

MKHONDO LOCAL MUNICIPALITY

IDP 2022 - 2027



INTEGRATED DEVELOPMENT PLAN 2022 – 2027

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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	TRANSSVAAL WATTLE GROWERS CO-OPERATIVE LIMITED
UN	UNITED NATIONS
WSA	WATER SERVICES AUTHORITIES
WSDP	WATER SERVICES DEVELOPMENT PLAN

FOREWORD OF THE EXECUTIVE MAYOR



As a legislated requirement of the Municipal Systems Act, 32 of 2000, all municipalities are obligated to develop a five (5) year Integrated Development Plan (IDP), and to review it annually. It is on this background that it pleases me, as the Executive Mayor of the Mkhondo Local Municipality, to present to all interested stakeholders and parties, the Integrated Development Plan of the Mkhondo Local Municipality for the 2022-2027 period.

On the 23rd of November 2021, a new administration was elected and sworn-into the Mkhondo Local Municipality Council, following the 2021 Local Government Elections. This saw the historic election of a multi-party government, comprising of different political parties and independent candidate councillors. This, being previously uncharted territory in the annals of our young local government democracy in Mkhondo, is indeed a new dawn in the history of our municipality, where we have multi-party co-operation across the political divide and spectrum. In as much as we may all be coming from different political backgrounds and represent contrasting ideologies and constituencies, we fully recognize and acknowledge our common responsibility to the community, as duly-elected public representatives, which is, primarily, to serve the fundamental interests of the people and community of Mkhondo Local Municipality. It is through such progressive and strategic collaboration between Councillors and their respective caucuses that I genuinely believe that a meaningful and sustainable difference can be effectively made in the lives of the people, and socio-economic conditions, of Mkhondo.

The 2022-2027 Integrated Development Plan has been developed following the extensive consultation with our communities and the various stakeholders existing within the jurisdiction and borders of the Mkhondo Local Municipality, and was developed within the confines of an approved IDP Process Plan in order to ensure that communities and key stakeholders are part of the planning and decision-making processes. I am, therefore, proud to say that even though we are a vast and rural-based municipality, we were, as the Municipal Council working uniformly with municipal officials, able to facilitate and conduct successful ward-based community and stakeholder consultative meetings across the length and breadth of all nineteen (19) wards demarcated in Mkhondo, in order to ensure that the 2022-2027 Integrated Development Plan is, in the main, informed by the needs and developmental aspirations of the broader community of Mkhondo.

We acknowledge, as this administration, the socio-economic challenges that continue to prevail in our municipality in general and our immediate communities in particular, and are committed, as Council, to ensuring that we create a viable, enabling and accessible environment for sustainable socio-economic investment, development and growth which promotes the creation of jobs and a better life for our people.

Poverty, unemployment, and inequality remain an enemy in the struggle for the total liberation of our people, who are, in the main, young, black and African in particular. It is, therefore, on this background that we encourage and promote the consolidated and concerted collective efforts of all relevant stakeholders, including government and the private sector, in advancing the universal fight against these triple-challenges which continue to be a dangerous threat to the gains made, thus far, in our relatively young democracy. It is against this backdrop, that we support the District Developmental Model, which is, as was presented by President Cyril Ramaphosa in his 2019 SONA, “a new integrated district based approach to addressing our service delivery challenges (and) localized procurement and job creation that promotes and supports local businesses and communities”. This “One Plan”, as presented by the President, builds on the White Paper on Local Government (1998), which seeks to ensure that local government is capacitated and transformed to play a developmental role and is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives. This IDP also comes at the backdrop of challenging socio-economic conditions exasperated by the COVID-19 pandemic and the war in Ukraine, which have had a devastating impact on the global economy,

particularly hiking basic food and fuel prices to historically unprecedented heights, inherently heightening the cost of basic-living.

Infrastructure development, particularly in rural areas, continues to be lagging far behind where it should be, despite the gallant strides made by the previous administration in this regard, whom I would like to take this opportunity to commend for their notable efforts. However, water, sanitation, electricity and road networks, in rural areas, remains a fleeting illusion and we have the constitutional obligation, as elected public representatives, to redress this institutionalized result of apartheid spatial development, which surrendered the African to the barren hinterlands of the Bantustans and labour compounds where there was, and continues to be no, water, electricity or even accessible roads. Our local economy, together with its development, is highly dependent on efficient, sustainable and reliable infrastructure, which makes the issue of the state of our roads and that of electricity high-ranking priorities.

Young people are the cornerstone of the future that we envisage for Mkhondo, wherein we create an environment that is holistically conducive for their social, educational, psychological and economic growth and development. It is on this bases that I urge young people, through this 2022-2027 IDP, to fully participate in programs and initiatives designed to develop them and to use it as an active tool in advancing the youth agenda. Skills development and empowerment initiatives are critical elements in addressing issues of unemployment and job creation. We must, through strategic collaboration and planning, save our young people from the deep and dark waters of drug and substance abuse, crime, early pregnancy, depression and other social ills of the like, failing which, we would have failed the future of Mkhondo because young people are the future.

In closing, I wish to commend the Council, together with the officials of the municipality led by the Acting Municipal Manager, for their tireless and selfless work in ensuring that this IDP is made possible and encourage them to continue working even harder and in impenetrable unity, prioritizing and delivering quality services to OUR people, the beautifully diverse people of Mkhondo, across all racial, social and economic divides.

Only we can stand in the way of achieving that which we wish to achieve for Mkhondo. In the words of Mangaliso Sobukwe, as quoted by Benjamin Pogrand in his biography on the life of Sobukwe, "That is why we preach the doctrine of love, love for Africa. We can never do enough for Africa, nor can we love her enough. The more we do for her, the more we wish to do. And I am sure that I am speaking for the whole of young Africa when I say that we are prepared to work with any man who is fighting for the liberation of Africa, WITHIN OUR LIFETIME. ...REMEMBER AFRICA". As Sobukwe feels about Africa in this quote, so too do we feel about our beautiful Mkhondo, and will do all and everything necessary to see her blossom into her full bloom and amazing potential.

Thank you! S'yabonga!

Executive Mayor

Cllr M. Simelane

OVERVIEW BY THE MUNICIPAL MANAGER



The Mkhondo Local Municipality is compelled by legislation as is the case with all municipal councils, to develop and adopt a five (5) year Integrated Development Plan, which is reviewed annually to align with community needs of the time. This Integrated Development Plan serves as a compassing document, giving direction to the municipality's set objectives and service delivery priorities, and is given quantitative direction by the Service Delivery Budget Implementation Plan (SDBIP).

This 2022-2027 IDP is the product of extensive consultation with relevant stakeholders and public participation processes which ensured that the community play a central role in the decision making processes. This entailed holding stakeholder engagements and ward-based community meetings across all areas in Mkhondo.

Mkhondo Local Municipality, like many other rural-based municipalities across the country, is faced with overlapping challenges ranging from poverty, increasing unemployment, a strained local economy and other socio-economic obstacles. These challenges have been further aggravated by the COVID-19 pandemic and other global issues which have had a devastating impact on food and fuel prices.

We remain committed to providing quality infrastructure and delivering services that meet the needs and requirements of our people, particularly those who are residing in rural areas where we find the greatest backlog when it comes to issues of infrastructure development.

We continue to create strategic partnerships and collaborations with stakeholders from both the public and private sectors, which have historically proven to be instrumental in bringing development and empowerment closer to our people. Our relations with state agencies such as the National Youth Development Agency have assisted a great deal by supporting SMME's and local cooperatives through funding and other business support. We intend to strengthen strategic relations such as these in order to ensure that we extend the reach of these initiatives.

Through the 2022-2027 IDP, we intend to address issues related to the appalling state of our road network, which has been made worse by the destructive weather conditions that have had severe impact in rural areas, where households were hit the hardest.

We remain persistently committed, as municipal officials, to our mandated responsibility of ensuring that we set forth, through this IDP, a clear and comprehensive agenda that is representative of the needs and requirements of our communities.

In closing, I wish to express my sincerest gratitude to the Political leadership of the municipality for the continuous support that they have afforded us. I also wish to extend my appreciation to the broader community of Mkhondo Local Municipality employees for their tireless and selfless dedication of driving the Mkhondo quality service agenda.

I urge citizens of Mkhondo to play their part in bringing about the change and development that we envisage. The consistent payment of their rates and taxes is highly important in this regard.

Thank you,

Mr A.W Nkonyane

Acting Municipal Manager

CHAPTER 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

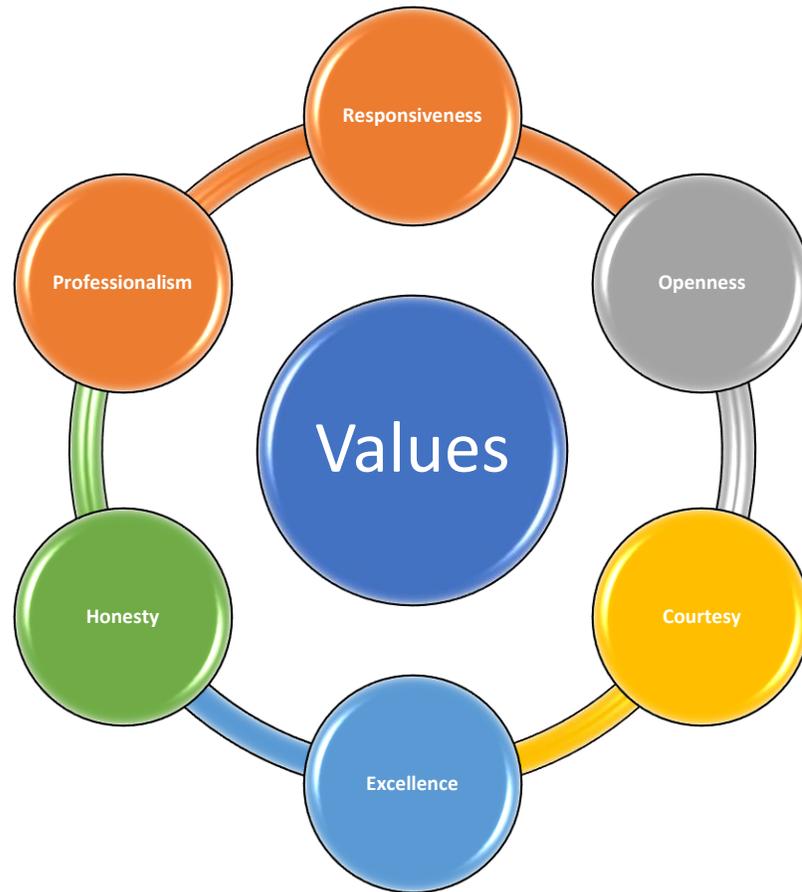
Openness

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 ± 300 km 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:

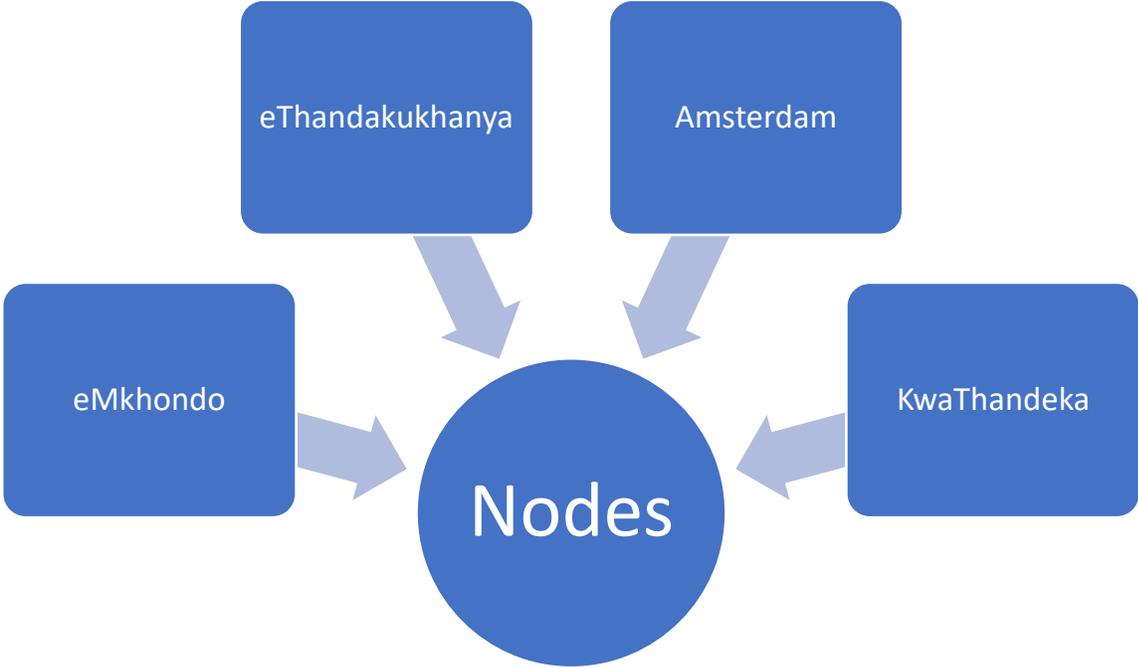
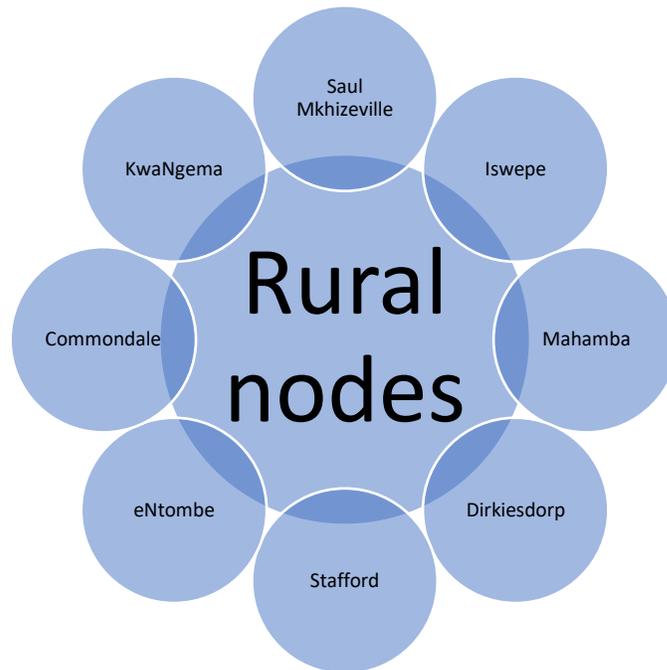


Figure 3: The Municipality includes the following rural nodes/settlements:



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

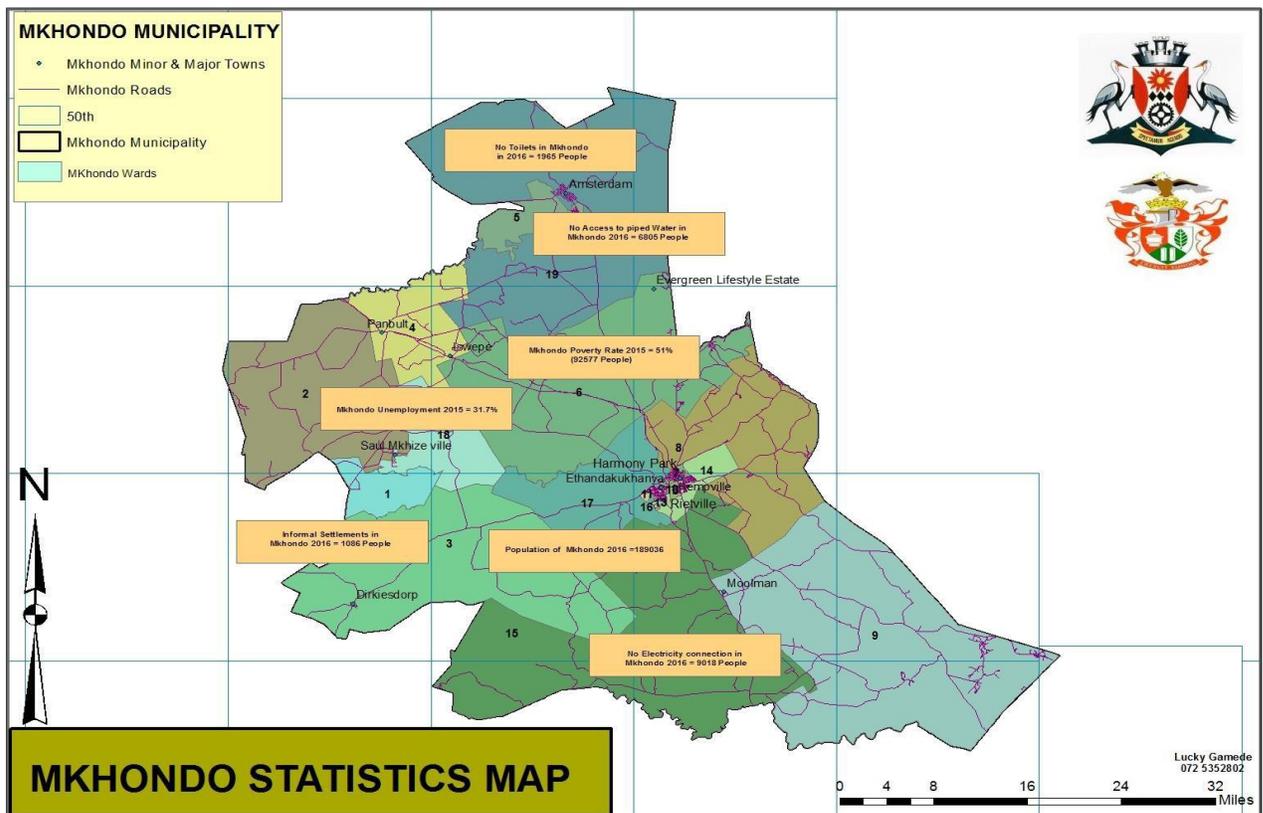
Mkhondo Local Municipality's population has increased from 171 982 in 2011 to 189 036 in 2016 and projected to be 205 422 in 2020. The population growth rate between 2011 and 2016 is 2.1% per annum. The number of people residing in 'urban' Mkhondo and 'rural' Mkhondo has remained the same between 2011 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 de- creased 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	Estimated 2021	Projected CSIR Green
Population	171 982	189 036	241 510	236 304
Number of Households	37 433	45 595	68 214	73 037
Households living in RDP House	10 342	11		
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)

1.5. 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.

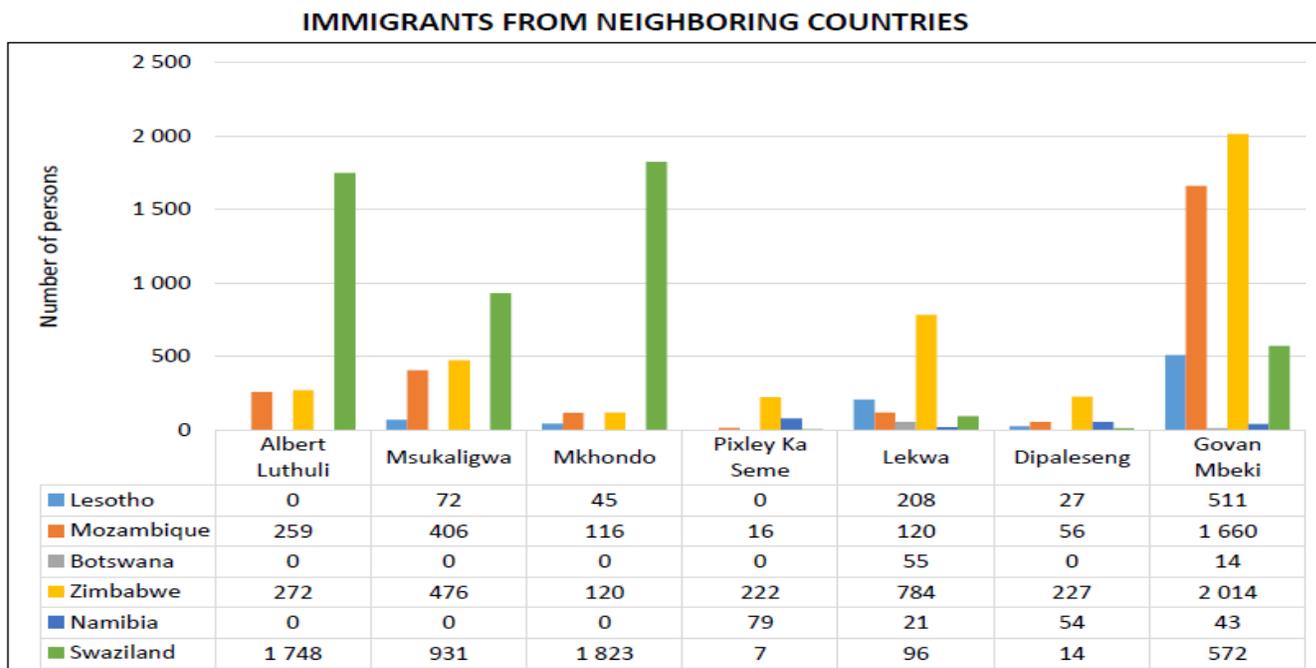
According to STATS SA 2016 most (92 693) people reside in urban areas and 96 343 people reside in rural areas. These figures have remained the same from 2011.

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, S)	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

Sources: STATS SA

Figure 5: 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).

1.6. 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

	2016		2011	
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 6: 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

1.7. RACIAL COMPOSITION

The population in Mkhondo Local Municipality is predominantly Black African. The Indian/Asian and White racial groups have seen a decline from 2001 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

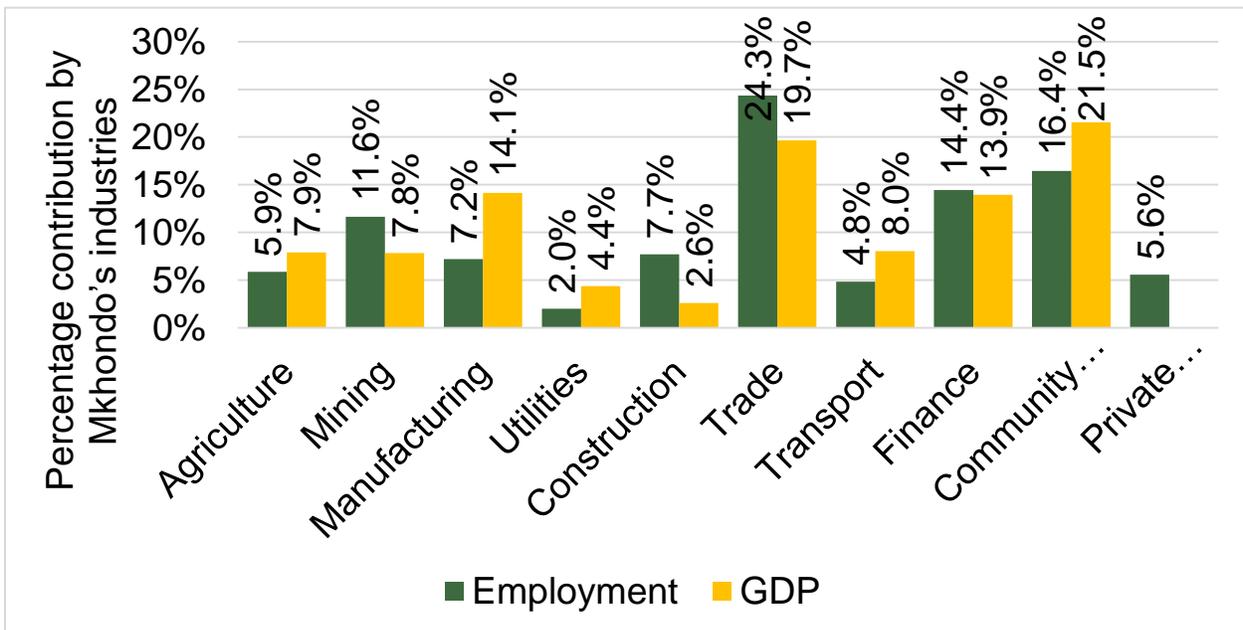
RACE	1996	2001	2011
Black African	91 554	136 523	162 322
Coloured	502	587	894
Indian/Asian	1063	773	1417
White	6750	5195	6447

Sources: STATS SA 2011

Development Gini Coefficient

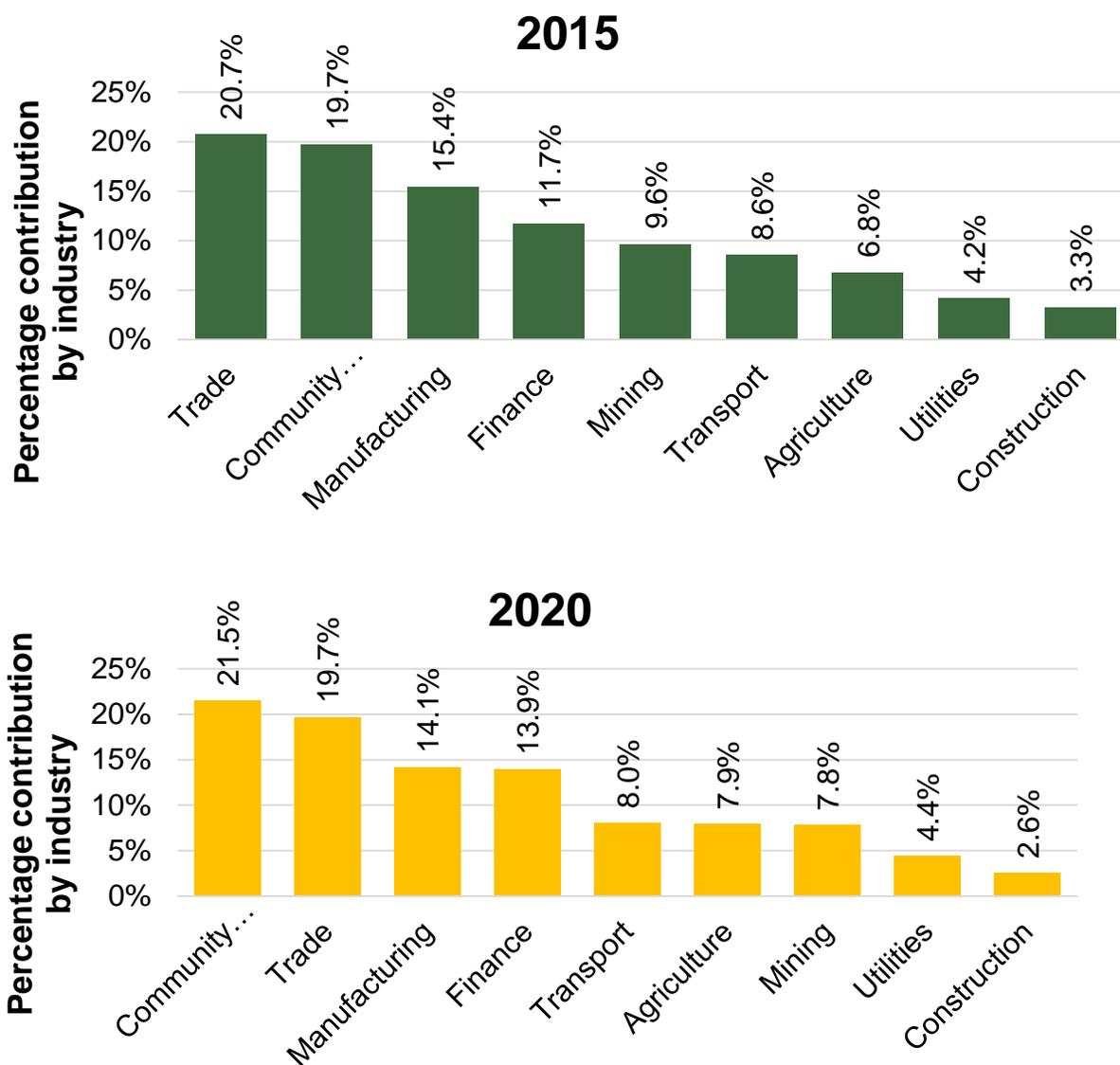
Mkhondo local Municipality's Gini coefficient has remained at 0.58 in 2011 and 2015 (Stats SA).

Economic Gross Domestic Product (GDP)



Data source: SERO 2021

Structure of Mkhondo's economy



Data source: SERO 2021

1.7. Mkhondo's economy

- Contribution to the Mpumalanga economy in 2020 was 2.5% – 8th smallest economy in the province. Contributed 9.4% to the district economy in 2020.
- Relatively large contributions to Gert Sibande's agriculture, trade, transport, community services and finance industries. The economic growth rate for Mkhondo was 2.4% p.a. over the period 1996 to 2020 – joint 3rd highest among local municipal areas. For the period 2015-2020 the economy contracted by 1.4% p.a. in line with the weak economic

climate in the country.

- Estimated contraction in 2020 of between -4% & -5% due to the COVID-19 lockdown. Construction, transport, manufacturing and trade (including tourism) were the worst affected industries.
- Estimated growth of 4% in 2021 from a low base.
- The estimated average annual GDP growth for Mkhondo between 2020 and 2025 is only 1.8% in line with national and provincial growth expectations.
- In 2020, community services, trade (including tourism), manufacturing and finance, were the largest industries in the local economy. Together, these four industries contributed two thirds to the local economy. The size of the economy in 2020 was estimated at approximately R9.9 billion in current prices.
- Comparative advantage in industries such as agriculture, trade and tourism.
- In 2015, tourism spend totalled R397.6 million or equal to 5.0% of the local GDP. In 2020, due to COVID-19 related factors, it decreased to only R145.1 million, which was equal to only 1.5% of the local GDP.

