

MKHONDO LOCAL MUNICIPALITY

IDP 2023 - 2024



DRAFT INTEGRATED DEVELOPMENT PLAN REVIEW 2023 – 2024

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LIST OF ACRONYMS

ABET	ADULT BASIC EDUCATION AND TRAINING
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
ASGISA	ACCELERATED SHARED GROWTH INITIATIVE SOUTH AFRICA
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT
BEE	BLACK ECONOMIC EMPOWERMENT
BPU	BUSINESS PLANNING UNIT
BRIC	BRAZIL,RUSSIA,INDIA, CHINA
CASP	COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME
CBD	CENTRAL BUSINESS DISTRICT
CBOS	COMMUNITY BASED ORGANISATIONS
CDWS	COMMUNITY DEVELOPMENT WORKERS
CETA	CONSTRUCTION EDUCATION AND TRAINING AUTHORITY
CFO	CHIEF FINANCIAL OFFICER
CHBC	COMMUNITY HOME BASED CARE
CIP	COMPREHENSIVE INFRASTRUCTURE PLAN
CMIP	CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME
COGTA	DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
CPTR	CURRENT PUBLIC TRANSPORT RECORDS
CSS	COMMUNITY SOCIAL SERVICES
CWP	COMMUNITY WORKERS PROGRAMME
DAC	DISTRICT AIDS COUNCIL
DBSA	DEVELOPMENT BANK OF SOUTHERN AFRICA
DDM	DISTRICT DEVELOPMENT MODEL
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM
DEDET	DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM
DHS	DEPARTMENT OF HUMAN SETTLEMENTS
DM	DISTRICT MUNICIPALITY
DMA	DISTRICT MANAGEMENT AREA
DOE	DEPARTMENT OF ENERGY
DPW	DEPARTMENT OF PUBLIC WORKS
DRDALA	DEPARTMENT OF RURAL DEVELOPMENT, AGRICULTURE AND LAND ADMINISTRATION
DRDLR	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DTI	DEPARTMENT OF TRADE AND INDUSTRY
DWA	DEPARTMENT OF WATER AFFAIRS
ECA	ENVIRONMENTAL CONSERVATION ACT NO. 73 OF 1989
EHS	ENVIRONMENTAL HEALTH SERVICES
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EIP	ENVIRONMENTAL IMPLEMENTATION PLAN
EMP	ENVIRONMENTAL MANAGEMENT PLAN

EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
FBE	FREE BASIC ELECTRICITY
FBS	FREE BASIC SERVICES
FPA	FIRE PROTECTION ASSOCIATION
GIS	GEOGRAPHIC INFORMATION SYSTEM
GSDM	GERT SIBANDE DISTRICT MUNICIPALITY
GVA	GROSS VALUE ADDED
HDI	HUMAN DEVELOPMENT INDEX
HOD	HEAD OF DEPARTMENT
IDP	INTEGRATED DEVELOPMENT PLAN
IEM	INTEGRATED ENVIRONMENTAL MANAGEMENT
IGR	INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, NO. 13 OF 2005
IMEP	INTEGRATED MUNICIPAL ENVIRONMENTAL PROGRAMME
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
IS	INFORMATION SYSTEM
IT	INFORMATION TECHNOLOGY
ITP	INTEGRATED TRANSPORT PLAN
KPA	KEY PERFORMANCE AREA
KPAs	KEY PERFORMANCE AREAS
KPI	KEY PERFORMANCE INDICATOR
KPIs	KEY PERFORMANCE INDICATORS
LDOs	LAND DEVELOPMENT OBJECTIVES
LED	LOCAL ECONOMIC DEVELOPMENT
LM	LOCAL MUNICIPALITY
LRAD	LAND REDISTRIBUTION FOR AGRICULTURAL DEVELOPMENT
LUM	LANDUSE MANAGEMENT
LUMS	LAND USE MANAGEMENT SYSTEM
LUS	LAND USE SCHEME
MAM	MULTI AGENCY MECHANISM
MDGs	MILLENNIUM DEVELOPMENT GOALS
MEC	MEMBER OF EXECUTIVE COUNCIL
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MHS	MUNICIPAL HEALTH SERVICES
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MLM	MKHONDO LOCAL MUNICIPALITY
MPCC	MULTI-PURPOSE COMMUNITY CENTRES
MPPMR	MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001
MPRA	MUNICIPAL PROPERTY RATES ACT, NO. 6 OF 2004
MRTT	MPUMALANGA REGIONAL TRAINING TRUST
MSA	MUNICIPAL SYSTEMS ACT NO. 32 OF 2000
MSIG	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK

NDP	NATIONAL DEVELOPMENT PLAN 2030
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT NO. 107 OF 1998
NEPAD	NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT
NER	NATIONAL ELECTRICITY REGULATOR
NGO	NON-GOVERNMENTAL ORGANISATION
NGP	NEW GROWTH PATH
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NWMS	NATIONAL WASTE MANAGEMENT STRATEGY
OLS	OPERATING LICENCE STRATEGY
PGDS	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
PHC	PRIMARY HEALTH CARE
PMS	PERFORMANCE MANAGEMENT SYSTEM
PPP	PUBLIC PRIVATE PARTNERSHIP
REDS	REGIONAL ELECTRICITY DISTRIBUTION SYSTEM
RSC	REGIONAL SERVICES COUNCIL
SABS	SOUTH AFRICA BUREAU OF STANDARDS
SACOB	SOUTH AFRICA CHAMBER OF BUSINESS
SALGA	SOUTH AFRICA LOCAL GOVERNMENT ASSOCIATION
SANAC	SOUTH AFRICAN NATIONAL AIDS COUNCIL
SANCO	SOUTH AFRICAN NATIONAL CIVIC ORGANISATION
SAPF	SOUTH AFRICAN POLICE FORCE
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SDGs	SUSTAINABLE DEVELOPMENT GOALS
SETA	SECTOR EDUCATION TRAINING AUTHORITY
SLA	SERVICE LEVEL AGREEMENT
SOER	STATE OF THE ENVIRONMENT REPORT
SP	SPATIAL PLANNING
SPLUMA	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT NO. 16 OF 2013
TLGA	TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK ACT, NO. 41 OF 2003
TWK	TRANSVAAL WATTLE GROWERS CO-OPERATIVE LIMITED
UN	UNITED NATIONS
WSA	WATER SERVICES AUTHORITIES
WSDP	WATER SERVICES DEVELOPMENT PLAN

FOREWORD OF THE EXECUTIVE MAYOR



It takes a great pleasure for me to present this IDP and Budget of the Municipality for 2023/2024 financial year. As the Municipality, it is incumbent upon both the Political and Administrative Leadership to provide what may be described as a vibrant document that strives to sustain financial stability and growth of the Municipality. Our focus as an institution is that, we intend to ensure that we continue to build public accountability and restore our legislative mandate.

Notwithstanding the above, we all understand that the document that is presented here today is a generic of the forthcoming IDP and Budget that will respond to the diagnostic reports received from various communities and presentations made by sister Government Departments and Private Sector taking into account the National Development Plan (NDP) based on 2030 Vision of the Government.

New approaches will be none other than service delivery that includes:

- **Enhancement** of public participation that will provide key positive outcomes in the society.
- **Strengthening** of Intergovernmental Relations to forge potential investment from the African Continent. Building on existing both Political and Administrative capacity can progress on infrastructural development that will have durable lifespan.
- **Monitoring** implementation of applicable Council policies and other pieces of legislation that are informed by the Constitution of the Republic of South Africa.
- **Devising** strategies to implement Social-relief Programme to address the plight of the needy people of Mkhondo.

We are, however optimistic that this IDP we adopt today in this 2023/2024 financial year marks a 5-year journey from 2024 to 2028 and it reflects the programme of action prescribed by both the National and Provincial Government and Gert Sibande District, respectively.

The IDP depicts the inherent reality before the next National Elections in 2024 that determines our Constitutional obligations as the Municipality. It is for this reason that this current IDP must extremely focus on the will of the people of Mkhondo at large. It will be driven by community and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements of Private Sector to leverage the Local Economic Development of our society.

As we embark on our Vision and Mission, we are confident sure that this IDP serves as a way of designing or re-designing our plans to make sure that it becomes inclusive to reverse the negative effects of the past. Section 25(1) of the Local Government System Act requires us as the Municipality and citizens of Mkhondo to find best solutions to bring about change, financial stability in the Municipality and development of sustainable growth. One of the main objective of this IDP is to create an enabling environment that can bring effective ways of using our resources to speed up service delivery to our constituency.

Subsequent to the above, the Municipality it undertakes its legal requirement to have a more holistic understanding with its stakeholders and the entire communities. As we progress we have to be cautious that we are duty-bound to redress the imbalances of the past to ensure that equity prevails when allocating land development.

Once this IDP is adopted, it will be representing the Overall Development Strategy for the Municipal Council and the Municipality taking into account that politically and administratively, we will be held accountable for this IDP's implementation. As we are assigned primary responsibility to promote co-ordination amongst the community we serve. Our approach to this IDP public participation was characterised by community-based planning. It is therefore imperative to remember that the Municipality committed to deliver quality basic services to underprivileged residents of Mkhondo.

Executive Mayor

CIlr N C Dhlovu

OVERVIEW BY THE MUNICIPAL MANAGER



Our continuous good working relations with key stakeholders, namely the community, Traditional Leaders, the Business community, Community-Based Organizations, and other spheres of government, have led to the development of this Plan (IDP). Their sincere and positive contributions have had a significant impact in ensuring that, despite our limited resources, we can still make a positive impact in addressing the key challenges facing our communities.

Over the past years, the municipality has committed most of its available limited resources to improving the lives of Mkhondo residents. However, the increasing number of households has put a strain on existing infrastructure, such as water supply in eZiphunzini, Saul Mkhizeville, eMabola, Iswepe, Rustplaas, Ajax, and others. Additionally, electricity shortages have affected Mkhondo as a whole in a sense that our communities have to endure the load shedding as implemented by Eskom and internal load reduction as implemented by the municipality. The state of our roads is deteriorating faster than we can maintain it. Sanitation is another service that requires our attention as well as the demand for housing.

The 2022/2023 IDP has been developed with the aim of accelerating service delivery, in line with a turnaround strategy that seeks to heed the outcry of the communities. This approach ensures that the services provided are community-driven and responsive to the community's priorities. Integrating the municipal plan with the District and Sector Departmental plans will help expedite service delivery.

In addition to the aforementioned challenges and service delivery initiatives, the municipality is delighted to have made tremendous progress in re-launching the local economic development strategy. This strategy plays a crucial role in providing guidance and promoting strategic and sustainable economic development. The municipality has further reprioritised the budget during the budget adjustment to be able to intervene in dealing with the challenges as outlined above.

Unemployment remains a significant challenge, as many households rely on grants and live below the poverty line. The municipality is also struggling to collect revenue, and an indigent subsidy support has been implemented to ease the high expected revenue collection. The influx of illegal immigrants is another cause for concern, as we must share limited resources, leading to an unacceptable incline in the crime rate and creating service delivery backlogs.

The municipality has presented unfunded budgets for the past two financial years (2020/21 and 2021/22).

The operational income budget for the financial year 2022/23 has increased by 5.5%, from R675 million to the proposed R712 million. The operational expenditure budget for the same period has increased by 14%, from R678 million to R773 million.

The budget for the current financial year, 2022/23, is also unfunded. The municipality was therefore required to produce a budget funding plan that clearly indicates how to reduce the unfunded position. Our priority is to work towards reducing the unfunded position of the municipal budget.

The municipality currently has a debt book of R743 million, with a number of consumers not paying their monthly municipal accounts

The municipality's creditors aging shows a debt of over R560 million, which includes an Eskom debt of over R430 million and a water board debt of over R118 million. Revenue collection poses one of the biggest challenges we face in this municipality, leading to the municipality not being able to pay creditors within the 30-day timeframe prescribed by the act.

Compliments should also be extended to Gert Sibande District Municipality and the Mpumalanga Department of Cooperative Governance and Traditional Affairs for their ongoing and hands-on support to this municipality.

Mr M Dlamini

Acting Municipal Manager

CHAPTER 1

HISTORICAL MUNICIPAL BACKGROUND

1.1 VISION, MISSION AND CORE VALUES

VISION

A model municipality of excellence

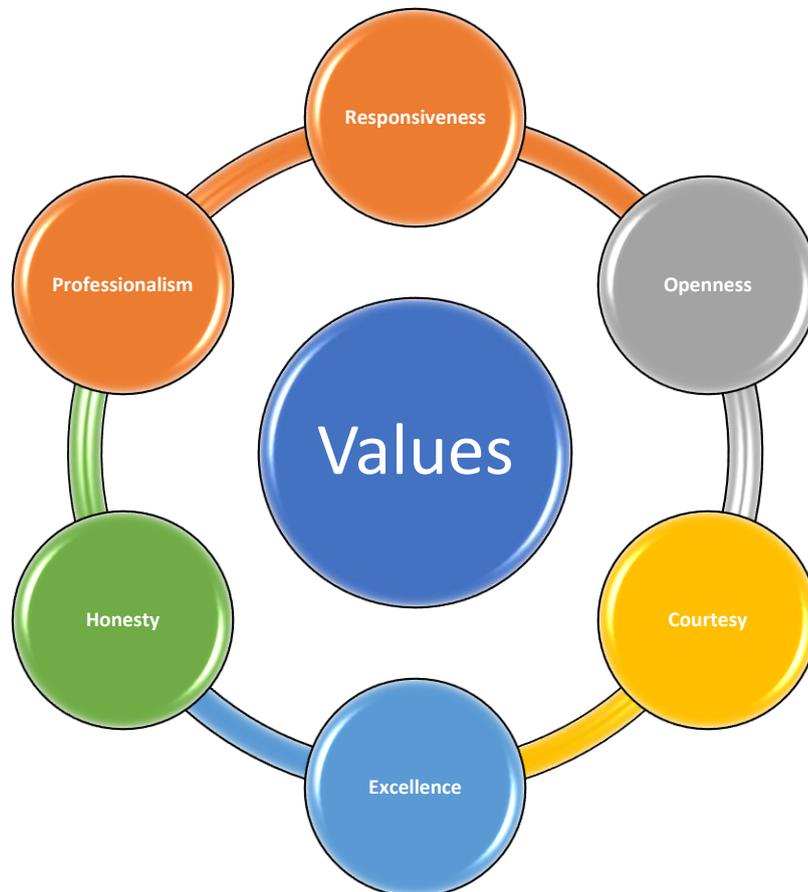
MISSION

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 ±300km radius).

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

The municipality is demarcated as MP303 in terms of the Municipal Demarcation Board. It falls within Gert Sibande District Municipality which is one of the three District Municipalities in Mpumalanga Province, the other District Municipalities are namely Nkangala District Municipality and Ehlanzeni District Municipality. Ehlanzeni District Municipality has the most population in

Mpumalanga Province (1 754 931 people) followed by Nkangala District Municipality by 1 445 624 people and Gert Sibande District Municipality by 1 135 409 people (*Statssa, 2016*).

