



MKHONDO LOCAL MUNICIPALITY FINAL INTEGRATED DEVELOPMENT PLAN 2021-2022



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LIST OF ACRONYMS

ABET	ADULT BASIC EDUCATION AND TRAINING
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
ASGISA	ACCELERATED SHARED GROWTH INITIATIVE SOUTH AFRICA
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT
BEE	BLACK ECONOMIC EMPOWERMENT
BPU	BUSINESS PLANNING UNIT
BRIC	BRAZIL, RUSSIA, INDIA, CHINA
CASP	COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME
CBD	CENTRAL BUSINESS DISTRICT
CBOS	COMMUNITY BASED ORGANISATIONS
CDWS	COMMUNITY DEVELOPMENT WORKERS
CETA	CONSTRUCTION EDUCATION AND TRAINING AUTHORITY
CFO	CHIEF FINANCIAL OFFICER
CHBC	COMMUNITY HOME BASED CARE
CIP	COMPREHENSIVE INFRASTRUCTURE PLAN
CMIP	CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME
COGTA	DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
CPTR	CURRENT PUBLIC TRANSPORT RECORDS
CSS	COMMUNITY SOCIAL SERVICES
CWP	COMMUNITY WORKERS PROGRAMME
DAC	DISTRICT AIDS COUNCIL
DBSA	DEVELOPMENT BANK OF SOUTHERN AFRICA
DDM	DISTRICT DEVELOPMENT MODEL
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM
DEDET	DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM
DHS	DEPARTMENT OF HUMAN SETTLEMENTS
DM	DISTRICT MUNICIPALITY
DMA	DISTRICT MANAGEMENT AREA
DOE	DEPARTMENT OF ENERGY
DPW	DEPARTMENT OF PUBLIC WORKS
DRDALA	DEPARTMENT OF RURAL DEVELOPMENT, AGRICULTURE AND LAND ADMINISTRATION
DRDLR	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DTI	DEPARTMENT OF TRADE AND INDUSTRY
DWA	DEPARTMENT OF WATER AFFAIRS

ECA	ENVIRONMENTAL CONSERVATION ACT NO. 73 OF 1989
EHS	ENVIRONMENTAL HEALTH SERVICES
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EIP	ENVIRONMENTAL IMPLEMENTATION PLAN
EMP	ENVIRONMENTAL MANAGEMENT PLAN
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
FBE	FREE BASIC ELECTRICITY
FBS	FREE BASIC SERVICES
FPA	FIRE PROTECTION ASSOCIATION
GIS	GEOGRAPHIC INFORMATION SYSTEM
GSDM	GERT SIBANDE DISTRICT MUNICIPALITY
GVA	GROSS VALUE ADDED
HDI	HUMAN DEVELOPMENT INDEX
HOD	HEAD OF DEPARTMENT
IDP	INTEGRATED DEVELOPMENT PLAN
IEM	INTEGRATED ENVIRONMENTAL MANAGEMENT
IGR	INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, NO. 13 OF 2005
IMEP	INTEGRATED MUNICIPAL ENVIRONMENTAL PROGRAMME
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
IS	INFORMATION SYSTEM
IT	INFORMATION TECHNOLOGY
ITP	INTEGRATED TRANSPORT PLAN
KPA	KEY PERFORMANCE AREA
KPAs	KEY PERFORMANCE AREAS
KPI	KEY PERFORMANCE INDICATOR
KPIs	KEY PERFORMANCE INDICATORS
LDOs	LAND DEVELOPMENT OBJECTIVES
LED	LOCAL ECONOMIC DEVELOPMENT
LM	LOCAL MUNICIPALITY
LRAD	LAND REDISTRIBUTION FOR AGRICULTURAL DEVELOPMENT
LUM	LANDUSE MANAGEMENT
LUMS	LAND USE MANAGEMENT SYSTEM
LUS	LAND USE SCHEME
MAM	MULTI AGENCY MECHANISM
MDGs	MILLENNIUM DEVELOPMENT GOALS
MEC	MEMBER OF EXECUTIVE COUNCIL
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT

MHS	MUNICIPAL HEALTH SERVICES
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MLM	MKHONDO LOCAL MUNICIPALITY
MPCC	MULTI-PURPOSE COMMUNITY CENTRES
MPPMR	MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001
MPRA	MUNICIPAL PROPERTY RATES ACT, NO. 6 OF 2004
MRTT	MPUMALANGA REGIONAL TRAINING TRUST
MSA	MUNICIPAL SYSTEMS ACT NO. 32 OF 2000
MSIG	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NDP	NATIONAL DEVELOPMENT PLAN 2030
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT NO. 107 OF 1998
NEPAD	NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT
NER	NATIONAL ELECTRICITY REGULATOR
NGO	NON-GOVERNMENTAL ORGANISATION
NGP	NEW GROWTH PATH
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NWMS	NATIONAL WASTE MANAGEMENT STRATEGY
OLS	OPERATING LICENCE STRATEGY
PGDS	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
PHC	PRIMARY HEALTH CARE
PMS	PERFORMANCE MANAGEMENT SYSTEM
PPP	PUBLIC PRIVATE PARTNERSHIP
REDS	REGIONAL ELECTRICITY DISTRIBUTION SYSTEM
RSC	REGIONAL SERVICES COUNCIL
SABS	SOUTH AFRICA BUREAU OF STANDARDS
SACOB	SOUTH AFRICA CHAMBER OF BUSINESS
SALGA	SOUTH AFRICA LOCAL GOVERNMENT ASSOCIATION
SANAC	SOUTH AFRICAN NATIONAL AIDS COUNCIL
SANCO	SOUTH AFRICAN NATIONAL CIVIC ORGANISATION
SAPF	SOUTH AFRICAN POLICE FORCE
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SDGs	SUSTAINABLE DEVELOPMENT GOALS
SETA	SECTOR EDUCATION TRAINING AUTHORITY
SLA	SERVICE LEVEL AGREEMENT
SOER	STATE OF THE ENVIRONMENT REPORT
SP	SPATIAL PLANNING
SPLUMA	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT NO. 16 OF 2013

TLGA	TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK ACT, NO. 41 OF 2003
TWK	TRANSVAAL WATTLE GROWERS CO-OPERATIVE LIMITED
UN	UNITED NATIONS
WSA	WATER SERVICES AUTHORITIES
WSDP	WATER SERVICES DEVELOPMENT PLAN

FOREWORD OF THE EXECUTIVE MAYOR



Once again, it is my sincerest pleasure to present to the community of Mkhondo and all relevant stakeholders, the Final Review of the Mkhondo Local Municipality's Integrated Development Plan for the 2016-2022 period. This is a final review of the municipality's integrated development plan as adopted by council in the beginning of its elected term, which set out in writing the process to guide the planning, drafting, adoption and review of its IDP as prescribed by sections 25, 29, 34 and 37 of the Municipal Systems Act No.32 of 2000.

Our municipality, together with the entire world has faced what is the most challenging experience of our time as a result of the COVID-19 pandemic. Governments from across the globe have declared an all-out war against what is an invincible enemy that is responsible for hundreds of thousands of deaths worldwide.

It is on this background, firstly, that I would like to take the opportunity in this foreword to convey my sincerest and most heartfelt condolences to the families, loved ones and close companions of all those who have lost the fight against this deadly pandemic and hope they find strength and comfort in our united efforts to defeat this invincible enemy as a matter of urgency.

As global citizens, we have all been jolted out of our comfort zones and catapulted into the deadly abyss of the COVID-19 pandemic, with the virus rearing its ugly tentacles throughout the four corners of the world. This has called upon each and every one of us to adapt, promptly, to what has become our new norm as humankind.

Our government throughout all its spheres, working together with various stakeholders from both the public and private sectors, have put in place numerous regulations and facilitated several socio-economic interventions in a determined effort to mitigate the horrific effects and impact of the pandemic on broader society. Amongst these, we note with great appreciation the introduction of the numerous relief funds that have been made available and distributed to various sectors and/or industries of our economy, non-profit organizations and the unemployed.

This pandemic has sought to reverse the revolutionary gains of our hard-won democracy, further widening the gaps of inequality, heightening the levels of unemployment and increasing poverty. It is on this backdrop that we make a clarion call for all patriotic citizens, those of Mkhondo Local Municipality in particular, to rally behind the concerted efforts of government and other stakeholders to fight and ultimately defeat this deadly virus by adhering to all regulations and health protocols as and when they are issued. It is only through our united and collaborative cooperation that we can ascertain victory against this deadly pandemic.

As a Municipal Council, amidst these trying times, we remain committed to our constitutional mandate of tirelessly providing quality and sustainable service delivery to the broader community of the Mkhondo Local Municipality. We have, however, had to realign our objectives to strategically be in line with national efforts of combating the COVID-19 pandemic. This has called upon us to reprioritize numerous projects and programs that were earmarked for implementation and/or completion in this financial year (2019/20).

We have continued to prioritize projects that promote and advance the core mission of our institution which enhance the socio-economic viability and better the lives of the people in our community. In this financial year, the municipality has continued to advance electrification, water and sanitation, roads and human settlement projects as they speak directly to our democratic government's efforts of not only bettering the lives of our people but most importantly, redressing the spatial and developmental injustices of our draconic apartheid past.

In this financial year, the municipality, has supplied treated bulk water to Amsterdam, Mkhondo and Saul Mkhizeville through 4 Water Treatment Works facilities, with a deliberate bias to rural communities. We further acknowledge and appreciate the interventions received from strategic partnerships and collaborations with the Department of Water & Sanitation and the Gert Sibande District Municipality, who provided 7 water tankers. We also acknowledge the advances made with regard to rural water reticulation projects in villages and the procurement of a new 10KL water tanker. Depilated infrastructure remains a fundamental challenge that we are faced with, but are committed to formulating a lasting solution in this regard.

Our electricity division, which is responsible for the connection to and maintenance of the municipal grid. It also assists in establishing new house connections to the network. We are currently sitting at 84% of households with access to electrical connection in urban areas, with the remaining 16% still dependant on alternative energy sources. We continue to work together with ESKOM in our collaborative cooperation when it comes to the electrification of rural communities.

Unemployment remains a thorn in the flesh of our democratic dispensation, which was further exasperated by the COVID-19 pandemic. The pandemic has had a horrific impact on unemployment, where we have seen unprecedented numbers of job losses and unemployment peaking beyond comprehension. It is on this backdrop that we, as this Municipal Council, remain committed to facilitating strategic interventions through collaborations with other stakeholders such as government departments, SOEs and parastatals. These interventions include programs such as the CWP, EPWP, Siyathuthuka and MRTT, which have gone a long way in not only providing a job opportunity but also in upskilling and training the participants in various trade skills such as carpentry, bricklaying/plastering, tiling and electricity, targeting young people in particular. In this financial year more than 1700 people have been assisted through these interventions, which have had a significant positive impact in addressing unemployment, particularly during these difficult COVID-19 times.

Local Economic Development is a fundamental pillar in achieving our strategic vision, which is to be a model municipality of excellence. It is from this background that our LED department has intensified its efforts of advancing and promoting local economic development, particularly during the COVID-19 pandemic, by facilitating funding and training interventions through collaborative relationships with entities such as SEDA, NYDA, Dept. of Small Business and Enterprise and the Gert Sibande District Municipality amongst many others. A number of SMMEs, including fruit and vegetable market operators, have received both financial and non-financial support that will go a long way in assisting emerging businesses in and around the Mkhondo locality, promoting rural and township economies in particular. We acknowledge that Local Economic Development plays a critically instrumental role in addressing the triple challenges of inequality, unemployment and poverty. We, therefore, remain committed to promoting viable and sustainable economic activity in and around the Mkhondo locality, tirelessly working to address and redress the socio-economic imbalances in our society.

Human settlement is a critical element of our democracy and we are committed to ensuring that we do all that is necessary in bettering the lives of our people through the provision of housing for the most vulnerable and impoverished in our society. We note the backlogs that exist in this regard in light of the pandemic but are certain that these will be relevantly addressed when lockdown regulations allow for construction to continue.

We continue to encourage citizens of Mkhondo, particularly those in billed areas, to consistently pay their rates and taxes as they are a critical source of funding for the important work of the municipality and ensuring quality service delivery. Revenue collection plays an important role with regard to financial stability, sustainability and performance of the municipality's core functions. Quality service delivery is a collective initiative that requires our collective efforts to ensure its successful and sustainable implementation, we therefore call on one and all to respectfully make payments to their accounts timeously.

In closing, I would like to extend my appreciation and acknowledgement for the work done by the Mkhondo Local Municipality administration, led by the Municipal Manager Mr. Maqhawe Kunene. We have continued to work as a collective, prioritizing service delivery to the people of Mkhondo, without fail and are committed to continue in that regard.

I urge all citizens to continuously adhere, without reservation, to all COVID-19 regulations, guidelines and protocols, including the wearing of face masks, the washing and sanitizing of hands as we collectively engage in an all-out war against this deadly pandemic. Our municipality, and our country as a whole, is engulfed in one of the most trying times of our generation and it is of paramount importance that we work together in fighting this pandemic. We are confident in our victory against any and all of the challenges that we are faced with and are confident that tomorrow will, indeed, be better than today.

God bless uMkhondo nabantu bawo!!!

Siyabonga,

Executive Mayor
CLLR Vusi Motha

OVERVIEW BY THE MUNICIPAL MANAGER



The August 2016 Local Government elections ushered in the 4th year Integrated Development Plan (IDP) cycle, referred to as the 4th generation IDP'S for all Municipalities. This 4th IDP was effective from 01 July 2017 up to 30 June 2022.

The strategic direction of the Mkhondo Local Municipality as captured in the 5 year IDP remains a direction pointer. The review process provides an opportunity to reflect on the lessons learnt during the previous financial years since the adoption of the 4th generation IDP, and to improve on the way that we as the Mkhondo Local Municipality Plan, Budget and Implement in order to ensure maximum impact and delivery of services to the community.

The 2020/2021 review of the INTEGRATED DEVELOPMENT PLAN is aim at ticking compliance boxes but an earnest re-evaluation and reassessment of key business processes and key deliverables as contained in the 5 year plan.

This review underpinned by changes in the circumstances upon which the Municipality operates, changes and updates in respect of the Municipal statistical information and changes in the Municipal financial position. In order to ensure that council remains committed in achieving its pre-determined objectives, the following are priority focus:

1. Curbing the trends on the audited and reported Unauthorised, irregular, fruitless and wasteful expenditure
2. Stabilizing and the financial position of the Municipality.
3. Prompt delivery of services and maintenance of the Municipal infrastructure.
4. Realigning internal business processes around financial and non-financial records management.
5. Upholding higher standards and practices of performance management and stringent enforcement of consequences management, and
6. The general improvement of the audit opinion.

This 5 year journey is our updates road map for all projects or programs done during 2016- 2021.

The future lies ahead, change of mind set, attitudes and working together will make Mkhondo Local Municipality the incredible Municipality we all aspire and want our future generations to inherit from us.

Mr. M KUNENE
MUNICIPAL MANAGER

CHAPTER 1:

1. HISTORICAL MUNICIPAL BACKGROUND

1.1 VISION, MISSION AND CORE VALUES

VISION

A model municipality of excellence

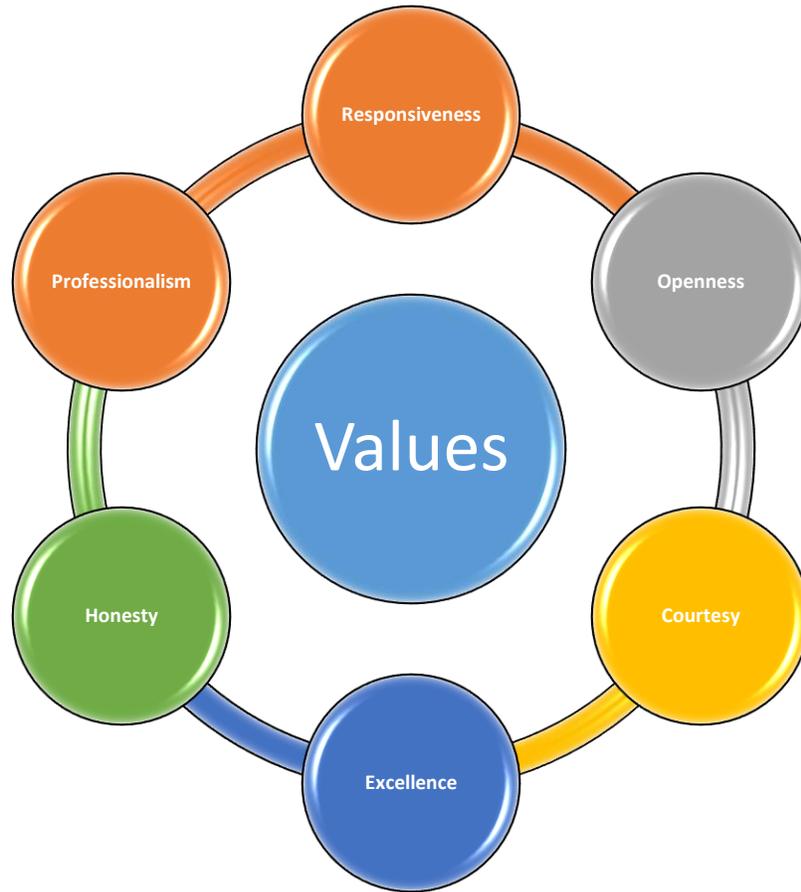
MISSION

Committed to deliver quality and sustainable services that will enhance economically viable and better life for our community

MUNICIPAL CORE VALUES

- Excellence
- Honesty
- Openness
- Courtesy
- Responsiveness
- Professionalism

Figure 1: Mkhondo Local Municipality’s activities are underpinned by the following core values:



1.2 BACKGROUND AND HISTORY OF MKHONDO LOCAL MUNICIPALITY

Mkhondo Local Municipality is Located in the south-eastern corner of Mpumalanga and the Municipality is bordered by Chief Albert Luthuli Municipality towards the North, Msukaligwa Municipality towards the North western, and The Kingdom of Swaziland towards the east, uPongola Local Municipality and eDumbe Municipality towards the South (KwaZulu Natal Province) and Dr Pixely Ka Isaka Seme Municipality towards the South Western. The municipality is located on the N2 (National Road) where the R543 (Volksrust-Swaziland) and R33 (Vryheid-Amsterdam) intersect. N2 bisects the municipality, which links with the N17 from Ermelo. The N2/N17 is a prominent link between Gauteng Province, Swaziland and Kwazulu Natal (Richard’s Bay and further to Durban). The N2/N17 are recognized as strategic roads and freight corridors.

The Municipality is made up of nineteen (19) wards covering 4 868 square kilometers central from Maputo, Swaziland, Durban, Nelspruit, Johannesburg and Pretoria (within ±300km radius).

The Municipality amalgamated two former Transitional Local Councils and two Transitional Rural Councils The historic towns of Piet Retief and Amsterdam.

The municipality is demarcated as MP303 in terms of the Municipal Demarcation Board. It falls within Gert Sibande District Municipality which is one of the three District Municipalities in Mpumalanga Province, the other District Municipalities are namely Nkangala District Municipality and Ehlanzeni District Municipality. Ehlanzeni District Municipality has the most population in Mpumalanga Province (1 754 931 people) followed by Nkangala District Municipality by 1 445 624 people and Gert Sibande District Municipality by 1 135 409 people (*Statssa, 2016*).

The Mkhondo Local Municipality falls within the 25 km radius identified for the KZN/MP transboundary development initiative, which includes amongst others Mpumalanga Province local municipalities (Mkhondo Local Municipality and Pixley Ka Isaka Seme Local Municipality) and Kwa Zulu Natal Province Local Municipalities (eDumbe Local Municipality, Uphongolo Local Municipality, Emadlangeni Local Municipality and Newcastle Local Municipality).

Figure 2: Mkhondo Local Municipality includes the following urban nodes:

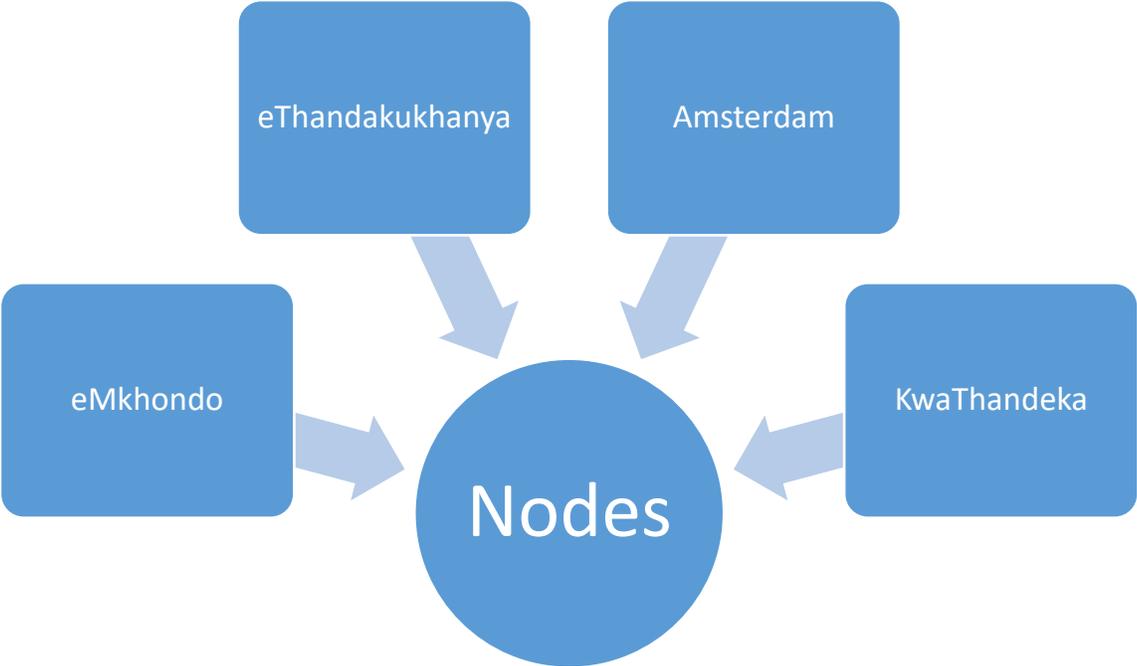
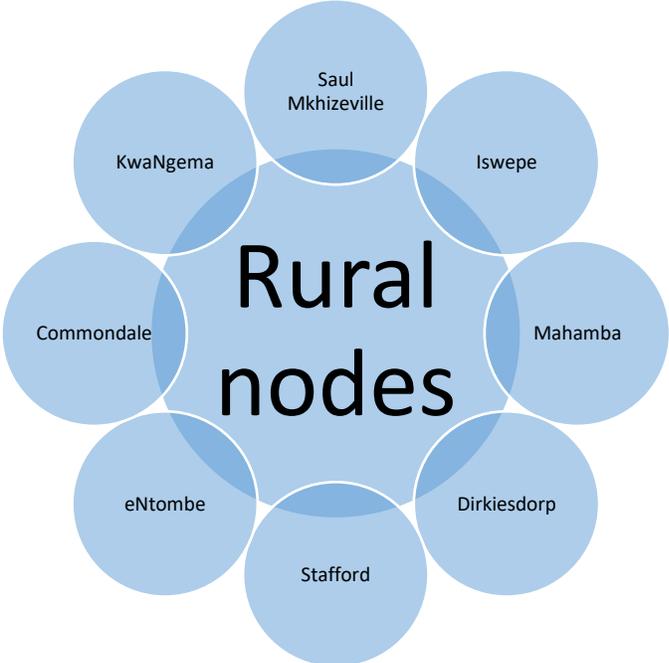


Figure 3: The Municipality includes the following rural nodes/settlements:



The Municipality comprises of forestry plantations and much of its economy originates from this source. Mondi, Sappi, TWK and Komati Land Forests are the major companies that lead the forestry industry in the municipality. Mkhondo Local Municipality is known for wood processing, furniture, manufacturing, and coal briquettes manufacturing. A number of timber producing companies are located within the municipality, including Mpact, Tafibra and PG Bison and Normandien which are national businesses. Large-scale agriculture is limited in the municipality due to the extensive use of land for forestry.

Forestry, mining and subsistence farming are the main economic factors within the municipality. There are two major mining companies within Mkhondo Local Municipality (Jindal and Kangra Coal Pty (Ltd)). Mkhondo Local Municipality ranks low in terms of tourism statistics compared to other local municipalities in Mpumalanga. However there is a lot of tourism potential within the municipality, with the South African Heritage sites which lie within the municipality namely the Entombe Battlefield, Rooikraal, Confidence, Kalkoenvlakte and the Heyshope Dam. The Heyshope Dam is located east of the municipality (Saul Mkhizeville/KwaNgema Area). It is the only other main tourist fascination in the municipality despite the numerous guest houses and 'bed & break- fasts' within the municipality. The Jabulani Agrivillage has great tourism potential with proposal of a Resort near the Jabulani Agri-village dam.

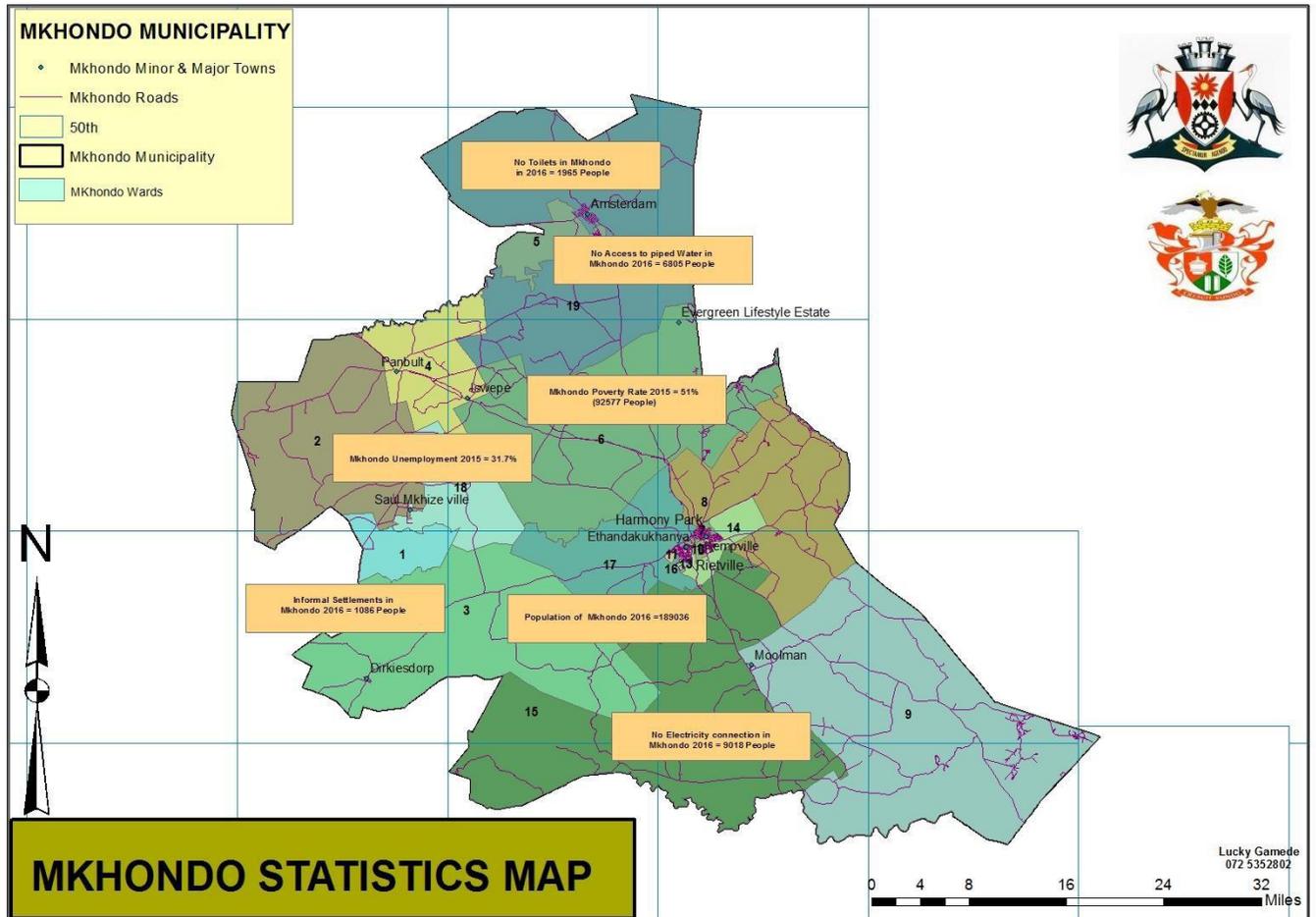
1.3 DEMOGRAPHICS ANALYSIS

Mkhondo Local Municipality's population has increased from 171 982 in 2011 to 189 036 in 2016. The population growth rate between 2011 and 2016 is 2.1% per annum. The number of people residing in 'urban' Mkhondo and 'rural' Mkhondo has remained the same between 2011 and 2016, with 96 693 people in urban areas and 96343 in rural areas. Mkhondo Local Municipality is mostly dominated by African black people, followed by coloured people, Indian or Asian and white people from 1996 to 2016. It is noteworthy that in 2016 most of the immigrants in Mkhondo were recorded as from Swaziland (1823 people) followed by Zimbabwe (120 people); Mozambique (116 people) and Lesotho (45 people). The emigrants to neighbouring countries in 2016 are mostly to Swaziland (111) followed by Mozambique (30).

According to Stats SA (2016) the number of persons between the ages of 0 to 21 years, without parents has decreased from 7112 in 2011 to 4602 in 2016. The number of people with 'no schooling' has declined from 2001 to 2011, while those with matric has increased. According to the Final MLM Draft SDF (2016) the settlements with the lowest education level are Ngema Tribal Trust, Mkhondo Non-urban, Saul Mkhizeville and KwaNgema. These are the settlements that are located in close proximity to traditional areas or informal settlements with the highest education levels are eMkhondo, Iswepe and Amsterdam (UP Enterprise, 2016).

Mkhondo Local Municipality has a HDI of 0,53 which falls within the United Nations 'Low Human Development Category'. Mkhondo local Municipality ranks very low compared to other local municipalities in Mpumalanga Province. The number of people that are unemployed has declined. It is noteworthy that settlements with high unemployment rates are Saul Mkhizeville, KwaNgema Tribal Trust and Dirkiesdorp. The sector or industry that contributes the most to the GVA of the municipality is community services (22.2 %) followed by trade (18.4 %), agriculture and forestry (16 %), finance (14.8 %), mining (11.9 %), transport (7.6 %), manufacturing (5.4%), construction (2.3%) and utilities (1.4 %).

Figure 4: Mkhondo statistical map:



1.4 POPULATION DISTRIBUTION

According to Stats SA (2016) the population of Mpumalanga Province as a whole has increased. The population of Gert Sibande District Municipality has increased from 1 043 194 in 2011 to 1 135 409 in 2016 and that of Mkhondo Local Municipality has also increased (from 171 982 in 2011 to 189 036 in 2016). It is evident that the Gert Sibande District recorded an increase in population of 92 216 people between 2011 and 2016. It noteworthy that Mkhondo Local Municipality grew at a rate of 2.1 % per annum during the 2011 to 2016 period. This shows that the Gert Sibande District is ever-growing in population, between 2001 and 2011, there was an increase of +152 496 people. Govan Mbeki Local Municipality had the most increase in the number of people between 2011 and 2016.

Table 1: Mkhondo Local Municipality Population Distribution

	2011	2016
Population	171 982	189 036
Number of Households	37 433	45 595
Households living in RDP House	10 342	11 733
Households in Shacks within Informal Settlements	642	1086

Table 2: Population 2001 vs 2011 vs 2016

Description	Census 2001	Census 2011	Community Survey 2016
Mpumalanga	3 365 554	4 039 939	4 335 964
Gert Sibande DM	900 007	1 043 194	1 135 409
Albert Luthuli Municipality	187 751	186 010	187 629
Msukaligwa Local Municipality	124 812	149 377	164 608
Mkhondo Local Municipality	143 077	171,982	189 036
Pixley Ka Seme Local Municipality	80 737	83,235	85 395
Lekwa Local Municipality	103 265	115,662	123 419
Dipaleseng Local Municipality	38 618	42,390	45 232
Govan Mbeki Local Municipality	221 747	294,538	340 091

Sources: STATS SA Community Profile (2001, 2011 and 2016)

Leading challenges facing Mkhondo

According to the 2016 Community Survey (CS) of Stats SA the 5 leading **challenges facing Mkhondo as perceived by households** in the municipal area are the following:

1. Lack of safe and reliable **water** supply (in line with Blue and Green Drop reports & scores of Municipalities).
2. Inadequate roads.
3. Lack of/inadequate **employment opportunities** (correlate with **poverty** driver information of the CS).
4. Cost of **electricity**.
5. Inadequate housing.

Source: STATS SA, 2016

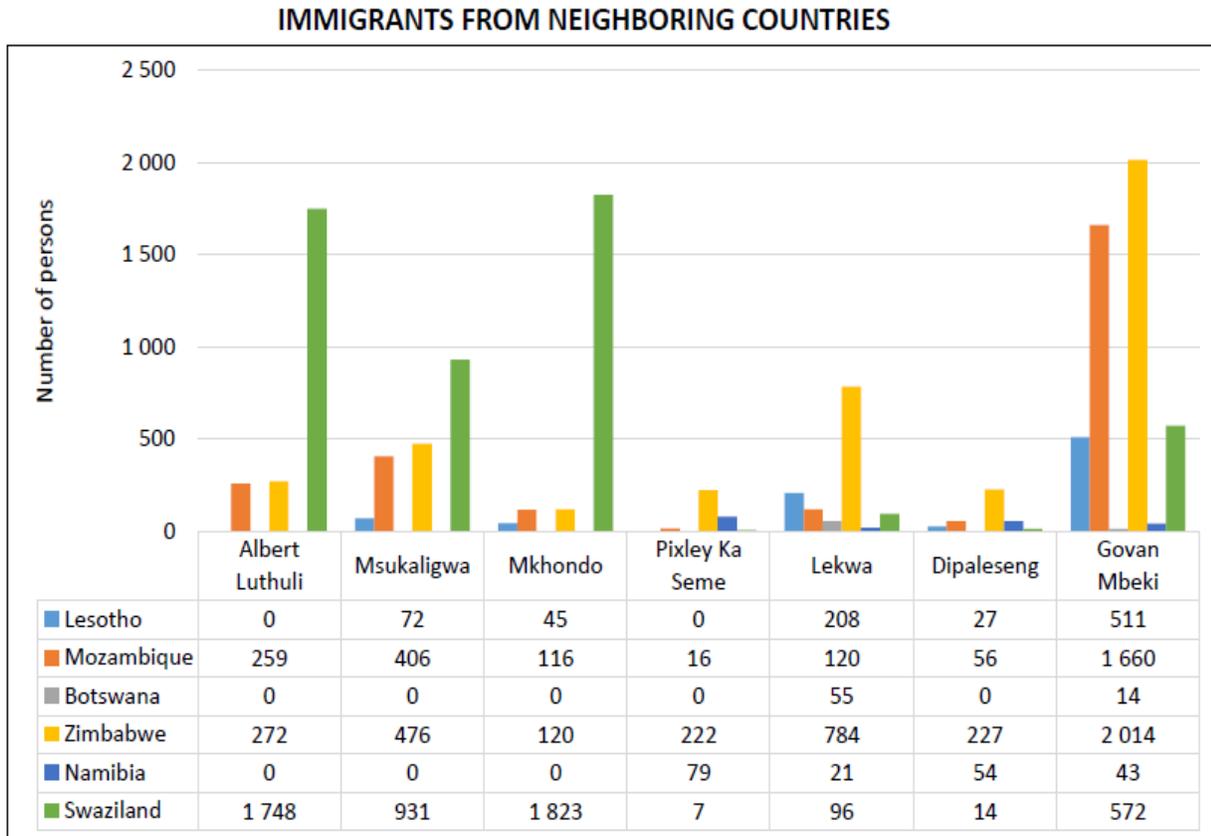
According to STATS SA 2016 most (92 693) people reside in urban areas and 96 343 people reside in rural areas. These figures have remained the same from 2011.

Figure 5: **Mkhondo Local Municipality Population per Ward:**

Ward Number	Villages/Town	Census 1996	Census 2001	Census 2011
Ward 1	Saul Mkhizeville (Mkhize Village, New Stand)	6 345	4 754	10 133
Ward 2	Saul Mkhizeville (Mabilisa, Masihambisane)	11 824	8 088	16 446
Ward 3	Dirkiesdorp/KwaNgema South	7 878	15 925	13 006
Ward 4	Iswepe	6 090	10 343	5 862
Ward 5	KwaThandeka, Winnie Mandela	6 032	9 501	12 188
Ward 6	Rustplaas	6 003	9 759	8 277
Ward 7	eMkhondo Town	6 853	12 303	6 083
Ward 8	Maphepheni/Ajax	8 690	12 262	9 096
Ward 9	Moolman/Sulphur Springs	8 431	14 475	14 030
Ward 10	Thandakukhanya (Kempville, Retiefville & S'godiphola)	4 189	4 754	6 752
Ward 11	Thandakukhanya (Eziphunzini, Marabastad, Magadeni, Sbeth)	4 362	2 849	12 321
Ward 12	Thandakukhanya (Long homes, Mafred, Sbetha,	5 660	4 699	6 384
Ward 13	Thandakukhanya (Sbetha, Part Eziphunzini, Part Mangosuthu, Zone 5, Part of Phosa village)	4 468	4 634	7 451
Ward 14	Harmony Park (Mangosuthu)	3 009	10 997	9 395
Ward 15	ENTombe	10 411	17 544	8 454
Ward 16	Mangosuthu/Phola Park			5 700
Ward 17	Ezinkonjaneni/Phoswa Village			6 884
Ward 18	Saul Mkhizeville (Esibovini, Masihambisane east)			3 404
Ward 19	Amsterdam, Thokozani			10 120
Total (Mkhondo Local Municipality)		106 248	142 884	171 982
DC30: Gert Sibande District Municipality			900 010	1 043 194

Sources: STATS SA

Figure 6: Immigrants from neighboring countries:



According to Stats SA (2016) most of the immigrants in Mkhondo are from Swaziland (1823 people) followed by Zimbabwe (120 people); Mozambique (116 people) and Lesotho (45 people).

1.5 AGE AND SEX STRUCTURE

It is noteworthy that there are more women (52%) than men (48 %) in Mkhondo. There is a decline in a number of people aged 14 years and younger

Table 3: Age and Sex Structure 2011 vs 2016

AGE	2016		2011	
	Male	Female	Male	Female
0 – 4	11 703	11 616	10 949	10 737
5 – 9	10 297	10 423	10 423	10 657
10 – 14	10 476	10 956	10 113	10 043
15 – 19	10 424	10 845	9 980	9 946
20 – 24	9 311	9 641	8 452	9 006
25 – 29	8 706	9 829	7 192	7 371
30 – 34	6 059	6 943	5 145	5 406
35 – 39	4 952	5 411	4 562	5 079
40 – 44	4 156	4 687	3 822	4 350
45 – 49	3 742	4 449	3 093	4 180
50 – 54	2 775	3 566	2 449	3 343
55 – 59	2 390	3 048	2 060	2 768
60 – 64	2 208	1 990	1 512	2 064
65 – 69	1 205	1 847	905	1 552
70 – 74	791	1 511	741	1 368
75 – 79	479	1 089	362	743
80 – 84	126	444	273	665
85+	378	562	232	439
Total	90 178	98 858	82 265	89 717

Sources: STATS SA 2016

Table 4: Gender 1996 vs 2001 vs 2011 vs 2016

GENDER	1996	2001	2011	2016
FEMALE	51 167	75 163	89 717	98 858
MALE	47 800	67 912	82 265	90 178
TOTAL	98 967	143 075	171 982	189 036

Sources: STATS SA 2016

Figure 7: Gender statistics

The census that was conducted by the Stats SA in 2011 revealed that Mkhondo is constituted by more than 1 755 persons with disability. This figure poses direct challenges to the Municipality and government, in particular.

Table 5: Disability

DISABILITY	1996	2001	2011
MALE	48%	47%	48%
FEMALE	52%	53%	52%

Sources: STATS SA 2011

Table 6: Sex ratio (Males per 100 females)

	1996	2001	2007	2011	2016
NO. OF MALES PER 100 FEMALES	94	90	86	92	91

1.6 RACIAL COMPOSITION

The population in Mkhondo Local Municipality is predominantly Black African. The Indian/Asian and White racial groups have seen a decline from 2011 to 2016 (Stats SA, 2016). In areas such as Amsterdam, there has been a shift in racial composition, with the white population declining from 37,4% of population in 2001 to 7,4% in 2011 and the black population increasing from 60,1% in 2001 to 90,4 % in 2011. In eMkhondo there has been an increase in the Indian/Asian racial group between 2001 and 2011 (UP Enterprise, 2016; MLM SDF Final Draft, 2016).

Table 7: Racial composition 1996 vs 2001 vs 2011 vs 2011 vs 2016

RACE	1996	2001	2011
Black African	91 554	136 523	162 322
Coloured	502	587	894
Indian/Asian	1063	773	1417
White	6750	5195	6447

Sources: STATS SA 2011

CHAPTER 2:

2.1 The integrated Development Plan

An Integrated Development Plan is a single, inclusive and strategic plan which guides and informs all planning, budgeting and development of the municipality. It is adopted by the Municipal Council and must be submitted to the Member of Executive Council (MEC) of Local Government in the Province for comments. It has to be harmonised, aligned and coordinated with all other municipal plans, strategies and frameworks, as well as National and Provincial strategic, departmental and sector plans, frameworks and strategies.

It enables the Municipality's leadership and management to make informed decisions towards ensuring efficient and effective service delivery. It must be adopted by each Municipal Council, within a prescribed period after it is elected, in terms of the Municipal Systems Act, No. 32 of 2000(as amended).

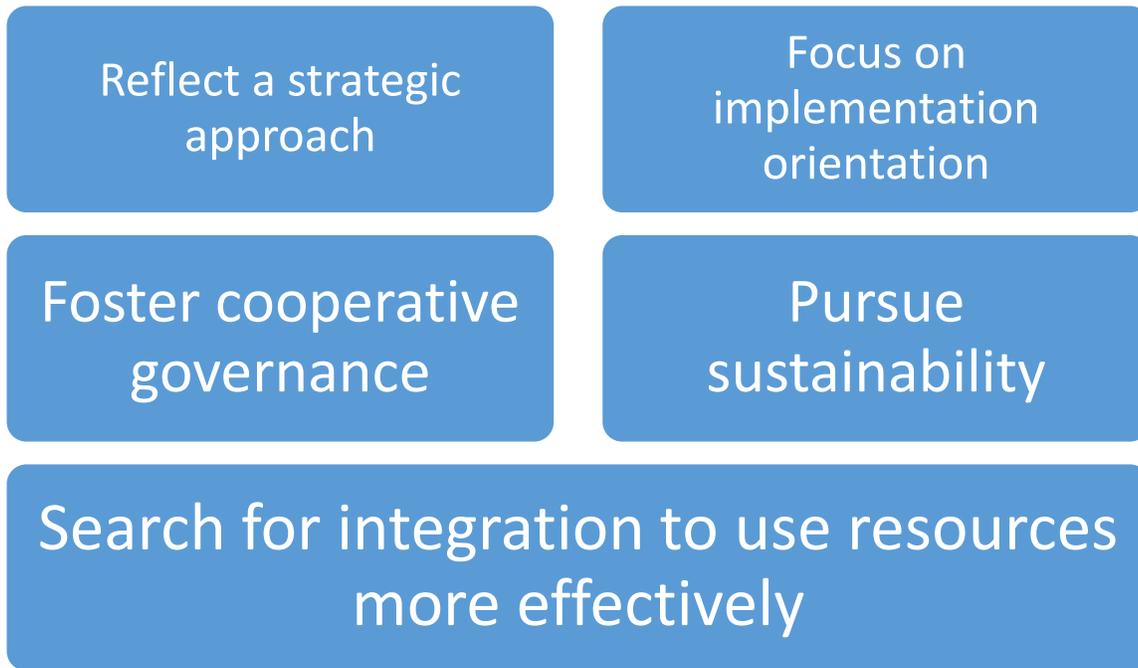
The main objective of an Integrated Development Plan (IDP) is to ensure the sustainable, equitable and inclusive development of a municipal area and to ensure a decent quality of life for all those who live in it.

The aforementioned objective links to the following:

- 2.1.1 The alleviation and eradication of poverty and of all lingering spatial, social, and economical legacies of apartheid;
- 2.1.2 The identification and removal of all obstacles to development;
- 2.1.3 The pursuit of sustainable and optimal use of resources; and the establishment of sustenance of efficient, effective and caring administrative services.

According to Section 28 of the Municipal Systems Act, Act No. 32 of 2000 (MSA) read in conjunction with Section 21 Municipal Financial Management Act, Act No. 56 Of 2003 (MFMA), the Executive Mayor of a municipality must at least 10 months before the start of the budget year table in the Municipal Council a Process Plan that will guide the planning, drafting, adoption and review of its IDP and the preparation, tabling and approval of the annual budget. The Act requires that the Process Plan should cover a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget; the annual review of the IDP and budget; the tabling and adoptions of any amendments to the IDP and budget; and any consultative processes forming part of the IDP/budget process.

The principles of the IDP Process is based on six principles:



In Chapter 5, Section 26 of the MSA the core components of an IDP are outlined as follows:

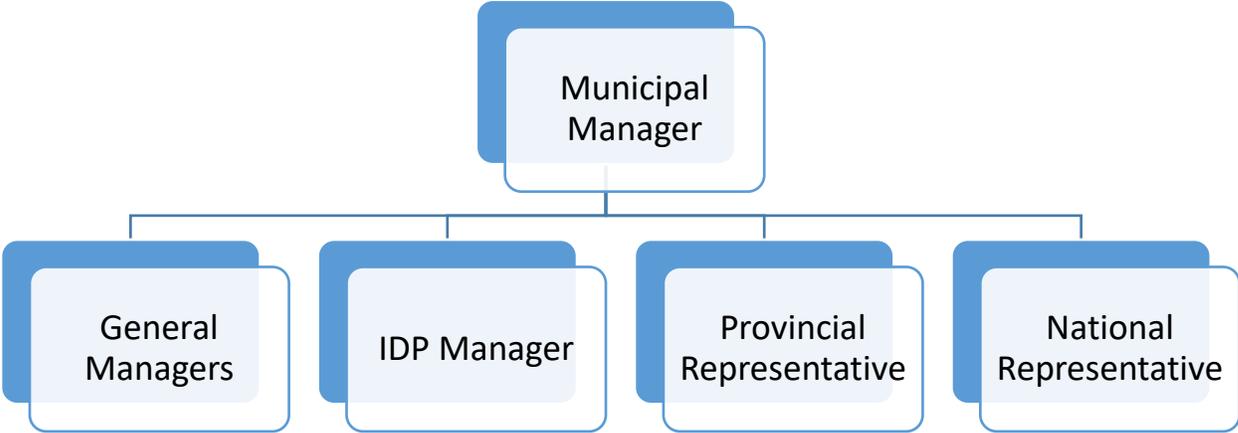
Table 8: Components of an IDP:

No	MSA Requirement
a)	The municipal council's vision for the long term development of the municipality.
b)	An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
c)	The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
d)	The council's development strategies which must be aligned with any national and provincial sectorial plans and planning requirements that are binding on the municipality in terms of legislation.
e)	A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality: <ul style="list-style-type: none"> I. The council's operational strategies; II. Applicable disaster management plans. III. A financial plan, which must include a budget projection for at least the next three years. IV. The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

2.2 IDP STRUCTURES

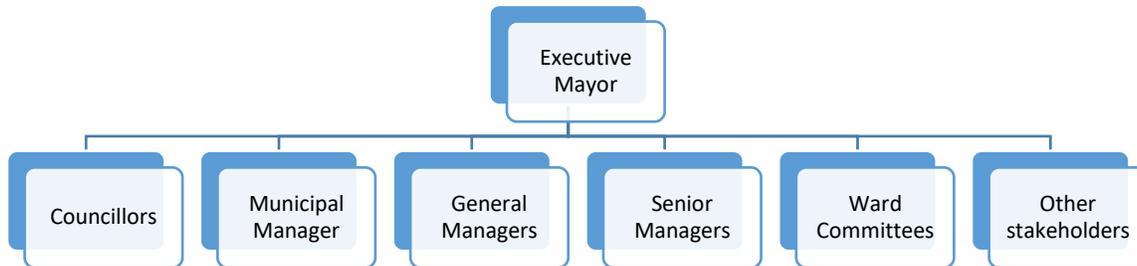
IDP STEERING COMMITTEE

Figure 8: IDP Steering Committee:



2.3 IDP REPRESENTATIVE FORUM

Figure 9: IDP representative forum:



2.4 WARD COMMITTEES

Ward committees are fully functioning, and their meetings sit on recorded dates.

2.5 INTER-MUNICIPAL PLANNING

In order to ensure integration planning, the municipality needs to involve neighbouring municipalities to the planning process to help with same issues that affect other municipalities. In the meantime will be using IDP Steering committee and district committee to be assisted in the matters raised by the municipalities.

2.6 PUBLIC PARTICIPATION AND COMMUNICATIONS

The Communications and media liaison component of the municipality manages the overall internal and external communication, media engagement, online communication platforms, photography, website, branding, marketing and campaign, crisis, direct communication, research, issues/complaints from the presidential hotline and community/stakeholders, petitions from the provincial legislature and public protector's office, Izimbizo and outreach programmes.

The Public Participation component of the municipality ensures that public participation remains structured and institutionalized through the enactment of the Local Government: Municipal Structures Act, No. 117 of 1998, Local Government: Municipal System Act, No. 32 of 2000 and Local Government: Municipal Finance Act, No. 56 of 2003 and other applicable pieces of legislation.

In developing the five-year IDP document, a process plan was developed and adopted by Council of Mkhondo Local Municipality. After the adoption of the Process Plan, a schedule of ward community meetings was drafted, and communities were informed about these meetings through newspaper publication and loud hailing in the respective wards. Mkhondo Municipality has a draft community public participation strategy in place. In striving to develop an IDP that is responsive to the needs of the communities of Mkhondo Local Municipality, community consultations were undertaken in line with Section 16 of the Local Government: Municipal Systems Act 32 of 2000.

Figure 10: Consultative forums and mechanism for the community participation are as follows:



2.6.1. Operation Vuka sisebente

Mpumalanga has launched Operation Vuka Sisebente to improve coordination of service delivery between departments by launching the “war room” concept in February 2015.

Vision:

Responsive, effective, efficient and sustainable co-operative governance.

Mission:

To co-ordinate, support, monitor and strengthen an integrated co-operative governance system

As part of the project, the province adopted a “war room” approach originally pioneered in KwaZulu-Natal to strengthen coordination between departments such as the departments of health, social development and home affairs. OVS is ward-based war rooms that serve to bring a range of community structures and service providers together including community policing forums, taxi associations and churches.

At Operation Vuka Sisebente’s programme will similarly allow government services to better cater for society’s most vulnerable. Operation Vuka Sisebente aims at making life easy for all women, children, elderly and people with disabilities by bringing government services closer to them.

Contacts details and venue for local OVS

NO	WARD COUNCILLOR	CONTACT DETAILS	CDWS	CONTACT DETAILS	VENUES
1	Cllr. R.P Hlatshwayo	071 411 2371	B. Myeni Vacant	060 502 7671	Saul Mkhize Library
2	Cllr. T.S Nkosi	082 649 9331	S. Simelane T. Thwala	060 502 7665 060 502 7571	Saul Mkhize Tusong Centre
3	Cllr. D.M Ntshakala	076 838 5768	W. Ngwenya	060 502 7672	Kwangema Youth Centre
4	Cllr. S.D Thwala	082 746 5092	S. Madonsela K. Nkosi	060 502 7555 076 493 0212	Iswepe Community Hall
5	Cllr. J.P Makhathini	072 864 1635	Q. Shongwe	060 502 7430	Kwathandeka Community Hall
6	Cllr. T.S Mafuyeka	076 674 3383	M. Simelane	060 502 7433	Councilor’s office (Rustplaas)

NO	WARD COUNCILLOR	CONTACT DETAILS	CDWS	CONTACT DETAILS	VENUES
7	Cllr. JLI Brussow	084 475 2781	S. Myeni	060 502 7557	CDWs office (MKhondo Municipal Offices)
8	Cllr. M.Z Ngwenya	072 100 6784	J. Msimango	060 502 7458	Maphepheni Creche
9	Cllr. T.W Manana	073 427 8488	M. Shabalala D. Manana	060 502 7532 606 502 7670	Councilor's office (Sulphersprings)
10	Cllr. M.D Ntuli	082 948 7946	T. Mokoena	060 502 7572	Kempville Community Hall
11	Cllr. B.C Mkhwanazi	072 178 2698	S. Hlophe	060 502 7691	Eziphunzini Community Hall
12	Cllr. T.B Nkosi	072 103 0210	L. Mhlanga	060 502 7474	Sthuli Hleza Community Hall
13	Cllr. F.C Mthethwa	072 102 2155	Vacant		Phoswa Creche
14	Cllr. Z.J Mnisi	071 572 7685	M. Nkosi	060 502 7554	Nhlaba Project Centre (Harmony Park)
15	Cllr. S.M.N Bophela	072 561 8485	Vacant		Councilor's Office (Ntombe)
16	Cllr. T.S.M Zulu	071 411 5167	W. Gamede	076 493 0181	Skyfin Community Hall
17	Cllr. S.Z Yende	081 815 0817	P. Mavuso	076 493 0179	Phoswa Creche
18	Cllr. M.L Yende	079 466 9160	Z. Yende	076 493 0318	Saul Mkhize Advice Centre
19	Cllr. D.L Ngobeza	083 385 9749	S. Sukazi Z. Phakathi	060 502 7551 076 493 0310	Amsterdam Municipal Offices

2.7 IDP PLANNING PROCESS

2.7.1 KEY STAKEHOLDERS INVOLVED IN THE IDP PROCESS



2.7.2 IDP PROCESS

The following process was followed for the development of the review of IDP 2021-2022:

2.7.2.1 Preparation Phase

The Final IDP/Budget/PMS 2021-2022 Process Plan was approved by Council on the 27 August 2020 under council resolution item no. 20/08/417A. The process plan outlined the legislative framework, organisational structures responsible for the management of the IDP processes; mechanisms for public participation and the key deadlines of activities that led to the approval of the IDP.

The process plan was developed in consultation with the Gert Sibande District Municipality's Framework Plan for IDP/Budget and PMS 2020-21 IDP Drafting and Review Process as required in terms of section 27 of the Municipal Systems Act, No. 32 of 2000.

The approved process plan was circulated to sector departments, placed in strategic areas around Mkhondo Local Municipality, advertised on the local newspaper and placed on the municipal website.

2.7.2.2 Analysis Phase

The Analysis phase commenced with data collection and establishment of consultation forums such as an IDP Steering committee meetings and IDP Rep Forum meetings. Information was collected on the current state of development or existing conditions within Mkhondo Local Municipality. An IDP Steering Committee meeting was held on the 11 November 2020. As per the approved IDP/Budget/PMS Process Plan, an IDP public participation schedule was developed in consultation with the Ward Councillors. The schedule was advertised on the local newspaper dated 30 September 2019. The communities were mobilised to attend the IDP consultative meetings. Public participation meetings were held in all 19 Wards. Public participation meetings were held from the 08 October – 31 October 2019. Communities in each ward were given the opportunity to raise issues or problems that they are currently facing within the municipality, mainly regarding service delivery. Needs analysis report was prepared dated 4th of December 2019 to conclude the Analysis Phase.

2.7.2.3 Strategy Phase

Mkhondo Strategic Planning Session will be held in March 2021. The Mkhondo Strategic Planning Session encompassed all management and all Councillors. The main purpose of the Mkhondo Strategic planning sessions was mainly to formulate or develop key strategies, objectives and baselines and review five-year targets in order to address the identified challenges within the Municipality. During this phase the municipality identified the best technique to achieving its development objectives which leads to the identification of key projects.

2.7.2.4 Projects and Integration Phase

An IDP/Budget Steering Committee meeting was held on the 18 January 2021. The purpose of the meeting which was mainly to present the 2020/21 Budget Adjustment Report; to recap on the priorities and development objectives that are outlined in the Integrated Development Plan (IDP) 2020/21 and Service Delivery and Budget Implementation Plan (SDBIP) 2020/21; to measure how the municipality has performed in the past six months and to ensure alignment of the IDP, Budget and SDBIP. Mkhondo management agreed on the key projects, budget, sourcing of funding, and scope of projects to be implemented over the five-year period. The identified projects were checked against the National and provincial priorities and other related strategies and sector plans to ensure alignment and coordination amongst all spheres of government. An IDP Rep Forum Meeting will be held on the 26 February 2021 and it was postponed due to COVID-19 pandemic. The purpose of the meeting was mainly for key stakeholders (Private sector, National and Provincial Departments etc.) to present their key projects that will be implemented in the next five years and to present the status quo of current projects.

2.7.2.5 Approval Phase

The final IDP 2020/2021 will be tabled to Council for consideration and adoption on the 27 May 2020. The final IDP Document will be placed in key strategic areas and website for comments. As per the approved IDP/Budget/PMS Process Plan, an IDP public participation will be done through our social media, Website and community radio station, due to the state of disaster of Corona virus pandemic. The communities will be mobilised to listen on radio and check our website. Public participation will be held conducted through social media, website, community radio station and local newspaper. Communities in each ward were given the opportunity make inputs towards the development of the review of IDP document. The final IDP document will be approved by Council on the 27 May 2020.