Economic contribution & growth

% contribution to Mpumalanga economy 2020	Average annual economic growth 1996-2020	Average annual economic growth 2015-2020	Average annual economic growth 2020-2025
2.5%	2.4%	-1.4%	1.8%

Data source: SERO 2021

Economic contribution per industries

Industry	Percentage
Agriculture	12.3%
Mining	3.8%
Manufacturing	7.7%
Utilities	6.9%
Construction	10.1%
Trade	14.3%
Transport	12.5%
Finance	11.0%
Community services	11.1%
Total	9.4%

Data source: SERO 2021

Estimated Mkhondo economic growth per industry, 2020

Industry	Estimated economic growth in 2020
Agriculture	12.6%
Mining	-4.6%
Manufacturing	-10.1%
Utilities	-4.1%
Construction	-17.1%
Trade	-8.6%
Transport	-12.7%
Finance	3.9%
Community	1.5%
Total	Between -4% & -5%

Data source: SERO 2021

Tourism by local municipal area

Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
2015	2020	2015	2020
397.6	145.1	5.0%	1.5%

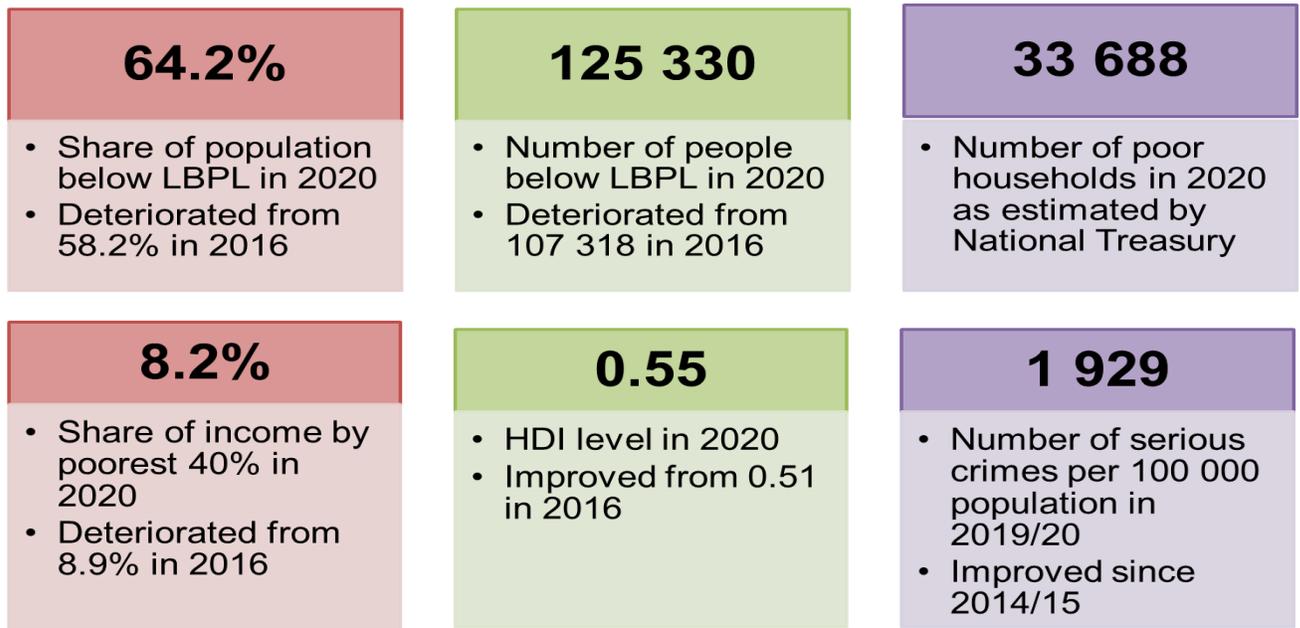
Data source: SERO 2021

1.8. Poverty, inequality, HDI & crime indicators in Mkhondo

- The share of population in Mkhondo below the lower bound poverty line (LBPL) deteriorated from 58.2% in 2016 to 64.2% in 2020.
- In 2020, Mkhondo's share of population below the LBPL was the 2nd highest (unfavourable) among the municipal areas.
- In 2020, the number of people below the LBPL was 125 330 – 8th highest number of the 17 municipal areas.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Mkhondo has 33 688 poor households – 50% of households.
- In 2020, Mkhondo's poorest 40% of households shared 8.2% of total income, which was lower/worse than the 8.9% share recorded in 2016.
- Mkhondo's share of income of the poorest 40% of households was the 6th least unequal, indicating that income inequality was not as severe within the area as in other areas in the province.
- Improved Human Development Index (HDI) from 0.51 in 2016 to 0.55 in 2020, but joint 2nd lowest in the province.

- Mkhondo ranked 6th lowest/best in terms of the 17 serious crimes reported and recorded an improvement between 2014/15 and 2019/20.

Poverty, inequality, HDI and crime indicators in Mkhondo



Data source: SERO 2021

1.9. POVERTY RATE

Table 8: Poverty rate

Local Municipal Area	% below LBPL 2011	% below LBPL 2014	% below LBPL 2015	% below LBPL
Mkhondo	50.5%	54.1%	55.2%	63.1%

INCOME INEQUALITY

Local Municipal Area	Share of income by poorest 40% of households		Share of income by poorest 40% of households	
	2011	2014	2015	2019
Mkhondo	9.8%	9.3%	9.3%	9.1%

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.

9: Unemployment rate 1996 vs 2001 vs 2011

Unemployment rate		Unemployment rate	
2011	2014	2015	2019
32.4%	30.2%	29.6%	32.3%

Sources: Community survey 2019

Youth (15-24 yr) unemployment rate per municipal area

Unemployment rate		Unemployment rate	
2011	2014	2015	2019
56.7%	57.5%	56.8%	62.3%

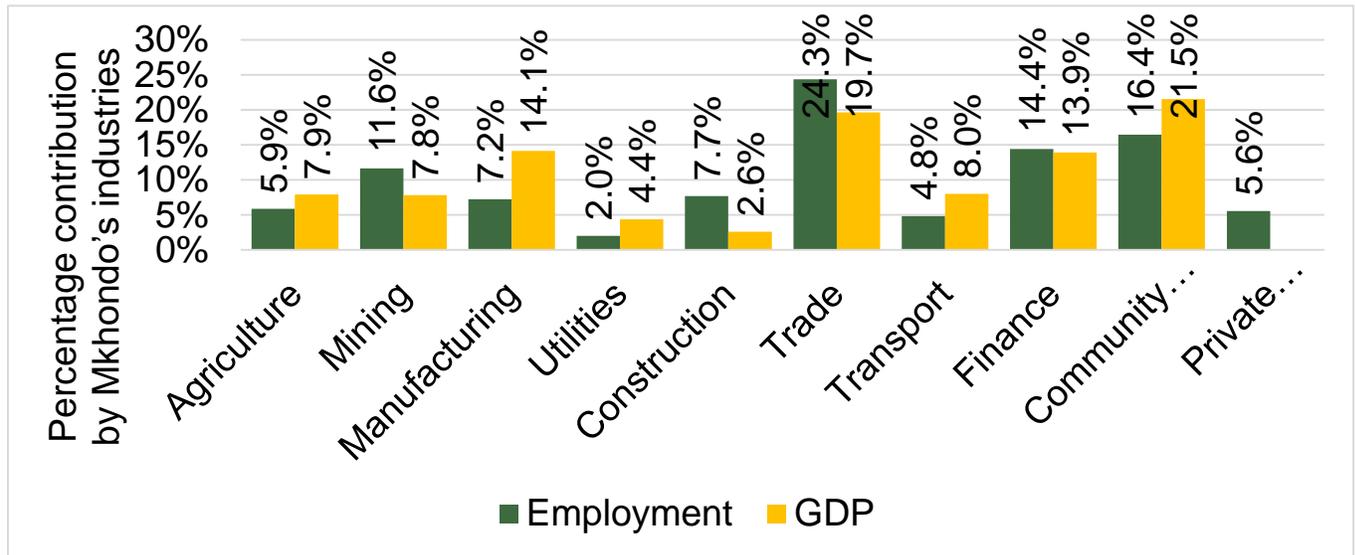
Impact of lockdown on labour force per municipal area

Unemployment rate			Number of unemployed	Number of job losses	
2019	2020 lockdown estimate – 2 scenario's		2019	2020 lockdown estimate – 2 scenario's	
	Slow	Long		Slow	Long
32.3%	38.6%	40.6%	20 075	3 980	5 258

Average annual employment growth per municipal area

Average annual employment growth 2011-2014	Average annual employment growth 2015-2019	Share of Mpumalanga's employed 2019
5.4%	2.1%	3.7%

1.10. Employment by industry in Mkhondo

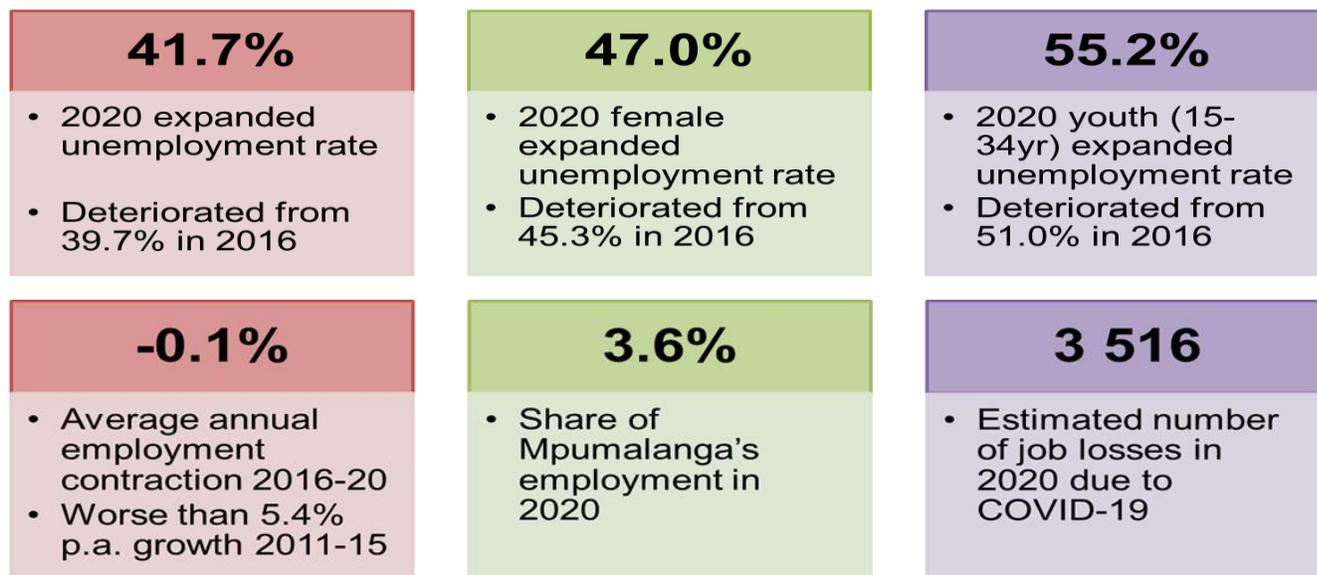


Data source: SERO 2021

1.11. Labour market in Mkhondo

- The expanded unemployment rate of Mkhondo was 41.7% in 2020, which was one of the higher unemployment rates in the province and relatively high in comparison with the 6% target by 2030 .
- In 2020, the expanded unemployment rate for females was 47.0% and that of males 36.6%.
- In 2020, the youth (15-34 yr) expanded unemployment rate was high at 55.2%.
- There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.
- Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Importance and relevance of the UMP and TVETs in this regard.
- In 2020, Mkhondo contributed 3.6% to total employment in the province.
- The job losses in 2020, due to the COVID-19 lockdown, was estimated at 3 516.
- Between 2016 & 2020 employment declined by 0.1% p.a. The average annual employment growth deteriorated compared with the 2011 to 2015 growth of 5.4% p.a.
- In the 4-year period between 2016 and 2020, Mkhondo lost 83 jobs, which, in part, portrays the devastation that COVID-19 brought to the labour market in 2020.
- In 2020, the largest employing industries in Mkhondo were trade (including tourism), community services, finance and mining.

Labour market indicators in Mkhondo



Data source: SERO 2021

1.12. EMPLOYMENT RATE

- The unemployment rate of Mkhondo was 29.6% in 2015 and increased to 32.3% in 2019.
- In 2019, Mkhondo's unemployment rate was the 8th highest among all the municipal areas of Mpumalanga.
- In 2019, the unemployment rate for females was 35.9% and that of males 28.9%.
- In 2019, the youth (15-24yr) unemployment rate was 62.3% - challenge with especially very high youth unemployment rate of females at 70.8%.
- The job loss estimates in 2020, due to the COVID-19 lockdown, are between 4 000 and 5 300 & the unemployment rate could increase to between 38.6% and 40.6%.
- 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.
- In 2019, 3.7% of Mpumalanga's employed worked in Mkhondo.
- Increase in employment level between 2015 & 2019, but at a relatively moderate rate of 2.1% p.a. Average annual employment growth declined/deteriorated when compared with the 2011 to 2014 rate of 5.4% p.a.
- On average around 1 000 new employment opportunities per annum in the 4-year period.
- The largest employing industries in Mkhondo were trade (including tourism), community services, finance and mining.

1.13. Education

Mkhondo's education indicators

- Mkhondo's grade 12 pass rate deteriorated from 70.9% in 2014 to 64.3% in 2021, which was the 4th lowest/worst of the municipal areas.
- Mkhondo's pass rate improved slightly between 2020 and 2021 by 0.8 percentage points.
- The area achieved an admission rate to university/degree studies of 28.8% in 2020. It improved slightly to 29.3% in 2021 – 6th lowest/worst in the province.
- There's a need for special interventions from DoE in Mkhondo. May be also Covid-related factors? Many of these learners who fail can become part of the unemployed youth.
- The challenge is to accommodate the educated young people in the area - inadequate economic opportunities.
- Provision of adequate educational & recreational infrastructure as well as skills development activities to meet the needs of the community.
- In 2020, the functional literacy rate (78.6%) was the 3rd lowest in the province, but showed an improving trend

Basic education data & performance per municipal area

Grade 12 Pass Rate			Admission to B degree studies
2014	2020	2021	2021
70.9%	63.5%	64.3%	29.3%

Data source: SERO 2021

Functional literacy rate per municipal area

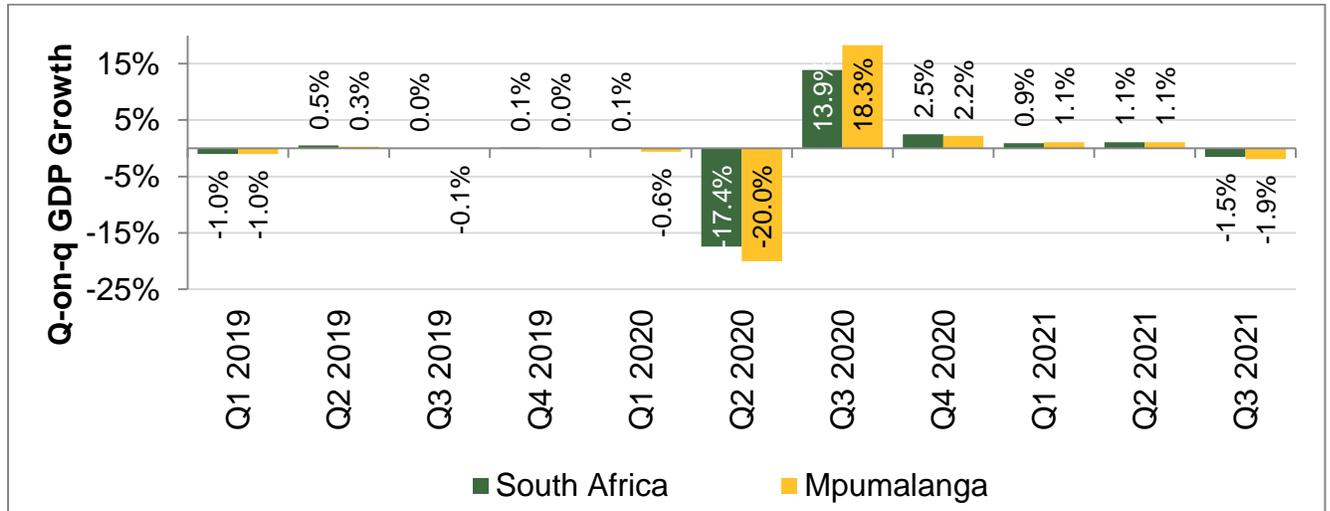
Age 15yr+ & completed gr 7 or higher		Age 15yr+ & completed gr 7 or higher	
2011	2015	2016	2020
70.4%	72.3%	73.0%	78.6%

Data source: SERO 2021

1.14. COVID-19 impact on the economy

- Prior to the COVID-19 outbreak, the economy of South Africa was already underperforming. Negative growth rate for all industries (including agriculture) in 2019, except for finance and community services.
- During Q2 2020, the South African economy contracted by 17.4% (seasonally adjusted) and the Mpumalanga economy by 20.7% (seasonally adjusted).
- With the easing of the lockdown, the national and provincial economies expanded again in Q3 2020 by 13.9% and 19.2%, respectively.

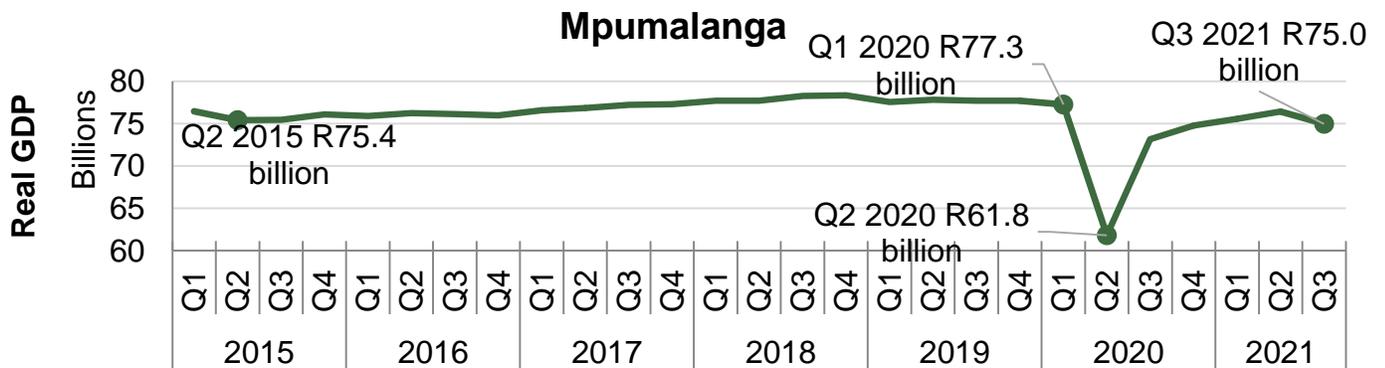
- The latest data release by Stats SA saw the national economy contract by 1.5% (q-on-q) and the Mpumalanga economy by 1.9% in Q3 2021.
- Despite the contraction in Q3, the Q3 GDP of SA was 3.0% higher than Q3 of 2020 & the GDP of MP was 2.5% higher than Q3 of 2020.



Data source: SERO 2021

COVID-19 impact on the economy

- The Mpumalanga economy contracted by 1.9% in Q3 of 2021. This was the first quarterly contraction since Q2 2020.
- Before the Q3 2021 contraction, the Mpumalanga economy registered four consecutive quarters of growth after the sudden drop in economic activity during Q2 2020.
- The contraction in Q2 2020 was so severe that the provincial economy in Q3 2021 was still 3.0% smaller than what it was in Q1 2020.
- In Q3 2021, the Mpumalanga economy was slightly smaller than what it was in Q2 2015.



1.15. Responding to the negative impact of COVID-19

On 15 October 2020, President Ramaphosa detailed the Economic Reconstruction & Recovery Plan (ERRP) in Parliament as our national response to the negative impact of COVID-19. The following is a summary of the ERRP

Broad Areas for Intervention	Priority Interventions	ERRP Targets
<ul style="list-style-type: none"> ▪ Planned ‘massive’ rollout of infrastructure across South Africa. ▪ Rapidly expand energy generation capacity. ▪ Drive for industrial growth; and ▪ Employment stimulus 	<ul style="list-style-type: none"> ▪ Infrastructure investment and delivery ▪ Sufficient, secure and reliable energy supply and Green Economy initiatives ▪ Growth through industrialisation, localisation and export promotion ▪ Employment stimulus ▪ Growth and recovery of tourism ▪ Agriculture and Food Security ▪ Gender and economic inclusion 	<ul style="list-style-type: none"> ▪ Unlock more than R1 trillion in infrastructure investment over the next 4 years. ▪ Sufficient, secure and reliable energy supply within two years. ▪ Reverse the decline of the local manufacturing sector and promote reindustrialization through deeper levels of localisation and export. ▪ Create and support over 800,000 work opportunities in the immediate term to respond to job losses. ▪ Resuscitate vulnerable sectors such as tourism, which have been hard hit by the pandemic. ▪ Reduce data costs for every South African and expand broadband access to low-income households.

Reminder of the objectives and priority areas of the MERRP

- The Mpumalanga Economic Reconstruction & Recovery Plan (MERRP) seeks to address the negative impact of COVID-19 on the provincial economy and livelihoods of the Mpumalanga citizens;
- The MERRP aims at re-igniting the provincial economy through focusing on the following seven priority interventions:
- Planned ‘massive’ rollout of infrastructure;

- Growth through industrialisation, localisation and export promotion - roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e. establishment of 3 Industrial Technology Parks, Nkomazi SEZ & Mpumalanga International Fresh Produce Market
- Sufficient, secure and reliable energy supply and Green Economy initiatives.
- Employment stimulus - i.e. increased access to funding for SMMEs and Cooperatives.
- Growth and recovery of tourism.
- Agriculture and Food Security - increase in agricultural production (i.e. Phezukomkhono Mlimi & Zonda Indlala).
- Gender and economic inclusion

Prioritised catalytic projects of the MERRP

Provincial government interventions	
<ul style="list-style-type: none"> • Rehabilitation of the Coal Haulage Network • Improvement of tourism road infrastructure • Mpumalanga International Fresh Produce Market • Upgrading of Moloto Road • Integrated Human Settlements • Disaster Relief Intervention • Establishment of the Nkomazi SEZ • Establishment of the Petrochemical Industrial Technology Park • Rejuvenation of Ekandustria • Growing the circular economy • Green cluster – Just Transition Programme • Social enterprise Development Programme • Food nutrition programme • EPWP • Siyatentela Roads Maintenance Programme • National Youth Service 	<ul style="list-style-type: none"> • Emerging Contractor Development Programme • Skills development through incubation • God’s Window Skywalk • Barberton Makhonjwa Mountains World Heritage Site • Railway Heritage Tourism Project • Phezukomhono Mlimi Crop Production • Livestock Development Programme • Zonda Indlala Horticulture Programme • Inclusive Agro-processing Industry & Market Access Programme • Release of state land for Agricultural Development Programme • District wide high impact projects • Employment stimulus and inclusion of women and youth • Private sector investment initiatives

1.16. Relevant economic initiatives & opportunities for Mkhondo

Importance and relevance of:

- The implementation of the Provincial Spatial Development Framework (SDF) by COGTA and Provincial LED strategy framework by DEDT.
- Roll-out of the DDM and close cooperation and collaboration with the District.
- Roll-out of the MERRP projects and links with Mkhondo economy.

Linking with economic interventions and comparative advantages in Gert Sibande:

- Enhancing the manufacturing sector in Gert Sibande through the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).
- Agriculture & agro-processing – crop & livestock. Forestry & furniture manufacturing, coal mining and electricity generation.

Economic opportunities in Mkhondo:

- Economic opportunities in agriculture, forestry, agro-processing/manufacturing and tourism – new investment by the private sector like PG Bison promised at the Investment Conference.
- Establishment of an agricultural park/hub as part of the MIFPM.
- Importance of an active and functional LED (Unit, Forum and strategy) to address the economic challenges of Mkhondo as Government and Business.
- Faster roll-out of basic services and municipal infrastructure necessary.
- Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs

1.17. Strategic development areas

1. **HIGH VIABILITY/** **HIGH**
POPULATION

City of Mbombela
Emalahleni
Steve Tshwete
Govan Mbeki

2. **HIGH VIABILITY/** **LOW**
POPULATION

Lekwa
Thaba Chweu
Msukaligwa
Victor Khanye
Emakhazeni

3. **LOW VIABILITY/** **HIGH**
POPULATION

Thembisile Hani
Bushbuckridge
Nkomazi

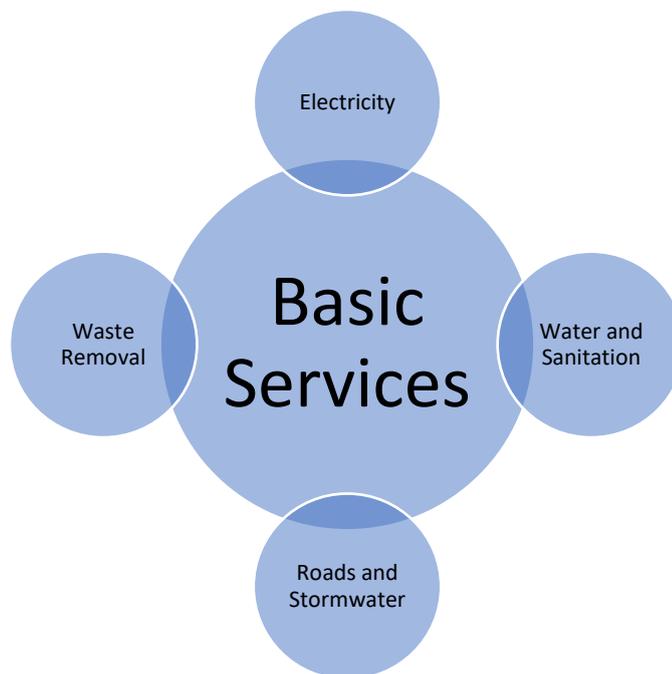
4. **LOW VIABILITY/** **LOW**
POPULATION

Dr JS Moroka
Mkhondo
Dr Pixley Ka Isaka Seme
Chief Albert Luthuli

1.8. BASIC SERVICE DELIVERY

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

Figure 7: Provision of basic services Key Performance Area:



Household services in Mkhondo

- Improvement of household services in Mkhondo between 2011 and 2016 according to the CS (Community Survey) of Stats SA – some challenges, however, remained in terms of access to piped water and electricity connections, as well as high flush/chemical toilet backlog numbers.
- Number of informal dwellings decreased slightly from 1 150 in 2011 to 1 086 in 2016 – 2.4% of households still in informal dwellings.
- In 2016, the number of households with access to piped water was 38 789 or 85.1% of households. This is higher/better than the percentage access in 2011 – improving trend, but, 6 805 or 14.9% of households still without access to piped water – 4th worst in the province.
- Between 2011 and 2016, the number of households without access to flush/chemical toilets increased/deteriorated. Only 21 312 households or 46.7% of households with access – 1 965 households without toilet facilities.
- The share of households connected to electricity improved to 80.2% in 2016, however, 9 018 households (19.8%) not connected to electricity at all – 2nd worst in the province.
- 2nd lowest/worst in the province with household services index (0.62) in 2019, improving trend between 2016 and 2019.
- Mkhondo ranks 11th in Mpumalanga in the Out of Order municipal rankings by News24 - 47/100

Household services performance of Mkhondo

Service delivery	Percentage
Households in informal dwellings	2.4%
Households without piped water	14.9%
Households without flush/chemical toilets	53.3%
Households without electricity connections	19.8%

Data source: SERO 2021

1.8.1. WATER AND SANITATION

In 2016 Mkhondo municipality have 85.1% direct access to portable and reticulated water either in-house or on site. The remaining 14.9% 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 10: 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

Piped water backlog number and share

Number of households without access*		Share of total households	
2011	2016	2011	2016
8 039	6 805	21.5%	14.9%

Data source: SERO 2021

Water supply per municipal area, 2019

Water supply share			Number of	
Inside the yard	<200m from yard	>200m from yard	Domestic units	Non-domestic units
73.4%	24.0%	2.6%	43 263	3 118

Data source: SERO 2021

Sanitation

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 11: 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

Number and share in toilet backlog

Number of households without toilets		Share of total households	
2011	2016	2011	2016
4 823	1 965	12.9%	4.3%

Data source: SERO 2021

Number and share – flush/chemical toilets backlog

Number of households without flush/chemical toilets		Share of total households	
2011	2016	2011	2016
20 812	24 283	55.6%	53.3%

Data source: SERO 2021

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.

1.8.2. 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 12: Provision of electricity Services:

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

Data sources: Community survey 2018

No electricity number and share

Number of households not connected*		Share of total households	
2011	2016	2011	2016
12 315	9 018	32.9%	19.8%

Data source: SERO 2021

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.

1.8.3. 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.

1.8.4. 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 13: 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

1.8.5. SPATIAL PLANNING

Figure 8: 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 14: 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

1.8.6. 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

1.8.7. 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

1.8.8. 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 9: Disaster threats:



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

Table 15: 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 were 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	Loss of life Loss of property and livestock

Hazard	Element at risk	Effects
	CBD	Damage to infrastructure
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	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

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.

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.

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

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.

