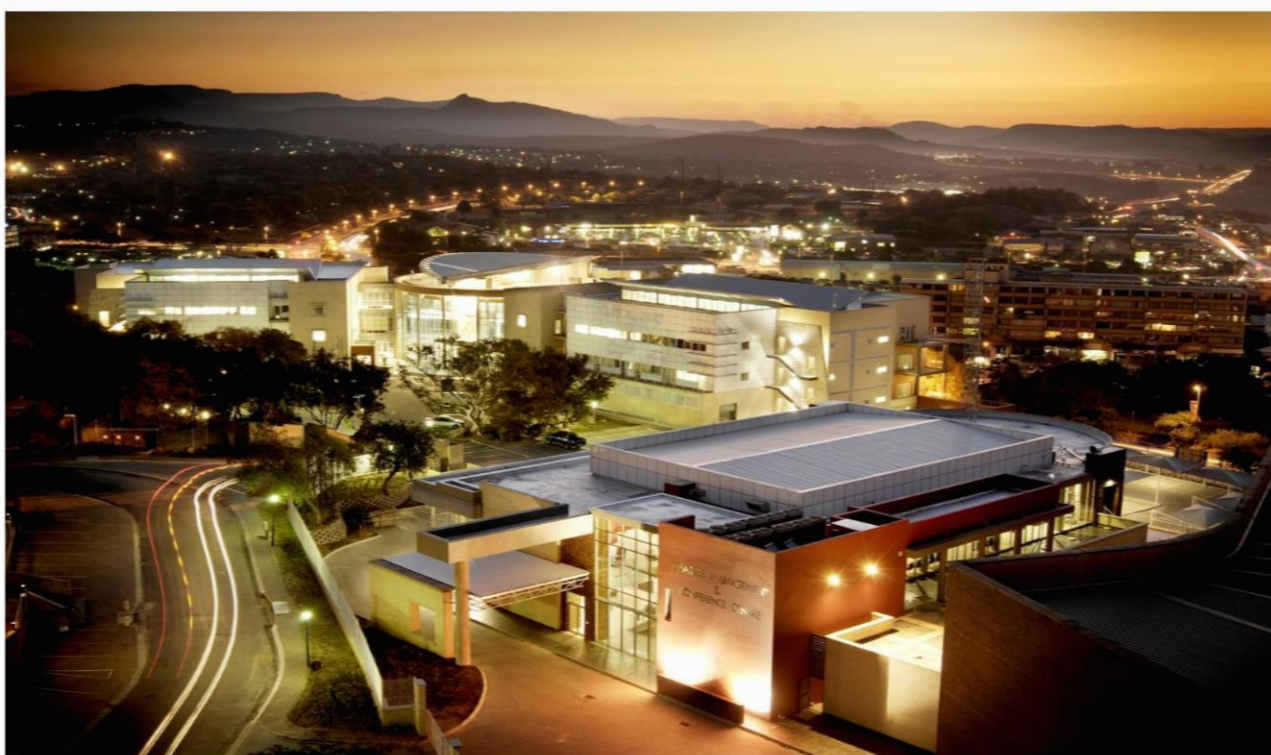




EHLANZENI
DISTRICT MUNICIPALITY



EHLANZENI DISTRICT MUNICIPALITY'S FINAL IDP AND BUDGET 2023/24 REVIEW

"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 pleased to present this second IDP 2023/24 review to you; our valued client or stakeholder in service delivery. We continue to indicate that this review is striving to achieve amongst other things, a high standard of clean governance and improve the delivery of services to our communities as we continue to aspire to achieve and embrace their aspirations. As this Council bestowed with leading the Ehlanzeni District Municipality and its locals, we have been given a mandate by our people to address, amongst others, the District One Plan, popularly known as the DDM. During the previous review 2022/23 of the IDP, we have managed to review the District One Plan which was approved on the 31 January 2023 as per the assessment report issued by National Department of Cooperative Governance and Traditional Affairs (COGTA). Our confidence and belief of improving the standard of life within the district have been boosted by this review coupled with Memorandum of Agreement (MOA) signed through the formal partnership with the Public Private Growth Initiative Pty Ltd popularly known as PPGI. This partnership has already brought on board several private sectors and businesses to facilitate the implementation of the high impact projects including enhancement of skills development sector to compliment the diversified sectors dominant in the district area.

With the district prone to natural disaster and climate change risks, the District will focus on strengthening relations with Local Government SETA in providing both financial and technical expertise in training personnel and communities to aid with maintenance works of the storm water drainage systems, disaster response and relief programmes, cleaning of towns, patching of potholes, streetlight and high mast lights fixing which are flagship programmes of the Executive Mayors. It has been agreed that these programmes will be monitored from monthly to quarterly basis to ensure progress and consistent reporting to the communities and leadership. We continue to aspire to live up to our vision bar line which states that “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 patterns occurring in our borderlines. We have made a commitment to the masses of people that we will leave no stone unturned in favour of delivering quality and standard services. On top of our list is to deal also with, land invasion, resettling households located within flood lines and wetlands zones and alongside riverbanks, theft, and vandalism of electrical and water infrastructure, especially in the City of Mbombela, Thaba Chweu and Nkomazi Local Municipalities. Other socio-economic ills also that are rising to shocking statistics include Gender Based Violence and Femicides syndicates, high unemployment, poverty, and inequalities.

The district is also exploring installation of solar powered systems to augment the current availability of power on our grid lines. The use of alternative energy will to some extent curb the impact that both loadshedding and

load reduction has over the operation of businesses and industries for the last financial year to date. The district through the infrastructure development focus group is exploring use of hydropower, generating solar power and renewable energy sources and a master plan for these sources will be top of the priority in 2023/24. The district has also been boosted by the nomination to be one of the 8 districts in the country to participate in the DBSA Adopt a District programme (Partner with the District Programme) which has placed the district at an advantage of receiving portion of the R5 Billion Grant and technical support that will focus on 4 strategic areas for development:

- ✓ Focus on sustainable human settlement including precincts development and livelihood
- ✓ Infrastructure Financing and delivery
- ✓ Promote Efficient institutional and governance system
- ✓ Ensure to create capacity building in the institutions

The main focus for the district family of municipalities will be on developing master plans, feasibility studies and implementing all the 15 high impact projects through formation of Project Steering Committees in partnership with the private sectors and communities. Although few of the High Impact Projects have already been completed and handed over to the communities and these are: Karino Bridge and Interchange Roads, Hoxane Bulk Water Scheme, Mkhuhlu Agri-hub and the Mpumalanga International Fresh Produce Market (MIFPM) just to mention the few. We remain concerned with the slow pace in huge projects like the Construction of the Mountain View Dam to augment the current supply and demand of water around the City of Mbombela and surroundings, Nkomazi Special Economic Zone, and the Makhonjwa World Heritage Site.

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.

The recent rainfalls between January and February 2023 have caused a setback in planning and implementation schedule by damaging some of the water and roads Infrastructure as most of the pipes and structures was submerged under high velocity water and some washed away and damaged in some instances. Although the state of disaster declaration was pronounced but we should note that the repair of the existing infrastructure in pursuit of restoring the rendition of services usually take longer than anticipated.

All the above interventions and proposals for development form the crux of our priorities contained in details on this Reviewed IDP 2023/24.

.....

Honourable Cllr: Jesta Sidell

Executive Mayor



OVERVIEW OF THE MUNICIPAL MANAGER

Dr. N.P. MAHLALELA

I am honoured to be afforded this opportunity to present this draft review IDP 2023/24 to our valued stakeholders and social partners. We hope that, we have considered all the pressing matters that remain priorities for the upcoming financial year.

According to Section 34 of the Local Government Municipal Systems Act, No. 32 of 2000, stipulates that after the development of the 5-year IDP, each council must undertake an exercise to review the strategy in line with the changes of circumstances and the assessment of its performance

measurements in relation the municipal targets outlined in Section 41 of the same Act. Indeed, as Ehlanzeni District Municipality, we have complied with this prerogative of this legislative prescript. After thorough consultations with stakeholders during IDP Representative Forums and Strategic Planning Lekgotla and using reference sources such as the State of the Nation Address (2023), State of the Province Address (SOPA -2023) and the Local Government Manifesto, the following priorities emerged as major focus areas for 2023/24 and beyond. In no particular order the list includes and not limited to the following:

- The maintenance of roads and storm water drainage systems due to the recent rains that has damaged the hardcore infrastructure;
- Explore installation of alternative sources of energies to curb the impact of the loadshedding that has a negative impact to the economy of the country;
- The implementation and monitoring of the Flagship Programmes (Cleaning of streets, streetlights fixing, patching of potholes and GBVF programmes);
- The focus will also be on the implementation of the District One Plan through the partnership with Public Private Growth Initiative (PPGI), private sectors and other stakeholders who are members of the Workstreams and Focus Groups;
- Improve access to sustainable basic services (Water, Sanitation, Energy, Refuse Removal, Roads and Storm water drainage systems);
- Implement the economic recovery strategies in order to increase Economic Transformation and Job Creation in pursuit of curbing 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.

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 Revised District One Plan. The introduction of the District Development Model (DDM) was aimed at improving cooperative governance to build a capable, ethical and developmental state and as EDM we are on course to realise this vision through the implementation of the Plan with the support of our social partners, also in the main execution of the Memorandum of Agreement signed with PPGI.

It is against this background that I hereby present the final 2023/2023 FY IDP and Budget inline with Chapter 4 of the Local Government: Municipal System Act, No 32 of 2000.

Thank you

.....
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 centre piece of developmental local government is the integrated development plan (IDP). IDP's provide long term visions for the Municipality, detail the priorities of an 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:** EDMs Organisational Structure
- **Chapter 5:** An overview of the performance of the district municipality for the last audited financial year
- **Chapter 6:** 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 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 Municipal councils 5 -year strategic objectives
- **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

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.

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

MILLENIUM 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 programs	

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 ensuring 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 areas 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

CHAPTER 2

2 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

2.1. 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 IDP & Budget Review process of the 2023/2024 fy was undertaken in terms of Section 34 (1) (a) and (b) of the Local Government: Municipal Systems Act 32 of 2000. Provisions of this section requires that each municipal council must, review its integrated development plan annually in accordance with an assessment of its performance measurement in terms of section:41; and to the extent that changing circumstances demand; and may amend its integrated development plan in accordance with a prescribed process.

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	IDP Cluster Forums are composed of departmental heads and senior managers of the district and the local
(Technical, Economic Growth, Governance & Administration, Community Services, Finance, Environmental Planning & Spatial Development Forums)	municipalities. IDP Cluster Forums have the following functions: • Provide technical input to the district IDP process; • 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

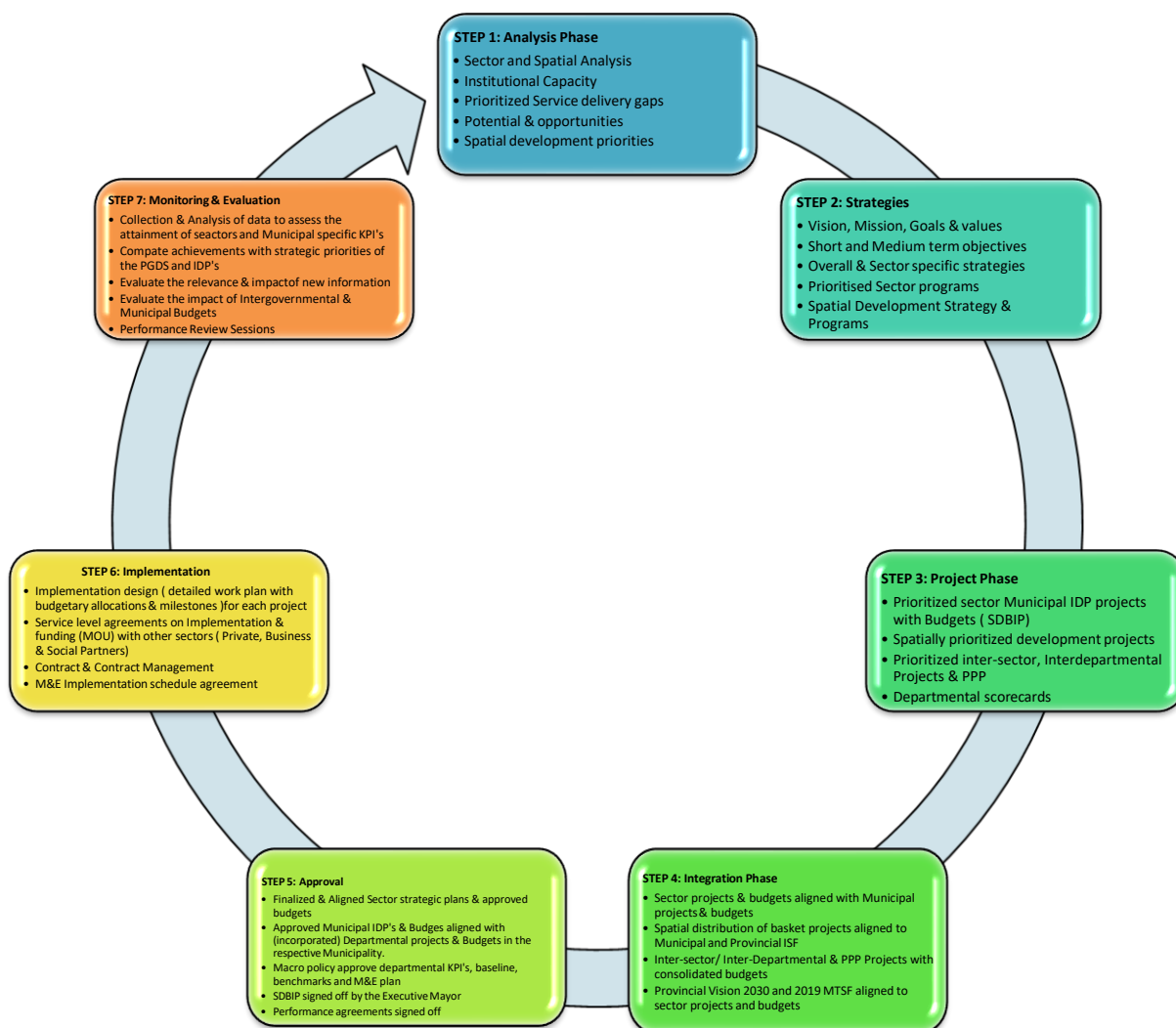


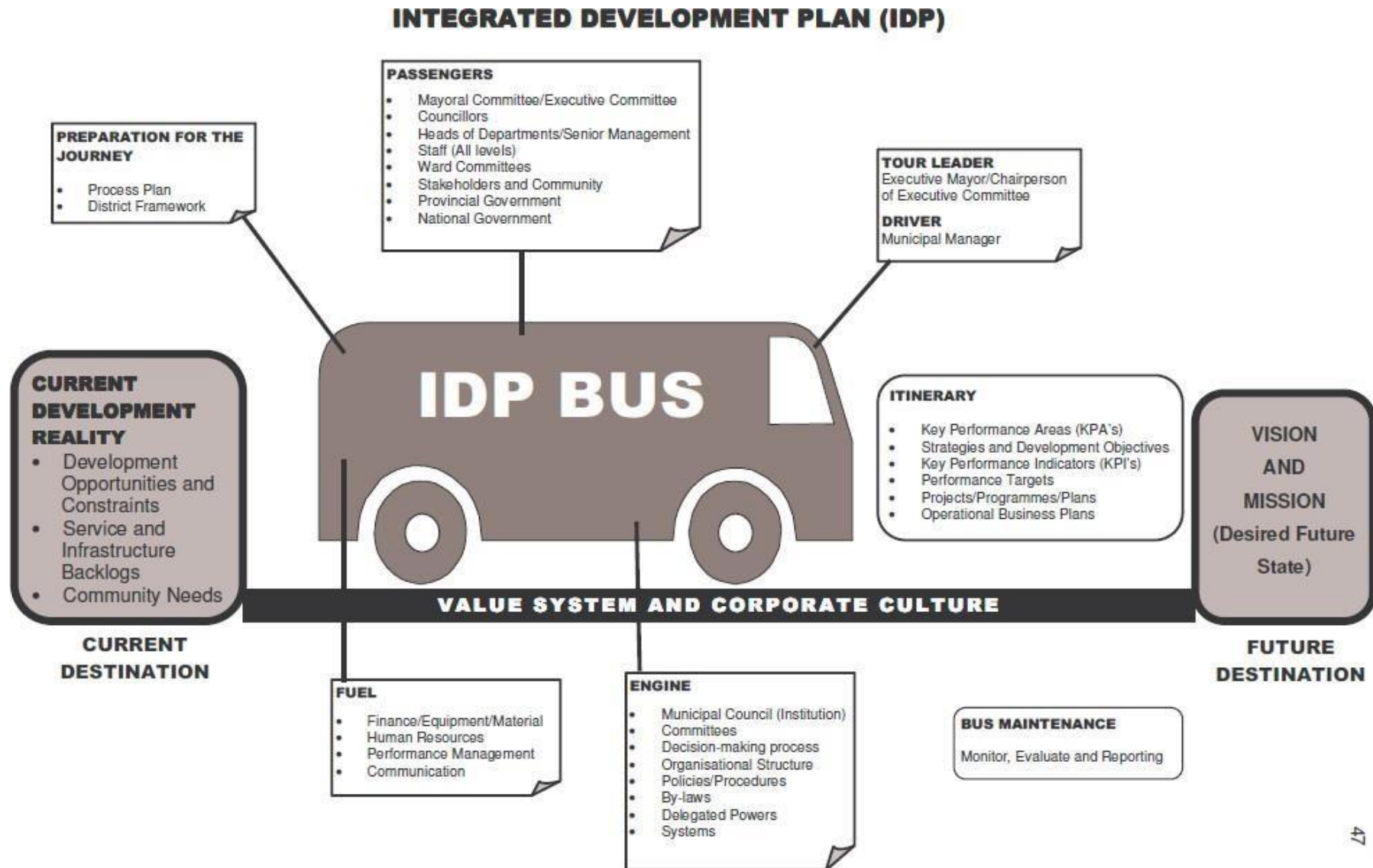
Figure 1: The IDP Development Process

Figure 2: IDP, Budget & Performance Alignment





Figure 3: IDP Phases



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 2022 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 2023/24 financial year (fy) and project prioritization to guide preliminary budget allocation. Strategic planning sessions were conducted with the departments from November 2022 to January 2023 and the organizational strategic planning session was held on 01-02 March 2023

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.

2.3.1. Approval Phase

The district 2023/2024 Draft IDP & Budget was adopted by Council on the 29th of March 2023 under resolution number A30/2023 and A31/2023. These drafts IDP and Budget were consulted with communities and stakeholders through the IDP Representative Forum and Community Consultations meetings. The stakeholders that were consulted include the House of Traditional Leaders, private sector, civic organizations, community members, ward committees and both provincial and national sector departments.

The final IDP and Budget were finally approved by Council on the 25th of May 2023 under Council resolution A43/2023 and A 44/2023 respectively. These documents have been uploaded on our website address and can be downloaded by members of the society.

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;
- Prioritized 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 programs 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)

2.4.2. Objectives of the DDM One plan

The objectives of Ehlanzeni District One Plan are to:

- Address the misalignment caused by a "silo" approach at a horizontal and vertical relationship level between all spheres of government;
- Maximize impact and align plans and resources through the development of a One Plan, enabling the vision of "One District, One Plan and One Budget";
- Narrow the distance between people and government by strengthening the coordination role and capacities at a district and local level;

- Ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of the people and communities at a local level;
- Build government capacity to support municipalities;
- Strengthen monitoring and evaluation at a district and local level;
- Implement a balanced approach towards development between urban and rural areas, and;
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality.

The DDM is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The DDM is aimed at facilitating integrated planning, delivery and monitoring of Government's development programs through the concept of a joint “One Plan” in relation to 52 development spaces / impactzones through the establishment of national technical capacity as well as district hubs that will drive implementation of the programs. This approach will not only accelerate local economic development, urbanization, economic activities but also the provision of basic services.

The DDM embodies an approach by which the three spheres of government and state entities work in unison with other development partners in an impact-oriented way and where there is higher performance and accountability for coherent service delivery and development outcomes. It influences spatialization and reprioritization of government planning, budgeting, implementation and reporting in relation to jointly agreed outcomes and commitments in the 52 districts and metropolitan spaces. This is facilitated through and anchored around the ‘One Plan’, ‘One Budget’, ‘One District’.

The Ehlanzeni District One Plan is based on the DDM Theory of Change which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of addressing them within the socio-economic and inclusive and integrated placemaking dynamics within specified spaces.

2.4.3. DDM one plan catalytic projects

These catalytic projects have been linked to the situational analysis of the District Municipality and its Locals. The situational analysis is indicating that, bulk supply of water is a biggest challenge in the district especially in areas like Nkomazi and Bushbuckridge and City of Mbombela. Ehlanzeni DM has been appointed by Dept of Water and Sanitation (DWS) to implement the two bulk schemes in Nkomazi Local Municipality, the Sibange and Driekoppies Bulk Water Scheme to supply water for the Southern Eastern part of the Municipality. In Bushbuckridge LM, primary bulk infrastructure was completed in 2015/16 financial and since then, the municipality is busy with secondary bulk and reservoirs construction. Most recently, the municipality has prioritized reticulation projects.

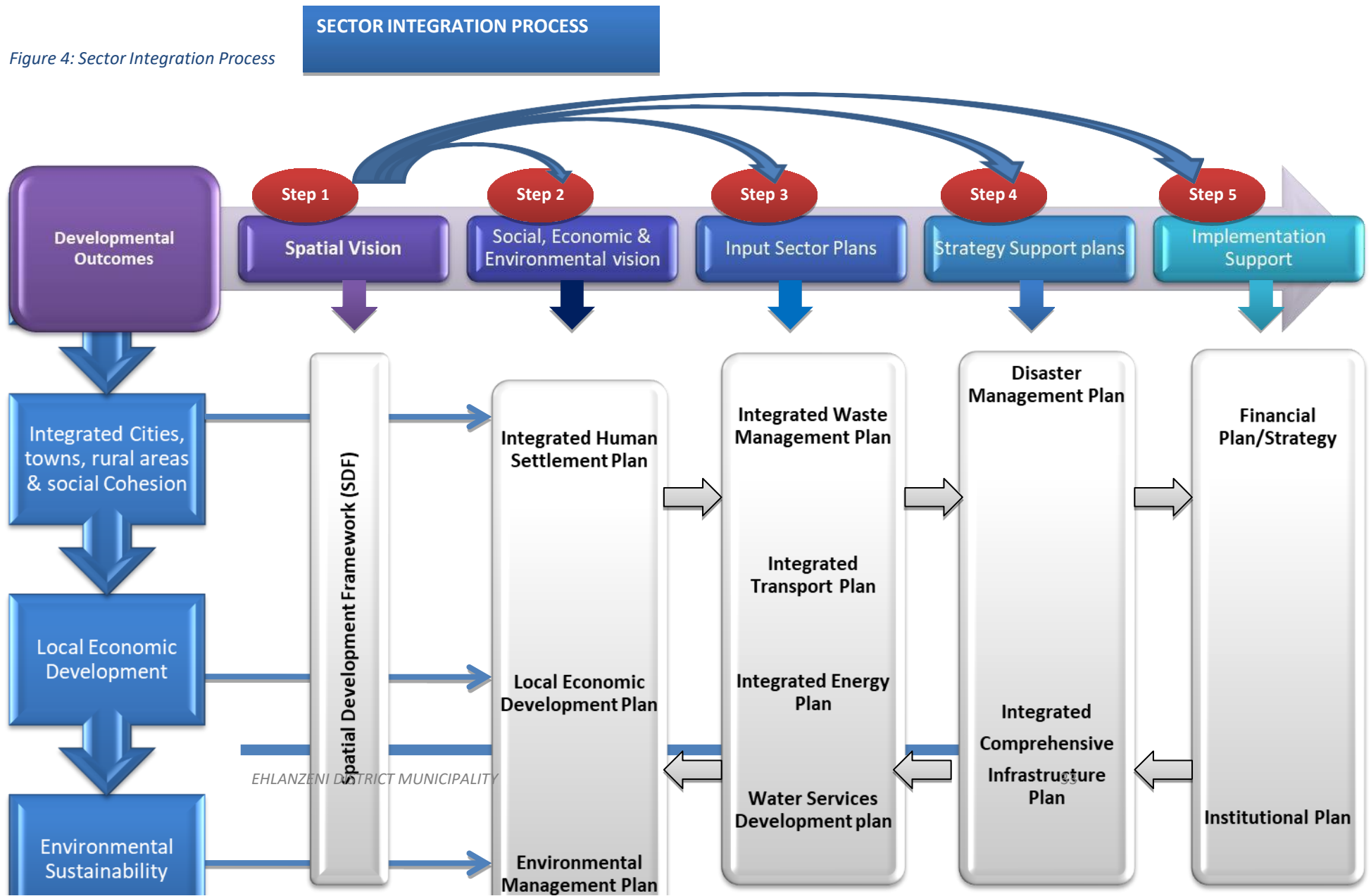
The second challenge as per the situational analysis is the high unemployment rate which is slightly above 34%, a number of projects have been lined up for implementation through the District One Plan, the completed and already operational Mkhuhlu Agrihub in Bushbuckridge Local Municipality, the Mpumalanga International Fresh Produce Market (MIFP) is almost complete pending its operationalization will also contribute more job opportunities and linking emerging agricultural SMMEs to the main stream markets. From the far North towards

Mozambique in Komatipoort, DARDLEA and MEGA are implementing the Special Economic Zone (SEZ) earmarked to be worth R43 Billion which will also create over and above 100 000 jobs.

The District One Plan also emphasizes some projects are to boost the economic drivers of the Province and District Municipality especially Tourism, Agriculture, Forestry and Manufacturing and some of these are the major corridors like R38 from Barberton to Kaapmuiden, R38 from Barberton to Elukwatini via Ekulindeni, the refurbishment of Bulembu Road from Piggs Peak to Josephsdal/ Bulembu Border Post, the revitalization of the railway line from Barberton to Kruger National Park via Kaapmuiden. These projects are entirely to boost tourism in the main and to unlock transportation opportunities such as consideration for a truck stop and scenery views.

The Finance and ICT related workstream has prioritized the development of the Revenue and enhancement strategy as a priority to enable municipalities to attract investment and but also to remain viable and self-sustainable. This strategy has already been approved by Council for implementation. There are projects that were earmarked as flagship which were squarely introduced to assist to uplift the face of the towns like Mbombela, Komatipoort, Barberton, Sabie, Graskop and Lydenburg and these include: streetlighting, resealing of roads and patching of potholes and grass cutting.

EHLANZENI DISTRICT MUNICIPALITY



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.

