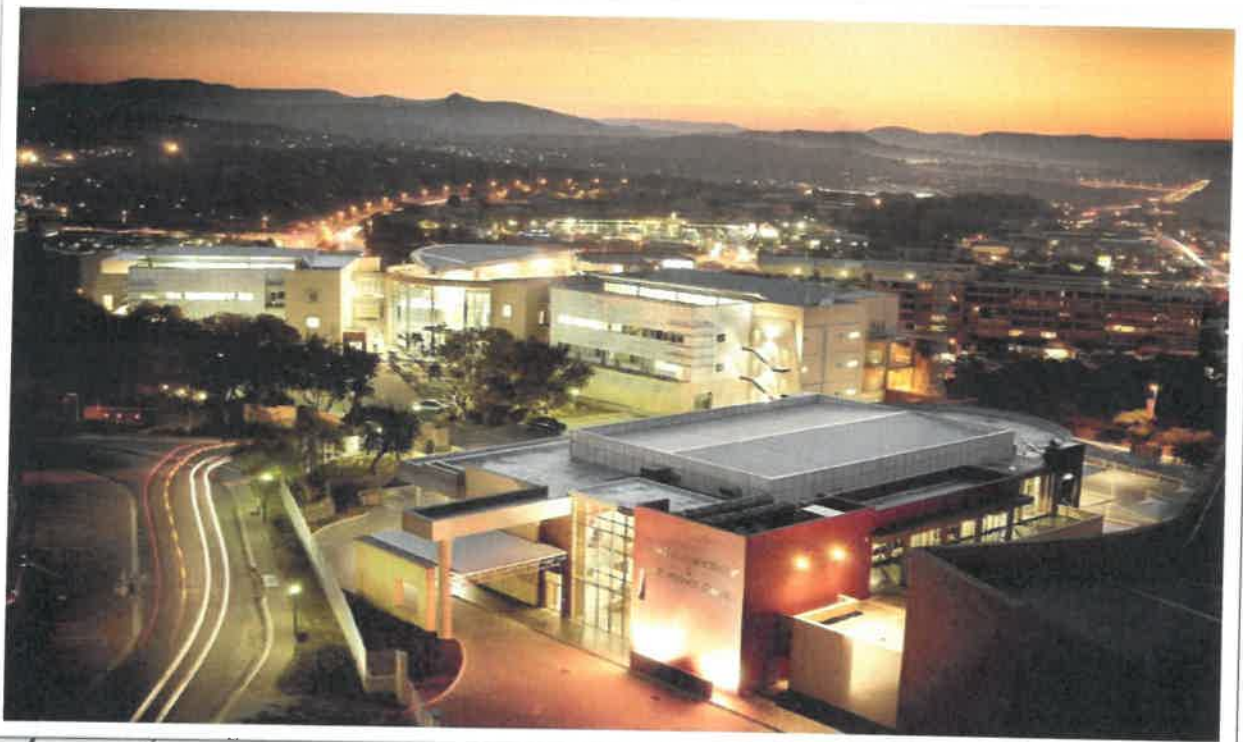




EHLANZENI
DISTRICT MUNICIPALITY



EHLANZENI DISTRICT MUNICIPALITY'S FINAL IDP AND BUDGET 2022/23 – 2026/27

"A District Municipality that provides Impactful service delivery to its communities"

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ABET:	Adult Based Education and Training
ASGIA:	Accelerated and Shared Growth Initiative of South Africa
CBD:	Central Business District
CITP:	Comprehensive Integrated Transport Plan
CDW:	Community Development Worker
COGTA:	Cooperative Governance and Traditional Affairs
CRDP:	Comprehensive Rural Development Plan
DDM:	District Development Mode
DRDLA:	Department of Agriculture, Rural Development and land Administration
DBSA:	Development Bank of Southern Africa
DCSR:	Department of Culture, Sports and Recreation
DED:	Department of Economic Development
DEDP:	Department of Economic Development Planning
DSD:	Department of Social Development
DHS:	Department of Human Settlement
DMA:	District Management Area
DME:	Department of Mineral and Energy
DMP:	Disaster Management Plan
DOE:	Department of Education
DPWRT:	Department of Public Works Roads and Transport
DSS:	Department of Safety and Security
DWS:	Department of Water and Sanitation
ED:	Economic Development
EDM:	Ehlanzeni District Municipality
EMS:	Environmental Management System
EPWP:	Expanded Public Works Programme
ESKOM:	Electricity Supply Commission
FBS:	Free Basic Services
FET:	Further Education and Training

FIFA:	Federation of International football Associations
GDP:	Gross Domestic Product
GIS:	Geographical Information System
GDS:	Growth and Development Summit
HDI:	Historically Disadvantage Individual
HRD:	Human Resource Development
ICC:	International Conference Centre
IDP:	Integrated Development Plan
ISDF:	Integrated Spatial Development Framework
ISRDP:	Integrated Sustainable Rural Development Plan
IWMP:	Integrated Waste Management Plan
KMIA:	Kruger Mpumalanga International Airport
KNP:	Kruger National Park
KPA:	Key Performance Area
KPI:	Key Performance Indicator
KPR:	Key Performance Results
LED:	Local Economic Development
LRAD:	Land Reform for Agricultural Development
MAM:	Multi Agency Mechanism
MDG:	Millennium Development Goals
M&E:	Monitoring and Evaluation
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MLM:	Mbombela Local Municipality
MPCC:	Multi-Purpose Community Centre
MRTT:	Mpumalanga Regional Training Trust
MTPA:	Mpumalanga Tourism Parks Agency
MSTRA:	Local Government Municipal Structures Act
MSA:	Local Government Systems Act

MTEF:	Medium Term Expenditure framework
MSIG:	Municipal Systems & Implementation Grant
MTSF:	Medium Term Strategic Framework
NDOT:	National Department of Transport
NEMA:	National Environmental Management Act
NEPAD:	New Partnership for Africa’s Development
NSDP:	National Spatial Development Perspective
PDI:	Previously Disadvantage Individuals
PGDS:	Provincial Growth and Development Strategy
PPP:	Public Private Partnership
PMS:	Performance Management System
RDP:	Reconstruction Development Programme
RLCC:	Regional Land Claims Commission
RSCL:	Regional Service Council Levies
SAPS:	South African Police Service
SASSA:	South African Social Security Agency
SDBIP:	Service Delivery Budget and Implementation Plan
SDF:	Spatial Development Framework
SDP:	Skills Development Plan
SDI:	Spatial Development Initiatives
SMME:	Small Medium Micro Enterprises
SOPA:	State of the Province Address
SONA:	State of the Nation Address
SWOT:	Strengths, Weaknesses, Opportunity and Threat
WSDP:	Water Service Development Plan
WPSP:	White Paper on Strategic Planning



EXECUTIVE MAYOR'S FOREWORD

Honourable Cllr: Jesta Sidell

I am very excited to present this final 5-year IDP to you; our valued client or stakeholder in service delivery. We continue to indicate that the outgoing council has played its part and achieved a high standard of clean governance and we dare not fail their aspirations. As the newly elected team to lead Ehlanzeni, we have been given a mandate by our people to address, amongst others, of the District One Plan, popularly known as the DDM.

This approach is aimed at fast tracking the pace of service delivery to the people using the District Platform in line with our new vision "a district municipality that provides impactful service delivery to its communities". It is clear that on access to basic services, we are chasing a moving target and there are those who believe that households and population numbers registered on our data hubs are accurate. It is suggested that the population is quite big as most of the households are not accounted for due to high influx rates and migration. We have made a commitment to the masses of people that we will leave no stone unturned in favour of delivering services. On top of our list is to deal with theft and vandalism of infrastructure, especially in Thaba Chweu and Nkomazi Local Municipalities. This by no means implicates that there are similar syndicates in the other two Municipalities. Other socio-economic ills also include high unemployment, poverty and inequalities.

The shortage of human settlements and prevention of Land Invasion and mushrooming of informal settlements, will also be addressed. The district is supporting an acceleration plan for the Provincial and National flagship projects implemented within our jurisdiction as part of the District One Plan (DDM): Mpumalanga International Fresh Produce Market, Mountain View Dam, Barberton Solar Power Plant and Dam construction, Inkosi City, Parliamentary Village, Mkhuhlu Agri hub, Nkomazi Special Economic Zone, Hoxane Bulk Water Scheme, Driekoppies and Sibange Bulk Water Scheme just to mention a few. We have also noted with concern the rising incidences of Gender Based Violence and Femicide within our border. I have to this end prioritised initiatives and interventions to implement our Gender Based Violence and Femicide Strategy by focusing on vulnerable groups. The same has been prioritised by Local Municipalities in order to increase the number of interventions to curb down the levels and occurrences.

We are hopeful that as guided by the Local Government Manifesto, we have managed to articulate our intervention succinctly so.

I thank you.

Cllr J Sidell

Hon. Executive Mayor for EDM

OVERVIEW OF THE MUNICIPAL MANAGER

Dr. N.P. MAHLELELA



I am honoured to be afforded this opportunity to present our final 5-year IDP to our valuable and esteemed stakeholders, which is a product of extensive consultation processes with socio-economic partners. The robust and extensive engagements is outlined in Chapter 4 of the Local Government: Municipal Systems Act, Act 32 of 2000, which compels local government to promote the involvement of communities in the affairs of municipalities operating in their jurisdiction.

According to Section 25 of the Local Government Municipal Systems Act, Act 32 of 2000, *"each council after the start of its administration term must develop and approve a 5-year IDP that will guide development in the space"*. Indeed, as Ehlanzeni District Municipality, we have complied with this prerogative of this legislative prescript. After thorough consultations and using reference sources such as the Local Government Manifesto and its Barometer, the following priorities emerged as major focus areas for the next five years. In no particular order the list includes but is not limited to the following:

- Access to sustainable basic services (Water, Sanitation, Energy, Refuse Removal, Roads and Storm water drainage systems).
- Economic Transformation and Job Creation in order to curb downward the escalating unemployment rate currently sitting at 42.5%.
- Improve systems and strategies to avoid illegal land grabs and Invasion syndicates.
- Provision of decent human settlement and relocating households from flood lines points to safer environments.
- Upscaling the efforts to reduce adverse climatic weather patterns whilst putting in place mitigation and adaptation strategies.
- Improve food security measures,
- Rehabilitation and maintenance of hardcore infrastructure.
- Organisational Structures Re-engineering and trimming.

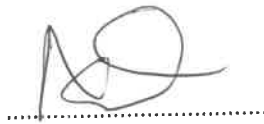
Whilst the list cannot be exhausted, the above-mentioned priorities are the pressure points emanating from these engagements and reference documents. These priorities are also included as part of the long-term planning in the form of the recently approved District One Plan. The advent of the 6th administration post the national and provincial government elections during 2019 saw the cabinet adopting the District Development Model (DDM) soon after taking office. The introduction of the DDM was aimed at improving cooperative governance to build a capable, ethical and developmental state.

The District Development Model is used as an instrument to bring all stakeholders together under a common vision to establish work streams and discuss matters until consensus are achieved through structured agenda. This joint planning achieved through intergovernmental engagements across all spheres of government has

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proven to be the summit of our planning platform and continues to gain traction and support from stakeholders including the private sector.

Thank you

A handwritten signature in black ink, consisting of a stylized 'N' followed by a large loop and a horizontal stroke, positioned above a dotted line.

Dr N.P Mahlalela

Municipal Manager

CHAPTER 1

1. INTRODUCTION

"Failing to plan is planning fail"

Planning is the single most important task of management and leadership of an organisation. Strategic planning determines where an organisation is moving to over the next (5) five years. It is a systematic process through which an organisation agrees on and builds commitment to priorities that are essential to its mission and responsive to operating the environment.

The Integrated development plan (IDP) process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is a principal document for Local Government, used to guide the development agenda and municipal budgets, land use development, management and promotion of local economic development and institutional transformation in a consultative and systematic manner.

Strategic alignment of all key processes with the strategic plan is a requirement for successful implementation of the municipal strategy. In the context of local government, the strategic plan is the Integrated Development Plan (IDP) of the municipality. The budget is the provision of resources for the implementation of the strategy (IDP), whilst the Service Delivery and Budget Implementation Plan (SDBIP) is the implementation plan for the strategy. Quarterly Performance review processes provides for the monitoring of the implementation of the SDBIP. Performance agreements signed by the Municipal Manager and the Section 56 Managers, as well as the annual performance appraisal process is used for rewarding performance on implementation of the strategy.

The alignment of the IDP processes between different spheres of government are critical in making sure that service delivery is attained and thus planning becomes critical for the district and its local municipalities. The district framework must ensure that planning and IDP processes are not in contrast but rather complementary and aligned with key documents for development in local government. The district framework gives direction in which municipalities' IDP should follow and drive integrated development planning within the district's area of jurisdiction.

The plan must identify the plans and planning requirements in terms of national and provincial legislation on the district.

The council of the district municipality will undertake the development process of the 2022/2027 FY IDP and Budget.

Ehlanzeni District Municipality has over the past years achieved responsive, credible sets of Integrated development plans "hereinafter referred to as IDP's" in the province and thus intends to pursue and maintain the excellent status quo.

This document sets our Ehlanzeni district municipality's five-year integrated plan for the financial years 2022/23 to 2026/27, containing the key municipal goals and priorities within a 5year implementation cycle.

The IDP is a strategic document of municipal council and guides all planning and development in the district municipality. Preparation of the IDP followed an approved process plan that incorporated extensive stakeholder consultation.

Purpose and process of Integrated Development Planning

The centrepiece of developmental local government is the integrated development plan (IDP). IDPs provide long term visions for the Municipality, detail the priorities of an elected council; link and coordinate sector plans and strategies; align financial and human resources with implementation needs; strengthen the focus of environmental sustainability; and provide the basis for annual and medium-term budgeting.

Integrated development plans intend to give effect to the constitutionally prescribed role of Local Government of promoting economic and social development.

Legal Mandate

The Local Government: Municipal Systems Act, No 32 of 2000

1.1. Executive Summary

This IDP is structured into 11 chapters:

- **Chapter 1:** Introduction
- **Chapter 2:** Contains the summary of the district framework, being the main guiding document for aligning the planning process between local municipalities and the relevant district municipality.
- **Chapter 3:** Contains the situational analysis, location of the district, demographics, the district economic profile and rural development
- **Chapter 4:** Contains the Municipal council's 5-year strategic objectives
- **Chapter 5:** Contains the district's wide spatial development framework which provides the basic guidelines for the application of principles that will render the following benefits:
 - Sustainability;
 - Accurate planning
 - Integrated social and environmental activities; and
 - Ensure that spatial priorities are strategically implemented
- **Chapter 6:** An overview of the performance of the district municipality for the last audited financial year
- **Chapter 7:** Contains the district financial plan that is guided by Section 263 (h) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000)
- **Chapter 8:** Contains the organogram
- **Chapter 9:** Contains the projects of the district and provincial sector departments
- **Chapter 10:** Contains district wide summary of the sector plans, policies and strategies
- **Chapter 11:** Constitutes the long-term planning development strategy to address the challenges facing the people of Ehlanzeni District

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1.2. Ehlanzeni Strategic Direction For 2023 – 2027

Vision

“A District Municipality that provides Impactful service delivery to its communities”

Mission

“Ehlanzeni shall be the Socio-Economic centre of coordination, development planning and sustainable delivery of services”

Core Values

Ehlanzeni is guided by the following values in conducting its business:

- Transparency
- High Quality service delivery
- Accountability
- Service communities with integrity
- Efficiency
- Professionalism
- Value for humanity
- Outcomes based delivery approach

District Strategic Goals

EDM derives its mandate and goals from Section 863 (3) of the Local Government: Municipal Structures Act of 1998, which states that a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

- Ensuring integrated development for the district as a whole
- Promoting bulk infrastructural development services for the district as a whole
- Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

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Table 1: Alignment of National, Provincial & District Priorities

1.3 Alignment Of National, Provincial & District Priorities						
MILLENNIUM DEVELOPMENT GOALS	MANIFESTO 2021	NATIONAL DEVELOPMENT PLAN (VISION 2030)	MTSF 2019-2024 PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	COMMUNITY NEEDS
● Develop a global partnership for development ● Eradicate poverty and hunger ● Achieve universal primary education ● Promote gender equity and empower women ● Reduce child mortality ● Improve maternal health ● Combat HIV/AIDS, Malaria & other diseases	● Water, Sanitation, Sewerage and Roads ● Electricity ● Land and Housing ● Choose the best people to run municipalities ● Food Security ● Fight corruption ● Make municipalities financially viable ● Together build safer communities and fighting crime, drugs and alcohol abuse	● Creating jobs and livelihoods ● Expanding infrastructure ● Transitioning to low carbon economy ● Transforming urban and rural spaces ● Improving Education and training ● Providing quality health care ● Building a capable state ● Fighting corruption and enhancing accountability	● A capable, ethical and developmental state ● Economic Transformation and job creation ● Education, skills and Health ● Consolidating the social wage through reliable and quality basic services	● Creation of decent work & sustainable livelihoods ● Strategic infrastructure development ● Growing & supporting priority sectors of the Economy ● Growing Tourism industry ● Partnership with mining & other sectors ● Manufacturing ● Alternative Energy ● ICT Sector	● Basic water & Infrastructure development ● Sanitation ● Electricity ● Roads & Storm water ● Waste Management ● Job creation ● Rural development ● Institutional transformation & development ● Good Governance and Operation ● clean Audit ● Municipal health, Disaster	● Water ● Sanitation ● Electricity ● Roads & Storm water ● Waste management ● Housing ● Led ● Health ● Community facilities ● Safety & security ● Education ● Social services

1.3 Alignment Of National, Provincial & District Priorities						
MILLENNIUM DEVELOPMENT GOALS	MANIFESTO 2021	NATIONAL DEVELOPMENT PLAN (VISION 2030)	MTSF 2019-2024 PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	COMMUNITY NEEDS
	• Taking care of the most vulnerable • Jobs, Education, training and opportunities for young people • Working together we must intensify the fight against Gender based violence for safer communities • Together we must strive for a non-sexist society and must build communities committed to Gender equality	• Transforming society and uniting the nation	• Spatial Integration, Human Settlement and Local Government • Social Cohesion and Safe Communities • A Better Africa and the World	• Education • Health • Integrated, sustainable Human settlement • Access to Basic Services • Social cohesion and Nation building • Fighting crime • Capable development state	- Management & Environmental Management • Transversal & HIV/AIDS programmes	

1.4 Macro, Micro Policy and Planning

IDP alignment with strategic planning instruments

The following submission aims to illustrate the extent at which Ehlanzeni district municipality for 2022/2023 has been consulted and aligned with other key strategic planning tools like the Millennium development goals, the national spatial development perspective and principles, the outcomes-based planning approach and the vision 2030 National development plan. Consideration has been given to the United Nations Millennium Development goals and the declaration thereof.

The National spatial development perspective

The National spatial development perspective is a guiding tool in enduring proper alignment with the planning space and dimensions the country intends achieving in the near future. It is a five-part document which looks in detail at the following:

PART 1: This part is a preamble which sets out the background leading to the call for proper alignment on the spatial rationale in the country. It addresses all historical challenges leading to the disparities and segregated settlements we find ourselves in today. It gives clear objectives and outlines the content of the document as a planning tool

PART 2: The document provides for an overview in a narrative form of the changing spatial economy and its impact on governments commitment on social reconstruction, sustainable economic growth, social and environmental justice. Consideration is given to the global spatial trends and infrastructure investment and development spending

PART 3: The third part of the tool is an interpretation of the spatial narrative form to indicate the hard choices that government has to make in reconciling all its objectives towards a developmental state.

PART 4: This part is an implementation guideline and procedures towards the effective delivery of the set objectives in terms of the spatial framework in the country. This procedure seeks to bring together planning and policy co-ordination among the three spheres of government. In doing so, government will be ensuring that people in different localities have greater possibilities of achieving their potential.

PART 5: The last part of the instrument gives a comparative view with other national and transnational spatial planning exercises with an aim of ensuring alignment with the ones that are already ahead of us and at the same time allows for best practice models and information sharing on our record achievements.

The planning processes leading to the formulation of Ehlanzeni District municipality's IDP did not lose sight of this vital planning tool, all its principles and objects thereof were highly adhered to.

THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

It was soon after the promulgation of the Outcomes Based Planning Approach, the State President restructured his cabinet to conform to the set standards. A Planning Commission which reports directly to the Presidency was one of the structures that were established. Its terms of reference were to give planning support and guidelines to all government institutions.

The Commission embarked on a diagnostic process in an effort to establish the planning data and realities on the ground. About eight issues all revolving around poverty and inequality were raised during this stage and they are: Poor education, High Disease rate, Exclusive Planning, corruption, Aging infrastructure, Poor job opportunities, Resource intensive economy, Public Services uneven and divided communities.

In a means to address these challenges, the Commission drew up a plan called the 2030 Plan for South Africa which is looking at a total attainment of a prosperous and equity state by the year 2030. This plan proposes a number of issues that need to be considered when doing our planning if we are indeed to realize the 2030 vision. These areas were all given an honest consideration during the developmental stages of our IDP to ensure proper alignment. A one-day session was conducted with the Commission in a quest to customize the issues with the regional realities. These planning considerations are as follows:

- Creation of Jobs
- Expanding Infrastructure
- Transition to a low-carbon economy
- Transformation of urban and rural spaces
- Education and Training
- Provision of quality Health Care
- Building a capable State
- Fighting corruption, and
- Transformation and Unity

2 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

2.3 The IDP Framework and Process Plan

Each municipality council must, within a prescribed period after the start of its elected term adopt a single, inclusive strategic plan for the development of the municipality which-

- a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- c) Forms the policy framework and general basis on which annual budgets must be based;
- d) Complies with the provision of this chapter; and

- e) Is compatible with the national and provincial development plans and planning requirements, binding the municipality in terms of legislation

In terms of the department of corporative governance and traditional affairs, the IDP evaluation framework plan is explicitly designed to improve the quality of IDP's, the overall objective of the IDP assessment session is to:

- Improve the delivery of services
- Support and improve the content of the MEC commenting process so as to ensure we move towards sustainable environmental; and
- Influence good governance and the municipal planning processes so that communities are at the centre of municipal planning

The development process of the 2022/2023 IDP was undertaken in terms of Section 25 (1) (a) (b) (c) (d) (e) and (2) of the Local Government: Municipal Systems Act 32 of 2000. Provisions of these section require that each municipal council must, within a prescribed period after the start of elected term adopt a single, inclusive and strategic plan for the development of the municipality

2.2 Structures of The IDP

Table 2: Structures of the IDP

STRUCTURE	FUNCTIONS/ROLES & RESPONSIBILITIES
IDP Representative Forum	The IDP Representative Forum is composed on interest groups, communities and organizations. It has the following functions: • Represent interests on relevant planning activities and their outcomes; • Analysis issues, discuss, negotiate and reach consensus (through decision-making process); and • Participates in the designing of project proposals
IDP Managers Forum	The IDP Managers Forum is composed of the district IDP Manager and IDP Managers/Coordinators from local municipalities in the district: - • Facilitates and coordinates IDP activities in the district • Ensures horizontal alignment between the district, municipality and local municipalities; and • Ensures vertical alignment between municipalities in the district
IDP Cluster Forums (Technical, Economic Growth, Governance & Administration, Community Services, Finance, Environmental Planning & Spatial Development Forums)	IDP Cluster Forums are composed of departmental heads and senior managers of the district and the local municipalities. IDP Cluster Forums have the following functions: • Provide technical input to the district IDP process;

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	• Promotes the alignment of strategies in the district; and • Contributes to the prioritization of district priorities
Traditional Leaders Forum	The district family of municipalities engage with the local house of Traditional leaders periodically to discuss and incorporate developmental issues as proposed by the Traditional Leaders

2.3 THE IDP DEVELOPMENT PROCESS

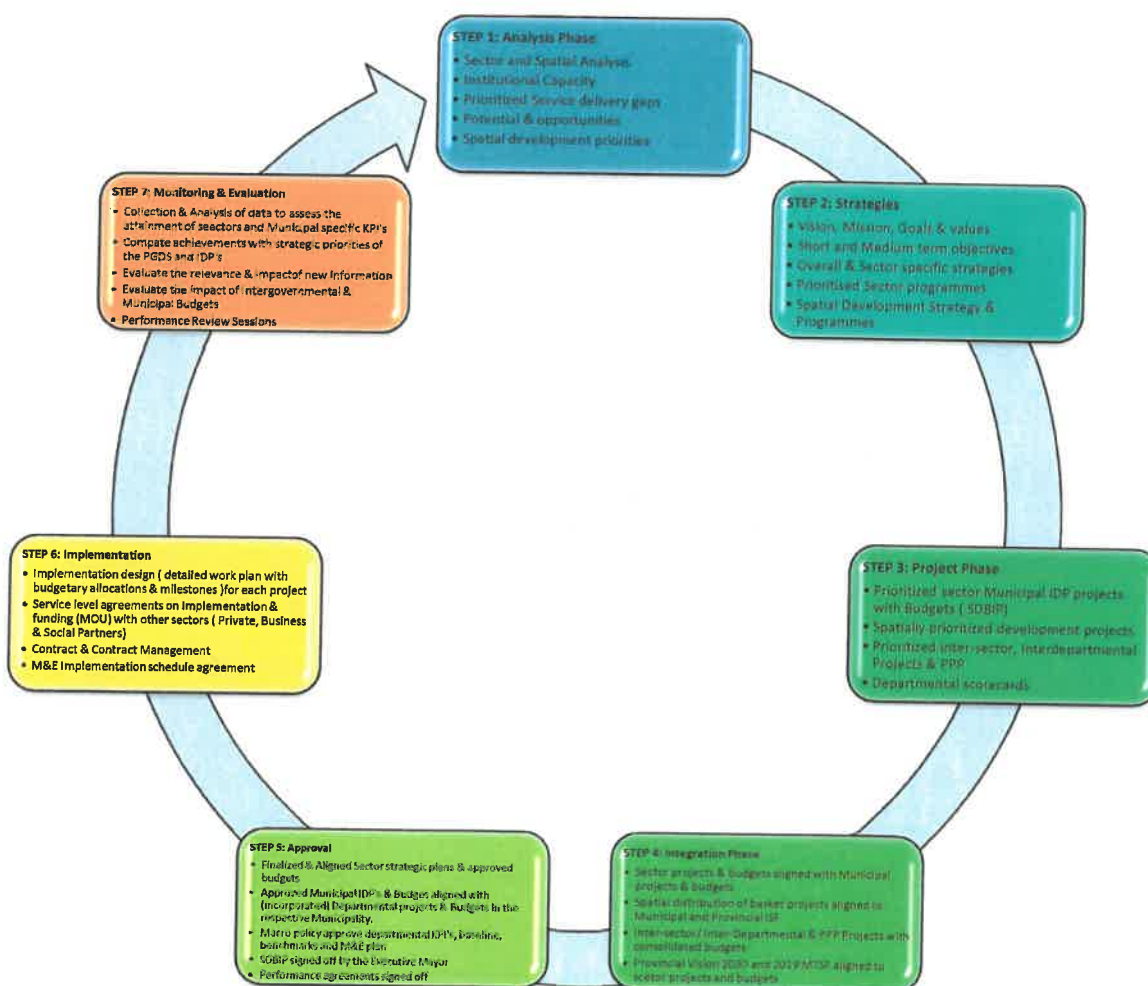


Figure 1: The IDP Development Process

Figure 2: IDP, Budget & Performance Alignment



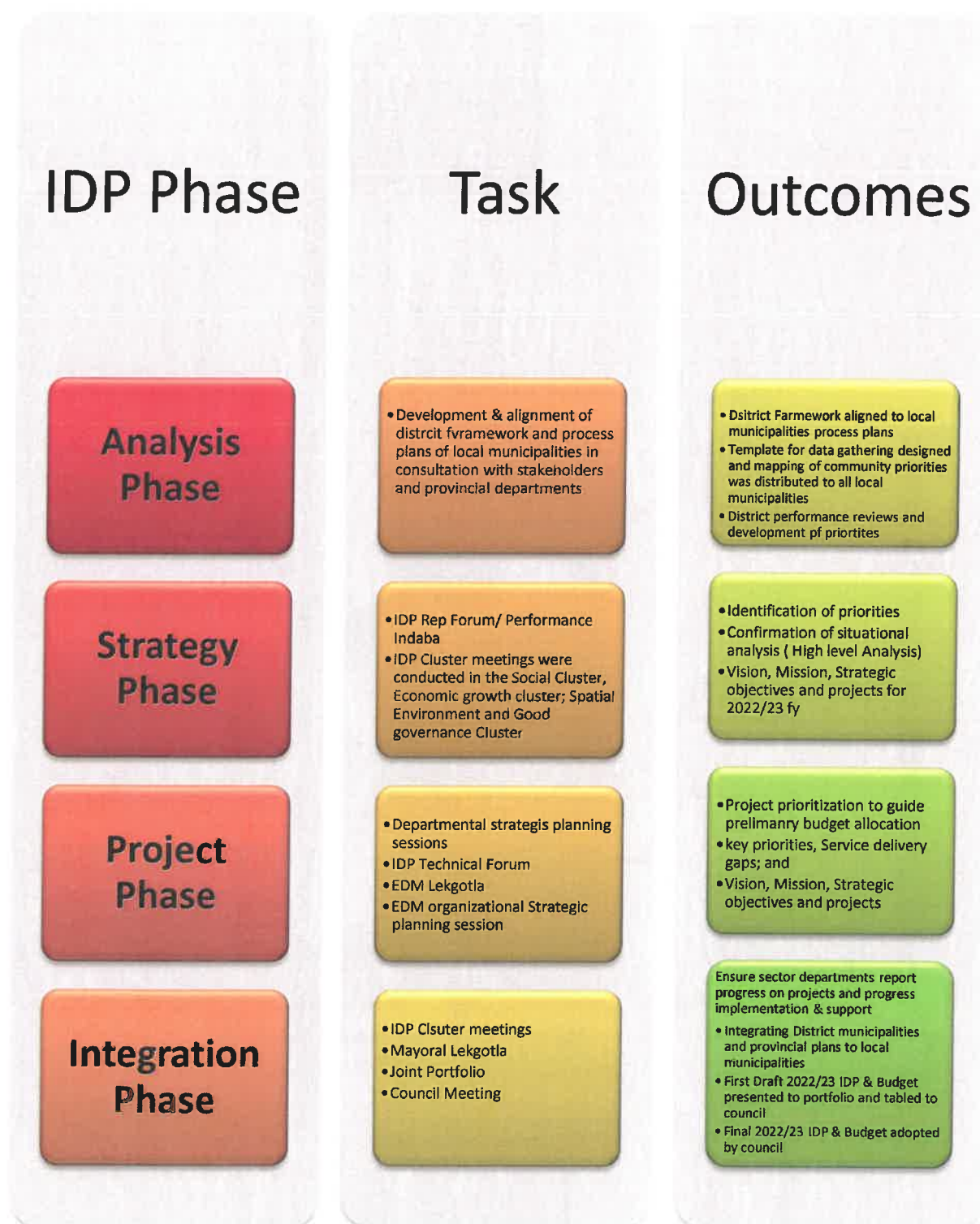
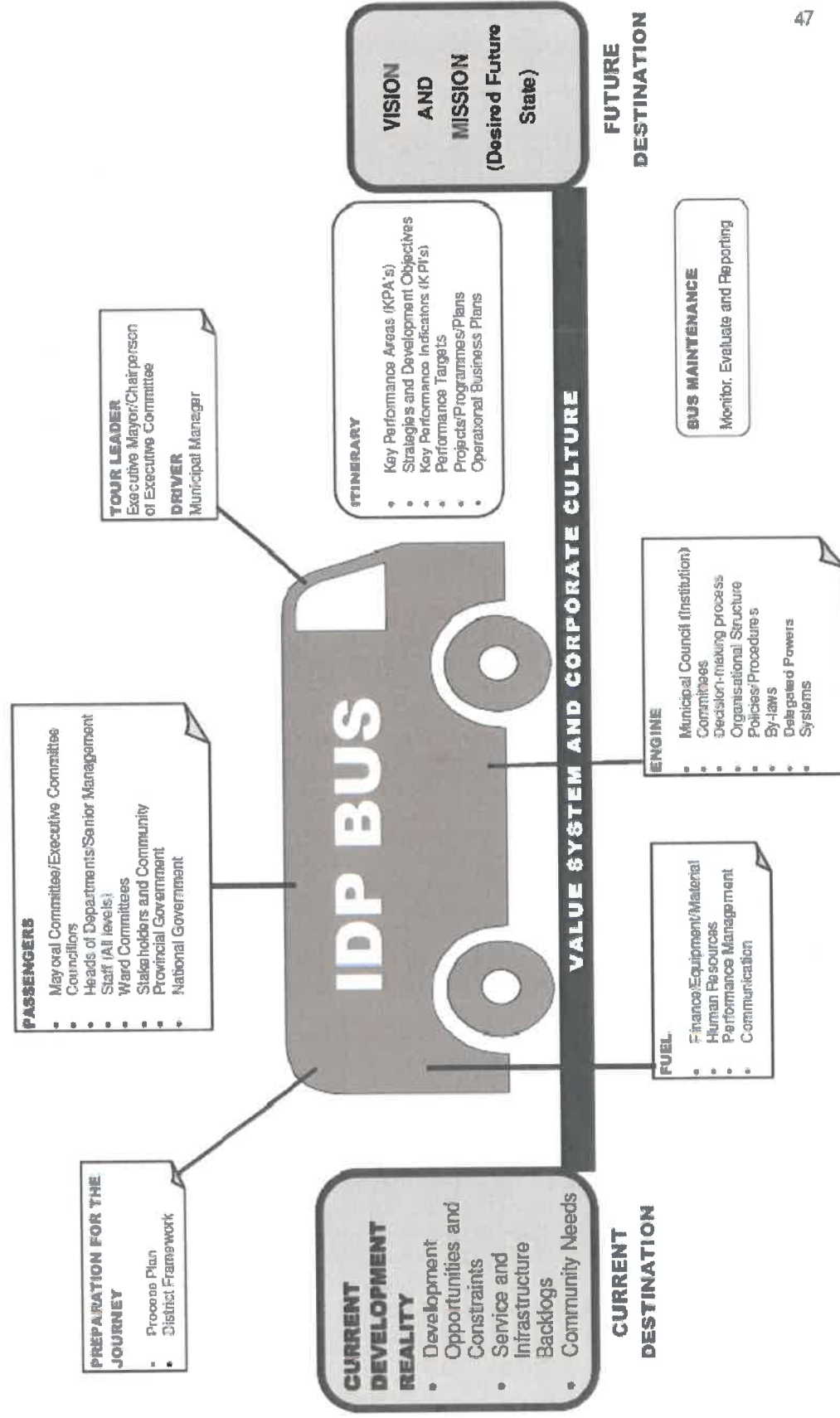


Figure 3: IDP Phases

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INTEGRATED DEVELOPMENT PLAN (IDP)



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Section 27 of LG: Municipal Systems Act requires the district municipality to consult with its local municipalities on matters of integrated development planning in order to ensure alignment of the plans between district and local municipalities. The Framework adopted by the district Council provides the basis for achieving alignment of the plans between district and local municipalities.

2.3.1 Analysis Phase

This phase focused on the review of the current state of development, the contribution made by the district and local municipalities in terms of service delivery as prescribed in section 26(b) of the Local Government Municipal Systems Act (32 of 2000). A key aspect of this phase was the consultation process which was undertaken from July 2021– October 2021 using the IDP Representative Forum, Council meetings, community outreach, community-based planning development, IDP technical committee, cluster meetings, Media and EDM Lekgotla approach, involving all local municipalities, provincial departments, Traditional leaders, communities and parastatals. This was critical in guiding the development and prioritization process, and the context in which the district strategy was formulated. It was through consultation with local municipalities that district priority issues were identified. All relevant documentation, as a secondary source of information, was reviewed in compiling priority problem statements and the state of development in the district.

2.3.2 Strategy Phase

Workshops were held with local municipalities, management and all departments in the district in formulating the strategy. However, consultation with stakeholders will be an ongoing process as part of the district priority to ensure optimum stakeholder participation and involvement in the IDP process through their public participation strategy. This aims to ensure that the IDP is refined and meets acceptable level of credibility. The council development strategic objectives and key performance indicators, confirmation of situational analysis (High level SWOT analysis), Vision, Mission, strategic objectives and projects for the 2022/23 financial year (fy) and project prioritization to guide preliminary budget allocation. Strategic planning sessions were conducted with the departments from November 2021 to December 2021 and the organizational strategic planning session was conducted on 18 March 2022.

The mandate as encapsulated in Section (83) (3) of the Municipal Structures Act, 1998 was equally and formed the basis of developing the district strategy and corporate Balanced Scorecard. The balance scorecard will be adopted by the district as a strategic performance management system which will be used in translating the strategy into operational terms. The scorecard indicates district priority initiatives, goals, strategic objectives, performance measures, and targets. The organizational balance scorecards will be escalated to individual scorecards i.e., individual performance.

2.3.3 Project Phase

During Ehlanzeni District municipality’s planning sessions key MTRF projects were identified and linked to the district objective, National Development Plan (Vision 2030) and the Manifesto to ensure alignment and service delivery. Departmental meetings were held to appraise the projects in line with the macro and micro policies. The most important output of this phase is the Service Delivery and Budget implementation plan (SDBIP). Projects must be reflected in the SDBIP, this phase thus provides projects that have been budgeted for by the district in line with the priority initiatives emanating from the strategy. Projects funded by stakeholders or other implementing agencies that will have a major impact on the district have also been included in the IDP.

The district municipality will be putting more emphasis to ensure that all projects designed and planned for implementation by stakeholders and role players are informed by district priority needs. It is during the analysis and project phase where integration and alignment of priority needs or service delivery programmes in the province can be achieved.

2.3.4 Integration

The projects that have been identified by the district are in line with the priority initiatives and objectives, and comply with the resource framework as required by the legislative prescripts. The integration phase should provide an opportunity for the municipality and all its stakeholders to harmonize the projects in terms of contents, location and timing for the consolidation and integration of district, provincial and national programmes take place. The district will continue to refine its operational strategy, and make sure that they meet the needs of its beneficiaries. This will include a review of all integrated sector plans such as the spatial development framework, performance management policy, disaster management plan, local economic development strategy, multi-year financial plan, and programmes on HIV, gender equity and poverty alleviation.

2.3.5 Approval Phase

The district 2022/2023 Final IDP & Budget was noted and approved by council on 30 May 2022 under resolution number A59/2022 and A60/2022

2.4 EHLANZENI DISTRICT DEVELOPMENT MODEL (DDM)

2.4.1 Legislative Requirement

The implementation in Ehlanzeni District has followed the policy guide emanating from the National sphere of Government. The "DDM" is a developmental State approach harnessing the following:

- A common vision for development of the country which is collectively generated and broken down into and according to needs and opportunities of each district and metropolitan geographical area (IGR impact Zone);
- The identification of commonly agreed spatial and development priorities within these impact areas;
- A vision and priorities which are supported by well researched, credible and technically sound long-term, implementation and operational plans, backed by appropriate capital investments, adequate project preparation, and impactful financing as well as implementation;
- Prioritised spatial and integrated development outcome logics which transcend narrow, sectoral and personal interests or biases;
- Multi-year long-term and predictable objectives, targets and resource commitments to agreed programmes and projects extending beyond electoral cycles;
- A society wide accountability framework and responsibilities for tracking and reporting on implementation and actions withing government and to stakeholders and the broader public;
- Reinforce an outcome-based IGR system where there is a systematic IGR programme and process associated with the formulation and implementation of a single government plan; and
- Root development withing communities as key actors in what government and stakeholders do.

The policy suite therefore guiding the implementation of Ehlanzeni's District Development Model is informed by the following policy documents, namely;

- (i) District development model, concept note. September 2019;
- (ii) District development model, draft Guidelines, 17 March 2020;
- (iii) Circular number 1 of 2020, National department of Cooperative Governance and Traditional Affairs;
- (iv) District development model, implementation Framework. Annexure 1: One Plan Process Guideline, October 2020;
- (v) DDM Implementation Framework Annexure 2: Establishment of DDM Hubs. October 2020; and
- (vi) DDM Implementation Framework. Annexure 3: One Plan content guide. October 2020

Essentially, the policy documents listed above have been essential in arriving at a product for the District of Ehlanzeni which represents the national agenda of arriving at one plan for the district.

(Ehlanzeni District Development Model 2021 has been attached as an annexure)

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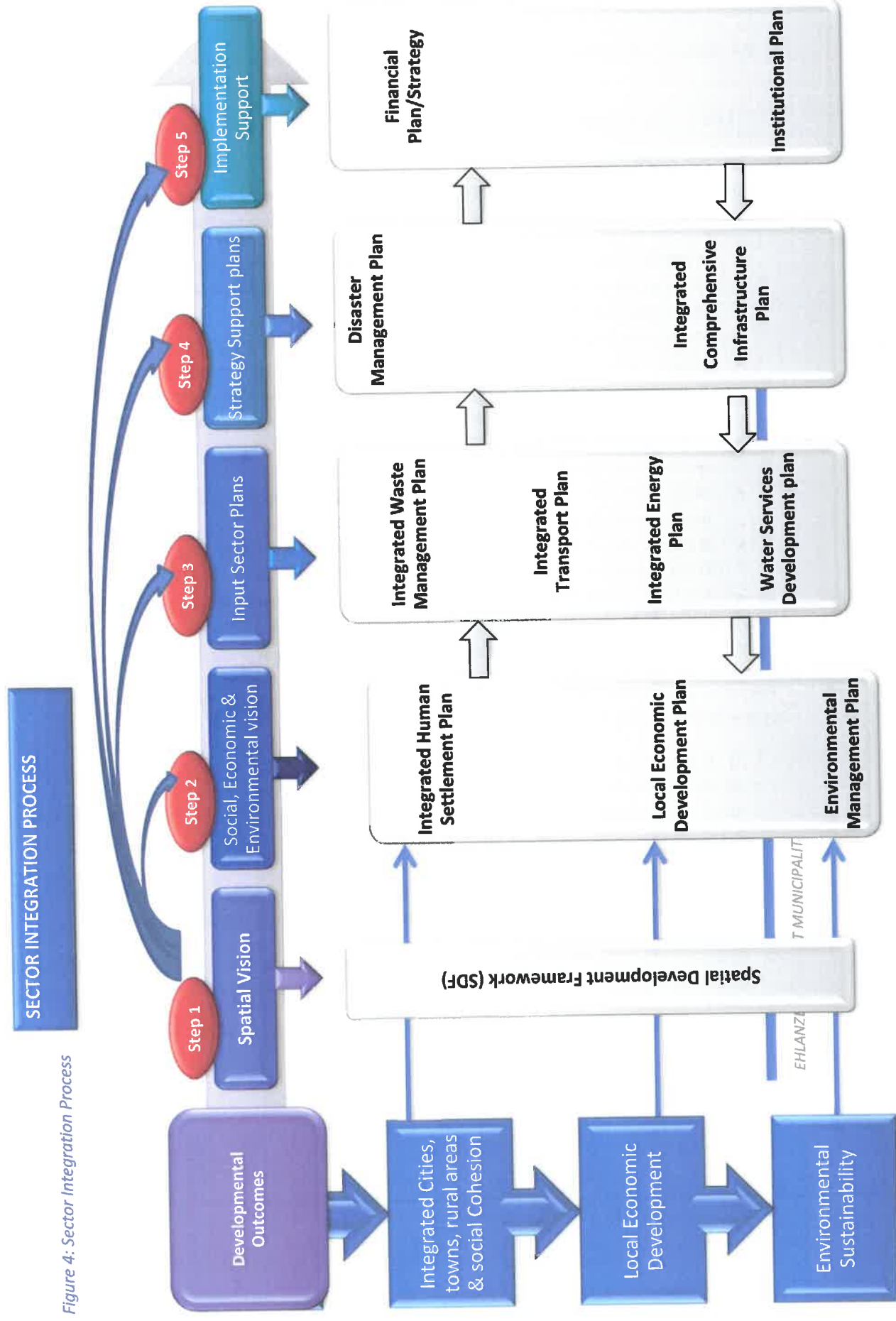


Figure 4: Sector Integration Process

CHAPTER 3

3 SITUATIONAL ANALYSIS

3.1 LOCATION OF EHLANZENI DISTRICT MUNICIPALITY

Ehlanzeni District Municipality (EDM) is one of the three district municipalities located in the north eastern part of Mpumalanga Province. It is bordered by Mozambique and Swaziland, Gert Sibande District on the Southern side, Mopani and Sekhukhune Districts of Limpopo in the northern side and Nkangala District Municipality in the south western side.

The district municipality comprises of four local municipalities namely: Thaba Chweu, City of Mbombela, Nkomazi and Bushbuckridge. The district used to comprise of a district management area (DMA) in the southern part of Kruger National Park of which the demarcation Board has split it into the three local municipalities i.e., Mbombela, Nkomazi and Bushbuckridge. With the incorporation of Bushbuckridge into Ehlanzeni, the total area coverage of the district is approximately 27,895.47 Km². On the 3rd of August 2016, Umjindi and Mbombela local municipalities were amalgamated to form the City of Mbombela Local Municipality, MP326.

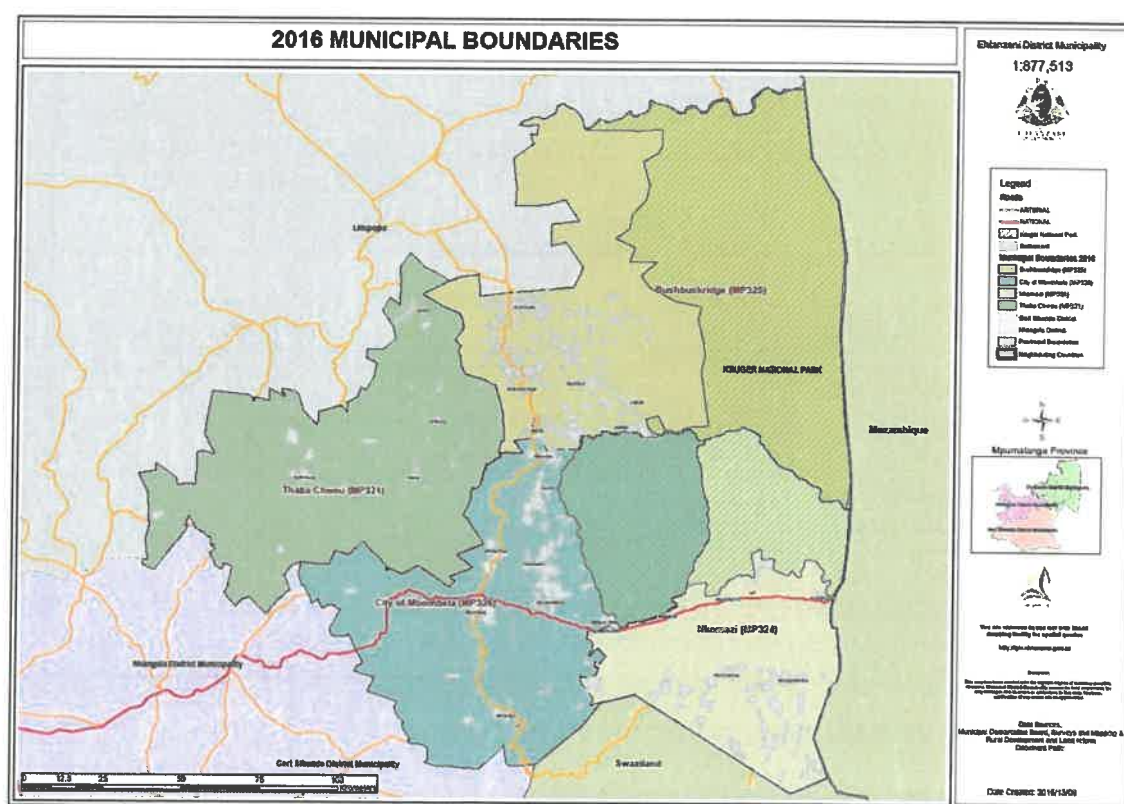


Figure 5: 2016 Municipal Boundaries

Source: Ehlanzeni District Municipality GIS Unit

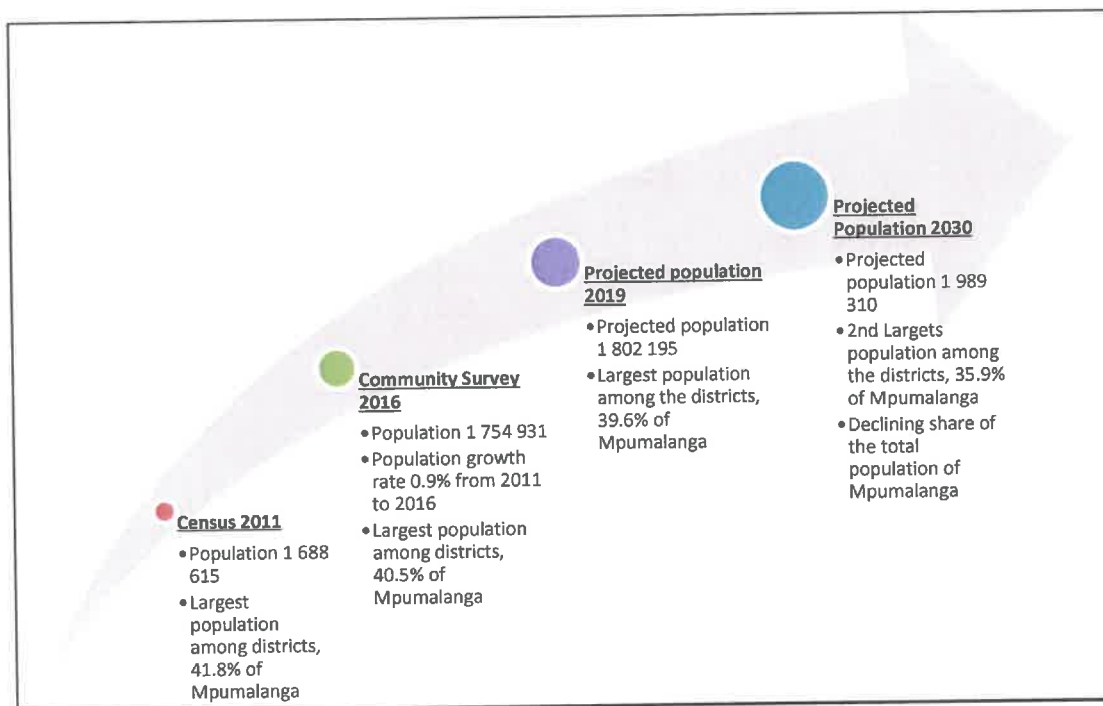
3.2 DEMOGRAPHICS

3.2.1 Population Size

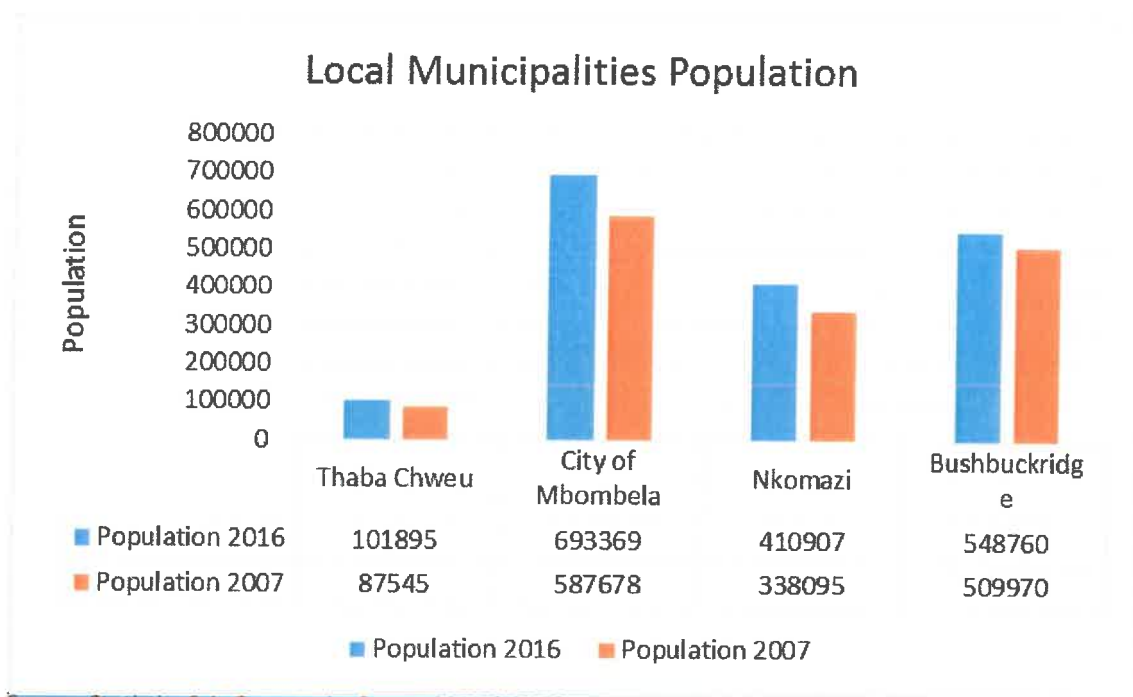
According to Stats S.A (2016 Community survey - CS) Ehlanzeni's population increased from 1 688 615 in 2011 to 1 754 931 in 2016, being the largest population among the three districts and 40.5% of Mpumalanga's population in 2016.

Population grew by 66 613 between 2011 and 2016, with a population growth rate of 0.9% per annum. In 2019 the population estimated at 1 802 195 which equated to 39.6% of Mpumalanga's population. Population projections for the year 2030 are estimated at 1 989 310 which will be 35% of Mpumalanga's population, this estimate growth will have a negative impact on the current infrastructure.

The number of households in Ehlanzeni increased from 445 087 in 2011 to 483 093 in 2016, an increase of 38 006, equating to 36% of Mpumalanga's households. The household size declined from 3.8 to 3.6 between 2001 and 2016. The youth population (15-34 years) formed 36.5% of the total population in 2016. In 2016, the female population's share was 51.9% and that of males was 48.1%.



Source: SERO Report 2019- Dept of Economic Development & Tourism



Source: Statistics S.A: Community Survey 2007 & 2016

3.2.2 Age And Sex Composition

Age and sex are the most basic characteristics of a population. Every population has a different age and sex composition. The number and proportion of males and females in each age group have considerable impact on the population's social and economic situation, both present and future.

Table 3: Ehlanzeni Age & Sex Composition

Municipality	Male	Female	Total	Male (%)	Female (%)
Nkomazi	195 806	215 101	410 907	48	52
Bushbuckridge	252 905	295 855	548 760	46	54
Thaba Chweu	53 008	48 887	101 895	52	48
City of Mbombela	342 914	350 454	693 369	49	51

Source: Statistics S.A: Community Survey 2016

Municipality	Children	Youth	Adults	Elderly	Total	Children (%)	Youth (%)	Adults (%)	Elderly (%)
Nkomazi	202 001	110321	76 198	22 387	410 07	49	27	18	5
Bushbuckridge	276 393	131061	102 65	38 842	548 761	50	24	19	7
Thaba Chweu	36 693	28 255	29 120	7 827	101 895	36	28	29	8
City of Mbombela	284 676	197 28	168 02	42 865	693 371	41	29	24	6

Source: Statistics S.A: Community Survey 2016

3.2.3 Racial Profile

The community survey 2016 conducted by Statistics South Africa (Stats S.A) indicates that the district is dominated by black (African). The total contribution of the African group is 95.2%. White people are the second dominant population group with 4.5% contribution to the total population whilst the Asian group remained the least contributing group.

Table 4:Ehlanzeni Racial Profile

Municipality	Black African	Coloured	Indian	White	Black (%)	Coloured (%)	Indian (%)	White (%)
Nkomazi	405931	733	389	3854	99	0	0	1
Bushbuckridge	547665	681	162	252	100	0	0	0
Thaba Chweu	84962	1981	303	14649	83	2	0	14
City of Mbombela	665283	6535	2855	18695	96	1	0	3

Source: Statistics S.A: Community Survey 2016

3.2.4 Ehlanzeni Education Indicators

Ehlanzeni's grade 12 pass rate deteriorated from 82.9% in 2018 to 74.2% in 2021, the decline started in 2020 and continued to 2021. The Education system was drastically affected during this period due to the COVID-19 pandemic which led to drastic changes within the education system with new learning strategies in 2021. Ehlanzeni's grade 12 pass rate was the highest of the 4 education districts and Bohlabela the second highest. Thaba Chweu had the highest grade 12 pass rate in the 2 relevant education districts and Bushbuckridge the lowest. There were concerns that the pass rate of 2 municipalities deteriorated (slightly) between 2020 and 2021. In 2021, 32.4% of Ehlanzeni grade 12 passed with an admission to bachelor studies – the highest among the education districts. Bohlabela's 31.5% recorded the 2nd highest admission to bachelor studies, indicating an improvement in both. Admission to degree studies of more than 30% in all 4 municipal areas with the highest in Thaba Chweu.

