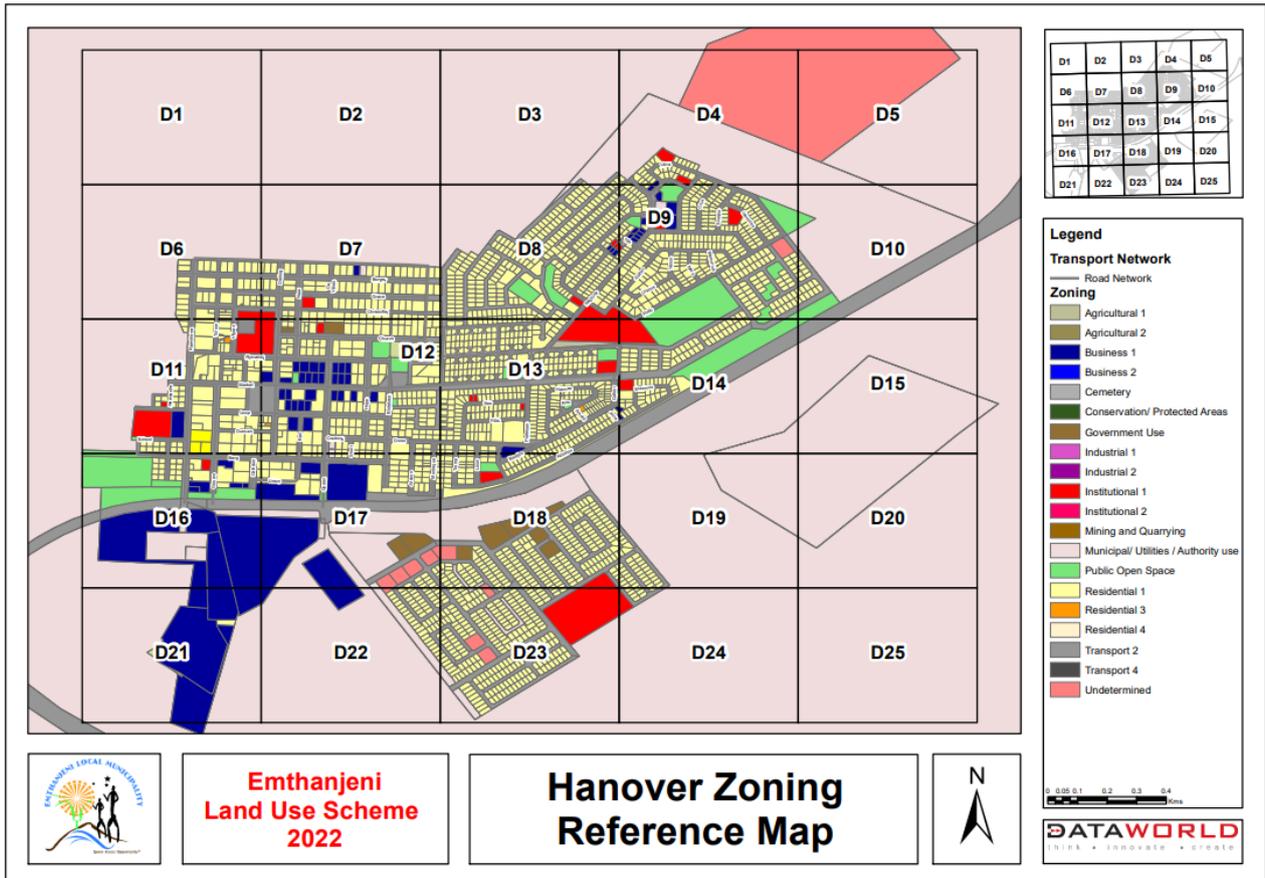


Figure 50: Hanover Zoning Reference Map

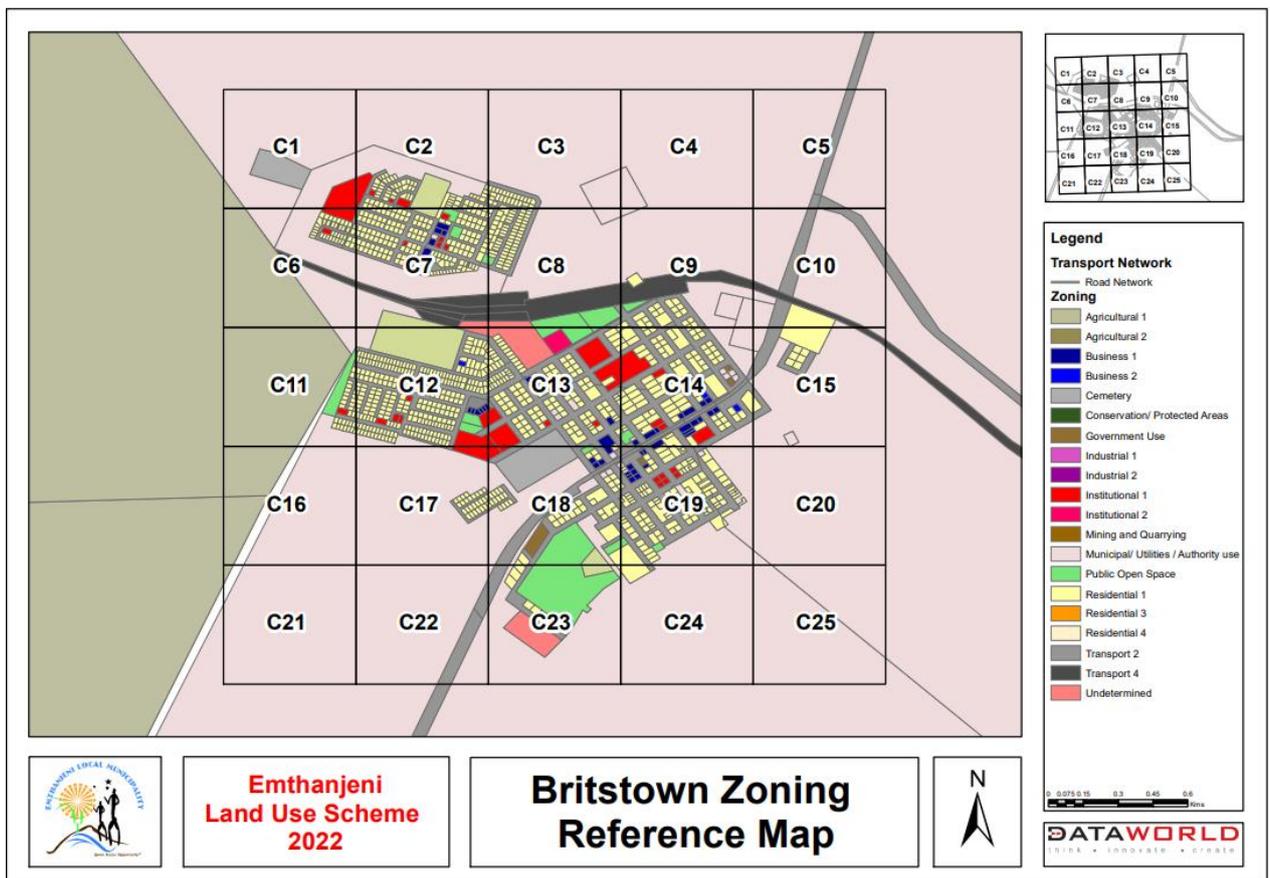


Figure 51: Britstown Zoning Reference Map

5.7.5 Karoo Small Town Regeneration (Karoo STR)

The inaugural SALGA Small Towns Conference was successfully hosted on 22 and 23 October 2015 in Mangaung, to create a platform for key stakeholders to shape the agenda of revitalising small towns as well as share lessons and good practice in STR. Central Karoo District decided to convene a conference and expanded the participation to Municipalities in the neighbouring Provinces. This was the birth of the Karoo Region STR Initiative.

The Rationale for the Karoo Region STR Initiative was introduced at the first conference in Beaufort West in 2016 and annual meeting have been held since then by Municipalities from the Karoo Region. The rationale for it is: 1) Regional inter-municipal cooperation is an appropriate scale to achieve sustainable development; 2) The pooling of skills and resources at a regional level and sharing risks and rewards that can enhance the effectiveness of local government delivering on its development mandate; and 3) Regional cooperation can mitigate the domination of narrow interests and short-term gain and advance the inclusive interest of all Karoo residents.

The nature of the Karoo STR Initiative is Bottom-Up as it is driven by municipalities informed by regional challenges and opportunities. It facilitates inter-municipal cooperation as well as inter-provincial cooperation.

The significance of the KAROO:

-  Centrally located, connection between various regions (logistics)
-  Karoo Identity and culture (tourism)
-  Mining industries - iron, uranium, shale gas – (beneficiation, energy mix)
-  Agriculture (Orange River belt, livestock (meat of origin))
-  Production of renewable energy (energy mix)
-  Science (astronomy: SKA, Salt; indigenous knowledge)

The development outcomes for the Karoo STR must align to national priorities and policy objectives, such as the NDP, NSDP and IUDF, but reflect regional and town specific conditions, developmental challenges and opportunities. The strategic goals should respond to the problems identified, remain informed by the rationale for intervention and reflect the key elements of the regional conceptual approach of this initiative.

Conference declarations:

2016 Beaufort West Declaration	2017 De Aar Declaration	2018 Graaff Reinett Declaration	2019 Ghariep Dam Declaration
<ul style="list-style-type: none"> • Municipalities consider participation and Councils adopt the Declaration; • SALGA Engage Stakeholders to get Buy-in; • Consider a regional institutional arrangement; • Consider and enhance the Karoo brand; • Geographic is be defined; • Desire for Regional Spatial and Economic Development Forum; 	<ul style="list-style-type: none"> • Support Regional SDF, Regional Economic and Tourism Strategy; • Explore Inter Municipal Cooperation arrangement; • Enhance Karoo Brand; • Socio Economic profile and trends; • Explore joint planning commission; • Facilitate Sectoral priority support; • IDP alignment process; • Roll out STR training and implementation in Municipalities in phases; 	<ul style="list-style-type: none"> • The Agricultural Economy and the job opportunities and enterprise development be explored; • The challenges of the Renewable Energy projects be taken up with Dept of Energy and the IPP office; • That planning of projects in the Karoo by other spheres and agencies be more streamlined to better prepare Municipalities; 	<ul style="list-style-type: none"> • That an implementation agency for the Karoo Region be explored and consulted with the affected Municipalities; • This to take into account use of technology, geography/typography and to make it practical and efficient • That discussions with CoGTA and other relevant stakeholders be held on a Karoo Region IGR; • That the Agricultural research focusing in the Karoo region and the various Karoo research institutions be invited to consider the research in this area.

2016 Beaufort West Declaration	2017 De Aar Declaration	2018 Graaff Reinet Declaration	2019 Ghariep Dam Declaration
<ul style="list-style-type: none"> Explore IGR and Inter Municipal Cooperation arrangements; Develop Concept document; National Task Team (SALGA, CoGTA, DRDLR, CSIR, GTAC & KDF) 	<ul style="list-style-type: none"> Measure progress on agreed targets; Council adopt Declaration. 	<ul style="list-style-type: none"> The experiences of the Building Inclusive Green Municipalities (BIGM) be documented and shared with Karoo STR Municipalities; Develop a baseline study for the Karoo. 	<ul style="list-style-type: none"> That an engagement be held with relevant stakeholders to attract the disadvantaged youth into the agricultural sector; That Agricultural Tourism (as a low hanging fruit) be considered and be included in the Karoo Tourism Strategy; Guide municipalities on how to include the discussions and institutionalize regional planning in the IDP.

Table 109: Karoo STR Conference Declarations (Source: SALGA)

Progress and achievements:

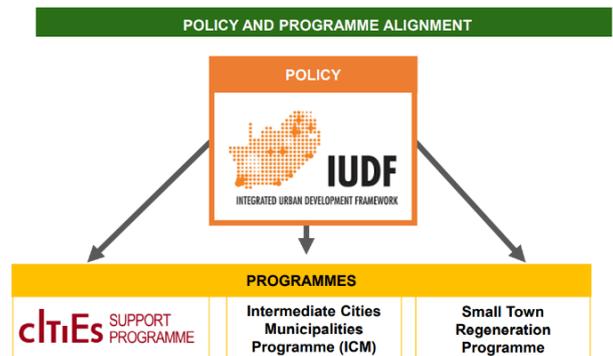
- 👤 Stakeholder engagement held in Free State in 2017
- 👤 Scoping Exercise done by GTAC in 2016/2017
- 👤 SALGA studies on regions completed and presented at the 2019 Conference
- 👤 Karoo Concept document discussed in 2016 and 2017 and completed in 2018
- 👤 CSIR work on small town presented to Conference
- 👤 Dept of Science and Technology Knowledge Production and Innovation work in progress and will be shared on Day 2
- 👤 IDP alignment process workshop held with National stakeholders in 2017
- 👤 Karoo Baseline document completed in 2018
- 👤 Governance and Institutional Capacity of Municipalities
- 👤 STR training held with selected Municipalities
- 👤 All 40 Councils adopted to be part of the Karoo Region
- 👤 Received letters of support from Premiers of the Eastern Cape, Free State, Northern Cape and Western Cape for the Karoo Region
- 👤 Minister of Agriculture, Land Reform and Rural Development Proclaimed the Karoo Region in terms of SPLUM in October 2020
- 👤 Regional Spatial Development Framework work in progress and will be presented – Work in Progress with Department of Agriculture, Land Reform and Rural Development – to be completed in December 2021. More detail will be shared later on the programme
- 👤 Department of Tourism doing work on Tourism activities in the Karoo Region
- 👤 Department of Public Works working with 7 Municipalities on the Precinct Development programme in the Karoo Region.