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:

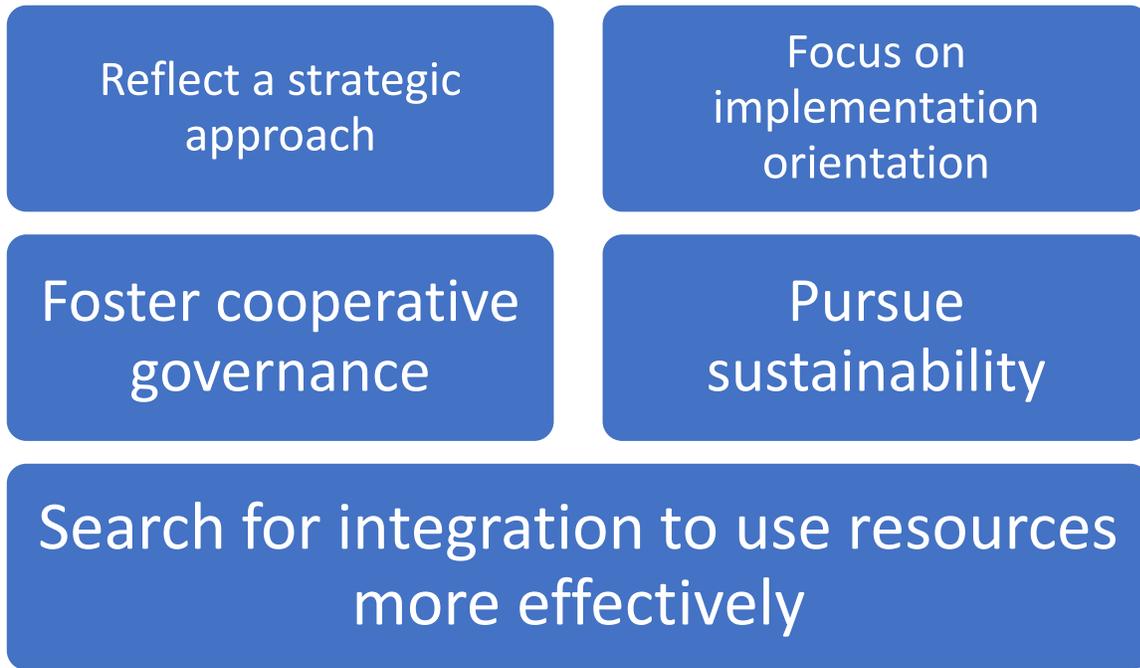
The alleviation and eradication of poverty and of all lingering spatial, social, and economical legacies of apartheid;

The identification and removal of all obstacles to development;

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:

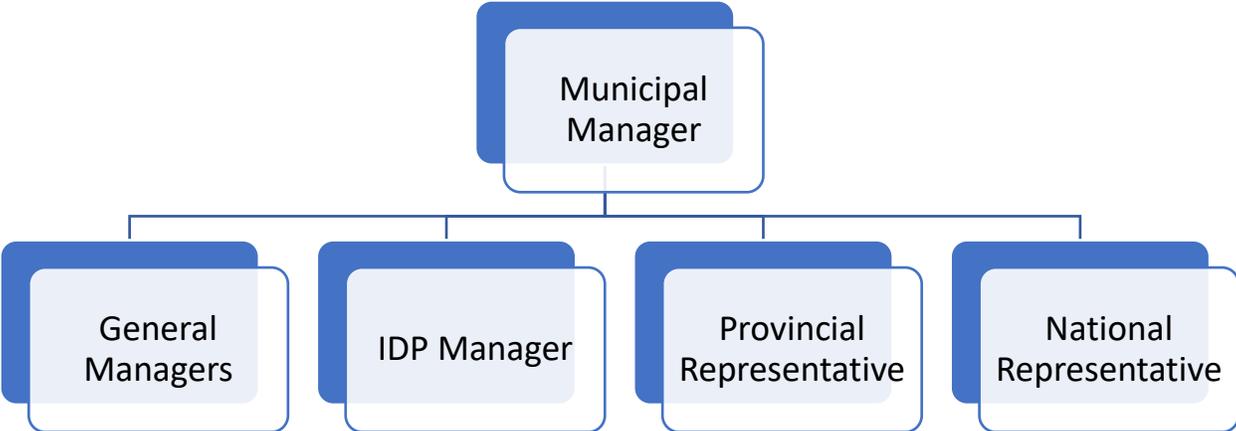
Table 16: Components of an IDP:

No	MSA Requirement
	The municipal council's vision for the long term development of the municipality.
	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.
	The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
	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.
	A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality: The council's operational strategies; Applicable disaster management plans. A financial plan, which must include a budget projection for at least the next three years. The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

2.2. IDP STRUCTURES

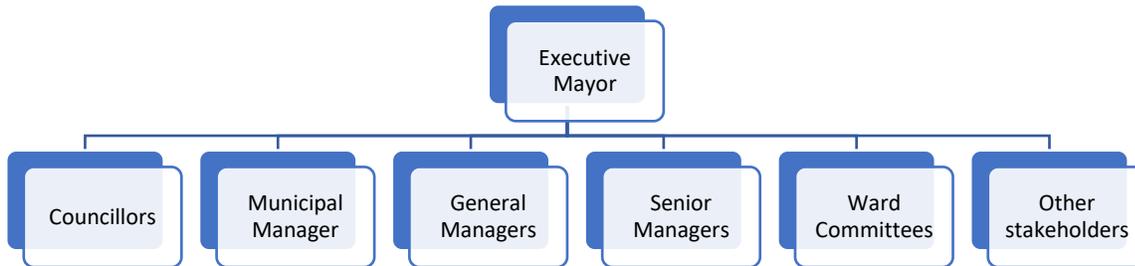
IDP STEERING COMMITTEE

Figure 10: IDP Steering Committee:



2.3 IDP REPRESENTATIVE FORUM

Figure 11: IDP representative forum:



WARD COMMITTEES

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

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.

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 12: **Consultative forums and mechanism for the community participation are as follows:**



2.3. 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	CDWS	VENUES
1	Cllr Philisiwe Gloria Sikhosana	B. Myeni Vacant	Saul Mkhize Library
2	Cllr Eunice Shabangu	S. Simelane T. Thwala	Saul Mkhize Tusong Centre
3	Cllr Bongani Johannes Mchunu	W. Ngwenya	Kwangema Youth Centre
4	Cllr Goodness Thembelihle Nkosi	S. Madonsela K. Nkosi	Iswepe Community Hall
5	Cllr Johnson Mageba Nkosi	Q. Shongwe	Kwathandeka Community Hall
6	Cllr Mbongiseni Simon Ngwenya	M. Simelane	Councilor’s office (Rustplaas)
7	Cllr Ireen Brussow	S. Myeni	CDWs office (MKhondo Municipal Offices)
8	Cllr Mduduzi Zweli Ngwenya	J. Msimango	Maphepheni Creche
9	Cllr Thokozani Wonderboy Manana	M. Shabalala	Councilor’s office (Sulphersprings)

NO	WARD COUNCILLOR	CDWS	VENUES
		D. Manana	
10	Cllr Maureen Zodwa Thomo	T. Mokoena	Kempville Community Hall
11	Cllr Nhlanhla Goodman Gwebu	S. Hlophe	Eziphunzini Community Hall
12	Cllr Sbonelo Brian Pollen Ntshangase	L. Mhlanga	Sthuli Hleza Community Hall
13	Cllr Fikile Cecilia Mthethwa	Vacant	Phoswa Creche
14	Cllr Walter Vilakazi	M. Nkosi	Nhlaba Project Centre (Harmony Park)
15	Cllr Khanyisile Dorien Masondo	Vacant	Councilor's Office (Ntombe)
16	Cllr Thokozani Skhumbuzo Zulu	W. Gamede	Skyfin Community Hall
17	Cllr Mthokozisi Amadi Simelane	P. Mavuso	Phoswa Creche
18	Cllr Mhlahiseni Lazarus Yende	Z. Yende	Saul Mkhize Advice Centre
19	Cllr Dumisani Solomon Nkosi	S. Sukazi Z. Phakathi	Amsterdam Municipal Offices

2.4. IDP PLANNING PROCESS

KEY STAKEHOLDERS INVOLVED IN THE IDP PROCESS



2.5. IDP PROCESS

The following process was followed for the development of the review of IDP 2022-2027:

IDP Implementation Monitoring and Revision Programme

The following public participation mechanisms are proposed for each and every milestone. The milestone that we are referring to above will be outlined later.

IDP CYCLE	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
PHASE0: PREPARATION. Process Plan.												
PHASE I: ANALYSIS. Revise/Confirm Issues.												
PHASE II: STRATEGIES Revise / Confirm Strategies												
PHASE III: PROJECTS Revise / Confirm Projects												
PHASE IV: INTEGRATION Revise/ Confirm Integration												
PHASE V: ADOPTION Approval by Council												
BUDGETING Draft and adoption of budget												
IMPLEMENTATION AND MONITORING												
COMMUNITY PARTICIPATION												

Table 17: Organisational Arrangements for Public Participation

COMPOSITION	ROLES & RESPONSIBILITIES
IDP/Budget Steering Committee	
Municipal Manager General Manager: Corporate Services Department General Manager: Technical Services Department General Manager: Community Services Department General Manager: Finance Department (CFO)	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
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	lined in the IDP Present the draft IDP/Budget to the Rep Forum Present the draft IDP/Budget to Council for approval
IDP Rep Forum	
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	Serve as a platform for stakeholder’s engagement Represent constituency interest in the IDP/Budget process Promote stakeholder’s integration and alignment Information assimilation/ -odissemination Capacity development and sharing Comment of the draft IDP/Budget

2.6. Public Participation

IDP Representative Forum dates

DATE	TIME	VENUE
15 September 2021	10:00	Virtual (Microsoft teams)
30 November 2021	10:00	Virtual (Microsoft teams)
20 April 2022	10:00	Virtual (Microsoft teams)
03 May 2022	10:00	Virtual (Microsoft teams)

IDP Steering Committee dates

DATE	TIME	VENUE
18 August 2021	08:00	Council Chamber
09 November 2021	08:00	Council Chamber
01 March 2022	08:00	Council Chamber
23 March 2022	08:00	Council Chamber

2.7. PUBLIC PARTICIPATION FOR 2021-2022 IDP SCHEDULE

WARD	FIRST DATES FOR CONSULTATION (ANALYSIS PHASE)	SECOND DATES FOR (CONFIRMATION OF NEEDS(PROJECT PHASE)	ALTERNATIVE CONSULTATIONS METHODS
1	16 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
2		May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
3	16 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
4	14 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
5	18 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
6	17 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
7	17 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
8	14 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
9	13 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
10	13 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website
11	13 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground , & Municipal website

12	18 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
13		May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
14	14 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
15		May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
16	16 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
17	19 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
18	20 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
19	15 March 2022	May 2022	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website

COMMUNITY NEEDS 2022-2023

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 PG SIKHOSANA

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 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 their houses 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	Collection of waste	RDP Houses		Community are dumping waste at all open spaces	Mkhondo
16	Fixing of fence at Municipal Office	Municipal Offices		The fence at Municipal office is damage	Mkhondo
17	Sites	Next to RDP HOUSES		Community need sites	Mkhondo & Department of Human Settlement
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 Energy 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

Ward 1 community needs

WARD 2: CLLR E SHABANGU

NO.	NEEDS	VILLAG-ES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIB LE SECTOR
1.	PhP and RDP houses	Taaibosspruit2,donkerhoeek,Kwambilitshisi,Kwasicathulo,Masihambisane west,Nkosinathi,Mvathaza,Prospect 1,Rooikop, Jagdrift			Department of Human Settlement
2.	Electricity	Taaibosspruit2,donkerhoeek,Kwambilitshisi,Kwasicathulo,Masihambisane 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	Mkhondo, Department of Rural Development and land reform & DARDLEA
7.	Bridges	Nkosinathi,Lindelani east & west	Not specified	Pedestrian 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
11.	Skills centre	Saul Mkhizeville	2950	High rate of unskilled youth	Department of higher Education and private Sector

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE 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

Ward 2 community needs

WARD 3: CLLR BJ MCHUNU

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.	Sport field 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
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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	

Ward 3 community needs

WARD 4: CLLR TG GAMA

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 Energy & Eskom
2.	Toilets	Emahoqo,New plaas, Empumalanga,Khalambazo,KaVo, Emakhanga, Emaphongohle,RDP Iswepe,Haartebees Farm	944		Mkhondo , GSDM & DWS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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
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 & DARDLEA
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Sites	Iswepe	944		Mkhondo & Department of Human Settlement

Ward 4 community needs

WARD 5: CLLR JM NKOSI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Upgrading of electrical substation	Entire ward	12118	The area experience load reduction	Mkhondo, Eskom & Dept of Energy
2.	New sites	entire	Not specified	Backlog of sites people on house holds the number of families are growing	Mkhondo & Department of Human settlement
3.	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
4.	Electricity in rural	Sarashof, nkolovane sterfontein,nhlabthi farm	50	Only 4 farm sections	Mkhondo, Department of Energy & Eskom
5.	Water in rural	All rural wards	1700	There is challenge of water in the rural area	Mkhondo, GSDM & DWS
6.	New school	Entire ward	20	Overground of learners at Nganana sec school it services 5 wards	Department of Education
7.	Paving ext. 3	Ext.3 section	-	The roads are in bad conditions	Mkhondo & PWRT
8.	Church sites	Ext2 & ext 3	Not specified	Tose extentions don't have church sites.	Mkhondo
9.	Feeding scheme centre	Ext 2 & 3	Not specified	Unemployment rate is high	Mkhondo & DSD
10.	Electricity pay point	Kwathandeka	Not specified	People from Kwathandeka walk to town to buy electricity we need	Mkhondo

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLD S	COMMENTS	RESPONSIBLE SECTOR
				electricity point at Kwathandeka	
11.	Community park and gymnasium	kwaThandeka	-	Our children don't have a safe place to enjoy and keep them busy	Mkhondo & DCSR
12.	New creche	kwaThandeka		New crèche is needed children walk long distance to the old crèche	DSD
13.	Stadium renovation	kwathandeka		Kwathandeka /Emoyeni stadium needs renovations	Mkhondo & DCSR
14.	Paving of road to Nganana school	Kwathandeka	Main Streets	Sites neighbouring to the school complaining about the dust roads	Mkhondo & PWRT
15.	Centre for people living with disability	KwaThandeka		To cater for the need of the people living with disability	Mkhondo & DSD
16.	Bus taxi shelters.	KwaThandeka		Kwathandeka section.	Mkhondo
17.	Roads graveling	KwaThandeka	Local roads	Most roads are damaged	Mkhondo & PWRT

Ward 5 community needs

WARD 6: CLLR MS NGWENYA

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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
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	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, Dalia Hanerkom Mission Villages, Makhwabane, Mavumbuka, Uhlelo River side,uHlelo CPA, Kwadlothovu, Derby Ntintinyane, Derby & Derby mission, Ndlozane Villages,		Issue of Houses in the ward is one of the priority need. Some people are staying in the mud houses that are collapsing down during the raining season.	Mkhondo & Department of Human Settlement

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		<p>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, Manzamnyama, Evergreen, Ka Day farm. Estinini. Matatazel Farm. Entire ward 06</p>			
5	Bulk sewer and sewer network	Rustplaas one, Rustplaas 2, Ezakheni, Uhlelo River side.		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	<p>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</p>		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 Water and sanitation to change	Municipality and GSDM and DWS

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Farm. Witrand Matshotshombeni, Brinjini, Charcoal Villages. Aseggai, MaFour, Kamancele, Maswazini. Entire ward 06.		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, Smith farm, Mafour, Assegai. Ezintandaneni ,Kromrivier emetshiswen,Rustplaas 2, Emetshisweni,Kromrivier,Wa terSmith,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	Mkhondo, GSDM & PWRT

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
				planned but their problem is road network. And entire ward.	
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 satellite police station or operation centre at Rustplaas Village and that can help the work of the CPFs to be ease.	SAPS
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 police 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.Yollowstone 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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
13	Job Opportunities and skills Development.	Old Belfast ,new Belfast ,Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side,Kwadlothovu,uHlelo CPA ,Derby Ntintinyane, Emarondweni,Derby mission,Derby Nyandeni,Madalas ,Ndlozane, Haarlem, Witrand,Mtshotshombeni,Eb rinjini Charcoal Village, Kamancele farm, Amakhaya, Smith farm, Mafour,Kheskhesi, Assegai. Ezintandaneni ,Kromrivier emetshiswen,Rustplaas 2, Emetshisweni Kromrivier,Water Smith, RedklifGurlek,Manzamyama , Maswazin,Evergreen.		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
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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
16	Roads and sport grounds grading.	Old Belfast ,new Belfast ,Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlovu,DerbyNtintinyane, 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, Redklif,Gulek,Evergreen,Manzamyama, Maswazin,		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.
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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
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 their home from the damages of the lightning.	Mkhondo, GSDM and Eskom
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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
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

Ward 6 community needs

WARD 7: CLLR J L I BRUSSOW

NO.	NEEDS	VILLAGES/ TOWNSHIP /FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electric main Substation	eMkhondo		Additional transformer	Mkhondo, Department of Energy & Eskom
2.	Roads	eMkhondo		Resealing and patching of potholes	Mkhondo, GSDM & PWRT
3.	Upgrading of water works	eMkhondo			Mkhondo & DWS
4.	Resident site	Group 10/eMkhondo		We need more sites	Mkhondo & Department of Human Settlement
5.	High school	eMkhondo		Additional high school	Department of Education
6.	Extension/Upgrade of the clinic	eMkhondo		Extension of the existing structure is too small to accommodate all population	Department of Health
7.	Hall	Group 10		Hall is needed in group 10 because of growth number of population	Mkhondo & Department of Human Settlement
8.	Railings, sidewalks/bridges	eMkhondo		Maintaining of drainage and storm water service	Mkhondo & PWRT

NO.	NEEDS	VILLAGES/ TOWNSHIP /FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIB LE SECTOR
9.	Street light	eMkhondo		Additional street in all whole street	Mkhondo, Department of Energy & Eskom
10.	Road signs & street naming	Emkhondo/group 10		Renaming of street and put signs where the name was change	Mkhondo & DCSR
11.	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
12.	Electricity	eMkhondo		Confirmation of hydroelectricity implementation	Mkhondo, Department of Energy & Eskom

Ward 7 community needs

WARD 8: CLLR M Z NGWENYA

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE 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, Groenfantein, Kwacilo, Madola, Rooipot Farm, Matheni, Mission, Portigetershoek	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

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
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
5.	Youth centre	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, Groenfantein,Kwacilo, Madola, Rooipot Farm, Mission, Portigetershoek, Malinyinini 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 Energy & 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

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
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
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

Ward 8 community needs

WARD 9: CLLR T W MANANA

NO	NEEDS	VILLAGES/FARM/LOC ATION	NO.OF HOUSEHOLD	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.	DoH
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, GSDM, PWRT & DHS
3	Water	Ezibawini ,Ezimbonjeni ,Kubhedu no1 ,Kubhedu no3 ,Vezokuhle ,Encaneni ,Nkokhweni ,Qalokusha1&2 ,Mpumelelo(khumalo) ,Masakhane ,Berbice ,Bhadaza ,Mozane , Engwenyameni , Nyamane , Sulphuresprings , Confidance , Congo ,	4987	There is a huge water crisis in ward 09.	Mkhondo Municipality, DWS & GSDM

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Alma , Mahamba ,Kwandlebe , Sphuthuma , Madlodlongo , Kwarati , Wagendrieff , Kwajakobe , Kwajongo , Kwahhansi , Exhoseni , Esguqeni , Emadulini 1,2&3 , Moolman emagesini , Moolman shop , Kwabholo 1&2 , Kwagusheni , Ngubevu , Skapral 1&2 ,Mantonga , Kwambhucu , Kwaggamu , Kwakhothi , Moolman kwazeff , Moolman TWK , Moolman Rulf , Emgombeleni , Kumpongwane , Masakhane 2, Khalambazo, Egigigi, Ezola, Commondale shop,			
4	Electricity(projects)	Congo,Alma,Kwandlebe,Berbice,Madlodlongo,Sulphur springs,Kwajongo,Sphuthuma,Jakobe,Confidance,Kwarati,Ogwayini,Ncaneni,Ezimbhoni,Skapraal,Ngubevu,Mchwathibane,Moolman,Esguqeni , Nkokweni , Ngwanyameni , Emgombeleni , Emadulini , Kwandoyane, Watervir, Wagendrieff[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 Municipality, ESKOM

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Kwakhisela, Ezola, Commondale shop, Kwamatshmhlophe(Skapraal)			
5	Land	Sulphursprings , Congo , Confidance , Berbice , Encaneni , Nkokhweni , Alma , Kwandlebe , Madlodlongo , Sphuthuma , Kwajongo , Kwarati , Blomendal , Esguqeni , Kwahhansi , Kwakhothi , Exhosini , Ogwayini , Kwajakobe , Skapraal , Kwabhola , 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.	DARDLEA, DARDLA & Private sector
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.	DHS and Mkhondo Municipality
7	Job opportunities	Entire ward	44033	More job opportunity need because youth are unemployment.	Private and public sector
8	RDP Houses	Entire ward	44033	People are living in mud houses and some are living in private land so they can't get house in farm.	DHS
9	Roads	Mantonga,Ezimbidleni ,Berbice,Mahamba,Es guqeni, Kwamagadla , Confidance , Delfkom , Congo , Ezimbhonjeni , Ezibawini , Sbetha , Kubhedu , Masakhane , Kwajongo ,	537	Roads are not in good condition government properties found difficult to give community services such Water Tanks, School Bus and other institutions.	Mkhondo Municipality, PWRT & SANRAL

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Mpumelelo ,Sqalokusha, Ezimbidleni, Entungwni, Egigigi, Kwashuku, Mchwathibane, Ezola			
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.	DoE
11	Sports ground	Kwabhedu,Delfkom,N dwalaza,Berbice,Sulph ursprings,Kwarati,Confidance,Wagendrift,K wahhansi,Moolman,M antonga,Kwamagadla, Mahamba,Ezimbidleni ,Sphuthuma , Bloomendal , Enhlebelab , Ezibawin, Khalambazo, Kwamatshmhlophe	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 Municipality & DCSR
12	Electricity (infills)	Ezimbidleni , Blomendal , Masakhane , Ebhodweni , Bergplaas , Delfkom , Evezokuhle , Kubhedu , Sbetha, Khalambazo, Gaigigi	219		ESKOM nad Mkhondo Municipality
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 , Enhlebelab , Bergplaas , Kwajongo, Sphuthuma,	2114	All the mentioned villages don't have good access in cellular network which	MTN, Vodacom. Cell , Telkom

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Mantonga, Kwamadlondongo		makes hard for them to be connected	
15	CWP Project	Delfkom , Kubhedu , Evezokuhle , Esbetha , Blomendal , Ezimbidleni , Wagendritf , Kwahhansi , Exhoseni , Ogwayini , Kwajakobe , Emadulini , Kwamagadla , Esguqeni , Kwarati	2000	All the mentioned villages have a need of CWP project	CoGTA
16	Pedestrian Bridges	Ezibawini , Ebhadaza , Ezimbonjeni, eBhodweni	689	The community find it difficult to go to school and work if it is raining	Mkhondo Municipality & PWRT
17	Borehole	Kwakhothi , Emadulini 1,2,& 3 ; Confidance , Eguqeni , Kwamadlondongo , Alma , Ezibawini , Ezimbhoneni , Enkokhweni , Skapral 1&2 , Kwabhola 1&2 , Engubevu , Ebhadaza , Emasotsheni , Engwenyameni , Kwandoyana ,Esgodlweni , Cana, Sulphursprings, Ezola, Commondale shop, Kwakhisela,		The community have got a big problem of getting clean water and also the spring water that were using is dry	Mkhondo Municipality, GSDM & DWS
18	Reticulation	Enhlebelala , Ezimbidleni , Wagendrieff , Ebhodweni , Kwamagadla , Evezokuhle , Egigigi	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 Municipality, GSDM & DWS
19	VIP Toilets	Entire ward	44033	The rate of crime and sexual harassment is high and the community find it difficult	Mkhondo Municipality, GSDM & DWS

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
				and also afraid of realising themselves in the forestry.	
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 Municipality, GSDM & 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.	Mkhondo Municipality & DSD
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
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	Department of Education
24	Satelite Police Station	Delfkom	3122	They have a police station but it's 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 & PWRT
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	Department of Education

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
				school because of pregnancy and some are over age	
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 Municipality, GSDM & DWS
26	KWANDALAZA project of water	Kwandwalaza (Nduna Skhakhane)	124	The community asking help from the Municipality and the Municipality respond by drilling the electric borehole but it's not yet finished as from the year of 2020 up to date.	Mkhondo Municipality, GSDM & DWS
27	Water tank	Entire ward 09	74 villages	Suggestion from the community, Municipality must hire local business that have water tank to provide water to the community.	Mkhondo Municipality, GSDM & DWS

Ward 10 community needs

WARD 10: CLLR MZ THOMO

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIBLE 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 Energy & Eskom

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE HOLDS	COM MEN TS	RESPON- SIBLE SECTOR
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 Settlement
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
17	Primary School	Kempville or Retieville			Department of Education

Ward 10 community needs

WARD 11: CLLR NG GWEBU

NO.	NEEDS	VILLAGES/TOWNSHIP/FAR M	NO.OF HOUSEHO LDS	COMMENTS	RESPONSIBLE SECTOR
1.	Park Renewal	Magadeni,Eziphunzini,Thoko zane,Maraba	350	Entertainment place is needed	Mkhondo & GSDM
2.	Tarred Road	Magadeni,Eziphunzini,Thoko zane, Maraba		-	Mkhondo & PWRT
3.	Water tap/reticulation	Eziphunzini	4800	They don't have access to water	Mkhondo, GSDM & DWS
4.	Primary School	Eziphunzini (green field)	3200	Young kids from Eziphunzini walking long distance from	Department of Education

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				greenfield to Nqubeko P School	
5.	Library	Eziphunzini	4300	Education is important we need library so that community to be empowered	DCSR
6.	Flushing 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
7.	Pedestrian bridge	Maraba and Magadeni	2500	The challenge of the pedestrian is long overdue	MLM & PWRT
8.	Job opportunities	Magadeni,Eziphunzini,Thokozane, Maraba	6900	Poverty eradication	All Public & Private Sector
9.	Sites	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Residential and business sites Agricultural purpose Church sites	Mkhondo & Department of Human Settlement
10.	TVET College	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Most of youth need to further education	Department of Higher Education
11.	RDP Houses	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Removal of mud Houses	Department of Education
12.	Sport facilities	Magadeni,Eziphunzini,Thokozane, Maraba	7000	For entertainment and recreational centre	Mkhondo & DCSR
13.	Street light	Magadeni,Eziphunzini,Thokozane, Maraba	10,000		Mkhondo, Department of Energy & Eskom
14.	Solar Gezer	Magadeni,Maraba,Thokozane,Eziphunzini	7900	To minimise cost electricity it would better for the municipality to	Mkhondo, Department of Energy and Eskom

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				introduce the of Solar Gazer	
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

Ward 11 community needs

WARD 12: CLLR SBP NTSANGASE

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Sites and RDP	Entire ward	1200	Residential & Business sites, crèche	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 Energy and Eskom
8.	Road maintenance	Entire ward		Refilling of gravel street & paving	Mkhondo, GSDM & PWRT
9.	V drains to all gravel	Entire ward		To avoid soil erosion	Mkhond, GSDM & PWRT

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
	roads & Storm water drainage				
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 Energy & Eskom

Ward 12 community needs

WARD 13: CLLR F C MTHETHWA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMM ENTS	RESPONSIBLE SECTOR
1.	RDP houses	Mangosuthu,phoswa,ezip hunzini	500		Department of Human Settlement
2.	Primary school	Mangosuthu			Department of Education
3.	Pedestrian bridge	Mangosuthu, sbetha	3		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	500		Mkhondo & Department of Human Settlement
7.	electricity	Mangosuthu, Eziphunzini, Phoswa	500		Mkhondo, Department of Energy and Eskom
8.	Roads	All section			Mkhondo and PWRT
9.	Water	Mangosuthu, Eziphunzini, Phoswa	1000		Mkhondo, GSDM & DWS
10.	Street light	All section	All Section		Mkhondo, Department of Energy and Eskom

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMM ENTS	RESPONSIBLE SECTOR
11.	Job opportunities	All section	All		All Sectors
12	Community Hall	Mangosuthu			Mkhondo. DCSR, GSDM, PWRT & Human Settlement

Ward 13 community needs

WARD 14: CLLR W H VILAKAZI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	RDP Houses/Residential sites	Harmony		-	Mkhondo & Department of Human Settlement
2.	Storm water drainage	Harmony,		-	Mkhondo & PWRT
3.	High mast light/Street light	Harmony		-	Mkhondo, Department of Energy & Eskom
4.	Road	Harmony		-	Mkhondo, GSDM & PWRT
5.	Speed humps	Harmony			
6.	Community Hall/Multipurpose Centre	Harmony		-	Mkhondo, CoGTA nad Department of Human Settlement
7.	Job opportunities	Entire Ward		-	All public and Private sector
8.	Business Sites	Harmony		-	Mkhondo
9.	Bus shelter	Harmony			Mkhondo & Private Sector
10.	N2 Pedestrian bridge	Harmony			Mkhondo, PWRT, SANRAL
11.	Mobile police station	Harmony		-	SAPS
12.	Cultural ,Sport and recreation facilities	Harmony			DCSR
13.	High School	Harmony			Department of Education

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Extension of EDC at Harmony Park Combine school	Harmony			Department of Education and Department of Social Development

Ward 14 community needs

WARD 15: CLLR KD MASONDO

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	CO M- ME NTS	RESPONSIBLE SECTOR
1.	Electricity and infills	Swaartwater, Ekuphileni, Kwamhanga, Comondale(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, Kwakhihli, Skaaland and Kwakhisela	450		Mkhondo, Department of Energy & ESKOM
2.	Water and Jojo Tanks	All villages	800		Mkhondo, GSDM & DWS
3.	RDP house	All villages	1000		Department of Human Settlement
4.	Sanitation	Obumbane,Emkhonjwane,K wakhisela,Bakenkop,Kwa Mhanga			Mkhondo, GSDM & DWS
5.	Clinic	Comondale	1000		Department of Health
6.	Job opportunities	All villages	1000		All public and Private Sector
7.	Grading of roads & patching of potholes	All villages	All roads		Mkhondo, GSDM & PWRT