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

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

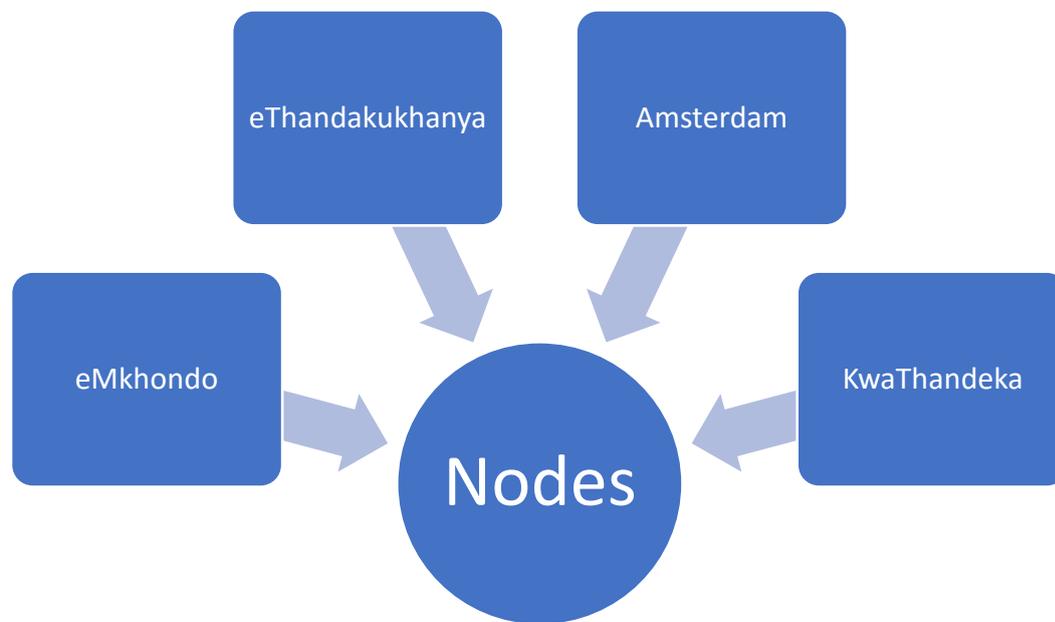
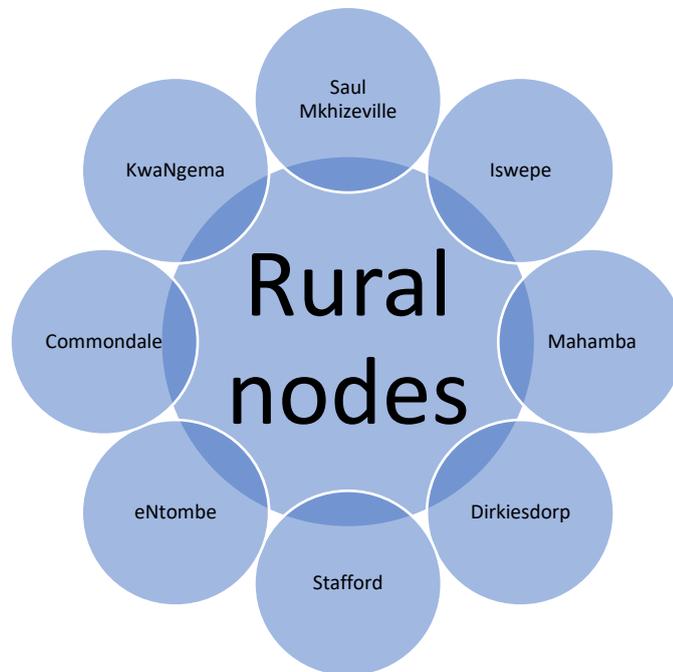


Figure 3: The Municipality includes the following rural nodes/settlements:



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

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

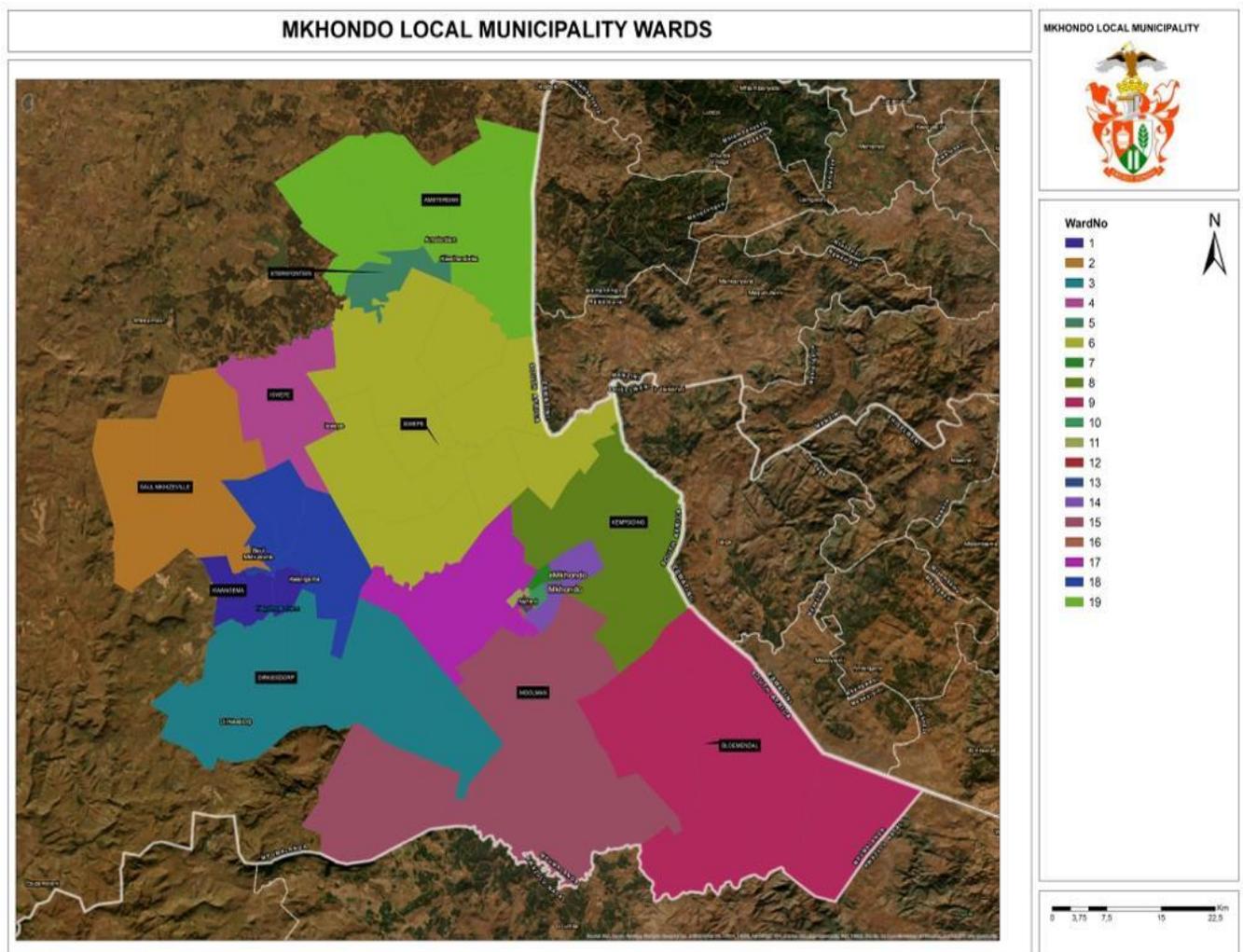
1.3 DEMOGRAPHICS ANALYSIS

Mkhondo Local Municipality's population has increased from 171 982 in 2011 to 189 036 in 2016 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 3: **Mkhondo 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.

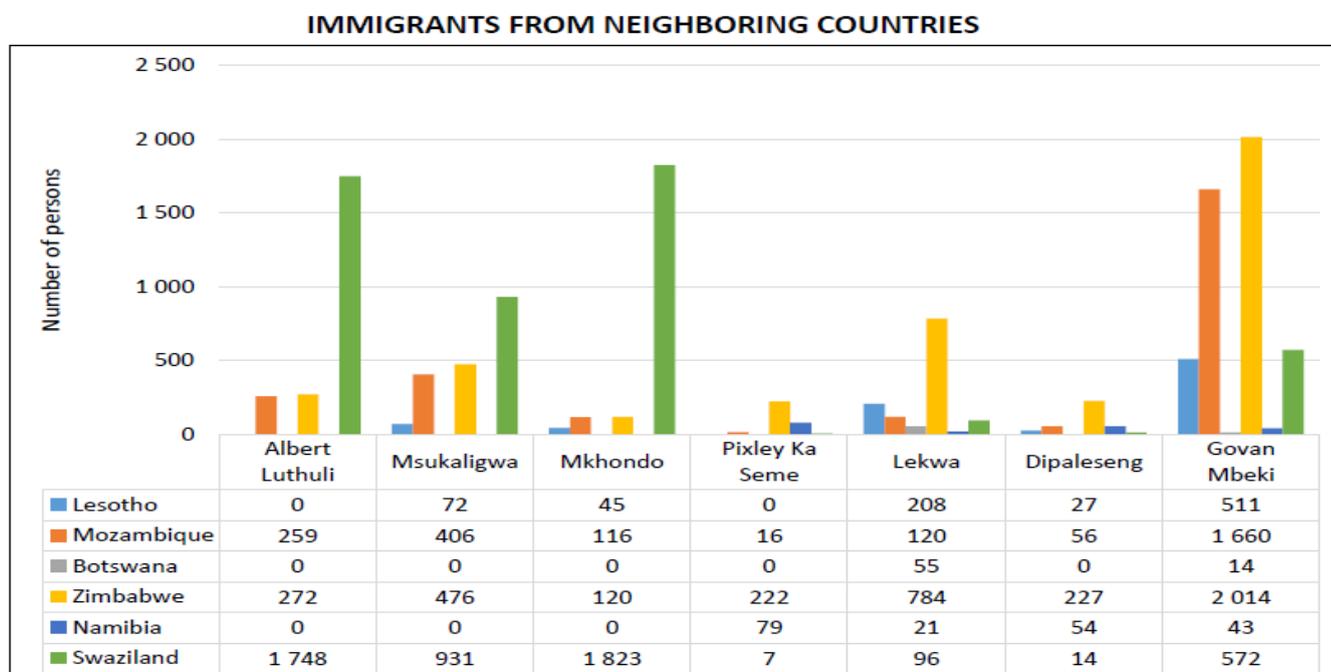
According to STATS SA 2016 most (92 693) people reside in urban areas and 96 343 people reside in rural areas. These figures have remained the same from 2011.

Table 3 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, Sb)	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 4: 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 4: Age and Sex Structure 2011 vs 2016

AGE	2016		2011	
	Male	Female	Male	Female
0 – 4	11 703	11 616	10 949	10 737
5 – 9	10 297	10 423	10 423	10 657
10 – 14	10 476	10 956	10 113	10 043
15 – 19	10 424	10 845	9 980	9 946
20 – 24	9 311	9 641	8 452	9 006
25 – 29	8 706	9 829	7 192	7 371
30 – 34	6 059	6 943	5 145	5 406
35 – 39	4 952	5 411	4 562	5 079
40 – 44	4 156	4 687	3 822	4 350
45 – 49	3 742	4 449	3 093	4 180
50 – 54	2 775	3 566	2 449	3 343
55 – 59	2 390	3 048	2 060	2 768
60 – 64	2 208	1 990	1 512	2 064
65 – 69	1 205	1 847	905	1 552

	2016		2011	
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 5: 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

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 6: Disability

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

Sources: STATS SA 2011

Table 7: 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 2011 to 2016 (Stats SA, 2016). In areas such as Amsterdam, there has been a shift in racial composition, with the white population declining from 37,4% of population in 2001 to 7,4% in 2011 and the black population increasing from 60,1% in 2001 to 90,4 % in 2011. In eMkhondo there has been an increase in the Indian/Asian racial group between 2001 and 2011 (UP Enterprise, 2016; MLM SDF Final Draft, 2016).

Table 8: Racial composition 1996 vs 2001 vs 2011 vs 2011 vs 2016

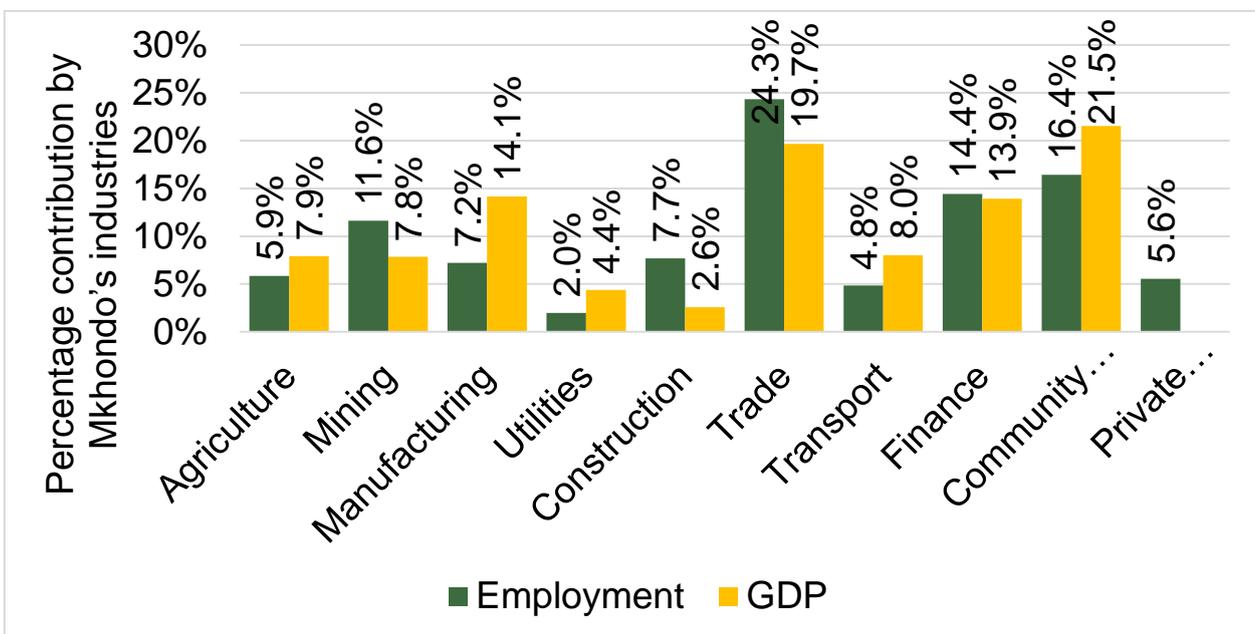
RACE	1996	2001	2011
Black African	91 554	136 523	162 322
Coloured	502	587	894
Indian/Asian	1063	773	1417
White	6750	5195	6447

Sources: STATS SA 2011

Development Gini Coefficient

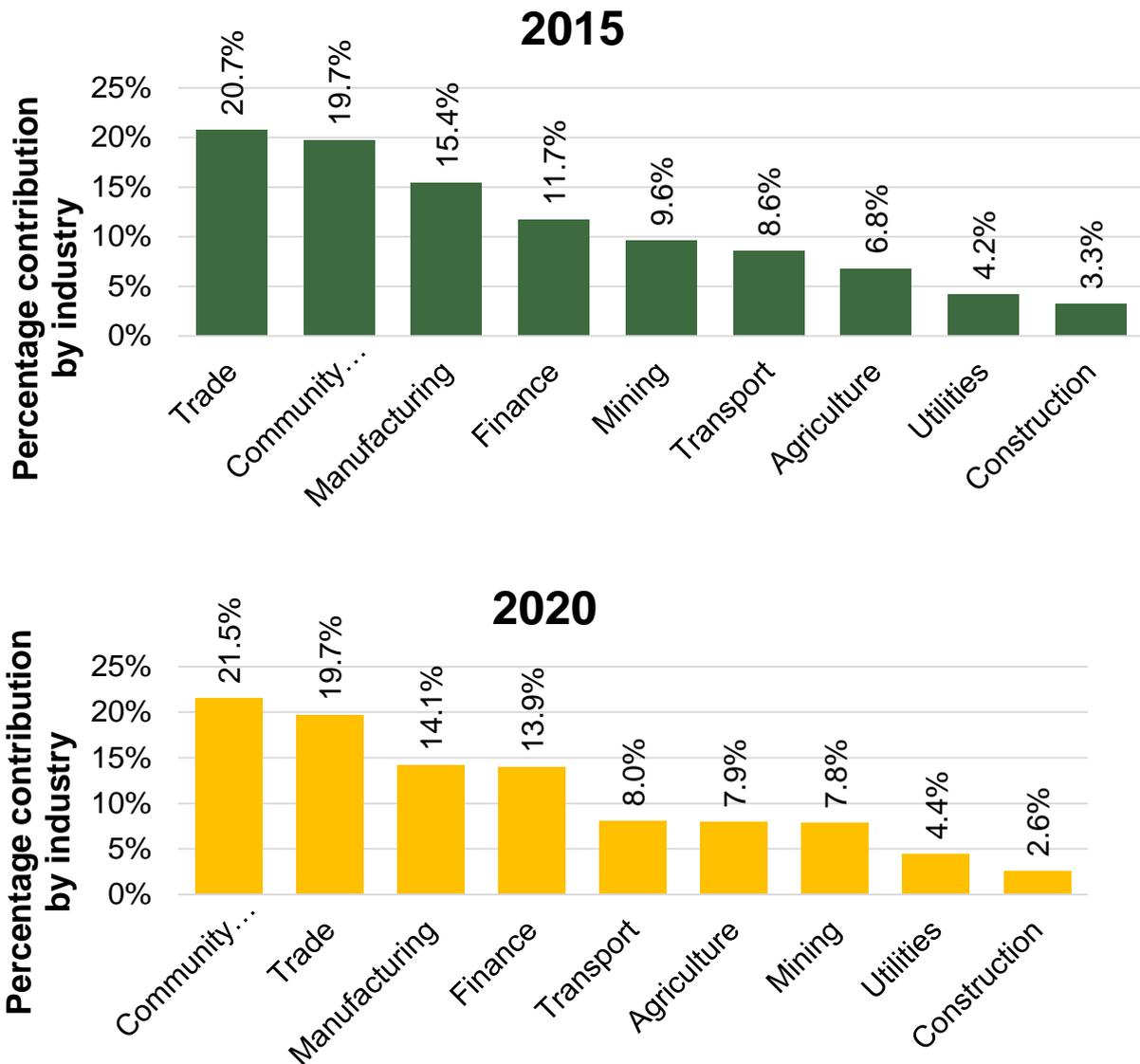
Mkhondo local Municipality’s Gini coefficient has remained at 0.58 in 2011 and 2015 (Stats SA).