Table 9: Organisational Arrangements for Public Participation

COMPOSITION	ROLES & RESPONSIBILITIES
IDP/Budget Steering Committee	
<ul style="list-style-type: none"> • Municipal Manager • General Manager: Corporate Services Department • General Manager: Technical Services Department • General Manager: Community Services Department • General Manager: Finance Department (CFO) 	<ul style="list-style-type: none"> • Manage the IDP/Budget process, including the process plan • Determine project prioritization model • Determine projects to be funded • Determine the public participation models • Monitor the implementation of projects out-
COMPOSITION	ROLES & RESPONSIBILITIES
<ul style="list-style-type: none"> • General Manager: Planning and Development • Senior Manager: IDP/LED/Tourism • Senior Manager: Town Planning, Building Control and Human Settlements. • Senior Manager: Budget • Senior Manager: PMU • Senior Manager: PMS • Senior Manager: Internal Audit 	<ul style="list-style-type: none"> lined in the IDP • Present the draft IDP/Budget to the Rep Forum • Present the draft IDP/Budget to Council for approval
COMPOSITION	ROLES & RESPONSIBILITIES
IDP Rep Forum	

COMPOSITION	ROLES & RESPONSIBILITIES
<ul style="list-style-type: none"> • Executive Mayor – Chairperson • Members of Mayoral Committee • Municipal Manager • Top Management (Heads of Departments/General Managers) • Senior Manager: IDP/LED/Tourism • Senior Manager: Budget • Senior Managers • CEO of Parastatals • Traditional Authorities • Ward Councillors • Ward Committees • CDWs • NGOs • Organized Business • Provincial Departments 	<ul style="list-style-type: none"> • Serve as a platform for stakeholder’s engagement • Represent constituency interest in the IDP/Budget process • Promote stakeholder’s integration and alignment • Information assimilation/ -oddissemination • Capacity development and sharing • Comment of the draft IDP/Budget

2.7.2.6 Public Participation

IDP steering committee

DATE	TIME	VENUE
11 November 2020	10:00	Council Chamber
18 January 2021	10:00	Virtual

IDP Rep forum

DATE	TIME	VENUE
22 September 2020	09:00	Virtual
26 February 2021	09:00	Virtual

2.8. PUBLIC PARTICIPATION FOR 2020-2021 IDP SCHEDULE

FIRST DATES FOR CONSULTATION	SECOND DATES FOR CONFIRMATION OF NEEDS	WARD
11 October 2020	April 2021	1
10 October 2020	April 2021	2
25 October 2020	April 2021	3
10 October 2020	April 2021	4
11 October 2020	April 2021	5
11 October 2020	April 2021	6
17 October 2020	April 2021	7
23 October 2020	April 2021	8
21 October 2020	April 2021	9
11 October 2020	April 2021	10
24 October 2020	April 2021	11
15 October 2020	April 2021	12
22 October 2020	April 2021	13
22 October 2020	April 2021	14
22 October 2020	April 2021	15
18 October 2020	April 2021	16
18 October 2020	April 2021	17
13 October 2020	April 2021	18
29 October 2020	April 2021	19

Public participation meetings were held in all 19 Wards as per the meeting schedules. The tables below contain community needs as identified through public participation:

WARD 1: CLLR R P HLATSHWAYO

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Toilets	New stand & Mkhize village	Not specified	Pits toilets are full VIP needed	Mkhondo, GSDM and PWRT
2.	Road	New stand, kwangema north & Mkhize village, RDP & Emazozweni	Not specified	If there is a situation that is an emergency it's not easy road is damaged everywhere	Mkhondo, GSDM & PWRT
3.	Paving	New stand, kwangema north & Mkhize village		Road is highly damaged. Paving needed	Mkhondo, GSDM & PWRT
4.	shelter	Through the ward	Not specified	School children are suffering	All Private and public Sector
5.	Job opportunities	kwaNgema north, mkhize village, new stand & Emazozweni	Not specified	High number of unemployed	All Private and public Sector
6.	Water	kwaNgema north, new stand & Mkhizeville	Not specified	- they don't have money to pay water	Mkhondo, GSDM & DWS
7.	Electricity	Dunusa, Houses next to Kangra mine, and DSD office	Not specified	They don't have electricity	Mkhondo, Department of Energy & Eskom
8.	Mall	Saul Mkhize village	Not specified	In need of shopping centre because high population and will also create job opportunities.	All Public and Private Sector
9.	Ambulance	New stand clinic	Not specified	We need the resident ambulance for Saul Mkhizeville.	Department of Health
10.	Tittle deeds	Mkhize village	Not specified	RDP houses that need to be removed for wet place.	Mkhondo & Department of Human settlement
11.	CWP tools	New stand, Mkhize village, kwangema	Not specified	Are	Mkhondo & CoGTA
12.	Electricity	Whole ward	Not specified	We have electricity but some of households need connections (Infills).	Mkhondo, Department of Energy & Eskom

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
13	RDP and PHP houses	Entire ward		Need the government to build the houses for the community as most of the are living in the mud houses and some thrir houseses were damage by storm	Mkhondo & Department of Human Settlement
14	Renovation of the Community Hall	Saul Mkhize ville and KwaNgema North		The hall is damage need some renovations	Mkhondo and Department of Huma Settlement
15	Coolection of waste	RDP Houses		Community are dumping waste at all open spaces	Mkhondo
16	Fixing of fance at Municipal Office	Municipal Offices		The fance at Municipal office is damage	Mkhondo
17	Sites	Next to RDP HOUSES		Community need sites	Mkhondo & Department of Human Settlent
18	High mast light	Clinic, New stand, RDP houses, nest to Vukubone & KwaNgema North		There is lot of crime at night since is dark	Mkhondo, Department of Ernegy and Eskom
19	Sports ground and Stadium	RDP next to Library		The need to develop sport and remove kids from the street	Mkhondo & DCSR
20	Cutting of trees	Next to library at RDP area		Criminal are hiding with the trees and rob the community their belongings	Mkhondo and SAPS

Table 7.1: Ward 1 community needs

WARD 2: CLLR T S NKOSI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Php and RDP houses	Taaibosspruit2,donkerhoek,Kwambilitshisi,Kwasicathulo,Masi hambisane west,Nkosinathi,Mvathaza,Prospect 1,Rooikop, Jagdrift			Department of Human Settlement
2.	Electricity	Taaibosspruit2,donkerhoek,Kwambilitshisi,Kwasicathulo,Masi hambisane west,Nkosinathi,Mvathaza,Prospect 1,Rooikop, Jagdrift	307	Electrification of household and infills	MLM, Eskom & Department of Energy
3.	Water	Whole ward	-		Mkhondo, GSDM & DWS
4.	Shopping mall	Whole ward			All private and public sector
5.	Employment opportunities	Whole ward	-	Many youth are unemployed	All private and public sector
6.	Land for farming/grazing	Saul Mkhizeville,Driehoek,Nkosinathi	Not specified	Food security and cow need grazing land	MkhNDO, Department of Rural Development and land reform & DARDLEA
7.	Bridges	Nkosinathi,Lindelani east&west	Not specified	Pederstrain bridge for learners to cross safely from one school to another	Mkhondo & PWRT
8.	Bursaries	Whole ward	-	-	All public & private sectors
9.	Community Hall	Saul Mkhizeville	2950	-	Mkhondo & Department of Human Settlement
10.	Police station	Saul Mkhizeville	2950	High crime	SAPS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	Skills centre	Saul Mkhizeville	2950	High rate of unskilled youth	Department of higher Education and private Sector
12.	Shopping centre	Saul Mkhizeville	2950	In need of shopping centre because high population and will also create job opportunities	Mkhondo, DEDT and Private sector
13.	Petrol Garage	Saul Mkhizeville	Not specified	In need of petrol station, because of the one that we have is not operating	Private Investors & Department of Energy
14.	Cooperatives support	Whole ward	-	-	All public and Private Sector
15.	Clinic	Saul Mkhize and Donkerhoek	2950	Additional clinic required and more staff member to be employed	Department of Health

Table 7.2: Ward 2 community needs

WARD 3: CLLR D M NTSKAKALA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	RooiKraal, Malayinini, Ntithane, Amsterdam 2, Mhlongamvula, Donkerhoek and Driehoek	340		ESKOM, MLM & Department of Energy
2.	Water, Boreholes & Jojo tanks	Goedhope, Alzu Farm, Bosse-Alleen, RooiKraal, Malayinini, Grootriefvlei, Ntithane, Vezimpilo, Amsterdam 2, Mhlongamvula, Tower, Madanca Annyyspruit, Sangweni CPA, Etshondo, Donkerhoek and Driehoek	417		MLM, GSDM & DWS
3.	New sites	Mabola	+800	New township establishment	MLM & Department Human Settlement

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
4.	Grading and Re-gravelling.	Entire ward	Not specific	All roads are damaged there is also a need for storm water drainage and paving	MLM,GSDM & PWRT
5.	Sportfield Maintenance	Mabola, Nkululeko, Ngema, Ntithane, Etshondo, Matafuleni and Etseni		Many teams share one field for training and league games.	GSDM, MLM & DCSR
6.	RDP	Entire ward	1400	There is less than 100 RDP in the entire ward	DHS
7.	Toilet and Sanitation	Entire ward		Only part of Kwangema and Mabola has toilets we need to have more throughout the ward	MLM,GSDM & DWS
8.	Speed humps	R543 road Madanca, Ematafuleni, Kwangema and Mabola			MLM, PWRT & Kangra
9.	Footbridges	Alzu Farm,Ntithane and Mabola	107	Risk of school children crossing river	MLM &PWRT
10.	Grazing land	Mabola		Cattle graze near the roads, and causing accident at R543	MLM/DARDLEA, Kangra & Rural Development
11.	Multipurpose centre and Community Hall	Mabola, Ngema	Not specified	To be utilized by youth for access to internet and information Centre	MLM & CoGTA
12.	Educational facilities	Ntintane, Etsheni, Etshondo, Mabola, madanca and Nkululeko	Not specified	Most rural school have multi-graded classes. Consider school enrolment.	Department of Education
13.	Sewer services and Maintenance	Mabola	549	Health hazard to nearby community. New sewer for school and new clinic to be joined to the police station sewer which is spilling by roadside	MLM,GSDM & DWS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Cemetery site and fencing	Entire ward	Not specified	Unfenced cemeteries are damaged by animals while others are occupied illegally by people who need sites	MLM
15.	Fuel filling station	Mabola and KwaNgema	Not Specified	More than 80KM distance between Mkhondo and Wakkerstroom(R543)no garage	Private sector & Department of Ernegy
16.	Hawkers stalls and dumping site	Mabola	549	To reduce the high level of littering and illegal occupation of land	MLM and DEDT
17.	Job opportunity	Entire ward			All public and private sector
18.	Taxi rank shelter	Ngema, Mabola	Not specified		MLM & PWRT
19.	New Township establishment	Mabola	800	Brewing problem due to chiefs allocation of sites without involving the Municipality regarding the vailability of water and electricity	Mkhondo & Human Settlement
20.	Sidewalks pavemennt	Matafuleni and Ngema		To combat accidents to school kids who travel on roadside 4km to and from school	

Table 7.3: Ward 3 community needs

WARD 4: CLLR S D THWALA

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle	360	There is no electricity in all private but we manage to get permission for electricity and owner	Mkhondo, Department of Ernegy & Eskom
2.	Toilets	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle,RDP Iswepe,Haartebees Farm	944		Mkhondo , GSDM & DWS
3.	RDP Houses	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, ISwepe,Drieipan,	944		Department Of Human Settlement
4.	Roads	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle,Drieipan, RDP Iswepe,Bushman Bend,Tryson,	944		Mkhondo & PWRT
5.	Water	Emakhanga,KaVo, RDP Iswepe,Drieipan,Bushmen Bend,Tryson,KaVuka, Haartbees Farm	944		Mkhondo , GSDM & DWS
6.	Soccer field	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle,Tryson,Bushmnen , Emsinyane,Panbult,KwaVuka,Haartebees Farm	944		Mkhondo & DCSR
7.	Police station	iswepe			SAPS

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
8.	Paving	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle, Tryson, Bushmnen , Emsinyane, Panbult, KwaVuka, Haartebees Farm	944		Mkhondo & PWRT
9.	Dumping site	RDP ISwepe	944		Mkhondo, GSDM & Department of environmental affairs
10.	High school	ISwepe	944		Department of Education
11.	Taxi rank	Iswepe	944		Mkhondo & PWRT
12.	Community hall	ISwepe	944		Mkhondo & Department of Human Settlement
13.	Speed hump	Iswepe	944		Mkhondo & PWRT
14.	Sites	Iswepe	944		Mkhondo & Department of Human Settlement

Table 7.4: Ward 4 community needs

WARD 5: CLLR J P MAKHATHINI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	New sites	entire	Not specified	Backlock of sites people on house holds the number of families are growing	Mkhondo & Department of Humansettlement

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPO NSIBLE SECTO R
2.	Extension of kwaThandeka of cemetery	Entire ward	Not specified	Our old cemetery is about to get full we need extension of old cemetery or new one.	Mkhondo
3.	Electricity water in rural	Sarashof, nkolovane sterfontein,nhlabthi farm	50	Only 4 farm sections	Mkhondo, Department of Energy & Eskom
4.	New school	Entire ward	20	Overground of learners at nganana sec school it services 5 wards	Department of Education
5.	Paving ext. 3	Ext.3 section	-	The roads are in bad conditions	Mkhondo & PWRT
6.	Church sites	Ext2 & ext 3	Not specified	Tose extentions don't have church sites.	Mkhondo
7.	Feeding scheme centre	Ext 2 & 3	Not specified	Unemployment rate I high people who are taking treatment.	Mkhondo & DSD
8.	Electricity pay point	Kwathandeka	Not specified	People from kwathandeka walk to town to buy electricity we need electricity point at kwathandeka	Mkhondo
9.	Community park and gymnasium	kwaThandeka	-	Our children don't have a safe place to enjoy and keep them busy	Mkhondo & DCSR
10.	New creche	kwaThandeka		New chreche is needed children walk longdistance to the old chreche	DSD
11.	Stadium renovation	kwathandeka		Kwathandeka emoyeni stadium needs renovations	Mkhondo & DCSR
12.	Paving of road to Nganana school	Kwathandeka	Main Streets	Sites neighbouring to the school complaining about the dust roads	Mkhondo & PWRT
13.	Bus taxi shelters.	KwaThandeka		Kwathandeka section.	Mkhondo
14	Roads graveling	KwaThandeka	Local roads	Most roads are damage	Mkhondo & PWRT

Table 7.5: Ward 5 community needs

WARD 6: CLLR T S MAFUYEKA

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
1	Electricity	Makhwabane. Derby Ntintinyane, Derby Mission, Kamancele farm , Smith farm. Cascade, Ndlozane, Mafour , Assegai, Dalia Mission,Makhwabane, uHlelo CPA, ,Metshisweni 1 & 2. Manzamnyama.Kheskhes, Kranskop farm. Indozane.		The issue of electricity must be resolved as soon as possible to the Villages that have no electricity in the ward and most of the villages are budgeted in 20/21 &21/22 Year budget.	Eskom, Mkhondo Department of Energy
2	Solar panels	Mavumbuka, Witrand, Rustplaas one. Metshisweni,Kheskhes Nambe.Derby marondwen.	13	These Community households are scattered and it is difficult for the municipality and Eskom to provide electricity and the agreement was to provide them with solar panels so save finances.	Eskom, Mkhondo Department of Energy
3	Water reticulation and Boreholes	Amakhaya Face 3.Water smith all the branches Maswazini, Redkliff ,Evergreen village,Redgreen, Old Belfas,t New Belfast, Harlem ,Derby Ntintinyane,Madalas,Nyandei, Derby mission ,Mehlomane, Witrand , Day Farm , HLELO CPA, Mavumbuka, Rustplaas 2 ,Kadlothovu, Kroomrivier, Smith farm. Dalia Matshotshombeni. Emetshisweni, Kamancele farm, Dalia & Haanerkom, Endlozane, Smith farm, Mafour, Assegai,Manzamnyama, Evergreen, Witrand Villagies Entire ward 06. Redgreen. Day Farm.		.The issue of water is the number one priority in the ward. .To those using the truck to deliver water sometimes they are complaining because they are staying more days without clean water and they continue to drink dirty water in their areas.	Mkhondo, DWS & GSDM
4	Housing	Ezakheni Village Old Belfast & new Belfast ,Rustplaas 1, Rustplaas 2,		Issue of Houses in the ward is one of the priority need.	Mkhondo & Department of

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Dalia Hanerkom Mission Villages, Makhwabane, Mavumbuka, Uhlelo River side,uHlelo CPA, Kwadlothovu, Derby Ntintinyane, Derby & Derby mission, Ndlozane Villages, Haarlem, Witrand,Matshotshombeni Brinjini Charcoal Villages, Kamancele farm, Amakhaya, uHlelo CPA, Smith farm, Mafour, Assegai. Ezintandaneni ,Kromrivier, Metshiswen1 & 2, Rustplaas 1& 2, Water Smith all branches Spring Value. Redklif all branches, Gulek,Maswazin,Kheskhes, Manzamyama, Evergreen, Ka Day farm.Estinini.Matatazel Farm. Entire ward 06		Some people are staying in the mud houses that are collapsing down during the raining season.	Human Settlement
5	Bulk sewer and sewer network	Rustplaas one, Rustplaas 2, Ezakheni, Uhlelo River side, Amakhaya.		We need the Bulk sewer to this villages because Rustplaas is the semi urban area and is already establish as a township and the sewer network.	Municipality and GSDM and DWS
6	Low FlushToilets	Ezakheni Village. Old Belfast & New Belfast. Rustplaas Estinin 2. Dalia Hanerkom, Mission Villages. Makhwabane. Mavumbuka. Uhlelo Riverside. Uhlelo CPA. Kadlothovu. Cascade all Villages. Redcliff all Villages Water Smith all Villages. Spring value. Metshisweni 1 & 2. Geluk Thuthukani Buhlebuyeza. Ka Day Farm.Ndlozane. Harlem all Villages. Derby Ntintinyane Madalas Mission.Matatazela Farm. Witrand Matshotshombeni, Brinjini, Charcoal		We have VIP toilets in some of our villages and in some of our farms but those that are full need to be drained or to help them with the new Toilets because they are now creating high healthy risk to the communities, and also in other Villages there are no Toilets at all, or others Villages they do have but not enough others they don't have toilets at all. We request our Department of	Municipality and GSDM and DWS

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Villages. Aseggai, MaFour, Kamancele, Maswazini. Entire ward 06.		Water and sanitation to change the current system of the toilets to the better.	
	CLINICS & Mobile Clinics	Rustplaas Derby we request to change to be a Centre Clinic & Mobile Clinics in the entire ward 06.		Municipality and Department of Human cyclamen	Department of Health
8	Community Halls	Rustplaas 1, Old Belfast ,new Belfast ,Rustplaas 2, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlothovu,Derby Ntintinyane, Emarondweni,Derbymission,Derby Nyandeni Madalas ,Ndlozane, Haarlem, Witrand Mtshotshombeni Ebrinjini Charcoal Village, Kamancele farm, Amakhaya, Smith farm, Mafour, Assegai. Ezintandaneni ,Kromrivier emetshiswen,Rustplaas 2, Emetshisweni,Kromrivier,WaterSmith ,Kheskhes, Redklif, Gurlek,Maswazin,		We don't have the Community Halls in our Ward especially at Rustplaas because Rustplaas is the semi urban area it is difficult to have shelter if there is a wedding or any Community gatherings.	Mkhondo Municipality and Department of Human Settlement
9	Paving of Roads	Rustplaas 1& Ezakheni. Uhlelo/Riverside. Amakhaya.		Rustplaas 1 as the township establishment really need proper community access roads to School, Cemeteries, Clinic and to Community halls. Ezakheni CPA area is also well planned but their problem is road network. And entire ward.	Mkhondo, GSDM & PWRT
10	Satellite Police station and CPFs.	Rustplaas one. Witrand or Dalia,Redklif or Maswazini.		There is a growing of crime in our ward assault stock thefts house breakings and growing of alcohol and ducks in some areas so that is why we need a sate elite police	SAPS

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
				station or operation centre at Rustplaas Village and that can help the work of the CPFs to be ease.	
11	Cell phones network Vodacom and MTN Cell C and other cell phone networks	Ndlozane, Derby, Harlem Belfast, Marondweni, Madalasa, Haarlem, Ntintinyane, Dalia Mission, Redkliff, Ndlozane. Mavumbuka Dalia		The Cell phone network will help the community in that affected in these mentioned area to communicate with emergence Departments like policy Ambulances Disaster Departments. I will be very much appreciate if this request can be tacked very Serious and as soon as possible.	Vodacom, MTN, Cell C & Telkom
12	Schools that need to be revamped	1. Mlilo Comprehensive School 2. Derby Lower Primary School 3. Mehlwemamba Lower Primary School 4. Holdesheim Lower Primary School 5. Yellowstone Lower Primary School 6. Ziwelile Lower Primary School 7. Vulindlela Lower Primary School 8. Siyeza Lower Primary School.		These schools need to be revamped with the new classrooms, clean water and toilets.	Department of Education
13	Job Opportunities and skills Development.	Old Belfast, new Belfast, Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlathovu, uHlelo CPA, Derby Ntintinyane, Emarondweni, Derby mission, Derby Nyandeni, Madalas, Ndlozane, Harlem, Witrand, Mtshotshombeni, Ebrinjini Charcoal Village, Kamancele farm,		The skills development will help the community to develop the self and that will reduce the unemployed rate in the ward.	All private & Public Sector

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Amakhaya, Smith farm, Mafour, Kheskhesi, Assegai. Ezintandaneni, Kromrivier emetshiswen, Rustplaas 2, Emetshisweni Kromrivier, Water Smith, Redklif Gurlek, Manzamnyama, Maswazin, Evergreen.			
14	LED	Entire ward if is needed		The LED will help our business people to grow up in the ward and reduce also the unemployment rate in the ward.	All Private and Public Sector
15	Township establishments.	Rustplaas one, and other Proposed areas in the ward.		That will help the area to be easily developed.	Mkhondo Municipality and Department of Human Settlement
16	Roads and sport grounds grading.	Old Belfast, new Belfast, Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlothovu, Derby Ntintinyane, Emarondweni, Derby mission, Derby Nyandeni, Madalas, Ndlozane, Haarlem, Witrand, Mtshotshombeni, Ebrinjini Charcoal Village, Kamancele farm, Amakhaya, Smith farm, Mafour, Assegai. Ezintandaneni, Kromrivier, emetshiswen, Rustplaas 2, Emetshisweni, Uhlelo CPA, Kheskhesi, Kromrivier, Water Smith,		Will help the all Vehicles in the area to be not damaged and also the sports grounds to be rights for the young to keep them buses and reduce drugs and alcoholic in the ward	Mkhondo, GSDM and Department of Public Works.

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Redklif,Gulek,Evergreen,Manzamnyama, Maswazin,			
17	Elderly Centres	Rustplaas one and Entire ward.		The Department Social and Development Mkhondo to assist them.	Department of Social Development
18	Day Care Centres	To the entire ward 06.		Department of Social Development Mkhondo Municipality to assist them.	Department of Social Development
19	Multipurpose Centre and youth Centres.	Rustplaas.		The Multipurpose centre will help the young people about their activities and also the community gatherings and to get service to the area.	Mkhondo and CoGTA
20	Sport Centre facilities.	To the entire ward if is needed.		The sport centre will help them for games and keep them busy.	Mkhondo Municipality and DCSR
21	Disable Centres	Rustplaas one and Entire ward		We need them to be protected during the day while the others are at work or schools.	Department of Social Development
22	Collection of Solid waste.	To the entire ward.		The collection of waste will help the communities to stay clean in their areas.	Mkhondo Municipality
23	High mast lights	To the entire ward		The high mast lights will reduce crime in the ward.	Mkhondo Municipality, Eskom and Department Energy
25	Lightning conductors	Makhwabane Village		The lightning conductors will protect the communities and	Mkhondo, GSDM and Eskom

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
				their home from the damages of the lightning.	
26	Agriculture, commercial farming and Land for Grazing.	To the entire ward		Agriculture will help the communities to cultivate food for themselves and also to help the country for the food security	Mkhondo Municipality, Local private sectors, and NYDA, Department of Labour, CWP, EPWP, Phezukomkhono, Siyatentela, together with other Local stakeholders.
27	Storm water drainage	Rustplaas one		Will help the streets not to be damaged by water.	Mkhondo Municipality and PWRT
28	Bridges	Rustplaas, Kwamancele, Amakhaya.		There are areas that need bridges for vehicles to crossing.	Mkhondo Municipality and PWRT
29	Cemetery yard.	To the entire ward		The fencing of the Cemetery will protect the graves damages.	Mkhondo Municipality & Private Sector

Table 7.6: Ward 6 community needs

WARD 7: CLLR J L I BRUSSOW

NO.	NEEDS	VILLAGES/ TOWNSHIP /FARM	NO.OF HOUSEHO LDS	COMMENTS	RESPO NSIBLE SECTOR
1.	Resident site	Group 10/eMkhondo		We need more sites	Mkhondo & Department of Human Settlement
2.	Electric main Substation	eMkhondo		Additional transformer	Mkhondo, Department of Energy & Eskom
3.	Roads	eMkhondo		Resealing and patching of potholes	Mkhondo, GSDM & PWRT
4.	Street light	eMkhondo		Additional street in all whole street	Mkhondo, Department of Energy & Eskom
5.	Road signs & street naming	Emkhondo/group 10		Renaming of street and put signs where the name was change	Mkhondo & DCSR
6.	Electricity	eMkhondo		Confirmation of hydroelectricity implementation	Mkhondo, Department of Energy & Eskom
7.	Railings, sidewalks/bridges	eMkhondo		Maintaining of drainage and storm water service	Mkhondo & PWRT
8.	Hall	Group 10		Hall is needed in group 10 because of growth number of population	Mkhondo & Department of Human Settlement
9.	Extension/Upgrade of the clinic	eMkhondo		Extension of the existing structure is too small to accommodate all population	Department of Health
10.	Church Street hawkers	CBD		Development of hawker in church street	Mkhondo & DEDT
11.	Taxi Rank	CBD		Expanding of Taxi rank	Mkhondo & PWRT

NO.	NEEDS	VILLAGES/ TOWNSHIP /FARM	NO.OF HOUSEHO LDS	COMMENTS	RESPO NSIBLE SECTOR
12.	High school	eMkhondo		Additional high school	Department of Education
13.	Job Opportunity/skill development	eMkhondo		Job opportunities need we have many unemployed youth and skill centre to help youth to gain skill and open more doors	All Private and Public Sector

Table 7.7: Ward 7 community needs

WARD 8: CLLR M Z NGWENYA

NO.	NEEDS	VILLAGES/ TOWNSHIP/F ARM	NO.OF HOUSEH OLDS	COMMENTS	RESPO NSIBLE SECTOR
1.	Land	Ajax, Matsheni, Dr Pols, Mancithini, Newhome, Malayinini and Maphepheni	171	The challenge of land is long overdue the community of Ajax in particular need the residential land, the offer for land purchase forwarded to the Department in 2012 by Land Lord. Newhome land owner by Mondi and Maphepheni need site pegging. Most land owned by Private Companies or White Farmers.	Mondi and Department of Rural Development and Land Reform
2.	Water	Dr Pols, Gadlanga, Groenfontein, Kwacilo, Madola, Rooipot Farm, Matheni, Mission, Portigtershoek	Not specified	Most of the farms use to access water through boreholes, other boreholes are dry and other need proper connections and maintenance	MLM, GSDM & DWS
3.	School Transport	Ajax		The department withdraw the scholar transport due to less than 5 km distance but the community not satisfied	PWRT AND Department of Education
4.	Primary school	Ajax/Dr Pols		Due to N2 road cross by children not safety community request for alternative by construction of the school	Department of Education

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
5.	Youth cen- tre	Whole ward		We used to have structure for the Youth centre to assist the youth on accessing information and write CV but it closed due owner of the building refuse to continue provides us with building	Department of Social Development
6.	Electricity	Dr Pols new stands,Gadlanga, Groenfan- tein,Kwacilo,Madola , Rooipot Farm,Mission, Portigtershoek,Mali yinini new stand Ampie Farm Sunbank	Not specified	At Dr pols and Malayinini new stand need electricity,other areas need to electrified since they have no electricity	Mkhondo, Department of Ernegy & Eskom
7.	Waste removal	All ward no waste removal	Not specified	Our ward is rural some village need removal or management	Mkhondo, GSDM & DWS
8.	Community projects	All village not having CWP		Most of our community need community project to eliminate the challenge of job opportunities	Mkhondo & CoGTA
9.	Sport field	Entire ward		All ward need maintenance of available sport ground and more sports code facilities needed	Mkhondo & DCSR
10.	Roads	All ward		Our ward roads need regravellig and open of entrance roads since it's a gravel roads.	Mkhondo, GSDM & PWRT
11.	Cemeteries	All ward		We need fencing of cemeteries and other areas need land for cemeteries	Mkhondo
12.	Clinic	Kleinvrystaat,Athalia and Maphepheni		Our community walk long distance to access health facility or must use mobile clinic challenge visit once a month while most people in need of health services	Department of Health

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
13.	Sanitation sewer	Maphepheni,Ajax,at halia and Malayinini	Not specified	VIP toilets and Pit toilets are healthy and our areas access water from the boreholes it mighty contaminated	MLM,GSDM & D WS
14.	RDP houses	All	Not specified	Most people in ward 08 stays in mud houses, they needs assistance for those have land	Department of Human Settlement

Table 7.8: Ward 8 community needs

WARD 9: CLLR T W MANANA

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEH OLD	COMMENTS	Responsible Sector
1	Clinic	Sulphur springs(emathendeni) MIDDLE OF THE WARD	8733	Ward 09 community travel 50km to access clinic in town. People taking medication daily suffer default due to the long distance to access medication.	Department of Health
2	Hall	Sulphur springs(emathendeni) MIDDLE OF THE WARD	3000	We don't have a place to convene meetings and events. Government and communities are convened under trees.	Mkhondo & Department of Human Settlement
3	Water	Ezibawini ,Ezimbongeni ,Kubhedu no1 ,Kubhedu no3 ,Vezokuhle ,Encaneni ,Nkokhweni ,Qalokusha1&2 ,Mpumelelo(khumalo) ,Masakhane ,Berbice ,Bhadaza ,Mozane , Engwenyameni , Nyamane , Sulphuresprings , Confidance , Congo , Alma , Mahamba ,Kwandlebe , Sphuthuma , Madlodlongo , Kwarati , Wagentrief , Kwajakobe , Kwajongo , Kwabhansi , Exhoseni , Esguqeni , Emadulini 1,2&3 , Moolman emagesini , Moolman shop , Kwabholo 1&2 , Kwagusheni , Ngubevu , Skapral 1&2 ,Mantonga ,	4987	There is a huge water crisis in ward 09.	Mkhondo, GSDM & DWS

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	Responsible Sector
		Kwambhucu , Kwaqgamu , Kwakhothi , Moolman kwazeff , Moolman TWK , Moolman Rulf , Emgombeleni , Kumpongwane , Masakhane 2			
4	Electricity(projects)	Congo,Alma,Kwandlebe,Berbice, Madlodlongo,Sulphur springs,Kwajongo,Sphuthuma, Jakobe,Confidance,Kwarati,Ogwayini,Ncaneni,Ezimbhonjeni, Skapraal,Ngubevu,Mchwathibane,Moolman,Esguqeni , Nkokweni , Ngwanyameni , Emgombeleni , Emadulini , Kwandoyane, Watervir, Wagendrift[kwahhansi], Ezimbidleni , Emozane emasotsheni	3240	All the mentioned villages need electricity, they can't buy refrigerators food because of no electricity. Farmers do not allow them to collect firewood's in their forest.	Mkhondo, Department of Energy & Eskom
5	Land	Sulphursprings , Congo , Confidance , Berbice , Encaneni , Nkokhweni , Alma , Kwandlebe , Madlodlongo , Sphuthuma , Kwajongo , Kwarati , Blomendal , Esguqeni , Kwahhansi , Kwakhothi , Exhosini , Ogwayini , Kwajakobe , Skapraal , Kwabholo , Engubevu , Emantonga , Moolman Speenkopies , Kwandoyana, Watervir, Wagendrift	2733	Communities can't access basic government services as they are not entitled to the land. Farmers evict people in their farms.	Department of Rural Development and Land Reform, DARDLEA & Mondli, Sappi
6	Thusong Center	Sulphur springs(emathendeni) MIDDLE OF THE WARD	8733	It is expensive to travel to town to access government services such as Home Affairs, Department of Social Development, SASSA and Agriculture. It cost R100 per trip to access basic services.	Mkhondo & CoGTA
7	Job opportunities	Entire ward	8733	More job opportunity need because youth are unemployment.	All Private and Public Sector

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	Responsible Sector
8	RDP Houses	Entire ward	8733	People are living in mud houses and some are living in private land so they can't get house in farm.	Department of Human Settlements
9	Roads	Mantonga,Ezimbidleni,Berbice ,Mahamba,Esguqeni, Kwamagadla , Confidance , Delfkom , Congo , Ezimbhlonjeni , Ezibawini , Sbetha , Kubhedu , Masakhane , Kwajongo , Mpumelelo ,Sqalokusha, Ezimbidleni	537	Roads are not in good condition government properties found difficult to give community services such Water Tanks, School Bus and other institutions.	Mkhondo, GSDM & PWRT
10	Schools	Cana Combined School , Dumsani Primary School , Mantonga primary school ,Blomendal primary school , Moolman combined school ,Delfkom primary , Nkokhweni primary school , Mahamba primary school		The school in the private land and building is for MISSION.	Department of Education
11	Sports ground	Kwabhedu,Delfkom,Ndwalaza, Berbice,Sulphursprings,Kwarati,Confidance,Wagendrift,Kwahansi,Moolman,Mantonga,Kwamagadla,Mahamba,Ezimbidleni,Sphuthuma , Bloomendal , Enhlebelala , Ezibawini ,	851	The sports ground are not in a good condition for youth play and they develop a promotional league they find difficult for them to play on that sports ground.	Mkhondo & DCSR
12	Electricity (infills)	Ezimbidleni , Blomendal , Masakhane , Ebhodweni , Bergplaas , Delfkom , Evezokuhle , Kubhedu , Sbetha	219		Mkhondo, Department of Energy & Eskom
13	District roads	D646, D2486, D390 & D466	Hole ward	The district roads have BIG pot holes and bridges are not in good condition are very bad	PWRT
14	Cellular Network	Delfkom , Evezokuhle , Enhlebelala , Bergplaas , Kwajongo, Sphuthuma, Mantonga, Kwamadlondongo	2114	All the mentioned villages don't have good access in cellular network which makes hard for them to be connected	Vodacom, MTN, Cell C & Telkom
15	CWP Project	Delfkom , Kubhedu , Evezokuhle , Esbetha , Blomendal , Ezimbidleni , Wagendrift , Kwahansi ,	2000	All the mentioned villages have a need of CWP project	Mkhondo & CoGTA

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	Responsible Sector
		Exhoseni , Ogwayini , Kwajakobe , Emadulini , Kwamagadla , Esguqeni , Kwarati			
16	Pedestrian Bridges	Ezibawini , Ebhadaza , Ezimbonjeni, eBhodweni	689	The community find it difficult to go to school and work if it is raining	Mkhondo and PWRT
17	Borehole	Kwakhothi , Emadulini 1,2,& 3 ; Confidance , Eguqeni , Kwamadlologo , Alma , Ezibawini , Ezimbhoni , Enkokhweni , Skapral 1&2 , Kwabholo 1&2 , Engubevu , Ebhadaza , Emasotsheni , Engwenyameni , Kwandoyana , Esgodlweni , Cana, Sulphursprings		The community have got a big problem of getting clean water and also the spring water that were using is dry	Mkhondo, GSDM & DWS
18	Reticulation	Enhlebeli , Ezimbidleni , Wagendrieff , Ebhodweni , Kwamagadla , Evezokuhle ,	987	The community have an access of getting clean water but it is to far to other household and the old people find it difficult to use the hand pump borehole they are asking for jojo tanks , water pipes and taps on the streets.	Mkhondo, GSDM & DWS
19	VIP Toilets	Entire ward	8733	The rate of crime and sexual harassment is high and the community find it difficult and also afraid of realising themselves in the forestry.	Mkhondo, GSDM & DWS
20	Highmast light	Ebhodweni	44	The light is not working because it's using solar system the community ask an assistance of conveying it to electricity.	Mkhondo, Department of Energy & Eskom
21	Youth center	Sulphursprings	Hole ward	The whole community and the youth of ward 09 get assistance on that youth development centre but they find it difficult to get funding.	Department of Social Development
22	Combined School	Cana Combined School		Education is the key weapon for better life in our community but our schools in ward 09 are not well developed	Department of Education

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	Responsible Sector
23	High School	Delfkom , Moolman		The population on those two schools is very high the community ask the adding of classrooms or the building of new schools on those two villages	
24	Satelite Police Station	Delfkom	3122	They have a police station but its only operated in KwaZulu Natal the police that are working on the police station don't want to help the Mpumalanga community. The community ask an assistance of changing the police station to be operated in Mpumalanga as a satellite police station for Mahamba police station because is too far for them to get assistance and Mahamba police station is about 60 kilometres far from the community of Delfkom .	SAPS
24	ABET School	The hole ward	Hole ward	There is huge problem and the rate of people that do not have a metric is high some are early drop out in school because of pregnancy and some are over age	Department of Education
25	Jojo TANKS	Bergplaas , Berbice , Evezokuhle	1641	This tanks do not Supply water to the whole Community because the project did not finish and they use solar system for pumping water and it have a low pressure the community asked for conveying to electricity.	Mkhondo, GSDM & DWS
26	Masakhane project of water	Masakhane (SPORTS GROUND)	24	The community ask the municipality to separate the in fit and the outfit of water pipe to the water tank and the taps.	Mkhondo, GSDM & DWS
27	Water tank	Entire ward 09	67 villages	Suggestion from the community; Municipality must hire local business that have water tank to provide water to the community.	Mkhondo, GSDM & DWS

Table 7.9: Ward 9 community needs

WARD 10: CLLR MD NTULI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEH OLDS	COMME NTS	RESPON- SIBLE SECTOR
1.	Site, RDP & PHP	Entire ward		-	MLM & Department of Human Settlement
2.	Storm water drainage maintenance	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & PWRT
3.	Refuse Plastic Bag	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
4.	Speed Harms	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & PWRT
5.	Notice board of illegal diumping	Kempville,Reitville, Magadeni Sgodiphola		-	MLM
6.	Electricity			-	MLM, Department of Ernegy & Eskom
7.	EPWP Project and job opportunity	Kempville,Reitville, Magadeni Sgodiphola		-	All Private and Public Sector
8.	Paving of roads	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & PWRT
9.	Pipe stands water	Kempville,Reitville, Magadeni Sgodiphola		-	Mkhondo, GSDM & DWS
10.	Renovation of stadium	Kempville,Reitville		-	MLM & DCSR
11.	Pedestrian bridge	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & PWRT
12.	Community hall	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & Department of Human Settlent
13.	Multipurpose centre	Kempville,Reitville, Magadeni Sgodiphola		-	MLM & CoGTA
14	Paving of Taxi route	Oosloop			Mkhondo & PWRT
15	Replacement of 50mm with 100mm water pipe	Newstand & Oosloop			Mkhondo, GSDM & DWS
16	Instalation of Sewer or proper sanitation	Oosloop			Mkhondo, GSDM & DWS

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
16	Primary School	Kempville or Retieville			Department of Education

Table 7.10: Ward 10 community needs

WARD 11: CLLR B C MKHWANAZI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Park Renewal	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	350	Intertainment place is needed	Mkhondo & GSDM
2.	Tarred Road	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba		-	Mkhondo & PWRT
3.	Primary School	Eziphunzini (green field)	3200	Young kids from Eziphunzini walking long distance from greenfield to Nqubeko P School	Department of Education
4.	Library	Eziphunzini	4300	Education is important we need library so that community to be empowered	DCSR
5.	toilet	Eziphunzini	3800	Most of household at eziphunzini they don't have toilet and the challenge is long overdue since the establishment of the section	Mkhondo, GSDM & DWS
6.	Pedestrian bridge	Maraba and Magadeni	2500	The challenge of the pedestrian is long overdue	MLM & PWRT
7.	Job opportunities	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	6900	Povert eradication	All Public & Private Sector
8	Sites	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	10,000	Residential and business sites Agricultural purpose Church sites	Mkhondo & Department of Human Settlement

NO.	NEEDS	VILLAGES/TOWNSHIP/FAR M	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
9.	TVET College	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	10,000	Most of youth need to further education	Department of Higher Education
10.	RDP Houses	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	10,000	Removal of mud Houses	Department of Education
11.	Sport facilities	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	7000	For entertainment and recreational centre	Mkhondo & DSCR
12.	Street light	Sbetha'moya, Magadeni, Eziphu nzini, Thokozane, Maraba	10,000		Mkhondo, Department of Ernegy & Eskom
13.	Water tap/reticulation	Eziphunzini	4800	They don't have access to water	Mkhondo, GSDM & DWS
14.	Solar Gezer	Entire wards Magadeni, Sbetha, Maraba, Thokozane, Eziphunzini	7900	To minimise cost electricity it would better for the municipality to introduce the of Solar Gazer	Mkhondo, Department of Ernegy and Eskom
15.	Taxi road	Eziphunzini, green field	3200	-	Mkhondo & PWRT
16.	Connection of sewer	eziphunzini	6000	For those have RDP house it difficult for them	Mkhondo, GSDM & DWS
17.	Crèche	Eziphunzini	7800	-	Department of Social Development

Table 7.11: Ward 11 community needs

WARD 12: CLLR T B NKOSI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sites and RDP	Entire ward	1200	Residential & Business sites, cresh	Mkhondo and Department of Human Settlement
2.	Job opportunities	Entire ward			All Private and Public Sector
3.	PHP Houses	Entire ward	25		Department of Human Settlement
4.	2 pedestrian bridges & bridge balcon	Entire ward	03	Easy to bypass between phola park and Richard bay	Mkhondo
5.	Speed humps	Entire ward	06	Reducing speed, and speed control	Mkhondo & PWRT
6.	Library	Entire ward		Empower and skill development	Mkhondo & DCSR
7.	High mass light & street light	Entire ward			Mkhondo , Department of Ernegy and Eskom
8.	Road maintenance	Entire ward		Refilling of gravel street & paving	Mkhondo, GSDM & PWRT
9.	V drains to all gravel roads & Storm water drainage	Entire ward		To avoid soil erosion	Mkhond, GSDM & PWRT
10.	Mini complex welding & thusong centre	Entire ward		Empower youth and ensure of batho pele	Public and Private Sector
11.	Recreation facilities	Entire ward		Playing facilities for kids	Mkhondo & DCSR
12	Highmast light	Entire ward			Mkhondo, Department of Ernegy & Eskom

Table 7.12: Ward 12 community needs

WARD 13: CLLR F C MTHETHWA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	RDP houses	Mangosuthu,phoswa,ezip hunzini	17		Department of Human Settler
2.	Primary school	Mangosuthu	50		Department of Education
3.	Pedestrian bridge	Mangosuthu, sbetha	200		Mkhondo & PWRT
4.	Sewer Reticulation	Mangosuthu, phoswa, eziphunzini	500		Mkhondo, GSDM & DWS
5.	Toilet	Mangosuthu,phoswa,ezip hunzini	500		Mkhondo, GSDM & DWS
6.	sites	Mangosuthu all section			Mkhondo & Department of Human Settlement
7.	electricity	Mangosuthu, Eziphunzini, Phoswa	500		Mkhondo, Department of Ernergy and Eskom
8.	Roads	All section	1000		Mkhondo and PWRT
9.	Water	Mangosuthu, Eziphunzini, Phoswa	1000		Mkhondo, GSDM & DWS
10.	Street light	All section	03		Mkhondo, Department od Ernegy and Eskom

Table 7.13: Ward 13 community needs

WARD 14: CLLR Z L MNISI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sewer reticulation	Mangosuthu, Harmony		-	Mkhondo, GSDM & DWS
2.	RDP Hous- es/Residential sites	Harmony park,phola park, mangosuthu, lthandanani & Thandanani(Kwahlalangenkani)		-	Mkhondo & Department of Huma Settlement

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE- HOLDS	COMMENTS	RESPONSIBLE SECTOR
3.	electricity	Thembalabasha & Mangosuthu		-	Mkhondo, Department of Ernegy & Eskom
4.	Storm water drainage	Mangosuthu, Harmony, Thandanani(Kwahlalangenkani)		-	Mkhondo & PWRT
5.	High mast light/Street light	Mangosuthu, Harmony		-	Mkhondo, Department of Ernegy & Eskom
6.	Road	Mangosuthu, phola park, thembalabasha thandanani		-	Mkhondo, GSDM & PWRT
7.	Community Hall/Multipurpose Centre	Mangosuthu, Harmony		-	Mkhondo, CoGTA nad Department of Human Settlement
8.	Job opportunities	Entire Ward		-	All public and Private sector
9.	Storm water drainages	Mangosuthu, Harmony & Thembalabasha		-	Mkhondo & PWRT
10.	Business Sites	Mangosuthu, Harmony		-	Mkhondo
11.	Mobile police station	Mangosuthu, Harmony		-	SAPS
12.	Cultural ,Sport and recreation	Mangosuthu, Harmony			DCSR
13.	Primary School	Mangosuthu, Harmony			Department of Education
14.	Free EDC at Harmony Park Combine school	Mangosuthu, Harmony			Department of Education and Department of Social Development

Table 7.14: Ward 14 community needs

WARD 15: CLLR SNM BOPHELA

	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COM- MENTS	RESPONSIBLE SECTOR
1.	Grading of roads	All villages	800		Mkhondo, GSDM & PWRT

	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
2.	Water	All villages	800		Mkhondo, GSDM & DWS
3.	Job opportunities	All villages	1000		All public and Private Sector
4.	Electricity and infills	Swaartwater, Ekuphileni, Kwamhanga, Commondale(Next to railway line) Ezola Avenue, Langafontein, Normardien, Nederland, Sqintini, Sbhodla, Bazane, CTC/NCT, Mkhabela, Kwagoli, Thalagu, Mqonga,Nkosheni, Obumbano, Salem(Next to railwayline), Confidence, Ogwayini, Emoneni/ KwaJesus, Kwakhili, Skaaland and Kwakhisela	450		Mkhondo, Department of Energy & ESKOM
5.	RDP house	All villages	1000		Department of Human Settlement
6.	Clinic	Commondale	1000		Department of Health
7.	Sanitation	Obumbane,Emkhonjwane,Kwakhisela,Bakenkop,Kwa Mhanga			Mkhondo, GSDM & DWS
8.	disludging	KwaBayers,Khalambazo,Ntombe mission,Nederland,Ebazane,Libhaba, Zitholeni,Jikagogo,Mnaba			Mkhondo, GSDM & DWS
9.	Fencing of cemeteries	Ntombe Mission,Khalambazo,Kwabeyers,Matshamhlophe			Mkhondo
10	Creches	All villages			Department of Education and Department of Social Development
11.	Fencing of school	Matshamhlophe, Zedelingspost,Kwashuku and Mispah			Department of Education

	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
12.	Youth centre	Ntombe Mission,Khalambazo,Kwabeyers,Mat shamhlophe			Department of Social Development
13.	Sport field grading	All farms			Mkhondo & DCSR
14.	Satellite police station	Nederland, Ntombe mission			SAPS
15.	Network	Ekuphileni,KwaMnaba,Ndinsini			VODACOM/MTN /CELL C & Telkom
16.	Food bridge	emajikampondo			Mkhondo and PWRT

Table 7.15: Ward 15 community needs

WARD 16: CLLR T SM ZULU

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Paving roads	Phola park		-	Mkhondo, GSDM & PWRT
2.	Storm water planage	Phola park		-	Mkhondo and PWRT
3.	Sites for the community	Phola park		-	Mkhondo and Department of Human Settlent
4.	Sanitation/ Toilets	Phola Park			Mkhondo, GSDM & DWS
5.	Speed humps	Phola park		-	Mkhondo & PWRT
6.	Sports Ground Equipment	Phola Park			Mkhondo & DCSR

Table 7.16: Ward 16 community needs

WARD 17: CLLR S Z YENDE

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Orgies farm,Kwanjuqu farm,Raiph Hinds,Kwaziphambano farm,KwaMadonki Farm,Phoswa Village, Chriss Hani, Old Welverdiend & Kwamadabukela	1850	-	Mkhondo, Department of Energy & Eskom
2.	High Mast Light	Phola Park(1) Chriss Hani (2),Ezinkomeni(2)	1500	-	Mkhondo, Department of Energy and Eskom
3.	Sewer	Phola Park, Phoswa Village new formal settlement & Ezinkomeni	880	-	Mkhondo, GSDM & DWS
4.	Township establishment	Chriss Hani Village, Nkonjaneni Forest View Village	820	The community of Chriss Hani and Forest View area need to be formalized	Mkhondo
5.	Community Hall	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is growing in numbers	Mkhondo and Department of Human Settlement
6	Clinic	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is growing in numbers	Department of Health
7.	Sports field	Welvadiend, Ezinkomeni,Enkomeni and Ezinkomeni	Not specified	All sport field need to be maintained	Mkhondo & DSCR
8.	Water reticulation	Welvadiend(2) Chriss Hani(4) Phoswa Village		Communal tap Communal tap Water reticulation	Mkhondo, GSDM & DWS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
9.	Borehole	KwaGodi,kwa Njuqu Khumalo trust,Raiph Hitze xi,Ogies x1	100	The is no water at all	Mkhondo, GSDM & DWS
10.	Job opportunities	All villages		The youth of ward need to be given skills and employment EPWP, CWP,MRTT, Phezukomkhondo	All Public & Private sectors
11.	RDP Houses	Welvadiend,Chriss Hani,Phoswa Village, Ezinkomeni,Ezinkonjaneni,Phola Park	500		Mkhondo & Department of Human Settlement
12.	Road and Stormwater	All villages		Re-grading and gravelling of roads across the ward	Mkhondo, GSDM & PWRT
13.	Ploughing tools	All farms		Need support in agriculture	DARDLEA & Department Rural Development and Land Reform
14.	Sanitation and VIP Toilets	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend	600	There is no proper sanitation	Mkhondo, GSDM & DWS
15.	Youth Centre	Phoswa,Phola Park,Ezinkomeni	1880		Department of Social Developmet
16.	Fencing of grave yard	ezinkonjaneni			MLM

Table 7.17: Ward 17 community needs

WARD 18: CLLR CLLR M L YENDE

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Road	All village		Tarred road, paving and regrading	Mkhondo, GSDM & PWRT
2.	Houses	All village		Some member of the community need houses because they live in mud houses	Mkhondo and Department of Human Settlement
3.	Water	Ematsheni, Esidakaneni, Makepisi, Masihambi sane & Heyshope	Not specified	Need water reticulation to houses	Mkhondo, GSDM & DWS
4.	High mast light	All village	Not specified	We have 2 but not working	Mkhondo, Department of Energy and Eskom
5.	Sport field	Saul Mkhizeville	Not specified	There is no place for entertainment and sport facility	Mkhondo & DSCR
6.	Shopping complex	Driefontien area	Not specified	-	All Public and Private Sector
7.	Job opportunities	Driefontien area	Not specified	-	All Private and Public sectors
8.	Fencing of Cementries	Masihambisane	Not specified	-	Mkhondo
9.	Grazing Land	Driefontien, Heyshope, and Makepisi	Not specified	-	DARDLEA, Mkhondo & Department of Rural Development and Land Reform
10.	Satelite Police Station	Driefontien Area	Not specified	-	SAPS
11.	Old age Home	All Villages		-	Department of Social Development
12.	Orphanage home	All Villages		-	Department Of Human Settlement
13.	Storm water	All Villages		-	Mkhondo & PWRT

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Footbridges	Masihambisane,Sdakaneni		-	Mkhondo & PWRT
15.	Electricity	Heyshope&Makepisi		-	Mkhondo, Department of Energy & Eskom
16	Proper sanitation or VIP Toilets	All villages			Mkhondo, GSDM & DWS
17	Schools	Masihambisane			Department of Education
18	Community Hall	Old stand			Mkhondo & Department of Human Settlement
19	Cattle deep	Old stand			DARDLEA
20	Community parks	Old stand			Mkhondo

Table 7.18: Ward 18 community needs

WARD 19- CLLR D L NGOBEZA

N O.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	Mahlabathini, Thokozani, Nestorn farm, Westoe farm, Athole Farm ("Sihanahana"), Stafford Farm, Mahoqo, Magcwala, KaMgreek.	Not specified	More boreholes and jojo tanks are needed in these villages.	Mkhondo Local Municipality (MLM)
2.	RDP Houses	Thokozani/Mahlabathini, Athole Farm, Westoe farm,	Approximately 700 Houses needed in these villages.	Majority of this community is still living in mud houses	Department of Human Settlement
3.	Primary school	Amsterdam Town	Not specified	As population significantly grows in outskirts of town, new Primary school is needed.	Department of Education
4.	Pedestrians Bridge	Amsterdam ext. 1	-	Such bridge is needed to provide an alternative way for the community of Ext. 2,3&4 linking them to Amsterdam Clinic (CHC)	Mkhondo Local Municipality

N O.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
5.	Fire Station	Amsterdam Town	-	To combat fire to the whole community of Amsterdam	Mkhondo Local Municipality
6.	Street light/High Mast light	Amsterdam Town and all villages	-	Public light for public safety.	Mkhondo Local Municipality
7.	Mobile Police Station	Thokozani village	Not specified	-	DCSSL and SAPS
8.	Roads	Amsterdam Town and Surrounding villages		Paving/Tare roads needed in Town and grading of streets is also needed in all villages.	Mkhondo Local Municipality and Department of Public works.
9.	Toilets	All villages	Not specified	There is shortages of proper toilets in all villages.	Mkhondo Local Municipality
10	Sports Facilities	Amsterdam Town and Entire ward.	Not specified	Construction of new Sports facilities at Amsterdam town is highly needed. Grading of existing playing grounds in villages is also needed.	Department of Sports, arts&culture and Recreation, Mkhondo Local Municipality
11	Bridge	Amsterdam Town	-	Reconstruction of bridge linking KwaThandeka community to Amsterdam Town is highly needed.	Mkhondo Local Municipality
12	Skills and Job opportunities	Entire ward	Not specified	To empower women and youth and creation of jobs. However, Amsterdam town is in progress in this regard.	All sectors
13	Graveyards	Amsterdam Ext.4 and Thokozani Village	Not specified	At Ext. 4 graveyards need to be extended. Fencing of the graveyard at Thokozani Village is also needed.	Mkhondo Local Municipality
14	Storm-water Drainage	Amsterdam Town	-	Construction of storm water drainage from Shell garage to Ext. 4 Bridge is highly needed in order to curb unnecessary flooding.	Mkhondo Local Municipality
15	Pedestrians walking lane	Amsterdam Town	-	To avoid overlapping of pedestrians to the drive way, destruction of traffic and making entrance of the town look good and conducive.	Mkhondo Local Municipality

N O.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
16	Dumping Bins	Amsterdam Town	-	To avoid littering across the town.	Mkhondo Local Municipality
17	Land for Farming	Athole farm, Amsterdam Town	Not specified	To participate in food production as well as food security.	Department of Agriculture, Rural development, Land & Environmental affairs. Mkhondo Local Municipality
18	Cellular Network Towers	All villages	Not specified	To provide adequate access to cellular network connection.	Private sector
19	Advanced Hawker Stalls	Amsterdam Town	Not specified	To formalise those who participating in small businesses within town such as hair dressing.	Mkhondo Local Municipality
20	Business Hub	Amsterdam Town	-	To attract more investors and grow economy of the town.	Mkhondo Local Municipality
21	Township establishment and site for churches and Creches.	Entire ward		To have more people to have site and businesses so that they will boost economy.	Department of Human Settlement and Mkhondo Local Municipality
22	Shopping complex and commercial banks	Amsterdam Town	Not specified	To boost economy and creation of jobs.	Mkhondo Local Municipality and investors
23	SASSA office	Amsterdam Town	Not specified	Community of Amsterdam always travel long distances to Mkhondo in order to get SASSA services. Therefore, new SASSA office in Amsterdam area is highly needed.	Department of social service and SASSA.
24	Home Affairs	Amsterdam Town	Not specified	Community of Amsterdam always travel long distances in order to get access to Home Affairs services and most of them don't have money to access such services due to transport cost.	Department of Home Affairs

N O.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
25	Community Hall	Thokozani village and Westoe Farm	Not speified	There's a serious need of building community halls in these two villages due to lack of community gathering venues and population of these communities is dramatically growing.	Mhondo Local Municipality
26	Clinic/CHC	Thokozani Village	Not specified	Due to dramatic population growth at Thokozani village and its surrounding areas such as Mahlabathini, Project, Stafford farm, Nestorn farm, Kwa-Mgreek and Mahoqo Clinic/CHC is highly needed in this area.	Department of Health and Mpumalanga Department of Health
27	Traffic centre	Amsterdam Town	Not specified	Community of Amsterdam travel long distances to get their vehicles registered or licenced at Mkhondo.	Mkhondo Local Municipality
28	Ambulance	Amsterdam Town	Not specified	Standby ambulance needed at Amsterdam CHC to attend medical emergencies and avoiding long waiting period of patients who need urgent hospitalization.	Mpumalanga Department of Health

Table 7.19: Ward 19 community needs

Table 10: SUMMARY OF CRITICAL COMMUNITY NEEDS RAISED:

Community needs raised	WARDS																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Electricity (street lights, high Masts)	X	X	x	X	X	X	X	X	X	X	X	X	X	X	x	X	X	X	X
Water (taps, boreholes)		X	x	X		X		X	X		X		X		x		X	X	X
Sanitation (sewer, toilets)	X	X	x	X	X	X		X	X		X		X	X	x	X	X	X	X
Refuse Removal								X							x				
RDP houses /Land/Sites/ Township establishments	X	X	x	X	X		X	X	X	X	X	X	X	X	x	X	X	X	X
Education (Bursaries, Schools)		X			X			X			X	X	X	X	x	X			X
Healthcare (Clinics, Ambulance)	X	X	x			X		X	X						x		X		
Social care (Sports and recreation, Community hall)		X	x	X	X	X	X	X	X	X		X		X	x	X	X	X	X
Roads	X	X	X	X	X	X		X		X	X	X		X	X		X		X

Community needs raised	WARDS																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Job opportunities	X	X	X	x	x	x	X	x	X	x	X	X	X	x	X	X	X	X	X	X
Shopping centre	X	X			X															X
Bridge(pedestrian and crossing)	X	x	x		x	x		x	x	x	x	X			x				x	x

CHAPTER 3:

3.1 PERFORMANCE MANAGEMENT SYSTEM

This chapter focuses on the status quo of Performance Management in the municipality since employee performance impacts directly on the overall attainment of Council's strategic objectives as outlined in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, bi-annual and annual basis). The institutional SDBIP forms the basis for department-based SDBIP and the performance agreements and plans of employees.

The Municipal Finance Management Act, 2003 prescribes that each municipality must compile a SDBIP. Performance Management is a process which measures the implementation of the organization's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality. The Performance Management System within Mkhondo Local Municipality is intended to provide a comprehensive, step by step planning design that helps the municipality to manage the process of performance planning and measurement effectively.

3.2 STATUS OF THE PERFORMANCE MANAGEMENT SYSTEM IN MKHONDO LOCAL MUNICIPALITY

The municipality decided to pursue a scorecard SDBIP at organizational level and a detailed departmental SDBIP at top management and departmental levels, through which the organizational performance will be evaluated. The municipal scorecard SDBIP is of a high-level nature, as it deals with consolidated service delivery targets. It therefore provides an overall picture of performance for the municipality, by reflecting performance on its strategic priorities and also facilitates the oversight over financial and non-financial performance of the municipality. The Municipal Scorecard is the municipality's strategic implementation tool. It shows the alignment between the Integrated Development Plan, the budget and the Annual Performance Agreements of all section 56 managers.

3.3 ORGANISATIONAL LEVEL

During the financial year 2018/19 PMS has been cascaded to Senior Manager and as results, all section 56 managers and senior managers has signed performance agreements as legislatively required. Regular monitoring at this level; is taking place and quarterly performance reports are submitted to council for scrutiny and comment. The Municipality has resolve to employ the service of electronic quarterly reporting. The company called Arms Assist has been appointed to assist in implementing the change.

The organizational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organizational level and through the service delivery and budget implementation plan at top management level and departmental levels.

3.4 INDIVIDUAL LEVEL

Mkhondo Local Municipality implements a performance management system for all its senior managers (section 56 managers), which is in the process of cascading down to all lower level employees. At the beginning of each financial year all senior managers (section 56 managers) sign performance agreements. Evaluation of each manager's performance takes place at the end of each quarter.

3.5 IDP KEY PERFORMANCE INDICATORS (KPIs)

Section 38 (a) of the MSA requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations MSA states that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by section 12 (1) of the regulations to the MSA, the municipality must also set performance targets for each of the performance indicators.

The IDP process and the performance management process must be seamlessly integrated as the Performance Management System serves to measure the performance of the municipality on meeting its development objectives is contained in its IDP.

3.6 RISK MANAGEMENT STRATEGY AND ANTI-FRAUD AND ANTI-CORRUPTION POLICY

The Municipal Finance Management Act outlines that an accounting authority for the municipality must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The municipality adopted its Risk Management Strategy and policy in 2016. It provides a framework for the effective identification, evaluation, management, measurement and reporting of the municipality's risks. Risks are often caused by changes that take place within Mkhondo Municipality, external influences, operations and complexity of processes; volume of activities within Mkhondo Municipality and the nature of the control environment. The primary goal of the municipality's risk management programme is to support the overall mission of the municipality.

The Mkhondo Anti-corruption strategy and fraud prevention plan was developed as a result of the expressed commitment of government to fight corruption. It is in support of the National Anti-Corruption Strategy of the country.

Summary of Performance

Summary of KPA Midterm Performance 2020/2021

KPA	No. of KPI	Not Measured	Achieved	Not Achieved
Basic Services Department	40	1	31	8
Municipal Finance Viability and Management	13	0	11	3
Local Economic Development	7	1	5	1
Good Governance & Public Participation	25	4	17	4
Municipal Institutional Development Transformation	14	4	10	0
Spatial Development Rationale	7	0	7	0

CHAPTER 4:

4.1 MKHONDO SPATIAL DEVELOPMENT FRAMEWORK

The Mkhondo Local Municipality Final Draft SDF was approved by Council in May 2017. The Final Draft SDF outlines the following: The SDF is a framework that seeks to guide, overall spatial distribution of current and desirable land uses within a municipality. The Mkhondo Local Municipality Final Draft SDF was approved and by Council in May 2017. The Final Draft SDF outlines the follow key components: alignment and integration, status quo analysis, spatial development vision, objectives & strategies to name a few.

Table 11: **Spatial Development Objectives:**

No.	Objective
1.	Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM
2.	Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised
3.	Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM
4.	Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level
5.	Developing and expanding manufacturing, agro-processing and beneficiation in the MLM
6.	Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM
7.	Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”
8.	Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM

Corridors and linkages

The N2/N17 Road and Freight Corridor

The aim would be to focus Industrial and Agro-processing activities along the N2, taking advantage of (1) provincial plans for the corridor, and (2) the easy access it provides to the wider region.

Local access

The following roads need to be upgraded and maintained to ensure effective municipal, district, provincial and national connectivity:

- ✓ N2;
- ✓ R543;
- ✓ R33; and
- ✓ R65.

Urban & rural linkages

These linkages should be upgraded:

- ✓ Links between the Saul Mkhizeville and KwaNgema and the N2; and
- ✓ Links between N2 and R33 running through the north-western section of MLM.

Nodal hierarchy

- ✓ eMkhondo – secondary
- ✓ Amsterdam (and KwaThandeka) – tertiary with focus on tourism
- ✓ Saul Mkhizeville (and KwaNgema) - Dense Rural Settlement (with focus on tourism and agriculture)
- ✓ Ngema Tribal Trust - Dense Rural Settlement (with focus on tourism and agriculture)
- ✓ Iswepe Rural Node (with focus on transport and small-scale industry)
- ✓ Dirkiesdorp - Rural Node (with focus on tourism)

Conservation areas:

The following areas should be protected:

Protected areas, critically biodiversity areas, ecological support areas and strategic water source areas (see Map 63)

Forestry and agricultural land

It is crucial that these areas are protected and effectively utilised (see Map 63)

Tourism

To take advantage of several tourism opportunities in or close to the MLM:

- ✓ The Mahamba (R543) and Sandlane (R65) and Sicunusa border posts
- ✓ Heyshope Dam
- ✓ The tourism corridor related to the Mpumalanga Lake District running from Chrissiesmeer in the north to Wakkerstroom in the south
- ✓ The natural beauty of the natural environment in MLM

4.2. SPATIAL DEVELOPMENT FRAMEWORK PROJECTS

SDF Spatial Development Strategies	IDP projects
1. Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM	
SDF projects/programmes	
1.1 A project to ensure optimisation of the Agri-park status afforded to the MLM	DARDLEA included 2 projects to establish an Agri-park: <ul style="list-style-type: none"> • Upgrading of access road, fencing and bulk services at Mkhondo Agripark/ hub • Construction of training facilities, office block and pack shed for the Mkhondo Agri-Hub site
1.2 A programme to establish and strengthen collaboration, support and mentoring between established and emerging farmers	<ul style="list-style-type: none"> • No support programme
1.3 A well-planned, well-supported and well-executed land reform programme.	<ul style="list-style-type: none"> • No land reform programme • DARLEA has budgeted for 4 Land Acquisition projects
1.4 A holistic financial, input and market support programme in support of emerging farmers.	<ul style="list-style-type: none"> • No support programme. • DARLEA has budgeted to support Kwa-Mashabalane Co-operative (production costs), Libhabha CPA (production costs) and for the construction and equipping of a Mechanization Centre • “Number of SMMEs and co-ops supported” is a key performance indicator to ensure LED
2. Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised	
2.1 A programme for ensuring enforcement and implementation of the national, provincial and district environmental management laws, regulations and frameworks	<ul style="list-style-type: none"> • No specific project or programme • Other instruments used to ensure environmental management include: SDF, LUMS (currently under review), EMF (Environmental Management Plan/Framework), SPLUM By-law
2.2 A detailed plan and programme for future settlement design, establishment, upgrading, maintenance and expansion in the MLM	<ul style="list-style-type: none"> • No specific project or programme • The LM is implementing the Housing Charter, approved by Council in 2016. The Human Settlements- and Housing Strategy has to be reviewed • The DHS has committed a number of housing projects throughout the municipality

SDF Spatial Development Strategies	IDP projects
<p>2.3 A comprehensive master plan and programme for providing municipal services, notably refuse removal, sewerage and sewerage treatment services to all the major settlements in the MLM</p>	<ul style="list-style-type: none"> • The municipality has a number of projects to address access to services, but not comprehensive master plan • The IDP reflects the status of municipal sector plans, pertaining to service delivery, is indicated below: <ul style="list-style-type: none"> - Water Services Development Plan – draft exists, busy to review - Water and sanitation master plan – does not exist - Integrated waste management plan – does not exist, using the district plan - Water and wastewater master plan – does not exist - Sanitation plan • The Municipality has no Comprehensive Infrastructure Plan (CIP) in place
<p>3. Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM</p>	
<p>3.1 A land-use management system for the MLM</p>	<p>The LM has funding to complete the LUMS review</p>
<p>3.2 An urban design and local economic development plan for each of the main towns in the MLM.</p>	<p>LED Strategy was approved by Council 2015, but no project to develop a LED Plan or Urban Design Plan for each of the main towns</p>
<p>3.3 A beautification and municipal service provision programme for enhancing and maintaining the physical appearance of the main towns in the MLM.</p>	<p>No programme, but the IDP includes 2 projects that relates to the SDF programme:</p> <ul style="list-style-type: none"> • Number of parks and recreational facilities maintained • Number of green projects established
<p>3.4 A safety and security programme for the main towns in the MLM</p>	<p>No programme in the IDP. The “Number of health and safety workshops conducted” is the only project that relates to the SDF priority</p>
<p>4. Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level</p>	
<p>4.1 A master plan for improving and managing the N2-interface with the town of eMkhondo.</p>	<p>No project in the IDP to develop a Master Plan, this could be addressed in an “Integrated Transport Plan”, which does not exist</p>
<p>4.2 A roads-building, maintenance and improvement programme for the MLM</p>	<ul style="list-style-type: none"> • The IDP includes a few MIG-funded road projects, unfunded municipal road projects and no road projects from DPWRT. • No dedicated programme in the IDP to address the SDF priority
<p>4.3 A programme of land use management enforcement along the N2 and the railway line</p>	<p>The LM has allocated funding to complete the LUMS review. This tool should assist land use management along the N2 and railway line</p>

SDF Spatial Development Strategies	IDP projects
4.4 A project to explore and propose way of enhancing rural access and connectivity in the MLM.	The continuous re-gravelling of rural roads is an IDP priority, the IDP includes it as a project “Km’s of roads maintained and graded” , but no budget
5. Developing and expanding manufacturing, agro-processing and beneficiation in the MLM	
5.1 A study into the opportunities for manufacturing, agro-processing and beneficiation in the MLM.	<ul style="list-style-type: none"> The manufacturing, agro-processing and beneficiation opportunities and projects identified in the District Rural Development Plan need to be filtered through to the IDP
5.2 A project aimed at identifying land, buildings and existing infrastructure that could be used in manufacturing, agro-processing and beneficiation in the MLM.	<ul style="list-style-type: none"> No project in the IDP to identify land or buildings that could be used, apart from the 4 Land Acquisition projects by DARLEA
5.3 A programme of enhancement of municipal infrastructure and service provision to enhance manufacturing, agro-processing and beneficiation in the MLM.	<p>DARDLEA included 2 projects to support the establishment of an Agri-park:</p> <ul style="list-style-type: none"> Upgrading of access road, fencing and bulk services at Mkhondo Agripark/ hub Construction of training facilities, office block and pack shed for the Mkhondo Agri-Hub site
5.4 A programme of support to large, medium and small-scale investors and entrepreneurs in the manufacturing, agro-processing and beneficiation sector.	<ul style="list-style-type: none"> No programme in IDP, but DARLEA has budgeted to support Kwa-Mashabalane Co-operative (production costs), Libhabha CPA (production costs) and for the construction and equipping of a Mechanization Centre
6. Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM	
6.1 A study into the tourist attractions and tourism development opportunities in the MLM	<ul style="list-style-type: none"> No project in the IDP to conduct a study A tourism brochure was developed in trying to market all the tourism establishment and attractions. Annual events are also taking place in Mkhondo which forms a great part of tourism promotion.
6.2 An upgrading, beautification and sign-boarding programme for the main tourist attractions in the MLM	No programme in the IDP to upgrade/beautify tourist attractions
6.3 A tourism safety and security programme for the MLM	No programme/project in the IDP to promote safety and security of tourists

SDF Spatial Development Strategies	IDP projects
6.4 A study into the potential for the development of luxury residential estates in the MLM	No project in the IDP to conduct a study on luxury residential estates
7. Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”	
7.1 A programme that will establish a multi-stakeholder forum to ensure deliberation on the servicing of the villages in “Non-Urban Mkhondo	No programme/projects in IDP to establish a multi-stakeholder forum
7.2 A study into the challenges, opportunities, costs and benefits of various options for attending to the connectivity and municipal service needs of the inhabitants of the villages in “Non-Urban Mkhondo”.	No programme/project in the IDP to conduct such a study
7.3 A programme for the implementation of the decisions taken by the MLM after the study and the conclusion of the engagements by the multi-stakeholder forum	N/A – The GSDM Rural Development Plan has to be a key directive in formulating such a model for the villages in “non-urban Mkhondo
8. Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM	
8.1 A study into the introduction of tertiary education and research centres/facilities in the MLM.	<ul style="list-style-type: none"> • No project in the IDP to conduct a study to introduce tertiary education
8.2 A study to identify sites and existing structures/buildings that could be used as teaching, skills development and research facilities and student accommodation.	<ul style="list-style-type: none"> • No project in the IDP to conduct a study to identify sites/structures that could be used for teaching, skills development and student accommodation
8.3 A multi-stakeholder programme to introduce and fund skills development, education and research facilities to the MLM.	<ul style="list-style-type: none"> • As part of the Social Labour Plans of the 2 Mining Houses in MLM, is the promotion of employment of local labour, sub-contracting, skills improvement/transfer, bursaries, internships and infrastructure development, amongst other things.