Local Municipal Area	Grade 12 Pass rate			Admission to B degree studies 2021
	2018	2020	2021	
Ehlanzeni	82.3%	74.6%	74.2%	31.5%
Nkomazi	86%	74.1%	75.6%	34.1%
Thaba Chweu	82.9%	81.9%	80.9%	39%
City of Mbombela	79.2%	75%	75.6%	34.1%
Bushbuckridge	76.4%	74%	73.4%	30.9%

Source: SERO Report- Department of Economic Development & Tourism

3.2.5 Unemployment and Employment in Ehlanzeni

The unemployment rate of Ehlanzeni increased from 30.8% in 2014 to 34.0% in 2018. In 2018, Ehlanzeni's unemployment rate was the highest among the three districts in Mpumalanga. The unemployment rate for females was 37.1% and that of males 31.0%. Youth unemployment rate according to the census figures was 34.4%, especially the very high youth unemployment rate of females.

The largest employing industries in Ehlanzeni are community services, trade, finance and agriculture. There is High labour intensity in industries such as agriculture. There is great importance of quality and relevant education and training in line with the economic needs of the province, hence the important role of the University of Mpumalanga and TVETs.

There was an increase in employment level between 2014 and 2018, but at a relatively slow rate. On average only 8 000 (only 11% of the annual provincial job creation target) were new employment opportunities per annum in the four (4) year period, which is far below its potential to create jobs in the province. The Employment growth was relatively low the last couple of years. Only Thaba Chweu recorded employment growth of more than 2% per annum the last couple of years.

Unemployment per Municipal Area			
Local Municipal Area	Unemployment Rate 2014	Unemployment Rate 2018	Share of Mpumalanga's Unemployed
Thaba Chweu	20.1%	21.2%	2.0%
Nkomazi	30.9%	34.7%	8.8%
Bushbuckridge	48.3%	51.7%	15.1%
City of Mbombela	24.0%	26.8%	15.5%

Source: SERO Report- Dept of Economic Development & Tourism

Employment Growth per Municipal Area			
Local Municipal Area	Average Annual Employment-growth 2011- 2014	Average Annual Employment growth 2015-2018	Share of Mpumalanga's Employed 2018
Thaba Chweu	5.2%	2.2%	5.7%
Nkomazi	4.1%	1.7%	6.1%
City of Mbombela	4.3%	1.2%	22.8%
Bushbuckridge	3.9%	1.1%	5.3%

Source: SERO Report – Dept of Economic Development & Tourism

3.2.6 Poverty Aspects in Ehlanzeni

There's is an improved Human Development Index (HDI) from 0.56 in 2014 to 0.59 in 2018, however it was the lowest among the three districts. The share of population in Ehlanzeni below the lower-bound poverty line deteriorated from 47.2% in 2014 to 51.2% in 2018.

In 2018, Ehlanzeni's share of population below the lower-bound poverty line was the highest ((unfavourable) among the three districts in Mpumalanga. In 2018, the number of people below the lower bound poverty line

also higher than the other two districts at almost 950 000 – 46% of the number of poor people in the province according to this poverty definition. Ehlanzeni records the highest and best share of income of the poorest 40% of households, therefore it was the least unequal among the three districts. Ehlanzeni's Gini-coefficient improved slightly from 0.61 in 2014 to 0.60 in 2018.

Poverty Rate per Municipal Area				
Local Municipal Area	% Below LBPL		% Below LBPL	
	2011	2014	2015	2018
Thaba Chweu	24.0%	26.8%	27.3%	31.2%
City of Mbombela	35.0%	37.0%	37.4%	41.1%
Bushbuckridge	54.5%	57.6%	57.6%	60.6%
Nkomazi	51.3%	55.2%	56.0%	60.7%

Source: SERO Report- Dept of Economic Development & Tourism

3.2.7 Household Services in Ehlanzeni

In general, some good improvement with household services in Ehlanzeni between 2011 and 2016 according to the Community Survey of Stats SA. The number of informal dwellings increased from 21 357 in 2011 to 26 860 in 2016, an increase of 5 503 households. Some 5.6% of households, however, still without any toilet facilities. Households with connection to electricity was 463 311 in 2016. The share of households connected to electricity improved to a level of almost 96%

Informal Dwelling numbers and Shares				
Local Municipal Area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Thaba Chweu	6 790	4 791	20.4%	12.9%
City of Mbombela	10 173	14 826	5.6%	7.0%
Nkomazi	2 797	6 684	2.9%	6.4%
Bushbuckridge	1 597	1 099	1.2%	0.8%

Source: SERO Report- Dept of Economic Development & Tourism

Number and share of Indigent households- 2017		
Local Municipal Area	Number of Indigent households	Share of Indigent households
Thaba Chweu	4 107	3.8%
Nkomazi	12 952	11.9%
Bushbuckridge	5 917	5.4%
City of Mbombela	9 734	8.9%

Source: SERO Report- Dept of Economic Development & Tourism

3.3 ECONOMIC PROFILE

Ehlanzeni area is dominated by agriculture, forestry and tourism as the main economic activities characterizing the land use patterns of the area, however, it is trade, community and financial services which are the main

economic contributors. Major industrial centres in the area are Mbombela, White River and Nsikazi. The building, manufacturing and service sectors are boosting growth in the Nelspruit and White River area.

In 2020, the contribution to the Mpumalanga economy was 34.1% being the 2nd largest contribution among the three districts. Ehlanzeni is the dominant contributor to, Mpumalanga's finance, community services, trade (including tourism), construction and transport industries. Over the period 1996 to 2020, the economic growth rate for Ehlanzeni was 2.1% p.a however, it contracted by 1.9% p.a between 2015 and 2020. Estimated contraction between -8% and -9% in 2020 as a result of COVID-19 pandemic lockdown. Construction, transport, mining, manufacturing and trade (including tourism) of the most affected industries. Expected growth rate approximately 4% in 2021 from a low base. The estimated average annual GDP growth between 2020 and 2025 for Ehlanzeni is only 1.6% p.a. In 2020 the size of the economy was estimated at R133.2 billion in current prices. In 2020 the four largest industries (community services, finance, trade and manufacturing) contributed 76.8% to the economy of Ehlanzeni. Ehlanzeni holds comparative advantages in trade, tourism and agriculture. In 2015 tourism spend totalled 9.1 billion or equal to 8.1% of the district GDP. In 2020, due to COVID-19 related factors, it decreased to only R4.6 billion, which was equal to only 3.4% of the district's GDP.

3.4 SECTORAL ANALYSIS

The sectoral profile provides an analysis of the primary, secondary and tertiary sectors as well as the industries within the respective sectors for Mpumalanga, Ehlanzeni DM and all Local Municipalities of the District.

Table 5: Sector Review

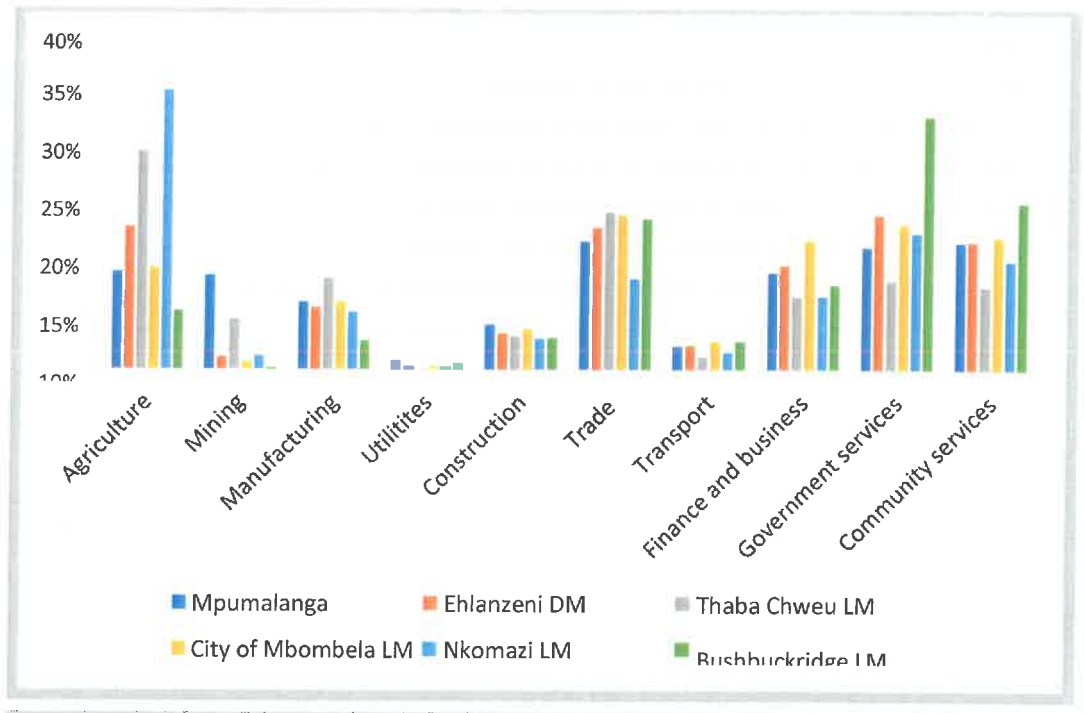
Sector	Description
Agriculture	The agriculture sector consists of establishments and activities that are primarily engaged in farming activities, but also includes establishments focusing on commercial hunting and game propagation and forestry, logging and fishing.
Mining	This sector includes the extracting and beneficiating of minerals occurring naturally, including solids, liquids and crude petroleum and gases. It also includes underground and surface mines, quarries and the operation of oil and gas wells and all supplemental activities for dressing and beneficiating ores and other crude materials.
Manufacturing	This sector is broadly defined as the physical or chemical transformation of materials or compounds into new products and can be classified into ten sub-groups.
Utilities	This sector includes the supply of electricity, gas and hot water, the production, collection and distribution of electricity, the manufacture of gas and distribution of gaseous fuels through mains, supply of steam, and the collection, purification and distribution of water.
Construction	This sector includes site preparation, the building of complete constructions or parts thereof, civil engineering, building installation, building completion and the renting of construction or demolition equipment with operators.
Trade	The trade sector entails wholesale and commission trade, retail trade, repair of personal household goods, sales, maintenance and repair of motor vehicles and motorcycles, hotels, restaurants, bars, canteens, camping sites and other provision of short-stay accommodation.

Transport, storage and communication	Transport as an economic sector refers to activities concerned with land transport, railway transport, water transport and transport via pipelines, air transport, activities of travel agencies, post and telecommunication, courier activities, as well as storage and warehousing activities.
Financial and business services	This sector includes inter alia financial intermediation, insurance, and pension funding, real estate activities, renting or transport equipment, computer and related activities, research and development, legal, accounting, bookkeeping and auditing activities, architectural, engineering and other technical activities and business activities not classified elsewhere.
Social, community and government services	This sector includes public administration and defence activities, activities of government, government departments and agencies, education, public and private, health and social work, sewerage and refuse disposal, sanitation and similar activities, activities of membership organisations, recreational, cultural and sporting activities, washing and dry-cleaning of textiles and fur products, hairdressing and other beauty treatment, funeral and related activities.

3.5 SECTORAL EMPLOYMENT

The section will focus on the sectoral contribution to formal employment. Figure 17 below indicates that in 2019, the highest levels of employment within Ehlanzeni were experienced in community services (19%), trade (17%) and agriculture (17%). Bushbuckridge LM contributed most (31%) to formal employment through the government services sector.

Figure 6: Sectoral Formal Employment

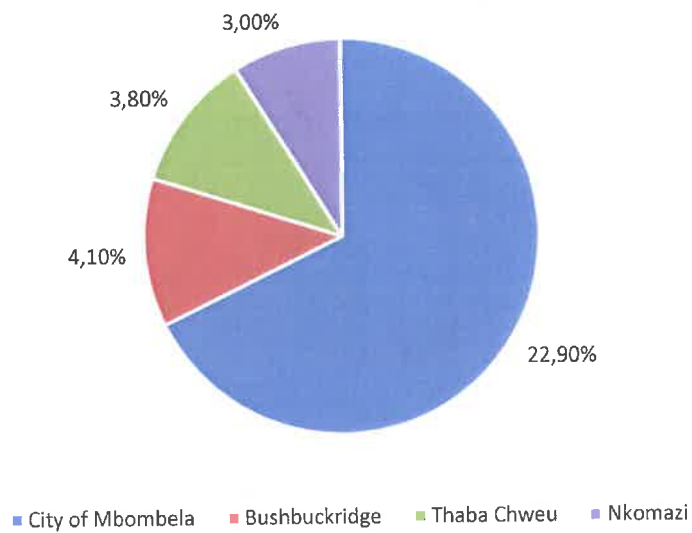


Source: Statistics SA and Urban-Econ Calculations based on Quantec Easydata, 2021

Average Annual Economic Growth				
Local Municipal Area	Average annual economic growth 1996-2018	Average annual economic growth 2011-2014	Average annual economic growth 2015-2018	Average annual economic growth 2020-2025
Thaba Chweu	3.2%	2.5%	1.5%	1.5%
City of Mbombela	3.7%	2.5%	0.9%	1.2%
Nkomazi	1.6%	1.5%	0.6%	2.2%
Bushbuckridge	0.5%	1.1%	0.3%	3.1%

Source: SERO Report- Dept of Economic Development & Tourism

Contribution to the Provincial Economy per Municipal Area



Source: SERO Report- Dept of Economic Development & Tourism

Contribution to the District per Industry & Region					
Industry	Thaba Chweu	Nkomazi	Bushbuckridge	City of Mbombela	Ehlanzeni
Agriculture	12.3%	18.7%	9.7%	59.4%	100.0%
Mining	27.6%	20.5%	6.8%	45.1%	100.0%
Manufacturing	9.2%	10.0%	6.2%	74.6%	100.0%
Utilities	5.6%	20.1%	40.2%	34.1%	100.0%
Construction	7.3%	10.9%	14.0%	67.9%	100.0%
Trade	8.1%	7.0%	12.6%	72.3%	100.0%
Transport	7.6%	7.3%	10.1%	75.0%	100.0%
Finance	6.0%	13.7%	15.1%	65.1%	100.0%
Community Services	8.3%	8.8%	17.5%	65.3%	100.0%
Total	8.5%	11.1%	14.9%	65.5%	100.0%

Source: Ehlanzeni District Municipality Geographical Information System

3.6 ECONOMIC OPPORTUNITIES

3.6.1 INTRODUCTON

This section of the report will analyse the opportunities present within the different economic sectors of Ehlanzeni DM. The opportunity analysis will indicate areas which the municipality should target to take hold of potential opportunities. The tourism sector, according to SIC system classification, is not a true economic sector, but rather a multifaceted integrated economic sector

The following criteria are used to identify opportunities:

- Availability of raw materials and resources
- Economic linkages
- Market trends
- Gap analysis/agglomeration advantages
- Logistics/nodal point function
- Regional service delivery function
- Availability of labour
- Technology change
- Imports and exports
- Enabling policy environment

3.6.2 Economic Interventions in Ehlanzeni

- Roll-out of the Mpumalanga Industrial Development Plan (MIDP) in Ehlanzeni especially through the Mpumalanga International Fresh Produce Market (City of Mbombela) and associated Agri-Parks and Hubs as well as the Forestry Technology Park in Sabie (Thaba Chweu)
- The establishment of the Nkomazi SEZ

3.6.3 Other Economic Opportunities

- Opportunities in especially agriculture & Agro-processing industries, forestry, SUV-tropical fruits and sugar cane produce
- Opportunities in tourism, Gold and Chrome mining;
- Support to SMMEs and Cooperatives where the Social Enterprise model or programme and Government Nutrition Programme will contribute to job creation and economic development
- Rejuvenation of township and rural business with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

3.6.4 District Comparative Advantages

Ehlanzeni	Gert Sibande	Nkangala
Agriculture: Sub-tropical fruit and sugar cane	Manufacturing: Petro-Chemical industry	Coal mining & Electricity Generation
Gold & Chrome Mining	Agriculture: Crop and livestock Farming	Manufacturing: Metals Fabrication
Tourism: Scenic views and KNP	Coal mining & Electricity Generation	Tourism: Trout-Triangle
Forestry	Forestry	Agriculture: Crop and livestock Farming

Source: SERO Report- Dept of Economic Development & Tourism

3.7 MPUMALANGA TOURISM INDUSTRY

3.7.1 Significant Attractions or Landmarks

These are the significant attractions or landmarks visited by foreign tourists in Mpumalanga:

- Kruger Park via Mpumalanga gates – 12th most visited in S.A
- Blyde River Canyon/ Gods Window – 20th most visited in S.A
- Panorama Route – 33rd most visited in S.A
- Bourke's Luck Potholes – 34th most visited in S.A
- Hazyview attractions – 38th most visited in S.A
- Mall in Hazyview – 39th most visited in S.A
- Pilgrims Rest – 40th most visited in S.A

3.7.2 Ehlanzeni's Green and Red Flags

The table below depicts the Districts Highs and lows in terms of Tourism

	
Improvement in indicators for piped water, no toilets and electricity connections Potential in developing key industries – establishment of a SEZ, MIFPM & Forestry Technology Park Good location & proximity in terms of Kruger National park, N4 & Maputo Corridor Tourism potential and opportunities City of Mbombela as the economic and job driver of Mpumalanga	Relatively low population growth rate – destination of choice? High backlogs on piped water & flush/chemical toilets Underspending on capital budgets of local municipal areas, except Thaba Chweu Deteriorating unemployment & poverty rates – youth development strategy? Relatively low forecasted economic growth rate and negative economic impact of COVID-19

3.7.3 Ehlanzeni's Tourism Spend by Local Municipal Area

Local Municipal Area	Total Tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2018	2014	2018
Ehlanzeni	13 316 677	17 652 541	13.8%	14.3%
Thaba Chweu	1 719 497	2 182 918	18.2%	18.3%
Nkomazi	2 623 560	3 471 532	27.5%	28.7%
Bushbuckridge	2 428 484	3 743 416	19.5%	23.7%
City of Mbombela	6 545 136	8 254 675	10.1%	9.9%

Source: SERO Report- Dept of Economic Development & Tourism

3.7.4 Ehlanzeni Impact of The Environment on Revenue & Budget



The table below lists potential projects within the tourism sector. The tourism sector is vital to the DM as it attracts many tourists, both local and international. The sector also creates employment opportunities and should thus be used to its full capacity to bring about growth in the DM.

Table 6: Tourism Sector Project Identification

Tourism Sector Project Identification	
Project	Project Location
Improvement of physical infrastructure (roads, public amenities security and knowledgeable guides).	Barberton and Sabie
Rehabilitation of the Inyaka Dam (dam provide opportunities for leisure, water activities and business development)	Bushbuckridge
Bushbuckridge Camino from Hoedspruit airport to White River airport. Feasibility study will need to be conducted to see if the project is viable and what type of tourism businesses to establish on this route.	Bushbuckridge
Township tourism, this project includes coming up with an itinerary in which tourist can choose which activities they want to take part in e.g.: ➤ Playing soccer with children in one of the townships ➤ Learning to cook a local or traditional meal. ➤ Learning a traditional dance ➤ Going to a local shebeen to watch the soccer match. ➤ Learning how to play a local instrument. ➤ Visiting a local school	Mbombela, Hazyview, Graskop
Arts & crafts manufacturing from recycled items. The main aim of this project is to formalize the arts and crafts sector by providing employment opportunities and inclusion of the second economy into the mainstream economy.	Sabie/Graskop
Investment conference (Virtual) – this conference is about getting investors to buy into different tourism projects within the EDM. Feasibility studies will need to be conducted on the chosen projects before the conference can take place as well as PPP's being approved by treasury. Land will also need to be secured.	Mbombela (KLCBT)
Entertainment and Tourism Hub	Mbombela (Barberton)
Marketing EDM as a tourist destination this project will include proper signage of tourist routes , accommodation facilities , help lines this to be done through Tourism Database currently compiled by KLCBT.	EDM
Upgrading of Tourism information centers and developing a Tourism Toolkit which will be used to create uniform safety and health standards and protocols especially due the Covid-19, the toolkit can include financial cost saving tips for the sector.	EDM

3.8 TRIPPLE CHALLENGES, IMPACT OF COVID-19 LOCKDOWN, HDI AND CRIME

3.8.1 Leading Challenges Facing Ehlanzeni Municipalities

According to the 2016 CS (Community Survey) of Stats SA, the 5 leading challenges facing municipal areas as perceived by households in Ehlanzeni were the following:

- Lack of safe and reliable water supply.
- Lack of/inadequate employment opportunities.
- Inadequate roads.
- Cost of electricity.
- Cost of water.
- Important information for decision making purposes especially related to IDP & LED as well as DDM purposes.

3.8.2 Covid-19 Impact on Employment

- In Q1 2020, there were 1.25 million employed in Mpumalanga, which was a record high for the province.
- Due to COVID-19 and the lockdown regulations the number of employed shrunk by 133 838 in Q2 2020.
- This was the largest quarterly decline in employment numbers ever recorded in Mpumalanga, and more than three times the quarterly decline recorded in Q2 2009 at the height of the 2008-09 Global Financial Crisis.
- Although it is clear that the Mpumalanga labor market gained jobs since the height of the lockdown, those gains were erased in Q3 2021.
- The Q3 2021 employment level of some 1.1 million was 141 816 jobs short of the 1.25 million persons employed in Q1 2020 before the lockdown was instituted.
- In Q3 2021 the level of employment in Mpumalanga was more or less equal to what it was in Q2 2013.

3.8.3 Covid-19 Impact on Formal Employment

- In Q1 2020, there were 318 065 people employed in Mpumalanga’s informal sector – 25.5% of total employment.
- Due to COVID-19 and the lockdown regulations the number of employed in the informal sector shrunk by 69 644 in Q2 2020.
- The Q3 2021 employment level in the informal sector of 304 579 was 13 486 jobs less than the Q1 2020 number before the lockdown was instituted.
- In Q3 2021 the employed in the informal sector constituted 27.6% of total employment.
- The informal sector recorded 35 572 net job gains in the first nine months of 2021.
- The informal sector, however, recorded 1 822 quarterly job losses in Q3 2021.

3.8.4 Labour Market in Ehlanzeni

- The expanded unemployment rate of Ehlanzeni was 42.3% in 2020, which was the highest among the districts.
- In 2020, the expanded unemployment rate for females was 46.7% and that of males 37.8%.
- In 2020, the expanded youth (15-34 years) unemployment rate was 56.6%.
- There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.
- Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs.
- In 2020, 39.6% of Mpumalanga's employed worked in Ehlanzeni.
- Between 2016 & 2020, employment contracted by 0.3% p.a. The average annual employment growth deteriorated compared with the 2011-2015 growth of 5.0% p.a.
- The job losses in 2020 due to the COVID-19 lockdown, was estimated at 38 146.
- In the 4-year period between 2016 and 2020, Ehlanzeni lost 6 209 jobs, which portrays the devastation that COVID-19 brought to the labour market in 2020.
- In 2020, the largest employing industries in Ehlanzeni were trade (including tourism), community services, finance and agriculture.

3.8.5 Poverty, Inequality, HDI And Crime Indicators In Ehlanzeni

- The share of population in Ehlanzeni below the lower bound poverty line (LBPL) increased/deteriorated from 49.8% in 2016 to 55.2% in 2020.
- In 2020, Ehlanzeni's share of population below the LBPL was the highest (unfavourable) among the three districts in Mpumalanga.
- In 2020, the number of people below the LBPL at 1 044 208 was higher than each of the other two districts.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Ehlanzeni has 343 775 poor households.
- Income inequality within the district was not as severe in Ehlanzeni as in the other two districts. In 2020, Ehlanzeni's share of income by the poorest 40% of households was 7.7%, however, it deteriorated between 2016 (8.2%) and 2020.

- Improved Human Development Index (HDI) from 0.56 in 2016 to 0.60 in 2020, however, it was the lowest among the three districts.
- Ehlanzeni ranked the lowest/best in terms of the 17 serious crimes reported and recorded an improvement between 2014/15 and 2019/20. Thaba Chweu the worst of the 4 municipal areas in Ehlanzeni.

3.9 ECONOMIC LANDSCAPE & ECONOMIC IMPACT OF COVID-19 LOCKDOWN

3.9.1 Ehlanzeni Economy

- In 2020, the contribution to the Mpumalanga economy was 34.1% – 2nd largest contribution among the three districts.
- Ehlanzeni is the dominant contributor to Mpumalanga's finance, community services, trade (including tourism), construction and transport industries.
- Over the period 1996 to 2020, the economic growth rate for Ehlanzeni was 2.1% p.a., however, it contracted by 1.9% p.a. between 2015 and 2020.
- Estimated contraction of between -8% & -9% in 2020 as a result of COVID-19 and the lockdown. Construction, transport, mining, manufacturing and trade (also tourism) of the most affected industries.
- Expected growth rate of approximately 4% in 2021 from a low base.
- The estimated average annual GDP growth between 2020 and 2025 for Ehlanzeni only 1.6% p.a.
- In 2020, the size of the economy was estimated at R133.2 billion in current prices.
- In 2020, the four largest industries (community services, finance, trade and manufacturing,) contributed 76.8% to the economy of Ehlanzeni.
- Ehlanzeni holds comparative advantages in trade and tourism and agriculture.
- In 2015, tourism spend totaled R9.1 billion or equal to 8.1% of the district GDP. In 2020, due to COVID-19 related factors, it decreased to only R4.6 billion, which was equal to only 3.4% of the district's GDP.

ECONOMIC CONTRIBUTION BY LOCAL MUNICIPAL AREA OF EHLANZENI'S INDUSTRIES

Table 7: Economic contribution by LM Area of Ehlanzeni's Industries

INDUSTRY	THABA CHWEU	NKOMAZI	BUSHBUCKRIDGE	CITY OF MBOMBELA	EHLANZENI
Agriculture	12.3%	18.7%	9.7%	59.4%	100.0%
Mining	27.6%	20.5%	6.8%	45.1%	100.0%
Manufacturing	9.2%	10.0%	6.2%	74.6%	100.0%
Utilities	5.6%	20.1%	40.2%	34.1%	100.0%
Construction	7.3%	10.9%	14.0%	67.9%	100.0%

INDUSTRY	THABA CHWEU	NKOMAZI	BUSHBUCKRIDGE	CITY OF MBOMBELA	EHLANZENI
Trade	8.1%	7.0%	12.6%	72.3%	100.0%
Transport	7.6%	7.3%	10.1%	75.0%	100.0%
Finance	6.0%	13.7%	15.1%	65.1%	100.0%
Community Services	8.3%	8.8%	17.5%	65.3%	100.0%
Total	8.5%	11.1%	14.9%	65.5%	100.0%

ECONOMIC CONTRIBUTION AND GROWTH PER MUNICIPAL AREA

LOCAL MUNICIPAL AREA	% CONTRIBUTION TO MPUMALANGA ECONOMY 2020	AVERAGE ANNUAL ECONOMIC GROWTH 1996-2020	AVERAGE ANNUAL ECONOMIC GROWTH 2015-2020	AVERAGE ANNUAL ECONOMIC GROWTH 2020-2025
City of Mbombela	22.2%	2.6%	-2.5%	1.2%
Bushbuckrige	5.1%	0.9%	1.0%	3.1%
Nkomazi	3.8%	1.7%	0.2%	2.2%
Thaba Chweu	2.9%	1.5%	-3.9%	1.5%

3.10 ECONOMIC RESPONSES, COMPARATIVE ADVANTAGES AND OPPORTUNITIES

EHLANZENI	GERT SIBANDE	NKANGALA
Agriculture: sub-tropical fruit and sugar cane	Manufacturing: Petro-chemical industry	Coal mining & Electricity generation
Gold & chrome mining	Agriculture: crop- and livestock farming	Manufacturing: Metals fabrication
Tourism: Scenic views and KNP	Coal mining & Electricity generation	Tourism: trout - triangle
Forestry	Forestry	Agriculture: crop- and livestock farming

3.11 RELEVANT ECONOMIC PLANS & OPPORTUNITIES FOR EHLANZENI

Importance and relevance of:

- The implementation of the Provincial Spatial Development Framework (SDF) by COGTA.
- The implementation of a Provincial LED strategy framework by DEDT. Viable, vibrant and representative LED Forum, capacitated LED Unit and updated LED strategy. SMME development, including the informal sector.
- The roll-out of the District Development Model (DDM).

Linking with economic interventions in Ehlanzeni:

- Roll-out of the Mpumalanga Industrial Development Plan (MIDP) in Ehlanzeni through the Mpumalanga International Fresh Produce Market (City of Mbombela) and associated Agri-Parks/Hubs (Bushbuckridge), as well as the Forestry Technology Park in Sabie (Thaba Chweu).
- Establishment of the Nkomazi SEZ near Komatipoort.

Economic opportunities in Ehlanzeni:

- The implementation of MERRP catalytic projects with links with the City of Mbombela, Nkomazi, Thaba Chweu and Bushbuckridge.
- Opportunities in especially tourism, agriculture & agro-processing industries, forestry, sub-tropical fruits & sugar cane produce as well as gold and chrome mining.
- The establishment of the MIFPM and an agricultural park/hub as part of the MIFPM.
- The establishment of the Nkomazi SEZ should also stimulate growth and contribute to job creation.
- Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.
- Rejuvenation of township & rural businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

3.12 RURAL DEVELOPMENT

Rural poverty is caused primarily by a limited access to resources. This limitation may result from an imbalance between population and available resources. There are difficulties of improving the balance by applying a successful population policy, and a solution at long term will require a gradual closing of the gap between economic and population growth.

Besides the problem caused by population growth, access to resources is quite often limited for the rural poor because of the current socio-political situation. Here, the limited access to resources is deliberate, and the result is, that the available resources are underutilized because of obstacles of a socio-cultural and political nature. There are numerous examples of such a situation. Landless people cannot obtain land for cultivation, while landlords use their land extensively only; subsistence farmers have difficulties in obtaining credit; scarce means of production are supplied to certain sectors of the population only, etc.

If access to resources, i.e. to the factor responsible for rural poverty, is determined by the general socio-political situation, there cannot be a "rural" explanation to the rural situation. The reason for the poverty of rural areas is often to be sought outside these very areas. The ultimate cause of rural poverty is the lack of integration of rural areas into the overall socio-political and economic system. This holds true, not only for the national, but for the international system as well.

Poor rural areas and rural population find themselves in a marginal situation; they are not part of the overall system. They do not participate in the development process, either actively as producer, or passively as receiver of goods and services. Likewise, they hardly participate in the decision-making process. The result of this marginality is widespread apathy, especially among the older generation of the rural poor, and a dangerous gap between aspiration and reality among the youth. The national government has established a new department to relook into the current dispensation of rural development which focuses on agriculture, agrarian reform, livestock farming, small scale farming and production. The buzz word and concept is comprehensive rural development programme which has been introduced to take over the switch from the former Integrated Sustainable Rural Development Programme. There are seven sites (municipalities) where this programme is being piloted and two out of the 7 are from Ehlanzeni District Municipality. The two are Bushbuckridge and Nkomazi Local Municipalities.

It is against this background that Ehlanzeni District Municipality has established a Rural Development Department to address this challenge which also presents itself as the national priority pronounced by the National Government in 2009. There are a vast number of programmes and projects which have been outlined in the IDP projects section which include rural CBD, Agricultural hub and other initiatives.

3.13 COMMUNITY PRIORITIES OF THE LOCAL MUNICIPALITIES

CITY OF MBOMBELA				
DEPARTMENT OF HEALTH				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
Health	Overcrowding in existing clinics as a result of ever-increasing households	1,2,3,8,9,12,14,16,18,19,20,23,25,29,34,35,36,37,38,39,42,43,45	Phameni; Chweni; Malekutu; Sifundilela; Zomba; Malekutu; Hillsideview; Backdoor; Ext 14, KaMadakwa Ndlovu, Emjindini Trust; Ext. 11/12/17/18; Kathyville (Gate Clinic); Sheba Siding; Verulam; Esperado; Sandford, Siphumelele, Emoyeni and Jerusalem, Mgcobaneni, Mthimba, Nyongane and numbi, Berg-en-Dal; Pretoriuskop; Skukuza; Elandshoek, Phumlani-Msholoz, Matsafeni-Woodhouse, Kamagugu; Tekwane South, Entokozweni, Gedlembane, Somcuba, Zwelishana; Sawotini; Maggiesdal, Kamagugu, Tekwane North, Nkosi City	Construction of new satellite clinic
	Lack of Primary health care facilities	4,8,10,11,12,14,20,21,26,29,40,43,	Matambisa; Luphisi; TV 2; Noordkaap; Dixie; KaGazi; Madubula; Mashayane; Esperado; Shelangubo; Castlekop; Emoyeni, Phelandaba; Zwelisha & Phakane, Sterkspruit (Kankanyisa – Mbambo), Mashego Hall, Gedlembana, Somcuba; Sawotini; Mamelodi;	Provision of mobile Clinics
	Dilapidated Infrastructure/Insufficient	7,8,13,24,30,31,33,34,41,43,44,	White River; Kabokweni Clinic; Spelanyane, TV2; Bhuga Clinic;	Upgrading of Satellite Clinics

"A District Municipality that provides impactful service delivery to its communities"

CITY OF MBOMBELA					
DEPARTMENT OF HEALTH					
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention	
	space and facilities in existing Clinics		Makoko; Matsulu Clinic; Emjindini Trust (Kempstone); Kathyville Clinic; Barberton Town Clinic; M'Africa clinic; Uitval Clinic; Manzini clinic, Jerusalem; Sibuyile; Mpakeni;		
	Lack of Public Health Facilities to cater for the larger community	42,	Barberton (Emjindini)	Construction of New public hospital/TB Hospital	
	Dilapidated public health facility	42	Barberton Hospital; Barberton TB Hospital	Upgrading of public hospital	
	Clinics operating less than 24 hours making it difficult to access emergency health care	4, 7, 8, 9, 10, 17, 22, 24, 26, 31, 34, 40, 41	Clau-Clau No.4; Gutshwa Clinic; Makoko; Kempstone; Manzini clinic, Jerusalem; Mganduzweni; Zwelisha Clinic, Eziweni, Sibuyile; Mpakeni; Nelsville/Valencia; Msogwaba,	24-hour operation of existing clinics	

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF EDUCATION				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
Education	Overcrowding in existing schools / Scholars travelling long distance to access education / Lack of educational facility	1,3,5,6,14,15,24,25,30,32,34,35,39,41,	White River; Teka Takho; Malekutu; Siliga; Matangaleni; Dikbas; Sandford; Elephant and Sphumelele, Salubindza; Sukani, Dingindoda, Nkanini; Mshadza, Comprehensive new stands and Hazypark, Nyongane; Numbi; Phumlani-Msholozzi, West-Acres, Stonehenge; Maggiesdal, Ncakeni; Phakama;	Construction of new primary school
	Overcrowding in existing schools / Scholars travelling long distance to access education / Lack of educational facility	2,4,9,12,18,23,30,31,41,43,	White River; Poponyane; KaMadakwaNdlovu; Kempstone; Sheba Siding; Mgcobaneni ; Chochocho; Lungisani High School; Zwelisha, Ntabamhlophe, Kamagugu;	Construction of new combined school
	Overcrowding in existing schools / Scholars travelling long distance to access education / Lack of educational facility	1,4,9,15,16,18,23,25,30,38,39,41,	White River; Hillsvie; Emjindini Ext.13; Shabalala; Hazyview, Mgcobaneni; Mganduzweni, Shabalala, Mashonamini; Phumlani- Msholozzi, West-Acres, Stonehenge; Maggiesdal, Tekwane North; Nkosi City; Maggiesdal; Thekwane North, Kamagugu, Gobhoza, Maggiesdal;	Construction of new secondary school
	Lack of educational facility to cater for learners with special needs	14	Phumlani-Msholozzi, Matsafeni-Woodhouse	Construction of new special needs school

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF EDUCATION				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
	Dilapidated educational facility / Poor or lack of amenities (toilets, library, laboratory, admin block)	2, 4, 5, 8, 9, 17, 20, 23, 24, 29, 31, 37, 39, 41, 42, 43, 44, 45	Gutshwa (Zikode Secondary & Gutshwa Primary schools); Chweni Primary School; Makoko Primary School; Mandundu Primary School; Vutselani Primary School; Sikhutsele primary school; Khanyisile primary school; Moodies primary school; Funwako Secondary school; Ngwane combined school; Ekuchathuzeni Primary school; Mountain view combined school; Fairview Primary school; Amon Nkosi Primary school; Kamhola Secondary School; Legogote Primary school; Sakhile Primary School; Celani Primary School; George Mhaule Primary School; Phakane primary school, Sivulamasango Primary school; Siyakhula School; Mbongeni Primary School; Tiboneleni primary school; Sibambisene primary school; Tibonele Primary School, Pholane Primary School;	Upgrading of schools
	Lack of / poor sports facility in existing schools	23, 37, 42,	Jacob Mdluli High School; Makoko Primary School; Ngwane Combined School; Ekuchathuzeni Primary School; Mountain View Combined	Provision of adequate sports facility

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF EDUCATION				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
			School; Barberton Secondary School; Emjindini High School; Barberton Primary School; Pholane school;	

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
HUMAN SETTLEMENTS	Eradication of existing housing backlogs	1,3,4,6,7,8,9,10,11,12,13,14,18,19,20,21,22,23,24,25,26,29,31,33,34,35,36,37,38,39,40,41,43,44,45	Mafambisa; Clau Clau; Luphisi; Spelanyane; Hillsviwe; Mbonisweni; Backdoor; Phathwa; Matsulu; Mandela Park; Zeza; Nazereth; Noordkaap; Mlambongwane; Sheba siding; Dixie; KaGaza; Mashayane; KaBrown; Verulam; Ext 7,10; Mahiyane; Shabalala; Sanford; Mahushu, Numbi and Nyongane; Elandshoek, Kamashobane, Mjalimane, Kabhamtjie and Ngodwane, Dantjie; Mpakeni;	Construction of low-cost housing
	Dilapidating/incomplete housing structures posing a threat to house occupants	18;21;23;24;25;42;41;44	Burgerville, New village, White City, New Claire, Spearville, Family Units; Ext 7,10; Emjindini trust, KaMadakwa Ndlovu, Ext 13,14, 15,16; Kanyamazane hostel;	Renovation/completion of existing housing structures
	Asbestos roofing causing health hazards/risks to house occupants	17,18,19,20,21,23,40,44,45	Dindela; Ext. 11; Kanyamazane; Pienaar;	Replacement of asbestos roofing
	Lack of title deeds for beneficiaries of low cost housing	17,18,23,41,42,	Emjindini Trust, KaMadakwa Ndlovu; Burgerville, New village, White City, New Claire, Spearville; Tekwane South, Tekwane North and Ntokozweni; Nelsville; Mayfern;	Issuing of title deeds to beneficiaries
	Lack of land for the construction of human settlements	10,13,18,19,26,33,35,38	Mafambisa; Clau Clau; Luphisi; Spelanyane; Hillsviwe; Mbonisweni	Acquisition of land for human settlements
	Informal human settlements	14,19,20,22,23,24,25,26,32,33,34,41,43,	Bhejukufa; Kabokweni; Masakhane; Teka Takho; Thembelihle; Mhlumeni; Emjindini trust, KaMadakwa Ndlovu; Mlambongwane, KaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, Dixie; ZB; Thembeke;	Formalisation of existing informal settlements

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			Mathangini; MRTT; Gezane; Dantjie; Msogwaba Resort; Hillary new village;	

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF SOCIAL DEVELOPMENT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Early Childhood Development (ECD)	Lack of early childhood development centres	12,14,15,16,17,18,19,26,30,32,35,36,41,42,	White River; Teka Takho; Newscom; Spearville, Burgerville; Emjindini Trust; Elandshoek, Kankanyisa, West Acres; Stonehenge, Tekwane North; Maggiesdal; Valencia/Nelsville, Tekwane North; Emhlume, Msogwaba;	Construction of early childhood development centres
Youth Development Centres (YDC)	Need for youth development initiatives in order to stimulate youth socio-economic activity	10,11,13,14,31,32,34,35,36,37,38,41,42,	Bhuga; Matsulu; Emjindini Trust, KaMadakwa Ndlovu, Ext 13, Barberton; Emjindini Township; Matsafeni; Msholoz	Construction of youth development centres
Old-age care centres	Need for old-aged care centres	14,30,	White River; Phumlani-Msholoz; Matsafeni-Woodhouse;	Provision of old-age care centres
Home-Based Care	Need support to care for the sick and disabled	18,41,	Emjindini Trust, KaMadakwaNdlovu, Ext 13;	Provision of assistance to home-based care centres

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Provincial Roads	Gravel provincial roads that need tarring/surfacing	10,,37,342,4,13,14,15,17,18,19,2 2,26,29,34,35,41,43,	Spelanyane Mafambisa bus road; Mjeane bus road;Spienkop road; Makoko to Mashonisa bus route Phameni bus route; Numbi bus route; Chweni Spieonkoop road; Malekutu to Chweni bus route; Thembisa- Maria road; Siligane school road; Mvangatini road; Matsulu to Malelane/Kruger National Park; Barberton - Emjindini Trust; R38; Phakane; Zamokhle; Gedlembane, Mluti; Somcuba; Access road to Malelane	Surfacing (tarring) of gravel roads
	Need for new access road	13		
	Dilapidated surfaced provincial roads that needs urgent intervention	34,2,10,11,16,23,40,44,45,	Clau clau clinic -Mkikitweni; Elijah Mango - Clau-Clau 1; Nkomeni to Ermelo; Ext 9/12 (P10); Gedlembane - Kalubisi bus route; Nkomeni - Foda bus route; Siwerewere - Kalubisi bus route; Lihawu;	Rehabilitation of surfaced road infrastructure
	Poor condition of gravel roads which makes it difficult for commuting	17,26,41,	Emjindini Trust	Regravelling of gravel provincial roads
Bridges	Need for footbridges	3,5,7,8,9,12,17,18,19,22,21,24,25 ,26,29,31,39,41,	Gutshwa to Sibhule School; Bhayizani to Gutshwa Primary School; Phameni (Jacob Mdluli Secondary School & Paulos bridge); Main road to Mpompoli and Sifundilela primary schools; KaMadakwa Ndlovu, Kempstone; Mahushu -Dayzenza Plaza; Salubindza - Phakamani Crèche; Enkokhweni - Ndlunkulu School; Mashonamini - Numbi	Construction of footbridges

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			George Mhaule School; Mganduzweni Taxi Rank; Elandshoek - Cairn side; Ntokozweni - Tekwane South; Thela stream; Jane stream; Mbuyane stream;	
	Need for vehicle bridges	4,11,12,19,23,26,29,31,32,41	Nkomeni - Ermelo, Slovo Park; Magwabaratsane; Sifunindlela to Gutshwa; Teka-takho; Gutshwa; Dwaleni & Phola park; Phameni to Makoko bridge; Dekaaap Road; Phakane - Mafambisa; Elandshoek - Cairn side; Tsela - Thithi; Ekikhanyeni - Eloj Kuwait road; Mphakatsi 21 stream;	Construction of vehicle bridges
	Dilapidated bridges that need urgent intervention	18,24,34	Chweni; Esidungeni;	Upgrading of bridges
EPWP	High unemployment rate	2,3,5,7,8,9,11,13,14,16,17,18,19, 21,23,25,26,29,31,33,36,37,38,39 ,40,41,42,43,44,45	Zomba; Moyeni; Matsulu;	Implementation of Expanded Public Works Program

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Policing	People travelling long distance to access a community service centres / Rising instances of crime	2,16,17,10,12,14,15,26,3 2,34,36,37,41,43,44,45	Mafambisa; Clau-Clau; TV; Dwaleni; Gutshwa; Phola Park; Chweni; Makoko; Newscom; Malekutu; Emjindini Trust, KaMadakwaNdlovu, Ext 13; Sheba siding, Verulam, New	Provision of satellite police station

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LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			Consort; Ext 9; Ext 17; Elandshoek and Alkmaar garage, Phumlani-Msholozzi, Matsafeni-Woodhouse, Stonehenge; Mggiesdal; Nkosi City; Staites; Msogwaba;	
	People travelling long distance to access a community service centres / Rising instances of crime	17,18,24,43,	Dixie, Noordkaap, Mandela, KaGazi, Madubula, Dikbaas, Mashayane, Shelangubo, Esperado; Tekwane North and Tekwane South; Nelsville /Valancia;	Provision of mobile police station
	Dilapidated community service centres / increase in local population which affects the number of police per persons ratio	30,42,	White River; Emjindini Spearville;Barberton CBD;	Upgrading of satellite police stations
	Some police stations not operating for 24 hours thereby causing inconvenience to people who need to report crime	12,24,26		24 hour operation of satellite police stations
	Rising instances of crime	3,4,5,6,8,9,10,12,14,22,23,25,29,31,34,35,38,39,41,42,43,44,45	Zwelisha; Phakane,Elandshoek; Kabhamtjie, West Acres, Sterkspruit;	Police visibility/patrols
	Rising instances of crime	4,12,14,26	Schoemanskloof; Elandshoek; Phumlani-Msholozzi; Matsafeni – Woodhouse;	Functional PCFs

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND & ENVIRONMENTAL				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Agriculture and Farming	Need for farming instruments to support agricultural cooperatives and SMMEs	2,3,11,13,14,23,32,41,42,43,44,45	Gutshwa; Dwaleni; Teka Takho; Matsulu; Barberton; Emjindini Trust; Kamadakwa Ndllovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Mahushu; Matsafeni; Phumlani-Msholozzi (Agri-village); Nkosi City;	Provision of farming instruments (tractors, etc.)
	Capacity development for agricultural cooperatives and SMMEs	2,13,14,19,26,41,42,43,44,45	Matsulu; Barberton; Emjindini Trust; Kamadakwa Ndllovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Matsafeni; Msholozzi; Nkosi City;	Provision of agricultural training and implementation of incubation programs
	Need for poultry farming/fishery to stimulate economic activity	14,19,30,41	White River; Emjindini Trust; Kamadakwa Ndllovu; Matsafeni; Msholozzi; Ngodini dam;	Provision of piggery, broiler houses, etc.
	Need for farming facilities	2,14	Nkosi City; Phumlani-Msholozzi	Provision of fencing, irrigation systems, etc.

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LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Local Economic Development	Inadequate financial and technical support for SMMEs and Cooperatives	2,13,14,17,18,19,20,26,32,41,42,43,44,45	Matsulu; Barberton; Emjindini Trust; Kamadakwa Ndllovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Msholozii; Matsafeni; Msogwaba; Valencia; Nelsville; Msogwaba; Daantjie	Provision of financial and technical support for SMMEs and Cooperatives
	Need to stimulate the local economy in order to ensure economic growth and job creation	1,2,3,6,7,8,10,11,13,14,17,18,19,23,25,26,30,31,33,34,36,37,38,40,41,42,43,44,45	White River; Zomba; Moyeni; Matsulu; Mbombela; Mahushu; Msholozii; Phumlani; Matsafeni; Kankanyisa; Msogwaba; Daantjie; Emjindini; Emjindini Trust; Low's Creek; Sheba Siding; Valencia; Nelsville;	Support for local economic development initiatives (ICC, MP Fresh Produce Market, etc.)
	Need to promote local tourism and development	5,9,34,37,39,41,42,43,44,45	Makoko; Emjindini Trust (Cultural Heritage Site), KamadakwaNdllovu; Barberton (Infrastructure Development for Makhonjwa Mountain); Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola; Msholozii; Matsafeni;	Support for tourism development initiatives (Makhonjwa Mountain, etc.)

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF CULTURE, SPORTS AND RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Public Library	Need for a resource centre of information to	1,2,3,8,10,11,14,18,23,24,32,35,36,38,39,41,45	Slovo Park; Mantangaleni; Hillsviwe; Emjindini Trust, Kamadakwa Ndllovu,	Construction of new public library

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF CULTURE, SPORTS AND RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	disseminate knowledge and information		Ext.13/14; Ext.12; Shabalala, Mahushu Toy centre; Jerusalem; Numbi; Nyongane; Mpakeni;	
	Dilapidated structure / poor or lack of enabling facilities / inadequate space	33	Kabokweni Public Library;	Upgrading of existing public library
Sports Facilities	Need for sports facilities to stimulate recreational activity	1,2,3,4,8,9,11,12,14,18,19,21,22,23,24,25,29,31,34,36,37,40,42,43,	Gutshwa; Malikuti (Mabuza Home Improvers); Malekutu; Emjindini Trust, KaMadakwaNdlovu, Ext. 13/15/16; Sheba siding, Low's Creek, Dixie, Verulam, Dikbas; Spearville (Sports City); Shabalala; Sanford, Mahushu; Mganduzweni, Sand-River; Phakane, Elandshoek, Alkmaar & Cairn Trust, Phumlani-Msholoz, Matsafeni-Woodhouse; Sterkspruit-Mbambo, Tekwane South & North, Kamagugu; Mpakeni; Tekwane South/North; Kamagugu; Maphakama;	Provision of sports facilities
	Dilapidated sports facilities / poor or inadequate sports facilities	2,7,10,11,13,15,17,18,19,26,30,33,35,37,38,42,43,44,45	White River; Maporo; Nkohlakalo; Dwaleini; Gutshwa; Phola Park;	Upgrading of existing sports facilities

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF CULTURE, SPORTS AND RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			Sincobile; Ntsikazi Stadium; Cricket Sports field; Hillview; Phathwa; Mbonisweni; Backdoor; Matsulu; Sheba Siding Sport Ground; Spearville Tennis court, Cathysville Tennis court, CBD Multipurpose Sports Centre, Burgerville; Ext.10; Spearville; Kathyville; Salubanza sportground; Mshadza Stadium, Mgcobaneni; Mganduzweni; Van Rieberg Park, Kamagugu Sports ground; Msogwaba, Nelsville; Valancia; Steiltes	
Cultural hubs/centres	Need for cultural centres to promote local heritage	26,41	Emjindini Trust; Kamadakwa Ndlovu; Thembisa or Tribal Authority; TV1; Clau-Clau 3	Provision of cultural hubs/centres

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
NATIONAL DEPARTMENT OF HIGHER EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Education	Lack of access to technical and vocational education and training facility	11,42,	Slovo Park; Emjindini;	Construction of a satellite TVET College campus

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
NATIONAL DEPARTMENT OF POLICE				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Policing	People travelling long distance to access a community service centres / Rising instances of crime	2,16,17,10,12,14,15,26,32,34,36,37,41,43,44,45	Mafambisa; Clau-Clau; TV; Dwaleni; Gutshwa; Phola Park; Chweni; Makoko; Newscom; Malekutu; Emjindini Trust; KaMadakwaNdlovu, Ext 13; Sheba siding, Verulam, New Consort; Ext 9; Ext 17; Elandshoek and Alkmaar garage, Phumlani-Msholoz, Matsafeni-Woodhouse, Stonehenge; Mggiesdai; Nkosi City; Staites; Msogwaba;	Provision of satellite police station
	People travelling long distance to access a community service centres / Rising instances of crime	17,18,24,43,	Dixie, Noordkaap, Mandela, KaGazi, Madubula, Dikbaas, Mashayane, Shelangubo, Esperado; Tekwane North and Tekwane South; Neilsville /Valancia;	Provision of mobile police station
	Dilapidated community service centres / increase in local population which affects the number of police per persons ratio	30,42,	White River; Emjindini Spearville;Barberton CBD;	Upgrading of satellite police stations
	Some police stations not operating for 24 hours thereby causing inconvenience to people who need to report crime	12,24,26		24-hour operation of satellite police stations

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LOCAL MUNICIPALITY: CITY OF MBOMBELA				
NATIONAL DEPARTMENT OF POLICE				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Rising instances of crime	3,4,5,6,8,9,10,12,14,22,23,25,29,31,34,35,38,39,41,42,43,44,45	Zwelisha; Phakane,Elandschoek; Kabhamtjie, West Acres, Sterkspruit;	Police visibility/patrols
	Rising instances of crime	4,12,14,26	Schoemanskloof; Elandschoek; Phumlani-Msholoz; Matsafeni – Woodhouse;	Functional PCFs

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF HEALTH				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Clinic	There's a need for clinic land is available and there's huge number of populations that overcrowds neighbouring clinics.	7, 10, 11, 12,12 & 15,21, 24	Marloth park, Block A, Goba, Khombaso, Mandulo, Magudu, Phosaville, Aniva	Construction of clinic and clinics to operate 24 hours
	Renovation and extension of clinics	17, 23, 27,30	Mangweni, Boschfontein Schoemansdal, Malelane, Louisville	Extension of clinic
	Clinic to operate 24 hours	5,6,8,13,19,20,22,27,30,31	Block B, Dlunduma, Steenbok, Mangweni, Mbuzini, Ntunda, Mzinti, Kamhlushwa, Schoemansdal, Malelane, Louisville, Schulzendal, Middelplaas	Clinics to operate 24 hours
	Need for mobile clinic	11,32	Ericsville, Jeppes Reef	Mobile clinic to come once a week and 4 times a month
	There's no fence into the clinics	13	Mbuzini	Fencing of clinics to avoid cows sleeping into the clinics and breaking windows

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Education	There's a need for secondary school children walk a long distance to access educational facilities some become victim of rape due to the fact that they leave in the morning and come in the evening.	1,6,9,10,12,24,25,29,30,	Block C, Naas, Orlando, Tonga view , Block A, Tsambokhulu, Mbongwane, Mananga, Aniva, Langelooop, Malelane x21, Stentor, Siyathuthuka, kudu, Tometi, Hectorspruit,	Provision and construction of secondary school urgently to those areas in need
	There's a need for primary school children walk a long distance to reach other primary schools and also take transport which is also scarce	2,3,6,9,11,12,15,24,29,30, 31	Joeslovo, Block C, Ngwenyeni, Tonga, Ericsville, Mananga, Mgobodzi, Aniva, Malelane x21, Stentor, siyathuthuka, kudu, Tometi, Middelplaas, Schulzendal, Hectorspruit	Provision and construction of Primary school
	There's a need for combine school	4,30	Gritana, Kaapmuiden	Provision and construction of combined school
	There's a need for admin block for teachers to be able to sit in and mark learners books.	6,13	Ngwenyeni & Mbuzini	Provision and construction of admin block
	There's a need for extension of classroom size	6,13	Ngwenyeni & Mbuzini	Extension of classroom size
	There's a need for ECD	3,21	Block C, Phosaville ext2	Provision and construction of ECD
	Renovation of both secondary and primary school because the school is deteriorated and it is not conducive for learners to study into schools that are old with ageing infrastructure	13,22	Mbuzini, Mzinti Mahhushe secondary	Renovation of secondary and primary school
	Need for separation of combined school to be primary and secondary school.	16	Sibange	Separation of combine school to reduce overcrowding

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Human Settlements	There's a need for RDP houses	1,3,9,10,11,12,13,15,16, 18,19,20,21,24,25,26,27,29,30,31, 32	Naas, Msholoji, Block C, Tonga view, Block A, Phiva, Hhoyi, Goba, Mbangwane, Mananga, Mbuzini, Magudu, Mgobodzi, Sibange, Madadeni, Magogeni, Skoonplaas, Ntunda, Mzinti, Sikhwahlane, Phosaville, Nhlaville, Langelooop, Driekoppies A& B, Schoemansdal, Buffelspruit, siyathuthuka, Schulzental and Jeppes Reef	Provision and construction of RDP houses
	Renovation and fixing of RDP houses which were affected by disaster	1,14	Naas and Masibekela	Renovation of RDP houses
	There's a need for community hall	3,19,13	Block C, Ntunda and Mbuzini	Provision and construction of Community hall
	Formalization of rural settlements to formal townships	30	Mkhwarukhwaru, Stentor and future development (ext21)	Well established basic services which include water, electricity, sanitation and waste management.

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF SOCIAL DEVELOPMENT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Social Development	There's a need for youth centre & drop-in centre	6,11,14,21,24,26	Diudluma, Hhoyi, Phosaville, Masibekela, Nhlaville, Driekoppies	Provision and construction of youth centre and drop-in centre.