Economic Gross Domestic Product (GDP)



Data source: SERO 2021

Structure of Mkhondo's economy



Data source: SERO 2021

1.8. 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.

Table 9: 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

Table 10: 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

Table 11: Estimated Mkhondo economic growth per industry, 2020

Industry	Estimated economic growth in 2020
Agriculture	12.6%
Mining	-4.6%
Manufacturing	-10.1%

Industry	Estimated economic growth in 2020
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

Table 12: Tourism by local municipal area

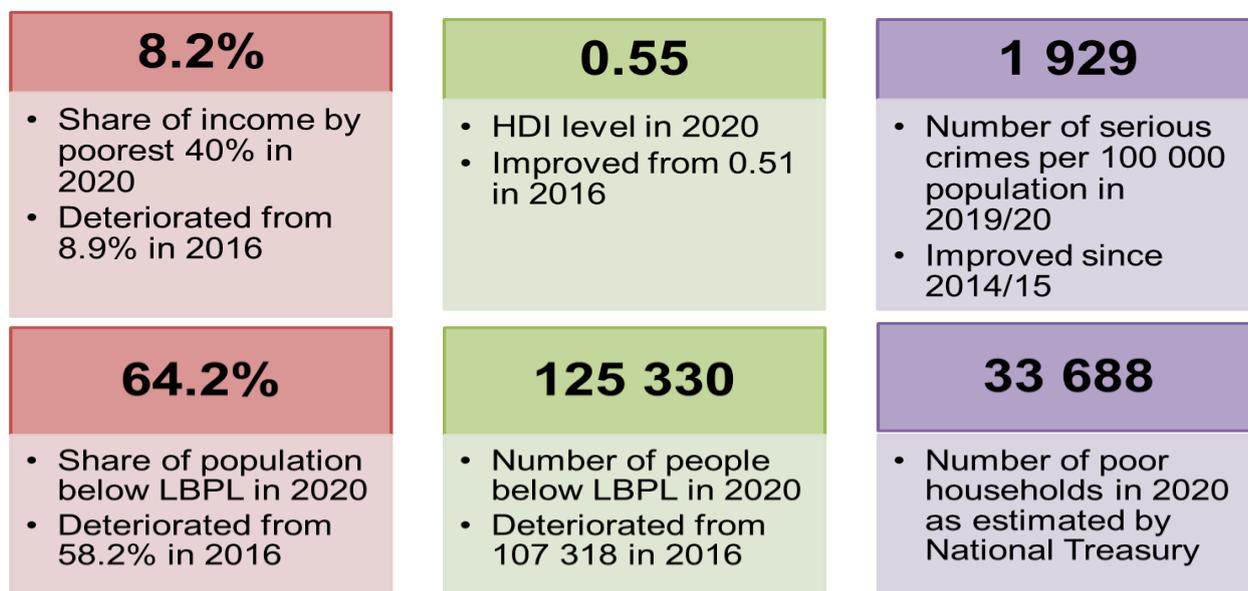
Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
2015	2020	2015	2020
397.6	145.1	5.0%	1.5%

Data source: SERO 2021

1.9. 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.

Figure5: Poverty, inequality, HDI and crime indicators in Mkhondo



Data source: SERO 2021

1.10. POVERTY RATE

Table 11: 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%

1.11. 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.

Table 12: 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

Table 13: 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%

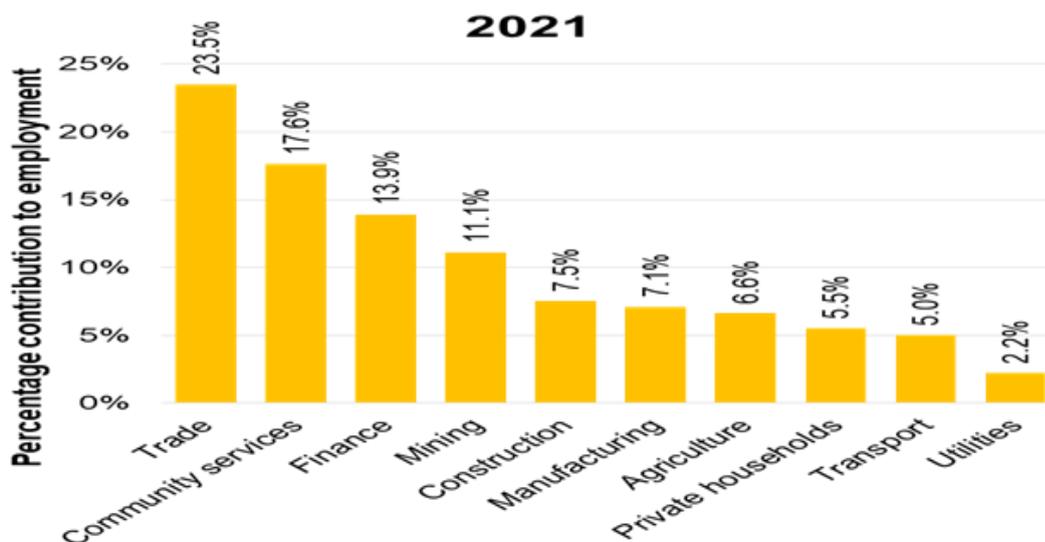
Table 14: Impact of lockdown on labour force per municipal area

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

Table 15: 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%

Figure 6: Employment by industry in Mkhondo

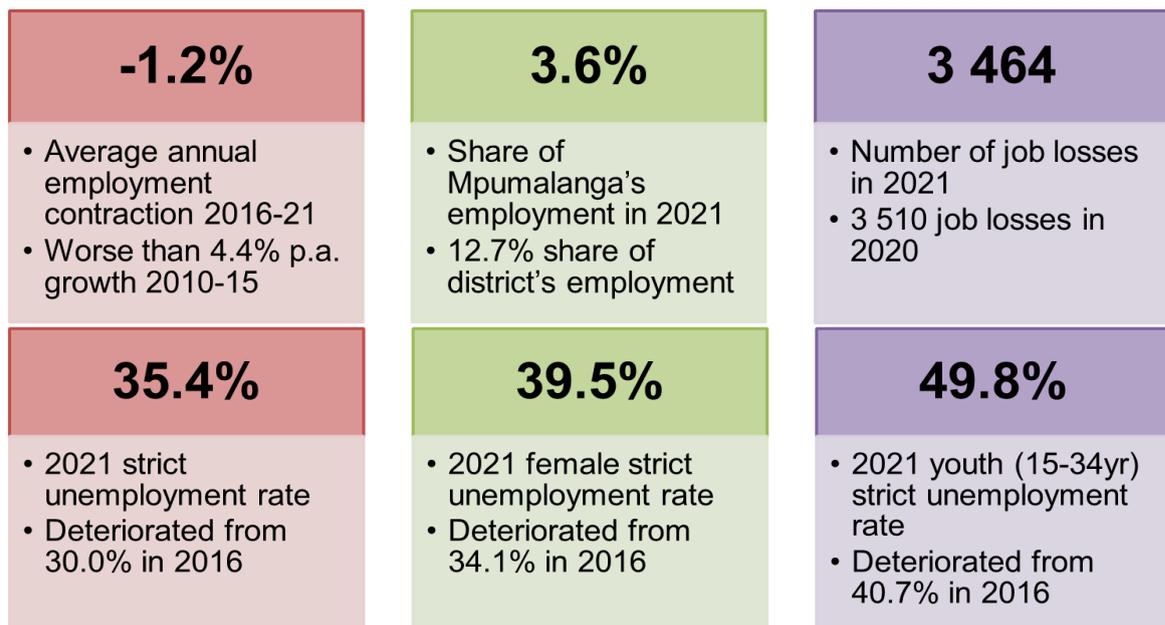


Source: IHS Markit – ReX, October 2022

1.10. Labour market in Mkhondo

- The strict unemployment rate of Mkhondo deteriorated from 30.0% in 2016 to 35.4% in 2021. The expanded unemployment rate deteriorated from 39.8% in 2016 to 47.3% in 2021.
- Both the strict & expanded unemployment rates were the 2nd highest/worst in the district.
- In 2021, the strict unemployment rate for females was 39.5% and that of males 31.6%.
- In 2021, the strict youth (15-34 yr) unemployment rate was 49.8% - 2nd highest/worst in the district.
- 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 University of Mpumalanga and TVETs in this regard.
- In 2021, Mkhondo contributed 3.6% to total employment in the province & 12.7% to employment in the district.
- The combined job losses in 2021 and 2022 were around 7 000 jobs for Mkhondo, where COVID-related factors played an important role in this regard.
- Between 2016 & 2021 employment declined by 1.2% p.a. The average annual employment growth deteriorated significantly, compared with the 2010 to 2015 growth of 4.4% p.a.
- In 2021, the 4 largest employing industries in Mkhondo were trade (including tourism and the informal sector), community services, finance, & mining.

Figure 7: Labour market indicators in Mkhondo



Source: IHS Markit – ReX, October 2022

1.11. 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.

1.12. 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. It improve its ranking to the 6th lowest/worst and the pass rate to 72.7%
- Mkhondo's grade 12 pass rate improved by 8.4 percentage points between 2021 & 2022, which is a very good achievement.
- The area achieved an admission rate to university/degree studies of 29.3% in 2021 and improved it to 33.3% in 2022. This was the 8th lowest/worst of the 17 municipal areas in 2022.
- It is important that key interventions be aimed at low performing schools to improve the grade 12 pass rate dramatically.
- 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 2021, the functional literacy rate (81.3%) was the 3rd lowest in the province, but showed an improving trend.

Table 16: Basic education data & performance per municipal area

Grade 12 Pass Rate			Admission to B degree studies
2020	2021	2022	2022
63.5%	64.3%	72.2%	33.3%

Data source: SERO 2021

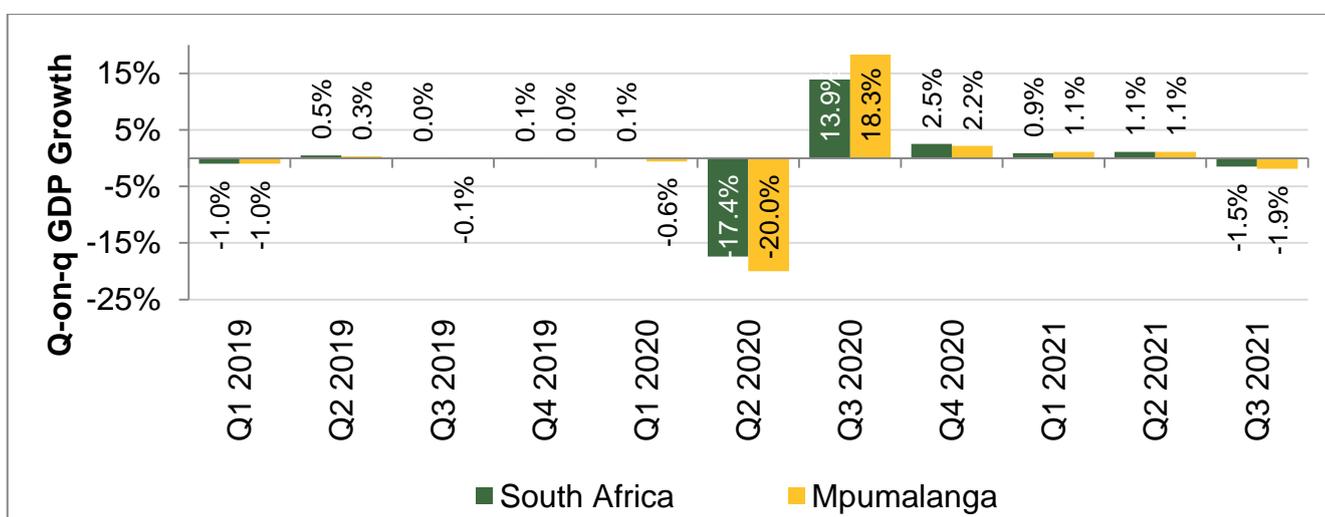
Table 17: Functional literacy rate per municipal area

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

Data source: SERO 2021

1.13. COVID-19 impact on the economy

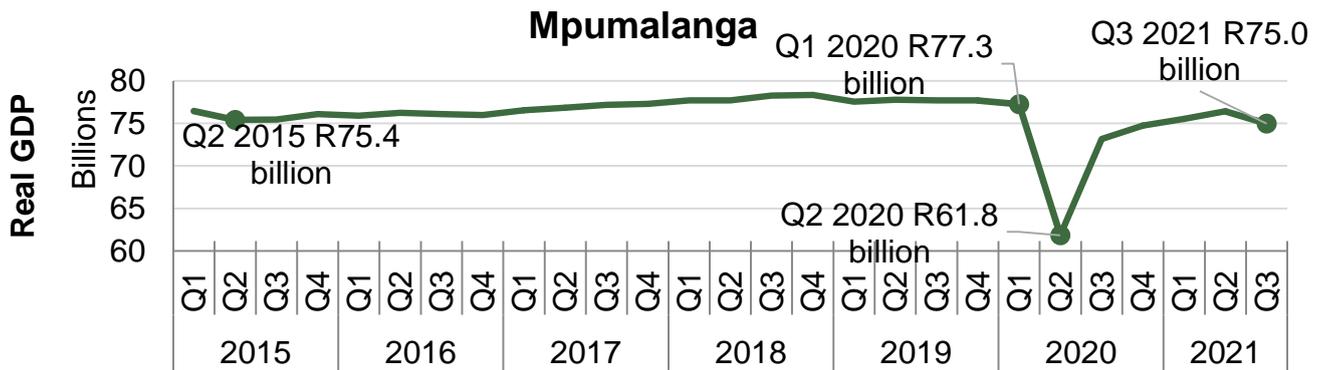
- Prior to the COVID-19 outbreak, the economy of South Africa was already underperforming. Negative growth rate for all industries (including agriculture) in 2019, except for finance and community services.
- During Q2 2020, the South African economy contracted by 17.4% (seasonally adjusted) and the 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.



1.14. 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

Broad Areas for Intervention	Priority Interventions	ERRP Targets
		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 • Phezukomkhono 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

1.15. 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

1.16. BASIC SERVICE DELIVERY

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

Figure 8: Provision of basic services Key Performance Area:



1.17. 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

Table 17: 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

1.18 WATER AND SANITATION

The municipality has four Water Treatment Works servicing Mkhondo, Amsterdam and Saul Mkhize, two Wastewater Treatment Works servicing Amsterdam and Mkhondo and two Wastewater Package Plants that are servicing Haartebees and Rustplaas communities. The Mkhondo WWTW's are operating above the designed capacity due to high water demand and increase in population and households. The municipality is experiencing water shortage in communities including Mkhondo and satellite areas including Amsterdam, Kwa-Ngema, Mabola, Saul Mkhize, Iswepe etc. The municipality is engaging with the Department of Water and Sanitation regarding the upgrading the water treatment works to ensure sufficient and sustainable water supply to all communities.

During load shedding our water treatment works does not perform effectively because the backup generators are not supplying enough energy to run all the pumps at the plant, which result in water shortage challenges. The areas within the jurisdiction of the municipality that are mostly affected include eZiphunzini, Nkonjaneni, Maphepheni, Rustplaas and Ajax.

Rural water supply is facing many challenges such as shortage of water tankers, drying out of boreholes, theft and vandalism of the existing infrastructure. The municipality have six water tankers only four are operational and one of the four is assisting at Amsterdam and on a daily basis. The municipality has approximately over 300 boreholes off which some are dry and 99 boreholes have been drilled in the previous years through MIG, Gert Sibande District and the Department of Human Settlement.