Small-Town Regeneration Strategy and Implementation Plan

The aim of the Strategy is the regeneration, restoration, and fulfilling the economic potential of underperforming small towns AND to embrace the significance of small towns and their crucial roles in larger hierarchy settlements.

Its objectives are to support state and non-state entities, actors and initiatives, enhance the financial viability of municipalities and provide targeted support to places and regions in a selection of cases.

The following is a regionalist approach, as advocated by the STR can strengthen the DDM:



- 🏠 Following a regionalist approach, ensures resource and infrastructure prioritisation, provision and maintenance from a district to local level.
- 🏠 Enhancing the role and function of the district.
- 🏠 Support small towns and rural economies in an integrated and holistic manner.
- 🏠 Small towns with potential are small towns connected to city-regions by corridors, infrastructure, marketing channels, and skills. - thus, through the DDM connections can be strengthened and enhanced.
- 🏠 The optimum organisation and use of land resources in order to meet the social, environmental and economic needs of present and future generations of the district.
- 🏠 Better understanding of the flow of resources on a spatial scale.
- 🏠 Alignment of capital budgets, directing development and identifying specific programmes for land, economic and social development.

The strategy entails the following:

- 🏠 Rural towns and small towns included in spatial integration;
- 🏠 Giving definition to a small town;
- 🏠 Vision and objectives for small town regeneration;
- 🏠 Prioritisation of small towns for regeneration;
- 🏠 Advocating a participatory approach;
- 🏠 Build support and strengthen institutional arrangements (IGR / Governance)
- 🏠 Organised approach to implementation - all encompassing (spatial, social, economic development, IGR/ Governance and Monitoring and Evaluation)
- 🏠 DDM One Plans to consider the STR recommendations and proposals
- 🏠 Precinct Plans
- 🏠 Area development through Precinct Plans (targeted assistance and innovative initiatives)
- 🏠 Participatory planning through the inclusion of communities in planning, decision-making and implementation
- 🏠 Accountability
- 🏠 Capacitating municipalities through community participation.
- 🏠 Re-engineering municipal work through the use of public-private-community partnerships to deliver innovative services
- 🏠 Regional stakeholder coordination and cooperation - DDM

De Aar has been categorized as a **regional development anchor**.

Karoo Municipalities will have to take the following approach towards implementation:



Short-term priorities	Long term priorities
1) Identify project champion in the municipality – Year 1	1) Funding
2) Establish a Local Community Forum and Action Group (signed MoU with Municipality) – Year 1	2) Implement Precinct Plan proposals – as per Implementation
3) Garner support – Year 1	3) Plan prioritisation and budget
4) Draft a Small-Town Precinct Plan in terms of SPLUMA (to include an Urban/Rural Management Plan and Urban/Rural Design Framework) and incl. in SDF, IDP and DDM One Plan – Year 2 – 3	4) Monitoring and evaluation of the implemented development projects
5) Source funding – Year 1 - 5	5) Review and refinement of interventions
	6) Reporting (Annually)

The following initiatives were proposed during the 6th Conference in Oudtshoorn:

- SBDI Agri Villages;
- Changemaker towns network
- Prioritization of SMMEs in Public Procurement

Karoo RSDF

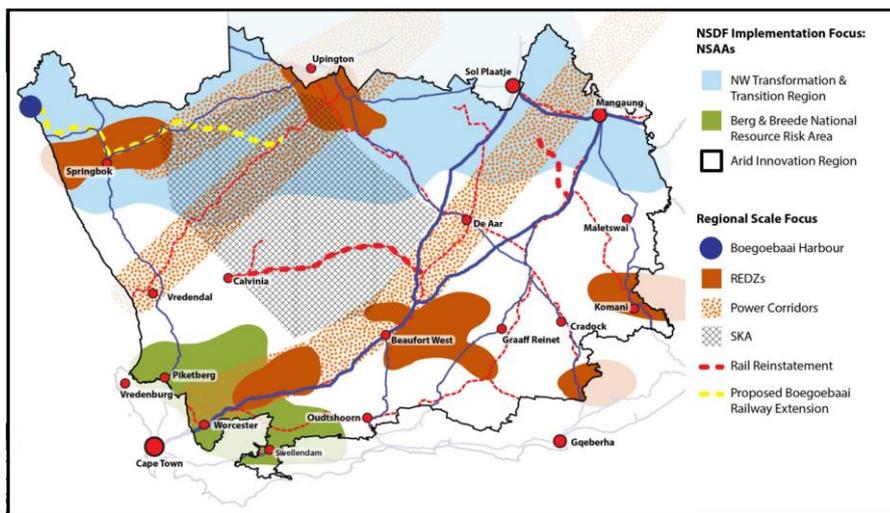


Figure 52: Map Spatial Targeting for Regional Scale Investment (Source: Draft Karoo RSDF 2021)

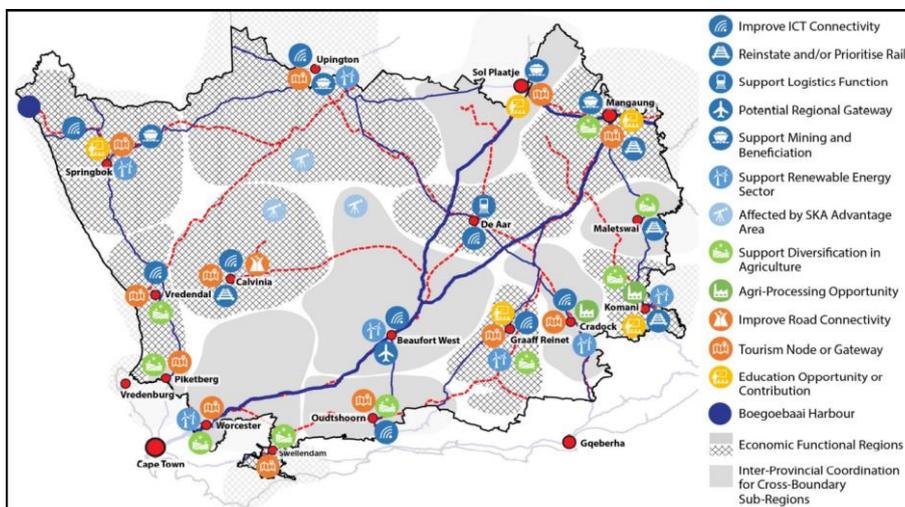


Figure 53: Spatial Targeting for Localisation of Regional Scale Investment (Source: Draft Karoo RSDF 2021)

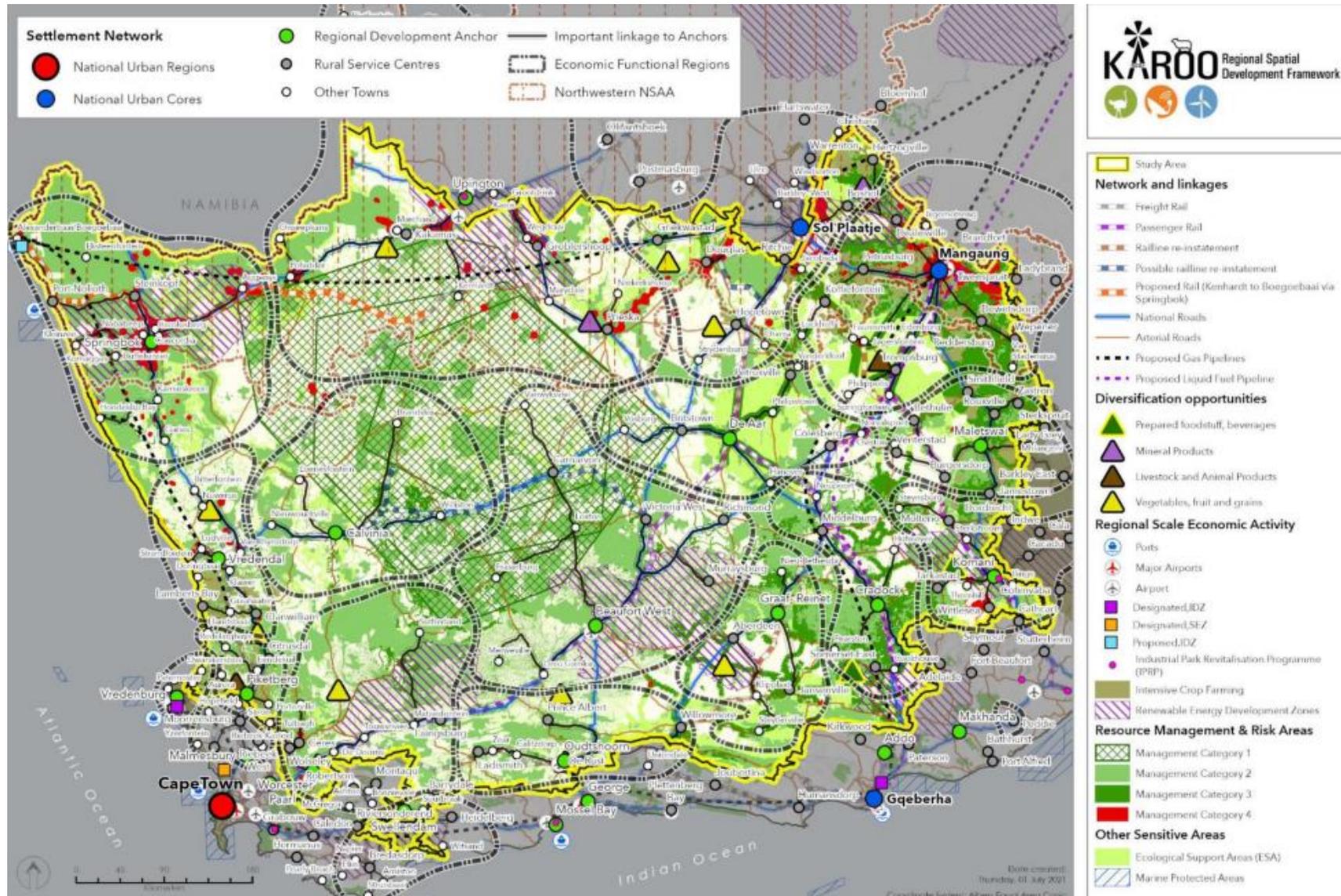


Figure 54: Map Composite Regional SDF (Source: Draft Karoo RSDf 2021)

Karoo RSDf: Regional Development Anchors

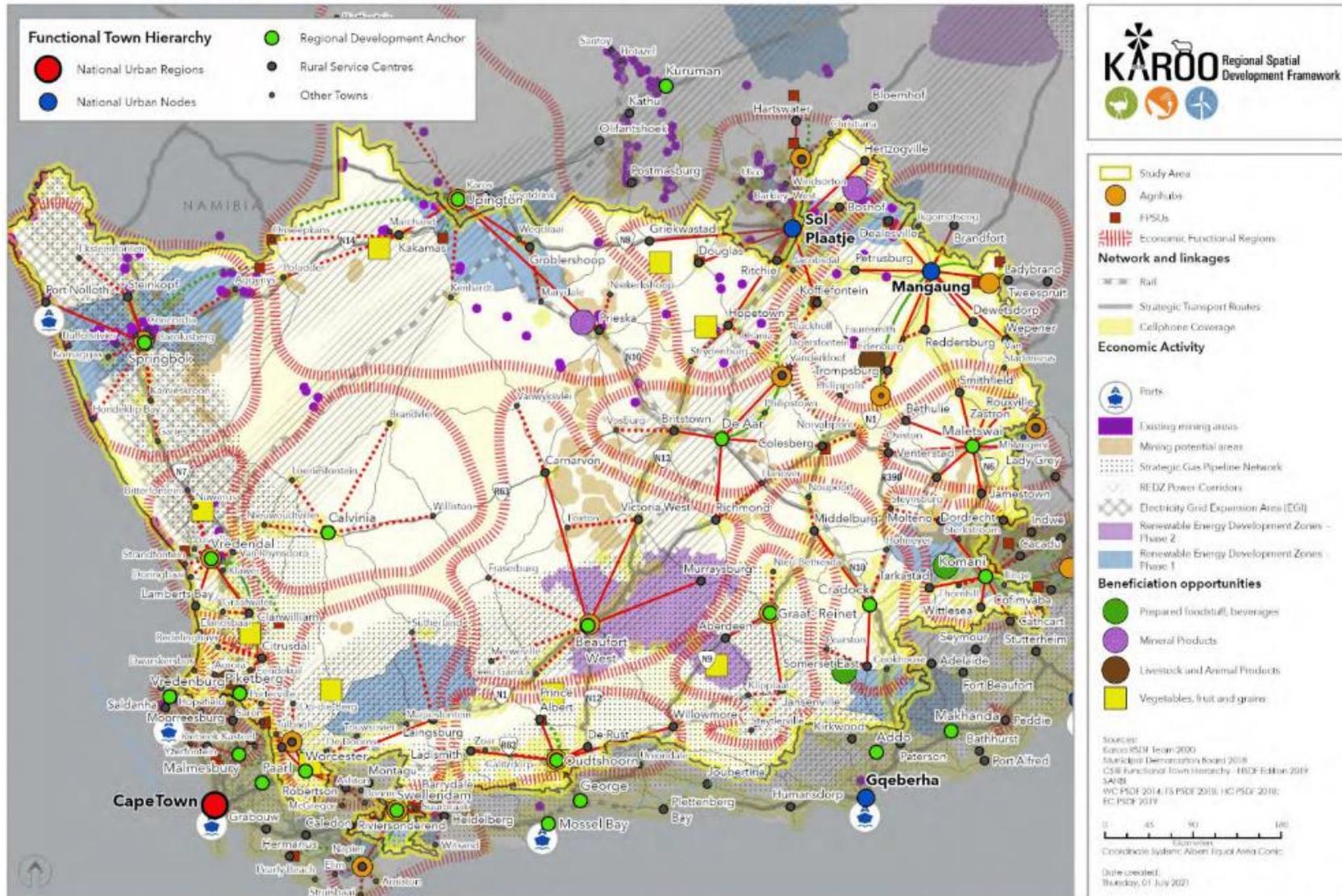


Figure 55: Map of Karoo RSDf Regional Development Anchors (Source: Draft Karoo RSDf 2021)