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	There's a need for ECD	3,21, 26	Block C, Phosaville ext2, Driekoppies	Provision and construction of ECD
	There's a need for old age home and renovation because some of the structures are ageing and it is not conducive for elders to be living in deteriorating structures	14,26	Masibekela Driekoppies	Rehabilitation of old age home and provision of food parcels to the needy
	There's a need for disabled centre	15	Mgobodzi	Provision and construction of disabled centre

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED AWRDS	LOCATION	PROPOSED INTERVENTION
Roads and Storm Water Drainage	There's a need for sidewalks	9,14	Tonga, Masibekela	Construction and provision of sidewalks
	Maintenance of tarred road to avoid damage to tarred.	1,2,5,8, 9	Naas, Block C, Block B, Steenbok and Tonga	Maintenance of tarred road to avoid emerging of potholes
	There are few areas with gravel roads that need to be tarred	1,6,8,12,15,19	Naas, Steenbok, Khombaso, Mananga, Mgobodzi, Ntunda	Tarring of tarred roads because they've been long overdue and they are old roads but they are without tarred road
	There's a need for Patching of potholes	21	Phosaville	Patching of potholes to reduce emerging of holes
	There's High rates of accidents	1,6,21	Naas, Tonga, Phosaville	Provision of speed humps to decrease high level of accidents
	There's a need for overhead bridge to decrease high level of congestion of passengers to cars when passing	1,9	Naas, Tonga & Schoemansdal	Provision of overhead bridges to decrease high level congestion into Naas mall, Schoemansdal and Tonga mall and also to protect pedestrians and not to be hit by cars

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED AWRDS	LOCATION	PROPOSED INTERVENTION
	Damaged tarred road	7,19,27	Mdladla, Ntunda, Shongwe hospital road	Rehabilitation of tarred road
	Construction of storm water drainage		All provincial roads	Construction of storm water drainage to avoid water to flow into the tarred road and damage the ratted road and cause potholes.

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Community Safety, Security & Liaison	Need for a satellite/mobile police station to assist with the high level of criminals coming into the neighbouring countries and the car theft which has become high in Nkomazi.	13,14,15,26, 28	Mbuzini, Masibekela, Mgobodzi Driekoppies B, Jeppes Reef	Provision of satellite police station
	Need for police visibility to decrease high level of criminals stealing into households and hijacking community members going to work early in the morning	13,14,15,18,21	Mbuzini, Masibekela, Mgobodzi, Magogeni, Phosaville	Visibility of saps
	Need for resuscitating Community Police Forums (CPF) to also assist with high level of criminals	1-33	All the areas of Nkomazi	Formation of police forums into all the areas of Nkomazi to decrease high level of crime into Nkomazi areas
	Need for police station because the nearest police station is at Kamhlushwa and Schoemansdal which takes time for police to reach the area when there's a need for them	15,25	Mgobodzi, Langelooop	Provision and construction of police station at Langelooop

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Department of Rural Development and Land Reform	Need for land for human settlement to build RDP houses and place them strategic for youth and those in need like the Tonga and Mzinti RPD'S	14,15, 19	Masibekela, Mbuzini, Ntunda	Provision of land and RDP houses
	Land invasion	20,32	Mzinti, Jeppes Reef	Tribal Authorities must properly outline future commercial development areas/business nodes and future residential areas
	Access to land and release of state land	9,30	Mkharukhwaru, Stentor, Tonga etc	Reduction of red tapes in the release of land which will also assist the Municipality to collect revenue.
	Need for formalization/ tenure upgrade/ title deeds	1,9,22,30	Naas, Tonga, Kamhlushwa & Mkhwarukhwaru, Stentor	Formalisation of tenure and provision of title deeds
	Need for new MPCC's	1,14,15, 28,32	Naas, Masibekela, Mgobodzi, Schoemansdal, Jeppes Reef	Provision and construction of multipurpose centre
	Need for upgrading/refurbishment of existing community halls	6,11,31	Koomatipoort, Hhoyi, Goba, Schulzendaal	Upgrading and maintenance of the existing community halls
	Expansion of Masibuyele emasimini to other areas of Nkomazi	Affected wards	Areas without Masibuyele emasimini	Expansion of Masibuyele emasimini to areas which are active in agricultural activities.
	Fencing of grazing land and building of skubhe	Affected areas	To areas where it's needed	Fencing of grazing land

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Economic Development & Tourism	There's high level of unemployment in Nkomazi though the municipality with sister departments are trying to create job opportunities and business skills development	1-33	All areas of Nkomazi	Creation of job opportunities and business skills development to the youth of Nkomazi
	Need for SMME/Cooperatives development and capacitation	1,13,14,15,20,32	Naas, Mbuzini, Masibekela, Mgobodzi, Mzinti, Jeppes Reef	Capacitation of SMME'S and investing into SMME'S
	Need for Skills Development Centres/SMME Centres	1-33	All areas of Nkomazi	Provision and construction of SMME'S centres to uplift the economy of Nkomazi
	Need for community Hall Mbuzini is one of the most largest area in Nkomazi with 10 areas in it, but it is without a community the entire 10 small areas in Mbuzini when there's a meeting called they all have to go to the tribal office which in most cases is used for traditional authorities activities.	13,19	Mbuzini and Ntunda	Provision of community hall
	Need for tourism projects, funding for corporate & assistant in selling their products & also Need for LED projects (Sasol projects, bakery and vendor stalls)	13, 17,31,32	Mbuzini, Mangweni, Middelplaas, Jeppes Reef	Provision of market vendor stalls for SMME'S to sell their products at Samora Machel monument and Jeppes reef boarder gate

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTEMENT OF CULTURE, SPORTS AND RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Community Facilities	Need for rubberized material there's a need for extension and Completion of renovation of pavilion & dressing room	22	Kamhlushwa stadium	Provision of the rubberised material Extension, completion & renovation of pavilion & dressing room
	Need for pension pay point	8,24	Steenbok, Nhlabaville	Provision and construction of pay point to help elders because the current state of payment for sassa is not good for elders because they que this long queues at post office for their money and they being robbed into the malls.
	Need for new libraries/Resource Centre	11,14,24, 29, 32	Hhoyi, Goba, Hlahleva, Nhlabaville, Buffelspruit, Hectorspruit, Jeppes Reef	Provision and construction of new libraries
	Need for upgrading/refurbishment of existing libraries/Resource Centre	1,6,13,22,25	Naas, Komatipoort, Mbuzini, Kamhlushwa, Langelooop	Upgrading of existing libraries and provision of resources centres.
	There's a need for ATM's	13,14,15,17	Mbuzini, Masibekela, Mgobodzi, Mangweni	Provision of ATM'S for needy areas that has to travel a long distance to have access to ATM'S to withdraw or deposit money.

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF WATER & SANITATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Water & Sanitation	There's a need for Bulk water supply because other areas have insufficient supply	1,5, 18, 21,23	Msholoz, Block C Jabulani, Block B, Magogeni, Phosaville, Boschfontein,	Propose smart metering and sufficient water supply
	There's a need for water reticulation and yard meter connection	4,5,11, 12,13, 17, 18, 22, 27, 28, 31	Gritane, Block B, Goba, Mbangwane, Khombaso, Mandulo, Mbuzini, Mangweni, Magogeni, Mzinti Training centre, Schoemansdal E, Phigogo, Schulzendal	Reticulation of water to areas without water reticulation
	Need for boreholes	30	Torneti, Kudu, Stentor	Provision of boreholes into the farms because they don't have access to water at all without, the municipality providing with water tankers which is not an everyday thing.
	Need for Installation of booster pump	4,11,18,22,28	Nhlalakale, Ericsville, Magogeni, Mzinti at training centre, Phigogo	Provision of booster pump to assist proper provision of water to households that doesn't have access.
	Restoration of pipes because they ageing and blockage of pipes	21	Mizinti training centre	Restoration of pipes and cleaning of pipes for proper supply.
	Need for Reservoir	18, 22, 24, 32	Magogeni , Skoonplaas, Phosaville, Aniva, Jeppes Reef	Provision of reservoir for proper supply to all areas
	There's interruptions of water	2	Block C	Proper supply of water
	Need for water supply with water tankers	19, 29,30	Sikhwahlane, Hectorspruit, Kudu, Torneti, Stentor,	The municipality to carry on supplying needy areas with water tankers that are without water reticulation.
	Need for maintenance of infrastructure because it is ageing	11, 25, 26	Hhoyi, LangeLOOP, Driekoppies	Maintenance of ageing infrastructure and propose

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT OF WATER & SANITATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
				asbestos pipe to reduce high level of illegal connections
	Need for VIP toilets	1-331	All Nkomazi areas	Provision of VIP toilets
	Need for toilets to those who are poor and unable to build one for themselves	1-33	All areas of Nkomazi	Provision of Toilets to needy households.
	There's a need for toilet at cemeteries	1-33	All areas of Nkomazi	Provision of toilets into cemeteries because, Nkomazi cemeteries is without toilets.

LOCAL MUNICIPALITY: NKOMAZI				
DEPARTMENT: ESKOM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Electricity	Need for electrification of households without electricity	2,4,6,7,8,14,15,16,19,20,21,22,25,27,33	Block C, Gritane, Orlando, Mdladla, Steenbok, Masibekela, Magudu, Sibange, Ntunda, Sikhwahlane, Mzinti, Kamhlushwa, Langelooop, Schoemansdal, Jeppes Reef	Electrification of households without electricity

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF HEALTH				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Health	Low capacity to handle the growing population	14, 15, 16, 17, 18, 19, 20, 21, 30, 31, 33 & 34	Acornhoek- Tintswalo hospital	Upgrading of hospital and construction of nurses' houses.
	Low capacity to handle the growing population	1, 2, 3, 4, 5, 24, 35, 23 & 25	Mkhuhlu- Matikwane Hospital	Upgrading of hospital
	Upgrading/construction of Clinic/healthcenter	01	Goromane	Upgrade of Clinic
	Upgrading/construction of Clinic/healthcenter	04	Mariti	New Clinic
	Upgrading/construction of Clinic/healthcenter	05	Marite	Hospital Health Centre
	Upgrading/construction of Clinic/healthcenter	12	Demulani	Health Centre
	Upgrading/construction of Clinic/healthcenter	13	Madyembeni	New Clinic
	Upgrading/construction of Clinic/healthcenter	18	Khuyelang	Clinic
	Upgrading/construction of Clinic/healthcenter	17	Maromeng	New clinic
	Upgrading/construction of Clinic/healthcenter	19	Timbavati	Clinic
	Upgrading/construction of Clinic/healthcenter	21	Buffelshoek	Renovation of clinic
	Upgrading/construction of Clinic/healthcenter	22	Dingleydale A Songeni	Upgrade Clinic
	Upgrading/construction of Clinic/healthcenter	24	Cunningmoore A	Upgrading Clinic
	Upgrading/construction of Clinic/healthcenter	25	Justicia	Renovation Of Clinic
	Upgrading/construction of Clinic/healthcenter	26	Lillydale	Renovation Of Clinic
	Upgrading/construction of Clinic/healthcenter	27	Khomanani (Ereagh A)	Clinic

LOCAL MUNICIPALITY: BUSHBUCKRIDGE					
DEPARTMENT OF HEALTH					
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION	
	Upgrading/construction of Clinic/healthcenter	29	Mp Stream	Clinic	
	Upgrading/construction of Clinic/healthcenter	30	Burlington	Clinic	
	Upgrading/construction of Clinic/healthcenter	31	Zola	Clinic	
	Upgrading/construction of Clinic/healthcenter	34	Clare A	New Clinic	
	Upgrading/construction of Clinic/healthcenter	35	Croquetlawn	Clinic	
	Upgrading/construction of Clinic/healthcenter	37	Boikhutso	Clinic	
	Upgrading/construction of Clinic/healthcenter	38	Ludlow Anthol Clare A	Clinic	

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school	01	Mkhuhlu Location	Primary School
	Upgrading/construction of school		Mkhuhlu Location	High School
	Upgrading/construction of school		Malubane	High School
	Upgrading/construction of school		Malubane	Extension Of Classes At Primary
	Upgrading/construction of school	02	Sele Tsulenyana	Upgrading Of School
	Upgrading/construction of school		Thushanang	Construction Of Schools
	Upgrading/construction of school		Madras	Construction Of Schools
	Upgrading/construction of school		Thusanang	Construction Of Schools
	Upgrading/construction of school		Buyelani	Construction Of Schools
	Upgrading/construction of school	03	Calcutta	Upgrade Of Mavimbela P School
	Upgrading/construction of school		Mkhuhlu	Upgrade Mbatini P School
	Upgrading/construction of school		Calcutta	Upgrade Chayaza High School
	Upgrading/construction of school	04	Moduping School	Guard Room
	Upgrading/construction of school		Khulong School	
	Upgrading/construction of school		Kwetsi	Tennis Court
	Upgrading/construction of school		Alexandria Marite Central	Scholar Transport

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school		Madukulushe Shatleng School Mathipe School Mogolane School Malengeza School Skapandoda kwanang	Pavement of Schools
	Upgrading/construction of school	05	Skapandoda Bakutswe Lapishe	Sports Field
	Upgrading/construction of school	06	Waterval	High Schools/ Grade R Classes And Sports Facility
	Upgrading/construction of school		Mabatho High School	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Marongwane Primary School	
	Upgrading/construction of school		Marcia Secondary School	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Mp Mokoena P/School	
	Upgrading/construction of school		Halimela High School	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Matupa Primary School	
	Upgrading/construction of school		Makoropane P/School Tsakane	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Emfuleni P/ School Jim brown	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school	08	Nkwenkwezi Primary School	Construction of Toilets and Classrooms
	Upgrading/construction of school		Boikhutso	Construction of Secondary School
	Upgrading/construction of school	09	Mandela Mphenyatsatsi College view	Upgrading of Magabotse High Upgrading of Diwiti High Upgrading of SH Nyalungu

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			Health Center College view Matengeng	Upgrading of Ntsie Primary Upgrading of Bushbuckridge Upgrading of Barney Primary
	Upgrading/construction of school	11	Mathule School	Construction Of Class Rooms
	Upgrading/construction of school		Farel Primary School	Renovation Of Class
	Upgrading/construction of school		D.G P School	Construction Of Class & Office
	Upgrading/construction of school		Sailep.School	Renovation Of Class
	Upgrading/construction of school		Skukuza High School	Renovation Of Class & Office
	Upgrading/construction of school		Esselman P School	Renovation Of Class & Office
	Upgrading/construction of school	12	Qokisoesecondary School	Admin Block, Library, Laboratory
	Upgrading		Mkhweyantaba Secondary School	Admin Block, Library, Laboratory
	Upgrading/construction of school		Hamalani Primary School	Admin Block, Library, Laboratory
	Upgrading/construction of school		Ndlamakazi Secondary School	Admin Block, Library, Laboratory

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEAPRTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school		Mzangedwa Secondary School	Admin Block, Library, Laboratory
	Upgrading/construction of school		Majembeni Primary School	Admin Block, Library, Laboratory
	Upgrading/construction of school		Maswameni Primary School	Admin Block, Library, Laboratory
	Upgrading/construction of school	13	Rivoni	Primary Schools
	Upgrading/construction of school		Madyembeni	Secondary School
	Upgrading/construction of school	14	Sizagogo	New School
	Upgrading/construction of school	16	Aplos Primary Motlamogatsane Primary Craigburn Primary Mokgomane Primary Lethipele Sec Makata Sec	Renovation Of Schools
	Upgrading/construction of school		New Line Craigburn	Building Of Creches
	Upgrading/construction of school	17	Happy Dam, Technical Maromeng Makwetsi High School Sehlakabje Sec School Moholoholo High School	Construction Of New Primary School Construction Of Classrooms
	Upgrading/construction of school	29	Rolle G	Primary School

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school		Rolle C Rolle H	High School
	Upgrading/construction of school	38	Ludlow	New Primary School
	Upgrading/construction of school	38	Share, Clare A, Anthol, Lephong & Ludlow	Upgrading Of School
	Upgrading/construction of school	18	Shobiyane	Construction Of New Toilets
	Upgrading/construction of school		Lumukisa	Construction Of New Classrooms And Toilets
	Upgrading/construction of school		Kgwaditaba P School	Construction Of New Classrooms And Toilets
	Upgrading/construction of school		Mahashe H School	Library
	Upgrading/construction of school		Mahashe H School	Library
	Upgrading/construction of school		Green P School	Renovation
	Upgrading/construction of school		Np Mathabela	Construction Of New Classrooms And Toilets
	Upgrading/construction of school	19	Magwagwaza High School	Construction of additional classrooms, library, laboratory, hall and sports facilities
	Upgrading/construction of school		Timbavati Primary school	Construction of additional classrooms, library, hall and sports facilities
	Upgrading/construction of school		Funjwa Primary school	Construction of additional classrooms, library, laboratory, hall and sports facilities

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school	21	Mokgahlisile P School Morage L Primary Masweng L Primary	Renovation Of Schools
	Upgrading/construction of school	22	Songeni P School Bombani High Dingleydale A Maareke A	Upgrade Of Schools
	Upgrading/construction of school	24	Plaatjie P School	Upgrade Of School
	Upgrading/construction of school		Shanke High	Upgrade Of School
	Upgrading/construction of school		Mogoroshi	Upgrade Of School
	Upgrading/construction of school		James Khosa S Primary	Upgrade Of School
	Upgrading/construction of school		Magashule P School	Upgrade Of School
	Upgrading/construction of school		Hokisa P School	Upgrade Of School
	Upgrading/construction of school		Cunningmoore P School	Upgrade Of School
	Upgrading/construction of school		Hlangalezwe P School	Upgrade Of School
			Oakley P School	Upgrade Of School

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school			
	Upgrading/construction of school		Hoyohoyo S School	Upgrade Of School
	Upgrading/construction of school	25	Hutington	Secondary School
	Upgrading/construction of school		Mabharhule (Lillydale)	Library
	Upgrading/construction of school		Justicia	Toilets Babati P School
	Upgrading/construction of school		Huntington	Technical College
	Upgrading/construction of school	27	Tiyani P/School	Building Of 16 Class Rooms
	Upgrading/construction of school		Mnanyakatana P/School	Building Of 16 Class Rooms
	Upgrading/construction of school		Hlanganani Primary School	Building Of 8 Class Rooms
	Upgrading/construction of school		Nembe Primary School	Building Of 8 Class Rooms
	Upgrading/construction of school		Machaye High School	Building Of 8 Class Rooms
	Upgrading/construction of school		Phulani High School	Building Of 8 Class Rooms
	Upgrading/construction of school		Mawewe High School	Building Of 8 Class Rooms
	Upgrading/construction of school		Magudu Primary School	Building Of 8 Class Rooms
	Upgrading/construction of school		Jan Mackenzi High School	Building Of 8 Class Rooms

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEAPRTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Upgrading/construction of school		Luka High School	Building Of 8 Class Rooms
	Upgrading/construction of school	30	Ludlow- Phelandaba	Education Projects
	Upgrading/construction of school		Islington- Gingirikani P	Education Projects
	Upgrading/construction of school	31	Thulamahashe	Upgrading Of Mpithi Primary Schools
	Upgrading/construction of school		Thulamahashe	Construction Of New Schools
	Upgrading/construction of school		Zola	Construction Of High Schools
	Upgrading/construction of school	32	Zoeknog A	Classrooms Lebadisang
	Upgrading/construction of school		Motlamogale	P/School & Library
	Upgrading/construction of school		Zoeknog A	Building Of 8 Classrooms
	Upgrading/construction of school		Zoeknog A	Ben Mashego S/School 8 Classrooms
	Upgrading/construction of school		Wales A	Matloshe P/School 8 Classrooms
	Upgrading/construction of school		Phelendaba	Matloshe P/School Furniture, Chairs & Tables
	Upgrading/construction of school	33	Clare B	Upgrade Khahlela P School
	Upgrading/construction of school		Serville C	Construction of school
	Upgrading/construction of school		Eglington C	New High School

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE					
DEAPRTMENT OF EDUCATION					
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION	
	Upgrading/construction of school	35	Kildare B RDP, Ximungwe	New Library	
	Upgrading/construction of school	36	Sabeka (Allandale)	Renovation Of School	
	Upgrading/construction of school		Godide High School	Renovation Of School	
	Upgrading/construction of school		Mavandlap.School	Renovation Of School	
	Upgrading/construction of school	37	Kufakwenza (Saselane)	Construction Of 4 Buildings	
	Upgrading/construction of school		Hluvukani	Construction Of 4 Buildings	

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Integrated Human Settlements	Lack of proper housing	All wards	BBR	Construction of houses
	Servicing of sites before any development can happen	37	Boikhutso	Hospital View (servicing of sites
	Lack of economic nodes to boost development	33, 07, 28, 25 & 4	Hluvkani Shatale Agincourt Lillydale Marite	Rural precinct plans
	Servicing of sites before any development can happen	18	Greenvalley	Greenvalley Township (Servicing of sites
	Servicing of sites before any development can happen	31	Thulamahashe	Thulamahashe C (servicing of sites)

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF SOCIAL DEVELOPMENT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	No Early Childhood Development facility	37	Edinburg Jabulani creche	Renovation Of Crèche
	No Early Childhood Development facility		Rolle A Mafelatiko creche	Renovation Of Crèche
	No Early Childhood Development facility		Liphong creche	Renovation Of Crèche
	No Early Childhood Development facility		Dumphries C	Renovation Of Crèche
	No Early Childhood Development facility		Athol	Renovation Of Crèche
	No Early Childhood Development facility		Allandale	Renovation Of Crèche

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	No Early Childhood Development facility		Rolle B	Renovation Of Crèche
	No Early Childhood Development facility	15	Seakaborara	Construction Of Crèche
	No Early Childhood Development facility		Hlapaoje	Construction Of Crèche
	No Early Childhood Development facility		Tledi	Construction Of Crèche
	No Early Childhood Development facility	All wards	Existing ECD facilities	Financial support to all existing ECD

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Gravel provincial roads that need tarring	18 & 19	Tinstwalo village	Tarring of road from Opern gate to Tinstwalo hospital/village
	Gravel provincial roads that need tarring	21	Buffelshoek	Tarring of main road
	Gravel provincial roads that need tarring	20	Sgagule Cottondale	Tarring of road from Sgagule to Cottondale (D4413)
	Gravel provincial roads that need tarring	17 & 18	Township Greenvalley Mkhululine	Tarring of road and reconstruction of bridge from Arthurseat cross via Mkhululine to Greenvalley
	Gravel provincial roads that need tarring	17	Maromeng Dindleydale	Tarring of road from Maromeng via champaign and Dingleydale to Thulamahashe
	Gravel provincial roads that need tarring	26 & 28	Rolle A Dumphries A	Tarring of road from Rolle A to Dumphries A (D4392)
	Gravel provincial roads that need tarring	14 & 32	Casteel Zoeknoeg	Tarring of road from Casteel to Zoeknog

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Gravel provincial roads that need tarring	7, 8 & 13	Ga-mthakathi Wales	Tarring of road from Ga-mthakathi to wales
	Gravel provincial roads that need tarring	14 & 12	Casteel Tsuvelani New forest	Tarring of road from Casteel via Tsuvelani to New Forest
	Gravel provincial roads that need tarring	7, 8 & 13	Ga-motibidi	Tarring of road at Ga-motibidi
	Gravel provincial roads that need tarring	28 & 37	Xanthia Agincourt	Tarring of road from Xanthia to Agincourt
	Gravel provincial roads that need tarring	36 & 33	Hluvelani Athol Allandale	Tarring of road from Hluvelani via Athol to Allandale A & B (D4406)
	Gravel provincial roads that need tarring	2 & 6	Thusanang Marongwane	Tarring of road from Marongwane to Thusanang
	Gravel provincial roads that need tarring	11	Violetbank Hlamaleni Tsuvelani	Tarring of road from Violetbank A to Tsuvelani (D4437)
	Gravel provincial roads that need tarring	33	Athol Dixie Garagate	Tarring of road from Athol via Dixie to Garagate (D4415) (D4412)
	Gravel provincial roads that need tarring	5 & 6	Carlton Mathibela Alexandria	Tarring of road from Carlton via Mathibela to Alexandria

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF COMMUNITY, SAFETY, SECURITY & LIAISON				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Policing	High crime rate. Long distance to the nearest police station	08, 37, 10	Dwarsloop	Re-establishing of satellite police station
	High crime rate. Long distance to the nearest police station	30, 33, 34 & 38	Hluvukani	Re-establishing of satellite police station
	High crime rate. Long distance to the nearest police station	23, 25, 26, & 35	Lillydale	Satellite police station needed
	High crime rate. Long distance to the nearest police station	27, 28, & 26	Agincourt	Satellite police station needed
	High crime rate. Long distance to the nearest police station	11, 12, 13, & 12	Shatale	Satellite police station needed
	Old police station burnt	15, 16, 17, 18, 19, 20, & 21	Acornhoek	Construction of police station
	High crime rate. Long distance to the nearest police station	17	Acornhoek Mall	Wendy house office for certifying of documents and policing due to being a crime hotspot
	High crime rate. Long distance to the nearest police station	14, 22, 16, & 32	Casteel	Satellite police station needed

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND & ENVIRONMENTAL				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Land claims	09 25 22 13 & 32 33	Inyaka Lisbon Champaign Zoeknog Manyeleti	Conclusion of land claim process
	Old farms that need to be rehabilitated	01 22 13 & 32 36	Hoxani Champaign Zoeknog Allandale	Resuscitation of irrigation schemes
	Lack of farming knowledge	All Wards	BBR	Capacity building on farming for all farmers in the municipality
	Title deeds for farmers in order to access private funding	All wards	BBR	Land tenure rights for all farmers
	Farmer support programme to allow small scale farmers to be commercial farmers	All	BBR	Farmers to be included in this programme

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Local Economic Development	Buildings in the industrial sites are still under the ownership of LIMDEV	17, 19, 09, 01	Acornhoek, Mkhuhlu and Bushbuckridge	MEGA must Fastrack the transfer of the LIMDEV building to the municipality

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEPARTMENT OF CULTURE, SPORTS & RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Public Libraries	Access to library services	26	Ximhungwe	Construction of new public library
	Access to library services	4, 5 & 6	Marite	Construction of new public library
	Access to library services	27 & 28	Agincourt	Construction of new public library
	Access to library services	23 & 25	Lillydale	Construction of new public library
	Access to library services	14, 32 & 16	Casteel	Construction of new public library
	Access to library services	24 & 35	Cunningmoore	Construction of new public library
	Access to library services	20	Sgagule	Construction of new public library

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
NATIONAL DEPARTMENT OF HIGHER EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Education	Dilapidated facilities and challenges with capacity to cater for students	All wards	Acornhoek FET	Additional classrooms, Refurbishment of existing facilities, Construction of accommodation facilities and upgrade of Lab and workshops
	FET turned into offices for department of education	All wards	Bushbuckridge FET	FET must be reopened and upgraded
	FET turned into offices for department of education	All wards	Old Hoxani college of education (Mkhuhlu)	FET must be reopened and upgraded

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
NATIONAL DEPARTMENT OF POLICE				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Policing	High crime spots High car hijackings House robberies	15, 16, 17, 18, 20, & 21	Acornhoek	Police visibility Investigations Crime prevention programs Civic education on policing
	High crime spots High car hijackings House robberies	30, 22, 29, 36 & 38	Thulamahashe	Police visibility Investigations Crime prevention programs Civic education on policing
	High crime spots High car hijackings House robberies	11, 12 & 13	Shatale	Police visibility Investigations Crime prevention programs Civic education on policing
	High crime spots High car hijackings House robberies	10, 8, 28 & 37	Dwarsloop	Police visibility Investigations Crime prevention programs Civic education on policing
	High crime spots High car hijackings	4, 5, & 6	Marite	Police visibility Investigations

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LOCAL MUNICIPALITY: BUSHBUCKRIDGE					
NATIONAL DEPARTMENT OF POLICE					
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION	
	House robberies			Crime prevention programs Civic education on policing	
	High crime spots High car hijackings House robberies	1, 2, 3 ,4, 24 & 35	Mkhuhlu	Police visibility Investigations Crime prevention programs Civic education on policing	

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF HEALTH				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Healthcare Service	Inadequate access to healthcare services	13, 4 and 9	Spekboom, Klipspruit, Orighstad, Leroro	That a mobile clinic be dispatched to the said areas twice a wee
Need for a clinic		04,5, 10	Coromandel, Draaikraal, Skhila and Graskop	That a clinic be built for the community, alternatively the service of a mobile clinic can be provided in the area twice a week at least in the interim
Need for the refurbishment of Lydenburg Hospital	The Lydenburg Hospital is dilapidated and require refurbishment	14	Lydenburg	That an assessment of the works to be done be conducted and the process of refurbishing the hospital can commence
Need for availability of Staff, particularly Doctors	Inadequate Doctors working at the Matibidi Hospital	9	MATIBIDI	That Doctors be deployed into the said space

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Need for Refurbishment of School	Dilapidated buildings and need for the school to be electrified	13	Spekboom	That an assessment of the work to be done be conducted
Need for a satellite FET College	The Community In The Said Areas Do Not Have Access to A Tertiary Institution	09	Leroro, Moremela, Matibidi	That feasibility studies be conducted to enable the establishment of such a facility in the area
Need for a Secondary school	Insufficient secondary schools in the area	01,9	Mashishing, Moremela	
Primary School	Insufficient primary Schools in the area	02,4,5,13	Mashishing/Coromandel/Draaikraal/Kellysville, Orighstad	
Need for ABET learning Facilities	There are a number of the elderly who require	4	Badfontein	

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LOCAL MUNICIPALITY: THABA CHWEU			
DEPARTMENT OF EDUCATION			
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION
	learning facilities suitable for their age		
PROPOSED INTERVENTION			

LOCAL MUNICIPALITY: THABA CHWEU			
DEPARTMENT OF HUMAN SETTLEMENTS			
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION
Need for land for residential development	The communities are in need for land for human settlement as well as to purchase serviced stands for residential purposes for those who don't qualify for RDPs and bond funded houses	1, 2, 3, 4, 5, 6, 7, 10, 11 & 13	Mashishing, Badfontein, Draaikraal, Boschfontein, Kellysville, Skhila, Sabie Spekboom, Pilgrims and Brondal area
Need for Housing	Need for RDPs, CRUs and Maintenance of dilapidated RDPs	1,2,3,4,5,6,7,8,9, 10	Mashishing, Sabie, Moremela, Leroro, Coromandel, Matibidi, Graskop
Need for refurbishments of past built RDPs	Need for replacement of Asbestos roofs as it possesses a risk to occupants	1, 2 & 3	Mashishing
Land Acquisition	Need for land for Human settlement, Communities	11, 04, 05, 13	Brondal, Badfontein, Draaikraal, Pilgrims Rest & Spekboom
PROPOSED INTERVENTION			
			That the department assists with purchase of land, assist with township establishment processes and to provide services for formalised settlements (i.e Harmony Hill Ext 2, Mashishing Ext 9 & 10 etc) Assist with secure of tenure for Farm That the department would prepare the land i.e provide services and town planning procedures for the identified land. Assist with refurbishing the facilities at hand. That a budget for the changing of the roofs be set aside and assessments be done with the aid of the municipality Land Purchase for township Establishment and provision of services

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Land Tenure	occupy privately owned land and require services Need for registering of new and rectifying wrongly registered title deeds	All Wards	All areas	Assist with intervening in deregistering previously issued title deeds for RDP developments and to register and issue title deeds for unregistered RDP developments.
Housing	Need for the department to assist resolve the housing requirement for New Town Township	13	Pilgrims Rest	That the department assist with an intervention to resolve the housing requirement

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LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF SOCIAL DEVELOPMENT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Need for orphanage and Disability centre	The elderly and the disabled in some of our wards don't have access to such facilities	1,2, 3,6,7	Mashishing & Sabie	
Need for ECDs	Insufficient Crèches/Early Childhood Development centres	09,13,4,2	Orighstad, Moremela, Klipspruit, Mashishing	
Need for Mobile SASSA Office	The elderly living in these areas have to travel far to receive their grants	05	Farm Areas, Boschfontein	

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF PUBLIC WORKS, ROADS & TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Roads	Refurbishment/Resurfacing of Provincial roads within the Municipality to stimulate tourism	All Wards	All Towns	Surfacing (tarring) of gravel roads and resurfacing of the provincial roads
Land Acquisition/Release/ Partnerships with Private owners for purposes of basic service delivery	Need of land for human settlement	04	Badfontein	That land be acquired for township establishment
	Need to speed up the land claims	05	Kiwi,Shaga, Boschfontein	
	Need for sites for housing development (middle and high income earners)	06	Simile	
	Need for acquisition of land in Harmony Hill	07	Sabie	
	Need for an access to land for all development	10	Graskop	

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF PUBLIC WORKS, ROADS & TRANSPORT				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	Need for land for human settlement	11	Brondal, Witklip & Hendriksdal	
	Pilgrim's Rest & Spekboom	13	(Pilgrim's Rest & Spekboom)	
	Need for land for a Taxi Rank	12	Lydenburg	
Land Release	Need for land for infill development	01, 02, 03, 10, 12 & 14	Mashishing, graskop and lydenburg town	That the department release land to the municipality for development
Roads	Need for the department to grade roads	04, 05, 08, 09,	Badfontein, kiwi, shagga, Boschfontein, matibidi, moremela and Leroro	That the department develops a grading programme in both the rural and farm areas within the municipality
Economic Development	Need for revitalisation of Pilgrims Rest	13	Pilgrims Rest	That a town revitalisation programme be developed for economic spin offs
R540	Potholes (Out of life span)	01, 02, 03, 04, 05, 12, 14	Belfast, Dullstroom, Lydenburg	Refurbishment
R36	Potholes (Out of life span)	04, 05	Lydenburg, Pilgrim's Rest	Refurbishment
R533	Potholes (Out of life span)	13, 10	Pilgrim's Rest, Graskop,	Refurbishment
R532	Potholes (Out of life span)	10, 08, 09	God's Window, Potholes, Byder River Canyon	Refurbishment
R535	Potholes (Out of life span)	10	Kruger Park, Kruger National Park, Hazyview	Refurbishment
R536	Potholes (Out of life span)	07	Sabie, Hazyview, Kruger Park, Kruger National Park	Refurbishment

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LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Policing	Need for a Police Station	04	Coromandel	That a satellite SAPS office be established

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND & ENVIRONMENTAL				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Need for land for farming purposes	Emerging farmers need land to farm. Claimants feel there is a delay in the finalisation of Land claims and the community needs land to farm crops for consumption and commercial purposes	2 & 5	Mashishing, Draaikraal, Bosfontein, Skapskraal	That land owned by government be released for farming purposes and land with claims submitted must be finalised speedily
Skills development for farmers (Agricultural & Farming)	Capacity development is lacking for agricultural cooperatives and SMMEs	All Wards	All Towns	That the department develops Skills development programmes for SMMEs and cooperatives
Farming Equipment	Need for equipment by SMMEs and Cooperatives for farming purposes	01, 02,03, 08, 09,	Mashishing/Lydenburg, Northern areas and farm areas	That the department would allocate budget for the purchase of equipment
Stray Animals	Strat animals which pose a risk for tourist	13	Pilgrims Rest	That the department assists with granting proper grazing land for cattle owners and this will address issues of cattle theft
Waste Management	Need to acquire license for closure of landfill sites	07,06	Sabie	That the department assists with the process of closing a land fill site

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Local Economic Development	Need to stimulate the local economy in order to ensure economic growth and job creation	All wards	All Towns	That the department assists locals with exploring the local economy through: • Access to the Department of small Business Development • Access to MEGA • Enforcement of tourism upgrade on TCLM Tourism products under the MTPA custody • Facilitate economic activities in Pilgrims rest • Assist with compliance of the by law and support to informal traders • Have programmes to support township tourism • Assist municipality with MTPA to manage municipal biological aspects i.e. Nature Reserve • Upgrading & operationalising of Lydenburg Fisheries/coordination that it be ceded to the municipality
Economic Development	Need for revitalisation of Pilgrims Rest	13	Pilgrims Rest	That a town revitalisation programme be developed for economic spin offs

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF CULTURE, SPORTS AND RECREATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION

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Public Library	The community in the northern areas, and Coromandel have insufficient access to library facilities	04, 10	Coromandel, Hlabekisa	Construction of new public library
Economic Development	Need for revitalisation of Pilgrims Rest	13	Pilgrims Rest	That a town revitalisation programme be developed for economic spin offs

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF HOME AFFAIRS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Immigrants	Illegal immigrants that invade municipal properties/land and tap into the service networks	11, 06, 07, 05, 03	Brondal, NKaniini , Polar Park, Riverside, Marikana	- Repatriation of illegal immigrants in informal settlements - Control resident's status and assylumship

3.14 EHLANZENI DISTRICT MUNICIPALITY'S SWOT ANALYSIS

MUNICIPAL INTERNAL ENVIRONMENT SWOT ANALYSIS			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
- Established IGR Structures - Shared Services - Established and functional oversight structures - Unqualified Audit opinion with no matters (Predetermined objectives) - Credible/Responsive IDP - Established OPMS, M&E and IPMS unit - Well-developed and diverse economic sectors (Agriculture, mining, tourism, manufacturing, transport & communication) - Comparative advantages- raw material input - Developed transport linkages (KMIA, N4 Road, Maputo development corridor) - International boundaries (Swaziland & Mozambique) - Qualified and skilled employees - Project Management system - Financial viability - Committed political will - Fully capacitated senior management	- Different planning cycles between spheres of government - Inadequate usage of planning tools - Inadequate workshops on policies - Waste management possess a serious challenge - Weak transport linkages in rural areas (Majority of EDM) - Limited Human resource capacity - Insufficient tourism information marketing system - High levels of unemployment - Low levels of disposal income - High prevalence of HIV/AIDS - Widespread poverty - Uncoordinated spatial planning - Lack of communication of government programmes - Shortage of resources, HR, Finance & tools of trade - Lack of operational & maintenance funding for support to LM's - Lack of transfer of specialised skills	- Cross boarder injections of buying power - New business potential - Tourism development opportunities - Manufacturing opportunities - Production of produces of raw material - Infrastructure development -- source of employment subsistence - Railway network - Job Creation - Relationships with private sector - Mozambique & Swaziland boarders - N4 and R40 Corridors - Agriculture - Water resources - Natural Resources - University and Institutions of higher learning (Agricultural college) - MHS Allocation (Equitable share) - Zero based budgeting - EDM has the necessary skills in order to support LM's - Established revenue enhancement committee	- Unemployment (Youth 43%) - Poverty and Inequality - Lack of early childhood development centres - Inadequate basic service delivery - Large underdeveloped rural areas - Limited development focus - Illegal immigrants - Outbreak of communicable diseases - Climate Change - Reliance of grant funding/GOV transfers - Inability of local municipalities to implement budget policies - Unattainable operation clean audit by LM's - Poor participation in IGR structures by external stakeholders - Language barriers in public participation - Land Invasion - Civil education - HIV and TB

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MUNICIPAL INTERNAL ENVIRONMENT SWOT ANALYSIS			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
- Ongoing training on GRAP related matters and other finance legislation - Centralised SCM unit - Effective & Efficient cash flow management - Lab for testing of municipal health related services - Disaster management risk profiles & frameworks - Intergovernmental structure-Good Governance structure - Sound policies & Strategies in place - Equipped disaster management centre (ICT) - HIV & TB Strategy in place - Mbombela- Capital of the province opportunities that avail themselves as a result of the strategic location) - Mineral resources (Partnerships with mines & industries-corporate social investments etc) - Linkage of GIS-Spatial data/Geotechnical data to disaster management (Manage & Mitigate disasters) - Civil education on disaster management & social ills/mitigation	- Poor or weak partnerships with private and business sectors - EDM Grant dependant - Lack of infrastructure plans - Devolution of powers - Inability to raise own revenue - Lack of continuous professional development - Recruitment of people with disabilities- currently not meeting the target - LM's not receptive to District support - Inadequate infrastructure to support economic development in all LM's - Non availability of flood line data - Non-compliance/non-enforcement of building standards as regulated - Increase of child headed households - Limited facilities for people living with disabilities - Domestic abuse - Poor status of sport and recreational facilities - Community household survey not updated - Poor participation in IGR structures by external stakeholders	- Existence of the Provincial planning and budgeting processes - GIS (Planning and Monitoring tool) - Activities with stronger forward and backward linkages	

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MUNICIPAL INTERNAL ENVIRONMMNET SWOT ANALYSIS			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
- Strengthening of planning functions to improve service delivery			

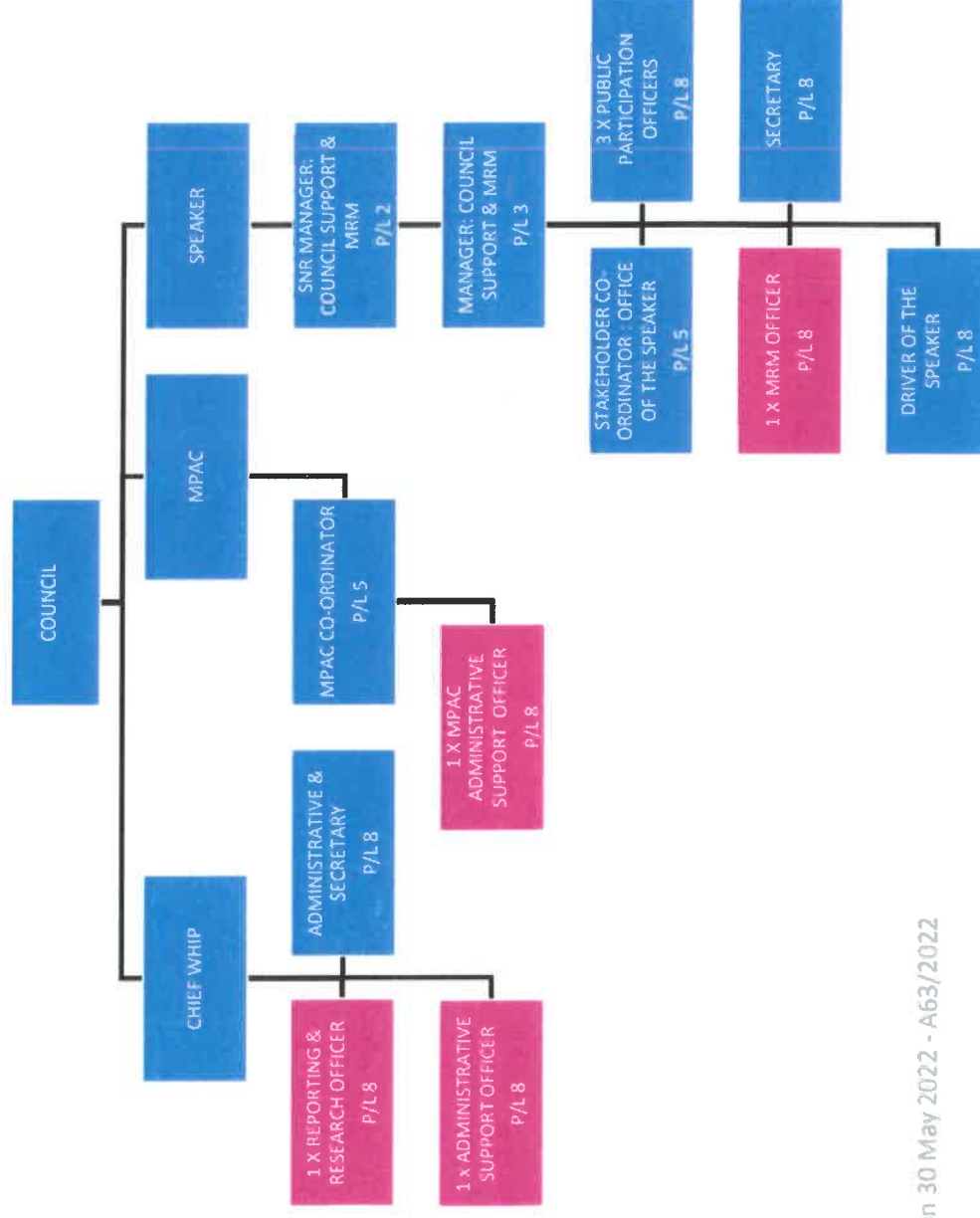
3.15 ORGANISATIONAL STRUCTURE

The Organisational Structure was reviewed and adopted by council on the 30 May 2022 under council resolution A63/2022.

Following numerous consultations with Management and various structures on the need to review the current **Macro Organisational Structure** i.e., the first 2 reporting levels to the Municipal Manager, Management undertook to do the following:

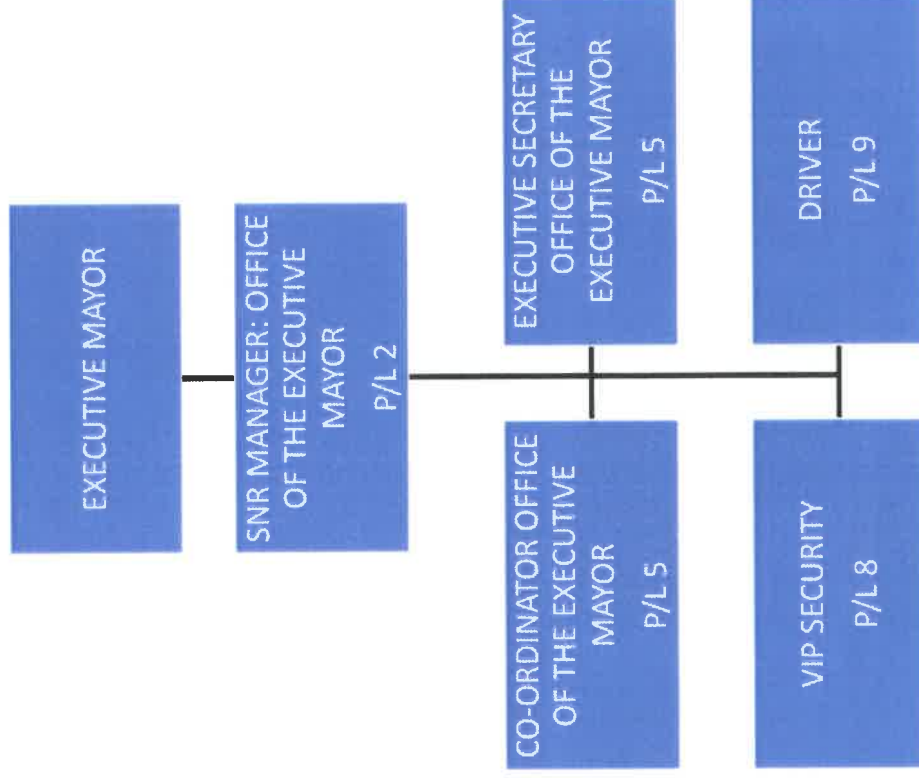
- a. Review the current structure with a view to align it to the district mandates;
- b. Mitigate on the Salary Bill which is currently sitting at 69%;
- c. Club functional areas with a view to align like for like; and
- d. Identification of any gaps and changes required to support the strategy and mandate of EDM to inform the repositioning process.

LEGISLATIVE ARM AND SUPPORT



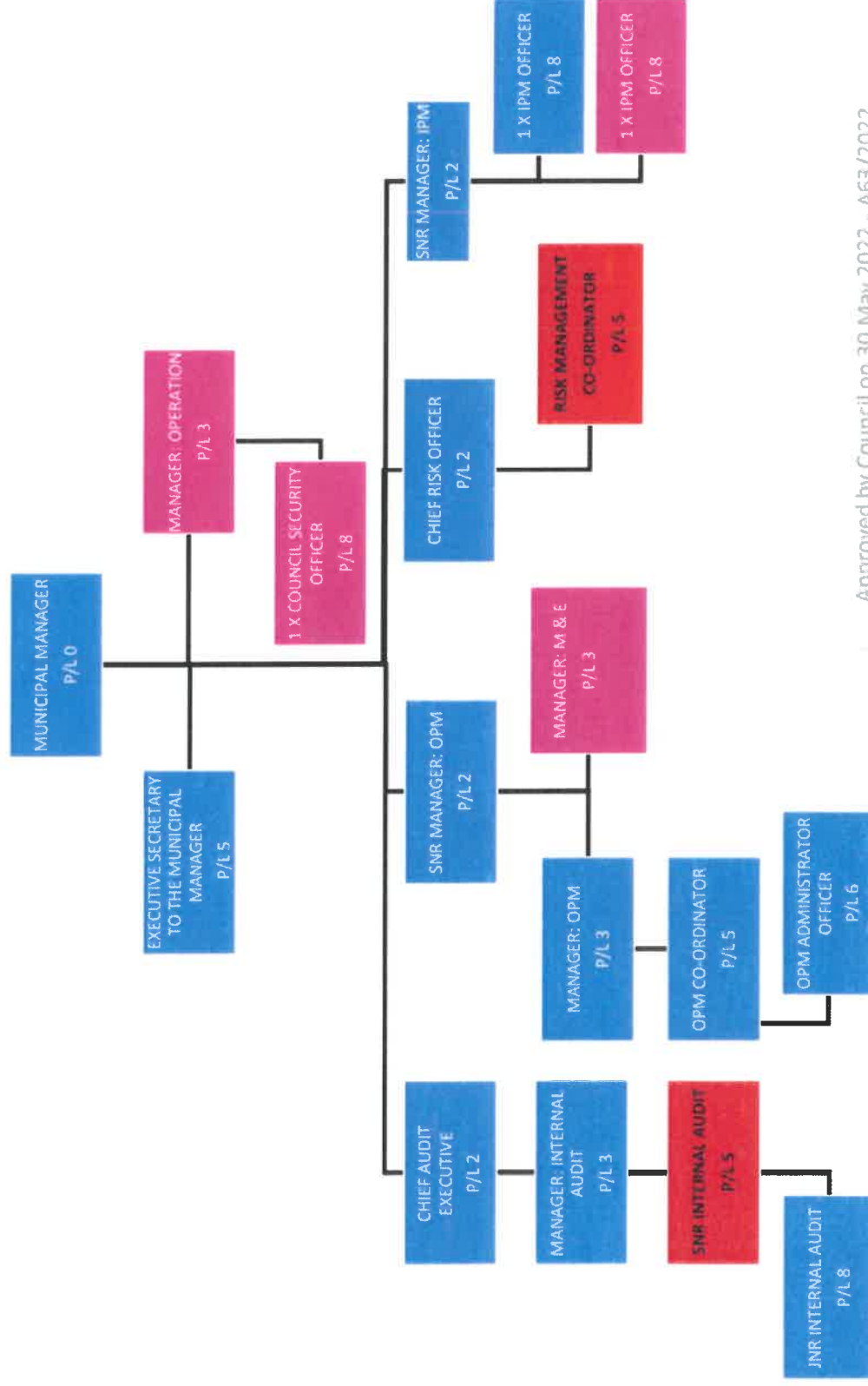
Approved by Council on 30 May 2022 - A63/2022

OFFICE OF THE EXECUTIVE MAYOR



Approved by Council on 30 May 2022 - A63/2022

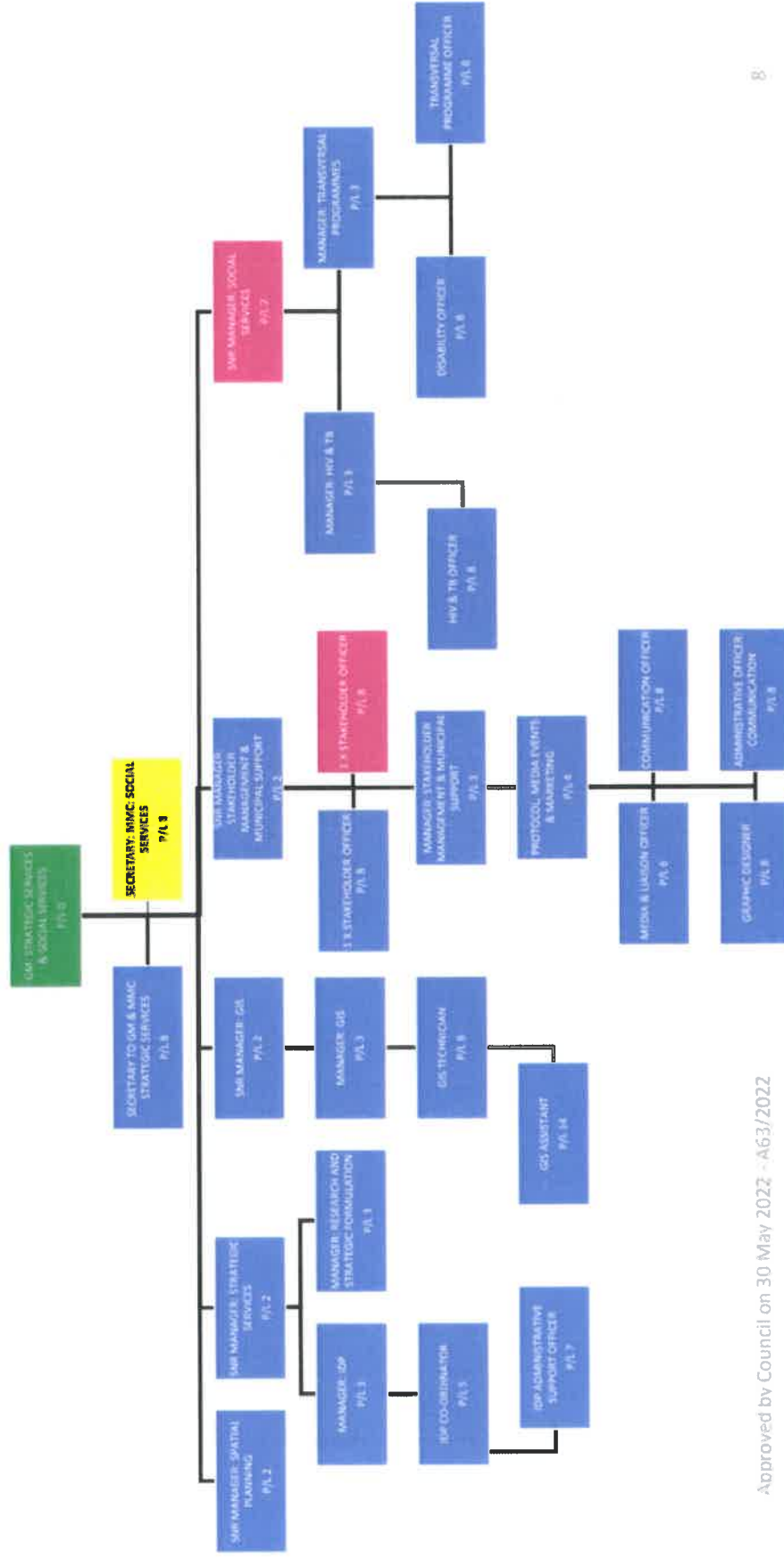
OFFICE OF THE MUNICIPAL MANAGER



Approved by Council on 30 May 2022 - A63/2022

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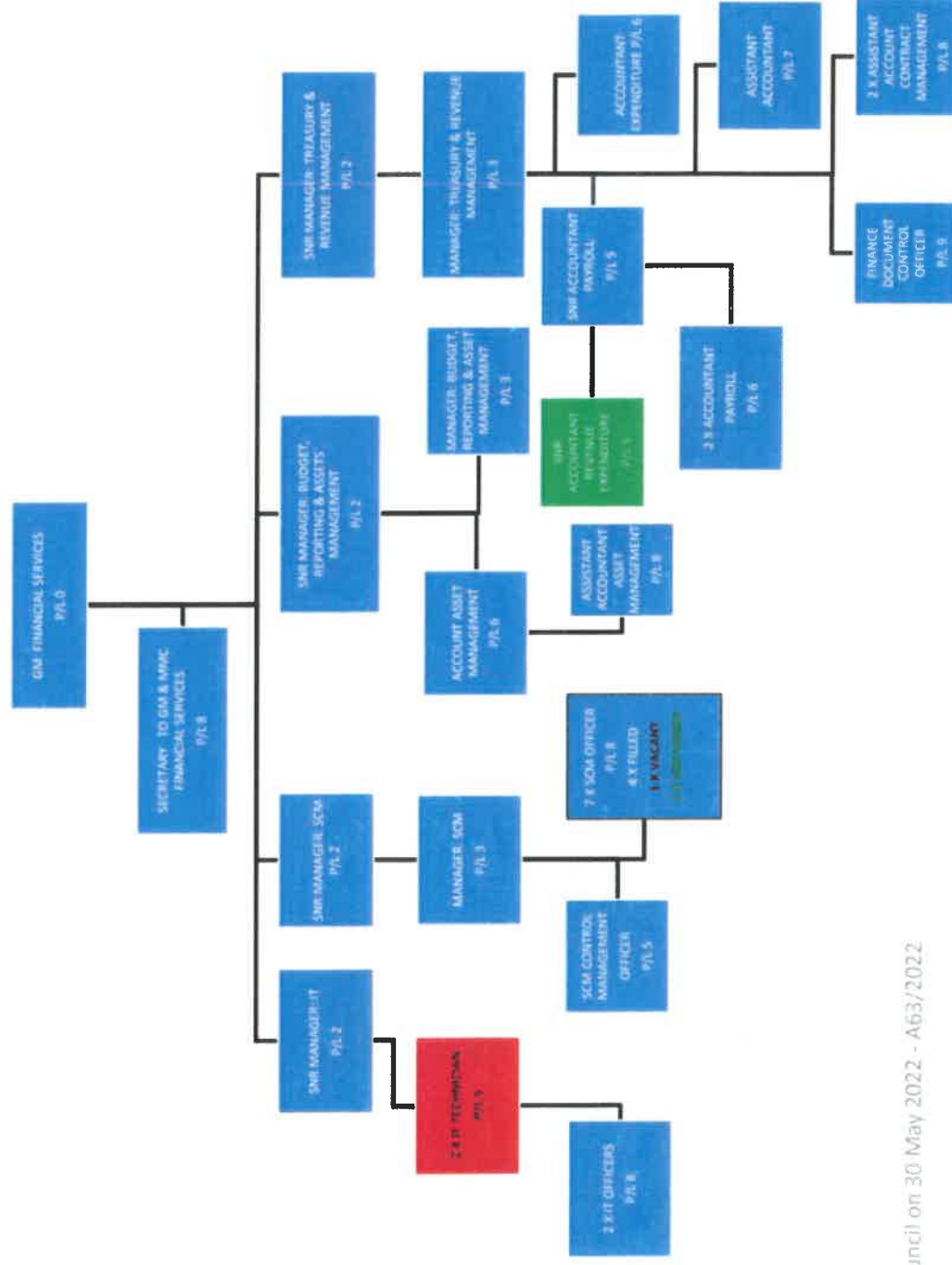
STRATEGIC SERVICES