VIP toilets are constructed in rural villages. The toilets are emptied by the assistance of Gert Sibande District Municipality on a yearly basis. This is to ensure safe and hygienic environment within the community.

Table 18: 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

Table 19: 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

Table 20: 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

Table 21: 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 22: 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

Table 23: 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

Table 24: 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.

1.19. 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 25: 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

Table 26: 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.

1.20. ROADS AND MAINTANANCE

Roads and Storm Water

Legislative Requirements

- National Land Transport Act no 5 of 2009
- Occupational Health and Safety Act 1993
- National Road Traffic Act 1996
- National Environmental Management Act no 107 of 1998
- General Conditions of Contract for construction works 3rd edition of 2015.
- COLTO of 1998
- SABS 1200

The roads infrastructure of the municipality comprises of 566.9 km Municipal roads. The Roads & Storm water section is responsible for the maintenance of all municipal roads. Most municipal roads are gravel and black surfaced which reached the design life expectance long time ago, with block paved roads comprising of 2% of all municipal roads. The condition of our roads is mainly in a dire state, with a proportion of 15% being in a satisfactory condition.

A vigorous process of resealing roads should be the priority of our organization in the next 5 years. The Municipality has new developments that previously had no access which is contributing to expansion of road network. Provision should be made in each financial year for the upgrade of a certain number of kilometres of roads. The plan is to continue to rehabilitate more roads in the urban areas and to maintain gravel roads in the rural villages.

The existing road network, culverts and bridges in the Municipal area should be assessed timely to properly plan and implement preventative maintenance, safer roads and bridge structures. Roads in the rural areas should be graded and maintained on a regular basis which is why proper tools of trade should be made available for the division. Regular planned maintenance is crucial to ensure that roads are serviceable and can address rising demand, which in turn makes the cost of maintenance to escalate.

Increasing heavy traffic volumes using municipal roads and high cost of bitumen are a real threat to the sustainability of the road network, hence the need to cede the rights of some internal streets to SANRAL and Public Works that are currently being used for diverting heavy traffic passing through town. A need for Roads Master Plan to be developed will assist in addressing and giving guidance in identifying future needs and challenges. The major concern is that all freight routes converge in Mkhondo. The proposed N2 ring route will provide much needed relief for the CBD by offering an

alternative route for heavy vehicles travelling from Ermelo, Amsterdam, Driefontein, KwaNgema and Mabola, Swaziland, Dumbe and Pongola.

The Municipality intends to pave each year as many sidewalks as the budget allows where there is high number of pedestrians.

Backlog on developed areas with black surfaced roads and no adequate stormwater drainage system is still a big challenge. A need for the municipality to develop a stormwater master plan to assist with addressing issues pertaining to the stormwater drainage within the municipality is of most importance. The stormwater master plan will be utilised to prioritize project for solving challenges of storm water management within developed areas.

Strategic Objective: Plan, develop and maintain infrastructure and facilities.

Objective: Plan and develop the roads and stormwater infrastructure

The municipality is responsible for, the planning, and construction of new roads, upgrading of gravel roads to surfaced roads, repairs and maintenance of surfaced roads, maintenance, and cleaning of stormwater drainage system to maintain free flow stormwater and this excludes all the underground seepages within the residents' yards. The municipality is further also responsible for installation of new stormwater drainage systems, rehabilitation and resurfacing of existing surfaced roads, and grading of gravel roads in rural and urban areas an on regular basis.

1.21. 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 27: 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

1.22. SPATIAL PLANNING

Figure 9: 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 28: 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

1.23. 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.

1.24. 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

1.27. 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

1.28. 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 10: Disaster threats:



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

Table 293: 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.

1.29 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. Dir kiesdorp 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 water courses	Provincial Government District Municipality Local Municipality

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
Fires (Veldt/Structural)	Farming areas Industrial Areas	Loss of life Loss of homes Loss of stocks Loss of grazing land Severe injury	Awareness campaigns for children as well as adults Firebrakes	Training volunteers to be able to perform certain duties while emergency personnel are en route to call Establish Sub Fire Stations at Amsterdam and Driefontein for quick response	To have people available to help where needed Provide Skid units and maintain them	Provincial Government District Municipality Local Municipality
Drought	Communities living in farming areas Animals	Loss of life Loss of livestock Increase of diseases	Storage of portable water	Improved farming practise	Irrigation scheme	Provincial Government District Municipality Local Municipality
Fires in built-up areas and in informal settlements	Populated informal settlements and shops in CBD's	Loss of life Loss of property and livestock Damage to infrastructure	Fire hydrants Awareness campaigns Building Inspections regarding complying to the requirements of the law and local	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	
			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
Mass Events	Mkhondo community	Loss of life Loss of property and	Contingency plan for that	None	None	Provincial Government District Municipality

Hazard	Element at risk	Effects	Prevention and mitigation strategies			Responsibility/Funding
			Short Term	Medium Term	Long Term	
		livestock Damage to infrastructure	event with relevant safety stakeholders Emergency Response plan			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 Government
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	Mkhondo 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:

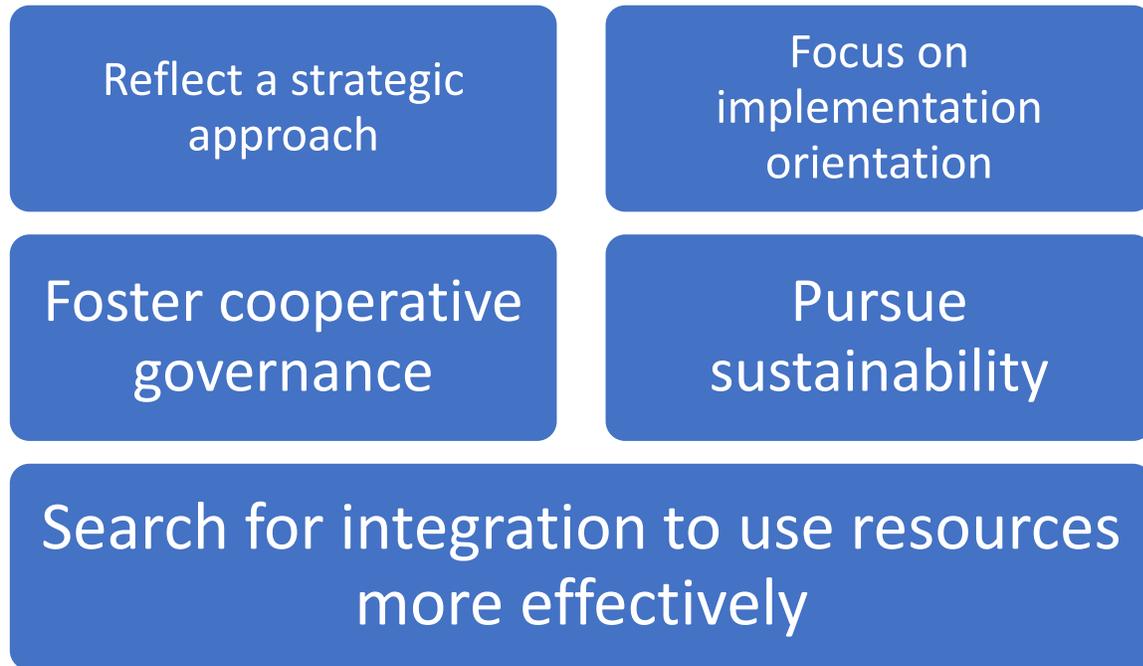
The alleviation and eradication of poverty and of all lingering spatial, social, and economical legacies of apartheid;

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:

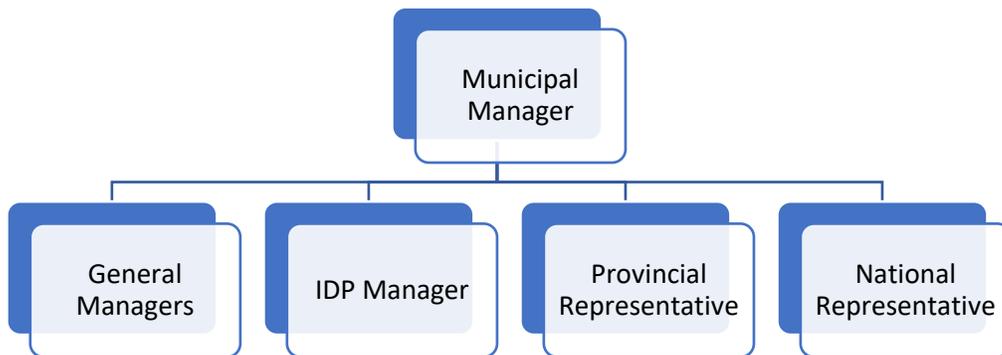
Table 29: Components of an IDP:

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

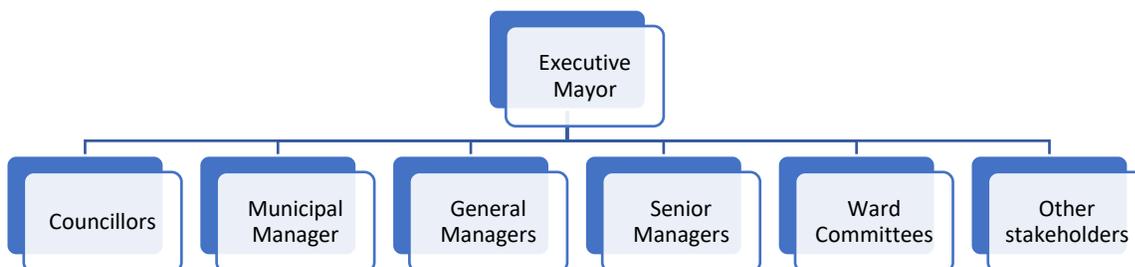
2.2.1. IDP STEERING COMMITTEE

Figure 11: IDP Steering Committee:



2.2.1. IDP REPRESENTATIVE FORUM

Figure 4: IDP representative forum:



2.2.2. WARD COMMITTEES

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

2.2.3. INTER-MUNICIPAL PLANNING

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

2.2.4. 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 52: Consultative forums and mechanism for the community participation are as follows:



2.2.5. 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.

Names of the chairperson and venue for local OVS

NO	WARD COUNCILLOR	CDWS	VENUES
1	Nosipho Doris Sangweni	B. Myeni Vacant	Saul Mkhize Library
2	Bhekumuzi Enock Maisela	S. Simelane T. Thwala	Saul Mkhize Tusong Centre
3	Cllr Mbatha Mlamleli Nathania	W. Ngwenya	Kwangema Youth Centre
4	Cllr Thwala Sduduzi Daniel	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 D. Manana	Councilor's office (Sulphersprings)
10	Cllr Maureen Zodwa Thomo	T. Mokoena	Kempville Community Hall
11	Cllr Nhlanhla Goodman Gwebu	S. Hlophe	Eziphunzini Community Hall
12	Vacant	L. Mhlanga	Sthuli Hleza Community Hall
13	Cllr Mthethwa Nonhlanhla Sheila	Vacant	Phoswa Creche
14	Cllr Walter Vilakazi	M. Nkosi	Nhlaba Project Centre (Harmony Park)
15	Cllr Shoba Sabelo Millton	Vacant	Councilor's Office (Ntombe)
16	Cllr Qwabi Thembi Mirriam	W. Gamede	Skyfin Community Hall
17	Cllr Mthokozisi Amadi Simelane	P. Mavuso	Phoswa Creche
18	Mkhabela Mthandeni Thomas	Z. Yende	Saul Mkhize Advice Centre
19	Musa Samuel Lukhele	S. Sukazi Z. Phakathi	Amsterdam Municipal Offices

2.3. IDP PLANNING PROCESS

KEY STAKEHOLDERS INVOLVED IN THE IDP PROCESS



2.4. IDP PROCESS

The following process was followed for the development of the review of IDP 2023-2024:

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: 30: 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

2.5. Public Participation

IDP Representative Forum dates

DATE	TIME	VENUE
14 September 2022	10:00	Mkhondo Council Chamber
23 February 2023	10:00	Mkhondo Council Chamber
25 April 2023	10:00	Mkhondo Council Chamber
20 June 2023	10:00	Mkhondo Council Chamber

IDP Steering Committee dates

DATE	TIME	VENUE
12 September 2022	08:00	Council Chamber
28 November 2022	08:00	Council Chamber
28 March 2023	08:00	Council Chamber
13 April 2023	08:00	Council Chamber

2.5.1. PUBLIC PARTICIPATION FOR 2023-2024 IDP SCHEDULE

WARD	FIRST DATES FOR CONSULTATION (ANALYSIS PHASE)	SECOND DATES FOR (CONFIRMATION OF NEEDS) (PROJECT PHASE)	ALTERNATIVE CONSULTATIONS METHODS
1		19 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
2		29 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
3		12 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
4		16 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
5	11 October 2022	22 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
6		27 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
7		22 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
8		29 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
9		15 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
10		13 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
11	10 October 2022	20 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website

12		12 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
13		23 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
14	13 November 2022	16 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
15		16 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
16		21 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
17		08 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
18		16 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website
19		23 April 2023	Local Newspaper, Social media, community radio station, Community halls & Sports ground, & Municipal website

2.6. 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: NOSIPHO DORIS SANGWENI

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: BHEKUMUZI ENOCK MAISELA

NO.	NEEDS	VILLAG-ES/TOWNSHIP/FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIB LE SECTOR
1.	PhP and RDP houses	Taaibosspruit2,donkerhoek,Kwambilitshisi,Kwasicathulo,Masihambisane west,Nkosinathi,Mvathaza,Prospect 1,Rooikop, Jagdrift			Department of Human Settlement
2.	Electricity	Taaibosspruit2,donkerhoek,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 safety 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 M N Mbatha

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	MLM,GSDM & DWS

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				be joined to the police station sewer which is spilling by roadside	
14.	Cemetery site and fencing	Entire ward	Not specified	Unfenced cemeteries are damaged by animals while others are occupied illegally by people who need sites	MLM
15.	Fuel filling station	Mabola and KwaNgema	Not Specified	More than 80KM distance between Mkhondo and Wakkerstroom(R5 43)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 SD THWALA

NO.	NEEDS	VILLAGES/TOWNSHIP/F ARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Kwamakhilane (09), New plaas (38), Ka Elo (06) New stand (200)	253	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 (45) Kamakhilane(09), Ka Elo (06),New Stand-Wema(200), New Stand – Iswepe(440), Iswepe(1500) & Watersmith(270)	2 470		Mkhondo , GSDM & DWS
3.	RDP Houses	Eradicae mud houses in all villages	670		Department Of Human Settlement
4.	Roads and graveling of all village roads	Paving of 10km at Iswepe RDP 20 Villages	1500 20 Villages		Mkhondo & PWRT
5.	Water	Watersmith	270		Mkhondo , GSDM & DWS
6.	Stadium and grading of Soccer field	Iswepe and 20 Villages	20 Villages		Mkhondo & DCSR
7.	Police station	iswepe			SAPS
8.	Dumping site	RDP ISwepe	1500		Mkhondo, GSDM & DARDLEA
9.	High school	ISwepe	1500		Department of Education
10.	Taxi rank	Iswepe	1500		Mkhondo & PWRT
11.	Multipurpose centre	ISwepe	1500		Mkhondo & Department of Human Settlement

NO.	NEEDS	VILLAGES/TOWNSHIP/F ARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
12.	Land and residential and Busines Sites	Iswepe and villages	1500		Mkhondo & Department of Human Settlement

Ward 4 community needs

WARD 5: CLLR JM NKOSI

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLD S	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.	Electrification of villages	Sarashof, nkolovane sterfontein,nhlabthi farm	50	Only 4(Four) farm need attention	Mkhondo, Department of Energy & Eskom
5.	Water in rural areas	All rural areas (farms)	1700	Water still a challenge on rural ares(farms)	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	Extension 3	-	The roads are in a bad conditions	Mkhondo, GSDM & PWRT
8.	Church sites	Ext2 & ext 3	Not specified	2(Two) extentions don't have church sites.	Mkhondo
9.	Feeding scheme centre	Ext 2 & 3	Not specified	Unemployment rate is very high	Mkhondo & DSD