CHAPTER SIX: FIVE-YEAR CORPORATE SCORECARD: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES (2022-2027)

Based on the current municipal challenges, e.g., the very limited financial resources, capacity, 100% grant dependency for Capital projects and various other challenges Council developed the following actions that will form part of the 5th generation IDP and Top Layer SDBIP's for 2022/23 until 2026/27:

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Good Governance and Public Participation	Municipal Manager	Develop Risk based audit plan (RBAP) annually and submit to the Audit Committee by 30 June	RBAP annually submitted to the Audit Committee by 30 June	All	1	1	1	1	1
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June	Number of people employed (newly appointed)	All	1	1	1	1	1
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	0.1% of the personnel budget spent on training as per the approved Skills Development Plan by 30 June [(Actual total training expenditure/total personnel budget) x100]	% Of the personnel budget spent on training by 30 June	All	0.10%	0.10%	0.10%	0.10%	0.10%
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	Review the EEP and submit to the Portfolio Committee by 30 June	EEP reviewed and submitted to the Portfolio Committee by 30 June	All	1	1	1	1	1
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	Limit vacancy rate to 15% of budgeted posts by 30 June [(Number of funded posts vacant divided by budgeted funded posts) x100]	[(Number of funded posts vacant divided by budgeted funded posts) x100]	All	15.00%	15.00%	15.00%	15.00%	15.00%

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Basic Services and Infrastructure Development	Corporate Services	60% of the maintenance budget for Community Halls spent by 30 June ((Actual expenditure divided by the approved budget) x100)	% Of approved Community Halls maintenance budget spent by 30 June	All	60.00%	60.00%	60.00%	60.00%	60.00%
Maintaining a financially sustainable and viable Municipality	Good Governance and Public Participation	Corporate Services	Review the Risk Committee and sent appointment letters to members by 31 March	Risk Committee reviewed and appointment letters sent to members by 31 March	All	1	1	1	1	1
Maintaining a financially sustainable and viable Municipality	Good Governance and Public Participation	Corporate Services	Complete the annual risk assessment and submit to the Risk Committee by 31 March	Risk assessment completed and submitted to the Risk Committee by 31 March	All	1	1	1	1	1
Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.	Good Governance and Public Participation	Corporate Services	Review the Communication Strategy and submit to Council by 30 June 2023	Reviewed Communication Strategy submitted to Council by 30 June 2023	All	1	n/a	n/a	n/a	n/a
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	Review the organogram and submit to Council by 30 June 2023	Reviewed organogram submitted to Council by 30 June 2023	All	1	n/a	n/a	n/a	n/a
Development and transformation of the institution with the aim of capacitating the municipality in meeting their objectives.	Institutional Development and Municipal Transformation	Corporate Services	70% of approved budget spent by 30 June for the augmentation of Fleet ((Actual expenditure divided by the total approved budget) x 100)	% Of approved budget spent	All	n/a	70.00%	70.00%	70.00%	70.00%
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Basic Services and Infrastructure Development	Corporate Services	Review the Spatial Development Framework and submit to Council for approval by 30 June 2024	Reviewed Spatial Development Framework submit to Council by 30 June 2024	All	n/a	1	n/a	n/a	n/a

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Safety and Security	Community Services	Review and sign a MOU with the Department of Defense annually by 30 June for support with fire brigade services	MOU reviewed and signed by 30 June	All	1	1	1	1	1
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Safety and Security	Community Services	Review the disaster management plan that includes contingency plans and submit to Council by 30 June	Disaster management plan reviewed and submitted to Council by 30 June	All	1	1	1	1	1
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	Conduct quarterly housing consumer education programs	Number of housing consumer education programs 3 conducted	All	4	4	4	4	4
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	Conduct a quarterly verification of the housing needs register	Number of verifications of the housing needs register conducted	All	4	4	4	4	4
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	Review the Human Settlement Plan and submit to Council by 30 June	Human Settlement Plan reviewed and submitted to Council by 30 June	All	1	1	1	1	1
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	60% of the maintenance budget of waste management spent by 30 June ((Actual expenditure divided by the approved budget) x100)	% of the budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	All	60.00%	60.00%	60.00%	60.00%	60.00%
Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.	Basic Services and Infrastructure Development	Community Services	60% of approved budget spent by 30 June for the maintenance of buildings in the Emthanjeni municipal area {(Actual expenditure divided by the total approved budget) x 100}	% of the budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	All	60.00%	60.00%	60.00%	60.00%	60.00%
Contribute to the creation of communities where residents and visitors can work, live and play without	Safety and Security	Community Services	Submit a business plan to potential funders for the upgrading of the Fire Brigade by 30 June	Business plan submitted by 30 June	All	1	1	1	1	1

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
threat to themselves or their properties.										
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	70% of approved budget spent by 30 June for the augmentation of Fleet {(Actual expenditure divided by the total approved budget) x 100}	% Of approved budget spent	All	n/a	70.00%	70.00%	70.00%	70.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Financial Services	Number of formal properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Number of properties which are billed for water or have pre-paid meters as at 30 June	All	8 000	8 000	8 000	8 000	8 000
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Financial Services	Number of formal properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June	Number of properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June	All	6 000	6 000	6 000	6 000	6 000
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Financial Services	Number of formal properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	Number of properties which are billed for sewerage as at 30 June	All	7 200	7 200	7 200	7 200	7 200
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Financial Services	Number of formal properties for which refuse is removed once per week and billed for the service as at 30 June	Number of properties which are billed for refuse removal as at 30 June	All	7 200	7 200	7 200	7 200	7 200
Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	Social Development	Financial Services	Provide free basic services to indigent households as at 30 June	Number of indigent households receiving free basic services as at 30 June	All	3 000	3 000	3 000	3 000	3 000

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Financial Services	The percentage of the municipal capital budget actually spent on capital projects by 30 June {(Actual amount spent on projects /Total amount budgeted for capital projects) X100}	% Of capital budget spent by 30 June	All	40%	70%	70%	70%	70%
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grants)	Debt coverage as at 30 June	All	35.00%	35.00%	35.00%	35.00%	35.00%
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services)	% of outstanding service debtors as at 30 June 2022	All	45.00%	45.00%	45.00%	45.00%	45.00%
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	All	0.05	0.05	0.05	0.05	0.05
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Submit the annual financial statements to the Auditor-General by 31 August	Statements submitted to the AG by 31 August	All	1	1	1	1	1

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Achievement of a payment percentage of 70% by 30 June {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Payment % achieved	All	70%	70%	70%	70%	70%
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Prepare and submit the adjustments budget to Council by the 28 February	Adjustments budget submitted by 28 February	All	1	1	1	1	1
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Prepare and submit the draft budget to Council by 31 March	Draft budget submitted by 31 March	All	1	1	1	1	1
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Prepare and submit the final budget to Council by 31 May	Final budget submitted by 31 May	All	1	1	1	1	1
Maintaining a financially sustainable and viable Municipality	Financial Viability	Financial Services	Compile a Debt Recovery Plan with short medium- and long-term actions that can be implemented and submit to Council by 30 September 2023	Revenue Enhancement Strategy submitted to Council by 30 September 2023	All	n/a	1	n/a	n/a	n/a
Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.	Local Economic Development	Infrastructure Services	Create FTE's in terms of the EPWP by 30 June (Person days / FTE (230 days))	Number of FTE's created	All	61	61	61	61	61
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of the water maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	% of approved water maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	All	60.00%	60.00%	60.00%	60.00%	60.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Limit unaccounted for water to 22% by 30 June [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) x 100]	% Unaccounted water by 30 June	All	22.00%	22.00%	22.00%	22.00%	22.00%

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Achieve a 90% water quality quarterly as per SANS 241 requirements for all water sampling points	% Water quality level	All	90.00%	90.00%	90.00%	90.00%	90.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of the waste water maintenance budget spent by 30 June (Actual expenditure divided by the approved budget) x100)	% of approved waste water maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	All	60.00%	60.00%	60.00%	60.00%	60.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of the roads and stormwater maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) X100)	% of approved roads and stormwater maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) X100)	All	60.00%	60.00%	60.00%	60.00%	60.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Limit % electricity unaccounted for to 18% by 30 June [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100]	% of electricity unaccounted for at 30 June	All	18.00%	18.00%	18.00%	18.00%	18.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of the recreational and swimming pool maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) X100)	% of approved recreational areas and swimming pool maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) X100)	All	60%	60%	60%	60%	60%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of the electricity maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	% of approved electricity maintenance budget spent by 30 June ((Actual expenditure divided by the approved budget) x100)	All	60.00%	60.00%	60.00%	60.00%	60.00%

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	70% of approved budget spent by 30 June for the augmentation of Fleet {(Actual expenditure divided by the total approved budget) x 100}	% of approved budget spent	All	n/a	70.00%	70.00%	70.00%	70.00%
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Compile maintenance plans for water, electricity, waste water and roads and stormwater that include weekly, monthly, quarterly and annual actions and submit to Municipal Manager for approval by 31 March 2023	Number of plans submitted to Municipal Manager by 31 March 2023	All	4	0	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Develop a Water Management Master Plan and submit to Council by 30 June 2023	Water Management Master Plan submitted to Council by 30 June 2023	All	1	0	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Develop an Electricity Master Plan and submit to Council by 30 June 2024	Electricity Master Plan submitted to Council by 30 June 2024	All	0	1	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Develop a Waste Water Management Master Plan and submit to Council by 30 June 2025	Waste Water Management Master Plan submitted to Council by 30 June 2025	All	0	0	1	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	Develop a Roads and Stormwater Management Master Plan and submit to Council by 30 June 2026	Roads and Stormwater Management Master Plan submitted to Council by 30 June 2026	All	0	0	0	1	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Community Services	Develop a Waste Management Master Plan and submit to Council by 30 June 2027	Waste Management Master Plan submitted to Council by 30 June 2027	All	0	0	0	0	1
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	90% of approved budget spent by 30 June 2022 for the development of 12 boreholes in De Aar (Northern scheme)	% of approved budget spent	1,2,3,4,5,8	10.00%	90.00%	90.00%	0	0

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	90% of approved budget spent by 30 June 2022 for the electrification of Stands in De Aar	% of approved budget spent	1,2,3,4,5,8	90.00%	90.00%	90.00%	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	90% of approved budget spent by 30 June 2022 for the construction of Internal Sewer Reticulation for Mziwabantu	% of approved budget spent	7	90.00%	90.00%	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	90% of approved budget spent by 30 June 2022 for the installation of High Mast Lighting in De Aar	% of approved budget spent	All	90.00%	90.00%	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	90% of approved budget spent by 30 June 2022 for the upgrading of Nonzwakazi Sports Ground	% of approved budget spent	3	90.00%	0	0	0	0
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	70% of approved budget spent by 30 June 2023 for the replacement and upgrading of the De Aar West electricity main transformers	% of approved budget spent	5	10%	90%	N/A	N/A	N/A
Provision of access to all basic services rendered to residents within the available resources.	Basic Services and Infrastructure Development	Infrastructure Services	60% of approved budget spent by 30 June 2022 for the paving of town entrances in Emthanjeni Phase 2	% of approved budget spent	5	60%	90%	90%	90%	90%

Table 110: Five-Year Corporate Scorecard: Development and Service Delivery Priorities (2022-2027)

CHAPTER SEVEN: FINANCIAL PLAN

Introduction

This Chapter provides an overview of the financial viability of the municipality as well as the applied process for implementation. The section also includes multi-year budgets with a three-year commitment and a strategy for the municipal revenue generation.

7.1 Financial Viability

An important factor considered by investors in relocating to or investing in an area would be the ability of the local authority to adequately provide services. In addition, the following aspects of governance would also determine investor sentiment: (i) financial discipline, (ii) affordable tariffs, (iii) compliance with statutory requirements, (iv) timely preparation and production of financial statements, (v) adherence to generally accepted accounting practices and (vi) unqualified audit reports.