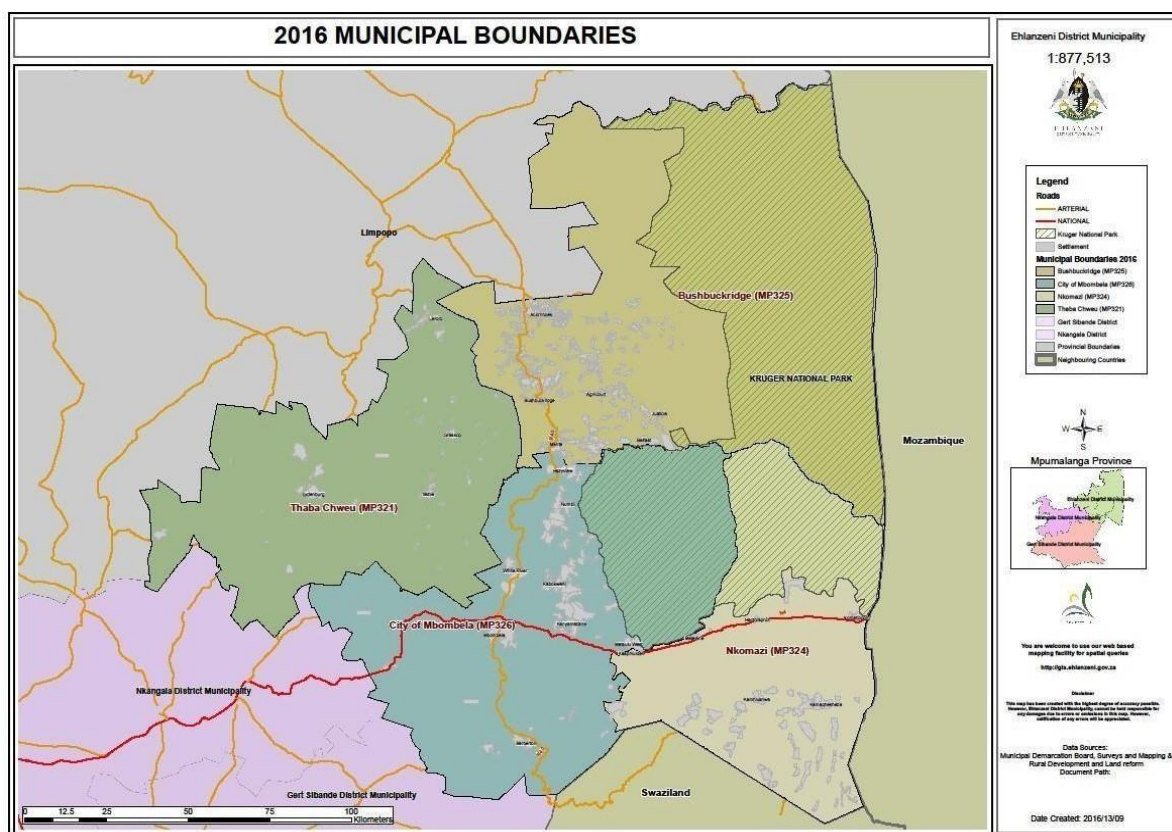


Figure 5: 2016 Municipal Boundaries

Source: Ehlanzeni District Municipality GIS Unit

3.2. DEMOGRAPHICS

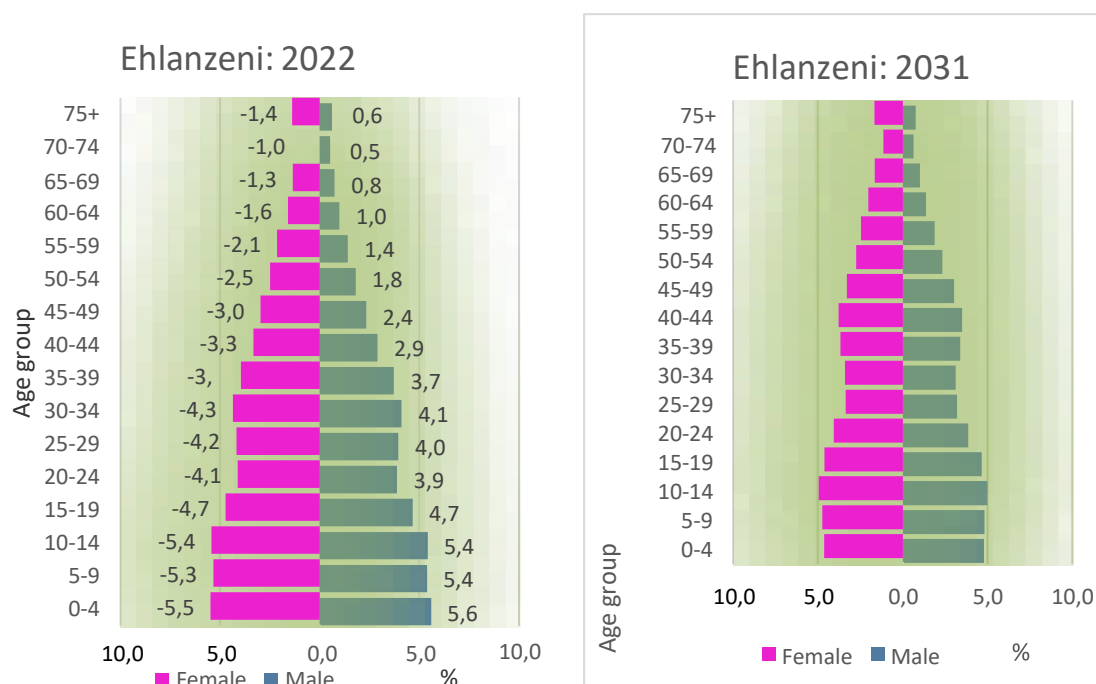
3.2.1. Population Size

According to Stats SA’s 2016 Community Survey, Ehlanzeni District population increased from 1 688 615 in 2011 to 1 754 931 people in 2016. This translates to the annual growth rate of 4.7% between the two time periods. The district is the largest district amongst the three districts in the province in terms of population size. According to Stats SA’s 2022 Mid-year population estimates, the district is home to 1 837 790. This is a 4,7% change between 2016 and 2022, which is the lowest percentage change behind Nkangala & Gert Sibande district, respectively. It is also projected that the district will have a population size of almost 1.9 million people by 2031. This means that its population will grow by 3,7% between 2022 and 2031. When looking at local municipality level the city of Mbombela remains the most populous municipality in the district, while Thaba Chweu local municipality continues being the least populated (refer to the table below).

Table 3: Population, Estimates, Change & Distribution, 2022 and 2031

Municipalities	2011	2016	2022	2031	% Change (2016- 2022)	% Change (2022- 2031)	% Distribution 2022	% Distribution 2031
Ehlanzeni District Municipality	1688615	1754931	1837790	1905385	4,7%	3,7%	38,3%	35,7%
Thaba Chweu	98387	101895	121385	135128	19,1%	11,3%	6,6%	7,1%
Nkomazi	393030	410907	466640	399795	13,6%	-14,3%	25,4%	21,0%
Bushbuckridge	538593	546215	473635	519698	-13,3%	9,7%	25,8%	27,3%
City of Mbombela	658604	695913	776130	850764	11,5%	9,6%	42,2%	44,7%
Gert Sibande District Municipality	1043194	1135409	1288598	1470056	13,5%	14,1%	26,8%	27,6%
Nkangala District Municipality	1308129	1445624	1677664	1958473	16,1%	16,7%	34,9%	36,7%
Mpumalanga	541248	4335964	4804052	5333914	10,8%	11,0%	100,0%	100,0%

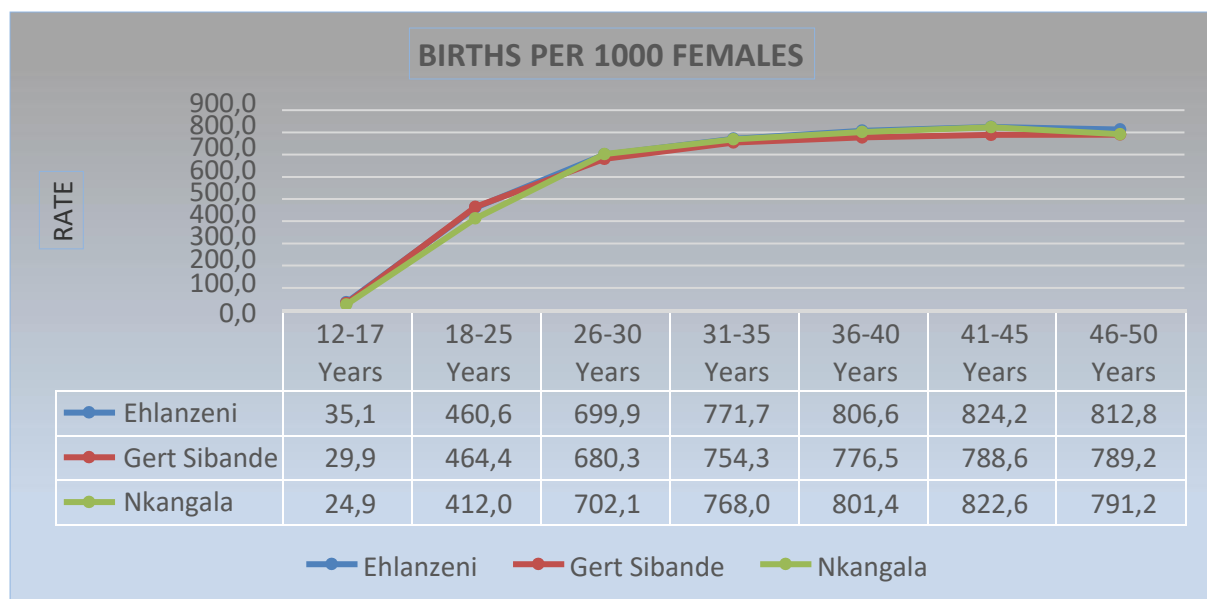
Figure 6: Population Pyramid of Ehlanzeni 2022-2031



The population pyramid depicts larger percentage of people in younger ages (0-14). the pyramid also indicates that males are in majority in the district until the age of 44 years. The proportion of females then surpass that of males from the age of 44 years. The district has more female elderlies than males, which implies that females live longer than males.

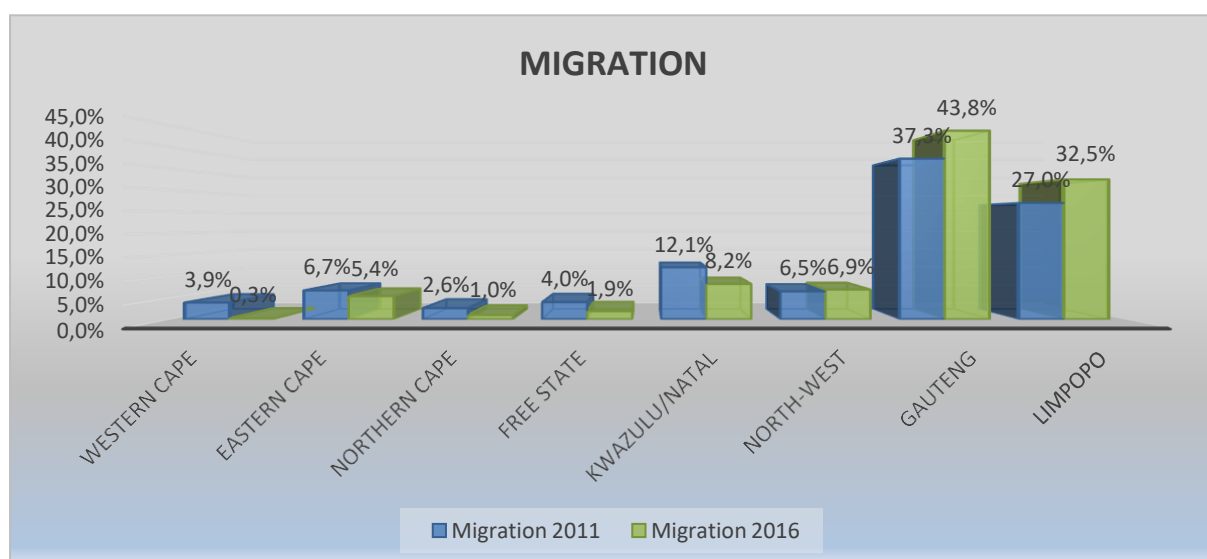
The 2021 Mid-year Population Estimates (Stats SA, 2021) revealed that youth constituted 35.5% to the total population. Nevertheless, population projections revealed that the proportion of youth population will decline to 31.9% by 2031. With regards to dependency ratio there are 50 people in the economic dependent age groups (0-14 and 65 years and older) for every 100 people in the economic age group (15-64 years). the lower the dependency ratio presents the district with the opportunity to reap from the demographic dividend. However, reaping the demographic dividend is not automatic since it depends on the quality of population in economic active age group. They have to be educated, empowered and employed (3Es) for them to contribute to the economic development of the district. Hence, there is a need to invest in skills development and job creation opportunities for the economic active population.

Figure 7: Fertility Rate



There were 35 children born to 1000 adolescents aged 12 to 17 years in 2016. This is an indication that there is a problem of teenage pregnancy in the district. This is also confirmed by the Provincial Department of Health in their annual reports, which indicates that the district recorded an increase in teenage deliveries from 3 082 in 2016/2017 financial year to 6 775 in 2019\20 financial year.

Figure 8: Migration Patterns



The district receives majority of its in-migrants from Gauteng and Limpopo. Majority of them migrate to City of Mbombela and Thaba Chweu. In terms of out-migration, Bushbuckridge is one municipality that losses its people

to other areas. Most of their out-migrants go to the Eastern Cape and Limpopo. With regards to international migration majority (94.4%) of migrants come from SADC region. This is followed by 3.4% from the rest of Africa

Figure 9: Teenage Pregnancies

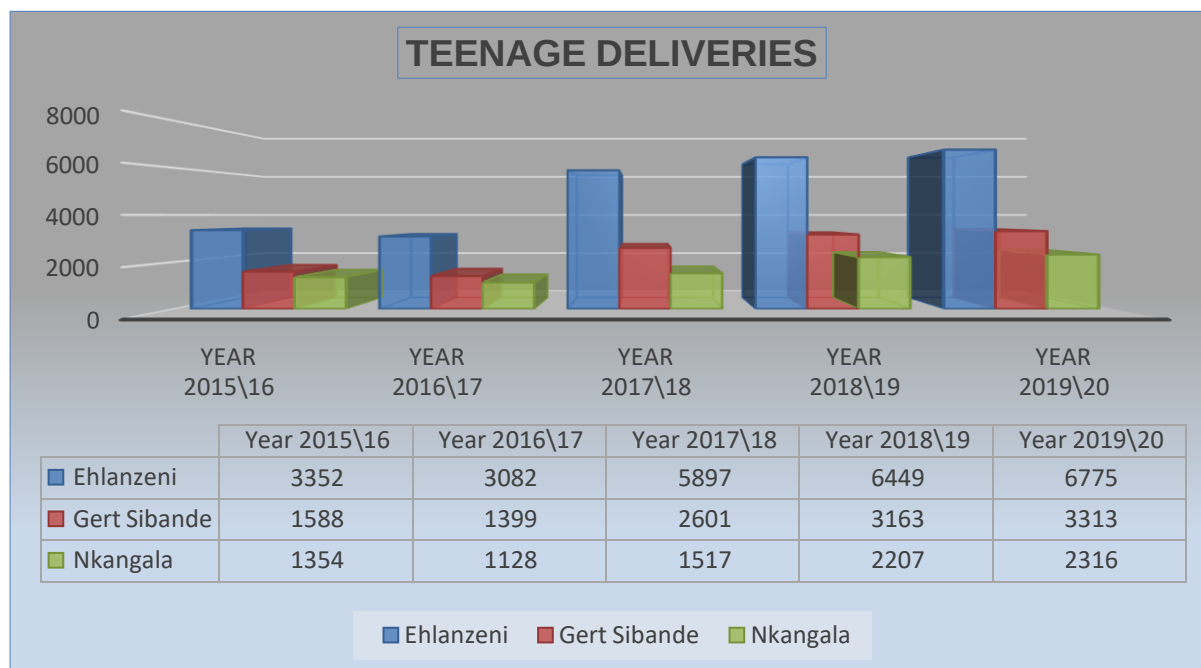
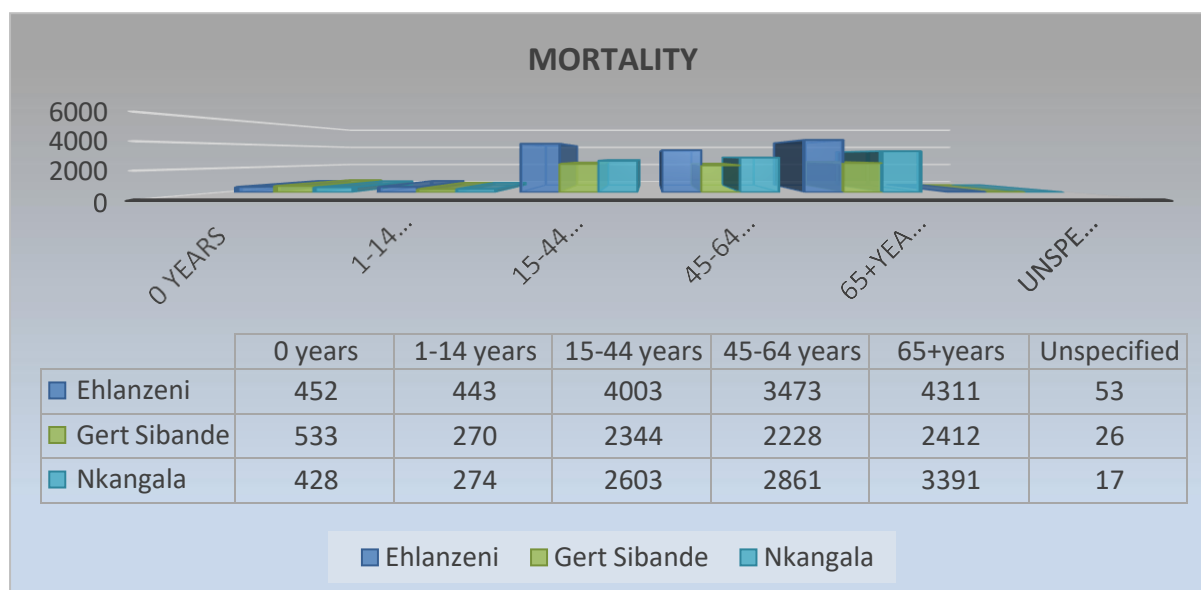
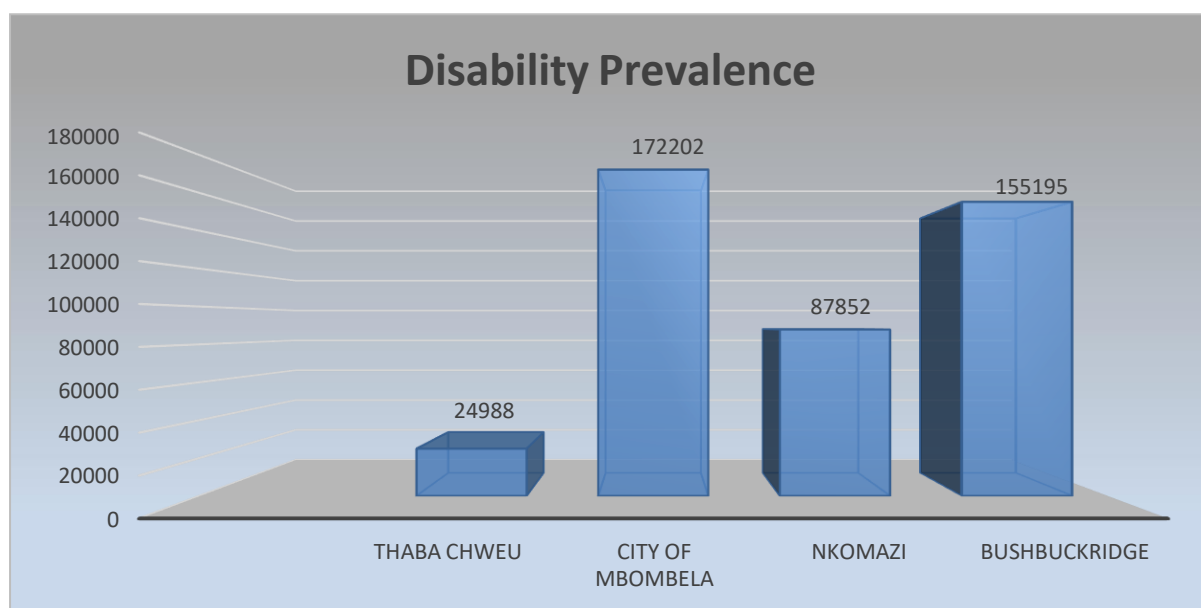


Figure 10: Mortality Rate



According to STASSA (CS 2016) In terms of mortality by age majority of the deaths occurred to adolescences, Youth, and adults from 15-44 years and 65+ age group. The district has the second highest infant mortality in the province at 452, while Gert Sibande recorded the highest at 533 and Nkangala 428 respectively.

Figure 11: Disability Prevalence



According to Stats SA’s Community Survey 2016, there were 440 236 people living with different types of disabilities in Ehlanzeni district. The highest prevalent disability is eyesight, followed by walking and remembering. City of Mbombela recorder the highest municipality having 172202 people living with disabilities.

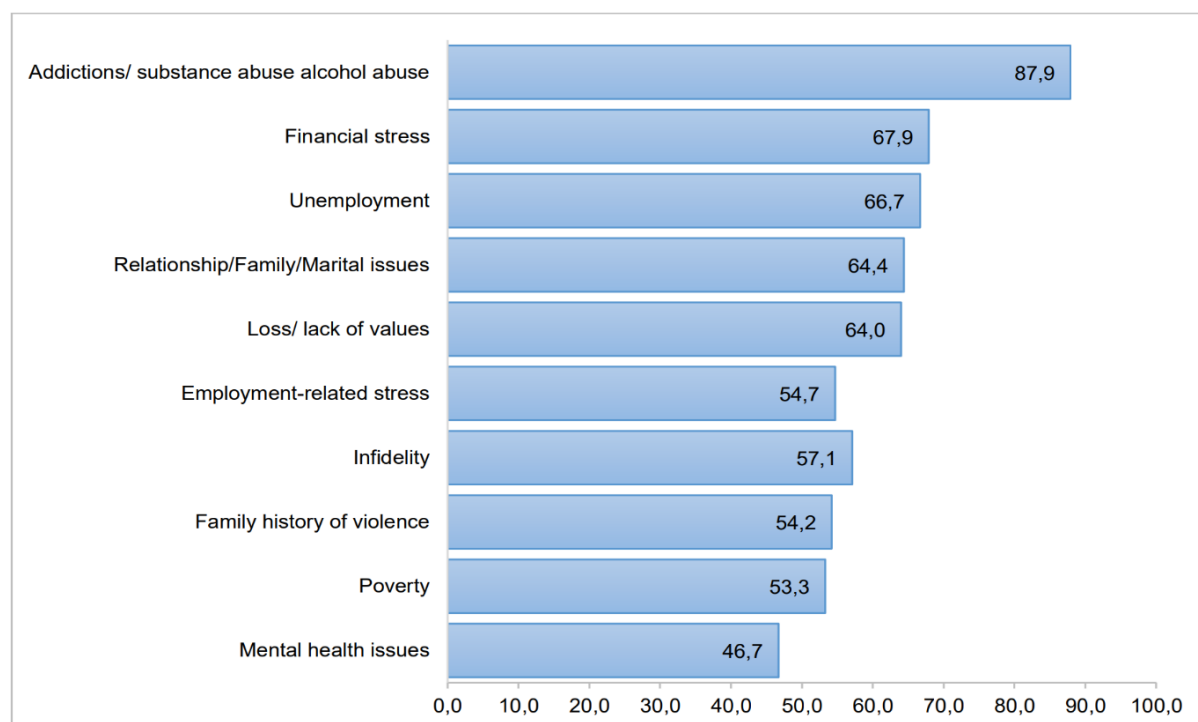
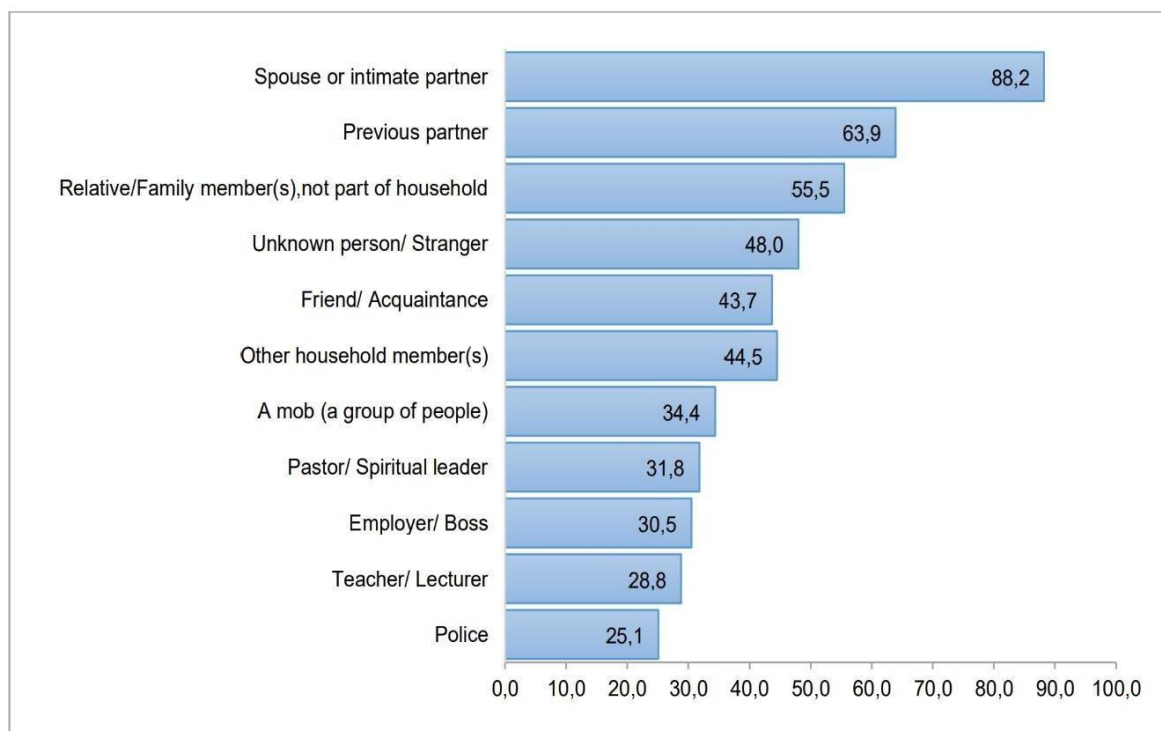


Figure 12: Youth Perception on Gender Based Violence

Percentage of youth by what they think causes violence against woman and children, 2020\21
source STASSA Social Profile of Youth Report, Released March 2022

Figure 13: Youth Perception on Gender Based Violence



Percentage of youth by whom they think commits the most acts of GBV,2020\21source STASSA Social Profile of Youth Report, Released March 2022

3.2.2. Age And Sex Composition

Age-sex composition is critical in conveying the distribution of the population of children, youth, adults, and older persons as well as balance between males and females in a population. This is crucial in policy formulation and program planning. The best way to present the age-sex composition of population in an area is through the use of population pyramid. The population pyramid of Ehlanzeni district in 2022 depicts what is referred to as expansive population pyramid. This is the type of the pyramid which depicts population with larger percentage of people in younger ages. the pyramid also indicates that males are in majority in the district until the age of 44 years. The proportion of females then surpass that of males from the age of 44 years.

The district has more female elderlies than males, which implies that females live longer than males. Majority of the population is aged between 0 and 14 years. However, the pyramid depicting projected population in the district in 2031 shows equal number of males and females between the ages of 5 to 9 and 10 to 14. However, the proportion of these children is less than that in the 2022 pyramid. This implies a decline in fertility rates in the district, while there is an increase in the proportion of older persons. This is confirmed by improvement in the province's life expectancy at birth. According to Stats SA's Mid-year population estimates, males' life expectancy increased from 51.5 years between 2001 to 2006 to 60.8 years between 2016 and 2021. Females' life expectancy increased from 56 between 2001 and 2006 to 66 years between 2016 and 2021. Hence, the district should consider this when planning for different age groups.