The SDF priority areas are further reflected in the maps below including the SDF Concept, the Short-Term Focus and the MLM Spatial Development Framework:

Forestry-related tourism and luxury residential development. Figure 11: Mkhondo Local Municipality SDF

MKHONDO LOCAL MUNICIPALITY SDF CONCEPT

Tourism & Forestry: Optimise on overlap between tourism opportunities (provincial tourism corridor related to the Mpumalanga Lake District) and forestry

Improve rural access & mobility: Upgrading the roads linking Saul Mkhizeville and KwaNgema with surrounding area will also provide improved access for the Mondli Agri-villages and Permanent Forest Settlements and create a foundation for expanding forest tourism in the area

Iswepe: Optimise on (1) Presence of railway station and related activities; (2) Location on N2; and (3) Proximity to other industrial/agri-processing facilities

Saul Mkhizeville and KwaNgema: Optimise on (1) Presence of Heyshope dam; (2) Tourism Corridor to the west; (3) Proximity to agricultural and forestry activities in surrounding area; and (4) Presence of RID programme & FPSU

Ngema Tribal Trust: Optimise on (1) Location on R543; and (2) Proximity to Heyshope Dam

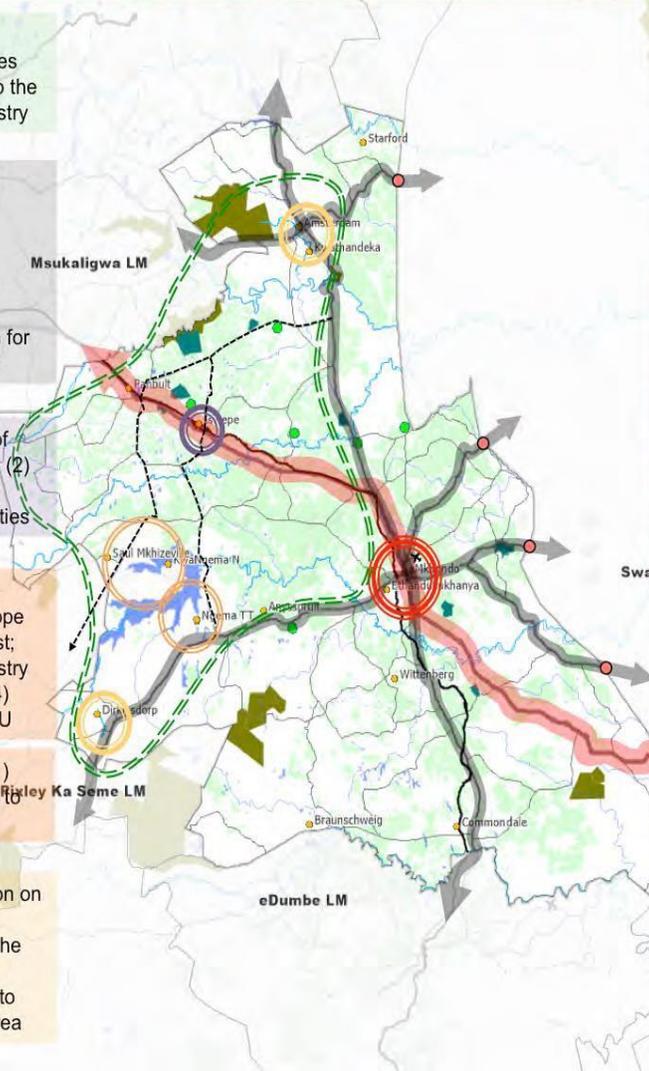
Dirkiesdorp: Optimise on (1) position on R543 (link between Mpumalanga & Swaziland); (2) Tourism Corridor to the west; (3) Conservation areas in surrounding area; and (4) Proximity to agricultural activity in surrounding area

Amsterdam: Optimise on (1) position on R65 (link between Mpumalanga & Swaziland linking to large number of tourism attractions in Swaziland); (2) Tourism Corridor to the west; (3) Proximity to conservation areas in surrounding area; and (4) Proximity to agricultural activity in surrounding area

eMkhondo: Optimise on (1) location on axis of N17/2 Corridor, R33 and R543 – freight corridor, tourism route, link to Swaziland; (2) Centre of financial, commercial, government and business services (3) Possible location of Agri-Park; (4) Large population; (5) airport & railway station

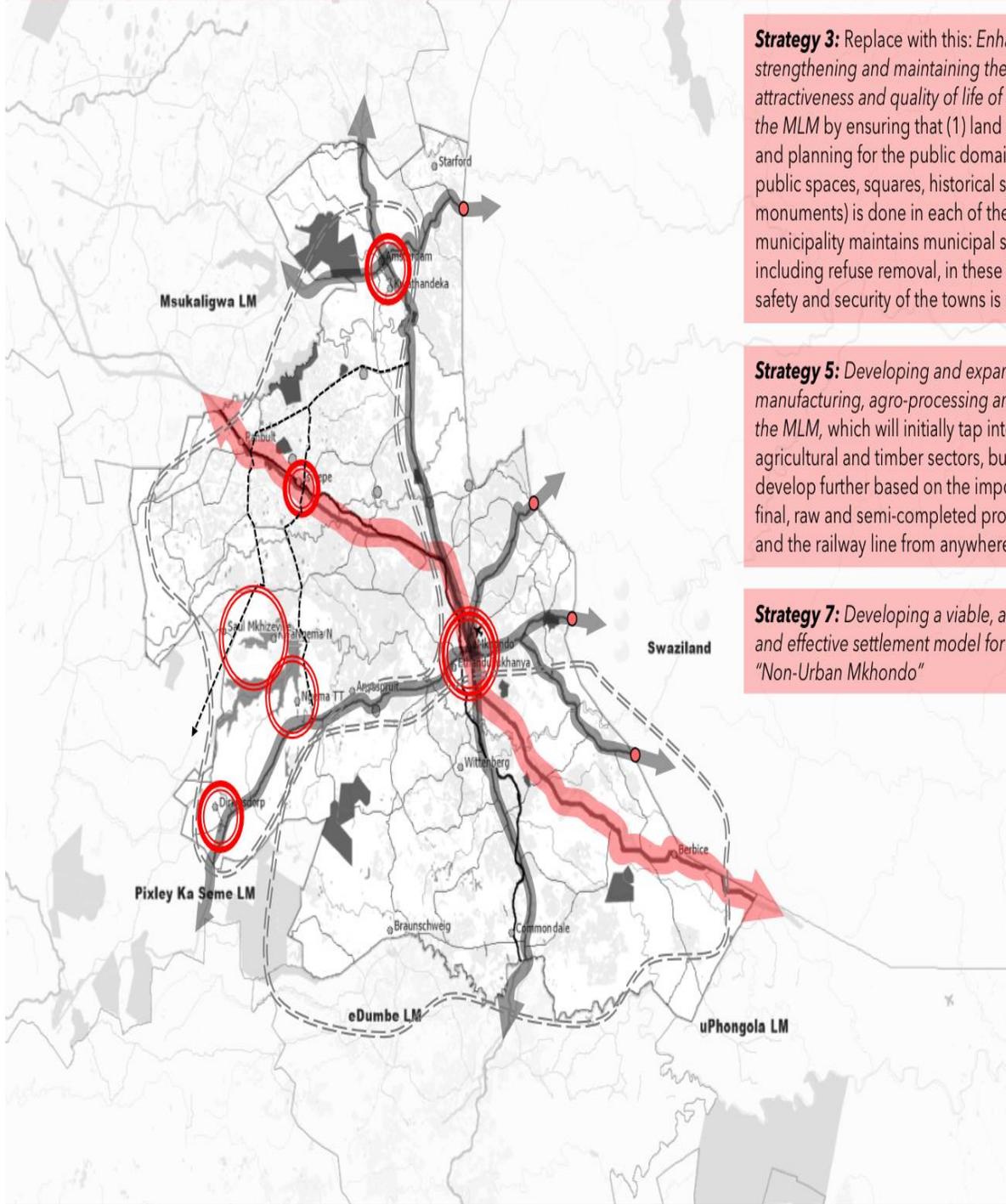
N17/N2 Road and Freight Corridor: Optimise on national and provincial plans by focussing industrial and agri-industry development along N2

Improve and Maintain main Road and Rail Network: Effectively take advantage of presence of N2, R543, R33 and R65 by upgrading and maintaining these roads. Ensure effective use of railway lines and stations in MLM



Concept:

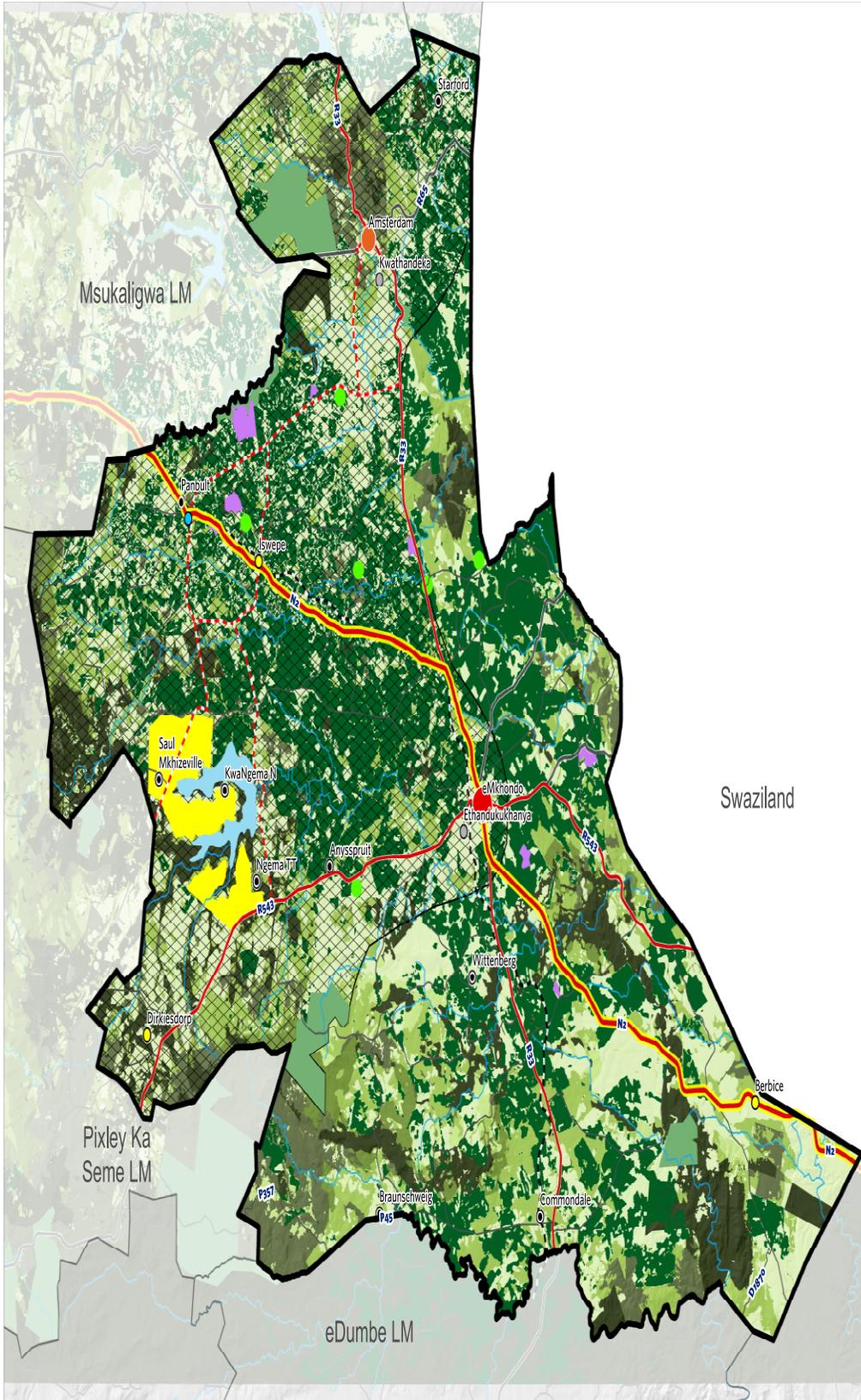
MKHONDO LOCAL MUNICIPALITY SDF CONCEPT - SHORT-TERM FOCUS



Strategy 3: Replace with this: *Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM by ensuring that (1) land use management and planning for the public domain (sidewalks, public spaces, squares, historical spaces and monuments) is done in each of the towns, (2) the municipality maintains municipal service provision, including refuse removal, in these towns, and (3) safety and security of the towns is maintained.*

Strategy 5: *Developing and expanding manufacturing, agro-processing and beneficiation in the MLM, which will initially tap into the local agricultural and timber sectors, but which could also develop further based on the import and export of final, raw and semi-completed products via the N2 and the railway line from anywhere in the world.*

Strategy 7: *Developing a viable, affordable, efficient and effective settlement model for the villages in "Non-Urban Mkhondo"*

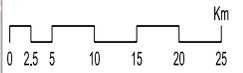


Mkhondo Local Municipality
Spatial Development Framework

Mkhondo Spatial Development Framework

Legend

- Mkhondo
- Proposed Solar Plant
- Secondary Node
- Tertiary Node
- Rural Node
- Informal Settlement
- Rural Settlement
- Road and Freight Corridor
- Mobility Road
- Strategic road upgrade (in support of tourism)
- Railway line
- Dams
- Rivers
- Mondi Agri-Villages
- Mondi Permanent Forest Settlements
- Dense traditional areas
- Conservation areas
- Tourism area
- Forestry Areas
- "No-go Areas"
- Very High Control Zones
- High Control Zone
- Medium-High Control Zone
- Medium Control Zone
- Limited Control Zone



Date created: March 2017
 Author: Willem Badenhorst (MandalaGIS)
 Email: willem@mandalagis.co.za
 Spatial Projection: EPSG 4326, WGS84

4.3. SPATIAL RATIONALE

In terms of Section 26 of the Municipal Systems Act, No. 32 of 2000 the Spatial Development Framework (SDF) is a core component of the Integrated Development Plan. It seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP). The SDF indicates urban and rural areas, a hierarchy of settlements, transport network; existing and future priority projects all the above with a spatial dimension. The main objective of the spatial rationale KPA is to provide an overview of the municipality's spatial structure and pattern in order to efficiently guide all decisions that involves the use and development of land or planning for the future use and development of land.

4.4. SPLUMA IMPLEMENTATION

Spatial Planning and Land Use Management Act, 2013 (SPLUMA) and Municipal Systems Act, 2000

Figure 12: Main components of SPLUMA and MSA:



SPLUMA clearly states that a Municipal Spatial Development Framework must be in accordance with Chapter 5 of the Municipal Systems Act, contribute to and form part of the municipal integrated development plan; and assist in integrating, coordinating, aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area (SPLUMA, 2013). SPLUMA also has a set of 5 development principles which every spatial

plan should incorporate:

Table 12: **SPLUMA Development Principles:**

No	Principle	Narrative
1.	Spatial Resilience	This principle deals with a city/town's ability to be able to adapt or recover from shock or sudden change. In an instance where a mining town's mine closes down and millions of people lose their jobs, it would be a catastrophe for the place. It would be economically unviable and I distress. The Local Authority needs to have a strategy to deal with this. The spatial plans should be resilient
2.	Spatial Justice	This should ensure that past spatial injustices must be redressed through ensuring that people have improved access to use of land and resources
3.	Spatial Sustainability	Land should be used optimally and land use management should consider long term environmental, spatial, social, economic and fiscal provision for the space being planned for
4.	Efficiency	This principle ensures that land optimises the use of infrastructure and that development application procedures are efficient and upheld.
5.	Good Governance	All spheres of government should promote intergovernmental relations and work together so as to achieve integrated spatial plans and policies which are clear and user friendly to the public

SPLUMA has clear development principles which can benefit spatial plans if interpreted and incorporated correctly. Mkhondo Local Municipality aims to be developmental in their approach towards spatial planning and use a holistic approach.

4.5. GERT SIBANDE DISTRICT MUNICIPALITY (GSDM) SPATIAL DEVELOPMENT FRAMEWORK

In terms of the Gert Sibande District Spatial Development Framework, the following are important elements in the municipal area to be considered in development planning:

The four urban and eight rural nodes which also represent the highest population concentrations in the municipal area and which should be the priority areas to provide infrastructure and facilities not only to serve the local needs, but also that of the surrounding rural communities;

- 1 • eMkhondo is proposed to be developed to functionally become the Forestry Hub in the GSDM area
- 2 • Forestry is dominant in the square shaped area between the four nodes in the northern parts of the municipal area
- 3 • Extensive agriculture occurs to the south and far-northern parts
- 4 • The entire Mkhondo area forms part of the Priority Tourism Precinct of the GSDM
- 5 • Routes N2/N17 and R33 should be utilised as catalysts to promote local economic development
- 6 • The central and southern parts of the municipal area are earmarked as Service Upgrading Priority Areas
- 7 • The priority locations for MPCC's (Thusong Centres), apart from eThandakukhanya are at KwaThandeka, Driefontein and Sulphur Springs

4.6. LAND USE MANAGEMENT

On the 22 April 2016 Mkhondo Local Municipality promulgated its Spatial Planning and Land Use Management (SPLUM) By-Law. Mkhondo went for a joint by-law The SPLUM by-law is for: Chief Albert Luthuli, Dipaleseng, Dr. Pixley Ka Isaka Seme, Lekwa, Mkhondo and Msukaligwa Local Municipalities. It allows for the municipality and the other municipalities involved to pull in our resources and assist one another when it comes to the planning tribunal, which I will explain a bit further later on.

The By-law was drafted in terms of the Spatial Planning and Land Use Management Act of 2013 (SPLUMA) which was set for implementation 01 July 2015. In terms of SPLUMA, the municipality had to put together a By-law which encompasses the principles of SPLUMA, which are spatial justice, spatial sustainability, efficiency, spatial resilience and good administration.

A land use By-law in short is the key tool used to regulate and control the use and development of all land and buildings in its area of jurisdiction. This bylaw applies to all land that falls within the municipal boundaries of Mkhondo

4.7. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT NO. 16 OF 2013

The SPLUMA was signed into law by the President of the Republic of South Africa on the 02 August 2013, and formally gazetted on the 05 August 2013. The main objective of the Act was to provide a framework for spatial planning and land use management in South Africa and to deal with the issues of racial inequality; segregation, regulatory imbalances to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications and unsustainable settlement patterns. In Chapter 1 Section 5 (1) of SPLUMA the categories of spatial planning are outlined for municipal planning which mainly consists of the following elements:

Table 13: **SPLUMA elements:**

1	The compilation, approval and review of integrated development plans
2	The compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme
3	The control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use do not affect the provincial planning mandate of provincial government or the national interest

SPLUMA also outlines vital principles that apply to spatial planning (SP), land development and land use management (LUM). The principles are mainly, principle of spatial justice; principle of spatial sustainability, principle of efficiency, principle of spatial resilience, principle of good administration.

4.7.1 LAND INVASION

Collectively state-owned land and privately owned land is prone to invasion. The Constitution of the Republic of South Africa in Section 25(1) states that “no one may be deprived of property except in terms of law of general application, and no law may permit arbitrary deprivation of property”. Section 25 (5) of the Constitution further states that “the state must take reasonable legislative and other measures, within its available resources, to foster conditions which enable citizens to gain access to land on an equitable basis. (6) A person or community whose tenure of land is legally insecure as a result of past racially discriminatory laws or practices is entitled, to the extent provided by an Act of Parliament, either to tenure which is legally secure or to comparable redress”.

However it is worth mentioning that where there is unlawful occupation of land within the municipal area, by occupants whose basic rights are not infringed or at threat or risk have to be evicted, the private land owner must, without postponement, approach the court for an eviction order in terms of the Prevention of Illegal Eviction From and Unlawful Occupation of Land Act, 1998 (Act 19 of 1998). This law is presently

controlled by the Department of Human Settlements and will be shifted to the Department of Rural Development and Land Reform (DRDLR) in due course. Existing By-laws in response to land invasion within the Municipality include the Mkhondo Spatial Planning and Land Use Management By-law (2016); the Mkhondo Encroachment By-law (2019) and Law of general application.

Mkhondo Local Municipality has been prone to land invasion during formalisation, basically uncontrolled growth especially near to areas earmarked as urban in terms of the Municipal Spatial Development Framework. It has been noted that there is a high demand from the community within the municipality or residential properties or for various zoned properties. This is due to insufficient sites to sell to the community. The municipality is committed to increasing effectiveness and efficiency land invasion prevention measures, though insufficient funds for establishment of township and provision of services may still be a bit of a challenge; resulting in the rapidness of establishment of informal settlements, and land grabs.

The Municipality has identified the following areas subject to land invasion:

No	Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
1.	John Vorster/Chris Hani/Thandani	Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT	Mkhondo Local Municipality	14 and 17	1095	2009	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
2.	Welverdiend	Erf 9753 eThandakukhanya Ext 9 ; Erf 9076 eThandakukhanya Ext 9; Portion 1 and Portion 5 of the Farm Welverdiend 148 HT	Mkhondo Local Municipality /Mondi Limited	11	125	1992/1994	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
3.	Ooslop	Portion 1 of the Farm Welverdiend 148 HT	Mkhondo Local Municipality	10	480	2002	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Provision of rudimentary services (communal taps, networking of electricity, grading of roads). Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
4.	Dr Paul's	Portion 9 of the Farm Welgekozen 514 IT	Schoonoord Beleggings (Pty)Ltd	8	540	2004	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place,

No	Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
							however needs to be revisited.
5.	Ajax	Portion 9 of the Farm Welgekozen 514 IT; and Portion 8 of the Farm Welgekozen 514 IT	Schoonoord Beleggings (Pty)Ltd; and Witkloof Boerdery (Pty)Ltd	8	134	Pre-1994	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
6.	eMabola/Dirkiesdorp	Remainder of the Farm Schoonderzigt 68 HT; Portion 1 and Portion 3 of the Farm Schoonderzigt 68 HT; and Portion 1 of the Farm Grootlaagte 70 HT	National Government of the Republic of South Africa ; Rensburg Dirkie Elizabeth Janse Van; and Raad op Plaalike Bestuursangel eenhede;	3	700	1996/1997	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
7.	Ezinkomeni	Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT	Mkhondo Local Municipality	17	820	2012	<ul style="list-style-type: none"> Fell Part of the UISP initiated by the DoHS, however the community rejected or denied the project. Draft Land Invasion Policy working document in place, however needs to be revisited.
8.	Iswepe	Iswepe Ext 1 (A Portion of the Remainder of the Farm Drieapan 432-IT and A Portion of Portion 14 of the Farm Drieapan 432 IT	Mkhondo Local Municipality	4	350	2012	<ul style="list-style-type: none"> Draft Land Invasion Policy working document in place, however needs to be revisited. Continuously issuing Land invasion notices. Site verification conducted
9.	Eziphunzini eThandakukhanya Ext 9	eThandakukhanya Ext 9 (A Portion of Portion 66 of the Farm Welverdiend 148 HT)	Mkhondo Local Municipality	11	958	2007	<ul style="list-style-type: none"> Site Verification conducted ; Item tabled to Council Draft Land Invasion Policy working document in place, however needs to be revisited. Continuously issuing Land invasion notices.

Current existing controls to try and curb the identified risk of land invasion during formalisation and as part of the municipality's Control Improvement Plan, the Municipality has increased inspections and Law enforcement officers will be used in assisting to remove land invaders where necessary and if necessary; and also capacitate them with the By-law. Placing invasion and eviction notices on site is also

a priority and ensuring media participatory publications with regards to land use and land development rules and regulations.

The municipal SPLUMA By-Law for effectively Menforced and consumer education is currently being held per quarter and will continue to be held as an instrument or tool to raise awareness to the community. The Municipality is also committed to recruiting more personnel by filling vacant critical positions. What is critical to the Municipality is the development of a process plan of Land invasion which should be in place after the review Land invasion By-Law. The Municipality is working closely with the Department of Human Settlements as part of the Upgrading of Informal Settlements Programme (UISP) and strengthening intergovernmental relations, to ensure that the Municipality gets the necessary assistance. Some of the areas abovementioned fall part of the UISP, where upgrading plans have been developed thereof.

Mkhondo Local Municipality has identified suitable land parcels for for the Township Establishment of Integrated and Sustainable Human Settlements in line with the municipal Spatial Development Framework, these are as follows:

NO.	NAME OF SETTLEMENT/TOWNSHIP	PROPERTY DESCRIPTION	WARD	ESTIMATED NUMBER OF HOUSEHOLDS/ ERVEN
1.	Ajax	Portion 9 of the Farm Welgekozen 514 IT; and Portion 8 of the Farm Welgekozen 514 IT	8	134
2.	Dirkiesdorp/eMabola	Portion 3 of the Farm Schoonderzigt	3	1000
3.	<i>Dirkiesdorp/eMabola</i>	<i>Remainder of the Farm Schoonderzigt 68 HT; Portion 1 and Portion 3 of the Farm Schoonderzigt 68 HT; and Portion 1 of the Farm Grootlaagte 70 HT</i>	3	700
4.	Dr Paul's	Portion 9 of the Farm Welgekozen 514 IT	8	540
5.	Forestview	Portion 35 Of The Farm Welverdiend No. 148 HT	17	500
6.	<i>John Vorster/ Chris Hani/Thandanani</i>	<i>Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT</i>	<i>14 and 17</i>	1095
7.	Kempville Ext 3 (Oosloop)	Portion 1 of the Farm Welverdiend 148 HT	10	480
8.	Maphepheni	Portion 32 of the farm Vroegeveld 509 IT	8	345
9.	Piet Retief/Mkhondo	A portion of the Remainder of the Farm Piet Retief Town and Townlands 149 HT	7	2500 -3000

4.9. RURAL DEVELOPMENT PLAN

Rural development is defined as “a process of endless variety having as its main objective the overall balanced and proportionate well-being of rural people. This process leads to a rise in the capacity of rural people to control their environment resulting from more extensive use of the benefits which ensue from such a control” (Poostchi, 1986:1).

The Agricultural Information Bank (2011) defines rural development as “the overall development of rural areas to improve the quality of life of rural people. It is an integrated process, which includes social, economic, political and spiritual development of the poorer sections of the society”.

Katar Singh defines rural development as “the overall development of rural areas, which aims at improving quality of life of rural people”. (Rural Development: Principles, Policies and Management, 2009).

Uma Lele (1984:20) defines rural development as “improving living standards of the mass of the low-income population residing in rural areas and making the process of their development self-sustaining”.

The World Bank defines rural development as “a strategy designed to improve the economic and social life of a specific group of people – the rural poor” (1975a:3). The “rural poor” include small-scale farmers, tenants and the landless (ibid).

The Guidelines for the Development of Spatial Development Framework as prepared by DRDLR defines rural development as “primary economic activities which generally includes: agriculture, agro-processing, mining, tourism, resource extraction, water, energy”.

Summary: Rural Development Key Features

- Improving the living standards of the subsistence population. This involves mobilisation and allocation of resources so as to reach a sustainable balance overtime between the welfare and productive services available to the subsistence rural sector.
- Mass participation which ensures that rural people take control of their environment and destiny.
- Development of the appropriate skills and capacity of the communities involved.
- Integrated/ comprehensive approach involving economic, social, institutional and physical development.
- The presence of institutions at the local, regional and national levels to ensure the effective use of existing resources and to foster the mobilisation of additional financial and human resources.

4.8.1. RURAL DEVELOPMENT PLAN OBJECTIVES

Integrated Rural Development Objectives

OBJECTIVE	DESCRIPTION
Improve Quality of Life	To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing and employment are met.
Enhance Competitiveness	To make rural areas more productive and less vulnerable to natural hazards, poverty and exploitation, and to give them a mutually beneficial relationship with other parts of the regional, national and international economy
Comprehensive Community Participation	To ensure that any development is self-sustaining and involves the mass of the people. In addition to ensure as much local autonomy and as little disruption to traditional custom as possible

CRITICAL SUCCESS FACTORS

SUCCESS FACTOR	DESCRIPTION
Participation	Rural development should be a needs-based participatory approach, developed for the local people by the local people through a process of continued dialogue (local solutions to local challenges).
Commitment	Rural communities must make commitments and contributions in terms of labour and other resources for implementation of projects. They must have a reason to bring about the ultimate objective of a progressive rural community
Agriculture and Diversification	The agricultural sector plays an important role in rural development, food security and job creation. Diversifying the rural economic basis while stabilizing and developing agriculture as unique economic sector is essential
Access and Connectivity	Access to job opportunities should be created by means of connectivity (proper road and rail linkages).
Capacity Building	Enhance social development by means of local skills development programmes based on the resources available in surrounding areas

SUCCESS FACTOR	DESCRIPTION
Environmental management	Sustainability in terms of protecting open spaces and landscapes, both natural and man-made, and integrating them with the rural landscape is advised
Sense of Place	Should be encouraged by means of planning and developing farm and countryside as a unique form of rural life with a distinct character
Scale	Rural development programmes should be small and include relatively simple, easy to attain objectives which show results in a short period of time

RURAL DEVELOPMENT MECHANISMS

MECHANISM	DESCRIPTION
Economic Infrastructure	Invest in infrastructure that will enhance economic development and job creation: irrigation systems, dams, electricity networks, transport infrastructure, agro industries, farming equipment and markets
Market Infrastructure Development	Support the development of agro -food market infrastructure
Agricultural Business Mechanism	Improving food security by means of the development of a more professional, intensive, organized and open agricultural business/ market mechanism that will help ensure food safety and improve farmers' income
Rural Industrialization	Encourage investment in the agro-industrial sector
Land reform	Effective land reforms and agricultural services are needed in all regions to be able to reduce poverty
Productivity and Competitiveness	Offering financial incentives to increase small farmer productivity by means of improving the productivity and competitiveness of agriculture and the whole food production chain
Technical Support	Providing technical assistance and research information for farmers. Programmes which initially involve a limited number of activities and employ simple, practical technologies should get preference
Institutional Structure	Institutional structures involving public and private sector are required to facilitate support programmes and funding

KEY ISSUES

The following is a summary of some of the most prominent development issues in the Gert Sibande District Municipality that have relevance to the GSDM Rural Development Plan:

- **Fragmented Urban and Rural Settlement Structure:** Towns and settlements in the urban and rural parts of the District are all characterised by the Apartheid spatial configuration.

At district level the large clusters of isolated and scattered rural settlements in the former homeland areas place enormous challenges on government to provide social and economic infrastructure in a sustainable manner. Locally, former township areas are still spatially removed from the business and industrial areas (job opportunities) of towns, and residential areas are still not inclusive in terms of all income groups/ races. Community facilities and services are also not equally accessible to all.

- **Urban and Rural Restructuring:** The issues raised above necessitate the consolidation of the District's urban and rural settlements around its main economic activity areas and rural nodes in order to:
 - Create the critical densities needed for the sustainable provision of bulk infrastructure and community facilities.
 - Facilitate targeted infrastructure spending and avoid unnecessary and costly duplication of infrastructure and services.

Create higher densities around economic nodes thereby stimulating purchasing power and economic development which eventually leads to higher levels of asset ownership and standards of living.

- **Severe Environmental Degradation:** The district continuously experiences challenges related to the degradation of bio-diversity and environmentally sensitive areas. This is caused by factors such as extensive agriculture, mining, forestry and urban development continuously encroaching onto these sensitive areas.
- **Environmental Management:** Poor environmental management processes lead to excessive water and air pollution, and the insufficient rehabilitation of land when coal deposits are depleted. This sterilises the land permanently for agriculture and/ or tourism activities.
- **Conflicting Economic Activities:** Mining, agriculture and tourism are in constant conflict over the use of land. More often, this results in the loss of high value agricultural land and/ or land featuring high biodiversity or eco-tourism potential. In many instances this is at the expense of short term benefits associated with mining.
- **Connectivity and Accessibility:** The former homeland area of KaNgwane is geographically isolated from areas of work and economic activities in the remaining parts of the District.
- **Land Use-Transport Integration:** There is a need to improve transport planning in the district and have it integrated with land use planning. Multi-modal transport facilities and transport oriented developments must be prioritised and linked to land use planning in order to achieve spatial integration.

- **Road Maintenance:** Maintenance of coal routes remains a challenge and concerted effort to support the 'Road to Rail' Initiative is required.
- **Swaziland Linkages:** The missing rail link between the GSDM and Swaziland limits economic activity and growth between the two areas which would hugely benefit the rural communities of Chief Albert Luthuli. Similarly, the border posts with Swaziland are not optimally utilised for economic co-operation between the two areas.
- **Community facilities:** The areas currently displaying the highest population densities (not necessarily the areas displaying highest population) indicate where the best value for money will be with regards community services investment. However, the concept of multi-functional Thusong Centres is still not properly implemented in the District due to a lack of co-operative governance and alignment of programmes. The following issues need to be addressed in future:
 - Equitable distribution of facilities across the District as per the ensuring spatial dynamics;
 - Optimal and efficient use of these facilities by communities;
 - Coherent approach to construction and maintenance of these facilities and those that may be further required among all stakeholders.
- **Housing Backlog:** The District Housing Backlog is estimated at approximately 80 672 units of which 36 274 represent informal settlements, 27 146 informal housing in traditional areas and backyard units. The largest backlogs are in Govan Mbeki (26 136 units), Mkhondo (13 770 units) and Chief Albert Luthuli (11 829 units).
-
- **Engineering Services:** The dispersed nature of the rural settlements in Mkhondo and Chief Albert Luthuli local municipalities makes it difficult to deliver basic services like water, sanitation and electricity infrastructure. These areas have been identified in the GSDM SDF as service upgrade priority areas and the projects and budget allocation must reflect the commitment of the GSDM to improve the service availability in these former homeland areas.
- **Water Quality Challenges:** Possible raw water pollution due to mining and industrial activities leads to declining drinking water quality in some local municipalities.
- **Water Supply Issues:** Mkhondo and Chief Albert Luthuli communities are vulnerable as 47% and 32% of the respective populations rely on boreholes, springs etc. as source of water (not regional water schemes). These two municipalities also recorded high numbers of households having no access to piped water (27% in Mkhondo and 20% in Chief Albert Luthuli).
- **Sanitation:** About 57% of households in Mkhondo make use of non-ventilated pit latrines, bucket systems or alternative informal sanitation systems while the corresponding figure in Chief Albert Luthuli is also very high at 41% households.
- **Electricity:**
 - The current capacity is a challenge at the provincial level as there is limited capacity to cater for new developments.

- The electrical reticulation programme in the rural areas has also slowed down due to the construction of bulk electrical infrastructure in the District which requires extensive funding.
- **Lacking Public Investment:** The economic growth and investment that has gone to the Elukwatini node in Chief Albert Luthuli municipality (due to, amongst others, the Komati mine in Manzana), has to be harnessed and supported by public investment in order to improve the local economy of the former KaNgwane area and make available socio-economic opportunities in the area.
- **Population Income:** The strongest individual municipality in terms of income is Govan Mbeki which recorded 39% of its population with an income higher than R3200 per month. All the other municipalities recorded significantly lower figures with Mkhondo and Chief Albert Luthuli recording figures of only 12% and 11% respectively. This indicates that the level of poverty in these two municipalities is higher than any of the other municipalities in the district.
- **Human/ Social Development Issues:**
 - The Gini-coefficient for GSDM suggests that levels of inequality have worsened in almost all municipalities over the past decade. Most LM's within GSDM have levels of inequality that are above the national levels. Growing inequality points to the slow pace of economic integration between the first and second economy.
 - Approximately 37% of the population which are 20 years and older, have not obtained matric which will make it difficult for these people to find employment.
 - Poverty incidence predominates in rural areas and mostly among women.
 - The absence of focused strategies and investment in education and skill-training are contributing factors of low levels of competitiveness, lack of beneficiation, poor growth of the entrepreneurial sector, and transition of the informal to the formal economy.
- **Land Reform and Security of Tenure:** The majority of rural communities in the District have no/ limited access to land (as an economic resource) and even if they legally occupy land in rural areas they do not have security of tenure. This applies to communities in traditional authority areas, commercial farming areas and in the forestry areas.

Economic Issues:

- The mining and petrochemical industries made a significant contribution to the overall increase in economic output in GSDM, but have limited impact in reducing unemployment in the District. These sectors also are characterised by very weak linkages with the rest of the economy.
- Agriculture and forestry, both of which are labour intensive, continue to under-perform due to lack of investment in critical infrastructure, market development and lack of beneficiation. This represents failure to translate comparative to competitive advantages.
- Farmers also need support services, mentorship and investment towards ensuring sustainability and effective utilisation of farms attained through Land Reform Programme.

- There is a need for identification and implementation of high impact LED projects/ programmes like Bio-Fuel Plant as part of rural economic development in response to Land Reform Programmes.
- Need for informal sector development and second economy interventions (i.e. skills development).
- Constraints within the mining sector include a lack of forward and backward linkages, especially in terms of the beneficiation of mining produce. The vulnerability of the mining sector to volatile commodity prices and exchange rates also warns against an overreliance on this sector.
- The tourism industry encounters the following challenges:
 - **Lack of well-developed tourism product.** One of the recurring criticisms levelled against GSDM is *failure to develop and market a common product for the entire district*. In the absence of such a product, tourism development has been characterised by fragmentation, ineffectiveness, and inefficiency. Potential tourism resources in the eastern parts of the district especially are neglected and/ or not optimally utilised.
 - **Lack of effective public, private and community collaboration:** While the public sector has an important role to play in facilitating an enabling environment, it is the private sector that drives tourism. *The lack of a common vision, which is capable of unifying all major stakeholders including government, private sector, and communities* is also a major weakness.
 - **Lack of transformation.** The integration of the community (previously disadvantaged) sector into the industry has been quite slow.
 - **Tourism expenditure:** Equally critical is the need to ensure that adequate financial resources are provided to complement the private sector efforts product development and marketing spend.
 - **Enabling infrastructure:** The provision of both soft and hard infrastructure including access roads to heritage sites, air travel needs to be significantly improved.

RURAL VISION

From the priority issues identified and briefly discussed above, it is evident that the Gert Sibande District faces an extensive range of challenges in its rural areas that need to be addressed as part of the District Rural Development Plan. These issues should also provide guidance in terms of features to be analysed in the District Situational Analysis to follow during Phase 3.

Eventually, the Rural Development Plans for the respective Rural Functional Areas should, amongst other, formulate proposals and strategies aimed at addressing these issues. The Spatial Vision for the urban and rural parts of the Gert Sibande District as illustrated on **Figure 4 of GSDM Rural Development Plan** provides important directives towards the GSDM Rural Development Plan as noted below:

- Continuation of regional ecological corridors into surrounding districts of Ehlanzeni, Nkangala, Sedibeng, Fezile Dabi, Thabo Mofutsanyane, Amajuba and Zululand District Municipalities and protection of wetland and high biodiversity areas within the GSDM area;
- Strengthening of sub-continental road and rail corridors with specific reference to the N17-N2 corridor between Gauteng Province and the export harbours of Richards Bay and Durban-

eThekwini in KwaZulu- Natal; route N11 between Botswana, Limpopo province, Mpumalanga and KwaZulu-Natal; and enhancement of the Gauteng-Maputo, Gauteng-Swaziland-Richards Bay and Gauteng-Durban-eThekwini rail corridors;

- Providing for a four tier nodal hierarchy in the district ranging from the two largest economic hubs around Secunda and Ermelo, up to smaller rural nodes like Elukwatini, Driefontein, KwaNgema and Manzana;
- Developing industry-specific economic clusters around nodal areas based on local potential;
- Focusing economic and social infrastructure development towards these nodal areas and containing urban sprawl by way of an urban edge;
- Providing for Environmental Management mechanisms to ensure that mining areas are sufficiently rehabilitated to continue agricultural activity/production on the land in future.

The Gert Sibande District SDF delineated a hierarchy of activity nodes to guide urban development and infrastructure investment in the District.

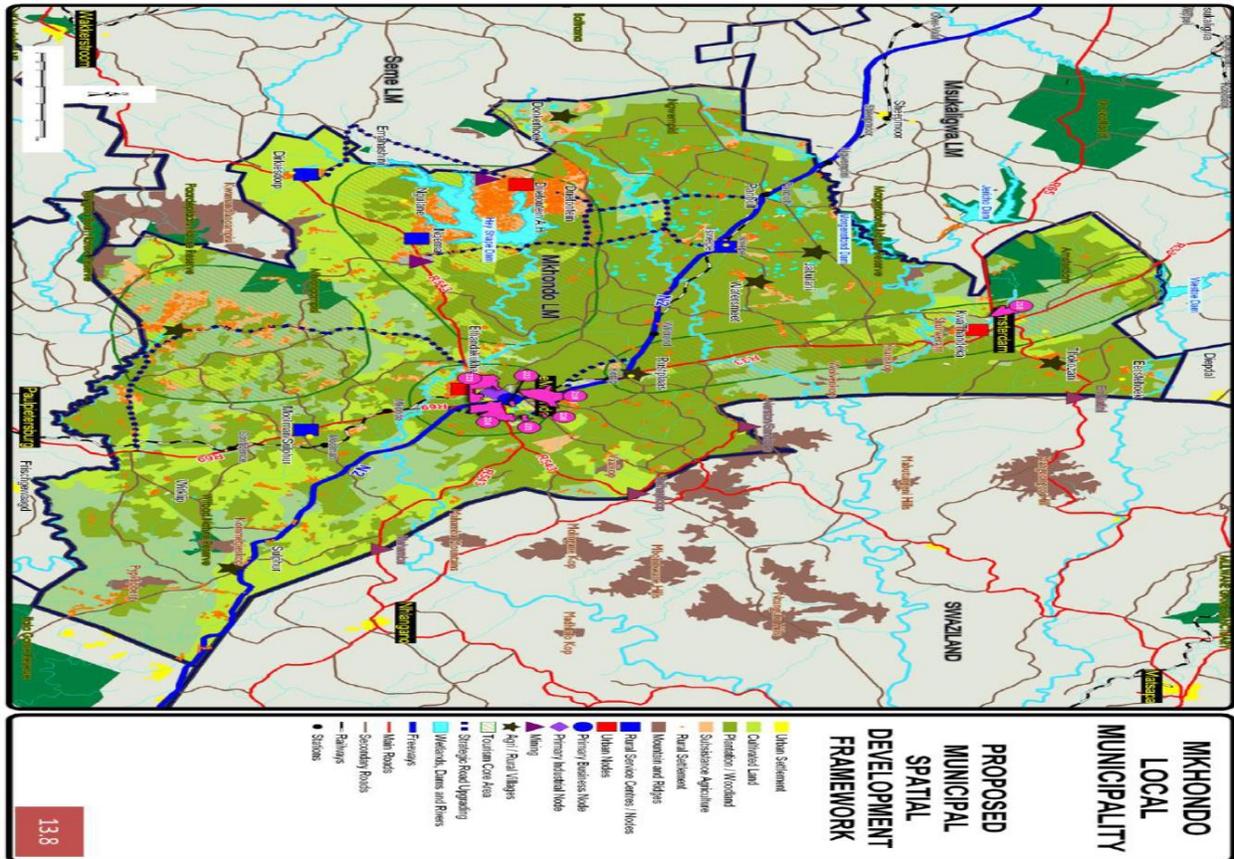
Secunda (Govan Mbeki LM), Standerton (Lekwa LM), Ermelo (Msukaligwa LM), and eMkhondo/ Piet Retief (Mkhondo LM) were identified as the District's primary activity nodes (priority nodes)

- The identified secondary activity nodes are namely Balfour (Dipaleseng LM), Evander and Bethal (Govan Mbeki LM), Carolina (Chief Albert Luthuli LM), and Volksrust (Dr Pixley ka Isaka Seme LM).
- The primary and secondary activity nodes are supported by a network of tertiary activity nodes/ rural service centres.
- A strategic road network was delineated to connect all activity nodes to one another, including the N11, N17 and N2 freeways, as well as routes R23, R546, R35 and R33. It is important that these strategic linkages be well-maintained and prioritised for upgrading projects.
- In line with NSDP principles, the SDF proposed that infrastructure investment be focused in and around areas with potential for growth, namely the identified activity nodes. This includes engineering services upgrades, the provision of housing and community facilities, urban revitalisation interventions etc.
- The Strategic Development Areas (SDAs) in the District were derived from the respective SDFs and Precinct Plans per Local Municipality.
- It is evident that the majority of SDAs in the District are located in Govan Mbeki, Msukaligwa and Mkhondo Local Municipalities.
- The spatial economy of the District may be broadly divided as follows:
 - Evander in the north-west was identified as a primary Industrial Cluster.
 - Mining focus areas are namely around Evander, Secunda and Leandra; around Standerton; along the belt between Carolina- Breyten-Ermelo-Sheepmoor; and south of Amsterdam.
 - The area around eMkhondo (formerly Piet Retief) town is home to large-scale forestry activity and was identified as a Forestry Cluster.
 - Balfour, Bethal, Standerton and Ermelo were identified as Agricultural Clusters. Generally, the western extents of the District were earmarked for extensive commercial agriculture.

- The eastern extents of the District comprise a number of nature reserves and conservation areas, as well as proposed conservancies. Accordingly, the area from Carolina, Chrissiesmeer and Daggakraal eastwards up to the Swaziland border was earmarked as the primary tourism corridor.
- The rural area to the south of Nkomazi Wilderness and Songimvelo Nature Reserve in Albert Luthuli LM was earmarked as a subsistence farming focus area.

4.6.2. MKHONDO LOCAL MUNICIPALITY SDF: SALIENT FEATURES

- Urban settlement in the Mkhondo municipal area is concentrated mainly in eMkhondo Town (formerly Piet Retief) and Amsterdam in the centraleastern and northern extents respectively (see Figure 13.8).
- Extensive rural settlement is concentrated around Heyshope Dam at Driefontein/ KwaNgema. Smaller concentrations of rural settlement are found throughout plantations in the Municipality, as well as a relatively large concentration of settlements in the southern mountainous areas.
- The SDF identified eMhondo, Amsterdam and Driefontein as Urban Nodes, while Dirkiesdorp, KwaNgema, Iswepe, and Moolman/ Sulphur were identified as Rural Nodes.
- The majority of the land cover in the Municipality comprises woodland, interspersed with pockets of cultivated land. Forestry is the primary economic sector in Mkhondo and related companies such as Mondi and Sappi invest in human settlements in the region.
- In this regard, four agri-villages (based on the CRDP) were proposed in Mkhondo, including Thokozani and Donkerhoek.
- The Precinct Plan for eMkhondo town delineated an urban edge to protect surrounding natural resources from urban sprawl. Within the urban edge, ten Strategic Development Areas (SDAs) were identified where future urban development should preferably be consolidated.
- Some of the SDAs comprise informal settlement which should be formalised as part of future development processes.
- The proposed infill development will, amongst others, facilitate more efficient service delivery and strengthen local economic potential. And the development of SDAs 1, 10 and 2 especially will strengthen the link between eMkhondo and EThandakukhanya Township.
- Note that there are plans to build a N2 bypass road around the town which will have a significant impact on the town's economy and related development pressure.
- The Precinct Plan for Amsterdam proposes that the town's vacant erven be developed before expansion of the urban footprint is allowed. However, an SDA was indicated to the south-west of the town along route R65 to accommodate long term expansion of the urban footprint.
- The Precinct Plan for Driefontein did not propose any SDAs seeing as the informal settlement needs to be formalised first.



RURAL INTERVENTION AREAS

Diagram 13, on GSDM Rural Development plan illustrates the anticipated/ proposed CRDP workflow process as defined by Department of Rural Development and Land Reform. Important to note from Diagram 13 is the fact that the District Rural Development Plan leads to the identification of wards/ farms for which Community Based Plans need to be compiled in future. Such planning process will bring about proposals pertaining to community/ social organisation and a Business Plan for the area comprising a number of projects earmarked for implementation. Because of the scale of the Gert Sibande District the GSDM Rural Development Plan did not identify specific wards/ farms for Community Based Plans.

HIGHVELD SOUTH REGION

RIA 1.1: This represents the rural communities in Dipaleseng local municipality and specifically around Greylingstad, Balfour and Grootvlei.

RIA 1.2: Leandra is the central node to this area and during the consultation process it was indicated that there is significant potential (and interest) in the establishment of agro industries in this area.

RIA 1.3: The Lekwa Municipality requested that this rural hinterland between Secunda and Standerton be identified as a Rural Intervention Area with the focal point being a potential Rural Node in the vicinity of Thuthukani.

RIA 1.4: This RIA serves the rural hinterland between Standerton and Volksrust with Perdekop as the Rural Node serving the large number of rural communities in the surrounding area.

RIA 1.5: The same principle was applied in the triangular shaped rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a Rural Node serving surrounding rural communities.

RIA 1.6: Daggakraal is the focal point for this Rural Intervention Area which mainly covers the area between Wakkerstroom, Volksrust, Amersfoort and Driefontein.

RIA 1.7: The Breyten-Kwazanele node is central to this Rural Intervention area which is located between Bethal, Ermelo and Carolina. This area is characterised by a number of Land Reform initiatives.

EASTERN ESCARPMENT CENTRAL AND SOUTH

RIA 2.1: This is a rural cluster around Manzana (Badplaas) in the northern extents of Chief Albert Luthuli municipality and which also links up with RIA 3.4 in Emakhazeni in Nkangala District Municipality.

RIA 2.2: Represents the central part of the rural villages in Chief Albert Luthuli Municipality with Elukwatini being the central focal point.

RIA 2.3: Represents the southern cluster of rural villages in Chief Albert Luthuli Municipality with Dundonald being the main node serving the area.

RIA 2.4: Lothair is the most prominent node within this Rural Intervention Area. It forms part of the forestry belt and a number of Land Reform initiatives are located in the area.

RIA 2.5: This area includes the forestry areas to the north of route N2 between Ermelo and Piet Retief with Sheepmoor and Iswepe being the main nodal points. There are several incidences of informal settlement in these forested areas with Mondi currently working on the establishment of a number of agri villages in the area (nine in total).

RIA 2.6: This represents the Driefontein-KwaNgema-Emahashini cluster of rural settlement in the vicinity of the Heyshope Dam. This is also a CRDP priority area and represents one of the largest rural concentrations of people in the Gert Sibande District Municipality. Mining was also introduced into the area over the past decade. Mkhondo Local Municipality and includes two proposed Rural Nodes at Sulphur Springs and Nthombe respectively.

Figure 25 on GSDM Rural Development plan depicts the extent of Land Reform initiatives in the various Rural Intervention Areas. From this it is evident that the largest concentration of activities area located in the eastern, and specifically the north-eastern parts of the District. Most notable in this regard is RIA 2.1 around Manzana; RIA 1.7 around Breyten-Kwazanele; RIA 1.6 in the vicinity of Daggakraal and RIA 2.5

around Sheepmoor and Iswepe. There are also a significant number of Land Reform related activities located in RIA 1.5 around Morgenzon.

A matter of concern is, however, the spatial extent of mining license applications in the District, and more specifically within the Rural Intervention Areas as illustrated on Figure 26. Almost all Rural Intervention Areas in the Highveld area are subject to mining license applications which may hamper future Land Reform initiatives in these areas.

Figure 27 on GSDM Rural Development plan shows that all Rural Intervention Areas comprise two or more agricultural activities and/ or tourism potential. Table below reflects the potential value chains identified per Rural Intervention Area in the Gert Sibande District. This confirms that there is significant economic development potential in each of these areas. (Refer to Annexures A and B in this document for more detail on each of the value chains).

Figure 28 on GSDM Rural Development plan shows that all the Rural Intervention Areas are served by a proper Farmer Production Support Unit within and/ or in close proximity

	GERT SIBANDE DISTRICT MUNICIPALITY													
	Functional Area 1							Functional Area 2						
Value Chain	RIA 1.1	RIA 1.2	RIA 1.3	RIA 1.4	RIA 1.5	RIA 1.6	RIA 1.7	RIA 2.1	RIA 2.2	RIA 2.3	RIA 2.4	RIA 2.5	RIA 2.6	RIA 2.7
Maize	√	√	√	√	√	√	√			√	√		√	
Sunflower			√	√	√									
Soyabean	√		√	√	√	√								
Vegetable	√	√	√	√	√	√	√	√		√		√	√	√
Fruit					√	√	√					√	√	√
Beef	√	√	√	√	√	√	√	√	√	√			√	√
Feedlot	√	√	√	√	√	√	√	√						
Pork	√	√	√											
Poultry	√	√	√	√	√									
Dairy						√								
Aqua Culture								√						
Forestry										√	√	√	√	√
Tourism			√	√					√	√	√	√	√	√
Coal Mining		√					√						√	
Sheep			√	√	√	√	√				√	√	√	

4.7. MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy. The PGDS was compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as

defined by the national government.

The PGDS is a strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects within the context of a long-term perspective and taking into consideration resources available and constraints. Furthermore, the PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment.” In essence, the PGDS is aimed at providing strategic directives to district and local municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from a PGDS be compatible with the vision, priority areas, and guidelines of SDFs of local and district municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Mpumalanga Provincial Government has identified six priority areas of intervention as part of the Mpumalanga PGDS, namely:

Figure 13: PGDS priority areas:



4.8. MPUMALANGA VISION 2030 STRATEGIC IMPLEMENTATION FRAMEWORK 2013-2030

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. The framework describes the Province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectorial and related planning interventions in Mpumalanga.

Mpumalanga Vision 2030 informs and is linked to the Municipal IDP through the following sector plans:

Figure 14: Sector plans



In line with the principles of the NDP, Vision 2030 highlights the following socio-economic outcomes as priorities:

Figure 15: Socio Economic Outcome Priorities:



4.9. MPUMALANGA GROWTH AND DEVELOPMENT PLAN

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province. The following are the main economic sectors (all of which occur in the Gert Sibande District) that have been identified as pivotal in spurring economic growth and employment creation:

Figure 16: Mpumalanga main economic sectors:



4.8 MPUMALANGA RURAL DEVELOPMENT PROGRAMME

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, coordinated by the office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Service (DED). The main objective of the programme is to contribute towards an “improvement of the social and economic situation of the rural poor”. The programme focuses on the creation of income and employment in rural areas.

Table 14: The key concepts of the programme include:

No	Concept	Narrative
1.	Self-reliance/ empowerment	strengthen the self-help capabilities of the communities and emphasise development planning
2.	Economic growth	encourage local economic development, employment and income generation through the promotion of small and micro-sized rural enterprises and the participation of the private sector;
3.	Sustainability	improve viable and sustainable natural resource utilisation
4.	Outreach	upgrade and broaden the facilitation of government services to the impoverished
5.	Capacity building	strengthen, advise and train service providers
6.	Innovation	develop innovative concepts for public service delivery
7.	Mainstream	get innovations on track
8.	Coping with HIV and AIDS	plan, design and implement relevant strategies in order to cope with HIV and AIDS
9.	Stakeholder participation	ensuring participation by all concerned

It is important for the Mkhondo Local Municipality to draw the concepts and principles of this plan down to local level, through spatial development policies and strategies as part of its Spatial Development Framework review process.

4.10. INTEGRATED SUPPORT PLAN FOR ACCELERATED MUNICIPAL SERVICE DELIVERY

The Integrated Support Plan for Local Government is developed to ensure that all 21 municipalities in the Mpumalanga Province are functional and provide services to communities in a sustainable manner both now and in the future.

Mpumalanga Province consists of 18 Local Municipalities and 3 District Municipalities that have a myriad of challenges ranging from:

Table 15: **Challenges in Mpumalanga local government:**

No	Challenges
1.	None provision of democratic and accountable Government for Local communities
2.	Erratic provision of basic services to communities in a sustainable manner
3.	Promotion of social and economic development not adequate
4.	Inadequate Promotion of a safe and healthy environment
5.	Lack of encouragement of involvement of communities and community organisations in the matters of local Government
6.	Sound and sustainable financial management inadequate

The Executive council instructed CoGTA to prepare an integrated support plan which had to include all relevant stakeholders including Local Government. On the 10th of September the Integrated Municipal support plan (IMSP) was tabled to the executive council and approved. The Key output of the ISP is 21 Functional Municipalities that provide services to local communities in a sustainable manner both now and in the future. This implementation plan seeks to give guidance to all the stakeholders who are involved in the IMSP in terms of the actions to be taken and the timelines. This implementation plan is guided in the main by the National Development Plan (NDP), the Medium-Term Strategic Framework (MTSF 2014-2019) and Local Government Legislation.

4.11. BACK TO BASICS

In the Budget Speech on 24 February 2016, the Minister of Finance highlighted the following key tasks to take South Africa forward during the next 5 years:

Table 16: **Key tasks:**

No	Task
1.	Back to Basics: Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail
2.	Responding vigorously to the immediate crises
3.	Understanding and responding to the structural challenges
4.	Continuing to build resilient local government institutions
5.	Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery

Table 17: **Governance**

1.	All municipal council structures must be functional - meet regularly
2.	Clear delineation of roles and responsibilities between key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
3.	Oversight committees must be in place and perform their responsibilities, without any interference, e.g. Audit Committee and MPAC's
4.	Transparency, accountability and regular engagements with communities. e.g. MTSF Action 7

Table 18: Administration

1.	All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications
2.	All managers sign performance agreements
3.	Implement and manage performance management systems

Table 19: **Sound Financial Management**

No.	Financial Management Framework
1.	All municipalities have a functional financial management system
2.	Rigorous Internal controls
3.	Cut wasteful expenditure
4.	SCM structures and controls with appropriate oversight
5.	Cash-backed budgets
6.	Post Audit Action Plans are addressed
7.	Act decisively against fraud and corruption

Table 20: **Community engagements and participation**

1.	All councillors report regularly to their wards;
2.	Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
3.	Transparent, responsive and accountable processes to communities

4.11.1 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.

4.12. MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

The Minister of Finance promulgated Government Gazette No 37577, Municipal Regulations on the Standard Chart of Accounts, effective 01 July 2017. The regulation seeks to provide a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level in order to:

1	Improve compliance with budget regulations and accounting standards
2	Better inform national policy coordination and reporting, benchmarking and performance measurement

Repercussion of non-compliance with Regulation by 1 July 2017 will result in Grant Funding stopped. MSCOA will impact on Main Accounting System as well as subsystems (Supply Chain Management, Assets, and Billing etc).

Table 21: Benefits of MSCOA:

1.	Accurate recording of transactions, therefore reducing material misstatements
2.	Reduce the month/year end reconciliation processes and journals processed
3.	Improve quality of information for budgeting and management decision making
4.	Improve oversight function by Council as the required information will be tabled for policy decisions, tariff modelling, and monitoring
5.	Ensure alignment and implementation of the IDP as all expenditure, both capital and operating, will be driven from a project
6.	Improve measurement of the impact on service delivery and the community

4.15. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on research conducted and key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in a government approach of investing in people rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas. The logic of this approach is that investing in people is a more efficient use of government resources as it potentially results in increased opportunity and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

In essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential.

Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services and the focus of government spending should rather be on the people, i.e. the social development spending. Social development spending may involve developing labour market intelligence, human resource development and health and social transfers. Crucially, this kind of “development spending” is specifically aimed at enabling the South African youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Following from the broad philosophy and actions put forward by the NSDP, five principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

Table 22: NSDP principles:

Principle One	Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development
Principle Two	Government infrastructure investment—beyond basic service delivery—will be in areas of high development potential or economic growth.
Principle Three	Efforts to address inequalities should focus on people and not places
Principle Four	Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential
Principle Five	Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD and labour market information.

4.16. THE NEW GROWTH PATH 2011

The New Growth Path Policy was released in October 2010. It is a build up from other economic policies that were introduced post-1994 in South Africa such as the RDP, GEAR, and ASGISA. The NGP focuses on job creation; poverty reduction; improved coordination; improvement of inequality levels and improved planning and implementation of economic policies in all three spheres of government. The New Growth Path promotes strong partnerships between government, businesses and communities and improved cooperation with other African countries and the Brazil, Russia, India and China (BRIC) countries.