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
8.	Youth centre	Ntombe Mission,Khalambazo,Kwabe yers,Matshamhlophe			Department of Social Development
9.	Satelite police station				SAPS
10.	Network	Ekuphileni,KwaMnaba,Ndinsini			VODACOM/MTN /CELL C & Telkom
11.	Food bridge	emajikampondo			Mkhondo and PWRT
12.	Library	Entombe			Mkondo, DCSR
13.	Fencing of cemeteries	Ntombe Mission,Khalambazo, Matshamhlophe			Mkhondo
14.	Fencing of school	Matshamhlophe, Zedelingspost, Kwashuku and Mispah			Department of Education
15.	Sport field	All farms & Villages			Mkhondo & DCSR
16.	Pipes/Concrete/cement				
17.	Grazing land/camps	All villages			DARDLEA & DARDLA
18.	Creches	All villages			Department of Education and Department of Social Development
19.	Stimulation centre and Soup Kitchen				Department of Social Development
20.	Parks				Mkhondo & DCSR
21.	Community Halls				Mkhondo, DHS & DCSR
22.	Bus Stop Shelters				Mkhondo, PWRT & Private sector

Ward 15 community needs

WARD 16: CLLR T SM ZULU

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

Ward 16 community needs

WARD 17: CLLR M A SIMELANE

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLD S	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Orgies farm, Kwanjuqu farm, Raiph Hinds, Kwaziphambano farm, KwaMadonki Farm, Phoswa Village, Chriss Hani, Old Welverdied & 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	Mkhondo and Department of Human Settlement

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				growing in numbers	
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
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
15.	Youth Centre	Phoswa,Phola Park,Ezinkomeni	1880		Department of Social Development
16	Primary School				Dept of Education
17	Dumping Site	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend			Mkhondo
18	Sites(Residential, Church & Business)	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend, Ezikonjaneni			Mkhondo
19	Pedestrian bridge	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend, Ezikonjaneni			Mkhondo & PWRT
20.	Fencing of grave yard	ezikonjaneni			MLM
21.	Network	All Section			

Ward 17 community needs

WARD 18: CLLR CLLR M L YENDE

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	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,M akepisi,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

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
5.	Sport field	Saul Mkhizeville	Not specified	The 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
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
21.	University or Collage	Old stand			DePT OF Higher Education

Table 7.18: Ward 18 community needs

WARD 19- CLLR DS NKOSI

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	Mahlabathini, Thokozani, Nestorn farm, Westoe farm, Athole Farm (“Sihanahana”), David forbes, Stafford and Hlangenkani	Not specified	More boreholes and jojo tanks are needed in these villages.	Mkhondo Local Municipality (MLM)
2.	Electricity	Athole Farm(Sihanahana), Environmental centre and Amsterdam town			
3.	RDP Houses	Thokozani/Mahlabathini, Athole Farm, Westoe farm, Stafford, Environmental centre	Approximately 700 Houses needed in these villages.	Majority of this community is still living in mud houses	Department of Human Settlement
4.	Toilet	All villages			
5.	Roads	Amsterdam Town and all 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.
6.	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
7.	Fire Station	Amsterdam Town	-	To combat fire to the whole community of Amsterdam	Mkhondo Local Municipality
8.	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
9.	Primary school	Amsterdam Town	Not specified	As population significantly grows in outskirts of town, new Primary school is needed.	Department of Education
10.	Street light/High Mast light	Amsterdam Town and all villages	-	Public light for public safety.	Mkhondo Local Municipality
11.	Land for Farming	Athole farm, Amsterdam Town	Not specified	To participate in food production as well as food security.	Department of Agriculture, Rural

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
					development, Land & Environmental affairs. Mkhondo Local Municipality
12.	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
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.	Cellular Network Towers	All villages	Not specified	To provide adequate access to cellular network connection.	Private sector
15.	Commercial banks	Amsterdam Town	Not specified	To boost economy and creation of jobs.	Mkhondo Local Municipality and investors
16.	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.
17.	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
18.	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

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
19	High School	Thokozani Village			
20	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
21	Traffic centre	Amsterdam Town	Not specified	Community of Amsterdam travel long distances to get their vehicles registered or licenced at Mkhondo.	Mkhondo Local Municipality
22	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
23	Mobile Police Station	Thokozani village	Not specified	-	DCSSL and SAPS
24	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
25	Pedestrian Bridge	Amsterdam Ext 1	-		Mkhondo Local Municipality and PWRT
26	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
27	Business Hub	Amsterdam Town	-	To attract more investors and grow economy of the town.	Mkhondo Local Municipality

Ward 19 community needs

CHAPTER 3:

3.1. NATIONAL AND PROVINCIAL FRAMEWORKS AFFECTING THE MUNICIPALITY

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

Table 18: **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)

3.2. 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 19: 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

3.3 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.

3.4. 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 20: **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 21: **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

3.5. 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 22: **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

IMPLEMENTATION APPROACH: 2019-24 MTSF	
<p>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, Phezekomkhonomlimi (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 startup 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 matriculates 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

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
- Finalize 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 Mmametlhake, 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, Nhlazatshe 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)	15%		Percentage of children living with neither parent
Percentage of children living in households without an employed adult	8.2% (Stats SA-2017)	6%		Percentage of children living in households without an employed adult
Percentage of eligible population accessing social grants	33%	45%		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) (19/20 177 540		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 	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% (StatsSA 2018)	21.81%		
Percentage of households living in traditional dwelling	3.9% (StatsSA 2018)	6.06%		
Percentage of households living in informal dwelling (migration effect)	8,4% (StatsSA 2018)	15.75%		

Outcome indicators	Baseline	2019 – 2024 MTSF Target (5 Years)	Key Interventions	Partnerships
			<ul style="list-style-type: none"> • Construction of the Sewer Pump Station, Water Treatment Plant, and Sewer Spillage (Phola ,Iraq Kwazamokunhle Ext 9 Rondebodch • 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 	<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
		environment for all in the Province <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 %	5 - 7%		
Increase access to information services to improve literacy rate in the Province (public institutions valuable information repatriated to provincial archive)	116	131 public libraries functional		
	2	39		
Percentage of tourist through Culture and Sport Tourism in the Province	2.8%	2.8 – 4.9% (SERO: 2019)		
Number of learners and athletes participating in sport to increase interaction across race and class	349 868	420 560		
Percentage reduction of overall levels of crimes		5%		

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

3.6. 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.

3.7. STATE OF THE NATION ADDRESS AND STATE OF THE PROVINCE ADDRESS 2022

ITEM	SONA	SOPA	SOMA
COVID 19	We have administered 30 million doses of COVID-19 vaccines. Consequently, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated.		
Unemployment	In the last year, we have benefited from a clear and stable macroeconomic framework, strong commodity prices and a better-than-expected recovery. However, we have been held back by an unreliable electricity supply, inefficient network industries and the high cost of doing business	The initiative will create more than 45 046 EPWP jobs and provide local small-medium and micro-sized enterprises (SMMEs) an opportunity to participate in the mainstream economy during the next financial year.	Mkhondo allocated budget for Local Economic Development and initiated projects that will assist with job creation
Electricity	The problems in the South African economy are deep and they are structural. When electricity supply cannot be guaranteed, when railways and ports are inefficient, when innovation is held back by a scarcity of broadband spectrum, when water quality deteriorates, companies are reluctant to invest and the economy cannot function properly.	Another priority area covered by the MERRP focuses on Energy Security and Green Economy. Informed by the Mpumalanga Green Economy Development Plan, the provincial government, together with its strategic social partners, intend to work very closely with Eskom on the 'Just Energy Transition'.	Mkhondo municipality has a challenge of electricity
Digital Communication	As part of this process, government will continue to subsidise low-income households so that they can access a set-top box and make the switch to digital TV. Our communications regulator, ICASA, will commence with the auctioning of the high frequency communications spectrum in about three weeks from now.	Vodacom has announced that they will invest R450 million into their network and power backup upgrades across the Province	
Water	Water is the country's most precious natural resource. It is vital to life, to development and to economic growth. That is why we have prioritised institutional reforms in this area to ensure future water security, investment in water resources and maintenance of existing assets. We have embarked on the process of institutional reform in capacitating the Department of Water and Sanitation and reviewing water boards in as far as their mandates are concerned and ensuring that they serve municipalities in terms of the District Development Model.	In partnership with local government and other key stakeholders, the Province will implement the following as part of Integrated Human Settlements: <ul style="list-style-type: none"> • Promotion of the densification and intensification of towns and settlements within municipalities by subdividing under-developed land parcels to create land for housing and other uses as a means of achieving integrated human settlements; • Facilitate the implementation of the Mpumalanga Spatial Development Framework (PSDF) by all stakeholders through the District Development Model (DDM), and ensure the finalization and 	We have set aside budget to do water projects for the community

ITEM	SONA	SOPA	SOMA
		<p>implementation of the Mpumalanga Regional Spatial Development Framework (RSDF);</p> <ul style="list-style-type: none"> Finalize the Provincial Water Master Plan to guide the planning and implementation of Water and Sanitation Infrastructure in the Province, and expedite the implementation of the Mountain View Regional Dam within the City of Mbombela; and Facilitate partnership with the Private sector to implement the District Development Model One plan for all in order to fast-track the delivery of services to communities 	
Local Economic Development	<p>We will review the policy and regulatory framework for industrial hemp and cannabis to realise the huge potential for investment and job creation. While structural reforms are necessary for us to revive economic growth, they are not enough on their own. This year, we are undertaking far-reaching measures to unleash the potential of small businesses, micro businesses and informal businesses.</p>	<p>The government's progress towards the realisation of our National Development Plan's vision 2030 goals of;</p> <ul style="list-style-type: none"> reducing unemployment; increasing economic growth; increasing employment ; increasing investment; reducing the Gini co-efficient Index; and eliminating food poverty. 	<p>Mkhondo Municipality is busy reviewing its LED strategy</p>
Infrastructure	<p>Through innovative funding and improved technical capabilities, we have prioritised infrastructure projects to support economic growth and better livelihoods, especially in energy, roads and water management. The Infrastructure Fund is at the centre of this effort, with a R100 billion allocation from the fiscus over 10 years.</p>	<p>We welcome the decision by SANRAL to invest R9 billion in the road infrastructure in our province. These projects will include the upgrading of the N2 between Ermelo in Mpumalanga and KwaZulu-Natal as well as the R40</p>	<p>We are working with SANRAL on the N2 road and others</p>
Agriculture	<p>The agriculture sector has also recognized the importance of supporting small-scale farmers and integrating them into value chains. Through the sugar master plan, the industry has provided R225 million to over 12,000 small-scale sugar cane growers as part of a R1 billion commitment to support black farmers. We will be expanding the provision of input vouchers and calling on other sectors to join this effort, so that we can collectively reach up to 250,000 small-scale farmers this year.</p>	<p>we successfully completed; • Compulsory training programme and capacity building measure that serve as entry level training for aspirant farmers;</p>	<p>We are in partnership with DARDLEA on all their projects that the are implementing in our Municipality including the Agri Hub</p>

DEPARTMENT PROJECTS

Department of Human Settlement

Project	Project Description	Location (GIS coordinates)		Target	Time- Frame	Budget 2022-23	Responsibility
		Lat	Long				
Mkhondo Local Municipality							
Incremental Integrated Development Residential Programme: Phase 1 Servicing of Sites	Servicing of Sites at Piet Retief/ Townlands/ Amsterdam	-26, 611331	30,658828	Professional Fees	2022-23	200	All Sectors Departments & relevant State Entities
	Servicing of Sites at Ethandukhanya Ext 7	-27,044189	30,775721	Professional Fees	2022-23	266	
	Servicing of Sites at Amsterdam	-26,611331	30,658828	100 Sites	2022-23	4 380	
	Servicing of Sites at Ethandukhanya Ext 7	Null	Null	200 Sites	2022-23	8 760	
Incremental Integrated Development Residential Programme: Phase 2 Top Structure	Construction of : Phase 2 Top Structure at Piet Retief/ Townlands	-27,010336	30,658828	60 Units	2022-23	6 871	
	Construction of Phase 2 Top Structure at Retiefville	-27,305833	30,801911	80 Units	2022-23	9 161	
	Construction of Phase 2 Top Structure at Various Areas	Null	Null	50 Units	2022-23	5 496	
	Construction of Phase 2 Top Structure at Various Areas	Null	Null	30 Units	2022-23	3 435	

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Mkhondo Local Municipality	Educational awareness campaigns •2 liquor traders workshops •1 Gender Based Violence campaign •1 Border Security Awareness Campaign	•Amsterdam and Piet Retief • Driefontein • Oshoek Border Post	04 Educational awareness campaigns	TBC	TBC
	Rural Safety initiative	•Mabola	01 Rural Safety Initiative	TBC	TBC

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
	•Paralegal workshop				
	Vulnerable Groups initiative •01 child protection week	•Kwangema	Vulnerable Groups initiative	TBC	TBC
	01 Community Safety Forum (CSF) assessed on functionality	• Mkhondo Local Municipality	01 Community Safety Forum (CSF) assessed on functionality	TBC	TBC
	02 Community Police Forums (CPFs) assessed on functionality	• Dirkiesdorp • Amsterdam	02 Community Police Forums (CPFs) assessed on functionality	TBC	TBC
	<ul style="list-style-type: none"> • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing; • Overload Control 	Mkhondo Local Municipality	05 Transport Regulation Programmes implemented	Operational	Operational

DEPARTMENT OF EDUCATION

STRATEGIC PARTNERSHIPS AND COLLABORATIONS					
OUTCOME: SCHOOL PHYSICAL INFRASTRUCTURE AND ENVIRONMENT THAT INSPIRES LEARNERS TO LEARN AND TEACHERS TO TEACH					
Priority Output	Key Interventions	2022/23 Budget R'000	Total Budget for remaining 2 yrs. R'000	Responsible Department / PE	Location
Relocation and construction of Saint Andrews Primary School by SANRAL (scope of work: Relocation and building of 8 classrooms; toilets, admin blocks and fencing).	Complete planning and design	20 000	30 000	SANRAL	Mkhondo
	Tendering and appointment of contractors				
	Construction commence and monitoring thereof				
	Construction at 80% complete				

PRIORITY 3: EDUCATION, SKILLS AND HEALTH					
STRATEGIC PARTNERSHIPS AND COLLABORATIONS					
Priority Output	Key Interventions	2022/23 Budget R'000	Total Budget for remaining 2 yrs. R'000	Responsible Department / PE	Location
School Safety	Social Crime prevention programmes implemented namely: Crime and drug awareness campaigns, Prison visits,	249	261	DCSSL DoE	All municipalities

PRIORITY 3: EDUCATION, SKILLS AND HEALTH

STRATEGIC PARTNERSHIPS AND COLLABORATIONS

Priority Output	Key Interventions	2022/23 Budget R'000	Total Budget for remaining 2 yrs. R'000	Responsible Department / PE	Location
	Symposium/debates, Scholar patrol JPCC, child in traffic CIT.				
	Conduct awareness campaigns on drugs and substance abuse in identified schools(Hotspots) in Collaboration with DSD	186	215	DSD DoE	All municipalities
Coding and Robotics	Implementation of coding and robotics curriculum and e-learning (piloting in 128 schools)	1 457	2 362	Standard Bank, MTN, Cell C, Vodacom	All municipalities
Improve number of learners passing maths and science	Deployment of unemployed graduates as educator assistants and laboratory assistants for mathematics and science.	3 500	3 600	Dept. of Science and Innovation	All municipalities

PUBLIC WORKS

Local Municipality	Project Description	Ward/Coordinates	2021/22 Target	Total project cost	2021/22 Budget Allocation (Annual) R'000	Expenditure to date R'000	Progress to date
Mkhondo	Light Rehabilitation: D2486 from N2 to Klipwal (to KZN Boundary - part of Provincial joint plans) Phase 1 (9 km)	-27.23505, 31.12181	100% complete	117 448	43 793	36 638	74% complete

Sub-sub-Programme (Pivot 2)	Short Name	Project / Planned Output / Year	Contract Start date (Actual or Best Est)	Compl date (Best Est)	Local Mun	Coordinates	Unit	2022/23 Planned Output (APP)	Total Impl Cost excl Design R'000	2021/22 Allocated Estimate R'000	2022/23 Allocated Estimate R'000	2023/24 Allocated Estimate R'000	2024/25 Allocated Estimate R'000
DESIGN AND MATERIAL													
4. Design for NON-Coal Haulage	Bridge Maintenance	Design: Maintenance of Bridges from BMS (RAMS)	1-Apr-22	1-Apr-23	All		Design	1	4 000	0	2 000	4 000	4 000

Sub-sub-Programme (Pivot 2)	Short Name	Project / Planned Output / Year	Contract Start date (Actual or Best Est)	Compl date (Best Est)	Local Mun	Coordi-nates	Unit	2022/23 Planned Output (APP)	Total Impl Cost excl Design R'000	2021/22 Allocated Estimate R'000	2022/23 Allocated Estimate R'000	2023/24 Allocated Estimate R'000	2024/25 Allocated Estimate R'000
Routes (Rehabilitation)		Recommendation											
	Road Safety Programme	Road Safety Programme (Detail list separate)	1-Apr-21	1-Apr-22	All		km	-	13 000	8 100	5 000	12 872	0
3. CONSTRUCTION													
5. New roads and Upgrading from Gravel to Surfaced	Paving	Paving Rural Municipal Roads	1-Apr-22	30-Mar-23	Various		km	4.0	52 900	35 000	28 200	48 000	48 000
6. Integrated Rural Mobility & Access (IRMA)	Design IRMA Projects	Design: All IRMA projects for 2021/22 - 2023-24	1-Apr-21	31-Mar-24	Various		Design	0	0	3 000	0	3 000	0
	Footbridge in Zwelisha	Footbridge in Zwelisha	1-Aug-22	31-Aug-23	Various		Km	-	10	0	6	4	0
	IRMA Projects	Implementation: All IRMA projects for 2021/21 - 2023-24	1-Apr-21	31-Mar-24	Various		project	4	0	29 000	12 000	12 000	0

Sub-sub-Programme (Pivot 2)	Short Name	Project / Planned Output / Year	Contract Start date (Actual or Best Est)	Compl date (Best Est)	Local Mun	Coor-dinates	Unit	2022/23 Planned Output (APP)	Total Impl Cost excl Design R'000	2021/22 Allocated Estimate R'000	2022/23 Allocated Estimate R'000	2023/24 Allocated Estimate R'000	2024/25 Allocated Estimate R'000
Retention	D2486 Klipwal Phase 1	Light Rehabilitation: D2486 from N2 to Klipwal (to KZN Boundary - part of Provincial joint plans) Phase 1 (9 km)	15-Mar-19	13-Jun-21	Mkhondo	- 27.235 05, 31.121 81	km	- .0	118 481	43 792	1 000	0	0

Outcomes	Outputs	Output Indicators	Estimated performance 2021/22	MTEF targets		
				2022/23	2023/24	2024/25
An efficient, competitive and responsive economic infrastructure network	Construction					
	Rural and access roads upgraded	Number of kilometres of gravel roads upgraded to surfaced roads	38	15	24	24
	Rural mobility and accessibility improved	Number of IRMA projects completed	3	4	4	4
	Maintenance					
	Coal haulage and tourism network rehabilitated	Number of square meters of surfaced roads rehabilitated	283 800	282 080	223 600	358 620

Outcomes	Outputs	Output Indicators	Estimated performance 2021/22	MTEF targets		
				2022/23	2023/24	2024/25
	Strategic and access roads resealed	Number of square meters of surfaced roads resealed	466 667	987 864	1 080 000	1 080 000
	Strategic and rural roads regavelled	Number of km of gravel roads regavelled	206	187	187	187
	Strategic and access roads patched	Number of square meters of blacktop patching	130 000	141 186	140 000	140 000
	Strategic and rural roads bladed	Number of kilometres of gravel roads bladed	29 041	34 467	21 643	21 343

DEPARTMENT OF SOCIAL DEVELOPMENT

MTSF Outcome: 1: Transformed social welfare						
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location	
Expand the number of social services professionals	Increase the number of social service professionals in the public service (100)	• -	-	DSD	All municipalities	

MTSF Outcome: 1: Transformed social welfare					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Develop a core package of social welfare interventions including an essential minimum psychosocial support and norms and standards for substance abuse, violence against women and children, families and communities	Reach 19 200 children through community based prevention and early intervention programmes	95 758	95 882 per year	DSD	All Municipalities
	Provision of Family preservation and Child Protection services to 5300 families	3 198	3 918 per year	DSD	All municipalities
	Place 1 786 children on alternative care centres (Foster care, Adoption, Community Youth Care Centres(CYCCs))	43 278	43 278 per year	DSD	All municipalities
	Strengthen prevention and response interventions for substance abuse (860)	17 588	17 588 per year	DSD, DCSS, SAPS, DOH	All municipalities
	Strengthen awareness campaigns conducted on Gender Based Violence and Femicide (715)	12 543	13245 per year	DSD, DCSS, SAPS DOH	All municipalities

MTSF Outcome 2: Increased access to quality ECD services and support					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Universal access to ECD for 0-4 years olds	Access to quality ECD programmes	<ul style="list-style-type: none"> Skills transfer and support 	From DSD Operational budget	DSD NDA	All municipalities
MTSF Outcome 3: Comprehensive social security system					
Eligible grant beneficiaries receiving grants per grant type	Payment of grants to 1 578 387 eligible beneficiaries (MP)	4 575 040 (National budget)	9 387 291(National budget)	SASSA	All municipalities

MTSF Outcome 4:Sustainable community development interventions						
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location	
Create vibrant and sustainable communities	Implementation of Social relief of distress Programmes to 8 720 families	38,525	38 525	DSD SASSA	All municipalities	
	Strengthen the implementation of Social Behavior Change programmes (HIV/ Aids) 33 000	20 554	21 485	DSD	All municipalities	
	Implement poverty alleviation services to 1 120 Vulnerable households.	2 927	3 127	DSD, DARDLEA	All municipalities	
	Implementation of Food Security and Nutrition Programme to 3 000 household	9 894	9 630	DSD, DARDLEA	All municipalities	

MTSF Outcome 4:Sustainable community development interventions					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
	Implementation of Youth Empowerment Programmes to 118 254 to youth	18 992	18 992	DSD, OTP, DOE	All municipalities
	1 500 Job opportunities created through EPWP	5 891	0	DSD	All municipalities
	Implementation of Women empowerment programmes to 7 600 women	1,085	1,085	DSD	All municipalities
Safety net work opportunities created	25 000 Work Opportunities created and maintained through the implementation of the Community Works Programme	DCOG Funding	DCOG Funding	COGTA	All local municipalities
	140 Work Opportunities created and maintained through the implementation of the EPWP Youth Waste Management Project	2 563	0	COGTA	Bushbuckridge, Mkhondo, Nkomazi and Dipaleseng
District One Plans aligned with Economic Reconstruction and Recovery Plan	Revision of One Pans to align with the Economic Reconstruction and Recovery Plan	712	809	COGTA Ehlanzeni, Nkangala and Gert Sibande District municipalities	Ehlanzeni, Nkangala and Gert Sibande District municipalities
Anti-Poverty strategy implemented	3 Public Private Partnerships established to support the implementation of the Provincial Ant-Poverty Strategy			COGTA	Ehlanzeni, Nkangala and Gert Sibande District municipalities

MTSF Outcome 4:Sustainable community development interventions					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
	Departments to implement programmes by directing resources in areas where the rate of poverty is high	Sector department funding	Sector department funding	All provincial sector Departments	All local municipalities
Provide sanitary towels to indigent girls and women in schools (quintile 1,2 and 3; farm schools and special schools)and TVET colleges and public universities	Provision 95 522 of Sanitary dignity support	20 839	21 757	DSD & DOE	All municipalities
Ensure roll-out of basket of social services to families caring for children and adults of disabilities regardless of geographical location	Strengthen services to 616 persons with disabilities accessing social development services	45,239	45 690	DSD	All municipalities

Department of Water and Sanitation

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
RBIG Schedule 5B- Amsterdam and Sheepmoor Bulk Water Supply	Amsterdam and Sheepmoor	Mkhondo LM	40 000	200 000

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
WSIG- Mkhondo LM	LM to prioritise Beneficiaries	Mkhondo LM	55 000	116 350

Department of Culture, Sports & Recreation

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Construction of new public library and installation of books and ICT service needed	Ethandakukhanya Public library	100% completion	12,500	19,500
Support cultural projects to develop, promote and preserve living culture programmes in partnership with Amakhosi	Young maidens	Umkhosi Womhlanga supported	100	100
Development of reading materials in designated language of the province through terminology development and literature projects	Writers in IsiSwati/IsiNdebele at Gert Sibande Region	SiSwati and 1 IsiNdebele book produced	200	200
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	Benefiting all the Local Municipalities in the province	1 oral history hosted	500	500
Cooperatives supported to increase marketing platforms for exposure of arts and culture projects	Local arts and craft cooperatives	5 Arts and Craft cooperatives supported	120	120

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Structures supported to promote Arts and Culture	All Local Municipality	3 community structures supported	1,350	1,350
People actively participating in the organised sport and active recreation events such as indigenous games Big walk rural sports, golden games and etc.	4136 athletes in all local municipality within Gert Sibande	1667 people actively participating in organised sport and active recreation events	427	427
Local leagues organised by federation or associations in communities where club development program is established	Local leagues at GS Region	8 local leagues GS Region	6,571	6,571
School, hubs and clubs supported with equipment and attire in an effort to provide opportunities for participation	Schools, Hubs and clubs	25 schools, 10 hubs and 20 clubs provided with sport equipment	1.152	1.152
Learners participating in school sport tournaments at district, Provincial and national level;	Learners participating in all Local Municipalities	3600 learners participating in school sport tournaments at a district level	4.681	4.681
Refers to athletes that are supported through a support includes the holistic support documented in the Academic Framework Support can vary from scientific support	Athletes supported through the sports academy programme at GS region	100 athletes supported by the sports academies to access scientific support programme	617	617
New Mpumalanga Library Management System which is an enterprise resource planning system for libraries. The System will be used to track items owned, orders made, bills paid, and patrons who have borrowed	4 Mkhondo	All Public libraries In mkhondo	4.615	4.615
Mini library project implemented to increase access to library service for people living with sight disability	Mkhondo	Library offering services to the blind	500	500

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Proposed of name change are submitted through LGNC and PGNC to the minister of Sport and culture for reviewed	1 Mkhondo	1 proposed name changed through LGNCand PGNC	167	167
Raise awareness about national symbols conducted in communities	mkhondo	3 campaigns on national symbols and order conducted	118	118
Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	mkhondo	6 national historical days celebrated	9000	9000

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

No.	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Portion 2 of the farm Geeldhoudboom 342 IT	-25,872775 30,224834 Ward 1	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R1 475 000,00	R200 000,00
2.	Remaining extent of portion 0 & portion 8 of the farm Jagtdrift 359 IT	-27,358152 30,073865 Ward 4	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R4 643 500,00	R200 000,00
3.	Remaining extent of portion 0 & portion 13 of the farm Glen Eland 413 IT	-25,964811 29,976675 Ward 9	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R1 575 000,00	R200 000,00
4.	Portion 2 of the farm Jericho 304 IT	-26,937523 30,346467 Ward 10	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R2 790 500,00	R200 000,00

No.	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
5.	Portion 15 of the arm Strydkraal 477 IT	-26,661463 30,47161 Ward 16	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R2 137 500,00	R200 000,00
6.	Remaining Extent of portion 1 of Driefontein 405 IR	-26,925747 30,885004 Ward 11	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R40 000,00	R4 300 000,00
7.	Portion 2&3 of the farm Westoe 394 IT	-26,896696 30,309815 Ward 20	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R4 350 000,00	R9 900 000,00
8.	Remaining extent of the farm Potgietershoek No. 519 IT	-26,970921 30,545609 Ward 17	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R40 000,00	R100 000,00
9.	Ptn 6(R/E) of the Farm Donkerhoek No, 172, HT	-26,682581 30,450192 Ward 6	5.3.2 Number of hectares acquired for farm dwellers and/or labour tenants	R700 000,00	R1 891 348,00

ESKOM

Project Name	Project Type (Infrastructure/ Households/Pre-Engineering)	Project description:	Project Recommended/ Not Recommended	Recommended Funding	Recommended Number of Connections	Recommended Cost per connection	Status of Houses on the Ground (at the time of visit, did you find houses/beneficiaries on the ground?)	General comment (this column)
Kwa Otto	Households	HH	Recommended	R 140,000.00	7	R 20,000.00	Households available in Eskom area of supply	Households in ward 15 ,Municipality want to do these villages as on project
Kwa burnt	Households	HH	Recommended	R 160,000.00	8	R 20,000.00	Households available in Eskom area of supply	Municipality did send the letter to Eskom for capacity confirmation
KwaBruna	Households	HH	Recommended	R 80,000.00	4	R 20,000.00	Housesholds available in Eskom area of supply	Municipality did send the letter to Eskom for capacity confirmation
Nederland	Households	HH	Recommended	R 400,000.00	20	R 20,000.00	Housesholds available in Eskom area of supply	Municipality did send the letter to Eskom for capacity confirmation
KwaSbhodla	Households	HH	Recommended	R 260,000.00	13	R 20,000.00	Housesholds available in Eskom area of supply	Municipality did send the letter to Eskom for capacity confirmation
KwaGuntu	Households	HH	Recommended	R 160,000.00	8	R 20,000.00	Housesholds available in Eskom area of supply	Municipality did send the letter to Eskom for capacity confirmation

Project Name	Project Type (Infrastructure/ Households/Pre-Engineering)	Project description:	Project Recommended/ Not Recommended	Recommended Funding	Recommended Number of Connections	Recommended Cost per connection	Status of Houses on the Ground (at the time of visit, did you find houses/beneficiaries on the ground?)	General comment (this column
Kwamqemane	Households	HH	Recommended	R 220,000.00	11	R 20,000.00		
Upgrade of Phillip Greyling(Eskom NMD payment)	Infrastructure	SS	Recommended	R 10,000,000.00	-	R 10,000,000.00	Eskom budget quote is R52M, R14,5 already paid. R18 m for 2021/22 take during regazetting munic cant keep current acc active	

PRIVATE SECTOR

Kangra Mine

PROJECTS	FINANCIAL COMMITMENT	ACTUAL SPENT	COMMENTS
Infrastructure access to clean water supply for Donkerhoek (8) Farms (Kusipongo)	R10 077 000.00	R0.00	The projects subjected to the approval by DMR.