The municipality can only implement projects successfully and therefore achieve its strategic objectives given the extent of the financial viability of the municipality. This section gives a brief overview of the anticipated financial viability for each financial year starting with the 2022/23 financial year.

The following table indicates the municipality’s performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area Namely: Municipal Financial Viability and Management.

Description	2019/20	2020/21
Cost coverage (Available cash + Investments)/monthly fixed operational expenditure	1.14	0.78
Total Outstanding Service Debtors to Revenue – Total outstanding service debtors/annual revenue received for services	1.03	1.13
Debt coverage (Total Operating Revenue – Operating Grants)/Debt service payments due within financial year)	1.46	1.20

Table 111: Financial Viability National KPAs (Source: Annual Report 2020/21)

7.1.1 Revenue raising strategies

The municipality will strive to increase its revenue by implementing the following strategies:

- Strategy 1:** The guidance on how to improve the payment ratio of the area can be found in the credit control and debt collection policy. This policy highlights the procedures to be followed in the collection of all moneys owed to the Municipality.
- Strategy 2:** To ensure through Local Economic Development that employment opportunities are generated which will enable families to start paying for services.
- Strategy 3:** To create a climate for investment in the area, this will in turn also generate employment opportunities.
- Strategy 4:** To ensure that the figures in respect of families that qualify in terms of the indigent policy, are correct so as to qualify for an increased amount from national government.
- Strategy 5:** To introduce a system through which services payment by employed people is guaranteed by having such payments deducted by their employers before salaries are paid out.
- Strategy 6:** The installation of prepaid meters is essential in securing future payment for services by residents.
- Strategy 7:** To enlarge the revenue base of the municipality by ensuring that all properties are correctly zoned. (The property rates tariffs are based on the zoning)

7.1.2 Expenditure management strategies

The municipality will strive to curb its expenditure by implementing the following strategies:

Strategy 1:	To reduce expenditure on non-core functions, by considering Public Private Partnerships.
Strategy 2:	To limit operating and capital expenditure to essential items.
Strategy 3:	To investigate and limit water and electricity losses.
Strategy 4:	To limit employee related expenditure, by introducing a fingerprint time and attendance system.
Strategy 6:	To reduce interest and redemption expenditure by exploring alternative ways (possible grant funding) to pay off the long-term loans.

7.1.3 Asset management strategies

A GRAP compliant asset register forms the back bone to any system of asset management. In addition to an effective maintenance program, it is also critical that adequate, comprehensive insurance coverage is in place at all times.

The municipality will be examining all its inventory and equipment to ensure that redundant and unused items are disposed of according to prescription. This will ensure a more accurate asset register as well as reduce risk and therefore insurance costs.

In order to comply with audit and financial disclosure requirements, often-used items and consumables will be taken onto inventory and managed accordingly. Council has an adopted Asset Management Policy.

7.2 Budget Summary 2022/23 – 2024/25

There is an increase in total budgeted income of between 4 and 6% in relation to the previous year. The main reason for the increase is as follows:

-  The Conditional Grants increased by more that R25 million for this budget;
-  The total revenue for Rates and Taxes will increase by 4% property rates accounts. The total exemption valuation (rebate amount) remains R35 000 as per the Property Rates Act. Agricultural property and Public Benefit Organizations rebate of 10% will be incorporated in the Agriculture tariff.
-  Water, Sewerage and Refuse will be increased very conservatively by 5% in relation to the previous financial year.
-  Electricity tariffs will be increased by 7.47% as per NERSA guidelines discussion document and approval will have an impact on these Draft tariffs;
-  A very cautious and conservative approach were followed during the budget preparations. The current payment patterns of consumers played a crucial role in our budget approach;
-  The anticipated Budget Revenue for the majority of services has decreased from the previous year. This relates to the current economic conditions that exist nationally and within Emthanjeni Municipality.
-  The general apathy of non-payment for municipal services by the consumers will impact severely on service delivery and will contribute to non-payment of creditors and service providers;
-  The collection of cash and the continuous enforcement of Credit Control Mechanisms together with all budgetary policies cannot be more emphasized as it will and must be intensified buy all stakeholders within and outside the municipality;
-  The budget has been prepared on the basis of sustainable delivery and financial viability and cost effectiveness to render municipal services to its communities, residents and consumers on an ongoing, unstoppable basis. Payment for services by consumers cannot be emphasized more or enough.

7.2.1 Total Revenue

Total revenue projected before tariff adjustments amount to R357 835 433 million. The major revenue items are as follows:

Revenue Source	2022/23	2023/24	2024/25
Property Rates	R 43 263 131	R 44 946 709	R 46 744 311
Service Charges	R 201 305 697	R 180 702 621	R 204 392 000
Operational Grants	R 59 590 999	R 62 327 000	R 66 467 000
Fines	R 1 368 947	R 1 429 181	R 1 493 494
Licenses and permits	R 2 062 166	R 2 152 901	R 2 249 781
Rental facilities and equipment	R 855 899	R 893 464	R 933 670
Interest Income	R 3 282 465	R 3 426 893	R 3 581 104
Other Budgeted Revenue	R 39 556 412	R 1 483 986	R 2 550 002

Total Budgeted Revenue for 2022

Revenue Source	2022/23	2023/24	2024/25
Capital Grants	R 41 159 000	R 34 331 000	R 32 456 000
Operating Grants and Subsidies	R 59 591 000	R 62 327 000	R 66 467 000
Borrowed Capital	R 0	R 0	R 0
Own generation of budgeted income	R 256 807 318	R 267 079 610	R 277 762 795
Total	R 357 557 318		

Operating Grants

Grant source	2022/23	2023/24	2024/25
Equitable Share	R 55 218 000	R 59 027 000	R 63 167 000
Finance Management Grant	R 1 850 000	R 1 850 000	R 1 850 000
Library Development Fund	R 1 000 000	N/A	N/A
EPWP	R 1 073 000	N/A	N/A
Housing Accreditation Grant	R 450 000	N/A	N/A
Total	R59 591 000		

7.2.2 Property rates

The total revenue for Rates and Taxes will increase by between 4-6% property rates accounts. The total exemption valuation (rebate amount) remains R35 000 as per the Property Rates Act.

Agricultural property and Public Benefit Organizations rebate of 10% will be incorporated in the Agriculture tariff.

7.2.3 Service charges

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality's revenue budget. It constitutes a reasonable amount of total revenue before any tariff increases. Municipalities are advised to structure their 2022/23 electricity tariffs based on the approved 7.47% NERSA (National Energy Regulator of South Africa) guidelines discussion document and approval will have an impact on this final tariffs. The basic fee for electricity will increase by 7.47%. Conventional and Prepaid electricity tariffs will be increased by 7.47% for both 1 – 600kWh and >601kWh.

A new Small Scale Embedded Generation (SSEG) tariff charge will be introduced and will be levied after NERSA approves the tariffs. It may not be in the 2022/23 financial year but will be implemented as soon as approval is received.

Indigent households

A total of almost 4000 indigent households are expected to receive subsidized services every month. The subsidized services include:

i. Rates	R0
(The first R35 000 of municipal valuation is exempted from paying Rates and taxes)	
ii. 50 kWh of Electricity	R71,97
iii. Water (Basic fee plus 6kl of water)	R144,30
iv. Monthly sewerage	R245, 78
v. Monthly refuse removal	<u>R153,27</u>

Total monthly subsidized services R615,32

The re-application of all Indigent Households of Subsidized services (FBS) can continue and be processed early in the 2022/23 financial year. The process needs to be completed ASAP in order to update our records and registers annually. Auditors are auditing the application process very intensively.

7.2.4 Revenue by source

The different proposed tariff increases in water, sanitation and refuse revenue ranging from 5%. Electricity tariff is tabled at 7.47% as per NERSA Draft guideline.

7.2.5 Expenditure by type

The Budgeted Expenditure for 2022/2023 are **R356 987 109** which comprise of Operating Budget of R316 398 318 and the Capital Budget of R41 159 000. This represents a total decrease of ±3% in the relation to the previous year's Budget. The increase is mainly due to the capital increase of grants received. The operating expenditure increased very slightly and is almost insignificantly. Expenditure budgeting control will continue to be enforced strictly. The realization of revenue impacts on the expenditure management.

7.2.6 Employee related costs

Employee related cost increased from **R 93 350 859 million (2021/22)** to **R 99 361 801 million (2022/23)**. A 4.7% provision for Annual increase has been made and a 2,5% notch increment for all employees. No increase was budgeted for Senior Managers. The total salary package includes the salary of all the current personnel and some vacant positions. Not all posts on the approved organogram have been budgeted for in the 2022/2023 financial year. If we have to budget for all the positions, our salary budget will take up more than 70% of the municipal operating budget. Efficient

and effective alignment of staff, should be undertaken to ensure overall productivity of staff within the municipality. Council should consider a staff productivity assessment or investigation to determine whether the municipality has the right and competent staff within the municipality as a whole. The salary budget needs to be monitored as we must really assess the current staff and positions. The productivity of staff needs to be prioritized as much more work must be done on this issue. The salary percentage to the Operating Budget is 32% and to the total capital and operating budget is ±29,1%.

7.2.7 Councillor Remuneration

Councillor Remuneration amounts for **R5 477 002** for the 2022/23 financial year (**R5 271 414 in 2021/2022**). Councillor remuneration has been provided a 4.5% increase on the current Public Office Bearers Act. The councillor remuneration percentage to the total capital and operating budget is ±2,10%. The total salaries and wages, social contributions and councillor remuneration is 29,6% in relation to the total capital and operating budget.

7.2.8 Bulk purchases

Bulk purchases have significantly increased over the period **2021/22 to 2022/23** period. Bulk Purchases for Water and Electricity amounts to **R89 477 778**. Electricity amounts to R86 301 069 for 2022/23 financial year (R82 035 237 in 2021/2022). This increase represents mainly the Eskom’s tariff increment as approved guidelines issued by NERSA. Water amounts to R3 176 709 (R3 019 685 in 2020/2021). The water contract with the water farmers should be drafted as soon as possible.

7.2.9 Capital Budget

The capital budget for **2021/22 was R 17 196 000** and the **2022/23 is R41 159 000**. Projects per funding source includes:

a) Capital Grant Allocations

Grant Item	2021/22	2022/23	2023/24	2024/25
Municipal Infrastructure Grant	R 8 596 000	R 22 759 000	R 13 656 000	R 14 076 000
Integrated National Electricity Programme (INEP)	R 1 600 000	R 2 400 000	R 4 000 000	R 4 180 000
EEDSM	R 3 000 000	R0	R 5 000 000	R 2 000 000
Water Services Infrastructure Grant	R 4 000 000	R16 000 000	R 11 675 000	R 12 200 000
Total Expenditure	R 17 196 000	R 41 159 000	R 34 331 000	R 32 456 000

b) Own Capital Funding

R 0

c) Borrowed Capital

R 13mil

d) Public Donations

R 0

7.3 Funded Projects 2022/23 – 2024/25

Department	Project type	Description of project	Town/ Ward	Funding source	2022/2023	2023/2024	2024/2025	Total Project cost
Infrastructure Services	Water	Development of 12 boreholes in De Aar (Northern scheme)	De Aar	WSIG	R16 000 000,00	R11 675 000,00	R12 200 000,00	R33 658 639,30
Infrastructure Services	Sanitation	Construction of internal Sewer reticulation for Mziwabantu in Britstown	Britstown (Ward 7)	MIG	R10 409 672,76	R 4 898 669,54		R15 308 342,30
Infrastructure Services	Electricity	Installation of High Mast Lighting in De Aar	De Aar, Hanover & Britstown (ALL Wards)	MIG	R 22 765 971,76	R 1711377,24	-	
Infrastructure Services	Sports	Upgrading of Nonzwakazi Sports Ground	DE Aar & Hanover	MIG	R9 500 000,00	R0,00	R0,00	R9 500 000,00
Infrastructure Services	Electricity	Electrification of stands in De Aar	De Aar	INEP	R2 400 000,00	R4 000 000,00	R4 180 000,00	
Infrastructure Services	Roads	Paving of town entrances in De Aar	De Aar	IG (EPWP)	R1 073 000,00			
Infrastructure Services	Electricity	Replacement and upgrading of the De Aar West electricity main transformers	De Aar	Borrowing	R13 000 000,00			

Table 112: List of Funded Projects 2022/23 till 2024/25

7.4 Unfunded Projects

The following priorities were identified during the IDP and Budget input engagements during October 2021 as well as Council Meets the People introductory engagements during December 2021. This section will be finalised with the inclusion of more priorities identified during the April/May 2022 Draft IDP & Budget input meetings to have an inclusive list included in the final IDP 2022/2027.