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

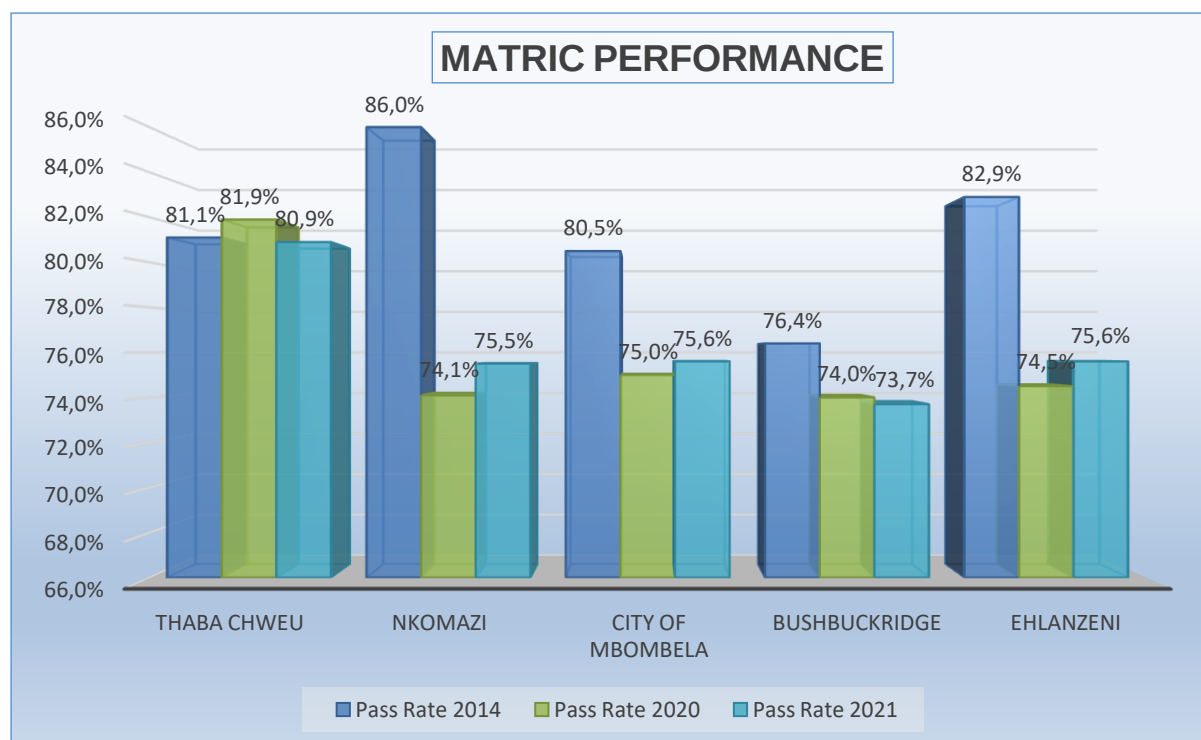
3.2.4. Ehlanzeni Education Indicators

Ehlanzeni's grade 12 pass rate deteriorated from 82.9% in 2014 to 75.6% in 2021 & Bohlabela's pass rate deteriorated from 76.8% in 2014 to 74.2% in 2021. In 2021, Ehlanzeni's grade 12 pass rate was the highest of the 4 education districts and Bohlabela the 2nd highest. Thaba Chweu had the highest grade 12 pass rate in the 2 relevant education districts & Bushbuckridge the lowest. Thaba Chweu recorded the 2nd highest pass rate in Mpumalanga.

Concern that the pass rate of 2 municipalities deteriorated between 2020 and 2021. In 2021, 32.4% of Ehlanzeni grade 12s 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. Both improved.

Admission to degree studies of more than 30% in all 4 municipal areas with the highest in Thaba Chweu. Thaba Chweu also recorded the 2nd highest admission to degree studies in Mpumalanga. The challenge is to accommodate the educated young people in the area with adequate economic opportunities.

Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community. In 2021, Ehlanzeni's functional literacy rate (85.2%) was the lowest of the districts, but showed a good improvement between 2016 and 2021.



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.

Strict & Expanded Unemployment Rates 2016-2021				
Local Municipal Area	Strict Unemployment rate		Expanded Unemployment Rate	
	2016	2021	2016	2021
Thaba Chweu	18.2%	30.6%	23.9%	37.8%
Nkomazi	30.7%	33.8%	42.2%	47.7%
Bushbuckridge	48.1%	52.4%	58.4%	63.8%
City of Mbombela	23.8%	30.3%	31.2%	39.5%
Ehlanzeni	30.6%	36.4%	40.0%	47.5%

Source: SERO Report- Dept of Economic Development & Tourism

Figure 14: Employment by Industry – 2016

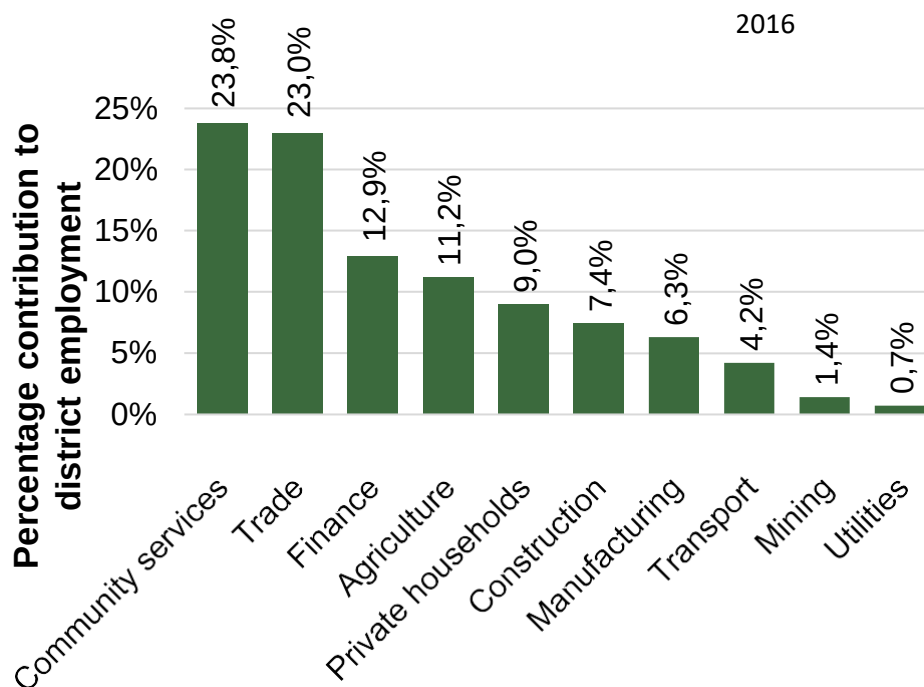
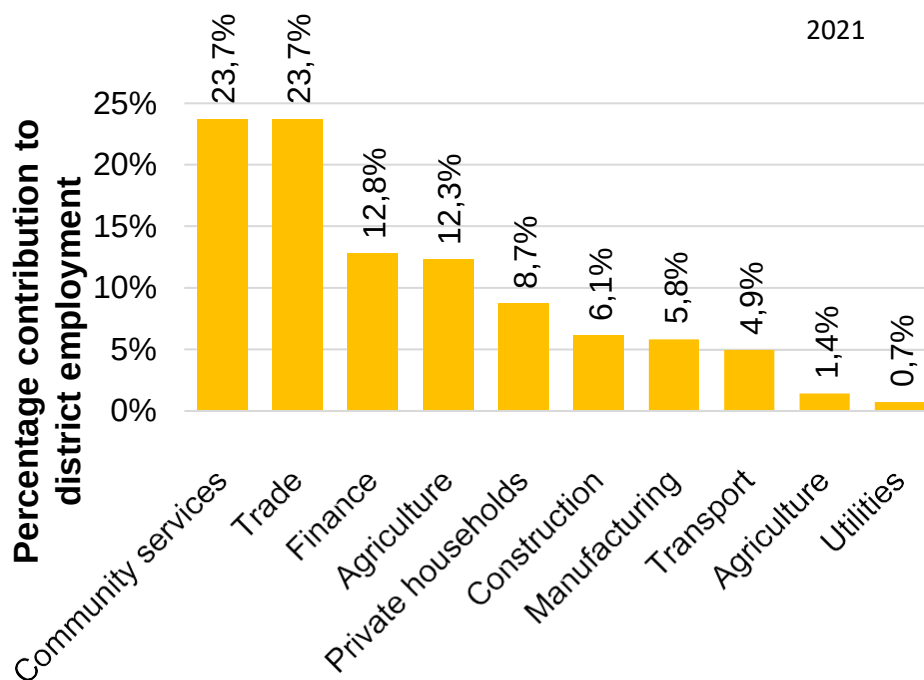


Figure 15: Employment by Industry - 2021



3.2.6. 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 56.8% in 2021. In 2021, Ehlanzeni's share of population below the LBPL was the highest/worst among the three districts in Mpumalanga.

In 2021, the number of people below the LBPL at 1 087 672 was higher than each of the other two districts. In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Ehlanzeni had 361 298 poor households in 2021 – more than 60% of the households.

In 2021, Ehlanzeni's share of income by the poorest 40% of households was 7.8%, lower/worse than the 8.2% recorded in 2016. Income inequality within the district was not as severe in Ehlanzeni as in the other two districts.

Improved Human Development Index (HDI) from 0.56 in 2016 to 0.58 in 2021, 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 2020/21. City of Mbombela performed the worst of the 4 municipal areas in Ehlanzeni.

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

Households benefiting from Indigent Support					
Local Municipal Area	Indigent Households	Water	Electricity	Sewerage & Sanitation	Solid Waste Management
Thaba Chweu	4 680	3 455	4 597	3 455	3 455
Nkomazi	20 986	12 600	12 600	12 600	12 600
Bushbuckridge	0	0	0	0	0
City of Mbombela	11 388	11 388	11 388	5 002	5 002

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 totaled 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. LED STRATEGIC FRAMEWORK – DEVELOPMENT OBJECTIVES

The LED vision of Ehlanzeni District Municipality is as follows:

“Diversified economy around value chain networks, business and human capacity & skills development across local municipal spaces; and improved livelihoods”

STRATEGIC OBJECTIVES

- Diversified economy
- Economic value-chain networks
- Business development and support
- Human capacity and skills development
- Growth and development across all local spaces
- Improved livelihoods

DEVELOPMENT STRATEGIES

- Creating an enabling environment for retaining existing businesses, attracting new investment, and supporting SMMEs
- Nodal and cluster development by focusing investment on key sectors
- Linkages and corridor developments

DEVELOPMENT GOALS

- Goal 1: Agriculture Support and Value adding
- Goal 2: SMME Development and Support to integrate rural economies
- Goal 3: Environmental sustainability, Tourism Development and Promotion
- Goal 4: Mining Development and Value chain Diversification

3.5. 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 defense 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 organizations, recreational, cultural and sporting activities, washing and dry-cleaning of textiles and fur products, hairdressing and other beauty treatment, funeral and related activities.

3.6. 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.

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

3.6.1. Labour Market in Ehlanzeni

The strict unemployment rate of Ehlanzeni deteriorated from 30.6% in 2016 to 36.4% in 2021. The expanded unemployment rate also deteriorated from 40.0% to 47.5% over the same period.

In 2021, Ehlanzeni’s strict unemployment rate was the 2nd highest among the districts, whilst the expanded unemployment rate was the highest/worst.

In 2021, the strict unemployment rate for females was 40.2% and that of males 32.6%.

In 2021, the strict youth (15-34 years) unemployment rate was 51.6% - highest/worst in Mpumalanga.

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 2021, 39.0% of Mpumalanga’s employed worked in Ehlanzeni.

Between 2016 & 2021, employment contracted by 1.6% p.a. The average annual employment growth deteriorated compared with the 2010-2015 growth of 4.2% p.a.

The job losses in 2021 was 37 300, which was slightly less than the 38 287 job losses in 2020.

In the 5-year period between 2016 and 2021, Ehlanzeni lost 34 705 jobs, which portrays the devastation that COVID-19 brought to the labour market in 2020 & 2021.

In 2021, the largest employing industries in Ehlanzeni were community services, trade (including tourism and the informal sector), finance, & agriculture.

3.7. ECONOMIC OPPORTUNITIES

3.7.1. Introduction

This section of the report will analyze 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

3.7.2. 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

3.7.3. 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.

3.7.4. 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

3.8. MPUMALANGA TOURISM INDUSTRY

3.8.1. 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

3.8.2. Mpumalanga Economic Reconstruction & Recovery Plan (MERRP) High Impact Projects in Ehlanzeni

Table 6: MERRP Catalytic Projects in Ehlanzeni

CATALYTIC PROJECT	LOCATION	STRATEGIC OBJECTIVE
Tourism road infrastructure improvement	District wide	To facilitate easy access to tourism attractions and heritage sites
Mpumalanga International Fresh Produce Market	City of Mbombela	Key enabler of the broader fresh produce ecosystem and also to build a strong fresh produce export industry
Nkosi City Integrated Human Settlement	Mbombela, Matsulu	Addressing spatial disparities and creating functional and sustainable human settlements
Nkomazi Special Economic Zone	Komatipoort	Enhance agro-processing and facilitate export of commodities through, inter alia, the South African ports, including the Maputo Port or air transportation to foreign markets
Renewable energy & circular economy (waste recycling)	District wide	Decouple economic activities from environmental degradation and carbon-intensive energy consumption
Public Employment Programmes	District wide	Create massive employment opportunities and empowerment of small enterprises through public employment programmes focusing on youth & women
God’s Window Skywalk Project	Graskop	A true breath-taking attraction to unlock economic opportunities within the tourism value chain
The Barberton Makhonjwa Mountains World Heritage Site (BMM WHS) & Barberton Tourism Development Hub	Barberton	Facilitate the growth of the tourism sector, culture, conservation and related economic development activities within Barberton and surrounding areas.
Railway Heritage Tourism Project	Municipalities in Ehlanzeni	A daily heritage railway tourism services with defined routes, connecting Mbombela with various heritage and tourism attractions
Programmes to increase crop and livestock production	District wide	To intensify crop and livestock production; enhance agri-processing and fresh produce for export, including support to small scale agri-businesses owned by youth and women (supply International Fresh Produce Market & Nkomazi SEZ)

Sector Based Skills Development Program	District wide	Create employment opportunities for young people through Mentorship and training programmes in partnership with SEDA, University of Mpumalanga, Private colleges, and established companies)
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3.9. TRIPPLE CHALLENGES, IMPACT OF COVID-19 LOCKDOWN, HDI AND CRIME

3.9.1. 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.

3.9.2. 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.

3.9.3. 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.

3.9.4. 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.

3.9.5. 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 (unfavorable) 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.

3.10. ECONOMIC LANDSCAPE & ECONOMIC IMPACT OF COVID-19 LOCKDOWN

3.10.1. Ehlanzeni Economy

- In 2021, the contribution to the Mpumalanga economy was 35.0% – 2nd largest contribution among the three districts.
- Ehlanzeni made dominant contributions to Mpumalanga’s community services, finance, trade (including tourism), construction, & transport industries.
- Over the period 1996 to 2021, the economic growth rate for Ehlanzeni was 2.3% p.a., however, it contracted by 0.5% p.a. between 2016 & 2021.
- Estimated contraction around 6% in 2020 as a result of COVID-19 and the lockdown. The Ehlanzeni economy expanded by more or less 4% in 2021.
- The estimated average annual GDP growth between 2021 and 2026 for Ehlanzeni is relatively low at 1.0% p.a.
- In 2021, the size of the economy was estimated at R152.3 billion in current prices & R104.8 billion in constant 2015-prices.
- In 2021, the four largest industries (community services, finance, trade, & manufacturing,) contributed 76.3% to the economy of Ehlanzeni.
- Ehlanzeni holds comparative advantages in industries such as agriculture, construction, trade and tourism, and community services.
- In 2016, tourism spend totaled R9.5 billion or equal to 8.2% of the district GDP. In 2020, it decreased to R4.9 billion (3.5% of GDP), however, it recovered to R11.3 billion in 2021, which was equal to 7.4% of the district’s GDP.

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; Sifunindlela; Zomba; Malekutu; Hillsvie; 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,	Mafambisa; 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

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
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, Comprehensives new stands and Hazypark, Nyongane; Numbi; Phumlani-Msholoji, West-Acres, Stonehenge; Maggiesdal, Ncakeni; Phakama;	Construction of new primary school

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF EDUCATION				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
	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- Msholoz, 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	Phulani-Msholoz, Matsafeni-Woodhouse	Construction of new special needs school
	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	Upgrading of schools

LOCAL MUNICIPALITY: CITY OF MBOMBELA				
DEPARTMENT OF EDUCATION				
Priority	Problem Statement	Affected Wards	Location	Proposed Intervention
			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;	
	Lack of / poor sports facility in existing schools	23,37,42,	Jacob Mdluli High School; Makoko Primary Shool; Ngwane Combined School; Ekuchathuzeni Primary School; Mountain View Combined School; Barberton Secondary School; Emjindini High School; Barberton Primary School; Pholane school;	Provision of adequate sports facility

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; Hillsvie; Mbonisweni; Backdoor; Phathwa; Matsulu; Mandela Park; Veza; 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; Hillsvie; 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; Thembeka;	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 DEVELOPEMENT				
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; Msholoji	Construction of youth development centres
Old-age care centres	Need for old-aged care centres	14,30,	White River; Phumlani-Msholoji; 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,,37,342,4,13,14,15,17,18,19,22,26,29,34,35,41,43,	Spelanyane Mafambisa bus road; Mjejane 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;	Surfacing (tarring) of gravel roads
	Need for new access road	13	Access road to Malelane	
	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 Sifunindlela primary schools; KaMadakwa Ndlovu, Kempstone; Mahushu -Dayzenza Plaza; Salubindza - Phakamani Crèche; Enkokhokhweni - 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; Dekaa 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

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-Msholozhi, Matsafeni-Woodhouse, Stonehenge; Mggiesdal; Nkosi City; Stailtes; 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-Msholozhi; 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 Ndlovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Mahushu; Matsafeni; Phumlani-Msholozhi (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 Ndlovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Matsafeni; Msholozhi; 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 Ndlovu; Matsafeni; Msholozhi; Ngodini dam;	Provision of piggery, broiler houses, etc.
	Need for farming facilities	2,14	Nkosi City; Phumlane-Msholozhi	Provision of fencing, irrigation systems, etc.

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 Ndlovu; Emjindini; Sheba Siding; Verulam, Low's Creek; Msholozhi; 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; Msholozhi; 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), KaMadakwaNdlovu; Barberton (Infrastructure Development for Makhonjwa Mountain); Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola; Msholozhi; 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; Hillsvew; Emjindini Trust, KaMadakwa Ndlovu,	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–Msholozzi, 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; Dwaleni; 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; Hillsvie; Phathwa; Mbonisweni; Backdoor; Matsulu; Sheba Siding Sport Ground; Spearville Tennis court, Cathyville Tennis court, CBD Multipurpose Sports Centre, Burgerville; Ext.10; Spearville; Kathyville; Salubenza 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-Msholozzi, Matsafeni-Woodhouse, Stonehenge; Mggiesdal; Nkosi City; Stailtes; 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; 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

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,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: 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, Dlodluma, Steenbok, Mangweni, Mbuzini, Ntunda, Mzinti, Kamhlushwa, Schoemansdal, Malelane, Louisville, Schulzendal, Middelpaas	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, Mbangwane, Mananga, Aniva, Langelooop, Malelane x21, Stentor, Siyathuthuka, kudu, Torneti, 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, Torneti, 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, Nhlabaville, Langeloo, Driekoppies A& B, Schoemansdal, Buffelspruit, siyathuthuka, Schulzendal 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	Mkharukhwaru, 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	Dludluma, Hhoyi, Phosaville, Masibekela, Nhlabaville, Driekoppies	Provision and construction of youth centre and drop-in centre.

	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 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				
DEAPRTMENT 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 polices to reach the area when there's a need for them	15,25	Mgobodzi, Langeloop	Provision and construction of police station at Langeloop

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 & Mkharukhwaru, 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, Schulzendal	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 TOURSIM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
Economic Development & Tourism	There's high level of unemployment in nkoamzi 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 corporative & 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, Hlahleya, 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	Msholozhi, 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, Schulzental	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	Nhlalakahle, 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	Mzinti 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, Langelooop, 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, Langeloo, Schoemansdal, Jeppes Reef	Electrification of households without electricity

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	Khiyelang	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				
DEAPRTMENT 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 Khulong School	Guard Room
	Upgrading/construction of school		Kwetsi	Tennis Court
	Upgrading/construction of school		Alexandria Marite Central	Scholar Transport

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEAPRTMENT 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 Marongwane Primary School	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Marcia Secondary School Mp Mokoena P/School	Laboratory, Library, Grade R Blocks& Sports Facilities
	Upgrading/construction of school		Halimela High School Matupa Primary School	Laboratory, Library, Grade R Blocks& Sports Facilities
	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

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEAPRTMENT OF EDUCATION				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
			Health Center College view Matengteng	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		Skhukuza High School	Renovation Of Class & Office
	Upgrading/construction of school		Esselman P School	Renovation Of Class & Office
	Upgrading/construction of school	12	Qokisoseecondary School	Admin Block, Library, Laboratory
	Upgradng		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

LOCAL MUNICIPALITY: BUSHBUCKRIDGE				
DEAPRTMENT 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		Kgwaditiba 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				
DEAPRTMENT 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				
DEAPRTMENT 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

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	Hluvukani 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

	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	Hluvukani Athol Allandale	Tarring of road from Hluvukani 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 Hlamalani 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

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

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

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/Draaikral/Kellysville, Orighstad	
Need for ABET learning Facilities	There are a number of the elderly who require	4	Badfontein	

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

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
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	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
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	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.
Need for refurbishments of past built RDPs	Need for replacement of Asbestos roofs as it possesses a risk to occupants	1, 2 & 3	Mashishing	That a budget for the changing of the roofs be set aside and assessments be done with the aid of the municipality
Land Acquisition	Need for land for Human settlement, Communities	11, 04, 05, 13	Brondal, Badfontein, Draairaal, Pilgrims Rest & Spekboom	Land Purchase for township Establishment and prvision of services

LOCAL MUNICIPALITY: THABA CHWEU				
DEPARTMENT OF HUMAN SETTLEMENTS				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOCATION	PROPOSED INTERVENTION
	occupy privately owned land and require services			
Land Tenure	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

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

LOCAL MUNICIPALITY: THABA CHWEU				
DEAPRTMENT 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				
DEAPRTMENT 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				
DEAPRTMENT OF ECONOMIC DEVELOPEMNT & TOURISM				
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	LOACTION	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

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, NKanini , Polar Park, Riverside, Marikana	- Repatriation of illegal Immigrants in informal settlements - Control resident's status and assylumship

3.7 EHLANZENI DISTRICT MUNICIPALITY'S SWOT ANALYSIS

MUNICIPAL INTERNAL ENVIRONMNET 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 borders - 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

MUNICIPAL INTERNAL ENVIRONMNET 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	

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

CHAPTER 4

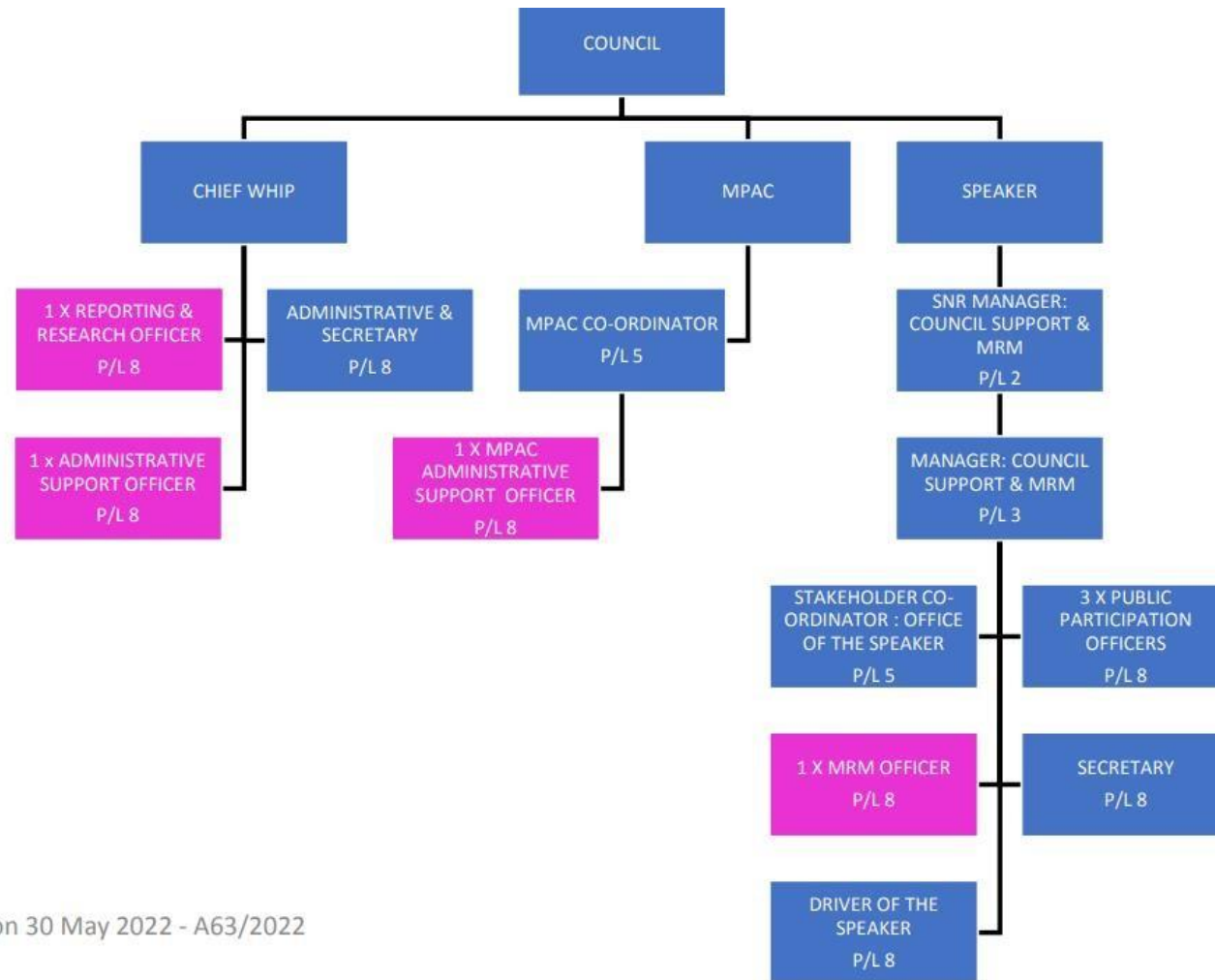
4.1. EDM ORGANISATIONAL STRUCTURE

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:

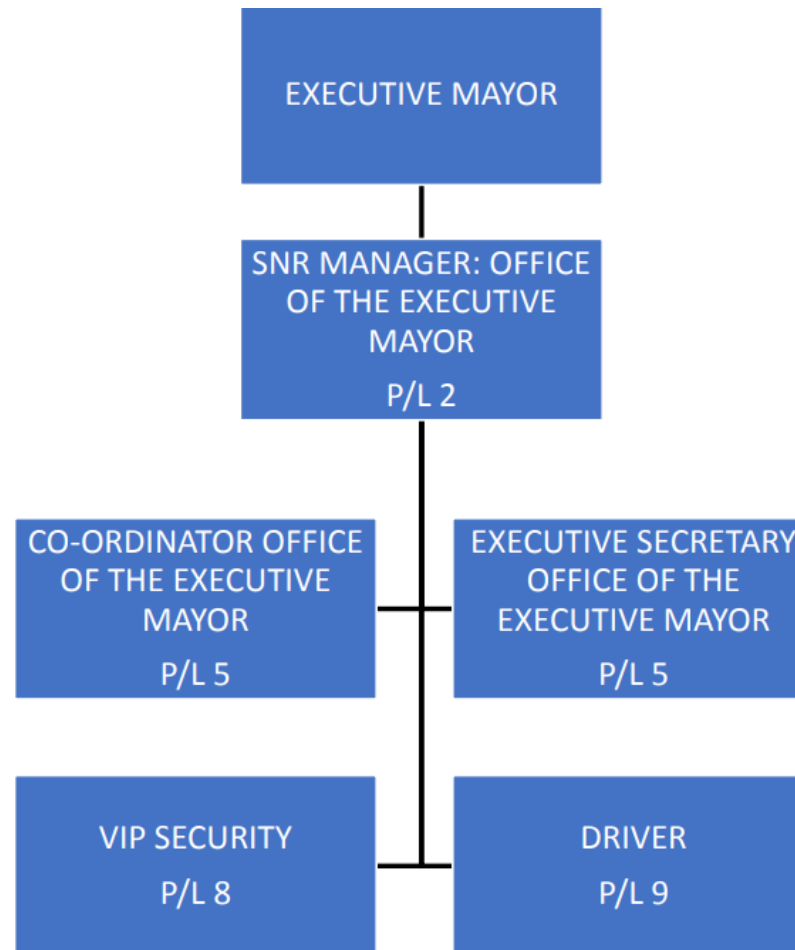
- a. Review the current structure with a view to align it to the district mandates;
- b. Mitigate on the Salary Bill which is currently sitting at 69%;
- c. Club functional areas with a view to align like for like; and
- d. Identification of any gaps and changes required to support the strategy and mandate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

LEGISLATIVE ARM AND SUPPORT



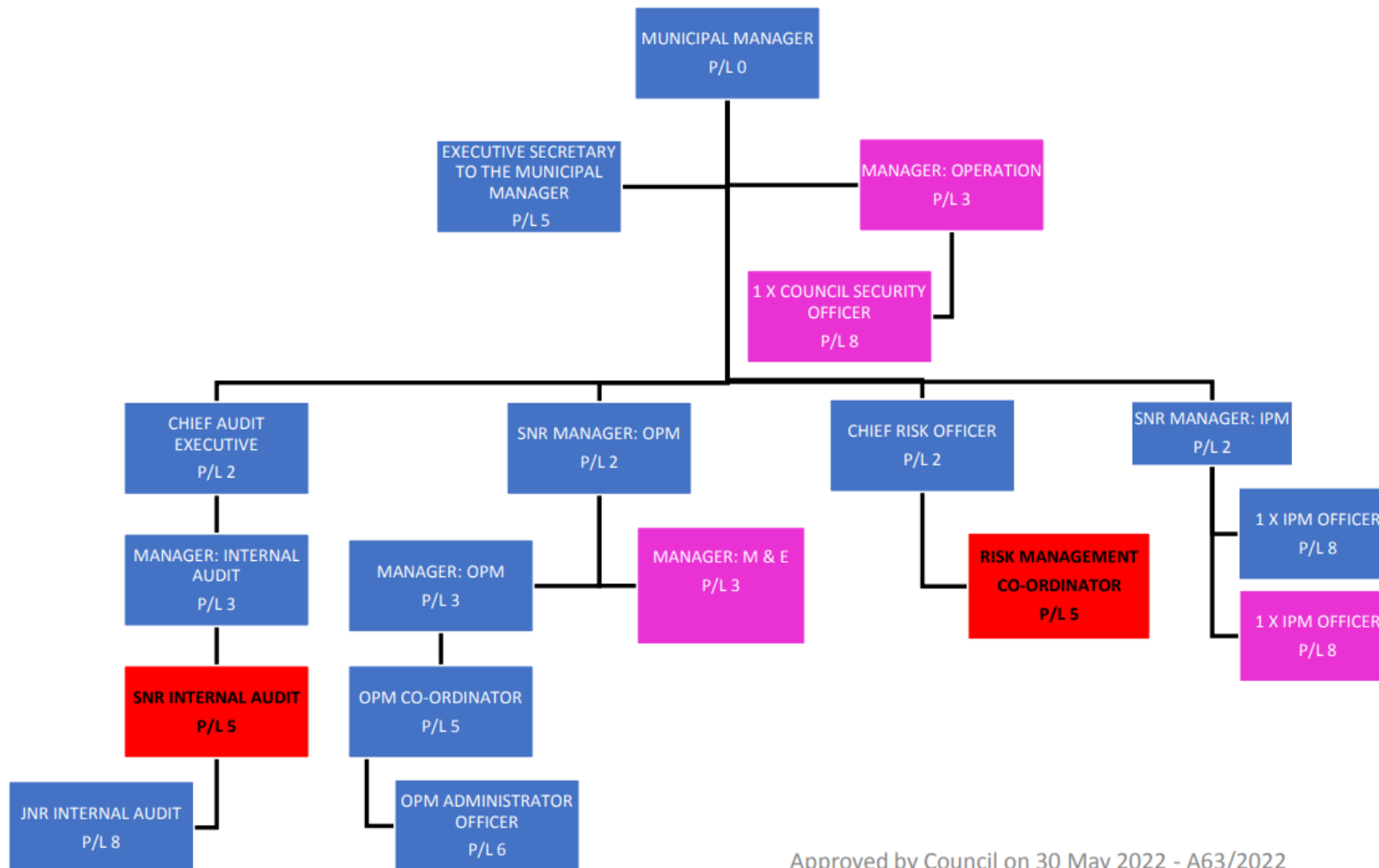
Approved by Council on 30 May 2022 - A63/2022

OFFICE OF THE EXECUTIVE MAYOR



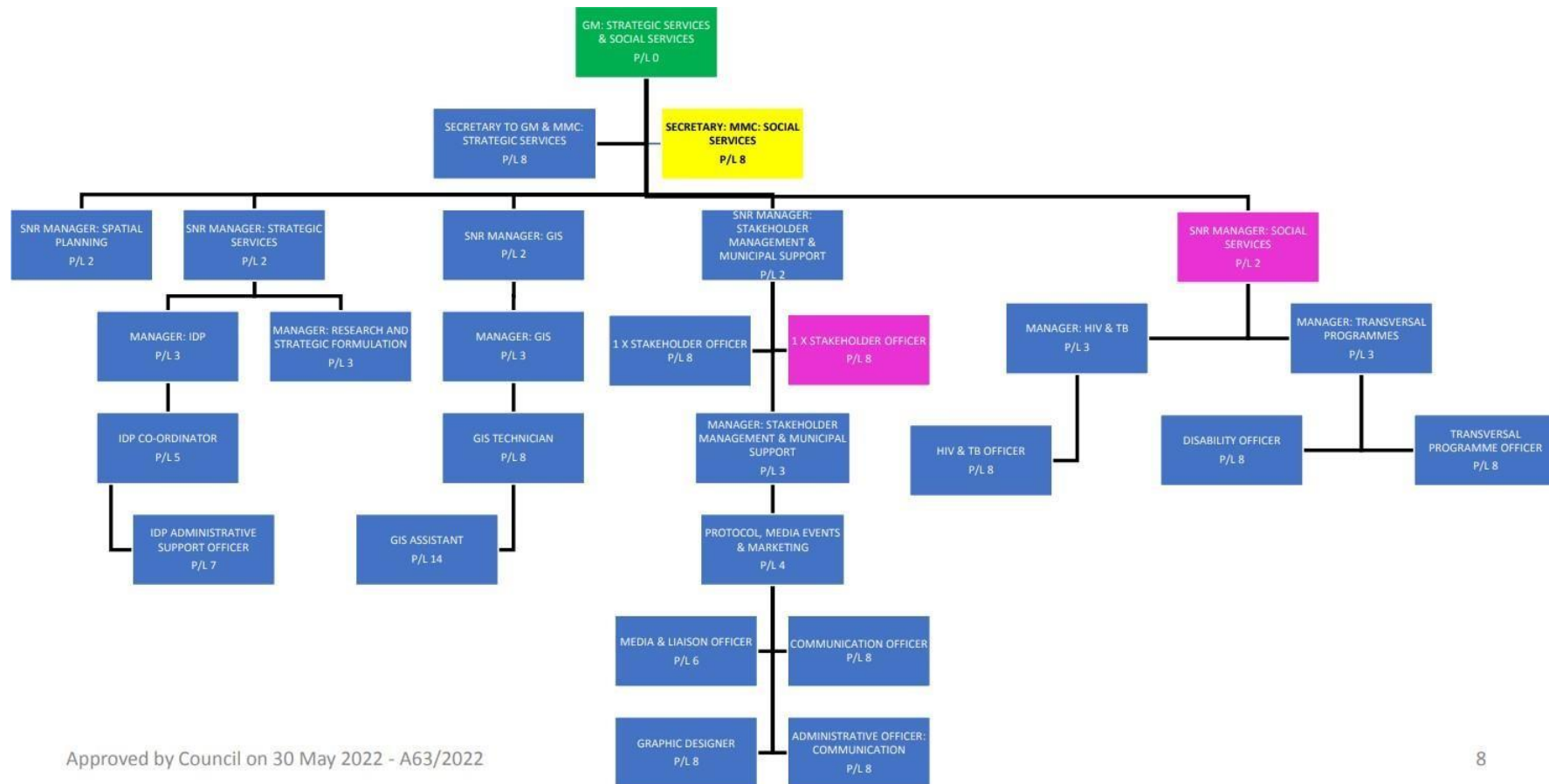
Approved by Council on 30 May 2022 - A63/2022

OFFICE OF THE MUNICIPAL MANAGER

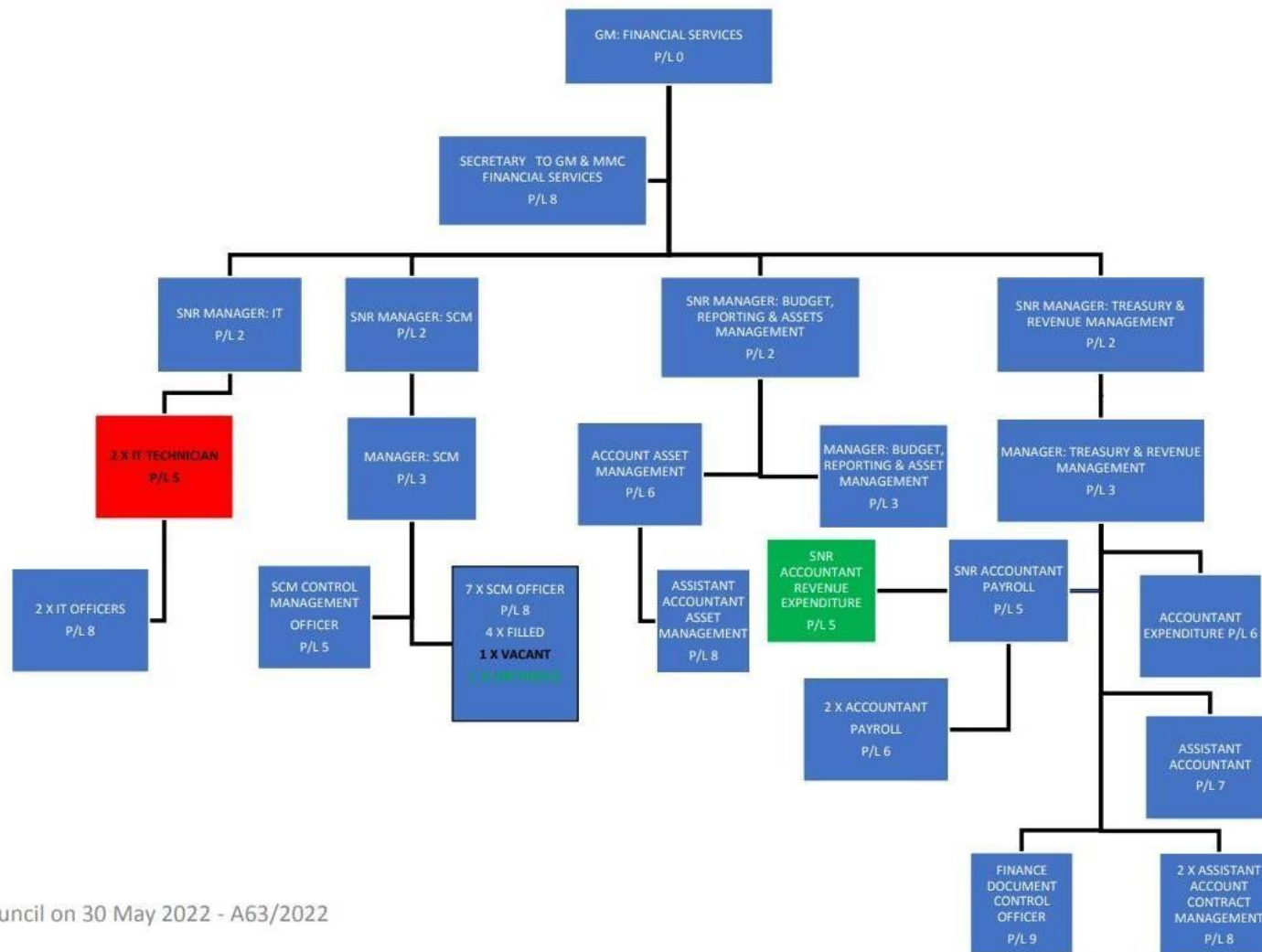


Approved by Council on 30 May 2022 - A63/2022

STRATEGIC SERVICES

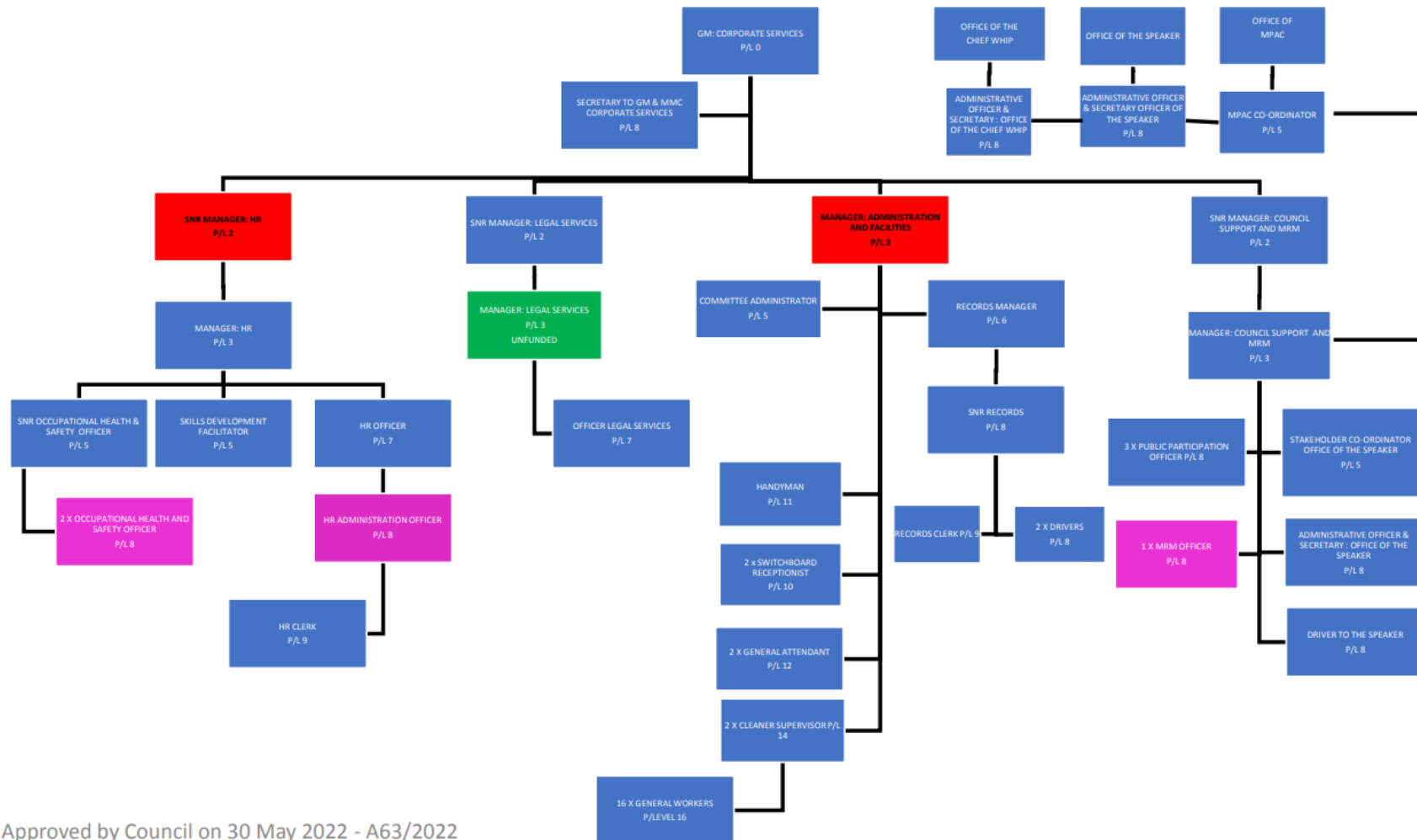


FINANCIAL SERVICES



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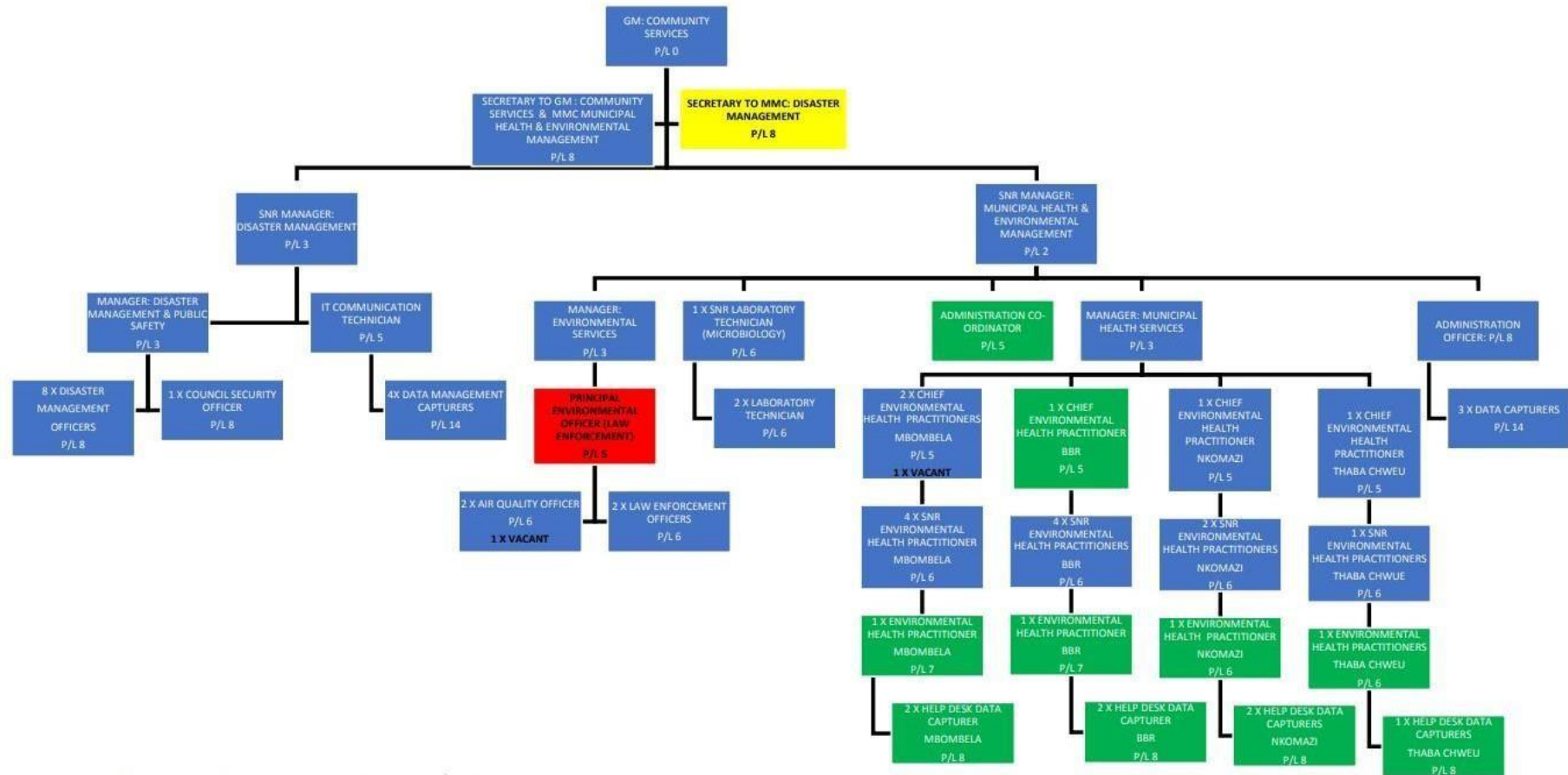
CORPORATE SERVICES



Approved by Council on 30 May 2022 - A63/2022

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

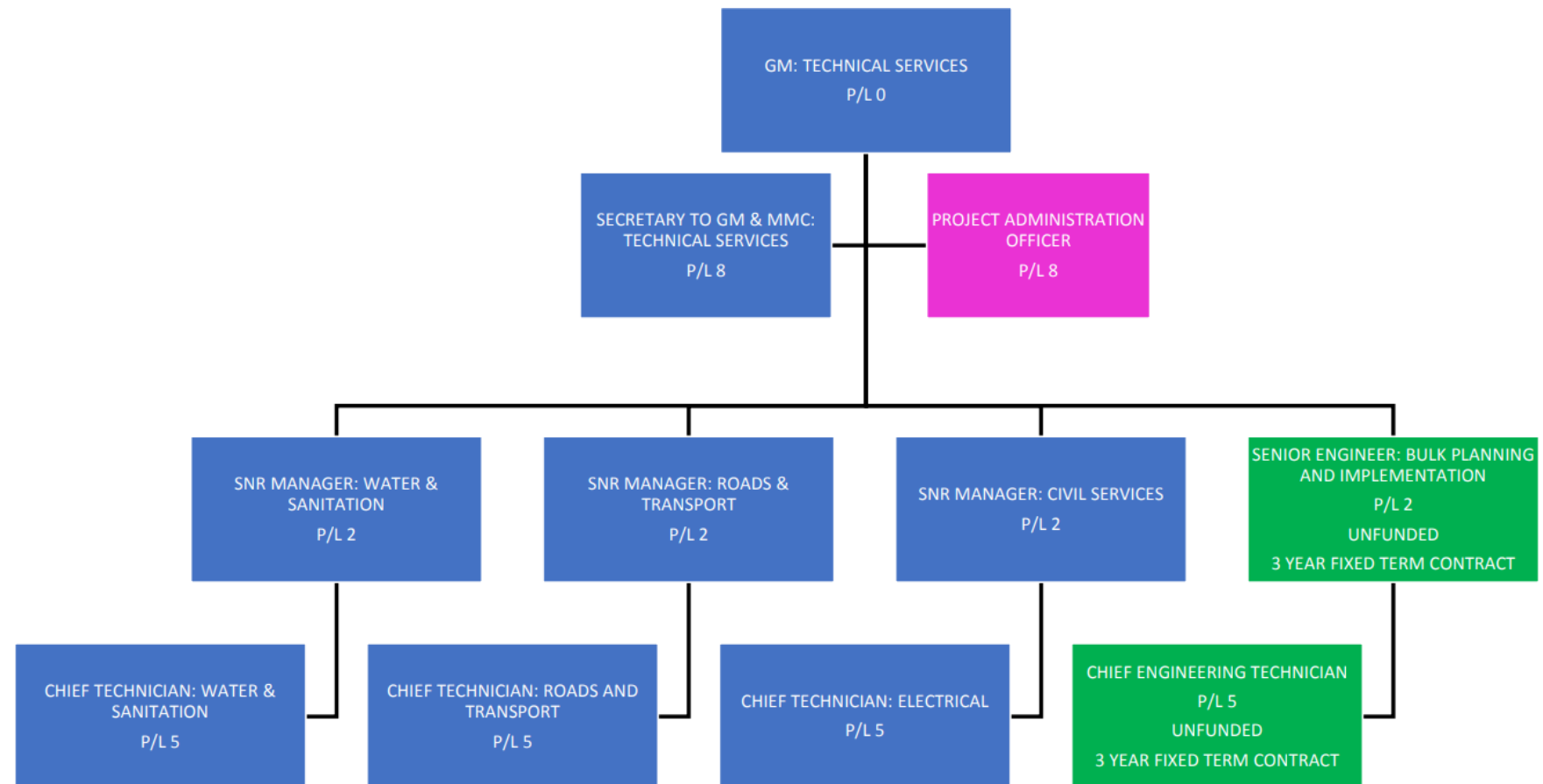
COMMUNITY SERVICES



Approved by Council on 30 May 2022 - A63/2022

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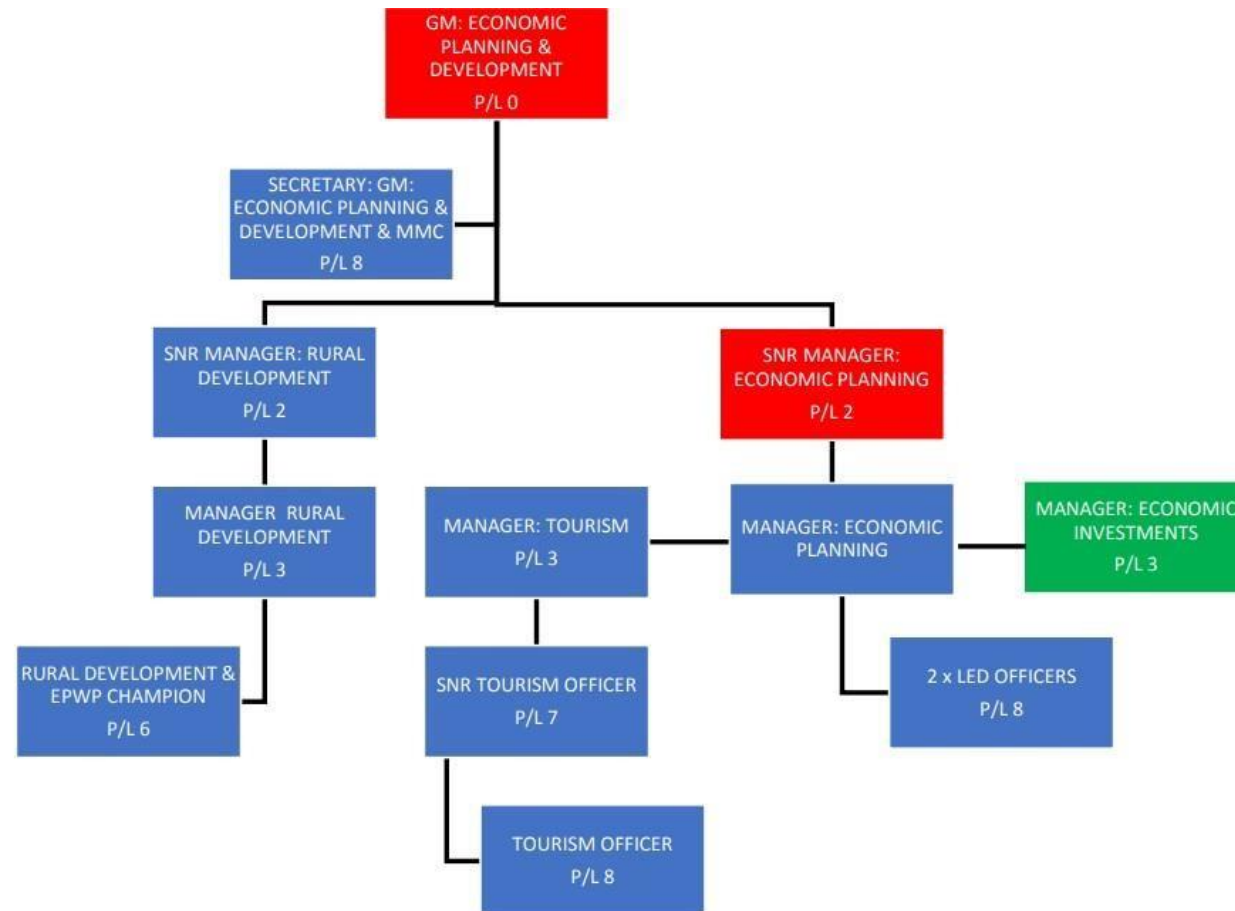
TECHNICAL SERVICES