Jindal Mine

No.	NAME OF PROJECT	PROJECT CATEGORY	COMMUNITY	PROJECTS STATUS
1.	Code 14 Drivers Training	Poverty Alleviation	Piet Retief	Carryover
2.	Code 14 Drivers Training	Project Category	Annysspruit Farm	Carryover
3.	Borehole Provision	Infrastructure Development	Bhekani CPA	New
4.	Portable Water Provision	Infrastructure Development	Goedehoop	New
5.	Scholar Transport	Poverty Alleviation	Goedehoop	On-Going
6.	Scholar Transport	Poverty Alleviation	Masakhane CPA	On-Going
7.	Scholar Transport	Poverty Alleviation	Inkululeko CPA	On-Going

CHAPTER 4

4 .1. FINANCIAL PLAN

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.

4.2. 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:

4.2.1. 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.

4.2.2. 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.

4.2.3. Borrowing policy

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

4.2.4. 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.

4.2.5. 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.

4.2.6. 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.

4.2.7. 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.

4.2.8. 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.

4.2.9. 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.

4.2.10. 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.

4.2.11. 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.

4.2.12. 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.

4.2.13. 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.

4.2.14. 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.

4.2.16. 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.

4.2.17. Indigent Policy

The purpose of indigent management policy is to ensure that households that are unable to pay for basic 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

4.3. 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.

4.4. 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.

2022/23 Final Budget – Budget Summary

The total revenue budget for the 2022/23 financial year is R830 million, and the approach used for the final budget assumptions were to be as conservative as possible to allow any positive spin-offs in order to fund any eventuality of over-expenditure in the budget and as well as unfunded efforts as key driver in the financial recovery plan.

The table below illustrate the total final revenue budget of R675 million which includes the transfers and

subsidies of R314million. These operational grants are essential to the running and functioning of the municipality which includes an equitable share allocation of R303.97 million. The rest is the balance of billed anticipated revenue taking into account an average collection rate of 69% on billed services. The anticipated revenue collection is as benchmarked by the past performance in the recent draft budget hence the collection rate is kept as is on 69% this financial year.

The operational expenditure budget is projected at R678 million. This is a reduction of 20% from the 2021/21 audited expenditure of R850 million. Due to lack of cash flow availability and unfunded budget constraints, the municipality considered a more conservative approach of not allowing any excessive increase of general expenditure.

As a result of the initial assessment by PT, the municipality reduced its operating expenditure by R69.9 million for the 2022/23 financial year from the initially tabled budget.

- Employee costs have been reduced from R255 million to R245 million.
- Inventory consumed is reduced from R27.6 million to R7 million.
- Contracted services have been reduced from R72.3 million to R50.3 million and other expenses have been reduced to R41.8 million from R60 million.
- This takes the revised expenditure from operations to R678 million from R748.6 million.
- These measures are intended to work towards reducing the unfunded position which was initially assessed at R744 million by PT.
- The municipality is currently awaiting the latest assessment by Provincial Treasury to determine the level at which the budget is unfunded.

The municipality will keep monitoring the contracted services with the objective of further reducing it. Expenditure is where applicable increased by 4.48% as per National Treasury guidelines based on the CPI.

Employee related costs have been increased by 4.49% as per SALGA recommendations and 3% upper limits for remuneration of Councillors.

Bulk purchase mainly Eskom and water have increased from the adjustment budget allocation to R169million. ESKOM increased its tariffs by 9.61% for the 2022/23 financial year. Municipalities will however increase the electricity tariff by 7.47% as per NERSA guidelines

Other expenditure which mainly includes the forestry business has had a negative impact on the recent adjusted revenue budget as a result it is considerably reduced as this department has no revenue for the proposed financial year therefore its running cost will reduced drastically to affordable levels.

Mpumalanga: Mkhondo (MP303) - Table A4 Budgeted Financial Performance (All) for 4th Quarter ended 30 June 2022

Description	2022/23 Medium Term Revenue &		
	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
R thousands			
Revenue By Source			
Property rates	78,643	83,361	88,363
Service charges - electricity revenue	191,309	199,727	208,715
Service charges - water revenue	22,467	23,815	25,243
Service charges - sanitation revenue	10,892	11,545	12,238
Service charges - refuse revenue	13,110	13,897	14,731
Rental of facilities and equipment	789	824	861
Interest earned - external investments	156	163	170
Interest earned - outstanding debtors	30,465	31,836	33,269
Dividends received	-	-	-
Fines, penalties and forfeits	10,604	11,074	11,575
Licences and permits	89	93	97
Agency services	-	-	-
Transfers and subsidies	314,410	340,500	369,192
Other revenue	2,169	2,267	2,369
Gains	-	-	-
Total Revenue (excluding capital transfers and contributions)	675,103	719,102	766,824
Expenditure By Type			
Employee related costs	245,675	257,150	278,475
Remuneration of councillors	17,400	18,183	19,001
Debt impairment	67,741	71,681	75,953
Depreciation and asset impairment	63,018	65,853	68,817
Finance charges	14,519	15,173	15,856
Bulk purchases - electricity	169,408	177,031	184,998
Inventory consumed	7,193	8,438	30,210
Contracted services	50,613	53,867	78,964
Transfers and subsidies	1,465	1,531	1,600
Other expenditure	41,847	44,416	65,363
Losses	-	-	-
Total Expenditure	678,879	713,323	819,235
Surplus/(Deficit)	(3,776)	5,779	(52,411)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	151,564	136,993	143,248
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)	-	-	-
Transfers and subsidies - capital (in-kind - all)	-	-	-
Surplus/(Deficit) after capital transfers and contributions	147,788	142,773	90,837
Taxation	-	-	-
Surplus/(Deficit) after taxation	147,788	142,773	90,837
Attributable to minorities	-	-	-
Surplus/(Deficit) attributable to municipality	147,788	142,773	90,837
Share of surplus/ (deficit) of associate	-	-	-
Surplus/(Deficit) for the year	147,788	142,773	90,837

2022/23 Final Budget – Capital Expenditure

MUNICIPAL INFRASTRUCTURE GRANT 2022/23FY							
MIG Reference Nr	Project Description	Project type	Project Status	Proposed Budget	Proposed Budget	Proposed Budget	Funding
				2022/23FY	2023/24FY	2024/25FY	
To be Approved	PMU Management	PMU Admin	Operational	4,481,250	4,683,850	4,899,450	
MIG/MP1735/S/18/19	Design, Supervision, Monitoring and Construction of the Sewer Reticulation Network in Amsterdam	Sanitation	Existing	22,325,125	-	-	MIG
MIG/MP1906/RST/20/22	Rehabilitation of Bus and Taxi Route at Phola Park in eThandukukhanya	Road	Existing	15,482,571	-	-	MIG
MIG/MP1755/S/19/21	Construction of Driefontein Sanitation Infrastructure	Sanitation	Existing	28,530,179	-	-	MIG
awaiting registration	Rehabilitation of Bus and Taxi Route at Sbetha in eThandukukhanya	Roads	New	1,000,000	-	-	
MIG/MP1580/RST/17/18	Upgrading of Gravel Road to Paving Blocks Ezinkonjaneni	Roads	New	1,000,000	-	-	
awaiting registration	Construction of Steel Pedestrian Bridge at Mafred in eThandukukhanya	Bridge	New	9,754,875	-	-	
MIG/MP1992/S20/22	Installation of Pour Flush Toilets in rural villages of Mkhondo LM	Sanitation	Existing	2,131,000	-	-	MIG
N/A	Purchase of 2x21m3 REL Waste Compactor Truck	Waste Collection	New	4,920,000	-	-	MIG
N/A	Purchase of Dozer	Waste Collection	New	-	5,000,000	-	MIG
MIG/MP1666/RST/18/20	Construction of MPCC in Harmony Park	Community Centre	New	-	31,888,070	20,000,000	MIG
MIG/MP1831/RST/19/21	Construction of KwaThandeka Main Access Road	Road	New	-	41,571,920	30,000,000	MIG
	Total			89,625,000	83,143,840	54,899,450	

WATER SERVICES INFRASTRUCTURE GRANT (WSIG)					
Project Description	Project	Proposed Budget 2022/23FY	Proposed Budget 2023/24FY	Proposed Budget 2024/25FY	Funding
	Status				
Upgrading of Piet Retief Water Treatment Works	Existing	45,515,275	30,000,000	31,350,000	WSIG
Refurbishment of eThandukukhanya Waste Water Treatment Works	New	9,484,725	-	-	WSIG
Total		55,000,000	30,000,000	31,350,000	

The Water Service Infrastructure Grant (WSIG) is one of the grants to assist the municipality to effectively implement water and sanitation projects. The new added projects this financial year is the Upgrading of Piet Retief Water Treatment Works for R45.5 million and the Refurbishment of eThandukukhanya Water Treatment Works for R9.5 million to make a total of R55 million.

INEP

INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)					
Project Description	Project Status	Proposed Budget 2022/23FY	Proposed Budget 2023/24FY	Proposed Budget 2024/25FY	Funding
Electrification of Various Villages	New	1,420,000	2,000,000	2,088,080	INEP
Upgrading of Piet Retief NMD	New	10,000,000	16,000,000	16,000,000	INEP
Total		11,420,000	18,000,000	18,088,080	

The proposed expenditure is on the electrification project for Various Villages for R1.42 million and the upgrading of Piet Retief NMD for R10 million. The INEP grant is allocated R11, 4million for 2022/2023 financial year in terms of DoRA.

In terms of the own funded capital acquisitions for the 2022/23 final Budget is R210, 000.

MUNICIPAL INFRASTRUCTURE GRANT

Project Description	Project type	Project Status	Proposed Budget 2022/23FY	Proposed Budget 2023/24FY	Proposed Budget 2024/25FY	Funding
PMU Management	PMU Admin	Operational	4,481,250	4,683,850	4,899,450	
Design, Supervision, Monitoring and Construction of the Sewer Reticulation Network in Amsterdam	Sanitation	Existing	22,325,125	-	-	MIG
Rehabilitation of Bus and Taxi Route at Phola Park in eThandukukhanya	Road	Existing	15,482,571	-	-	MIG
Construction of Driefontein Sanitation Infrastructure	Sanitation	Existing	28,530,179	-	-	MIG
Rehabilitation of Bus and Taxi Route at Sbetha in eThandukukhanya	Roads	New	1,000,000	-	-	
Upgrading of Gravel Road to Paving Blocks Ezinkonjaneni	Roads	New	1,000,000	-	-	
Construction of Steel Pedestrian Bridge at Mafred in eThndukukhanya	Bridge	New	9,754,875	-	-	
Installation of Pour Flush Toilets in rural villages of Mkhondo LM	Sanitation	Existing	2,131,000	-	-	MIG
Purchase of 2x21m3 REL Waste Compactor Truck	Waste Collection	New	4,920,000	-	-	MIG
Purchase of Dozer	Waste Collection	New	-	5,000,000	-	MIG
Construction of MPCC in Harmony Park	Community Centre	New	-	31,888,070	20,000,000	MIG
Construction of KwaThandeka Main Access Road	Road	New	-	41,571,920	30,000,000	MIG
Total			89,625,000	83,143,840	54,899,450	

WATER SERVICES INFRASTRUCTURE GRANT

WATER SERVICES INFRASTRUCTURE GRANT (WSIG)					
Project Description	Project Status	Proposed Budget 2022/23FY	Proposed Budget 2023/24FY	Proposed Budget 2024/25FY	Funding
Upgrading of Piet Retief Water Treatment Works	Existing	45,515,275	30,000,000	31,350,000	WSIG
Refurbishment of eThandukukhanya Waste Water Treatment Works	New	9,484,725	-	-	WSIG
Total		55,000,000	30,000,000	31,350,000	

Integrated National Electrification Programme

Project Status	Proposed Budget 2022/23FY	Proposed Budget 2023/24FY	Proposed Budget 2024/25FY	Funding
New	1,420,000	2,000,000	2,088,080	INEP
New	10,000,000	16,000,000	16,000,000	INEP
	11,420,000	18,000,000	18,088,080	

4.5. FIVE YEAR PROJECTS

BASIC SERVICE DELIVERY

Municipal KPA	Delivery of Basic Services										
Problem statement and root causes per KPA:	insufficient capacity Operation of landfill site as per legislation Most of the cemeteries have very limited burial space There are activities that are harmful/ degrading to the environment(alien invasive species & climate change)										
One Plan Transformation Area	Delivery of uninterrupted basic services INTEGRATED SERVICE PROVISIONING										
2022-27 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate provision of services relating to solid waste, parks and gardens; whereas ensuring environmental sustainability										
Impact statement:				MTSF Priority 2 Target:							
(Strategic Goals)	(Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sustainable Basic Services delivery	To improve access to basic services (Water, Sanitation, Electricity & refuse removal services)	30 894(Refuse removal) 83 %	Capacity(Infrast ructure, financial, Old fleet illegal dumping Lack of access road	37 013 HH (75%)	<ul style="list-style-type: none"> Educational programme Gravelling of access roads Procurement of compactor trucks Convert illegal dumping site to 	<ul style="list-style-type: none"> (DFFE) GSDM MLM 	32 013	33 263	34 513	35 763	37 013 HH

Municipal KPA	Delivery of Basic Services										
Problem statement and root causes per KPA:	insufficient capacity Operation of landfill site as per legislation Most of the cemeteries have very limited burial space There are activities that are harmful/ degrading to the environment(alien invasive species & climate change)										
One Plan Transformation Area	Delivery of uninterrupted basic services INTEGRATED SERVICE PROVISIONING										
2022-27 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate provision of services relating to solid waste, parks and gardens; whereas ensuring environmental sustainability										
Impact statement:				MTSF Priority 2 Target:							
(Strategic Goals)	(Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					parks or useful usage						
			Illegal dumping sites	100%	•	•	100%	100%	100%	100%	100%
			Environmental degradation	20	Awareness campaign		4	4	4	4	4
		11	Limited land for burial site (Spatial – integrated) or finance –	3	Identification of new regional burial sites	Tribal authorities DARDLA DARDLEA Private land owners	1	0	2	0	0

BASIC SERVICE DELIVERY

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sustainable Basic Service Delivery	To provide access to basic services (Water, Electricity, Sanitation , roads and refuse removal,)	Water (Sanitatio n (Roads (Electricity (Waste(30 894 HH)	Capacity Old fleet illegal dumping Lack of access No plan for maintenance and upkeep of aging infrastructure	1	Develop Infrastructure of Master Plans	MISA, GSDM,DWS	1 (Draft)	1(Final)	1	0	0

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		73.4% - inside yard, 2.6% - 200m from yard (With access to water) 14.9% (Without access)	Currently people are getting water from the ponds and streams. People are using communal taps Aged AC pipes	6 805 (100%) HH access to water	<ul style="list-style-type: none"> • Drilling and equipping of boreholes to rural villages. • Upgrade WWTW • Supply of Water tankers (Jojo) 	GSDM, DWS, COGTA, and SALGA <i>ROLE OF STAKEHOLDERS</i>) E.G <i>WATER quality</i>)	78%	80 %	90%	95%	100%
					Construct HH connections		100% access to water				

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		76% access	<ul style="list-style-type: none"> People are using latrines and forests 	1 965 HH 100%	Construction of dignified sanitation toilets	GSDM, DWS	393	393	393	393	393
		1 965 HH Without toilet	<ul style="list-style-type: none"> Amsterdam town still using septic tanks Sewer spillages 		<ul style="list-style-type: none"> Connections of HH to Sewer network Construction of bulk sewer network and WWTW 		0	0	1138 HH	0	0
							2 (Construction of Saul Mkhize WWTW) Construction of WWTW	1 (Construction of Maphepheni WWTW)	1 (Refurbishment of Mkhondo WWTW)	0	0

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sustainable Basic Service Delivery	To provide access to basic services (Water, Electricity, Sanitation)	9 018 HH Without access to electricity	Electrical Notified Maximum Demand exceeded. Illegal connection Eskom does not want to	1	Independent power producers	INEP	1	0	0	0	0
				100%	Eskom Payment plan		R100 000.00	R100 000.00	R100 000.00	R100 000.00	R100 000.00
					Upgrading of NMD		Upgrading 1.9 – 2.5 (Amsterdam	0	0	0	0

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives) and refuse removal)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			approved extension		Continues monitoring & inspection electrical usage Council approval for atomisation of electrical meter		12	12	12	12	12
			9 018 HH Without access to electricity	100%	Electrification of household's installation.		1803	1803	1803	1803	1803

M Municipal KPA	Basic service delivery										
Problem statement and root causes per KPA:	Non availability of Infrastructure Master Plan that are align to SDF and Human settlement strategy										
One Plan Transformation Area	Delivery of uninterrupted basic services INFRASTRUCTURE										
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services										
Municipal Priority	To accelerate the Provision of Water, Sanitation, Roads, Storm Water and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Aging electrical infrastructure	200km cable	Replacement of electrical cables		40km	40km	40km	40km	40km
Municipal road network	<i>To improve Municipal road network</i>	800km	Dilapidated internal tarred roads		<ul style="list-style-type: none"> Maintenance of tarred & paved roads Rehabilitation of roads Construction of roads 	Mkhondo and GSDM SANRAL PWRT	20km Construction 20km re-gravel 120 km maintenance	20km Construct ion 20km re-gravel 120 km maintenance	20km Construct ion 20km re-gravel 120 km maintenance	20km Construct ion 20km re-gravel 120 km maintenance	20km Constru ction 20km re-gravel 120 km mainten ance

SPATIAL RATIONAL

Municipal KPA	Spatial rational										
Problem statement and root causes per KPA:	Disintegrated, unsustainable and underdeveloped communities										
One Plan Transformation Area	Spatial Restructuring										
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government										
Municipal Priority	Sustainable and Integrated Human Settlements										
Impact statement: To have sustainable and integrated settlements				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sustainable and Integrated Human Settlements	To create Sustainable and Integrated Human Settlements	60 % of township are formalise	Land invasion	3	<ul style="list-style-type: none"> • Identification of strategic land • Conduct specialist Studies(EIA, Geo Tech, Traffic impact studies, etc) • Township establishment 	DARDLEA Mondli	0	1	1	0	1

Municipal KPA	Spatial rational										
Problem statement and root causes per KPA:	Disintegrated, unsustainable and underdeveloped communities										
One Plan Transformation Area	Spatial Restructuring										
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government										
Municipal Priority	Sustainable and Integrated Human Settlements										
Impact statement: To have sustainable and integrated settlements					MTSF Priority 2 Target:						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Number of beneficiaries registered on NHNR	3000	Lack of information regarding NHNR & Human settlement processes	5000	<ul style="list-style-type: none"> Consumer education 	Dept of Human settlements NHBRC	1000	1000	1000	1000	1000
	To enforce building and Planning legislation	100%	Illegal strictures and land uses	100%	<ul style="list-style-type: none"> Inspection of development (Buildings and land) Issuing of contravening notices 	NHBRC Human Settlement PWRT CoGTA SANRAL DARDLEA DARDLA	100%	100%	100%	100%	100%

Municipal KPA	Spatial rational										
Problem statement and root causes per KPA:	Disintegrated, unsustainable and underdeveloped communities										
One Plan Transformation Area	Spatial Restructuring										
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government										
Municipal Priority	Sustainable and Integrated Human Settlements										
Impact statement: To have sustainable and integrated settlements				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					<ul style="list-style-type: none"> Processing of planning and building applications 						

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Municipal KPA	Municipal Financial viability and Management										
Problem statement and root causes per KPA:	Inadequate enforcement of finance policies and regulations										
One Plan Transformation Area	Governance and Financial management										
2019-24 MTSF Priority	<i>A capable, ethical and developmental state</i>										
Municipal Priority	To ensure that the Municipality maintains its Clean Audit record and Good Financial Management										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Sound financial and administrative management	Improved audit outcomes	unqualified with findings,	<ul style="list-style-type: none"> Closing of the system late affect the billing Biological assets unauthorised fruitless & wasteful expenditure 	unqualified without findings	<ul style="list-style-type: none"> Review and implementation all financial policies Development/ review of SOPs and policies 	District Municipality, PT, COGTA, and SALGA	unqualified without findings				
	Work towards Funded budget	Unfunded budget	<ul style="list-style-type: none"> High level of UIFW expenditure 	Funded budget	<ul style="list-style-type: none"> Develop and review of revenue 	District Municipality,	Unfunded budget	Unfunded budget	Funded budget	Funded budget	Funded budget

Municipal KPA	Municipal Financial viability and Management										
Problem statement and root causes per KPA:	Inadequate enforcement of finance policies and regulations										
One Plan Transformation Area	Governance and Financial management										
2019-24 MTSF Priority	<i>A capable, ethical and developmental state</i>										
Municipal Priority	To ensure that the Municipality maintains its Clean Audit record and Good Financial Management										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			<ul style="list-style-type: none"> Aging fleet Lack of adequate internal control and implementation Non - performing debt book 		<ul style="list-style-type: none"> Implementation of financial recovery plan Develop and implement funding plan 	PT, COGTA, and SALGA					
Improve revenue	Average of 56%		<ul style="list-style-type: none"> Incorrect billing 	95%	<ul style="list-style-type: none"> Develop and review 	PT, COGTA	65%	70%	80%	85%	95%

Municipal KPA	Municipal Financial viability and Management										
Problem statement and root causes per KPA:	Inadequate enforcement of finance policies and regulations										
One Plan Transformation Area	Governance and Financial management										
2019-24 MTSF Priority	<i>A capable, ethical and developmental state</i>										
Municipal Priority	To ensure that the Municipality maintains its Clean Audit record and Good Financial Management										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	collections	collection rates	<ul style="list-style-type: none"> Illegal connection. Lack of advocacy in encouraging communities to pay for services Inaccurate consumer data Lack of effective systems to verify the 		of revenue value chain <ul style="list-style-type: none"> Conversion from conventional to prepaid systems Training of personnel and political office bearers Data cleansing Develop and 	and SALGA					

Municipal KPA	Municipal Financial viability and Management										
Problem statement and root causes per KPA:	Inadequate enforcement of finance policies and regulations										
One Plan Transformation Area	Governance and Financial management										
2019-24 MTSF Priority	<i>A capable, ethical and developmental state</i>										
Municipal Priority	To ensure that the Municipality maintains its Clean Audit record and Good Financial Management										
Impact statement:				MTSF Priority 1 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			indigent status <ul style="list-style-type: none"> Unregistered properties 		implement integrated systems with service delivery departments <ul style="list-style-type: none"> 						

GOOD GOVERNANCE AND PUBLIC PARTICIPATION /MUNICIPAL INSTITUTION TRANSFORMATION & DEVELOPMENT

Municipal KPA	Good governance and public participation /Municipal institution transformation & development										
Problem statement and root causes per KPA:	Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity										
One Plan Transformation Area	Development of the functional corporate strategy										
2022-27 MTSF Priority	Building a capable, ethical and developmental state										
Municipal Priority	To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance										
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ethical and Accountable Institutions	Improved good governance in the administration of the Municipality	Mkhondo Local Municipality	Improved on the audit outcome by addressing matters of emphases.	5	Filling of section 56 positions with competent staff Capacity building of section 79 and 80 Committees Develop support plan to support Municipal staff	CoGTA SALGA AGSA PT and NT GSDM	1	1	1	1	1

Municipal KPA	Good governance and public participation /Municipal institution transformation & development										
Problem statement and root causes per KPA:	Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity										
One Plan Transformation Area	Development of the functional corporate strategy										
2022-27 MTSF Priority	Building a capable, ethical and developmental state										
Municipal Priority	To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance										
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
High Performing Municipality	Improved organisational performance	Unqualified opinion with matter of emphasis	Improved capacity on assets management	10	Mid - year performance assessments of assets Progress on audit action plan		2	2	2	2	2
				1	Cascading individual PMS to lower staff		0	1	0	0	0
				5	Reviewing of staff establishment in line with Municipal Staff Regulations		1	1	1	1	1

Municipal KPA		Good governance and public participation /Municipal institution transformation & development									
Problem statement and root causes per KPA:		Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity									
One Plan Transformation Area		Development of the functional corporate strategy									
2022-27 MTSF Priority		Building a capable, ethical and developmental state									
Municipal Priority		To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance									
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Vacant critical vacancies	100%	Fill in section 54A and 56 positions		100%	100%	100%	100%	100%
			Inability to attract and retain critical skills due to grading of the municipality	8	Development of retention strategies and policies		0	2	2	2	2
Internal bursaries	To stimulate self-development amongst Councillors and Municipal Officials	0	Councillors and Municipal Officials stagnating within their environment with no prospects to	35	<ul style="list-style-type: none"> Internal bursary policy Internal motivation/ appreciation on completion of course 		21	25	30	32	35

Municipal KPA	Good governance and public participation /Municipal institution transformation & development										
Problem statement and root causes per KPA:	Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity										
One Plan Transformation Area	Development of the functional corporate strategy										
2022-27 MTSF Priority	Building a capable, ethical and developmental state										
Municipal Priority	To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance										
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			move due to lack of qualifications								
Internal Training interventions	To enhance service delivery within Mkhondo Local Municipality	20	Current budget has been reduced annually yet training becomes more expensive. Less interventions can be implemented and there is also interventions prescribed by	45	• Funding through the Municipal budget		25	30	35	40	45

Municipal KPA		Good governance and public participation /Municipal institution transformation & development									
Problem statement and root causes per KPA:		Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity									
One Plan Transformation Area		Development of the functional corporate strategy									
2022-27 MTSF Priority		Building a capable, ethical and developmental state									
Municipal Priority		To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance									
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			legislation which then takes preference.								

LOCAL ECONOMIC DEVELOPMENT

Municipal KPA		LOCAL ECONOMIC DEVELOPMENT									
Problem statement and root causes per KPA:		Inadequate employment opportunities and negative economic growth.									
One Plan Transformation Area		Economic Repositioning									
2022-27 MTSF Priority		Economic Transformation and Job Creation									
Municipal Priority		Economic Growth and Job creation									
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Economic growth	To stimulate economic growth	0.7%	Poor performing economic sectors, poor stakeholder management	2%	<ul style="list-style-type: none"> SMME support and Enterprise Development Tourism promotion 	SMME Capacity building and Funding Functioning LED Forum	2%	2%	2%	2%	2%
	To reduce unemployment by 2027	49.7%	Increased /High unemployment rate	25%	<ul style="list-style-type: none"> Special Initiatives Created jobs through IG, MIG, INEP, WSIG, EPWP etc 	EPWP funding CoGTA Treasury Department of Small Business SEDA NYDA	45%	40%	35%	30%	25%

GOOD GOVERNANCE AND PUBLIC PARTICIPATION /MUNICIPAL INSTITUTION TRANSFORMATION & DEVELOPMENT

Municipal KPA		Good governance and public participation /Municipal institution transformation & development									
Problem statement and root causes per KPA:		Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity									
One Plan Transformation Area		Development of the functional corporate strategy									
2022-27 MTSF Priority		Building a capable, ethical and developmental state									
Municipal Priority		To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance									
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Ethical and Accountable Institutions	Improved good governance in the administration of the Municipality	Mkhondo Local Municipality	Improved on the audit outcome by addressing matters of emphases.	5	Filling of section 56 positions with competent staff Capacity building of section 79 and 80 Committees Develop support plan to support Municipal staff	CoGTA SALGA AGSA PT and NT GSDM	1	1	1	1	1

Municipal KPA	Good governance and public participation /Municipal institution transformation & development										
Problem statement and root causes per KPA:	Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity										
One Plan Transformation Area	Development of the functional corporate strategy										
2022-27 MTSF Priority	Building a capable, ethical and developmental state										
Municipal Priority	To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance										
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
High Performing Municipality	Improved organisational performance	Unqualified opinion with matter of emphasis	Improved capacity on assets management	10	Mid - year performance assessments of assets Progress on audit action plan		2	2	2	2	2
				1	Cascading individual PMS to lower staff		0	1	0	0	0
				5	Reviewing of staff establishment in line with		1	1	1	1	1

Municipal KPA	Good governance and public participation /Municipal institution transformation & development										
Problem statement and root causes per KPA:	Inadequate implementation of corporate strategy Inadequate implementation of Employment Equity										
One Plan Transformation Area	Development of the functional corporate strategy										
2022-27 MTSF Priority	Building a capable, ethical and developmental state										
Municipal Priority	To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance										
Impact statement:				MTSF Priority 2 Target:							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Vacant critical vacancies	100%	Municipal Staff Regulations		100%	100%	100%	100%	100%
			Inability to attract and retain critical skills due to grading of the municipality	5	Fill in section 54A and 56 positions Refinement of retention strategies and policies		1	1	1	1	1

Chapter 5

4.1. 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 13: Constitutional Municipal Mandate:



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

Table 23: 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.