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
ALL WARDS						
BSD2022-01	Roads	Paving/Rehabilitation of Streets	ALL	MIG	R 39 000 000	MIG / Private Sector
BSD2022-02	Stormwater	Upgrading of Stormwater systems	ALL	MIG	R 36 000 000	MIG / Private Sector
BSD2022-03	Sanitation	Mobile Trailer Units for Municipal Sewer, Storm & Domestic Drains	ALL	Unfunded	R 120 000	MIG / Private Sector
BSD2022-04	Safety & Security	Upgrading of the Fire Station	ALL	Unfunded	R 900 000	MIG / Private Sector
BSD2022-05	Infrastructure	Maintenance of municipal buildings	ALL	Unfunded	R 700 000.00	Emthanjeni LM
MFVM2022-01	Finance	MSCOA New computer Server	ALL	Unfunded	To be determined	Emthanjeni LM/ MSIG
MFVM2022-02	Finance	MSCOA New Computer Sequeol Server	ALL	Unfunded	To be determined	Emthanjeni LM/ MSIG
MFVM2022-03	Finance	MSCOA computer hardware	ALL	Unfunded	To be determined	Emthanjeni LM/ MSIG

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
ALL WARDS						
BSD2022-06	Buildings	Refurbishment of Finance and Administration Building	ALL	Unfunded	To be determined	Emthanjeni LM/MSIG
BSD2022-07	Safety & Security	CCTV Camera system	ALL	Unfunded	To be determined	Emthanjeni LM/MSIG
BSD2022-08	Electricity	Backup power supply for municipal offices during loadshedding	ALL	Unfunded	To be determined	Private Sector
LED2022-01	Buildings	Refurbishment of heritage buildings	ALL	Unfunded	To be determined	Dept Sport, Arts and Culture
BSD2022-09	Electricity	Installation of high mast lights	ALL	Unfunded	To be determined	INEP
BSD2022-10	Water	Upgrading existing fencing of boreholes and reservoirs	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-11	Water	Upgrade water notice boards	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-12	Water	Refurbishment of bulk collection reservoir	1	Unfunded	To be determined	WSIG
BSD2022-13	Water/ Electricity	Replace existing borehole electricity supply to solar system 'going green' solutions	ALL	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-14	Sanitation	Procurement of a vacuum sewer hydraulic pressure machine	ALL	Unfunded	R700 000.00	Emthanjeni LM
BSD2022-15	Electricity	Upgrade existing streetlights to streetlights with control box at height	ALL	Unfunded	To be determined	Emthanjeni LM/ INEP
BSD2022-16	Electricity	Install prepaid electricity meters at residential houses and for bulk users	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-17	Fleet	Procurement of a grader	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-18	Fleet	Procurement of a TLB	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-19	Fleet	Procurement of an excavator	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-20	Fleet	Procurement of more tipper trucks	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-21	Fleet	Procurement of front-end loader	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-22	Fleet	Procurement of a Cherry picker	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-23	Electricity	Upgrade Low voltage cables	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-24	Electricity	Procure lockable Distribution kiosks	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-25	Electricity	Refurbish and upgrade medium voltage substations	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-26	Electricity	Upgrade pole mounted transformers	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-27	Electricity	Upgrade pole mounted transformers	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-28	Electricity	Refurbish mini substations	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-29	Electricity	Refurbish main substations	ALL	Unfunded	To be determined	Emthanjeni LM
BSD2022-30	Electricity	Upgrade medium voltage cables	ALL	Unfunded	To be determined	Emthanjeni LM

Table 113: List of Unfunded projects – All Wards

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
CROSS-CUTTING (MORE THAN ONE WARD)						
BSD2022-31	Sanitation	Upgrading of the De Aar WWTW	1,2,3,4,5,8	Unfunded	R28 842 358.58	MIG / Private Sector
BSD2022-32	Roads and stormwater	Upgrading of streets and stormwater phase 2: Reseal on major interlink roads (Voortrekker, Wentworth, Hoop, Hoof, Alpha way, Caroluspoort, Street 3, Street 10, Street)	1,2,3,4,5,8	Unfunded	R 39 000 000	MIG / Private Sector
BSD2022-33	Water	Refurbishment of electrical control panel (Riet borehole field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-34	Water	Refurbishment of steel tank reservoir (Riet borehole field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-35	Water	Replacement of mag-flow meter (Riet borehole field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-36	Water	Replacement 2x 75kW motors need at booster pumpstation (Riet borehole field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-37	Water	Replacement of two pumps and motors at booster pump station (Burgerville: Southwest Borehole Field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-38	Water	Replacement of mag-flow meter (Burgerville: Southwest Borehole Field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-39	Water	Refurbishment of electrical control panel (Burgerville: Southwest Borehole Field)	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-40	Water	Upgrade of telemetry system of Water Treatment Works	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-41	Water	Replacement of all bulk water meters	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-42	Water	Refurbishment of water treatment system	1,2,3,4,5,8	Unfunded	To be determined	Emthanjeni LM/WSIG

Table 114: Unfunded Projects – De Aar

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 1						
LED2022-02	Youth Development	Job creation for young people	1	Unfunded	To be determined	MIG / Private Sector
BSD2022-43	Social Development	Drug abuse programmes	1	Unfunded	To be determined	DSD/NPOs
BSD2022-44	Recreation	Beautification of Malay Camp	1	Unfunded	To be determined	Emthanjeni LM
BSD2022-45	Cemeteries	Rejuvenation of cemeteries	1	Unfunded	To be determined	Emthanjeni LM
BSD2022-46	Social Development	Programmes for people with disabilities	1	Unfunded	To be determined	DSD/NPOs
LED2022-03	Youth Development	Development of the Youth	1	Unfunded	To be determined	

Table 115: List of Unfunded Projects (Ward 1)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 2						
LED2022-04	Local Economic Development	SMME Development	2	Unfunded	To be determined	MIG / Private Sector
LED2022-05	Local Economic Development	Job creation	2	Unfunded	To be determined	Sector Depts / Private Sector
BSD2022-47	Youth Development	Youth development: provision of bursaries & funding	2	Unfunded	To be determined	Sector Depts / Private Sector
BSD2022-48	Electricity	Street & high mast lights	2	Unfunded	R 24 477 349.12	MIG
BSD2022-49	Sanitation	Provision of water, sanitation & public toilets	2	Unfunded	R 16 000 000	MIG / Private Sector
BSD2022-50	Recreation	Upgrading of swimming pool	2	Unfunded	R 350 000	Emthanjeni LM / Private Sector
BSD2022-51	Infrastructure Services	Fencing of Multi-purpose centre	2	Unfunded	R 680 000	Emthanjeni LM
BSD2022-52	Social Development: Education	Roll out of educational programmes (e.g., Veritas Technical School)	2	Unfunded	To be determined	Dept Education
LED2022-06	Local Economic Development	Mall Development	2	Unfunded	To be determined	Private Sector

Table 116: List of Unfunded Projects (Ward 2)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 3						
BSD2022-53	Housing	Revitalization of old houses in Nonzwakazi	3	Unfunded	To be determined	COGHSTA
BSD2022-54	Solid Waste	Provision of refuse bins to all residents	3	Unfunded	To be determined	Emthanjeni LM
LED2022-07	Local Economic Development	Job creation	3	Unfunded	To be determined	Private Sector
BSD2022-55	Housing	Servicing of sites	3	Unfunded	To be determined	COGHSTA
BSD2022-56	Sanitation	Revitalization of old toilets in Streets 4, 5, 6 & 7	3	Unfunded	To be determined	Emthanjeni LM /MIG
BSD2022-57	Water provision	Provision of water taps in Enkanini	3	Unfunded	To be determined	Emthanjeni LM
LED2022-08	Local Economic Development	Operations at the new taxi rank	3	Unfunded	To be determined	Private Sector
BSD2022-58	Roads	Rehabilitation of gravel roads in the ward	3	Unfunded	To be determined	Emthanjeni LM
BSD2022-59	Housing	Provision of housing	3	Unfunded	To be determined	COGHSTA

Table 117: List of Unfunded projects (Ward 3)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 4						
BSD2022-60	Safety & Security	Establishment of street committees to assist with issues of vandalism	4	Unfunded	To be determined	MIG / Private Sector
BSD2022-61	Housing	Revitalization of houses in Malay Camp	4	Unfunded	To be determined	COGHSTA
BSD2022-62	Education	Programme to address school drop-outs	4	Unfunded	To be determined	DSD / DOE
BSD2022-63	Roads	Construction of speed humps	4	Unfunded	To be determined	Emthanjeni LM

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 4						
BSD2022-64	Infrastructure services	Provision of basic services to "Gatvol"	4	Unfunded	To be determined	Emthanjeni LM

Table 118: List of Unfunded Projects (Ward 4)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 5						
BSD2022-64	Roads	Install curbs at Merwe Street	5	Unfunded	R 250 000	MIG / Private Sector
BSD2022-65	Stormwater	Upgrade stormwater drainage at Subway that links De Aar West with De Aar East (procure emergency standby plant)	5	Unfunded	R 600 000 000	MIG / Private Sector
BSD2022-66	Recreation	Establish a play park at Louisville	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-67	Recreation	Upgrade Play Park in town in Schreiner Street	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-68	Waste Management	Erect "no dumping" signs at Post Office and other strategic points	5	Unfunded	To be determined	Emthanjeni LM
BSD2022-69	Roads	Painting of street names	5	Unfunded	R 70 000	Emthanjeni LM
BSD2022-70	Roads	Curbing of streets (Aquila Ave, North Road, Hercules Ave, Libra Ave)	5	Unfunded	R 750 000	MIG / Private Sector
BSD2022-71	Waste Management	Garbage containers at hiking spot to Britstown	5	Unfunded	To be determined	Emthanjeni LM/ Environmental Affairs
BSD2022-72	Recreation	Upgrading of RSA Park in Leo Avenue	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-73	Property	Upgrading of toilets opposite Post Office	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-74	Roads	Upgrading and or replacement of road signs	5	Unfunded	To be determined	Emthanjeni LM
BSD2022-75	Electricity	Install LED lights in whole of ward	5	Unfunded	R 11 758 230	Dept of Energy (EEDSM)
BSD2022-76	Recreation	Establish a Play Park in Claude- and Carlton Street	5	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-77	Water Management	Upgrading of weir of Carolus Poort Water scheme	5	Unfunded	To be determined	MIG / Private Sector
BSD2022-78	Roads	Reconstruction of existing tar roads	5	Unfunded	R 175 234 162.62	MIG / Roads & Public Works / Private Sector
BSD2022-79	Roads	Construction of speedbumps in roads surrounding High School De Aar	5	Unfunded	To be determined	Emthanjeni LM
BSD2022-80	Road Safety	Upgrading of aged robots	5	Unfunded	To be determined	Emthanjeni LM/ Dept Transport, Safety & Liaison

Table 119: List of Unfunded Projects (Ward 5)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 6						
BSD2022-81	Water	Upgrade sewerage system in town	6	Unfunded	To be determined	MIG / Private Sector
BSD2022-82	Roads	Tarring of high use roads, for example, Darling-, Rawstone-, Loop-, Church- and Rynveldt Street.	6	Unfunded	R 7 018 160.29	MIG / Private Sector

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 6						
BSD2022-83	Electricity	Isolating electrical powerlines against strong winds	6	Unfunded	To be determined	Emthanjeni LM / ESKOM
BSD2022-84	Roads	Improved maintenance of pavements.	6	Unfunded	R 4 630 567.30	Emthanjeni LM
BSD2022-85	Waste Management	Garbage bins	6	Unfunded	To be determined	MIG / Private Sector
BSD2022-86	Water Management	Improved water pumps and boreholes	6	Unfunded	R 18 620 977.10	WSIG / Private Sector
BSD2022-87	Roads	Beautification of entrances to Hanover	6	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2022-88	Roads	Hanover road sign at the N10 turn-off to Hanover	6	Unfunded	To be determined	SANRAL
BSD2022-89	Waste Management	Erect "no dumping" signs.	6	Unfunded	To be determined	Emthanjeni LM
BSD2022-90	Housing	Removal of Asbestos Roofs	6	Unfunded	To be determined	COGHSTA
BSD2022-91	Roads	Tarring of streets	6	Unfunded	R 7 018 160.29	MIG/ Private Sector
LED2022-09	Local Economic Development	Local contractors to be considered for employment	6	Unfunded	To be determined	ALL
LED2022-10	Infrastructure Development	Provision of banking & post office facilities in Hanover	6	Unfunded	To be determined	Private Sector/ SA Post Office
BSD2022-92	Roads	Potholes repair	6	Unfunded	R 80 000	Emthanjeni LM
BSD2022-93	Recreation	Graveling of soccer field next to the N1	6	Unfunded	R 312 037.46	Emthanjeni LM/ Private Sector
LED2022-11	Youth Development	Youth unemployment	6	Unfunded	To be determined C	ALL
BSD2022-94	Roads & Stormwater	Reseal on major interlink roads	6	Unfunded	To be determined C	MIG / Private Sector
BSD2022-95	Water	Water Impact Study for development of boreholes	6	Unfunded	To be determined C	Emthanjeni LM/ Private Sector
BSD2022-96	Water	Upgrading of Hanover Ground Water supply	6	Unfunded	R 18 620 977.10	Emthanjeni LM/ WSIG/ RBIG
BSD2022-97	Water	Refurbishment of booster pumpstation	6	Unfunded	To be determined C	Emthanjeni LM/ WSIG/ RBIG
BSD2022-98	Water	Replacement of electrical control panels	6	Unfunded	To be determined C	Emthanjeni LM/ WSIG
BSD2022-99	Water	Replacement of bulk water meters	6	Unfunded	To be determined C	Emthanjeni LM/ WSIG
BSD2022-100	Water	Replacement of existing telemetry system	6	Unfunded	To be determined C	Emthanjeni LM/ WSIG
BSD2022-101	Water	Refurbishment of water treatment system	6	Unfunded	To be determined C	Emthanjeni LM/ WSIG