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLD S	COMMENTS	RESPONSIBLE SECTOR
10.	Electricity pay point	Kwathandeka location	Not specified	People from Kwathandeka walk to town to get electricity from town	Mkhondo
11.	Community park and gymnasium	kwaThandeka location	Not specified	Our children don't have a safe place to enjoy and keep them busy	Mkhondo & DCSR
12.	New creche	kwaThandeka location	Not specified	New crèche is needed children walk long distance to the available crèche	DSD
13.	Stadium renovation	Kwathandeka location	Not specified	The Kwathandeka /Emoyeni stadium needs renovations that includes all other facilities attached to it.	Mkhondo & DCSR
14.	Paving of road to Nganana school	Kwathandeka location	Not specified	Households around this roads always complain about the dust from this busy street	Mkhondo & PWRT
15.	Centre for people living with disability	KwaThandeka location	Not specified	To cater for the need of the people with disability	Mkhondo & DSD
16.	Bus taxi shelters.	KwaThandeka location	Not specified	To cater for the people while waiting for buses and taxis	Mkhondo 7 GSDM
17.	Roads graveling	KwaThandeka location & Extensions 2 &3	Local roads	Most roads are damaged and are in bad condition	Mkhondo, GSDM & 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
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		.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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Entire ward 06. Redgreen. Day Farm.			
	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, 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		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
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	Ezakheni Village. Old Belfast & New Belfast. Rustplaas Estinin 2. Dalia Hanerkom,		We have VIP toilets in some of our villages and in some of our farms but those that are full	Municipality and GSDM and DWS

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Mission Villages. Makhwabane. Mavumbuka. Uhlelo Riverside. Uhlelo CPA. Kadlothovu. Cascade all Villages. Redcliff all Villages Water Smith all Villages. Spring value. Metshisweni 1 & 2. Geluk Thuthukani Buhlebuyeza. Ka Day Farm.Ndlozane. Harlem all Villages. Derby Ntintinyane Madalas Mission.Matatazela Farm. Witrand Matshotshombeni, Brinjini, Charcoal Villages. Aseggai, MaFour, Kamancele, Maswazini. Entire ward 06.		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 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, Aseggai. Ezintandaneni ,Kromrivier		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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		emetshiswen,Rustplaas 2, Emetshisweni,Kromrivier,Wa terSmith,Kheskhes, Redklif, Gurlek,Maswazin,			
9	Paving of Roads	Rustplaas 1& Ezakheni. Uhlelo/Riverside. Amakhaya.		Rustplaas 1 as the township establishment really need proper community access roads to School, Cemeteries, Clinic and to Community halls. Ezakheni CPA area is also well planned but their problem is road network. And entire ward.	Mkhondo, GSDM & PWRT
10	Satellite Police station and CPFs.	Rustplaas one. Witrand or Dalia, Redklif or Maswazini.		There is a growing of crime in our ward assault stock thefts house breakings and growing of alcohol and ducks in some areas so that is why we need a sate elite police 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 policy Ambulances Disaster Departments. I will be very much appreciate if this request can be tacked very Serious and as soon as possible.	Vodacom, MTN, Cell C & Telkom
12	Schools that need	1.Mlilo Comprehensive School 2.Derby Lower Primary School 3.Mehlwemamba Lower		These schools need to be revamped with the new	Department of Education

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
	to be revamped	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.		classrooms, clean water and toilets.	
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,Ebrinjini Charcoal Village, Kamancele farm, Amakhaya, Smith farm, Mafour,Kheskhesi, Assegai. Ezintandaneni ,Kromrivier emetshiswen,Rustplaas 2, Emetshisweni Kromrivier,Water Smith, RedklifGurlek,Manzamnyama , 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

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
15	Township establishments.	Rustplaas one, and other Proposed areas in the ward.		That will help the area to be easily developed.	Mkhondo Municipality and Department of Human Settlement
16	Roads and sport grounds grading.	Old Belfast ,new Belfast ,Rustplaas 2, Rustplaas one, Dalia Village, Dalia mission, Makhwabane, Mavumbuka, Uhlelo River side, Kwadlothovu,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	Rustplaas.		The Multipurpose centre will help the young people about	Mkhondo and CoGTA

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
	and youth Centres.			their activities and also the community gatherings and to get service to the area.	
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.

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
27	Storm water drainage	Rustplaas one		Will help the streets not to be damaged by water.	Mkhondo Municipality and PWRT
28	Bridges	Rustplaas, Kwamancele, Amakhaya.		There are areas that need bridges for vehicles to crossing.	Mkhondo Municipality and PWRT
29	Cemetery yard.	To the entire ward		The fencing of the Cemetery will protect the graves damages.	Mkhondo Municipality & Private Sector

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		Increase MVA	Mkhondo, Department of Energy & Eskom
2.	Upgrading of water works	eMkhondo			Mkhondo & DWS
3.	Roads	eMkhondo		Resealing and patching of potholes	Mkhondo, GSDM & PWRT
4.	High school	eMkhondo		Additional high school	Department of Education
5.	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
6.	Hall	Group 10		Hall is needed in group 10 because of growth number of population	Mkhondo & Department of Human Settlement

NO.	NEEDS	VILLAGES/ TOWNSHIP /FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIB LE SECTOR
7.	Railings, sidewalks/bridges	eMkhondo		Maintaining of drainage and storm water service	Mkhondo & PWRT
8.	Resident site	Group 10/eMkhondo		We need more sites	Mkhondo & Department of Human Settlement
9.	Extension/Upgrade of the clinic	eMkhondo		Extension of the existing structure is too small to accommodate all population	Department of Health
10.	Electricity	eMkhondo		Confirmation of hydroelectricity implementation	Mkhondo, Department of Energy & Eskom
11.	Street light	eMkhondo		Additional street in all whole street	Mkhondo, Department of Energy & Eskom
12.	RDP Houses	eMkhondo			Department of Human Settlement
13.	Road signs &street naming	Emkhondo/group 10		Renaming of street and put signs where the name was change	Mkhondo & DCSR

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

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
2.	Water	Dr Pols,Gadlanga, Groenfantein,Kwacil o, Madola, Rooipot Farm,Matheni,Missi o n, 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
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,Kwacil o, Madola, Rooipot Farm,Mission, Portigetershoek,Mali yinini new stand Ampie Farm Sunbank	Not specified	At Dr pols and Malayinini new stand need electricity, other areas need to electrified since they have no electricity	Mkhondo, Department of 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

NO.	NEEDS	VILLAGES/ TOWNSHIP/ F ARM	NO.OF HOUSEH OLDS	COMMENTS	RESPONSI BLE SECTOR
10.	Roads	All ward		Our ward roads need regravellig and open of entrance roads since it's a gravel roads.	Mkhondo, GSDM & PWRT
11.	Cemeteries	All ward		We need fencing of cemeteries and other areas need land for cemeteries	Mkhondo
12.	Clinic	Kleinvrystaat,Athalia and Maphepheni		Our community walk long distance to access health facility or must use mobile clinic challenge visit once a month while most people in need of health services	Department of Health
13.	Sanitation sewer	Maphepheni,Ajax,athalia and Malayinini	Not specified	VIP toilets and Pit toilets are healthy and our areas access water from the boreholes it might contaminated	MLM,GSDM & DWS
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/LOCATION	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 ,Ezimbongeni ,Kubhedu no1 ,Kubhedu no3 ,Vezokuhle ,Encaneni ,Nkokhweni ,Qalokusha1&2 ,Mpumelelo(khumalo) ,Masakhane ,Berbice ,Bhadaza ,Mozane , Engwenyameni , Nyamane , Sulphuresprings , Confidance , Congo , Alma , Mahamba ,Kwandlebe , Sphuthuma , Madlodlongo , Kwarati , Wagendrieff , Kwajakobe , Kwajongo , Kwahhansi , Exhoseni , Esguqeni , Emadulini 1,2&3 , Moolman emagesini , Moolman shop , Kwabholo 1&2 , Kwagusheni , Ngubevu , Skapral 1&2 , Mantonga , Kwambhucu , Kwaqgamu , Kwakhothi , Moolman kwazeff , Moolman	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
		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, Confidence, Kwarati, Ogwayini, Ncaneni, Ezimbhoni, Skapraal, Ngubevu, Mchwathibane, Moolman, Esguqeni , Nkokweni , Ngwanyameni , Emgombeleni , Emadulini , Kwandoyane, Watervir, Wagendrift[kwahhansi], Ezimbidleni , Emozane emasotsheni, Kwakhisela, Ezola, Commondale shop, Kwamatshmhlophe(Skapraal)	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
5	Land	Sulphursprings , Congo , Confidence , Berbice , Encaneni , Nkokweni , Alma , Kwandlebe , Madlodlongo , Sphuthuma , Kwajongo , Kwarati , Blomendal , Esguqeni , Kwahhansi , Kwakhothi , Exhosini , Ogwayini , Kwajakobe , Skapraal , Kwabholo , Engubevu ,	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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Emantonga , Moolman Speenkopies , Kwandoyana, Watervir, Wagendrift			
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 , Mpumelelo ,Sqalokusha, Ezimbidleni, Entungwni, Egigigi, Kwashuku, Mchwathibane, Ezola	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
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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
11	Sports ground	Kwabhedu,Delfkom,N dwalaza,Berbice,Sulph ursprings,Kwarati,Confidance,Wagendrift,K wahhansi,Moolman,M antonga,Kwamagadla, Mahamba,Ezimbidleni ,Sphuthuma , Bloomendal , Enhlebelala , 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 , Enhlebelala , Bergplaas , Kwajongo, Sphuthuma, Mantonga, Kwamadlodlongo	2114	All the mentioned villages don't have good access in cellular network which makes hard for them to be connected	MTN, Vodacom. Cell , Telkom
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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
17	Borehole	Kwakhothi , Emadulini 1,2,& 3 ; Confidance , Eguqeni , Kwamadlodlongo , Alma , Ezibawini , Ezimbhonjeni , Enkokhweni , Skapral 1&2 , Kwabholo 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 and also afraid of realising themselves in the forestry.	Mkhondo Municipality, GSDM & DWS
20	Highmast light	Ebhodweni	44	The light is not working because it's using solar system the community ask an assistance of conveying it to electricity.	Mkhondo 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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
23	High School	Delfkom , Moolman		The population on those two schools is very high the community ask the adding of classrooms or the building of new schools on those two villages	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 school because of pregnancy and some are over age	Department of Education
25	Jojo TANKS	Bergplaas , Berbice , Evezokuhle	1641	This tanks do not Supply water to the whole Community because the project did not finish and they use solar system for pumping water and it have a low pressure the community asked for conveying to electricity.	Mkhondo 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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
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		-	MLM & PWRT
3.	Refuse Plastic Bag	Kempville, Reitville, Magadeni & Oosloop		-	MLM
4.	Speed Harms	Kempville, Reitville, Magadeni		-	MLM & PWRT
5.	Notice board of illegal dumping	Kempville, Reitville, Magadeni & Oosloop		-	MLM
6.	Electricity	Retiefville		-	MLM, Department of Energy & Eskom
7.	EPWP Project and job opportunity	Kempville, Retiefville, Magadeni & Oosloop		-	All Private and Public Sector
8.	Paving of roads	Kempville, Retiefville, Magadeni & Oosloop		-	MLM & PWRT
9.	Pipe stands water	Kempville, Retiefville, Magadeni & Oosloop		-	Mkhondo, GSDM & DWS
10.	Renovation of stadium	Retiefville		-	MLM & DCSR
11.	Pedestrian bridge	Kempville, Retiefville, Magadeni & Oosloop		-	MLM & PWRT
12.	Community hall	Kempville, Retiefville, Magadeni & Oosloop		-	MLM & Department of Human Settlement
13.	Multipurpose centre	Kempville, Retiefville, Magadeni & Oosloop		-	MLM & CoGTA
14	Paving of Taxi route	Oosloop			Mkhondo & PWRT

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSE HOLDS	COM MEN TS	RESPON- SIBLE SECTOR
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	School	Kempville or Retiefville & Osloop			Department of Education
18	Renovation of Kempville Hall	Kempville			Mkhondo Municipality

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 greenfield to Nqubeko P School	Department of Education
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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 & DSCR
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 introduce the of Solar Gazer	Mkhondo, Department of Energy and Eskom
15.	Taxi road	Eziphunzini,green field	3200	-	Mkhondo & PWRT
16.	Connection of sewer	eziphunzini	6000	For those have RDP house it difficult for them	Mkhondo, GSDM & DWS
17.	Crèche	Eziphunzini	7800	-	Department of Social Development

Ward 11 community needs

WARD 12: VACANT

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 roads & Storm water drainage	Entire ward		To avoid soil erosion	Mkhond, GSDM & PWRT
10.	Mini complex welding & thusong centre	Entire ward		Empower youth and ensure of batho pele	Public and Private Sector
11.	Recreation facilities	Entire ward		Playing facilities for kids	Mkhondo & DCSR
12	Highmast light	Entire ward			Mkhondo, Department of Energy & Eskom

Ward 12 community needs

WARD 13: CLLR N S 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

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMM ENTS	RESPONSIBLE SECTOR
2.	Primary school	Mangosuthu			Department of Education
3.	Pedestrian bridge	Mangosuthu, sbetha	3		Mkhondo & PWRT
4.	Sewer Reticulation	Mangosuthu, phoswa, eziphunzini & Hlalangenkani	500		Mkhondo, GSDM & DWS
5.	Toilet	Mangosuthu,phoswa,eziphunzini & Hlalangenkani	500		Mkhondo, GSDM & DWS
6.	sites	Mangosuthu all section	500		Mkhondo & Department of Human Settlement
7.	electricity	Mangosuthu, Eziphunzini, Phoswa & Hlalangenkani	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
11.	Job opportunities	All section	All		All Sectors

Ward 13 community needs

WARD 14: CLLR W H VILAKAZI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Community Hall/Multipurpose Centre	Harmony		-	Mkhondo, CoGTA nad Department of Human Settlement
2.	RDP Houses/Residential sites	Harmony		-	Mkhondo & Department of Human Settlement
3.	Storm water drainage	Harmony,		-	Mkhondo & PWRT
4.	Road	Harmony		-	Mkhondo, GSDM & PWRT

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
5.	High mast light/Street light	Harmony		-	Mkhondo, Department of Energy & Eskom
6.	Speed humps	Harmony			
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
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 S M SHOBA

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	CO M- ME NTS	RESPONSIBLE SECTOR
1.	Electricity and infills	Ekuphileni (60),Langfontein(15),Ngingi (21),Mgandula(13),Talagu(5), Mngongo(10),KwaGoli(13), Emadanyini(5),Ntithane (29),Mahlewuka(10), Esiqintini (35),NCT(30),Wittenberg(5), Mkhonjwana (16) and Matanatana (9)	296		Mkhondo, Department of Energy & ESKOM

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
2.	Water and Jojo Tanks	All villages	850		Mkhondo, GSDM & DWS
3.	RDP house	All villages	1000		Department of Human Settlement
4.	Grading of roads & patching of potholes	All villages	All roads		Mkhondo, GSDM & PWRT
5.	Job opportunities and CWP	All villages	1000		All public and Private Sector
6.	Tourim centre	Ntombe battlefield			
7.	Pedestrian bridges	4 Villages	10		Mkhondo and PWRT
8.	Sanitation	Obumbane,Emkhonjwane,Kwakhisela,Bakenkop,KwaMhanga			Mkhondo, GSDM & DWS
9.	Clinic	Commondale	1000		Department of Health
10.	Youth centre	Ntombe Mission,Khalambazo,Kwabeysers,Matshamhlophe			Department of Social Development
11.	Satelite police station				SAPS
12.	Network	Ekuphileni,KwaMnaba,Ndinsini			VODACOM/MTN /CELL C & Telkom
13.	Library	Entombe			Mkondo, DCSR
14.	Fencing of cemeteries	Ntombe Mission,Khalambazo, Matshamhlophe			Mkhondo
15.	Fencing of school	Matshamhlophe, Zendelingspost, Kwashuku and Mispah			Department of Education
16.	Sport field	All farms & Villages			Mkhondo & DCSR

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
17.	Pipes/Concrete/cement				
18.	Grazing land/camps	All villages			DARDLEA & DARDLA
19.	Creches	All villages			Department of Education and Department of Social Development
20.	Stimulation centre and Soup Kitchen				Department of Social Development
21.	Parks				Mkhondo & DCSR
22.	Community Halls				Mkhondo, DHS & DCSR
23.	Bus Stop Shelters				Mkhondo, PWRT & Private sector