Approved by Council on 30 May 2022 - AG3/2022

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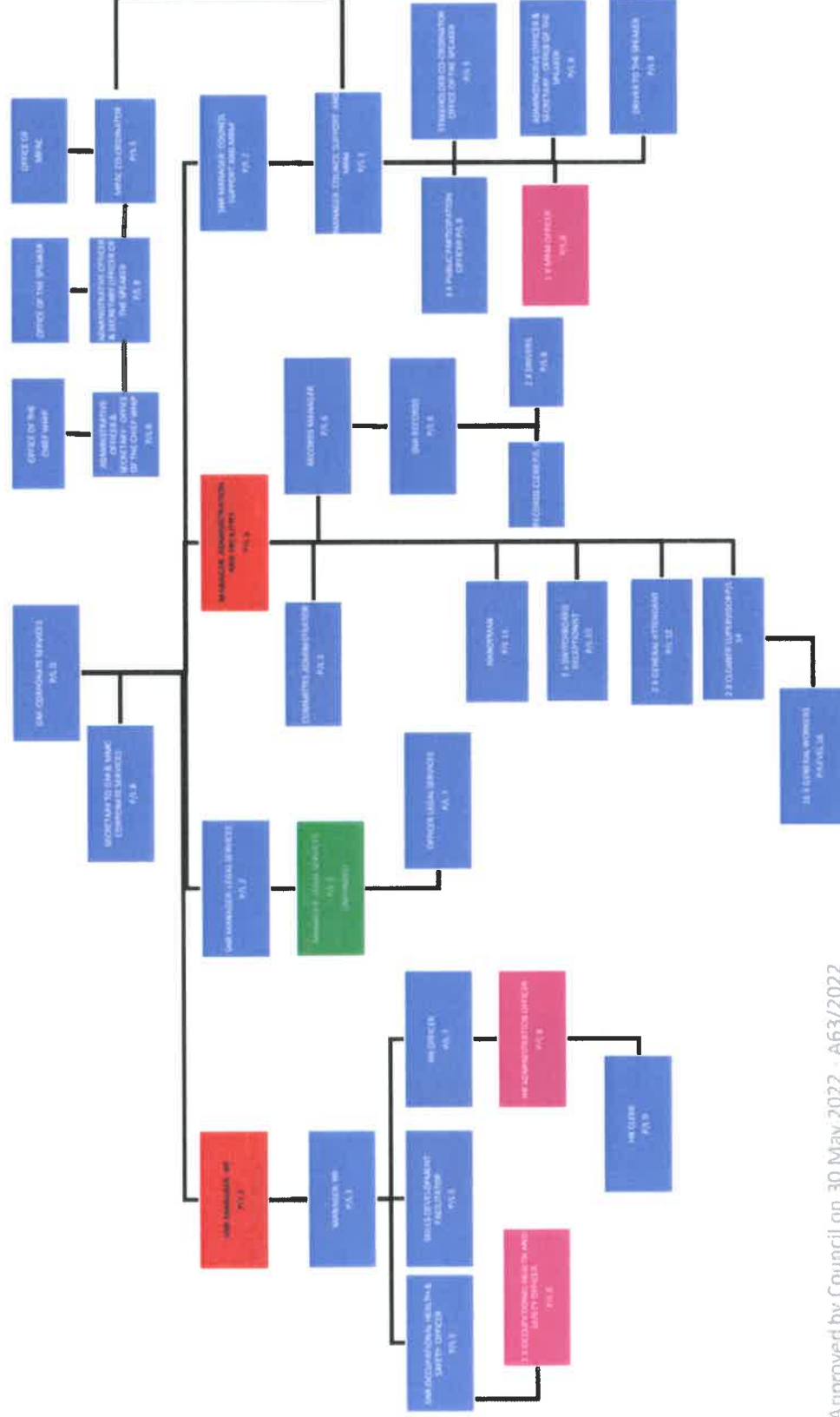
FINANCIAL SERVICES



Approved by Council on 30 May 2022 - A63/2022

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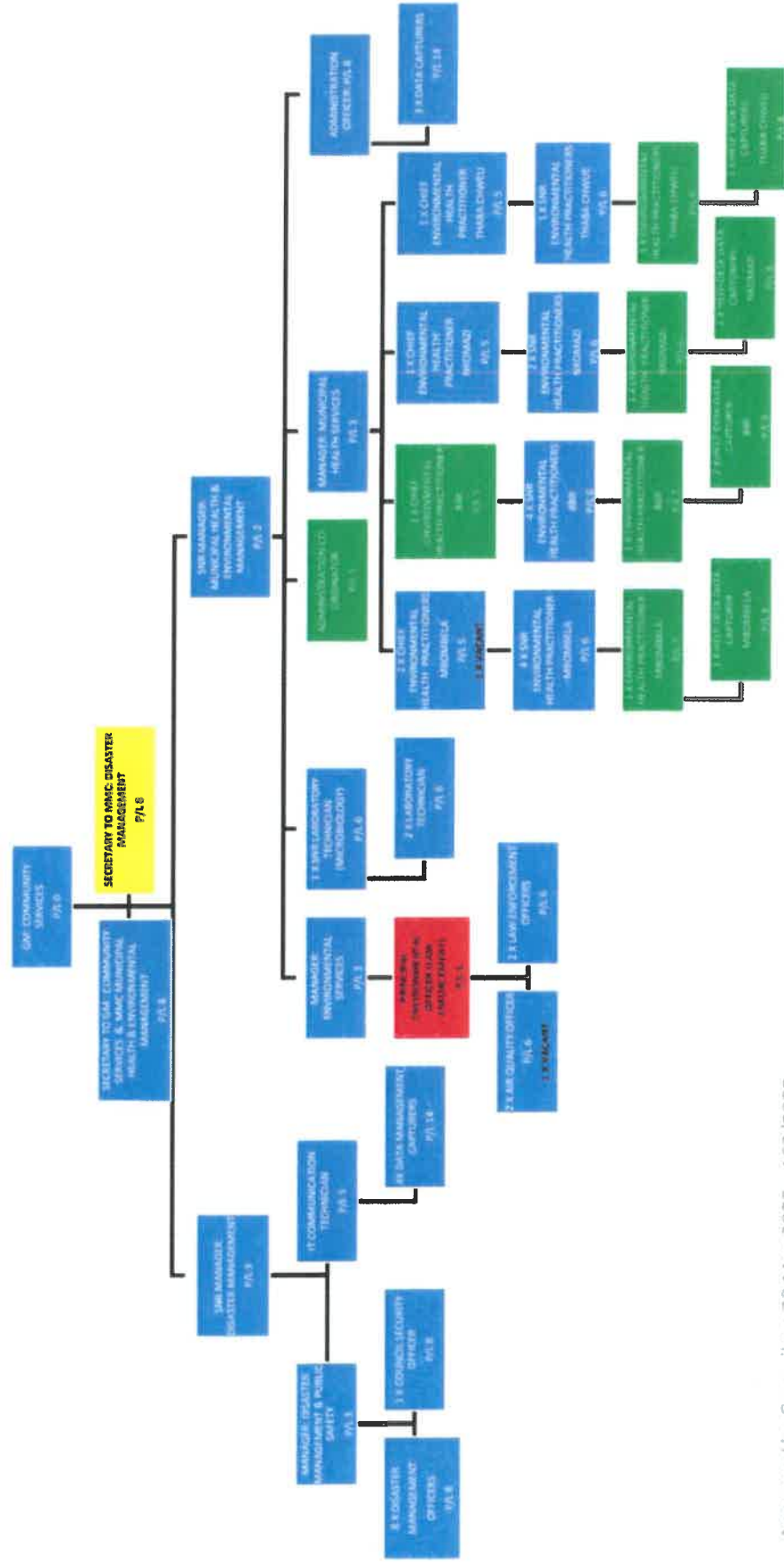
CORPORATE SERVICES



Approved by Council on 30 May 2022 - A63/2022

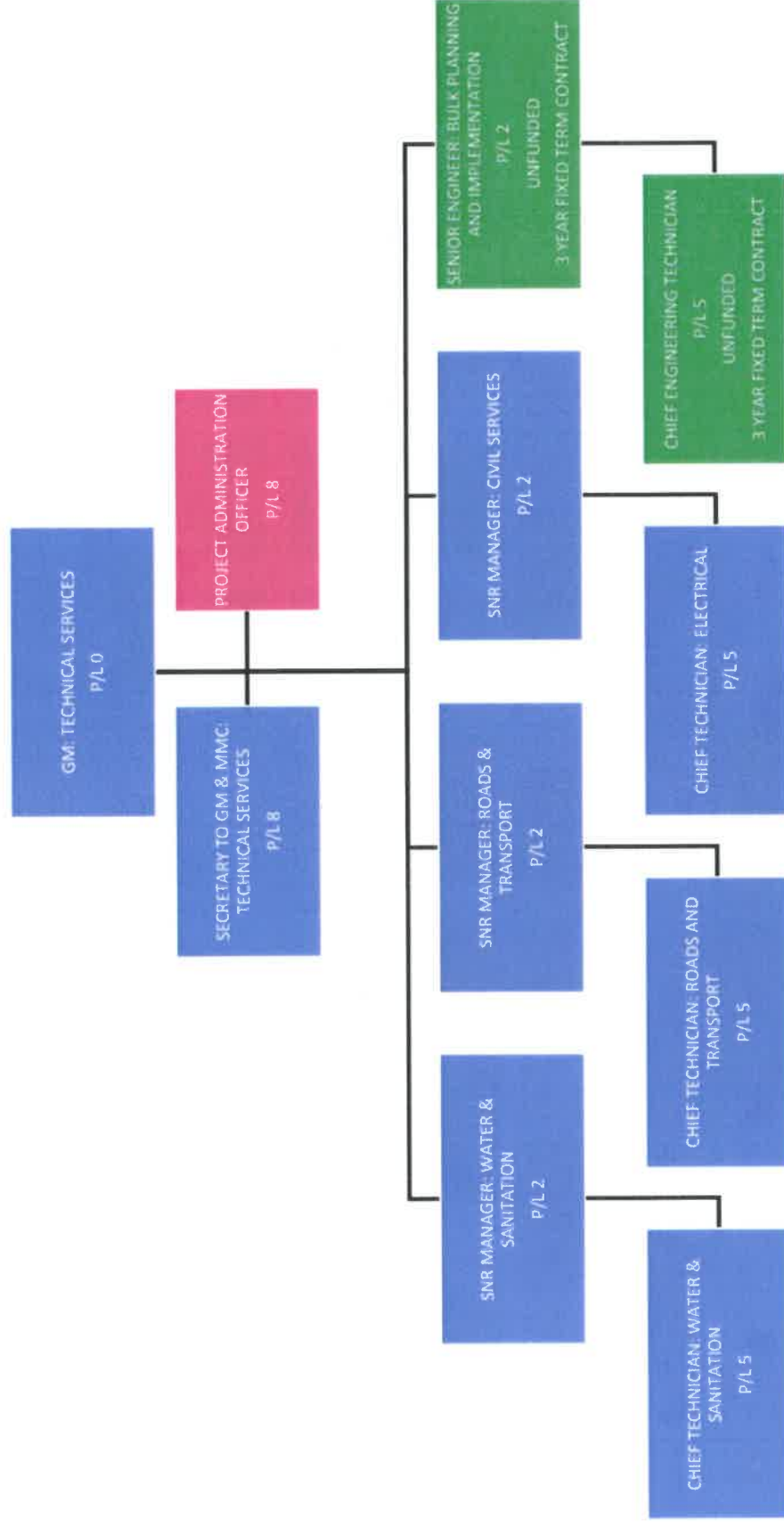
"A District Municipality that provides Impactful service delivery to its communities"

COMMUNITY SERVICES



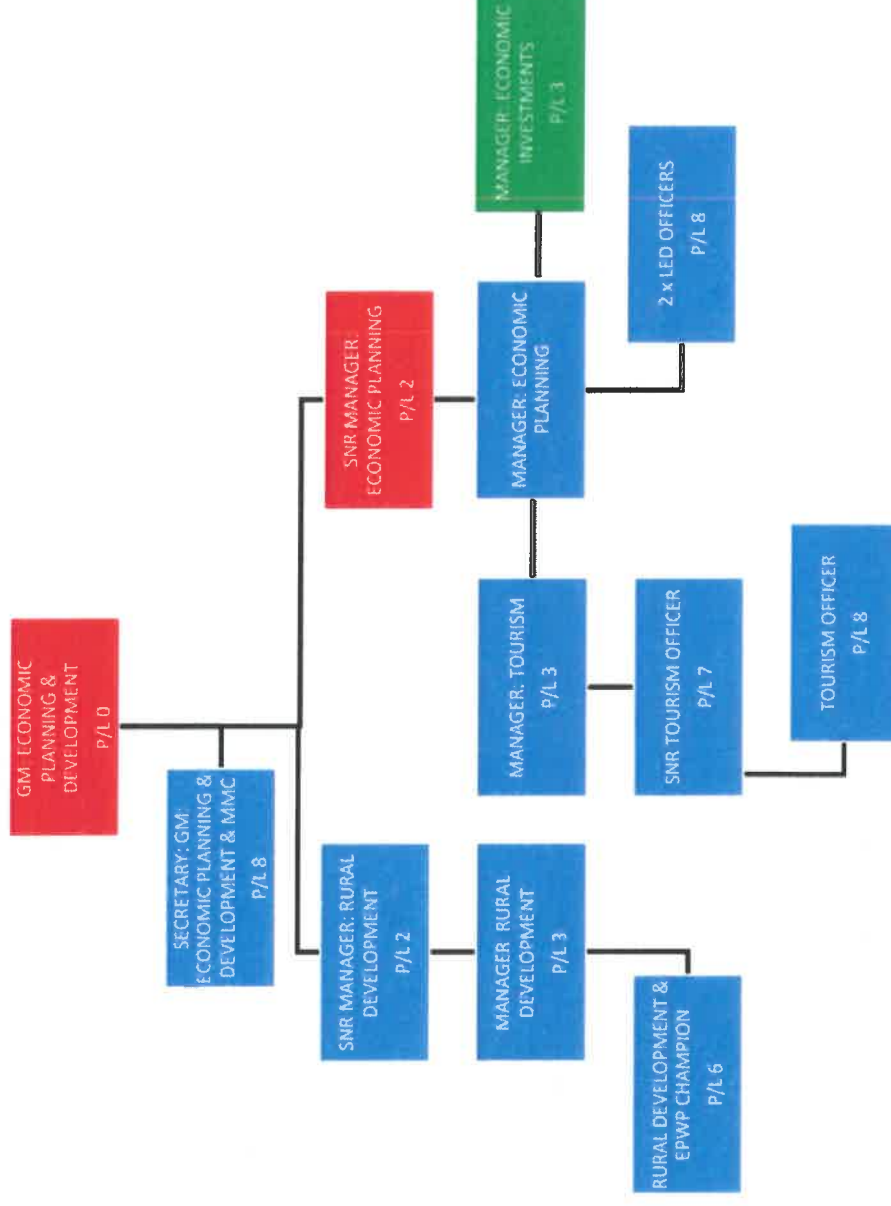
Approved by Council on 30 May 2022 - A63/2022

TECHNICAL SERVICES



Approved by Council on 30 May 2022 - A63/2022

ECONOMIC PLANNING & DEVELOPMENT



Approved by Council on 30 May 2022 - A63/2022

CHAPTER 4

4.1 District Goals and Strategic Objectives

EDM derives its mandate and goals from Section 83 (3) of the Municipal Structures Act of 1998 which states that a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

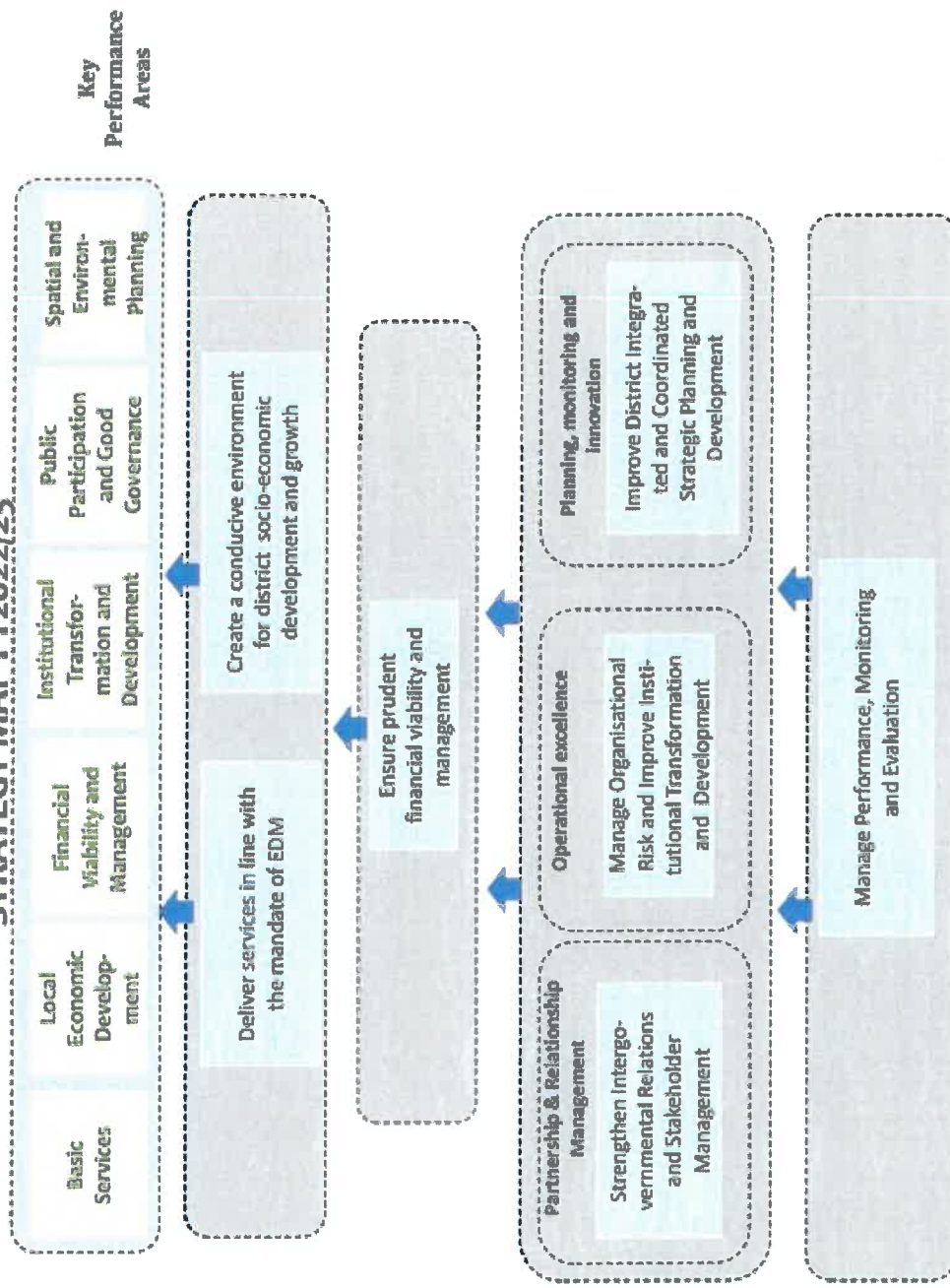
- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;
- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

4.2 Strategy Map

An Organizational Scorecard was compiled for the Municipality, setting targets and identifying measures with regard to these strategic objectives and also identifying programmes for each one of these objectives. The organizational scorecard reflecting the performance in terms of each of these programmes is indicated during the strategy and project phases of the IDP, the district undertook a rigorous approach in prioritizing its strategic initiatives and projects in order to ensure that the budget was informed by these initiatives and projects.



STRATEGY MAP FY2022/23



4.3 EDM ALIGNMENT

NATIONAL DEVELOPMENT PLAN (VISION 2030)	MTSF PRIORITIES 2019-2024	EDM STRATEGIC OBJECTIVES
• Creating Jobs and livelihoods Expanding Infrastructure	• A capable, ethical and developmental state	• Manage organisational risk and improve institutional development • Ensure prudent financial management • Manage performance and implement evaluation
• Economy and Employment	• Economic Transformation and Job creation	• Create a conducive environment for District Economic Development and growth
• Improving Education and training	• Education, Skills and Health	• Deliver services and implement projects in line with the mandate of EDM (Municipal Health Services and Environmental Management and the Mayoral bursaries))
• Economic Infrastructure	• Consolidating the social wage through reliable and quality basic services	• Deliver services and implement projects in line with the mandate of EDM (Technical Services Projects)
• Transforming urban and rural spaces	• Spatial integration, Human Settlement and Local Government	• Improve the IDP standards of EDM and the LMs (Strategies developed and integrated development planning) • Deliver services and implement projects in line with the mandate of EDM
• National Building & Social Cohesion	• Social Cohesion and Safe Communities	• Deliver services and implement projects in line with the mandate of EDM (Disaster Management and Public Safety)
• Transforming society and uniting the Nation	• A Better Africa and the World	• Strengthen intergovernmental relations and communications

CHAPTER 5

Summary of the Key Performance Areas

5.1 SPATIAL ANALYSIS

5.1.1 Location of Ehlanzeni District

32 2 76" to 30 06'25" East and

24 2'26" to 25 59'25" South

See MAP 1: Planning Area

The total size of the Municipal area is 2,366,353 ha. Part of the Kruger National Park in Ehlanzeni District makes up 36.8% of the total area whilst Thaba Chweu makes up 21.6%

Municipality	Ha	%
City of Mbombela	463 041	
Nkomazi LM	290 852	12.3
Bushbuckridge LM	231 093	9.8
Thaba Chweu	511 696	21.6

Source: EDM, SDF 2010

5.1.2 Protected and Sensitive Areas

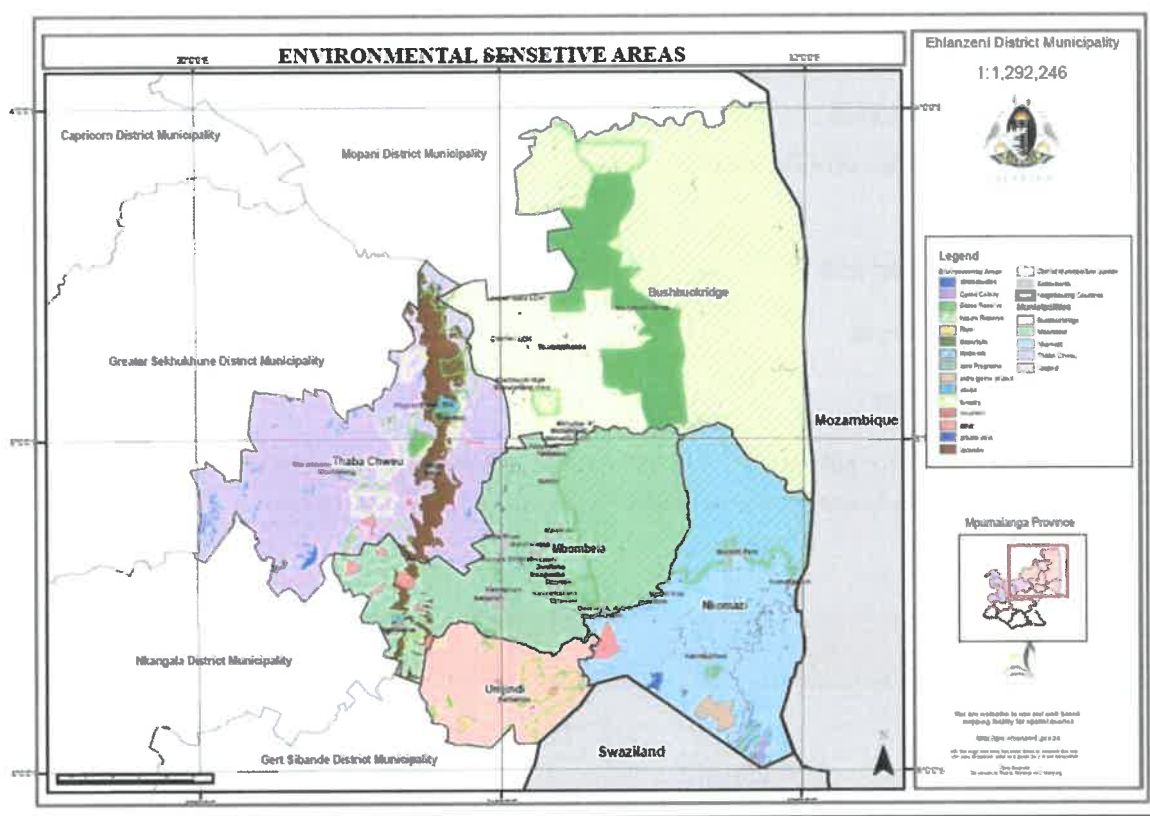


Figure 7: Protected & Sensitive Areas

Source: EDM, GIS

This map indicates areas within the district that are environmental sensitive. In Ehlanzeni there are number of wetland areas which if are not prioritized and preserved will be destroyed and that leads to health hazards in the future as they are regarded as natural purifiers of water. In addition the map also indicates the dolomite bed rock underlying the Sabie area in Thaba Chweu. The importance is that land use patterns must be revisited in line with this observation and the municipality should prioritize the dolomite investigation studies.

5.1.3 Climate

Ehlanzeni District falls within the summer rainfall region with the rainy season normally lasting from October to March. The average mean annual precipitation for the Ehlanzeni area varies between approximately 750 and 860 mm with averages varying from approximately 450 to 550 mm on the eastern areas to 1500 mm at the Escarpment and higher lying areas (DWAf 2000).

Climate Zones	Ha	%
Alpine	88,253	3.7
Dry Subtropical	13,877	0.6
Dry Temperature	258	0.0
Dry Topical	122,482	5.1
Humid Tropical	38,857	1.6
Moist Tropical	787,634	32.6
Moist Temperature	33,272	1.4
Moist Topical	462,951	19.2
KNP (Moist Tropical)	869 669	36.0
Ehlanzeni	2,417,252	100.00

The area is regarded as a moist subtropical /tropical region with more than 80% of the area in the district within these zones.

5.1.4 Natural Ecology

South African environmentalists identify six biomes on land in South Africa. A biome can, in general terms be described as a broad ecological unit, representing a large natural area with a relatively uniform plant and animal life, closely determined by environmental conditions and especially climate.

The six biomes of South Africa are:

- Grassveld Biome
- Succulent Karoo Biome
- Forest Biome
- Savannah Biome; and
- Fynbos Biome

Ehlanzeni District forms part of the Savanna Biome, which includes the KNP and areas to the west and South thereof as well as the Grassveld Biome that includes the higher lying areas. According to Acocks (1975), the largest portion of Ehlanzeni is categorized as Lowveld and Lowveld Sour Bushveld types.

Vegetation	Area (Ha)	%
Arid Lowveld	38 253	2.6
Bankenveld	36 497	2.4
Lowveld	617 045	41.3
Lowveld Sour Bushveld	366 570	24.5
Mixed Bushveld	10 825	0.7
North-Eastern Mountain Sourveld	270 609	18.1
North-Eastern Sandy Highveld	105 818	7.1
Piet Retief	4 190	0.3
Sourish Mixed Bushveld	32 163	2.2
Zululand thornveld	11 852	0.8
Total	1 493 822	100.00

Source: Acocks Veld Type (1975) Conservation and Environment, Mpumalanga 2005

Topography

The Municipal Area is situated within the Lowveld escarpment with an average elevation of 1400m above sea level and altitudes varying from 600 to 2100 m. The escarpment and related mountains provide an attractive variety to the landscape promoting scenic tourism. The Thaba Chweu area is also malaria free due to its altitude

The elevation of the landscape is illustrated in **MAP 2 of the SDF**.

Rang (m)	Area (ha)	%
601-700	2242	0.4
701-800	13458	2.2
801-900	29158	4.8
901-1000	29158	5.2
1001-1100	31401	6.7
1101-1200	40373	6.7
1201-1300	62802	10.4
1301-1400	74017	12.3
1401-1500	76360	12.7
1401-1600	65045	10.8
1601-1700	51588	8.5
1701-1800	51588	8.5
1801-1900	42616	7.1
1901-2000	20196	3.3
2001-2100	11215	1.9
2101-2200	2243	0.4

Source: Dept of Agriculture, conservation and Environment, Mpumalanga 2005

The table below depicts the elevation of the area varies between 600 and 2200m above sea level. The larger part (63%) of the area is situated between 1201m and 1800m above sea level.

The table below indicates the slopes within the Municipal area. See Map 3 of SDF

Slope	Area (Ha)	%
0-9%	2069397	85.9
9 -15%	264074	11.0
15 -25%	73729	3.1
>25%	1958	0.1
	2409160	100.0

Source: Dept of Agriculture, conservation and Environment, Mpumalanga 2005

The majority of the area is level to moderate (96.9%) and, thus, **potentially suitable** for urbanization and agriculture. Steep slopes occur in 3.2% of the area. The morphology of the Ehlanzeni district excluding KNP, which is mostly plain and hills, consists of the land forms as set out below

Landform	Area (Ha)	%
Plains and Hills	448426	30.1
Hills	39745	2.66
High Mountains	396980	26.573.
Escarments	77337	5.18
Plains	48463	3.24
Low Mountains	483287	32.34
Total	1494240	100.0

Source: SDF 2010

Low and high mountains make up **59%** of the area and plains and hills **30%**. It is this 59% landforms that set the basis for scenic and natural tourism but it also severely restricts the areas suitable for human settlements and as a result it leads to a clash with the high potential agricultural land. A further aspect of the abundance of mountainous and hilly areas is that the cost of and the provision of infrastructure and civil services is much higher than in other parts of Mpumalanga. This should be used as a motivation for larger equitable shares than normal, to provide for the higher costs.

Geology and Soils

No real problems associated with geology and soil types exist in the Ehlanzeni District, except for a part of Thaba Chweu, in the vicinity of Sabie; Graskop, Pilgrims' Rest and Blyde River Canyon, which is underlined with Dolomite, and are therefore not suitable for human settlements, except with special conditions and requirements from the Local Municipality, and also requiring special geotechnical investigations. This leads to the fact that these areas are not highly suitable for extended/expanding human settlements and urban growth in these areas should be restricted, and land uses should be aimed at tourism, forestry and mining purposes.

Agricultural Potential

Type	Area (Ha)	%
High	41509	1.8
Medium	920154	38.9
Low	1121493	47.4
Very Low	282382	11.9
	2365538	100.0

The topsoil depth however plays a major role in determining the agricultural potential of land and the soil depths deeper than 750 mm within access of a water source need to be regarded as worthy of protection as a scarce resource. See **MAP 5 SDF**.

Water Resources – Rivers and Dams

Ehlanzeni District disposes of four river systems, the Olifants River, the Komati River, the Sabie River and Crocodile River, flowing from the Highveld Plateau over the Drakensberg Escarpment towards the Indian Ocean. Together with the escarpment, the river systems form the backbone of the natural environmental system, providing the major water source needed for development and the scenic environment essential for tourism

Major rivers in the area include the following (See Map 6)

- Elands River
- Nels River
- Sabie River
- Sand River
- Blyde River
- Steelpoort River
- Watervals River
- Timbavati River
- Crocodile River

Dam	River	Capacity (M3)
Blyderivierspoort	Olifants	54.4
Inyaka	Marite	123.7
Driekoppies	Lomati	250.9
Da Gama	Crocodile/Komati	13.5
Klipkoppie	Crocodile / Komati	11.8
Witklip	Crocodile / Komati	12.3
Primkop	Crocodile / Komati	2.0
Longmere	Crocodile / Komati	4.2
Buffelspruit	Olifants	5.2
Ohrigstad	Olifants- origstad Rivier	13.4
Vygeboom	Crocodile / Komati	77.8
	Crocodile / Komati	158.9

Nkomazi

Total abstraction from rivers and dams are as set out in Table 7.1.2.8 in the SDF

Name	Source Type	Permitted abstraction (M1/Year)	Prior	Current	Use
Crocodile	River	26.925	26.925	26.925	Domestic/Agriculture
Mlumati	River	Unknown	Unknown	15.38	Domestic/Agriculture
Nkomati	River	Unknown	Unknown	3.81	Domestic/Agriculture
Driekoppies	Dam	Unknown	Unknown	9.21	Domestic/Agriculture
Mbuzini	Dam	0.737	0.736	0.736	Domestic/Agriculture

Source: EDM, WSDP

Dams on private land used for agricultural purposes have not been included in the above table. No indication of the future demand in surface water abstraction was given, although Nkomazi LM indicate that by reducing the water losses, the future demand on the existing surface water resources can be greatly reduced

City of Mbombela

Mbombela LM as WSA abstract water from different water sources from more than one water management area as indicated in the table below. The water rights, permits and licenses from the Crocodile River as well as Sabie River that formed part of the transfer process that was concluded end 2005, still need to be re-issued and transferred to finalize the conditions of the transfer agreement. See 7.1.2.9

Name	Source Type	Current	Use
Witklip	DWAFMLM	750	750
Longmere Dam	WRVCBMLM	1250	1250
Crocodile River 1 (Nelspruit)	River 1 Silulumanzi	10000	10000
Crocodile River 2 (Rocky Drift)	River 2 Silulumanzi	5000	0
Crocodile River 3 (Nelspruit Agriculture College)	River 3 Silulumanzi	92.25	92.25
Crocodile River 4 (Nelspruit Golf course)	River 4 (Silulumanzi)	98.56	98.56
Crocodile River 5 (Nsikazi South)	River 5 MLM	11200	18980
Crocodile River 6 (Matsulu)	River 6 Silulumanzi	3464	380.68
Sabie River 1 (Hazyview)	River 7 MLM		
Sabie River 2 (Nsikazi North)	River 8 mlm		
Elandshoek	Stream Elandshoek		
Ngodwana 1	Ngodwana DamSappi	14600	13870
Ngodwana 2	Elands River sappi	3372	1321
Emoyeni	River 9 MLM	309.40	239.68

Source: EDM, WSDP

Umjindi

Water supplied to Barberton and Umjindi from Komatipoort dam in the Suid-Kaap River. Lows Creek irrigation scheme is supplied from the Shiyalongubu dam in the Kaap River. The mine and farming communities make use of various tributaries of the Suid-Kaap River for supply, The total abstraction from rivers and dams are set out in table 1.2.10 SDF

Name	Source Tyoe	Permitted abstraction (M1/year)	Prior	Current Use
Komati Dam	Dam		6434	2900
Suidkaap	River		2679	500
Shebasiding	River		Unknown	53

Source: EDM, WSDP

Thaba Chweu

The Sterkspruit is the only surface water resource utilized for primary water supply to the Lydenburg area. Lydenburg is abstracting water from the Sterkspruit via the Lydenburg town dam. Graskop is abstracting water from a fountain.

The Pilgrims Rest Rural area basically has two water supply schemes, the Matibidi scheme and the Pilgrims Rest scheme. Only two surface water resources are currently being utilized for primary water use in the Pilgrims Rest area.

One source is called the Moremela spring that feeds the Moremela stream. Water is withdrawn from the spring. The flow rate of the Moremela stream has been determined but the assured yield should be established. Detailed investigations are required to augment supply to the Matibidi scheme.

The Blyde River, which passes south east of Moremela, is not currently utilized as a bulk water source. The Treur River converges with the Blyde River at Bourke's Luck just east of Moremela. These are two surface water resources that could be considered for utilization in future when the groundwater sources in the Pilgrim's Rest area become depleted. These sources are however in ecological very sensitive areas and obtaining permission to use water from these two rivers will be very problematic.

Bushbuckridge

Total abstraction from rivers and dams are set out in Table 39

Name	Source Type	Current Use
Acornhoek	Dam	1413
Klein Sand	River	1095
Sand	River	1387
Casteel	Dam	219
Mutlumuvi	River	1945
Nhwarwele	Stream	3019
Sabie	River	11680
Mariti	River	1314
Maritsane	River	0
Injaka	Dam	3650

Source: EDM, WSDP

Southern Kruger National Park

Name	Source Type	Current Use
Olifants	River	292
Sabie	River	1143
Shingwedzi	River	77
Crocodile	River	223
Letaba	River	183

Source: EDM, WSDP

Natural Reserves

Nature reserves within Ehlanzeni cover approximately 1 204 135.28 ha in extent is shown in Map 7 of SDF

Nr	Local Municipality	Name	Type	Description	Size (Ha)
1.	Bushbuckridge	Motlase Canyon National Park	National park	Motlase Canyon National	52367.91
2.	Bushbuckridge	Motlase Canyon National Park	National Park	Park Stanley Bushkop	1363.14
3.	Bushbuckridge	Sabie Sand Game Reserve	Provincial Nature Reserve	Manyeleti GR/NR	20520.7
4.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Mala Mala Game Reserve	17265.66
5.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Djuma Game Reserve	2871.59
6.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	2092.01
7.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	22090.31
8.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	5147.29
9.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	3539.24
10.	Bushbuckridge	Sabie Sand Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	3730.22
11.	Bushbuckridge	Andover Nature Reserve	Private Nature Reserve	Andover Nature Reserve	3260.58
12.	KNP	Sabi Sabi Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	1063.82
13.	KNP	Sabi Sabi Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	838.12
14.	KNP	Sabi Sabi Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	3768.89
15.	KNP	Sabi Sabi Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	2041.98
16.	KNP	Sabi Sabi Game Reserve	Private Nature Reserve	Sabi Sabi Game Reserve	915052.5
17.	Mbombela	Wonderkloof Nature Reserve	DWAF Nature Reserve	Wonderkloof	828.85
18.	Mbombela	Starvation Creek Nature Reserve	DWAF Nature Reserve	Starvation Creek NR	520.94

Nr	Local Municipality	Name	Type	Description	Size (Ha)
19.	Mbombela	Methethomusha NR	Community Nature Reserve	Methethomusha NR	7183.97
20.	Mbombela	K'Shani Private Game Reserve		K'Shani Private Game Reserve	2245.13
21.	Mbombela	Blousewaelvlakte	Primary conservation area	Blousewaelvlakte	426.69
22.	Nkomazi	Mahushe Shongwe NR	Joint Mangt/comm	Mahushe Shongwe NR	1139.73
23.	Nkomazi	Mawewe Cattle/ game	Joint Mangt/comm	Mawewe Cattle/ game	9190.24
24.	Nkomazi	Project Dumaneni Reserve		Project Dumaneni Reserve	2664.63
25.	Thaba Chweu	Vertroosting Nature	Provincial Nature Reserve	Vertroosting	32.05
26.	Thaba Chweu	Gustav Klingbiel Nature	Municipal Nature Reserve	Gustav Klingbiel Nature	2219.72
27.	Thaba Chweu	Tweefontein	Primary Conservation	Tweefontein	515.88
28.	Thaba Chweu	Buffelskloof Private NR	Private Nature Reserve	Buffelskloof Private NR	1457.38
29.	Thaba Chweu	Sterkspruit Nature	Provincial Nature Reserve	Sterkspruit Nature	2337.49
30.	Thaba Chweu	Sterkspruit Nature	Private Nature Reserve	Sterkspruit	825.27
31.	Thaba Chweu	Mount Anderson	Private Nature Reserve	Rivendell	1577.4
32.	Thaba Chweu	Mount Anderson	Private Nature Reserve	Nooitgedacht	1154.6
33.	Thaba Chweu	Morgenzon	Primary conservation	Morgenzon	2215.67
34.	Thaba Chweu	Morgenzon	Primary conservation	Morgenzon	1836.78
35.	Thaba Chweu	Flora Nature Reserve	DWAF	Flora Nature	63.71
36.	Thaba Chweu	Makobulaan	DWAF	Makobulaan	1082.51
37.	Thaba Chweu	Hartebeesvlakte	Primary Conservation	Hartebeesvlakte	157.06
38.	Thaba Chweu	Mount Anderson	Conservation Area	Mount Anderson	1284.59
39.	Thaba Chweu	Mount Anderson	Private	Finsbury 156	2355.46
40.	Thaba Chweu	Hartebeesvlakte	Primary Conversation	Hartebeesvlakte	1779.75
41.	Thaba Chweu	Hartebeesvlakte	Primary Conservation	Hartebeesvlakte	31.72
42.	Thaba Chweu	Mount Anderson		Highland Run	
43.	Thaba Chweu	Mount Anderson		Troutkloof	

Nr	Local Municipality	Name	Type	Description	Size (Ha)
44.	Thaba Chweu	Orgistad Dam NR	Provincial Nature Reserve	Orgistad Dam NR	
45.	Thaba Chweu	Mount Anderson	Private	Mount Anderson	
46.	Thaba Chweu	Songimvelo Nature	Provincial	Songimvelo	
47.	Thaba Chweu	Barberton Nature Reserve	Municipal	Barberton Nature Reserve	
48.	Thaba Chweu	Tinie Louw Nature Reserve	Provincial	Tinie Louw	
49.	Thaba Chweu	Cynthna Letty	Provincial	Cynthna Letty	
50.	Thaba Chweu	Thorncroft Natutre	Provincial	Thorncroft Natutre	
51.	Thaba Chweu	Barberton Nature Reserve	Provincial	Barberton Nature Reserve	
52.	Thaba Chweu	Mountainlands	Provincial	Mountainlands	
53.	Thaba Chweu	Queensriver	Primary	Queensriver	
54.	Thaba Chweu	Nelshoogte	DWAF	Nelshoogte	
55.	Thaba Chweu	Nelsberg	Primary	Nelsberg	
56.	Thaba Chweu	Dr Hamilton	DWAF	Dr Hamilton	
57.	Thaba Chweu	Songimvelo	Provincial	Songimvelo	
58.	Thaba Chweu	Ida Doyer	Provincial	Ida Doyer	
59.	Thaba Chweu	Nkomazi Wilderness	Provincial	Nkomazi Wilderness	
60.	Thaba Chweu	Songimvelo	Provincial	Songimvelo	

Archaeological Resources

Archaeological resources within Ehlanzeni are shown on Map 8 on SDF and listed in table 42.

Nr	Description
1.	Mulford Paintings stone age
2.	Belvedere Paintings
3.	Boesmanskloof
4.	New Chum III Paintings Stone age
5.	New Chum III Paintings Stone age
6.	Ledophine Paintings Stone age
7.	New Chum I Paintings Stone age
8.	Clear stream Pinnacle Stone age
9.	Clear stream Huts 1 and 2 Paintings Stone age
10.	London Paintings Stone age
11.	Waterspruit Paintings stone age
12.	Koedoekop Litaku
13.	Ku- Lajajambu Litaku
14.	Mananga Litak: Hillslope Litaku
15.	Mananga Litaku: Corbeled Structure
16.	Mananga Litaku: Foothill Litaku
17.	Komatipoort Litaku
18.	Komati River Crossing Litaku
19.	Artefacts Stone age
20.	Wilson's kop Litaku
21.	Artefacts Stone age
22.	Thornhill Early Stone age
23.	Malelane Litaku
24.	Three Sisters Litaku

Nr	Description
25.	Religious Litaku
26.	Chrystal Stream Litaku
27.	Daga Structure Mid/Late stone age
28.	Artefacts Stone age
29.	Farm: Karino late Stone age
30.	Farm: Karino late Stone age
31.	Farm: Tipperay Lato Stone age
32.	Farm: Sunnyside Mid Stone age
33.	Eureka City Mid Historic
34.	Jock's tree Mid historic
35.	Farm: Lowlands Stone age
36.	Boustructure Historic
37.	Farm: Barberton Town late Stone age
38.	Browne Street 18 Historic
39.	Farm: Barberton Town Historic

Source: EDM, SDF 2009

5.2 SPATIAL CONTEXT OF THE DISTRICT

5.2.1 Land Uses and Development

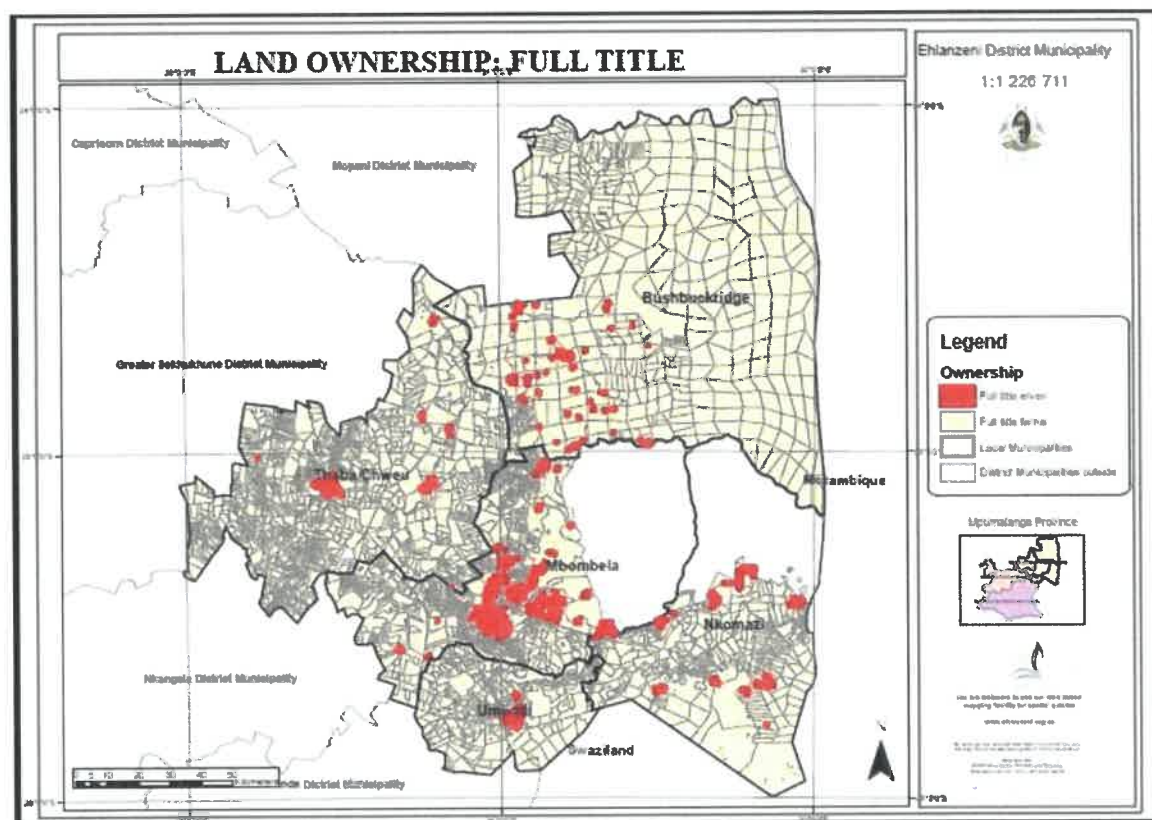


Figure 8: Land Ownership full title

Source: EDM GIS

5.2.2 Land use Patterns

The land use patterns of urban or rural areas are mostly influenced by a diverse set of factors, which include

climate, topography, and resource base in the area such as minerals, soil types, water availability, and biodiversity (Daniel and Hopkinson, 1989). Forestry, agriculture and other activities such as tourism are the result of the moderate climatic conditions of Ehlanzeni. Ehlanzeni is a low rainfall area (mean annual rainfall is 350 to 700mm), characterized by flat terrain at low altitude as well as highly to moderately dissected mountains terrain, characterized by steep valleys and gorges that form part of the Escarpment.

Ehlanzeni District is also rich in terms of its biodiversity and mineral resources. Gold mines are operating at Barberton and Pilgrims Rest and chrome mines at Lydenburg. The future development of the Eastern Limb of the Bushveld Complex directly west of Lydenburg will also have an influence on the future land use patterns within the Thaba Chweu Local Municipality. The Biodiversity within Ehlanzeni also plays a significant role in terms of boosting the tourism industry with the Kruger National Park as one of the major destinations for international and domestic tourism. Tourism, like agriculture, is among other land use patterns, which uses land extensively because of the availability of natural resources.

LANDUSE	% OF EHLANZENI
Forest and woodland	39.11
Thicket bush	24.85
Grassland	12.02
Cultivated land	8
Commercial dryland cultivation	1.77
Semi-commercial/Subsistence	1.18
Permanent commercial dryland	0.4
Permanent commercial irrigation	0.6
Temporary commercial irrigated	1.77
Commercial irrigated sugar cane	1.52
Forests and plantations	11.39
Degraded natural vegetation	3.04
Mining, quarries and urban	1.21
Water bodies	0.14

5.2.3 Spatial Economic Development Initiatives

The location of Ehlanzeni presents a strategic position and a number of growth and development opportunities within an international, regional and Southern African context. The existing spatial development initiatives in the region are of critical importance to the district namely, the Maputo Development Corridor Spatial Initiative, the Tourism and Biodiversity Corridor and the Limpopo Trans-frontier Park.

5.2.4 The Maputo Development Corridor

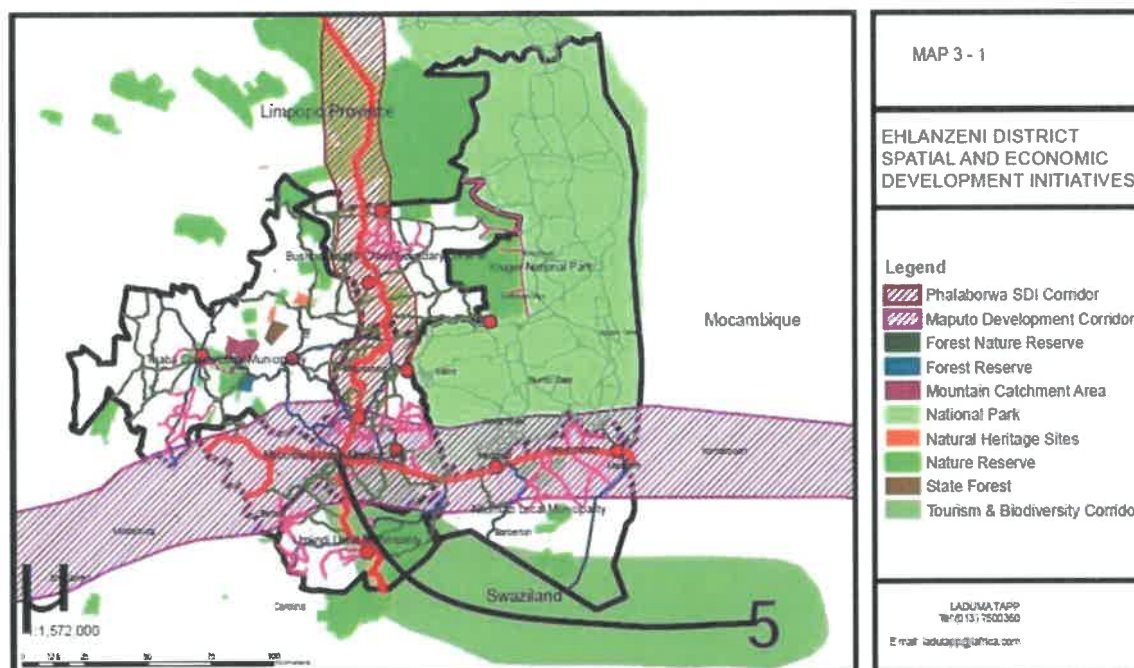


Figure 9: Maputo Development Corridor

The Maputo Development Corridor provides Ehlaleni specifically Mbombela with the status of economic development node. The Corridor runs from Witbank in the Eastern South African province of Mpumalanga, through Nelspruit, to Maputo the capital of Mozambique. Investment targets the provision of infrastructure, agriculture, mining, energy, chemicals, tourism and manufacturing sectors.

The key infrastructure projects are the N4 Maputo Corridor toll road, the upgrading of the railway line from Ressano Garcia to Maputo, the upgrading of the Maputo Port, the dredging of the harbor and telecommunications. The transport axis between Gauteng, the industrial heart of South Africa, and Maputo offers the shortest link to an export harbor

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5.2.5 The Mbombela-Phalaborwa SDI

The main road link will run from Phalaborwa to Mbombela in the Mpumalanga province, where the SDI will join the Maputo Development Corridor. The corridor aims to create better access between the port of Maputo and the mining potential around Phalaborwa in Limpopo Province. The following incentives also support the SDI:

- The Bushbuckridge Local Municipality has been declared as an **ISRDP** (Integrated Sustainable Rural Development Programme) Node, which prioritizes the area for special development incentives and funding for National Government
- The **Kruger to Canyons Biosphere**, which links the Blyde River Canyon with the Kruger National Park.

5.2.6 The Limpopo Trans Frontier Park

The Kruger National Park is the largest game reserve in South Africa and covers some 20,000 square kilometers. It extends approximately 350 kilometers from north to south and approximately 60 kilometers from east to west. To the west and south of Kruger Park are the provinces of Mpumalanga and Limpopo. In the north is Zimbabwe, and to the east is Mozambique.

The Kruger National Park is now part of **the Great Limpopo Trans-Frontier Park** (with a total area of 35 000 square kilometers). This peace park links Kruger Park with Gonarezhou National Park in Zimbabwe, and with the Limpopo National Park in Mozambique. Other areas of incorporation are Manjinji Pan Sanctuary and Malipati Safari Area in Zimbabwe, as well as **the area between Kruger and Gonarezhou**, the Sengwe communal land in Zimbabwe and the Makuleke region in South Africa. The Park is part of **the Kruger to Canyons Biosphere**, an area designated by the United Nations Education and Scientific Organization (UNESCO) as an International Man and Biosphere Reserve. **The Giryondo Border Post between South Africa and Mozambique** is provided north of the Ehlanzeni boundary with Limpopo.

5.2.7 The Tourism and Biodiversity Corridor

The Tourism and Bio diversity corridor include parts of south-eastern Mpumalanga, northern Swaziland and southern Mozambique, which are closely associated with the Maputo Corridor Spatial initiative. It adds a further dimension to the Maputo corridor in the sense that it promotes the utilization of the undeveloped tourism development potential in rural areas that house the poor communities.

It also coordinates and integrates with agricultural led developments forming part of the Komati River Basin

Development programme. These initiatives span over international boundaries and are managed by international agreements. Although some of these initiatives are still in a very early stage of implementation it paves the way for regional as well as local development strategies and should be thoroughly taken into account in all levels of integrated development planning. Accessibility within the district and region needs to be enhanced to enable the optimal application of private and public investments.

The regional and international accessibility of Ehlanzeni provides it with the necessary thrust to become an

active role player in the SADC and global economy. The challenge with regard to local spatial planning lies in the utilization and provision of social and engineering infrastructure in a manner, which will support the above initiatives and enhance the comparative advantages of Ehlanzeni within the region.

5.2.8 Spatial Development Priorities

The district developmental intentions as informed by the provincial and district spatial profiles and priorities. The development priorities hereunder support four crucial components that will underlie sustainable development in the district. Focus is therefore on the need for basic infrastructure and development for the poor, economic growth and development, environmental conservation and improving livelihoods as set out in the principles of the Mpumalanga Provincial Spatial Framework. These priorities guide decision making with regard to spatial development and arrangement of, within and between settlements, and investment and development spending in the Ehlanzeni District.

Priority 1: An integrated functional urban and rural system focusing on the development of a functional urban and rural system supporting the alleviation of poverty needs in eradicating the dysfunctional spatial system that was created during the pre-democratic period where areas of severe poverty, limited economic opportunities, limited land tenure options, limited social and engineering infrastructure were far removed from employment opportunities and economic growth.

Spatial integration of displaced settlements with areas of economic opportunity and potential within the Ehlanzeni District will focus on:

- Provision of investment opportunities and accessibility to development corridors
- Provision of housing within reasonable distance to enhance accessibility to economic and employment opportunities, and social facilities.
- Integration of the natural environment into urban areas
- Provision of a range of social, economic and recreational opportunities in nodes or along development corridors
- Promoting local economic development initiatives, attracting economic development to existing impoverished areas.

Priority 2: Focus investment on localities with greatest economic potential Emphasizing on investment needs on those areas providing the best opportunities to better quality of living of all the residents in the Ehlanzeni District. Currently, the main areas with higher levels of economic potential are Nelspruit, White River, Hazyview, Malelane, Lydenburg, Barberton and Sabie. These areas having higher levels of economic potential attract greater intensity of investment in higher density development forms and provide a greater range and diversity of investment types and supporting services needed to accommodate a greater mix of income levels and activities. These neighborhoods should provide for different types of housing for different income groups; ownership of productive facilities for all the inhabitants in the neighborhood; and different choices for people at different life stages and with specific

needs addressing the needs of a range of residents of the neighborhood.