The NGP is centered on massive investment in infrastructure as a critical driver of jobs across the economy, mainly energy, transport, communication, water and housing. It identifies five other priorities as part of the programme to create jobs, through a series of public-private partnerships. These priorities are green economy; agriculture; mining; manufacturing and tourism.

4.17. MEDIUM TERM STRATEGIC FRAMEWORK

The Medium-Term Strategic Framework sets out the strategic plan of Government for 2019 - 2024 term, with indicators and targets to be achieved during this period. The MTSF provides a framework for the plans of National, Provincial and Local government to ensure alignment and coordination of priorities across all the spheres of government. The priority areas to give effect to the above MTSF strategic

Table 23: Medium term strategic framework priorities:

1	More inclusive economic growth, decent work and sustainable livelihoods
2	Building a capable, ethical and developmental state
3	Economic transformation and job creation
4	Education, skills and health
5	Consolidating the social wage through reliable and quality basic services
6	Spatial integration human settlements and local government
7	Social cohesion and safe communities

4.17 ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Table 24: Alignment of the IDP with National, Provincial and District Priorities

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Municipality Development Priorities	Local
More inclusive economic growth, decent work and sustainable livelihoods Economic and social infrastructure	Economic transformation and job creation Consolidating the social wage through reliable and quality basic services	Improve the quantity and quality of Municipal basic services to the people Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development , food secu-	Basic Service Delivery Local Economic Development	
A developmental state, including improvement of public services	Building a capable, ethical and developmental state	Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Local Economic Development Basic Service Delivery	
The fight against crime and corruption	Social cohesion and safe communities	Advanced Community Wellbeing	Good Governance and Public Participation	

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Municipality Local Development Priorities
The fight against crime and corruption	Social cohesion and safe communities	<p>Improve and sustain Financial, Human Resources and Management Excellence across the District</p> <p>Improve and sustain Financial, Human Resources and Management Excellence across the District</p>	<p>Financial Viability and Management</p> <p>Municipal Institutional Development and Transformation</p>
Sustainable resource management and use	Building a capable, ethical and developmental state	Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism	Good Governance and Public Participation

CHAPTER 5:

5.1. FINANCIAL PLAN

5.1 Financial Services

The Financial services directorate is responsible for the function of budgeting and accounting, expenditure and revenue management, and maintenance of the financial system. The Municipality is a developing and growing municipality and committed to deliver quality and sustainable services that will enhance economically viable and better life for our community.

5.2 Overview of financial management policies

The municipality has various budget related and financial policies in place in order to enable sound environment and management of financial affairs of the municipality. The following are key budget relating policies which municipality has approved and where the policy doesn't exist the process of development will be looked at:

5.2.1 Asset Management Policy

The purpose of the Asset Management Policy is to ensure the effective and efficient control, utilization, safeguarding and management of a municipality's property, plant and equipment.

5.2.2 Disposal policy

The purpose of the Asset Disposal Policy is to provide a framework for the disposal of the municipality's assets that are not needed to provide the minimum level of basic municipal services and that are surplus to the municipality's requirements.

5.2.3 Borrowing policy

Borrowing policy provides guidance on the legislative requirements that needs to be followed when the municipality enters into borrowing transactions.

5.2.4 Fleet Management Policy

This policy covers the use of transport within the Council. It covers inter alia the use of vehicles owned by the Council, vehicles from donor organisations, and vehicles hired by the department. If vehicles are paid for by the department but managed by other organisations, the recipient organisation must ensure that their control systems are as effective as those outlined in the policy.

5.2.5 Rates Policy

The policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determining of rates. It further ensures certainty and clarity as to amounts payable in respect of property rates.

5.2.6 Tariffs Policy

The Council of the Mkhondo Municipality has resolved to levy rates on the market value of all rateable properties in its area jurisdiction, as reflected in its property register compiled in terms of section 23 of the Municipal Property Rates Act 2004 (Act No. 6 of 2004), in order to provide a reliable source of revenue to provide basic services and perform its functions.

5.2.7 Cash Management Policy

The objectives of cash management policy are to ensure that the Municipality's bank account(s) are effectively managed and accounted for and that receipts of revenue are adequately safeguarded and accounted for.

5.2.8 Credit and Debt Control Policies

The purpose is to ensure long term financial viability of any municipality by collecting revenues (such as levies, tariffs, rates and taxes) due to it for services rendered. In terms of Section 96 of the Local Government Municipal Systems Act 2000, a Municipality Must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and for this purpose, must adopt, maintain and implement a credit control and debt collection policy, which is consistent with rates and tariff policies and complies with the provisions of this Act.

5.2.9 Subsistence and Travelling Policy

The objectives of subsistence and travel policy are to fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the Municipality and to promote honesty and integrity in disbursing public money entrusted to the municipality.

5.2.10 Funds Transfer Policy

This policy ensures proper and sound financial management in the department thereby allowing internal fund transfers and movements to be redirected to an immediate expenditure in the other vote within the Department.

5.2.11 Budget Policy

This policy sets out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

5.2.12 Investment Policy

This policy deals with the investment of the Municipality's money not needed for the immediate purposes of the Municipality. The primary object of this policy is to gain the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. In order to achieve the objectives of the investment policy, the municipality shall aim to preserve and safeguard its investments; invest in a diversity of instruments and at a diversity of institutions in order to spread and minimise risk and take into account the Municipality's liquidity needs.

5.2.13 Long Term Financial Planning policy

The purpose of the policy is to set out general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resource (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. More details of the strategies are set out below.

5.2.14 Funding and Reserves Policy

The objectives of the policy are to ensure that the Medium-Term Expenditure Framework (annual budget) of the municipality is appropriately funded, cash resources and reserves are maintained at the required levels to avoid future year unfunded liabilities and financial sustainability is achieved with acceptable levels of service delivery to the community.

5.2.15 Petty Cash Policy

The object of this policy is to regulate the management, administration and control of petty cash in the municipality.

5.2.16 SCM Policy

Supply Chain Management policy is formulated based on section 217 of the Constitution of the Republic of South Africa in conjunction with section 111 of the Municipal Financial Management Act (MFMA) which requires that, when contracting for goods or services, the municipality shall do so in a manner that in accordance with a system which is fair, equitable, transparent, competitive and cost effective. In addition, Supply Chain Management (SCM) forms an integral part of the financial management system of an institution which deals with the supply of goods and services.

SUPPLY CHAIN MANAGEMENT COMMITTEE

The Municipal Finance Management Act, Act 56 of 2003 in chapter 11, requires that all municipalities should have Supply Chain Management policies to implement all tendering processes. The municipality has considered the provision of the MFMA and Supply Chain Management Policy of the municipality when implementing and awarding tenders.

In terms of the MFMA Circular 46 of the Municipal Finance Management Act, Act 56 of 2003, on “Checking the prohibition status of recommended bidders”. The municipality fully complies with the provisions of this circular

ESTABLISHMENT OF BIDDING COMMITTEES:

All the Competitive bidding Committees, Bid Specification Committee, Bid Evaluation Committee, and the Bid Adjudication Committee, are established and appointed by the Accounting Officer as per SCM Regulation 26(1) (b).

COMMITTEES	NO. OF MEMBERS
Bid Specification Committee	6
Bid Evaluation Committee	5
Bid Adjudication Committee	6

SCM committee members are appointed on quarterly basis and they change, they sit wen there is need.

5.2.17 Indigent Policy

The purpose of indigent management policy is to ensure that households that are unable to pay for basis services have access to at least basic municipal services, and is guided in the formulation of this policy by the national government’s policy in this regard.

5.3 BUDGET SUMMARY

The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to align its Integrated Development Plan (IDP) with its budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

BUDGET SUMMARY

BUDGET 2021/2022

MKHONDO LOCAL MUNICIPALITY - 2021/22 DRAFT BUDGET SUMMARY			
Budget Summary	2021-22 Draft Budget	2022-23 - Year 1	2023-24 - Year 2
REVENUE			
Property rates	- 96,377,510	- 100,425,366	- 104,844,083
Service charges - electricity revenue	- 173,363,433	- 180,644,698	- 188,593,064
Service charges - refuse revenue	- 15,457,412	- 16,106,623	- 16,815,315
Service charges - sanitation revenue	- 13,282,924	- 13,840,807	- 14,449,802
Service charges - water revenue	- 29,681,052	- 30,927,657	- 32,288,473
Interest earned - external investments	- 242,733	- 252,928	- 264,057
Interest earned - outstanding debtors	- 31,659,652	- 32,989,357	- 34,440,889
Rental of facilities and equipment	- 779,493	- 812,231	- 847,970
Fines, penalties and forfeits	- 1,613,404	- 1,681,167	- 1,755,139
Licences and permits	- 166,087	- 173,063	- 180,677
Transfers and subsidies - Operational	- 279,201,800	- 299,025,305	- 300,588,015
Transfers and subsidies - Capital	- 185,054,200	- 152,143,750	- 236,993,150
Other revenue	- 5,011,129	- 5,221,598	- 5,451,346
Gains	- 228,101	- 237,681	- 248,139
Total Revenue	- 832,118,930	- 834,482,231	- 937,760,119
EXPENDITURE			
Employee related costs	224,250,408	234,798,848	245,219,750
Remuneration of councillors	22,241,774	22,133,928	23,107,820
Debt impairment	87,276,013	90,941,606	94,943,034
Depreciation and asset impairment	146,647,272	152,806,458	159,529,940
Bulk purchases	118,078,000	138,205,276	158,350,148
Contracted services	71,775,195	74,689,137	77,977,156
Finance charges	15,119,694	15,754,722	16,447,929

MKHONDO LOCAL MUNICIPALITY - 2021/22 DRAFT BUDGET SUMMARY			
Budget Summary	2021-22 Draft Budget	2022-23 - Year 1	2023-24 - Year 2
REVENUE			
Other materials	21,991,627	22,916,022	23,925,070
Transfers and subsidies	2,550,618	2,657,743	2,774,685
Other expenditure	50,560,359	52,699,514	55,024,113
Total Expenditure	760,490,960	807,603,254	857,299,645
Surplus/Deficit	- 71,627,970	- 26,878,977	- 80,460,474
Capital Budget Funding	2021-22 Draft Budget	2022-23 - Year 1	2023-24 - Year 2
<i>National Grant Funding</i>			
MIG	82,836,000	89,625,000	93,677,000
WSIG	70,000,000	50,000,000	30,000,000
INEP	36,360,000	17,000,000	18,000,000
<i>Internally generated</i>			
Own Funding - EQS	519,504	539,765	560,816
Total Capital Budget Funding	189,715,504	157,164,765	142,237,816

2021/22 BUDGET – CAPITAL PROJECTS

MUNICIPAL INFRASTRURE GRANT (MIG)

Project Description	Project type	Proposed Budget 2021/2022FY	Proposed Budget 2022/2023FY	Proposed Budget 2023/2024FY
PMU Management	PMU Admin	4,141,800	4,481,250	4,683,850
Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line (Phase 3)	Water	13,446,200	-	-
Design, Supervision, Monitoring and Construction of the Sewer Reticulation Network in Amsterdam	Sanitation	19,700,000	32,000,000	-
Rehabilitation of Bus and Taxi Route at Phola Park in eThandukukhanya	Road	10,000,000	12,000,000	-
Rehabilitation of Taxi Rank Road	Road and Stormwater	10,562,000	-	-
Rehabilitation of Mandla Magudulela Stadium eThandukukhanya	Community Centre	8,136,531	-	-
Construction of Driefontein Sanitation Infrastructure	Sanitation	12,500,000	35,089,031	17,411,000
Installation of Pour Flush Toilets in rural villages of Mkhondo LM	Sanitation	4,349,469	6,054,719	6,054,719
Construction of MPCC in Harmony Park	Community Centre	-	-	20,000,000
Construction of Water Treatment Works in Maphepheni	Water	-	-	30,000,000
Construction of Taxi Rank	Community Centre	-	-	15,527,431
Total		82,836,000	89,625,000	93,677,000

INTERGRATED ELECTRIFICATION PROGRAMME (INEP)

Project Description	Proposed Budget 2021/2022FY	Proposed Budget 2022/2023FY	Proposed Budget 2023/2024FY	Project Description
Electrification of Phoswa Village	18,360,000	0		Electrification of Phoswa Village
Upgrading of Phillip Greyling Substation	18,000,000	17,000,000	18,000,000	Upgrading of Phillip Greyling Substation
Total	36,360,000	17,000,000	18,000,000	Total

WATER SERVICES INFRASTRUCTURE GRANT (WSIG)

Project Description	Proposed Budget 2021/2022FY	Proposed Budget 2022/2023FY	Proposed Budget 2023/2024FY
Drilling, Equipping and Electrification of Boreholes	36,523,272	10,000,000	-
Upgrading of Piet Retief Water Treatment Works	1,000,000	40,000,000	-
eThandukukhanya WWTW-Mechanical and Electrical Works	16,476,728	-	-
Rustplaas Outfall Sewer Line	16,000,000	-	30,000,000

REGIONAL BULK INFRASTRUCTURE GRANT

Project Description	Proposed Budget 2021/2022
Amsterdam/ Sheepmoor BWS	0

1.4. MUNICIPAL PROJECTS 2021/2022

The following represents a list of projects to be implemented in Mkhondo Municipality over the next financial year. The projects are categorised by implementing agents, largely the municipality itself and provincial departments. The projects have been identified collectively by Mkhondo's internal departments and provincial departments as key projects based on the issues identified by Mkhondo's communities as part of an on-going projects.

No	SDBIP NO.	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
Key Focus Area (KFA): Electricity						
1.	BSD 01	Maintenance of electrical network as per maintenance plan	Electrical Services	140	140	R 2 994 192
2.	BSD 02	Number of electricity meters installed/replaced	Electrical Services	500	500	R 100 000
3.	BSD 03	Number of bulk meters installed	Electrical Services	30	40	R 100 000
4.	BSD 04	% of reported electric faults attended to	Electrical Services	100%	100%	R 695 248
PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
Key Focus Area (KFA): Water and Sanitation						
5.	BSD 05	Number of water conservation and water demand management programmes implemented	Water and Sanitation	12	11	-
6.	BSD 06	Megalitres of water provided to communities through water treatment works and water tankers	Water and Sanitation	7640.323MI	5 800MI	-
7.	BSD 07	% of new water and waste water connections	Water and Sanitation	100%	100% As per request	-

No	SDBIP NO.	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
8.	BSD 08	Number of water meters replaced	Water and Sanitation	125	100	-
9.	BSD 09	Number of publication reports on water and waste water compliance (Blue and Green drop)	Water and Sanitation	4	4	-
10.	BSD 10	Number of Megaliters of waste water treated from waste water treatment works and septic tanks drained from households	Water and Sanitation	2863,8055MI	2555MI	-
PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
Key Focus Area (KFA): Roads and Storm water						
11.	BSD 11	KMs of roads maintained and graded	Roads and Storm Water	80 Km	160Km	-
12.	BSD 12	% of graves prepared	Roads and Storm Water	100% as per request	100% as per request	-
13.	BSD 13	Number of Catch pits cleaned	Roads and Storm Water	120	120	-
14.	BSD 14	Square meters (M ²) of tar road potholes repaired	Roads and Storm Water	16 800m ²	16 800m ²	-
15.	BSD 15	Meters of storm water systems maintained	Roads and Storm Water	5000m	5000m	-
PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
Key Focus Area (KFA): Waste Management						
16.	BSD 16	Number of mass refuse container loads disposed at the landfill site	Waste Management	840	840	900 000
17.	BSD 17	Number of streets cleaned in the CBD	Waste Management	22	22	25 000

No	SDBIP NO.	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
18.	BSD 18	Number of refuse collection loads from serviced areas disposed of at the landfill site	Waste Management	828	830	701 000
19.	BSD 19	Number of reports on landfill sites compliance	Waste Management	04	04	25 000
20.	BSD 20	Number of stakeholders awareness and clean-up campaigns held	Waste Management	04	08	45 000
21.	BSD 21	Number of monthly waste reports submitted to Department of Environmental Affairs via South African Waste Information System	Waste Management	12	12	70 000
22.	BSD 22	Number of waste summits on waste and environmental management coordinated	Waste Management	01	01	150 000
PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES						
Key Focus Area (KFA): By-Law Enforcement						
23.	BSD 23	Number of road blocks conducted	Public Safety	20	30	-
24.	BSD 24	Number of road safety awareness campaigns conducted	Public Safety	32	34	-
25.	BSD 26	Number of fire awareness campaigns conducted	Public Safety	15	16	-
PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
Key Focus Area (KFA): Infrastructure Development						
26.	BSD 27	Construction of Driefontein to Iswepe and Hartebeesfontein Water Bulk Line Phase 3	PMU	19 km of pipeline and 1ML elevated tank	House connections 605 and reticulation.	R 13 446 200,00
27.	BSD 28	Construction of Amsterdam Sewer Reticulation	PMU	(Construction 50%)	20km of sewer pipeline 160mm to 315mm diameter	R 17 000 000,00

No	SDBIP NO.	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
				160mm to 315mm diameter outfall sewer and reticulation	outfall sewer and stream crossings	
28.	BSD 29	Rehabilitation of 4km Bus & Taxi Route at Phola Park in eThandukukhanya	PMU	Appointment of contractor	2km paved road and 2km asphalt surfaced road and stormwater	R 10 000 000,00
29.	BSD 30	Installation of Dignified sanitation Constructed (Material supply and Installation)	PMU	238 units of toilets to various rural villages	238 units of toilets to various rural villages	R 6 054 719,00
30.	BSD 31	Upgrading of Taxi Rank Access Road at eMkhondo	PMU	Appointment of Contractor	Earthworks, layerworks, stormwater drainage, paved surface and concrete surfaced. 500m long	R 10 562 000,00
31.	BSD 32	Rehabilitation of Mandla Magudulela Stadium at eThandukukhanya	PMU	Appointment of contractor	Soccer field , borehole and irrigation system, boundary fence	R 8 136 531,00
32.	BSD 33	Construction of Driefontein Sanitation Infrastructure	PMU	Appointment of contractor	1ML WWTW	R 15 200 000,00
33.	BSD 34	Construction of the Electrification of Phoswa Village in eThandukukhanya in Mkhondo Local Municipality	PMU	Appointment of contractor	Electrification of 1200HH	R18 360 000.00

KPA: MUNICIPAL INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

No	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Key Focus Area (KFA): Legal and Compliance						
34.	MIDT 01	% SLA and Contracts drafted within 30 days	Legal	100%	100%	None
35.	MIDT 02	% of Consultation with attorneys	Legal	100%	100%	6 Million
36.	MIDT 03	Number of Assessment conducted to all senior management	PMS	2	2	--
37.	MIDT 04	Number of Quarterly Performance Reports Compiled	PMS	4	4	
38.	MIDT 05	Number of Annual report compiled	PMS	1	1	R200 000
39.	MIDT 06	Number of PMS feedback sessions conducted	PMS	4	4	-
40.	MIDT 07	Approval and review of audit committee charter	Internal Audit	1	1	-
41.	MIDT 08	Approval of Internal Audit (IA) plan	Internal Audit	1	1	-
42.	MIDT 09	Approval and review of IA charter	Internal Audit	1	1	-
43.	MIDT 10	Number of quarterly internal audit reports submitted to audit committee	Internal audit	4	4	200,000
44.	MIDT 11	Number of risk management and fraud prevention committee meetings held	Risk Management	4	4	-

No	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
45.	MIDT 12	Number of strategic risk assessment workshops conducted	Risk Management	1	1	-
46.	MIDT 13	Number of quarterly reports on risk management	Risk Management	4	4	-
47.	MIDT 06	Number of PMS feedback sessions conducted	PMS			
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Key Focus Area (KFA): Leadership						
48.	MIDT 15	Development of the IDP process plan	Planning and Development	IDP Process plan 2019/2020	1	-
49.	MIDT 16	Annual review of the IDP	Planning and Development	1	1	-

KPA: MUNICIPAL VIABILITY AND FINANCIAL MANAGEMENT

NO.	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Key Focus Area (KFA): Revenue Management						
50.	MFVM 01	% of customers billed within 10 days of each month	Finance Department	100%	100%	0
51.	MFVM 02	Number of monthly bank reconciliation approved	Finance Department	12	12	0
52.	MFVM 03	% of monthly revenue collected	Finance Department	61%	75%	0

NO.	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
53.	MFVM 04	% of approved and registered indigent households receiving free basics services.	Finance department	1675	5000	50 000
Key Focus Area (KFA): Expenditure Management						
54.	MFVM 05	% of capital budget spent on capital projects	Finance Department	100%	100%	185,573,700
55.	MFVM 06	% of operational budget spent on operational projects	Finance Department	100%	100%	835,985,710
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Key Focus Area (KFA): Asset Management						
56.	MFVM 07	Number of fixed assets verification conducted	Finance Department	4	12	
57.	MFVM 08	Number of monthly asset reconciliation conducted	Finance Department	12	12	
58.	MFVM 09	Number of stock counts conducted	Finance Department	02	02	
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Key Focus Area (KFA): Financial Reporting and Budgeting						
59.	MFVM 10	Number of Section 71 reports submitted to National Treasury	Finance Department	12	12	None
60.	MFVM 10	Number of Section 72 reports submitted to National Treasury	Finance Department	1	1	None
Priority 1: Building A Capable, Ethical And Developmental State						
Key Focus Area (KFA): Supply Chain Management						
61.	MFVM 11	Number of SCM quarterly reports completed	SCM	4	4	-
62.	MFVM 12	% of tenders advertised, evaluated, adjudicated within 90 days	SCM	100%	100%	-
63.	MFVM 13	Approval of procurement plan	SCM	1	1	-

KPA: LOCAL ECONOMIC DEVELOPMENT

No	SDBIP No	Key Performance Indicator	Department	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	Budget
PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION						
Key Focus Area (KFA): Skills development and Job creation						
64.	LED 01	Number of hectares (ha) replanted	Forestry			
65.	LED 02	Number of exhibitions organized	Planning and Development	4	4	R800 000.00
66.	LED 03	Number of Grant agreement signed	Planning and Development	1	1	N/A
67.	LED 04	Municipal spending on Integrated Incentive Grant as per DORA	Planning and Development	12	12	R2,5 MIL
68.	LED 05	Number of jobs created through IG, MIG, INEP, WSIG, etc	Planning and Development	200	300	R70 MIL
69.	LED 06	EPWP Integrated Incentive Grant Quarterly Report	Planning and Development	4	4	NIL
70.	LED 07	Coordinate implementation of Mpumalanga Regional Training Trust (MRTT), Community Works Programme (CWP)	Planning and Development	1700	1700	-
71.	LED 08	Facilitation of Job created through Siyathuthuka Programme	Planning and Development	30	30	N/A
72.	LED 09	Number of SMMEs and co-ops supported	Planning and Development	8	8	R800 000.00

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION

No.	SDBIP No	Key Performance Indicator	Department	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	Budget
PRIORITY 3: EDUCATION, SKILLS AND HEALTH						
Key Focus Area (KFA): Skills development and Job creation						
73.	GG 01	% of requests to fill vacancies completed in relation to requests received	Corporate Services	75%	75%	-
74.	GG 02	Number of health and safety workshops conducted	Corporate Services	20	20	-
75.	GG 03	Number of internal bursaries offered	Corporate Services	0	25	2 000 000
76.	GG 04	% of new employees inducted	Corporate Services	100%	100%	-
77.	GG 05	Work-place skills plan submitted annually	Corporate Services	1	1	-
78.	GG 06	Number of training interventions facilitated	Corporate Services	30	20	-
79.	GG 07	Employment Equity Report submitted annually	Corporate Services	1	1	-
80.	GG-	Employee Wellness Day	Corporate Services	1	1	200 000
81.	GG 08	Number of Mayoral outreach programmes co-ordinated	Corporate Services	4	4	-
PRIORITY 3: EDUCATION, SKILLS AND HEALTH						
Key Focus Area (KFA): Health and Social development						
82.	GG 09	Number of disability, elderly, women and children events organized	Corporate Services	12	12	35 000
83.	GG 10	Number of MMC,HIV, STI, LAC and AIDS programmes held	Corporate Services	16	16	500 000
84.	GG 11	Number of municipal publications produced	Corporate Services			MM's office
85.	GG 12	Number of Cleaning Services per month	Corporate Services	15	15	-
86.	GG 13	Number of requests for Buildings to be Maintained	Corporate Services	4	4	2 000 000

No.	SDBIP No	Key Performance Indicator	Department	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	Budget
87.	GG 14	Number of Records Management Reports Produced	Corporate Services	12	12	-
88.	GG 15	Number of Reports on Records Management Training conducted	Corporate Services	4	4	-
89.	GG 16	Number of Youth Intervention programmes conducted	Corporate Services	4	4	400 000
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
(To ensure efficient and effective ICT) Key Focus Area (KFA): Data Integrity and Security						
90.	GG 17	% of ICT queries resolved within 24 hours	ICT	80%	80%	500 000
91.	GG 18	Number of monthly offsite backups conducted	ICT	12	12	1 000 000
92.	GG 19	Number of Section 75 (MFMA) requirements in terms of updating the Website (Compliance).	ICT	100%	100%	750 000
PRIORITY 1: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
Satellite Office: Key Focus Area						
93.	GG 20	Number of Halls Cleaned Per month	Satellite Office			
94.	GG 21	Number of Consumer awareness campaigns conducted	Satellite Office			
PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES						
Social Services KPIs (Libraries, Arts, Culture, Sport& Recreation)						
95.	GG22	No. of sports tournaments/events supported	Corporate Department	4	6	338 000 00
96.	GG23	No. of cultural events & exhibitions held	Corporate Department	4	4	318 500 00
97.	GG24	No. of library outreach programmes conducted	Corporate Department	4	4	330 200 00

No.	SDBIP No	Key Performance Indicator	Department	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	Budget
98.	GG25	No. of coaching clinics, trainings & workshops conducted	Corporate Department	2	2	65 000 00
99.	GG26	SAMSRA GAMES (Employee Wellness Games)	Corporate Department	1	1	1 690 000 00

KPA: SPATIAL RATIONAL

No.	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
100.	SDR 01	% of building plans processed within 30 days	Planning and Development	100%	100%	None.
101.	SDR 02	% of building inspections conducted as per request	Planning and Development	100%	100%	None.
102.	SDR 03	% of contravention notices issued on all illegal building work identified	Planning and Development	100%	100%	None.
103.	SDR 04	Number of households inspected for illegal buildings and business operations	Planning and Development	5500	6000	None.
104.	SDR 05	% of non-compliance notices issued on all illegal land use identified	Planning and Development	100%	100%	None.
105.	SDR 06	Number of areas identified for survey rectification	Planning and Development	8	4	R 2 600 000.00
106.	SDR 07	Processing of land use and land development applications as receive	Planning and Development	100%	100%	None.
107.	SDR 08	% of Section 86 applications processed	Planning and Development	100%	100%	None.

No.	SDBIP NO	KEY PERFORMANCE INDICATOR	DEPARTMENT	BASELINE 2019/2020 (Audited APR)	TARGETS AND BUDGET	
					2021/2022	BUDGET
108.	SDR 09	% of beneficiaries registered on the NHNR Database against received applications	Planning and Development	100%	100%	None.
109.	SDR 10	% of general queries attended to against received public enquiries	Planning and Development	100%	100%	None.
110.	SDR 11	Number of consumer education sessions initiated	Planning and Development	4	4	None.
111.	SDR 12	% of beneficiaries allocated against allocation from DoHS	Planning and Development	100%	100%	None.

CHAPTER 6:

6.1. NATIONAL AND PROVINCIAL FRAMEWORKS AFFECTING THE MUNICIPALITY

The following are the legislative frameworks and policy guidelines for IDP, Budget and Performance Management processes:

Table 25: **Legislative Frameworks:**

No	Legislation or Framework
1.	The Constitution of the Republic of South Africa
2.	White Paper on Local Government, 1998
3.	Municipal Structures Act No. 117 of 1998
4.	Municipal Systems Act, No. 32 of 2000 (as amended)
5.	Municipal Planning and Performance Management Regulations, 2001
6.	Municipal Financial Management Act, No. 56 of 2003
7.	Intergovernmental Relations Framework Act, No. 13 of 2005
8.	Municipal Turnaround Strategy
9.	COGTA Assessment, 2009
10.	COGTA IDP guidelines
11.	Outcome 9 Service Level Agreement
12.	Spatial Planning and Land Use Management Act, No. 16 of 2013 (SPLUMA)

6.2. THE UNITED NATIONS: SUSTAINABLE DEVELOPMENT GOALS AND MILLENNIUM DEVELOPMENT GOALS

The Sustainable Development Goals were finalised in September 2015. In the long term strategic, South Africa as a whole is expected to deliver on the expected goals, targets and indicators, which cascade down to local municipalities on their focus on service delivery and sustainability. The SDGs follow the Millennium Development Goals (MDGs) which countries were expected to attain by 2015.

Table 26: The Millennium Development Goals and Sustainable Development Goals

No.	Millennium Development Goals	Sustainable development goals
1	Eradicate extreme poverty and hunger.	End poverty in all its forms everywhere. End hunger achieve food security and improved nutrition and promote sustainable agriculture.
2	Achieve universal primary education.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for
3	Promote gender equality and empower women.	Achieve gender equity and empower all women and girls.
4	Improve child health. Improve maternal health. Combat HIV/AIDS, malaria, and other diseases.	Ensure healthy lives and promote well-being for all at all ages.
7	Ensure environmental sustainability.	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	Develop a global partnership for development.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Source: UN Habitat

6.3. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

The Constitution is the supreme law in South Africa. Section 152 and 153 of the Constitution of the Republic of South Africa outlines the objects and developmental duties of municipalities. The Constitution makes provision for the division of powers and functions between district and local municipalities; it gives district municipalities more of a role in supporting local municipalities in drafting IDPs/Spatial

Development Framework (SDF).

According to Section 152 of the Constitution, which clearly sets out the objectives of local government which is “to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote an economic development, to promote a safe and healthy environment, and to encourage involvement of communities in the matters of local government. The Constitution of the Republic of South Africa (1996). It defines developmental local government as municipalities who are committed to working with local communities to find sustainable ways to meet their needs (social, economic and material) to improve the quality of their lives.

6.4. NATIONAL DEVELOPMENT PLAN 2030 (2011)

The National Development Plan 2030 (NDP) is a national long term strategic plan which was prepared by the National Planning Commission. Its main objective is to eliminate poverty and reduce inequality by 2030 in South Africa. Targets by 2030 include the elimination of income poverty and reduce the country’s Gini coefficient from 69% to 60%. The NDP 2030 serves as a blueprint to enhance the capability of the country and its leadership to solve the state’s complex problems. Its four objectives are mainly:

Table 27: **Objectives of the National Development Plan (NDP)**

No	Objective
1)	Providing overarching goals for what the country wants to achieve in 2030
2)	Building consensus on the key obstacle to achieving these goals and what needs to be done to overcome these obstacles
3)	Providing a shared long term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4)	Creating a basis for making choices about how best to use limited resources.

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role, by focus on critical priorities that relate to the mandate of local government such as spatial planning, infrastructure and basic services.

Table 28: **The NDP thrust are as follows:**

No	Objective
1)	Economic Growth
2)	Infrastructure expansion
3)	Rural Development
4)	Social cohesion
5)	Integrated Human Settlements
6)	Spatial arrangement
7)	Economic growth and job creation

8)	Building a stable state
9)	Fighting corruption
10)	Transformation and unity

6.5. GOVERNMENT PRIORITY OUTCOMES

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. More detailed Delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them:

Table 29: National Development Plan Outcomes:

No	National Outcome
1	Quality basic education
2	Improve health and life expectancy
3	All people in South Africa protected and feel safe
4	Decent employment through inclusive economic growth
5	A skilled and capable workforce to support inclusive growth
6	An efficient, competitive and responsive economic infrastructure network
7	Vibrant, equitable and sustainable rural communities and food security
8	Sustainable human settlements and improved quality of household life
9	A response and, accountable, effective and efficient local government system
10	Protection and enhancement of environmental assets and natural resources
11	A better South Africa, a better and safer Africa and world
12	A development-orientated public service and inclusive citizenship

Five years Mpumalanga provincial priorities, in line with the 2019-24 Medium Term Strategic Framework (MTSF) and the Provincial 5 Years Plan

Government of priorities

1. Building a capable, ethical and developmental state
2. Economic transformation and job creation
3. Education, skills and health
4. Consolidating the social wage through reliable and quality basic services

- 5. Spatial integration human settlements and local government
- 6. Social cohesion and safe communities
- 7. A better Africa and World

IP IMPLEMENTATION APPROACH: 2019-24 MTSF	
<p>the Medium Term Strategic Framework (MTSF) for 2014 to 2019 was the first five-year building block of the NDP and in the province, the Provincial Vision 2030 Strategic Implementation Framework.</p> <p>There are 3 phases of implementation of NDP and Provincial Vision 2030 Strategic Implementation Framework at the Provincial Level:</p> <ul style="list-style-type: none"> ✓ Critical steps to unlock implementation in 2013/14 – these include difficult choices on priorities that need to happen immediately in order to drive long term goals and their implementation ✓ Used the 2014 – 19 MTSF period to lay the basis for achieving the 2030 goals of the NDP ✓ Current 2019-24 MTSF take further steps towards achievement of the goals as follows... 	<p>Within the next 10 years, government commits to making progress in tackling poverty, inequality & unemployment through the goals (SONA 2019):</p> <ul style="list-style-type: none"> ✓ No person in South Africa will go hungry ✓ Our economy will grow at a much faster rate than our population ✓ Two million more young people will be in employment ✓ Our schools will have better educational outcomes & every 10-year-old will be able to read for meaning ✓ Violent crime will be halved. <p>Within the period of this MTSF 2019 - 2024, government will:</p> <ul style="list-style-type: none"> ✓ Eradicate learning under the trees through the Department of Basic Education ✓ Eradicate mud schools through the Department of Basic Education ✓ Eradicate the sanitation backlog in schools ✓ Eradicate the backlogs of issuing title deeds ✓ Eradicate wasteful and fruitless expenditure

P1: A Capable, Ethical and Developmental State

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
Fighting corruption				
Percentage reduction in corruption	tbc	10% reduction in corruption	Conduct lifestyle audits and prevent public officials from doing business with the state; Finalize the Provincial Anti Corruption Strategy and monitor implementation; Coordinate implementation of Provincial communication Strategy that document the achievements of the administration	SALGA Vodacom
Improved audit outcome (Provincial Department)				
Percentage of votes with improved financial performance	75%	100%	Roll-out system automation programme in the supply chain management, human resource and financial accounting to improve efficiencies in financial administration. Strengthen Governance and Compliance Management in the Province – focusing on improving audit outcomes, clearing irregular expenditure Create awareness on Public procurement reforms to improve compliance, includes enforcing focus on targeted procurement reforms,	
Cross Cutting Interventions			Strengthen Monitoring and Evaluation through the roll-out of institutionalization of Planning, Research, Information, Monitoring and Evaluation (PRIME) Framework and PEP to improve integration and coordination within provincial government and establishing a Monitoring and Evaluation System Establish partnerships with Research Institutions Coordinate and monitor implementation of Special Programmes (Youth, Women and Elderly People) .	

Local Governance:

1. **Municipal Administration:** Municipalities supported to comply with MSA Regulations on the appointment of senior; Municipalities monitored on the extent to which anti-corruption measures are implemented
2. **Municipal Finance:** Municipalities guided to comply with the MPRA; Municipalities supported to reduce Unauthorized, Irregular, Wasteful and Fruitless expenditure
3. **Public Participation:** Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF); Municipalities supported to promote participation in community based local governance processes; Municipalities supported to resolve community concerns; Municipalities supported to maintain functional ward committees
4. **Capacity Development:** #of capacity building interventions conducted in municipalities;
5. **Municipal Performance Monitoring, Reporting and Evaluation:** Municipalities supported to institutionalize the performance management system (PMS); Municipalities supported on tabling legally compliant IDPs

Traditional Institutional Management

- Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF); Number of Traditional Councils supported to perform their functions; Percentage of succession disputes/ claims processed

P2: Economic Transformation and Job Creation (Catalytic Projects)

- Facilitate the development of the Nkomazi Special Economic Zone (SEZ). This will create an opportunity for investment and development of small businesses and cooperatives in Nkomazi LM within Ehlanzeni District Municipality. In collaboration with the private sector, we will roll-out the post-designation Implementation Plan of the Nkomazi SEZ , including establishment of the SEZ entity.
- Promote partnerships between small scale, emerging and commercial farmers to support local and global markets. (3) Agri-Hubs are in full operation and with markets (Mkhuhlu – Bushbuckridge LM within Ehlanzeni District, Mkhondo in Mkhondo LM, within Gert Sibande District and Dr JS Moroka LM with Nkangala District).
- Prioritize strategic infrastructure that supports economic development and service delivery, including road Infrastructure network particularly in areas with high volumes of trucks, like coal haulage, as well as tourism routes. Support LMs on paving of Municipal Township and rural roads across the Province (starting with 7 CRDP municipalities).
- To ensure food security and the transformation of the agricultural sector in the Province, the first phase of the Mpumalanga International Fresh Produce Market (MIFPM) in Mbombela LM within Ehlanzeni District Municipality, will be operationalized in the next financial year (2021).
- To address drought conditions in the Province, in collaboration with the National Department of Water and Sanitation, the following interventions will be implemented:
- Construct a new dam along the Crocodile River in the City of Mbombela within Ehlanzeni District;

- Construct the bulk pipeline from Loskop dam to Thembisile Hani LM;
- Resuscitate Mkhombo Dam in the Dr. JS Moroka LM within Nkangala District;
- Complete Lusushwane regional bulk water scheme in the Gert Sibande District.
- Support the development of SMMEs and Cooperatives through the Social Enterprise Development Programme(SEDP) - a phased approach for building productive capacity for supplying and manufacturing of construction materials for built environmental projects. It aims to empower and uplift SMMEs (currently 139 and targeting 350) in the construction and building industry to become successful, independent and sustainable through Built Environment initiatives.
- Government Nutrition Programme (GNP): As a baseline, this programme commenced in June 2017 with the intention to support small-holder farmers (459), local bakeries as well as Youth Transport SMMEs (28), while ensuring the supply and delivery of good quality fresh produce to the schools (35% or 600/1740), hospitals (12/32) and other government feeding centres.
- Intensify job creation opportunities in the Province in collaboration with the private sector, including the implementation of EPWP, targeting 220 575 job opportunities. Other job creation initiatives include absorption of learners through internships and learnerships.
- Fortune 40 Young Farmer Incubation: 35 of the identified cooperatives and farms are in full production with access to National and International markets. Facilitate the provision of infrastructure to new (8) Fortune forty farms in the current financial year.
- Agricultural sector is targeting to create 5 071 job opportunities through to EPWP, Green Jobs, Phezukomkhonomlimi (PKM), Zond' Indlala Programme (Zip), Zond' Insila Programme(ZIP) and 160 Youth Tractor Mechanics to be trained and fully employed in the sector.
- Coordinate Youth Fund over 5 years for start up grants, training and incubation for entrepreneurs (Youth and Women) across the Province and pursue other institutions such as SETAs, UIF, NSF and private sector.
- Coordinate annual Sasol Techno X Exhibitions in Secunda for the third time since 2015. The Sasol Techno X, is an exhibition that focuses on displays, workshops, tours, talks and hands-on activities aimed at enthusing learners, students and the general public about the endless possibilities of science and technology.
- Accelerate skills training, job experience, learnerships and internship programme for young grant participants across Government and Private sector. We will also fast track the establishment of the Provincial Skills Development Hub situated in eMalahleni LM, in Nkangala District. A site has been purchased already and further engagements with stakeholders are continuing for funding options.
- The Provincial Government through the Mpumalanga Regional Training Trust (MRTT) and in partnership with Hydra Arc, started the artisan development programme for out-of-school youth. To date, a total of 992 learners completed their artisan development training.
- The South African Institute for Chartered Accountants (SAICA) has been a key stakeholder over the years in supporting Government in the delivery of the Mathematics, Accounting and Physical Sciences Development Camps in the Provinces. In this regard 1 000

matriculants taking Mathematics, Physical Sciences and Accounting will, this year, be given an opportunity to participate in these camps.

- To provide a conducive environment for learning, the following companies; SERITI, EXXARO and General Electric (GE) committed to replace asbestos facilities and construct brick and mortar facilities for Bonginhlanhla Primary School and refurbishment of Thusanang Primary School (Nkangala District).
- Programme 3: Development and Planning
- Local Economic Development (LED): Number of work opportunities reported through Community Work Programme (CWP)
- Municipal Infrastructure: Municipalities monitored on the implementation of indigent policies; Municipalities monitored on the implementation of infrastructure delivery programmes
- Disaster Management: municipalities supported to maintain functional Disaster Management Centres; Municipalities supported on Fire Brigade Services

1. P3: Education, Skills and Health

- Support Infrastructure Development for ECD by offering subsidies for 0-2 years, with special emphasis to existing ECD Centres.
- Professionalize the ECD field through ECD Institute which will be located in Bushbuckridge LM within Ehlanzeni District, construction of 157 ECDs specialized classrooms in public schools, and
- Finalise construction of 2 new ECDs (Mbuzini ECD in Nkomazi LM within Ehlanzeni District and Standerton ECD in Gert Sibande District .
- Complete construction of two boarding schools (Thaba Chweu and Mkhodo LM) in the 2020/21, and operationalize the Thaba Chweu Boarding School, in the same year as part of interventions to improve learning conditions in farm school,
- To address overcrowding in our schools in fast growing towns, 7 new schools will be constructed.
- Position our learners properly as we usher in the 4th Industrial Revolution, by intensifying efforts to improve the intake and pass rate on Mathematics, Science and Technology subjects through the OR Tambo Maths, Science and Technology Academy.
- To provide quality health services, expand primary health care to address shortage of medicines and provide adequate human resource requirements and medicines/stock in the sector.
- Hospitals will be constructed (New Middelburg, New Mapulaneng Mmamethlake, Witbank Tertiary, Witbank District, Impungwe Mental Health, Bethal, Witbank TB).
- Commence with the process for the construction of a new tertiary hospital in Witbank that will render more specialised domains. The current Witbank Hospital will be renovated to become a district hospital, whilst Impungwe Hospital will be made a hospital for mental health care users.
- PHC facilities will be constructed (Pankop, Balfour, Msukaligwa, Ethandukukhanya, Vukuzakhe, Oakley, Nhlanzatshe 6, Kanyamazane, KaMdladla and Schuzendal) and ensure the maintenance of facilities all 287 PHC facilities and 33 Hospitals in the Province.

P4: Consolidating the social wage through reliable and quality basic services

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
Percentage of compliant NPOs	39.8% (6 377 / 16 036)	50%	<p>To ensure that no girl child misses out on school days during her menstrual cycle, we will roll-out the implementation of the distribution of sanitary towels programme to all girls in Quintile 1 and 2 schools in the Province (R15.9 m set aside for 2019/20 Financial Year).</p> <p>Priorities young mothers on social security interventions including skilling, entrepreneurship and placements, link them to the 90 Youth Development Centres, construct 5 new YDC (R20m for 2 YDCs in the current financial year), benefitting 108 000 youth currently, in the Province .</p> <p>In addressing substance abuse challenges in Emalahleni, Victor Khanye, Govan Mbeki, City of Mbombela, Thembisile Hani and Bushbuckridge, develop, implement and monitor the Provincial Drug Master Plan.</p> <p>Priorities construction of 2 new Treatment Centers (Swaartfontein Treatment Centre in Ehlanzeni District, and Nkangala Treatment Centre outside Delmas in Nkangala District</p>	Percentage of compliant NPOs
Decrease ratio of social worker to population	1:10 500	1:5000		Decrease ratio of social worker to population
Percentage of children living with neither parent	19.3% (Stats SA -2017)	%		Percentage of children living with neither parent
Percentage of children living in households without an employed adult	8.2% (Stats SA-2017)	%		Percentage of children living in households without an employed adult
Percentage of eligible population accessing social grants	%	%		Percentage of eligible population accessing social grants
No. of beneficiaries of sanitary towel. Add target for ECD (0-3)	69 443 (Quintile 1)	186 216 (Quintile 1 & 2) /20 177 540		No. of beneficiaries of sanitary towel. Add target for ECD (0-3)

P5: Spatial Development, Human Settlements and Local Government

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
Human Settlements				
A reduction in the number of households living in inadequate housing e.g. households in informal dwellings, backyards, traditional dwellings	178 271 housing backlog	107 790	<ul style="list-style-type: none"> Coordinate the review and implementation of the Provincial Integrated Human Settlement Master Plans including: Provide 100 000 housing opportunities in the entire Province, in collaboration with private sector. Integrated Human Settlements Projects in fast growing towns (notably, Mbombela, Nkomazi, Bushbuckridge, Thaba Chweu, Steve Tshwete, Victor Khanye, Emalahleni and Govan Mbeki). Develop the Nkosi City in Mbombela LM within Ehlanzeni District through a Joint Venture initiative between Nkosi City Communal Property; National and Provincial Governments as well as the City of Mbombela Municipality in Ehlanzeni District. Deliver 500 Gap Market linked housing opportunities in collaboration with SASOL Mining as part of leveraging private sector funding commitment towards providing decent living environments in new settlements. Eradicate all housing backlogs and Asbestos roofs dating back to 1994 and backlog on issuing title deeds Construction of the Sewer Pump Station, Water Treatment Plant, and Sewer Spillage (Phola ,Iraq Kwazamokunhle Ext 9 Rondebodch 	Nkosi City Communal Property SASOL Mining
Number of new integrated sustainable human settlements developments established		new integrated Human Settlements		
Percentage of households living in formal dwelling	87.7% (atsSA 2018)	81%		
Percentage of households living in traditional dwelling	3.9% (atsSA 2018)	6%		
Percentage of households living in informal dwelling (migration effect)	8,4% (atsSA 2018)	75%		

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
			<ul style="list-style-type: none"> • Coordinate and monitor the implementation of Prov Spatial Development Framework (PSDF) as well as the DDM • Supported 3 district Municipalities to develop One Plans 	
Outcome: Enhanced Environmental sustainability				
Greenhouse Gas Emission Reduction(Mitigation)	tbc	<ul style="list-style-type: none"> • 80% of municipalities with capacity to fund and implement climate change programmes and adaptation measures • 40% increase in the rate of Recycled, Reused, & Reduced tonnage of waste in Communities. • 20% increase in step up its commitment of a better, cleaner and healthier environment for all in the Province 	<ul style="list-style-type: none"> • Monitoring stations in the high priority areas of Nkangala and Gert Sibande Districts • Provision of support to 5 Waste Recycling Initiatives through Zonda Insila Programme (ZIP), to Increase recycling, re-us, recovery and beneficiation • Facilitate renovations of 6 Environmental Centres (EC) in the Province (Amsterdam EC, Delmas EC, Elukwatini EC, Graskop EC, Barberton EC, and Pilgrim’s Rest EC). • Develop and implement Provincial Environmental and Climate Change Strategy. • Establish a Provincial Environmental Management Committee that will deal with Climate Change in the Province 	LMS

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
		<ul style="list-style-type: none"> 20% increase in efficiency of the five air quality 		

Priority 6: Social Cohesion and Safe Communities

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
Cohesive society				
Percentage of the population that is proud to be South African	80% (Brand SA 2016)	90%	<ul style="list-style-type: none"> Contribute towards non-racialism through community dialogues and participate in national summit on Action Plan to combat racism, racial discrimination, xenophobia and related intolerance. Monitor government programmes and policies, on the mainstreaming of youth, gender, disability and older persons nights and needs. Promote and support the diverse creative industries, from folk art, festivals, music, books, paintings, performing arts to the film industry, broadcasting and video games (i.e. Mpumalanga Cultural Experience and Innibos National Arts and Culture Festival). Expand access to information through construction of 15 libraries over the next five years and introduce electronic books/libraries. Implementation of Mpumalanga Archive Act of 1998 Develop and implement Provincial Strategy Against Gender Based Violence (2020/21); and 	
Percentage of Creative Industry sector contribution towards the GDP to diversify economic drivers	1,8 %	7%		
Increase access to information services to improve literacy rate in the Province	5	131		
Public institutions valuable information repatriated to provincial archive)		public libraries functional		
Percentage of tourist through Culture and Sport Tourism in the Province	%	2.8 – 4.9% (RO: 2019)		
Number of learners and athletes participating in sport to increase interaction across race and class	9 868	10 560		
Percentage reduction of overall levels of		%		

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
crimes			<ul style="list-style-type: none"> Coordinate implementation of the Provincial Integrated Crime Prevention Strategy, including Social Crime Prevention Programmes Improving visible patrolling on provincial roads by increasing patrol vehicles will go a long way towards reducing road crashes. 	

P7: A Better South Africa, Africa and the World

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
International trade				
Opportunities for FDI in the Province value in Rands	R600m (2018/19)	R1 billion by 2024	<ul style="list-style-type: none"> Develop and fast-track implementation of the International relations provincial strategy for the African Continent, in increasing trade, exports and cultural activities to the Continent; Forge partnerships with BRICS, the West and entire world; Review MoUs and their impact on the Province, with a view to priorities 	MEGA
Cross-Cutting: 1. Implementation of Mozambique, Swaziland and South Africa (MOSWASA) Agreement on elimination of Malaria: <ul style="list-style-type: none"> Conduct coordinated residual spraying near the borders of neighboring countries Conduct of joint research on Entomology Conduct one inter-collaborated awareness campaign 2. Implementation of Cross border MOU with LIMPOPO on elimination of Malaria:				DoH DSD DCSSL

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
			<ul style="list-style-type: none"> • Conduct coordinated residual spraying near the borders of Limpopo • Conduct 2 Inter provincial awareness campaigns 	

1.1. KHAWULEZA DISTRICT DEVELOPMENT MODEL (DDM)

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The President therefore called for the rolling out of “a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities.”

The new District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation. The District Development Model has been approved by government structures, including Cabinet.

The model was piloted in two Districts (OR Tambo; Waterberg) and a Metro (Ethekewini) that have elements of Rural, Mining and Urban.

A new integrated planning model for Cooperative Governance

- The District/Metro spaces offer the appropriate scale and arena for intergovernmental planning coordination.
- The District Model provides both an Institutional Approach and Territorial Approach (geographical space) focus.
- The 44 Districts and 8 Metros are developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where One Plan for each space guides and directs all strategic investments and projects for transparent accountability.
- The District Model aims to address service delivery challenges and speed up service delivery and economic development, including job creation.
- All the 52 Plans will harmonise IDPs and create interrelated, interdependent as well as independent development hubs supported by comprehensive detailed plans.

The new District Development Model is anchored in the current government legislations and policies

- The new District Development Model brings to action the Khawuleza approach which is a call for accelerated service delivery.
- Under this model, district municipalities will be properly supported and adequately resourced to speed up service delivery.
- The Model takes forward key government plans and reinforces the existing policies geared to ensuring service delivery.
- The new model contributes to the achievements of the seven Apex Priorities announced by the President in the SoNA.
- The model signals a shift from using more 139 (1) to section 154 of the constitution emphasizing closer support to Local Government by both National and Provincial spheres.
- The new model brings to life the realization of the ideal for Cooperative Governance

Development will be pursued through single and integrated plans per district.

- The district-driven development model is directed at turning plans into action, and ensuring proper project management and tracking.
- District Development Model will be pursued through single and integrated plans per district which will be further synchronised with Integrated Development Plans in municipalities.
- The plans will elaborate the key transformation processes required to achieve long-term strategic goals and a desired future in each of the 44 districts and eight metros.
- Each district plan will outline the role of each sphere of government, prioritising the following:
 - Managing urbanisation, growth and development;
 - Supporting local economic drivers;
 - Accelerating land release and land development;
 - Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
 - Addressing service delivery in municipalities.

The plan is an inter and intra governmental society-wide Social Compact

- The model prioritises social partnerships and collaboration with all sectors of society and communities in addressing service bottlenecks.
- The model aims to strengthen community participation and advocates for cohesive communities.
- The model places communities at the heart of service delivery and mobilising citizens and civil society to support the implementation of long-term plans that outline how best to improve the lives.
- It will have considerable impact if members of the community become active participants and make use of the available opportunity to do things differently with the new model.
- More importantly, citizens who have burning issues will be responded to immediately by municipalities.

A more efficient government is our priority

- The National Development Plan set course towards a developmental state motivated by 25 years of democracy experience. In realising vision 2030 we require collaboration between all sections of society and strong leadership by government.
- If we are to address the triple challenges of poverty, inequality and unemployment we need a state that is capable of playing a transformative and developmental role.
- This requires well run and effectively coordinated state institutions staffed by skilled public servants who are committed to the public good and capable of delivering consistently high-quality services for all South Africans.

- This model aims to overcome barriers to service delivery in government and create capacity to meet increasing expectations.
- It will help government reverse the decline in state capacity and restructure service delivery so it best serves our citizens.

The District Development Model will stimulate economic growth and benefit local entrepreneurs.

- The District Development Model is expected to develop, support and promote local entrepreneurs through prioritising local procurement of services and goods.
- Municipalities will be assisted to create an enabling environment for economic development and provide regulatory certainty in line with Back to Basic pillar of LED.
- By providing policy and regulatory certainty, municipalities will build public and business confidence in municipalities as places to live, work and invest.

The much needed resources will be channeled to realise the plan

- As the model seeks to secure maximum coordination and cooperation among the national, provincial and local spheres of government.
- The coordination will require that with effect from the 2020/21 Budget cycle - that national budgets and programmes be spatially referenced across the 44 districts and 8 Metros.
- Provincial government budgets and programmes will be spatially referenced to districts and metros in the respective provinces.
- Municipalities will express the needs and aspirations of communities in integrated development plans for the 44 districts and 8 Metros.