Ward 15 community needs

WARD 16: CLLR T M QWABI

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	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 HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Electricity	Orgies farm,Kwanjuqu farm,Raiph Hinds,Kwaziphambano farm,KwaMadonki Farm,Phoswa Village, Chriss Hani, Old Welverdië & Kwamadabukela	1850	-	Mkhondo, Department of Energy & Eskom
2.	High Mast Light	Phola Park(1) Chriss Hani (2),Ezinkomeni(2)	1500	-	Mkhondo, Department of Energy and Eskom
3.	Sewer	Phola Park, Phoswa Village new formal settlement & Ezinkomeni	880	-	Mkhondo, GSDM & DWS
4.	Township establishment	Chriss Hani Village, Nkonjaneni Forest View Village	820	The community of Chriss Hani and Forest View area need to be formalized	Mkhondo
5.	Community Hall	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is growing in numbers	Mkhondo and Department of Human Settlement
6.	Clinic	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is growing in numbers	Department of Health
7.	Sports field	Welvadiend, Ezinkomeni,Enkomeni and Ezinkomeni	Not specified	All sport field need to be maintained	Mkhondo & DSCR
8.	Water reticulation	Welvadiend(2) Chriss Hani(4) Phoswa Village		Communal tap Communal tap Water reticulation	Mkhondo, GSDM & DWS
9.	Borehole	KwaGodi,kwa Njuqu Khumalo trust,Raiph Hitze xi,Ogies x1	100	The is no water at all	Mkhondo, GSDM & DWS

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

Ward 17 community needs

WARD 18: CLLR M T MKHABELA

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, Makepisi, Masihambi sane & Heyshope	Not specified	Need water reticulation to houses	Mkhondo, GSDM & DWS
4.	High mast light	Qedela, heyhope and others	Not specified	We have 3 but one is not working	Mkhondo, Department of Energy and Eskom
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 and Peridical Court	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		Three needed	Mkhondo & PWRT

NO	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14.	Pedestrian bridges and bridges	Masihambisane,Sdakaneni Mabilisa abd old stand		-	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- MUSA SAMUEL LUKHELE

NO.	NEEDS	VILLAGES/TOWNSHIP/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

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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 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

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE 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 specified	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.	Mkhondo Local Municipality
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	Mpumalanga Department of Health

NO.	NEEDS	VILLAGES/TOWNS HIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				patients who need urgent hospitalization.	
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 4: **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 31: 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 32: **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 33: **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 345: **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

3.6. 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

3.7. DISTRICT DEVELOPMENT MODEL (DDM)

1. INTRODUCTION

Problem statement

The Gert Sibande District along with the rest of South African municipalities is facing numerous challenges that include, inadequate resources and infrastructure to cope with the demands of a growing population with dynamic socio-economic demands. Poor service delivery and general poor government services lead to the decline of resources, lack of opportunities, and overall poor living conditions.

The Presidency Budget Speech (2019) identified the "pattern of operating in silos" as a challenge that led to a "lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The President further called for the rolling out of "a new integrated district-based approach to address service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities."

District Development Model (DDM)

The District Development Model (DDM) was conceptualised and presented to the Joint Cabinet Committee on 13 August 2019 receiving overwhelming support. The Local Government MinMec (Minister, MECs and SALGA) extended its support of the DDM and recommended a balanced pilot approach looking at two Districts (rural) and one metro (urban) context. The recommended pilot sites identified were OR Tambo District, Waterberg District and eThekweni Metro.

The DDM was endorsed by the Presidential Coordinating Council (PCC) on 20 August 2019. The PCC supported the "One Plan" instrument proposed by the DDM and emphasized that the One Plan must express the National Development Plan and overlay the MTSF priorities, Provincial Priorities and Municipal IDP/SDBIPs. The PCC endorsed that resource allocation and budgeting must be aligned to supporting the implementation of the District Model. The DDM was subsequently approved by Cabinet on 21 August 2019.

The District Development Model is an operational model for improving Cooperative Governance to build a capable, ethical Developmental State. The DDM focus on an "All of Government and Society Approach". The underlying methodology requires government and state enterprises to work towards higher performance accountability and effective service delivery and development outcomes. The "All of Government and Society Approach" expresses jointly agreed outcomes and commitments to the One Plan. This inter-governmental plan focuses on development outcomes for each space over the short, medium and long term. The DDM introduces new inter-governmental planning, budgeting and implementation paradigm and discipline (spatial targeting and budgeting towards common long term outcomes).

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

The purpose explained

The purpose of the Gert Sibande District One Plan is:

- i. To give effect to the District Development Model (DDM) approved by cabinet as a practical method to improve service delivery and development impact in the Gert Sibande District through integrated planning, budgeting and delivery by all three spheres of government working together with stakeholders and communities;
- ii. To localise and synergise the National Development Plan (NDP), the Medium Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Gert Sibande District.
- iii. To express a coherent and predictable government approach in relation to these key priorities through a Long-Term Strategic Framework (One Plan) for growth and development of the Gert Sibande District that is co-produced by all three spheres of government together with stakeholders and communities introducing “One Plan=One budget”;
- iv. To enable a programmatic Intergovernmental Relations approach in relation to the implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Gert Sibande District Municipality according to the shared vision and ultimately usher in a new dawn that will result in a new and improved standard of living for the residents of the district

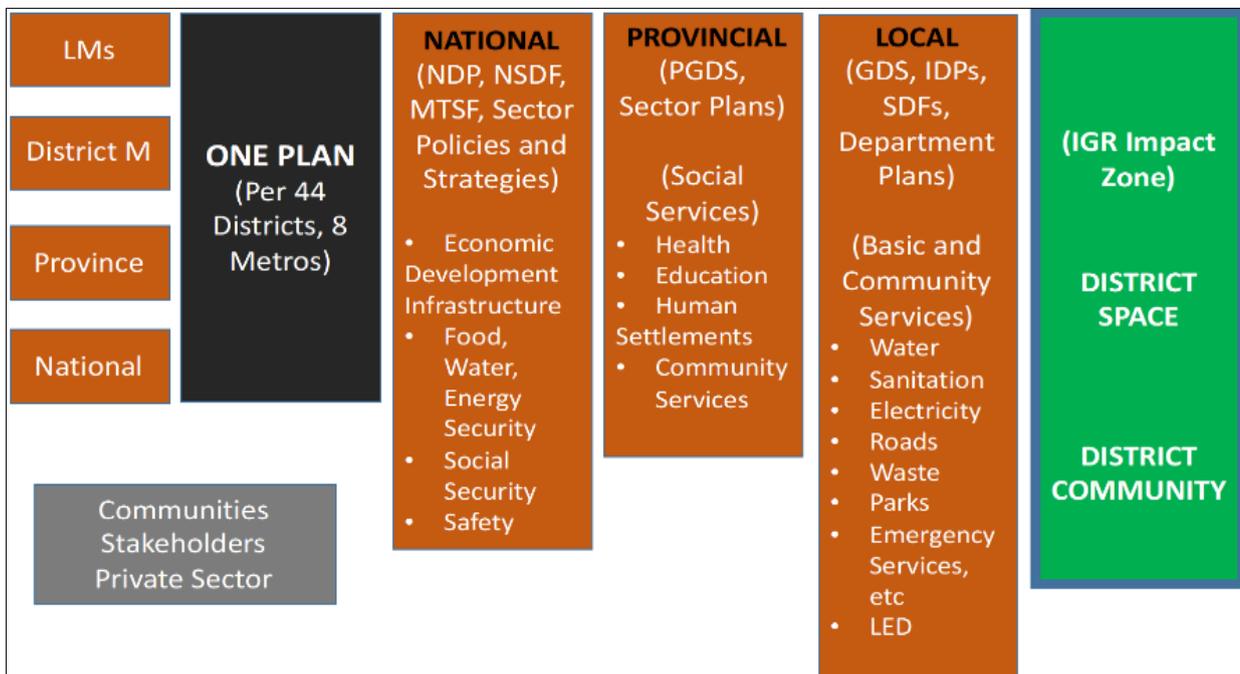


Figure 6: One Plan integration at different levels

1.5 One Plan composition

The One Plan is a visionary and transformative plan addressing the following interrelated DDM key transformation focus areas, content themes or principles, namely:

- ✓ Demographic Change/People Development: The process of understanding the current population profile and development dynamics and by which a desired demographic profile and

radical improvement in the quality of life of the people is achieved through skills development.

- ✓ Economic Positioning; The process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation based on an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.
- ✓ Spatial Restructuring and Environmental Sustainability: The process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.
- ✓ Infrastructure Engineering: the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- ✓ Integrated Service Provisioning: the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household
- ✓ Level service delivery in the context of a social wage and improved jobs and livelihoods.
- ✓ Governance and Financial Management: the process by which leadership and management is exercised, in particular, that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

The transformation focus areas (content themes or principles) do not exist in isolation but rather as interchangeable and integrated mechanisms to achieve the One Plan vision. The One Plan vision articulates a spatial and development vision through economic growth, financial sustainability, good governance practices, infrastructure and services investment.



Figure 2: Theory of change graphical representation

The DDM One Plan's preparation is guided by a logical framework that rests on the principles of the "Theory of Change". The theory of change concept essentially encapsulates the identification of the desired end-state, desired outcomes, or a changed state, and a detailed assessment and strategy of how to achieve this through an outcome framework.

An outcome framework outlines the desired set of long-term goals that are engineered backwards to identify strategies and measurable actions to achieve these long-term goals. The process of an outcome framework also requires a reporting framework to assess progress made on goal achievement and the impact of implementing strategies and actions.

In relation to each transformation focus area, the One Plan has to articulate the following:

- The current situation, status quo or diagnostic assessment;
- The desired future or vision;
- The strategies and interventions needed to move from the current situation to the desired end state, and;
- The implementation of commitments by all three spheres of government, and;
- key stakeholders will enable the identified strategies/interventions to be implemented

DDM STRATEGIES

The Strategies detailed below emanate from the above vision statements and desire future per each transformation area. These strategic goals provide clear direction on how the current status quo can be challenged and changed to a desired future. The strategies represent the approach, key shifts and a sharper focus by which Government as a collective will be pursuing service delivery and development in Gert Sibande working together with stakeholders and communities.

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
GBVF	Reduce incidents of GBVF.	Awareness campaigns and education.	Number of government institutions and private sector organisations implementing awareness campaigns on GBVF.	Social Development Municipalities Ngo's
		Re-establish Violence and Femicide Forum in each Municipality.	Number of Violence and Femicide Fora established by the LMs in the District.	Local Municipalities
		Provision of business opportunities to women.	% of government expenditure on goods and services allocated to women enterprises.	
Strengthen the Criminal Justice System	Promote effectiveness and efficiency of the criminal justice system.	Monitor SAPS service delivery. Conduct Court briefs. Strengthen border patrols and security management. Promulgation of by-laws and enforcement through the establishment of municipal court days to deal with municipal cases.	Number community safety forums held to review safety programmes Number of border post monitored	SAPS Municipalities
Build community participation in Community Safety	Promote the whole of government and community approach in addressing Community Safety.	Development of Municipal Community Safety Plans. Retraining of Community Policing Forums. Integrated approach in dealing with drugs and substance abuse.	Number of municipalities implementing Municipal Community Safety Plans Number of CPFs trained	-Municipalities SAPS

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
		Build, strengthen and capacitate Community Safety Forums.	<p>Number of partnerships established dealing with drugs and substance abuse</p> <p>Number of capacitated CSFs Implementing Community Safety Plans</p>	<p>NGO;s Private Sector</p> <p>SAPS</p>
Build Safety using and integrated approach	Integrated approach in dealing with Safety and Security.	<p>Rural Safety Initiative: Paralegal workshops for rural communities</p> <p>Awareness campaign against stock-theft.</p> <p>Awareness campaign against domestic violence.</p> <p>School Safety Initiative: School debates.</p> <p>Prison visit preventative measures</p>	<p>Number of rural participants capacitated on paralegal</p> <p>% reduction of stock-theft in rural communities</p> <p>% reduction in number of domestic violence cases reported</p> <p>Number of schools conducting school debates on school safety</p> <p>Number of schools implementing prison visit preventative measures</p>	<p>SAPS; Municipalities</p>

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
		<p>Awareness campaign against dangerous weapons and drug abuse</p> <p>Revision of the Drug Master Plan.</p> <p>Vulnerable Group Initiative: Child protection week.</p> <p>Awareness campaign against abuse of the elderly.</p> <p>Contact Crime: Awareness campaign against common assault and Grave Bodily Harm.</p> <p>Educational Campaigns: Border security.</p>	<p>% reduction in number of learners carrying weapons and abusing drugs in schools</p> <p>Number of drug master plans reviewed</p> <p>% reduction in the number of child abuse cases Number of safety havens established in local municipalities</p> <p>% reduction in the number of elderly abuse cases</p> <p>% reduction in the number of common assault , rape and GBH abuse cases</p> <p>% reduction in number of illegal imigrants entrering the District</p>	

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
		<p>Sports against crime.</p> <p>Liquor traders' workshops.</p> <p>Awareness campaign against human trafficking.</p>	<p>Number of municipalities implementing sport against crime initiatives</p> <p>Number of municipalities implementing bylaws on liquor trading</p> <p>% reduction in human trafficking cases</p>	
Climate Change		Climate Change Mitigation and Adaptation Strategies to encourage and enhance green economy, environmental considerate infrastructural developments and environmental educational awareness paired with environmental skills development for green future; is conducted by GSDM for betterment and improvement of service delivery in all the seven (7) local municipal areas.	Number of municipalities implementing Climate Change Mitigation and Adaptation Strategies	Municipalities ,Business Sector
		Enhance green economy	Number of municipalities implementing green economy initiatives	
			Number of District frameworks developed on Just Energy Transition	
			Number of Municipalities with recycling and re-use technologies	

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
Waste Management		Waste management: - The municipality requires an adequate budget to assist the local municipalities to perform their mandate and comply with the required legislation. E.g. compliance to landfill sites	Number of landfill sites meeting minimum regulatory requirements	Municipalities
Air Quality management		Air Quality management:-The district requires assistance with the purchasing of its own ambient air quality monitoring network due to the Air pollution challenges within the district include emission of atmospheric pollutants due to active industrial emissions both in mining sites and industrial processing plants The mining and petrochemical industries produce huge quantities of gases with substantial amounts being hazardous to the environment and extremely dangerous to the living organism including human beings. There is a need for vigorous training on Air Quality in all the seven LMs within the district. Training should not only be made available to the district officials. It should be cascaded down to the local municipalities as well.	I Number of Airquality monitoring station established in the district to measure and monitor air quality.	Municipalities

TRANSFORMATION AREA: INFRASTRUCTURE ENGINEERING				
Strategic focus areas	Objective	Strategy (the how) high level	KPI	Responsible key stakeholder
Access to water services	Improve household access to water	Increase the capacity for water treatment plants and reservoirs New household connections	<ul style="list-style-type: none"> Number of municipalities implementing water and sanitation master plans Number of households with access to water 	<ul style="list-style-type: none"> LMs GSDM DWS CoGTA SOE Private Partners

TRANSFORMATION AREA: INFRASTRUCTURE ENGINEERING					
Strategic focus areas	Objective	Strategy (the how) high level	KPI	Responsible stakeholder	key
			<ul style="list-style-type: none"> Number of new WTP constructed 		
Reduced water losses	Improve preventative maintenance	Develop and Implement WCWDM Develop Operation and Maintenance plans Functional call center to report water leaks Keep maintenance material in stock for quicker turnaround time (operational)	<ul style="list-style-type: none"> Number of WCWDM developed and implemented Number of municipalities with operations and maintenance plans Established call center 	<ul style="list-style-type: none"> LMs GSDM DWS CoGTA SOE Private Partners 	
Water Source Security and Water Conservation	Establishment of new water sources	Research for long term sources of water and establish new dams Establish water recycling and re-use for industries Establishment of production boreholes for small scale water schemes	<ul style="list-style-type: none"> Number of new dams constructed Number of water recycling and re-use for industries Number of production boreholes established a small scale water schemes 	<ul style="list-style-type: none"> LMs GSDM DWS CoGTA SOE Catchment Agent Private Partners 	
Compliant WWTW and WTW	Improve operation and efficiency of plants	Deploy qualified personnel to run the treatment plants Develop SOPs and Maintenance plans for treatment plants	<ul style="list-style-type: none"> Number of treatment plants with qualified personnel Number of treatment plants with SOPs and Maintenance plans 	<ul style="list-style-type: none"> LMs GSDM DWS CoGTA SOE Catchment Agent Private Partners 	
Safe roads network	Improved road capacity and no potholes	Road maintenance and renewal Widen roads to match the increasing traffic	<ul style="list-style-type: none"> Km of road network maintained and rehabilitated 	<ul style="list-style-type: none"> LMs GSDM 	