4.2. 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 24: 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 14: Good governance key performance areas:



4.2.1 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.

4.3. FIVE YEAR DEVELOPMENTAL PLAN

PESTEL ANALYSIS

OPPORTUNITIES	THREATS
Politics	
<p>Maturing democracy - Changes in political dynamics which lead in co-governance (Possible improvement in accountability and service delivery)</p> <p>Introduction of new system such as DDM which allow integrated planning and reporting to community by Government</p> <p>Community are directly involved in electing leadership in a local government level</p> <p>Ideological change linked to political term of office</p> <p>Political Stability</p> <p>Political Support for all projects implemented</p> <p>Maturing democracy (general acceptance of election outcomes)</p> <p>Progressive government policy regime</p>	<ul style="list-style-type: none"> • Lack of alignment of National/Provincial government and local government e.g. MTSF ending 2024 while new IDP ending 2027 • Global politics (e.g. conflicts between Russia and Ukraine) which threatened global trade as well as increase the prices of the commodities. • Illegal immigration • Social unrest • Inadequate state security • Geopolitical instability • Ideological change linked to political term of office • Interference and intimidation by community structures
Economy	
<ul style="list-style-type: none"> • The Mkhondo Municipality is rich in resources such as mining (e.g. coal,), agricultural land, forestry, tourism attraction. • Gateway to Swaziland, KwaZulu Natal. • Growing economic market • Enable investments in renewable energy • Conducive economic policies • Land availability • Thriving communities from small town regeneration • Growing market economy • Support by external sector departments to make the municipality sustainable • Open local economy for employment creation 	<ul style="list-style-type: none"> • Job losses due to COVID 19 which possible lead to high number of indigent households. • Global conflict which has impact on the commodities prices such as crude oil which in turn may lead to higher inflation rates. • Increase in debts to GDP rates in country which threatened the future allocations of the municipalities. • Failure to ring fence business opportunities for local SMME's (SWOT) • Inadequate business capacity in local SMME's. (SWOT) • Degrading infrastructure and aging power stations. • Conflicting land uses/ rich biodiversity • High rate of unemployment • A slow growing economy. • Red tapes for SMME's to participate in local economy. • Poor management port of entry.

OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • High crime rate. • Social unrest • Domination of illegal foreign business over local businesses • Technological advancement (Introduction of mechanization to improve efficiency)
Society	
<ul style="list-style-type: none"> • DDM – possible integrated reporting of the government programmes that address community needs • Society is becoming more youth which present an opportunity to easily educating them on the functioning of the Government • High number of economically active population • Population growth (geographical location as a gateway) • Youthful population • Availability of qualified contractors 	<ul style="list-style-type: none"> • Unemployment rates of the youth is increasing and getting worse, this will result in high • crime statistics on our society • Increasing rate of intolerance from Community which increased risk of violent demonstration that threatened the damage of council properties • Emerging illegal community structures (business forums) • Population growth (increase in social ills infused into our social fabric) • Unsustainable human settlements • Land invasion culture • Negative attitude toward labour intensive infrastructure job opportunities • Gender based violence • Growing uneducated youth • Unemployed youth (including graduates) • Lack of understanding of 30% policy by communities • Project interruptions by community members • Theft and vandalism of infrastructure • Illegal immigration • Child-headed households (growing indigent book) • Drug and substance abuse • Technological advancement (Introduction of mechanization to improve efficiency)
Technology	
<ul style="list-style-type: none"> • Easy accessibility of information (Communities can be kept informed) • Increased in efficiency as lesser time taken to process transaction or produce any product with lesser resources needed (Fourth industrial revolution). • Easy corroborations of system which lead to increase in integrations. • Technological awareness – 4IR • Emergence of 4IR and AI (Artificial Intelligence) • Technological advancement (Introduction of mechanization to improve efficiency) 	<ul style="list-style-type: none"> • Inadequate cyber-security which lead to possible loss of information, financial loss, indignification, business continuity. • Increase in unemployment due to automation of processes (Fourth industrial revolution). • Level of innovation does it meet with the external demands of technology • Inadequate digital infrastructure at rural areas • Mismatch between labour and 4IR jobs • Inadequate funding towards technology

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Globalised communities • Availability of fibre 	
Environment	
<ul style="list-style-type: none"> • Rich in the field of ecology • Municipal road infrastructure as an investment for future business • Waste recycling opportunities which might also assist in the environments. • Green and renewable energy • Rich biodiversity • Favourable climate and geological conditions • Availability of arable farming and forestry land • High bio-diversity areas which may lead to eco-tourism initiatives and benefits • Available rivers ,dams and wetlands to improve water supply 	<ul style="list-style-type: none"> • Climate change which has impact on food security, infrastructure (damage of infrastructure e.g. roads/storm water/bridges) . • The state of the road infrastructure in our municipality is poor and this could hamper on future business investments and economic growth. • Coal emissions and pollution on natural resources • Stagnation of fossil fuel based towns • Pollution large industries • Alien Invasive Species (AIS) • Uncontrolled disposal of hazardous waste • Weather conditions are affecting projects implementation
LEGAL	
<ul style="list-style-type: none"> • To certain extent municipalities are allowed to have their own by laws. • Existing government policy frameworks. • 30% local spending • Spatially conscious legislative regime • Availability of By-laws • Well established legal frameworks 	<ul style="list-style-type: none"> • Legislation which do not promote local economic growth. • Over legislation of the local government as well as the National and Provincial government reporting requirements. • Poor enforcement of business regulation and by-laws. • Private ownership of strategically located land • Delay in the implementation of projects due to red tape • Legislative regime which provides room for the disempowerment of state security • The District municipality as a water service provision (delivery and authority)

4.4. STRATEGIC OBJECTIVES OF THE MUNICIPALITY

4.4.1. 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

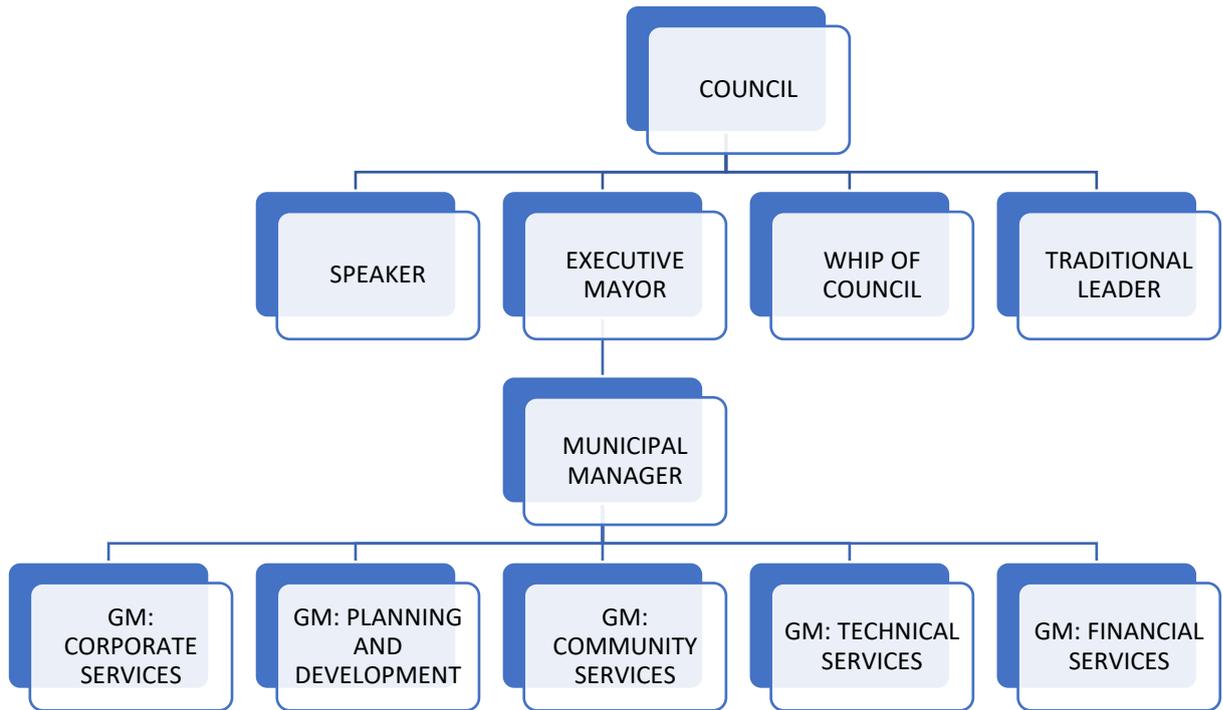
Table 25: Strategic objective and key performance areas:

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
	Spatial Rational	Spatial Planning and Rationale	Land Use Management
			Road Safety
			Health and social development

4.5. Mkhondo Local Municipality Political and an Administrative structure

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 15: Political and Administrative Organisational Structure



4.5.1. COUNCIL COMMITTEES

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

Table 26: Council Members:

No.	WARD	NAME AND SURNAME	POLITICAL PARTY
1.	1	ClIr Philisiwe Gloria Sikhosana	ANC
2.	2	ClIr Eunice Shabangu	ANC
3.	3	ClIr Bongani Johannes Mchunu	ANC
4.	4	ClIr Goodness Thembelihle Nkosi	ANC
5.	5	ClIr Johnson Mageba Nkosi	ANC
6.	6	ClIr Mbongiseni Simon Ngwenya	ANC
7.	7	ClIr Ireen Brussow	DA
8.	8	ClIr Mduduzi Zweli Ngwenya	ANC
9.	9	ClIr Thokozani Wonderboy Manana	ANC
10.	10	ClIr Maureen Zodwa Thomo	ANC
11.	11	ClIr Nhlanhla Goodman Gwebu	ANC
12.	12	ClIr Sbonelo Brian Pollen Ntshangase	ANC
13.	13	ClIr Fikile Cecilia Mthethwa	ANC
14.	14	ClIr Walter Vilakazi	INDEPENDENT

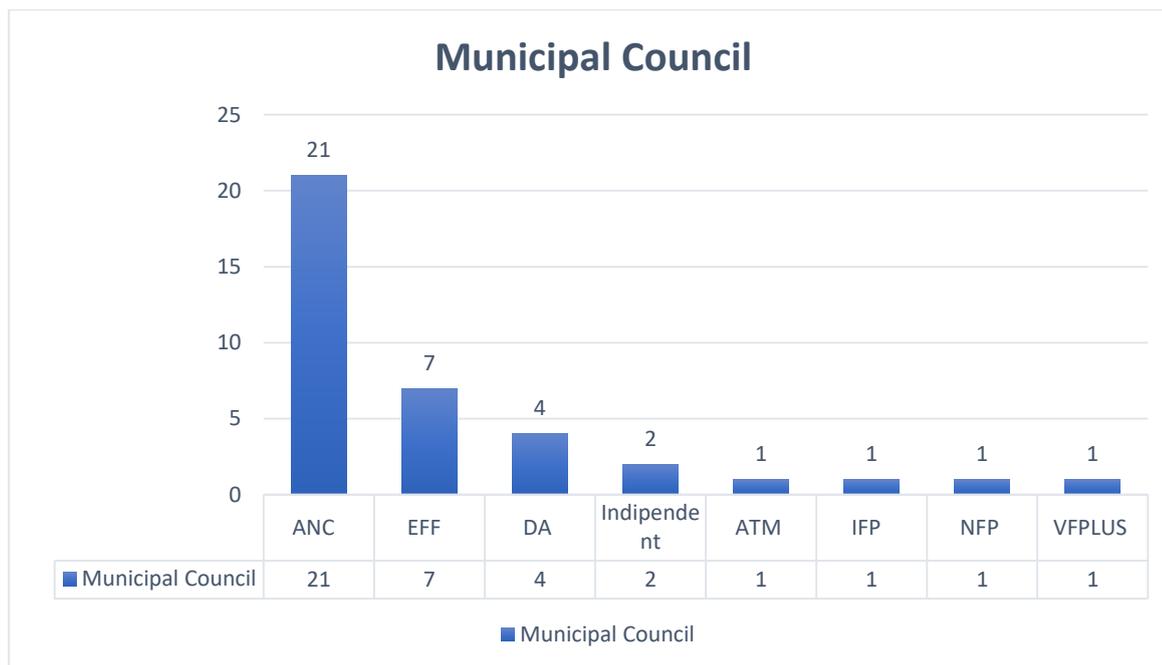
No.	WARD	NAME AND SURNAME	POLITICAL PARTY
15.	15	Cllr Khanyisile Dorien Masondo	ANC
16.	16	Cllr Thokozani Skhumbuzo Zulu	ANC
17.	17	Cllr Mthokozisi Amadi Simelane	INDEPENDENT
18.	18	Cllr Mhlaliseni Lazarus Yende	ANC
19.	19	Cllr Dumisani Solomon Nkosi	ANC
20.	PR (ANC)	Cllr Vusi Mduduzi Motha	ANC
21.		Cllr Muzi Manyathi	ANC
22.		Cllr Thembisile Eva Khumalo	ANC
23.		Cllr Duduzile Mary Thwala	ANC
24.		Cllr Ngelosi Christinah Ndhlovu	ANC
25.	PR (EFF)	Cllr Sindisiwe Pretty Sibiya	EFF
26.		Cllr Siphesihle Patrick Mkhwanazi	EFF
27.		Cllr Nozibele Nokukhanya Zulu	EFF
28.		Cllr Vusimuzi Simon Hlophe	EFF
29.		Cllr Lindiwe Linchen Ngubeni	EFF
30.		Cllr Dudu Witness Nkosi	EFF
31.		Cllr Esther Fikile Nkosi	EFF
32.	PR (DA)	Cllr Samuel Jabu Methula	DA
33.		Cllr Bhekisisa Alex Dlamini	DA
34.		Cllr Themba Wiseman Tshandu	DA
35.		Cllr Timothy Hlengisizwe Mtshali	NFP
36.	PR (ATM)	Cllr Malusi James Dlamini	ATM
37.	(PR) IFP	Cllr Jabulani Richard Sibiya	IFP
38.	(PR) VFPLUS	Cllr Heinz Werner Weber	VFPLUS

The municipal council also meet on a regular basis and below are the council meeting schedules for 2022-2023 financial reporting period:

4.5.2. SCHEDULE OF COUNCIL MEETINGS FOR 2022-2023:

	JULY	AUG	SEPT	OCT	NOV	DEC	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE											
Mon		1									1												
Tues		2			1						2												
Wed		3			2			1	1		3												
Thurs		4	Fin 79	1	3	1		2	Tech 79	2	4	1											
Frid	1	5	2	4	4	2		3	3	3	5	2											
Sat	2	6	3	1	5	3		4	4	4	6	3											
Sun	3	7	4	2	6	4	1	5	5	5	7	4											
Mon	4	8	5	3	7	5	2	6	6	6	8	5											
Tues	5	9	6	4	Finance	8	6	3	7	Plan 79	7	Finance	4	Finance	9	Comm 79	6						
Wed	6	10	7	5	Tech	9	Fin 79	7	Mayoral	4	8	Comm 79	8	Tech	5	Tech	10	7					
Thurs	7	11	8	6	Corp/Plan	10		8		5	9	Fin 79	9	Corp/plan	6	Corp/plan	11	8	Finance				
Frid	8	12	9	7	Com/Forest	11	Comm 79	9		6	10	MPAC	10	Com/Forest	7		12	9					
Sat	9	13	10	8		12		10		7	11		11		8		13	10					
Sun	10	14	11	9		13		11		8	12		12		9		14	11					
Mon	11	15	12	10		14		12		9	13	comm/for	13		10		15	12	Tech				
Tues	12	Tech	16	Tech	13	Tech	11	15	Tech	13	10	Finance	14	Tech	14		11	16	Tech	13	Corp/Plan		
Wed	13	Corp/Plan	17	Corp/Plan	14	Corp/Plan	12	16	Corp/plan	14	Council	11	Tech	15	Corp	15	Mayoral	12	Com/Fores	17	Corp/Plan	14	Com/Forest
Thurs	14	Com/Forest	18	Com/Forest	15	Com/Fore	13	17	Com/Fores	15		12	Corp/Plan	16	Mayoral	16		13	18	Com/Forest	15		
Frid	15	Finance	19	Finance	16	Finance	14	18	Finance	16		13	Com/For	17		17		14	19	Finance	16		
Sat	16		20		17		15	19		17		14		18		18		15	20		17		
Sun	17		21		18		16	20		18		15		19		19		16	21		18		
Mon	18		22		19		17	21		19		16		20		20		17	22	fin s79	19		
Tues	19		23	Mayoral	20		18	Tech 79	22		20		17	Mayoral	21	Finance	21		18	23	Mayoral	20	
Wed	20	MPAC	24		21		19	Corp 79	23		21		18		22	Audit	22		19	Audit	24	21	Audit
Thurs	21	Mayoral	25		22	Mayoral	20	Plan 79	24	Mayoral	22		19	23		23		20	25	22	Mayoral	20	
Frid	22		26	Audit	23		21		25		23		20	24	Council	24	Council	21	Mayoral	26		23	
Sat	23		27		24		22		26		24		21	25		25		22	27		24		
Sun	24		28		25		23		27		25		22	26		26		23	28		25		
Mon	25		29		26		24		28		26		23	27		27		24	29		26		
Tues	26	Tech 79	30		27		25	Mayoral	29		27		24	28		28		25	Tech 79	30		27	
Wed	27	Corp 79	31	Council	28		26	Audit	30		28		25	Council		29		26	MPAC	31	Council	28	
Thurs	28	Comm S79			29		27				29		26	Corp 79		30		27	Plan 79			29	
Frid	29	Plan 79			30		28				30		27			31		28	Corp 79			30	
Sat	30						29				31		28					29					
Sun	31						30						29					30					
Mon					31								30										
Tues													31										

4.5.2. COUNCILLORS PER POLITICAL PARTY:



4.5.3 COUNCIL COMMITTEES

Section 80 Committees

COUNCIL COMMITTEE	NO. OF MEMBERS	SITTINGS	FUNCTIONALITY	RESPONSIBILITIES
Technical And Financial Services Committee	4	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	

4.6. 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.

4.7. MKHONDO ADMINISTRATIVE STRUCTURE

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.

Speaker's Office:

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).

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

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:

Table 27: 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.

Financial Services:

TO ENSURE FINANCIAL VIABILITY

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

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 28: 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

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.

Expenditure Management

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

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 29: 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

TO ENSURE LOCAL ECONOMIC DEVELOPMENT (LED)

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

Mkhondo economic indicators

- Contribution to the Mpumalanga economy in 2020 was 2.5% – 8th smallest economy in the province. Contributed 9.4% to the district economy in 2020.
- Relatively large contributions to Gert Sibande's agriculture, trade, transport, community services and finance industries. The economic growth rate for Mkhondo was 2.4% p.a. over

the period 1996 to 2020 – joint 3rd highest among local municipal areas. For the period 2015-2020 the economy contracted by 1.4% p.a. in line with the weak economic climate in the country.

- Estimated contraction in 2020 of between -4% & -5% due to the COVID-19 lockdown. Construction, transport, manufacturing and trade (including tourism) were the worst affected industries.
- Estimated growth of 4% in 2021 from a low base.
- The estimated average annual GDP growth for Mkhondo between 2020 and 2025 is only 1.8% in line with national and provincial growth expectations.
- In 2020, community services, trade (including tourism), manufacturing and finance, were the largest industries in the local economy. Together, these four industries contributed two thirds to the local economy. The size of the economy in 2020 was estimated at approximately R9.9 billion in current prices.
- Comparative advantage in industries such as agriculture, trade and tourism.
- In 2015, tourism spend totalled R397.6 million or equal to 5.0% of the local GDP. In 2020, due to COVID-19 related factors, it decreased to only R145.1 million, which was equal to only 1.5% of the local GDP.

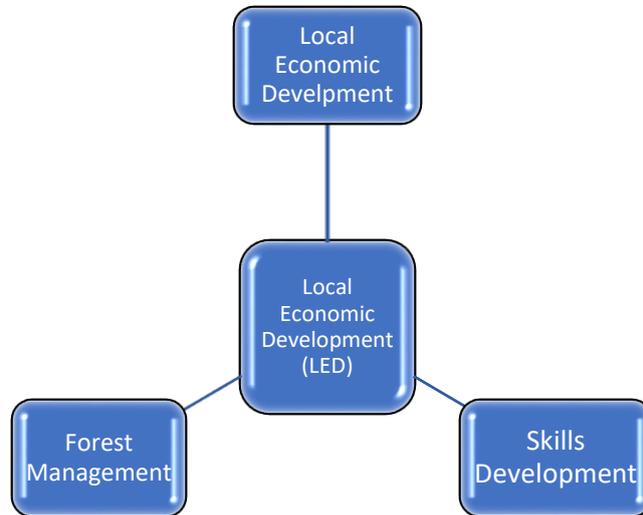
Economic contribution by local municipal area to Gert Sibande’s industries

Industry	
Agriculture	12.3%
Mining	3.8%
Manufacturing	7.7%
Utilities	6.9%
Construction	10.1%
Trade	14.3%
Transport	12.5%
Finance	11.0%
Community services	11.1%
Total	9.4%

Economic contribution & growth per municipal area

% contribution to Mpumalanga economy 2020	Average annual economic growth 1996-2020	Average annual economic growth 2015-2020	Average annual economic growth 2020-2025
2.5%	2.4%	-1.4%	1.8%

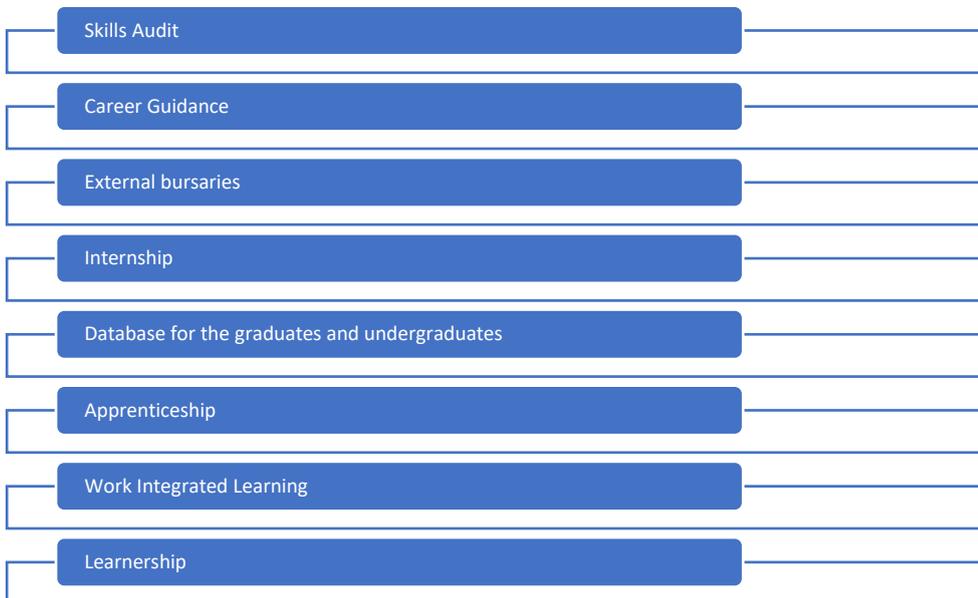
Figure 16: Social and Economic Development Key Performance Areas:



9.26.1. 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 17: Key functions of Skills Development Unit:



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

TRAINING IMPLEMENTED 2021/2022

IMPLEMENTED TRAININGS FROM JULY 2021- TO JUNE 2022								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
JULY 2021								
1	Proto-Team Fire Fighting	Skills Programme	Lottenburg Edu-Farm	17	Office of the MM	12-14 July 2021	Completed	R 81 600.00
2	Municipal Financial Management Programme	Learnership	Bantubanye Skills	10	Financial Services, Corporate Services and Technical Services	12 July 2021 – January 2022	Completed	R 588 000.00
AUGUST 2021								
3	None							
SEPTEMBER 2021								
4	Fire and Rescue Operations	Skills Programme	Josmap	02	Community Services	13 September – 29 October 2021	Completed	Funded by Other
5	Talent Management (Facilitated online)	Seminar	SALGA	02	Corporate Services	21-22 September 2021	Completed	Funded by Other
6	ORHVS	Skills Programme	HV Test	05	Technical Services	27 September- 01 October 2021	Completed	R 52 181.25
7	Integrated of Population Migration, Sustainable, Development and Human Rights in Municipal Integrated Plans (Facilitated online)	Skills Programme	CoGTA	02	Planning and Development	27 September- 01 October 2021	Completed	Funded by Other
OCTOBER 2021								
8	None							
NOVEMBER 2021								
9	IMPISA Conference	Conference	IMPISA	03	Corporate Services	03-05 November 2021	Completed	R 16 050.00
10	Recognition of Prior Learning: Road works Construction	Skills Programme	CoGTA	06	Technical Services	15-19 November 2021	Completed	Funded by Other
	Integrated Councillor Induction Programme	Skills Programme	SALGA	38	Council	29 November- 03 December 2021	Completed	Funded by Other
DECEMBER 2021								
11	None							

IMPLEMENTED TRAININGS FROM JULY 2021- TO JUNE 2022								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
JANUARY 2022								
12	None							
FEBRUARY 2022								
13	Municipal Staff Regulations & Guidelines in the Province	Skills Programme	CoGTA	01	Corporate Services	07-08 February 2022	Completed	Funded by Other
	Municipal Performance Management	Skills Programme	SALGA	05	Corporate Services, Planning and Development, Office of the MM	07-11 February 2022	Completed	Funded by Other
14	Fire Prevention	Skills Programme	Bantubanye Skills	09	Community Services	14-18 February 2022	Completed	R 207 000.00
15	ARPL: Plumbing	Learnership	Forek Institute of Technology	14	Technical Services	14 February- October 2022	In-progress	R 524 860.00
MARCH 2022								
16	Bid Committees	Skills Programme	Treasury	10	Financial Services	03-04 March 2022	Completed	Funded by Other
17	Leadership Skills for Councillors	Skills Programme	CoGTA	12	Council	14-18 March 2022	In-progress	Funded by Other
18	Procurement, Information and Knowledge	Skills Programme	Treasury	20	All Departments	15-16 March 2022	Completed	Funded by Other

Workplace Skills Plan July 2022 –JUNE 2023 (Councillors and officials)

A Workplace Skills Plan (WSP) consist of planned trainings for the following year whilst an Annual Training Report (ATR) reports the actual training that was completed in the previous year.

Work place skills plan to address the training and development needs in the workplace based on the skills needed within an organization, describing the range of skills interventions that an organization will address and implement.

No.	Trainings	No. of participant targeted	No.		No. of participant targeted
1.	MFMP	30	16.	Audit and risk Indaba	10
2.	Project Management	10	17.	IMPISA	06
3.	Welding	11	18.	Road Construction	20
4.	Water Purification	20	19.	Bid Committees	10
5.	Local Government Accounting	20	20.	Procurement Information and knowledge	26
6.	Inventory Management	11	21.	Leadership skill Programme for Councillors	38
7.	Record Keeping	30	22.	Induction for councillors	38
8.	ARPL Plumbing	25	23.	Proto-team fire fighting	09
9.	Fire Prevention	30	24.	Fire and rescue operations	09
10.	ORHVS	10	25.	Talent Management	05
11.	Grader Operator	13	26.	Integrated of population migration, sustainable, development and human Right in municipal Integrated	10
12.	Cable and Joint	12	27.	Municipal Performance Management	05
13.	Communication Skills	2	28.	Municipal Regulation and Guidelines workshop	02
14.	Emotional Intelligence	10	29.	Integrated Councillor induction programme	38
15.	Municipal Governance	20	30.	Snr Leadership Programme	10

WORKPLACESKILLS PLAN JULY 2022- JUNE 2022 (UNEMPLOYED YOUTH)

1. Dress making 30
2. Furniture making 30
3. Electrical 50
4. Environmental practice 30
5. Driver license 20

4.8. MKHONDO SECTOR PLANS:

STRATEGY/SECTOR PLAN	STATUS QUO 2022/23	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 2021.	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.
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

STRATEGY/SECTOR PLAN	STATUS QUO 2022/23	CHALLENGES
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 Integrated Strategy	Exists	None
Financial Strategy	Exists	None
Multi Year Financial Strategy	Exists	None
Revenue Strategy	Exists	
Capital Asset Strategy	Exists	None

4.9. 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

4.10. 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	

4.11. VACANCY RATE

DEPARTMENT	TOTAL NUMBER OF POST	FILLED	VACANT
Political Office	57	42	15
Municipal Managers Office	76	53	23
Planning and Development	29	17	12
Corporate Services	56	44	12
Financial Services	109	77	32
Community Services	257	147	109
Technical Services	248	143	105
Total	832	523	308

4.11. 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

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	4	0	0	0	0	0	0	0	0	0	4
Senior Management	10	1	0	1	4	0	0	1	1	0	18
Professionally Qualified and Experienced Specialists and Mid-Management	16	0	0	0	17	0	0	0	0	0	33
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents	51	0	0	5	26	0	1	0	0	0	83
Semi-skilled and Discretionary Decision Making	116	1	1	1	72	2	0	0	0	0	193

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Unskilled and Defined Decision Making	140	1	0	0	73	1	0	0	0	0	215
Total Permanent	337	3	1	7	192	3	1	1	1	0	546
Temporary Employees	6	0	0	0	0	0	0	0	0	0	6
Grand Total	343	3	1	7	192	3	1	1	1	0	552

4.12. 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.

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.

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.

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.

- **Analyzing 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 Au

4.13. Audit outcome for 2020/2021

The Municipal Financial statement ending 20 June 2021, the statement of financial performance, statement of charges 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 **unqualified opinion**.