Approved by Council on 30 May 2022 - A63/2022

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ECONOMIC PLANNING & DEVELOPMENT



Approved by Council on 30 May 2022 - A63/2022

CHAPTER 5

ORGANISATIONAL PERFORMANCE MANAGEMENT

This chapter reflects a high-level overview of the strategy of the District Municipality in terms of the strategic objectives and the districts Five-Year Strategic Outcome Based Planning Implementation

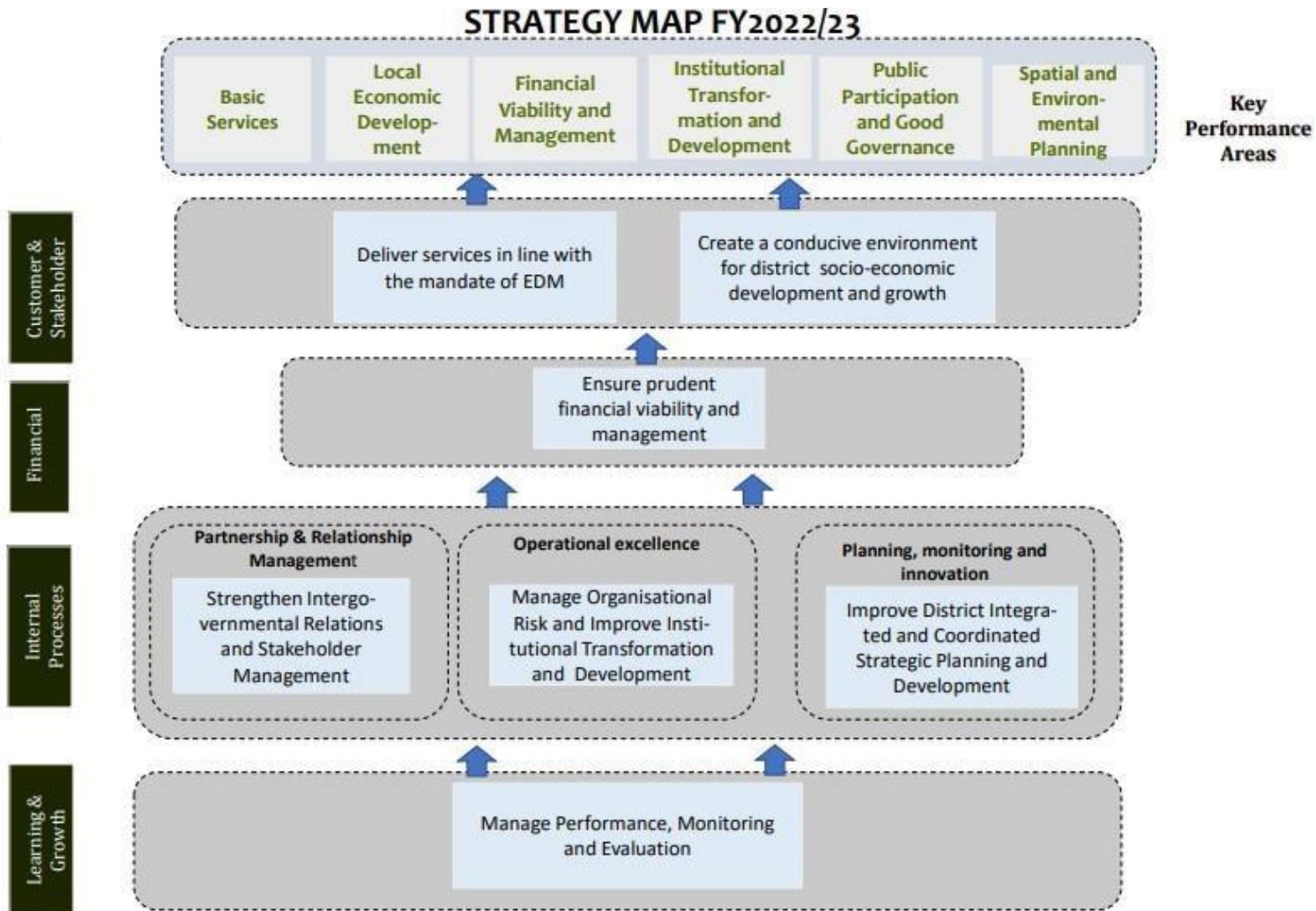
5.1. District Goals and Strategic Objectives

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.

5.2. 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.



5.3. 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	• Create a conducive Environment for District Socio-Economic Development Growth • Improve District Integrated & Coordinated Strategic Planning and Development
• Economy and Employment	• Economic Transformation and Job creation	• Create a conducive environment for District Socio - Economic Development and growth
• Improving Education and training	• Education, Skills and Health	• Improve District Integrated & Coordinated Strategic Planning and Development
• Economic Infrastructure	• Consolidating the social wage through reliable and quality basic services	• Deliver services and implement projects in line with the mandate of EDM
• Transforming urban and rural spaces	• Spatial integration, Human Settlement and Local Government	• Improve District Integrated & Coordinated Strategic Planning and Development
• National Building & Social Cohesion	• Social Cohesion and Safe Communities	• Create a conducive environment for District Socio - Economic Development and growth
• Transforming society and uniting the Nation	• A Better Africa and the World	• Strengthen intergovernmental relations and stakeholder management

5.4. Strategic Focus Area

EDMs Strategy remains underpinned by our values and our purpose, to build trust in society and to solve important problems. When planning for the FY2023/24, the Municipality aligned its service delivery targets in terms of 07 strategic objectives, in line with the Revised Framework for Strategic Plans and Annual Performance Plans, which seeks to further improve government planning systems and processes and to institutionalize development planning in government, the district underwent a strategic planning session where the strategic objectives were reduced from 15 to 7, which are listed on the table below:

STRATEGIC PBJECTIVE	INSTITUTIONAL PROGRAMME
SO 1 – Improve District Integrated & Coordinated Strategic Planning and Development	Integrated Development Planning
SO 2 – Deliver Services and Implement Projects in line with the Mandate of EDM	Service Delivery & Project Implementation
SO 3 – Create a Conducive Environment for District Socio- Economic Development Growth	Regional Economic Growth
SO 4 – Strengthen Intergovernmental Relations and Stakeholder Management	IGR and Stakeholder Relations
SO 5 – Manage Performance, Monitoring & Evaluation	Organisational and Individual Performance Management
SO 6 – Manage Organizational Risks and Improve Institutional Development	Organisational Risk
SO 7 – Ensure Prudent Financial Management	Implementation of Financial Management Practices

STRATEGIC OBJECTIVE 1: TO IMPROVE DISTRICT INTEGRATED & COORDINATED STRATEGIC PLANNING & DEVELOPMENT

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.

STRATEGIC OBJECTIVE 2: DELIVER SERVICES AND IMPLEMENT PROJECTS INLINE 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.

STRATEGIC OBJECTIVE 3: CREATE A CONDUCIVE ENVIRONMENT FOR THE DISTRICT SOCIO-ECONOMIC DEVELOPMENT GROWTH

PROGRAMME: REGIONAL ECONOMIC GROWTH

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

STRATEGIC OBJECTIVE 4: STRENGTHEN INTERGOVERNMENTAL RELATIONS AND STAKEHOLDER MANAGEMENT

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.

STRATEGIC OBJECTIVE 5: MANAGE PERFORMANCE, MONITORING & EVALUATION

PROGRAMME: 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.

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.

STRATEGIC OBJECTIVE 6: MANAGE ORGANISATIONAL RISKS AND IMPROVE INSTITUTIONAL DEVELOPMENT

PROGRAMME: ORGANISATIONAL RISK

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

STRATEGIC OBJECTIVE 7: 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.

5.5. 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 are guided by the following legislation:

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

OUTPUT INDICATORS	
REFERENCE NO.	INDICATORS
TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built
TR6.21 TR6.21(1) TR6.21(2)	Percentage of reported pothole complaints resolved within standard municipal response time (1) Number of pothole complaints resolved within the standard time after being reported (2) Number of potholes reported
FD1.11 FD1.11(1) FD1.11(2)	Percentage compliance with the required attendance time for structural firefighting incidents (1) Number of structural fire incidents where the attendance time was less than 14 minutes (2) Total number of distress calls for structural fire incidents received
LED1.11 LED1.11(1) LED1.11(2)	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area (1) R-value of operating expenditure on contracted services within the municipal area (2) Total municipal operating expenditure on contracted services
LED1.21 LED1.21(1) LED1.21(2)	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) (1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme (2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiative
LED2.12 GG6.11(1) GG6.11(2)	Percentage of the municipality's operating budget spent on indigent relief for free basic services (1) R-value of operating budget expenditure on free basic services (2) (2) Total operating budget for the municipality
LED3.31 LED3.31(1) LED3.31(2)	Average number of days from the point of advertising to the letter of award per 80/20 procurement process (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 (2) Total number of 80/20 tenders awarded as per the procurement process
LED3.32 LED3.32(1) LED3.32(2)	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission (1) Number of municipal payments within 30-days of complete invoice receipt made to service providers (2) Total number of complete invoices received (30 days or older)
GG1.21 GG1.21(1) GG1.21(2)	Staff vacancy rate (1) The number of employees on the approved organisational structure (2) The number of permanent employees in the municipality
GG1.22 GG1.22(1) GG1.22(2)	Percentage of vacant posts filled within 3 months (1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy (2) Number of vacant posts that have been filled
GG2.31 GG2.13(1) GG2.13(2)	Percentage of official complaints responded to through the municipal complaint management system (1) Number of official complaints responded to according to municipal norms and standards (2) Number of official complaints received
GG4.11 GG4.11(1)	Number of agenda items deferred to the next council meeting (1) Sum total number of all council agenda items deferred to the next meeting
GG5.11 GG5.11(1)	Number of active suspensions longer than three months

OUTPUT INDICATORS	
REFERENCE NO.	INDICATORS
	(1) Simple count of the number of active suspensions in the municipality lasting more than three months
GG5.12 GG5.12(1)	Quarterly salary bill of suspended officials (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?

5.6. Auditor General Response / Outcome 2021/22 Financial Year

FINANCIAL YEAR	FINDING
2021/22	Unqualified with no matters
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 6

Summary of the Key Performance Areas

6.1. SPATIAL ANALYSIS

6.1.1. 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

6.1.2. Protected and Sensitive Areas

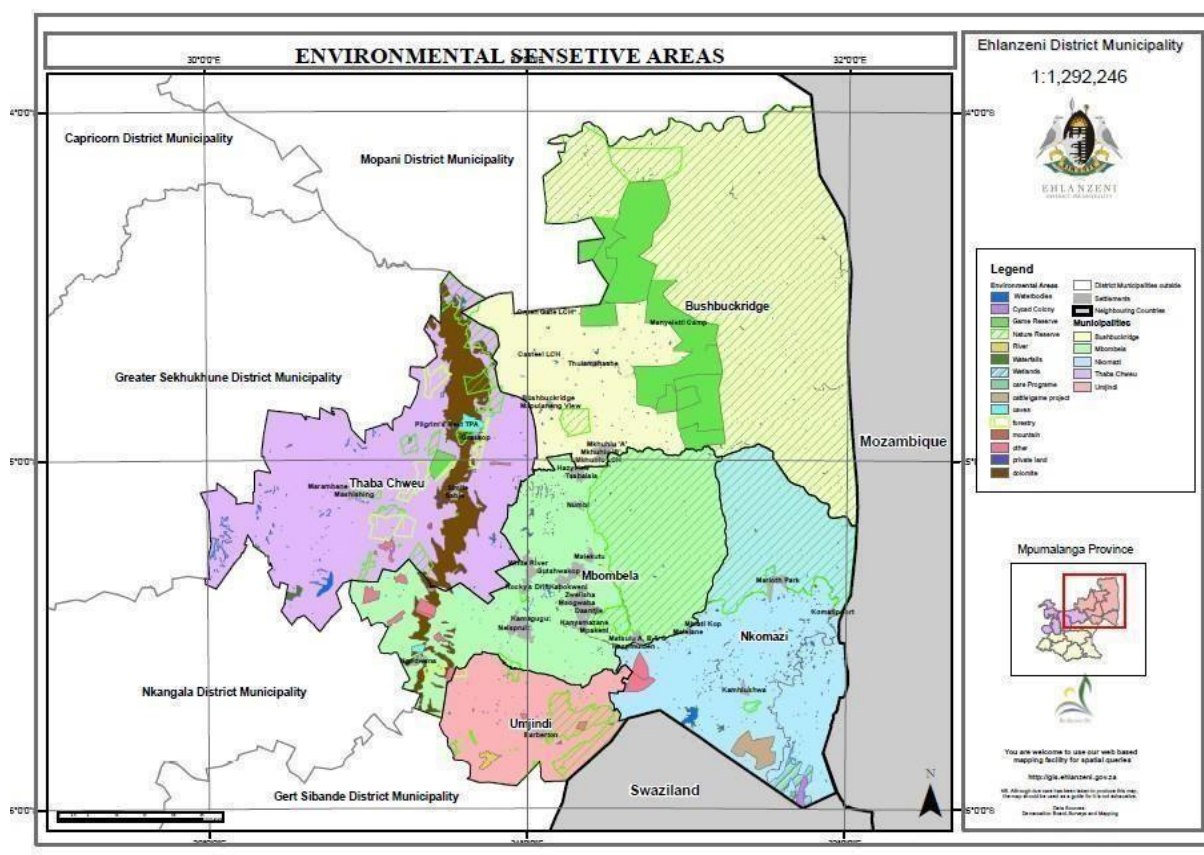


Figure 16: Protected & Sensitive Areas

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.

6.1.3. 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 Tropical	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.

6.1.4. 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.
Escarpments	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
Nkomazi	Crocodile / Komati	158.9

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	Twefontein	Primary Conservation	Twefontein	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.	Watervalspruit Paintings stone age
12.	KoedoekopLitaku
13.	Ku- Lajajambu Litaku
14.	Mananga Litak: Hillslope Litaku
15.	Mananga Litaku:Corbeled Structure
16.	Mananga Litaku: Foothill Litaku
17.	Komatipoort Litaku
18.	Komati RiverCrossing 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

6.2. SPATIAL CONTEXT OF THE DISTRICT

6.2.2. Land Uses and Development

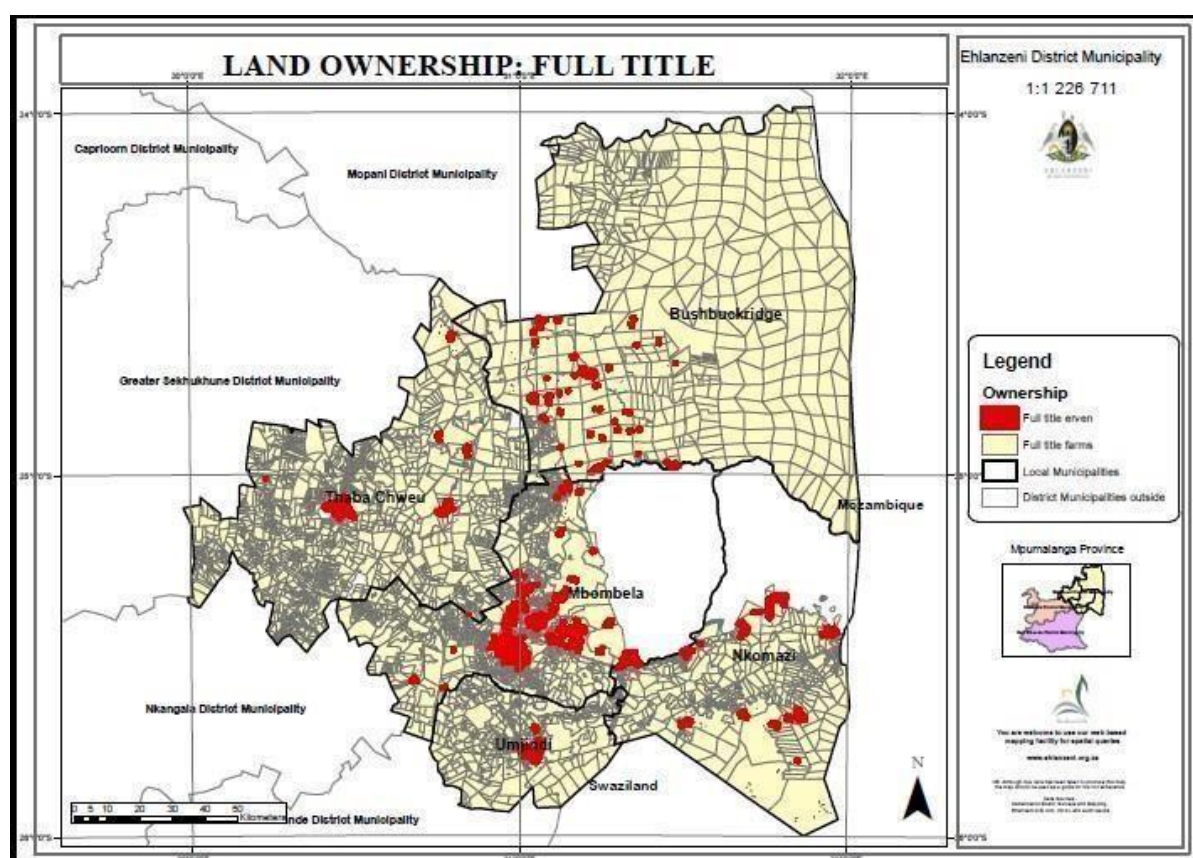


Figure 17: Land Ownership full title

Source: EDM GIS.

6.2.3. 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
Forestand woodland	39.11
Thicketbush	24.85
Grassland	12.02
Cultivatedland	8
Commercialdrylandcultivation	1.77
Semi-commercial/Subsistence	1.18
Permanent commercial dryland	0.4
Permanent commercial irrigation	0.6
Temporary commercial irrigated	1.77
Commercial irrigatedsugar cane	1.52
Forests andplantations	11.39
Degradednaturalvegetation	3.04
Mining, quarries and urban	1.21
Waterbodies	0.14

6.2.4. 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.

6.2.5. The Maputo Development Corridor

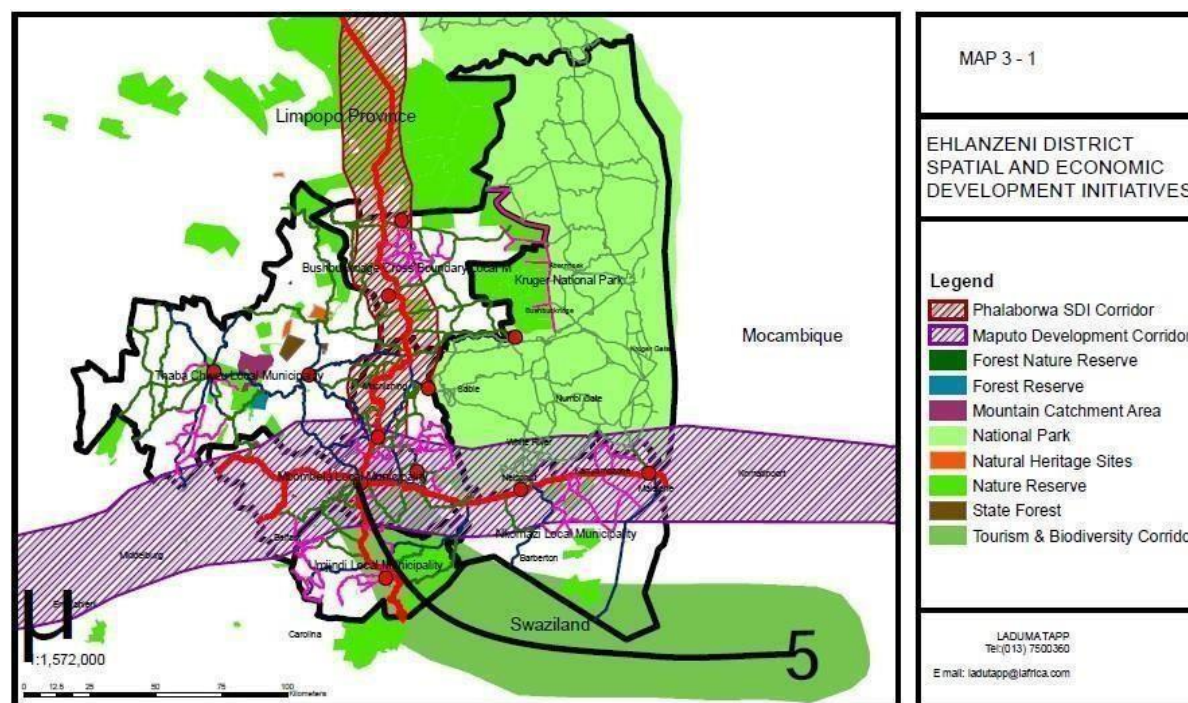


Figure 18: Maputo Development Corridor

The Maputo Development Corridor provides Ehlanzeni 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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6.2.6. 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.

6.2.7. 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 squarekilometers). This peace park links Kruger Parkwith 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.

6.2.8. 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.

6.2.9. 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:

- 6.2.9.1. Provision of investment opportunities and accessibility to development corridors
- 6.2.9.2. Provision of housing within reasonable distance to enhance accessibility to economic and employment opportunities, and social facilities.
- 6.2.9.3. Integration of the natural environment into urban areas
- 6.2.9.4. Provision of a range of social, economic and recreational opportunities in nodes or along development corridors
- 6.2.9.5. 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 in municipal accessibility.

6.2.10. 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 Bohlabelo District Municipality

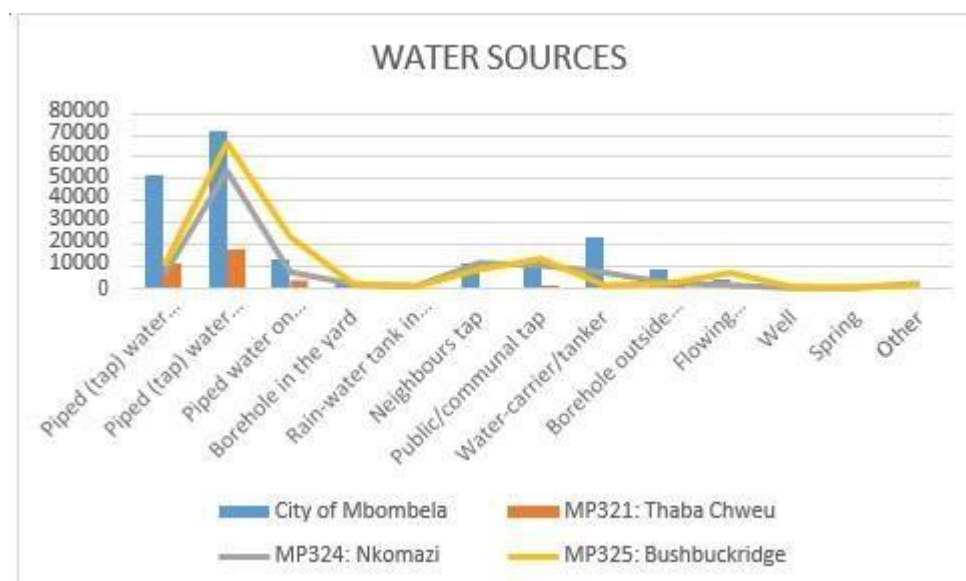
Municipality	Recent Updates
Thaba Chweu	Currently under Review
City of Mbombela	Currently under Review
Nkomazi	Currently under Review
Bushbuckridge	Currently under Review
Ehlanzeni District	Currently under Review

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).

6.3. BASIC SERVICES

6.3.1. 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 comprises 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

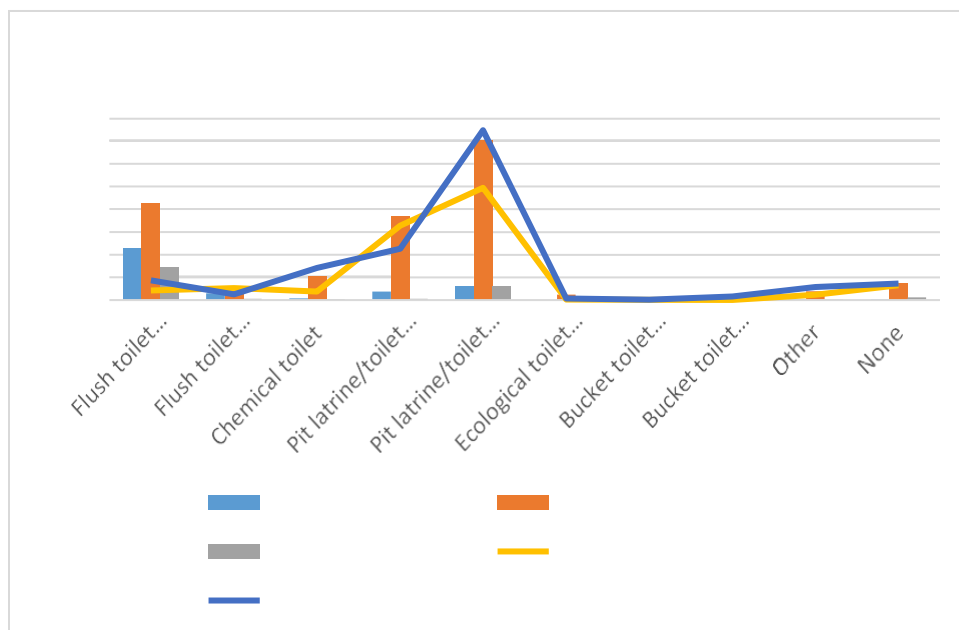
Source: Ehlanzeni blueprint on water & sanitation, 2006

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.