TRANSFORMATION AREA: INFRASTRUCTURE ENGINEERING				
Strategic focus areas	Objective	Strategy (the how) high level	KPI	Responsible stakeholder key
		Increase mobility and connectivity	<ul style="list-style-type: none"> Number of municipalities with roads and storm water master plans implemented 	<ul style="list-style-type: none"> DPWR&T DoT CoGTA SOE Private Partners
Neat towns and residential areas	Improve waste collection	Increase access to solid waste removal Establish new landfill sites	<ul style="list-style-type: none"> Number of municipalities implementing IWMPs Number of households with access to weekly solid waste removal Number of new municipal solid waste landfill sites established 	<ul style="list-style-type: none"> LMs GSDM DFFE CoGTA SOE Private Partners
Stable Power Supply	Reliable electricity supply	Service ESKOM debt and increase NMD Establish renewable energy power plants Public Private partnership with independent energy producers	<ul style="list-style-type: none"> Number of municipalities implementing energy master plans Number of households with reliable power supply 	<ul style="list-style-type: none"> LMs GSDM DMRE CoGTA SOE Private Partners
Reduced Sewer Spillages	No sewer blockages and surcharging	Conduct preventative maintenance and maintain functional sewer pump stations Community awareness, to not deposit foreign objects to sewer network	<ul style="list-style-type: none"> Number of municipalities implementing water and sanitation master plans 	<ul style="list-style-type: none"> LMs GSDM DWS CoGTA

TRANSFORMATION AREA: INFRASTRUCTURE ENGINEERING				
Strategic focus areas	Objective	Strategy (the how) high level	KPI	Responsible stakeholder key
		Procure jet trucks and roding equipment to fight blockages	<ul style="list-style-type: none"> Number of households with access to dignified sanitation 	<ul style="list-style-type: none"> SOE Catchment Agent Private Partners
Adequate infrastructure for future plans and development	Infrastructure upgrade and renewal	Renew infrastructure to cater for the increasing demand utilising the infrastructure grants, private funding and SLP funding Develop infrastructure master plans and improve alignment of projects within the district	<ul style="list-style-type: none"> Number of municipalities implementing Comprehensive Infrastructure Plans Number of Social and Labour Plans implemented in accordance with municipal priorities 	<ul style="list-style-type: none"> LMs GSDM DWS DMRE DoT DFFE DPWR&T CoGTA SOE Catchment Agent Private Partners
Capital expenditure	Effective project management	Capacity building on IDMS Project planning on nine knowledge areas(PMBOK)	<ul style="list-style-type: none"> 100% Expenditure on all Capital allocations 	<ul style="list-style-type: none"> LMs GSDM CoGTA SOE Private Partners

TRANSFORMATION AREA: ECONOMIC POSITIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
Creation of new economies	Identify new commodities to diversify and support primary sector must be identified.	<ul style="list-style-type: none"> Create value chain of products(Agro-processing , fibre-crops{hemp , bamboo} ,furniture production, Tourism , green economy) 	<ul style="list-style-type: none"> Number of LED identified strategic projects implemented by 30 June 2023 Number of Just Transitioning program supported 	<ul style="list-style-type: none"> GSDM DEDT DARDLEA
Sector Development and Support	To develop and support key economic sectors	<ul style="list-style-type: none"> Projects to support the existing sectors. Rehabilitate mine land for agriculture use Alien vegetation removal and reuse for biogas manufacturing. Establish local Fresh Produce market Provide bulk infrastructure (RBIG) to support current businesses 	<ul style="list-style-type: none"> Number of Social Labour Plans monitored through the Mining Forum Number of marketing tools developed to promote Tourism in the District Number of events held to promote tourism in the district Number of Road maintenance projects monitored 	<ul style="list-style-type: none"> GSDM DMR DEDT DARDLEA LM Private Sector SANRAL DPWRT MTPA
Strengthen stakeholder engagement	To foster and create a conducive business environment	<ul style="list-style-type: none"> Develop a Stakeholder engagement framework. 	<ul style="list-style-type: none"> Number of Stakeholder forum meeting held (LED Forum) 	<ul style="list-style-type: none"> GSDM LM COGTA

TRANSFORMATION AREA: ECONOMIC POSITIONING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
Attract and retain investment in the district	Investment promotion	Develop Standard investment framework/policy to guide investors and government	Number of investment policy developed	<ul style="list-style-type: none"> • SALGA • GSDM
Prioritize local entrepreneurship development	To enable entrepreneurship and skills development	<ul style="list-style-type: none"> • Identify skills gaps. Reducing the skills deficit by attracting skilled immigrants. • Partnership with private sector and international chambers to provide training • Provide light industrial hubs for local SMME's. • Revamping the skills framework and undertaking a range of reforms in basic education and the post-schooling environment to improve outcomes for workers – and the firms that can employ them. 	<ul style="list-style-type: none"> • Number of SMME capacity building programs implemented • Number of support initiatives to GSDM Enterprise Development Programme beneficiaries 30 June 2023 • Number of SMMEs (incl. co-operatives) assisted by GSDM through purchasing and distributing of production inputs by 30 June 2023 	<ul style="list-style-type: none"> • SEDA ,SARS ,GS College -CFE C ,DEDT .DSB ,
Create conducive environment for businesses to thrive	Sustainable Economy	<ul style="list-style-type: none"> • Implement the GSDM Economic Reconstruction and Recovery Plan • Review and implement the LED Strategies 	<ul style="list-style-type: none"> • Number of projects implemented from the ERRP 	<ul style="list-style-type: none"> • GSDM • LMs

<u>PRIORITY ISSUES</u>	<u>ACTIVITY</u>	<u>RESPONSIBILITY</u>	<u>TIMEFRAME</u>	<u>FUNDING</u>
<u>Financial viability</u>	<ul style="list-style-type: none"> <u>Review of financial recovery plans(where applicable) and/or budget funding plans(where applicable)</u> <u>Review of the revenue enhancement strategy</u> <u>Appointment of cash flow management committees</u> <u>Regular monitoring of the Cash flows by cash flow management committee</u> <u>GSDM to contact Nkangala District Municipality for advise on a system that will assist to review and update the indigents register.</u> 	<ul style="list-style-type: none"> <u>CoGTA, Provincial Treasury, SALGA and Municipalities</u> <u>CoGTA, Provincial Treasury, SALGA and Municipalities</u> <u>Municipalities</u> <u>Municipalities</u> <u>Municipalities</u> 	<u>28 February 2023</u> <u>28 February 2023</u> <u>March 2023</u> <u>Monthly starting from April 2023</u> <u>January 2023</u>	<u>Internally reviews with assistance of PT,COGTA and SALGA</u> <u>Internally reviews with assistance of PT,COGTA and</u> <u>SALGA</u> <u>None</u> <u>None</u> <u>None</u>
<u>Audit outcomes</u>	<ul style="list-style-type: none"> <u>Skills audit on the officials with finance section</u> <u>Implementation of the capacity buildings programmes for the skill gaps identified in the skills audits</u> <u>Development of the use of consultants reduction strategy</u> 	<ul style="list-style-type: none"> <u>CoGTA, Provincial Treasury, SALGA and Municipalities</u> <u>CoGTA, Provincial Treasury, SALGA and Municipalities</u> <u>Municipalities</u> 	<u>December 2023</u> <u>January 2028</u> <u>June 2023</u>	<u>FMG, PT and COGTA</u> <u>FMG, PT and CoGTA</u> <u>To be developed internally</u>

TRANSFORMATION AREA: DEMOGRAPHIC AND DISTRICT PROFILE				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
Well focused and improved functioning government institutions and facilities	Create and facilitate effective, innovative and smart government institutions	Create smart government institutions by using modern technology to facilitate and support better planning and decision making, thus providing for government efficacy and sustainable development using consolidated information systems and communication networks		
Include focus areas, objectives, strategies and KPIs addressing identified challenges, goals, outcomes and strategic objectives of the TAG				

TRANSFORMATION AREA: GOVERNANCE AND ADMINISTRATION				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible key stakeholder
Intergovernmental/ business Relations	Enhance Intergovernmental/ business relations	Improve inter-departmental coordination and cooperation and proactively strengthen relationships with National and Provincial governments	Number of IGR structures facilitating co-operation and coordination across the three spheres of government	<ul style="list-style-type: none"> • CoGTA • SALGA • District /and Local Municipalities
			Number of social compacts developed to support the implementation of the One Plan	

			Number of District Frameworks developed to institutionalize joint planning , budgeting and implementation systems	<ul style="list-style-type: none"> Private Partners (Mining, Business Chambers)
		Combine efforts of the public and private sectors as equal partners in the development of the Gert Sibande District	% improvement on the involvement of the private sector and government in the IGR structures of the District	
Governance structures	Improve capability of the state	Strengthen oversight across spheres of government to Improve accountability and transparency	Number of municipalities with unqualified audit outcomes without matters	
Performance management			% Implementation of Governance structures resolutions	
		Implement effective performance management systems, monitoring and evaluation	Number of municipalities responsive to community needs and priorities	
		Costumer care	Number of municipalities with effective PMS	
		Capacity building	% reduction in the number of service delivery protests	
		Number of municipalities with qualified personnel in the top three level of management		
		Number of functional municipalities in meeting Constitutional mandate		
Participatory democracy	Strengthen participatory democracy	<ul style="list-style-type: none"> Improve community involvement Restore public trust in government to our communities 	<ul style="list-style-type: none"> Number of Municipalities' responsive to community issues % improvement on public confidence in government Number of municipalities with functional community engagement structures 	<ul style="list-style-type: none"> District and LMs CoGTA SALGA

TRANSFORMATION AREA: SPATIAL RESTRUCTURING				
Strategic focus areas	Objective	Strategy (high level)	KPI	Responsible stakeholder key
Land invasion	To ensure sustainable development	<ul style="list-style-type: none"> Land Administration Strategy Strengthen By-Law enforcement capacity Develop a nationwide state land release mechanism to fast track development 	Number of land audits conducted	<ul style="list-style-type: none"> DALRRD Municipalities CoGTA DALRRD DPWRT
			Number of municipalities with By-law enforcement mechanisms	
			State land released for development	
Innovative planning packages (spatial transformation, economic growth and prosperity)	To facilitate socio-economic inclusion	Lease land to private developers for a defined period	Number of properties leased to developers	<ul style="list-style-type: none"> GSDM Local Municipalities Public works CoGTA
			Ha. of state land leased to private developers	
		Security of tenure	Number of beneficiaries issued with title deeds	
		Development of enabling policies	Number of municipalities implementing incentives for businesses	
			Number of development charges policies developed	
Spatial Transformation	Facilitation of Spatial Transformation	Creation of integrated human settlements	Number of serviced human settlements established and availed for settlement.	<ul style="list-style-type: none"> GSDM Local Municipalities Public works CoGTA
		Development of smart cities	Number of smart cities developed	
		Capable local government	Number of municipalities adequately capacitated planning departments	

TRANSFORMATION AREA: FINANCIAL MANAGEMENT				
Strategic focus areas	Objective	Strategy (high level)	KPIs	Responsible key stakeholder
Financial viability	Institutions with credible budget that support service delivery and economic growth in the District	<ul style="list-style-type: none"> Implementation of revenue enhancement plans/strategies Reduce wasteful expenditure Implementation of the financial recovery plans Transversal system that will assist in verification of the indigent registers. 	Number of government institutions and private businesses not owing Municipalities rates and taxes	CoGTA, Provincial Treasury, SALGA and Municipalities CoGTA, Provincial Treasury, SALGA and Municipalities
			Number of households not owing Municipalities rates and taxes	
			% of revenue collected	
			Number of municipalities with credible indigent registers	
			Number of Municipalities with a surplus budgets	
			% reduction in the number of creditors owed by Municipalities	
Audit outcomes	Improved audit outcomes	<ul style="list-style-type: none"> Reduction of outsourcing Strengthen internal controls Implementation of Anti-corruption strategies Implementation of performance and consequence management Improve fixed asset management 	% reduction on the use of consultants	CoGTA, Provincial Treasury, SALGA and Municipalities CoGTA, Provincial Treasury, SALGA and Municipalities
			Number of Municipalities fully implementing financial internal controls	
			Number of Municipalities with unqualified audit without matters	
			Professionalization of the staff within the Finance units (ACCA,MFP,CA(SA), AGA(SA),PA(SA), BA(SA)	
			Number of Municipalities with 100% achievement of performance targets	
		<ul style="list-style-type: none"> 	Number of Municipalities implementing consequence management	

			Number of Municipalities implementing GRAP-compliant Fixed Asset Registers	
			Number of Municipalities with 15% of budget spent on Operations and Maintenance	
Unauthorised, irregular as well as fruitless and wasteful expenditure	Reduced Unauthorised, Irregular and fruitless and wasteful expenditure.	Capacity building for government employees Development and implementation of UIFW reduction strategy Professionalization of the staff within the SCM units (CIPS)	Number of Municipalities with adequately capacitated on financial management	Municipalities, CoGTA, PT and SALGA
			Number of Municipalities without unauthorised, irregular, fruitless and wasteful expenditure.	
			Number of municipalities implementing UIFW reduction strategies	
			Number of Municipalities with SCM Practitioners registered with CIPS	

IMPLEMENTATION PLAN

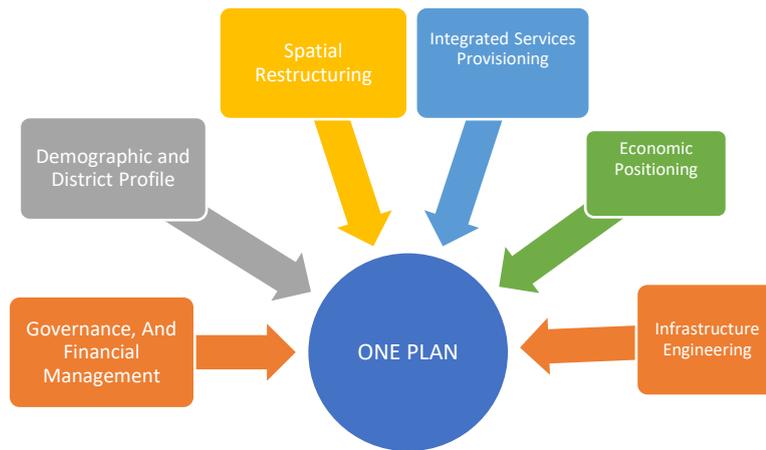
Institutional arrangements

The 3 impact zones of Nkangala, Gert Sibande and Ehlanzeni have established DDM Councils and Technical Teams and meetings of both structures are convened by district municipalities and coordinated by the department.

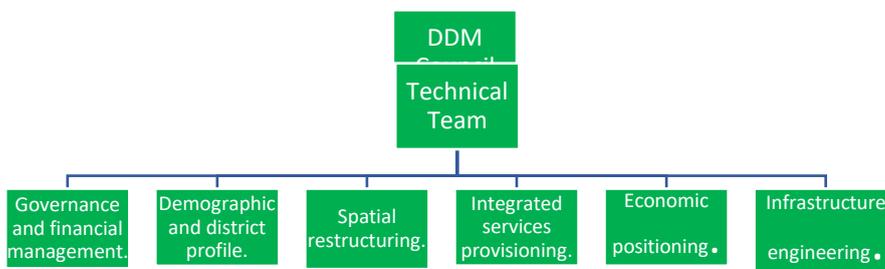
7 work-streams were established in each of the 3 impact zones to coordinate the implementation of projects and development of DDM One Plans.

3 DDM Dashboards were compiled by the department to monitor and report on the implementation of key DDM programmes and catalytic projects in the three impact zones.

The workstreams provides regular progress to DDM Technical Teams on the implementation of DDM programmes and projects through the Dashboards.