AUDIT ACTION PLAN FOR 2020/2021

Mkhondo Local Municipality											
Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion				Audit 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	%		
Unqualified with Audit Findings	Legal	3	2	1	67%	0	0	0	100%	Yes	Contingency Liabilities : Comparative amounts are not disclosed on AFS
	REVENUE	1	1	0	100%	0	0	0	100%		NO Challenges
	PMU	4	4	0	100%	0	0	0	100%		NO Challenges
	SCM	4	4	0	100%	0	0	0	100%		NO Challenges
	PMS	5	4	1	80%	0	0	0	100%		Budgeted amount not included in the SDBIP
	INVENTORY	1	1	0	100%	0	0	0	100%		NO Challenges
	EXPENDITURE	24	24	0	100%	2	2	0	100%		NO Challenges
	ANNUAL FINANCIAL STATEMENT	2	2	0	100%	1	1	0	100%		NO Challenges
	ASSETS	8	8	0	100%	8	8	0	100%		NO Challenges
Combined Units		52	50	2	96%	11	11	0	100%		

4.14. 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 30: Top Municipal Risks

PART A: STRATEGIC RISK FOR BASIS SERVICES DELIVERY

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	5
		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

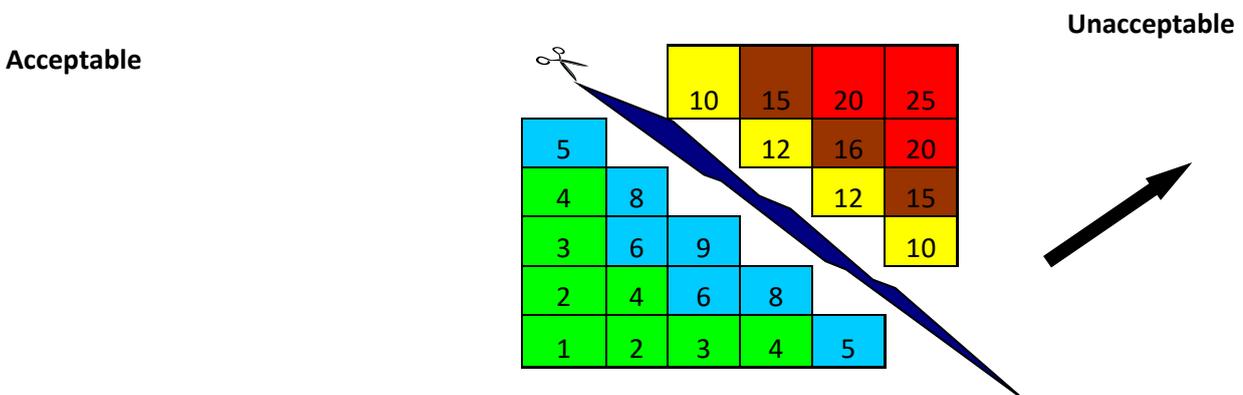
Control Effectiveness for determining the Residual Risk

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

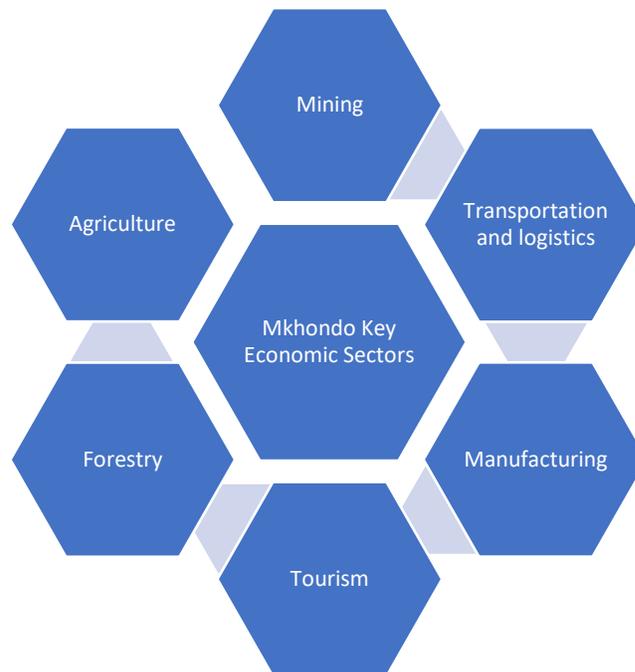
MKHONDO TOP 9 STRATEGIC RISK REGISTERS-2022/23

No	Risk Identified	Inherent Risk Rating	Residual Risk Rating
1.	Inability to provide sustainable basic service delivery to the community	25	20
2.	Inability to save lives and property (responses time to fire incidents takes long)	25	15
3.	Inability to adequately respond to sustainable and integrated planning needs of the community	25	15
4.	Inadequate Economic growth rate	25	15
5.	Financial Non-Viability	25	20
6.	Inefficient implementation of governance processes	25	12
7.	Inadequate transformation and development programs	25	12
8.	Inability to pay Eskom account	25	20
9.	Abuse of Overtime and standby allowance	25	15

Chapter 6

6.1. LOCAL ECONOMIC DEVELOPMENT (LED)

ECONOMIC POTENTIAL IN MKHONDO



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.

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.

FORESTRY DIVISION

Mkhondo Municipality's timber plantations are situated in Mkhondo Town, under the Gert Sibande District. The Mkhondo town is an industrial wood processing centre with markets for sawlogs, mining timber, poles, pulp and bark. This means that the Municipality's plantation is well situated to all these markets to realize a good Net Standing Value (NSV).

In the townland, the Municipality owns an area of 2519.7 hectares (ha); this area includes the following planted species;

Species	Area (ha)
Eucalyptus (Gum)	865
Pine	551.9
Wattle	396.8
Blackwood	5.7
Oak	1.1
Yellow wood	1.3
Temporary Unplanted (TU)	697.9
Total	2519.7

Other forest areas that fall under Mkhondo Municipality are in Iswepe with an estimate of 128.4 ha (*Eucalyptus spp. regrowths*), Ruusplaas 100 ha (*Eucalyptus* and *Acacia spp* – not planted), *Eucalyptus spp* and Amsterdam 180 ha (Wattle Jungle).

The area size of the Municipal plantation has decreased over the years due to settlement developments in some parts of the plantation.

KEY ISSUES

- Forest land area reduction due to growing population and increased demand for housing or residential land
- The municipal plantation is unfenced and surrounded by communities which results in uncontrolled entry to some parts of the plantation, which opens up the plantation to veld fire risks.
- Change in production objectives from growing saw-timber to pulpwood production due to reduced rotational age which lessens 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

- Increased timber theft
- High area of temporary unplanted areas (unutilized land is loss of revenue generation)

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 manner.

STRATEGIES

Sustainability

Economically viable

- Continued production of wood fiber 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 objectives from saw timber to pulpwood
- Enumeration of compartments to detect timber losses 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
- 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 optimizing 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 buffer zones
- Reducing fuel load build up in the plantation
- Control over fire protection program

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 (TPCP).

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 the Municipality's 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.

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 establishments 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.

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).

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.

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.

6.2. LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Mkhondo Local Municipality Local Economic Development LED Strategy was reviewed and approved by Council in May 2019. 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.

The LED strategy will serve as the framework for the promotion of economic growth and improved

socio-economic outcome in the Local Municipality over a five-year term. It will address the development of sector-based opportunities and the implementation of specific LED programmes and priority projects.

DEFINING “LOCAL ECONOMIC DEVELOPMENT”

The term Local Economic Development (LED) refers to a process by which government, business and civil society work collectively to create better conditions for economic growth and employment generation. These conditions can be brought about the following:

1. Improvement to infrastructure and service delivery
2. Better access to education, finance and business support
3. Creation of an environment that enables and attracts investment
4. Implementation of specific programmes and interventions aimed at catalysing growth

The Mkhondo Local Municipality is committed in addressing all these issues through the efficient execution of its municipal functions. This includes the formation and financing of a municipal LED unit which is specially tasked with the with fourth directive, identifying, planning and implementation LED programmes and interventions. To facilitate this process the LED Unit has identified the need for a holistic LED Strategy which will serve as a blueprint for project implementation.

PURPOSE AND OUTPUTS OF THE LED STRATEGY

The purpose of the Local Economic Development strategy is to investigate the various options and opportunities available to broaden the economic base in the Mkhondo Local Municipality. This information is then strategically packaged to create an environment conducive to economic growth and investment, to facilitate business development, and to create sustainable job opportunities.

The desired outputs of the LED Strategy are summarised as follows:

1. Stimulate economic growth and diversification especially in labour intensive, high growth and sustainable industries.
2. Retain existing industries and small businesses, actively recruit new investment and encourage entrepreneurship within the local community
3. Strengthen partnerships between established industry and new market entrants in order to enhance local supply chains and encourage skills transfer
4. Reduce unemployment and poverty through the creation of sustainable job opportunities.
5. Encourage greater integration between eMkhondo and the regions and rural communities
6. Coordinate LED with the wider development interventions occurring in the Municipality

Table 31: 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 marginalized
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 GSDM 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
	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
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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-	Quick win and ongoing	Provincial Government, GSDM, Mkhondo LM	R 500 000

No	Programme\project description	Type and term of programme or project	Implementation agent and partners	Approximate budget
	processing development and support			
	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

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:

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 18: SMME developmental aspects:



6.3. Rural Development

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 Isaka Seme, 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

6.4. 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:

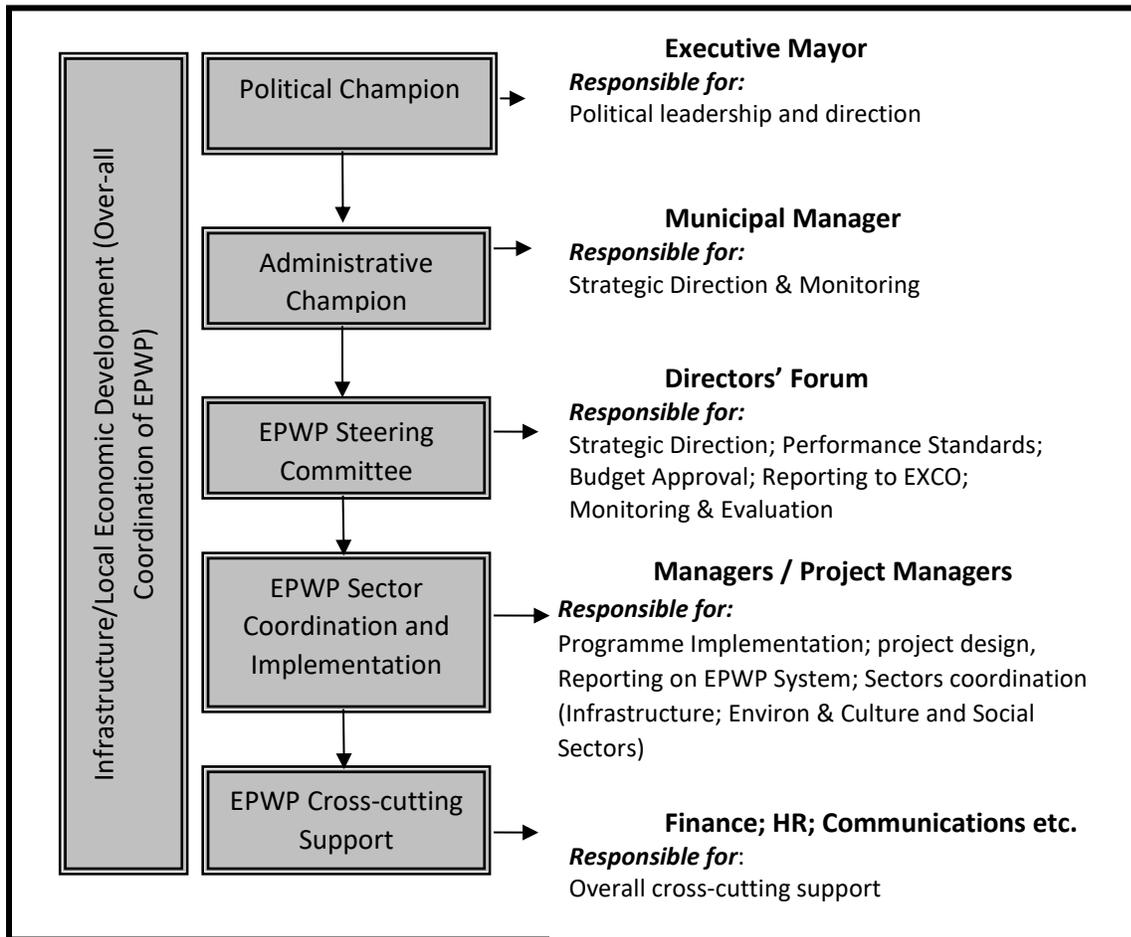
Table 1: EPWP Sectors initiatives as implemented by MLM

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 19: 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 concerned.

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

EPWP TARGETS

Overall EPWP phase 4 targets per sector and financial year Mkhondo local Municipality

OVERALL EPWP PHASE 4 TARGETS PER SECTORE AND FANANCIAL YEAR MKHONDO LOCAL MUNICIPALITY							
Sector		2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Overall target for the whole Municipality
Infrastrucure	WO	417	420	421	421	421	2100
	FTE	138	139	139	139	139	694
Envernment	WO	77	80	82	84	87	410
	FTE	55	55	57	59	60	285
Social	WO	107	107	107	107	107	533
	FTE	41	41	41	41	41	205
Toatal	WO	601	607	610	612	615	3044

OVERALL EPWP PHASE 4 TARGETS PER SECTORE AND FANANCIAL YEAR MKHONDO LOCAL MUNICIPALITY						
Sector	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Overall target for the whole Municipality
FTE	232	235	237	238	240	1184

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
Siyathuthuka	GSDM Budget	30	GSDM Budget	30
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

6.5. 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 2021/22

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 2022-2023

COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Maintenance of communal vegetable gardens.	12	2022-23	R 90 000	Tribal Authority, Community members	Tribal Authority, Community members	Agricultural plant production training
Establishment of Communal garden	02 Hectors	2022-23	R100 000	CPA Leaders Department of Agriculture LED and Participants	CPA Leaders, LED and Participants	Agricultural plant production training
Establishing of 2 vegetable plants nurseries.	01	2022-23	R 10 000	Tribal Authority, Department of Agriculture	Tribal Authority, Department of Agriculture	Agricultural plant production training
Maintenance of school vegetable garden	42	2022-23	R 64 000	Department of Education and Department of agriculture	Department of Education and Department of agriculture	Agricultural plant production training
Maintenance of public areas vegetable garden(clinics)	07	2022-23	R 20 000	Department of Environmental Affairs	Department of Environmental Affairs	Agricultural plant production training
Construction of foot bridge.	02	2022-23	R 12 000	Local Municipality, Department of Road and Public Works.	Department of Roads and public works	Occupational Health Promotion Officer
Building of Public bus stop shelters and maintenance.	03	2022-23	R 42 000	SANRAL and Local Municipality	Municipality	Technical contraction skills
Unblocking of v-drains, storm water drainages.	105 km	2022-23	R 79 000	Local Municipality	Municipality	Technical contraction skills
Erecting of 06 gabion fencing foot crossing bridges	06	2022-23	R 25 000	Participants .Mkhondo waste management	Participants .Mkhondo waste management team	Technical contraction skills

COVID 19 Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
				team and Local Municipality	and Local Municipality	
Providing home based care to elderly and vulnerable	1200 elderly	2022-23	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 spaces and trimming of trees	3500 meters	2022-23	R 60 000	Participants Waste Management Team and Local Municipality	Participants Waste Management Team and Local Municipality	Understanding environmental law for better environment management
Cleaning illegal dumping sites	900	2022-23	R 97 000	Participants, DARDLEA and Municipality.	DARDLEA	Understanding environmental law for better environment management
Conducting scholar patrolling	4652	2022-23	R 62 000	Participants, Teachers, Mkhondo Traffic officers.	Department of education	Scholar patrol performance training
Selling of recycling product, agricultural product and garments.	5000	2022-23	R110.000	Local Schools Local ECDs Community Members	Department of Education and Department Of Social Development	
Assisting 42 schools with feeding nutrition, cleaning, maintaining yard and flowering garden.	42	2022-23	R 40 000	Participants SGB	Department of education	Food and Nutrition training

Chapter 7

7.1. 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 Municipal Spatial Development Framework Vision and mission:

SDF VISION

“A well-governed space in which all our citizens can participate in the economy and live a meaningful and dignified life”.

The accompanying mission statement is:

“To provide a framework that will ensure that all three spheres of government and the private sector invest in, expand and maintain infrastructure and human development facilities and services that will create and sustain economic development opportunities for all the citizens of our municipality in an effective, efficient and environmentally sustainable way

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 32: **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

SDF POPULATION PROJECTIONS

The below table outlines the projected exponential growth rate of the various settlements in Mkhondo Local Municipality, based on the total growth rate of the municipality. The individual growth rate for each settlement was not used, due to the extreme growth seen in some of the settlements between 2001 and 2011 – in large part due to newly established settlements or specific housing projects. It is assumed that such extreme growth will not continue, and thus Mkhondo Local Municipality growth rate was applied to all settlements, except to Mkhondo Non-urban. In this case, the assumption was made that the rural population in the municipality will continue to decline at -10% growth till 2021, and after that will see no extensive growth, as out-migration and natural increase (births) balances each other out. At the same time, the assumption was made that the rural population leaving non-urban Mkhondo would move to settlements in the MLM, with migrants from these areas redistributed across the other settlements in the municipality in accordance with the current population distribution in the municipality.

No.	Settlement	2001 Population	2011 Population	Percentage Growth	2021	2031
1.	Amsterdam	1448	6770	368	9304	11895
2.	KwaThandeka	5088	7289	43	10017	12807
3.	eMkhondo	37924	57428	51	78924	100904
4.	Ezinkonjaneni	7	1655	23543	2274	2908
5.	Saul Mkhizeville	16133	25040	55	34413	43997
6.	KwaNgema	1007	1005	-0,2	1381	1766
7.	Ngema Tribal Trust	3536	5590	58	7682	9822
8.	Iswepe	52	2833	5348	3893	4978
9.	Dirkiesdorp	523	2432	365	3342	4273
10.	Mkhondo Non-Urban	77246	61942	-20	55748	55748
11.	Mkhondo Local Municipality	142905	171984	20	206980	249097

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
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

SDF Spatial Development Strategies	IDP projects
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.

SPATIAL DEVELOPMENT FRAMEWORK PROJECTS

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
<p>SD1: Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM.</p> <p><i>SDS 1-1: A project to ensure optimisation of the Agri-park status afforded to the MLM.</i></p> <p><i>SDS 1-2: A programme to establish and strengthen collaboration, support and mentoring between established and emerging farmers.</i></p> <p><i>SDS 1-3 A well-planned, well supported and well executed land reform programme.</i></p> <p><i>SDS 1-4: A holistic financial, input and market support programme in support of emerging farmers.</i></p>		
1.	The Municipality has made strategic municipal land available for the development of the Mkhondo Agri- Hub development (Proposed Kempville Extension 4 Township).	Finalisation of Township Establishment processes.
<p>SDS 2: Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised</p> <p><i>SDS 2-1: A programme for ensuring enforcement and implementation of the national, provincial and district environmental management laws, regulations and frameworks.</i></p> <p><i>SDS 2-2: A detailed plan and programme for future settlement design, establishment, upgrading, maintenance and expansion in the MLM.</i></p> <p><i>SDS 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.</i></p>		
2.	Mkhondo Spatial Development Framework	Adopted by Council.
3.	Mkhondo Land Use Scheme	Adopted by Council.
4.	Review of the Human Settlements and Housing Strategy	The Housing Charter exists and was approved by Council. However through the assistance of the Mpumalanga

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
		Department of Human Settlements a service provider has been appointment to undertaken the tasks of development a Housing Sector Plan for Mkhondo Local Municipality.
5.	Land Use Management System	Currently the Municipality does not have a GIS, however there are initiatives undertaken together with the Gert Sibande District Municipality and COGTA.
6.	Comprehensive Infrastructure Master Plan	Needs to be developed. (Municipality currently has a Water Services Development Plan (2015); Blue and Green Drop Improvement Plan (2020); Water Safety Plan (2020); Waste Risk Abatement Plan (2020) and utilised the District Integrated Waste Management Plan).
7.	Settlement Strategy	Still needs to be developed, however Settlement Upgrading Plans have been developed for specific identified areas or settlements with the assistance of the Mpumalanga Department of Human Settlements (2020).
<p>SDS 3: Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM</p> <p><i>SDS 3-1: A land-use management system for the MLM.</i></p> <p><i>SDS 3-2: An urban design and local economic development plan for each of the main towns in the MLM.</i></p> <p><i>SDS 3-3: A beautification and municipal service provision programme for enhancing and maintaining the physical appearance of the main towns in the MLM.</i></p>		

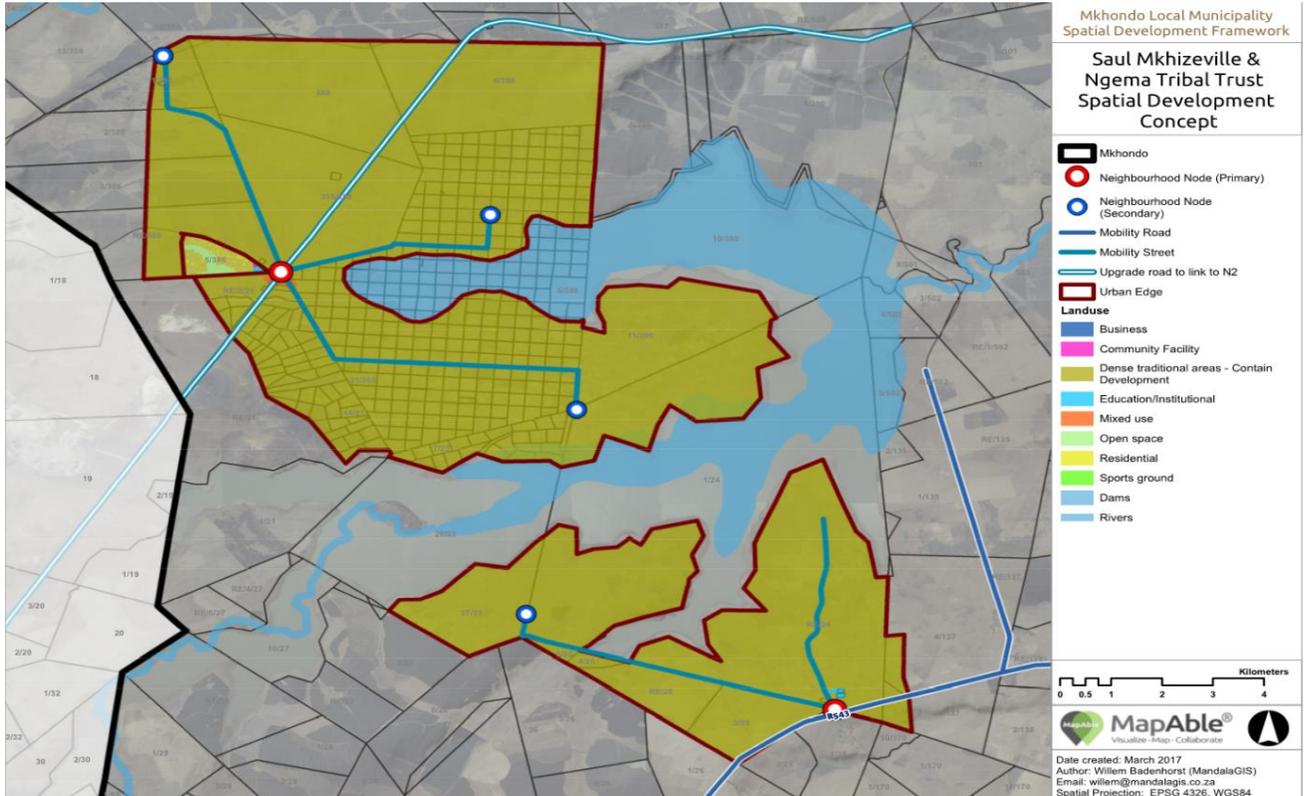
Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
8.	Land Use Management System	Currently the Municipality does not have a GIS, however there are initiatives undertaken together with the Gert Sibande District Municipality and COGTA.
9.	Local Economic Development Strategy	Exists. It was approved by Council in May 2019.
10.	Town beautification programme.	Still needs to be developed.
<p>SDS 4: Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level</p> <p><i>SDS 4-1: A master plan for improving and managing the N2-interface with the town of eMkhondo.</i></p> <p><i>SDS 4-2: A roads-building, maintenance and improvement programme for the MLM.</i></p> <p><i>SDS 4-3: A programme of land use management enforcement along the N2 and the railway line.</i></p> <p><i>SDS 4-4: A project to explore and propose way of enhancing rural access and connectivity in the MLM.</i></p>		
11.	Integrated Transport Plan (ITP)	Needs to be developed. Currently the Gert Sibande District Municipality ITP is being used.
<p>SDS 6: Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM</p> <p><i>SDS 6-4: A study into the potential for the development of luxury residential estates in the MLM.</i></p>		
12.	Identified strategic municipal land to be made available for residential development (A Portion of the Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149-HT (Feedlot and Training Facility next to Agri-Hub Development).	Underway.
<p>SDS 7: Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”</p>		

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
<p><i>SDS 7-1: A programme that will establish a multi-stakeholder forum to ensure deliberation on the servicing of the villages in “Non-Urban Mkhondo”.</i></p> <p><i>SDS 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”.</i></p> <p><i>SDS 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.</i></p>		
13.	<p>Upgrading plans for the seven (Athalia, Speenkoppies, Newplaas, Sluis, Hartebees-Mdukuzane, Riverside and eThandakukhanya) Agri-village settlements</p> <p>Upgrading Plans for Athalia, Speenkoppies, and eThandakukhanya Informal Settlements (still needs to be tabled to Council).</p>	<p>Through the Mkhondo Mondi Development Project or Programme (MMDP), the Municipality has prepared Upgrading Plans for Athalia, Speenkoppies, and eThandakukhanya Informal Settlements with the assistance of Mondi Limited and submitted them to the Mpumalanga Department of Human Settlements for consideration (2021).</p>
<p>SDS 8: Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM</p> <p><i>SDS 8-1: A study into the introduction of tertiary education and research centres/facilities in the MLM.</i></p> <p><i>SDS 8-2: A study to identify sites and structures that could be used as teaching, skills development and research facilities and student accommodation.</i></p> <p><i>SDS 8-3: A multi-stakeholder programme to introduce and fund skills development, education and research facilities in the MLM.</i></p>		
14.	<p>Identified strategic municipal land to be made available for Agricultural High School Development (A Portion of the Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149-HT).</p>	<p>Underway.</p>

RURAL DEVELOPMENT, ISSUES OF FARM DWELLERS AND AREAS OF TRADITIONAL LEADERSHIP

1. The municipality has prioritised specific settlements/villages in traditional authority/rural areas for development as follows:

1.1 Saul Mkhizeville and Ngema Tribal Trust Spatial Development Concept:



The Ngema Tribal Trust is located next to the R543 and Heyshope Dam, and close to the tourism corridor straddling the western border of MLM, and forestry and agriculture activities, the Ngema Tribal Trust area is ideally located to take advantage of the tourism opportunities in the region.

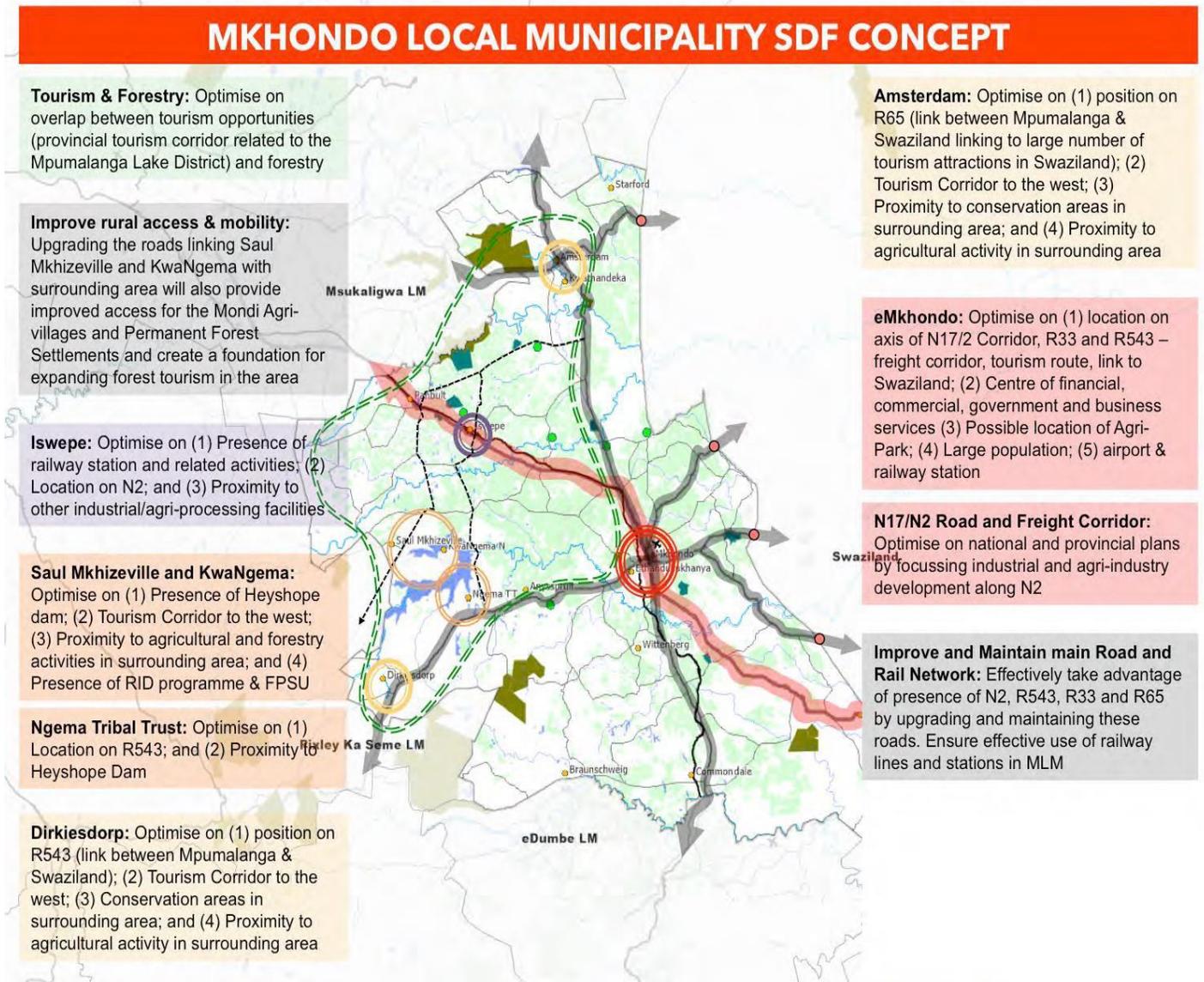
In term of the settlement itself, it takes the form of a high-density rural settlement with traditional housing and layouts prominent features of the settlement. To improve overall mobility and access in the settlement, the following proposals are made:

- Concentrate current and future public and private investment and development in Neighbourhood Nodes, with one main Neighbourhood Node on the main access road into the settlement and smaller neighbourhoods located close to current social and education facilities;
- The development of Mobility Streets to (1) facilitate safe pedestrian and bicycle movement in the Settlement Upgrade Zones, and (2) improve the link between various activity areas in the settlement; and

- Upgrading of the road linking the N2 and the R543 via Heyshope Dam, which will provide the foundation for expansion of tourism activities related to the Heyshope Dam.