Table 30: STATE OF THE NATION ADDRESS AND STATE OF THE PROVINCE ADDRESS 2021

SERVICES	SONA	SOPA	SOMA
	<p>We stand here not to make promises but to report on progress in the implementation of the recovery plan and the priority actions we must now take to restore growth and create jobs. Since the launch of the plan, we have focused on four priority interventions:</p> <ul style="list-style-type: none"> - a massive rollout of infrastructure throughout the country, - a massive increase in local production, - an employment stimulus to create jobs and support livelihoods, - the rapid expansion of our energy generation capacity. 	<p>These seven priorities are;</p> <ul style="list-style-type: none"> ○ <i>Building a capable, ethical developmental state;</i> ○ <i>Focusing on economic transformation and job creation;</i> ○ <i>Expanding and improving education, skills and health outcomes;</i> ○ <i>Consolidating the social wage through reliable and quality basic services;</i> ○ <i>Spatial integration, human settlements and strong local government;</i> ○ <i>Social cohesion and safer communities; and lastly</i> ○ <i>A better Africa and a better world.</i> <p>We have introduced the District Development Model. A new integrated district based approach to address our service delivery challenges, prioritize localization of procurement and job creation within our communities.</p> <p>Embedded within the implementation of the District Development Model are individualised Economic Recovery Plans per district which will direct the economic potential of the Districts by leveraging local resources-across the three spheres of government, business and communities in order to address the economic challenges confronting each District.</p>	<p>AWAITING FOR FINAL IDP AND BUDGET</p>

SERVICES	SONA	SOPA	SOMA
HEALTH	<p>Nearly a year has passed since South Africa saw its first case of the novel coronavirus, COVID-19.</p> <p>Since then, nearly one-and-a-half million people in our country are known to have been infected by the virus.</p> <p>More than 45,000 people are known to have died.</p>	<p>This strategy was developed in collaboration with the <i>clinical advisory panel of experts</i> that I have appointed to augment the Provincial COVID-19 containment strategy. I would like to extend my sincere appreciation to the panel, led by Professor Simon Nemetandani from the University of the Witwatersrand.</p> <p>Evidence of their excellent work is seen through the relative low rate of infection and mortality across the Province as well as our recovery rate that has been stable at over 97% across the two waves of COVID-19 infections.</p> <p>Mpumalanga has lost 1271 people to COVID-19, from 71525 infections and a total of 69 073 recoveries</p> <p>Mpumalanga Province, we have begun rolling out the COVID-19 vaccination programme as we take the first steps to returning to life as we knew it</p>	
EDUCATION	<p>Its approved project pipeline for 2021 is varied and includes the Student Housing Infrastructure Programme, which aims to provide 300,000 student beds.</p> <p>Another approved project is SA Connect, a programme to roll out broadband to schools, hospitals, police stations and other government facilities.</p>	<p>Whilst the provincial matric pass rate dropped from 80% to 73.7% there was an increase in the quality of results of those who wrote exams.</p> <p>The greatest achievement which we must acknowledge and cherish is the fact that our learners and teachers managed to return to class under extremely difficult circumstances and when all indications were predicting a road that goes nowhere.</p>	

SERVICES	SONA	SOPA	SOMA
	<p>The second priority intervention of the Recovery Plan is to support a massive increase in local production and to make South African exports globally competitive.</p> <p>This will encourage greater investment by the private sector in productive activity.</p>	<p>Access to education has improved significantly, Stats SA General Household Survey (2019) findings indicate that the percentage of 7 to 15 year olds attending education institutions in Mpumalanga Province is at 99%.</p> <p>We will also increase the number of high schools that provide technical subjects to cater for learners who are more interested in skills development. 31 circuits out of 70 will now have schools that cater for technical subjects</p>	
<p>BASIC SERVICES</p>	<p>We announced that we would be embarking on a massive rollout of infrastructure throughout the country.</p> <p>We knew that to achieve this objective we would need to steadily rebuild technical skills within government to prepare and manage large infrastructure projects.</p> <p>We have now developed an infrastructure investment project pipeline worth R340 billion in network industries such as energy, water, transport and telecommunications.</p> <p>Construction has started and progress is being made on a number of projects.</p> <p>Since the announcement of the Reconstruction and Recovery Plan, we have launched two major human settlements projects that will provide homes to almost 68,000 households in the Gauteng province.</p>	<p>We will continue with our preparations for integrated Human Settlement mega projects by pushing forward with township developments, opening township registers and general plans for <i>Inkosi City in Dantjie, and Dingweli in the City of Mbombela, Smart City in Nkomazi, Retiefville in Mkhondo, Secunda West in Govan Mbeki, and Rondebosch in Steve Tshwete Local Municipalities</i>. For the 2021/2022 financial year, we are planning to service more than 5000 sites for different categories of housing programmes, complete more than 3000 units again under different programmes including <i>People's Housing Programme, Low costs programme, Military Veterans, Rural Housing and Integrated Residential Housing Programme</i>.</p>	

SERVICES	SONA	SOPA	SOMA
	<p>Similar human settlements projects are planned in other provinces.</p> <p>Two years ago I spoke about the dream of building new cities that will enable us to make a break with apartheid’s spatial development.</p> <p>New post-apartheid cities are being conceptualised in a number of places in our country.</p> <p>Progress is being made on several major water infrastructure projects</p> <p>The Infrastructure Investment Plan identifies roads projects worth R19 billion covering the spine of the South African road network.</p> <p>Work is underway to finalise project finance structuring for these projects.</p> <p>Resources have been committed from the fiscus to support the construction and rehabilitation of the major N1, N2, and N3 highways.</p> <p>These infrastructure projects will lead to the revival of the construction industry and the creation of much-needed jobs.</p> <p>The R100 billion Infrastructure Fund is now in full operation.</p>	<p>it gives me pleasure to give a positive report of some progress that was recorded during the year under review, where Local Governments in the Province were able to implement infrastructure projects for the delivery of basic services despite the serious Covid-19 pandemic challenges that stood as a negative deterrent to this progress. A total of 21 Water Infrastructure Projects were completed benefiting 45 470 households to the value of R592 million.</p>	
ECONOMY	Second, we must accelerate our economic recovery.	Despite all our efforts to cushion the adverse effects of the pandemic, predictions are that the Provincial economy will	

SERVICES	SONA	SOPA	SOMA
	<p>Third, we must implement economic reforms to create sustainable jobs and drive inclusive growth.</p> <p>And finally, we must fight corruption and strengthen the state. We must overcome poverty and hunger, joblessness and inequality.</p> <p>We must overcome a legacy of exclusion and dispossession that continues to impoverish our people, and which this pandemic has severely worsened.</p> <p>Budgets had to be reprioritised and many programmes had to be deferred.</p> <p>Over the past year, South Africa has experienced a sharp decline in growth and a significant increase in unemployment. Poverty is on the rise. Inequality is deepening.</p> <p>In the third quarter of 2020, our economy was 6% percent smaller than it was in the last quarter of 2019.</p> <p>There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck.</p> <p>Our unemployment rate now stands at a staggering 30.8%.</p> <p>It identified measures worth a total of R500 billion – or about 10% of our GDP – to provide cash directly to the poorest households, to provide wage support to workers and to provide various forms of relief to struggling businesses.</p>	<p>record a negative growth rate of between minus 6% and minus 7% for 2020</p> <p>Agriculture was the least affected industry in 2020 due to the demand for agricultural products, proving once more that our Province is an important contributor to the food basket of South Africa.</p> <p>This sector even experienced job gains during the hard lockdown period, as it recorded growth of more than 11% in the first 9 months of 2020</p> <p>Despite the rebound, the economy is still more or less 6% smaller than it was at the end of 2019. Tourism remains the worst affected as it struggles to gain momentum due to fears of the pandemic which necessitated the closure of borders here at home and abroad. However, it is not all doom and gloom as some economic recovery is expected in 2021, with a projected provincial growth rate of around 3%.</p> <p>With regards to job losses, we projected a loss of 100 000 jobs in 2020.</p> <p>These job losses were expected to be experienced in industries such as construction, trade, including tourism and manufacturing. To this end, the 2020 quarter 2 figures from Statistics SA’s Quarterly Labour Force Survey indicated the worst job losses at 134 000.</p> <p>when the economy re-opened in the third quarter, Mpumalanga recorded 49 000 job gains which eventually led</p>	

SERVICES	SONA	SOPA	SOMA
	<p>A total of 18 million people, or close to one-third of the population, received additional grant payments through these relief measures.</p> <p>It is estimated that this grant lifted more than 5 million people above the food poverty line, helping to alleviate hunger in a moment of great crisis.</p> <p>To date, more than R57 billion in wage support has been paid to over 4.5 million workers through the Special UIF TERS scheme.</p> <p>More than R1.3 billion has been provided in support mainly for small- and medium-sized businesses.</p> <p>In addition, over R70 billion in tax relief was extended to businesses in distress.</p> <p>Around R18.9 billion in loans have been approved for 13,000 businesses through the loan guarantee scheme</p> <p>Key to this plan is a renewed commitment from government, business and organised labour to buy local.</p> <p>This commitment should lead to increased local production, which will lead to the revival of our manufacturing industry.</p> <p>All social partners who participated in the development of the Economic Reconstruction and Recovery Plan as part of our</p>	<p>to net job losses of around 85 000 during the period under review.</p> <p>The latest unemployment figures which were released by STATS SA recently show that unemployment in this province, if you use the strict definition, jumped to 33% in the fourth quarter, the highest since 2008. If one uses the expanded definition of unemployment which includes those who are discouraged from seeking employment the figure jumps even further to 42.4% slightly better than the national figure of 42.6%.</p> <p>We budgeted R50 million for the first phase of this programme. We called for the expression of interest from young people of Mpumalanga province. Thousands of them responded positively.</p> <p>This multiyear programme invites numerous youth owned SMMEs to submit proposals outlining the growth and funding needs of their businesses.</p> <p>We have committed ourselves to intensifying the roll out of the:</p> <ul style="list-style-type: none"> • Mpumalanga Industrial Development Plan; • Nkomazi Special Economic Zone (SEZ); and the • Mpumalanga International Fresh Produce Market. <p>We have identified other important economic measures as part of our drive to create more jobs and fight the scourge of poverty and inequality. These include but are not limited to:</p>	

SERVICES	SONA	SOPA	SOMA
	<p>social compact have agreed to work together to reduce our reliance on imports by 20% over the next five years.</p> <p>They have identified 42 products – ranging from edible oils to furniture, fruit concentrates, personal protective equipment, steel products and green economy inputs – that can be sourced locally.</p> <p>If we achieve our target, we will significantly expand our productive economy, potentially returning more than R200 billion to the country’s annual output.</p> <p>Last year, we undertook to create a larger market for small businesses and designate 1,000 locally produced products that must be procured from SMMEs.</p> <p>Cabinet approved the SMME Focused Localisation Policy Framework which identified the 1,000 products.</p> <p>Furthermore, the departments of Small Business Development and Trade, Industry and Competition are supporting SMMEs to access larger domestic and international markets.</p> <p>These efforts are supported by robust manufacturing support programmes</p>	<ul style="list-style-type: none"> • Ensuring that all Departments eliminate bottlenecks and pay valid invoices within 30 days; • Providing Relief Funding to SMMEs; • Implementing the Mpumalanga Tourism Recovery Plan; • Fast-tracking support to Highveld Steel in order to promote the establishment of the Mining and Metal Industrial Technology Park; <p>Also fast-tracking the establishment of the Petro-chemical Industrial Technology Park; and ○ Forestry Industrial Technology Park.</p> <p>We have been very fortunate that some of these institutions have come on board and are partnering with us in the arenas of sustainable socio economic development.They extend bursaries to our needy students and have opened up their training facilities to our unemployed youth and provide them with soft and hard skills.</p> <p>These companies include; <i>Sasol, Exxaro, Eskom, Sappi, Columbus, South 32, Samancor, RCL foods, Mondi, Safcol, Glencore, Standard Bank, Absa Bank, Nedbank and First National Bank</i></p>	

6.6. SECTOR PROJECTS

DEPARTMENT OF WATER AND SANITATION

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Mkhondo	Amsterdam and Sheepmore Bulk Water Scheme	Amsterdam/ Sheepmoor	Water storage dam in Amsterdam	30 000	250 000

INEP

Municipality	Project Names	Type of project	Allocation	Connections
Mkhondo	Poswa	Households	R18,360,000.00	1,080
Mkhondo	Upgrade of Philip Greyling S/S	Infrastructure	R18,000,000.00	0

DEPARTMENT OF AGRICULTURE, LAND REFORM AND LAND REFORM

PROJECT/PROGRAMME NAME/DESCRIPTION	LOCAL MUNICIPALITY	PROGRESS	2021-22 BUDGET	EXPENDITURE
LAND ACQUISITIONS				
Portion 22 of the farm Geelhoutboom 342	Mkhondo	Planning	donation	0.00
CPA REGULARISATION				
Emalandeni CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Thuthukani CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Jabulani Agri-CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Zamakuhle CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Emaqamaneni CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Simakadze CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Hlanganani CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Ekaluka CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
Hlanganani Suikerhoek CPA	Mkhondo	CPA Regularisation	Not yet determined	0.00
LABOUR TENANTS CASES				
Ptn1 of the Farm Taaiboschspruit 343 IT	Mkhondo	Planning	R1 230 000	0.00
Ptn 6 Witpunt 267 IT	Mkhondo	Planning	R1 990 000	0.00
R/E of farm Driehoek 346 IT	Mkhondo	Planning	R3 060 000	0.00
Ishelo Farm	Mkhondo	Planning	R200 000	0.00
Hartbeesfontein Farm	Mkhondo	Planning	R200 000	0.00
Potgietershoop Farm	Mkhondo	Planning	R200 000	0.00
Sluis Farm	Mkhondo	Planning	R200 000	0.00
LAND ACQUISITIONS				
portion 22 of the farm Geelhoutboom 342	Mkhondo	Planning	R200 000	0.00
Portion 0(R.E) & 2 of Poortjie farm 32 HT	Mkhondo	Planning	To be determined by the Court	0.00
Portion 0(R.E) of Leiden farm 340 IT	Mkhondo	Planning	To be determined by the Court	0.00

PROJECT/PROGRAMME NAME/DESCRIPTION	LOCAL MUNICIPALITY	PROGRESS	2021-22 BUDGET	EXPENDITURE
Ptn 1 of the Farm Zwartwater 236 HT	Mkhondo	Planning	To be determined by the Court	0.00
LAND DEVELOPMENT SUPPORT BRANCH				
Portion 17 of the farm Potgietershoop 151 HT	Mkhondo	Planning	4 899 275	0.00
Portion 6 of the farm Sterkfontein, Portion 26 of the farm Sterkfontein 419 IT and Portion 4 of the farm Kranskop 422 IT	Mkhondo	Execution	89 312	0.00
Portion 1, 2 3 and 4 of farm Bossie Alleen 72 HT, Remaining Extent of Portion 0 of farm Vergelegen 69 HT.	Mkhondo	Execution	150 062	0.00
COPORATIVES AND ENTEPRISE DEVELOPMENT BRANCH				
Mkhondo FPSU	Mkhondo	Execution	1 000 000	0.00
Mkhondo FPSU	Mkhondo	Execution	1 142 000	0.00
RURAL INFRASTRUCURE DEVELOPMENT BRANCH				
Construction of waste treatment plant and additional infrastructure for Mkhondo AGRIHUB	Mkhondo	Planning	R2 000 000	0.00
Request for approval to appoint a panel of expert service providers to provide strategic commodities for a period of 36 months in Mpumalanga province	All	Planning	R 3 500 000	0.00
Request for approval to appoint a panel of expert service providers to provide strategic commodities for a period of 36 months in Mpumalanga province (supply, drilling and	All	Planning	R2 500 000	0.00

PROJECT/PROGRAMME NAME/DESCRIPTION	LOCAL MUNICIPALITY	PROGRESS	2021-22 BUDGET	EXPENDITURE
equipping of boreholes across the 3 districts in Mpumalanga province.				
Provision for engineering firm to establish a technical support unit which will provide designs and specifications, planning and project management with built environment	All	Planning	R5 000 000	0.00

DEPARTMENT OF SOCIAL DEVELOPMENT

Priority 4	Consolidating the social wage through reliable and quality basic services												
Impact Statement	Quality life for the poor and vulnerable												
Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
Menstrual health and hygiene management for all women and girls achieved	177 000	180 900	Increase the delivery of sanitary towels in every District with a particular focus on rural areas	Number of beneficiaries receiving sanitary dignity support	61948	Identification of illegible recipients, Distribution and conduct Monitoring	61 948	61 948	61 948	-	Throughout the 3 districts		DSD, DOE
Increased access to development opportunities for children, youth and parents/guardians		15 370	Children placed in alternative care	Number of children placed in alternative care (Foster Care, Child Youth Care Centres and Adoption)	1752	Receive, assess and register children in need of care and protection through intakes and referrals; Investigation of home circumstances; Interviews with significant others, including schools; Acquiring of all relevant documentation; Preparing the report and submitting it via the Canalization Unit	115 1	118 1	115 1	116 6	Throughout the 3 district	Operational budget	DSD, DOCJD,

Priority 4	Consolidating the social wage through reliable and quality basic services												
Impact Statement	Quality life for the poor and vulnerable												
Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
						to Court, Attend Court hearing, Receive and process the bi-weekly claims							
	Draft Drug Master Plan	Coordinate implementation of interventions aimed at combating crime	10% reduction in substance abuse	Number of awareness campaigns conducted on substance abuse programmes	300	awareness campaigns, radio and social media platforms, presentations	100	90	75	35	Throughout the 3 district	Operational budget	DSD

Priority 4	Consolidating the social wage through reliable and quality basic services												
Impact Statement	Quality life for the poor and vulnerable												
Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
Sustainable community development interventions	90 (<i>Youth Development centers</i>)	90	Support for 90 Youth Development centers (YDCs) across the Province.	Number of Youth centers supported	90	Identification of vulnerable and displaced youth Development of life skill programmes	110	110	110	110	Throughout the 3 district	Operational budget	DSD, DOE

Priority 4	Consolidating the social wage through reliable and quality basic services												
Impact Statement	Quality life for the poor and vulnerable												
Outcomes	Baseline	2024 outcome Target	MTSF Outputs(multi-year)	Output Indicator	2021/22 Target	Activities	Q1	Q2	Q3	Q4	Location (DDM)	Budget '000	Lead/Contributing Institution
						Facilitate Life skills workshops for youth Link youth to empowerment and life skills opportunities							
	115 973 (<i>substance Use Disorder(SUD) treatment service</i>)	703 600	Number of service users accessing substance abuse Disorder Treatment Centre services	Number of service users accessing substance Use Disorder(SUD) treatment services	1110	Intake, assessment, referrals, counselling ,after care services, transportation	288	285	277	260	Throughout the 3 district	Operational budget	DSD
	37 000 (<i>Victims of crime and violence supported</i>)	375	Victims of crime and violence supported	Number of awareness campaigns conducted on gender based violence based violence)	100	awareness campaigns, radio presentations, commemoration of international days	22	22	39	17	Throughout the 3 district	Operational budget	DSD, Justice, SAPS

DEPARTMENT OF CULTURE, SPORTS & RECREATION

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
All Districts	Social cohesion dialogue to foster respect, reconcile and tolerate each other so that we can be united as a nation in diversity	All Districts	3 community conversation / dialogue conducted	600	600
All Districts	Project that seeks to foster Constitutional values , raise awareness and promote social cohesion	All Districts	9 campaigns on promotion of national symbols and orders	350	350
All Districts (on rotation basis)	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	All Districts	5 national and historical days celebrated per annum (Freedom Day, Africa Day, Youth Day, Women's Day ,Heritage Day)	7,500	7,500
All Districts	Development of reading materials in designated languages of the province through terminology development and literature projects	All Districts	3 reading materials in indigenous languages produced	600	600
All District Municipalities	Transformation of the geographical land scape through name change programme	All District Municipalities	5 standardized geographic names features reviewed	500	500
All Districts	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	All Districts	15 arts and crafts cooperatives supported	600	600
All Districts	Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture	All Districts	11 cultural community based structures supported to advance culture and heritage	4,550	4,550
Mkhondo	New library Construction and Retention	Mkhondo	1 new libraries initiated for completion in two years Ethandukukhanya	14,000	39,000
All Districts	Mini library project implemented to increase access to library for people living with disabilities	All Districts	28 libraries offering service to the blind	1,500	1,500
All Districts	Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	All Districts	3 000 electronic books purchased and made available to public libraries	1,721	1,721
All Municipalities	System that will be used to track items owned, orders made, bills paid, and patrons who have borrowed library materials	All Municipalities	Implementation of the Library Information Management System	18,000	18,000

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Provincial, Districts and Municipalities	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	Provincial, Districts and Municipalities	13 government bodies that comply with proper records management in the province	500	500
Mkhondo Gert Sibande		Mkhondo Gert Sibande	1 oral history project undertaken	500	500
All Districts	Structures supported to organize cycling tour and assist sport federations in the Province	All Districts	4 Community based structures supported to advance sport programmes and enhance tourism	1,750	1,750
All Municipalities	people actively participating in organised sport and active recreation events	All Municipalities	70312 People actively participating in organized sport and active recreation events	3,427	3,427
All Districts	Empowered athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	All Districts	187 schools, hubs and clubs provided with sport equipment and attire	5,043	5,043
All Districts	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	All Districts	10 800 learners participating in school sport tournaments	13,851	13,851
All Districts	Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support	All Districts	250 athletes supported by sports academies to access scientific support programme	1,938	1,938

DEPARTMENT OF EDUCATION

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Professional Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
Renovation of 16 storm damaged classrooms, 1 kitchen and 1 administration office. (6 consist of asbestors roof coverings). Replacement of roof covering complete with trusses, purlins brandaring etc, replacement of ceilings including re-wiring, light fittings switches and plugs . Paint work to 16 classrooms, 1 Kitchen and 1 administration block. Engineerer to investigate visible structural cracks. Treat for termite.	Ndawonye Primary School	365 000	36 500	401 500	401 500	0
Replace Roof structure, ceilings floor tiles, window panes and re-treat termites.	Bergplaas Primary School	196 231	19 623	215 854	215 854	
Replacement of roof coverings of 13 classrooms block and 1 administration office, Replacement of rotten water goods and overall paint work (walls ,balustrates etc), Replacement of fire hose reels.	Nganana Secondary School	405 333	40 533	445 866	445 866	0
Replacement of roof coverings of 07 classrooms damaged by storm	Moolman Primary School	365 000	36 500	401 500	401 500	
The roof covering of 5 classrooms was blown off. corrugated iron structure was damaged	Mispah Primary School	1 245 421	186 813	1 432 234	1 289 011	143 223
Replacement of ceilings and repair damaged floors three (3) classrooms.	Weeber Primary School	111 675	16 751	128 426	96 320	32 107
Renovation of 7 classrooms and 1 office	Bergplaas Primary School	402 455	40 246	442 701	442 701	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Profession al Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
Replacement of roof coverings of 13 classrooms block and 1 administration office, Replacement of rotten water goods and overall paint work (walls ,balustrates etc), Replacement of fire hose reels.	Nganana Secondary School	405 333	40 533	445 866	445 866	
Replace roof structure, ceilings, floor tiles, doors and paint walls, window frames and door frames, replace screeds, fascia and badge boards in 5 classrooms and office	Klein Vrystad Primary School	474 411	147 41	621 452	452 621	161 076
Renovate 5 classrooms and office	Mehlwemamba Primary School	422 455	42 246	464 701	464 701	
Renovate 10 classrooms,Admin and 7 waterborne toilets.	Emoyeni Primary School	1 588 742	158 874	1 747 616	611 666	1135950,53
Renovate 27 classrooms,library and Admin.	Ndawonye Primary School	6 022 145	602 215	6 624 360		
Phase 1:The school has dllapidated fence and 54 toilets.Future phase hall,sports field and parking.	Ndlela Secondary School	2 245 879	224 588	2 470 467		
Renovate 12 classrooms,Admin block, and 8 toilets	Siphokuhle Secondary School	2 014 789	201 479	2 216 268		
Phase 1: Renovation of the toilet facilities including basins and refurbish or add drinking fountain and renovation and refurbishment of three (3) classroom	Mlilo Combined School	602 640	90 396	693 036	693 036	
Phase 1: Renovation of the toilet facilities including basins and or drinking fountain	Bergplaas Primary School	680 408	102 061	782 469	782 469	
Replace , 3 HWB, 1 cistern, investigate water pressure challenge and fix, close the leak in the water pipe and conseal the pipe, investigate the quality of water remedy the situation.	Nganana Secondary School	3 221 236	322 124	3 543 360	354 336	
Phase 1: Renovation of the toilet facilities including basins and or drinking fountain. Drill a borehole, make 3 Jojo tanks to be	Madola Primary School	249 876	37 481	287 357	287 357	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Professional Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
functional and supply 1 x 5000L Jojo tank on elevated steel tank stand. Construct 2 drinking fountains with 4 taps each, 4 toilet seat required						
Phase 1: Renovation of the toilet facilities including basins and refurbish or add drinking fountain and replacement of ceilings and repair damaged floors three (3) classrooms	Weeber Primary School	111 675	16 751	128 426	128 426	
Refurbishment of a septic tank, replace 1 tap, replace 4 complete wcs, refurbish 1 urinal and replace 4 HWB.	Siphokuhle Primary School	454 247	45 425	499 672	499 672	
Replace 3 brass taps and steel door.	Mehlwemamba Primary School	309 232	30 923	340 155	340 155	
Repairs in 7 Jojo tanks, repairs to 2 water closet and cistern covers, supply and fit 5 HWB and 4 urinals.	Imizamoyethu Primary School	844 409	84 441	928 850	928 850	
Repairs to 13 pocylin toilet seats, Repairs to 6 HWB, repairs to 3 pocyli urinals, maintenance of 13 Enviro-Loo's	Klein Vrystad Primary School	146 433	14 643	161 076	161 076	
Unblock/empty the tank of sewer, Replace 2 urinals, replace 4 seat covers, supply 2 x 5000L water tanks on elevated steel tank stand, construction of 2 drinking fountainsand replacement of 2 pocylin HWB	Ngema Combined School	431 323	43 132	474 455	474 455	
Replace 5 flush msters in the in stainless steel urinals, replace 40 cisterns and 43 toilet seat covers, construct 2 drinking fountains with 4 taps each, refurbish 13 pocylin HWB and replace a pressure pump.	Qetela Secondary	631 323	63 132	694 455	694 455	
Phase1: Demolition of 24 existing pit toilets and construction of 24 new ablution units, provision of water.	Injabulo Combined School	2 160 000	324 000	2 484 000	496 800	
Phase 2: Construction of 1 Grade R Centre.						

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Professional Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
Phase 1: Maintenance of the boarding	Ezakheni Combined School Boarding	10 443 216	1 044 322	11 487 538		
Phase 2: Demolition of 2 dilapidated classrooms and Construction of 2 X classrooms, Admin, library, kitchen, sports field and parking	Emoyeni Primary School	766 542	76 654	843 196	42 160	126 479
Phase 1 : Construction of Grade R Centre and Demolishing of 1 asbestos office and Admin Block and Library and kitchen	Ntithane Primary School	4 776 243	764 199	5 540 442	110 809	
Phase : 1 Provision of fence. Future phase: Construction of Admin,Laboratory ,Library , kitchen,hall,sports field and parking	Zendelingspost Combined School	2 800 000	392 000	3 192 000	63 840	3 128 160
Phase 1 : Provision of fence. Future phase: Construction of Library and kitchen,sports field and parking.	Sinethemba Secondary School	1 611 000	225 540	1 836 540	367 308	
Demolition of 3 pit toilets, construction of 8 enviroloo toilets, 3 urinals and basins as per toilet type, refurbishment (honeysuck) of 2 x existing septic tanks, fence around tanks, borehole, and water reticulation from the tanks	Weeber Primary School	1 020 827	153 124	1 173 952	1 056 556	
Phase 1: Demolishing of 14 existing pit toilets Construction of Enviroloo Toilets: 6 x Girls toilets, 4x Boys Toilets, 3 x Unisex Grade R toilets, 1 x Unisex Dissable toilets, 3 x Females Toilets,3 x Male toilet, 4 x Urinals for Boys, 1 x Urinal for Male Staff, 6 x Girls WHB, 2 x Boys WHB, 3 x Grade R WHB, 1 x Dissable WHB, 1 x Female staff WHB and 1 x Male staff	Moolman Primary School	2 417 188	338 406	2 755 595	2 480 035	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Profession al Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
WHB Drinking Fountain, and soak away, Water Reticulation from Tank, Basin Soak aways, Fencing around Jojo Tank Stand and Borehole Equipments.Enviroloo Option Inspectors Phase 2 : Provision of fence and construction Grade R Centre. Future phase: Construction of Library kitchen,hall,sports field and parking.						
Phase 1 : demolition of 5 pit toilets and Construction of 30 toilets. Phase 2: Provision of fence. Future phase: Construction Admin ,Library and kitchen,hall,sports field and parking.	Umlambo Combined School	2 160 000	2 352 000	4 512 000	2 256 000	
Demolish 8 pit toilets and construction of 07 toilet	Blesbokspruit Primary School	1 350 000	225 000	1 500 000	750 000	
Phase 1: demolition of 14 pit toilets and construction of 25 toilets. Phase 2 : Construction of Grade R Centre.Future phase: Construction of Library, kitchen, sports field and parking.	Sakhisizwe Primary School	2 250 000	315 000	2 565 000	1 282 500	
Phase 1: Refurbishment of existing toilets and construction of additional toilets Future phase: Construction of Laboratory ,Library and kitchen,sports field and parking.	Siphokuhle Primary School	1 170 000	163 800	1 333 800	400 140	
Construction of 14 additional toilets	Salem Combined School	1 260 000	176 400	1 436 400	430 920	
Construction of additional 15 toilets inclusive of 8 Grade R toilets	Madola Primary School	1 350 000	225 000	1 500 000	450 000	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Professional Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
(i) Provision of a Clearvu fence to secure the site (ii) Demolition of existing structures on site (iii) Construction of 9 enviroloo toilets and provision of enviroloo units behind toilets (iv) Provision of water (borehole, pressure pump, water reticulation, 2 x drinking fountains, 2 x 5000L of jojo tanks on steel stands and palisade fence around tanks) Bulk connection of electricity and electrical installations to toilets	Derby Primary School	7 296 757	0	7 296 757	2 270 522	
Phase 1 :Construction of 20 enviro-loo toilets, 14 hand basins and 5 urinals. [2 x Type G for female learners (4 t, 3b). 1 x Type H1 modified by adding 2 urinals remove 1 basin for male learners (4t , 4u, 2b). 1 x Type C for female staff (2t ,1b, 1d). 1 x Type A1 for male staff (1t, 1b, 1u). 1 x Type G for grade R (4 t, 3b)]. Install steel palisade fence and steel gate around water tanks. 2 x drinking fountains. Demolish 14 pit toilets. Phase 2: Construction Grade R Centre. Future phase: Construction of Admin Library kitchen,hall,sports field and parking.	Vulandlela Primary School	2 405 748	336 805	2 742 552	1 469 170	
Construction of 15 New Enviroloo toilets, Renovation of 7 teacher waterbone and 4 Grade R waterborne,Supply of 1 x 5000Litre tank and drinking fountains. Demolition of 20 existing pit toilets.	Kempsiding Primary School	3 708 491	519 189	4 227 680	112 054	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Professional Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
Construction of 15 enviro-loo toilets, 5 Urinals and 11 basins. (2 x Type D for female learners (3t, 2b). 1 x type B1 for male learners (2t, 4u, 2b). 1 x Type C for female staff with disable (2t, 1b, 1d). 1 x Type A1 for male staff (1t, 1u, 1b). 1 x Type D for Grade R (3t, 2b). Install steel palisade fence and steel gate around water tanks. 1 x drinking fountain. Demolish 11 pit toilets.	Holdesheim Primary School (low enrolment)	2 103 137	397 493	2 500 629	664 280	
Demolition of 11 existing pit toilets. Construction of 11 Envoroloo toilets + 5 Urinals +11 Basins, Rehabilitate existing borehole Provide 1x water tank ons teel tank stand with fence around, including drinking fountains + water distribution from borehole to tank and from tank to site Empty existing septic tank + new soakaway New school electrical grid installation + School Connection + distribution + installation to classrooms and admin and Grade R	Berbice Primary School	4 067 892	569 505	4 637 397	107 503	
Demolish exising 17 pit toilets Renovation of 8 existing toilets, Construction of 14 new toilets + 17 Basins + 8 Urinals, supply Provide 4 x 5000L Jojo tanks + rehabilitate borehle Upgrade water services, and drinking fountains. Upgrade existing sewer system, new septic tanks + french drains	Kwashuku S School	3 225 944	451 632	3 677 576	121 430	
Demolition of 36 existing pit toilets. Construction of 29 New Enviroloo toilets + 21 Basins + 8 Urinals Provide 4 x 5000Liter Jojo Tanks fenced around including drinking fountains + rehabilitate borehole	Zendelingspost Combined School	5 042 446	705 942	5 748 388	0	

Projects	School	Estimate / Awarded Contract Price (R) (VAT Inc)	Estimated /Approved Profession al Fees (R) (VAT Inc)	Total Project Cost (VAT Inc)	MTEF 2021/2022 (R)	MTEF 2022/2023 (R)
Dreain existing septic tank + new soakaway + sewer pipes + fittings						
Construction of 15 Enviroloo toilets, 5 Urinals, 11 Basins, Demolition of 7 existing pit toilets, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Cangasa Primary School	2 154 862	374 983	2 529 846	120 897	
Construction of 9 Enviroloo toilets, 1 Urinals, 7 Basins, Demolition of 3 existing pit toilets, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Ziwelile Primary School	1 135 303	3 77 303	1 512 606	192 654	
Construction of 9 Enviroloo toilets, 1 Urinals, 7 Basins, Demolition of 3 existing pit toilets, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Nokuthula Primary School	2 220 067	471 483	2 691 550	181 621	
Construction of 15 Enviroloo toilets, 5 Urinals, 11 Basins, Demolition of 14 existing pit toilets, equipping of borehole, 1x 5000l Jojo tank and tank stand and provision of drinking fountain	Emoyeni Primary School	2 083 265	387 031	2 546 960	2 238 784	
Construction of 16 Enviroloo toilets, 4 Urinals, 11b Basins, Demolition of 3 existing pit toilets and provision of drinking fountain	Ekuphileni Primary School	2 083 265	373 899	2 457 164	183 349m	
28 Classrooms , Admin block, library, Computer laboratory, Science laboratory, 8 ablution block, dining, multi-purpose hall, 8 dormitories, 3 grade R accommodation, guard house, rails, ramps, parking, paving, fence, water supply, electricity, sewerage and stormwater	Mkhondo Boarding School			421 000 000	1	

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Local Municipality	Project Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
GERT SIBANDE DISTRICT					
Mkhondo	Design: Rehabilitation of Road D526 from D395 near Mkhondo to D518 near Mahlathini Border Post (17.8 km)	Mkhondo	Detailed design	6 200	8 950
Mkhondo	Light Rehabilitation of D2486 from N2 to Klipwal (to KZN Boundry - part of Provincial joint plans) Phase 1 (9 km)	Klipwal	100% Complete	36 463	122 735
Mkhondo	Construction of Glenmore footbridge	Glenmore	Retention release	2 000	15 343
Mkhondo	Paving of Road D2962, Glenmore towards N17 (km 13.76 to km 11.76) Phase 1 (2.0 km) (PSP)	Glenmore	100% Complete	725	17 080
Mkhondo	Paving of Road D2962, Glenmore towards N17 (km 13.76 to km 17.64) Phase 2 (3.9 km) (PSP)	Glenmore	100% Complete	40 690	45 201

DEPARTMENT OF HUMAN SETTLEMENT

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
Mkhondo	Rural - 4.2 Rural Subsidy Communal Land Rights	Entombe/Mkhondo Mun (100to84) - Phase 1	34 Units	R 3 267 000,00	R 9 241 128,71
	Incremental - 2.2c Integrated Residential Development	Piet Retief/Townlands/Mkhondo (315) - 315 Units	50 Units	R 6 352 000,00	R 40 721 586,65

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual)	Total project cost
	Programme: Phase 2: Top Structure Construction				
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Retiefville/Mkhondo (262) - Phase 1	50 Units	R 6 440 000,00	R 32 392 995,84
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	IPiet Retief/Townland/Amsterdam/Mkhondo - Phase 1	Planning	R 376 692,00	R 12 172 259,95
	Rural - 4.2 Rural Subsidy Communal Land Rights	Various Areas/Mkhondo Mun (400) - Phase 1	30 Units	R 3 510 000,00	R 44 967 274,80
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Kwathandeka/Mkhondo Mun (100) - Phase 1	8 Units	R 768 000,00	R 13 079 199,00
	Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	Various Areas/Mkhondo Mun (100) - Phase 1	20 Units	R 2 290 000,00	R 10 994 700,00
	Incremental - 2.2a Integrated Residential Development Programme: Phase 1: Planning And Services	Irdp Ph1/Tssn Carriers/Implementing Agent/Amsterdam Ext/Mkhondo (1009) - Township Establishment	300 Sites	R 13 140 900,00	R 2 972 029,68

CHAPTER 7:

7.1. STRATEGIES, SECTOR PLANS AND POLICIES

Table 31: MKHONDO SECTOR PLANS:

STRATEGY/SECTOR PLAN	STATUS QUO 2021/22	CHALLENGES
Water Services Development Plan	Adopted in 2015	Updating of information on web page.
Water And Sanitation Master Plan	Does not exist.	No funding
Water Safety Plan	Approved by Council on the 26 May 2020.	None
Wastewater Risk Abatement Plan	Approved by Council on the 26 May 2020.	None
Blue And Green Drop Improvement Plan	Approved by Council on the 26 May 2020.	None
Integrated Transport Plan	Currently using District Plan	We are using the District plan due to funding
Integrated Waste Management Plan	The district working together with all 7 LMs of which Mkhondo is one of them, developed an IWMP and that plan was adopted by council.	Waiting for the consultant
Spatial Development Framework	The Final SDF was approved by Council in May 2017.	None.
Local Economic Development Strategy	Exists, approved by Council in May 2019	None
Electricity Master Plan	Does not exist	
Human Resources Strategy	Draft exist	Waiting for council approval.
Human Settlements And Housing Strategy	Charter exists, was approved by Council in 2016.	Need to be review. Busy with the implementation of the Charter.
Disaster Management Plan	Reviewed and adopted in 2011-2012	Plan implementation.

STRATEGY/SECTOR PLAN	STATUS QUO 2021/22	CHALLENGES
Land Use Management System	Does exists , adopted by council May 2019	Funding to continue with the project.
Performance Management Systems	Does exists	None
Financial Plan	Does not Exists	Still pending
Workplace Skills Plan	Exists, submitted annually on 30 April to LGSETA. External bursary policy in place.	None
Communication Strategy And Policy	The Communication Strategy was developed and review annual.	None
Supply Chain Management Policy	Exists	None
Risk Management Strategy	Exists	None
Anti Fraud And Corruption Policy	Exists	None
Hiv Intergrated Strategy	Exists	None
Financial Strategy	Exists	None
Multi Year Financial Stragety	Exists	None
Revenue Strategy	Exists	
Capital Asset Strategy	Exists	None

7.2. MUNICIPAL BY-LAWS

No.	Name of By Law	When was the by-law approved by council	Council resolution Number	Was the by-law proclaimed?	Date of Promulgation	Was the by-law submitted to the Magistrate Court?	How is the by-law enforced? (Do you have budget and personnel for enforcement)	How was consultation conducted with the Public?	Any challenges encountered
1.	Property Rates By-law	13 November 2017	17/11/154A	Yes	28 June 2019	No	Yes	Advertise local newspaper and by-law conveyed strategic places for public comments	None
2.	Outdoor advertising	27 May 2016	16/05/434A	Yes By Cogta	01 June 2018	Yes	Yes	Advertise local newspaper and by-law distributed strategic places for public comments	None
3.	Encroachment	27 May 2016	16/05/434A	Yes By Cogta	01 June 2018	Yes	Yes	Advertise local newspaper and by-law left strategic places for public comments	None
4.	Credit Control and Debt Collection	27 May 2016	16/05/434A	Yes By Cogta	01 June 2018	No	Yes	Advertise local newspaper and by-law left strategic places for public comments	None
5.	Tariff	27 May 2016	16/05/434A	Yes	2018	No	No	Advertise local newspaper and by-law left strategic places for public comments	None
6.	Street Trading	27 May 2016	16/05/434A	No	-	Yes	No	Advertise local newspaper and by-law left strategic places	None

No.	Name of By Law	When was the by-law approved by council	Council resolution Number	Was the by-law proclaimed?	Date of Promulgation	Was the by-law submitted to the Magistrate Court?	How is the by-law enforced? (Do you have budget and personnel for enforcement)	How was consultation conducted with the Public?	Any challenges encountered
7.	Storm water Management	27 May 2016	16/05/434A	No	-	No	No	Advertise local newspaper and by-law conveyed strategic places for public comments	None
8.	Prevention and Suppression of Nuisance	27 May 2016	16/05/434A	No	-	No	No	Advertise local newspaper and by-law conveyed strategic places for public comments	None
9.	Public Roads	27 May 2016	16/05/434A	No	-	No	No	Advertise local newspaper and by-law left strategic places for public comments	None
10.	Fire Brigade Service	27 May 2016	16/05/434A	Yes	20 December 2019	No	No	Advertise local newspaper and by-law left strategic places for public comments	None
11.	Electricity	27 May 2016	16/05/434A	Yes	28 June 2019	No	No	Advertise local newspaper and by-law left strategic places	None
12	Infornal Settlement	27 May 2016	16/05/434A	yes	20 December 2019	No	No	Advertise local newspaper and by-law left strategic places	None

7.3. POLICIES

POLICIES	APPROVED		WHEN IT WAS APPROVED	COUNCIL RESOLUTION NO:
	YES	NO		
Acting allowance	Yes		13 December 2018	18/12/256A
Inclement Weather	Yes		13 December 2018	18/12/256A
Leave	Yes		13 December 2018	18/12/256A
Occupational Health & Safety	Yes		13 December 2018	18/12/256A
Overtime	Yes		13 December 2018	18/12/256A
Recruitment & Mobility	Yes		13 December 2018	18/12/256A
Sexual Harassment Management	Yes		13 December 2018	18/12/256A
Smoking	Yes		13 December 2018	18/12/256A
Staff Retention	Yes		13 December 2018	18/12/256A
Standby	Yes		13 December 2018	18/12/256A
Training & Development	Yes		13 December 2018	18/12/256A
Working hours & Attendance	Yes		13 December 2018	18/12/256A
Corporate Governance of ICT Charter	Yes		30 May 2019	
Mkhondo ICT Audit and Risk Committee Charter	Yes		30 May 2019	
Mkhondo ICT Business Continuity and Disaster Recovery Plan	Yes		30 May 2019	
Mkhondo ICT Business Continuity and Disaster Recovery Policy	Yes		30 May 2019	
Mkhondo ICT Governance Framework	Yes		30 May 2019	
Mkhondo ICT Policies	Yes		30 May 2019	
Mkhondo ICT Steering Committee Charter	Yes		30 May 2019	
Mkhondo ICT Strategic Plan	Yes		30 May 2019	
Mkhondo Telephone Usage Policy	Yes		30 May 2019	
Financial Services	Yes		30 May 2019	
financial management policies	Yes		30 May 2019	
Asset Management Policies	Yes		30 May 2019	
Disposal policy	Yes		30 May 2019	
Borrowing policy	Yes		30 May 2019	
Fleet Management Policy	Yes		30 May 2019	
Rates Policy	Yes		30 May 2019	
Tariffs Policy	Yes		30 May 2019	
Cash Management Policy	Yes		30 May 2019	
Credit and Debt Control Policies	Yes		30 May 2019	
Subsistence and Travelling Policy	Yes		30 May 2019	
Funds Transfer Policy	Yes		30 May 2019	
Budget Policy	Yes		30 May 2019	
Investment Policy	Yes		30 May 2019	

CHAPTER 8:

8.1. MKHONDO LM ENVIRONMENTAL ANALYSIS

8.1.1. Environmental Management

Environmental management is the management and control of the environment and natural resource system in such a way as to ensure the sustainability of development efforts over a long-term basis, including the actions taken to protect natural resources and ensure their wise use for sustainable growth and development (DEAT, 1998).

8.1.2. Legislative requirements as amended:

- National Environmental Management Act no 107 of 1998
- The National Environmental Management: Air Quality Act 39 of 2004
- The Protected Areas Act no 57 of 2003
- The Biodiversity Act no 10 of 2004
- The National Water Act no 36 of 1998
- The National Water Services Act 108 of 1997
- The National Waste Act no 59 of 2009
- Environmental conservation Act no 73 of 1989

8.1.3. Background

The promulgation of the National Environmental Management Act, Act 107 of 1998 (NEMA) as amended and the subsequent pieces of legislation legitimised environmental sustainability in development planning, service delivery and infrastructure development. This means that our attempts and efforts to meet the needs of the current generation should not impact negatively on the ability of future generations to meet their own. Environmental sustainability as a National Environmental Management Act (NEMA) principle should therefore be considered and incorporated in development planning in national, provincial and local spheres of government.

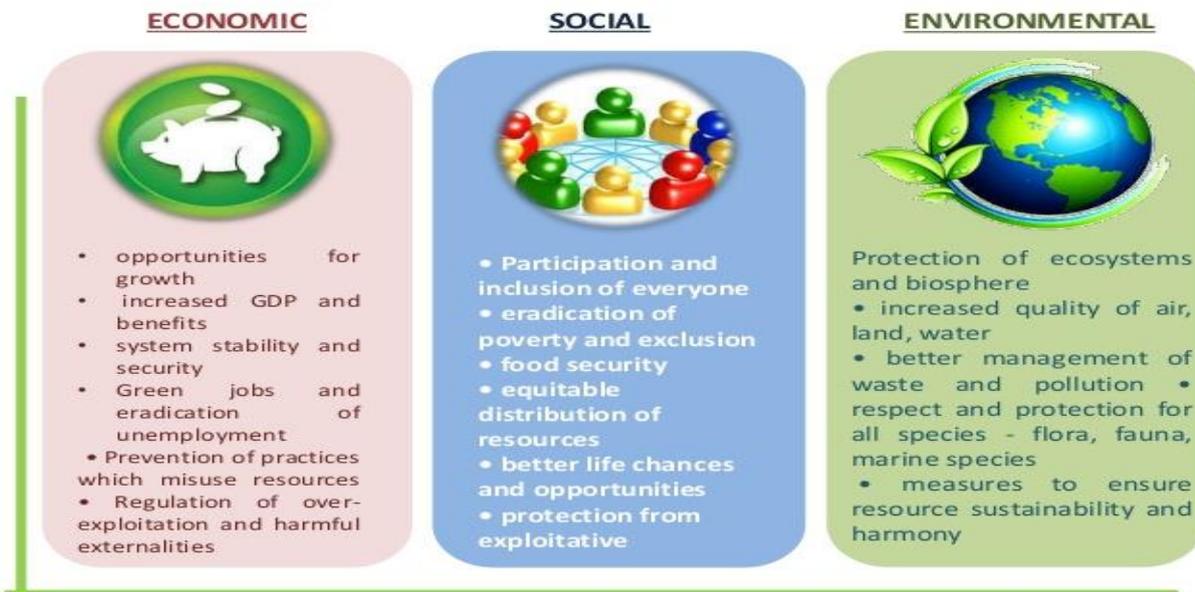


Diagram illustrating the concept of sustainable development

The Municipal Systems Act, Act 32 of 2000, (MSA) is the framework legislation for local government. The Act stipulates that basic services should be delivered in a sustainable manner while promoting socially equitable development. Through the MSA municipalities are required to adopt a more sustainable approach to planning and development as embraced in the South African Constitution as well as in other policies and legislative enactments relevant to Local Government. The growing municipal population, economy and industrialization will have adverse impacts on the availability of natural resources and environmental quality if measures are not put in place to ensure sustainable development.

In 2011 Gert Sibande District Municipality (GSDM) compiled an Environmental Management Framework for its family of local municipalities. The development of the EMFs for the GSDM and its local municipalities provide guidelines for future planning and development by identifying sensitive environments, highlight potential conflict areas for development, reveal where specific land uses may best be practices and offering performance standards for maintaining appropriate use of such land. The EMF reflects the state of the environment within the local municipality and the report serves as a springboard in highlighting the environmental issues or the extent of the pollution (air,water,land) in the region and therefore aims to aid decision-making, information generation and awareness arising. In an effort to address the identified challenges in the EMF, the Mkhondo LM developed an Environmental Management Policy (EMP) in 2018. The status of air, water, waste, bio-diversity and land are some of the key elements in determining the state of the environment. The Mkhondo Municipality's spatial development

Framework is also a tool that serves as a guideline for future planning and development and contains a strategic assessment of the environmental impact of the spatial development framework and identifies programmes and projects for the development of land within the municipality.

8.1.4. Climate Change

The climate can be described as moderate with a maximum summer temperature of 28°C and a minimum winter temperature of about 2°C. The Municipality) experience average rainfall of 837mm and 892mm respectively. Widespread melting of snow and ice, and rising sea levels, are among the most obvious and undeniable indicators that global air temperatures are rising. The increase has been attributed to increased emissions of greenhouse gasses from various sources, mainly the combustion of oil, coal and gas (Bates et al., 2008). However, the relationship between global temperatures and human activities is highly complex, and there is little agreement as to how much climate is affected by human activities. Likewise, the impact of global warming on agriculture is highly uncertain. Elevated concentrations of carbon dioxide are predicted to have a positive effect on plant growth, but this may be offset by increased evaporative demands as temperatures rise (Bates *et al.*, 2008). Mkhondo LM has developed a Climate Change Vulnerability Assessment, Adaptation and Response Plan which enabled the municipality to implement several climate change mitigation initiatives such as construction of traffic circles instead of traffic robots, establishment of agri-villages which promote the cradle to cradle concept whereby compost from food consumed is reused in development of vegetable gardens as well as for retail etc.

MKHONDO LOCAL MUNICIPALITY'S DRAFT CLIMATE CHANGE ADAPTATION AND VULNERABILITY ASSESSMENT

The above-mentioned strategies were placed as the foundation to the development of the Mkhondo Local Municipality's Climate Change Adaptation Strategy. On this strategy, the provisions and principles of the NCCR, as well as the GSDM Climate Change Adaptation and Vulnerability Assessment were extrapolated and reformed to suit the locality, as well as the developmental perspective of Mkhondo Local Municipality.

The Mkhondo Local Municipality's Climate Change Adaptation Strategy will follow the guidelines of both these documents, placing precedence on Public Participation and stakeholder engagements. Stakeholder engagements in the form of workshops will be hosted by Mkhondo Local Municipality with relevant Interested & Affected Parties to discuss the vulnerability status of all the Developmental Areas that will be affected within the jurisdiction (e.g agricultural activity, human settlements etc). Stakeholders will be identified and group according to their field of expertise, having a different workshop for each sector to have them engage in break-away and feedback sessions on the issue of Climate Change, and how it will affect their respective field. These engagements will serve the following purposes:

- i. Identifying areas of Key Importance to focus on when conducting a vulnerability assessment.
- ii. Evaluating the current state of each area of Key Importance.
- iii. Conducting vulnerability assessments for each of these areas.
- iv. Documenting the responses from the different stakeholders as resolutions to include on the adaptation plan.

Stakeholders that will be invited to the Climate Change workshops

- MONDI
- DARDLEA (Department of Agriculture, Rural Development, Land and Environmental Affairs)
- DEA (NATIONAL) (Department of Environmental Affairs)
- GSDM (Gert Sibande District Municipality)
- IUCMA (Inkomati- Usuthu Catchment Management Agency)
- DWS (Department of Water and Sanitation)
- DAFF (Department of Agriculture, Forestry and Fisheries)
- Other Interested & Affected Parties

The resolutions from the stakeholder engagement workshops will be consolidated into a final document that will serve as the Mkhondo Local Municipality Climate Change Adaptation plan. This adaptation will be subjected to a reviewing process, every five years, so as to evaluate its implementation and to keep adding any changes in the areas of importance and even on the state of climate change resilience within the municipality.

MITIGATION STRATEGY

In the medium-term, the mitigation options with the biggest mitigation potential are:

- Shifting to lower-carbon electricity generation options;
- Significant up-scaling of energy efficiency applications, especially industrial energy efficiency and energy efficiency in public, commercial and residential buildings and in transport; and
- Promoting transport-related interventions including transport modal shifts (road to rail, private to public transport) and switches to alternative vehicles (e.g. electric and hybrid vehicles) and lower-carbon fuels.

In the short and medium term, several other options are available with a smaller mitigation potential, including:

- Carbon capture and storage in the synthetic fuels industry;
- Options for mitigating non-energy emissions in agriculture and land-use; and transitioning the society and economy to more sustainable consumption and production patterns.

In our long-term planning, information (nationally and internationally) about the outcome of mitigation options, technology development, and other new information, may suggest additional mitigation actions.

This policy identifies or sets up processes to identify the optimal combination of actions sufficient to meet the National Climate Change Response Objective. Factors to be considered include not only the mitigation potential, the incremental and direct cost of measures, but also the broader impact on socio-economic development indicators (such as employment and income distribution), our international competitiveness, the cost to poor households and any negative consequences for key economic sectors

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
MUNICIPAL INTEGRATED DEVELOPMENT PLANS: REVIEW FRAMEWORK				
Climate change				
Climate Change mitigation and adaptation plan/strategy	Yes, the municipality has an adaptation Strategy which is based on the climate change vulnerability assessment and response plan	Mkhondo Local Municipality's Climate Change Adaptation Strategy.	A mitigation strategy/plan is not mentioned (per se) but medium and short term options with the biggest mitigation potential are mentioned	Climate Change Response Plan to be develop and implemented to cover both mitigation and adaptation to integrate all sectors, whether transport, waste, infrastructure development, water, energy, green economy and etc, Further to include new challenges and opportunities of climate change.
Climate Change response implementation plan	Yes	None	The Response plan covers the element of adaptation, not mitigation	Climate Change Response Strategy, 2011 and Climate Bill, 2019 requires municipal to develop their climate change response implementation plan. The Let's Respond Toolkit outlines step for developing implementation plan and it should consider other Climate Related Tools to

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
				develop a comprehensive plan such as Green Book from CSIR
Climate vulnerability assessment identifying commercial / industries at risk to climate impacts	Yes	Mkhondo Local Municipality Climate Change Adaptation And Vulnerability Assessment	Mkhondo has extrapolated the GSDM Climate Change Adaptation and Vulnerability Assessment to suit its locality, as well as the developmental perspective of Mkhondo Local Municipality	Implement LM based vulnerability assessment
Climate related risk reduction plans/strategies	No	None	There are also no projects aimed at severe weather conditions.	It is captured in the Disaster Risk Management Plan, but it needs to be unpacked as a plan for all key sectors on Disaster Risk Reduction Plan Effective implementation of climate risk reduction strategy can mitigate the adverse impact of climate natural disasters such as severe thunderstorms, heat wave, displacement of vulnerable communities, cyclones etc
Disaster Management Plan (DMP)	Yes,	MLM Disaster Risk Management Plan	Hazards in relation to climate change should be equality explored	DMP should incorporated Climate Change elements as per the NDMA Amendments, All priority hazards should be given an equal attention in the plan, and highlighting how the different departments within municipality will handle the disaster elements in their respective sections (such as water and air pollution)

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
Green / Climate jobs interventions	Yes	There is mention of “green economy” being one of the municipality’s priorities. Solar panels are listed as identified “Community Needs” for ward 6	The municipality has potential of developing green economy development plan that is effective and implementable	The Green Economy Development Plan, is a responsive mechanism for climate change, it can be developed in order to address Mitigation and adaptation strategy, while also focusing on priorities that will unlock the interventions that can be implemented to support the just transition towards a low carbon and climate resilient economy and society such as green transport, biodiversity conservation , climate smart agriculture, green building, renewable energy, energy and water efficiency and should be considered as Climate Change interventions
Climate Smart Agriculture (CSA) programmes: <ul style="list-style-type: none"> ○ Household food gardens ○ Research on climate resilient crops ○ Emerging farmers support programme on CSA ○ Training on water efficient farming methods 	No	No	CSA is not mentioned	Effective implementation of smart climate agriculture through energy, water and land nexus. Can have core benefits in terms of both adaptation and mitigation response

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
○ Support with farming material and equipment				
Water Resources				
Water Services Development Plan (WSDP)	Yes	Several water related projects have been mentioned, it needs to have climate change elements	Stricter water management policies will promote water conservation and efficient use. All interventions to include climate change aspect for e,g Refurbishment and Upgrading of Waste Water Treatment Plants should also include energy efficient pumps.	Stricter water management policies will promote water conservation and efficient use. All interventions to include climate change aspect for e,g Refurbishment and Upgrading of Waste Water Treatment Plants should also include energy efficient pumps.
Water saving campaigns	No	None	Lack of water saving campaigns	Although there is provision of water through piped water to households, boreholes and water tankers are extensively used to provide water to isolated and deep rural communities, these communities should be targeted for water saving campaigns to highlight the scarcity of water especially in the Municipality.
EPWP Projects (Working for Water; Working for Wetlands)	Yes	EPWP,CWP, MRTT and Siyathuthuka	Mentioned in the plan , explore existing EPWP programme in totality should be done	Explore existing EPWP programme Such as Zonda Insila and Green Good Deeds
Sustainable Energy				
Renewable energy options promoted	No	None	The Municipality does not have an Electricity Master Plan in place. The District Municipality previously indicated	The municipality needs to promote renewable energy options

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
			that they will be developing a district-wide Energy Master Plan.	
Energy efficiency programmes or campaigns implemented for the municipal operations and other sectors	Yes	It is funded under by the Water Services Infrastructure Grant (EESDMS) and is budgeted for R 4 000 000. Significant up-scaling of energy efficiency applications, especially industrial energy efficiency and energy efficiency in public, commercial and residential buildings and in transport is mentioned as a mitigation strategy in climate Change	None	The programme should be implemented . Explore Energy efficiency programme within municipal owned buildings and extend to public buildings
Storm Water				
Implementation of Sustainable Drainage Systems	Yes	Several water related projects are highlighted	There is no mention as to how many KMs of storm water pipes are maintained. Installation of Storm water drainage is budgeted for (R 1 000 000 There is a needs for an integrated storm water and road management plan strategy that will also incorporate climate change issues.	Effective implementation of sustainable road and storm water drainage system will adapt and mitigate climate change
Waste Management				

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
Integrated Waste Management Plan (IWMP)	Yes, the municipality adopted District IWMP, these are some of the plans on waste: Mkhondo LM Rural Waste Management Sites Operational Plan Domestic waste collection standards & implementation strategy Rural Waste Management Plan of Action-Blue Print Landfill site operational plan	Several waste projects are related to waste collection and management of waste management facilities	The district working together with all 7 LMs of which Mkhondo is one of them, developed an IWMP and that plan was adopted by council.	Integrated Waste Management Plan must be implemented to ensure waste management as a service delivery is done sustainable.
Waste Minimization Strategy developed and implemented in the municipality	Yes	1 waste recycling project to be Established in ward 19 by 31 March 2021 Maintaining of waste management projects	No mentioning of Green Good Deeds and Zonda Insila Programme in the plan and buy back centers	More programmes such as Separation at source Waste management infrastructure supportive of waste minimization and recycling, Waste diversion programme should be promoted to create more Green Jobs/Economy Check with DEFF and DARDLEA on participating in Green Good Deeds and ZondaInsilaProgramme
Biodiversity and Ecological Infrastructure				

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
Biodiversity Plan / Bioregional Plan or a Local Biodiversity Strategy and Action Plan (LBSAP)	No,	None	There are plans for a Biodiversity Management Plan For Mkhondo Local Municipality which will be completed by the MkLM Environmental Management Services Unit in collaboration with I& Aps	Great care needs to be done in making sure that competing economic activities do not affect the Biodiversity It should be developed and implemented to improve conservation and reduce biodiversity loss/ degradation
Invasive Species Eradication and Monitoring plans	Yes	Biodiversity Management Plan: Alien/Invasive plant species monitoring, control and eradication	Mentioned in the plan	The plan should be implemented
Soil Conservation Plan (rehabilitation/restoration of dongas, trenches etc.)	Yes	Land Care	A LM specific plan needs to be developed	A soil conservation plan should be developed to deal with dongas, dolomitic land or etc
Areas earmarked for protection and conservation of ecologically viable areas that can be declared as Protected Areas	Yes	<ul style="list-style-type: none"> • Witbad Nature Reserve / Mkunyanne Nature Reserve (1078.4 ha), • Three MBCP conservancies along the western border of the Mkhondo LM, namely Ngwempisis (16 998.38ha), Amsterdam (36 450.97 ha) and Mhlangampisi 	Mentioned the protected areas and areas should be protected from land invasion and other formal and informal development	Biodiversity Areas plan should be implemented to protect the critical areas

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
		<p>(approximately 23 000ha within MLM) and</p> <ul style="list-style-type: none"> • One proposed MBCP conservancy at the western border of the Mkhondo LM, namely Baltrasna (approximately 2 000 ha within MLM). 		
Ecological Infrastructure and Ecosystem-based Adaptation	No	None	Ecological Infrastructure and Ecosystem Based Adaptation should be considered by the LM	The purpose of these plans and policies is to improve the protection and management of the whole landscape and to secure critical natural processes underpinning development, including important habitats, ecological linkages, eco-mobility, protection of water catchments, and harnessing the benefits of Green Infrastructure.
Air Quality				
Air Quality Management Plan (AQMP)	No	None, Proposed Mkhondo LM Air Quality Management Plan	None	The plan should be developed and implemented addressing AQMP result in reducing GHG emissions.

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
Ambient Air Quality Monitoring Programme	No	None	Programmes aimed at air quality must be established	Municipalities should conduct Vehicle Emission testing, noise and dust monitoring
Development of Air Quality Management by-laws	No	None	Not Mentioned under the list of Municipal by-laws	Air Quality Management by-laws should be developed and implemented
Air pollution reduction programmes	No	None	Not Mentioned in the plan	air pollution reduction programmes must be developed and implemented to support air quality management in the municipality.
Empowerment Services - Education and awareness				
Environmental education and Awareness campaigns	Yes, Greening Policy	Waste Clean Up campaigns and summit (budgeted)	None	Environmental and Climate Change issues are cross-cutting all municipal Departments should work together to include other sectors
Capacity building programmes (skills development food security, energy security, zero waste etc.)	Yes	EPWP programmes, Community Works Programme (CWP) projects, Siyathuthuka Programme	To capacitate the municipal officials across the departments to better understand climate change and how to mainstream a response	If education and awareness campaigns are mainstreamed with climate change are effectively conducted across municipal sectoral departments.

8.1.5. Air quality

The Mkhondo LM does not fall within the Highveld Priority Area (HPA), which was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (NEMAQA) Act 39 of 2004 and includes Govan Mbeki, Dipaleseng, Lekwa, Dr Pixley ka Isaka Seme and Msukaligwa Local Municipalities within the GSDM. A priority area is defined as an area where ambient air quality standards are being exceeded or may be exceeded. Currently there is no ambient monitoring taking place within the Mkhondo LM. However, it is assumed that based on the level of activity taking place in the area, there is no significant exceedances of the PM10 ambient daily or annual standards would be noted.

8.1.6. Soils, Topography and Geomorphology

Soils consist of fine gravely yellow to grey silt loam on the higher lying areas. Soil with higher clay content occurs in lower lying areas towards the flood plains. Mkhondo LM generally slopes in a south-easterly direction. Several valleys and hills occur throughout the area with fairly undulating terrain. Height above sea level varies from 600m in the southeast to between 1600m and 1700m in the west and north-west.

8.1.7. Geology

The municipality has a diverse range of geological formations. Formations include granite, dolerite, gabbro, tuff, arenite, tillite, quartzite, mudstone and basalt. Quartzite is a metamorphic rock formed through pressure and heat of sandstone undergoing recrystallisation. Quartzite is very strong rock excellent for building foundations but is difficult to excavate. Tillite is a sedimentary rock that weathers unevenly to deep clayey soils that are unstable. Basalt, an extrusive igneous rock that weathers to a clayey silt or silty clay, which is highly erodible. Unweathered, the rock forms good foundations and construction material. However the soils are expensive, problematic for building foundations. The soils are excellent for agricultural purposes. Tuff is a sedimentary rock that occurs in the basalt rock. As it is a softer rock it is more susceptible to weathering forming caves.

[8.2. Water resources](#)

8.2.1. Surface water quantity

Approximately 22 quaternary catchment areas are located within the Mkhondo LM. The Pongola River abuts the southern border of the LM. The Mkhondo LM is located primarily within the Usutu/Mhlathuze water management area. The Wit River originating within Mkhondo LM and flows into the Vaal River, which forms part of the Vaal water management area. The Ngwempisi, Hlelo and the Mkhondo Rivers flow from west to south through the Mkhondo LM. The Boesmanspruit and Swartwater Rivers flow originates south of and terminates in the Mkhondo River. The Usutu water management area (WMA) faces a water deficit as the water requirements exceed available water resources. It is the source of major water transfers to the Upper Vaal

and Olifants water management areas which use well over 50% of the water in the Upper Usutu. Afforestation uses just under 25%, while the remainder is used for irrigation, urban and rural use within the study area. For the Upper Usutu, requirements exceed availability and additional transfers cannot be sustained.

8.2.3. Aquatic and Wetland Ecology

Aquatic habitats (e.g. Rivers, Dams, Pans)

Aquatic habitats include permanent bodies of water which provide habitat for aquatic life, water reeds and water lilies. Some rivers running through the municipality have riverine vegetation which provides breeding space and feeding for fauna. Some rivers run through an area which is already developed for human use and urban development and is important for continued existence of vulnerable fauna in the area. However, the riparian vegetation of these rivers have been removed for development resulting in degradation of these habitats.

8.2.4. Wetland Habitat

This vegetation is associated with grasslands that occur along river beds or in soil depressions and relies on seasonal or perennial water for survival. This vegetation uses nutrients from animal manure, sewage works and natural decomposition to grow, thereby filtering water as it passes through. The wetlands provide shelter for insects (e.g. dragon flies) and birds (e.g. weavers) and breeding habitats for reptiles (e.g. snakes and frogs). The wetland areas hold open, often shallow water with extensive fringe vegetation and some patches of young vegetation. The dominant marginal vegetation includes *Phragmites australis*, *Typha capensis*, *Juncus* spp. and *Cyperus* spp.

8.2.5. Terrestrial ecology

Flora

The Mkhondo LM contains the following vegetation types of which the climate, topography, geology and vegetation characteristics are described by Mucina and Rutherford (2006):

- Eastern Highveld Grassland
- Eastern Temperate Freshwater Wetlands

The western part of Mkhondo LM comprises of the veld type Eastern Highveld Grassland, of which the topography is slightly too moderately undulating plains with some low hills and pan depressions. Moving further east towards the escarpment the landscape changes slightly. The eastern side of the Mkhondo LM comprises of the KaNgwane Montane Grassland, which is transitional between the Highveld and the escarpment. The landscape to the east comprises of undulating hills and plains. To the south the veld type

changes to Paulpietersburg Moist Grassland with undulating moderately steep slopes. The valley basins of Paulpietersburg Moist Grassland are wide and flat. The Wakkerstroom Montane Grassland veld type, scattered along the western border of Mkhondo LM, is characterized by low mountains and undulating plains. The low-lying areas in the south-eastern corner of the Mkhondo LM fall within the Swaziland Sour Bushveld and the Eastern Temperate Freshwater Wetlands. The Swaziland Sour Bushveld is characterized by hills and moderate to steep slopes.

8.2.6. Conservation

The South African National Biodiversity Institute (SANBI) identifies the following nature reserves in the Mkhondo LM:

One private nature reserve in the south-eastern part of Mkhondo LM, namely the

- Witbad Nature Reserve / Mkunyanane Nature Reserve (1078.4 ha),
- Three MBCP conservancies along the western border of the Mkhondo LM, namely Ngwempisis (16 998.38ha), Amsterdam (36 450.97 ha) and Mhlangampisi (approximately 23 000ha within MLM) and
- One proposed MBCP conservancy at the western border of the Mkhondo LM, namely Baltrasna (approximately 2 000 ha within MLM).

From the above information it is determined that Private Nature Reserves cover approximately 0.2% of the Mkhondo LM. Conservancies cover approximately 16% of the Mkhondo LM. Proposed conservancies will cover approximately 0.4% of the Mkhondo LM. The Mpumalanga Land Use Guidelines indicates that all Irreplaceable Areas should be under conservation management.

8.3. Overall Threats/Challenges

Threats/challenges to the natural environment within the Mkhondo LM:

8.3.1. Land

- Apart from the subsistence agricultural activities taking place within the communal areas, commercial agriculture and forestry is also resulting in large areas of land being cleared of natural vegetation.
- Soil potential is being reduced through pollution, acidification, declining fertility, compaction and erosion.

8.3.2. Water Resources

- Afforestation, and to a lesser extent, agriculture and mining are the major threats to the functioning of rivers and wetlands within the Municipality.

- Commercial plantations are replacing the natural grassland with a monoculture of fast-growing, non-native trees (Pine, Australian Eucalyptus, Blue Gum and Wattle) which absorb much greater volumes of water. Consequently, the natural water reservoirs are being depleted.

8.3.3. Biodiversity

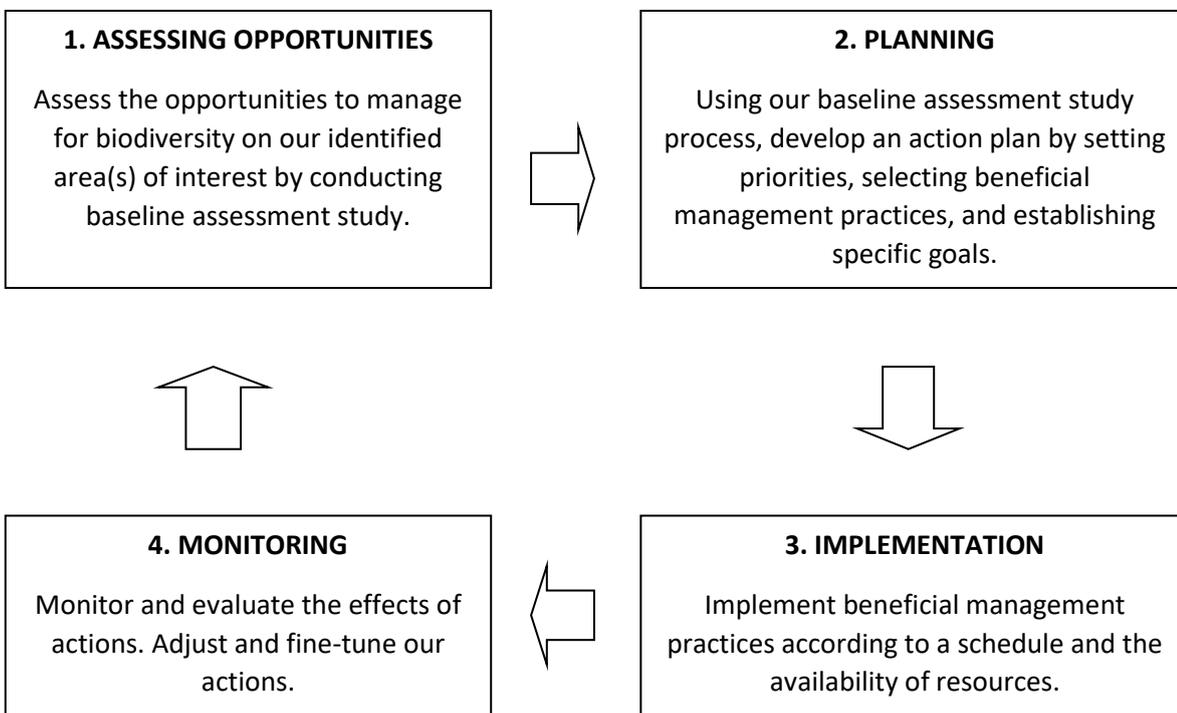
- Negative impacts on biodiversity hot spots and environmentally sensitive areas found within the municipality originate primarily from economic activities such as forestry, mining and subsistence agriculture. Mining specifically, is encroaching on several conservation areas and important wetlands. Other activities impacting on biodiversity levels and environmentally sensitive areas include industry, urban development, and natural resource usage within economically isolated areas showcasing high levels of poverty.
- Essentially, natural and untouched habitats are rapidly decreasing and becoming increasingly fragmented into unsustainable habitats, which leads to loss of biodiversity.