Table 120: List of Unfunded Projects (Ward 6)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 7						
BSD2022-102	Recreation	Upgrading of municipal parks	7	Unfunded	To be determined	MIG / Private Sector
BSD2022-103	Sport & recreation	Maintenance of Mziwabantu Stadium	7	Unfunded	R 650 000	Emthanjeni LM
BSD2022-104	Roads	Construct rails for the fly-over to prevent accidents caused by stray animals (N12)	7	Unfunded	To be determined	SANRAL/ Roads and Public Works
BSD2022-105	Roads	Erect shelter at hiking spot	7	Unfunded	To be determined	Emthanjeni LM/ Private Sector

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 7						
BSD2022-106	Electricity	Install High mast Light on the Vosburg road	7	Unfunded	R 980 000	Dept of Energy (INEP)
BSD2022-107	Roads	Tar road in Theron Street next to Shell Ultra City.	7	Unfunded	R 3 972 141.01	MIG / Private Sector
LED2022-12	Local Economic Development	Upgrading of the museum and to be utilized as a Tourist attraction	7	Unfunded	To be determined	Dept Economic Development & Tourism / Private Sector
BSD2022-108	Sport & recreation	Need for recreational facilities e.g., swimming pool, basketball court, athletic track etc.	7	Unfunded	To be determined	MIG / Private Sector
LED2022-13	Youth Development	Establishment of a fully operational Youth Centre	7	Unfunded	To be determined	Private Sector
BSD2022-109	Roads & Stormwater	Reseal on major interlink roads	7	Unfunded	To be determined	MIG / Private Sector
BSD2022-110	Water	Replacement of pipe network at reservoirs	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-111	Water	Refurbishment of booster pumpstation	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-112	Water	Replacement of electrical control panels	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-113	Water	Replacement of Bulk water meters	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-114	Water	Installation of Telemetry system	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-115	Water	Refurbishment of water treatment system	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-116	Water	Upgrading of water infrastructure to increase current capacity	7	Unfunded	To be determined	Emthanjeni LM/WSIG
BSD2022-117	Electricity	Electrification of new Housing development	7	Unfunded	To be determined	Emthanjeni LM/INEP

Table 121: List of Unfunded Projects (Ward 7)

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 8						
BSD2022-118	Roads	Tar of main road into Waterdal, starting by curbing as phase one (Street 2)	8	Unfunded	R 3 972 141.01	MIG / Private Sector
BSD2022-119	Roads	Re-seal of van der Merwe Street from Visser Street to N10	8	Unfunded	R 1 403 632.06	MIG / Private Sector
BSD2022-120	Roads	Curbing of main road into Waterdal (Street 2) – phase 1	8	Unfunded	R 550 000	MIG / Private Sector
BSD2022-121	Electricity	Install LED Street lighting throughout Ward 8 and Waterdal	8	Unfunded	R 3 001 711	Dept of Energy (EEDSM)
BSD2022-122	Roads	Curbing of streets (van Der Merwe, Station, Leo single, Lubbe, Makepeace Avenue, Blomerus Avenue, Immelman Avenue)	8	Unfunded	R 1 960 187.32	MIG / Private Sector
BSD2022-123	Housing	Building of RDP houses on the old Hospital Site	8	Unfunded	To be determined	COGHSTA
BSD2022-124	Waste Management	Erect “no dumping” signs at Lubbe Street	8	Unfunded	To be determined	Emthanjeni LM

Project Reference	Project type	Description of project	Ward	Funding source	Amount	Sector
WARD 8						
BSD2022-125	Waste Management	Erect road signs to indicate dumping site	8	Unfunded	To be determined	Emthanjeni LM
BSD2022-126	Waste Management	Erect “no dumping” signs at the back of the Hospital	8	Unfunded	To be determined	Emthanjeni LM

Table 122: List of Unfunded Projects (Ward 8)

Unfunded projects identified during 4th Generation IDP 2016-2022

Project Reference	Description of priority	Ward	Funding source	Amount	Sector
2020/21					
BSD2021-01	Provision of housing.	1;2;3;4;5;8	Unfunded	To be determined	COGHSTA
BSD2021-02	Upgrading of old infrastructure to improve service delivery.		Unfunded	To be determined	MIG / Private Sector
BSD2021-03	Water provision for ‘Gatvol’ and ‘Enkanini’ informal areas.		Unfunded	To be determined	MIG / Private Sector
BSD2021-04	Eradication of asbestos roofs		Unfunded	To be determined	COGHSTA
LED2021-01	Provision of business sites	6	Unfunded	To be determined	Emthanjeni LM
LED2021-02	SMME Development in terms of relevant skills needed (specialized courses).	6	Unfunded	To be determined	Emthanjeni LM/ SEDA/ Dept Economic Development
BSD2021-06	Upgrading of library.	6	Unfunded	To be determined	MIG / Private Sector
BSD2021-07	Repair potholes in street of Clinic.	6	Unfunded	To be determined	Emthanjeni LM
BSD2021-08	Construction of a pedestrian crossing at N1.	6	Unfunded	To be determined	SANRAL
BSD2021-09	Improvement of EMS response time to attend to emergencies	6	Unfunded	To be determined	EMS / Dept Health
BSD2021-10	Upgrading of water infrastructure	6	Unfunded	To be determined	Dept Water Affairs
BSD2021-11	Municipality should budget for sufficient fleet.	7	Unfunded	To be determined	Emthanjeni LM
BSD2021-12	EPWP Budget allocations to be spend fully to address unemployment.	7	Unfunded	To be determined	Emthanjeni LM
LED2021-03	Resolve issue of Smart Sindikaat Dam to utilize water for sustainable youth projects.	7	Unfunded	To be determined	Emthanjeni LM
BSD2021-13	Establish a play park for Jansenville.	7	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2021-14	Improvement of firefighting service (through training of staff/youth) and fleet.	7	Unfunded	To be determined	Emthanjeni LM
BSD2021-15	Beautification of town and streets.	7	Unfunded	To be determined	Emthanjeni LM/ Private Sector
LED2021-04	Establishment of Pave making project for the Youth.	7	Unfunded	To be determined	Dept Economic Development/ Private Sector
2019/20					
BSD2020-01	Storm water drainage	1	Unfunded	To be determined	MIG
BSD2020-02	Upgrading and fencing of cemetery	1	Unfunded	To be determined	Emthanjeni LM
BSD2020-03	Upgrading of Merino Sport Complex	1	Unfunded	To be determined	MIG / Private Sector
LED2020-04	Youth Development (skills/opportunities)	1	Unfunded	To be determined	Dept Economic Development/ Private Sector

Project Reference	Description of priority	Ward	Funding source	Amount	Sector
BSD2020-05	Housing Development (waiting list for Sunrise)	1	Unfunded	To be determined	COGHSTA
BSD2020-06	Revitalization of houses	1	Unfunded	To be determined	COGHSTA
LED2020-05	Job creation	1	Unfunded	To be determined	Private Sector
BSD2020-07	Availability of serviced sites	1	Unfunded	To be determined	Emthanjeni LM/ COGHSTA
BSD2020-08	Lighting in dark areas	1	Unfunded	To be determined	Dept Energy
BSD2020-09	Recreation facilities (erecting of parks)	2	Unfunded	To be determined	MIG / Private Sector
BSD2020-10	Refuse of removal/ littering - providing communities with black plastic bags	2	Unfunded	To be determined	Emthanjeni LM
BSD2020-11	Housing Development	2	Unfunded	To be determined	COGHSTA
LED2020-06	SMME Development, tenders training	2	Unfunded	To be determined	Emthanjeni LM/ Treasury
LED2020-07	Job creation	2	Unfunded	To be determined	Private Sector
LED2020-08	Skills Development	2	Unfunded	To be determined	Dept Education / Private Sector
LED2020-09	Youth Development	2	Unfunded	To be determined	Dept Economic Development/ Private Sector
BSD2020-12	Crime prevention i.e., issues of vandalism, police services	2	Unfunded	To be determined	SAPS
LED2020-10	Development of a shopping mall	2	Unfunded	To be determined	Private Sector
BSD2020-13	Tarring of Jacqueline Street	2	Unfunded	To be determined	MIG/ Private Sector
BSD2020-14	Fencing of substations in De Aar East	2	Unfunded	To be determined	Emthanjeni LM
BSD2020-15	Upgrading of electricity infrastructure	3	Unfunded	To be determined	Dept Energy
BSD2020-15	Speedhumps in Street 1 & 2	3	Unfunded	To be determined	Emthanjeni LM
BSD2020-16	Upgrade of Nonzwakazi Community Hall	3	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2020-17	Sanitation e.g., revitalization of toilets	3	Unfunded	To be determined	MIG / Emthanjeni LM
LED2020-11	SMME Development	3	Unfunded	To be determined	Emthanjeni LM/ SEDA/ Dept Economic Development
LED2020-12	Job creation	3	Unfunded	To be determined	Private Sector
BSD2020-18	High Mast light for "Gatvol" informal dwellings	4	Unfunded	To be determined	Dept of Energy
BSD2020-19	Upgrading of road in front of Multi-Purpose Centre	4	Unfunded	To be determined	MIG/ Private Sector
BSD2020-20	Refuse containers	4	Unfunded	To be determined	Environmental Affairs/ Private Sector
BSD2020-21	Sport Facilities	4	Unfunded	To be determined	MIG/ Private Sector
BSD2020-22	Fencing of substation near Bellary Farm	4	Unfunded	To be determined	Emthanjeni LM
BSD2020-23	Gravel road e.g., scraping of streets	4	Unfunded	To be determined	Emthanjeni LM
BSD2020-24	Housing development to illuminate the erecting shacks	4	Unfunded	To be determined	COGHSTA
BSD2020-25	Revitalization of toilets	4	Unfunded	To be determined	MIG / Emthanjeni LM

Project Reference	Description of priority	Ward	Funding source	Amount	Sector
BSD2020-26	Graveyards to be maintained	4	Unfunded	To be determined	Emthanjeni LM
LED2020-13	Refurbishment: Schreiner House	5	Unfunded	To be determined	Emthanjeni LM/ Dept Economic Development and Tourism
BSD2020-27	Street lights	5	Unfunded	To be determined	Dept of Energy
LED2020-14	Removal of Alien plants project	5	Unfunded	To be determined	Environmental Affairs
LED2020-15	Truck-stop	5	Unfunded	To be determined	Private Sector
BSD2020-28	High mast lighting i.e., Louisville Park	5	Unfunded	To be determined	Dept of Energy
BSD2020-29	Clinic / Health services i.e., 1 x ambulance, 1 x full-time nurse & assistant	6	Unfunded	To be determined	Dept of Health
LED2020-16	SMME Development e.g., business sites	6	Unfunded	To be determined	Emthanjeni LM
BSD2020-30	Illegal dumping: request for recycling site	6	Unfunded	To be determined	Environmental Affairs/ Private Sector
BSD2020-31	Storm Water Drainage	6	Unfunded	To be determined	MIG
BSD2020-32	Recreational facilities: upgrading of sport complex	6	Unfunded	To be determined	MIG/ Private Sector
LED2020-17	Job creation (permanent employment)	7	Unfunded	To be determined	Private Sector
BSD2020-33	Recreational facilities i.e., upgrading of parks	7	Unfunded	To be determined	MIG/ Private Sector
BSD2020-34	Erecting of notice bords in parks & devils fork fencing	7	Unfunded	To be determined	Emthanjeni LM
LED2020-18	Youth Development (Desert House of Fire)	7	Unfunded	To be determined	Dept Economic Development
LED2020-19	Establish a vegetable garden project	7	Unfunded	To be determined	Dept Agriculture / Private Sector
BSD2020-35	Sanitation (sewerage problematic)	7	Unfunded	To be determined	MIG
LED2020-20	Request for business sites	7	Unfunded	To be determined	Emthanjeni LM
BSD2020-36	Traffic enforcement: speedhumps, unlicensed vehicles / motorist	7	Unfunded	To be determined	Emthanjeni LM
BSD2020-37	Housing Development unserviced sites, title deeds still outstanding	7	Unfunded	To be determined	COGHSTA
BSD2020-38	Firefighting services i.e., volunteer learners	7	Unfunded	To be determined	Emthanjeni LM
BSD2020-39	Conversion of hostel into a community centre	7	Unfunded	To be determined	Emthanjeni LM/ Private Sector
BSD2020-40	236 Bantu street has no flush toilet facilities	7	Unfunded	To be determined	MIG
BSD2020-41	Completion of Lubicon Project	7	Unfunded	To be determined	Emthanjeni LM
BSD2020-42	Upgrading of Station & Sinjaal street	8	Unfunded	To be determined	MIG/ Private Sector
BSD2020-43	Tarring of Lubbe Street, Street 1 & 2	8	Unfunded	To be determined	MIG/ Private Sector
BSD2020-44	Speedhump for Van Riebeeck Street, street 1 & 2	8	Unfunded	To be determined	Emthanjeni LM
BSD2020-45	Recreational facilities e.g., parks	8	Unfunded	To be determined	MIG/ Private Sector
BSD2020-46	Removal of asbestos roofs	8	Unfunded	To be determined	COGHSTA

CHAPTER 8: PERFORMANCE MANAGEMENT

Performance Management is prescribed by chapter of the Municipal System Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, August 2001. Section 7 (1) of the aforementioned regulation states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance, planning, monitoring, measurement, review and reporting”. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. The municipality adopted a performance management framework that council will approve before end of June 2022 and will be review when this financial year began to insect necessary changes.