Priority 3: Development of areas with a high development need and low levels of economic and livelihoods potential focusing on investment in those areas namely Bushbuckridge, Eastern Mbombela, Southern Nkomazi, Leroro, Matibidi and Moremela where there is a dire need to improve the quality of living through provision of commercial and infrastructure services, efficient engineering and social infrastructure development nodes that will act as a catalyst for restructuring and renewal of urban and rural areas.

Priority 4: The development of sustainable settlements in rural areas that is, all areas outside areas of higher concentration of people and activity with specific development and settlement needs focusing on the balance of resources on which development is based, and providing differentiated needs of settlement types i.e., Agri-villages; mine towns (Lydenburg, Umjindi, Steelpoort and Orighstad); resort development; low density rural residential; eco estates and golf estates.

Priority 5: The responsible use and management of the natural environment requires by balancing the use of resources for infrastructure development and operation with the carrying capacity of ecosystems. In areas of high priority with high levels of economic and sustainable livelihood potential which need development, high environmental sensitivity overlaps and more detailed planning at local scale will take place. The protection and preservation of not only the Kruger National Park as an international nature reserve but also the provision of managed buffer zones within the adjoining municipal areas form part of spatial development.

Priority 6: Human Resources Development by recognizing that spatial restructuring will not occur if development of the people does not happen. This will require the development of people through skills development programmes and access to knowledge of opportunities especially in areas of low economic and livelihood potential. The provision of training and education facilities within areas with a high development need and low levels of economic and livelihoods potential is thus a high priority.

Priority 7: Land Reform which includes land restitution, redistribution and tenure reform plays a major role in providing a sustainable socio-economic development of the disadvantaged communities. The severe lack of access to land for the poor can be addressed through implementation of appropriate policies for restitution and land availability in order to accommodate the need of poor for tenure and ownership. The Nsikazi, Nkomazi, Bushbuckridge, Leroro, Moremela, Matibidi areas need to be prioritized through the district and Department of Land Affairs strategy.

Priority 8: Enhancing regional accessibility in order to develop the full potential of all the development nodes within Ehlanzeni. The spatial structure will be provided with the aim of enhancing inter municipal and intra municipal accessibility.

5.2.9 Local Municipal Spatial Development

The four local municipalities of the district are at disparate levels of developing and reviewing their Spatial Development Frameworks the table below provides the status. It must however be mentioned that the district one is under review also to incorporate some parts which were still accounted for in Limpopo Province under the former Bohlabe District Municipality

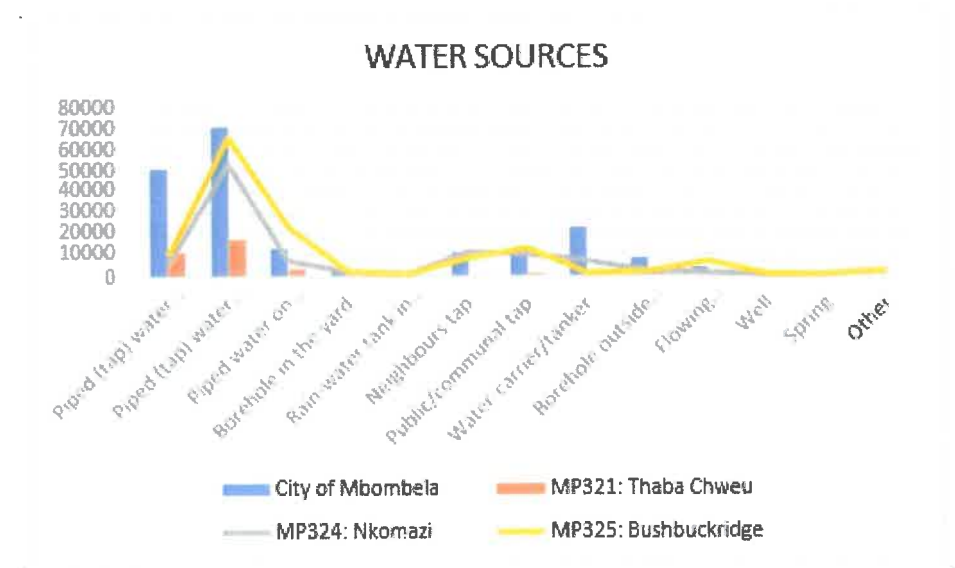
Municipality	Recent Updates
Thaba Chweu	Currently under Review
City of Mbombela	Currently under Review
Nkomazi	Currently under Review
Bushbuckridge	Currently under Review
Ehlanzeni District	Currently under Review

The district SDF is representative of its local municipalities, however all spatial development framework is under reviewed to ensure alignment with the requirements of the Spatial Planning and Land Use Management Act of 2013, (Act 16 of 2013).

5.3 BASIC SERVICES

5.3.1 Water

A large portion of Ehlanzeni District Municipality is dominated by rural areas and many people do not have full access to potable water. Lack of bulk and reticulation infrastructure in these areas aggravates the situation. Poor operation and maintenance by the relevant authorities is at the core of the poor situation.



The figure above indicates water sources within the district in percentages. Most households in the district have access to water although there are still some households that depend on rivers and water tankers. In terms

of the Census 2011 the district municipality comprise of 1688615 population, out of the population 117557 receive piped water inside the dwelling. Most of the municipalities have been affected by service delivery protest especially water related. The District and its Local municipalities have prioritized & budgeted water as number one.

Municipality	Male	Free Basic Water	
		Households	%
ThabaChweu	29,746	10,381	34.9
Mbombela	156,309	107,088	68.5
Umjindi	14,459	7,010	48.5
Nkomazi	85,000	1,200	1.4
Bushbuckridge	164,600	34,566	21.0
DistrictManagementArea	475	285	60
Ehlanzeni	450,114	160,245	35.6

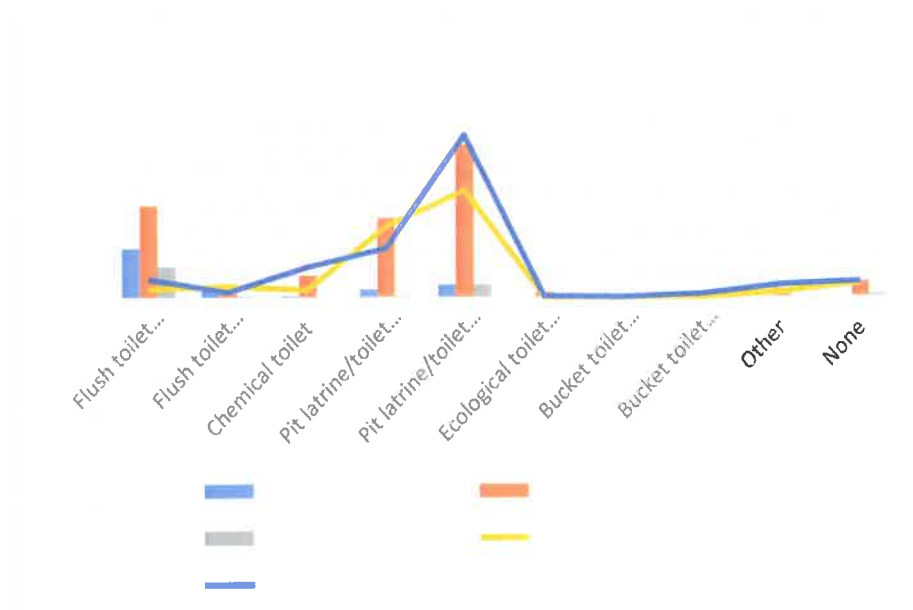
Source: Ehlanzeni blueprint on water & sanitation, 2006

The district developed a water and sanitation Blueprint to guide project implementation on matters relating to water and sanitation. Funding for operations and maintenance is a critical challenge to the district and its Local municipalities in Ehlanzeni are water service authorities as published in Section 12 notice (2003). The Department of Water Affairs and Forestry (DWAf) is providing technical support to the district and local municipalities in the development/review of Water Services Development Plans.

The Department of Water Affairs is currently involved in a programme of converting all WSDP into an electronic format. This process will at the end provide a standard format for WSDPs and will subsequently provide all Municipalities, as these aspects are not quantified in the Water Services Development Plan (WSDP). All the local data per water service authority depicting all aspects of water service provision.

In terms of the Local Municipalities' backlogs, the figures reflected in Table 15 above do not reflect the actual water backlogs as captured in the technical reports of local municipalities, and the challenges of differences in statistics contained in various planning documents.

5.3.2 Sanitation

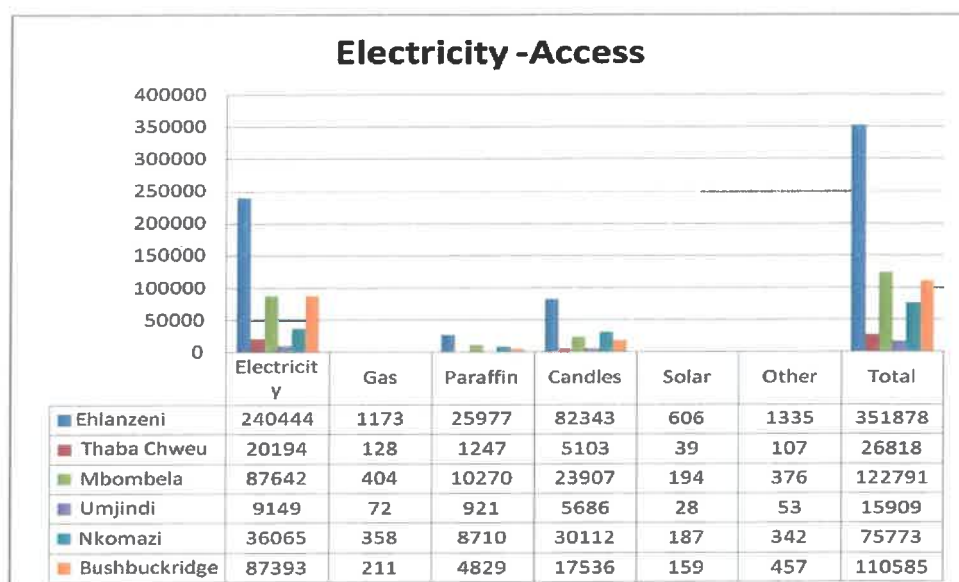


Source: Stats SA community survey, 2016

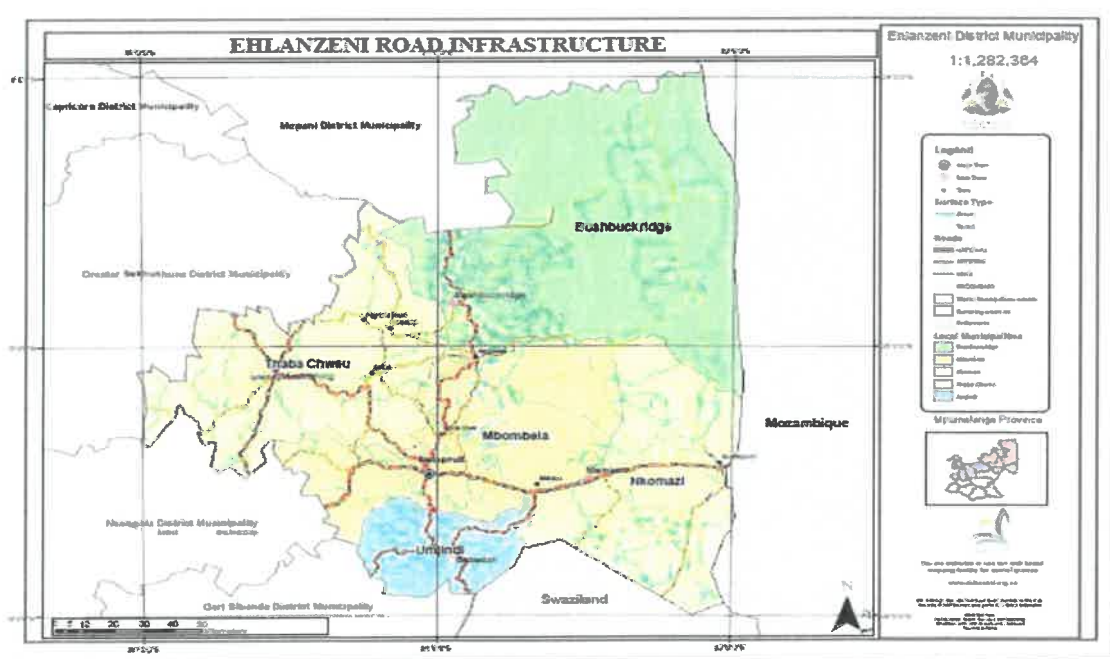
5.3.3 Electricity

Most households in the district have access to electricity as a form of energy although there are still some households that depend on other forms of energy like gas, paraffin, solar and wood. The ratio of dependence on other forms of energy beside electricity is aggravated by high unemployment rate within the district. In terms of the census survey of 2011, 240 444.

The majority of community facilities in the district lack electricity as a form of energy.



5.3.4 Roads and Transport



The road network within EDM, especially in rural areas are predominately of poor condition which are gravel and in most instances not surfaced. Most of the surfaced roads are not well maintained. Residential streets in rural areas are not defaced and make accessibility difficult during rainy seasons.

There are different types of transportation that operate within the district. Rail network transverses the entire district along the N4 Maputo corridor to Komatipoort and to the north along the R40 to Phalaborwa. The current railway system only serves for long distance and commercial purposes. Majority of commuters either use buses or taxis between their places of work and home or getting to any other destination.

The bus sector is more formalized and reliable in the entire district carrying more than 85% passengers on 500 routes, with 139 terminals and 338 buses for BUSCOR and 15 for Great North Transport. The taxi industry is formalized, regulated and reliable, accounting for less than 20% of the commuters with about 1200 registered vehicles, twenty taxi associations and a number of metered taxis which are not registered hence they operate without licenses.

Another type of transportation which operates within the district in the non-motorized transport; the bicycles, animal drawn-carts and wheel barrows. Much still need to be done in this sector of transportation infrastructure to provide cycle paths/lanes to ensure safety of cyclists.

It must be noted however that the district has surfaced number of roads for the different municipalities in pursuit of ensuring better infrastructure development for easy movement of communities and goods to various district nodal points. EDM strives to further assist municipalities with the designing of new roads, upgrades and refurbishments.

Within its jurisdiction, EDM has an international airport the KMIA and the Nelspruit public airport. The Malelane, Skukuza and Mhlahlala private airports also serve as other mode of transport links in the district. The district developed a Comprehensive Integrated Transport Plan (CITP) funded by the Provincial Department of Roads and Transport. Table 24, 34 and 25 below illustrate the length of roads in all the local municipal areas of jurisdiction and the length of all the provincial and national roads in the EDM area (Source: EDM Current Public Transport Record 2007)

5.3.5 Basic Services backlog within Ehlanzeni

Level of Service Access	WATER		SANITATION		ELECTRICITY		WASTE REMOVAL		ROADS	
	HH with access	HH without access	HH with access	HH without access	HH with access	HH without access	HH with access	HH without access	Tarred (KMs)	Gravel (KMs)
Bushbuckridge	64 096 (44.8%)	78 937 (55.2%)	106 640 (75%)	36 393 (25.4%)	139 255 (97%)	3 778 (3%)	22 817 (16%)	120 216 (84%)	103.5	4449.85
City of Mbombela (Former Mbombela LM)	149 599 (83%)	30 885 (17%)	99 110 (55%)	81 374 (45%)	166 795 (92.4%)	13 689 (7.6%)	52 439 (29%)	128 045 (70.9%)	593.53	2825
Nkomazi	79 089 (75.3%)	25 921 (24.7%)	80 777 (76.9%)	24 233 (23.1%)	92 892 (88.5%)	12 118 (11.5%)	24 876 (23.6%)	75 870 (72%)	143.93	3177.54
Thaba Chweu	32 325 (85%)	5 853 (15%)	32 584 (85.3%)	5 594 (14.7%)	29 101 (76.2%)	9 077 (23.8%)	21 048 (55.1%)	17 130 (44.9%)	259.99	215.58
City of Mbombela (Former Umjindi LM)	19 306 (91.1%)	2 115 (9.9%)	19 178 (89.5%)	2 243 (10.5%)	18 205 (85%)	3 216 (15%)	14 924 (69.6%)	6 497 (30.4%)		

Source: Ehlanzeni District Municipality/RRAMS 2017

The state of Basic Services and Infrastructure in the District Municipality

It must be noted that, Ehlanzeni has for the past two terms of office adopted the Provincial direction to prioritise water and sanitation as the two main focus areas. In line with the proclamation of this strategic direction, Ehlanzeni District Municipality with the four local municipalities then ensured that bulk of their capital projects were tailor made to address the backlogs and challenges on service delivery initiatives. The Table above indicate the level at which the initiatives have assisted Ehlanzeni to roll back the frontiers of the backlogs to the basic services.

In terms of Water, more households are now able to access water than it was in the past decade. The same applies to the other basic services such as sanitation, roads, electricity and refuse removal. What has to be noted is that, sanitation remains another challenge to the district municipality with very low percentage access due to Bushbuckridge and Nkomazi Local Municipalities which are having vast areas with no water infrastructure. In some instances, especially like Nkomazi, the infrastructure is there but insufficient to cater for the entire population. It is encouraging to point out that, although Nkomazi Local Municipality is struggling with water supply, a detailed master plan which was adopted and compiled in 2009 is now being implemented. This project includes the expansion of the Bulk Water Schemes in Driekoppies and Sibange Villages., These projects after completion will address most backlogs that are in Nkomazi Local Municipality. In Bushbuckridge Local Municipality, the entire area has a coverage of the bulk water supply from Inyaka Dam which traverses the municipality from Maviljaan to Acornhoek. The challenge facing the municipality is the installation of secondary bulk and reservoirs storage to ensure continuous and consistent supply. The municipality currently is focusing on reticulation and secondary bulk projects. The intervention by the district to the two municipalities have been through becoming an implementing agent for the Department of Water and Sanitation and Nkomazi Local Municipality in expanding the two bulk water schemes mentioned

above. Whilst on the other hand, the district is implementing some water related projects in Bushbuckridge Local Municipality.

In Thaba Chweu Local Municipality, according to the statistics, this municipality has high level of access to the basic services and hence the lowest population compared to all other 3 municipalities in the district. In almost all the five focus areas, they have high access to these services. They challenge are centred around the new mushrooming settlements around Harmony Hill, Skhila and in Mashishing. The municipality has prioritized instead of Water and Sanitation, the roads and storm water drainage systems. The major tourism routes traversing the Mashishing Town (Lydenburg) and other routes are heavily affected and characterized by massive potholes due to heavy and industrial trucks which transport mineral endowments and timber mined and manufactured in the area. Due to lack of enforcement of by- laws and critical levies for such private companies, the municipality is finding extremely difficult to maintain the roads in good and accessible conditions. In the City of Mbombela, whilst there are challenges with water and sanitation especially in the rural areas of Nsikazi and Kabokweni, the main issue is water rationing due to lack of adequate bulk supply and capacity of reservoirs supplying the areas. The municipality is working on expanding the Nyongane Bulk and Karino Bulk water schemes to counter the challenge. There is a consideration that a dam may be constructed to support the earmarked Inkosi City Development Project Initiatives.

The Table above suggests that, EDM and the Local Municipalities are to prioritise as a matter of urgency, more infrastructure development is still required in the former Comprehensive Rural Development Programme (CRDP) municipalities, More Operations and Maintenance (O&M) budgets required. In old towns like Komatipoort, Malalane, Lydenburg, Sabie, Graskop, Barberton and White River, there is a need for continuous replacement of asbestos pipes with UPVC Pipes. The municipalities must isolate with caution and look at other sources of raising revenue to cater for sustainable sanitation and refuse removal systems

which will promote green energy and recycling of disposable material.

Some of the initiatives to be executed by the District Municipality as interventions to local municipalities are included in the capital budget section of the IDP and have been projected for the Medium-Term Revenue and Expenditure Framework Period.

The District Roads Master Plan was concluded in May 2009 with the aim to assist in integrating and coordinating the planning and implementation process followed by the various parties involved in roads infrastructure, and to address the links between them. Public transport routes within the area of jurisdiction that had priority consisted of district roads, bus / taxi routes and major access roads. The process of identifying roads for assessment were done by means of highlighting the routes which provide access to schools, clinics, places of worship, cemeteries, police stations and places of public interest.

The roads hierarchy development was tested against various future development scenarios, based on information from the IDPs of the local municipalities in order to determine the most effective road hierarchy. In order to obtain an indication of the type of work and cost required to rehabilitate the existing roads infrastructure, fieldwork and visual assessments were carried out on selected routes and the existing roads were further classified in order to record their status.

A total of approximately 6245km of roads within the EDM's area of jurisdiction was assessed and information pertaining to their locality, road name, ownership, surface type and condition, road width, adequacy of storm water related structures and an upgrading/maintenance cost estimate was captured and compiled. On

average, approximately 74% of the gravel roads and 30% of the surfaced roads in the various Local Municipalities require re-alignment and reconstruction, as well as maintenance and base failure corrections respectively.

The district participated in the updating of the Provincial Freight Data Bank. The purpose of the data bank is to cover all types of freight mode (road, rail and air) with foundations for and facilitate informed decision-making in the field of freight transport and infrastructure. The data bank will also assist in continuous planning through consultative forum with relevant stakeholders.

5.3.6 Housing

The demand for housing in rural areas is increasing. Home ownership is one of the most important issues in establishing stability in a community. The Mpumalanga Department of Human Settlement has been implementing housing projects in the municipal area. In terms of the provincial survey conducted in January to July 2006 there was a backlog of 113,000 houses in the province, and the district backlog was 95,000. A majority of people in the rural areas are living in traditional or informal type of houses. The mushrooming of informal settlements also contributes to the rise of housing shortage. The district has a challenge in developing human settlements in terms of the National Housing Strategy, which encourages housing people close to their places of employment. EDM has coordinated all initiatives implemented during the past years to address the shortage of housing

within the district. There is still a huge backlog on housing demands, which needs to be addressed during the next five years. The slow pace of delivery and poor quality of the housing constructions has a heavy impact on the shortage of houses in the district.

5.3.7 Posts And Telecommunications

A majority of households living in the municipal area have access to basic communication infrastructure such as postal and telecommunication services. In terms of the Mpumalanga Spatial Development Perspective, 91% of the population have access to telecommunication system. One of the goals for 2010 in relation to Mbombela hosting the FIFA 2010 World Cup is to provide public viewing areas in the rural areas for the poorer communities to view the soccer tournament and the challenge is to provide these public viewing areas with adequate network coverage. Currently the District and its Local Municipalities are in a process to identify suitable sites for these public viewing areas.

5.3.8 Cemeteries

In in-depth study regarding cemeteries in the area of Jurisdiction of Ehlanzeni District Municipality was conducted in 2003. Out of this study, Ehlanzeni District Municipality has identified a number of sites in three Local Municipalities out of the four namely Thaba Chweu, Nkomazi and Mbombela. These sites were financed and access roads were upgraded. The objective was to provide enough space up to the year 2020. It seems the provisions made for the year 2020 was not enough due to a higher-than-expected death rate. This serves to indicate that the existing in-depth study must be urgently reviewed and updated to include Bushbuckridge Local Municipality as well.

5.4 INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE

This chapter articulates EDM's broad institutional framework in relation to the governance model and provides details on the roles and responsibilities of the constituents of the model. This includes the outline of the oversight arrangements of the Council, Administrative arrangements of EDM. Municipalities have a duty in terms of S152 (1) (a) to provide a democratic and accountable government for local communities. The hallmark of a democratic and accountable government is good governance characterized by political and administrative stability; functional governance and oversight committees; effective anti-corruption measures and functional Intergovernmental relations forums amongst others.

This section will therefore look at a number of internal systems as well as governance structures of the Municipality.

5.4.1 Performance Management

6 The Performance Management System is a key mechanism through which organizational and individual performance is measured to enhance attainment of the objectives of the Municipality. The Organizational Performance Management System is integrated with the strategic planning

process, linking the planned IDP priorities and objectives to key performance indicators and targets contained in the Service Delivery and Budget Implementation Plan (to be referred to as "the SDBIP").

Performance review is done in terms on planned activities and set targets on a quarterly basis. The Audit Committee plays an oversight role in ensuring that performance reports reflect a true representation of service delivery by the District Municipality. Accountability for the implementation of the planned targets is ensured through the signing of performance agreements with detailed performance plans. The Municipal Manager and General Managers' performance plans are informed by the SDBIP. The Individual Performance Management System aligns the duties of the other staff members to the job descriptions as well the strategic initiatives of the institution. The District Municipality has successfully implemented both the organizational and individual Systems, whilst only one of the Local Municipalities in the District, Bushbuckridge Local Municipality, implemented both Systems. As for Thaba Chweu Local Municipality, City of Mbombela Local Municipality and Nkomazi Local Municipality, the Organizational System has been implemented, but the Individual Performance Management System has not yet been implemented.

5.1.1 Monitoring And Evaluation

EDM re-established the Monitoring and Evaluation unit in 2014/15 FY. The objective of the unit is to link evaluation to planning

and budgeting processes. It aims to improve the quality of evaluation undertaken and ensures that evaluation findings are utilized to improve service delivery, planning and allocation of resources. The District Monitoring & Evaluation unit together with performance management unit seeks to provide management with information that is directly relevant and collected using scientific methods that conform to national standards. The information collected through monitoring and evaluation of the work done in the district can provide a scientific basis for decision –making and improve performance. The District M&E unit further seeks to address the use of evaluation to promote improved impact of the district programmes, at the same time increase transparency, accountability, relevance, effectiveness, efficiency and sustainability.

5.1.2 Audit Committee

To ensure good governance and compliance to Section 166 of the Municipal Finance Management Act No. 56 of 2003, EDM has established an Audit Committee which was subsequently appointed by Council. EDM maintained this good practice since the MFMA was enforced in 2003/04 financial year.

The current Audit Committee which comprises of five independent members was appointed by a Council, Resolution number A156/2016 and these members of which one is appointed as the Chairperson, forms an independent advisory body that operates within a Council approved Audit Committee Charter, the charter guides the manner in which the Committee operates in order to effectively provide advice to the municipal council, the political office bearers, the

accounting officer and the management staff of the municipality on matters relating to:-

- (i) Internal financial controls and internal audits;
- (ii) Risk management;
- (iii) Accounting policies;
- (iv) The adequacy, reliability and accuracy of financial reporting and information;
- (v) Performance management;
- (vi) Effective governance;
- (vii) Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation
- (viii) Performance evaluation; and
- (ix) Any other issues referred to it by the municipality.

The Audit Committee should meet as often as required but not less than four times a year to perform its functions, which among others includes the review of the financial statements to provide the Council of the municipality with authoritative and credible view of the municipality's financial position as well as to respond to the council on any issues raised by the Auditor General in the audit report. Through liaison with the Internal Audit Unit or external auditors, the committee should carry out such investigations as may be required into the financial affairs of the municipality. As contemplated in regulation 14(2)(c) of the Local Government: Municipal Planning and Performance Management Regulations of 2001, the EDM's Audit Committee serves as a Performance Audit Committee which on a continuous basis must review the Performance Information (performance measures) of the Municipality and in doing so, the committee should focus on economy,

efficiency and effectiveness and impact in terms of the performance indicators and targets.

In order to ensure that the required independence and objectivity of the Internal Audit Unit of the Municipality is at all times strengthened and maintained, the Internal Audit Unit functionally report on all its activities to the Audit Committee and administratively to the Accounting Officer of the Municipality. The Audit Committee must on an annual basis review and approve the Internal Audit Charter, Methodology, Risk-based audit plan and the three-year internal audit program. In order to effectively perform its oversight role on the governance issues of the Municipality the Audit Committee must review the reports submitted to it by the Internal Audit Unit and quarterly prepare a report with its recommendations to Council, the report will among others reflect on the implementation of the internal audit plan on matters relating to-

- (i) Internal Audits;
- (ii) Internal controls;
- (iii) Accounting procedures and practices;
- (iv) Risk and risk management;
- (v) Performance management;
- (vi) Loss control; and
- (vii) Compliance with the MFMA, the annual Division of Revenue Act and other applicable legislation.

5.1.3 Information Technology

Information technology is creating an enabling environment within which internal and

external communication takes place. Furthermore, the Municipality requires IT for a number of Systems which are required for purposes of planning, management, monitoring and reporting, such as the Financial Management System, Payroll, the Geographic Information System and the Performance Management System. To control vulnerabilities in terms of security of the IT Systems, the Municipality has adopted 26 IT policies which forms the Municipal Corporate Governance IT Framework. An IT Strategic Plan was developed to ensure efficient IT Systems in terms of hardware and software. The IT Section needs to have the capacity to implement these policies and strategies, both in terms of the number of staff members and the necessary skills. The IT function provides the Municipality with the maintenance of the Municipality's payroll and monthly payment of salaries, the provision and maintenance of the Municipality's internet and communications infrastructure and services, the provision and maintenance of the Municipality's internal telephony network and services and end-user support through and IT service desk.

5.1.4 Governance Structures

The legislative functions of Council include the approval of policies which governs the systems of Municipality, the Integrated Development Plan and the budget, which will provide resources to ensure the implementation of such. Council considers reports received from the Executive Mayor, debate such in multi-party Portfolio Committees and executes on oversight role.

5.1.5 Speaker Of Council

The Speaker of Council plays a coordination and management role with regard to the Section 79 Committees or Portfolio Committees. Other responsibilities of the Speaker, as per the legislative framework, includes the presiding over meetings of Council, ensuring at a minimum the quarterly meeting of Council and maintaining of order during such meetings. The Speaker also ensures compliance with the Code of Conduct for Councilors.

5.1.6 Chief Whip of Council

The role of the Chief Whip is pivotal in the overall system of governance in terms of sustaining cohesion within the governing party. The role of the Chief Whip includes the maintaining of sound relations with various political parties in Council, ensuring the proper representation of all political parties in the various committees, attending to disputes and building consensus between political parties.

5.1.7 Executive Mayoral Committee

The Executive Mayoral Committee is made up of the Executive Mayor and the Mayoral Committee, who are also Chairpersons of the Portfolio Committees. The Mayoral Committee ensures service delivery and strengthens the administration of the Municipality.

5.1.8 Portfolio Committees

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery of services, as planned per the Service Delivery and Budget Implementation Plan. The functions include the review, monitoring and evaluation of departmental policies, monitoring of the implementation of

departmental plans (as per the SDBIP) and reviewing performance reports on projects or programmes implemented.

List of Portfolio committees:

LED, Tourism and Rural Development

Disaster Management

Corporate Services

Finance and Supply Chain Management

Technical Services

Social Services and Transversal Programmes

Municipal Health Environmental Management

Apart from the Section 79 Committees, a number of Section 80 Committees have been established. These include the Municipal Public Accounts Committee, the Risk Management and Fraud Prevention Committee, chaired by an external Chairperson, and the Audit Committee.

5.1.9 Intergovernmental Relations

The Constitution of South Africa, 1996, provides the basis for intergovernmental relations between the three spheres of government; National; Provincial and Local. The principal of co-operative governmental and intergovernmental relations, as found in Section 41 of the Constitution, needs to be observed and adhered to by the three spheres in order to foster cooperative governance. This is to be done through the discourse of intergovernmental relations.

The Intergovernmental Framework Act, 2005, requires that all spheres of government effectively coordinate, communicate, align and integrate service delivery to ensure access to services. The spheres of government need to cooperate in order to coordinate the

implementation of policy and legislation. This will ensure coherent government, the effective provision of service, monitoring of the implementation of policy and legislation. This will ensure coherent government, the effective provision of services, monitoring of the implementation of policy and legislation and the realization of national priorities. The Municipality has adopted a coordinated process of intergovernmental relations, which is governed by the IGR Strategy of the Municipality.

Fraud And Prevention Policy and Response Plan

The Fraud Prevention Policy is intended to reinforce existing systems, policies, procedures, rules and regulations of EDM by preventing, detecting and reducing the impact of fraud. EDM fosters a zero tolerance to fraud. The policy statement states that all fraud will be investigated and followed up by the application of all remedial actions available within the full extent of the law as well as the application of appropriate prevention and detection controls which include financial and other controls. The Fraud Prevention Policy and Response Plan was approved and adopted by Council on 3 December 2008 Council Resolution No A231/2008.

5.1.10 Risk Management

In terms of section 62 (1)(c)(i) "the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure- that the municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control;"

The role of the service departments is to identify, review and manage their risks on an ongoing basis, making risk management an integral or natural part of the organizational processes and procedures. Risk management should be embedded in the organization, it becomes an intrinsic part of business planning and decision making - there is no direction taken without looking at potential risks. The objective of risk management is to assist management in making more informed decisions which:

Provide a level of assurance that current significant risks are effectively managed;

Improve operational performance by assisting and improving decision making and planning;

Promote more innovative, less risk averse culture in which the taking of calculated risks in pursuit of opportunities, to benefit the municipality is encouraged; and;

Provide a sound basis for integrated risk management and internal control as components of good corporate governance.

Status of Risk Management within the Ehlanzeni Municipality

The district comprises of four Local Municipalities, namely: City of Mbombela, Thaba Chweu, Nkomazi and Bushbuckridge Local Municipality and have these municipalities have established functional risk

management units, approved risk management enabling documents as follows:

- Risk Management strategy;
- Risk Management Policy;
- Risk Management and Fraud prevention committee charter;
- Fraud prevention strategy;
- Fraud prevention policy;
- Whistle blowing policy;
- Risk management implementation plan;
- Risk appetite Framework;
- RFPC Key Performance Indicators;
- Compliance calendar; and Risk Assessment report and register.
- Functional risk management and fraud prevention committees.

All members have been appointed by the accounting officers.

The following are the challenges experienced within the various Risk management units;

- Poor attendance by members during committees;
- Insufficient capacity within risk management units;
- Late approval of Risk management frameworks; and
- Inadequate implementation of risk management strategies by the Risk owners

The following interventions are implemented:

- Members are reported to the accounting officers for non-compliance;
- Through the district and provincial risk management forum support is provided to ensure adherence to timeframes;
- District developed a standard template with activities per quarter for the reporting of progress;
- Shared services for the independent chairperson for the City of Mbombela and Thaba Chweu local municipalities.

Ehlanzeni District Municipality has embarked on a strategic risk assessment process. A review of the municipal risks and associated potential risks was undertaken during the 2016/17 financial year. All risks were identified; their associated controls and risk mitigation plans were reviewed in preparation for the new financial year. The objective of these reviews is to ensure sustainability and continuous improvement in the management of risks and that appropriate and timely action is taken in response to the inevitable changes in the external and internal organizational environments.

The following strategic risks were identified for the Municipality:

- 1) Possibility of delivering inferior quality projects and services;
- 2) Impact of dreadful diseases on service delivery;

- 3) Lack of off-site storage for all records;
- 4) Failure to identify fraud, misappropriation and theft;
- 5) Non-conducive environment to render support to LM's;
- 6) Failure to promote the image of the municipality;
- 7) Ineffective governance structures (MPAC, AC, RFPC, Cluster & forums);
- 8) Untimely termination of partnerships;
- 9) Unstructured training programmes;
- 10) Non-adherence to OPM/IPM processes;
- 11) Non implementation of recommendations of benchmarking report;
- 12) Ineffective coordination of district economic growth programmes;
- 13) Failure to mainstream;
- 14) Inability to implement recommendations of the monitoring and evaluation; and

Non adherence to the IDP Framework and process plan.

Ehlanzeni District Municipality operates with limited resources which require much discipline and dedication in order to maximize the value from the resources at our disposal. Value is maximized when set clear objectives are set, appropriate strategies are developed, the intrinsic risks associated with such objectives and strategies are being

understood and direct effort and resources are being put towards managing the risks on cost-benefit principles. Risk management is an important mechanism for ensuring that things happen as they should. In reality, the process of managing risks is inseparable from that of managing for success – it is one and the same. Seen in this context it is therefore not surprising that risk management is considered to be a central part of Government's performance improvement initiatives.

Risk management is not a once off or periodic event. It is a continuous journey during which the Ehlanzeni District Municipality will continuously sharpen its response to the risks it faces by interrogating the completeness and accuracy of the risk register and the assumptions used to determine the priority of risks. Ehlanzeni District Municipality believes that its risk management process and system design are in line with internationally recognized best practices and provide for all internal and external forms of organizational risks. A key consideration in designing the process and system was to ensure that these become an integral part of management, with line managers taking full responsibility for managing all the risk that can affect their operations.

Incorporation Of Traditional Leaders

EDM held its first Traditional Leadership Summit on 3-4 June 2008. The objective of the summit was to get communities especially tribal authorities closer to government programmes so that they become partners and agents of service delivery in the district. The theme of the summit was dubbed as "Renewing our pledge, a district partnership, to build a better life for all". One of the key resolutions of the summit was that traditional leaders, chairpersons of development committees and

councillors should take lead and work together in delivering services to rural communities in the district to address there need to strengthen the structures in the district and involvement of traditional leadership as key stakeholders on matters of development especially in rural communities that live on tribal land. The District and the House of Traditional Leaders have elected 10 Traditional Leaders to sit/serve in the District Council meetings. The district continued to conduct training and capacity building programme for traditional leaders which included local economic development, planning, project management and leadership conflict management.

EDM is the first district in Mpumalanga to incorporate Traditional Leaders in its council seating [10 seats are reserved for Amakhosi]. By so doing partnership will be forged and also to encourage the participation of Amakhosi on matters of local government pertaining their areas and communities.

5.1.11 Communications, Marketing And Events

EDM's Communication unit is responsible for communicating the work of government to the people of Ehlanzeni, Mpumalanga Province, South Africa guided by the government communications and Information Systems (GCIS) communication Framework which is meant to support the political heads for the rest of the mandate period beginning from the 2016 to 2019. This is informed by the decision of the June 2014 National Cabinet Lekgotla, the State of the Nation address, State of the Province address and the Mid-Term Strategic Framework (MTSF) 2014-2019.

The unit provides communication support to 4 local municipalities under I.T (The City of Mbombela, Nkomazi, Thaba Chweu and Bushbuckridge) to ensure that government is talking with one voice.

The objectives set out by the unit and also indicated in the communication

- Fulfill constitutional and legal mandate and obligation of deepening democracy;
- Encourage public participation in government processes and policies;
- Encourage communication between the municipality and sector departments including amongst others community-based organizations, the Traditional Authorities and other important stakeholders;
- Co-ordination of government programs National, Provincial, Local and parastatals through Inter- Governmental Relations framework communications;
- To develop and maintain correct public perception on government services;
- To maintain good relations with the media by forging good relations;
- To publicize Ehlaleni District Municipality's programme of action as advised the Executive Mayor

Within our local municipalities, communication units have been established and are fully functioning with minor challenges that the district is attempting to assist on. Our local municipal communications units have successfully established their local communicator forums

Research has proven that communication has in modern times become a fundamental tool used by organizations to remain in touch with their clientele. In this light, the objective of this strategy is to ensure that the municipality does not lose touch with its constituency by ensuring that the principles of Batho-pele is advanced at all times.

SIYA DELIVER MANJE QUARTERLY JOURNAL

The district municipality in an effort to reach out to community and external stakeholders has introduced the Siya Deliver Manje (Quarterly journal). They are intended to disseminate valuable information on services rendered to the various localities during that quarter. This communication tool is receiving more attention due to its appealing nature and content which entails progress of key projects and programmes as prescribed in the Integrated Development Plan.

INTERNAL NEWSPAPER

On a monthly basis, internal staff is kept up-to date with activities taking place within the institution. Of course, the primary aim is that of aligning projects and programmes but also to ensure that everyone has the same understanding of the broader events and activities which may have serious implication on their work plan. In addition, the tool assists to communicate internal information (changes and planned functions) much faster to internal staff.

WEBSITE

EDM has officially launched a website which was long been awaited by many stakeholders. The primary objective is to increase collaboration with outside world in terms of quality services rendered.

Other objectives include the following:

- To reach the community within Ehlaleni District Area;
- To inform stakeholders, investors and the community in general about EDM;
- To increase brand awareness;
- Build an online community;

- To communicate projects and programmes that EDM is currently running;
- More critically to post adverts and documents of regulated by legislation such as IDP, Budget, Tenders, Forms, Vacancies, MPRA and Performance Management Systems.

5.2 SOCIAL DEVELOPMENT

5.2.1 Social Services

To lead and coordinate outcome 13 namely an inclusive and responsive social protection system which seeks to achieve developmental social welfare services. The Strategic goals of social development are namely:

- Integrated development social welfare services
- Comprehensive child and family care and support services
- Integrated developmental restorative services

SOCIAL SERVICES WELFARE PROGRAMME

The social welfare services focus on the social and economic development of individuals, families and communities. The programme social welfare services are composed by four (4) sub-programmes i.e., services to older persons, services to persons with disabilities, HIV and AIDS and social relief.

CHILDCARE PROTECTION PROGRAMMES

It is about the administration of the Children's Act no 38 of 2005. The placement of orphaned and vulnerable children in care namely: Child and youth care centres, places of safety, orphanages, foster care and adoption. It further provides for the regulation and

registration of care facilities like Early Childhood Development centres and drop-in centres. It further manages and coordinates the caregivers and funding of NPOs.

RESTORATIVE SERVICES PROGRAMME

It is the provision of integrated developmental social crime prevention and anti-substance abuse services to the most vulnerable in partnership with stakeholders and civil society. This further addresses the establishment and regulation of Rehabilitation centre, Juvenile centres and funding of NPOs. Social behaviour change programmes are conducted.

It further provides for Victim empowerment. There are centres established and programmes implemented in support of those who are survivors of abuse and violence.

The Department of Social Development has established a number of social service points throughout Ehlanzeni

District Municipality rural areas to provide the affected communities with access to the services which includes the roll-out of the social grants. The Department of Social Services through its service provider SASSA is busy attending to those areas still lacking these service points and eradicating the backlog in this regard.

KEY ISSUES OF MARGINALISED YOUTH GROUPS

Ehlanzeni District Municipality developed a youth development strategy with an aim of providing a framework that will guide the implementation of youth programmes within the district. The focus of the district youth strategy is mainly aligned with the national youth policy which has the following pillars:

- Education and Training;
- Health;
- Economic participation;
- Sports and Recreation;
- Environmental and Tourism;
- Science and Technology
- Strategic planning sessions for the South African Youth Council
- Youth camps for Ehlanzeni Youth partnership with the Department of culture, sports and recreation
- Teenage pregnancy programme in partnership with Youth of Christ;
- Graduation ceremony for the youth artisans who were trained in the previous financial year; and
- Artisan training in partnership with Mpumalanga Regional Training Trust.

5.2.2 Educational Facilities

The District Department of Education is responsible for advancing excellence in quality education provision. The district is further sub-divided into two District namely Ehlanzeni and Bohlabela.

Ehlanzeni refers to Nkomazi, Umjindi and Mbombela. It is sub-divided into 14 Circuits namely: Umjindi,

Mbombela, White River, White Hazy 1, White Hazy, Mgwenya, Nsikazi, Sikhulile, Nkululeko, Malelane, Khulangwane, Nkomazi East and Nkomazi West. Bohlabela refers to Thaba Chweu and Bushbuckridge. It is sub-divided into 16 Circuits namely: Mashishing, Sabie, Manyeleti, Dwarsloop, Thulamahashe, Greenvalley, Malvian, Agincourt, Mkhuhlu, Ximhungwe, Marite, Casteel, Lehukwe, Cottendale, Arthurseat and Shatale

5.2.3 Health Services

DISTRICT HEALTH STRATEGY

VISION

"A Healthy Developed Society"

MISSION

"To improve the quality of health and well-being of all people in the providing needs based, people, centered, equitable health care delivery system through an integrated network care service provided by a cadre or dedicated and well skilled Health workers"

The district has adopted Primary Health Care (PHC) as the main strategy for developing and promoting the health of Ehlanzeni communities, using the District Health System as the vehicle for facilitating its implementation. This means that services to be rendered to each community must necessarily be based on their needs; acceptable to them; and delivered in a manner that is accountable to them and with their full participation.

This strategy and system are a commitment to ensure that the systems and resources are in place. The district team together with the regional staff are committed to providing the necessary technical support to the districts to make the implementation of Primary Health Care a reality.

There is a District Health Management Team (DHMT) established. The DHMT strives to deliver primary health

care services on the basis of equal accessibility; building on existing structures; integrating the PHC programmes into an implementable package; optimizing the public-private sector mix; and empowering the users to participate in service provision and governance.

This aims at providing a high quality, compassionate and caring service founded on availability and accessibility of a well-organized referral network involving all levels of care, i.e., community, clinic, health care and hospital; availability of financial and material resources; provision of timely logistical support systems; and development of a culture that recognizes the health worker as an important resource. District Health Priorities are namely: National Health Insurance, HIV & AIDS, and Tuberculosis, Primary Health Care, and Maternal & Child Health, communicable and non-communicable diseases

5.2.4 Safety And Security

Crime in the municipal area is quite problematic and unacceptable. There are a number of social factors affecting the communities that has resulted in the increase of crime in the municipal area. Lack of adequate police stations and capacity within the existing ones has had a negative impact on the safety and security of the communities. The mostly high reported crime cases in the district are property related at 17.3% followed by social fabric types of crime at 7.4% and lastly violent related crimes at 2.3%. An average 41021 number of people is served by one police station in the district and one police official serving 1000 people (ISDF2006) This ratio does not take into account other constraints like human resource and other related resources.

RECREATIONAL PARKS AND FACILITIES

Most of the R293 towns in the district do have parks identified and set aside for this purpose. However, due to a lack of maintenance and lack of land-use management, these areas have tended to become slums informal settlements / waste dumps and as a result are not being used for their purpose.

In view of one of the province's flagships projects which is the "Greening Mpumalanga Flagship Programme", these

parks should be re-claimed as parks through maintenance, land-use management, capacity building for the communities and also to provide services infrastructure elsewhere (such as proper housing, waste sites.

There is a need for the development of sports and recreation facilities now that South Africa has infrastructure that attracts the hosting of world events. Ehlanzeni District Municipal area has a climate and weather similar to other countries that is suitable for foreign athletes, sports men and women, tourists, etc. The district is facing a major challenge on sports facilities, as nearly all the facilities in the rural areas are inadequate or not available. Facilities that are available in the urban areas also need refurbishment to meet the required national and international standards. The district has a responsibility to facilitate the development of more

Facilities in all the local municipalities to be able to meet the demand manifested by this tournament, with the exception of Mbombela Sports Stadium.

Disaster Management

The main purpose of the Ehlanzeni District Municipality Disaster Management unit is *inter-alia* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at the risk. Ehlanzeni District Municipality is primarily responsible for disaster management within its area of jurisdiction. In order to fulfil its primary mandate, Ehlanzeni District Municipality needs to adhere to the National Disaster Management framework, Provincial Disaster Management framework and the Disaster Management Act. The Municipal Council has adopted the district disaster

management framework with the following key performance areas namely:

- Institutional arrangement and capacity as part of the establishment of the disaster management centre;
- Disaster risk assessment;
- Disaster risk reduction;
- Response and Recovery with respect to the need to establish early warning systems;
- Information management communication;
- Education, training, public awareness and research;
- Funding arrangements for disaster risk management

The above cited KPAs and enablers should function as a single integrated system on a regular basis to produce an integrated solution to incident and disaster management.

EDM has experienced a host of disaster management challenges ranging from flooding, severe weather

formations, motor vehicle accidents. Predominantly some of these disasters are natural and other man-made. Nkomazi & Bushbuckridge Local Municipality is poised to be confronted with a host of Disaster Management challenges. Consequently, Disaster Management contingency planning with the requisite SOP (Standard Operating Procedures), have to be expedited. This demands a concerted and integrated effort from various stakeholders and sector to collectively craft and produce a multi-disciplinary process of planning and

implementation of disaster management procedures.

5.3 MUNICIPAL HEALTH

Ehlanzeni District Municipality – Municipal Health and Environmental Management department has been rendering minimal services when it comes to Environmental Management issues as the section was incorporated with Municipal Health Services. The Environmental Management unit came into effect from August 2016 with a total number of four employees who went through the Environmental Management Inspectors training in October 2016.

District Municipalities have the mandate to perform the following Environmental Management functions: Environmental Pollution Control which includes Air Pollution Control, Soil Pollution Control and Noise Pollution Control, Environmental Impact Assessments reports, Climate Change, Waste Management and Water Monitoring. The National audit by the Department of Health significantly highlighted the relevance of having the functions fully functional.

Regulations defining the scope of the profession of Environmental Health officer published under the Health Professions Act defines Environmental pollution control as one of the key functions of the profession, it is therefore under this function that environmental management unit must

execute its full functions as a separate unit from Municipal Health Services. Environmental Management Act also comes into effect as the mandate and powers of Environmental Management Inspectors (EMI's) are derived from the Act and its Specific Environmental Management Acts (SEMA'S). It is under this act that EMIs are designated and can perform their functions of compliance monitoring and enforcement.

EMI's play a significant role in securing the behavioral and economic changes that are necessary for achieving sustainable development through their compliance activities to environmental legislations. It is through this functions that the environment is protected and conserved for present and future generations. Section 24 of the Constitution of the Republic of South Africa empowers us as a unit to continue to venture for the full realization of the right to an environment that is not harmful to the health and well-being of South Africans and all those who live in it.

As an Environmental Management unit, we aim to potentially reduce the negative impacts on the environment by firstly identifying the potential polluting agents and sources of air, water and soil (land) pollution within the district. Developing sustainable indicators appropriate for monitoring the effectiveness of environmental management systems that are put in place.

The unit also aims to promote environmental awareness through the implementation of awareness campaigns to communities. The Department will provide leadership in environmental management, utilization, conservation and protection of ecological infrastructure. Local Government Municipal Structures Act. – Section 84: division of functions and powers between district and local municipalities.

5.3.1 Legislation

Constitution of the Republic of South Africa 200 of 1993, National Environmental Management Act 107 of 1998, National Environmental Management: Protected Areas Act 57 of 2003, National Environmental Management: Waste Act 59 of 2008, National Environmental Management: Air Quality Act No. 39 of 2004, National Environmental Management: Biodiversity Act No. 10 of 2004, Environmental Conservation Act 73 of 1989, National Water Act 36 of 1998, World Heritage Convention Act 49 of 1999, Municipal Structures Act 117 of 1998, Health Professions Act 56 of 1974, National Health Act 61 of 2003.

5.3.2 Mandate And Core Business

Environmental Management unit must perform its functions of compliance monitoring and enforcement, investigate any omission in case there is reasonable suspicion that an offence or breach of condition in terms of a permit or environmental authorization has occurred. The unit is mandated to perform its legislative functions in line with the National,

Provincial and Local legal framework and within its area of Jurisdiction (EDM).

The Department of Environmental Affairs is mandated to give effect to the right citizens to an environment that is not harmful to their health or wellbeing, and to have the environment protected for the benefit of present and future generations. To this end, the department provides leadership in environmental management, conservation and protection towards sustainability for the benefit of South Africans and the global community.

Environmental management consists of the following the Matic areas

CONSERVATION MANAGEMENT

(a) Land/Soil Management

- Promote and support implementation of Land Use Management strategies and system
- Support initiatives to rehabilitate and conserve arable land/ soil
- Support land/ soil conservation and pollution control initiatives, projects and programs that promote job creation and sustainable livelihoods e.g., land rehabilitation projects,
- Increase awareness and provide capacity building on importance of land/ soil management to community and stakeholders;
- Support programs and projects aimed at reduction of land degradation and soil erosion

(b) Water Management

- Initiate and support initiative to rehabilitate, conserve wetlands and water bodies

- Support initiatives and programs aimed at ensuring sustainable water use;
- Promote and support programs and projects for protection of wetlands and water sources;
- Initiate and support programs and projects aimed at reduction of water usage;
- Mitigation of identified or reported cases of water pollutions;
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal in wetlands and water bodies.
- Auditing of water treatment works and waste water treatment works

5.3.3 Pollution Control

ENVIRONMENTAL IMPACT ASSESSMENT (EIA)

- Commenting on proposed developments;
- Inspection and analysis of studies conducted on proposed developments;
- Community and stakeholder's capacity building and empowerment;
- Procedure manual Development and Review;
- Inter -sectoral collaboration programs and implementation of the EIA regulations

5.3.4 Air Quality Management

- Ehlanzeni District Municipality is currently a Licensing Authority for the Atmospheric Emission License in terms of the National Environmental Management: Air Quality Management Act. The district appointed one Air Quality Officer for all air quality related matters within the district.
- The district has developed an Air Quality Management Plan in 2019 and approved by council.

a) The district is responsible for:

Issuing of atmospheric emissions licenses (AELs);

Auditing of annual emissions reports from AEL holders;

Community and stakeholders' capacity building and empowerment;

Alignment of the EDM Air quality Management plan with the National and Provincial Air quality Management plans, policies and strategies

Adoption and implementation of Air quality Management plan, programs & projects to improve air quality;

Inclusion of EDM Air quality Management Plan in the integrated Development plan;

Support air quality projects and programs that promote job creation and sustainable livelihoods e.g., greening projects;

Improvement of inter sectoral collaboration and partnership through the Inter-Governmental Relations forums.

5.3.5 Climate Change

- Climate change mitigation programs and sectoral alignment;
- Environmental capacity building empowerment on climate change & greenhouse gases issues;
- Support initiatives, projects and programs that promote job creation and sustainable livelihoods;
- Community participation programmes;
- Inter-sectoral collaboration program and implementation of the national climate change response policies and strategies.

5.3.6 Waste Management

It should be noted that the National Environmental Management :Waste Act, Act 59 of 2008 was enacted in 2009. The purpose of this act is to reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological

degradation and for securing ecologically sustainable development. In terms of this act each municipality must develop an Integrated Waste Management Plan and include the Integrated Waste Management Plan in its IDP. Integrated Waste Management Plans is the initial strategic planning step in the overall planning for Waste Management.

Ehlanzeni District Municipality began with a Situation Analysis on the status quo with regards to Waste Management in the district. Currently as majority of the local municipalities in the district have finalized updating their Integrated Waste Management Plans, the district has also developed the Integrated Waste Management Plan for the District.

There is a currently huge gaps evident in the district with regards to providing collection in most of the local municipalities there are areas that are currently underserved. There is also a need for the district to provide support to Waste Minimization Activities to improve waste management in the district and divert waste to landfill to adhere to the principles of the waste hierarchy that is reflected in the National Waste Management Strategy and the Waste Act.

- The District Municipality has developed Integrated Waste Management Plan in 2017 and approved by council.
- Environmental Officers are responsible for monitoring of Waste Management Facilities, waste water treatment works within the district.
- Support Local Municipalities in waste related matters
- Law enforcement

- Monitoring the development and management of regional and local landfill sites;
- Monitor the landfill site management and collection strategies;
- *Monitoring the updating and implementation of the Local Municipalities Integrated Waste Management plan (IWMP).*
- Support waste management initiatives, projects and programs that promote job creation and sustainable livelihoods;
- Support Local Municipalities and other key stakeholders in terms of capacity building and awareness campaigns to improve waste management services such as collection and minimization strategies;
- Improvement of Inter-sectoral collaboration and partnership on working with waste through the Inter-Governmental Relations forums;
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal.

5.3.7 Biodiversity And Conservation

The partnership with the International Council for Local Environmental Initiatives (ICLEA) has afforded Ehlanzeni an opportunity to develop the Ehlanzeni Wetlands Report and mapped all the degraded wetlands within the district. through the Local Action for Biodiversity Program. The purpose of this initiative is to increase awareness on the importance of wetlands as one the most vulnerable ecosystems in South Africa as well as the impact of climate change on wetlands in the district. The district does not have a biodiversity specialist.

5.3.8 Compliance, Monitoring And Enforcement

- Monitoring compliance in terms of environmental management in local authorities as per National Environmental Management Act and its Specific Environmental Management Acts;
- Individual and joint routine and strategic inspections with other relevant authorities on environmental authorizations issued;
- Continuous update of the complaint's registers;
- Investigate on all complaints (environmental nuisance and incidents) received;
- Prompt response to complaints received;
- Follow up / feedback and closure on complaints received;
- Issuing of notices, directives and fines on all non-compliance's premises.

Municipal Health Services includes most of the Environmental Health services and includes the assessment, monitoring, correction, control and prevention of environmental health factors that can adversely affect human health. These services which are the responsibility of district and metro municipalities include but are not limited to water quality monitoring, food control, auditing of waste management, surveillance of premise, communicable disease control, vector control, environmental pollution control, disposal of the dead and chemical safety, all these functions are defined in terms of National Health Act, 2003 as functions of Municipal Health Services.