CURRENT BIODIVERSITY CONSERVATION STATUS IN MKHONDO LOCAL MUNICIPALITY

ACTION PLAN FOR DEVELOPING A BIODIVERSITY MANAGEMENT PLAN FOR MKHONDO LOCAL MUNICIPALITY

A FOUR-STEP ADAPTIVE MANAGEMENT PROCESS FOR DEVELOPING A PLAN

This section presents an adaptive management process that MkLM will use to develop a Biodiversity Management Plan for identified area(s) of interest. The process involves the following four steps, and must be completed by the MkLM Environmental Management Services Unit in collaboration with I & APs.



Step 1: Assessing Opportunities: This step of the planning process will include the baseline assessment study of the current state of environment or ecosystems and other features on the identified area of interest. The baseline assessment on the study area will guide us in selecting appropriate beneficial management practices to implement. This guideline will serve as a general tool on how to develop future BMPs for the MkLM.

Step 2: Planning: Planning will involve determining what our priorities are in terms of managing for biodiversity, selecting the BMPs that are most applicable to our operation, and then setting goals for what we wish to achieve by implementing the BMPs. The goals need to be specific and have measurable outcomes. For example, reduce the number of alien invasive plant species in MkLM aquatic areas such as wetlands and streams.

Step 3: Implementation: Prior to implementing the BMPs, we have to determine whether any special approvals or permits are required and if there are programs that can help us pay the costs of implementation. A schedule for implementing the BMPs also needs to be developed, and the results of our plan need to be documented.

Step 4: Monitoring: Monitoring involves collecting, recording, analyzing, and interpreting data on the state of the area(s) of focus before any work is done and after our BMPs have been implemented. Taking photographs will be a good way to record the implementation of our BMPs. Markers such as (steel post, marked fence post, or marked tree) will be used to take photos from the same spot at about the same time every year. We will record the date, location, and photo direction. Monitoring will help us determine if our biodiversity goals are being met, or if our Biodiversity Management Plan needs to be modified. To be effective, monitoring will be repeated at regular intervals, under similar conditions, and at the same time each year. This provides data and images that are consistent and comparable among years, which will give you a sense of the trends and outcomes of our management activities over time.

These steps are collectively referred to as an adaptive management process because they will allow us to continually improve our management practices. This will be achieved by reviewing the monitoring results of the BMPs we implemented, assessing the effectiveness of our action plan in achieving our stated goals, reassessing our opportunities for achieving any unmet goals, and refining our management activities accordingly. The process will be repeated as long as improvements in our management system are needed or desired.

WAY FORWARD

EFFECTIVE STAKEHOLDER (I&APs) ENGAGEMENT WORKSHOPS

These stakeholder engagement workshops will function as a guideline for further development of the MkLM BMP, which will encompass input of research from specialists' studies that will be attending the workshops in terms of biodiversity management and in this case the management of alien invasive plant species found within the aquatic areas such as wetlands and streams. Hosting these interactive workshops with I&APs will be to discuss the following:

- a) Identification the type of alien invasive plant species;
- b) Identification and formulation of the alien invasive plant species locality maps; and
- c) Impacts of the identified alien invasive plant species on the diversity of indigenous species on the environment.

Stakeholders will be identified and strategically placed in teams according to their fields of expertise to avoid duplication of information and promote efficient communication and collaboration of information flow. This will be done through break-away and feedback sessions during the workshops. Possible stakeholders to be invited to attend the workshop are as follows:

- a) Department of Environmental Affairs (DEA)
- b) Gert Sibande District Municipality (GSDM)
- c) South African National Biodiversity Institute (SANBI)
- d) Mondi
- e) Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA)
- f) Department of Water and Sanitation (DWS)
- g) Inkomazi Usuthu Catchment Management Agency (IUCMA)
- h) NGOs (i.e Horticulturists, Botanists & etc)

These stakeholders will play an important role in the proposed development of the MkLM BMP document as they are either directly or indirectly affected by the occurrence of alien invasive plant species and thus, must be consulted in matters concerning environmental protection, management and conservation.

PUBLIC PARTICIPATION PROCESS

The public participation process will only be conducted after the workshop(s) have been held and finalized. This is to avoid inefficiency in terms of the timeframe we as MkLM are planning to submit our BMP to DEA. Direct engagement with the general public will be conducted, especially with those whom are directly affected by the occurrence and/or presence of alien invasive plant species. This will be done by communicating with

the relevant of community leadership structures such as Ward councilors in order to determine the best way of community engagement through awareness campaigns that may be held in:

- a) Schools;
- b) Businesses;
- c) Communal Gardens & Parks; and
- d) Other relevant areas

8.4. Strategies to Address the Challenges

- Promote and support implementation of the LM Biodiversity and Conservation Plan.
- Initiate and support initiatives to rehabilitate, conserve wetlands and water bodies.
- Promote expansion of reserves, conservation areas and rehabilitation aimed at promoting and supporting biodiversity.
- Promote and support mitigation measures aimed at elimination or control of illegal waste disposal in wetlands and water bodies.
- Promote and support programs and projects for protection of biodiversity e.g. eradication of invasive alien plants.
- Establishment of structures/forums within the municipality that deal with environmental management issues
- Capacity building and awareness campaigns

8.5. Environmental Planning Tools Available at Mkhondo Local Municipality

- Biodiversity Management Plan: Alien/Invasive plant species monitoring, control and eradication
- Proposed Mkhondo LM Air Quality Management Plan
- Climate Change Vulnerability Assessment, Adaptation and Response Plan
- Mkhondo LM Rural Waste Management Sites Operational Plan
- Domestic waste collection standards & implementation strategy
- Environmental Planning Framework
- Greening Policy
- Rural Waste Management Plan of Action-Blue Print
- Landfill site operational plan

8.6. Waste Management

8.6.1. Background

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing or disposal of waste materials in an effort to reduce their effect on human health and the local environment. Waste management in South Africa is administrated by the National Environmental Management: Waste Act (Act 59 of 2008) (NEMWA). The management of waste in South Africa has been based on the principles of the waste management hierarchy as a recognised international model for the prioritisation of waste management options. It offers a holistic approach for waste avoidance, reduction, re-use, recycling, recovery, treatment, and safe disposal as a last resort.

Waste management has not, historically, been regarded as priority environmental concern in South Africa (DEAT, 2000). There has been a lack of a coordinated approach towards integrated waste management (IWM), with waste management activities having been primarily reactive (DEAT, 2000). In addition, most “municipalities operate waste management facilities in contravention of the DWA Minimum Standards and the National Environmental Management: Waste Act 2008 with regard to the permitting of waste management sites (i.e. landfill sites, transfer stations, etc.). This has led to a number of associated environmental and human health issues within the Region.

However, the level of compliance of MLM landfills with the DWAF’s Minimum Requirements is an issue of concern. It is evident that waste management in the municipality is recognized as an important environmental issue, which requires pro-active approaches for increased service delivery and environmentally sustainable development.

8.6.2. Access to Refuse Removal

Municipality	Total No. of Households(2011)	Total number of HH 2016	New Developments	Households with Access to Refuse removal	Households with Access to Refuse removals as %	Households below basic level of service / backlogs	Households below basic level of service / backlogs as %
Mkhondo Municipality	37,433	45,595	8,162	30,726	67.40%	14,869	32.60%

8.6.3. Status of Landfill Site

Name Of Landfill Site	Permitted/ licensed as	Quantity
Piet Retief	Landfill site	1
Amsterdarm	Transfer station	1

8.7. Status of IWMP

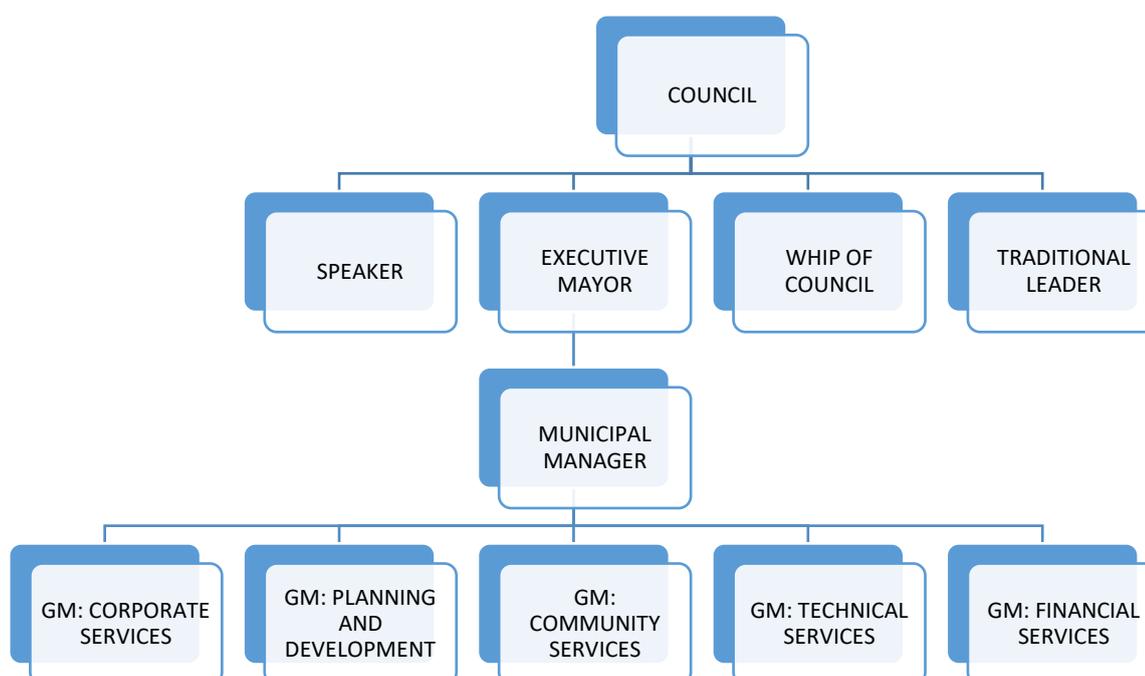
- Fleet is a requirement that needs urgent attention
- Ramps and Waste receptacles for the Amsterdam transfer station required. Recycling is taking place at the transfer station, done by reclaimers.
- Implementation of IWMPs- Ongoing and review of IWMP.
- Designation of WMOs - Designated Waste Officer is in place
- Status of Waste By-laws - Re-worked and submitted to legal department and still waiting for legal to complete.
- Other planning tools - main issue rural waste, one site complete (Jabulani) composting and Recycling.
- Limited waste goes to landfill site.
- Collection standards approved by the Municipality.
- Budget no adeqaute
- Municipal Environmental tools developed in-house adopted by council in December 2017. viz. Domestic waste collection standards and implementation strategy, environmental planning framework, rural waste management plan of action, AQMP, Biodiversity management plan: alien / invasive plant species monitoring, control and eradication, CC strategy, landfill site operational plan and the greening policy

CHAPTER 9

9.1. FIVE YEAR DEVELOPMENTAL PLAN

Mkhondo Local Municipality comprises of both Political and an Administrative component. The Council, The Executive Mayor, three Mayoral Committee Members, the Speaker, the Whip of Council and MPAC Chairperson. The Political component of Council is supported by the Administrative component which consists of the Municipal Manager, Corporate Services, Finance, Technical Services, Community Services, Planning and Economic Development.

Figure 17: Political and Administrative Organisational Structure



9.2. COUNCIL COMMITTEES

The municipal council has the following councillors and sub committees established in terms of Municipal Structures Act section 80:

Table 32: Council Members:

NO	SURNAME & INITIALS	POSITION
1.	CLLR V S MOTH A	EXECUTIVE MAYOR
2.	CLLR T NKOSI	SPEAKER OF COUNCIL
3.	CLLR M L YENDE	WHIP OF COUNCIL/ WARD COUNCILLOR [WARD 18]]
4.	CLLR F C MTHETHWA	MMC/ WARD COUNCILLOR (WARD 13)
5.	CLLR T E KHUMALO	MMC
6.	CLLR S D THWALA	MMC/ WARD COUNCILLOR [WARD 4]
7.	CLLR Z J MNISI	MMC/WARD COUNCILLOR [WARD 14]

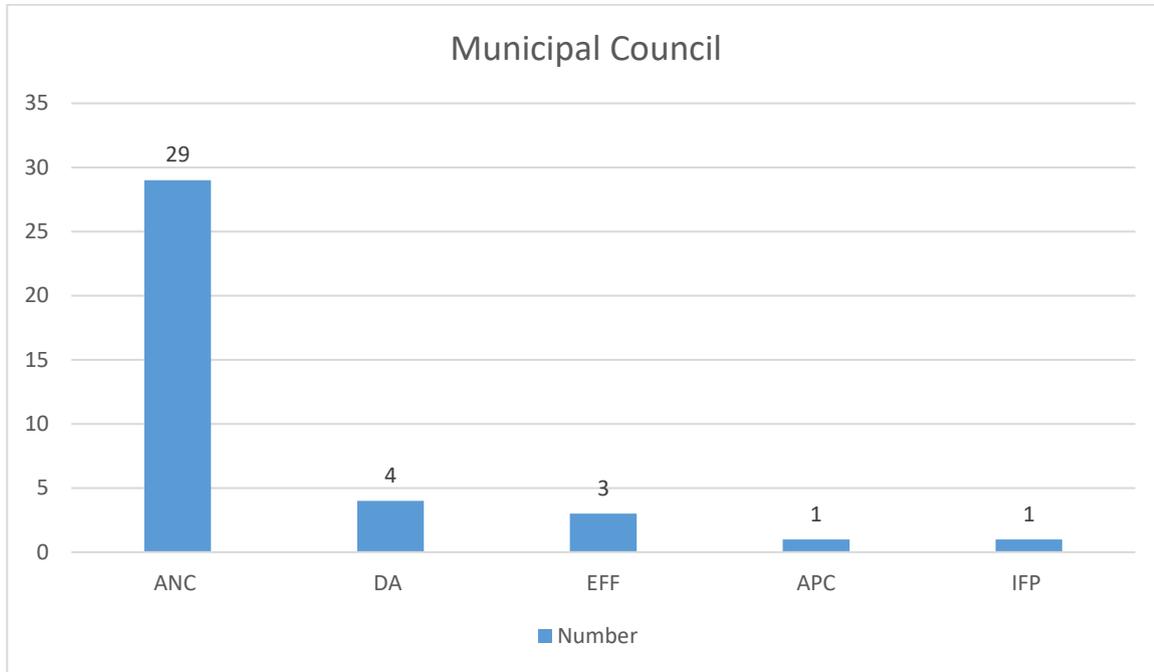
NO	SURNAME & INITIALS	POSITION
8.	CLLR R P HLATSHWAYO	WARD COUNCILLOR [WARD 1]
9.	CLLR T S NKOSI	WARD COUNCILLOR [WARD 2]
10.	CLLR D M NTSHAKALA	WARD COUNCILLOR [WARD 3]
11.	CLLR J P MAKHATHINI	WARD COUNCILLOR [WARD 5]
12.	CLLR T S MAFUYEKA	WARD COUNCILLOR [WARD 6]
13.	CLLR J L I BRUSSOW	WARD COUNCILLOR [WARD 7]
14.	CLLR M Z NGWENYA	WARD COUNCILLOR [WARD 8]
15.	CLLR T W MANANA	WARD COUNCILLOR [WARD 9]
16.	CLLR M D NTULI	WARD COUNCILLOR [WARD 10]
17.	CLLR B C MKHWANAZI	WARD COUNCILLOR [WARD 11]
18.	CLLR T B NKOSI	WARD COUNCILLOR [WARD 12]
19.	CLLR S M N BOPHELA	WARD COUNCILLOR [WARD 15]
20.	CLLR T S M ZULU	WARD COUNCILLOR [WARD 16]
21.	CLLR S Z YENDE	WARD COUNCILLOR [WARD 17]
22.	CLLR D L NGOBEZA	WARD COUNCILLOR [WARD 19]
23.	CLLR BC MKHWANAZI	PR COUNCILLOR
24.	CLLR D M THWALA	PR COUNCILLOR
25.	CLLR B J VILAKAZI	PR COUNCILLOR
26.	CLLR B M KHUMALO	PR COUNCILLOR
27.	CLLR MCUNU	PR COUNCILLOR
28.	CLLR S S MATHEBULA	PR COUNCILLOR
29.	CLLR KD MASONDO	PR COUNCILLOR
30.	CLLR TP HLATSHWAYO	PR COUNCILLOR
31.	CLLR S J METHULA	PR COUNCILLOR
32.	CLLR S C MAHLOBO	PR COUNCILLOR
33.	CLLR R J A WILSON	PR COUNCILLOR
34.	CLLR P E THABEDE	PR COUNCILLOR
35.	CLLR N N ZULU	PR COUNCILLOR
36.	CLLR MKHWANAZI	PR COUNCILLOR
37.	CLLR J R NGWENYA	PR COUNCILLOR
38.	PP MNCUBE	PR COUNCILLOR

The municipal council also meet on a regular basis and below are the council meeting schedules for 2020-2021 financial reporting period:

Table 33: Schedule of Council Meetings:

	JULY	AUG	SEPT	OCT	NOV	DEC	JANUAR	FEBRUARY	MARCH	APRIL	MAY	JUNE					
Mon								1	1								
Tues			1			1		2	2			1					
Wed	1		2			2		3	3			2					
Thurs	2		3	1		3		4	4	1		3					
Frid	3		4	2		4	1	5	Tech 79	2		4					
Sat	4	1	5	3		5	2	6	6	3		5					
Sun	5	2	6	4	1	6	3	7	7	4	1	6					
Mon	6	3	7	5	2	7	4	8	8	5	2	7					
Tues	7	4	Tech/Fin	6	3	8	Mayoral	5	9	Plan 79	3	Comm 79	8				
Wed	8	Tech/Fin	5	Corp/Plan	7	Tech/Fin	4	Fin 79	9	6	Tech/Fin	10	Tech/Plan				
Thurs	9	Corp/Plan	6	Com/Forest	8	Corp/Plan	5	Corp/Plan	10	Comm 79	7	Tech/Fin	9	Corp/Fina			
Frid	10	Com/Forest	7	Fin 79	9	Com/Forest	6	Comm 79	11	Fin 79	8	Corp/Plan	5	10	Corp/Fina		
Sat	11	8	12	10	7	11	Council	8	Com/For	12	MPAC	9	6	11	Com/Forest		
Sun	12	9	13	11	8	12	9	10	13	14	10	7	12	13			
Mon	13	10	14	12	9	13	10	14	15	11	12	9	14				
Tues	14	11	15	Tech/Fin	10	Tech/Fin	15	12	Mayoral	16	Tech/Fin	16	Tech/Fina	13	10	Tech/Fina	15
Wed	15	12	16	Corp/Plan	11	Corp/Plan	16	13	17	Corp/Plan	17	Corp/Plan	14	Com/Forest	11	Corp/Plan	16
Thurs	16	13	Audit	17	Com/Fore	12	Com/Forest	17	14	18	Com/Forest	18	Com/Forest	15	12	Com/Forest	17
Frid	17	14	18	16	13	18	15	19	19	20	19	16	13	Fin S79	18		
Sat	18	15	19	17	14	19	16	20	20	21	20	17	14	19			
Sun	19	16	20	18	15	20	17	21	21	22	21	18	15	20			
Mon	20	17	21	19	16	21	18	22	22	23	22	19	16	21			
Tues	21	18	22	20	Tech 79	17	22	19	Audit	23	Mayoral	23	20	17	Mayoral	22	
Wed	22	19	Mayoral	23	21	Corp 79	18	23	20	24	24	Mayoral	21	Audit	18		23
Thurs	23	Mayoral	20	24	22	Plan 79	19	24	21	25	Council	25	22	19	24	Mayoral	
Frid	24	21	25	23	Mayoral	20	Mayoral	25	22	Council	26	26	Council	23	Mayoral	20	25
Sat	25	22	26	24	21	26	23	27	23	27	27	24	21	26	26		
Sun	26	23	27	25	22	27	24	28	24	28	28	25	22	27			
Mon	27	Plan 79	24	28	26	28	25	29	25	30	29	26	23	28			
Tues	28	Tech 79	25	29	27	29	26	30	26	31	30	27	24	Tech 79	24		29
Wed	29	Corp 79	26	30	Mayoral	28	25	30	27	31	30	28	25	Corp 79	25		30
Thurs	30	Comm S79	27	Council	29	26	31	28	Corp 79			29	Plan 79	26	Council		
Frid	31	28		30	27		29					30	27				
Sat		29		31	28		30					28					
Sun		30			29		31					29					
Mon		31			30							30					
Tues												31					

Figure 18: COUNCILLORS PER POLITICAL PARTY:



COUNCIL COMMITTEES

Section 80 Committees

COUNCIL COMMITTEE	NO. OF MEMBERS	SITTINGS	FUNCTIONALITY	RESPONSIBILITIES
Technical And Financial Services Committee	5	Monthly	Yes	<ul style="list-style-type: none"> to identify and review the needs of the community; to evaluate the progress of the municipality; to monitor the management of the municipality; to report to the municipal council on all decisions taken; to appoint the mayoral committee; and to perform other delegated powers
Corporate Services Committee	4	Monthly	Yes	
Planning And Development Committee	4	Monthly	Yes	
Community And Forestry Services Committee	4	Monthly	Yes	

Section 79 Committees

COUNCIL COMMITTEE	NO. OF MEMBERS	SITTINGS	FUNCTIONALITY	RESPONSIBILITIES
Financial Services Committee	5	Quarterly	Yes	
Corporate Services Committee	5	Quarterly	Yes	
Technical Services Committee	5	Quarterly	Yes	
Community Services Committee	5	Quarterly	Yes	
Planning And Development Services Committee	6	Quarterly	Yes	
Municipal Public Account Committee(MPAC)	6	Quarterly	Yes	
Rules And Ethic Committee	6	Quarterly	Yes	
Local Geographical Name Changes (LGNC)	6	Quarterly	Yes	

Figure 19: TECHNICAL AND FINANCIAL SERVICES COMMITTEE

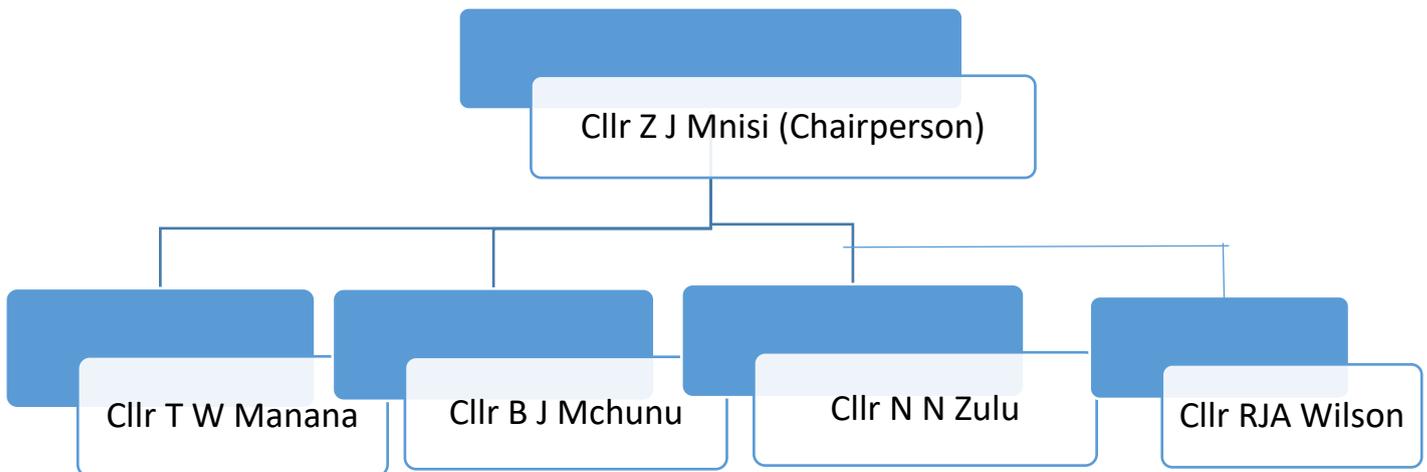


Figure 20: CORPORATE SERVICES COMMITTEE

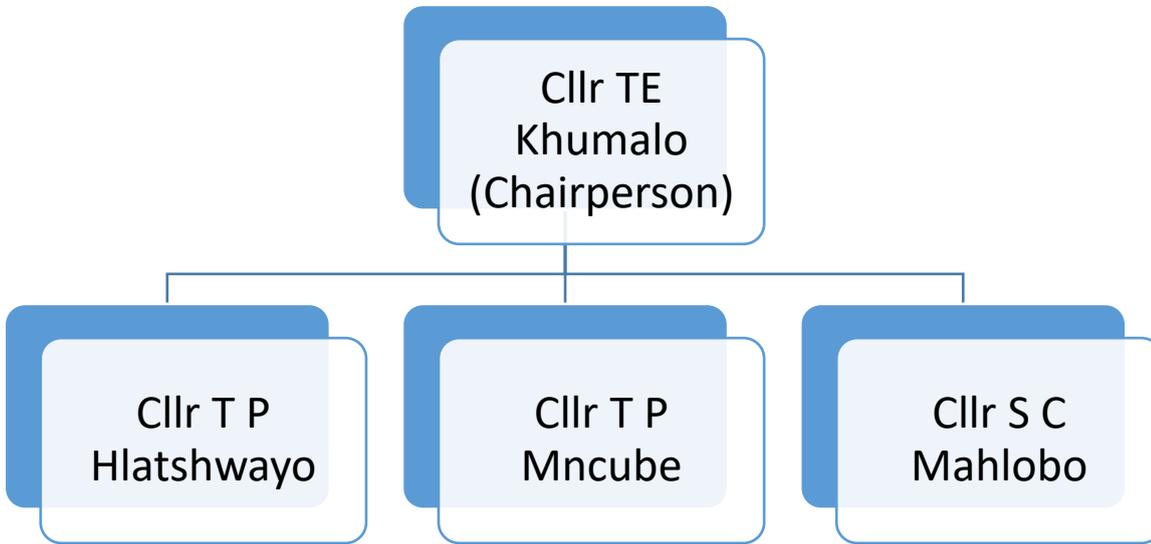


Figure 21. PLANNING AND DEVELOPMENT COMMITTEE

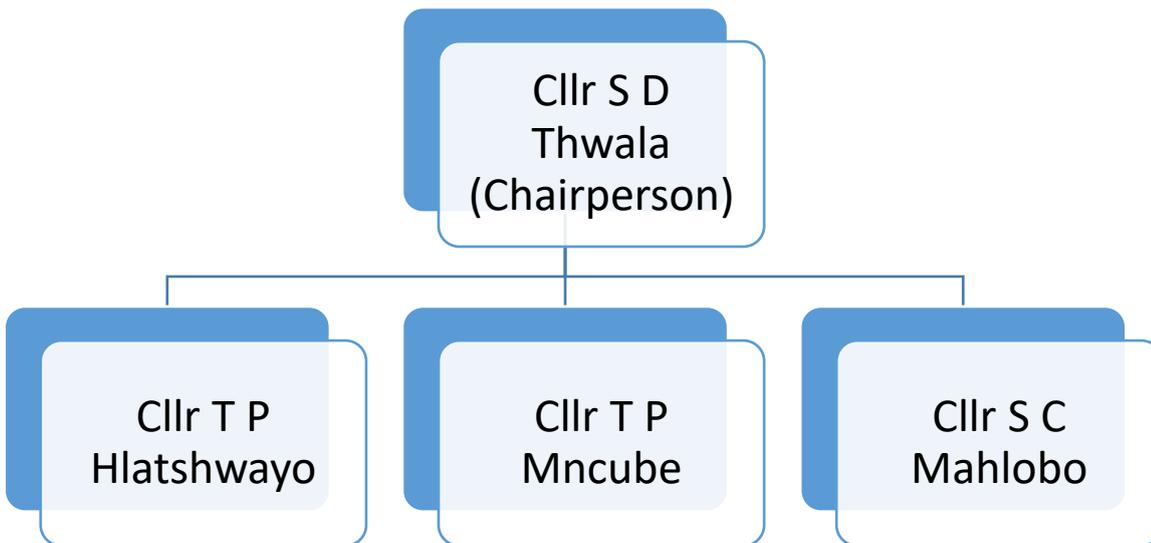
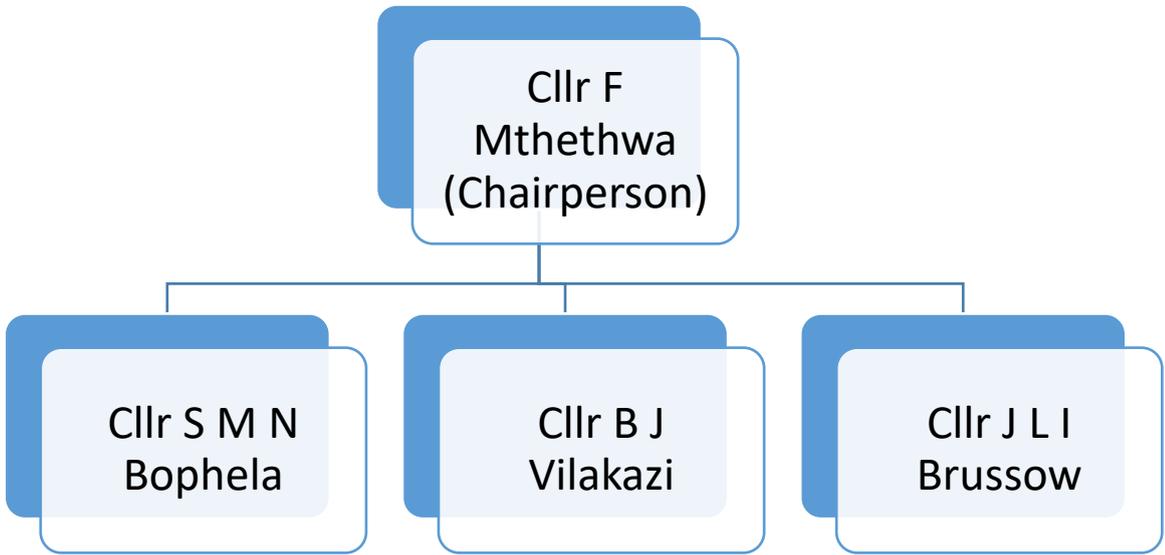


Figure 21 COMMUNITY AND FORESTRY SERVICES COMMITTEE



9.3. COMMITTEES ESTABLISHMENT OF SECTION 79 COMMITTEES

The municipality has the following sub committees established in terms of s79.

Figure 22: FINANCIAL SERVICES COMMITTEE

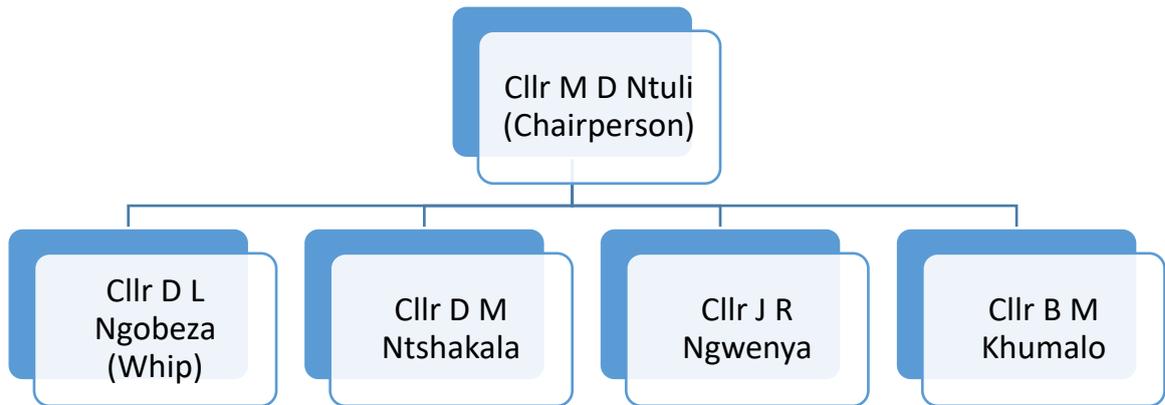


Figure 23: CORPORATE SERVICES COMMITTEE

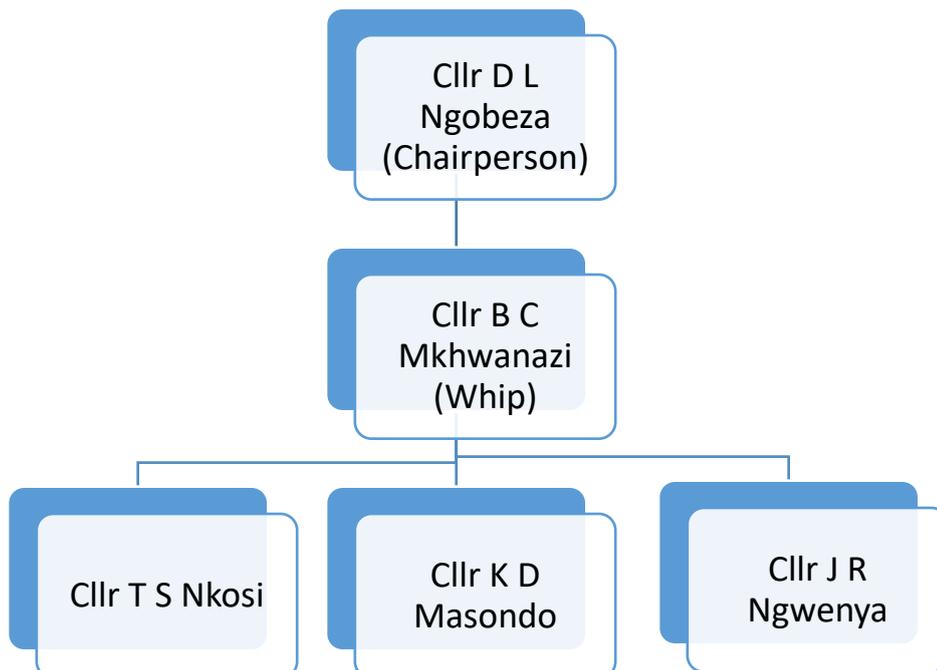


Figure 24: TECHNICAL SERVICES COMMITTEE

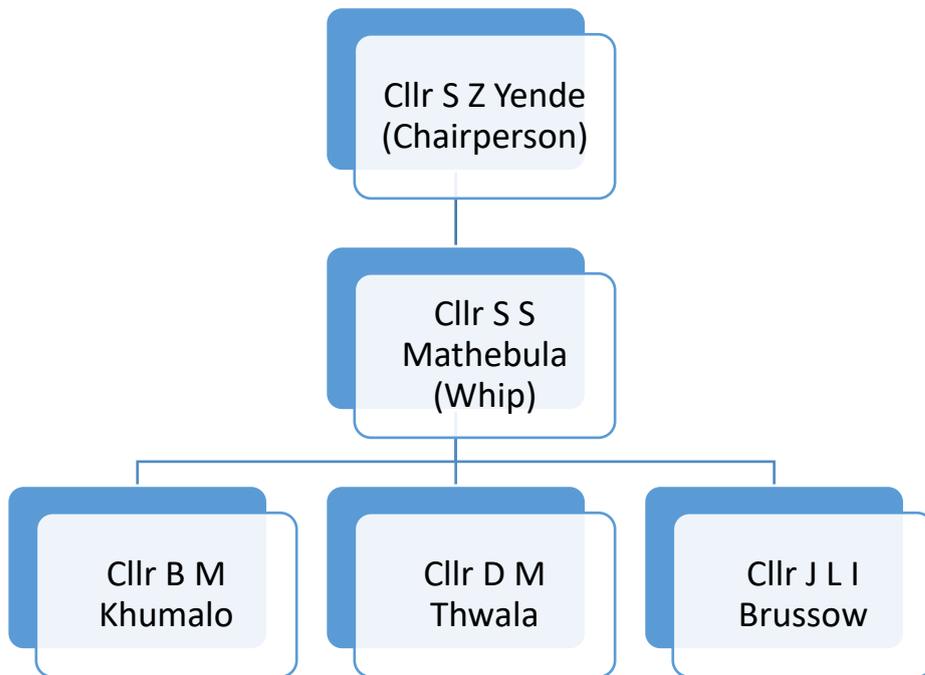


Figure 25: COMMUNITY SERVICES COMMITTEE

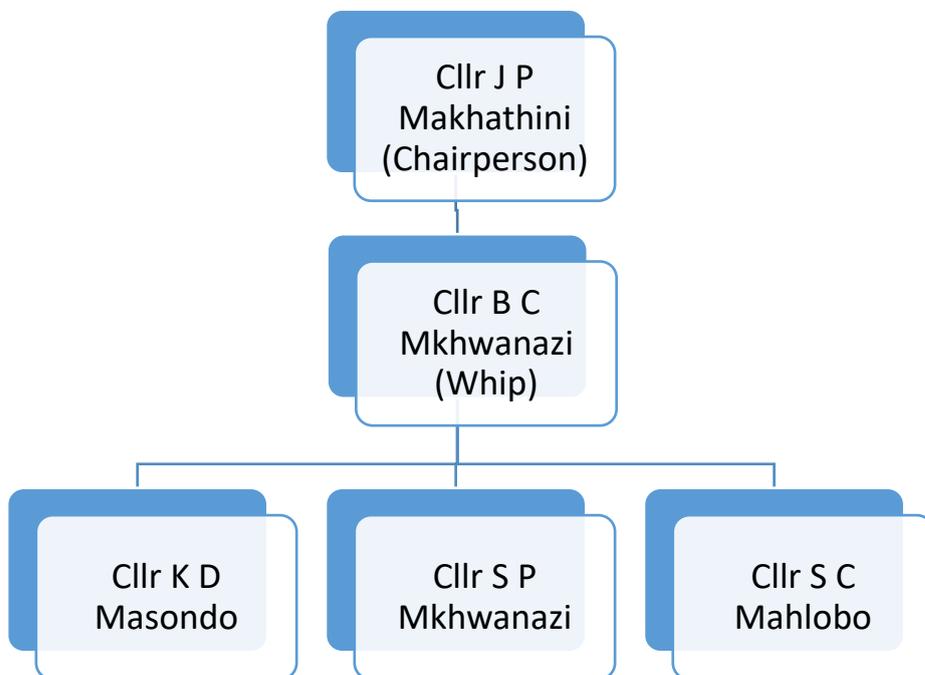


Figure 26: PLANNING AND DEVELOPMENT SERVICES COMMITTEE

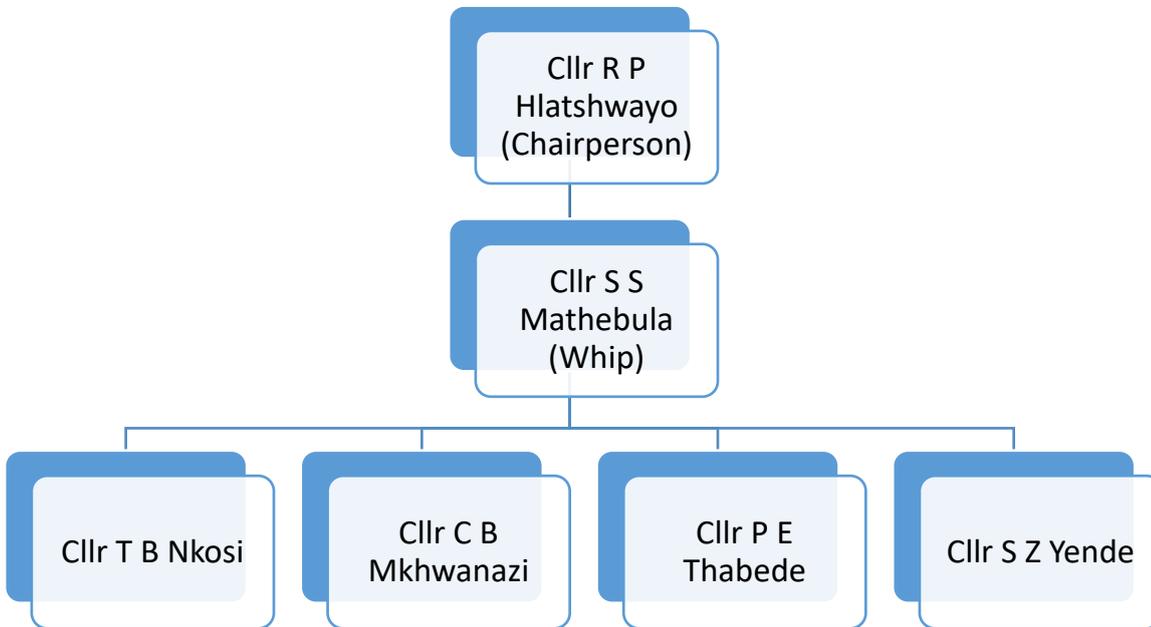


Figure 27: MUNICIPAL PUBLIC ACCOUNT COMMITTEE

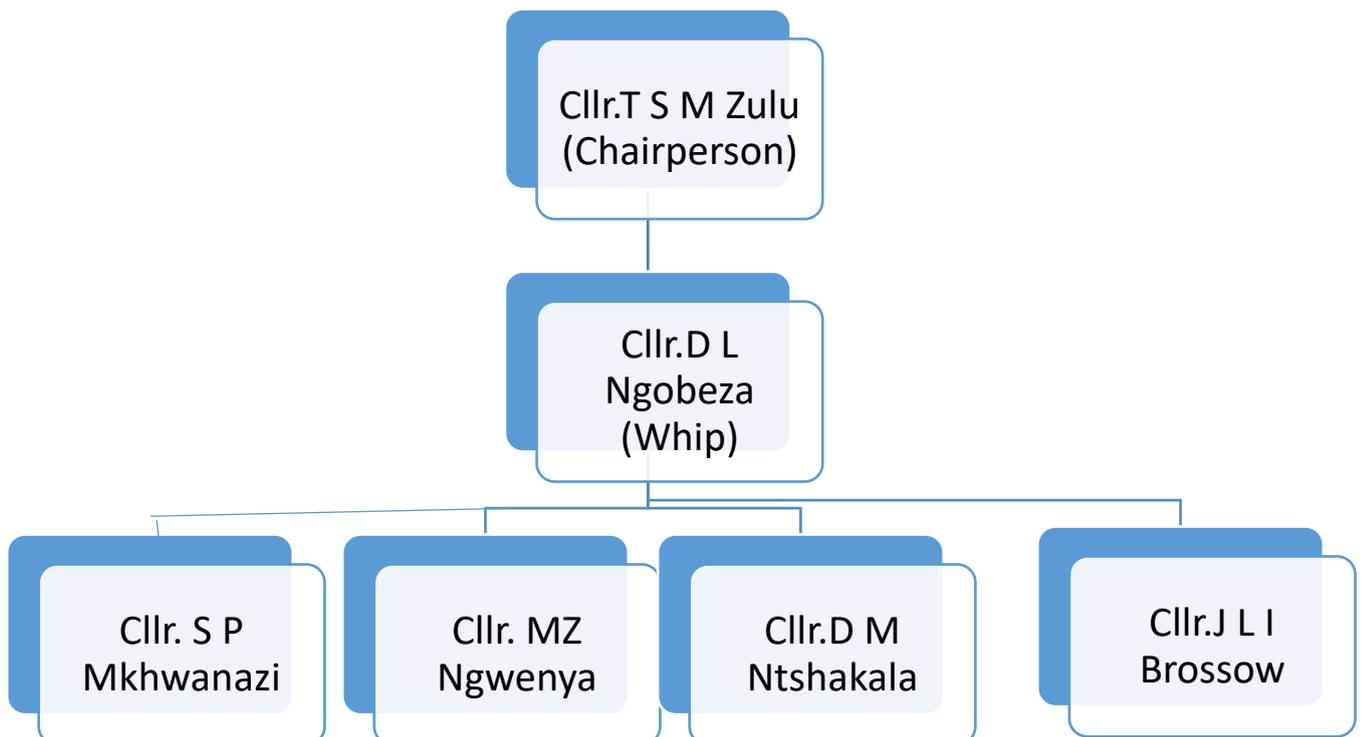


Figure 28: RULES AND ETHIC COMMITTEE

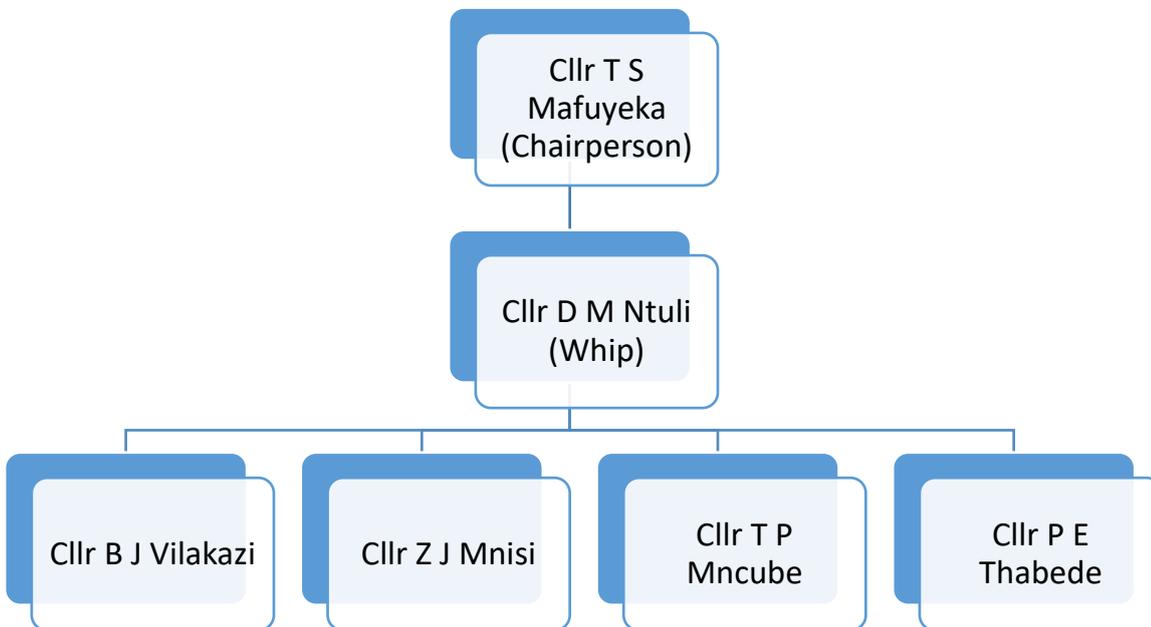
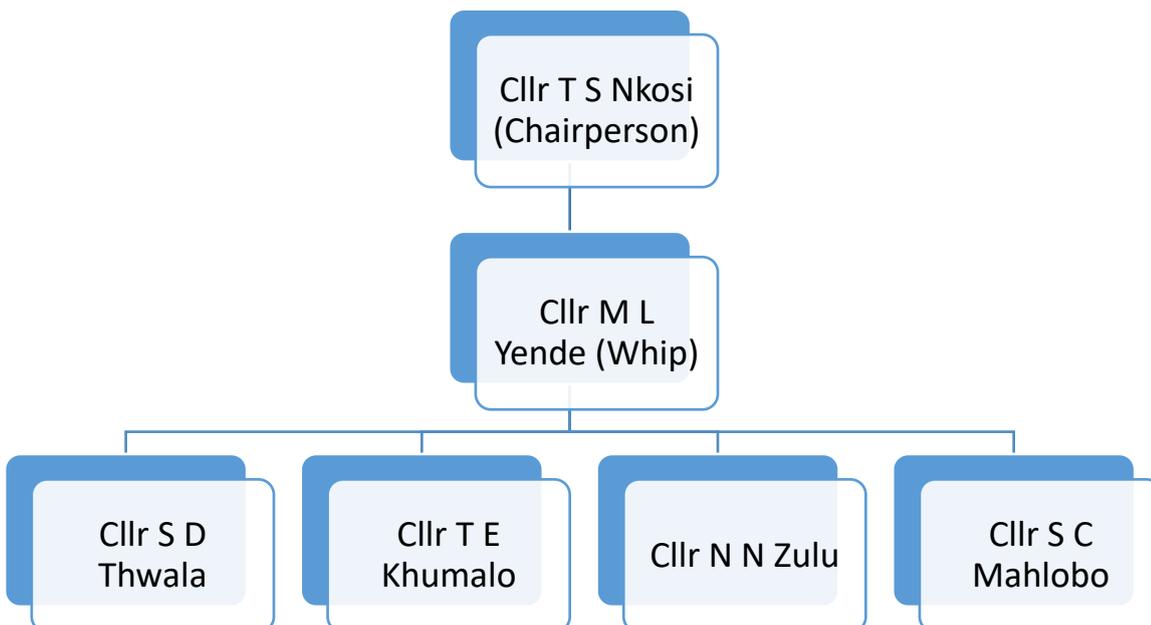


Figure 29: LOCAL GEOGRAPHICAL NAME CHANGES (LGNC)



9.4. TRADITIONAL LEADERSHIP OR AUTHORITIES

The Traditional Leadership and Governance Framework Act, No. 41 of 2003 provides for the recognition of traditional communities and the establishment and recognition of traditional councils. Mkhondo Local Municipality has recognised the chieftaincy of The Mthethwa (Madabukela), Mahlobo (KwaNdwalaza) and Yende (Mahlaphahlapha) and Yende (Ongenyani) that we have knowledge. The Mthethwa Chiefancy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

9.5. MKHONDO ADMINISTRATIVE STRUCTURE

Figure 30: Mayor's Office:



Figure 31: Speaker's Office:



Figure 32: Municipal Manager's Office:



Figure 33: Corporate Services:

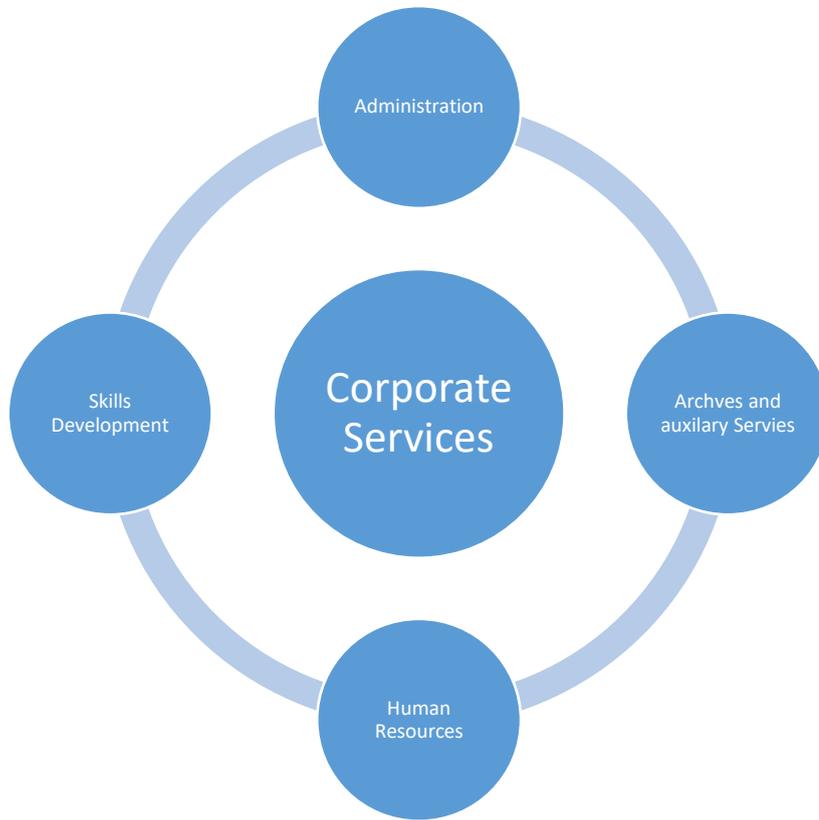


Figure 34: Financial Services:

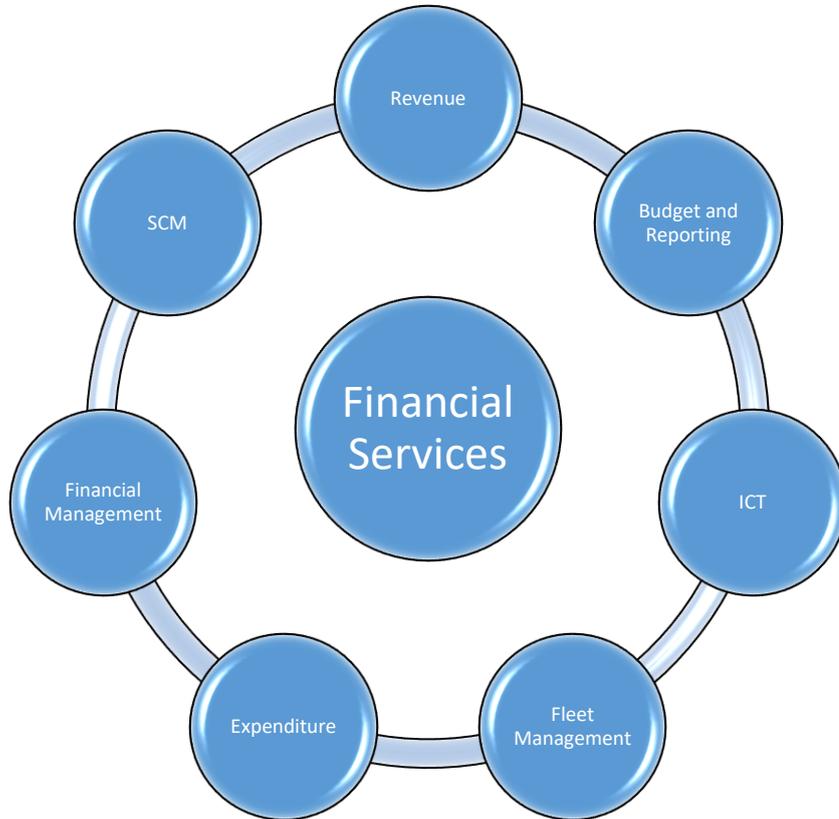


Figure 35: Technical Services:

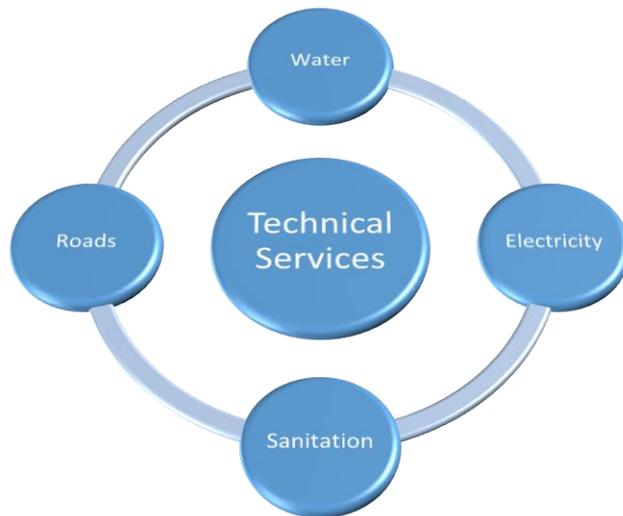


Figure 36: Planning and Development:

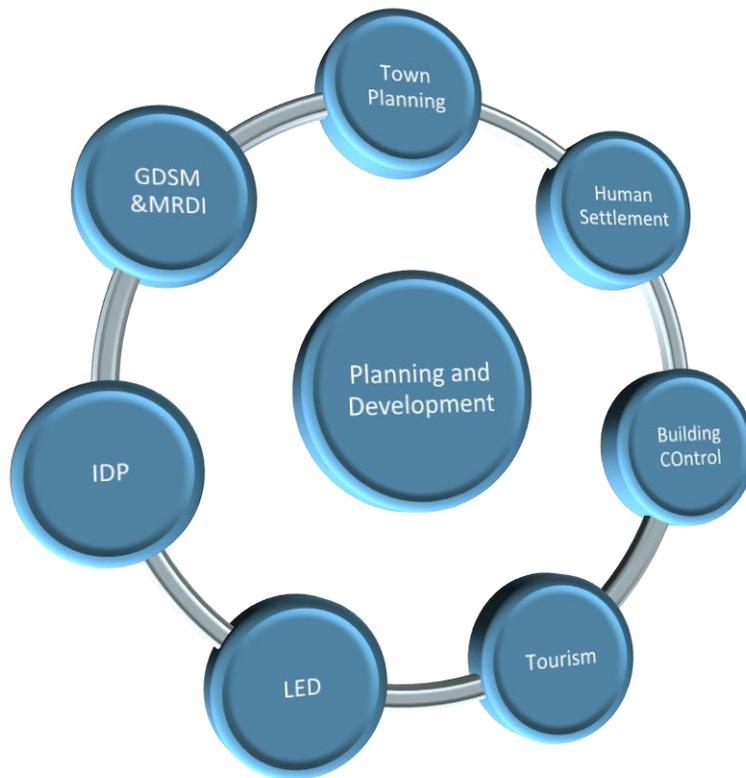


Figure 37: Community Services:



9.6. VACANCY RATE

DEPARTMENT	TOTAL NUMBER OF POST	FILLED	VACANT
Political Office	57	44	13
Municipal Managers Office	76	53	23
Planning and Development	29	15	14
Corporate Services	56	44	12
Financial Services	109	8	28
Community Services	257	135	122
Technical Services	248	139	109
Total	832	398	321

9.7. EMPLOYMENT EQUITY

The purpose of the Employment Equity Act, No 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure equitable representation in all occupational categories and levels in the workforce

WORKFORCE PROFILE

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	0	1	0	0	0	0	0	6
Senior management	10	1	0	1	4	0	0	1	1	0	18
Professionally qualified and experienced specialists and mid-management	15	0	0	0	14	0	0	0	0	0	29
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	46	0	0	5	23	0	1	0	0	0	75
Semi-skilled and discretionary decision making	121	1	1	0	75	2	0	0	0	0	200
Unskilled and defined decision making	118	1	0	0	65	1	0	0	0	0	185
TOTAL PERMANENT	315	3	1	6	182	3	1	1	1	0	513
Temporary employees	2	0	0	0	1	0	0	0	0	0	3
GRAND TOTAL	317	3	1	6	183	3	1	1	1	0	516

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	4	0	0	0	2	0	0	0	0	0	6
TOTAL PERMANENT	5	0	0	1	4	0	0	0	0	0	10
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	5	0	0	1	4	0	0	0	0	0	10

2. Recruitment

2.1 Please report the total number of new recruits, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	1	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making	2	0	0	0	2	0	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	0	0	1	2	0	0	0	0	0	6
Temporary employees	0	0	0	0	1	0	0	0	0	0	1
GRAND TOTAL	3	0	0	1	3	0	0	0	0	0	7

3. Promotion

3.1 Please report the total number of promotions into each occupational level, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	3	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	3	0	0	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	3	0	0	0	0	0	3

4. Termination

4.1 Please report the total number of terminations in each occupational level, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	1	0	0	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making	6	0	0	0	1	0	0	0	0	0	7
Unskilled and defined decision making	4	0	0	0	2	0	0	0	0	0	6
TOTAL PERMANENT	12	1	0	1	3	0	0	0	0	0	17
Temporary employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	13	1	0	1	3	0	0	0	0	0	18

5. Skills Development

5.1 Please report the total number of people **including people with disabilities**, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	5	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	5	0	0	0	5
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	5	0	0	0	5

Numerical Goals

6.1 Please indicate the numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	9	1	0	1	5	0	0	1	1	0	18
Professionally qualified and experienced specialists and mid-management	15	0	0	0	14	0	0	1	0	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	46	0	0	5	25	0	1	2	0	0	79
Semi-skilled and discretionary decision making	115	1	1	1	80	2	0	2	0	0	202
Unskilled and defined decision making	108	1	0	1	70	1	0	0	0	0	181
TOTAL PERMANENT	297	3	1	8	196	3	1	6	1	0	516
Temporary employees	2	0	0	0	1	0	0	0	0	0	3
GRAND TOTAL	299	3	1	8	197	3	1	6	1	0	519

7. Numerical Targets

7.1 Please indicate the numerical targets as contained in the EE Plan (i.e. the workforce profile **including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	9	1	0	1	5	0	0	1	1	0	18
Professionally qualified and experienced specialists and mid-management	15	0	0	0	14	0	0	1	0	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	46	0	0	5	25	0	1	2	0	0	79
Semi-skilled and discretionary decision making	115	1	1	1	80	2	0	2	0	0	202
Unskilled and defined decision making	108	1	0	1	70	1	0	0	0	0	181
TOTAL PERMANENT	297	3	1	8	196	3	1	6	1	0	516
Temporary employees	2	0	0	0	1	0	0	0	0	0	3
GRAND TOTAL	299	3	1	8	197	3	1	6	1	0	519

9.8. MUNICIPAL POWERS AND FUNCTIONS

According to Section 156 of the Constitution of the Republic of South Africa No. 107 of 1996 outlines the Powers and functions of municipalities as follows: “(1) A municipality has executive (a) the local government matters listed in Part B of Schedule 4 and Part B of (b) any other matter assigned to it by national or provincial legislation. authority in respect of, and has the right to administer Schedule 5; and (2) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer. (3) Subject to section 151 (4), a by-law that conflicts with national or provincial legislation is invalid. If there is a conflict between a by-law and national or provincial legislation that is inoperative because of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative. (4) The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if- (a) that matter would most effectively be administered locally; and (b) the municipality has the capacity to administer it. (5) A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions”.

The Constitution of the Republic of South Africa No. 107 of 1996 outlines the objects of local government in Section 152 as follows:

Table 8.1: Constitutional Objective Requirements:

No	Constitutional Mandate
1	To provide democratic and accountable government for local communities
2	To ensure the provision of services to communities in a sustainable manner
3	To promote social and economic development
4	To promote a safe and healthy environment
5	To encourage the involvement of communities and community organisations in the matters of local government

Mkhondo Local Municipality is responsible for the following functions, which are also outlined under Schedule 4 Part B and Schedule 5 Part B of the Constitution of the Republic of South Africa, 1996:

Figure 38: Constitutional Municipal Mandate:



In all its endeavours, Mkhondo Municipality is also committed to achieve the following broad goals:

Table 34: Municipal Broad goals:

No	Goal
1	Build local economies to create more employment, decent work and sustainable livelihoods
2	Improve local public services and broaden access to them
3	Build more united, non-racial, integrated and safer communities
4	Promote more active community participation in local government
5	Ensure more effective, accountable and clean local government that works together with national and provincial government

It is noteworthy that Mkhondo Local Municipality endeavours to be developmental in approach to ensure that the objects of South Africa being a developmental state are achieved. The introduction of new planning legislation has had a major impact on the planning domain. This has led planning approach in all spheres of government to be more strategic, integrated, holistic, developmental and democratic. Local government has more powers, as it is government closer to the people, which assigns local government with new democratic and social responsibilities. It is expected of local government to deliver better services as it is closer to the people.