8.1 Introduction

The Integrated Development Plan enables the achievement of the planning stage of the performance management. Performance management then fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

8.2 Performance Management System

The Performance Management System implemented at the municipality is intended to provide a comprehensive step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the municipality IDP and eventually the budget. The performance policy framework was approved by Council which provided for performance implementation monitoring and evaluation at organisational and individual levels.

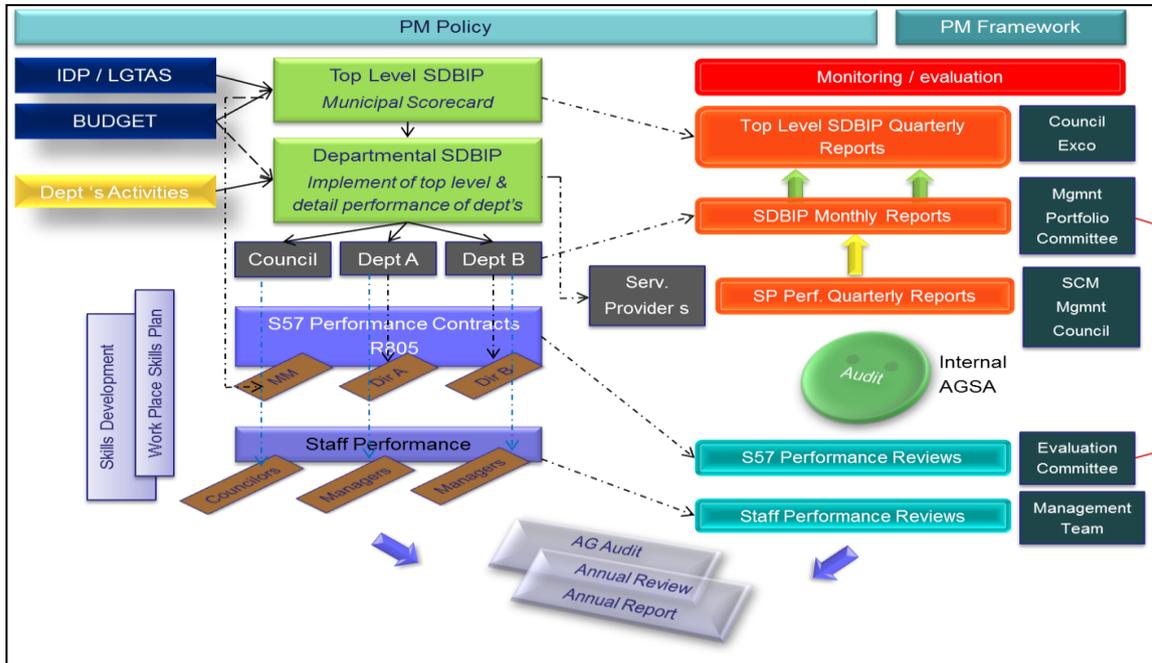


Figure 56: Performance Management System

8.3 Organisational Performance

The organisation performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set our consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

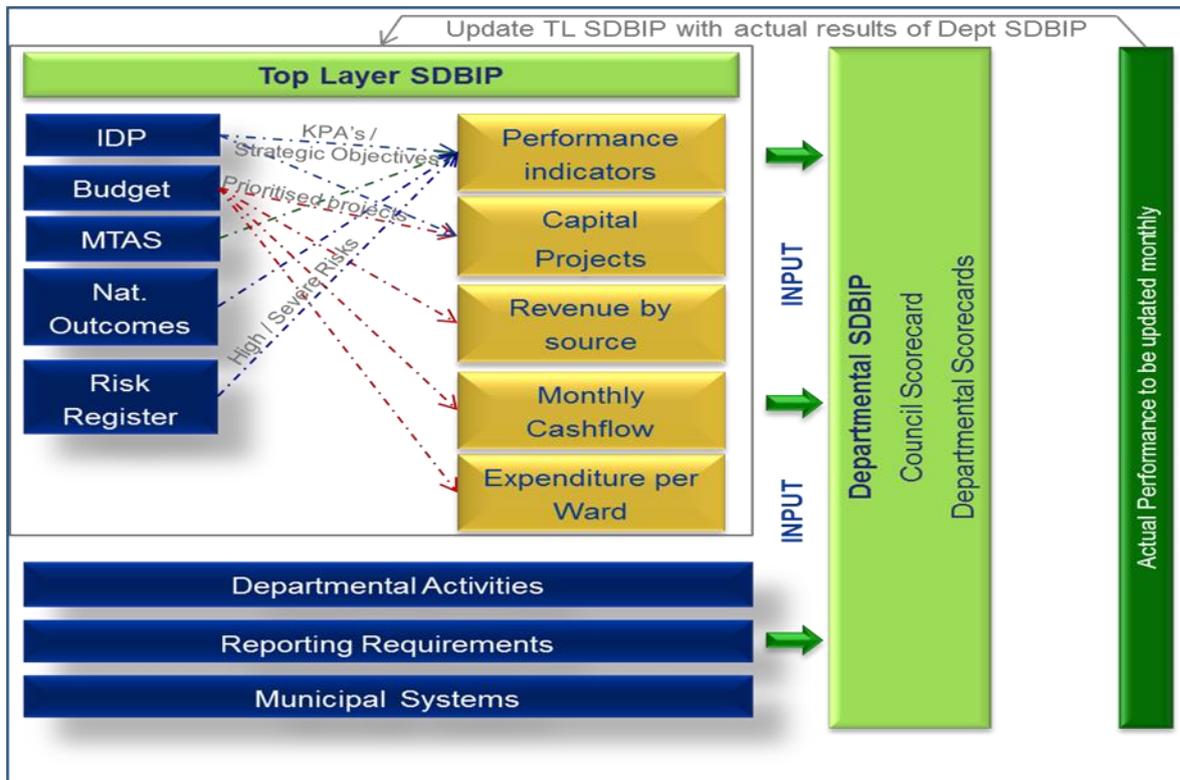


Figure 57: Organizational performance

8.4 Individual Performance for Section 57 Managers

The municipality is implementing a performance management system for all its senior managers and will be cascading to all permanent staff. This has led to a specific focus on service delivery and means that:

-  Each manager has to develop a scorecard which is based on the balanced scorecard model;
-  At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements.

8.5 Individual Performance – All Staff

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations of this Act maintains indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

Although legislation requires that the Municipal Manager, and Managers directly accountable to the Municipal Manager, sign formal performance contracts, it is also a requirement that all employees have performance plans in terms of the **Municipal Staff Regulations 890 and Guidelines 891**. These must be aligned with the individual performance plan of the head of the directorate and job descriptions.

The Minister promulgated the abovementioned regulations and issued guidelines setting uniform standards for municipal staff systems and procedures for ALL municipal staff and senior managers (s72) [Gazette No, 45181].

The Regulations cascade PMDS from senior managers to staff below with the following objectives:

-  Promote a culture of performance and accountability;
-  To identify development needs of staff;
-  Every municipality must adopt a PMDS that complies with the provisions of this regulations;
-  Establishment of a team-based performance management – for specific group/s;
-  A PDMS policy to provide for dispute resolution processes;
-  It's mandatory for every staff member to participate in the overall PMDS of the municipality;
-  Mandatory Annual Performance Agreements;
-  Establishment of PMDS governance structure/s - Moderation Committees;
-  Recognition of outstanding performance; and
-  Procedures to address sub-standard performance and sets out the roles, responsibilities and obligations of the respective role players.

Emthanjeni Local Municipality will be implementing individual performance management system for all permanent staff from 01 July 2022.

8.6 Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

8.6.1 Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

8.6.2 Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary.

The format of the report must comply with the section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website.

8.6.3 Annual Assessment

The performance of the financial year should be assessed at year-end in terms of section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor General by 30 August annually. This report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comments on the municipal website.

CHAPTER NINE: INTERGOVERNMENTAL DEVELOPMENT PERSPECTIVE

9.1 PLANNED SECTOR DEPARTMENTS & PRIVATE SECTOR INVESTMENT

The following Departments and Stakeholders submitted their planned projects for 2022/23 which will be implemented in the jurisdiction of Emthanjeni Municipal area.

9.1.1 Department of Roads and Public Works

Project Name	Description	Municipal area	Work opportunities	Financial Year
Road maintenance	Routine Road Maintenance on TR38/1	Emthanjeni	50	2022/23
Spot Re-gravel	Spot Re-gravel MR790	Emthanjeni	20	2022/23
Spot Re-gravel	Spot Re-gravel DR3059	Emthanjeni	20	2022/23
Road maintenance	Routine Road Maintenance on MR768	Emthanjeni	50	2022/23
Spot Re-gravel	Spot Re-gravel MR614	Emthanjeni	20	2022/23
Road maintenance	Routine Road Maintenance on TR39/1	Emthanjeni	50	2022/23

Table 123: Sector Plan, Department Roads and Public Works

9.1.2 Department of Forestry, Fisheries and Environment

Project name	Project Description	Focus Area	Recommended Budget	Funding source	Applicant	Area
NC Ingwe Game Traders Game Breeding Project	Establishment of a game breeding facility with game camps for buffalo, roan antelope and sable loan herds	Biodiversity Economy	R 5000 000,00	Environmental Protection and Infrastructure Programme (EPIP)	Ingwe Game Traders	Emthanjeni LM

Table 124: Sector Plan - Department of Forestry, Fisheries and Environment

Municipal Action Plan for Environment Sector 2021/2022: Quarter 4 Progress report

Project Programme 2021/22	Expected project / programme outcome	Location	Timeframe	Progress made in Quarter 4 (Jan – Mar 2022)
Municipalities supported and capacitated	Compliance to Waste Legislation	Provincial (as per demand)	April 2021- March 2022	The following 7 Municipalities were assisted with training and capacity building in the 4 th Quarter: Emthanjeni LM Ga-segonyana LM Hantam LM Karoo Hoogland LM Magareng LM Thembelihle LM Umsombomvu LM
Percentage of complete Waste Licence applications finalised within legislated timeframes.	Compliance to Waste Legislation.	Provincial (All Districts)	April 2021- March 2022	The department is awaiting the record of decision from DWS to finalise the applications.
Number of landfill sites monitored.	Compliance to Waste Legislation.	Provincial (All Districts)	April 2021- March 2022	More landfill sites monitored then initially targeted for and 67 landfill sites were monitored

Project Programme 2021/22	Expected project / programme outcome	Location	Timeframe	Progress made in Quarter 4 (Jan – Mar 2022)
				against a target of 50 for the year under review.
Number of Waste SMMEs supported and capacitated.	Job creation and compliance to Waste Legislation	Provincial (As per demand)	April 2021- March 2022	32 Waste SMMEs supported through training/workshop initiatives.
Number of compliance inspections conducted.	Environment protected through Compliance monitoring and enforcement.	All Districts	April 2021- March 2022	Of the 19 inspections undertaken, 15 inspections were environmental quality management related, focussing on the agricultural sector, feedlot and landfill sites. 8 were biodiversity related, focussing on the keeping of buffalo, bird keeping facilities and game farm. The inspections led to three notices being issued for non-compliance and 1 matter referred to Enforcement for further action.