6.3.2. Sanitation

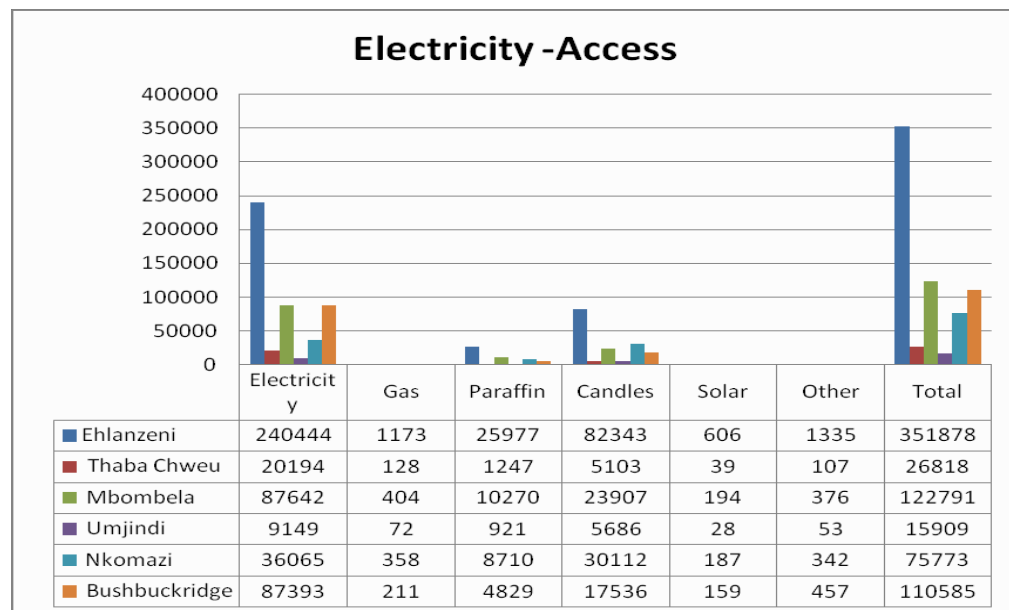


Source: Stats SA community survey, 2016

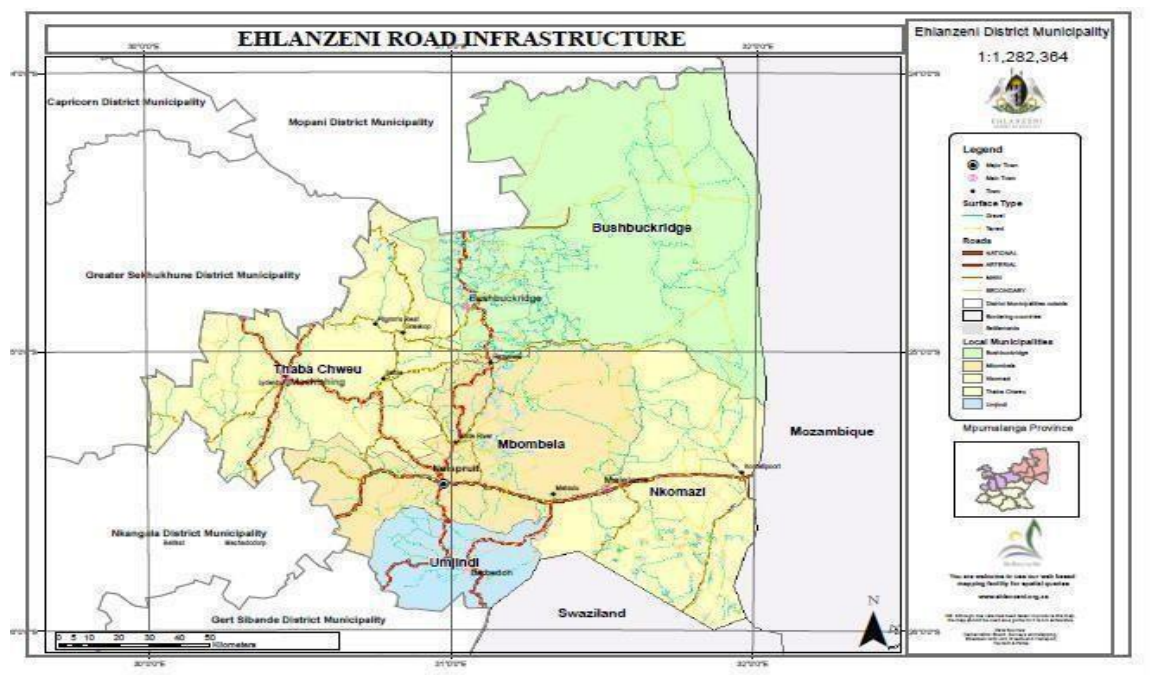
6.3.3. Electricity

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.



6.3.4. 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*)

6.3.5. 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. Their 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.

6.3.6. 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.

6.3.7. 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.

6.3.8. 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.

6.4. 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.

6.4.1. Performance Management

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.

6.4.2. 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.

6.4.3. 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.

6.4.4. 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.

6.4.5. 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.

6.4.6. 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.

6.4.7. 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.

6.4.8. 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.

6.4.9. 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.

6.4.10. 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.

6.4.11. 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 councilors should take lead and work together in delivering services to rural communities in the district to address the 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.

6.4.12. 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 Ehlanzeni 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 Ehlanzeni 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.

6.5. SOCIAL DEVELOPMENT

6.5.1. 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 behavior 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.

6.5.2. 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, Malvijan, Agincourt, Mkhuhlu, Ximhungwe, Marite, Casteel, Lehukwe, Cottendale, Arthurseat and Shatale

6.5.3. 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.

6.5.4. 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 flagship 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.

6.6. 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.

6.6.1. 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.

6.6.2. 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

6.6.3. 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

6.6.4. 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 airquality;

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-GovernmentalRelations forums.

6.6.5. 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 responsepolicies and strategies.

6.6.6. 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, wastewater 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.

6.6.7. 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.

6.6.8. 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 By-laws.

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 IWMP whilst also developing the District IWMP.

6.6.9. 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.

6.7. EDM INTERNAL SOCIAL SERVICES

6.7.1. 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 following:

- 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 7

7.1. Final 2023/24 Budget

DESCRIPTION	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26
REVENUE	-R 315 511 736	-R 327 668 804	-R 336 853 843
EXPENDITURE			
COUNCIL REMUNERATION	R 21 458 202	R 22 509 654	R 23 567 608
SALARIES AND WAGES	R 168 707 474	R 176 805 433	R 184 761 677
OPERATIONAL EXPENDITURE	R 109 353 381	R 104 421 047	R 103 153 154
	R 299 519 057	R 303 736 134	R 311 482 439
OPERATIONAL (SURPLUS)/DEFICIT	-R 15 992 679	-R 23 932 670	-R 25 371 404
CAPITAL BUDGET + ROLL OVER PROJECTS	R 34 613 750	R 32 507 050	R 26 369 150
ADD:BACK DEPRECIATION CHARGE	-R 12 698 000	-R 12 698 000	-R 12 698 000
ADD: VAT REFUNDS	-R 11 095 151	-R 11 261 578	-R 11 464 286
LESS: CAPITAL PORTION OF DBSA LOAN	R 10 835 811	R 12 105 270	R 13 492 229
BUDGET OPERATING (SURPLUS)/DEFICIT	R 5 663 732	-R 3 279 928	-R 9 672 312
ADD: ACCUMULATED SURPLUS	-R 5 663 732	R -	R -
NET-BUDGET (SURPLUS)/DEFICIT FOR THE YEAR	R -	-R 3 279 928	-R 9 672 312
Medium-term Revenue and Expenditure Framework			
DESCRIPTION	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26
OPERATING REVENUE	R 315 511 736	R 327 668 804	R 336 853 843
OPERATING EXPENDITURE	R 299 519 057	R 303 736 134	R 311 482 439
CAPITAL EXPENDITURE	R 34 613 750	R 32 507 050	R 26 369 150
TOTAL EXPENDITURE BUDGET	R 334 132 807	R 336 243 184	R 337 851 589

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

PROJECT DESCRIPTION	MUNICIPALITY OR REGION	DEPARTMENT	2023/24	2024/25	2025/26
Rural Road Asset Management System		Technical Services	R 2 398 750	R 2 507 050	R 2 619 150
Purchase of plant and equipment		Finance	R 500 000	R 500 000	R 500 000
Purchase of furniture and fittings		Finance	R 500 000	R 500 000	R 500 000
Purchase of motor vehicles		Finance	R 1 300 000	R -	R 1 000 000
Purchase of Computer Equipment and Softwares		Finance	R 3 000 000	R 2 000 000	R 2 500 000
MSCOA Systems Integration (Financial, Performance and Risk Mngt)		Office of the MM	R 500 000	R -	R -
Implementation of Contract Management System - 2 Local Municipalities		Finance	R 1 850 000	R -	R -
Upgrade Disaster Management System		Community Services	R 615 000	R -	R -
Upgrade of IT Network Infrastructure		Finance	R 750 000	R 750 000	R 750 000
Purchase of Security Xray Machine		Office of the MM	R 400 000	R -	R -
Upgrade of Laboratory		Community Services	R -	R 500 000	R 1 500 000
Upgrade of DMC Airconditioning System		Corporate Services	R 1 000 000	R -	R -
Purchase of Waste Removal Truck (Skip Loader) and Equipment		Community Services	R 500 000	R 1 500 000	R -
Purchase of Potholes Patching Machine		Technical Services	R -	R 5 000 000	R -
Upgrade of Existing Municipal Building		Technical Services	R 3 800 000	R 2 500 000	R -
Installation of voting stations basic service infrastructure		Technical Services	R 500 000	R -	R -
TOTAL	TOTAL ALLOCATION		R 17 613 750	R 15 757 050	R 9 369 150
Purchase of Material for Patching of Potholes	CITY OF MBOMBELA	Technical Services	R 5 000 000	R 2 500 000	R 3 500 000
Resealing and Repair of Potholes on Barberton Tourism Routes Phase 2		Technical Services	R 4 000 000	R 4 250 000	R 5 000 000
Installation of New Mast Lights		Technical Services	R 1 000 000	R -	R -
	TOTAL ALLOCATION		R 10 000 000	R 6 750 000	R 8 500 000
Malelane Ext 21 sewer package plant - fencing, guardhouse and operator's house	NKOMAZI	Technical Services	R -	R 2 000 000	R -
Refurbishment of High Mast Lights		Technical Services	R 500 000	R 500 000	
Lebombo Boarder - Hawker stalls facilities		Technical Services	R -	R 4 500 000	R -
Drilling of 1 New Solar Borehole at Aniva New stands		Technical Services	R 500 000	R -	R -
Drilling of 2 New Solar Borehole at Jeppes Reef 2 New sections Zone 12 (Near Driekoppies Dam)		Technical Services	R 1 000 000	R -	R -
	TOTAL ALLOCATION		R 2 000 000	R 7 000 000	R -

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

PROJECT DESCRIPTION	MUNICIPALITY OR REGION	DEPARTMENT	2023/24	2024/25	2025/26
	THABA CHWEU				
Wastewater Treatment Works Improvement Programme		Technical Services	R 2 000 000	R 2 000 000	R 7 500 000
Purchase of Grader		Technical Services	R 2 000 000	R -	R -
	TOTAL ALLOCATION		R 4 000 000	R 2 000 000	R 7 500 000
	BUSHBUCKRIDGE				
Boreholes installation programme		Technical Services	R 1 000 000	R 1 000 000	R 1 000 000
	TOTAL ALLOCATION		R 1 000 000	R 1 000 000	R 1 000 000
TOTAL BUDGET			R 34 613 750	R 32 507 050	R 26 369 150

CHAPTER 8

8.1. District Development Model (One Plan) Catalytic Projects

Project Name	Beneficiary Villages (Wards)	Cost Estimates	GPS Coordinates
Nkomazi Local Municipality			
Streetlights	Nkomazi	No estimate	-25.709672, 31.719547
Rehabilitation of Roads	Nkomazi South Bus routes/footbridges	No estimate	-25.664647, 31.856153
Repair of flood damaged road infrastructure	Komatipoort	10 000 000	25.433333, 31.950000
	Marloth Park	10 000 000	-25.355111, 31.764418
	Hectorspruit	10 000 000	-25.439800, 31.681064
	Malelane	10 000 000	-25.483333, 31.516667
Komatipoort Hawkers Stalls CBD Renewal	Komatipoort	2 000 000	-25.435025, 31.955019
Special Economic Zone (SEZ)	Nkomazi	23 Billion	31,944749 -25,447755
Bushbuckridge Local Municipality			
Bulk Sites Demarcation	Kulani	4 000 000	-24.591988, 31.072678
	Kildare	4 000 000	-24.591988, 31.072678
	Dumphries	4 000 000	-24.764969, 31.312339
	Meetsi	4 000 000	-25.1575631, 30.7662007
	Seville	4 000 000	-24.669889, 31.418737
	Masana	4 000 000	-24.798020, 31.090002
Revitalization of Industrial Park	Mkhuhlu	1 500 000	-24.985409, 31.240460
Development of Comprehensive Infrastructure plan (Water, Sanitation, Road & Storm Water Plans)	All Wards	10 000 000	-24.807983, 31.130014
Refurbishment of Thulamahashe new Stadium	Thulamahashe	20 000 000	-24.724158, 31.209703
Implementation of Inyaka Dam Master Plan (Establishment of picnic spots, ablution, and braai facilities)	Maviljaan	900 000	-24.845447, 31.070299
Construction of Acornhoek Precinct Centre	Acornhoek	20 000 000	-24.597387, 31.049217
Rezoning of sites for business and high density	Thulamahashe-C	500 000	-24.727490, 31.213905

Consolidation and Re-zoning of residential sites	Dwarsloop	500 000	-24.802471, 31.081565
Refurbishment of Thulamashe Stadium	Thulamahashe	15 000 000	-24.723186, 31.207624
Refurbishment of Dwasloop WWTW	Dwarsloop	40 000 000	-24.792104, 31.078055
Servicing of new sites for residential	Thulamahashe	60 000 000	-24.720996, 31.214451
	Dwarsloop	60 000 000	-24.795143, 31.084921
Tarring of road from Rolle via Ludlow to Islington Cross road	Rolle	80 000 000	-24.733748, 31.239056
	Ludlow	80 000 000	-24.679984, 31.275917
	Islington	80 000 000	-24.626009, 31.259046
Tarring of road from Casteel to Zoeknog	Casteel	50 000 000	-24.726611, 31.012496
	Zoeknog	50 000 000	-24.760718, 30.978314
Mkhuhlu Agrihub	Mkhuhlu	1 Billion	31,098484 -25,385155
Tarring of road from Xanthia to Agincourt	Xanthia	70 000 000	-24.832905, 31.140212
	Agincourt	70 000 000	-24.824646, 31.218421
City of Mbombela			
Mpumalanga International Fresh Produce Market	City of Mbombela along R37	R2 Billion	31,098484 -25,385155
Inkosi Development City	Daantjie	R7.8 Billion	31,247315 -25,485876
Mountain View River Dam	City of Mbombela	R1 Billion	31.277309 -25.611320
Barberton Dam and Solar Power	Barberton	Private funding (undisclosed)	
Lebombo Hawkers Stalls	Koormatipoort Boader	R800 000	31.9842080 -25.441908
Makhonjwa World Heritage Site	Barberton	No estimate	31,040691 -25,785772
Steam Train and Railway revitalisation	Barberton	R1 Billion	31,048926 -25,785256

8.2. EDM's and Sectors Departments Draft Projects and Programmes

DEPARTMENT: COMMUNITY SERVICES												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2023/24	2024/25	2025/26		
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.			165 750	157 463	149 589	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 campaign / 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.	100 000	95 000	90 250	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	81 486	77 412	73 541	EDM	Funded
Education, Skills and Health	Non-compliance of facilities with the Environmental health legislation and its regulations	To render equitable municipal health services in the district	Health surveillance of premises (inspection of premises for compliance)	EDM Communities	Percentage of Facilities/premises that are complying with the health standards.		% of compliance according to the MHS annual plans	Opex	Opex	Opex	EDM	Funded

DEPARTMENT: COMMUNITY SERVICES												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2023/24	2024/25	2025/26		
Education, Skills and Health	High rate of non-compliance with Management of human remains requirements within the district.	To improve the level of compliance with Management of human remains standards within the district	Management of Human remains Forum	Funeral undertaker industries, Local municipalities and EDM Communities	Management of human remains forums meetings held per financial year	2 Management of human remains forums meetings held in 2021/22 FY	4 Management of human remains forums meetings per financial year	60 000	57 000	54 150	EDM	Funded
Education, Skills and Health	Lack of coordinated food related incidents/issues within the district	To improve food safety within the district	Food Control Forum	food industries, LM and EDM communities	Food Control Forums meeting held per financial year	2 Food Control Forums meeting held in 2021/22	4 Food Control Forums meeting held per financial year	67 230	63 896	60 675	EDM	Funded
Transition to a low – carbon economy	Global Warming (unpredictable climate change)	To develop climate change mitigation and adaptation plan	Climate change mitigation and adaptation Plan	Community of EDM	A developed climate change mitigation and adaptation plan of the district.		Developed climate change mitigation and adaptation plan by 30 June 2024	500 000	475 000	451 250	EDM	Funded
Sustainable development	Uncontrolled land use development within the district	To develop Environmental Management Framework for the District	Environmental Management Framework	Community of EDM	A developed Environmental Management Framework		Developed Environmental Management Framework by 30 June 2023	405 000	384 750	365 513	EDM	Funded

DEPARTMENT: COMMUNITY SERVICES												
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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
Sustainable development	Insufficient Environmental Management Services in LMs within the District	To strengthen IGR Relations with relevant stakeholders with regard to Environmental Management	Integrated Environmental Management Cluster	Community of EDM	Improved Environmenta l Management Service delivery within the district.	4 meetings annually	12 Integrated Environmenta l Management Cluster sittings by 30 June 2024.	46 681	46 247	43 935	EDM	Funded
Waste management	High incidents of illegal dumping within the district	To provide support to LMs on the implementation of the Integrated Waste Management Programmes	Integrated Waste Management Programmes	Community of EDM	Number of programmes implemented	6	6 Integrated Waste Management programmes by implemented by 30 June 2025	750 000	1.2M	1.1M	EDM	Funded
Waste management	IWMP due for reviewal	Contribute towards compliance with the National Waste Act	IWMP Reviewal	Community of EDM	Reviewed IWMP	1	1 IWMP Reviewed by 30 June 2023	R500 000	R300 000	-	EDM	Unfund ed
Education, Skills &Health	Natural water sources being polluted by the effluent of WWTWs which are not being operated	To ensure that the natural water sources in the district are complying with the set standards.	Water quality monitoring.	Community of EDM	% of Compliant water sample results	960 microbiologi cal samples and 44 chemical sample	To have analysed 2880 microbiologic al samples and 176 chemical	R131 818	R29 591	R30 182	EDM	Unfund ed

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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
	according to approved standards.						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.	162 000	-	-	EDM	Unfund ed
Deliver services and implement projects in line with the mandate of EDM	Deliver services and implement projects in line with the mandate of EDM	raise awareness on identified risk and mitigate crime in communities	Disaster risk management and crime awareness programme	All local municipalities	Number of awareness campaigns	None	4 awareness campaigns conducted in all LM's	297 235	282 373	268 255	EDM	Funded
	Ehlanzeni District is not immune to hazards and natural or man- made disasters	To provide emergency relief material to communities in need	Coordination of disaster relief programme	4 local municipalities	Number of reports on disaster incidents	4 reports on disaster incidents submitted to council	4 reports on disaster incidents submitted	1.1M	1M	992 750	EDM	Funded
	Deliver services and implement projects in line with the	to improve the functionality of the Incident command vehicle	refurbishment of the Incident Command Vehicle ICT infrastructure	All LMs	Number of reports on the refurbishment of the Incident	None	Fully functional Incident Command Vehicle	R600 000	-	-	EDM	Unfund ed

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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
	mandate of EDM				Command Vehicle ICT infrastructure							
	Non-compliance with the Disaster management Act	to guide and inform planning and decision making in disaster management	Disaster management plan review	ALL LM's	Review EDM disaster management plan	Disaster management plan	A reviewed EDM disaster management plan	30000	35000	40000	EDM	Unfund ed
	Non-compliance with the Disaster management Act	to identify risks in communities within EDM	Disaster Man Risk Assessment Review	All LMs	Number of reports on risk assessment review submitted to council	None	1 report on risk assessment review submitted to council	500 000	-	-	EDM	Funded
	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	EDM	Unfund ed
	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	-	-	-	EDM	Unfund ed

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								2023/24	2024/25	2025/26		
	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	291 600	277 020	263 169	EDM	Funded
	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	EDM	Unfund ed
	Ehlanzeni District is severely affected by the effects of Climate Change as a result experiences a lot of weather-related disasters	To improve disaster relief efforts through efficient distribution of disaster relief materials	Disaster Response Truck	EDM	Number of reports on incident captured and event safety management	4 reports on incident captured	4 reports on incident captured	700 000	-	-	EDM	Unfund ed
	Provide safety and security to EDM political leadership,	To ensure safety and security of political and	Security Management	EDM	Development of Security management plan	None	Developed Security management plan	R1.5M	R1.5M	R1.6M	EDM	Unfund ed

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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
	officials and assets	administrative staff and assets										
	Strengthen IGR and stakeholder relations	to strengthen relations with stakeholders on DM	Disaster management advisory Forum	ALL LM’s	Number of meetings of the disaster management advisory forum	None	4 quarterly DM Forum meetings	60 000	57 000	54 150	EDM	Funded
	4 quarterly DM Forum meetings	To ensure safety of the public	Public safety forum	ALL LM’S	Number of meetings of public safety forum	None	4 quarterly public safety meetings	44 550	42 323	40 206	EDM	Funded
	Strengthen IGR and stakeholder relations	to strengthen relations with stakeholders on DM	Disaster management schools’ debate	ALL LM’s	Disaster management schools’ debates hosted annually	None	Annual schools' debate	60 000	70 000	75 000	EDM	Unfund ed
Improve the IDP Standards of EDM and the LMs	Improve the IDP Standards of EDM and the LMs	climate change adaptation	Climate change adaptation strategy	ALL LM’s	Climate change adaptation strategy	None	Develop Climate change adaptation strategy	R500 000	R465 000	R474 300	EDM	Unfund ed

DEPARTMENT: CORPORATE SERVICES:												
KPA: GOOD GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS												
ALIGNMENT TO MANIFESTO: BRING INTEGRATED GOVERNMENT CLOSER TO THE PEOPLE												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2023/24	2024/25	2025/26		
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	
	There is a need to improve staff capacity and continuous development in their areas of work in order to improve performance	To address skills gap among EDM officials	Municipal bursary fund	Internal staff	15 officials awarded bursaries every financial year		75 Officials awarded bursaries through the internal bursary fund	750 000	693 750	659 063	EDM	Funded
	There is need to improve skills for officials to meet the anticipated standard by National Treasury	To ensure all officials in all LMs and District meet the minimum competency requirement in terms of Treasure Regulations	Disaster Management and Minimum competency courses	Officials from four LMs and District	25 officials capacitated in Disaster Management and 50 officials in minimum competency		Will capacitate 125 officials in Disaster Management and 250 for Minimum competency in Financial Management	150 000	138 750	131 813	EDM	Funded

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								2023/24	2024/25	2025/26		
	High level of Social and Psychological challenges which resulted in absenteeism, low staff morale and low productivity	To improve health status and welfare of employees and Councillors	Employee Wellness Programme	EDM officials and councillors	209 employees and 27 directly elected councillors		100% participation of employees in all wellness programmes to ensure productivity	178 500	165 113	156 857	EDM	Funded
			Coordination of Good Governance and Administration Work Stream	All Municipalities	Number of Good Governance and Administration Work Stream	3 meetings per Quarter	6 Meetings	52 500	49 875	47 381	EDM	Funded
Building a capable state	Failure to adequately execute the district mandate of support to local municipalities in areas of need	To provide the needed support to municipalities, learning best practices and promote proper enforcement of law	Support to LMs	EDM/Stakeholders and LMs	80% Reduction of litigation matter against the Local Municipalities and the District		10 ordinary Legal Advisory Forum / Workstream meetings held by 30 June 2024	Opex	Opex	Opex	EDM	
	Failure to comply, implement and monitor service level	To ensure that all contracts of EDM and Stakeholders are properly	Formalised Service Level Agreements	EDM/Stakeholders and LMs	Accurate implementation as per terms of the agreement on		Formalised SLAs and Review for all contracts between EDM	Opex	Opex	Opex	EDM	

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								2023/24	2024/25	2025/26		
	agreements (SLAs) between and stakeholders and service providers	implemented in line with respective compliances.			projects/prog rammes		and Stakeholders					
	There are services rendered by the district which some are mandatory i.e., Municipal Health Services. However, implementation thereof is a challenge due to lack of approved schedule of fines, leading to the concerned department not able to execute the function fully.	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/Stakehol ders and LMs	Promulgated by-laws Approved fine schedules/fin e list Law Enforcement Officers		Review Municipal Health Bylaws and develop Air Quality By laws and ensure that the fine schedules are approved by the Magistrates.	Opex	Opex	Opex	EDM	

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	There is a need for the municipality to undergo an organizational review process	To mitigate against 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	Completed 2022
	Failure to mitigate on legal matters of the municipality	Manage organisational risks and improve institutional development	Litigation & Labour Matters	EDM	100% of all matters attended to within the stipulated turnaround time			846 300	803 935	763 786	EDM	Funded
	There is a need to continuously assess & develop staff & Cllrs in their areas of work in order to improve performance	Manage organisational risks and improve institutional development	Skills development programme of employees as per their personal development plans & capacity building	EDM	Number of skills development programmes implemented in terms of PDPs & capacity building programmes			845 473	782 062	742 959	EDM	Funded

DEPARTMENT: OFFICE OF THE EXECUTIVE MAYOR												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2023/24	2024/25	2025/26		
	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	200 000	190 000	180 500	EDM	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	125 000	118 750	11 813	EDM	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	800 000	760 000	722 000	EDM	Funded
	There is a need for provision of food parcels to child headed homes and the disabled	To give deserving families social relief parcels	Food relief Aid & other disasters	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	1.5M	1.4M	1.3M	EDM	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	700 000	665 000	631 750	EDM	Funded

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								2023/24	2024/25	2025/26		
	address service delivery issues	community engagements										
	There is a need to have outreach project for senior citizens (games etc)	To have project for elderly people	Senior Citizens outreach	Senior citizens within the district	Number of Mayoral outreach projects held for Ehlanzeni Senior Citizens	1 Mayoral outreach programme for Senior Citizens held by 30 June 2022	1 Mayoral outreach programme for Senior Citizens held	200 000	190 000	180 500	EDM	Funded
	There is a need to assist disabled people within Ehlanzeni	To distribute assistive devices (wheel chairs spectacles hearing aids etc)	Disability Programme	People living with disabilities	Number of Mayoral disability projects held	1 Mayoral disability programme held by 30 June 2022	1 Mayoral disability programme held	200 000	190 000	180 500	EDM	Funded
	Increase in GBVF incidences and a need to address this social ill	To create awareness around GBVF in institutions of higher learning	GBVF Awareness Campaign	Students of Institutions of Higher Learning	Number of awareness campaigns conducted	New KPI		R100 000	R102 000	R104 040	EDM	Unfund ed

DEPARTMENT: OFFICE OF THE SPEAKER												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
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 p e r annum	12 interface sessions with traditional councils	200 000	190 000	180 500	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	850 000	807 500	767 125	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	450 000	427 500	406 125	EDM	Funded