9.9. MKHONDO SWOT ANALYSIS:

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1) Good governance 2) All governance committees are established. 3) Political and administrative leadership are strong. 4) Political stability 5) Municipality owns and manages forest plantation. 	<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1) Poor revenue collection 2) Ageing infrastructure and fleet 3) Poor budget management by department 4) Working in silos 5) Inadequate communication 6) Inadequate implementation and enforcement of and resolutions 7) Inadequate technical expertise or capacity 8) Inadequate consequence management 9) Poor planning due the unavailability master plans 10) Vast and sparsely populated municipality 11) Key management positions are vacant
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1) Vast land is owned by the municipality. 2) Tourism opportunities from geographic location. 3) Land reform provides opportunities for access to more land and economic benefits. 4) Agricultural opportunities mainly manufacturing. 5) Availability of resources (natural i.e. water, iron ore and coal) to boost economic development. 6) Manufacturing (MPAC, Mondi, PGBison, Charcoal...). 	<p>THREATS</p> <ol style="list-style-type: none"> 1) Land grabs 2) Community unrests 3) Socio economic challenges 4) Influx from neighbouring countries 5) Financially not viable 6) Crime

9.10. STRATEGIC OBJECTIVES OF THE MUNICIPALITY

9.10.1. STRATEGIC OBJECTIVES

1. To increase revenue collection to 100%
2. To provide access to basic services (water 100%, electricity 100%, Sanitation 100% and refuse removal 75%)
3. To promote economic growth by 5%
4. To reduce unemployment by 5%
5. Improve audit outcome

Table 35: Strategic objective and key performance areas:

No	Key Performance Area	Strategic Objective	Key Focus Area
1.	Municipal institution transformation & development	Improve audit outcome	Legal and Compliance
			Leadership
2.	Municipal Viability Financial Management	To increase revenue collection to 100%	Revenue management
			Expenditure management
			Asset management
			Supply Chain Management
			Financial reporting and budgeting
3.	Good Governance & Public Participation	To ensure efficient and effective public participation and Information Communication Technology (ICT)	Data Integrity and Security
4.	Local Economic Development (LED)	To promote economic growth by 5%	Forest Management
			Local Economic Development
			Skills development and Job creation
5.	Basic Service Delivery	To provide access to basic services (water 100%, electricity 100%, Sanitation 100% and refuse removal 75%)	Electricity
			Water and Sanitation
			Waste Management
			Roads and storm water
6.	Spatial Rational	Spatial Planning and Rationale	Land Use Management
			Road Safety
			Health and social development

9.11. TO ENSURE GOOD GOVERNANCE

According to Section 41 of the Constitution which sets out the principles of co-operative government and intergovernmental relations. It provides that all spheres of government must observe and adhere to these principles and conduct their activities within the parameters of these principles. This system of government requires that cooperative governance between national, provincial and local spheres, as expressed through the discourse of intergovernmental relations, should be fostered.

The necessity or requirement for cooperation between levels of government is in the Intergovernmental Relations (IGR) Framework Act 2005 which requires that all spheres of government effectively co-ordinate, communicate, align and integrate service delivery to ensure access to services. The Act provides a framework for national, provincial and local government, and all organs of state within those governments, to coordinate the implementation of policy and legislation, in order to ensure:

Table 36: Principles of co-operative government:

No	Objective
1	Coherent government
2	Effective provision of services
3	Monitoring implementation of policy and legislation
4	Realisation of national priorities

In view of the aforementioned legislative and policy imperatives, Mkhondo Local Municipality has adopted a coordinated process of intergovernmental relations, through its engagement in the Kwa- Zulu Natal (KZN)/ Mpumalanga (MP) Transboundary Forum. The aim of the forum is to provide a standard approach to planning issues and identify key issues for alignment. This ensures integrated planning so that there is effective delivery of services to residents, avoiding duplication and maximising impact. Issues to be analysed in institutional arrangement include Amakhosi, Municipalities, farmers (associations), Provincial government, National government and chambers of commerce and industries and other affected parties.

The following are the key performance areas for good governance:

Figure 39: Good governance key performance areas:



9.11.1. Legal and Compliance

The municipality has an established legal and compliance office residing within the office of the municipal manager. Legal and compliance is responsible for all legal matter ranging from entering into legal contracts to dealing with issues of disputes, litigations and claims.

9.11.2. Audit committee

The municipality has an established audit committee that is responsible for all governance issues as mandated by relevant legislative requirements and regulations as well other pronouncements such as King IV. The audit committee sits at least four times a year as per the legislation.

9.12. Internal audit

The municipality has an established internal audit function residing within the office of the municipal manager. Internal audit reports functionally to the audit committee and administratively to the Municipal Manager. Internal audit has an approved three year rolling plan in place, one-year annual plan as well an internal audit charter that governs its operations. The role of the internal audit includes evaluating controls and advising management at all levels, evaluating risks, analysing operations and confirming information and reviewing compliance.

9.12.1. What do Internal Auditors do?

Internal Audit is a multidimensional discipline that spans over all sectors that has evolved to a key position within organisations. The internal auditor is often described as the organisation's critical friend – the independent advisor who can challenge current practice, champion best practice and be a catalyst for improvement with the objective of ensuring that the organisation as a whole can achieve its strategic objectives. As advisors to management, Internal Auditors act as the right hand of the Board of Directors through the Audit Committee by giving assurance on the organisations ability to meet its objectives, its governance, risks and controls. Internal Auditors often have input into strategic planning, market analysis, compliance, change management and the use of information technology.

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline – unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit. The nature of the Internal Auditor's daily work creates the opportunity to acquire a significant amount of depth and breadth of understanding of the organisation's strategy and operations. Its multidimensional nature therefore inevitably shapes internal auditors into ideal candidates for executive positions.

9.12.2. Role of Internal Audit

Internal Auditors are responsible for the following:

- **Evaluating controls and advising managers at all levels**

The Internal Auditor's work includes assessing the tone and risk management culture of the organisation as well as evaluating and reporting on the effectiveness and efficiency of the implementation of management policies.

- **Evaluating risks**

Internal Auditors identify key activities and relevant risk factors and assess their significance. Changing trends and business/economic conditions impact the way the internal auditor assesses risk. The techniques of internal auditing have changed from a reactive and control based form to a more proactive and risk based approach. This enables the internal auditor to anticipate possible future concerns and opportunities as well as identifying current issues.

- **Analysing operations and confirming information**

Internal Auditors work closely with line managers to review operations then report their findings. The internal auditor must be well versed in the strategic objectives of the organisation, so that they have a clear understanding of how the operations of any given part of the organisation fit into the bigger picture.

- **Reviewing compliance**

Compliance review ensures that the organisation is adhering to rules, regulations, laws, codes of practice, guidelines and principles as they apply individually and collectively to all parts of their organisation

Differences between Internal Auditors (IAs) and External Auditors (EAs)

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline - unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit.

9.12.3. Differences between Internal Auditors (IAs) and External Auditors (EAs)

Although Internal Audit does have a degree of focus on the financial aspects of the organisation, it is essentially not a financial discipline - unlike its counterpart External Audit. Its multidimensional nature mandates a much broader scope in the organisation than that of External Audit

	Internal Auditors	External Auditors
Mandate	IAs have a duty to senior management and the board via the audit committee on the state of governance, risk management and control within the organisation.	EAs have a statutory obligation to shareholders and the public on the accuracy of the annual report and the financial statements
Areas of Focus	IAs focus on the whole organisation, all departments, functions and operations	EAs focus on finance and accounting
Independence	IAs are part of the organization but independent of management, they provide internal audit assurance and report to the audit committee.	EAs are independent external assurance providers to the organisation and have a statutory obligation
Risk and Control	IAs provide an independent view on the organisation's governance, risk management and control processes. They review, the adequacy of control design to ensure that risks are effectively managed, and then test operation of key controls to ensure they are operating as intended and therefore are effective in managing the organisation's risk.	EAs identify risks and assess controls over financial reporting and place reliance on controls to the extent practicable. Emphasis is on gaining sufficient audit evidence to conclude that the financial statements present a true and fair view.
Driving Results	IAs make recommendations to improve the overall internal control environment and to improve the operational performance of the organisation as a whole.	EAs make recommendations to improve the financial control environment

9.13. Audit outcome for 2018/2019

The Municipal Financial statement ending 20 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year, as well as the notes to the financial statements, including a summary of significant accounting policies was audited by Auditor General, and the municipality got **qualified opinion**.

AUDIT ACTION PLAN FOR 2018/2019

Progress on the Remedial Actions of Addressing issues raised by AGSA-2018/2019 AUDIT as at 30 JUNE 2020										
Mkhondo Local Municipality										
Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion			steering committee meetings convened Y/N	Challenges observed
		Number of findings as per action plan	Number of findings resolved	Number of findings in progress		Number of findings	Number of findings resolved	Number of findings in progress		
Qualified	ICT	1	1	0	100%	0	0	0	Yes	Resolved
	REVENUE	3	2	1	67%	1	0	1		REVENUE FROM NON EXCHANGE TRANSACTIONS - TRAFFIC FINES ISSUED DURING THE CURRENT FINANCIAL YEAR ARE NOT COMPLETE. Submission of the Reconciliations of the TRAFFIC FINES has not being provided as evidence that the work has being done.
	INTERNAL AUDIT	1	1	0	100%	0	0	0		Resolved
	SCM	8	8	0	100%	0	0	0		Resolved
	PMS	13	13	0	100%	0	0	0		Resolved
	INVENTORY	2	1	1	50%	1	0	1		INVENTORY: THERE IS NO PROOF THAT THE CALCULATIONS PERFORMED FOR WATER INVENTORY AT YEAR END WAS REVIEWED AND THERE WERE DIFFERENCES IDENTIFIED.
	EXPENDITURE	14	13	1	93%	3	0	3		a) Prior Period error Differences (154K) on the Eskom Balance and evidence of the account splits on the Munsofts (GL) b) Monthly Age Analysis which are signed off and Reviewed by CFO . C) Monthly Trade payables Reconciliations
	ANNUAL FINANCIAL STATEMENT	7	7	0	100%	0	0	0		Resolved
	ASSETS	24	18	6	75%	6	0	6		Assets Components are in Progress to address the Prior errors on the 2018/19 Audit namely : 1) Schedules and Report to Support the Prior Period Error Note. 2) Measurement Calculations on the Newly Identified Buildings and the Reservoirs 3) Engineering Assessments Reports for the Infrastructure Assets 4) Assessments of the RUL and UL and the disclosure 5) Fully Depreciated Assets and the Disclosure 6) WORK IN PROGRESS TRANSFERS OUT 7) Correctional of the Opening Balance on the INFRASTRUCTURE ASSETS 8) INVESTMENT PROPERTY DISCLOSURES
Combined Units		73	64	9	88%	11	0	11		

9.15. Risk management

The municipality has an established risk management office residing with the office of the Municipal Manager. The risk function is responsible for making sure that all emerging risk relating to the Municipality are identified, registered and mitigated through implementation of control measures by relevant management in their respective departments.

Table 37: Top Municipal Risks

PART A: STRATEGIC RISK FOR BASIS SERVICES DELIVERY

1. FACTORS USED IN STRATEGIC RISK ANALYSIS

Step 1:

Determined the strategic goals of the organization as identified in the draft integrated development plan.

Step 2:

Risks were identified and quantified (scored) according to impact (effect of the risks on the objective) and likelihood (rate of occurrence of the risk) at inherent level before mitigating controls were considered. (See below example)

Factors used in Risk Analysis

Each risk is evaluated in terms of potential loss, likelihood of occurrence and the effectiveness of controls in place to manage the risks according to the criteria set out below

Potential Loss/ Impact		
Level	Outcome description	Rating
Critical	Negative outcomes or missed opportunities that are of <u>critical importance</u> to the achievement of objectives.	5
Major	Negative outcomes or missed opportunities that are likely to have are relatively <u>substantial impact</u> on the ability to meet the objectives.	4
Moderate	Negative outcomes or missed opportunities that are likely to have are relatively <u>moderate impact</u> on the ability to meet the objectives.	3
Minor	Negative outcomes or missed opportunities that are likely to have are relatively <u>low impact</u> on the ability to meet the objectives.	2
Insignificant	Negative outcomes or missed opportunities that are likely to have are relatively <u>negligible impact</u> on the ability to meet the objectives.	1

Likelihood

Level	Description	Rating
Common	The risk is already occurring, or is likely to occur more than once within the next 12 months.	5
Likely	The risk could easily occur, and is likely to occur at least once within the next 12 months	4
Moderate	There's an above average chance that the risk will occur at least once in the next 3 years	3
Unlikely	The risk occurs infrequently and is likely to occur within the next 3 years	2
Rare	The risk is conceivable but only likely to occur in extreme circumstances	1

For the purpose of the risk profile reflected on the following pages we have abbreviated the following terms:

Abbreviation Description

II	Inherent impact
IL	Inherent likelihood
IR	Inherent risk
RI	Residual impact
RL	Residual likelihood
RR	Residual risk
CA	Control Effectiveness

Step 3:

Multiply the risk's impact by Likelihood to indicate whether the risk would be regarded as Maximum, High, Medium, and Minimum and Low risk

IMPACT	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
			1	2	3	4
		LIKELIHOOD				

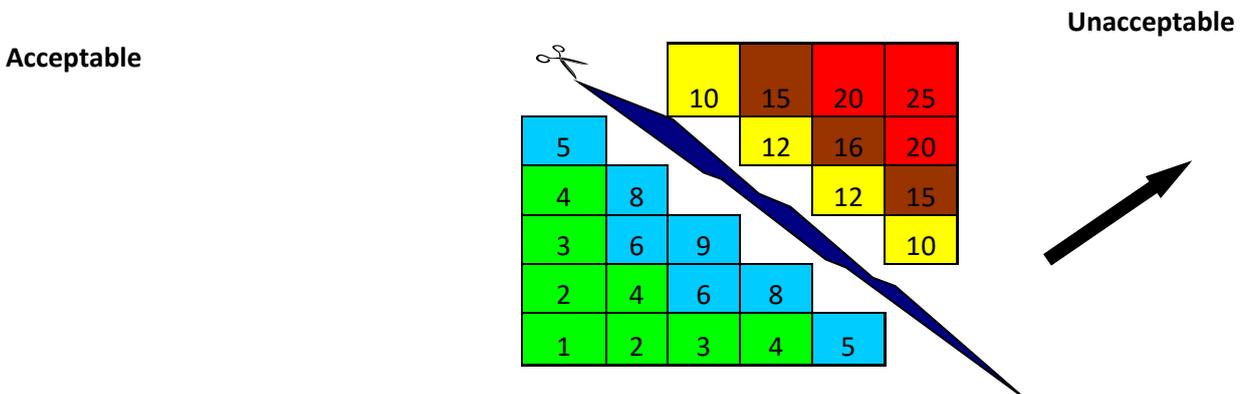
Risk Index	Risk Magnitude
20 - 25	Maximum risk
15 - 19	High risk
10 - 14	Medium risk
5 - 9	Low risk
1 - 4	Minimum risk

Control Effectiveness for determining the Residual Risk

RATING	FACTOR	CRITERIA
81-90%	Highly effective	There are controls in place and they are implemented and are highly effective
61-80%	Effective	There are controls in place and they are implemented and are effective
41-60%	Controls are adequate	There are controls in place but they require improvement to make the effective
21-40%	Controls needs improvements	There are controls in place but they are either not effective or not being adhered to
1-20%	Controls not effective	There are limited controls in place with major deficiencies
0%	No Control	There are no controls in place

Step 4: Determining the Residual Risk: Reassess the Likelihood and the Impact remains the same

Step 5: Determining the risk acceptance criteria by identifying which risks are acceptable and not acceptable



Risk Index	Risk Magnitude	Risk acceptability	Proposed mitigating steps
20 – 25	Maximum risk	Unacceptable Risk	Take action to reduce risk with highest priority.
15 - 19	High risk	Unacceptable Risk	Take action to reduce risk with highest priority.
10 - 14	Medium risk	Unacceptable Risk	Take action to reduce risk, inform senior management.
5 - 9	Low risk	Acceptable Risk	No risk reduction - control, monitor, inform management.
1 - 4	Minimum risk	Acceptable Risk	No risk reduction - control, monitor, inform management

MKHONDO STRATEGIC RISK REGISTERS-2021/22

PART A: STRATEGIC RISK FOR BASIS SERVICES DELIVERY

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	R L	R I	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR1	Basic Service Deliver	Sustainable service delivery	Inability to provide sustainable basic service delivery to the community	<ol style="list-style-type: none"> Inadequate infrastructure for services delivery Aging Infrastructure and other assets Lack of regular infrastructure maintenance due to financial constraints (Electrical department) Inadequate capacity of electrical supply system 	<ul style="list-style-type: none"> Health hazards; Negative audit outcome Poor road access Natural disasters resulting in damages to property; Service delivery protest Poor water supply and electricity 	5	5	25	<ul style="list-style-type: none"> Functional Technical Services Department with all Managers appointed Budget including grants MIG, WSIG & INEP available Conducting awareness' s on water conservation Help desk assisting community 	65%	4	5	20	<ol style="list-style-type: none"> Development of the Infrastructure Master Plans (Water & Sanitation) MISA to assist Continue with the implementation of the Revenue Enhancement Strategy to enable adequate maintenance of infrastructure Continue with 	<ol style="list-style-type: none"> 1,2&6. 30 March 2021 3. 30 March 2021 4. 30 March 2021 5. 30 March 2021 7. 30 March 2021 	Quarterly	GM Technical Services	SM: Water & Sanitation, Roads, Electricity

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				<p>5. Inability to maintain infrastructure due to Climate changes</p> <p>6. Lack of Infrastructure Master plans (Water, Electricity and Roads)</p> <p>7. Scarce skills of technicians</p>					<p>with complaints</p> <ul style="list-style-type: none"> • Civil work on the upgrading of Greyling Power station done. 					<p>upgrading of Greyling substation as funds become available- Awaiting for material from supplier to continue.</p> <p>5. Draft maintenance plans to be approved.</p> <p>7. To appoint Technicians – Request has been drafted</p>				

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR 2	Basic Service Deliver	Sustainable service delivery	'Inability to save lives and property (responses time to fire incidents takes long)	<p>1. Centralized fire station at eMkhondo (Distance to community, especially satellite offices)</p> <p>2. Financial constrains to establish satellite fire station and/or Fire house for employees stationed full time in Amsterdam</p> <p>3. Inadequate vehicles to convert fire engines</p>	<p>1. Municipal and community property destroyed</p> <p>2. Lives could be lost</p> <p>3. Community unrest</p>	5	5	25	<ul style="list-style-type: none"> • Fire Fighters are in place • Limited firefighting equipment in place (vehicles,) 	40%	5	5	25	<p>1&2 To request Municipal Manager for funds to build a firehouse at Amsterdam office so that we could respond to fire incidents and car accidents timely.</p> <p>3. Once building has been built, we will then deploy fire fighters and fire engine to Amsterdam</p>	30 June 2021	Quarterly	GM: Community Services	Chief Fire fighter

PART B: STRATEGIC RISKS FOR INSTITUTIONAL DEVELOPMENT

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR3.	Spatial Rational	To develop sustainable and integrated human settlement	Inability to adequately respond to sustainable and integrated planning needs of the community	<p>1. Insufficient serviced land for human settlements ;</p> <p>2. Rapid rate of cross border and Rural-Urban migration</p> <p>3. Non-alignment legislative processes in establishment of township</p> <p>4. Non-alignment of spatial planning processes with infrastructure</p>	<ul style="list-style-type: none"> • Land Invasions • Social unrest • Negative reputation • Prolonged human settlement processes • Inability to provide adequate basic services 	4	5	20	<ul style="list-style-type: none"> • Spatial Development Framework in place • SPLUMA by-law in place. • Town Planning Scheme in place 	70%	3	5	15	<p>1. Continuous engagement with DoHS for assistance regarding the township establishment processes and acquisition of land.</p> <p>2.3 Regular updating of the settlement database</p> <p>3.1 Continue with the implementation of the SPLUMA exemption provision</p> <p>3.2. Engage</p>	<p>1. 30 March 2021</p> <p>2. 30 March 2021</p> <p>2. 30 March 2021.</p> <p>2. 30 March 2021</p> <p>3.1 30 March 2021</p> <p>3.2 30 March 2021</p>	Quarterly	MM and GM: Planning & Development and GM: Technical Services	<p>1.MM</p> <p>2.1 Manager LED</p> <p>2.2GM: Planning & Development</p> <p>2.3 Human Settlement Officer</p> <p>3.1 GM: Planning</p> <p>3.2 GM: Planning</p> <p>4.GM: Technical Services</p>

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
														CoGTA to coordinate with the relevant stakeholders on Legislation processes 4.Infastructure Master Plans				

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR4.	Local Economic Development	Economic Growth	Inadequate Economic growth rate	1. Outdated LED Strategy 2. Inadequate infrastructure developments 3. Inadequate access to economic productive land in rural areas 4. Inadequate promotion of Mkhondo as tourism destination(Non-existence of LTO) 5. Inadequate support of the SMMES and Cooperatives 6. Inadequate	<ul style="list-style-type: none"> • Slow economic growth rate • High unemployment rate; • Unsustainable SMMES and Cooperatives • Lack of appetite for investment • Dis-investment by existing businesses 	4	5	20	<ul style="list-style-type: none"> • Special programs to reduce unemployment (EPWP,CWP, MRTT and Siyathuthuka) • LED Forum in place; • Cooperation with other stakeholders (Inter - governmental, private sector) 	60%	3	5	15	1. Engage stakeholders to mobilise investments initiatives (Public and Private) 2. Develop and implement Infrastructure master plans. 3. Engage Rural Development on radicalizing of land redistribution in rural areas 4. Conduct Tourism awareness campaigns. 6.Support needs analysis 7.Facilitation of external funding support	1-7. 30 March 2021	Quarterly	MM and All GM;s	1. MM, All GM;s and LED Manager 2. GM: Technical Services 3. GM: Planning and Development 4. SM: Tourism 5,6& 7.GM: Planning and Development and LED Manager

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				skills (SMMES and Cooperatives) 7. Lack of incentive for investment.														
SR5	Financial Viability	Financial Viability	Financial Non-Viability	1. Low revenue base 2. Inability and resistance to pay Municipal services by the Community 3. Inadequate financial management (All Managers) 4. Inadequate revenue collection 5. Inability to control the SCM	<ul style="list-style-type: none"> • Inability to meet financial obligation (Eskom, etc.) • Qualified audit opinion; • Financial Loss; • Late reporting on compliance matters 	5	5	25	<ul style="list-style-type: none"> '• Revenue enhancement strategy in place; '• Indigent register in place '• Credit control policy in place and enforced '• Appointed consultant (Ngubane & Co) to ensure adequate implementation of our asset and mSCOA systems by continuously improving our controls. 	60%	4	5	20	1,2&4.Continue to implement the Revenue Enhancement Strategy (register more indigents, 3&5. Enforce the implementation of financial management policies. (SCM, MFMA, All secretaries to have access to Munsoft to verify availability of budget before making any	1-8. 30 March 2021	Quarterly	Acting CFO	1,2&4 and 8. SM: Revenue 3&5 and 8 SM: SCM, Expenditure and Budget 6&7 and 8: SM: Assets

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				mark-up prices 6.Inadequate asset management system 7.Inadequate implementation of the mSCOA										transactions).				

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR6	Good Governance and Public Participation.	Good Governance and Public Participation.	Inefficient implementation of governance processes	<ol style="list-style-type: none"> Inadequate community involvement in the governance processes; Inadequate alignment of IDP, Budget and SDBIP Inadequate implementation of resolutions from Council Inadequate communication between the municipality and the community Ineffective records 	<ul style="list-style-type: none"> Reputational Risks; Social Unrest Inability to align service delivery to community needs 	4	5	20	<ul style="list-style-type: none"> Budget consultative process implemented,(part of public participation program) Mid-year performance review by Council Political office play a role in inviting community to public participation through ward committees MPAC engages members of committee before annually reports approved Mediums to communicate with community in place (Facebook, Newsletter, 	60%	3	5	15	<ol style="list-style-type: none"> Continuous coordination between the relevant offices (IDP, Budget and PMS) To procure new records Management System once funding becomes available. 	1-5 30 March 2021	Quarterly	GM: Corporate Services	<ol style="list-style-type: none"> GM: Corporate Services, SM: PMS, Budget and IDP GM: Corporate Services

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
				managem nt system					Radio station and Website)									

Risk Ref.	KPA	Strategic Goal	Risk Identified	Root Cause	Consequences	IL	II	IR	Current Controls	CE	RL	RI	RR	Future mitigating Controls	Due Date	Frequency of reporting	Risk Owner	Action Owner
SR7	Municipal Institutional Development and Transformation	Municipal Institutional Development and Transformation	Inadequate transformation and development programs	<ol style="list-style-type: none"> Imbalance in key position(Task vs competence) Inadequate resources for skills development Insufficient office space 	<ul style="list-style-type: none"> Skills shortage among officials which could have a negative impact on service delivery Non-compliance to Employment Equity Targets Minimal growth among employees 	5	5	20	<ol style="list-style-type: none"> Skills Development Plan in place (Work skills plan) Revenue enhancement Strategy in place HR Plan in place 	70%	3	5	15	<ol style="list-style-type: none"> Enforcement Employment Equity Plan. Implement Revenue enhancement Strategy in place (enforcing debt-credit policy) to ensure adequate resources are made available for skills development and apply or source skills development grants for critical skills 	30 March 2021		MM	ALL GM's, and OHS officer

9.14. Municipal Manager's Office

The Municipal Manager's office is responsible for the following functions: Administrative services, satellite offices, forestry, legal services, risk management, performance management and internal audit. The Municipal Manager is the Accounting Officer of the municipality in terms of MFMA s60. The Municipal Manager has therefore the ultimate responsibility to account to the Executive Mayor as well as the Municipal Council

9.15. Executive Mayor's Office

The Executive Mayor's office is responsible for larger groups, HIV/AIDS co-ordination, administrative service and ultimately reports to council. The office of the Executive mayor has the ultimate responsibility to account to the Municipal Council.

9.16. Council

The municipality has an established council in place. The council is constituted by 38 councillors as voted for by the people of Mkhondo. The council is the highest decision-making body of the municipality and exercises oversight responsibility to the Executive mayor and Municipal Manager (the Accounting Officer).

9.17. TO ENSURE FINANCIAL VIABILITY

The municipality has a function financial services department with the following key performance areas:

Figure 40: Key Performance Areas:



9.18. Revenue Management

Mkhondo Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. The municipality will rigorously engage in a process of identifying all uneconomic and unutilised assets for the purpose of disposing them resulting in additional revenue from the proceeds thereof. Customers should be encouraged to pay their outstanding debts through the implementation of a debt management solution.

As part of the revenue enhancement strategy, management have put the following mechanisms in place intervention:

Table 38: Revenue Enhancement mechanisms:

No	Intervention
1	Implementation of the Geographic Information System
2	Meter audit to be done
3	Collection of arrears through pre-paid system
4	Proper indigent control
5	Data cleansing
6	Proper utilisation of all revenue sources

9.19. Asset Management

Finance department has an asset management function in place responsible for maintaining records of all assets belonging to the municipality as well as valuation of responsibility of such assets in order to ensure faithful presentation of the value of assets.

9.20. Expenditure Management

Finance department has a Budget and Treasury function responsible for management of the municipal expenses.

9.21. Supply Chain Management

The Local Government: Municipal Finance Management Act requires all municipalities to adopt a Supply Chain Management Policy that will provide legislative guidance. Mkhondo Local Municipality's Supply Chain Unit carries out the following duties:

Table 39: Key sections of the SCM Policy:

No	Key Section
1	Procuring goods and services
2	Appointment of contractors and other external mechanisms to provide assistance in the provision of Municipal Services
3	Disposing of assets, including goods no longer needed
4	Unauthorised expenditure, Irregular Expenditure and Fruitless and wasteful expenditure

9.22. TO ENSURE EFFICIENT AND EFFECTIVE ICT

Mkhondo Local Municipality has an Information Technology (IT) and Information Systems (IS) Unit, known as the Information and Communication Technologies (ICT) Unit. The Unit is responsible for providing the necessary tools to the various departments to fast track service delivery while providing members of the public, clients and other stakeholders faster and easy access to municipal services and information from anyplace and at any time. The following are the key functional areas of the ICT department:

Figure 41: ICT Coverage Areas:

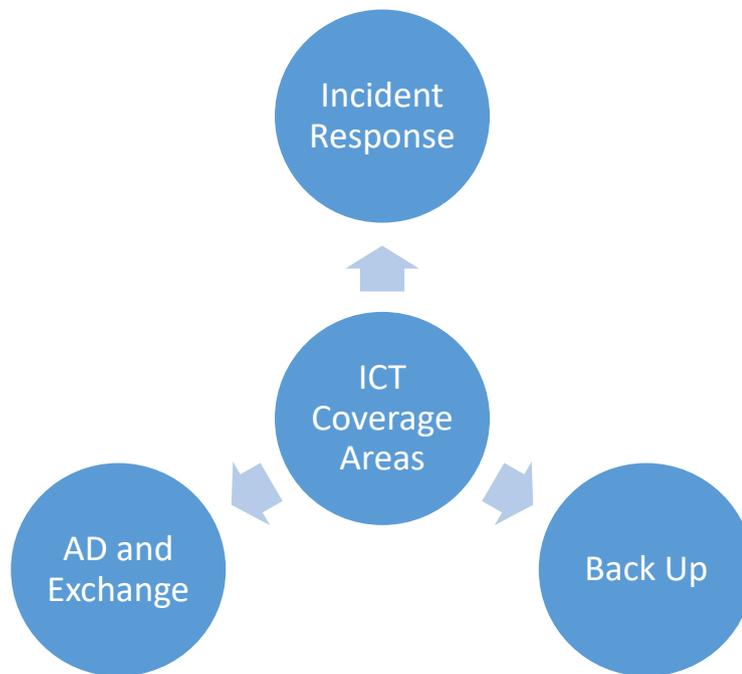


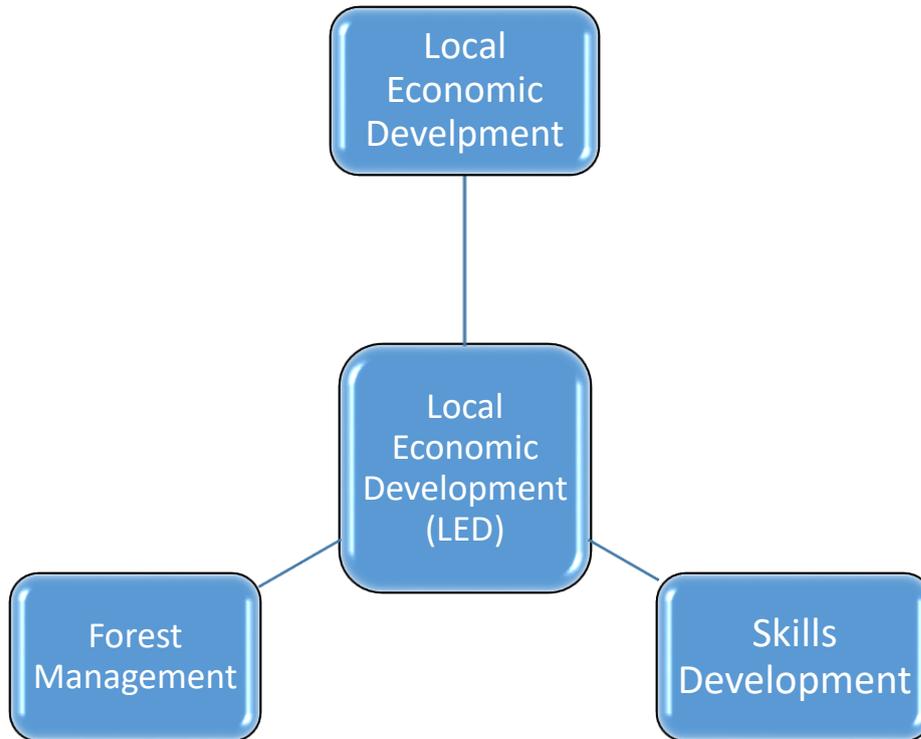
Table 40: Key Functions of ICT:

No	Key Function
1	Corporate ICT Governance and Strategy
2	E-Govt. services including website and intranet
3	SAGE VIP, TeamMate, Munsoft and Contour application administration
4	Servers, Network Systems & Desktop Maintenance
5	Application Systems Development
6	Perform general system maintenance and support
7	Infrastructure and Information Management Solutions & Systems including Research and Project.
8	Web design
9	Disaster Recovery, Business Continuity and ICT Security.

9.23. TO ENSURE LOCAL ECONOMIC DEVELOPMENT (LED)

The municipality has defined its key performance areas for social and economic development within the following parameters:

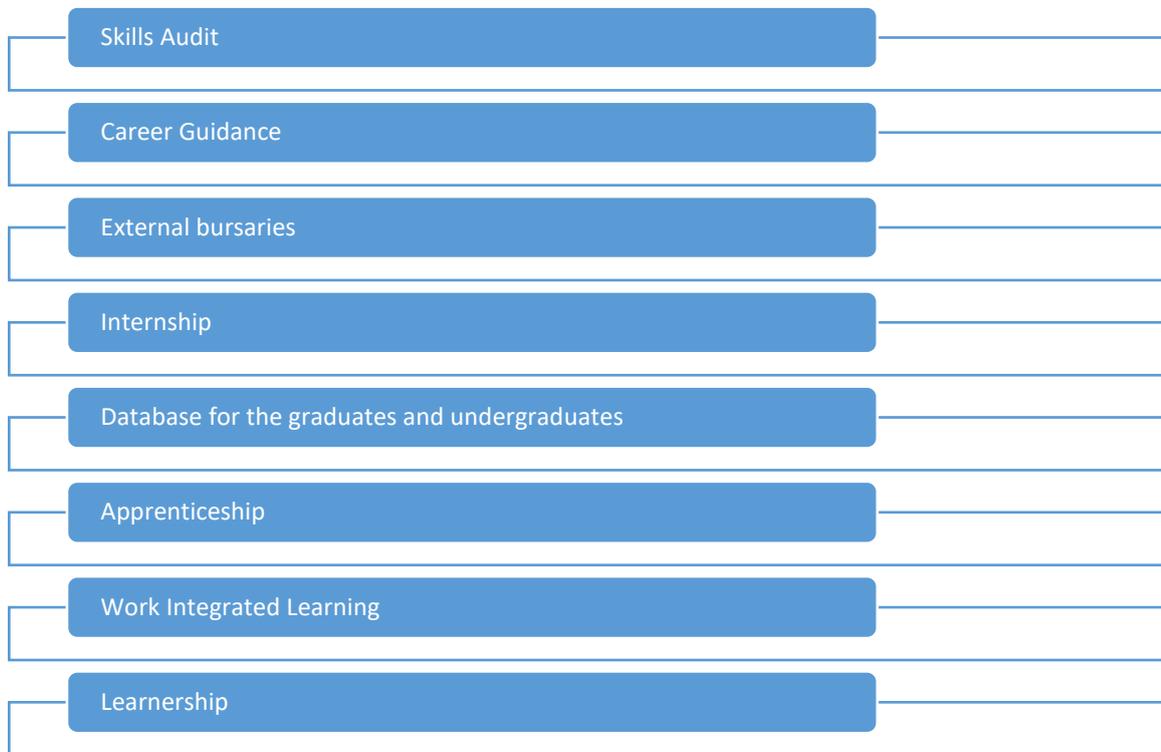
Figure 42: Social and Economic Development Key Performance Areas:



9.24.1. SKILLS DEVELOPMENT

The Mkhondo Local Municipality Skills Development section is responsible for the coordination of Skills Development, Capacity Building of Councillors, employees and the unemployed. The section falls under the Human Resource Unit in the Department of Corporate Services. Amongst other activities, the section deals with the following functions:

Figure 43: Key functions of Skills Development Unit:



In addition to the above, the section is responsible for advising the Municipality on critical and scarce skills.

9.24.TRAINING IMPLEMENTED 2020/2021

IMPLEMENTED TRAININGS FROM JULY 2020- TO JUNE 2021								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
JULY 2020								
	None							
AUGUST 2020								
	Local Government Women Leadership Development Programme	Skills Programme	SALGA	1	Corporate Services	25-27 August 2020	Completed	Funded by Other
SEPTEMBER 2020								
	SARS e@syfile Submission Workshop (Facilitated online)	Workshop	Sage VIP	2	Financial Services	30 September 2020	Completed	R 4,669.00
OCTOBER 2020								
	Certificate in Advanced Labour Law (Facilitated online)	Skills Programme	UKZN Extended Learning	1	Office of the MM	26-31 October 2020	Completed	R 14,525.00
NOVEMBER 2020								
	Budgeting and Transaction in Terms of Mscoa	Skills Programme	Inspired Financial Management Solutions	51	Financial Services	16-20 November 2020	Completed	Funded by Other
	Firearm Competency	Skills Programme	BEE1 Security	16	Community Services	26 November 2020	Completed	R 101,384.00
DECEMBER 2020								
	Municipal Communicators' Social Media	Skills Programme	SALGA	2	Office of the MM	02-03 December 2020	Completed	Funded by Other

IMPLEMENTED TRAININGS FROM JULY 2020- TO JUNE 2021								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
JANUARY 2021								
	ARPL: Electrical	Skills Programme	MISA	18	Technical Services	27 January-16 February 2021	Completed	Funded by Other
	Human Resources Development in Water Supply Sector	Seminar	SALGA	8	Technical Services	28-29 January 2021	Completed	Funded by Other
FEBRUARY 2021								
	ARPL: Plumbing	Skills Programme	MISA	16	Technical Services	08-09 February 2021	Completed	Funded by Other
	3rd Annual Local Governement Labour Law	Seminar	SALGA	3	Corporate Services	22-23 February 2021	Completed	Funded by Other
	Disaster/ Emergency Response in Water Supply Sector	Seminar	SALGA	8	Technical Services	25-26 February 2021	Completed	Funded by Other
MARCH 2021								
	Coida Training	Skills Programme	Department of Labour	2	Corporate Services	05 March 2021	Completed	Funded by Other
	Cable Joint	Skills Programme	Forek Institute of Technology	14	Technical Services	08 - 12 March 2021	In-progress	R 173,535.00
	Trade Test Certificate in Electrical	Learnership	Forek Institute of Technology	7	Technical Services	08-12 March 2021	In-progress	R 192,797.50
APRIL 2021								

9.25. Expanded Public Works Programme (EPWP)

OVERVIEW OF EPWP

The Expanded Public Works Programme (EPWP) is South African Government initiated programme aimed at creating 6 million work opportunities by 2018. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme is coordinated by the National Department of Public Works (DPW), as mandated by Cabinet.

The programme is not implemented in isolation with other government strategic initiatives, the New Growth Path (NGP) outlines key job drivers, such as targeting more labour-absorbing activities across the main economic sectors; and substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy. EPWP work opportunities are all linked to the NGP Job drivers and expected to contribute to the NGP targets through its Full-Time Equivalent (FTE) targets.

The National Development Plan Vision 2030 through the Diagnostic Report identified nine main challenges facing South Africa, amongst others are: too few people work and the quality of education available to the majority is poor. The persistently high rate of unemployment in South Africa (23.9%) is one of the most pressing socio-economic challenges facing government. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. This inhibits the country's economic development and imposes a larger burden on the state to provide social assistance.

No single policy offers the solution; what is needed is a sustained period of accelerated and inclusive economic growth and a comprehensive set of short-term and long-term policy reforms and initiatives that encompass increasing demand for labour, improving education and skills, and labour market interventions that improve the employability of young people. Expanded Public Works Programme is one of those short-term initiatives by Government aimed to create work opportunities for the marginalised: women, youth and people with disabilities.

The incentives grant was introduced during the second phase of the Programme with the aim to reinforce and reward public bodies that implement labour intensive methods and utilise their existing budget allocations effectively to increase the labour content of service delivery; also to encourage public bodies meet their EPWP targets and rapidly expand job creation.

Mkhondo Local Municipality is also actively involved in the implementation of EPWP through programmes like Phezukomkhono / Siyathuthuka, Community Works Programme (CWP), Mpumalanga Regional Training Trust (MRTT), Integrated Grants (IG) as implemented by the Municipality in different sectors and infrastructural projects within the Project Management Unit (PMU) of the Municipality.

VISION

Mkhondo Local Municipality EPWP vision seeks to:

“Improve the quality of life of our people by creating jobs, providing job trainings and skills transfer while creating and providing community assets.”

MISSION

- To deliver quality and sustainable services that will enhance economically viable and better life for our community.
- To have the Executive Mayor and the Municipal Manager championing EPWP in the Municipality.
- All Municipal General Managers to have EPWP targets in their Performance Agreements with the Municipal Manager.
- Report Municipal created work opportunities on monthly bases to the EPWP Reporting System.
- To have a functional fully fleshed EPWP Unit and dedicated coordination capacity to implement the mandate of EPWP as expected by all Municipalities.

MUNICIPAL EPWP OBJECTIVE

In November 2013, Cabinet approved the implementation of EPWP Phase 3 for another 5-year period (2014/15-2018/19), with increased targets and more focused and specific objectives, which include amongst other things:

- To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development; by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project;
- To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (clarify the support function roles further within municipalities e.g. finance, corporate service) (Acknowledge that the model varies);
- To entrench the EPWP methodology within the IDP; (acknowledge EPWP in the IDPs);
- To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities;
- To capacitate SMME's and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate learnership programmes and SMMEs development initiatives;
- Re-engineer how the planning, design and implementation programmes/projects within the existing municipal operational and capital budgets in order, to maximize greater employment opportunities per unit of expenditure;
- To maximise the percentage of the municipal's annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

CHALLENGES AFFECTING MUNICIPALITIES TO DELIVER ON EPWP OBJECTIVES

Most public bodies implementing EPWP face similar challenges. The most common challenges includes amongst others the:

- Commitment of political and administrative leadership.
- Capacity in terms of designing projects that are labour-intensively.
- Capacity in terms of reporting.
- Dedicated coordination capacity within the Municipality.
- Low incentive draw-down.
- Achievement of longer duration of work opportunities and FTE targets.
- Late commencement of projects.
- Late reporting by contractors and sub-contractors.
- Late payment of contractors by the Municipality, and
- No permanent appointments within the EPWP coordinating structure.

RECRUITMENT OF BENEFICIARIES

EPWP Recruitment guideline is clear on the issue of recruitment of beneficiaries that it should be driven by the Municipality, with support from the Provincial Coordinating Department within the Province or the sector lead Department within the Province. Municipalities may use of unemployment databases/indigent databases, open advertisement, make use of councillors, make use of CDW or make use of the contractors. In addition, EPWP Guidelines have been developed for use for recruitment of EPWP based beneficiaries.

EPWP beneficiaries must be:

- South African citizens with a valid bar-coded ID.
- Residents of designated area where project is being implemented.
- Persons from indigent households.
- Households with no income and priority given to one individual per household.

EPWP TARGET GROUPS

The EPWP target group is unemployed and unskilled persons, women (55%) youth (40%) and persons with disabilities (2%). These will be attained by using sound Social Facilitation Process, EPWP Recruitment Guidelines and adhering to MLM HR processes. The Municipality will drive the beneficiaries recruitment supported by the Provincial Coordinating Department or Sector Lead Department within the Province.

ADHERENCE TO THE EPWP MINIMUM WAGE

The Municipality will ensure that they comply with the EPWP Minimum wage and employment conditions under the EPWP Ministerial Determination as prescribed annually.

CONDITIONS OF EMPLOYMENT

EPWP beneficiaries are employed under the conditions of employment stipulated in the Ministerial Determination and Code of Good Practice for EPWP. Ensure full compliance with labour legislation such as Unemployment Insurance Fund (UIF), Compensation of Injuries and Diseases Act (COIDA), and Occupation Health and Safety Act (OHSA).

EPWP SECTORS AS IMPLEMENTED BY THE MUNICIPALITY

EPWP sector initiatives that are implemented by the Municipality are as follows:

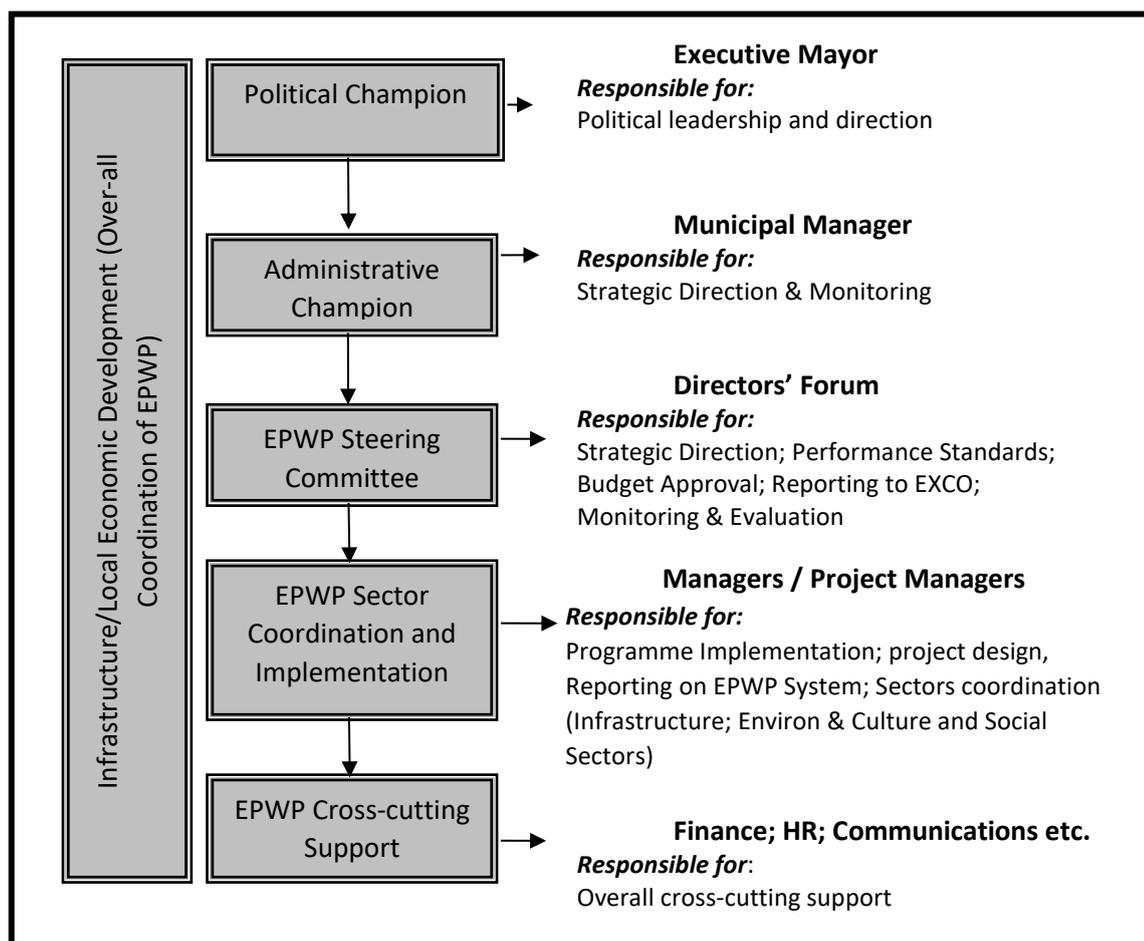
Table 1: EPWP Sectors initiatives as implemented by MLM

Infrastructure Sector	Environment and Culture Sector	Social Sector
Infrastructural Projects through PMU within the Department of Technical Services (MIG, WSIG, INEP)	IG – Waste Management IG – Forestry Provision of Silviculture Services	IG – Meter Readers IG – Municipal Security IG – School Patrollers IG – In-Service Trainees IG – Road Markers IG – Finance Interns Provision of Municipal Security

EPWP MUNICIPAL COORDINATION STRUCTURE

The Municipal organisational structure for the coordination and implementation of EPWP is illustrated in Diagram 1 below:

Diagram 44: Municipal EPWP Coordinating Structure



SUPPORT FROM OTHER SPHERES OF GOVERNMENT

- **National Department of Public Works** – plays a key supportive role in the implementation of the EPWP through the provincial offices i.e. Technical Support, Administration and EPWP RS Admin.
- **Provincial Department of Public Works, Roads & Transport** - Provincial Sector Fora, Technical Support, Monitoring & Evaluation, and
- **District EPWP** – Hold quarterly EPWP District Forum to monitor progress and assist struggling Municipality through Municipal specific intervention in coordination with the Provincial and National Department of Public Works.

REPORTING

The Municipality adheres to the EPWP Monitoring & Evaluation reporting process by ensuring the following:

- Recording of the data at the project level using templates provided.
- Verify if the information/data is correct.
- Capture the project data on the EPWP Reporting System on a monthly basis.
- Correct all the non-compliant projects within a week after the Data Dump and analysis report has been received.
- Feedback from National and Province.

EPWP Phase 3 put in place increasing emphasis not just on reaching work opportunity targets, but also pays greater attention to the quality of the services that are provided, and the new assets created. In order to achieve this objective, the municipal reporting will include:

- **Work Opportunities Created** – these are traditional numbers of work opportunities that have been reported through the programme.
- **Assets Created** – using the identified unit of measure (e.g. hectares of land cleared, kilometres of road constructed, etc.) given by the EPWP relevant sector to report the asset created.
- **Service Rendered / Delivered** – reporting of service rendered, and its impact is critical for EPWP Phase III. The Municipality will also provide the report on the service rendered and the impact to participants and beneficiaries.
- **Expenditure Report:** This report is submitted on the monthly 10 days after month-end (this report must be submitted even when there is no expenditure in that month and/or the grant is exhausted).
- **Quarterly Non-Financial Report:** this report is submitted within thirty (30) days after the end of each quarter on impact of the incentive grant received as far as job and asset creation or service rendered are concern.

Annual Non-Financial Reports: this report is submitted within a period of two (2) months after the end of financial on impact of the incentive grant received as far as job and asset creation or service rendered are concern.

STATUS QUO OF JOBS CREATED THROUGH EPWP IN THE MUNICIPALITY

Table 2: Funding sources vs budget allocation and jobs created

FUNDING SOURCES	BUDGET ALLOCATION 2020/21	JOBS CREATED 2020/21	BUDGET ALLOCATION 2021/22	JOBS TO BE CREATED 2021/22
Incentive Grants / Municipal co-funding	R 1 999 990	140	R 2 300 000.00	250
Siaythuthuka	GSDM Budget	30	GSDM Budget	30

FUNDING SOURCES	BUDGET ALLOCATION 2020/21	JOBS CREATED 2020/21	BUDGET ALLOCATION 2021/22	JOBS TO BE CREATED 2021/22
Community Works Programme (CWP)	R23 869 338 00	1800	Still awaiting allocation	1873
Mpumalanga Regional Training Trust (MRTT)	MRTT Budget	20	MRTT Budget	20
Municipal Infrastructural Projects within Project Management Unit (MIG, WSIG, INEP)	R78 336 000.00(MIG) R30 000 00(WSIG) R10 000 000(INEP)	300	R78 336 000.00	420
Youth waste Management Project(CoGTA)	CoGTA budget	35	CoGTA budget	35

9.26. COMMUNITY WORKS PROGRAMME

The CWP was designed to explore ways in which the concept of a minimum employment guarantee could be adapted to South African conditions. The concept of a minimum employment guarantee has been pioneered in India where the state acts as the ‘employer of last resort’ where markets cannot provide work to all who need it. In India, rural households are guaranteed 100 days of work a year.

- To provide an employment safety net. The CWP recognizes that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalized economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.
- The CWP is an area-based programme that is established in a defined local area, called a site. Sites are usually a ward or municipal area and need formal support from relevant local government structures.
- The programme is implemented at a national and local level. The Department of Cooperative Governance (DCoG) handles overall management and contracting.
- Implementing Agents (IAs) contracted by CoGTA roll out the programme at a local level in partnership with local implementing agents. The IA is appointed to develop the site, provide financial, logistics and project management, while building local capacity through partnerships with local non-governmental organisations (NGO) and community-based organisations (CBOs). These agents also work with the community and other stakeholders to identify ‘useful work’ that will benefit the community as a whole.

Community involvement

The CWP uses community participation to identify ‘useful work’ and priorities. This is usually through ward committees or local development forums. By adopting a community development approach, the CWP has demonstrated that it is possible to:

- Significantly expand service delivery in poor communities through the use of appropriate and effective community development and community participation strategies.
- Improve the day-to-day lives of vulnerable, poor and marginalized communities by helping to organise activities that communities feel are meaningful for them.
- Empower communities to address their core problems and meet basic needs while restoring the pride of communities in their environment.

COMMUNITY WORKS PROGRAMME (CWP) FOR MKHONDO MUNICIPALITY 2020/21

Mkhondo CWP is within Gert Sibande District, Most parts of Mkhondo wards is largely rural and vast due to that many Villages are situated within private forest land. The CWP currently operates in all the wards of Mkhondo (1-19) Most of the people in the rural areas are employed by white farmers. The farming community is mostly dominated by white South Africans. Service delivery remains one of the biggest challenges in this area which requires services/assistance by the CWP.

As most residents at Mkhondo are unemployed, this means that there is no income in those families; as a result a need for food security arises. People need to learn ways in which they can source nutritious food for their families. This is where the CWP comes in, one of the CWPs anchor activities is Food Gardening, this will assist in making sure that these families do not “go to bed hungry” while they are looking for ways to support and sustain their families. Capacity building is a challenge for people living in the rural areas and the township and the unemployed as a result it is a challenge for the people at Mkhondo to be employed in the more decent jobs when opportunities come. CWP provides capacity by creating an environment where community members can acquire skills and knowledge to address their community needs while preparing them with the minimum skills to access the job market or establish their own co-operatives.

Demographics

Total Cumulative	Female	% female participants (55%)	Youth	% youth participants (55%)	Disabled	% Disabled (2%)
1891	1561	72%	575	35%	54	1.18%

CWP Budget Details

Budget item	Amount	Percentage of total
Wages	R18 097 316 00	75%
Personal Protective Equipment (PPE)	R1 307 276 00	5%
Tools and Materials	R1 098 112 00	4%
Training and Technical Support	R888 947 00	3%
UIF/COID	R542 919 00	2%
TOTAL	R23 869 338 00	100%

Summary of site development needs and plans

COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Maintenance of communal vegetable gardens.	21 communal vegetable gardens maintained in 10 wards at Amsterdam , Kwathandeka,Winni Mandela,Thokozani, Bergeplaas, Ezibawini, Ezinkonjaneni, Thanda, Ajex, New Home, Soul Mkhize Village, Jabulane Agri-vill, Iswepe Clinic, Ntombe, KwaNgema and Osploop	2021/22	R 90 000	Tribal Authority, Department of Agriculture	Tribal Authority, Community members, Department of Agriculture and rural development environmental affairs.	On the job training
Establishing of 2 vegetable plants nurseries.	01 Nurseries will be established and maintained in 01 ward to supply the nearby communal gardens at Uhlelo CPA.	2021/22	R 10 000	Tribal Authority, Department of Agriculture	Tribal Authority, Department of Agriculture	On the job training
Maintenance of school vegetable garden	42 school vegetable gardens and flower gardens covering 59882m ² will be maintained in 16 wards.	2021/22	R 64 000	Department of Education and Department of agriculture	Department of Education and Department of agriculture	On the job training
Maintenance of public areas vegetable garden(clinics)	05 public area vegetable gardens will be maintained at Mkhondo Town,Soul Mkhize Village,Emizamoyethu CPA,Entombe and Iswepe Pension point.	2021/22	R 20 000	Department of Environmental Affairs	Department of Environmental Affairs	
Construction of foot bridge.	01-foot bridge to be built at KwaNgema North And Emavillage .	2021/22	R 12 000	Local Municipality, Department of Road and Public Works.	Department of Roads and public works	Occupation al Health

COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						Promotion Officer
Providing assistance with material and manpower to households that have affected by disaster.	Building of temporally shelter to affected housing structures in 19 wards.	2021/22	R20 000	Local Municipality, Department of Road and Public Works and Disaster.	Local Municipality,	None
Unblocking of v-drains, storm water drainages.	105 km of v-drains will be cleaned and maintained in wards at Mkhondo Town, Amsterdam ,Eziphunzini ,Phoswa Village ,Phola Park ,Hamony Park, Mangosuthu ,Osloop,Soul Mkhize Village ,Entombe ,KwaNgema and Mahamba to ensure proper flowing of water and to avoid streets and roads erosions.	2021/22	R 79 000	Local Municipality	Municipality	On the job training
Erecting of Iron passing bridge.	01 Iron passing footbridges will be erected in 01 wards at Emavillage to minimise learners absence from school during rainy seasons and to also benefit thousands community members.	2021/22	R 25 000	Participants .Mkhondo waste management team and Local Municipality	Participants .Mkhondo waste management team and Local Municipality	On the job training
Providing home based care to elderly and vulnerable.	Conducted 1200 home based care visits in 04 wards at Amsterdam old age centre, Mabola and Old age Club, Emizamoyethu.	2021/22	R 100 000	Mabola, Amsterdam and Emizamoyethu Home based care.	Mabola, Amsterdam and Emizamoyethu Home based care.	HBC Training
Cut of overgrown grass in public streets, public areas	5 000m overgrown bushes will be cleared in 19 wards.	2020/21	R 60 000	Participants Waste Management Team and Local Municipality	Participants Waste Management Team and Local Municipality	On the job training

COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
spaces and trimming of trees.						
Cleaning illegal dumping sites	900 illegal dumping areas will be cleared in 12 wards at Harmony Park, Mabola Amsterdam,Iswepe, Punbult,New Home Ezinkonjaneni,Thanda,Emizamoyethu, Kwadlothovu,Winnie Mandela Thokozani,Phoswa, Sulphesprings,Long Homes Eziphunzini and Emaphepheni CPA.	2021/22	R 97 000	Participants, DARDLEA and Municipality.	DARDLEA	On the job training
Conducting scholar patrolling	Conducted scholar patrols in 04 wards assisting school kids to safely cross the main roads to school daily.	2021/22	R 62 000	Participants, Teachers, Mkhondo Traffic officers.	Department of education	On the job training
Assisting 23 ECDs in provision of 1.5m social distance, wearing of face mask and use of sanitiser to scholars.	23 ECDs will be protected against the spread of Covid 19 pandemic.	2021/22	R 40 000	Participants SGB Department of Social Development and Services.	Department of Social Development and Services.	On the job training
Assisting 42 schools in provision of 1.5m social distance, wearing of face mask and use of sanitiser to scholars.	42 schools will be protected against the spread of Covid 19 pandemic.	2021/22	R 40 000	Participants SGB Department of Education	Department of education	On the job training

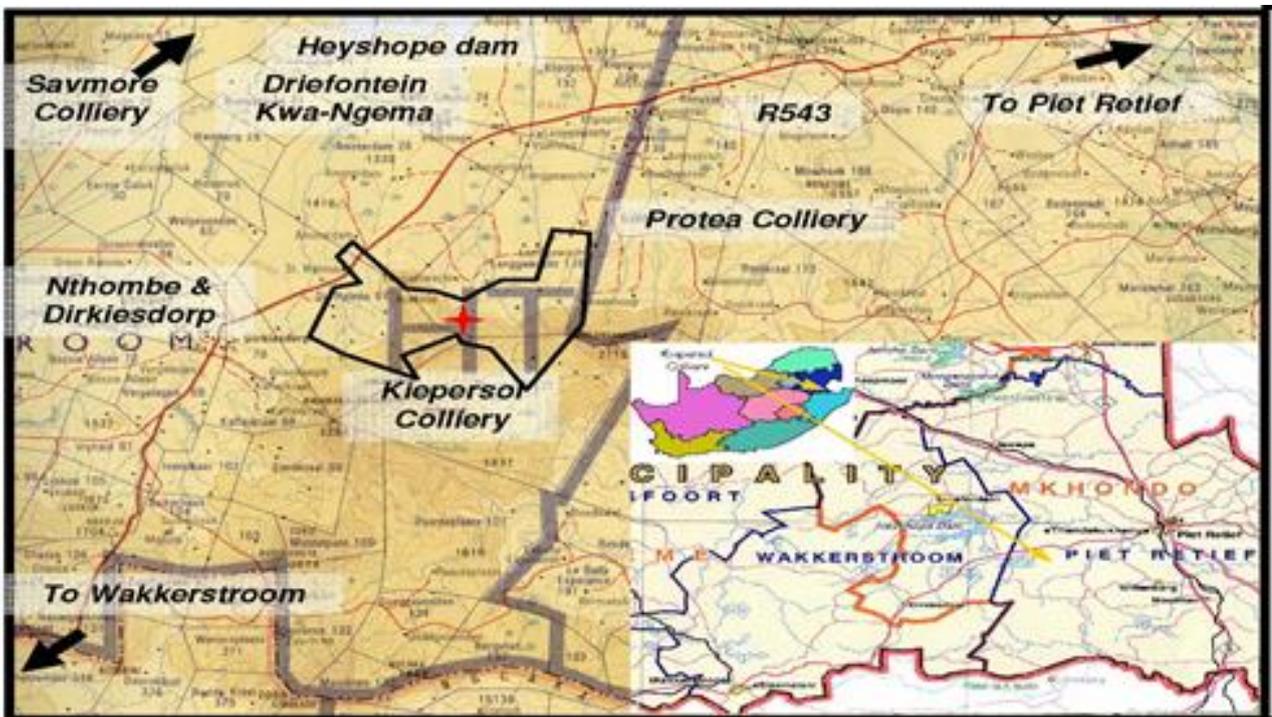
COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Healthy and safety occupational	1800 participants to be trained based on the Covid 19 managabalities.	March 2022	R10.000	Province	DoSBD	Face Mask Sewing
Sewing of Face masks	21 000 face masks manufactured per year	March 2022	R20000.00	Province	DoSBD	Face Mask Sewing

9.27. KIEPERSOL COLLIERY (KIEPERSOL) (JINDAL MINING SA (PTY) LTD (JINDAL)) SOCIAL LABOUR PLAN 2019-2020

Locality of Jindal Mine

Kiepersol Colliery (Kiepersol) is a subsidiary of Jindal Mining SA (Pty) Ltd (Jindal) and is located within the boundaries of the Mkhondo Local Municipality. Specifically, Kiepersol is located adjacent to the R543 route between the towns of Piet Retief and Dirkiesdorp, within the jurisdiction of the Gert Sibande District in the Mpumalanga Province of South Africa (**Figure 1**).

Figure 45: Location of Kiepersol Mine



Kiepersol Colliery is a wholly owned operation of Jindal Mining SA (Pty) Ltd. (in business rescue). The shareholding in Jindal Mining SA (Pty) Ltd is divided into three entities, namely: Eastern Solid Fuels (73.94%), Ubuntu Exploration and Mining (10.04%) and Michael Jerome Smart Khumalo (16.02%) (**Figure 2**). The shareholding by Ubuntu Exploration and Michael Jerome Smart Khumalo fulfils the 26% Broad-Based Black Economic Empowerment (BBBEE) shareholding required by the Mining Charter.