Currently Municipal Health Services are still experiencing challenges of a shortage of Environmental Health Practitioners for servicing the district. The shortage varies amongst the local municipal areas for e.g.: currently Mbombela has seven Environmental Health Practitioners Thaba Chweu and Nkomazi have one even though certain areas are serviced by the Provincial Department of Health. The ratio of the number of Environmental Health Practitioners providing Municipal Health Services in the district is below the required national standard of 1 Environmental Health Practitioner per population portion of 10 000 people as reflected in the National Environmental Health Policy of 2013. The District acknowledges the challenge with regards to staff shortages and is strategically prioritizing closing this gap and is in the process of developing a Municipal Health Services Strategic Plan.

Primarily the approach taken in delivering of Municipal Health Services is that of capacitating communities through creating awareness and providing information to communities. This is in line with National Governments

Plans of transforming the delivery of Health Services, Environmental Health Practitioners focus on the Developmental Approach equipping communities with information and awareness on municipal health matters. However, it needs to be highlighted that

there is still a need to utilize the law enforcement and compliance component as a support for ensuring municipal health services are delivered efficiently. For this reason, By Laws become essential as they provide an institutional mechanism and legal framework that promotes efficiency and assists the municipality in achieving its aims. Therefore, for this reason the district has prioritized finalization and promulgation of the Municipal Health Services Bylaws.

Since the coming into full effect of the National Environmental Management: Air Quality Act, 2004 District municipalities have been given the functions of Licensing Authority under this act. Currently as a result of capacity constraints the Department of Agriculture Rural Development and Environmental Affairs renders this function on behalf of the District Municipality through a Service Level Agreement.

Waste Management

It should be noted that the National Environmental Management : Waste Act, Act 59 of 2008 was enacted in 2009. The purpose of this act is to reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.

In terms of this act each municipality must develop an Integrated Waste Management Plan and include the Integrated Waste Management Plan in its IDP. Integrated Waste Management Plans is the initial strategic planning step in the overall planning for Waste Management.

Ehlanzeni District Municipality began with a Situation Analysis on the status quo with regards to Waste Management in the district. Currently as majority of the local municipalities in the district have finalized updating their Integrated Waste Management Plans, the district has prioritized development of the Integrated Waste Management Plan for the District.

There is a currently huge gaps evident in the district with regards to providing collection in most of the local municipalities there are areas that are currently underserved. There is also a need for the district to provide support to Waste Minimization Activities to improve waste management in the district and divert waste to landfill to adhere to the principles of the waste hierarchy that is reflected in the National Waste Management Strategy and the Waste Act. Ehlanzeni District Municipality will provide support to those LMs who still have not updated their IWMPs whilst also developing the District IWMP.

5.3.9 Environmental Management

Uncoordinated and informal settlement growth has led to pollution and the degradation of the natural environment. This has been compounded by inappropriate agrarian practices resulting in soil erosion and water pollution also as a result of ineffective

sanitation and waste removal systems. Reliance on wood as energy source has resulted in the degradation of trees in the area. Littering and inappropriate land use management activities have further degraded the natural environment. Non-compliance with spatial development framework and the non-availability of Land Use Management Schemes aggravates the issue.

The partnership with the International Council for Local Environmental Initiatives (ICLEA) has afforded Ehlanzeni an opportunity to develop the Ehlanzeni Wetlands Report through the Local Action for Biodiversity Program. The purpose of this initiative is to increase awareness on the importance of wetlands as one of the most vulnerable ecosystems in South Africa as well as the impact of climate change on wetlands in the district.

5.4 EDM INTERNAL SOCIAL SERVICES

5.4.1 Transversal Programs

OBJECTIVES OF THE UNIT

- To accelerate government's response towards issues of the marginalized groups;
- To mainstream issues of the marginalized groups into all processes, policies and programmes of the municipality;
- To ensure that issues of the marginalized are considered and prioritized in all planning and budgeting processes; and

- To advocate for the rights of the marginalized groups at the district level.

FORUMS AND INTERGOVERNMENTAL RELATIONS STRUCTURES OF THE UNIT

- Ehlanzeni District Municipality's Women's Council;
- Regional South African Youth Council;
- Ehlanzeni District Municipality's Disability Forum; and
- Social needs cluster (IDP)

KEY ISSUES OF MARGINALISED GROUPS

Ehlanzeni District Municipality developed a youth development strategy with an aim of providing a framework that will guide the implementation of youth programmes within the district. The focus of the district youth strategy is mainly aligned with the national youth policy which has the following pillars:

- Education and training;
- Health;
- Economic participation;
- Sports and Recreation;
- Environment and tourism; and
- Science and technology.

WOMEN AND GENDER DEVELOPMENT

The District Municipality launched a Women's Council Forum on an advisory capacity on women's programming. The terms of reference for the women are as summarized as follows:

- To improve the status of women in Ehlanzeni through the provision of sound strategic policy advice; represent women from all the

communities within the district and act on an advisory capacity in the municipality, advising and recommending to the Portfolio committee of the Transversal Programmes Unit.

Ehlanzeni District Municipality's Women's Council is a key structure in enhancing service delivery and equalization of opportunities for women in the district; provides advice to the MMC: Transversal Programmes for women's interests; develops submissions for consideration by the municipality and addresses priority issues in women's development such as economic empowerment, skills development, gender equality. Some of the issues addressed by the women's council are unemployment, poverty, economic empowerment and domestic violence and abuse against women in general.

The District Municipal Council adopted a reviewed gender strategy in 2012. The overall purpose of the strategy is to provide a framework that will serve as a guide for development of gender responsive programmes, projects, policies, and procedures within the District Municipality in transforming the status of women. The key outcome of the policy is to ensure the mainstreaming of gender in the broader planning agenda of the municipality.

CHILDREN

Children's Rights are enshrined in the Constitution of the Republic of South Africa. Departments are, therefore, obliged to translate the Constitutional Mandate into legislation, policies and

programmes at all spheres of Government to ensure that the human rights of children are meted out to South African children.

The areas of focus for children's right issues will be on early child hood development. Emphasis on education through the back to school campaigns, orphaned and vulnerable children, substance abuse and social education on teenage pregnancy, career guidance, health education, child trafficking, child protection and child participation through the national development plan.

In ensuring that children's rights issues are at the core of the district's municipality's programming, Ehlanzeni District Municipality allocated resources for implementing projects such as the champions for children in all four local municipalities, trained ECD practitioners in early childhood development and child abuse prevention. The municipality also partnered with ChildLine to strengthen educators on all child abuse related incidences. As the hub of information, the district municipality is conducting an analysis on all child related services provided by government, civil society and non- profit organization. As the central coordinating body of children's rights issues at district level, the district has an insurmountable task of ensuring the follows:

- Mainstream a child centered approach in governance service delivery processes;
- Build mainstreaming capacity;
- Advocate for and promote children's rights;
- Monitor and evaluate children's rights delivery;
- Review department/ municipal (IDP) policy and planning in line with Provincial CR Policy Framework;

- Review all policies, projects and programmes for their CR Implications;
- Coordinate progress reports regarding the implementation of programmes;
- Establish departmental/ municipal stakeholders forum on CR issues
- Establish systems and mechanisms within government for the delivery of services for children;
- Facilitate and coordinate child centered activities within the district; and
- Consult with children and ensure child participation on child related matters and when this is required

DISABILITY

Historically, disability issues have been addressed in a piecemeal, fragmented way. This has been one of the key factors contributing to the marginalization of disabled people and the dire poverty of the circumstances in which the majority are entangled in.

Ehlanzeni District Municipality has taken great strides in ensuring that disability issues are mainstreamed and addressed. A disability Summit was convened in 2012 with an aim of reviewing the District's Disability Strategy and to launch a disability forum for the district. Through the Disability Forum, Ehlanzeni District Municipality allocated resource for the operationalization of the forum, implementation of Disability programmes as follows:

- Annual general meeting for the disability forum;
- Economic empowerment summit;
- Sports day for disabled persons;
- Job readiness training programme; and
- Career Expo for disabled learners and out of school youth.

Responsibilities of the Disability Forum:

- The facilitation of the integration of disability issues into municipal development strategies, planning and programmes;
- The development of an integrated management system for the coordination of disability planning, implementation and monitoring in the various line functions at all municipalities in the district;
- The development of capacity building strategies that will enhance municipality's ability at all levels to implement recommendations contained in the district's integrated disability strategy; and
- A programme of public education and awareness raising aimed at changing fundamental prejudices in Ehlanzeni's societies and communities

Ehlanzeni District Municipality has done fairly well on the allocation of resources for disability programmes but still encounters a challenge in the compliance of Employment Equity Act with regard to the employment of disabled persons through cooperatives and through the procurement system. The district still does not have secondary schools for the blind and deaf, which will assist in meeting the minimum 2% of disabled persons being able to access full employment. They currently find themselves giving up prior secondary, due to many reasons such as a lack of secondary school facilities close by. Disabled persons are seriously affected by the scourge of HIV and AIDS due to a lack of information. The HIV and TB programmes have not yet

mainstreamed disability into its programmes. This is a challenge that needs to be taken into consideration.

CHAPTER 6

ORGANISATIONAL PERFORMANCE MANAGEMENT

This chapter reflects a high-level overview of the strategy of the District Municipality in terms of the strategic objectives, as well as detailed information on the performance of the Municipality in the previous five-year period – from FY2016/17 to FY2020/21.

It provides the reader with a status report on the implementation of outcomes-based targets, specifically highlighting areas of shortcomings identified and measures taken, or to be taken, to address such.

6.1 Strategic focus areas

Strategy is dynamic and reflects the thoughts and strategic intentions of an organization. When planning for the FY2016/17, the Municipality aligned its service delivery targets in terms of 15 strategic objectives, as reflected below:

STRATEGIC OBJECTIVE	INSTITUTIONAL PROGRAMME
SO1 - To improve the IDP standards of EDM and the LMs	Integrated development planning
SO2 - Mainstreaming of the marginalized groups	Mainstreaming
SO3 - Establish partnerships with private sector organizations which are beneficial to EDM (removed in FY2017/18)	Partnerships
SO4 - Deliver services and implement projects in line with the mandate of EDM	Service delivery and project implementation
SO5 - To create a conducive environment for district economic development and growth	Regional economic growth
SO6 - Support and monitor local municipalities in specific areas of need	Support to local municipalities
SO7 - Strengthen IGR and stakeholder relations	IGR and stakeholder relations
SO8 - Manage performance	Organizational performance management system Individual performance management system
SO9 - Implement monitoring and evaluation	Monitoring and evaluation
SO10 - Ensuring best institutional processes and systems through benchmarking, research and innovation (removed in FY2017/18)	Research and innovation
SO11 - Improve staff skills and development	Training and development of staff
SO12 - Improve internal and external communications	Communication, marketing and branding
SO13 – Manage ORGANIZATIONAL risk	Risk management
SO14 - Improve institutional transformation and development	Institutional development
SO15 - Ensure prudent financial management	Implementation of financial management practices

In planning for the financial year 2017/18, two strategic objectives were removed:

- “Establish Partnerships with Private Sector Organizations which are Beneficial to EDM” was removed due thereof that the mere establishment of a partnership was not viewed as an achievement, but rather the value which was to be added through the partnership after establishment thereof.

- The same argument led to the removal of the second objective, Ensuring Best Institutional Processes and Systems Through Benchmarking, Research and Innovation. It was removed in view thereof that a benchmarking engagement or research was also not regarded as performance, but rather the improvement of a specific process or system.

As from the FY2017/18 to the FY2020/21, the Municipality made use of thirteen strategic objectives. During the planning process for the five-year IDP for the FY2022/23 to FY2026/27, these objectives have been scaled down to a total of 7.

6.2 Performance of the District Municipality for the period FY2016/17 to FY2021/22

Looking at the performance of the District Municipality for the previous five-year period – from FY2016/17 to FY2020/21, the overall performance in terms of planned targets averaged a percentage of 83%. The FY2019/20, the year in which the Covid-19 pandemic broke out in South Africa, performance was at its lowest with 72% of key performance indicators achieved, whilst FY2018/19 showed the highest percentage of indicators being achieved – 93%.

The performance of the Municipality over the period is reflected in terms of the respective strategic objectives.

STRATEGIC OBJECTIVE 1: TO IMPROVE THE IDP STANDARDS OF EDM AND THE LOCAL MUNICIPALITIES

PROGRAMME: INTEGRATED DEVELOPMENT PLANNING

With the District Municipality mandated with the function of integrated development planning for the district as a whole, as well as playing a key role in terms of the implementation of the District Development Model, it is imperative that planning processes be informed by specialist studies. The drafting of the IDP has been done in compliance with the legislative framework during the period of review.

A total of **15 planning documents**, including strategies and (master) plans, have been developed or reviewed during this period, as indicated in the table below:

STRATEGY/PLAN	YEAR OF DEVELOPMENT OR REVIEW
Sanitation Master Plan (Nkomazi and Bushbuckridge LMs)	Developed FY2016/17
District HIV and TB Implementation Plan	Developed FY2016/17 Reviewed annually
Integrated Waste Management Plan	Developed FY2016/17
EDM Disaster Management Plan	Reviewed FY2016/17 and annually
District Energy Master Plan	Reviewed FY2017/18
District Roads Master Plan	Developed FY2017/18

Economic Sector Based Skills Development Strategy and Implementation Plan	Developed FY2017/18
EDM Spatial Development Framework	Reviewed FY2017/18
Air Quality Management Plan	Developed FY2018/19
District Integrated Transport Plan	Reviewed FY2018/19
Gender Strategy	Reviewed FY2018/19
Disability Strategy	Reviewed FY2018/19
Youth Strategy	Reviewed FY2018/19
Tourism Strategy	Reviewed FY2019/20
Children’s Rights Strategy Framework	Developed FY2019/20
District LED Strategy (in terms of DDM Implementation Plan)	Reviewed FY2020/21
Economic Recovery Plan (in terms of DDM Implementation Plan)	Developed FY2021/22

STRATEGIC OBJECTIVE 2: **MAINSTREAMING OF THE MARGINALIZED GROUPS**

PROGRAMME: **MAINSTREAMING**

An internal process of reporting on the issues of mainstreaming by all internal Departments has been measured by the KPI. It is still focussing on the number of consolidated reports on mainstreaming, which does not reflect on the success achieved by the Municipality in terms of ensuring that planning and implementation takes into consideration the issues of the marginalised groups. This information can be obtained from the consolidated reports and is a logical step in terms of reporting on outcomes.

Performance in terms of this indicator has been consistent, but has been affected by the national state of disaster in the FY2019/20 and the FY2021/22.

STRATEGIC OBJECTIVE 3: **DELIVER SERVICES AND IMPLEMENT PROJECTS IN LINE WITH THE MANDATE OF EDM**

PROGRAMME: **SERVICE DELIVERY AND PROJECT IMPLEMENTATION**

In line with the mandate of the District Municipality, indicators relating to Municipal Health and Disaster Management are planned for and reported on in terms of this strategic objective.

MUNICIPAL HEALTH SERVICES

Up to FY2018/19, an indicator on the submission of quarterly reports to the National District Health System was reported on. These reports contained information on all the key focus areas of Municipal Health Services. From then on, indicators have been used on the key focus areas themselves, which includes Municipal Health Surveillances on early childhood development centres, school facilities, clinic and hospital facilities, funeral undertakers and food premises. The Sampling Programme analysing microbiological and chemical samples in

the laboratory is a value add as it ensures safety of the community. The quality of water for human consumption and the quality of effluent in the water sources to monitor possible pollution are covered by this Programme. A total of 4227 microbiological and 227 chemical samples were analysed during the five-year period under review.

The Department has implemented a number of awareness campaigns on issues of food control, surveillance of premises, water safety, communicable disease control and handwash campaigns, in terms of which the Department has performed well. As from FY2019/20 the focus shifted from the implementation of awareness campaigns to routine operational procedures, such as inspections and testing of microbiological and chemical samples.

The performance on these indicators has been meeting the targets set, except in FY2019/20 and FY2020/21 when some of these facilities were not accessible due to the Covid 19-pandemic.

Due to the nature of the work of the Department, a number of indicators also showed an over-performance during the Covid-19 pandemic as response to the needs of the pandemic. Environmental management is also being addressed.

The staff complement of the Department is below the standard ratio of Environmental Health Practitioners to population figures; this has a direct bearing on the extent of the services delivered. The percentage of premises in Ehlanzeni District covered by the operational activities (inspections) has to be measured and reported on to give a true reflection on the delivery of municipal health services.

Data is being generated by the operational activities of the Department (e.g. the analysis of the microbiological samples) which may influence decision-making, e.g. the refurbishment of Water Treatment Works and Wate Water Treatment Works to be refurbished.

DISASTER MANAGEMENT

In terms of the delivery of disaster management services, the focus has been on both prevention of and response to disasters.

Disaster Risk Management and Public Safety Awareness campaigns have been implemented, with a total of 22 campaigns during the period under review. Services were also provided to ensure safety at sports and recreational events. Volunteers have been used throughout the district and quarterly assessments of these volunteers have been done. In terms of responding to disasters, a coordinating role was played in terms of the Joint Operations Committee and disaster relief material was provided as and when the need has arisen.

MAYOR'S BURSARY PROGRAMME

The Mayor’s Bursary Programme was also implemented consistently in the period under review. It is believed that this programme, which provided funding for students in need to improve their qualifications, played a key role in terms of improving the quality of life of such students and their immediate families.

STRATEGIC OBJECTIVE 4: CREATE A CONDUCTIVE ENVIRONMENT FOR DISTRICT ECONOMIC DEVELOPMENT AND GROWTH

PROGRAMME: REGIONAL ECONOMIC GROWTH

This strategic objective covers programmes and projects focusing on regional economic development, tourism development and rural development.

Programmes implemented under this strategic objective have supported individuals and cooperatives to become economically active. Such programmes included LED Outreaches, District Cooperative Engagements and Economic Summits where information was provided to SMMEs in terms of opportunities and key stakeholders were introduced. Programmes on farmer production support, support for guest houses in terms of grading requirements and a mentorship programme for SMMEs and cooperatives have also been implemented. During the period under review, 11 small scale farmers were supported by means of a structured support programme, 32 SMMEs and/or cooperative benefitted from a Mentorship Programme and 11 Guest houses were supported in terms of achieving grading requirements.

Exposure was given to tourist facilities through the coordination of/partaking in tourism promotion events. Border Post campaigns were held at Jeppe’s Reef and Lebombo Border Posts, a number of Trade Shows have been attended – in eSwatini, Gauteng Province and Western Cape Province – and the National Tourism Indaba was attended in KwaZulu-Natal.

Job creation through the EPWP-programme was an area of focus, and such programmes added value in terms of a number of areas: The City Improvement District programme provided a more aesthetically pleasing Central business district in Mbombela, the Safety Ambassador programme improved the safety of tourists in various areas in the District and Clean-up campaigns created a safer living environment for a number of communities. The Sector-based Skills Development Programme provided an opportunity of exposure in the workplace and necessary experience to a number of young people. A total of 1093 jobs were created through these programmes during the period under review.

As part of the Covid -19 and DDM Implementation Plan tools of trade and protective clothing were procured for distressed farmers and Phase 1 of the Kellar Park Refurbishment project (situated in Barberton) was completed.

STRATEGIC OBJECTIVE 5: SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED

PROGRAMME: SUPPORT TO LOCAL MUNICIPALITIES

The building of capacity within Local Municipalities to exercise their powers and functions where such capacity is lacking is a specific mandate of the District Municipality in terms of Section 83(3) of the Municipal Structures Act, 1998.

Different models were applied in terms of this programme during the period under review. During the FY2016/17 and FY2017/18 the Integrated Municipal Support Plan (IMSP), a model devised by COGTA in consultation with the sector departments and the District Municipalities, was implemented. The IMSP had shortcomings in that the majority of support initiatives was relevant to sector departments and not EDM. The model did not provide for targets in terms of timelines and was found wanting.

As from FY2018/19, Management resolved to include the issue of LM Support in the SDBIP of the Municipality. A realignment of the programmes which were not directly linked to the mandate of the Municipality was done. Such programmes were moved to this strategic objective, including social programmes for the marginalised groups, environmental management support and technical services projects implemented on request of the Local Municipalities.

Technical Forums have been established at Unit level in most of the Internal Departments, in terms of which support has been provided to the Local Municipalities. Support is also provided through the sharing of the Audit Committee and the Chairperson of the Risk and Fraud Prevention Committee with Thaba Chweu Local Municipality. The support provided through these technical forums or on request by Local Municipalities will not be included in this section, as this report reflects the pre-determined objectives in terms of support.

SOCIAL PROGRAMMES

Transversal programmes, focusing on the need of the vulnerable groups, have been implemented during the five-year period. 13 Disability projects were implemented as part of the Disability programme; 4 projects were implemented as part of the Elderly programme, 12 projects have been implemented on the Children's Rights Programme, 13 projects as part of the Women Empowerment Programme, 4 projects as part of the Gender Programme and 10 projects as part of the Youth programme. Worth noting is the two Jamborees which were held in the period under review; projects which have assisted in birth certificates and other legally required documents being issued which open the doors to school attendance and even social grants being paid to children. Other projects include 10 projects held as part of the Sports Development Programme to foster a healthy lifestyle.

In support of those living with HIV/TB, three Positive living conventions were held as well as an HIV Prevention Summit.

In order to keep the communities safe during the Covid-19 pandemic, 11 Covid-19 Workshops were held for Ward Committees in the FY2020/21.

ENVIRONMENTAL MANAGEMENT

The District Municipality has provided support to Local Municipalities by implementing Environmental Management, Waste Management and Air Quality Management Programmes. Air Emission Reduction Awareness and Climate Change Awareness Projects were done. In terms of Waste Management, Awareness programmes have been conducted, working tools were provided to waste pickers in Bushbuckridge Local Municipality (FY2020/21) and assessments of illegal dumping sites was conducted in the other three Local Municipalities.

LED/TOURISM SUPPORT PROGRAMME

Local municipalities have been supported on LED/Tourism Programmes on a number of areas. Support was provided to a number of Regional Tourism Organisations and Local Tourism Organisations.

FINANCIAL SUPPORT PROGRAMME

Support has been provided to the Local Municipalities in terms of financial management. This support programme has focused on the review of the Draft Annual Financial Statements for the Local Municipalities, prior to submission to the Auditor-General, and general financial management support to improve the audit outcomes.

INFRASTRUCTURE PROJECTS

The District Municipality provided support over the past five years to our Local Municipalities through the implementation of technical projects. Over the past five-year period, a total of **43 projects to the value of R 89 933 618** have been implemented. The table below depicts these projects as per the financial year of implementation.

PROJECT	EXPENDITURE	FY IMPLEMENTED
Maintenance and refurbishment of bulk sewer infrastructure	R 2,235,699	FY2016/17
Mashishing Reticulation Ext.8 Sewer Substation and Bulk Pipeline	R 2,763,444	FY2016/17
Maintenance and Refurbishment of Sigagule and Dingleydale Package Plants	R 2,779,585	FY2016/17
Highmast Lights installed in Bushbuckridge LM	R 2,216,848	FY2016/17
Refurbishment of Mhlathiplaas WWTW (Oxidation Ponds)	R 2,875,676	FY2016/17
Highmast Lights installed in Nkomazi LM	R 2,232,252	FY2016/17
Highmast Lights installed in City of Mbombela LM	R 2,203,159	FY2016/17
728kms of road Bladed & 42kms Re-gravelled	R6,601,063	FY2017/18
Refurbishment of Hectorspruit WWTW	R 2,313,040	FY2017/18
Refurbishment of Sethlare Water Package Plant	R 1,258,683	FY2017/18
1200m fencing installed at Mbombela Cemetery	R 1,154,690	FY2017/18
Bulk Sewer line in Mashishing Ext 6 installed	R 2,586,170	FY2017/18
Refurbishment of Boreholes in Nkomazi LM	R 1,394,522	FY2017/18
Sewer Network in Barberton Ext 11 installed	R 2,119,797	FY2017/18

PROJECT	EXPENDITURE	FY IMPLEMENTED
Boreholes augmentation at Leroro and Matibidi	R 1,641,769	FY2017/18
Draaikraal and Kiwi Water Supply Refurbishment; existing borehole tested and equipped and new borehole sited, drilled and equipped in Draaikraal.	R 887,885	FY2017/18
Upgrade of the Agincourt booster pump station	R3,311,199	FY2017/18
Rural Road Asset Management System (multi year)	R 6,961,474	FY2018/19
4 Boreholes refurbished in Nkomazi LM (Steenbok (2), Louieville and Ka-hhoyi)	R1,435,071	FY2018/19
Feasibility study compiled for Mhlatikop, Hectorspruit, Komatipoort and Tonga Sewer System	R 465,000	FY2018/19
Sewer Network installed in Barberton Ext 11	R 7,784,125	FY2018/19
Sewer package plant installed in Malelane Ext 21	R 985,642	FY2018/19
Barberton Ext 11 Sewer Network (VO1 Phase 1)	R2,092,442	FY2018/19
Mashishing Ext 2 & 6 Bulk Sewer (VO 1)	R1, 863, 559	FY2018/19
Sethlare Package Plant	R1,258,683	FY2018/19
Draaikraal/Kiwi Water Supply Refurbishment	R 612,114	FY2018/19
Designs for Sethlare Water Bulk Pipeline in Bushbuckridge LM	R 129,300	FY2019/20
Water Augmentation at Steenbok and Ka-Hhoyi Community in Nkomazi LM	R 1,739,324	FY2019/20
Designs completed for Bulk Water & Sewer Infrastructure in TCLM (Coromandel)	R 112,186	FY2019/20
Installation of high mast lights (City of Mbombela and Nkomazi LM)	R 1,787,000	FY2019/20
Rural Road Asset Management System	R 2,057,782	FY2019/20
Barberton Extension 11 Sewer Network	R 3,653,235	FY2019/20
Leroro, Matibidi Additional Borehole Augmentation	R 1,313,526	FY2019/20
Construction of sewer Package Plant Malelane	R 6,217,753	FY2019/20
Boreholes: City of Mbombela	R 802,165	FY2019/20
Refurbishment of Boreholes: Nkomazi LM	R 334,771	FY2019/20
Completion of Refurbishment of Bulk Water and Sewer Infrastructure in Coromandel (Phase 1)	R 2,166,235	FY2020/21
2 Boreholes drilled, equipped and completed at Makoko & Teka Takho (energizing outstanding)	R 603,254	FY2020/21
Borehole drilled at Mrepushi (chlorinator still to be installed)	R 397,009	FY2020/21
Construction of Sethlare Bulk Waterline	R 3,622,168	FY2020/21
Designs and technical report for Goromani Water Supply	R 122,690	FY2020/21
Completion of designs for office space for EDM	R 74,560	FY2020/21
Refurbishment of high mast lights in Thaba Chweu LM	R 800,051	FY2020/21

STRATEGIC OBJECTIVE 6: STRENGTHEN INTERGOVERNMENTAL RELATIONS AND STAKEHOLDER RELATIONS

PROGRAMME: IGR AND STAKEHOLDER RELATIONS

This strategic objective relates to the structures which play a role in the planning process, the most key of which is the IDP Representative Forum and the three Clusters – Good Governance and Administration, Social and Economic Growth and Infrastructure development. During the period under review, these structures had meetings regularly as per the IDP Process and Framework Plan, with minor disturbances because of the Covid 19-pandemic and the 2020 Elections. Electronic platforms were put to use to ensure consistent and effective meetings.

With the District Development Model driving planning since the FY2020/21, the District Development Council and the Workstreams (which replace the Clusters) have started to feature as key structures.

STRATEGIC OBJECTIVE 7: MANAGE PERFORMANCE

PROGRAMMES: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

This strategic objective relates to compliance in terms of the respective processes of the Organisational and the Individual Performance Management Policies and Systems. The Municipality has been doing well in terms of the compilation of the Service Delivery and Budget Implementation Plan, the quarterly performance reports (for the first and third quarters), the Mid Term Budget and Performance Assessment reports and the Annual Performance Reports, in terms of timeliness and quality.

However, performance of the Municipality has not been good in terms of timely completion of the performance appraisal processes of the Municipal Manager, the General Managers and the broader staff complement. The processes Are being done thoroughly but is often running late. Consistent training in terms of, and monitoring of these processes, are applied to remedy the situation.

STRATEGIC OBJECTIVE 8: IMPLEMENT MONITORING AND EVALUATION

PROGRAMME: MONITORING AND EVALUATION

This strategic objective relates to Evaluation of the outcomes and impact of projects and programmes implemented by the Municipality. Reporting on outputs planned for without considering the outcome/result of a service delivery initiative is restricting government to reflect on value for money and impact made on the life of beneficiaries. Reporting against outcome indicators and impacts or results is required, which requires the implementation of a result-based approach to planning and reporting;

The GIZ-funded support programme for EDM and the LMs on the Outcomes-based planning approach has been implemented during FY2020/21 in preparation of the planning processes for the five-year IDP. The planning model will require a medium-term outcome target (five years) and will align with the current planning, budgeting and reporting reforms as per Circular 88 in terms of the MFMA. The focus will be on the implementation of a result chain model for planning.

Project verification has been planned for since FY2020/21 and has been done diligently. The purpose of the verification is also to get an understanding of the background to and the methodology of the project.

STRATEGIC OBJECTIVE 9: IMPROVE STAFF SKILLS AND DEVELOPMENT

PROGRAMME: TRAINING AND DEVELOPMENT OF STAFF

This strategic objective focuses on the training and development of staff, as per the Personal Development Plans and the Workplace Skills Development Programme, as well as the internal bursary programme.

The Municipality has achieved an overperformance on what has been planned with the KPI on implementation of the skills development programmes as planned in terms of the PDPs. An overperformance, as from the FY2017/18, is mostly ascribed to training programmes offered by other stakeholders and the successful coordination of the attendance of such by staff members. A total of 136 workplace skills programmes had been implemented during the period under review.

STRATEGIC OBJECTIVE 10: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS

PROGRAMME: COMMUNICATION, MARKETING AND BRANDING

This strategic objective focuses on meeting the compliance requirements with regard to the Annual Report of the Municipality, making information public and the marketing of events hosted by the Municipality. Performance reported on radio slots to give publicity to events and the marketing of the institution through articles has been fully effective and meeting the compliance requirements in terms of the municipal web site gives assurance that information is being made available to the public.

Very relevant to the current environment within which the Municipality is operating, is the assessment of the vulnerability of the security of ICT Systems and the implementation of a virtual document management system.

STRATEGIC OBJECTIVE 11: MANAGE ORGANIZATIONAL RISK

PROGRAMME: ORGANIZATIONAL RISK MANAGEMENT

The strategic objective focuses on risk management, a vital process in terms of the successful implementation of planned processes of the Municipality.

It has to be acknowledged that the Municipality has taken a brave step in the FY2017/18 to move from an indicator measuring the number of risk management reports compiled to an indicator which measures the % of implementation of risk mitigating measures/mechanisms. The Municipality has maintained a high average standard of performance in terms of the implementation of the mechanisms identified in the strategic register, namely 94% for the period under review.

STRATEGIC OBJECTIVE 12: IMPROVE INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

PROGRAMME: INSTITUTIONAL DEVELOPMENT

The strategic objective focuses on the outreach programmes by the Office of the Executive Mayor and the Office of the Speaker. Outreach programmes refers to engagements with communities, ward councillors, councillors,

Traditional Leaders and other stakeholders for the purpose of giving feedback on municipal projects, obtaining information/community needs, handing over of completed projects, handing over of goods, sharing municipal plans on service delivery and creating awareness to stakeholder, etcetera. The target groups include Senior Citizens, Scholars, Disabled, Women and Youth and Traditional leadership.

During the period under review, a total of 7 Speaker's Awareness Campaigns were held, 9 Speaker's Outreach Programmes and the water pump system at Siftokotile High School were refurbished in terms of a Mayoral outreach on Hotspot areas. A total of 14 Mayoral Outreach Programmes were held which include target audiences of Youth, Women, the Disabled, Senior Citizens, Back to School Outreach Programmes and Heritage Outreach Programmes.

STRATEGIC OBJECTIVE 13: ENSURE PRUDENT FINANCIAL MANAGEMENT

PROGRAMME: IMPLEMENTATION OF FINANCIAL MANAGEMENT PRACTICES

This programme focuses on compliance requirements with regard to budgeting (preparation, implementation and reporting), procurement reports, standard processes in terms of reconciliations, the time frame allowed for payment of invoices and the drafting and implementation of the audit action plan. Performance has met the required standard for all key performance indicators.

In conclusion to the report, the performance of the Municipality in terms of achieving the targets set on key performance indicators per financial year is reflected below:

In the FY2016/17; 87% of key performance indicators were achieved;
In the FY2017/18; 83% of key performance indicators were achieved;
In the FY2018/19; 93% of key performance indicators were achieved;
In the FY2019/20; 72% of key performance indicators were achieved; and
In the FY2020/21; 80% of key performance indicators were achieved.

It should be noted that the Covid-19 pandemic affected the functionality of the Municipality during the financial years 2019/20 and 2020/21.

6.3 Prescribed Key Performance Indicators

Apart from the key performance indicators contained in the Service Delivery and Budget Implementation Plan for the period under review, there are indicators which are prescribed to be reported on. These indicators will be reflected in this section:

LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In terms of Section 120 of the Municipal Systems Act, 2000 (Act 32 of 2000), the Minister may promulgate regulations pertaining to planning and performance management. The Local Government: Municipal Planning and Performance Management Regulations, 2001 were published under Regulation 796 and prescribes general key performance indicators to be part of the reporting system of the Municipality, in terms of Section 43 of the Act. This section provides for the Minister of COGTA to prescribe and regulate key performance indicators to local government.

The General KPIs which municipalities have to report on, are as follows:

- a) The percentage of households having access to basic level of water, sanitation, electricity and solid waste removal;
- b) Percentage of households earning less than R1100 per month with access to free basic services;
- c) The percentage of a municipality’s capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality’s IDP;
- d) The number of jobs created through the municipality’s LED initiatives including capital projects;
- e) The number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality’s employment equity plan;
- f) The percentage of a municipality’s budget actually spent on implementing the workplace skills plan;
- g) The financial viability of the Municipality, expressed in terms of specific ratios.

Not all of these indicators are relevant to the District Municipality, as they measure service delivery targets which are not the mandate of the District. Those that are relevant, are being reported on annually in the annual report, but will not form part of the Service Delivery and Budget Implementation Plan of the Municipality as they are not service delivery indicators but rather status indicators.

INDICATORS PILOTED IN TERMS OF ADDENDUM 2 OF THE MFMA CIRCULAR 88 FOR THE 2021/21 MTREF

National Government initiated a process to review, rationalize and streamline the reporting arrangement of Municipalities in an attempt to remedy challenges experienced within the local government environment. Such challenges include the lacking of outcome indicators, the number of indicators being too high, indicators not being strategic, duplicated indicators, fragmentation and insufficient coordination of management and reporting of performance information.

Addendum 2 to Circular 88 was published on 17 December 2020 to provide an update to all municipalities on the preparation of statutory planning and reporting documents required for the 2021/22 MTREF cycle. Section 4 of the said Circular is specifically dealing with the development and application of the Circular 88 indicator set to the intermediate cities, the districts and the local municipalities. Indicators have been categorized in terms of levels of readiness for the different categories of municipalities. Tier 1 and Tier 2 indicators relevant to the District Municipality have to be reported on, as well as the compliance questions and compliance indicators.

Planning for and reporting on the applicable set of indicators contained in the appendices to Addendum 2 of Circular 88 is required by all District and Local Municipalities as a pilot project. These indicators are annexed only to the IDP and the SDBIP, as the Municipality is not to be audited in terms thereof. The purpose with implementation of such indicators as a pilot project is to allow for processes and systems to be set in place before the promulgation of the indicators, in terms of Section 43 of the Municipal Systems Act, 2000 (Act 32 of 2000). The setting of baselines before or on 31 July 2021 was required and quarterly reporting to COGTA has to be done.

The planning process for the IDP for the FY2022/23 to FY2026/27 has put more focus on result-based planning. Outcome indicators will be devised for implementation, as well as the setting of medium-term targets. Once fully implemented and measured, the Municipality will be able to report on results or outcomes, apart from reporting on the outputs planned for in the Service Delivery and Budget Implementation Plan (the SDBIP).

Below is a table reflecting the indicators which are currently being reported on quarterly, as per the reporting template of COGTA. It needs to be indicated that a number of the indicators in the table above is not applicable to the District Municipality as it does not relate to services delivered as part of the mandate of the District Municipality. The indicators are not being reported on.

OUTPUT INDICATORS	
REFERENCE NO.	INDICATORS
WS1.11	Number of new sewer connections meeting minimum standards
WS1.11(1)	(1) Number of sewer connections to consumer units
WS1.11(2)	(2) Number of new sewer connections to communal toilet facilities
WS2.11	Number of new water connections meeting minimum standards
WS2.11(1)	(1) Number of new water connections to piped (tap) water
WS2.11(2)	(2) Number of new water connections to public/communal facilities
WS3.11	Percentage of callouts responded to within 24 hours (sanitation/wastewater)
WS3.11(1)	(1) Number of callouts responded to within 24 hours (sanitation/wastewater)
WS3.11(2)	(2) Total number of callouts (sanitation/wastewater)
WS3.21	Percentage of callouts responded to within 24 hours (water)
WS3.21(1)	(1) Number of callouts responded to within 24 hours (water)
WS3.21(2)	(2) Total water service callouts received
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed
TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed
TR6.12(2)	(2) Kilometres of surfaced municipal road lanes
TR6.13	KMs of new municipal road lanes built
TR6.13(1)	(1) Number of kilometres of surfaced road lanes built
TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time
TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported
TR6.21(2)	(2) Number of potholes reported
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents
FD1.11(1)	(1) Number of structural fire incidents where the attendance time was less than 14 minutes
FD1.11(2)	

OUTPUT INDICATORS	
REFERENCE NO.	INDICATORS
	(2) Total number of distress calls for structural fire incidents received
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area
LED1.11(1)	(1) R-value of operating expenditure on contracted services within the municipal area
LED1.11(2)	(2) Total municipal operating expenditure on contracted services
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED1.21(1)	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme
LED1.21(2)	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiative
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services
GG6.11(1)	(1) R-value of operating budget expenditure on free basic services
GG6.11(2)	(2) (2) Total operating budget for the municipality
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process
LED3.31(1)	(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award
LED3.31(2)	(2) Total number of 80/20 tenders awarded as per the procurement process
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission
LED3.32(1)	(1) Number of municipal payments within 30-days of complete invoice receipt made to service providers
LED3.32(2)	(2) Total number of complete invoices received (30 days or older)
GG1.21	Staff vacancy rate
GG1.21(1)	(1) The number of employees on the approved organisational structure
GG1.21(2)	(2) The number of permanent employees in the municipality
GG1.22	Percentage of vacant posts filled within 3 months
GG1.22(1)	(1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy
GG1.22(2)	(2) Number of vacant posts that have been filled
GG2.31	Percentage of official complaints responded to through the municipal complaint management system
GG2.13(1)	(1) Number of official complaints responded to according to municipal norms and standards
GG2.13(2)	(2) Number of official complaints received
GG4.11	Number of agenda items deferred to the next council meeting
GG4.11(1)	(1) Sum total number of all council agenda items deferred to the next meeting
GG5.11	Number of active suspensions longer than three months
GG5.11(1)	(1) Simple count of the number of active suspensions in the municipality lasting more than three months
GG5.12	Quarterly salary bill of suspended officials
GG5.12(1)	(1) Sum of the salary bill for all suspended officials for the reporting period

COMPLIANCE INDICATORS	
REFERENCE NO.	INDICATORS
C1 (GG)	Number of signed performance agreements by the MM and section 56 managers:
C2 (GG)	Number of Executive Committee or Mayoral Executive meetings held
C3 (GG)	Number of Council portfolio committee meetings held

C4 (GG)	Number of MPAC meetings held
C5 (GG)	Number of recognised traditional leaders within your municipal boundary
C6 (GG)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters
C7 (GG)	Number of formal (minuted) meetings - to which all senior managers were invited-held
C8 (GG)	Number of councillors completed training
C9 (GG)	Number of municipal officials completed training
C10 (GG)	Number of work stoppages occurring
C11 (GG)	Number of litigation cases instituted by the municipality
C12 (GG)	Number of litigation cases instituted against the municipality
C13 (GG)	Number of forensic investigations instituted
C14 (GG)	Number of forensic investigations conducted
C15 (GG)	Number of days of sick leave taken by employees
C16 (GG)	Number of permanent employees employed
C17 (GG)	Number of temporary employees employed
C19 (GG)	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings
C20 (ENV)	Number of permanent environmental health practitioners employed by the municipality
C21 (ENV)	Number of approved environmental health practitioner posts in the municipality
C22 (GG)	Number of Council meetings held
C23 (GG)	Number of disciplinary cases for misconduct relating to fraud and corruption
C24 (GG)	Number of council meetings disrupted
C25 (GG)	Number of protests reported
C27 (GG)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
C28 (GG)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
C31 (GG)	Number of approved posts in the municipality with regard to municipal infrastructure
C32 (GG)	Number of positions filled with regard to municipal infrastructure
C33 (GG)	Number of tenders over R200 000 awarded
C34 (GG)	Number of months the Municipal Managers' position has been filled (not Acting)
C35 (GG)	Number of months the Chief Financial Officers' position has been filled (not Acting)
C36 (GG)	Number of vacant posts of senior managers
C37 (GG)	Number of approved posts in the treasury and budget office
C38 (GG)	Number of filled posts in the treasury and budget office
C39 (GG)	Number of approved posts in the development and planning department
C40 (GG)	Number of filled posts in the development and planning department
C41 (GG)	Number of approved engineer posts in the municipality
C42 (GG)	Number of registered engineers employed in approved posts
C43 (GG)	Number of engineers employed in approved posts
C44 (GG)	Number of disciplinary cases in the municipality
C45 (GG)	Number of finalised disciplinary cases
C46 (ENV)	Number of approved waste management posts in the municipality
C47 (ENV)	Number of waste management posts filled
C48 (EE)	Number of approved electrician posts in the municipality
C49 (EE)	Number of electricians employed in approved posts
C70 (FD)	Number of volunteer responders in the service of the municipality
C71 (LED)	Number of procurement processes where disputes were raised
C72 (FD)	Date of the last municipal Disaster Management Plan tabled at Council
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders

C77 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
C78 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
C79 (LED)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
C89 (GG)	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum
C90 (ENV)	Date of the last Climate Change Needs and Response Assessment tabled at Council
C91 (ENV)	Date of the last Climate Change Response Implementation Plan tabled at Council

COMPLIANCE QUESTIONS	
No.	QUESTIONS
Q1	Does the municipality have an approved Performance Management Framework?
Q2	Has the IDP been adopted by Council by the target date?
Q3	Does the municipality have an approved LED Strategy?
Q4	What are the main causes of work stoppage in the past quarter by type of stoppage?
Q5	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
Q6	When was the last scientifically representative community feedback survey undertaken in the municipality?
Q7	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
Q9	Does the municipality have an Internal Audit Unit?
Q10	Is there a dedicated position responsible for internal audits?
Q11	Is the internal audit position filled or vacant?
Q12	Has an Audit Committee been established? If so, is it functional?
Q13	Has the internal audit plan been approved by the Audit Committee?
Q14	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
Q15	Does the internal audit plan set monthly targets?
Q16	How many monthly targets in the internal audit plan were not achieved?
Q17	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?
Q18	What economic incentive policies adopted by Council does the municipality have by date of adoption?
Q19	Is the municipal supplier database aligned with the Central Supplier Database?
Q21	What is the organisational location of the disaster risk management function within your municipality? (Specify the placement and highest level filled post within it).
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
Q23	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
Q24	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
Q25	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?

6.4 Auditor General Response 2020/21 Financial Year

FINANCIAL YEAR	FINDING
2020/21	Unqualified with no matters
2019/20	Unqualified with no matters
2018/19	Unqualified with matters
2017/18	Unqualified with matters
2016/17	Unqualified with no matters
2015/16	Unqualified with no matters
2014/15	Unqualified with no matters
2013/14	Unqualified with no matters
2012/13	Unqualified with no matters
2011/12	Unqualified with no matters
2010/11	Unqualified with no matters
2019/10	Unqualified with no matters

CHAPTER 7

7.1 Final 2022/23 Budget

DESCRIPTION	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025
REVENUE	-R 302 206 513	-R 311 056 684	-R 322 850 597
EXPENDITURE			
COUNCIL REMUNERATION	R 18 870 357	R 19 700 652	R 20 587 182
SALARIES AND WAGES	R 168 378 566	R 175 955 602	R 183 873 604
GENERAL EXPENSES	R 103 295 985	R 95 516 326	R 91 892 629
TOTAL EXPENDITURE	R 290 544 908	R 291 172 580	R 296 353 414
OPERATIONAL (SURPLUS)/DEFICIT	-R 11 661 605	-R 19 884 103	-R 26 497 183
CAPITAL EXPENDITURE	R 26 916 000	R 22 275 000	R 28 417 000
ADD BACK DEPRECIATION CHARGE	-R 12 069 823	-R 12 612 965	-R 13 180 548
LESS DBSA LOAN CAPITAL PORTION	R 9 580 684	R 10 538 574	R 11 592 236
ADD: VAT REFUNDS & LOAN REFINANCING	-R 12 500 000		
(SURPLUS)/DEFICIT	R 265 256	R 316 507	R 331 506
OPERATING SURPLUS %	4%	6%	8%

2022/23 CAPITAL BUDGET					
PROJECT DESCRIPTION	MUNICIPALITY OR REGION	DEPARTMENT	2022/23	2023/24	2024/25
Rural Road Asset Management System	EHLANZENI	Technical Services	R 2 516 000	R 2 525 000	R 2 617 000
Purchase of plant and equipment		Finance	R 300 000	R 300 000	R 300 000
Purchase of furniture and fittings		Finance	R 300 000	R 300 000	R 300 000
Purchase of motor vehicles		Finance	R 500 000	R -	R -
Purchase of Computer Equipment and Softwares		Finance	R 3 000 000	R 3 000 000	R 4 000 000
Upgrade of IT Network Infrastructure		Finance	R 250 000	R 500 000	R 500 000
Provision of Additional Office Space		Technical Services	R -	R 3 000 000	R 5 000 000
Purchase of Infrastructure Design System		Technical Services	R 400 000	R 250 000	
Upgrade of Incident Command Vehicle ICT Infrastructure		Social and Disaster Mngt.	R 600 000		
Upgrade of DMC ICT infrastructure		Social and Disaster Mngt.	R 1 000 000	R 1 200 000	
TOTAL	TOTAL ALLOCATION		R 8 866 000	R 11 075 000	R 12 717 000
Umjindi Economic Development Zone	CITY OF MBOMBELA	LED & Tourism	R 1 000 000	R 700 000	R 3 700 000
Purchase of By-Law Enforcement Equipments		Finance	R 1 300 000	R -	R -
Potholes Projects		Technical Services	R 3 500 000		
	TOTAL ALLOCATION		R 5 800 000	R 700 000	R 3 700 000
Malelane Ext 21 sewer package plant - fencing ,guardhouse and operator's house	NKOMAZI	Technical Services	R 500 000	R 1 000 000	

	TOTAL ALLOCATION		R	500 000	R	1 000 000	R	
Wastewater Treatment Works Improvement Programme	THABA CHWEU							
Road Rehabilitation Programme		Technical Services	R	4 000 000	R	3 000 000	R	4 000 000
Planning for Establishment of Fire Station		Technical Services	R	6 000 000	R	6 500 000	R	8 000 000
Customer Relations Mangement System		Technical Services	R	150 000	R	-	R	-
	TOTAL ALLOCATION	Finance	R	600 000				
			R	10 750 000	R	9 500 000	R	12 000 000
Refurbishment of Boreholes	BUSHBUCKRIDGE							
		Technical Services	R	1 000 000	R	-	R	-
	TOTAL ALLOCATION		R	1 000 000	R	-	R	-
TOTAL BUDGET			R	26 916 000	R	22 275 000	R	28 417 000

CHAPTER 8

2021/22 DRAFT STRATEGIC ORGANIZATIONAL LAYER (SDBIP)

8.1 EDM's Service Delivery & Budget Implementation Plan (SDBIP)

Annexure Attached

CHAPTER 9

9.1 EDM's and Sectors Departments Draft Projects and Programmes

DEPARTMENT: MUNICIPAL HEALTH SERVICES & ENVIRONMENTAL MANAGEMENT										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
Education, Skills and Health	Lack of vector control management unit in the district	To provide effective vector control services in the district	Vector control Programme	EDM Communities	Established Vector Control Management Unit at EDM.		June 2024	70 000	65 100	66 402
								EDM		Funded
Education, Skills and Health	Increased spread of communicable diseases within the district	To reduce the rate of spread of communicable diseases within the district	Global hand wash awareness / communicable diseases awareness programme.	EDM Communities	Number of Hand wash awareness campaigns /communicable diseases awareness conducted.	1	6 Hand wash awareness campaigns /communicable diseases awareness conducted.	350 000	325 500	332 010
								EDM		Funded
Education, Skills and Health	Mushrooming of illegal food premises and selling of illicit food products within the district	To improve Food Safety and prevent the sale of illicit food products.	Food control awareness campaign	EDM Communities	Number of food control awareness campaigns held	2	12 food control awareness campaigns held	48 000	44 640	45 533
								EDM		Funded
Education, Skills and Health	Non-compliance of facilities with the Environmental	To render equitable municipal	Health surveillance of premises (inspection of	EDM Communities	Percentage of Facilities/premises that are complying		% of compliance according to	Opex	Opex	
								EDM		Funded

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DEPARTMENT: MUNICIPAL HEALTH SERVICES & ENVIRONMENTAL MANAGEMENT										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		Funded /Unfunded
								2022/23	2023/24	2024/25
	WWTWs which are not being operated according to approved standards.	are complying with the set standards.				chemical sample	and 176 chemical samples by 2025			
Education, Skills &Health	Lack of accredited Laboratory within the district	To get the laboratory Accredited in the district to improve level of compliance through law enforcement.	Accreditation of the EDM Laboratory	Community of EDM	Accreditation of EDM laboratory		To have completed phases 3 to 5 of the accreditation plan.	R10 000 000	R10 000 000	R 1 000 000
			Waste Disposal Programme					R2M	-	-
									EDM	Funded

DEPARTMENT: CORPORATE SERVICES:												
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS												
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2022/23	2023/24	2024/25		
Management of Employees performance	Inability to Manage Performance of employees Through the Individual Performance Management Systems leading to Poor performance	To implement and maintain the IPMS	Individual Performance Management System	EDM officials	Moderation and Completion of the relevant prior financial year performance appraisal	Completion of the 2020/21 FY IPMS performance appraisal	100% appraisal of employees	1000 000	1200 000	1400 000	EDM	
		To recognise performing employees and departments	Performance Recognition & Awards	EDM Officials	Number of Performance Award held	5 Performance Awards	1 Performance Award held by 30 June 2023	R16 000	R16 320	R16 646	EDM	Funded
Building a capable state	There is a need to address the skills gaps particularly among young people by improving access to tertiary education and ensure job opportunities	To assist deserving young people in gaining access to quality tertiary institutions	Mayoral Bursary fund	External students from all 4 LMs	10 Qualifying students awarded bursaries in each financial year		50 deserving students from disadvantaged backgrounds having achieved a tertiary qualification by 30 June 2026	R400 000	R410 000	R 420 000	EDM	

DEPARTMENT: CORPORATE SERVICES:												
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS												
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
Building a capable State	There is a need to strengthen the communication s programme of the district with its external stakeholders on service delivery matters.	To create a platform for accountability on all EDM activities taking place in all the 4 Local Municipalities on a quarterly basis	Siyadeliwer Manje (External newsletter) Placing editorial articles on local newspapers	EDM and All LMs	Number of external articles placed and circulated			560'000	600'000	640'000	EDM	
		Improve image of the institution	Marketing & Publicity	EDM			EDM Branding	R700 000	R651 000	R664 020	EDM	Funded
	There is lack of relations with media houses.	To strengthen relations with media houses	Media networking sessions	EDM	To strengthen relations with media houses		1 x Media Networking Session Per Year	R140 000	R130 200	R132 804	EDM	Funded
	There is a need to strengthen the communication s programme of the municipality.	To create a platform for information sharing, civic education, accountability, promotion of EDM activities and programmes on service delivery	Media networking session	EDM	To strengthen relations with EDM stake holders		8x Media Awareness Campaigns held by 30 June 2023	0			EDM	

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DEPARTMENT: CORPORATE SERVICES:												
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS												
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
		matters through articles/ flyers and radio stations.										
Building a capable state	Poor Participation /engagement of IGR Stakeholders	To Improve stakeholder relations and Service delivery	Coordinating of the Executive Mayors Forum	All Municipalities	Number of Executive Mayors Forum Coordinated	2 meetings per Quarter	60 Meetings	35 000	40 000	45 000		
			Coordinating of the Municipal Managers Forum	All Municipalities	Number of Municipal Managers Forum Coordinated	2 meetings Per Quarter	60 Meetings	35 000	40 000	45 000		
			Coordination of Good Governance and Administration Work Stream	All Municipalities	Number of Good Governance and Administratio n Work Stream	3 meetings per Quarter	60 Meetings	R100 000	R93 000	R94 860	EDM	Funded
	Lack of Integrated planning in Bench Marking Programmes National and International Relations	To Promote Learning Exchange Exercises; twinning agreement; and to attract Investment	Centralization of Bench marking Programmes (inbound and out bound)	All Municipalities	Number of Benchmarking programmes coordinated within the Organisation	2 bench marking programme coordinated (2021/2022 F) 6 Awareness program	10 Benchmarking Programmes/ National and International (Inbound and out Bound)	R100 000	-	-	EDM	Funded

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: CORPORATE SERVICES:										
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS										
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		Source
								2022/23	2023/24	2024/25
	execute the district mandate of support to local municipalities in areas of need	to municipalities, learning best practices and promote proper enforcement of law			litigation matter against the Local Municipalities and the District		Forum / Workstream meetings held by 30 June 2027			
	Failure to comply, implement and monitor service level agreements (SLAs) between stakeholders and service providers	To ensure that all contracts of EDM and Stakeholders are properly implemented in line with respective compliances.	Formalised Service Level Agreements	EDM/Stakeholders and LMs	Accurate implementation as per terms of the agreement on projects/programmes		Formalised SLAs and Review for all contracts between EDM and Stakeholders	Opex	Opex	EDM
	There are services rendered by the district which some are mandatory i.e., Municipal Health Services. However, implementation thereof is a	To have enforceable bylaws in place and increased revenue base.	By laws development and Review Development and approval of the Fine Schedule Development of Air Quality Management By laws	EDM/Stakeholders and LMs	Promulgated by-laws Approved fine schedules/finance list Law Enforcement Officers		Review Municipal Health Bylaws and develop Air Quality By laws and ensure that the fine schedules are approved by	Opex	Opex	EDM

“A District Municipality that provides Impactful service delivery to its communities”

DEPARTMENT: CORPORATE SERVICES:												
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS												
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
	challenge due to lack of approved schedule of fines, leading to the concerned department not able to execute the function fully.						the Magistrates.					
	There is a need for the municipality to undergo an organizational review process	To mitigate the salary related costs and to also align the plan with the Municipal Staff Regulations of 2021	Repositioning of the EDM Organizational Structure	EDM	Workplace Skills Assessment Report	2020 Organizational Structure	To have the horizontal transfer process concluded by 31/10/2022 and all critical and funded positions filled.	R1m	R-	R-	EDM	Funded

DEPARTMENT: DISASTER MANAGEMENT AND SOCIAL SERVICES										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
	management Act				Risk Assessment					
	Deliver services and implement projects in line with the mandate of EDM	to improve the functionality of the DMC and satellite centres	refurbishment of the DMC ICT infrastructure and LMs connectivity	ALL LM's	Number of reports on the refurbishment of the DMC ICT infrastructure and LMs connectivity	None	Fully functional Disaster Management Centre	1400000	800000	450000
	The SASREA Act stipulates how safety issues at events must be addressed.	To increase the safety public events	Safety at sports and recreational events	All LMs	Number of reports on support provided	Assessment reports on disaster management of all LMs	4 reports on support provided	R50 000	R46 500	R47 430
	Non-compliance with the Disaster management Act	to build capacity of DM centre in EDM and LM's	Volunteer Programme	All LMs	Number of DM Volunteers assessment reports	None	recruitment of 10 DM Volunteers	R300 00	R279 000	R284 580
	The National Disaster Management Framework stipulates clear guidelines on how disaster response should be executed.	To connect all LMs Disaster Satellite Centres connectivity	Disaster Satellite Centres Connectivity	All Local municipalities	Number of reports on the satellite centre connectivity	4 Reports	4 reports	400 000	440 000	480 000