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 20: Mkhondo Local Municipality SDF

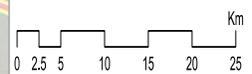


Concept:

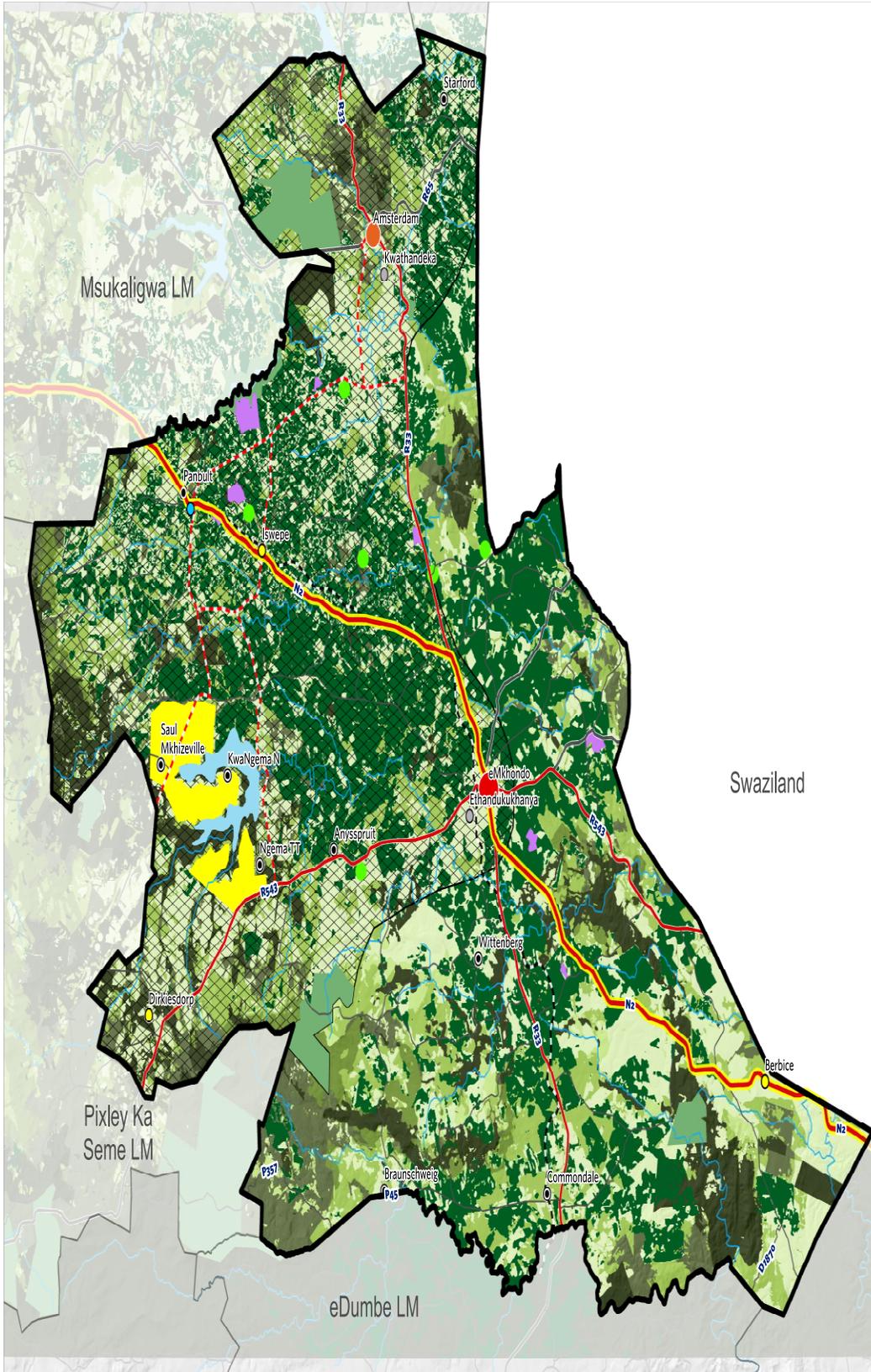
Mkhondo Spatial Development Framework

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



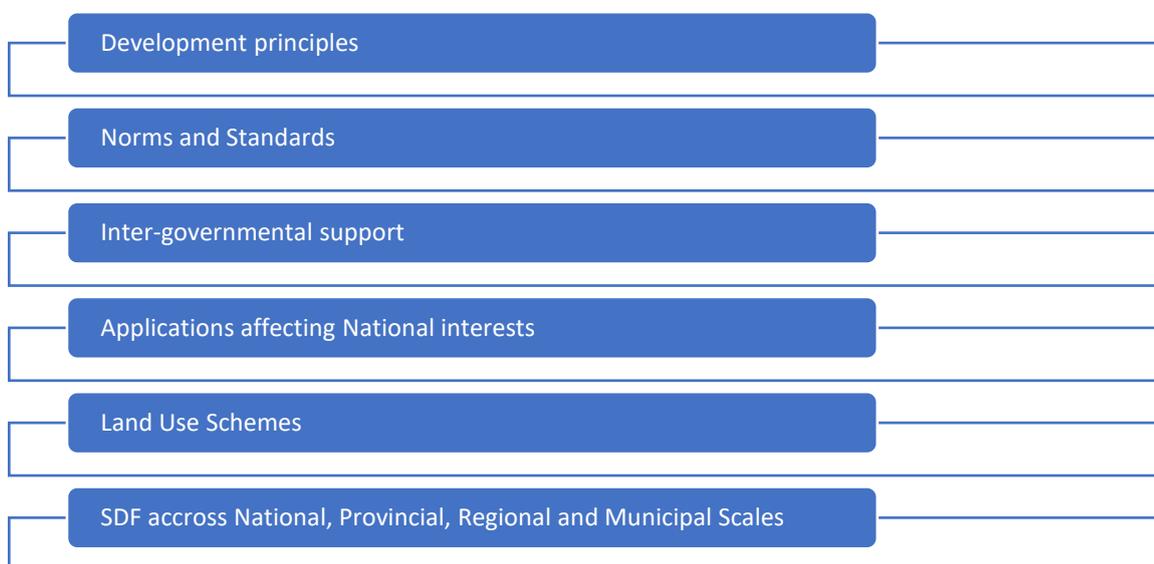
SPATIAL RATIONALE

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.

SPLUMA IMPLEMENTATION

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

Figure 21: 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 33: 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.

SPLUMA IMPLEMENTATION

The Mkhondo Spatial Development Framework and Land Use Scheme in line with SPLUMA (2013) will be re-tabled to council, 26th May 2021.

4.4.2. The Municipality needs to review or develop the following policies:

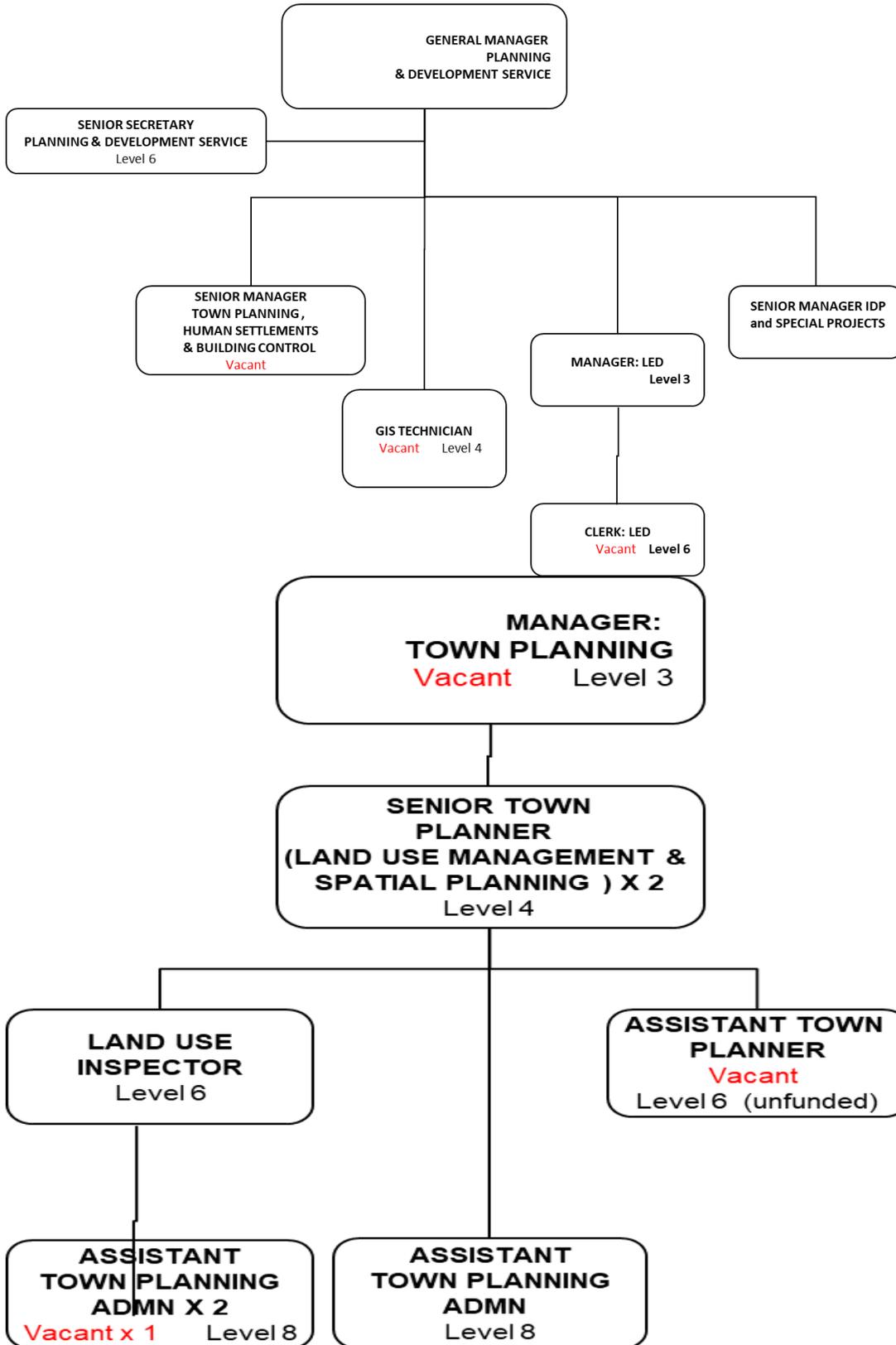
- Bulk Service Contribution Policy/Development Charges
- Land Use Enforcement Policy
- Naming of Streets and Townships Policy

4.4.3. Encroachment By-law is in place (2019).

The Municipality has amended the organogram to make provision for the necessary human resources that will be required to implement SPLUMA. The following vacancies are reflected on the organogram:

Assistant Town Planner
 GIS Technician
 Senior Manager: Town Planning, Building Control and Human Settlements
 Town Planning Admin

ORGANOGRAM OF TOWN PLANNING



7.2. 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

7.3. 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

7.4. 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 34: 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.

7.5. 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/Thandanani	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, 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	National Government of the Republic of South Africa ;	3	700	1996/1997	<ul style="list-style-type: none"> Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place.

No	Name of settlement/a adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
		Portion 3 of the Farm Schoonderzigt 68 HT; and Portion 1 of the Farm Grootlaagte 70 HT	Rensburg Dirkie Elizabeth Janse Van; and Raad op Plaalike Bestuursaangel eenthedede;				<ul style="list-style-type: none"> 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 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.	Dirkiesdorp/eMabola	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	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.	John Vorster/ Chris Hani/Thandanani	Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT	14 and 17	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

7.6. Integrated Human Settlements

4.8.1. Integrated Human Settlement Projects (Greenfields)

No.	Project Description	Project HSS Number	Programme	Implementing Agent/ Service Provider	No. of Sites	Scope
1.	Kempville Extension 2		Integrated Human Settlements (IHS)	Nu Plan	500	Finalisation of Township Establishment process
2.	Amsterdam Ext 5 (Portion 11 of the Farm Amsterdam 408 IT		HIS	Lidwala Specialist Solutions	1009	Professional land use planning, municipal civil engineering and project management services.
3.	A Portion of the Remaining Extent of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT		HIS	Endecon Consulting Engineers/ Tiger Business Enterprise	2500	

No.	Project Description	Project HSS Number	Programme	Implementing Agent/ Service Provider	No. of Sites	Scope
4.	Retiefville Extension 1 (Portion 16, Portion 98 and remaining extent of Portion 9 of the Farm Piet Retief Town and Townlands 149 HT)		HIS	Lidwala Specialist Solutions	262	Professional land use planning, municipal civil engineering and project management services.
5.	Dirkiesdorp (Portion 3 of the Farm Schoonderzicht)			Lidwala Specialist Solutions	1000	Professional land use planning, municipal civil engineering and project management services.
6.	Erf 1803 Piet Retief Extension 7	E17060030	IRDP Phase 2	Nkolele Projects		
7.	eThandakukhanya Ext 4 and Ext 6 (Phoswa)	E14100026	Rural	Moyoyo		
8.	Kempville Ext 3 (Oosloop)	E14100025	Rural	Moyoyo		
9.	KwaThandeka	E1809029	Rural	KD Madonsela		

Upgrading of Informal Settlements Programme (formalization)

The Mpumalanga Department of Human Settlements appointed a service provider to prepared upgrading plans for thirteen (13) informal settlements identified within the Municipality:

No.	Settlement	Estimated Number Of Households	Total Number Of Structures Captured During On-Site Enumeration
1.	John Vorster	1 172	1 095
2.	Wilverdiend	221	125
3.	Ooslop	129	434
4.	Dr Pauls	80	529
5.	Ajax	108	134
6.	Maphepheni	137	72
7.	New Home	94	47
8.	Ezintandaneni	30	28
9.	Hartbees	86	63
10.	Vuka	120	82
11.	Ezinkonjaneni	200	95
12.	Msinyane	150	120
13.	Dirkiesdorp	-	453
	TOTAL	2 527	3 278

In April 2021, an application for the formalization of Ezinkonjaneni settlement, located on Portion 67 of the Farm Welverdiend 148, Registration Division HT, Mpumalanga Province; was submitted to the Municipality for processing.

Human Settlements Unit Model:

Programmes and subsidies which are assisting the Municipality are as follows (Source: DHS, 2021):

Integrated Residential Development Programme (IRDP)

The integrated residential Development Programme offers for planning and development of integrated housing projects.

Informal Settlement Upgrading Programme (ISUP)

The programme enables the structured upgrading of informal settlements. It applies to in situ upgrading of informal settlements as well as where communities are to be relocated for a variety of reasons.

Social Housing

Social housing provides good quality rental accommodation for the upper end of the low income market (R1500 - R7500), with the primary objective of urban restructuring, creating sustainable human settlements.

Rural Subsidy: Communal Land Rights

This subsidy is available to beneficiaries who only enjoy functional tenure rights to the land they occupy. This land is normally in rural areas and belongs to the state and is governed by traditional authorities.

Enhanced People's Housing Process

The Enhanced People's Housing Process aims to support household who wish to enhance their housing subsidies by building their own homes. The enhanced people's Housing process can be accessed through the Integrated Residential Development Programme, Project Linked Consolidation, Institutional or Rural Subsidies as well as technical and other forms of assistance in the house building process.

Farm Residents Housing Assistance Programme

This housing assistance programme provides capital subsidies for the development of engineering services where no other funding is available and adequate houses for farm workers and occupiers in a variety of development scenarios.

The acquisition of land for integrated human settlements

Project Name	Status Quo
Ajax/Dr Pols Township Establishment: Township Establishment Application (Portion 27 Welgekozen 514-IT)	The Municipality has entered into a Caretaker agreement with the Government of the Republic of South Africa through the Department of Rural Development and Land Reform dated 2020 for Portion 27 Welgekozen 514-IT.

7.7. Land Audit

The municipality appointed a service provider to conduct a Vacant Land Audit in the 2014/15 financial year and also 2019/20 financial year. The audit was conducted in eMkhondo/Piet Retief, Amsterdam as well as in the following townships: eThandakukhanya, Kwa-Thandeka, Retiefville and Kempville and surrounding areas.

The Municipality needs to develop an illegal land use strategy, there is currently an encroachment policy (2019) that also covers land use aspects.

New Cemetery:

The Municipality has made provision for new cemeteries as follows:

Property Description	Capacity
The new municipal cemeteries are located on Portion 40 of the Farm Piet Retief Town and Townlands 149 HT (along the 526 Road).	

7.8. 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.

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

SUCCESS FACTOR	DESCRIPTION
	linkages).
Capacity Building	Enhance social development by means of local skills development programmes based on the resources available in surrounding areas
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-eThekweni 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-eThekweni 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)

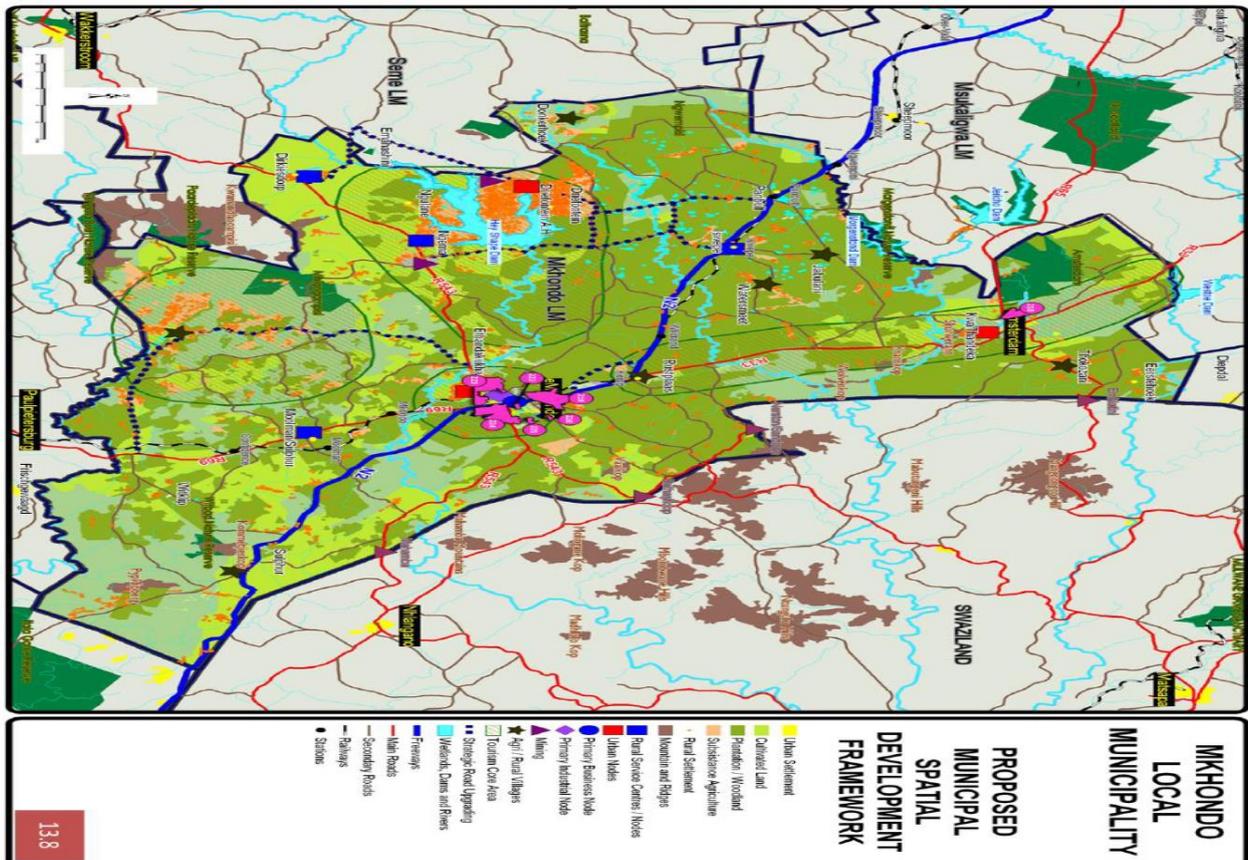
- The identified secondary activity nodes are namely Balfour (Dipaleseng LM), Evander and Bethal (Govan Mbeki LM), Carolina (Chief Albert Luthuli LM), and Volksrust (Dr Pixley ka Isaka Seme LM).
- The primary and secondary activity nodes are supported by a network of tertiary activity nodes/ rural service 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.

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														
Value Chain	Functional Area 1							Functional Area 2						
	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			√	√	√	√	√				√	√	√	

7.9. 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 22: PGDS priority areas:



7.10. 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 23: Sector plans



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

Figure 24: Socio Economic Outcome Priorities:



7.11. 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 25: Mpumalanga main economic sectors:



7.12. 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 35: 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

No	Concept	Narrative
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.

7.13. 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 36: 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.

7.14. CIRCULAR 88

The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report. However, there has been some confusion as to the results level that indicators in the SDBIP occupy, particularly in component 3. Quarterly projections of service delivery targets and performance indicators for each vote. This is particularly in relation to the goals and objectives set out over the medium term in the IDP, and how they are measured.

This circular aims to clarify this matter by prescribing municipal performance indicators for metropolitan municipalities. In providing guidance and conceptual clarity and alignment between the IDP, SDBIP and the performance part of the Annual Report, this MFMA Circular has conceptual benefit for all municipalities. However, the prescribed performance indicators will be applicable to only metropolitan municipalities from the 2018/19 financial year onwards.

The content of this circular has been informed by a performance reporting reform initiative undertaken by National Treasury, in collaboration with the Department of Cooperative Governance, the Department of Planning, Monitoring and Evaluation, Statistics South Africa and in consultation with the Auditor-General of South Africa, amongst others.

The intention of this reform is to rationalise the reporting requirements of metropolitan municipalities. It was identified early on in this reform initiative that rationalising the reporting requirements of metropolitan municipalities necessitates clarification and resolution of inconsistencies in the statutory requirements of the IDP, SDBIP and the performance part of the Annual Report.

Functional Performance Indicators (Outcomes and Outputs level)

Central to the work of the reporting reforms project has been the focus upon the following municipal functions which have informed the development of a set of indicators:

- Water and sanitation;
- Electricity and energy;
- Housing and community facilities;
- Roads and transport;
- Environment and waste management;
- Fire and emergency services and
- Governance.

Table 37: **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 38: **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 39: Sound Financial Management

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

Table 40: 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

7.15. 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.

7.16. . 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 41: 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

7.17. 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 42: 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.

7.18. 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.

7.19. 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 43: **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

7.20. ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Table 44: **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 Development Priorities	Local
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	

7.21. MKHONDO LM ENVIRONMENTAL ANALYSIS

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).

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

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.

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

MUNICIPAL INTEGRATED DEVELOPMENT PLANS: REVIEW FRAMEWORK

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

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
				consider other Climate Related Tools to 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 ○ Support with farming material and equipment 	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
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 that they will be developing a district-wide Energy Master Plan.	The municipality needs to promote renewable energy options
Energy efficiency programmes or campaigns implemented for the	Yes	It is funded under by the Water Services	None	The programme should be implemented .

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
municipal operations and other sectors		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		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				
Integrated Waste Management Plan (IWMP)	Yes, the muicipality adopted District IWMP, these are some of the plans on waste: Mkhondo LM Rural Waste Management	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.

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
	Sites Operational Plan Domestic waste collection standards & implementation strategy Rural Waste Management Plan of Action-Blue Print Landfill site operational plan			
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				
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	Mentioned in the plan	The plan should be implemented

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
		species monitoring, control and eradication		
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 / Mkunyan 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, 	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
		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.
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				

Assessment Criteria	Do they municipality have it Yes/No	Name of initiative/project	Gaps identified	Proposed interventions
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, SiyathuthukaProgramme	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.

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.

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.

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 high 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.

Water resources

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.

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.

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.

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.

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 / Mkunyane Nature Reserve (1078.4 ha),
- Three MBCP conservancies along the western border of the Mkhondo LM, namely Ngwempisi (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.

Overall Threats/Challenges

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

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.

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.

Biodiversity

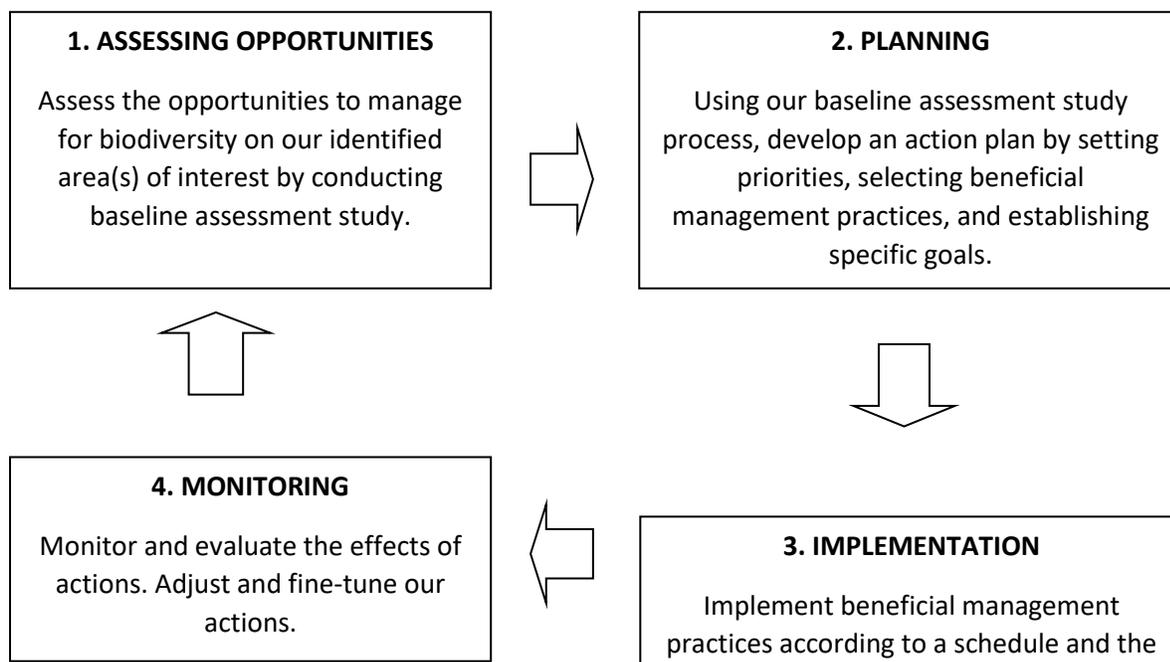
- Negative impacts on biodiversity hot spots and environmentally sensitive areas found within the municipality originate primarily from economic activities such as forestry, mining and subsistence agriculture. Mining specifically, is encroaching on several conservation areas and important wetlands. Other 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.

7.22. 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

7.23. 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

7.24. 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

7.25. Waste Management

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.

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 a %	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%

Status of Landfill Site

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

7.26. 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 adequate

- 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 8:

8.1. 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.

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.

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.

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.

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.

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.

8.2. Summary of Performance

Summary of KPA Third quarter Performance 2020/2021

KPA	No. of KPI	Achieved	Not Achieved
Basic Services Department	39	33	7
Municipal Finance Viability and Management	14	13	1
Local Economic Development	7	7	0
Good Governemence & Public Participation	25	21	4
Municipal Instistitutional Development Tranformation	14	14	0
Spatial Development Rationale	7	7	0
Total	106	95	12

ANNEXURE A: 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	R2 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

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
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	R2 000 000.00	Funding still needs to be sourced
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	R7 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		Funding still needs to be sourced

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
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 to increase revenue		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
3.	Access to Sanitation	R500 000.00	
3.1	New outfall sewer 5Km plus upgrade of Ezinkonjaneni pump	R880, 000	Funding still needs to be sourced
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		

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
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		
	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