9.1.3 Department Transport, Safety & Liaison

Project	Description	Budget	Location (ward or town)	Timeframe
School Construction	Construction of Technical school at Sunrise with 10 classes, office block, library	R100 000 000	Ward 1	2022 -2024
Emthanjeni Primary School	Children’s Dialogue	R6000	Ward 3	07 May 2022
Youth Program: Veritas High School	Youth Debate: ‘Society Free of Drugs’	R6000	De Aar/ Sunrise	16 June 2022
Nonzwakazi- Community Outreach Program	Walk and Talk’’ Morals and Peace’’ – GBV	R6000	Ward 2	12 July 2022
Nonzwakazi- Community Outreach Program	Stop violence against Women and Children Talk Session	R6000	Ward 2 & 3	13 October 2022
GBV Talk Session	Gender Based Violence and Femicide Talks Session	R6000	Sunrise/Ward 4& 5	07 November 2022
Anti- Substance Abuse Program	Responsible Drinking and Street Talk	R6000	Ward 5 & 2	06 December 2022
Gender Based Violence (Library Hall)	Round Table Discussion: GBV and Femicide	R6000	Ward 3,4 and 5	07 February 2023
Community Mobilization Program	GBV March Peaceful	R6000	Ward 2, 3, 4 and 5	27 February 2023

Project name	Project Description	Recommended Budget	Location (ward or town)	Timeframe
Emthanjeni Primary School	Children’s Dialogue – ‘‘It should not hurt to be a child’’	R 6 000.00	Ward 3	07 May 2022

Project name	Project Description	Recommended Budget	Location (ward or town)	Timeframe
Community Safety Plan	Development of Community Safety Forum (CSF) Revival Meeting	None	De Aar, Hanover & Britstown	09 May 2022
Youth: Veritas High School	Youth Debate "Society free of drugs"	R 6 000. 00	De Aar Sunrise	14 June 2022
Britstown Primary School	School Safety Assessment Interview	None	Britstown	06 June 2022
Nonzwakazi Community	Walk and Talk: Morals and Peace – Gender Based Violence	R 6 000. 00	Ward 3	12 July 2022
Monwabisi and Orion High School	School Safety Assessment Interview	None	De Aar, Nonzwakazi & Sunrise (Ward 1)	12 September 2022 & 22 August 2022
Community Hall- Nonzwakazi	Stop Violence Against Women & Children Talk Session	R 6 000. 00	Nonzwakazi Ward 2 & 3	13 October 2022
Library Hall	Stop Gender Based Violence & Femicide Talk Session	R 3 000. 00	Sunrise Ward 4 & 5	07 November 2022
Malay Camp & Nonzwakazi	Responsible drinking Street talks	R 3 000. 00	Ward 2&5	06 December 2022
Library Hall	Round Table Discussion	None	Ward 3, 4 & 5	07 February 2023

Table 125: Sector Plan - Department Transport, Safety & Liaison

9.1.4 Department Agriculture, Environmental Affairs, Land Reform and Rural Development

Unit	Project	Description	Budget	Location (ward or town)	Timeframe
Agriculture	Hanover commonages and Sheep power farm	<ul style="list-style-type: none"> Installation of solar pumps and wind mills Stock water reticulation systems 	R1.6m	Hanover	2022 -2023
	Emthanjeni Hydroponics	<ul style="list-style-type: none"> Infrastructure repairs Production inputs Installation of Solar Energy 	R 2.5m	De Aar	2022-23

Table 126: Sector Plan - Department Agriculture, Environmental Affairs, Land Reform and Rural Development

9.1.5 Foundation for Alcohol Related Research (FARR)

The FARR project started in 2001 and De Aar Solar has funded it for the last 7 years. The main focus of FARR is the reduction of alcohol related harm and Fetal Alcohol Spectrum Disorders (FASD), as well as capacity development and training in the community and amongst professional service providers (e.g., health professionals, educators and social workers) in the area. Annual contractual agreements with the abovementioned funder are signed. From time to time they receive donations from Aveng, mostly in the form of groceries for their ECD Programme or donations for functions/events with the community. De Aar Solar donated a vehicle (Toyota Combi) to FARR a few years ago.

Programmes include:

Project	Description	Budget	Location (ward or town)	Timeframe
Britstown Fetal Alcohol Spectrum Disorder (FASD) Research and Community Development Project	<ul style="list-style-type: none"> ○ Research (including completed FASD Prevalence Study); ○ Awareness programmes and Capacity Development in Community, such as training courses and workshops and the Do You Have 3 Minutes Model; ○ Prevention Programmes such as the Healthy Mother Healthy Baby© Programme; ○ Learner and Nutritional Support Programme at Primary Schools ○ Adolescent Support Programme; ○ Training of Professionals (e.g., Nurses, Social Workers, Educators and other NGO's) 	Still waiting on Service Level Agreement and Budget for 2022 – 2023 (Funder Solar Power De Aar/ Globeleq)	Britstown	2022 - 2023
De Aar Fetal Alcohol Spectrum Disorder (FASD) Research and Community Development Project	<ul style="list-style-type: none"> ○ Research (including completed FASD Prevalence Study); ○ Awareness programmes and Capacity Development in Community, such as training courses and workshops and the Do You Have 3 Minutes Model; ○ Prevention Programmes, such as the Healthy Mother Healthy Baby© Programme; ○ Early Childhood Development Programme offered at the homes of clients as to support the mother and child, as well as other family members such as adolescents and elderly in the household; ○ Training of Professionals (e.g., Nurses, Social Workers) 	Still waiting on Service Level Agreement and Budget for 2022 – 2023 (Funder Solar Capital)	De Aar	2022 - 2023
Hanover Fetal Alcohol Spectrum Disorder (FASD) Research and Community Development Project	<ul style="list-style-type: none"> ○ Research (including completed FASD Prevalence Study); ○ Awareness programmes and Capacity Development in Community, such as training courses and workshops and the Do You Have 3 Minutes Model; ○ Prevention Programmes, such as the Healthy Mother Healthy Baby© Programme; ○ Learner Support Programme at Primary School; ○ Early Childhood Development Programme offered at the homes of clients as to support the mother and child, as well as other family members such as adolescents and elderly in the household; 	Still waiting on Service Level Agreement and Budget for 2022 – 2023 (Funder Scatec)	Hanover	2022 - 2023

Project	Description	Budget	Location (ward or town)	Timeframe
	<ul style="list-style-type: none"> o Adolescent Support Programme o Support programme for the Elderly who are caregivers of children; o Training of Professionals (e.g., Nurses, Social Workers) 			
Renosterberg (Petrusville, Keurtjieskloof, Philipstown) Fetal Alcohol Spectrum Disorder (FASD) Research and Community Development Project	<ul style="list-style-type: none"> o Research (including completed FASD Prevalence Study); o Awareness programmes and Capacity Development in Community, such as training courses and workshops and the Do You Have 3 Minutes Model; o Prevention Programmes, such as the Healthy Mother Healthy Baby© Programme; o Adolescent Support Programme; o Support programme for the Elderly who are caregivers of children Training of Professionals (e.g., Nurses, Social Workers) 	Still waiting on Service Level Agreement and Budget for 2022 – 2023 (Funder Scatec)	Renosterberg	2022 – 2023

Table 127: Sector Plan - Foundation for Alcohol Related Research (FARR)

9.1.6 Scatec

Project name	Project Description	Recommended Budget	Location (ward or town)	Timeframe
Water provision	Development of boreholes: equipping of 4x boreholes	R505 000	Hanover (Ward 6)	2022/23
School cleaning project	Cleaning project and provision of cleaning agents (quarterly)	-	Hanover	2022/23
School infrastructure programme	Provision of Jo-jo tanks to be connected to ablution facilities	-	Hanover Primary School	2022/23

Table 128: Sector plan - Foundation for Alcohol Related Research (FARR)

9.1.7 Department Cooperative Governance, Human Settlements and Traditional Affairs

NORTHERN CAPE 2022/23 PROJECT LIST Human Settlements Development Grant

HSS Reference No.	Municipality	Town	Project Description	Programme	Services 2022/23	Houses 2022/23	Budget 2022/23
A14010013	Emthanjeni	Britstown	Britstown 848	IRDP-S			2 867 569
A19100008	Thembelihle	Hopetown	Goutrou	IRDP-P			1 339 040
A20070005	Siyathemba	Prieska	Prieska 4000	IRDP-P			7 667 320
A20070006	Siyathemba	Niekershoop	Niekershoop 500	IRDP-P			311 639
A08100006	Siyancuma	Douglas	Breipal 506	IRDP-S			1 200 001
A16060002	Umsobomvu	Norvalspont	Norvalspont	IRDP-P			159 639
A19110007	Thembelihle	Strydenburg	Strydenburg 63	IRDP-H			
A21120004	Kareeberg	Carnavon	Carnavon 300	IRDP-P			1 800 000

A19110006	Thembelihle	Loxton	Loxton 51	IRDP-H			
A16100030	Siyancuma	Dalton	Dalton 177	IRDP-H			2 867 569
Sub Total: Pixley District					0	75	30 863 688

Table 129: Pixley Ka Seme District Human Settlement Projects 2022/2023

9.1.8 Municipal Infrastructure Services Agent (MISA) through CoGTA

Project name	Project Description	Recommended Budget	Location (ward or town)	Timeframe
Emthanjeni Spatial Development Framework	Development of Spatial Development Framework for Emthanjeni Municipality	R 1 200 000.00	Emthanjeni Municipality	2022/23

Table 130: Municipal Infrastructure Services Agent (MISA) through CoGTA (SDF Funding)

9.1.9 USAASA

Project name	Project Description	Allocation	Location (ward or town)	Timeframe
Broadband project	Implementation of Government and Public Wi-Fi	16	Emthanjeni Municipality Dept. Health Schools Government Departments	2022/23

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ACRONYMS

AG	Auditor General
CBP	Community Based Planning
DBSA	Development Bank of South Africa
DEAT	Department of Environment Affairs and Tourism
DHSS	Department of Health and Social Services
DLA	Department of Land Affairs
DLG&H	Department of Local Government and Housing
DM	District Municipality
DMA	District Management Area
DME	Department of Mineral and Energy
DoL	Department of Labour
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EDU	Department of Education
EEDSM	Energy Efficiency Demand Side Management
EFF	External Financing Fund (Ad Hoc)
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EMP	Environmental Management Plan
EPIP	Environmental Protection and Infrastructure Programme
EPWP	Expanded Public Work Programme
FBS	Free Basic Services
FMG	Finance Management Grant
GIS	Geographic Information System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HOD	Head of Department
ICT	Information and Communication Technology
IDP	Integrated Development Planning
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
INEP	Integrated National Electricity Program
IPP	Independent Power Producer
IT	Information Technology
LM	Local Municipality
MIG	Municipal Infrastructure Grant
REIPP	Renewable Energy Independent Power Producers
SCM	Supply Chain Management
SSEG	Small Scale Energy Generation
WESSA	Wildlife and Environment Society of South Africa
WSIG	Water Services Infrastructure Grant

EMTHANJENI LOCAL MUNICIPALITY INVESTMENT OPPORTUNITIES

ECONOMIC SECTORS IN EMTHANJENI LM



Agriculture: Agriculture forms the backbone of Emthanjeni economy and accounts for the largest labour/employment contributor to date. Livestock farming is the most dominant agricultural practice in Emthanjeni due to the largely semi-arid and arid environment and the fertile land that supports the production of some of the country's finest quality agricultural products. The emphasis is on sheep, mutton and wool farming, especially Merino's. Sheep, wool and mutton are the main farming activities in Britstown while hunting of small game (Springbuck) is also very popular. The area has the largest sheep abattoir with a capacity of up to 2000 sheep slaughtered per day.



Tourism: The tourism sector is recognised for its potential and significant contribution to the economy. The sector is expected to contribute to job creation and the growth of the economy and has a number of linkages with other economic sectors, e.g., Agricultural Sector, Utilities Sector, major routes between Johannesburg, Cape Town and Eastern Cape province as well as with other countries such as Namibia and Botswana.



Renewable energy: Northern Cape has one of the highest radiation levels in the world where the Emthanjeni local municipal area has an array of Solar and wind Farms established in the local municipality converting the rich sunlight into energy which is to be transferred to the national grid. The renewable energy sources currently available vary between wind energy and solar PV energy sources where one of the largest solar farms in Southern Hemisphere is located in De Aar. Emthanjeni is home to Eight (8) REIPPP projects with a total electrical output of 483MW.



Logistic & Storage Hub: According to a business case study by Tisen Investments on a De Aar Logistics/Warehouse, the large commercial miners and irrigation farmers are the major owners of concessions on rail networks and access to ports. The study suggests that De Aar becomes a consolidation point for freight as a result of its centrality, accessibility as well as the rail and road infrastructure that are available.



Manufacturing: The manufacturing sector is focused on value adding of agricultural products, mining products, construction and renewable energy products. The manufacturing sector has established linkages with the agricultural, construction and mining sectors. Market trends in the manufacturing sector of Emthanjeni Local Municipality is to promote the manufacturing of Solar panels and SKA components within the boundaries of the municipality.



Knowledge Economy

The sector is identified as thrust in Pixley Ka Seme District due to the establishment of the SKA project and the Renewable Energy in the district. The SKA spinoffs create opportunity for secondary industries such as component manufacturing for science and technology industries. Renewable energy in particular has developed a corridor in the Northern Cape extending from ZF Mgcawu District down to the Pixley Ka Seme District as described in Chapter 2.



Transport:

The transport sector one of the most important sectors in the municipal area. The sector constitutes of mainly rail and road transport. De Aar has a major potential for upgrade of transport network due to existing rail infrastructure. Emthanjeni connects to central South Africa, coastal areas and SADC regions. The road network consists of two national routes namely the N1 at Hanover and the N12 at Britstown with the N10 that links the towns. Freight movement along the National routes pass by daily from Johannesburg to Cape and visa verse.

DEVELOPMENT PROPOSALS

Wild Hunting, Lucerne business, Aquaponics and Hydroponics

INFRASTRUCTURE OVERVIEW

Roads:

Six national routes that run through the Pixley ka Seme District, with the main routes being the N1 linking Colesberg to Cape Town/Johannesburg and the N12 linking Britstown to Cape town/Johannesburg. SANRAL is solely responsible for national road network maintenance and development.

Water:

Emthanjeni is totally dependent on groundwater (boreholes). The towns of Emthanjeni Municipality obtain water from 72 boreholes and two fountains, divided into 4 borehole schemes.

Electricity Supply:

Electricity is purchased and supplied by Eskom at 22kV. Eskom supplies the De Aar Substation at 132kV from Hydra Substation (the largest substation in the Southern Hemisphere). The Eskom Substation is equipped with 1X20 MVA 132/22kV transformers with expansion facility for future.