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DEPARTMENT: DISASTER MANAGEMENT AND SOCIAL SERVICES										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
	governance structures	making in terms of HIV & TB		Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	training sessions held		by 30 June 2027			
	Uncoordinated planning process and delivery of social services	To increase awareness and percentage of people tested for HIV by commemorating World AIDS Day	World AIDS Day	3 Local municipalities and 1 City in Ehlaleni i.e., Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	Number of World AIDS Day commemorations	5	5 World AIDS Day commemorations held by 30 June 2027	R75 000	R69 750	R71 145
	Uncoordinated planning process and delivery of social services	To increase awareness and percentage of people screened and Treated for TB by commemorating World TB Day	World TB Day	3 Local municipalities and 1 City in Ehlaleni i.e., Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	Number of World TB Day commemorations	1	5 World TB Day commemorations held by 30 June 2027	R75 000	R69 750	R71 145
	Uncoordinated planning process and	To coordinate the event to capacitate the	Positive Living Convention	3 Local municipalities and 1 City in	Number of positive Living Conventions	5	5 Positive Living Conventions	R75 000	R69 750	R71 145

DEPARTMENT: DISASTER MANAGEMENT AND SOCIAL SERVICES										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
	delivery of social services	infected and affected on coping in living with the positive HIV status		Ehlanzeni i.e., Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	Held		held by 30 June 2027			
	Lack of capacity in planning for HIV & TB response by governance structures	To strengthen and maintain the functioning of the District AIDS Council structures	District AIDS Council	3 Local municipalities and 1 City in Ehlanzeni i.e., Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	Number of District AIDS Council Meetings held	20	20 District AIDS Council Meetings held by 30 June 2027	R85 000	R79 050	R80 631
	Lack of capacity in planning for HIV & TB response by governance structures	To strengthen and maintain the functioning of the District AIDS Council structures	District Technical Working Group	3 Local municipalities and 1 City in Ehlanzeni i.e., Nkomazi, Thaba Chweu, Bushbuckridge and City of Mbombela	Number of Technical Working group meetings held	20	20 District Technical Working Group meeting held by 30 June 2027	R 32 000	R29 760	R30 355
	Lack of capacity in planning for HIV & TB response by	To strengthen and maintain the functioning of the District	Civil Society Forum	3 Local municipalities and 1 City in Ehlanzeni i.e.,	Number of Civil Society Forum meetings held	40	40 Civil Society Forum Meetings held	R 60 000	R55 800	R56 916

DEPARTMENT: DISASTER MANAGEMENT AND SOCIAL SERVICES
KPA:
ALIGNMENT TO MANIFESTO:
TOTAL NUMBER OF JOBS CREATED:
OUTCOME:9

100

DEPARTMENT: OFFICE OF THE EXECUTIVE MAYOR											
KPA:											
ALIGNMENT TO MANIFESTO:											
TOTAL NUMBER OF JOBS CREATED:											
OUTCOME:9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget	Source	Funded /Unfun ded	
								2022/23			2023/24
	There is a need to address the challenges of children that are vulnerable and are in need of school uniforms	To assist deserving children with school uniforms	Back to school Mayoral Outreach	600 qualifying school children to be donated with school uniform by 30 June 2025	Number of Mayoral Back to School Outreach Programme	3 Mayoral Back to School Outreach by 30 June 2022	9 x Mayoral Back to School Outreach by 30 June 2025	R200 000	R204 000	R208 080	Funded
	There is a need for the state of the district address by the Executive Mayor	To have a state of the district address in each financial year	State of the District Address (SODA)	Ehlanzeni District Municipality Citizens	Number of State of the District address hosted	1 State of the district address by 30 June 2022	3x State of the district address by 30 June 2025	R100 000	R102 000	R104 040	Funded
	There is a need to identify Hotspot areas within the district	To assist in hotspot areas that needs an urgent intervention	Hotspot outreach programme	All four local municipalities	Number of hotspot outreach programme conducted	1 Hotspot outreach by 30 June 2022	All four local municipalities	R600 000	R612 000	R624 240	Funded
	There is a need for provision of food parcels to child headed homes and the disabled	To give deserving families social relief parcels	Provision of food parcels	1200 deserving families to be provided with food parcels by 30 June 2025	Number of Households to receive food parcels	500 food parcels distrusted to household by 30 June 2022	Child headed families and people living with disabilities	R800 000	R816 000	R832 320	Funded
	There is a need to have Mayoral Imbizo to	To promote good governance through	Mayoral Imbizo	All four local municipalities	Number of Mayoral Imbizos to be conducted	New KPI	All four local municipalities	R300 000	R306 000	R312 120	Funded

DEPARTMENT: OFFICE OF THE SPEAKER												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2022/23	2023/24	2024/25		
Social cohesion and safe communities	There is poor relationship between traditional councils and municipal councils which affect planning for effective service delivery	To improve working relations between traditional leaders and municipalities	Interface with traditional councils	ALL LMS	Improve working relations resulting in effective planning together for effective service delivery in 14 gazetted Traditional Councils	14 traditional council have been gazetted for Ehlanzeni District Municipality and four Councils are visited per annum	12 interface sessions with traditional councils	R200 000	R204 000	R208 080	EDM	Funded
Social cohesion and safe communities	None participation of communities in the affairs of the municipalities	To maximise community participation in the affairs of the municipality	Speakers outreach program	ALL LMS	Hold 20 outreach program in LMs in order to the improve community involvement in the affairs of the municipalities	The office of the speaker is holding at least 4 outreach programs per annum	12 Outreach programs	R400 000	R408 000	R416 160	EDM	Funded
A capable, ethical and developmental state	Poorly capacitated ward committees render community/pub lic participation	To strengthen public participation through capacitated and effective ward committees	Public participation programs (Monitoring and support of ward committees)	ALL LMs	To implement 80 monitoring and support programs resulting in the building of capacity of	Currently 16 monitoring sessions of ward committees are held per annum and	48 monitoring and support programs	R400 000	R408 000	R416 160	EDM	Funded

DEPARTMENT: OFFICE OF THE SPEAKER									
KPA:									
ALIGNMENT TO MANIFESTO:									
TOTAL NUMBER OF JOBS CREATED:									
OUTCOME:9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23	Funded /Unfunded
	reporting on the work of ward councillors and ward committees compromise the integrity and trust of municipalities in the eyes of the service delivery recipients				and EDM account on the public participation program	report of the district forum are accounted to the provincial fora			
Social cohesion and safe communities	Inconsistent sitting of council	To promote good governance	Council meetings	ALL LMs	4 ordinary council sitting per year	4 ordinary council meetings per annum	12 ordinary Council meetings	R200 000	Funded
Social cohesion and safe communities	There is a growing division within communities and high disregard of the traditions and heritage of indigenous origin	To improve and strengthen social cohesion through promotion of indigenous heritage, knowledge and practices	Imimemo	14 Traditional Councils	To provide financial support to all the traditional councils that are gazetted under EDM	Currently R30000 is allocated to a traditional council gazetted under EDM	All traditional councils that are gazetted who submit request to be supported	R208 080	Funded
A capable, ethical and developmental state	Poor services delivery projects and	To strengthen oversight role of council over the	MPAC oversight role	ALL LMs	To oversight the executive function on	MPAC established and its members	Oversight the executive function	R700 000	Funded

DEPARTMENT: ORGANISATIONAL PERFORMANCE MANAGEMENT UNIT									
KPA: Institutional Transformation and development									
ALIGNMENT TO MANIFESTO: Bring Integrated Government Closer to the People & Fight Corruption and End Waste									
TOTAL NUMBER OF JOBS CREATED: The Unit is not in a position to create jobs; an Intern has been appointed and is being capacitated in terms of Organisational Performance Management.									
OUTCOME 9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23	Funded /Unfunded
Priority 1: A Capable, Ethical and Developmental State; Consolidating the social wage through reliable and quality basic services	Insufficient capacity in terms of skills and HR to implement a Performance Management System meeting the required standards	To build capacity and skills within the LMs to improve the Audit Outcomes of Local Municipalities in terms of Predetermined Objectives	OPM Technical Support	Local Municipalities	Number of technical support sessions held	New KPI	2 of technical support sessions held	R20 000	Funded
Priority 1: A Capable, Ethical and Developmental State; Consolidating the social wage through reliable and quality basic services	Inability to identify a change made as a result of the projects/programmes implemented by the District Municipality	To determine the change affected by projects/programmes implemented in order to identify of shortfalls / challenges and mechanisms to improve planning and implementation processes.	Project evaluation	Beneficiaries of the project	Number of project evaluations held	New KPI	2 project evaluations held	OPEX	EDM

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DEPARTMENT: ORGANISATIONAL PERFORMANCE MANAGEMENT UNIT									
KPA: Institutional Transformation and development									
ALIGNMENT TO MANIFESTO: Bring Integrated Government Closer to the People & Fight Corruption and End Waste									
TOTAL NUMBER OF JOBS CREATED: The Unit is not in a position to create jobs; an Intern has been appointed and is being capacitated in terms of Organisational Performance Management.									
OUTCOME 9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget	Funded /Unfunded
Priority 1: A Capable, Ethical and Developmental State; Consolidating the social wage through reliable and quality basic services	Inability to properly define and implement root causes and mechanism for under-performance on set targets	To improve performance by implementation of the mechanisms identified to address the root causes for underperformance	Implementation of processes of the OPM System (SDBIP, Performance Agreements, Quarterly Performance reviews and performance appraisals)	Communities in the District	Signing off of SDBIP within 28 days after approval of the budget	SDBIP signed off within 28 days	SDBIP being signed off within 28 days after adoption of the budget	R100 000 Tech-nical support on QPR System	R 94 860 Tech-nical support on QPR System
								R148 800 Mid Term Lekgotla	R151 776 Mid Term Lekgotla
								R20 000 Conferenc es	R18 972 Conferenc es
					Number of quarterly performance reviews conducted	4 quarterly performance reviews conducted	4 quarterly performance reviews conducted by 30 June		
					Number of the Annual Appraisals of the MM and the GMs conducted	6 appraisals conducted	7 Annual Appraisals of the MM and the GMs conducted		

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DEPARTMENT: Strategic Services – Geographical Information Systems												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9 RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT												
LOCAL GOVERNMENT SYSTEM												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/U nfunded
								2022/23	2023/24	2024/25		
					Infrastructure Capture Plan							
	Outdated GIS strategy	Review GIS strategy	GIS strategy	EDM	Number of GIS strategy reviewed	2019 GIS strategy	GIS strategy with Three- year Implementation on plan.	R 400 000	R 1 000 000	R 1 300 000	EDM	
	Outdated Land Ownership data	To update the district land parcel ownership.	Land Audit	EDM and LM's	Updated Land ownership\Au dit	2015 Land Audit Report	Detailed district wide land Ownership.	R3 000 000	R 0	R 0	EDM	
	Promote GIS Shared Services	GIS Committee forum	Coordination of the EDM GIS Steering Committee Forums	EDM and LM's	Number of GIS Committee forums held	GIS Committee forums FY2021/22	Strengthen the GIS usage and sharing of best practices through GIS steering committee forums	R40 000	R45 000	R45 000	EDM	
	Insufficient Usage of GIS within local Municipalities	Support to Local Municipalities	GIS support to LM's	One LM	Number of LM's supported on GIS services.	GIS Application developed in FY 2021\22	Improved usage of GIS and improve service delivery.	R 500 000	R550 000	R550 000	EDM	

“A District Municipality that provides Impactful service delivery to its communities”

DEPARTMENT: RISK MANAGEMENT											
KPA:											
ALIGNMENT TO MANIFESTO:											
TOTAL NUMBER OF JOBS CREATED:											
OUTCOME:9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Funded /Unfun ded
								2022/23	2023/24	2024/25	
	compliance to annual risk management calendar due	ensure that institutional risks are identified and aligned to the strategic objectives			conducted as per risk management calendar	during the 2019/20 FY	conducted by 30 June 2025				
Fight corruption and strengthen the State	Lack of platform for information sharing for risk practitioners causing poor implementation of risk management	To facilitate the platform for information sharing, best practices and effective risk management	District Risk Management Forum	District-wide	Number of Risk Management Forum meetings held as per prescribed requirements	2 Risk Management Forum meetings held during the 2019/20 FY	2 Risk Management Forum meetings held by 30 June 2025	30000	35000	40000	EDM
Fight corruption and strengthen the State	Failure to support Local Municipalities in their specific areas of need due to unwillingness by LMs	To provide support to LMs on institutional matters through request from LMs	LM Support	District-wide	% Request from LMs attended/resp onded to as per prescribed requirements	100% request from LMs were attended during the 2019/20 FY	100% of request from LMs attended/resp onded for LM Support by 30 June 2025	OPEX	OPEX	OPEX	EDM
Fight corruption and strengthen the State	Project and programmes not achieved due to poor management of risks	To facilitate the process of risk mitigation through quarterly risks	Risk Register	District-wide	% Implementation of quarterly risk mitigation strategies	98% implementation of quarterly risk mitigation	100% implementation of quarterly risk mitigation strategies as	OPEX	OPEX	OPEX	EDM

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: RISK MANAGEMENT									
KPA:									
ALIGNMENT TO MANIFESTO:									
TOTAL NUMBER OF JOBS CREATED:									
OUTCOME:9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23	Funded /Unfun ded
		updating of risk register				strategies during the 2019/20FY	per planned activities in the risk register by 30 June 2025	2023/24	
								2024/25	

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: STRATEGIC PLANNING: IDP											
KPA: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT											
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE											
TOTAL NUMBER OF JOBS CREATED: SUPPORT UNIT											
OUTCOME 9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Funded /Unfun ded
								2022/23	2023/24	2024/25	
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	5 Year IDP Development	EDM & LMs	Number of council approved IDP's by 30 June 2022		District developed IDP and adopted by council	Opex	Opex	Opex	
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	In-depth studies	EDM & LMs	Number of in- depth studies conducted as part of integrated development planning		Conduct in- depth research studies to complete planning gaps	R120 000	R111 600	R113 832	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	IDP Strategic planning Lekgotla	EDM & LMs	Number of Strategic planning sessions held		2 x Organizational Strategic planning Lekgotlas held	R450 000	R418 500	R426 870	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	District Development Model Technical Lekgotla	EDM & LMs	Number of DDM Technical Lekgotla's held		3 x DDM Lekgotla's held	R800 000	R800 000	R800 000	Unfund ed

DEPARTMENT: STRATEGIC PLANNING: IDP											
KPA: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT											
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE											
TOTAL NUMBER OF JOBS CREATED: SUPPORT UNIT											
OUTCOME 9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Funded /Unfunded
								2022/23	2023/24	2024/25	
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	IDP Managers Forum	EDM & LMs	Number of IDP Managers Forums held		6 x IDP Managers Forums	R30 000	R27 900	R28 458	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	IDP Planning Forum	EDM & LMs	Number Planning forums		1 x Planning forum	R30 000	R27 900	R28 458	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	IDP Representative Forum	EDM & LMs	Number of IDP Rep Forums		3 x IDP Rep forum	R90 000	R83 700	R85 374	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3 spheres of Government	To ensure integrated planning processes which will result in improved service delivery	IDP Municipal Support	EDM & LMs	% Request from LMs attended/resp onded to as per prescribed requirements	100% request from LMs were attended during the 2019/20 FY	100% of request from LMs attended/resp onded for LM Support by 30 June 2025	R50 000	R46 500	R47 430	Funded

“A District Municipality that provides Impactful service delivery to its communities”

DEPARTMENT: SPATIAL PLANNING									
KPA:									
ALIGNMENT TO MANIFESTO:									
TOTAL NUMBER OF JOBS CREATED:									
OUTCOME:9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23	Funded /Unfunded
Environmental Sustainability and Resilience	Climate change is a world-wide phenomenon and it influences and affects all aspects of the population of the earth, including the communities in Ehlanzeni District	To compile a district wide climate change Assessment and Response Plan	District Municipal Climate Change Vulnerability assessment and Response plan	EDM and LM's	Approved District Municipal Climate Change Plan	1	1 Approved Climate Change Response Plan	250 000	Funded
	Water is a finite resource and there is a constant competition between various land uses and role players for access to and use of this very important resource	To implement the approved Water Resource Strategy for EDM /LM-areas	A Water Resource Strategy supporting: Rural Development Corridor, Nodal and Zone Development	EDM & LM's				2 300 000	
	There is an ongoing conflict between	Implementing the approved	Harmonization Strategy on mining, tourism,	EDM & LM's				1 000 000	EDM
								1 500 000	
								500 000	
								500 000	

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: SPATIAL PLANNING												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
	different Land Uses, competing for scarce and limited resources with no co-ordination between sectors	Land-Use Strategy	agriculture & Human settlement									
	There is a need to protect and reserve and conserve land and other scarce resources for future expansion	Implement the proposals of the approved Protected Areas Expansion Strategy	EDM's Protected Area Expansion Strategy	EDM & LMs				500 000	300 000	300 000	EDM	
	There is a lack of co-ordinated Sport and Recreation facilities in the Rural Areas of EDM	To implement the approved EDM District Sport, Recreation and Social Services Plan	A District plan for sport, Recreational and Social Services in EDM	EDM & LMs				1 500 000	500 000	300 000	EDM	

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: SPATIAL PLANNING												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
	Poor coordination of strategies to curb down the rate of Land Grabs (Land Invasion)	Facilitate the establishment of Land Invasion Committees to coordinate enforcement and Consensus.	Facilitation of a Land Summit Indaba and development of Programmes	EDM & LMs				600 000	400 000	500 000	EDM	

DEPARTMENT: INTERNAL AUDIT												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
Fight corruption and strengthen the State	Non-adherence to requirements of section 165 of the MFMA, 56 of 2003	Ensure the provision of Internal Audit Services and report on matters relating to internal control, risk management, performance management and compliance to legislation	Internal Audit Plan (Internal Audit Engagements)	Ehlanzeni District Municipality	Number of Reports submitted on the Implementatio n of Internal Audit Plan	Quarterly submission to Audit Committee for the 2020/21 financial year.	4 Reports per annum	OPEX	OPEX	OPEX	EDM	Funded
Fight corruption and strengthen the State	Non- adherence to requirements of section 166 of the MFMA, 56 of 2003	To provide oversight role and advice the municipal council, political office bearers the accounting officer and management staff of the municipality.	Shared Audit Committee	Ehlanzeni District Municipality and Thaba Chweu Local Municipality	Number of Audit Committee Reports submitted to Council	Bi-Annually Submission to Council for the 2020/21 financial year.	2 submissions annually	650 000	700 000	750 000	EDM	Funded
Fight corruption and strengthen the State	Ineffective Internal Audit	To provide support to Internal Audits	Municipal Support	District-wide	Number of Municipal Support	Quarterly submission for the	4 Submissions per annum	300 000	350 000	400 000	EDM	Funded

“A District Municipality that provides Impactful service delivery to its communities”

DEPARTMENT: INTERNAL AUDIT									
KPA:									
ALIGNMENT TO MANIFESTO:									
TOTAL NUMBER OF JOBS CREATED:									
OUTCOME:9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23	Funded /Unfun ded
	support to Local Municipalities	Units in the Local Municipalities			Reports submitted to the Audit Committee	2020/21 financial year.			

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
		activation programme								
	High rate on unemployment of unskilled labour	To have one recycling project implemented through collaboration with EDM partners (IUCMA & Barberton mines)	EDM recycling plant	EDM	Number of recycling projects implemented	4	1	R500 000	R550 000	R600 0000
	High rate on unemployment amongst graduates within Ehlanzeni District	To partner with private sector and sector departments through skills development, work experience and employment opportunities	Sector Based Skills Development Program through EPWP	EDM	Number of work opportunities created	50	50	R92 241	R94 086	R95 968
	Lack of strong IGR and stakeholder relations	To facilitate the district wide EPWP Forum	EPWP Forum	EDM	Number of EPWP Forum meetings held	3	3	R8 212	R8 376	R8 544
	Inadequate support for small scale farmers	To support small scale farmers within the district.	Farmer production support unit. Farmer's identification assessment and placement of graduates	EDM	Number of farmers supported through incubation.	3	3	R673 792	R687 268	R701 013
	Lack of strong IGR and stakeholder relations	To strengthen IGR and stakeholder relations	District MMCs Forum	EDM	Number of District MMCs Forum meetings held	2	2	R5 500	R6 000	R6 500

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
OUTCOME:9												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2022/23	2023/24	2024/25		
	Lack of information provision and inadequate capacity in LMs to plan and implement LED projects and programmes	To engage with stakeholders and support LMs in planning and implementation of LED projects and programmes	Stakeholder engagements &/ Municipal support	EDM	Number of LED Stakeholder Engagements held and support to LM(s)	3	3	R336 896	R343 634	R350 507	EDM	Funded
	Lack of support provided to Local Tourism Organizations (LTOs)/Regional Tourism Organizations (RTOs) by municipalities as per Provincial RTO/LTO Framework	To support LTOs/RTOs with tourism development & promotion	LTO and RTO support	EDM	Number of LTOs/RTOs supported with tourism development & promotion.	4	4	-	-	-	EDM	
	Communities and emerging farmers lack information on water usage rights	To assist emerging farmers with information and access to water rights	Water rights registrations and compliance (IUCMA)	EDM	Number of emerging farmers assisted	4	4	R484 000	R500 000	R500 000	EDM/IUCM A	
	Lack of cold storage facility to preserve produce during harvesting	To support farmers with cold storage facilities to preserve produce	Cold storage facility	EDM	Number of cold storage facilities constructed	2	2	R1 600 000	R1 650 000	R1 700 000	EDM	
	Lack of value addition from primary produce	To encourage participation of SMME's in agro-	Agro-processing	EDM	Number of SMMEs	3	3	R1 100 000	R1 200 000	R1 300 000	EDM	

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DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME:9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
		processing for value addition			participating in Agro-processing					
	Lack of tourism development and tourism offerings within Ehlazenzi	Embark on various tourism projects within Barberton to increase tourism offerings within the district	Barberton economic precinct development (development of the plan including designs and the implementation	EDM	Number of projects implemented to assist Barberton tourism sector/industry	1	1	R1m	-	-
Lack of Portable Water and green energy available to be used within Barberton	Water and energy security advancements through the establishment of a sizable storage dam and Solar energy facility	Concession Creek Dam and Solar Park Development	EDM	Number of storage dams and solar energy facilities implemented	1	1	2 500 000	R2 600 000	-	EDM
	Inadequate measures to deal with food security challenges affecting rural communities	To curb food security challenges affecting rural communities	Rural household farming project	EDM	Number of households benefiting from the rural household farming programme	100	100	R200 000	R2 150 000	R2 200 000
	Increased number of farm killings & lack of safety in farming communities	Rural Farm Safety and Security Campaign is designed to create an awareness on the safety and security of	Rural Farm Safety and Security	EDM	Number of awareness campaign held to assist farming communities	4	4	R210 000	R220 000	R250 000

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DEPARTMENT: TECHNICAL SERVICES											
KPA:											
ALIGNMENT TO MANIFESTO:											
TOTAL NUMBER OF JOBS CREATED:											
OUTCOME: 9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Funded /Unfunded
								2022/23	2023/24	2024/25	
Economic Infrastructure	Waste water treatment works malfunctioning	Improve efficiency of wastewater treatment works	Wastewater treatment works improvement programme	TCLM	Bid specification document, appointment of consultant, concept technical report & preliminary design report	None	Project completed, tested, commissioned & handed over	R4M	R3M	R4M	Funded
	Road quality deteriorated in TCLM	Improve accessibility & safe river crossing	Road rehabilitation	TCLM	Bid specification document, appointment of consultant, concept technical report & preliminary design report	None	Preliminary design completed (2021/22 FY)	R6M	R6.5M	R8M	Funded
	No fencing installed	Security of assets	Malelane Ext 21 sewer package plant – fencing, guardhouse & operators house	NKLM	Completed fence & guardhouse & operator quarter	None	Project completed, tested, commissioned & handed over	R500 000	R1M	R-	Unfunded
	Shortage of car parking	Added car parking bays	EDM car parkade	EDM	Number of parking bays added	None	Project completed, tested, commissioned & handed over	R-	R3M	R5M	Unfunded

DEPARTMENT: TECHNICAL SERVICES										
KPA:										
ALIGNMENT TO MANIFESTO:										
TOTAL NUMBER OF JOBS CREATED:										
OUTCOME: 9										
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget		
								2022/23	2023/24	2024/25
	Limited capacity to carry out big infrastructure projects	Support LMs in the district	Procurement of design software (tools & trade)	EDM	Tools of trade	None	Tools of trade (Autocade, civil designer & etc)	R400 000	R250 000	R-
	Erratic or no water supply	Improve water provision	Installation of boreholes	BLM	Bid specification document, appointment of consultant, concept technical report & preliminary design report	None	Complete borehole installation	R1M	R-	R-
	Inadequate firefighting capacity	Facility is inadequate	Develop technical report & business plan for the development of a fire station in station in TCLM	TCLM	Technical report and business plan submitted	None	Technical report and business plan submitted	R150 000	R-	R-
	Limited capacity to carry out big infrastructure projects	Support local municipality in the district	Appointment of two qualified engineers / technologists on a three-year contract	EDM & 4 local municipalities	Number of engineers / Technologist appointed		Number of engineers / Technologist appointed	R2.4M	R2.4M	R2.4M

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KPA:											
ALIGNMENT TO MANIFESTO:											
TOTAL NUMBER OF JOBS CREATED:											
OUTCOME: 9											
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Funded /Unfunded
								2022/23	2023/24	2024/25	
	Commuter safety and protection from rainy/sunny weather	Improve safety of commuters	Upgrade Lydenburg Taxi rank (47 bays)	TCLM	Technical Report and Business Plan submitted	None	Technical Report and Business Plan submitted	R80 000	R-	R-	Unfunded
	Commuter safety and protection from rainy/sunny weather	Improve safety of commuters	Upgrade Mkhuhlu Taxi rank (28 bays)		Technical Report and Business Plan submitted	None	Technical Report and Business Plan submitted	R80 000	R-	R-	Unfunded
	Resting stops and safety of the truck drivers	To provide resting stops and safety for the truck drivers	Provide official truck stops (Private Partnership)	NKLM	Technical Report and Business Plan submitted	None	Source land and look for investor(s)	R80 000	R-	R-	Unfunded
	Utilization of non-designated areas by public transport operators	Regulation on public transport operations	Development of District Public Transport By-Laws	All LMs	District Public Transport By-Laws implemented	None		R100 000	R-	R-	Unfunded
	High level of vandalism and theft	Security of infrastructural assets	Security of key assets	TCLM	Security assessment and recommendation and deployment	None	Security assessment and recommendation and deployment	R250 000	R1M	R1.2M	Unfunded
	Improve road and stormwater conditions	Improve accessibility and safe river crossing	Roads and stormwater improvement plan	BLM	Bid Specification Document, Appointment of contractor and	None	Compile a five-year culvert management and safe river	R120 000	R120 000	R-	EDM

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DEPARTMENT: TECHNICAL SERVICES									
KPA:									
ALIGNMENT TO MANIFESTO:									
TOTAL NUMBER OF JOBS CREATED:									
OUTCOME: 9									
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget 2022/23 2023/24 2024/25	Source Funded /Unfunded
					completion and testing, commissioning and handover		crossing for the municipality including technical reports and MIG business Plans		
	Improve road and stormwater conditions	Improve accessibility and safe river crossing	Roads and stormwater improvement plan	NKLM	Bid Specification Document, Appointment of contractor and completion and testing, commissioning and handover	None	Compile a five-year culvert management and safe river crossing for the municipality including technical reports and MIG business Plans	R120 000 R120 000 R120 000	EDM Unfunded
	Inadequate sanitation bulk infrastructure		District Sanitation Masterplan including 5-year plan Technical Reports and Business plans	Bushbuckridge, City of Mbombela, Nkomazi and Thaba Chweu Local Municipalities	District Sanitation Masterplan including 5-year plan Technical Reports and Business plans	None	District Sanitation Masterplan including 5-year plan Technical Reports and Business plans	R1M R4M R-	Funded

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SECTOR DEPARTMENT PROJECTS

DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY						
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR						
Project	Project Description	Location (GIS coordinates)	Target	Time-Frame	Budget 2022-23 '000	Responsibility
CITY OF MBOMBELA LOCAL MUNICIPALITY						
Land Acquisition	Land Acquisition at Tekwane South	Null	1 piece of Land	2022-23	13 359	DHS, Relevant Sector Departments, Municipalities and State Entities
Land Acquisition	Land Acquisition at Msholoz	-25,363174	1 piece of land	2022-23	12 500	
Incremental Integrated Development Residential Programme: Phase 1	Servicing of Sites Freidenheim 282 JT	Null	Bulk Infrastructure	2022-23	2 500	
Incremental Integrated Development Residential Programme: Phase 1	Servicing of Sites at P 87 of White River	Null	Bulk Infrastructure	2022-23	2 500	
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2: Top Structure at Tekwane South Ext 2	-25,17595	40 Units	2022-23	4 8581	
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2: Top Structure at Matsulu/Zwelisha	Null	01 Units	2022-23	166	
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2: Top Structure at Various Areas	Null	40 Units	2022-23	4 581	
People Housing Process	Construction of People Housing Process units at Matsulu, Sheba, Siding	-25,511156	30 Units	2022-23	3 435	
Provincial Specific Programme	Construction of Military Veterans units at Tekwane South	-25,053357	04 Units	2022-23	752	
Rural Subsidy Communal Land Rights	Construction of Rural Housing Subsidy Communal Land Rights at Nyongane	-25,053357	01 Units	2022-23	115	
	Rural Housing Subsidy Communal Land Rights Various Areas	Null	02 Units	2022-23	229	

DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY							
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR							
Project	Project Description	Location (GIS coordinates)		Target	Time-Frame	Budget 2022-23 '000	Responsibility
	Rural Housing Subsidy Communal Land Rights at Emjindini	-25,79318	30,9328453	50 Units	2022-23	5 726	
	Rural Housing Subsidy Communal Land Rights at Emjindini	-25,788672	30,939547	50 Units	2022-23	7 425	
	Rural Housing Subsidy Communal Land Rights at Emjindini	-25,793225	30,942342	50 Units	2022-23	5 426	

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DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY						
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR						
Project	Project Description	Location (GIS coordinates)	Target	Time-Frame	Budget 2022-23 '000	Responsibility
BUSHBUCKRIDGE LOCAL MUNICIPALITY						
Incremental Integrated Development Residential Programme: Phase 2 Top Structure	Construction of Phase 2 Top Structure at Lilly dale	-24,875083	32 Units	2022-23	3 664	DHS, Relevant Sector Departments, Municipalities and State Entities
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2 Top Structure at Eliose	Null	59 Units	2022-23	4 107	
Incremental Integrated Development Residential Programme: Phase 1	Servicing of Sites at P87 of Kutuma/Rollentone	-24,704709	Bull Infrastructure	2022-23	6 000	
Provincial Specific Programme	Construction of Military Veterans units at Various Areas	Null	02 Units	2022-23	376	
Rural Subsidy Communal Land Rights	Construction of Rural Housing Subsidy Communal Land Rights at cunningmoore	Null	40 Units	2022-23	2 463	
	Construction of Rural Housing Subsidy Communal Land Rights at Goromane	-25,015753	60 Units	2022-23	5 332	
People Housing Process	Construction of People Housing Process units at Baromeng, violet ABC, Walesa A,B and Zoeku	Null	27 Units	2022-23	621	
	Construction of People Housing Process units at Madras, Calcutta, Tekamahala	-24,969444	03 Units	2022-23	344	
	Construction of People Housing Process units at Mathibela, Mgudluze	-24,959202	30 Units	2022-23	3 435	
	Construction People Housing Process units at Phendu, Nkomo, Kgapama	-24,61075	12 Units	2022-23	1 374	

DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY							
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR							
Project	Project Description	Location (GIS coordinates)		Target	Time-Frame	Budget 2022-23 '000	Responsibility
	Construction of People Housing Process units at Hlubukane and surrounding areas	-24,794596	31,08836	47 Units	2022-23	5 381	
	Construction of People Housing Process units at Buyisa and surrounding areas	-24,728668	31,1651199	06 Units	2022-23	687	
	Construction of People Housing Process units at Goromane, Shatale	-25,014611	31,188742	18 Units	2022-23	2 061	
	Construction of People Housing Process units at Burling, Songeni	-24,634058	31,216061	10 Units	2022-23	1 145	
	Construction of People Housing Process units at Goromane, Shatale	Null	Null	05 Units	2022-23	573	
Social & Economic Facility	Construction of Community Hall at Bushbuckridge	Null	Null	Community Hall	2022-23	10 000	
NKOMAZI LOCAL MUNICIPALITY							
Social & Rental	Construction of Community residential units at Malelane	Null	Null	Professional Fees	2022-23	2 250	DHS, Relevant Sector Departments, Municipalities and State Entities
		Null	Null	40 CRU	2022-23	11 500	
Social & Economic Facilities	Construction of Child Care & 1 Community Hall at Steenbok			1 Child Care & 1 Community Hall	2022-23	10 000	
Incremental Integrated Development Residential Programme: Phase 1	Servicing of Sites at Kwa Mhlushwa Ext 2 & 3	Null	Null	Bulk Infrastructure	2022-23	9 999	
				Professional Fees	2022-23	1 000	
Provincial Specific Programme	Military Veterans at Various Areas	Null	Null	600 Sites	2022-23	20 281	
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2 at Orlando/Ngwenyeni and Buffelspruit and Various Areas	Null	Null	05 Units	2022-23	940	
				43 Units	2022-23	4 556	

"A District Municipality that provides Impactful service delivery to its communities"

DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY						
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR						
Project	Project Description	Location (GIS coordinates)	Target	Time-Frame	Budget 2022-23 '000	Responsibility
Rural Housing: Subsidy Communal Land Rights	Construction of Rural Housing Subsidy Communal Land Rights units at Boschfontein/Magogeni and Langloop	-25,710371	21,624532	14 Units	2022-23	1 603
Formalisation of Township	Formalisation of Informal Settlements at Louville	-25,682463	31,249952	Formalization of Informal Settlements	2022-23	882
ISUP Phase3	Servicing of Sites at Komatipoort	-25,424701	31,935708	200 Sites	2022-23	8 760
THABA CHWEU LOCAL MUNICIPALITIES						
Incremental Integrated Development Residential Programme: Phase 1	Servicing of Sites at Mashishing Ext 6	Null	Null	Bulk infrastructure	2022-23	6 000
	Mashishing Ext 6, 108 and 110	Null	Null	Professional Fees	2022-23	1 400
	Mashishing Ext 6, 108 and 110	Null	Null	Bulk infrastructure	2022-23	10 580
Incremental Integrated Development Residential Programme: Phase 2	Construction of : Phase 2 at Mashishing Ext 8	Null	Null	18 Units	2022-23	2 061
Incremental Integrated Development Residential Programme: Phase 2	Construction of Phase 2 at Mashishing Ext 6	-25,092957	30,42252	02 Units	2022-23	229
	Construction of Phase 2 at Mashishing Ext 6	-25,089572	30,428878	15 Units	2022-23	1 718
Provincial Specific Programme	Construction of Military Veterans units at Matibidi	Null	Null	01 Unit	2022-23	188
Rural Housing Subsidy Communal Land Rights	Construction of Rural Housing Subsidy Communal Land Rights units at Newton-Pilgrim Rest and Graskop	Null	Null	20 Units	2022-23	2 290
Social & Rental	Construction of Community Residential Units at Simile	-25,086197	30,780493	Professional Fees	2022-23	2 250
	Construction of Community Residential Units at Sabie	-25,092271	30,779312	40 CRU	2022-23	11 500

DEPARTMENT OF HUMAN SETTLEMENT EHLANZENI DISTRICT MUNICIPALITY							
DDM PROJECTS FORM 2022/2023 FINANCIAL YEAR							
Project	Project Description	Location (GIS coordinates)		Target	Time-Frame	Budget 2022-23 '000	Responsibility
ISUP Phase 3	Servicing of Sites at Mashishing Ext 9 & 10	-25,072431	30,422144	Bulk infrastructure	2022-23	10 200	
	Servicing of Sites Mashishing Ext 9 & 10	-25,072431	30,422144	100 Sites	2022-23	4 380	
	Servicing of Sites at Harmony Hill Ext 2	-25,106384	30,786656	100 Sites	2022-23	4 380	
Formalisation of Township	Formalisation of Informal Settlements at Mashishing Area C	-25,069631	30,423275	Formalisation of Informal Settlements	2022-23	789	
Provincial Specific Projects							
Emergency Housing Subsidy	Construction of Emergency Housing Subsidy units at Various Areas	-25,463361	31,177906	100 Units	2022-23	11 450	DHS, Relevant Sector Departments, Municipalities and State Entities
Financed Linked Individual Subsidy	Construction of Financed Linked Individual Subsidy at Various Areas	Null	Null	200 Units	2022-23	24 325	

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DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM							
Areas of intervention (examples)		Medium Term 3 years – MTEF)					
		Project Description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Economic Infrastructure		Nkomazi SEZ	R35 million for Interim Phase	Nkomazi Local Municipality	Komatipoort	DEDT	Planning Phase
Economic Infrastructure		Forestry Industrial Technology Park	R 1 300 000-00	Thaba Chweu Local Municipality	Sable	DEDT	Planning Phase
DEPARTMENT OF CULTURE, SPORT AND RECREATION							
AREAS OF INTERVENTION		MEDIUM TERM (3 YEARS - MTEF)					
		PROJECT DESCRIPTION		DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
LIBRARY AND ARCHIVE SERVICES							
1. Built new libraries to create access to information	1.1	Louville Public Library	Construction of new public library and installation of books and ICT service needed	Ehlanzeni District, Mbombela LM, Louw’s Creek	-25,6447 31,2931	DCSR	DSAC, DPWRT, DoE and Local Government
	1.2	Maviljan Public Library	New library commencing in 2023	Ehlanzeni District, Bushbuckridge LM,	Bushbuckridge LM	DCSR	DSAC, DPWRT, DoE and Local Government
	1.3	Vukuzenzele Public Library	New library commencing in 2024	Ehlanzeni District, Nkomazi LM	Nkomazi LM	DCSR	DSAC, DPWRT, DoE and Local Government
2. Maintained and upgraded existing library facilities to increase durability	2.1	Simile Public Library	Maintenance of the existing public libraries	Ehlanzeni District, Thaba Chweu	-28,222500 30,672333	DCSR	DSAC, DPWRT, DoE and Local Government

DEPARTMENT OF CULTURE, SPORT AND RECREATION						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION		DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
3 Empowered learners and communities with knowledge through supply of new library materials to public libraries	2.2	Emjindini Public Library Maintenance of the existing public libraries	Ehlanzeni District, City of Mbombela, Mbombela	-25,741449 28,189774	DCSR	DSAC, DPWRT, DoF and Local Government
	3.1	4731electronic book accessible to 34 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	Ehlanzeni District	All public libraries	DCSR	DSAC and Local Government
	3.2	34 libraries provided with ICT services ICT services including Internet and WI-FI, Head Count, Computers, anti-theft and etc.	Ehlanzeni District	All public libraries	DCSR	DSAC and Local Government
	10	libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Ehlanzeni District City of Mbombela LM Bushbuckridge LM Nkomazi LM Thaba Chweu LM	Mbombela, Msogwaba, Emjindini, Kanyamazane, Kamaqhekeza, Mafemane, Acornhoek, MP Stream, Kamaqhekeza, Somuhle and Mashishing	DCSR	DSAC and Local Government
CULTURAL AFFAIRS						
5. Establish Cultural Hub as one stop shop artists, performers and film	Cultural Hub Secure PPP investor for the establishment of Cultural Hub		Ehlanzeni District, City of Mbombela, White River	-25.3223782 31.037034	DCSR	National Treasury and PPP

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DEPARTMENT OF CULTURE, SPORT AND RECREATION						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
makers to develop and showcase their skills and products						
6. Implement the revitalization programme of the cultural villages and museums to remain relevant in preservation of history and heritage	6.2 Barberton museum Infrastructures Maintenance and restoration	Ehlanzeni District, City of Mbombela, Barberton	-25.789263 31.057596	DCSR	DPWRT, Local Government and MTPA	
	6.3 Pilgrim Rest museum Infrastructure Maintenance and restoration	Ehlanzeni District, Thaba Chweu LM, pilgrims	-24.9047 30.7540	DCSR		
	6.4 Mashishing Museum Infrastructure Maintenance and restoration	Ehlanzeni District, Thaba Chweu LM	Thaba Chweu LM	DCSR		
7. Promote cultural diversity and enhance cultural tourism through support of community-based structures	7.1 Mpumalanga Cultural Experience Flagship program which seeks to showcase the cultural diversity	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	Local Government, CCIFSA, MTPA and DEDT, and DSAC	
	7.2 3 Cultural structures supported Structures supported to promote Social Cohesion and moral values, identify, develop and nurture youth talent and the broader creative industry of the Province	Ehlanzeni District	Municipalities	DCSR	CCIFSA, Local Government, DSAC and National Lottery	
	7.3 Friends of the Museums supported Support the conservation of heritage thus increasing local tourism and improving economic opportunities for the community	City of Mbombela and Thaba Chweu LM Mjindini and Pilgrims Rest	-24.9047 30.7540 -25.789263 31.057596	DCSR	Friends of the Museums / Communities	
	7.4 PLC (Provincial Language Committee) Provincial language structure developing and supporting the promotion of language in the province	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	Silulu SeSiswati	

DEPARTMENT OF CULTURE, SPORT AND RECREATION							
MEDIUM TERM (3 YEARS - MTEF)							
AREAS OF INTERVENTION		PROJECT DESCRIPTION		DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
8. Support signature events that promote cultural diversity and enhance cultural tourism	8.1	Innibos Arts Festival Event that promotes Arts and Cultural diversity and tourism	Ehlanzeni District, City of Mbombela	-25.4811 30.9649	DCSR	Local Government and Innibos76	
	8.2	South African Traditional Music Awards (SATMA) Traditional music awards celebrating Indigenous Music, Culture, Heritage and Cultural Tourism	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	Local Government Mageza Heritage Foundation, and SABC	
	8.3	Art of the legends The projects seeks to recognize and honor creative workers, visual artists, Craft workers and performing artists from the Province who have excelled and contributed in the development of the creative sector .	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	Local Government	
9. Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	6 National and Commemorative Days celebrations Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated		Ehlanzeni District	Municipalities	DCSR	Local Government and Government Departments	
10. Promotion of national identity utilising the flag at national days, major cultural and sporting events, in schools; Traditional Councils; and I am the Flag Campaign	7 public awareness activations on the "I am the flag Campaign Project that seeks to foster Constitutional values , raise awareness and promote social cohesion		Ehlanzeni District	Municipalities	DCSR	COGTA	
11. Coordinated marketing platforms for creative industry products to create jobs	7 Arts and Craft cooperatives Cooperatives supported to increase marketing platforms for exposure of arts and craft products		Ehlanzeni District	Municipalities	DCSR	Local Government and Arts AID, VANSA	

DEPARTMENT OF CULTURE, SPORT AND RECREATION						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
12. Increased scope of implementing Arts and Culture projects through appointment of EPWP coordinators	41 Arts and Culture EPWP jobs opportunities created Project implemented to increase scope of implementing Arts and Culture projects	Ehlanzeni District	Municipalities	DCSR	DPWRT, Local Government and Arts AID, VANSA	
13. Contributed to tourism by attracting the number of visitors in museums and Cultural villages	9 800 Patrons visiting Pilgrims Rest and Barberton Museums Access to museum services to learners, tourist and communities in relation to the preserved history and heritage of the province	Ehlanzeni District City of Mbombela Thaba Chweu LM Nkomazi	Pilgrims Rest Samora Barberton	DCSR	Friends of the Museums	
14. Used gold panning as a traditional sport to market museums and built social cohesion nationally and internationally	Gold Panning Championship Heritage Sport Activity hosted to market museums and build social cohesion nationally	Ehlanzeni District, Thaba Chweu (Pilgrims Rest)	-24.54007 30.45052	DCSR	SAGPA	
15. Transformation of geographic landscape through reviewed features and popularization of the existing	1 Geographical Name Changed through LGNC and PGNC Transformation of the geographical land scape through name change programme	Ehlanzeni District	Municipalities	DCSR	Local Government	
16. Development of reading materials in designated languages of the province through terminology development and literature projects	1 Reading Material in indigenous language Development of reading materials in designated languages of the province through terminology development and literature projects	Ehlanzeni District	Municipalities	DCSR	Local Government	
17. Provide access to performance spaces in which the performing arts sector creates productions that are watched by diverse audiences	Provincial State of the Art Theater Establish facility to stage performance by local artist and host major cultural events in the province through assistance by National Department of Sport, Arts and Culture.	Ehlanzeni District, City Mbombela, White River	Municipalities	DCSR	Local Government	
18. Protect and preserve heritage resources in the province	1 Heritage resource proclaimed Formal declaration and protection of heritage resources	Ehlanzeni District	Matsulu – City of Mbombela	DCSR	Local Government	
19. Implement the community conversations / dialogue	Conversation dialogue	Ehlanzeni District	Municipalities	DCSR	Local Government and Departments/Community Structures	

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DEPARTMENT OF CULTURE, SPORT AND RECREATION							
AREAS OF INTERVENTION		MEDIUM TERM (3 YEARS - MTEF)					
		PROJECT DESCRIPTION		DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
23. Fostered nation building while supporting high performance athletes to achieve success in national sport platform by providing them with scientific support	23.1	100 athletes supported by the sports academies to access Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support		Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	DSAC, MPSC and Local Government
		Sport equipment and Attire 50 Schools,8 hubs and 20 clubs provided with sport equipment		Ehlanzeni District	Municipalities	DCSR	DSAC, MPSC and Local Government
25. Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted		District School Sport Tournaments 2 668 learners participating in school sport tournaments at a district level		Ehlanzeni District	Municipalities	DCSR	DSAC, MPSC and Local Government
26. Coordinated and support programme that honor men and women in sport		Mpumalanga Sports Awards Support programme that honor men and women in sport and enhance sport tourism in the province		Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	DSAC, MPSC and Local Government
DEPARTMENT OF HEALTH							
Area of Intervention		Project Description		District Municipality	Location: GPS Coordinates	Project Leader	Social Partner

New Construction	Kamdladla Clinic - Construction of New clinic and Refurbishment of Existing Facilities	Kamdladla	25°39'34"S 31°42'54"E	Mzamo Gonya	None
New Construction	KaNyamazane Community Health Centre (Construction of new Community Health Centre and accommodation u	Kanyamazane	25°27'46"S 31°10'57"E	Kazumba Kumisuku	None
New Construction	Themba Hospital: Construction of a New Maternity Ward	Kabokweni	25°20'48"S 31°07'10"E	Lourens Coetzer	None
Upgrading	Rob Ferreira hospital: Upgrading of Allied building to an Oncology Ward	Mbombela	25°28'27"S 30°58'18"E	Mzamo Gonya	None
New Construction	Mapulaneng Hospital: Construction of building works (Phase 3A)	Mapulaneng	24°49'13"S 31°05'25"E	Kazumba Kumisuku	None
New Construction	Mapulaneng Hospital: Construction of building works (Phase 3B)	Mapulaneng	24°49'13"S 31°05'25"E	Kazumba Kumisuku	None
New Construction	Mapulaneng Hospital: Construction of building works (Phase 3C)	Mapulaneng	24°49'13"S 31°05'25"E	Kazumba Kumisuku	None
New Construction	Rob Ferreira Hospital: (Phase 2A) Renovations and alterations to the existing nurses accommodation	Mbombela	25°28'27"S 30°58'18"E	Basil Sande	None

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Upgrading and Addition						
Upgrading	Rob Ferreira Hospital: (Phase 2B)Renovations and Alterations to the Existing Nurses Accommodation Bu	Mbombela	25°28'27"S 30°58'18"E	Basil sande	None	
Upgrading	Rob Ferreira Hospital: (Phase 2C)Renovations and Alterations to the Existing Nurses Accommodation Bu	Mbombela	25°28'27"S 30°58'18"E	Basil Sande	None	
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT						
Areas of intervention	Project Description	District Municipality	Project Leader	Social Partners		
Members' accommodation	Mpumalanga Parliamentary Village	Ehlanzeni	DPWRT	Mpumalanga Legislature		
Maintenance of state-owned facilities	Building of damaged electrical sub-station	Ehlanzeni	DPWRT	Riverside Government Complex Buildings		
	Installation of Fire System in RGC	Ehlanzeni	DPWRT	Riverside Government Complex Buildings		
	Renovation in Control Room in RGC	Ehlanzeni	DPWRT	Riverside Government Complex Buildings		
Roads	Upgrades from gravel to surfaced roads	Ehlanzeni Bohlabela	DPWRT	COGTA Local Municipalities		

	Integrated Rural Mobility and Access (IRMA)	Ehlanzeni Bohlabela	DPWRT	COGTA Local Municipalities DOT DOD
DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT				
Areas of intervention	Project Description	District Municipality	Project Leader	Social Partners
Roads	Municipal township and rural roads paved	Ehlanzeni Bohlabela	DPWRT	COGTA Local Municipalities
	Rehabilitation of coal haulage routes	Ehlanzeni Bohlabela	DPWRT	GOGTA DOT DMRE DCSSL Local Municipalities
	Rehabilitation of tourism routes	Ehlanzeni Bohlabela	DPWRT	DEDT MTPA DT COGTA

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	Resealing of strategic and access road	Ehlanzeni Bohlabela	DPWRT	Local Municipalities
				COGTA Local Municipalities

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT					
Areas of intervention	Project Description	District Municipality	Project Leader	Social Partners	
	Re-gravelling of strategic and access road	Ehlanzeni Bohlabela	DPWRT	COGTA Local Municipalities	
	Pothole patching of strategic and access roads	Ehlanzeni Bohlabela	DPWRT	COGTA Local Municipalities	
	Blading of strategic and rural roads	Ehlanzeni Bohlabela	DPWRT	GOGTA Local Municipalities	
	Routine roads maintenance	Ehlanzeni Bohlabela	DPWRT	GOGTA Local Municipalities	
Transport operations	Public transport services	Ehlanzeni Bohlabela	DPWRT	Bus associations Taxi associations Meter taxi associations	
	Scholar transport services	Ehlanzeni Bohlabela	DPWRT	DOE SGBs Scholar transport operators Independent monitoring firms	

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DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT					
Areas of Intervention	Project Description	District Municipality	Project Leader	Social Partners	
Public employment programmes	Expanded Public Works Programme	Ehlanzeni	DPWRT		Departments Municipalities Private Sector
	National Youth Service	Bohlabela			
	Sakh'abakhi Emerging Contractor Development Programme				

MPUMALANGA TOURISM AGENCY								
Project Name	Programme	Project Description	Outputs	Project Start date	Project Completion date	Total Estimated cost	Current Year Expenditure	
Three Rondawels coffee shop	Executive Office	Construction of 60 square meter coffee shop	New coffee shop	Apr 22	November 2022	R2.1 m	R88 000	
Convert staff houses to family chalets	Executive Office	Convert 4 staff houses to 9 family chalets	Increase tourist accommodation	June 2022	March 2023	R1m	R0	
Andover Nature Reserve Infrastructure Upgrade	Executive Office	Upgrade of the Entrance gate, that is rethatching, general building maintenance and ablation (Orpen Road)	Upgraded infrastructure at Andover Nature Reserve	June 2022	December 2022	R800 000	R0	
Mdala office block	Executive Office	Re-construction of the burnt Office Block	New Office Block (398 square meters)	April 2022	December 2022	R2.9m	R77 100	
Removal and replacement of asbestos containing building material	Executive Office	Removal and replacement of asbestos in Nature Reserve namely Mabusa, Songimvelo	Asbestos free buildings in 3 Nature Reserve	June 2022	March 2023	R3m	R0	
Universal access at Blyde River Canyon view points	Executive Office	Universal Access infrastructure at four viewpoints namely Pinnacle, God's Window, Bourke's Luck Potholes and Three Rondawels	Accessible infrastructure for disabled tourists inclusive of ablutions, walkways and viewing platforms	July 2022	July 2023	R7.73m	R0	

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MPUMALANGA TOURISM AGENCY							
Project Name	Programme	Project Description	Outputs	Project Start date	Project Completion date	Total Estimated cost	Current Year Expenditure
Construction of perimeter game fence at the Mdala, Manyeleti, Ohrigstad and Songimvelo Nature Reserves	Executive Office	Upgrades of the perimeter game fence in the four (4) nature reserves.	Upgraded in frastructure in te four nature reserve and he improvement of security in the reserves.	June 2022	December 23	R13m	R0

DEPARTMENT OF SOCIAL DEVELOPMENT					
Areas of intervention	Project Description	Location	Project Leader	Social Partners	
ECD	Mbuzini ECD Centre – Final Account	Nkomazi LM ECD, Mbuzini 25.9446983, 31.9154535	DPWRT	None	
District Office:	Ehlanzeni District Office: Initiation, Planning, Design and Construction and Retention	Mbombela LM	DPWRT	None	
Sub District Office	Thaba Chweu Sub District Office Initiation, planning and Construction	Thaba Chweu LM Graskop	DPWRT	None	
Branch Office	Mbuzini Branch Office: Planning &, Designs, Construction	Nkomazi LM -25.9322730 31.9444670	DPWRT	None	

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	Argincourt Branch Office (mobile) Argincourt Branch Office Construction	Bushbuckridge LM, Agincourt -24.8197650 31.2609890	DPWRT	None
	Mashishing Branch Office (mobile) Mashishing Branch Office Construction	Thaba Chweu, Mashishing	DPWRT	None
	Branch office (Mobile) Initiation	Bushbuckridge LM, Acornhoek	DPWRT	None
	Msogwaba YDC: Construction and retention	Mbombela LM, Pienaar (25o25'41.33"S 310 08'57.11"E)	DPWRT	None
Youth Development Centres	Daantjie YDC: Construction	Mbombela LM, Pienaar (25024'44.6" S 31012'24.1"E)	DPWRT	None
	Nkomazi YDC Initiation stage	Nkomazi LM	DPWRT	None
	Thulamahashe Childrens Home Completed	Bushbuckridge LM, Thulamahashe	DPWRT	None
Childrens Home(Mobile)				

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Treatment Centre	Swartfontein Treatment Centre (Phase IIA) Electrical Refurbishment	Mbombela LM, Swartfontein,	DPWRT	None
		-25.1940000 30.9650000		

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DEPARTMENT OF PROVINCIAL TREASURY						
Areas of intervention	Project description	Five-year planning period				Social partners
		Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	
Financial Recovery Plan	Support to 5 Municipalities on the implementation of the FRPs on: • Funded budgets • SCM • Asset Management • Governance matters	Operational	Ehlanzeni,	Thaba Chweu,	Mr B Straus, Mr R Masambo, Mr J Bezuidenhout	N/A
Governance improvement	Support municipalities with their implementation of governance requirements: • Attend risk and internal audit committees • Provide training on SCM • Support on accounting standards and financial statements	Operational	Ehlanzeni,	All municipalities	Mr B Straus, Mr R Masambo, Mr J Bezuidenhout	N/A

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS						
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs						
DISTRICT AREA: BOHLABELA DISTRICT						
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000	
Bushbuckridge	Hati Endlela	Hati Endlela Primary Cooperative	Tangible support provided to farmers for sustainable production	1 745	6 039	
	Construction of a packhouse Output - Pack house constructed Development of Vegetables production project	Location: Mariti, Bushbuckridge Coordinates: 24°56'0.55"S ; 31°31'31.50"E				
	Mwayi Primary Cooperative	Mwayi Primary Cooperative	Tangible support provided to farmers for sustainable production	2 185	2 050	
	Construction of a packhouse Output - Pack house constructed Development of a Vegetables Production Project	Description: Location: Cork, Bushbuckridge Local Municipality Coordinates: 24°57'59.81"S, 31°20'2.19"E				

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DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT AREA: BOHLABELA DISTRICT					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
	Narishe Completion of Irrigation system Output: 5 hectare irrigation system completed	Narishe farmers Narishe Farm	Tangible support provided to farmers for sustainable production	1 886	3 678
	Allandale Citrus Refurbishment of a dam: Output - Dam Refurbished	Allandale Citrus LOCATION: Allandale A, Bushbuckridge COORDINATES: 24°41'46.30"S 31°10'09.35"E	Tangible support provided to farmers for sustainable production	1 886	30 499
	FMD Vet Vaccines Supply delivery and administration of FMD Vaccines	Farming Sector and local community Nkangala District	Animal Disease incidents reduced	8 132	40 000
Bohlabela					

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT AREA: BOHLABELA DISTRICT					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
	Output -100 000 livestock vaccinated				
Mbombela City	Sibusiso Project Development of a 2 hectare irrigation system and fencing Output: 2 hectare irrigation system and boundary fence constructed Establishment of a Vegetables and Layer Production Farm	Sibusiso Mogale Production LOCATION: Kabokweni, City of Mbombela COORDINATES: S 25°21'19.0404" ; E 031°08'30.282"	Tangible support provided to farmers for sustainable production	3 327	3 326
	CB Melody Construction of a packhouse Output - Pack house constructed	Cb melodi farming cooperative Sabie river, city of mbombela Coordinates: S25°01'26.6" ;	Tangible support provided to farmers for sustainable production	1 576	