Shareholding

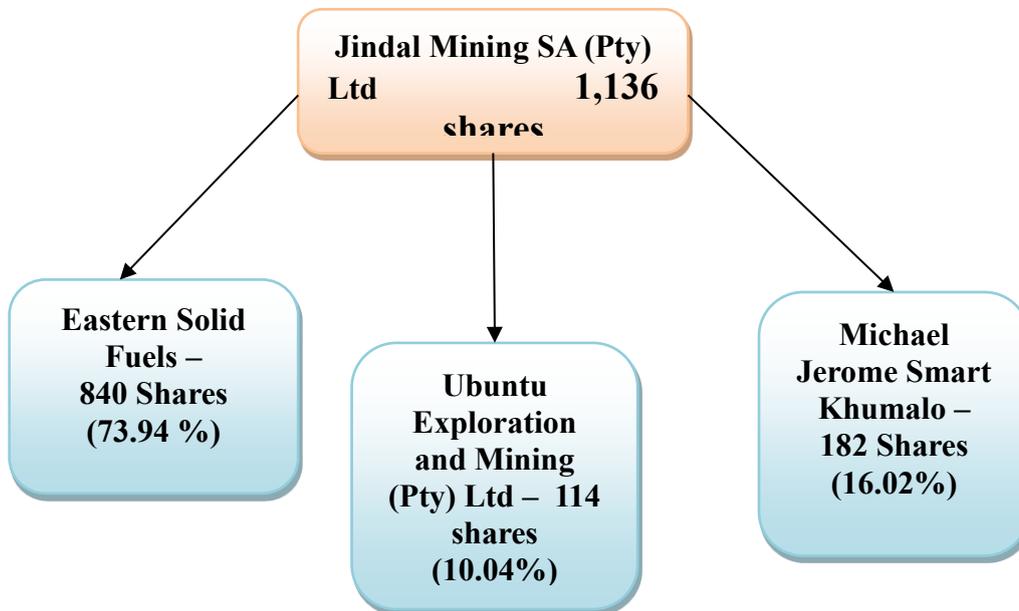


Figure 46: Jindal Mining SA Shareholding

Mining

The Kiepersol Colliery produces high-quality anthracite coal that is sold locally and internationally and is one of the largest producers of anthracite coal in South Africa. Kiepersol is also a preferred supplier of metallurgical anthracite coal to leading Ferro alloy manufacturers in South Africa. The life of mine estimate is based on a gradual production build-up which commenced from 2012 until 2023. A 12-year life of mine is therefore projected, inclusive of both Alfred and Dundas seams, based on an average production of 0.8 million tons per annum.

The Alfred and Dundas seams are being mined using board and pillar by means of mechanised and conventional sections. Mechanised sections are equipped with continuous miners feeding shuttle cars and tipping onto feeder breakers. Conventional sections utilise drill and blast methods, i.e. electrical drills, coal cutters and mechanical loaders used for coal production in these sections. Low profile scoops have also been introduced in the low seam sections.

Kiepersol also has a private railway siding, and contracts in place for usage of storage and loading facilities at Richard's Bay Dry Bulk and Multipurpose terminals. The railway siding has been designed and constructed to accommodate 100 truck Jumbo trains; 84 tons per wagon; destined for the Richards Bay Coal Terminal. Inland customers use road transport by means of trucks.

Anthracite coal finds use as a reductant in Ferro Alloys, Smelters, Steel Plants and Pellet Plants. The quality of anthracite coal produced has been well accepted by overseas customers, specifically in India. Through its holding company, called Jindal Steel & Power Ltd., Jindal Mining has other operations in countries such as India, Australia, Oman, Mozambique, Botswana, Namibia and Cameroon.

Generally, mines commit 1% of Net Profit after Tax (NPAT) towards corporate social responsibility as best practice; and in the South African case, this commitment is directed towards Local Economic Development

Table below shows financial figures for the current audited year.

Financial Fact Sheet of Kiepersol Colliery 2017

Category	R (2017)
Revenue	415,149,695
Expenses	421,439,138
Gross Profit (GP)	(6,289,443)
Net Profit Before Tax (NPBT)	(28,800,095)
Net Profit After Tax (NPAT)	(28,800,095)

As a result of continued underperformance, the company went into Business Rescue on 12 June 2018 and Mr. Grant Chittenden was appointed as the Business Rescue Practitioner. The Business Rescue Practitioner, however, has plans to bring the company back to profitability and a Business Rescue Plan to that extent has been approved. The provisions and commitments included in this SLP document has been incorporated into the Business Rescue Plan.

Primary SLP Focus Areas

The SLP action plans are applicable to the employees of the Kiepersol Colliery. The primary focus areas of the SLP, not in order of priority, are:

- Increasing literacy/numeracy;
- Implementing career development;
- Providing Skills Development opportunities;
- Mentoring Historical Disadvantaged South Africans (HDSAs);
- Providing bursaries, learnerships, internships and experiential learning to employees and the immediate surrounding community;
- Increasing HDSA participation in management;
- Increasing the employment of women;
- Alignment of Local Economic Development initiatives with the IDPs of the Mkhondo Local Municipality and the Gert Sibande District Municipality;
- Assisting in implementing local economic development projects;
- Improving Housing and Living Conditions (HLC);
- Increasing the participation of HDSAs and local communities in procurement opportunities;
- Ensuring Kiepersol Colliery's compliance with the SLP requirements of the Mining Charter;
- Committing adequate funds for the SLP initiatives;
- Putting systems and performance indicators in place to measure SLP compliance;

- Implementing and reporting on the progress of SLP initiatives;
- Measuring the sustainability and effectiveness of the SLP on employees and communities;
- Engaging stakeholders; and Integrating contractors in engagement plans

Local Economic Development Projects

In order to ensure a bottom-up approach in both the review and implementation of the community economic development projects, community engagements were facilitated in both the host and labour-sending areas. The LED, Enterprise Development as well as infrastructure projects that are consolidated are to be implemented in 2018-2022. The progress of project implementation will be reported on an annual basis to the DMR.

LED planned interventions

Through these community engagements and partnership with Municipality, Kiepersol Colliery has identified LED initiatives that are aimed at uplifting local communities through entrepreneurial development; skills transfer and infrastructure development in keeping up with constant support for Local Economic Development initiatives within Host and Labour Sending Communities.

In order to ensure sustainability and successful implementation of these interventions, strategic partnerships have been fostered with key stakeholders such as:

- The Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA);
- The Small Enterprise Development Agency (SEDA), an agency of the Department of Small Business Development;
- The South African Bureau of Standards (SABS);
- The Department of Social Development;
- The Department of Public Works and Transport; and the
- Mkhondo Local Municipality.

The previous SLP and strategic partnerships with key government entities had yielded good results. The below has been achieved from last SLP projects:

- Effective and efficient training of all primary community cooperatives;
- Sustainability of all farming projects;
- Implementation of projects in line with required departmental standards;

Consultation of the Local Municipal IDP

The key sectors that drive the economy of Mkhondo Local Municipality are mining, agriculture, forestry, tourism, manufacturing and transportation and logistics. The Mkhondo Local Municipality's IDP indicates that 35.4% of those with a matric is unemployed and emphasises that these youth needs to be included and drew back within the economy of Mpumalanga. A LED strategy was developed with the aim of building on identified developmental needs, opportunities, competitive advantage and an enabling environment that will inform and guide Mkhondo Local Municipality to exploit, unlock economic development potentials and encourage private sector investment and job opportunities for the poor and to expand the revenue base.

The following projects and development targets were incorporated into the Jindal Mining 2018 – 2022 SLP. **These interventions have been approved by Mkhondo Municipality as being in line with the IDP and a letter of confirmation from the municipality is annexed at the end of this document.**

- 1) Poverty Alleviation: Inkululeko / Masakhane Scholar Transport
- 2) Poverty Alleviation: Goedehoop Scholar Transport
- 3) Infrastructure Development: Goedehoop Pedestrian Crossing Bridge
- 4) Infrastructure Development: Matafuleni Pedestrian Crossing Bridge
- 5) Infrastructure Development: Annyspruit Bus Shelter Project
- 6) Infrastructure Development: KwaNgema Bus Shelter /Taxi Rank Project
- 7) Poverty Alleviation: Annyspruit Code 14 Drivers Training
- 8) Poverty Alleviation: Piet Retief Code 14 Drivers Training
- 9) Enterprise Development: Sangweni Brick Making Project
- 10) Enterprise Development: Simunye Woman's Sewing Project
- 11) Enterprise Development: Inkululeko Manufacturing and Supplying Cooperative
- 12) Poverty Alleviation: Inkululeko Farming Expansion Project
- 13) Poverty Alleviation: Sangweni Farming Project
- 14) Poverty Alleviation: Masakhane Farming Project
- 15) Poverty Alleviation: Inkululeko 2 Farming Project
- 16) Poverty Alleviation: Bhekani Farming Project
- 17) Infrastructure Development: Masakhane Potable Water Provision Project
- 18) Infrastructure Development: St Helena Borehole Provision Project
- 19) Enterprise Development: Mabola Poultry Project

At the end of each five (5) year period, the Company's involvement in LED projects will be reviewed to ensure that its contributions are sustainable and make an impact.

9.27.1. COMMUNITY DEVELOPMENT PROJECTS: POVERTY ERADICATION, INFRASTRUCTURE DEVELOPMENT AND ENTERPRISE DEVELOPMENT PROJECTS

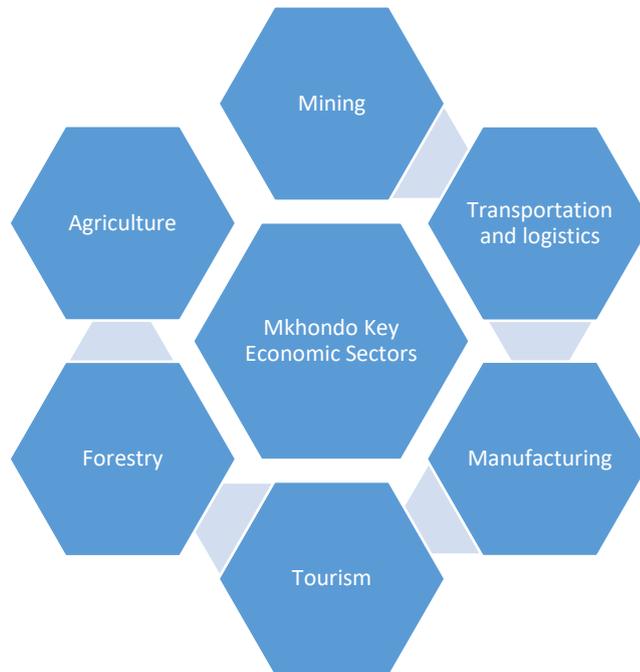
The below table indicate the summary of Local Economic Development Projects incorporated in the five (5) year Social & Labour Plan.

Field	Community	Category	Targets and Timelines					Total
			Y 2018	Y 2019	Y 2020	Y 2021	Y2022	
Scholar Transport	Inkululeko / Masakhane	Poverty Alleviation	114 840	120 582	126 611	132 942	139 589	634 564
Scholar Transport	Goedehoop	Poverty Alleviation	148 800	156 240	164 052	172 255	180 868	822 215
Pedestrian Crossing Bridge	Goedehoop	Infrastructure Development			50 000			50 000
Pedestrian Crossing Bridge	Matafuleni	Infrastructure Development			20 000	50 000		70 000
Bus Shelter Project (2 Shelters)	Annyspruit	Infrastructure Development				50 000		50 000
Bus Shelter / Taxi Rank Project	KwaNgema	Infrastructure Development				25 000	50 000	75 000
Code 14 Drivers Training - 5 people	Annyspruit	Poverty Alleviation			35 000			35 000
Code 14 Drivers Training - 5 people	Piet Retief	Poverty Alleviation				35 000		35 000
Brick Making Project	Sangweni	Enterprise Development	150 000					150 000
Simunye Woman's Sewing Project	Piet Retief	Enterprise Development		15 000				15 000
Inkululeko Manufacturing and Supplying Cooperative	Inkululeko	Enterprise Development			120 000			120 000
Inkululeko Farming Expansion Project	Inkululeko	Poverty Alleviation					150 000	150 000
Sangweni Farming Project	Sangweni	Poverty Alleviation			75 000	75 000		150 000
Masakhane Farming Project	Masakhane	Poverty Alleviation				100 000		100 000
Inkululeko 2 Farming Project	Inkululeko 2	Poverty Alleviation				75 000	75 000	150 000
Bhekani Farming Project	Bhekani Trust	Poverty Alleviation			75 000	75 000		150 000
Masakhane Potable Water Project	Masakhane	Infrastructure Development		125 000	250 000	125 000		500 000
St Helena Borehole Provision Project	St Helena	Infrastructure Development			100 000			100 000
Mabola Poultry Project	Dirkiesdorp	Enterprise Development				50 000	100 000	150 000
Contingency / CSI Activities*					50 000	50 000	50 000	150 000
Total			413 640	416 822	1 065 663	1 015 197	745 457	3 656 779

A provision of R 150,000 between 2020 and 2023 has been included for CSI Activities or Contingencies not included in the tables above

9.28. LOCAL ECONOMIC DEVELOPMENT (LED)

ECONOMIC POTENTIAL IN MKHONDO



9.28.1. Mining

Mining products produced in Mkhondo are mainly coal and iron ore. Two mining houses are currently legally licenced to operate and mine within the jurisdiction of Mkhondo Local Municipality, Kangra Coal Mine (Saul Mkhizeville) and Jindal Africa Mine (Kiepersol). As part of their Social Labour Plans, they promote employment of local labour, subcontracting, skills improvement / transfer, bursaries, internship, infrastructure development, amongst other things.

9.28.2. Agriculture and Forestry

Agriculture is also intensively practiced in Mkhondo varying vegetables, maize, soyabeans production and livestock farming. It is sold as both raw material and in a processed form. Forestry is also a very dominant sector in Mkhondo. The forestry industry consists of forest plantations leading to primary processing industries where the products include dried and treated timber. Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products. Though this industry displays some value chain, there are other opportunities that need further exploration.

9.28.2. Forestry Division

INTRODUCTION

The Mkhondo Municipality has an approximate of 3409 hectares (ha) of forest land, with only 2820.1 ha growing commercial timber. The estimated area of 2820.1 ha includes planted and unplanted areas of Eucalyptus species (1003.1 ha), Pinus species (828 ha), Acacia species (498.2 ha), Yellow wood (1.3 ha), Blackwood (5.7 ha) and Oak (1.1 ha). The plantation is divided into different areas: Mkhondo Townlands stretching between Houdkop road and R543 on the Mahamba Road. Other plantation areas stretches onto N2 Pongola road and Paulpietersburg road. Further plantations are situated in Hartebeesfontein at Iswepe, Ruusplaas, Emaphepheni and Amsterdam (mostly jungles).

Mkhondo town is an industrial wood processing centre with markets for sawlogs, mining timber, poles, pulp and bark. The Mkhondo municipal plantations are central to these markets.

Mkhondo Municipality plantations are an asset that generates revenue for the benefit of the community and management strives to achieve sustainable forest management of the forest resource.

Natural conservation and tourist activities also contribute towards the socio-economic conditions of the municipality

The forest land has decreased over the years due to settlement development to residential areas.

KEY ISSUES

- Forest land area reduction due to growing population requiring residential land
- The Municipal plantations are surrounded by communities and thus are always at risk of fire damage
- Reduction of rotation lengths and change in production aim from sawtimber to pulpwood leading to reduction of secondary business opportunities
- Reduction of forest land to riparian zones, delineation of wetlands and conservation
- Insect pests and diseases that threaten the health growth of the forest trees
- Global climate change
- Timber theft

OBJECTIVES

To ensure that the Municipality's commercial timber is grown and managed in such a way that is environmentally proper, socially constructive and economically sustainable fashion.

STRATEGIES

Sustainability

Economically viable

- Sustained production of wood fibre from one rotation to the next- continuous wood production
- Ensuring the Municipality receives a fair value for its timber
- Avoid rotation lengths' reduction and change in production aim from sawtimber to pulpwood
- Enumeration of compartments so to detect timber losses, be it due to timber theft or poor tree health and thus find solutions.

Socially beneficial

- Creating local employment opportunities
- Skills development through training
- Skills transfer

Environmentally acceptable

- Maintaining key ecosystem processes likely to affect the sustained production of Net Primary Production and site biomass

Integrated Forest Management Plan

- Increasing the biotic potential of the plantation through planting genetically improved material or correct species choice/ matching the correct tree species to the correct soil
- Applying silvicultural practices to influence resource availability positively
- Improve site quality

Integrated Environmental Management Plan

- Forest plantations have been declared a streamflow reduction activity and therefore it is important to balance productivity and sustainability by optimising use of water resources
- Manage poor silvicultural and harvesting practices that will result in soil erosion
- Conservation and protection of all-natural fauna and flora
- Management of invasive exotic plant species

RISK MANAGEMENT

INTEGRATED FIRE MANAGEMENT PLAN

- Assess and map fire risk areas, both at regional and plantation level
- Determine fire protection requirements in the landscape
- Establish effective firebreak systems and bufferzones
- Disaster management

- Control over fire protection programme

DISEASES AND PESTS OF EUCALYPTUS, PINE AND WATTLE

Identifying and mapping areas plagued by pests and diseases then collect sample of infected plants or insects for submission for confirmation by experts such as Tree Protection Co-operative Programme (TCP). (TCP).

CERTIFICATION

Apply for the Forestry Stewardship Council (FSC) certification. FSC certification provides a mechanism for companies, organisations and communities to demonstrate their commitment to generally accepted societal values and thereby affirm that products and services originating from a certified forest are produced in a responsible manner.

FSC certification will increase the value of the municipal timber. This can be attained through ensuring that the municipal plantations are managed in such a way that is environmentally proper, socially constructive and economically sustainable.

MITIGATION OF RISKS

- Transfer risk out the system
- Tolerate low and medium risks
- Terminate the risk by removing it

Treat the risks through company policies and procedures and identify controls that would mitigate the root cause of any high-risk activity.

INTENDED OUTCOME

The intention of the forestry asset is to maximise profit through best practices of social, economic and environmental practices and therefore improve service delivery to the community.

9.28.3. Tourism

Tourism is not fully recognised. Much emphasis has been given to this sector in terms of marketing it to the tourist. A tourism brochure was developed in trying to market all the tourism establishment and attractions. Annual events are also taking place in Mkhondo which forms a great part of Tourism promotion.

Tourism is dominated by guesthouse facilities around the town of eMkhondo which cater for weekend and transit travel, while conservancies and private reserve developments are increasing in the Ngwempisi and Assegai River valley and catchments. The N2 linkage through Mkhondo is the major tourism link connecting northern KZN and the Mpumalanga / Limpopo Lowveld areas to one another.

The mountains south of Dirkiesdorp and high grassland escarpment to the west in the region hold high bio and scenic diversity. The potential could be realized via appropriate sustainable private sector or corporate investment. Facilities associated with Heyshope dam (compared to the Jerico Dam) appear limited. Significant potential exists for community investor partnerships on (traditional) land adjacent to the dam.

A number of South African Heritage Sites are found in this municipality.

Figure 47: Mkhondo heritage sites:



The Mpumalanga Parks Board manages the Witbad Nature Reserve, while there are also a number of Private Nature Reserves and Conservancies which include: Morgenstond Nature Reserve and Amsterdam Conservancy (which incorporates the Athole Nature Reserve).

9.28.4. Manufacturing

Manufacturing industry within Mkhondo is dominated by Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products from processing of forest timber.

9.28.5. Transportation and Logistics

To interlink the value chain amongst these sectors, means of transport need to be in place. Mkhondo is also a thoroughfare for Kwazulu-Natal, Swaziland and Mpumalanga. The N2 corridor cuts right in the middle of the town.

9.29. Local Economic Development Strategy

The Mkhondo Local Municipality Local Economic Development LED Strategy was approved by Council in 2015. The main aim of the compilation of the LED Strategy was mainly built on identified developmental needs, opportunities, competitive advantage and an enabling environment that will inform and guide Mkhondo Local Municipality to exploit, unlock economic development potentials and also encourage private sector investment and job opportunities for the poor and to expand the revenue base.

Table 41: The main objectives of the LED Strategy:

No	Objectives
1	Align LED Strategy with all government policies and development objects, which are mainly aim at job creation and eradication of poverty
2	Ensure gaps identified are covered in the strategy
3	Ensure the strategy meets and works towards Mkhondo Local Municipality's vision
4	Ensure a credible and implementable LED Strategy
5	Diversification of economic sectors to reduce reliance on mining, quarrying and agriculture
6	A productive economy with high levels of service, skilled workforce and modern systems of work organization and management
7	Eradication of poverty, reduce the income inequalities and provide basic services for all
8	Economic growth in a sustainable manner, for the benefit of all the communities living in the Mkhondo Local Municipality
9	Employment and increase levels of participation in the economy by all, especially by the previously excluded and marginalised
10	A fair, effective and conducive business environment for enterprises and consumers

LOCAL ECONOMIC DEVELOPMENT STRATEGIES

Strategy 1: Institutional capacity, governance and service delivery (including infrastructure)

Programmes and projects (capacity, coordination and partnerships)

- Strengthening of the LED unit at the municipality in terms of capacity, skills and position in the municipal structure. The LED unit needs to have at least a manager with LED officers with skills in economic development including basic LED understanding, sectorial analysis including manufacturing, tourism, agriculture, informal trade, small business development, and marketing and development of the poor community in terms of safety nets, basic needs, food security, and quality of life. Additional LED field workers need to be appointed per function municipal area. Skills training are required for all LED officials. The LED unit needs to be located "close" to the municipal manager in terms of the organogram and physical locality. This will allow for LED "authority" and improved monitoring and controlling. The LED unit needs to have integration with PMU unit. Such locality will allow cross-departmental LED implementation. LED is "everybody's business", not only that of the local LED unit.
- Introductory LED skills training for all councillors and senior officials to create improved awareness.
- Community development workers (CDWs) are a key component of LED implementation. Such officials need to be more involved in the LED units and need specialized LED training.
- Ward committees, in conjunction with CDWs need to be fully operational and have to be trained in the basic concepts of LED.
- Municipal LED committees: to be fully functional with regular meetings, driven by the LED unit.
- Municipal LED cross-cutting committees: to be established and led by the municipal manager including the General Manger's and LED unit.
- A local LED forum; such structure needs to have regular meetings to consider all LED related issues within the municipal area with external stakeholders and role players.
- Compilation of an annual events calendar.
- Support existing business chambers in the area.
- Identify key businesses and do a road show to improve relations.

- Identify key private sector role players for large scale project based LED projects such as Mondi, Impact, Jindal Africa Mine, Kangra Mine Eskom, etc.
- Include business, formal and informal In the LED forum.
- Arrange regular business engagement events.

Strategy 1: institutional capacity and service delivery

No	PROGRAMME/PROJECT DESCRIPTION	TYPE AND TERM OF PROGRAMME OR PROJECT	IMPLEMENTATION AGENT AND PARTNERS	APPROXIMATE BUDGET
	LED regional forum (including tourism forum): integration and coordination of economic development of the region including Southern Gauteng and Northern Free state	Quick win and ongoing	Mkhondo LM, LED manager Sedibeng DM and LED Manager GSDM.	R100 000 annually
	Planning and construction of regional sewer and water purification system	GAME CHANGER and long term	Provincial government, Mkhondo LM, GSDM, local business chambers	R 5 billion
	Improved and integrated public transport system.	GAME CHANGER and long term	Provincial government, Mkhondo LM, GSDM, local business chambers	R 2 billion
	Integrated marketing and branding strategy (include tourism marketing for example annual events calendar)	Annual and ongoing	Mkhondo LM, GSDM, Local business chambers,	R 300 000 per annum
	Improve main entrances to the region.	Quick wins	Mkhondo LM	R 300 000
	Master plans for all engineering services	Quick wins	Mkhondo LM	R 2 million
	Strengthening of the Mkhondo LM LED unit (restructuring and skills training)	Quick win	Mkhondo LM	R 50 000
	LED skills training: officials, councillors, CDW's, ward	Quick wins	Mkhondo LM,	R 150 000
	Improved relationship with all business chambers in the region	Quick win	Mkhondo LM,	NA

No	PROGRAMME/PROJECT DESCRIPTION	TYPE AND TERM OF PROGRAMME OR PROJECT	IMPLEMENTATION AGENT AND PARTNERS	APPROXIMATE BUDGET
	Re-cycling programme			
	Removal of alien tree for fire-wood and furniture programme			

Strategy 2: Township economy revitalization

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Improved spatial integration between township and economic nodes: improved public transport (bus, taxi and trains) and corridor and nodal developments with focus on township corridors and node linkages within the developmental triangle	Long term and ongoing (potential upgraded to GAME CHANGER).	Mkhondo LM,GSDM	R 3 Billion over 10 years.
	Youth entrepreneurship and internship development: technical and business skills training (also link to government and service delivery)	Quick win and ongoing	Mkhondo LM GSDM and all business chambers.	R 1 Million per annum
	Integrated incubator and job creation skills centres:	Quick win and ongoing	Provincial Government Mkhondo LM, all business chambers.	R 3 million per annum
	Assist with start-up funding/finance/grants	Quick win and ongoing	DTI, DEDT Mkhondo LM, all business chambers.	R 100 million per annum
	Infrastructure and facilities to information business and traders, including training and research	Quick win and ongoing	DTI, Provincial Government, GSDM Mkhondo LM, all business chambers.	R 5 Million
	Development township tourism (including tours, routes regarding liberation, struggle and heritage and arts and crafts development)	Quick win and ongoing	DTI, Provincial Government, GSDM Mkhondo LM,, all business chambers.	R 10 Million

	Infrastructure improvement programmes by local people including skills development	Quick win and ongoing	DTI, Provincial Government, GSDM, Mkhondo LM, all business chambers.	R 100 Million per annum
	Development of community facilities such as retail (incl. mini-markets), health, education and sports and recreation facilities (community facility development research required)	Quick win and ongoing	DTI, Provincial Government, GSDM, Mkhondo LM, all business chambers.	R 50 Million per year
	Development of concentrated agri and hydroponics projects	Quick wins	Provincial Government, GSDM, Mkhondo LM & all business chambers.	R 50 Million

Strategy 3: Revitalization of manufacturing sector with improved linkages to agriculture

The manufacturing sector is a key for economic development and has been the dominating economic sector of the local economy for decades and still is. The region is still to a large extent dependant on the steel industry and more diversification is needed. The sector is in need of marketing, investment promoting and incentive packages. The focus should also be, within the current economic climate to, make all effort retain existing industries and especially the protection of Mittal.

Programmes and projects (manufacturing specific)

- Protect and strengthen the manufacturing sector.
- Allocate land and infrastructure to production activities.
- Fostering an enabling environment for the development of SMMEs.
- Skills training programme including youths and artisans.
- Revitalize existing agriculture projects
- The compilation of a regional agricultural development plan, investigating all vacant land with agricultural potential and allocation of specific uses and alternative ownership possibilities.
- Completion of agri hub
- Development of mini-market
- Establish agri-support centres and agri-villages in the area, including cooperatives

Strategy 3: Manufacturing and agricultural linkages

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Industrial retention programme	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM,	R 50 000
	Marketing, branding, investment attraction	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 100 000
	Towards final products and value added and export promotion programme	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 100 000
	Establish an agriculture incubator and training centre and including agro-processing development and support	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 500 000
	Establish an agriculture incubator and training centre and including agro-processing development and support	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 10million
	Forestry beneficiation <ul style="list-style-type: none"> • Furniture manufacturing • Charcoal 	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM and all business	R 5 million

Strategy 4: Tourism development support and improved environmental quality

The Mkhondo municipality area has many opportunities regarding tourism development of which the most important features are the following:

- Heyshop dam
- Morgenstond Dam
- Wedding and conference resorts and venues
- Golf courses
- Shopping malls
- Heritage and cultural background
- Well established existing facilities
- Good road links to the area
- Supportive and well established business community

Programmes and projects:

- Establishment of a fully operational Mkhondo Tourism Operator as part of the LED forum
- The heyshop dam programme

- Establish tourism information centres in collaboration with tourism operators and business chambers
- Provide structures to support tourism such as parking, stalls and toilets
- Develop a tourism map indicating cultural assets, main attractions
- **Tourism entrepreneurial and SMME development and support. Establish a business incubator in the Mkhondo LM**
- Youth training programmes

Strategy 4: tourism development and environmental improvement

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Development of Heyshop dam & Morgenstond Dam as a tourism route with transport and unique stops	Game changer and long term	Provincial Government, GSDM, Mkhondo LM	R20 million

Strategy 5: small business development, job creation initiatives and skills development (including informal business development, entrepreneurship and youth support)

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Youth interns programme: Involve all major partners from government, business and higher education	Quick win and outgoing	DTI, Provincial Government, GSDM, Mkhondo LM	R100 000 annually (operations and management only)
	Establishment of a jobs and skills centre (incubator) in township region including support, mentorship, information, referrals, linkages to big business, procurement, training in business and technical skills and facilities	GAME CHANGER and quick win	DTI Provincial Government, GSDM, Mkhondo LM)	R 5 Million
	Assist small business people and start-up business with funding and finance	Quick win and outgoing	SEDA,DTI,local Business Chambers, Mkhondo LM, GSDM & Provincial Government	NA
	Development of an unemployment data base	Quick wins	Mkhondo LM	NA

Programmes and projects:

Strategy 6: Human Settlement development

- A local LED meetings to consider all LED related issues within the municipal area including housing forum: such structure needs to have regular development.

Strategy 6: Human Settlement development

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Establishment of an active workgroup between the LED unit, housing unit and spatial planning unit	Quick win and ongoing	Mkhondo LM, GSDM & local business chambers.	NA
	Facilitation of massive housing projects including low income and high income projects (township developments)	Game changer and long term programmes	Provincial Government, GSDM, Mkhondo LM, local business chambers.	NA
	Monitoring and prevention of back-yard squatting and illegal land invasions	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA
	Ongoing upgrade of informal settlements	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA
	Formulation of a human settlements development plan	Long term plan	Provincial Government, GSDM, Mkhondo LM local business chambers.	NA

Programmes and projects

Provide suitable food sources (food security, urban food gardens and community agri projects)

- Empower the communities to produce subsistence food gardens in order to supplement basic food provision and enhance environmentally friendly techniques.
- Establish food gardens (linked to social development) that not only enhance environmental awareness but also provide basic food for communities.

Strategy 7: improvement of quality of life				
No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	Food gardens and community agri projects including hydroponic projects	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 500 000 annually

9.6.4.2.7 Small and Micro-Enterprises (SMME) and Cooperatives Development and Support

SMME development can stimulate much needed economic development and reduce crime, poverty, unemployment and social inequalities within Mkhondo Local Municipality. Some approaches to SMME development include:

Table 42: SMME Development initiatives:

No	Initiative
1	Business Development Services - Capacity building workshop and awareness workshops, to enable emerging businesses to be self-sufficient.
2	3 Woman's Development – In some areas women discrimination and exclusion from business, is still prevalent. Hence the need for enterprise development, which can help women overcome the stigma and help them gain knowledge and skills to become entrepreneurs.
4	5 Community Development – Enterprise development aims to improve the community from a grass roots level. Mkhondo co-operative development starts with analysing what the community can offer and the economy of the municipality. Once the opportunities are identified, they can be targeted, enhanced and transformed into a self-sustaining businesses.
6	7 Support Private Partnerships – Many emerging businesses in Mkhondo Local Municipality are getting support from the private sector. Skills and financial aid is provided by private sector, this partnership is resulting in some successful businesses. Mkhondo has played a leading role in support and the development of SMME and will continue to work together with the business community, sector departments and private sector to promote SMME in the area.

Co-operatives from across the Mkhondo are to benefit from sectors like Agriculture, Manufacturing, Forestry and Mining e.g. Coal across Mkhondo. In an endeavour to harness the prospects of SMMEs within Mkhondo, the following aspects must be addressed:

Figure 48: SMME developmental aspects:



9.30. Rural Development

9.30.1. Comprehensive Rural Development Programme (CRDP)

The CRDP is strategic priority number 3 within the National Government's current Medium Term Strategic Framework (MTSF) and implemented under Outcome 7 which strives for Vibrant, Equitable, Sustainable Rural Communities and Food Security for all.

Mpumalanga Provincial Government launched the pilot phase of CRDP in 2009 in Mkhondo Local Municipality. The programme was thereafter rolled out to other local municipalities within the district such as Dr Pixley ka IsakaSeme, Chief Albert Luthuli and Dipaleseng municipalities.

The vision of the CRDP was creating vibrant, equitable and sustainable rural communities with food security for all through a three-pronged strategy based on:

No	Comprehensive Rural Development Programme:
1	A coordinated and integrated broad-based agrarian transformation
2	Strategically increasing rural development
3	An improved land reform programme

9.31. Development Gini Coefficient

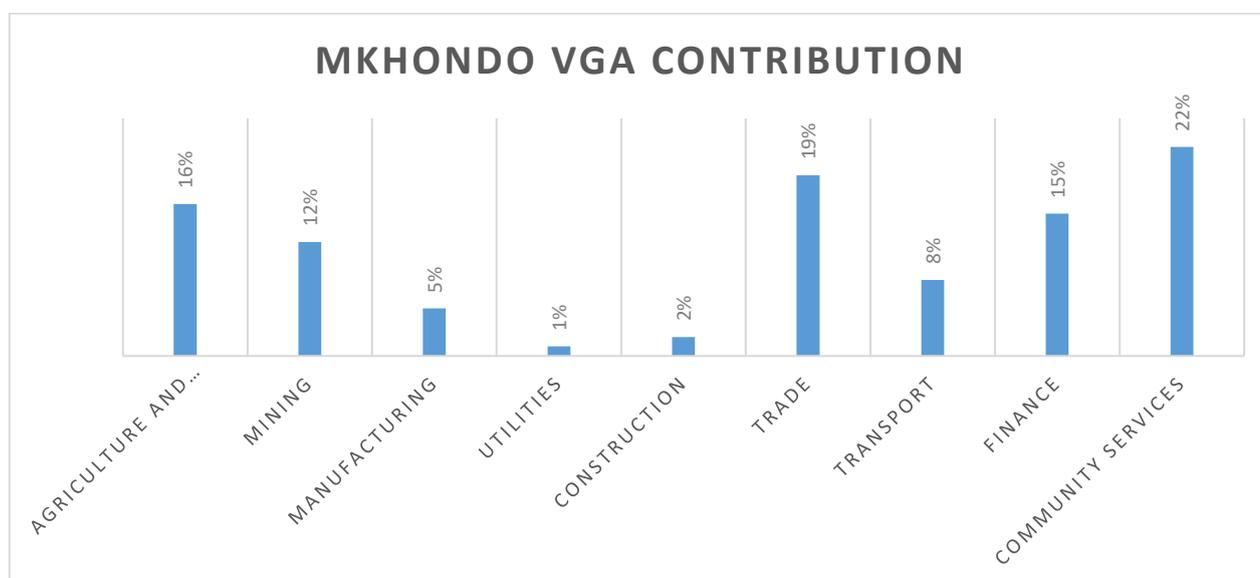
Mkhondo local Municipality's Gini coefficient has remained at 0.58 in 2011 and 2015 (Stats SA).

9.32. Economic Gross Domestic Product (GDP)

Table 43: The economic Gross Domestic Product average annual growth:

Municipality	2011	2016	2017	1996-2015	2015-2020
Mkhondo	4.3 %	0.8%	1.9%	3.6%	1.8%

Figure 49: Gross Value Added (GVA) Contribution for Mkhondo Local Municipality

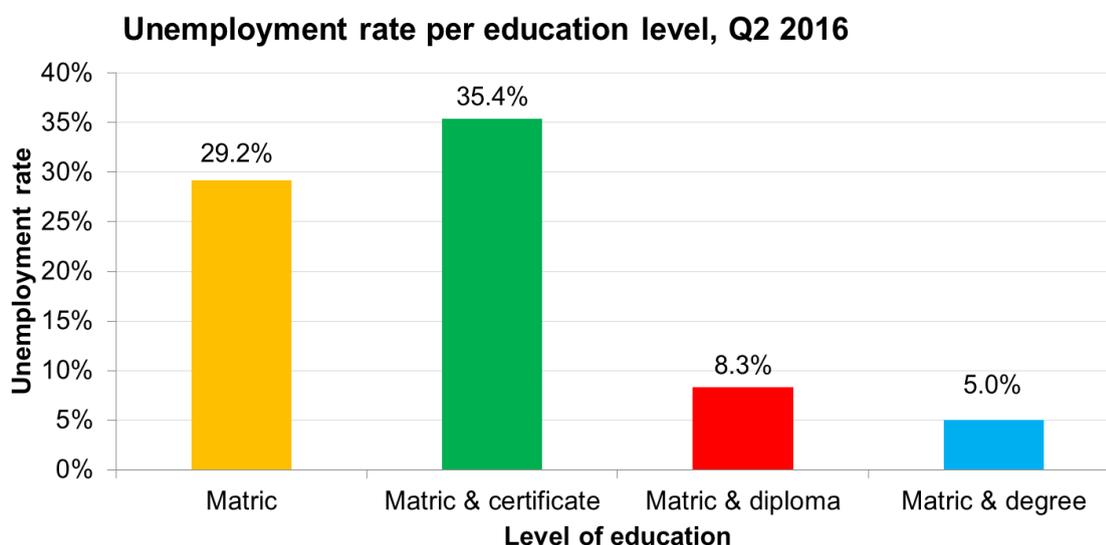


9.33. Education

Important for these young people to improve education and skills levels to become part of the labour market of Mpumalanga – especially the Black African youth – unemployment rate of people with Grade 12 about 30%

According to the 2016 CS of StatsSA, the graduate unemployment rate in South Africa 9.8% for Black Africans – important to respond to this challenge in Mpumalanga to create opportunities for especially the Black African graduate youth – importance of relevant qualifications in line with the needs of the economy & labour market.

Figure 50: Education and Unemployment Rate



Grade 12 statistical results:

Local municipal area	Grade 12 Pass Rate			Admission to B degree
	2014	2017	2018	2018
Mkhondo	70%	76%	71%	28.0%

Table 44: Grade 1-12 statistical numbers:

EDUCATION BACKGROUND	1996	2001	2011	2016
No Schooling	18 000	22 806	15 914	38 045
Grade 7	3 360	4 304	4 543	7880
Grade 12	5 594	8 674	22 600	30841
Higher than Grade 12	1 759	2 411	4 575	Not available

9.34. POVERTY

Poverty headcount (proportion of households that are considered to be “multi-dimensional poor” households in a defined area) in general improved best figure in Govan Mbeki (3.9%) and worst figure in Mkhondo (11.9%) – figures of more than 10% also in Emalahleni, Dr Pixley Ka Isaka Seme, Chief Albert Luthuli and Dr JS Moroka.

9.34.1. POVERTY RATE

Table 45: Poverty rate

Local Municipal Area	Poverty rate (lower bound) 2014	Poverty rate (lower bound) 2017	Trend 2011-2015	Poverty numbers (lower bound) 2015
Mkhondo	54.1%	59.5%		111 369

INCOME INEQUALITY

Local Municipal Area	Share of income by poorest 40%	Share of income by poorest 40%
	2014	2017
Mkhondo	9.1%	8.9%

The number of people that are unemployed has declined in Mkhondo Local Municipality, however unemployment of youth specifically females still remains a major concern in the country. It is noteworthy that low level of education and inadequate skills have a negative impact on employability. In Mkhondo Local Municipality settlements with high unemployment rates are Saul Mkhizeville, KwaNgema Tribal Trust and Dirkiesdorp.

Table 46: Unemployment rate 1996 vs 2001 vs 2011

UNEMPLOYMENT RATE	1996	2001	2011
Employed	21 550	24 216	30510
Unemployed	10 524	20 476	17 123

Sources: STATS SA

Unemployment rate 2014 (%)	Unemployment rate 2017 (%)	Share of Mpumalanga unemployment
31.5 %	31.4%	3.7%

Sources: Community survey 2017

The unemployment (strict definition) rate of Mkhondo around 31.5% since 2014. Unemployment rate according to the expanded definition much higher.

- Mkhondo's unemployment rate was the 7th highest among all the municipal areas of Mpumalanga.
- Unemployment rate for females 35.5% and that of males 27.9%.
- Youth unemployment rate according to the Census figures 44.6% - challenge with especially very high youth unemployment rate of females.
- The largest employing industries in Mkhondo are trade, community services and finance.

- High reliance on the trade industry (including tourism) for employment.
- Concern about the high unemployed youth & especially females – relatively low level of education and inadequate skills impact negatively on their employability.
- Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga & TVETs.
- Increase in employment of more than 1 000 per annum between 2014 and 2017.

9.35. EMPLOYMENT RATE

Number of employed 2014	Number of Employed 2017	Share of Mpumalanga employed
37 946	41 045	3.6%

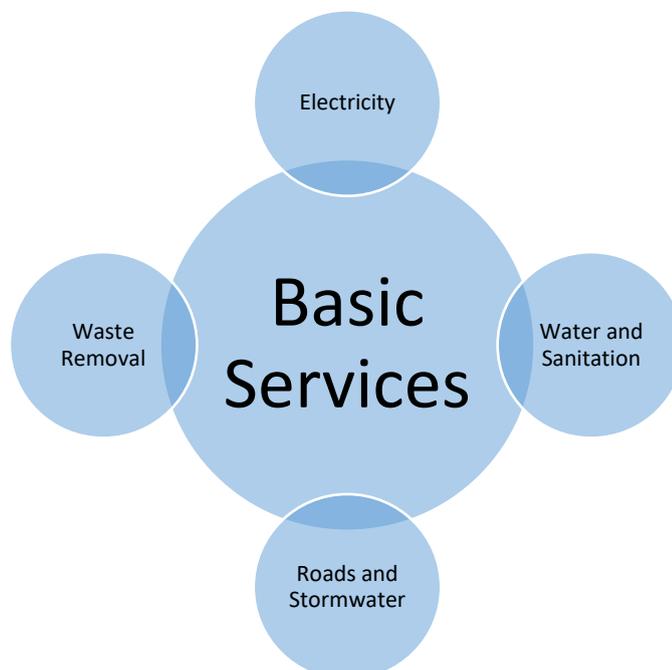
9.36. INCOME INEQUALITY

Similar to SA, high income inequality is a concern – only 7 municipal areas experienced an improvement between 2011 and 2015. % of income by bottom 40%- (2011) - 9.6% (2015) - 9.7%.

9.37. BASIC SERVICE DELIVERY

The following key performance areas have been defined for the provision of basic services.

Figure 51: Provision of basic services Key Performance Area:



9.37.1. WATER AND SANITATION

Mkhondo municipality have 83% direct access to portable and reticulated water either in-house or on site. The remaining 17% of the population obtain water from streams, rivers and boreholes. The municipality took an initiative to reticulate water to all its villages through internal funding and utilisation of the plumbers trained through MRTT, PHEZUKOMKHONDO and internal Plumbers; however, it is still a challenge for the municipality to provide access to portable water for all its residents due to financial constraints. The municipality is in a process of addressing the water provision backlog and sanitation services backlog in order to prevent environmental and health risks. Currently the municipality is abstracting 30%, which is above the licensed amount and are currently installing bulk water meters to quantify the approximate water consumption before the final application is made to Department of Water and Sanitation.

Table 47: Sources of water access:

2011		2016	
Inside dwelling	11 556	Inside dwelling	11 556
Inside the yard	10 371	Inside the yard	10 371
Access point outside the yard	7 467	Access point outside the yard	7 467
No access to piped water	8 039	No access to piped water	8 039

Source: Stats SA

Sanitation services differ substantially throughout the area. Most of the newer urban areas have access to full sanitation (56%) e.g. eMkhondo, eThandakukhanya and Amsterdam ext 2 and 3, while the older urban areas still rely on septic tanks. A large percentage of the population (41%) (Urban and rural) in the municipal area still rely on pit latrines (VIP Toilets), while 18% have no access to sanitation in their households. The latter figures indicate possible environmental pollution problems and increased health risks. It is clear that sanitation services still need to be upgraded in other wards excluding ward 7 and ward 12 which has 100% sanitation. The municipality has upgraded the Mkhondo WWTW from 4ML/d to 10ML/d to cater for the ever growing households and to improve on the quality of the effluent and Green Drop status as per legislative requirement.

Table 48: Forms of Sanitation Services:

No	Form	2011	2016
1	Pit Latrine toilet with/without ventilation	13 961	17 168
2	Flush toilet connected to sewerage system/septic tank/ Conservancy tank	15 763	20 333
Total		29 724	37 01

Internal sector documents including water safety plan, wastewater risk abatement plan, operations and maintenance plans were drafted and approved by council. Bylaws are also approved and ready for gazetting. We are currently working with MISA on reviewing water conservation water demand management strategy. There is a plan for developing water and sanitation master plan but it is unfunded.

9.37.2. ELECTRICITY

Slightly over 72% of households in urban areas obtain electricity from the MLM; the remainder of 29% of the urban areas rely on candles for lighting and paraffin, gas and other sources for energy. ESKOM supplies electricity to the rural areas. The municipal areas with the largest concentrations of service backlogs are recorded around eMkhondo/ Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

The main sub station's capacity is 20MVA and currently we operating at 18MVA in summer and 22 MVA in winter, development is affected as we cannot connect new sites including business. We are presently planning for the upgrade of our main substation to 40 MVA and Department of Energy approved funding for pre engineering for the upgrade. Challenges affecting us include the CPA Policy, Land Owners, Private Lands Municipal Allocation, informal settlement and limited industrial expansions.

Table 49: Provision of electricity Services:

ELECTRICITY	2011	2016
Number of householdnot connected	12 315	9 018
Share of total Householsd	32.9%	19.8%

Data sources: Community survey 2018

There is a council approved operations and maintenance plan for electricity. There is a plan for developing electricity I master plan but it is unfunded.

9.37.3. ROADS AND MAINTANANCE

The state of our roads is partially in an unacceptable condition, projects to upgrade the roads in town has begun as the mark street has been paved, tarred roads are deteriorating and not in a ride able state. Gravel roads (Potholes, crocodile skin) need continuous blading and watering. The Municipality, District municipality and provincial department have engaged to address the state of roads. Rural roads will be re-gravelled continuously as planned.

There is a council approved operations and maintenance plan available. The plan has been revised recently with an estimated budget of R25m each year for the next 5 years to repair, reseal and regravell. There is a plan for developing roads and storm water master plan but it is unfunded.

9.37.4. WASTE MANAGEMENT

The department of community services ensures that waste services is being rendered to the community of Mkhondo, ensuring that waste is collected on household once per week in a section, the CBD is cleaned daily during the day and at night, refuse mass containers are placed and collected from business and strategic places within the municipal area and also ensuring that the landfill site is being operated according to the minimum requirement standards.

There are however areas within the municipality that have no access to the service yet, plans are there to

address this challenge.

Table 50: Provision of Waste Services:

Type	2011	2016
Removed by local authority	14 453	30 757
No rubbish disposal	6 866	7121
Total	21 319	37 78

9.37.5. SPATIAL PLANNING

Figure 52: Spatial Planning Key Performance Areas:



The key performance area for spatial planning and rationale is land use management. Land use management covers the following areas:

Table 51: Land use management coverage areas:

No	Land Use Management
1.	Establishment of cemeteries
2.	Town planning
3.	Building inspection
4.	Illegal land use inspection
5.	Townships established

9.37.6. HEALTH AND SOCIAL DEVELOPMENT

There are several primary schools distributed widely throughout the area. These are not only centred in the urban areas, but generally also cover the rural areas, which is appropriate given the high percentage of rural based people residing in the Mkhondo area.

There are 15 secondary schools in the municipal area which are located and scattered across the wards, however as the population grows the need for more arises. There is also a Mondi Science and Career Guidance centre which assists in career guidance and youth development for the community of Mkhondo at large.

There is one public hospital and private hospital in the municipal area which are located in eMkhondo. In addition, there are 10 other health facilities which are mainly clinics. Of these, three of the facilities are located in eMkhondo and the other seven are distributed in the area. There are two Alcohol and Drugs Rehabilitation centres, two old age homes, centre for people with disability and two children's home. There is a need for more health facilities in the area to achieve easier access to basic health and family planning services – especially in the rural areas. There are also four police stations and three post offices in the Mkhondo municipal area.

MKHONDO HEALTH INDICATORS AND PERFORMANCE

INDICATOR	BASELINE 2014/15	2017/18
HIV 1 st test positive (as proportion of 15 – 49 years population)	18.1%	7.8%
Total clients remain on ART	14 669	19 558
Infant PCR test positive around 10 weeks	-	0.5
Immunisation coverage < 1 year rate	67.1	79.7
Neonatal mortality in facility rate per 1 000 live births	11.3	25.5
Maternal mortality rate per 100 000 live births	58.1	81.2
Death in facility under 5 years	10.2	9.6

GENDER BASE VIOLENCE

The rate of the scourge of GBV in the municipality is very high and it increases at an alarming rate.

The most prominent GBV is with regard to GBV on farm workers. The disadvantaged men and women are sexually, emotionally and physically abused by either the employer, her family or even from co-workers. There is also a rape culture in families and communities, the sad part is that rape victims are ashamed of reporting such crimes.

In conclusion GBV rises at an alarming rate.

The Municipality in collaboration with the local Department of Social Development and other NGOs, including "You Are Not Alone (YANA) foundation" have initiated various programs (in various communities) aimed at creating awareness, breaking the silence and informing, as far as GBV is concerned.

There is a quarterly seating discussing such programs by all the above mentioned stakeholders, for the 2020/2021 financial year, the below mentioned activities will be conducted:-

1. Virtual GBV awareness meetings with live Facebook presence; the program will be hosted during the second quarter and the third quarter. It shall receive inputs from DSD, DoW, DoJ &CD, SAPS and NGOs that deal with GBV.
2. Community micro awareness programs (in line with Covid 19 regulations), including but not limited to GBV dialogue. It shall receive inputs from DSD, DoW, DoJ &CD, SAPS and NGOs that deal with GBV. The program shall be hosted twice, during the first quarter and the fourth quarter.
3. There shall be ongoing support sessions for survivors of GBV which shall be facilitated in collaboration with the DSD and the NGOs

9.37.7. Disaster Management

The Disaster Management Act, Act No 57 of 2002 stipulates that Disaster Management Centres be established at National, Provincial and Local government levels. The Act also requires that an integrated and coordinated Disaster Management Policy Framework and other Disaster Management Plans, focusing on the prevention and reduction of the risks of Disasters, mitigating of the severity of disasters, emergency preparedness, rapid and effective response to Disasters and post-disaster recovery, be put in place by all three spheres of government.

Mkhondo Local Municipality, due to the location, topography and the nature of the surrounding environment, it is considered potentially vulnerable to the following disasters:

Figure 53: Disaster threats:



The Mkhondo disaster management plan therefore emphasizes the following aims and objectives:

Table 52: Disaster Management plan objectives:

No	Objectives
1	Preventing or reducing the risk of potential disasters in the Mkhondo Local Municipality (MLM)
2	Mitigating the impact and consequences of disasters on the infrastructure, environment and people of MLM
3	Complete emergency preparedness in both pre- and post-disaster situations
4	Ensure an integrated, multi-sectorial response to any form of disaster in a reliable, rapid and effective manner
5	Ensure comprehensive post-disaster recovery, rehabilitation and reconstruction

This new planning dispensation has indeed majorly impacted not planning only but society as a whole. The role of planners and other key role players is more important. Hence profession is more relevant. More work and opportunities for planners; new skills and competencies required and new challenges to cope with. This raises new research opportunities and opportunities to refine processes within the institution and the municipal space as a whole. Lack of strategic focus, cumbersome process, poor implementation and lack of integration and poor developmental focus and attitude are hindrances towards the successful implementation of an integrated development plan.

Principles of a developmental state as outlined in the White Paper on Local Government, 1998:

DISASTER RISK ASSESMENT

The objective of KPA 2 is to establish a uniform approach to assessing and monitoring disaster risk that will inform disaster risk management planning and disaster risk reduction undertaken by organs of state and other role players. This KPA addresses the need for conducting ongoing disaster risk assessments and monitoring to inform disaster risk management planning and priority setting, guide disaster risk reduction efforts and monitor effectiveness of such efforts. It also outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within the all spheres of government.

In a generic sense, the following physical hazards where found to pose the highest risks;

Hazard	Element at risk	Effects
Floods/Severe Storm or Rainfall	Low laying areas in the municipal area Communities building houses near river banks	Loss of life Loss of property and livestock Damage to infrastructure Leaking of sewerage, etc. Disruption of economic and social activities Lack of potable water Spreading of diseases
Fires (Veldt/Structural)	Farming areas Corporate area eg. Mondi, Sappi as well as the Municipality itself Industrial Areas	Loss of life Loss of property and livestock Damage to infrastructure Disruption of economic and social activities Loss of grazing land Severe injury
Drought	Communities living in farming areas, animals	Loss of life Loss of livestock Damage to infrastructure Spreading of diseases Lack of food, Lack of potable water
Fires in built-up areas	Populated informal settlements and shops in CBD	Loss of life Loss of property and livestock Damage to infrastructure

Hazard	Element at risk	Effects
Transportation Accidents: - Rail - Air - Road	Roads around Mkhondo Municipality are used by coal trucks, Dangerous goods vehicles and normal vehicles and are also linking to other provinces	Loss of life Serious injuries Damage to infrastructure Spillage of hazardous substances
Spillage of hazardous and toxic substances	Mkhondo Municipality communities through mines and sewages	Pollution Health risks Loss of biodiversity, Loss of life
Diseases	Mkhondo communities	Health risks, Loss of life Loss of livestock
Unrest Mass Events	Mkhondo community	Loss of life Loss of property and livestock Damage to infrastructure
Epidemics	Communities	Loss of Life Loss of employment due to absenteeism
Major infrastructure failure	Communities	Loss of electrical power causing lack of heating, refrigeration Loss of communication

Communities in informal settlements are the most vulnerable to many of these physical risks, but proximity to certain installations or hazards also exposes other communities to risk. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning.

DISASTER RISK REDUCTION

- Objective of this KPA is to ensure all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programs in accordance with approved frameworks.
- It gives particular attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into ongoing programs and initiatives.

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
Floods/Severe storm or rainfall	Low laying areas in Municipal area Communities building houses near river banks	Loss of life Loss of homes Loss of stocks Increase risk of disease	Evacuate people if flooding occurs to	Educate people not to build near flood line	RDP houses to be build for people removed from flood area e.g. Dirkiesdorp Prevent illegal occupation of land in low laying areas Ensure that townships are established outside 1:50 year flood line Plan open spaces along rivers and	Provincial Government District Municipality Local Municipality

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
					water courses	
Fires (Veldt/Structural)	Farming areas Industrial Areas	Loss of life Loss of homes Loss of stocks Loss of grazing land Severe injury	Awareness campaigns for children as well as adults Firebrakes	Training volunteers to be able to perform certain duties while emergency personnel are en route to call Establish Sub Fire Stations at Amsterdam and Driefontein for quick response	To have people available to help where needed Provide Skid units and maintain them	Provincial Government District Municipality Local Municipality
Drought	Communities living in farming areas Animals	Loss of life Loss of livestock Increase of diseases	Storage of portable water	Improved farming practise	Irrigation scheme	Provincial Government District Municipality Local Municipality
Fires in built-up areas and in informal settlements	Populated informal settlements and shops in CBD's	Loss of life Loss of property and livestock Damage to infrastructure	Fire hydrants Awareness campaigns Building Inspections regarding complying to the requirements of	Density control measures	Fire walls between buildings	Provincial Government District Municipality Local Municipality

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
			the law and local Fire Department			
Transportation Accidents: - Rail - Air - Road	Roads around Mkhondo are used by coal trucks, hazardous vehicles and normal vehicles and are also linking to other provinces	Loss of life Serious injuries Damage to infrastructure Spillage of hazardous substances	Regular maintenance of transportation infrastructure Law Enforcement on un roadworthy vehicles	Improved road conditions Have relevant equipment and personnel to deal with the accidents	Building of new bigger roads to relief traffic congestions	Provincial Government District Municipality Local Municipality
Spillage of hazardous substances and raw sewage	Communities around Mkhondo	Pollution Health risks Loss of biodiversity, Loss of life	Lower driving speed by vehicles carrying hazardous substances	Emergency response plan that include relevant equipment and personnel	Good maintenance of sewage and water treatment plant or infrastructure	Provincial Government District Municipality Local Municipality
Diseases	Mkhondo and the neighbouring communities	Health risks, Loss of life Loss of livestock	Awareness Campaigns	Continues health public	More clinics in rural areas	Provincial Government District Municipality Local Municipality
Unrest	Communities around Mkhondo	Loss of life Loss of property and livestock Damage to infrastructure	Emergency response plans with SAPS & SANDF	Providing efficient services to the community at large	Providing efficient community at large	Provincial Government District Municipality Local Municipality SAPS SANDF
		Loss of life	Contingency	None	None	Provincial Government

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
Mass Events	Mkhondo community	Loss of property and livestock Damage to infrastructure	plan for that event with relevant safety stakeholders Emergency Response plan			District Municipality Local Municipality Event Organiser
Epidemics	Communities	Loss of Life Loss of employment due to absenteeism	Awareness Campaigns			Provincial Government District Municipality Local Municipality
COVID-19	Communities	Loss of lives Loss of employment= Depression	Abiding to the Regulations,	isolation/ quarantine	infrastructure	National, Provincial and Local Governement
Major infrastructure failure	Communities	Loss of electrical power causing lack of heating, refrigeration Loss of communication	Maintenance of power supply systems	Upgrading of power supply systems	Building of larger sub stations	Provincial Government District Municipality Local Municipality
Crime	Communities	Loss of Life Loss/Damage of property	To have constant Operations e.g. roadblocks	Increase visible policing	Improving Justice system to keep criminals out of society	SAPS SANDF Department of Justice Department of Correctional Services

1.1 RESPONSE AND RECOVERY

The objective of this KPA is to ensure effective response and appropriate disaster response and recovery.

The Act requires an integrated and coordinated policy that focuses on rapid and effective response to disasters and post-disaster recovery and rehabilitation. When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles and responsibilities and the procedures to be followed. This KPA requires from the Municipality:

- To ensure that planning for disaster response and recovery as well as for rehabilitation and reconstruction is consolidated.
- Section 16 and 25 of the Public Finance Management Act 1999, which provides for the release of funds by the way of direct charge against the National and Provincial Revenue Funds in the case of emergencies for which funds were not budgeted.

2. FUNDING

The Municipality does not have funds set aside for response and rehabilitation, which can be used whenever they are required. However, the municipality has stockpiles of blankets which are distributed to disaster victims when there are minor events. When a severe disaster strikes, the municipal council will assign the responsibility for repairing or replacing of such infrastructure to the affected departments. The finance department will play a huge role in allocating necessary funds for disaster management activities.

The municipality has a responsibility of funding its own disaster management activities in the area. It is only when a municipality cannot cope with the disaster can it request financial assistance from the district. Funding from province would be provided when the district has exhausted its funds. The national centre will only assist when the province has depleted its funds. External donors will also be approached to assist if there are disasters. These arrangements can be made prior to disasters. The covid-19 has wreaked havoc as it was not planned or budgeted for, now that it is here it is important for the Municipality to set sides aside to deal with the impact of this pandemic. The municipality has in the meantime sanitizing/disinfecting public areas that are a potential high risks for the spread of the virus.

3. CAPACITY

The municipality is putting strong emphasis on prevention, mitigation and preparedness for disasters. The objective is to address and reduce risks. In terms of the Capacity, the municipality does not have adequate capacity and necessary technical equipment to conduct disaster management activities such as: risk assessment, public awareness campaigns, response and establishing information management system. It is recommended that the disaster management capacity should be strengthened in the municipality. Basically, the municipality has to find alternative creative and collaborative ways to obtain funding it needs to fully implement the disaster management plan.

RESPONSE AND RECOVERY (KPA4)

CONTINGENCY PLAN	Yes	
ACTIVITY	Awareness Campaigns	Sanitization of public areas
RESOURCES	Limited	Limited
RELIEF SUPPLIERS DATA	Limited	
RESPONSIBILITY	Local Municipality	Local Municipality
FUNDING	None	None from own funding. However recommendations are made to have separate fund to deal with the virus
STANDARD OPERATING PROCEDURES	None	Draft

4. CONCLUSION

There should always be coordination between all disaster management role players in order to achieve disaster management goals effectively and efficiently. The disaster management plan includes all the aspects of disaster management continuum. It is expected that a plan will improve the proactive and reactive disaster management activities, especially in vulnerable areas. The municipality experience shortage in funding for conducting disaster management functions. It thus requires financial assistance.

Table 53: White paper principles:

No	White Paper
1	Developmental Focus
2	Democracy
3	Job creation
4	Provision of services to the poor and areas where they are needed the most
5	Social focus
6	Public Participation
7	Good leadership
8	Redistribution of wealth
9	Networking
10	Public-private investment
11	Intergovernmental relations
12	Compete in global networks
13	Sustainable development

CHAPTER 10:

ANNEXURE A: FIVE YEAR ACHIEVEMENTS

ANNEXURE B: Unfunded Projects

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
1.	Construction of offices for Mkhondo Municipality to address lack of office space	R 20 000 000	Funding still needs to be sourced
2.	Purchase of Teammate Audit Management System which consists of the following: <ul style="list-style-type: none"> • Audit planning and risk assessment • Working paper preparation feature • Working paper review feature • Automated reporting features 	R 60 000	Funding still needs to be sourced
3.	Construction of a transfer station in Driefontien. This station will also cater for Dierkiesdorp, Kwangema and the surrounding areas	R30 000 000.00	Funding still needs to be sourced
4.	Construction of another test yard to optimize the currently services that are being provided by the municipality	R7 000 000.00	Funding still needs to be sourced
5.	Construction of the best model registration authority	R1 000 000.00	Funding still needs to be sourced
6.	Establishment of recreational park to ensure that recreational areas that are properly done are available for communities to use (Emagadeni: phase 2)	R2 000 000.00	Funding still needs to be sourced
7.	Purchase/construction of accommodation for a Business Advisory Centre, in order to enable SEDA to provide advisory services for SMMEs and cooperatives within Mkhondo Municipality	R3 000 000.00	Funding still needs to be sourced

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
16.	Water Reticulation Iswepe for 500 RDP houses	R 1 495 000	Funding still needs to be sourced
17.	Water Bulk line Driefontein	R 2 500 000	Funding still needs to be sourced
20.	Amsterdam Substation	R15 000 000	Funding still needs to be sourced
21.	Piet Retief substation	R30 000 000	Funding still needs to be sourced
22.	Upgrading of ageing cables	R25 000 000	Funding still needs to be sourced
23.	Land Fill site in Amsterdam (Transfer Station)	R 7 000 000	Funding still needs to be sourced
24.	Heavy Duty Bypass	R2 000 000	Funding still needs to be sourced
25.	CBD surface road maintenance	R15 000 000	Funding still needs to be sourced
27.	Establishment of Bio-diesel plant	R20 000 000.00	Funding still needs to be sourced
28.	Drilling of 226 boreholes across rural wards	R 2 000 000	Funding still needs to be sourced
29.	ICT Upgrade	R 1 000 000	Funding still needs to be sourced
30.	Demand site analysis/ Audit to increase revenue	R1 500 000.00	Funding still needs to be sourced
Proposed Forest View Projects			
	Access to Water		
1.	Water: Rising main extension	R153, 000	Funding still needs to be sourced
2.	Water: Pump station upgrade	R50, 000	Funding still needs to be sourced

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
3.	Access to Sanitation		
3.1	New outfall sewer 5Km plus upgrade of Ezinkonjaneni pump	R880, 000	Funding still needs to be sourced
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line from Luneburg station	R315, 000	Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads	R228, 456	Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design	R720, 000	Funding still needs to be sourced
Proposed Watersmead Projects			
	Access to Water		
1.	Water: Rising main extension		Funding still needs to be sourced
2.	Water: Pump station upgrade		Funding still needs to be sourced
3.	Access to Sanitation		
4.	Access to Electricity		
4.1	Electricity: 11kv overhead line station		Funding still needs to be sourced
5	Access to Municipal Roads		
5.1	Taxi collector Roads		Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design		Funding still needs to be sourced