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								2023/24	2024/25	2025/26		
	in the affairs of local government ineffective				ward committees	on-going support is provided to ward committees by COGTA and EDM						
Social cohesion and safe communities	Social ills such as drugs abuse, violence against women and children and other criminality are affecting communities	To promote society with sound behaviour and good morality	Moral regeneration programs	ALL LMs	Implementati on 20 programs to regenerate morality, respect and human dignity	Four MRM program are implemente d per year	12 programs	350 000	332 500	315 875	EDM	Funded
A Capable, ethical and developmental state	The lack of strong oversight and accountability compromise service delivery and affect public trust on local government	To promote oversight and accountability	Speakers’ forum	ALL LMs	20 Speaker outreach program	4 speakers’ program are held per year	12 Speakers’ Forum	15 000	14 250	13 538	EDM	Funded
Social cohesion and safe communities	Lack of consistent accounting and proper	To promote accountability and reporting	District Public participation Forum	ALL LMs	20 public participations Forum where LMs, COGTA	Four district fora are held per year and	12 District public participation Forum	20 000	20 000	20 000	EDM	Unfund ed

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ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
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								2023/24	2024/25	2025/26		
	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	175 000	166 250	157 938	EDM	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	420 000	399 000	379 050	EDM	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	600 000	570 000	541 500	EDM	Funded

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								2023/24	2024/25	2025/26		
	non-compliance with statuettes	executive function			an ongoing basis	have been inducted						
			Stakeholders & communities Awareness Program					250 000	237 500	225 625	EDM	Funded
A capable, ethical and developmental state	Political instability in EDM council and the LMs	To build stability and tolerance among political parties within councils	Whipery meetings	ALL LMs	Convene 20 whipery meetings and community outreach to improve the political tolerance and stability of council		12 Whipery Programs and community outreach	1M	950 000	902 500	EDM	Funded

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER												
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.												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
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	60 000	57 000	54 150	EDM	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/progra mmes 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	OPEX	OPEX	EDM	

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KPA: Institutional Transformation and development												
ALIGNMENT TO MANIFESTO: Bring Integrated Government Closer to the People & Fight Corruption and End Waste												
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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
			QPR Maintenance & Support	EDM				170 000	157 250	149 388		
Fight corruption and strengthen the State	lack of understanding risk management initiatives by employees leading to Low level of risk management maturity	To create an awareness of risk & fraud in the organization	Fraud Prevention and Anti-Corruption awareness & Risk Management training session	District-wide	Number of awareness on risk & fraud conducted in the organization	1 Risk awareness & training sessions conducted during the 2019/20 FY	1 Risk awareness & training sessions conducted by 30 June 2024	30 000	35 000	40 000	EDM	Funded
Fight corruption and strengthen the State	Poor quality of reports prepared and submitted to the Risk Management & Fraud Prevention committee leading to failed promotion of ownership, management of risk and monitoring of compliance as per legislative requirements	To promote ownership, management of risk and monitor compliance as per legislative requirements	Risk Management and Fraud Prevention Committees	District-wide	Number of Risk Management & Fraud Prevention reports submitted according to the Risk Management Strategy	4 Risk Manageme nt & Fraud Prevention held meetings during the 2019/20 FY	4 Risk Management & Fraud Prevention reports submitted by 30 June 2024	130 000	140 000	150 000	EDM	

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KPA: Institutional Transformation and development												
ALIGNMENT TO MANIFESTO: Bring Integrated Government Closer to the People & Fight Corruption and End Waste												
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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
								2023/24	2024/25	2025/26		
Fight corruption and strengthen the State	lack of buy-in by officials leading to None compliance to annual risk management calendar due	Coordinate an annual risk assessment and ensure that institutional risks are identified and aligned to the strategic objectives	Risk Assessment workshops	District-wide	Number of annual risk assessments conducted as per risk management calendar	2 Risk Assessments conducted during the 2019/20 FY	2 Risk Assessments conducted by 30 June 2025	65 000	70 000	75 000	EDM	
Fight corruption and strengthen the State	Lack of platform for information sharing for risk practitioners casing 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	Funded
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/responded to as per prescribed requirements	100% request from LMs were attended during the 2019/20 FY	100% of request from LMs attended/responded for LM Support by 30 June 2025	OPEX	OPEX	OPEX	EDM	
Fight corruption and strengthen the State	Project and programmes not achieved	To facilitate the process of risk mitigation	Risk Register	District-wide	% Implementation of	98% implementation of	100% implementation of	OPEX	OPEX	OPEX	EDM	

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER												
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.												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
	due to poor management of risks	through quarterly updating of risk register			quarterly risk mitigation strategies	quarterly risk mitigation strategies during the 2019/20FY	quarterly risk mitigation strategies as per planned activities in the risk register by 30 June 2025					
	Good Governance requirement to perform quality assessment reviews	Quality Assurance Improvement Plan	Quality Assurance Improvement Plan	EDM	1 Quality assurance review performed annually		1 Quality assurance review performed annually by 30 June 2024	500 000	-	-	EDM	Unfund ed
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	617 500	586 625	EDM	Funded
		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	150 000	142 500	135 375	EDM	Funded

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER												
KPA: Institutional Transformation and development												
ALIGNMENT TO MANIFESTO: Bring Integrated Government Closer to the People & Fight Corruption and End Waste												
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National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
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 performanc e appraisal	100% appraisal of employees	30 000	28 500	27 075	EDM	Unfund ed

DEPARTMENT: STRATEGIC & SOCIAL SERVICES												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
								2023/24	2024/25	2025/26		
Improve Access to Basic Services	Insufficient spatial and non-spatial information to inform planning	To provide spatial and non-spatial information for planning purposes	Baseline Data Acquisition, distribution and Maintainance	EDM and LM's	Number of Updates of the District Wide Spatial Database	EDM and LMs accessing the latest spatial data.	Access to latest spatial data by EDM and its LM's	Opex	Opex	Opex	EDM	Funded
	Lack of usage of the GISc as a strategic planning tool in order to enhance decision making.	Improve usage of GIS tools across the municipalities	GIS Awareness	EDM and LM's	Number of GIS awareness campaigns held	GIS awareness champaign held FY2021\22	Conduct awareness campaigns to EDM and all its LMs.	150 000	142 500	135 375	EDM	Funded
	Incomplete geo-referenced immovable asset databases	Improve quality of immovable asset register	Immovable Infrastructure update for EDM	EDM and LM's	Number of reports on the implementation of the Infrastructure Capture Plan Number of reports on the implementation of the Infrastructure Capture Plan	Infrastructure data Capture report FY2021\22	Geo-referenced immovable assets	Opex	Opex	Opex	EDM	Funded
	Outdated GIS strategy	Review GIS strategy	GIS strategy	EDM	Number of GIS strategy reviewed	2019 GIS strategy	GIS strategy with Three-year	-	-	-	EDM	Unfunded

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								2023/24	2024/25	2025/26		
							Implementati on plan.					
	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.	3M	R 0	R 0	EDM	Unfunded
	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	40 000	38 000	36 100	EDM	Funded
	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.	250 000	237 500	225 625	EDM	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	5 Year IDP Review	EDM & LMs	Number of council approved IDP's by 30 June 2022		District developed IDP and adopted by council	Opex	Opex	Opex	EDM	Funded
Building A Capable and	Non alignment of processes and plans	To ensure integrated planning	In-depth studies	EDM & LMs	Number of in- depth studies conducted as		Conduct in- depth research	50 000	47 500	45 125	EDM	Funded

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								2023/24	2024/25	2025/26		
Developmental State	between the 3 spheres of Government	processes which will result in improved service delivery			part of integrated development planning		studies to complete planning gaps					
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 Mayoral Strategic planning Lekgotla	EDM & LMs	Number of Strategic planning sessions held		2 x Organizational Strategic planning Lekgotlas held by 30 June 2024	420 000	399 000	379 050	EDM	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 Forums	EDM & LMs	Number of DDM Technical Lekgotla’s held		3 x DDM Technical Forums held by 30 June 2024	40 000	38 000	36 100	EDM	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 Managers Forum	EDM & LMs	Number of IDP Managers Forums held		6 x IDP Managers Forums held by 30 June 2024	30 000	28 500	27 075	EDM	Funded
Building A Capable and Developmental State	Non alignment of processes and plans between the 3	To ensure integrated planning processes which will result in	IDP Planning Forum	EDM & LMs	Number Planning forums		1 x Planning forum	35 000	33 250	31 588	EDM	Funded

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								2023/24	2024/25	2025/26		
	spheres of Government	improved service delivery										
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 forums held by 30 June 2024	100 000	95 000	90 250	EDM	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/responded to as per prescribed requirements	100% request from LMs were attended during the 2019/20 FY	100% of request from LMs attended/responded for LM Support by 30 June 2024	40 500	38 475	36 550	EDM	Funded
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	Siyadeliver 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	Unfunded
		Improve image of the institution	Marketing & Publicity	EDM			EDM Branding	R700 000	R651 000	R664 020	EDM	Unfunded

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								2023/24	2024/25	2025/26		
	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	1.2M	1.1M	1M	EDM	Funded
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	6 Meetings	35 000	40 000	45 000		Funded
			Coordinating of the Municipal Managers Forum	All Municipalities	Number of Municipal Managers Forum Coordinated	2 meetings Per Quarter	6 Meetings	35 000	40 000	45 000	EDM	Funded
	Lack of Integrated planning in Bench Marking Programmes National and International Relations (inbound and outbound)	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 (2021/2022F) 6 Awareness program conducted / Development of Benchmarking Policy	1 Benchmarking Programmes/ National and International (Inbound and out Bound)	40 739	38 702	36 767	EDM	Funded
	Lack of participation in	To gain Knowledge	To coordinate the involvement	All Municipalities	100% Participation	None	5 Activities	R300 000	-	-	EDM	Unfunded

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								2023/24	2024/25	2025/26		
	International Relations Protocols	exchange and programme through umsebe accord and integrate ecotourism (BLM) and capitalise on Panorama Route (TLM0	of the District on Umsebe Accord		in umsebe accord activities							
	Lack of knowledge and understanding on IGR policies and Framework	To Provide Capacity Building Programme	Capacity Building Programmes	All Municipalities	To capacitate Leadership and Management on the new amendments on IGR Framework of 2005 and Provincial IGR Framework	1x IGR Indaba	4 Capacity Building Programmes	500 000	N/A	N/A	EDM	Unfunded
	Lack of capacity in planning for HIV & TB response by governance structures	To guide and inform planning and decision making in terms of HIV & TB	District Wide HIV & TB implementation Plan	All Local Municipalities	Annual Review of the District HIV TB implementation plan at a specified time	5	Review of the District wide HIV & TB Implementation plan by 30 June 2024	150 000	142 500	135 375	EDM	Funded

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								2023/24	2024/25	2025/26		
	Lack of capacity in planning for HIV & TB response by governance structures	To guide and inform planning and decision making in terms of HIV & TB	Ward AIDS Council Training	All Local Municipalities	Number of Ward AIDS Council training sessions held	20	20 Ward AIDS Council Training Sessions held by 30 June 2024	130 000	123 500	117 325	EDM	Funded
	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	All Local Municipalities	Number of World AIDS Day commemorations	5	5 World AIDS Day commemorations held by 30 June 2024	R75 000	R69 750	R71 145	EDM	Unfunded
	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	All Local Municipalities	Number of World TB Day commemorations	1	5 World TB Day commemorations held by 30 June 2024	75 000	71 250	67 688	EDM	Funded

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								2023/24	2024/25	2025/26		
	Uncoordinated planning process and delivery of social services	To coordinate the event to capacitate the infected and affected on coping in living with the positive HIV status	Positive Living Convention	All Local Municipalities	Number of positive Living Conventions Held	5	5 Positive Living Conventions held by 30 June 2024	100 000	95 000	90 250	EDM	Funded
	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	All Local Municipalities	Number of District AIDS Council Meetings held	20	20 District AIDS Council Meetings held by 30 June 2024	35 000	33 250	31 588	EDM	Funded
	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	All Local Municipalities	Number of Technical Working group meetings held	20	20 District Technical Working Group meeting held by 30 June 2024	35 000	33 250	31 588	EDM	Funded

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								2023/24	2024/25	2025/26		
	Lack of capacity in planning for HIV & TB response by governance structures	To strengthen and maintain the functioning of the District AIDS Council structures	Civil Society Forum	All Local Municipalities	Number of Civil Society Forum meetings held	4	4 Civil Society Forum Meetings held by 30 June 2024	60 000	57 000	54 150	EDM	Funded
	Lack of capacity in planning for HIV & TB response by governance structures	To share the best practices amongst AIDS Councils	District AIDS Council Lekgotla	All Local Municipalities	Number of AIDS Council Lekgotlas held	3	2 District AIDS Council Lekgotlas held by 30 June 2024	90 000	85 500	81 225	EDM	Funded
	Lack of capacity in planning for HIV & TB response by governance structures	To reach key & vulnerable population with customized interventions	Jamboree	All Local Municipalities	Number of Jamborees held	5	5 Jamborees held by 30 June 2024	150 000	142 500	135 375	EDM	Funded

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								2023/24	2024/25	2025/26		
	Lack of capacity in planning for HIV & TB response by governance structures	To increase knowledge of AIDS Councils on the HIV prevention agenda	District HIV Prevention Summit	All LMs	Number of HIV Prevention Summits held	2	3 HIV Prevention summits held by 30 June 2024	150 000	142 500	135 375	EDM	UnFunded
Building safer communities	Increased number of abused children within the district	To facilitate and coordinate children's rights programmes in the district	Children's Programmes	All LMs	Number of children's programmes		4 children's programmes	300 000	285 000	270 750	EDM	Funded
Building safer communities	Older persons are not well taken care of and have numerous challenges ranging from abuse to poor access to services	To facilitate and coordinate elderly programmes in the district	Elderly Programmes	All LMs	Number of elderly programmes		2 elderly programmes	81 000	76 950	73 103	EDM	Funded
Building a capable State	There is a need to strengthen the platform for engaging municipalities and	To facilitate and coordinate the functioning of the disability forum	Disability forum	All LMs	Number of disability programmes		4 disability forums	100 000	95 000	90 250	EDM	Funded

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								2023/24	2024/25	2025/26		
	stakeholders on disability programmes											
Building a capable State	There is a need to strengthen the platform for engaging municipalities and stakeholders on women's programmes	To facilitate and coordinate the functioning of the women's council	Women's Council	All LMs	Number of women's council		4 women's councils	72 000	68 400	64 980	EDM	Unfunded
Building a capable State	Poor coordination & lack of integration on social programmes within the district	To facilitate and coordinate the functioning of the social cluster	Social Cluster	All LMs	Number of social cluster meetings		4 social cluster meetings	36 450	34 628	32 896	EDM	Funded
	Persistence of GBVF & Violent crimes	To facilitate & coordinate GBVF programmes in the district	GBVF Programmes	All LMs	Number of GBVF programmes coordinated			500 000	475 000	451 200	EDM	Funded
	Lack of safety & security for women	To coordinate & implement women empowerment programmes	16 Days of Activism	All LMS	Number of women empowerment programmes held			120 000	114 000	108 300	EDM	Funded

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KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/U nfunded
								2023/24	2024/25	2025/26		
	Lack of economic transformation & inclusion of people living with disabilities	Economic empowerment of people living with disabilities	Economic Empowerment of people living with disabilities	All LMs	Number of people living with disabilities who have benefited			40 000	38 000	36 100	EDM	Funded
		To facilitate & coordinate elderly programmes in the district	Elderly persons Programme	All LMS	Number of elderly persons programmes held			60 000	57 000	54 150	EDM	Funded
		To facilitate & coordinate women's capacity building programmes in the district	Women's capacity building programmes	All LMS	Number of women's capacity building programmes		60 women to be capacitated on gardening & soap manufacturing	200 000	190 000	180 500	EDM	Funded
	Lack of Digital readiness amongst youth	To facilitate & coordinate youth digital literacy workshops in the district	Youth Digital Literacy workshop	All LMs	Number of youths trained		300 Youth trained by June 2024	200 000	190 000	180 500	EDM	Funded
	Lack of sports development programmes	To facilitate & coordinate sports development programmes in the district	Sports Marathon	All LMs	Number of Sports development programmes held		1 Sports Marathon held by 30 June 2024	240 000	228 000	216 600	EDM	Funded

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								2023/24	2024/25	2025/26		
	Gender Discrimination	To facilitate & coordinate Women programmes in the district	Women's Programmes	All LMs	Number of women's programmes held		1 women's programme held by 30 June 2024	305 076	289 822	275 331	EDM	Funded
	Democratic breakthrough in new dispensation	To facilitate & coordinate Mandela Day programmes in the district	Mandela Day	EDM	Number of Mandela day Programmes held		1 Mandela Day programme held by 30 June 2024	160 000	152 000	144 400	EDM	Funded
	Gender Discrimination	To facilitate & coordinate Disability programmes in the district	Executive Mayors Disability Awards	All LMs	Number of Executive Mayors Disability Awards Programmes held		1 Executive Mayors Disability Awards held by 30 June 2024	162 000	153 900	146 205	EDM	Funded
	The need to address Inequality and discrimination	To facilitate & coordinate Learner student support programmes in the district	Learner Student Support Programme	All LMs	Number of Learner student Programmes held		1 Learner student programme held by June 2024	48 600	46 170	43 862	EDM	Funded

DEPARTMENT: ECONOMIC DEVELOPMENT AND PLANNING												
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								2023/24	2024/25	2025/26		
Responsive, Accountable, Effective and Efficient Developmental System	Micro & start up enterprises/cooperatives not being sustainable	To capacitate start-up enterprises/Cooperatives through training & mentorship	Mentoring of micro & start-up enterprises development	EDM	Number of micro & start-up enterprises benefiting from training and mentorship programmes	6	6 micro & start-up enterprises benefiting from training and mentorship programmes	600 000	570 000	636 500	EDM	Funded
	A decrease in the number of tourists visiting the district	To promote the district as a preferred tourism destination	Tourism exhibition shows, Durban Indaba, trade shows, best of Ehlanzeni, tourism border post campaign	EDM	Number of tourism promotion initiatives undertaken	3	3 tourism exhibition shows held by 30 June 2024	250 000	325 000	400 000	EDM	Funded
	Lack of diversification in tourism products	To develop tourism products	Tourism development & product support incubation programme for emerging guesthouse owners, Stakeholder mobilization	EDM	Number of tourism products developed	2	4	R606 413	R618 541	R630 912	EDM	Unfunded
	Inadequate accessibility to guesthouses supported by EDM	To improve the accessibility to guesthouses through rehabilitation of roads leading to guesthouses using paving as part of	Paving of access roads to guesthouses	EDM	Number of rehabilitated roads leading to guesthouses	2	2	R3 000 000	R4 000 000	R4 500 000	EDM	Unfunded

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								2023/24	2024/25	2025/26		
		mass labour 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	EDM	Unfunded
	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 work opportunities created by 30 June 2024	OPEX	OPEX	OPEX	EDM	Funded
	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 EPWP Forums meetings held by 30 June 2024	51 202	48 642	46 210	EDM	Funded
	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 farmers supported through incubation by 30 June 2024	670 000	636 500	604 675	EDM	Funded
	Lack of strong IGR and stakeholder relations	To strengthen IGR and stakeholder relations	District MMCs Forum	EDM	Number of District MMCs	2	2 MMCs district forums held by 30 June 2024	8 100	7 695	7 310	EDM	Funded

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								2023/24	2024/25	2025/26		
					Forum meetings held							
	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 LED Stakeholder Engagements held and support to LM(s)	400 000	380 000	361 00	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	Unfunde d
	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	-	-	EDM/IUCM A	Unfunde d
	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	-	-	EDM	Unfunde d

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								2023/24	2024/25	2025/26		
	Lack of value addition from primary produce	To encourage participation of SMME's in agro-processing for value addition	Agro-processing	EDM	Number of SMMEs participating in Agro-processing	3	3	R1 100 000	-	-	EDM	unfund ed
	Lack of tourism development and tourism offerings within Ehlanzeni	Embark on various tourism development 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	550 000	522 500	496 375	EDM	Funded
	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	-	-	EDM	unfund ed
	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	-	-	EDM	Unfund ed
	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	Rural Farm Safety and Security	EDM	Number of awareness campaign held to assist farming communities	4	4	243 000	230 850	219 725	EDM	unfund ed

DEPARTMENT: ECONOMIC DEVELOPMENT AND PLANNING												
KPA:												
ALIGNMENT TO MANIFESTO:												
TOTAL NUMBER OF JOBS CREATED:												
National Priority Vision 2030	KPA Problem Statement	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfun ded
								2023/24	2024/25	2025/26		
		safety and security of farmers and farm workers.										
	Inadequate cleaning of towns, streets and Community Halls (Grass cutting)	Improve the outlook of our towns and Streets	Street Cleaning and maintenance (Parks Cleaning Programme)		Number of towns and streets cleaned and maintained			1M	950 000	902 500	EDM	Funded

SECTOR DEPARTMENT PROJECTS

DEPARTMENT OF AGRICULTURE LAND REFORM AND RURAL DEVELOPMENT (DALRRD) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Ehlanzeni District	Development of Ehlanzeni District Rural Development Sector Plan	Districtwide	Ehlanzeni District Rural Development Sector Plan	299	427
City of Mbombela	Development of Barberton/Umjindi Rural Intervention Area Precinct Plan	Barberton	Barberton/Umjindi Rural Intervention Area Precinct Plan	323	497
Thaba Chweu	Review of the Thaba Chweu Spatial Development Framework	Thaba Chweu	Thaba Chweu Spatial Development Framework	600	600
Nkomazi	Development of Mzinti/Matsamo Rural Intervention Area Precinct Plan	Mzinti / Matsamo Traditional Council	Mzinti/Matsamo Rural Intervention Area Precinct Plan	500	500
City of Mbombela	Land Development Support for South African Renaissance 11 Farmers Trust Bellevue A2 520 JT	Barberton -25.615709 S, 30.875589 E	50Ha Citrus Establishment	11 500	11 500
City of Mbombela	Land Development Support for Ajuri Trading Pty Ltd	Barberton -25.753821 S, 30.964398 E	50Ha Citrus Establishment	11 500	11 500
Thaba Chweu	Land Development Support for Rem.Extent of Portion 1 of Kliprivier 73 JT	Draaikraal -25.227462 S, 30.062439 E	Construction of 1x cattle kraal and 1x farm shed	9 500	9 500
Thaba Chweu	Land Development Support for Portion 1 & Portion 9 of Elandspruit 107 JT & Portion 2 of Kruisfontein 121 JT (Bhiyakhulu Trading)	Elandspruit -25.33576 S, 30.235121E	Construction of 1x cattle kraal and 1 x farm shed	9 500	9 500
Bushbuckridge	Design and construction of access road in Huntington village (FPSU)	SHDN farmers, Ward 25, 24°56'10.21"S 31°25'27.54"E	1.4km access road	6 000	14 000
Bushbuckridge	Construction of tractor shed and additional infrastructure in Huntington (FPSU)	SHDN farmers Ward 25, 24°56'10.21"S 31°25'27.54"E	1 Tractor Shed	2 000	3 000
Thaba Chweu	Construction of a feedlot in Mashishing	Mashishing farmers	1 Feedlot	800	4 500
Nkomazi	Installation of 9 strand 1,5 fencing, material logistics in Khombaso and Mabundzeni villages situated in Nkomazi local municipalit	Khombaso and Mabundzeni, 25°44'35.19"S 31°53'17.14" E	30 km Fencing	1 500	1 500

Nkomazi	Construction of fencing; drilling and equipping of boreholes 10 km Magogeni and 10 km Gomora villages (AVMP) situated in Nkomazi Local municipality	Magogeni and Gomora farmers	20 km fencing	1 700	2 000
Nkomazi	Development of MalelaneNkomati Sugar situated in Nkomazi local municipality	Malelane Nkomati sugarcane farmers	Phase 1: start of siteworks and delivery of material for irrigation project. Phase 2: for refurbishment of sheds and offices	9 600	9 600

DEPARTMENT OF AGRICULTURE LAND REFORM AND RURAL DEVELOPMENT (DALRRD)					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge	Mechanisation, production and operational support to Huntington Farmer Production Support Unit	Primary Cooperatives in Mkhuhlu village	Procurement of production inputs, branding of the project, placement of security personnel, operational and maintenance costs, skills development, mechanisation	4 000	4 000
Nkomazi	Infrastructure, mechanisation, and operational support to Nkomazi Cotton Farmer Production Support Unit	Primary Cooperatives in Tsambokhulu village	Operational and maintenance costs (Salaries and office management, Repair and maintenance, Trailer, Fencing for the shed and workshop and Production inputs)	2 000	2 000
Nkomazi	Infrastructure, production, operation and skills development support to Nkomazi Vegetable Farmer Production Support Unit	Primary Cooperatives in Mzinti village	Procurement of production inputs, Branding, Security personnel, truck, Boreholes, Operational & maintenance costs and Skills development	5 250	5 250
Nkomazi	Mechanisation, operation and skills development support to Malelane/Komati Farmer Production Support Unit	Small scale sugarcane farmers in Mangweni village	Procurement of 1 x TLB and 1 x Grader, 1x TLB 64-75Kw, Motor Grader 6x4 excl. 1 x Ripper. Tracker installation for machinery, Cane loader, machinery maintenance, Security personnel, Skills development.	6 050	6 050
Nkomazi	Youth skills development support for Lebombo Agricultural Secondary Cooperative	Beneficiaries from Khombaso, Masibekele, Mangweni, Steenbok, Mbangwane areas Thambokhulu, Mandulo and Mananga (Ward 8 and 12)	Recruitment and skilling of 25 youths.	1 137	3 150
Nkomazi	Youth Skills Development support for Malelane/Nkomati Sugarcane Farmer Production Support Unit	Small Scale sugarcane farmers from Komati and Malelane in Nkomazi LM	Recruitment and skilling of 25 youths		

Nkomazi	Youth Skills Development support for Nkomazi Vegetable Secondary Cooperative	Primary Cooperatives in Nkomazi Local Municipality	Recruitment and skilling of 25 youths		
Nkomazi	Youth Skills Development support Hinavavuna Citrus Secondary Cooperative	Youth from Nkomazi Local Municipality	Recruitment and skilling of 80 unemployed NARYSEC youths	840	2 520

DEPARTMENT OF SOCIAL DEVELOPMENT (DSD)

PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Construction of 16 x office for Mmamethlake Branch Office	Mmamethlake	Implementation	7 000	30 000
Thaba Chweu	Construction 16 x office for Mbuzini Branch Office	Mbuzini	Implementation	7 000	30 000
Mbombela	Construction of 16 x office for Mjindi Branch Office	Barberton	Procurement	7 000	30 000
Bushbuckridge	Construction of 16 x office for Acornhoek Branch Office	Acornhoek	Procurement	7 000	30 000

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT LAND AND ENVIRONMENTAL AFFAIRS (DARDLEA)

PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Mbombela	CB Melodi/ Development of Vegetable production	Mr. Caphius Bitsanang Mashego/Hazyview (Shabalala)/ 25°1'26.60"S, 31° 12'20.30"E	Construction of a pack house Output – Pack house constructed	973	2700
Nkomazi	Mzinti Training Centre/ Refurbishment of Mzinti training centre	Mzinti (State land)/ 25.69186,31.75822	Refurbishment of the training centre	1 000	6 500
Mjindi/Mbombela	Senteeko Tea Estate/ Rehabilitation of Senteeko Tea Estate	Mr. M Nkosi/Umjindi-Barberton/ 25° 46'45"S, 30° 47' 45" 39" E	Revitalization 250ha tea estate	75 000	200 000