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DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT AREA: BOHLABELA DISTRICT					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
		E 031°12'20.3"			

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS						
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs						
DISTRICT AREA: EHLANZENI						
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000	
Mbombela City	Mashobotho CPA Establishment of a 20 hectare Citrus orchard Output - 20 hectare citrus developed	Mashoboto CPA LOCATION: Schoemanskloof, Mbombela Local Municipality COORDINATE: S25°26'46.71" E030°39'29.40"	Tangible support provided to farmers for sustainable production	9 300	27 853	
	Shivalongubo Fisheries Women Development of Recirculating aquaculture system : EIA record of decision	Shivalongubo Fisheries City of Mbombela	Tangible support provided to farmers for sustainable production	600	6 939	
	Nkosi City/Drilling, equipping of 5 boreholes , and water reticulation	Daantjie	Tangible support provided to farmers for sustainable production	1 100	5 000	
	Ikhwezi Lokusa Irrigation system: Output - Irrigation system	iKhwezi Lokusa Vegetable project LOCATION: Skhwahlane, Nkomazi Local Municipality	Tangible support provided to farmers for sustainable production	5 022	10 785	
Nkomazi Municipality						

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DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT AREA: EHLANZENI					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
	developed Development of additional area	COORDINATE: 25°45'53.7"S, 31°47'06.4"E			
	Schoemansdal Animal Health Clinic	Local Farmers and community	Animal Disease Incidents reduced	1 600	6 000
	Water Development and Paving	Schoemansdal and surroundings			
Thaba Chweu	Bhenyamane Avocado Complete the establishment 9 of 30 hetSare avocado citrus	Bhenyamane farmers	Tangible support provided to farmers for sustainable production	6 500	30 000

DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs	
DISTRICT: EHLANZENI DISTRICT MUNICIPALITY	

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge LM	Bushbuckridge Land Use Scheme	25,622; 31,126	Spatial transformation, effective and efficient land administration	R665 000,00	R800 000,00
City of Mbombela LM	Camissa & Dryhoek	25,622 ; 31,126	5.6.1 Number of labour tenants' applications finalised	R500 000,00	R500 000,00
Thaba Chweu LM	Rietfontein	-24,951806; 30,231445	5.6.1 Number of labour tenants' applications finalised	R4 000 000,00	R4 000 000,00
City of Mbombela LM	Vlakplaats /Ryton Estate	-25,47793; 30.346979	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R200 000,00	R100 000,00
City of Mbombela LM	Hanging Stone	-25,712; 30,497	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R200 000,00	R100 000,00
Thaba Chweu LM	Pieterburg	-25,12; 30,079	5.6.1 Number of labour tenants' applications finalised	R-	R-
Nkomazi LM	Kaapmuinden 212 Portion 72 KU	31.071 ; 24,602	5.6.1 Number of labour tenants' applications finalised	R-	R-
Thaba Chweu LM	Portion 25 & 47 of the farm Kliprivier 73 JT	-25,206082 ; 30,054567 Ward 5	5.4.1 Number of hectares acquired through the Proactive Land Acquisition Strategy (PLAS)	R7 900 000,00	R7 900 000,00
Thaba Chweu LM	Portion 27 of the farm Kliprivier 73 JT	-25,227366 ; 30,082666 Ward 5	5.4.1 Number of hectares acquired through the Proactive Land Acquisition Strategy (PLAS)	R3 430 000,00	R3 430 000,00

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DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT: EHLANZENI DISTRICT MUNICIPALITY					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge LM	South African Renaissance Farmers Trust	30 52'31.8"E 35 37'00.8"S Ward 45	5.3.1 Number of farms supported through the Land Development Support Programme	R10 000 000,00	R10 000 000,00
Thaba Chweu LM	Kliprivier ((Bauba Le Morwaswi Temong Primary Cooperative Limited))	TBC	5.3.1 Number of farms supported through the Land Development Support Programme	R7 900 000,00	R7 900 000,00
Bushbuckridge LM	Huttington FPSU	24.93629S 31425653E Ward 25	7.4.1 Number of new agricultural enterprises supported	R1 000 000,00	R5 700 000,00
Bushbuckridge LM	Huttington FPSU	24.93629S 31425653E Ward 25	7.1.1 Number of agricultural cooperatives trained	R200 000,00	R1 150 000,00
Bushbuckridge LM	Huttington FPSU	24.93629S 31425653E Ward 25	Number of existing non-agricultural enterprises supported	R750 000,00	R2 600 000,00
Bushbuckridge LM	Thulamahashe FPSU	24 7' 22.22" 22.22" Ward 13	7.3.1 Number of FPSUs supported towards functionality	R-	R2 124 000,00
Bushbuckridge LM	Thulamahashe FPSU	24 7' 22.22" 22.22" Ward 13	7.4.1 Number of new agricultural enterprises supported	R1 000 000,00	R3 850 000,00

Bushbuckridge LM	Thulamahashe FPSU	-25 6912 (25°41'28" +31.7852 (31°47'6") Ward 13	7.1.1 Number of agricultural cooperatives trained	R200 000,00	R3 600 000,00
Bushbuckridge LM	Nkomazi Vegetable FPSU	-25 6912 (25°41'28" +31.7852 (31°47'6") Ward 13	7.4.1 Number of new agricultural enterprises supported	R1 500 000,00	R850 000,00

DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs

DISTRICT: EHLANZENI DISTRICT MUNICIPALITY

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi LM	Nkomazi Vegetable FPSU	25.8815850 31.8799030 Ward 13	7.1.1 Number of agricultural cooperatives trained	R200 000,00	R950 000,00
Nkomazi LM	Nkomazi Cotton FPSU	25.8815850 31.8799030 Ward 13	7.4.1 Number of new agricultural enterprises supported	R1 960 000,00	R17 174 000,00
Nkomazi LM	Nkomazi Cotton FPSU	25.8815850 31.8799030 Ward 13	7.4.1 Number of new agricultural enterprises supported	R146 000,00	R40 000,00
Nkomazi LM	Nkomazi Cotton FPSU	25.8815850 31.8799030	7.4.1 Number of new agricultural enterprises supported	R850 000,00	R200 000,00
Nkomazi LM	Malelane/Komati FPSU (Mechanisation)		7.1.1 Number of new agricultural cooperatives	R1 300 000,00	R2 800 000,00

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Nkomazi LM	Khombaso fence	25°44'35.19" S ; 31°53'17.14" E Ward 12	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R400 000,00	R2 254 495,65
Nkomazi LM	Nkomazi mini pack house	25°41'13.74"S; 31°44'32.84"E. Ward 19	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R2 700 000,00	R4 319 119,06
Thaba Chweu LM	Mashishing Cattle Feedlot	25.122033; 30.4188483 Ward 12	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R170 000,00	R400 000,00

DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT: EHLANZENI DISTRICT MUNICIPALITY					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge LM	BBR Avmp Burlinton	S 24°57'60.00"E 31°15'58.18 Ward 23	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R1 200 000,00	R8 285 756,00
Bushbuckridge LM	Mkhuhlu Storage Shed	S 24°57'60.00" E 31°15'58.18 Ward 23	6.2.1 Number of infrastructure projects completed to support FPSUs	R2 000 000,00	R2 000 000,00

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Nkomazi LM	Boschfontein Irrigation Schemes	Langelooop : 25°39'12.8"S Nhlangu West : 25°41'08.6"S Nhlangu East : 25°41'33.4"S figtree C&D : 25°47'31.5"S Madadeni : 25°48'50.6"S Buffelspruit : 25°39'40.3"S 31°36'07.6"E 31°32'28.4"E 31°35'50.2"E 31°50'54.5"E 31°48'14.7"E 31°32'05.7"E	6.2.1 Number of infrastructure projects completed to support FPSUs	R4 000 000,00	R4 500 000,00
Thaba Chweu LM	Mashishing (Lydenburg) Feedlot	25,5905361, 29,4063268 Ward 19	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)		
Bushbuckridge LM	Hutington Tractor Shed	S 24° 56' 9.37255" E 31°25' 28.71653" Ward 25	6.2.1 Number of infrastructure projects completed to support FPSUs	R2 300 000,00	R4 250 000,00

DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs

DISTRICT: EHLANZENI DISTRICT MUNICIPALITY

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
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Bushbuckridge LM	Thulamahashe Packhouse	S 24° 43' 20.3223" E 31° 11' 4.771" Ward 10	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R1 000 000,00	R9 000 000,00
Bushbuckridge LM	Hutington Access Road	Ward 25	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R700 000,00	R1 000 000,00
Nkomazi LM	Magogeni And Gomora Avmp	25°44'35.19" S ; 31°53'17.14" E Ward 18	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R2 500 000,00	R3 000 000,00
Nkomazi LM	Rehabilitation of malelane-nkomati rehabilitation of malelane-nkomati Sugar Cane Fpsu's Irrigation System, Design And Construction Of Production Infrastructure And Post Production Infrastructure To Support The Optimum Operationalization Of Malelane-Nkomati Sugarcane Fpsu Farms Within Nkomazi Municipality, Ehlanzeni District	Tbc upon site confirmation	6.2.1 Number of infrastructure projects completed to support FPSUs	R55 000 000,00	R171 000 000,00
DALRRD DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2022-23 REVIEWED MUNICIPAL IDPs					
DISTRICT: EHLANZENI DISTRICT MUNICIPALITY					

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge LM	Thulamahashe Packhouse	S 24° 43' 20.3223" E31°11'4.771" Ward 10	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R1 000 000,00	R9 000 000,00
Bushbuckridge LM	Roll Out Of 90 Dip Tanks And 3 Animal Clinics Across Various Villages In Mpumalanga	Various villages	6.2.2 Number of infrastructure projects completed to support production (AVMP and RVCP)	R15 000 000,00	R69 000 000,00
Bushbuckridge LM	Thulamahashe Packhouse- Design And Construction Of The Access Road	S 24° 43' 20.3223" E31°11'4.771"	6.2.1 Number of infrastructure projects completed to support FPSUs	R700 000,00	R1 000 000,00
Bushbuckridge LM	Mkhulu Agrihub- Design And Construction Of The Access Road	Mkhulu	6.2.1 Number of infrastructure projects completed to support FPSUs	R700 000,00	R1 000 000,00

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge	Buffelshoek Clinic: Rehabilitation, Refurbishment and Repairs	Buffelshoek	100% - completion of RRR	1,930,000.00	0
Bushbuckridge	Casteel Clinic: Rehabilitation, Refurbishment and Repairs	Casteel	100% - completion of RRR	1,930,000.00	0
Mbombela	Dumphries Clinic: Construction of New Clinic	Dumphries	100% development of clinical brief 100% Design and planning of clinic. 15% progress of works	20,000,000.00	20,000,000.00
Mbombela	Gutshwa Clinic: Rehabilitation, Refurbishment and Repairs	Gutshwa	100% completion of RRR	1,930,000.00	0
Mbombela	KaNyamazane Community Health Centre (Construction of new Community Health Centre and accommodation u	KaNyamazane	50% construction progress.	73,788,000.00	269,517,540.23
Mbombela	Legogote Clinic: Rehabilitation, Refurbishment and Repairs	Legogote	100% completion of RRR	1,930,000.00	0
Bushbuckridge	Mapulaneng Hospital: Construction of building works (Phase 3A)	Mapulaneng	35% construction progress	205,382,000.00	1,149,836,252.61
Bushbuckridge	Mapulaneng Hospital: Construction of building works (Phase 3B)	Mapulaneng	40% construction progress	97,214,000.00	803,239,838.20
Bushbuckridge	Mapulaneng Hospital: Construction of building works (Phase 3C)	Mapulaneng	40% construction progress	106,973,000.00	596,594,875.00
Mbombela	Themba Hospital: Construction of a New Maternity Ward and Helipad	Kabokweni	100% - Design peer review. 100% - Procurement of contractor. 2% Construction progress.	60,614,000.00	340,049,469.28

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Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Mbombela	Rob Ferreira Hospital – upgrading of Nurses Accommodation – Phase 2A	Nelspruit	100% – Upgrading progress of works		R 14 338 374,73
	Rob Ferreira Hospital – upgrading of Nurses Accommodation – Phase 2B				R 16 159 051,93
	Rob Ferreira Hospital – upgrading of Nurses Accommodation – Phase 2C				R 16,439,722,57
	Rob Ferreira Hospital – upgrading of Nurses Accommodation – Phase 2D				R 19 648 151,41

CHAPTER 10

SECTOR PLANS BRIEF OVERVIEW

The municipal systems Act, 32 of 2000, section 26(e) requires that a municipality should develop a spatial development framework which gives a long-term spatial view of its jurisdiction. It provides the basic guidelines which provide application of principles that will render the following benefits:

- Sustainability,
- Accurate planning,
- Integrated social and environmental activities,
- Ensures that spatial priorities are strategically implemented, Amongst other things, Ehlanzeni SDF aims to achieve the following:
- Influence local spatial strategies to work towards attainment of regional, district and provincial
- Development goals and vice versa.
- To utilize best practices in development planning that will support regional and district development by pulling resources of all five LMs and DMA to develop a standard set guideline for use in town and regional and regional planning and land use management.
- To influence the development of a regional character that boost development ensuring equitable Investment through coordinated marketing.

Broader SDF has been attached to the IDP as an annexure for more detailed information.

10.1 Workplace Skills Plan

South Africa is faced with a challenge of ensuring that all its citizens have access to skills that will enable them to adapt and be successful in the global market and that all individuals and communities are offered opportunities for self-advancement to enable them to play a productive role in society. To establish an infrastructure that will facilitate the realization of these challenges the South African government, after extensive consultation with organized labor, business and other stakeholders, promulgated a clutch of education and training legislation that serves as a framework within which skills development need to take place. There is a need, therefore, from all responsible organs of civil society to ensure that this strategy is translated into action. The municipalities as responsible corporate citizen needs to ensure that they play an effective role in contributing to the national agenda of skills development.

Ehlanzeni district municipality just like any organization has developed a work place skills plan to keep up with the general practice of growing and learning organizations. The WSP is reviewed annually and adapted to changing circumstances by the HR unit. It enables various units to indicate gaps within their knowledge which if acquired can improve the municipal efficiency and performance systems and processes.

EDMs WSP seeks to achieve the following:

Lifelong learning – in a fast changing work environment individuals have to:

- upgrade their lives and improve their skills continuously;
- Promotion of equity – skills development must be used as a vehicle to promote equity, as well as to encourage effective collaboration amongst people from diverse backgrounds;
- Demand-led skills development must be pursued in an environment of realistic assessment of how the skills is to be employed;
- Flexibility – Individuals (management and employees) must be afforded opportunities to participate in identifying skills development priorities and determining the most effective ways to address these priorities; Partnerships and co-operation – municipalities must establish learning

- development partnerships with institutions of learning that add value to the skills
- development process; and
- Efficiency and Effectiveness – the delivery of skills development initiatives must be

10.2 Disaster Management Plan

Section 26 (g) of the Municipal Systems Act, 32 of 2000 compels municipalities to develop this plan in order to ensure municipal safety. Most of the places in Ehlanzeni are prone to different adverse disasters ranging from veld fires, strong winds (tornado) and floods. These challenges require a municipality to take cautious steps in advance to prepare and have adequate mechanisms to deal with such disaster as and when they occur.

EDM has a comprehensive disaster management plan (adopted in 2008) but have since noticed that some of LMs do not have. An amount of R1Million has been set aside to assist locals that are not having the plans and reviewing out dated plans.

Though Ehlanzeni has developed the plan, it has in its implementation plan, constructed in conjunction with LMs Disaster satellite centers which will later be connected to the District Main Centre in Nelspruit as municipalities gear themselves in advance methods of mitigating risks and effects. District Main Office Centre is complete and has all top high technology including the incident command vehicle which can be use on sites where incidents are occurring and transmit information and pictures to the control room.

The more detailed Disaster management plan has been attached to the IDP as an annexure for more perusal of more information. It must be mentioned however, that there plans to ensure integration of Disaster IT system to the Municipal GIS systems for information sharing and other purposes. There are about 200 volunteers who are appointed by EDM who receives stipends after their executing their duties from time to time. This programme will be connected to the EPWPs by which EDM aims to create jobs as enshrined in the SOPA and SONA and given the priorities of both National and Provincial government to fight poverty and abject poverty.

10.3 Local Economic Development Strategy

In the same like the other strategies, Section 26(c) of the Municipal Systems Act, 32 of 2000 read in line with White Paper on Local Government (1998) provides for the need of council to include council's development priorities and objectives for its elected term, including the local economic

development aims. EDM has a developed LED strategy that has been interpreted in the context of the Spatial Development Framework in terms of spatial and strategic priorities.

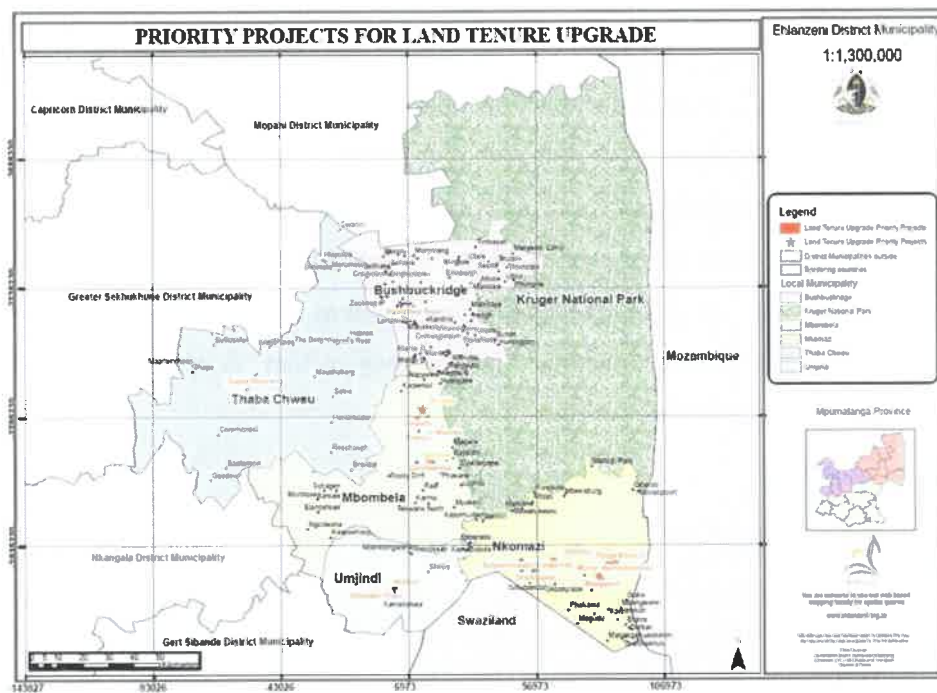
The strategy identifies a number of packed investment projects which are viable and critical to curb the scourge of poverty. To mention just a few: Tourism Industrial Parks, Economic Hubs, Fresh Produce market and abattoirs and agro villages. All these projects have received a nod from the DBSA to fund the entire project from feasibility to implementation. This will surely create more jobs and more opportunities for communities to get both services and employment to sustain their lives. The strategy identifies a need to ensure integrated LED planning so that municipal plans are proper complimented by district initiatives and vice versa.

The objectives of the study are fivefold:

- To revitalize the mainstay economic sectors in Ehlanzeni District, which have been undermined by the COVID-19 pandemic, within the relevant legislative framework.
- To coordinate multi-sectoral and multi-stakeholder efforts for purposes of economic growth within the District.
- To enhance SMME competitiveness through proposing sustainable business support.
- To promote entrepreneurial momentum among the District population.
- To accelerate economic inclusion of those excluded or adversely included.

Other projects that speak to SDF are the Rural CBD and Urban renewal strategies which feasibility studies are completed but require funding in terms of implementation. Request for proposal will be advertised to appoint suitable service providers to ensure the implementation. As part of the IDP priority is the establishment of a number of Public private partnerships (PPP) which ensure that the dream of EDM is realized and in a sustainable manner. The main object of the EDM strategy is to create an enabling environment for investors and local businesses, create jobs and ensure municipal economic viability and competitive advantage. The strategy takes into account the National LED Framework and the advancing Economic growth path and the flagships as well as the 5 priorities of the province which translates into Creation of more jobs and how to enhance rural development whilst not compromising the best practices of preserving the environment. The strategy is bound to be reviewed due to the focus into Comprehensive Rural Development Programme pronounced by the state president when he took over reigns. In Ehlanzeni, it is well known that both Bushbuckridge and Nkomazi Local Municipalities have been earmarked for this programme. Community profiling and development of coops and SMMEs have been started in Nkomazi. To aid to fast track such development the Department of Rural Development and Land Reform (National) and Dept. of Agriculture, Rural Development and Land Administration (Provincial DARDLA) have locked horns with EDM to develop the District Wide Land Audit which will give effects to all development initiatives in

the region. Most of the places to be developed in Rural Area are shown in the SDF Map Below:



10.4 Tourism Development Strategy

In terms of section 84 Of the Municipal Structures Act, 117 of 1997, tourism is a key function of the district municipality. The municipality has prioritized this function due to number of spatial advantages which include the following:

- Located in the subtropical region bound by two neighboring countries Swaziland and Mozambique;
- Have two major development corridors traversing each other in Mbombela (R40 and Maputo Development Corridor N4);
- Kruger National Park one of the biggest parks in the world which have a bigger coverage of space;
- Railway corridors that connect the entire province and up to so far has been underutilized;
- The two airports also provide more flexibility to tourists visiting our shores. It must be noted that EDM plans to research more information on expanding KMIA as the earlier Act mandates them to do so in terms of regulating airports.

It must be said that EDM plans to create a couple employment opportunities within this industry by prioritizing key projects in the next financial year: Tourism development between Mbombela and Bushbuckridge [R1Million to improve signage and eventually consider market stalls and car wash-bays which will be for the youth and people living with disabilities and women and vulnerable communities]. This effort seeks to mainstream the Transversal and HIV/aids programme by ensuring that jobs created are for all South African irrespective of the race, gender, physique and other attributes.

10.5 Water Services Development Plan (WSDP)

Whilst there is no specific mention of this Act in the Municipal Systems Act, 32 of 2000, the Municipal Structures Act, 117 of 1997, section 84 does mention that district municipalities must also ensure connection of bulk services which include water and electricity. Although in the Province these functions were reassigned to local municipalities, symptoms show that they are not doing well. Ehlanzeni and its local municipalities have reviewed their WSDPs last 2010 as required by the Water Act, that at least once annually, this plan must be reviewed to cater for the changing circumstances of the municipality and the community. Further Water Services Act (No. 108 of 1997) gives effect to our LMs to be Water Services Authorities and as such they need to adhere to the specified guidelines and requirements. The role of the district then become one of promoting intergovernmental relations and planning, but also to support and coordinate what LMs are planning to execute. District and COGTA have the responsibility also to guide and monitor the implementation and the rollout of these plans and ensure that they comply with necessary legislation.

The EDM WSDP points out sustainability models, backlogs and challenges facing the provision of this service in the district. EDM is neither the WSA nor the WSP and are therefore not licensed or authorized to render this service except for the District Management Area which is the area that we service. Earlier in the IDP, it was mentioned that DMAs shall be taken from district and be shared amongst the surrounding municipalities as decided upon by the demarcation board in preparation of the 2011 new local government elections. This change has come with the number of changes in terms of boundaries and wards demarcations. It must be mentioned however that District has proposed to LMs an SLA to become a WSP for them as some of them lack capacity. As major projects of the district, more details of the WSDP are contained in the Plan attached to the IDP.

10.6 Roads And Transport Plan

The municipal systems Act, 32 of 2000 although not specific in terms of this plan but it does provide for the need of proper planning of roads in municipalities. The Section 84 of Municipal Structures Act, 117 of 1997 provides for the need of the district to ensure that regional routes are maintained and properly serviced. This falls out the district competency as Department of Transport is currently undertaking the responsibility of most of the Roads. It must be mentioned that for local and municipal roads the municipality is in charge to provide for that. It is out that district may assist with implementation of some of the access roads if the local municipality lacks capacity and finance to execute the functions. EDM has developed a very comprehensive Integrated Transport Plan in 2008 envisage reviewing the strategy in 2011.

The priority from the district has been to ensure that local municipalities have the following in place:

- Proper Roads and Transport units;
- Integrated Transport plans
- Prioritize the need for transport and roads projects in IDPs

10.7 Integrated Waste Management Plan

The main object of this plan is to integrate and optimize waste management and practices in the region. In 2010 EDM after a trip to Italy learnt some best practices and were quick to indicate a need to engage in waste management. In the wake that there was no strategy, EDM prioritized and directed some funds to this strategy.

The EDM IWMP indicates the following information:

- Baseline information;
- Objectives of how to deal with waste;
- Strategic planning;
- Proposed alternative methods to deal with waste;
- Implementation plan;
- Cost estimates for the implementation of the strategy;
- Quantification of generated waste

10.8 HIV AND AIDS Strategy

EDM has reviewed its HIV/AIDS Strategy in 2010 and assisted other Municipalities to review theirs. The strategy entails critical measures that must be undertaken in fight against HIV/AIDS Scourge. The strategy outlines vulnerable groups and proposes possible solutions to the problems. EDM has taken the fight in the streets by organizing and mobilizing people through child care jamboree and other major campaigns.

EDM has partnered with Humana and other key stakeholders to spread the message and to try and put systems in place which promote prevention, testing and aftercare, access to ARVs.

More information has already been provided in the IIDP document and in the attached annexure: HIV/AIDS strategy.

10.9 Transversal Programmes

EDM is taking transversal programmes very serious and all programmes should be mainstreamed to ensure maximum benefits which are lacking at the moment. EDM transversal policies include the following:

- Youth development strategy, Disability strategy: and
- Mainstreaming gender development

More information is contained in the Annexure attached.

10.10 Recruitment and Retention Strategy

The municipality has developed a recruitment and retention strategy to ensure that proper skills are sought from all angles of the country in pursuit of better practice and successful organizations. It must be mentioned that the retention strategy is in draft format as it has not been approved by council due to some reasons. It has been prioritized as one strategy that will be looked at and dealt with accordingly.

10.11 HR Strategy

This is one of the critical plans in the municipality which forms the backbone of each and every successful municipality. The plan entails the following components which must be reviewed from time to time as circumstances deem necessary.

The strategy includes the following components:

- Vision and Mission statement of the HR Strategy;
- Human resource planning;
- Recruitment and selection;
- HRD;
- Performance management; and
- Employee management.

10.12 Comprehensive Infrastructure Plan

This is perhaps one of the arguably best plan that indicates backlogs and budgets required to address the service delivery challenges, it encompasses the following:

- Sanitation;
- Roads;
- Water; and
- Housing;

10.13 Social and Migration Cohesion

EDM has recently developed a social cohesion plan by which it aims to ensure that the disparities of apartheid are pushed away. The plan also intends to ensure that spatial distortions which exist between different land uses are re-arranged to promote diversity and unified communities with common and shared vision. EDM has also prioritized the control of migration of people to and from the two neighboring countries as one posing a serious challenge. The strategy points out ways and means of controlling such challenge. This strategy has been developed and adopted by Council in 2010 and gives effect to the programmes and projects related to community involvement.

Chapter 4 of the Municipal Systems Act, 32 of 2000 gives effect to this strategy and has been prioritized because of the major protests in our local municipalities i.e. Mbombela, Nkomazi and Thaba-Chweu.

10.14 Comprehensive Infrastructure Plan

Ehlanzeni District Municipality held a delivery and implementation forum with Human Settlement and COGTA in 2010 wherein issues pertaining local government: delivery agreement 9: Ensuring effective, accountable and responsive local government. The forum promoted more interaction between the Human Settlement and other sector departments. One area of emphasis was the area of how and when we engage the community participation which should ideally inform the Human settlement of the people and localities that require housing infrastructure. Another key problem identified was that the department thumb-suck the figures even though they may appoint service providers to conduct social studies but if the information does not come from the communities, then service will not adequately address the challenges. The department was also tasked with a function to do the following:

- To ascertain how many people are still without housing;
- How many houses are incomplete;
- Visit district municipalities wherein department of housing should clarify their status and plans going forward; and
- That the department should consider joining municipalities during the public participation as housing is one of the key basic services enshrined in the constitution of (1996)

The municipality indicated that COGTA and Human settlement should explore possible municipalities that can be licensed to provide the housing services. According to COGTA, this function will be reserved to Human Settlement until municipalities build capacity to execute the services on their own. Another proposal from Ehlanzeni District was that Housing perhaps should be a function that assigned to District Municipality given that municipalities are struggling to deliver services (bulk and reticulation) at the moment.

This proposal is in line with the Section 84 of the municipal structures Act 117 of 1997 which state the powers and functions of the district as the following:

- Provision of Bulk water services;
- Provision of Bulk electricity services;
- Regulate abattoirs and fresh produce markets;
- Provide municipal health services;

During the public participation meetings our local communities raised the following challenges:

- Inadequate housing infrastructure in some villages and wards;
- Backlogs of houses in some villages and wards; and
- Incomplete houses in some villages.

The Municipal projects focusing on Water and Sanitation, Roads and Storm Water Drainage, Electricity, Refuse removal and Human settlement, Economic Development have been included as areas where district municipality must render support.

The sector projects for the main service delivery departments have been included which are the Department of Health, Education, Public Works Roads and Transport, Sports, Arts Culture and Heritage, Agriculture and Water Affairs as described below.

10.15 Tenure Upgrade Strategy

This strategy was adopted in 2010/11 financial year after a need to review the tenure reform was identified. The importance of strategy is primarily due to the nature of the district municipality which is about 70% rural and thus most of the areas are rural and not surveyed. The lack of tenure security poses a serious challenge in terms of development and ownership of properties. Though significant strides have been made to ensure that portions of the areas are surveyed and title deeds given to the rightful owners and occupants, there is still a huge backlog in terms of outstanding households with no titles which in the main will require tangible budgets. The strategy outlines the priority areas such as 6 settlements in Nkomazi LM area which are as follows: Boschfontein; KaMhlushwa; Langeloop; KamaQhekeza and Schoemansdal villages.

10.16 Communication And Corporate Identity Management Strategy

This strategy seeks to ensure that EDM is able to communicate its service delivery agenda, programmes and projects planned and or implemented within municipal space. The strategy has led to the formulation of the following:

- District communication Forum;
- Media working group; and
- Media breakfast show with the Executive Mayor

The strategy seeks to address also several communication gaps and systems which will cause the district to disseminate with easy information and knowledge, policies and strategies to communities. It further highlights the two broader forms of communication and how the institution should deal with such matters: Internal communication which includes internal magazines and movement of information from one office to another without compromising the confidentiality and classified content whilst on the other side embracing the need to encapsulate and strengthen external communication with local, national and international stakeholders.

The strategy further elaborates on the approved corporate identity of the institution and the responsible member of the municipality. This strategy within corporate identity covers the outlook of the buildings, utilization of logos, letterheads and, folders and business cards, use of coat of arms and branding material.

The strategy does outline the forms of communication media that can be used for the internal and external communication. It does take note of the role of the traditional leaders and how they should be incorporated into the broader picture.

10.17 Anti-Corruption Strategy and Policy

This strategy is customized to address the challenge of corrupt activities, fraudulent and malpractices on municipal employees when executing their duties. The strategy focuses on how to safe guard the interest of the organization by stating the rules and procedures to be followed when such an activity has been done.

The strategy emphasizes on members who serve in bid committees to sign declaration statements and commitments to disclose any business interests on the work executed on behalf of the municipality. This policy just like any other policies is reviewed as and when deemed necessary by Council.

10.18 Project Packaging and EDM's Led Implementation

This strategy is an extension to the LED and Tourism strategies of EDM in that identified massive projects derived from the two strategies are packaged into investments opportunities which may be used to attract investors for necessary implementation support. The ten packaged projects are as follows:

- Fresh fruit market;
- Light industrial park;
- Packaging and storage hub;
- Organic fertilizer;
- Tonga precast;
- Timber cluster;
- Kruger Malalane junction;
- Inyaka Dam;
- Entertainment and Tourism hub; and
- KMIA

The strategy outlines also the methodology to be followed when the projects are packaged including the suitable identified locations where these are earmarked for implementation. The methodology outlines the background within which the project is initiated, the project description, outcomes, envisaged multiplier effect, SMMEs and Coops potential, existing and required infrastructure, incentives, labor requirements to be on site, potential funders and sponsors and investors and private sector investment opportunities.

10.19 IGR Strategy Framework Policy

EDM like any institution of government is governed by the Intergovernmental relations Act and principles as enshrined in the Constitution of the Republic of South Africa. Municipal institution comprises of structures such as ward committees, IDP representative forums, council of stakeholders, speakers forums, Mayors forum, Municipal Managers Forum, CFO's Forum and other cluster groupings (Social Needs, Good Governance and Economic Growth and Development and the a cluster for the Traditional Leaders).

This policy document provides guidelines in terms of the protocol that need to be followed when such partnerships are forged especially through local, provincial, national and international visit undertakings and signing of MOUs and service level agreement and or partnerships and other form of agreements. The Framework guides also the agenda that must be envisaged for partnerships, puts emphasis on object of developmental local government (State), the strategic agenda, pillars and necessity for alignment and planning, key issues for consideration during engagements and the functionality of the existing structures.

10.20 Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6 of the Local Government Municipal Systems Act, 32 of 2000 in conjunction with the Municipal Finance Management Act 56 of 2003 require that each municipality must for each financial year after adopting and approval of IDP and Budget document develop a service delivery and budget implementation plan which segment how the planned projects and programmes will be implemented monthly and quarterly enabling the audit committee and other municipal structures to audit review and modify the implementation plan. The plan is a middle man between the strategy (IDP) and the financial resources and human resources in terms of the approved organogram of the institution.

The plan outlines further than service delivery plan, the principles and the guidelines adopted by Ehlanzeni in planning, executing and implementing the plan.

10.21 Districtwide Spatial Development Framework Plan (Status Quo)

This document has been referenced so significantly in the spatial planning section of this IDP. It has however been attached as an annexure to the document. It must be reported that though the SDF is for 2010 Financial year and fairly recent, the new demarcation of the former District Management Area (DMA) requires that all affected municipalities must do minor adjustments to that effect. The Department of Agriculture, Rural Development and Land Reform (DARDLEA) has made provision for review of the SDFs of the following municipalities:

- Ehlanzeni DM

- Umjindi LM
- Thaba Chweu LM, pending the completion of the Dolomite investigation studies

The three mostly affected adjacent local municipalities are Nkomazi LM, City of Mbombela and Bushbuckridge will need to prioritize finer adjustment to cater for these changes.

10.22 Districtwide Performance Management System Policy Framework

This document is intended to outline key requirements on the development, adoption and implementation of the PMS framework. The document is also aimed to streamline support of the district to LMs in terms of performance management.

Amongst other objectives, this document will embrace the following:

- Systems that will support effective service delivery;
- Forge accountability and ensure good governance;
- Monitor the developmental outcomes envisaged through MDGs and IDPs and other provincial and National development plans;
- Ensure and standardization of processes, monitoring and evaluation of services; and
- Ensure performance reporting and alignment to the provincial and National sector departments.

10.23 Air Quality Management Plan

This plan is aimed at ensuring that the district is able to monitor the emission of the companies and industries by way of regulating such activities. This emission of course has serious health implications to the environmental health and the health of the community members. This function has been a provincial competency until the new health Act which transferred the function to the District Municipality. However due to staff capacity challenges most of the district are not capable to perform this function not until the Environmental Health Practitioners have been trained and support staff are appointed. In Mpumalanga Province though the two Districts (Nkangala and Gert Sibande) are ahead, there are still a lot of gaps in the implementation process. EDM has extended the contract between the District and the Province as they are currently not in position to render such services. The district has however embarked on conducting section 78 assessments reports which should reveal the following areas:

- Current status of the Air quality management in the district;
- Focus areas;
- Resource requirements;
- Gap analysis; and

- What has to be done to efficiently deliver services

As a starting point, a strategy is being developed to support the Section 78 report but more above that the strategy will reveal the costing exercise, companies that emits, areas prone to disaster and undesirable consequences. The strategy shall also reveal role players and control and monitoring mechanisms to the challenges. It will also seek to integrate the role of the municipality in terms of enforcement of such policies and bylaws within their jurisdiction. A budget of R800 000 has been set aside to appoint service provider to compile this document.

10.24 Agriculture In-Depth Studies

The main objective of this strategy was to indicate the various agricultural potential and opportunities of the district wide area. At the time Bushbuckridge Local Municipality was not part of Ehlanzeni District Municipality but the former Bohlabela District Municipality which was later disestablished due to political reasons. The strategy aimed to encompass the status quo information of agriculture is compiled clearly showing the collaborative efforts which may be undertaken by the various key role players in exploiting the agricultural advantages of the area. Whilst the District displayed a strong agricultural advantage it must be pointed out that there are variations and comparative advantages of each municipality within the District.

The strategy reveals the various sectors that are strong in production but also contributing factors to the gross domestic product of the districts such as the following produces:

- Sub-Tropical fresh fruit farming: avocados, bananas, mangoes, litchis, macadamia nuts, sugarcane cultivations.

The district produces about 16% of citrus crop and exports to over 70% at the time of the study compilation (2003)

The strategy or study identified the need to establish new biotechnology industries as a key critical factor to be explored in trying to expand and support agriculture in the district. This industry would focus on processing and refinements of finished goods in the following sectors:

- Focus on producing finished products and food;
- Processing of chemical products such as manufacturing of manure and fertilizers and extraction of gases such as methane through the grinding of sugarcane;
- Production of medicinal products and by products;
- Production of drugs and health related products which could be retailed national and internationally to various customers; and
- Collaboration with traditional and herbal specialists in supply and production of medicinal plants

accredited as the source of medicine and natural remedies of humankind.

The study also provides guidance in terms of coordination and collaborative engagement which must be undertaken by the various stakeholders in pursuing the objectives of the proposed strategy. The obvious of the study is due to the date that it was developed there is a need to review the strategy in order to cater for various changes which have taken place within the sector and industry for the past 10 years.

10.25 Draft Youth Skills and Development Strategy

The Strategy intends to expand on the projects and programmes which can be undertaken to speed up the development of youth in the district. It is well known fact that youth as one of the previously marginalized groups are now taking center stage. Ehlanzeni District Municipality is by far a youth dominant district which implies that more programmes and projects must focus on grooming and nurturing the youth. It is required that more investment be directed towards skills development, education and vocational works. The study identifies the need and focus areas which this strategy must embrace but also points out the key role players that must support the programmes for an example, the role of tertiary institutions, community-based organization in terms of skills development and other critical avenues. Compounding the challenge, the youth in our district is prone to number of challenges such as drugs abuse, teenage pregnancy, alcoholism and undesirable activities which they befall onto due to peer pressure and societal influences.

CHAPTER 11

11.1 STRATEGIC AND LONG TERM-DEVELOPMENT PLANNING

The district as a municipality tried to grasp this developmental nettle through annual processes of Integrated Development Planning, with the most recent IDP Review distilling five central challenges for the municipality:

- Recognized that EDM lacked a clearly-defined and long-term development strategy – a road-map to a better future;
- There is a low economic growth, high unemployment and high levels of poverty and inequality.
- The revenue-base is under pressure and efforts to address the basic needs of the poor are at risk of proving unsustainable.
- Many households still lack adequate transport, social services, access to economic opportunities and an environment that nurtures their communal humanity.
- There is possibility of risking the use of natural resources in an unsustainable manner that will
- Compromise the interests of future generations. In relation to each of these challenges, the district has proposed the following objectives:

- There is a need to put in place a clearly-defined and long-term development strategy that can galvanize all stakeholders to take forward EDM's vision in tangible ways.
- The need to create an enabling environment for an economy that is growing, diversifying, generating increasing numbers of quality jobs and reducing inequalities in the society.
- The need to find innovative ways to grow revenue-streams and improve the efficiency of financial management.
- District-region that is characterized by sustainable human settlements in which people can live secure, fulfilled and dignified lives.
- To ensure that developmental practices are managed in a way that meets the needs of people now, without compromising the rights of children to meet their own needs.

To address the challenges facing the people of Ehlanzeni District, there are key pillars that must constitute the Long-Term Development Strategy:

- Stimulate faster economic growth and drastically reduce unemployment
- Fight poverty and build secure and sustainable communities
- Develop healthy, appropriately skilled and productive people
- Deepen democracy and nation building and realize the constitutional rights of all the people
- Build an effective and caring government.

In the context of strategic planning, EDM is embarking on projecting a Long-Term Growth and Development Strategy (LTGDS) as a practical, action-oriented framework for integrated and sustainable growth and development in our district. The implementation of this framework will enable the continued restructuring of local economy and guide the actions and programmes of government and social partners in achieving growth and development objectives.

The strategic objectives of the LTGDS in achieving EDM's vision are:

- The provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty
- Accelerated, labor absorbing economic growth that increases perineum and that will create long-term sustainable jobs and contribute to halving unemployment
- Sustainable socio-economic development
- Enhanced government efficiency and co-operative governance
- Deepening participatory democracy, provincial and national unity and citizenship
- Contributing to the social and economic development of the continent and the successful achievement of New Partnership for Africa's Development's (NEPAD) goals and objectives.

The experience over many years has shown that local government cannot simply leave this to the market. Government has to play an assertive and leadership role in working with the private sector and other stakeholders to ensure socio-economic development and transformation and to stimulate economic growth.

However, it is important to note that the main objective is not simply to increase the rate of economic growth but also to ensure that the benefits of this economic growth translate into broad-based income redistribution and a reduction in poverty and inequality

There is need to address the marginalization and exclusion from the economy of, in particular, black people, women, people with disabilities, and the poorest of the poor. The LTDGS therefore talks about growing and developing the economy for all. It aims to ensure a shared and transformed economy through creating linkages between the first and the second economy, supporting the sustainability of the second economy and assisting previously disadvantaged groups to gain access to the opportunities of a growing economy.

In creating an enabling environment for effective growth, the challenge is also to improve the quality of the health and education system to build healthy, skilled and productive people and make Ehlanzeni a safe and secure place to live.

The Strategy therefore aims to not only fight income poverty but to also invest in the health sector, improve access to education resources and partner with education investors’ intent on capitalizing on the advantages of Ehlanzeni’s educational institutions.

The LTGDS seeks to underpin the District strategy to position and develop the area as a globally competitive sub-region that harnesses the strengths and advantages of the different municipalities and other public and private stakeholders in the province towards greater internal coherence, in order to compete more effectively externally in the global arena.

A central component of the Growth and Development Strategy is to grow the economy through the development of key growth sectors that have been identified based on their potential to achieve high growth rates and create jobs through multiplier effects. These are: smart industries including ICT and pharmaceuticals, tourism, agriculture including agro-processing and biotechnology, trade and services including finance and film, and manufacturing including steel-related industries, automotive parts and components, and beer and malt.

Promoting broad-based black economic empowerment (BEE) at all levels of the economy will improve equitable income redistribution and act as an economic driver. Transforming big business and multi-nationals to become more representative is a key challenge. The issue is not just at the level of ownership but also in areas such as management control and decision-making, preferential procurement, skills development, employment equity, social responsibility policies and programmes, enterprise development policies and strategies etc.

Support for small, medium and micro enterprises (SMMEs) is a critical sector to effect poverty reduction, create job opportunities and meaningful economic participation by black people, women, and people with disabilities, youth and other marginalized sectors of our society. In the near future there is need for developing SMME agency, which will provide both financial and non-financial support to SMMEs.

Skills development is a necessary to ensure that appropriate skills base is created to drive sustainable economy and social development. Youth development strategy will pay attention to the issue of young people's access to economic opportunities and skills development. Learnerships will be key in this regard, as well as improving the further education and training sector. Together with institutions of higher learning and the private sector cannot just identify skills gaps to sustain future growth but also undertake a provincial skills audit so that investment in skills is in line with the actual skills needed.

Implementing the expanded Public works programme (EPWP), this will create short-term jobs and build social capital by involving communities in socio-economic infrastructure development in their areas. The EPWP will also contribute to skills development, thus increasing job opportunities and enterprise development.

Proactively addressing the needs of women, people with disabilities and youth in social and economic life through mainstreaming and mitigating the effect of and ensuring an effective response to HIV and AIDS will also be critical in meeting our objectives. The AIDS Summit on this current financial year involving government, business and labor will be an important step in ensuring that all sectors of the economy are able to effectively perform in this regard.

A further condition for growth and development will be ensuring ease of access to government services, including through the use of information technology, achieving economies of scale and efficiency and better inter-governmental relations. The GDS further identifies existing strategic levers, which require focused attention and resources. These include the provision of an accessible, affordable and integrate public transport system; the provision of housing, investment in sustainable communities and innovative housing finance solutions; public safety and an integrated and improved security system that are critical for economic growth, quality of life and tourism; and improving government institutional efficiencies including quality integrated public services and reducing the cost of doing business in Gauteng.

As government we have made a firm commitment to the implementation of this Growth and Development Strategy. However, its success depends on the active participation of all sectors, particularly business. One of our key challenges in ensuring the successful implementation of the strategy will be our ability to catalyze resources from our partners.

To drive the effective involvement of all sectors in the implementation of the Growth and Development Strategy, a multi-sectoral forum will be established. This will spread the responsibility for its implementation to all sectors of society, while strengthening the partnership between the various sectors, for greater coordination and impact.

Other key targets which the strategy aims to achieve in Ehlanzeni by 2035 include reducing unemployment to; creating some jobs over the next ten years; and increasing the provincial government's procurement spend for broad-based economic empowerment enterprises to 80%.

The goals, objectives and priorities were then justified and motivated by the millennium goals (United Nations 1999) and the NEPAD priorities (2003). These priorities were then integrated into the Provincial Growth and Development Strategies (2004 – 2014). Unfortunately, due to extensive intellectual drainage from poorer provinces and municipality areas, areas lacking pre-1994 infrastructure, larger centers have grown through the tradition of Migrant Labor, stretching the larger municipalities' capacity and collapse has in turn been the result in the poorer areas. Little to no realization of the Department of Provincial and Local Government's Strategic Plan 2007 – 2009 and local municipality's Integrated Development Plans.

Thus, there is a need to empower municipalities and provincial departments to reach the goals, objectives and priorities that have been and will be visualized to ensure:

- Rapid Economic Growth
- Education and Skills
- Infrastructure development

Thus, resulting in credible public and private institutions

What type of planning is envisaged?

To focus on Long-Term Strategic Planning there must be a change in terminology from short-term to long-term. Terminology influences our manifestations and Vision

Short-Term Terminology	Long-Term Terminology
Job Creation	Career Creation
Upliftment	Empowerment
Sustainable Development	Progressive Development

Planning and policy-making; leadership and collective responsibility

The governance cycle is incomplete. The five activities mentioned are all quantitatively measurable in terms of time and finances. To add quality, we must include three social aspects after the five activities:

- Policy development;
- Strategic and operational planning;
- Resources allocation;
- Implementation;
- Performance monitoring and evaluation;
- Reflection; and
- Lessons learnt

With these three additions quality becomes a measurable on three levels the individual, group and task and improvements can be made.

"Implementation of the plan, on the other hand, is the collective responsibility of Cabinet of all government and in some cases all society"

GAPS IN CURRENT SYSTEM- PROBLEM STATEMENT

The deficiencies stated are all due to lack of long- term visions

- Lack of knowledge and comprehension in both private and public institutions we have missed the direction of the millennium goals, NEPAD Strategy and our Provincial Growth and Development Strategies.
- Voluntarism and short-termism are motivated by our slogans for job-creation, sustainable development, grants, "Helping South Africa OUT", "How can we help you?(Upliftment)
- A need for an agency to ensure comprehension and application of the plan in cabinet, all state departments and private sector with regard to synergy and holistic socio-economic development

Some lessons from international experience:

Ehlanzeni must become an implementation, results driven district (Business Unusual). Currently there are far too paper-based with little to no practical implementation and practical application.

To implement good development planning, education, skills and resources are required beyond the larger centres (pre-1994 infrastructures. More solid institutions, capable public servants, and stronger relationships between public and private sector and clear focus, knowledge, comprehension and application of the strategic objectives are required to shape the new horizon.

There is a new mental model to respect the past but that can drive the country forward from the smallest building block of society, the individual – family – neighborhood – community – town – city – municipality – province–state.

Focus of the strategic planning for EDM will amongst other things zoom into predicting the mechanisms of dealing with the following factors as they play a major role to shape the future of the District:

- Developing a district model demonstrating the future likelihood of the District in 2030 and beyond,
- Strengthening and centralizing planning in both District and family of municipalities
- District provision of municipal support on a sustainable manner to services with district wide impact.
- Food security and sustainable rural development,
- Innovation technology and equitable economic growth,
- Poverty and challenge of social cohesion as a future dream of the District,
- Regional, continental and global dynamics and their long term capabilities,
- Industrial development trends and the changing structure of economy,
- Capability and performance of District and local municipalities,
- Advancing Human Resources for district development,
- Public transport, medium and long term choices,
- LED and spatial settlement trends
- Long-term microsocial and demographic trends,
- Energy consumption versus production (depletion of natural sources versus bio-energy production)
- Long term availability and sustainability of water and its usage
- Consensus, biodiversity and eliminate the changing mitigation and adaptation factors.

11.1 TERMS OF REFERENCE: LONG TERM-PLANNING PERSPECTIVE

11.2.3 Background

Lack of coordination within the local sphere of government has led to implementation inconsistencies and in poor service delivery in some cases.

The District **M u n i c i p a l i t y** understands that planning, coordination and performance management are interrelated and cannot be separated if the objectives of strategic operational planning are to be achieved.

The Municipality should be concerned with planning matters identified, including preparation of physical plans and policies/guidelines, as well as the monitoring of the impact of the implementation thereof on a high strategic level

The district further understands that the Green Paper on National Strategic Planning addresses mainly high level national strategic planning and that operational and infrastructural planning belongs at the local sphere of government except for bulk infrastructure. These plans will take account of the broader national plan. The

municipality shall commission research where necessary and make proposals on targets and milestones for the purposes of the national strategic plan.

It is hoped that the present initiative to establish a planning unit may lead to a more successful outcome and specially to strengthen local authorities to be capable of addressing and solving the problems related to human needs and land use.

11.2.2 Introduction

An improved approach should call for integrated planning for sustainable development. The system should satisfy the following specific needs:

- Improvement and strengthening planning, management, \monitoring; evaluation; implementation and delivery of services.
- Strengthening institutions and coordinating mechanisms
- Creation of mechanisms to facilitate satisfaction of the needs and objectives of communities and people at local level through service delivery.
- The development of policies which will result in the best use and sustainable management of land. This should thus ensure:
 - that development and developmental programmes are holistic and comprehensive, so that all factors in relation to land resources and environmental conservation are addressed and included. In considering competing needs for land, and in selecting the "best" use for a given area of land, all possible land-use options must be considered;
 - that all activities and inputs are integrated and coordinated with each other, combining the inputs of all disciplines and groups;
 - that all actions are based on a clear understanding of the natural and legitimate objectives and needs of individual land users to obtain maximum consensus;
 - that institutional structures are put in place to develop, debate and carry out proposals.

It is further acknowledged that a concerted focus on strategic operational planning and more coordination are some of the interventions required to remedy what did not work well. A need for strengthening coordination among the local spheres of government is proposed in order to drive collective action towards improved service delivery. It is further acknowledged that The Department must also identify and rectify institutional weaknesses in Local Government to ensure municipal financial viability and sustainability.

In order for the unit to succeed in its endeavors, a partnership between public and private sector, as well as active public participation is required. By and large extensive consultation with a wide range of stakeholders and agencies within the district is envisaged.

The Department acknowledges that the national strategic planning will be informed by our local plans (IDP) and that the local sphere will ensure that there is coherence intergovernmental planning as stated in the

Constitution, Particularly Section 41 (1). However, the formulation of Policies and assessments of the true nature and condition of Local Municipalities will be time consuming.

11.2.3 Mission

Increased efficiency in the use of land and resources used in planning; and drafting of plans that are realistic, acceptable and possible to implement; and to guide Council on all strategic medium- and long-term planning matters.

11.2.4 Objectives

The objective of the municipality will be to develop principles and norms aimed at achieving sustainability, equality, efficiency, fairness and good governance in spatial planning and land use management as well as infrastructural planning and delivery. The decisions of planning authorities, whether related to the formulation of plans such as IDPs or the consideration of land development applications such as rezoning, or the planning and implementation of infrastructure must all be consistent with these principles and norms.

The objective of the principles and norms is to influence directly the long-term substantive outcomes of planning decisions, whether they relate to spatial development; land-use management; or decisions on land use change or development applications, including the delivery of services to all communities. The overall aim of the principles and norms is to achieve planning outcomes that:

- Restructure spatially inefficient settlements
- Promote the sustainable use of the resources in the country
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- Stimulate economic development opportunities in rural and urban areas;
- Support an equitable protection of rights to and in land.
- Promote and guide rural development and the upliftment of rural communities
- Promote and guide infrastructural delivery and the efficient use of resources
- Provide medium and long term planning guidelines
- accountable spatial planning, land use management and land development decision-making and infrastructure delivery by organs of state;
- cooperative governance and wider information sharing in plan-making and implementation;
- maximum openness and transparency in decision making
- Strategic medium- and long-term planning solutions.

11.2.5 Key Focus Areas

PLANNING

Ensure medium- and long-term planning in the district, both on regional and local level, within the context of the national planning issues identified, with specific focus on the following subjects of planning:

- Municipal services and infrastructure planning
- Energy production and consumption alternatives (Green energy generation)
- Spatial Development Planning
- Local Economic Development planning
- Financial Viability and Management
- Social Development planning
- Institutional Development and Transformation
- Human Resource Development plans
- Integration of traditional houses council
- Joint government integration and planning
- Research and Knowledge management (Across all spectrum)

Ensure coordinated and integrated development planning on both district and local level, reflecting relevant issues from the national planning principles.

To ensure the bottom-up and top-down approach to planning in order to influence the formulation and implementation of national policy and strategies.

To ensure the implementation of a structured process in the district to act as an early warning system to identify issues requiring immediate attention.

To ensure the implementation of appropriate and technologically advanced system to provide relevant information to guide decision-making.

RESEARCH AND DEVELOPMENT

- To commission research on a specific subject if and when necessary.
- To formulate, influence or review policy, plan and strategy.
- To assess and influence resource allocation (including capital infrastructure investment) in terms of value for money, sustainability, appropriateness and affordability.
- To conduct research on new technology and investigate and apply National and International best practices.

MONITORING AND EVALUATION

To ensure the monitoring and evaluation of the impact of strategies and policies implemented on both district and local level with respect to achieving long term goals.

11.2.6 Communication And Coordination

The municipality will use existing structures, mechanisms and tools in the organization to communicate the outcome of studies and work conducted by the Department to the communities and other stakeholders. Should we add those structures, mechanisms and tools below:

- Intergovernmental Relations Committees
- Public Participation Structures
- IDP Structures
- Website
- Newsletters (external and internal)
- Community based and SABC Radio Stations
- Journal articles production
- Other non-print and print media

QUOTE FROM THE GREEN PAPER

“There is a feedback loop between monitoring and evaluation, and planning. Performance monitoring and evaluation will assess progress, identify constraints, weaknesses and failure in implementation, and effect mechanisms of correction or enhancement”.

11.2.7 General Comments

We need to establish sooner than later as to what province is doing to gear themselves against this direction. The national department, apparently might be discussing some of these issues, writing articles, holding izimbizo's, we must ensure that we are part of the transformation otherwise they will impose and propose things which we cannot change and perhaps at some stage begin to regret the existence of the ministry.

11.2.8 Administration

All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications

- All managers sign performance agreements;
- Appoint suitably qualified, experienced and competent officials; and
- Implement and manage performance management system

11.2.9 Sound Financial Management

- All municipalities have a functional financial management system;

“A District Municipality that provides Impactful service delivery to its communities”

- Rigorous internal controls;
- Cut wasteful expenditure;
- SCM structures and controls with appropriate oversight;
- Cash-backed budgets;
- Post audit action plans are addressed; and
- Act decisively against fraud and corruption

11.2.10 Community Engagements and Participation

All Councillor's report regularly to their wards:

- Municipalities have clear engagement platforms with communities, e.g., ward level service delivery plans, IDPs and budget report backs; and
- Transparent, responsive and accountable processes to communities etc.

11.2.11 Basic Service Delivery

To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

11.2.12 Challenges Of Local Government

The District of Ehlanzeni consists of 5 local municipalities, being Mbombela, Nkomazi, Umjindi, Thaba Chweu and Bushbuckridge Local Municipalities. Each of these municipalities have different challenges ranging from:

- None provision of democratic and accountable Government for Local communities
- Erratic provision of basic services to communities in a sustainable manner
- Promotion of social and economic development not adequate
- Inadequate Promotion of a safe and healthy environment
- Lack of encouragement of involvement of communities and community organizations in the matters of local Government
- Sound and sustainable financial management inadequate