Bushbuckridge	Hati Endlela/ Construction of packhouse and irrigation system	Ms Loveness Mokoena/Marite-Hazyview / 24°56'0.55"S, 31° .50" E	Completion of Construction of a packhouse Output- Pack house constructed	1297	2763
	Mwayi Primary Cooperative/Development Vegetable production	Mr Siphwe Gazide/Cork-Bushbuckridge/25°57'59.81"S, 31°20'2.19"E	Completion of Construction of a packhouse Output- Pack house constructed	882	3524
DEPARTMENT OF PUBLIC WORKS ROAD AND TRANSPORT (DPWRT)					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
MBOMBELA	Design: Rehabilitation: Road D1723 eMoyeni between D636 and P258/1 (6.82 km)	-25.4084, 31.13025	Detailed design completed	4 000	4 500
DEPARTMENT OF PUBLIC WORKS ROAD AND TRANSPORT (DPWRT)					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
MBOMBELA	Upgrading: Upgrade of Road D1411 between Chuene and Spioenkop (10.59km)	-25 31875474 31.06384178	5% completed	3 600	13 800
	Design: Rehabilitation: Road D636 eMoyeni between of provincial road D636 (Airport Road) between road D812 and road D2276 (km 8.79 to km 21.02) (12.23 km)	-25.4084 31.13025	Detailed design completed	4 000	4 500
	Upgrade : Gedlembane road (8km)	-25.40323, 31.16694	20% completed	10 983	46 000
	Rehabilitation: Road D1723 eMoyeni between D636 and P258/1 (6.82 km)	eMoyeni	5% completed	8 953	33 750
NKOMAZI	Design of Driekoppies Bridge (Flood damaged)	Driekoppies	Detailed design completed	6 433	6 433
	Reconstruction of Driekoppies Bridge	-25.46486, 31.08334	15% completed	13 567	20 000
	Rehabilitation: Road D2940 from D797 towards Phiva (4 km)	-25.64033, 31.75763	5% completed	5 372	33 750
	Rehabilitation: Road D2950 from R571 (km 0.0) past Mananga (13.5 km) Phase 1 (6 km)	Mananga	95% completed	55 491	131 131
	Upgrade: D2950 from D797 to Dhludluma incl. Ring Road (8 km)	Dhludluma	2% completed	3 008	47 250
	Upgrade: Road D2952 from Masibekela (D2950) to Thambokhulo (9.5 km) Phase 3	-25.8557756, 31.8149267	65% completed	7 531	55 200
BUSHBUCKRIDGE	Upgrading of Bridge on D4400 over Sand River near Rolle Village (Widening)	-24.72295, 31.24081	100% completed	14 350	29 735

	Upgrade of Road D3976 in Mathibela (1km)	Mathibela	100% completed	1 044	1 201
	Upgrading of Road D3954 and D3958 between Casteel and Zoeknag (9.0km)	Castel and Zoeknag	2% completed	5491	46 000
	Reconstruction of Kumani Bridge on D4422 near Thulamahashe (incl. 5 km)	Bushbuckridge	75% completed	29 008	141 750
BUSHBUCKRIDGE	Upgrade of Road D4382 between Belfast and Justicia (13.60km)	24 92863 31 37 099	20% completed	13 728	57 500
	Upgrade: Road D4407, D4409 and a section of D4416 between Hluvukani and Road P194/1 near Welverdiend (15.6 km) (5 km)	-24 612 31 336	55% completed	59 619	145 727
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
THABACHWEU	Upgrade: D2571 from R37 to P171/1 Lydenburg Bypass (13.4 km)	-25.08266, 30.37357	5% completed	13 179	138 000
	Rehabilitation: Sections of Road P8/1 (R36) between Mashishing and Bambi (Phase 3) (9 km)	-25.16013, 30.42771	85% completed	50 214	195 463
	Rehabilitation: Road P8/2 from Mashishing towards Ohrigstad - Phase 1 (13 km)	Mashishing	5% completed	5 969	112 500
	Rehabilitation: Road P171/1 from P81/1 (km 0.0) near Mashishing to D212 & D2630 towards Roosenekal / Sekhukune (Phase 2) (8.9 km)	-25 13912 30 27111	15% completed	100 125	257 44
	Rehabilitation: Road P33/4 between Hazyview and Sabie from km 36.0 to km 43.7 (Phase 2) (7.7 km)	-25.03886, 31.07658	25% completed	24 173	101 250
DEPARTMENT OF SOCIAL DEVELOPMENT DSD PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Construction of 16 xoffice for Mbuzini Branch Office	Mbuzini	Implementation	7 000	30 000
Thaba Chweu	Construction of office forThaba Chweu Sub-District	Thaba Chweu	Procurement	7 000	30 000

Mbombela	Construction of 16 x office for Mjindi Branch Office	Barberton	Procurement	7 000	30 000
Bushbuckridge	Construction of 16 x office for Acornhoek Branch Office	Acornhoek	Procurement	7 000	30 000
DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON DCSSL					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Mbombela	Educational awareness campaigns Gender Based Violence campaigns Moral Regeneration campaign	Masoyi and Kabokweni Nelspruit		39	
	Vulnerable Groups Initiatives Child protection week Elderly people Empowerment Session	Barberton Pienaar		15 25	
	Contact crime Initiatives	Kanyamazane White river		15 25	
	Support to Community Safety Forums (CSF)	City of Mbombela Ehlanzeni District Municipality		26	
	Support to Community Policing Forum (CPFs)	Pienaar,Nelspruit,Kanyamazane Kaapmuiden,Hazyview,Kabokweni Ngodwana,White River,Barberton Matsulu,Low's creek,Masoyi		156	
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	102 young people Mbombela:48 Whiteriver:10 Hazyview:24 Barberton:20		2 977	
	Transport Regulation Programme: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing; and Overload Control	City of Mbombela		Operational	
DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON DCSSL					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
NKOMAZI	Community Outreach Programme (Imbizo)	Tonga		752	
	Educational awareness campaigns Liquor inspection / workshop Border security awareness campaigns Human Trafficking awareness campaigns Gender Based Violence campaign Anti-stolen Goods awareness campaign	Tonga Schoemansdal, Tonga and Mbuzini Komatipoort, Mbuzini and Schoemansdal Tonga Kamhlushwa		117	
	Support to Community Safety Forum (CSF)	Nkomazi Local Municipality		13	
	Support to Community Policing Forum (CPFs)	Malelane. Tonga, Mbuzini KaMhlushwa Schoemansdal Komatipoort		78	
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	76 Young People Jeeps Reef:10 Mbuzini:16, Komatipoort;8 Malalane:18,Kamaqhekeza:8 Mananga Port of Entry:6 Lebombo Port of Entry :10		2 218	
	Transport Regulation Programme: Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control	Nkomazi Local Municipality		Operational	
BUSHBUCKRIDGE	Educational awareness campaigns Trio- crime awareness campaign Liquor Traders Inspection /Workshop Sports against crime awareness campaign	- Bushbuckridge - Acornhoek - Calcutta		39	
	Vulnerable groups initiative • Elderly people Empowerment session	Calcutta		25	
	Support to Community Safety Forum (CSF)	Bushbuckridge Local Municipality		13	
	Support to Community Policing Forum (CPFs)	- Acornhoek - Mhala - Calcutta - Bushbuckridge - Skukuza		65	

	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	18 young people • Calcutta:10 • Bushbuckridge:8		525	
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	Bushbuckridge Local Municipality		Operational	

**DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON DCSSL
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
BUSHBUCKRIDGE	Contact Crime initiative Contact Crime	Sabie		25	
	Support to Community Safety Forum (CSF)	Thaba Chweu Local Municipality		13	
	Support to Community Policing Forum (CPFs)	Pilgrm's Rest Martenshoop Lydenburg Dintjie Sabie Graskop		78	
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	50 young people • Dientjie:10 • Pilgrim's Rest:10 • Graskop:12 • Sabie:10 Mashishing:8		1 459	
	05 Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; Overload Control	Thaba Chweu Local Municipality		Operational	

**DEPARTMENT OF HUMAN SETTLEMENT DHS
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs**

Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Kumana, Bushbuckridge Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Installation of bulk water and sewer - Construction of elevated water tank - Construction of sewer package plant	R 6 000	Forty (40)% completion	100% complete of bulk water and sewer	Mar 2024
	Construction of 600 low-cost houses	R 55 888	Contractors appointed	Completion of 400 low-cost houses and title deeds registration	Mar 2024
	Construction of low-cost houses will continue in the outer years.				
DEPARTMENT OF HUMAN SETTLEMENT DHS PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Kamhlushwa Ext 3, Nkomazi Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Servicing of 5 083 sites with water and sewer	R 27 347	2 000 sites servicing completed	Completion of 500 serviced sites	Feb 2024
	Design & Installation of bulk water and sewer - Upgrade of reservoir - Water rising main - Sewer link outfalls	R 5 999	Project initiation with all stakeholders - DWS - Ehlanzeni District Nkomazi LM	Designs finalization.	Mar 2024
	Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation.				
DEPARTMENT OF HUMAN SETTLEMENT DHS PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential	Township establishment	R 0	Township establishment complete	Achieved	Achieved

Development Programme (IRDP) Komatipoort, Nkomazi Local Municipality	Servicing of 1 008 sites with water and sewer	R 0	900 sites servicing completed	None	None
	Installation of bulk sewer Refurbishment of pump station Sewer rising main	R 1 500	Ten (10)% completion of	100% complete	Mar 2024
	Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation.				
DEPARTMENT OF HUMAN SETTLEMENT DHS PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 ‘000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Komatipoort, Nkomazi Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Servicing of 1 008 sites with water and sewer	R 0	900 sites servicing completed	None	None
	Installation of bulk sewer Refurbishment of pump station Sewer rising main	R 1 500	Ten (10)% completion of	100% complete	Mar 2024
	Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation.				
HUMAN SETTLEMENT					
Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 ‘000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Phumlani/Msholozhi,	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Servicing of 3 960 sites with water and sewer	R 29 916	400 sites servicing completed	Completion of 400 serviced sites	Nov 2023

City of Mbombela Local Municipality	Installation sewer Outfall sewer from Msholozhi to Wastewater treatment plant	R 2 741	Forty (40)% completion	100% complete of bulk sewer	Mar 2024	
	Construction of low-cost houses and the registration of title deeds will commence in the outer years pending the completion of bulk infrastructure installation.					
DEPARTMENT OF HUMAN SETTLEMENT DHS PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs						
Project Description	Location	Allocated Budget 2023/24	Planned number of sites 2023/24	Key milestone Activity	Key Milestone Date	
KaMhlushwa Ext 2 & 3	Nkomazi	R27 347 221,30	500	Site establishment Completion/handover	Contractor is on site	
					Nov-23	
Mashishing Extension 9 & 10	Thaba Chweu	R14 958 072,92	200	Site establishment Completion/handover	Apr-23	
					Nov-23	
Harmony Hills Ext 2	Thaba Chweu	R14 958 072,92	200	Site establishment Completion/handover	Contractor is on site	
					Nov-23	
Msholozhi Development	Mbombela	R29 916 145,84	400	Site establishment Completion/handover	Contractor is on site	
					Nov-23	
Kumana Bulk Sewer	Bushbuckridge	R6 000 000,00	Bulk sewer	Site establishment Completion/handover	Contractor is on site	
					Feb-24	
KaMhlushwa Ext 2 & 3 Bulk infrastructure	Nkomazi Municipality	R5 999 996,00	Bulk water & Bulk sewer	Site establishment Completion/handover	Jun-23	
					Dec-24	
Mashishing Ext 6 Bulk Sewer	Thaba Chweu Municipality	R4 000 000,00	Bulk sewer	Site establishment Completion/handover	Contractor is on site	
					Jun-23	
HUMAN SETTLEMENT						
Project Description	Local Municipality	Location	Allocated Budget 2023/24	Planned Number of Houses 2023/24	Key milestone Activity	Key Milestone Date
Integrated Residential Development Programme (IRDP)						
Construction of 280 low-cost houses	City of Mbombela	Tekwane South Ext.2	R 3 336	81	100% complete	Dec 2023
Construction of 350 low-cost houses	Thaba Chweu	Mashishing Ext.6 & 8	R 4 618	39	100% complete	July 2023
Construction of 500 low-cost houses	Bushbuckridge	Lillydale	R 4 377	41	100% complete	July 2023
Rural Housing Programme						

Construction of 502 low-cost houses	Nkomazi	Various villages	R 1 160	4	100% complete	May 2023
Construction of 300 low-cost houses	City of Mbombela	Emjindi Trust	R 7 784	56	100% complete	Sep 2023
Construction of 54 low-cost houses (Eradication of mud houses)	Bushbuckridge	Various villages	R 7 545	54	100% complete	Dec 2023
Construction of 400 low-cost houses	Bushbuckridge	Various villages	R 2 104	24	100% complete	Jun 2023

HUMAN SETTLEMENT

Project Description	Location	Allocated Budget 2023/24	Planned Number of Houses 2023/24	Key milestone Activity	Key Milestone Date
Umjindi CRU Project	Barberton	R 12 000 000	40	100% complete	31 March 2024
Sonheuwel CRU Project	Mbombela, Sonheuwel	R 7 200 000	24	100% complete	31 March 2024
Sabie CRU Project	Saabie, Simile	R 7 200 000	24	100% complete	31 March 2024
Reabotha CRU Project	Middelburg	R 12 000 000	40	100% complete	31 March 2024
Malelane CRU Project	Malelane	R 7 200 000	24	100% complete	31 March 2024

DEPARTMENT OF WATER AND SANITATION DWS

PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Bushbuckridge	RBIG Schedule 5B- Bushbuckridge LM	LM to prioritise Beneficiaries	Bushbuckridge LM	40 000	185 000
	WSIG- Bushbuckridge LM	LM to prioritise Beneficiaries	Bushbuckridge LM	50 000	135 396
City of Mbombela					64 047
Nkomazi	WSIG- Nkomazi LM	LM to prioritise Beneficiaries	Nkomazi LM	30 000	92 626
	RBIG Schedule 6B- Sibange Bulk Water Supply	Sibange; Sibange A; Madadeni; Sikhwahlane; Ntunda; Phakama; Mgobode; Magudu	Construction Phase	5 000	75 000

Thaba Chweu	WSIG- Thaba Chweu LM	LM to prioritise Beneficiaries	Thaba Chweu LM	80 000	187 698
	RBIG Schedule 5B- ThabaChweu RBWS (Leroro, Matibidi,Moremela)	Leroro, Matibidi,Moremela	Leroro, Matibidi,Moremela)	10 000	90 000
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
City of Mbombela	New libraries built initiated for completion in two years	Louville Public Library	25% Complete	6,000	19,500
City of Mbombela	Maintenance of the existing public libraries	Msogwaba Public Library- 28,222500 30,672333	100% Complete	666	666
Bushbuckridge LM	Maintenance of the existing public libraries	Hluvukani Public Library	100% Complete	666	666
Thaba Chweu	Upgrade of the existing public libraries	Simile Public Library	50% Complete	7,500	8,000
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
Ehlanzeni District	5745 electronic 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	14x City of Mbombela 6x Bushbuckridge 8 x Nkomazi 6x Thaba Chweu	5745 electronic books	900	900
Ehlanzeni District City of Mbombela LM Bushbuckridge LM Nkomazi LM Thaba Chweu LM	12 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Mbombela, Masoyi, Msogwaba, Emjindini, Kanyamazane, Kamaqhekeza, Mafemane, Acornhoek, MP Stream, Somuhle, Mashishing and Sabie	12 libraries offering services to the blind	618	618

City of Mbombela	Oral History hosted and Archive awareness week Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession	City of Mbombela	1 Oral History and Archive awareness week	900	900
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
City of Mbombela	Cultural Hub Secure PPP investor for the establishment of Cultural Hub	White River -25.3223782 31.037034	Secured PPP investor for Cultural Hub	10,000	10,000
City of Mbombela	Signature event composed of 5 pillars such as, Traditional Cultural Xperience, Carnival Xperience, Music Xperience, International Xperience, Soul session that promote cultural integration while enhancing cultural diversity and social cohesion	- Local artist - Amakhosi - communities	Mpumalanga Cultural Xperience Hosted	9,080	9,080
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni	Raise awareness about national symbols conducted in communities	All Local Municipalities within Ehlanzeni	4 Public awareness activations on the “I am the flag campaign”	82	82
City of Mbombela	Event that promote Arts and Cultural diversity and tourism	City of Mbombela	Innibos Arts Festival Hosted	2,000	2,000
City of Mbombela	Metro Awards The awards showcase the artistic talent of South Africans	City of Mbombela	Metro Awards Hosted	10,000	10,000
All Local Municipalities within Ehlanzeni	Structures supported to promote Arts and Culture	All Local Municipalities within Ehlanzeni	7 community structures supported	5,142	5,142

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

City of Mbombela and Thaba Chweu LM	Access to museum services to learners, tourist and communities in relation to the preserved history and heritage of the Province.	Barberton and Pilgrims Rest	2 facilities providing Museums services	314	314
All Local Municipalities in Ehlanzeni	Development of reading materials in designated languages of the province through terminology development and literature projects	Writers in SiSwati and isiNdebele at Ehlanzeni Region	1 reading materials in SiSwati produced	200	200
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (SCSR)					
PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni District	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	Municipality in Ehlanzeni District	2 proposed name changed through LGNC and PGNC	100	100
All local Municipalities within Ehlanzeni District	Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All Local Municipalities and will benefit all Municipalities Ehlanzeni District	2 National and Historical days Celebrated	3,000	3,000
Ehlanzeni District	Formal declaration and protection of heritage resources	Ehlanzeni District	2 Heritage sites assessments conducted	266	266
City of Mbombela Thaba Chweu LM	Maintenance of Museums	Pilgrim Rest Museum	100% completion	350	350
All Local Municipalities in Ehlanzeni District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	4 Arts and Craft cooperatives supported	94	94
City of Mbombela	Provincial structure developing, supporting the creative industry of the province	The structure is based at Ehlanzeni and benefits all the Municipalities within the Province	Mpumalanga Provincial committee supported through Pans ALB (PLC)	150	150
Thaba Chweu LM	Heritage Sport Activity hosted to market museums and build social cohesion nationally and International	Pilgrims Rest -24.54007 30.45052	International Gold Panning Championship hosted	2,000	2,000
All Local Municipalities in Ehlanzeni District	EPWP coordinators to increase scope of implementing Arts and Culture projects in communities	Unemployed youth, women and people living with disability	47 Arts and Culture EPWP jobs opportunities created	1,934	1,934

City of Mbombela	People from different demographic background who will discuss on how to respect, reconcile and tolerate each other so that we can be united as a nation in diversity	The dialog will happen at Mbombela Local Municipality and will benefit all Municipalities in the Province	Conversation Dialogue Conducted	200	200
All Local Municipalities within Ehlanzeni District	People actively participating in organized sport and active recreation events such as indigenous games, Big walk rural sports, golden games and etc.	2941 Athletes in each Local Municipality	11 764 people actively participating in organized sport and active recreation events	301	301
All Local Municipalities within Ehlanzeni District	Schools, hubs and clubs supported with equipment and/attire in an effort to provide opportunities for participation	Schools, Hubs and Clubs	50 Schools,4 hubs and 20 clubs provided with sport equipment	1, 779	1, 779
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR) PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni District	learners participating in school sport tournaments at a district, Provincial and National level	Learners participating in Ehlanzeni and Bohlabela District	4000 learners participating in school sport tournaments at a district level	4,016	4,016
City of Mbombela	Cycling Tour organised to promote sport tourism and emerging Mpumalanga cyclist	Structure is based in the City of Gert Sibande and the route include 4 Municipalities (Steve Tshwete, Chief Albert Luthuli,City of Mbombela and Thaba Chweu	Provincial Cycling Tour hosted	500	500
All Local Municipalities within Ehlanzeni District	Refers to athletes that are supported through a sports academy programme support	Athletes at Ehlanzeni Region	100 athletes supported by the sports academies to access scientific support programme	647	647
All Local Municipalities in Ehlanzeni	Local leagues organised by federations or associations in communities where club development program is established	Local leagues at Ehlanzeni Region	8 local leagues supported	6,571	6,571

City of Mbombela	Support programme that honour men and women in sport and enhance sport tourism in the Province	City of Mbombela	Mpumalanga Sports Awards Hosted	2,000	2,000
Bushbuckridge LM	School Sport organisation supported to coordinate school sport activities and structures	Structure is based in the Bushbuckridge LM and support all Local Municipalities in the Province	Mpumalanga School Sport Organisation Supported	250	250
City of Mbombela	Marathon structure supported to organize a marathon for the opening of the Cultural Xperience event	The structure is based in Mbombela and Benefits all Municipalities in the Province	Kaapsehoop three in one marathon	200	200

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)

PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs

Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni District	2023 Netball World Cup interventions implemented	All Local Municipalities within Ehlanzeni District	3 Netball World Cup interventions implemented • Local Netball tournaments • Netball World Cup Trophy Tour and handover to another Province • Netball Fan Parks	3,000	3,000

DEPARTMENT OF HEALTH

PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs

Project Name	Total Project Cost R'000	Exp To Date	Budget Allocation R'000 (2023/24)	Project Start Date	Planned Completion Date	Project Physical Progress
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New Mapulaneng Hospital Phase 3A	1665 188	465 517	152 325	Nov 2020	June 2026	29%
New Mapulaneng Hospital Phase 3B	465 082	159 507	97 518	Nov 2019	June 2025	32%
New Mapulaneng Hospital Phase 3C	639 968	257 071	105 826	Nov 2019	June 2025	28%
Rob Ferreira Hospital (Construction of Radiotherapy)	450 500	0 00	40 000	TBC	TBC	0%
Rob Ferreira Hospital Phase 2A (Repairs, Refurb. & Rehab)	260 710	18 468	8 242	Nov 2020	May 2023	90%
Rob Ferreira Hospital Phase 2B (Repairs, Refurb. & Rehab)	22 180	15 440	6 740	Nov 2019	May 2023	92%
Rob Ferreira Hospital Phase 2C (Repairs, Refurb. & Rehab)	25 752	18 681	7071	Nov 2019	May 2023	93%
Rob Ferreira Hospital Phase 2D (Repairs, Refurb. & Rehab)	26 810	14 878	11 932	Feb 2021	May 2023	90%
New Kanyamazane CHC - Construction of New CHC	228 199	77 723	125 000	Dec 2021	Dec 2023	35%
Rob Ferreira Hospital Radiotherapy unit	350 000	0 00	40 000	July 2023	Jul 2026	0%
Themba Hospital – Mental unit	370 994	0 00	25 000	Sept 2023	Sept 2025	0%
Msholoz i Clinic: Construction of New Clinic	16 500	0 00	16 500	June 2023	Jan 2024	0%
Driekoppies Clinic : Construction of New Clinic	16 500	0 00	16 500	June 2023	Jan 2024	0%
Casteel Clinic : Construction of New Clinic	16 500	0 00	16 500	June 2023	Jan 2024	0%
New Dumphries Clinic (Construction of New Clinic)	56 171	778	16 500	June 2023	Jan 2024	0%

MEGA					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Mbombela	Kabokweni Shopping Centre	Kabokweni	Redeveloping the Kabokweni Shopping Centre	Operational budget	R 143 million (to be funded by the strategic development partner)
Mbombela	Kabokweni Industrial Park	Kabokweni	Kabokweni Industrial Park revitalization programme	Operational budget	R 50 million (to be funded by the dtic)
Mbombela	Mpumalanga International Fresh Produce Market	Farmers and SMMEs province-wide	Operationalization of Mpumalanga International Fresh Produce Market	R100m	R100m (total cost for operationalising the Market)

CHAPTER 9

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.

9.1. 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 to realistic assessment to 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

9.2. 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 R1 Million 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.

9.3. 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.

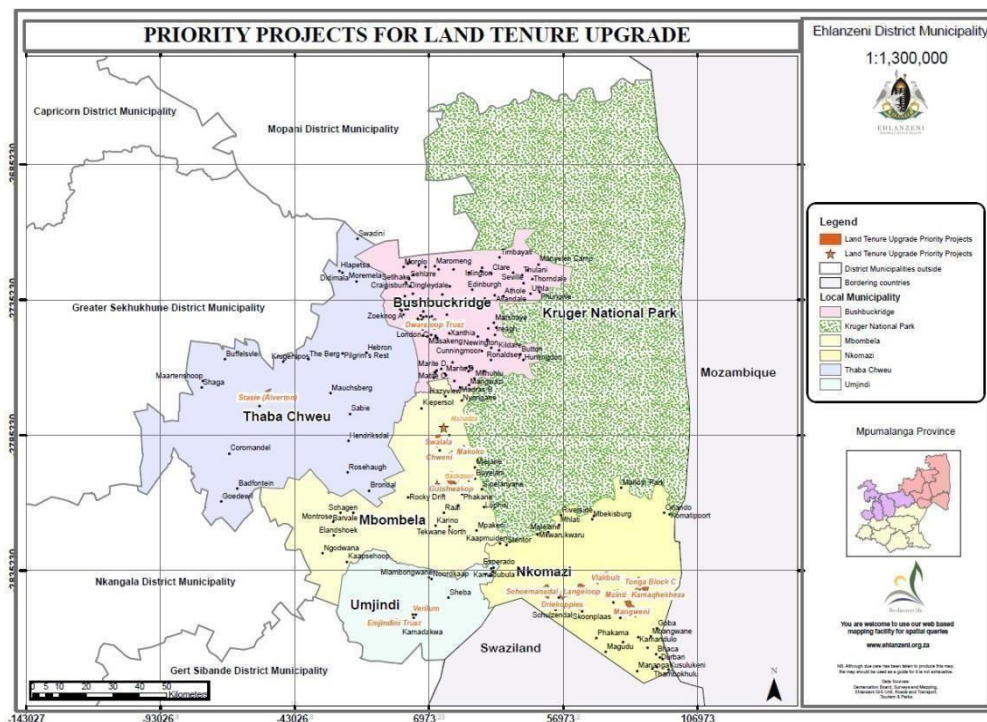
The strategy identifies a number of packed investment projects which are viable and critical to curb the scourge of poverty. To mention just a few: Tourism Industrial Parks, Economic Hubs, Fresh Produce market and abattoirs and agro villages. All these projects have received a nod from the DBSA to fund

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 properly complemented 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:



9.4. 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.

9.5. 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.

9.6. 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

9.7. 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

9.8. 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 childcare 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.

9.9. 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
- Recruitment and Retention Strategy

More information is contained in the Annexure attached.

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.

9.10. 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.

9.11. 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;

9.12. 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.

9.13. 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.

9.14. 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; Langeloo; KamaQhekeza and Schoemansdal villages.

9.15. 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.

9.16. 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.

9.17. 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 areas 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.

9.18. 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, Mayor’s forum, Municipal Managers Forum, CFO’s Forum and other cluster groupings (Social Needs, Good Governance and Economic Growth and Development and the 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.

9.19. 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.

9.20. 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

- 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.

9.21. 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.

9.22. 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.

9.23. 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 district 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.

9.24. 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 keyrole 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 10

10.1. 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 LTGDS 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 enterprise 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 districtwide 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.

10.2. TERMS OF REFERENCE: LONG TERM-PLANNING PERSPECTIVE

10.2.1 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 municipality 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.

10.2.2. 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 carryout 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.

10.2.3. 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.

10.2.4. 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 land and inland.
- 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.

10.2.5. 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.

10.2.6. 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”.

10.2.7. 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.

10.2.8. 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

10.2.9. Sound Financial Management

- All municipalities have a functional financial management system;
- 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

10.2.10. Community Engagements and Participation

All Councilors’ 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.

10.2.11. 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.

10.2.12. Challenges Of Local Government

The District of Ehlanzeni consists of local municipalities, being City of Mbombela, Nkomazi, 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