Gert Sibande DDM one Plan reporting structure



DDM Approved workstreams

3.8. STATE OF THE NATION ADDRESS AND STATE OF THE PROVINCE ADDRESS 2023

ITEM	SONA	SOPA	SOMA
Unemployment	<p>The initiative has now created over 1 million opportunities, reaching every province and district in our country. Last week, a new cohort of 150,000 school assistants started work at more than 22,000 schools, offering dignity, hope and vital work experience to young people who were unemployed. The Social Employment Fund is recruiting 50,000 participants in its next phase to undertake work for the common good, and the revitalised National Youth Service will create a further 36,000 opportunities through non-profit and community-based organisations. The Department of Home Affairs has appointed the first cohort of 10,000 unemployed young people to digitise more than 340 million paper-based civic records. There are now more than 3 million users registered on SAYouth.mobi, a zero-rated online platform for young South Africans to access opportunities for learning and earning. This has been done in close collaboration with the National Youth Development Agency, which continues to provide valuable assistance to young entrepreneurs and work seekers</p>	<p>Despite this challenging economic growth picture, the Mpumalanga labour market actually performed well between January and September 2022, especially from a job creation point of view. The net job gains for our province was 146 320 in this period, which is a very good achievement under these circumstances. According to the latest Quarterly Labour Force Survey (QLFS) of Statistics South Africa, the provincial unemployment rate, in terms of the strict definition, improved from 38.6% in Q1 2022 to 35.1% in Q3 2022. This was however, still at a relatively high level. The provincial unemployment rate of youth of working age (15-34 years) of 46.5% is a concern and especially the female youth unemployment rate of 51.8%.</p>	
Electricity	<p>In July last year, I announced a clear action plan to address the energy crisis. This was to address the electricity shortfall of 4,000 to 6,000 MW. The plan outlined five key interventions. First, fix Eskom's coal-fired power stations and improve the availability of existing supply. Second, enable and accelerate private investment in generation capacity. Three, accelerate procurement of new capacity from renewables, gas and battery storage. Four, unleash businesses and households to invest in rooftop solar. Five, fundamentally transform the electricity sector to achieve long-term energy security. Experts agree that this plan is the most realistic route to end load shedding. Eskom has launched a programme to buy excess power from private generators and has already secured 300 MW from our neighbouring countries. Through the Just Energy Transition Investment Plan, R1.5 trillion will be invested in our economy over the next five years in new frontiers such as renewable energy, green hydrogen and electric vehicles. Several new sectors are emerging in the economy, such as major green hydrogen, electric vehicles and fuel cells. These and other</p>	<p>Our work will be informed by the nine point programme of action that is comprised of the following pillars;</p> <ul style="list-style-type: none"> • Loadshedding and the Energy Crisis; • Just (Energy) Transition; • A Jobs War Room; • Infrastructure Showcasing; • A Response Mechanism for Disasters; • DDM and the State of Local Government; • SOE Performance Review and Repositioning; • Crime, Criminality and Immigration; and • Operation Clean Audit (OPCA) <p>After all, with 80% of the power stations located in our province, we are the undisputed home of the national grid. We fully subscribe to the recently published Just Transition Framework, which states that "a just transition aims to achieve a quality of life for all</p>	

ITEM	SONA	SOPA	SOMA
	<p>massive investments in renewable energy will create jobs and stimulate local economies not only in the Northern Cape, but also in the Eastern Cape, Western Cape and Mpumalanga, turning even the most arid desert into a giant energy source.</p>		
Water	<p>Last year, we announced a comprehensive turnaround plan to streamline the process for water use license applications, which is vital to enable greater investment. Since then, we have cleared the backlog of water use licenses and reduced the turnaround time for applications to 90 days. Our infrastructure build programme is gaining pace through the work of the Infrastructure Fund and Infrastructure South Africa, which has been established to support strategic infrastructure projects. One of the greatest obstacles to infrastructure investment is the lack of technical skills and project management capacity. To fix this, Infrastructure South Africa has been allocated R600 million for project preparation, specifically in rural and under-resourced areas.</p>	<p>In response to many of our bulk water infrastructure challenges and distribution thereof, a Provincial Water Master Plan has already been developed and shall soon be entering its final stages for approval as a Blueprint to guide water infrastructure development in the Province</p>	
Local Economic Development	<p>We said that we would give impetus to the campaign that we embarked on nearly five years ago to raise R1.2 trillion in new investment. This year, we will finalise amendments to the Businesses Act to reduce regulatory impediments for SMMEs and co-operatives and make it easier for entrepreneurs to start businesses. Through the Small Enterprise Finance Agency – SEFA – we plan to provide R1.4 billion in financing to over 90,000 entrepreneurs. Government in partnership with the SA SME Fund is working to establish a R10 billion fund to support SMME growth. Government is looking at the possibility of providing R2.5 billion for the fund and for the balance of R7.5 billion to be raised from the private sector.</p>	<p>The provincial graduate unemployment rate of 16% is also a huge concern. This highlights again, the critical importance of the employability of and job creation for our young people and also women in the province</p>	
Infrastructure	<p>In a major development, the South African National Roads Agency – SANRAL – has awarded road construction contracts worth R18 billion over the last three months.</p>	<p>The roll out of infrastructure programmes, Green Economy initiatives, industrialisation through localisation, employment stimulus initiatives, tourism and agriculture/agro-processing, are just some of the priority areas of the MERRP in the 2022/23 financial year, we have set aside R 4.294 Billion to continue with our strategic infrastructure development initiatives to unlock</p>	

ITEM	SONA	SOPA	SOMA
		<p>investment and growth. We have completed a total number of 102 projects which include both building and transport infrastructure. These projects include the;</p> <ul style="list-style-type: none"> • 88 Educational facilities; • 3 Health facilities; • 2 Social development facilities; and • Library <p>SANRAL is implementing various projects in Mpumalanga, such as the Moloto Road that inter-connects Gauteng, Mpumalanga and Limpopo provinces, the R23 national road in Lekwa District Municipality and the R33 national road which crosses through Mkhondo and Msukaligwa Local Municipalities amongst others</p>	
Agriculture	The Department of Agriculture Land Reform and Rural Development and the Department of Health will address existing conditions for the cultivation of hemp and cannabis to allow outdoor cultivation and collection of harvests from traditional farmers.	Eight out of ten sectors expanded in the third quarter, with the agricultural sector at 19.2% making the biggest contribution to growth	

3.9. DEPARTMENT PROJECTS

Department of Agriculture, Land Reform and Rural Development

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Supply and delivery of livestock	Mkhondo	Livestock.	6 000	6 000
Supply and delivery of production inputs, training, toolbox, diesel and lubricants	Mkhondo	Production inputs, training, toolbox, diesel and lubricants.	2 000	2 000
No. of youth recruited through NARYSEC Programme	Emalandeni Communal Property Association	40 youth recruited for NARYSEC	1 800	3 780
Development of Portion 12 (Portion of Portion 6) Donkerhoek N0 172 HT	Mzikayifani Hadebe, Mbhutiza Amos Hadebe, Robert Hadebe, Bonginkosi Hadebe, Thulani Hadebe, Qolani Hadebe, Thembi Hadebe, Samaria Madonsela-Hadebe, Emelina Hadebe	Construction of fence.	606	606
Donkerhoek Upgrading of Infrastructure	Donkerhoek community	Upgrading of 1 bridge and 4 culverts and realignment of pave road.	18 000	18 000
Portion 14 (Remaining Extent) of the Farm Wolvenkop 724 IT	N/A	Timber farm. 117 ha total extent.	Market-related	Market-related

Department of Agriculture, Rural Development, land and Environmental Affairs

Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Gumbi Projects / Development of Vegetable production	Soul Mkhizeville (Driefontein)	Completion and Construction of pack house output- Pack house constructed	1 268	3 002
One stop centre/ four-story office block	Mkhondo	Completion and Construction of one-stop centre	19 000	60 425
Mkhondo Agri-Hub/ Development and commissioning of Agri Hub	Mkhondo	Repairs of the roof	-25 000	15 000

Department Of Community, Safety, Security & Liaison

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Mkhondo		
Educational awareness campaigns Border Security Awareness Campaign	Mahamba Border Post	14
Vulnerable Groups initiative • Campaign against the abuse of the disabled	Driefontein	12
Contact Crime Initiative • Campaign against domestic violence	Mabola	12
Support to Community Safety Forum (CSF)	Mkhondo Local Municipality	13
Support to Community Policing Forum (CPF)	Dirkiesdorp Amsterdam	26
Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	19 young people Mahamba Port of Entry:4	555

Project	Project Beneficiary/ Ward/Location	2023/24 Budget Allocation (Annual) R'000
Mkhondo		
	Piet Retief:11 Nerston Port of Entry:4	
Transport Regulation Programme: <ul style="list-style-type: none"> • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing; • Overload Control 	Mkhondo Local Municipality	Operational

Department of Cooperative governance and traditional Affairs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Various municipalities	Development of the Mpumalanga RSDF	Mkhondo	Approved Mpumalanga RSDF	650	1 600
Mkhondo Local Municipality	Review LED strategy	All wards	LED Strategy reviewed and approved by Council	None	None
Mkhondo	Construction of Traditional Councils offices	Madabukela (Ward: 15)	1 Traditional Council offices	2 000	2 000

DEDT PROJECTS/PROGRAMMES FOR INTEGRATION IN 2023-24 REVIEWED MUNICIPAL IDPs3

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Province-wide	Marketing the province on international platforms:	The Province Tourists Businesses	<ul style="list-style-type: none"> Germany City to City) - Engagements with Tourism South Africa and the German embassy concluded. (India Tourism Trade and Investment) - The exhibition conference is the biggest in India. Awaiting schedule from the South African Tourism (tentative dates October) (Middle East Tourism Trade Show) - Held twice in twelve months cycle (May and November) The entity opted for the November date to allow proper planning 	•	
Province – wide	Integrated Management Plans and Tourism Master Plan	The Province Tourists Businesses	<ul style="list-style-type: none"> Service provider will be appointed in April. Consultations with stakeholders expected to complete in June. Submission to DFFE to be done in September 2023 	•	
Province-wide	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	• R 50m	R 300m
Province-wide	Green Economy	Province	<p>Four pillars of the Mpumalanga Green Economy Development Plan rolled out i.e. <i>energy; water; circular economy and smart agriculture.</i></p> <ul style="list-style-type: none"> Mpumalanga Green Cluster Agency established to drive the implementation of Mpumalanga Green Economy Development Plan. MOU with Eskom on Komati repurposing and proposed Energy SEZ 	•	

3.10. 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

- Located some 35 kilometres South West of Piet Retief, beneath the Kwa-Mandlangampisi Mountain
- Operated between 1979 and 1992 under the name Piet Retief Colliery by Duiker Mining.
- Acquired by Matt Trading in 2004, renamed to Kiepersol Colliery
- Section 11 approval for transfer to Jindal granted on 1 June 2009
- Underground colliery, with conventional board and pillar mining method is used, with drill blast as well as continuous miners.
- Captive Railway Siding - 35 km from mine, currently not operational;
- Total manpower over 500 (Jindal -194 & Contractor - 460).

SOCIAL AND LABOUR PLAN PERIODS:

Period 1: January 2008 – December 2012

Period 2: January 2013 – December 2017

Period 3: January 2018 – December 2022 (Expired)

Period 4: January 2023 – December 2027 (PPP In-progress)

LEGISLATION

REQUIREMENTS OF MINING CHARTER III OF 2018, IN TERMS OF THE AMENDED REGULATIONS TO THE MPRDA, ACT 28 OF 2002:

- “46B. A Social and Labour Plan lodged with the Regional Manager and approved by the Minister on granting the right must be reviewed after every five years from the date of such approval.”
- The review process may be initiated from the fourth year of the SLP and shall be done in consultation with affected mine communities, adjacent communities, labour sending areas, local or district municipality.
- “46C .Collaboration on Social and Labour Plan
- Collaboration on approved SLP projects must be transparent, inclusive and based on consultation with all stakeholders.”

HUMAN RESOURCE DEVELOPMENT FY 22/23

DEVELOPMENT	NUMBER	BUDGET
INTERNSHIPS	Nine (9)	R 3 041 200
LEARNERSHIPS	Eight (8)	R 1 430 370
COMMUNITY EXPERIENTIAL LEARNERS	Thirty (30)	R870 000

MINE COMMUNITY DEVELOPMENT PROJECTS FY 22/23

COMMUNITY	INTERVENTION	EXPENDITURE
Inkululeko / Masakhane & Goedehoop	Scholar Transport	R965 500.8
Annysspruit	Construction of x2 Bus shelters	R80 000.0
KwaNgema	Construction of x3 Bus shelters	R121 000.0
Inkululeko	Farming Expansion Project	R150 000.0
TOTAL		R1 316 500.0

CORPORATE SOCIAL INVESTMENT PROJECTS

- Community Outreach (Infrastructure, arts & culture)
- Grading of roads and sports field from Piet Retief to Mabola community.
- Donation of R10 000 towards Ogenyaneni Traditional Council for Inkosi Uthunzi Commemoration day.
- Donation of groceries worth R5 000 for the burial of a community member at kwaNgema community.
- Donation of Tipper tractor to Mkhondo Municipality for 5 days.
- Early Childhood Development
- Donation of Snack packs to kids at the Ematafuleni and KwaNgema crèches

MONDI

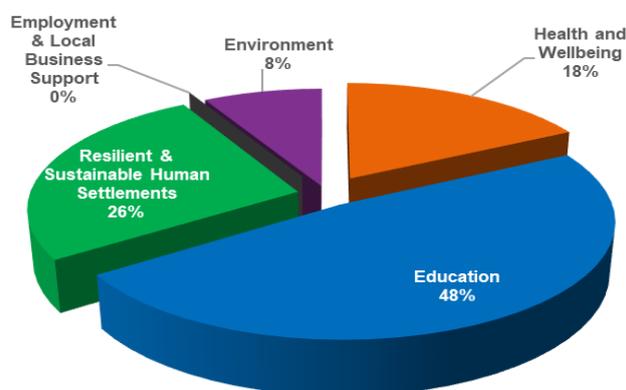
Mondi is a global leader in packaging and paper, employing 22,000 people across 100 production sites in more than 30 countries, with key operations located in Europe, North America and Africa. Our business is integrated across the value chain – from managing forests and producing pulp, paper and films, to developing and manufacturing effective industrial and consumer packaging solutions. We contribute to a better world by making innovative packaging and paper solutions that are sustainable by design.

Mondi is proud to be recognised for our innovation and ability to create forward-thinking solutions for thousands of local and global brands. Our R&D centres and innovation activities span the entire value chain. We also work with external partners to maximise the potential of our products. In the

past year we have celebrated a number of innovation awards across our business, including nine wins at the 2022 WorldStar Packaging Awards.

- Mondi Footprint in Mkhondo
- Spread out over 3 management areas
- 40 communities within Mondi landholdings, 7 being agri-villages
- Through our partners, we work with...health facilities, career centre, ECD centres, NGO's, schools

% CSI Expenditure Split



Total Corporate Social Investment for Mkhondo Local Municipality – R1 829 000

Focus on long term Programs

Excludes contractor CSI contributions (R274 500)

ITEMS	BUDGET
Career Guidance Centre	R356 000
Mobile Clinic Program	R190 000
Toy Library Program	R110 000
Self-Reliance Program	R250 000
2 x Waste Sites Projects	R150 000
1 x E-Leaning Class	R249 000
Isibindi OVC Centre	R130 000
Internship Program	2 x Interns
Skills Development Program	R134 000
Xmas Boxes Program	R80 000
Food Gardens	R150 000
Schools Paper Donations	R30 000

TWK AGRI (PTY) LTD.

Fifty-two members of the Piet Retief Wattle Growers and Timber Association, with a total membership of 114, and owning over 40 000 acres (16 000 ha) of wattle plantations, met with the aim of registering their association as a co-operative in June 1940. The Transvaal Wattle Growers Co-operative Agricultural Company Limited was registered on 21 June 1940.

The primary goal of the co-operative was to promote the marketing of the timber and bark of its members. Although this was a top priority throughout the years, the board of directors soon realised this should not be their only responsibility. Provision should also be made to supply the necessary production materials to its members.

During the 42nd Annual General Meeting in 1982, the name was changed to the Transvaal Wattle Growers Co-operative Limited, abbreviated to TWK.

TWK has progressed over the years and developed into a remarkable company, providing its members and the community with various products and services to supply all their needs.

Commitment to corporate governance

The TWK Board is committed to responsible corporate citizenship and effective corporate governance. Commitment to the implementation of the Group’s business with integrity, sustainability, equity and accountability is the cornerstone of the Group’s philosophy. In this regard, the Board is committed to complying with the applicable corporate guidelines.

The Group’s corporate best practices as contained in its Memorandum of Incorporation, policies and operating procedures and the application of these are regularly tested against the practical realities and execution thereof. The Board continuously evaluates and considers all applicable legislation, operating codes and practices to ensure that its conduct takes into account the recommendations of the King Code. Where it deviates from specific guidelines, the Board is of opinion that this deviation is warranted and in the best interest of TWK and all its stakeholders, or a process to ensure compliance in the journey of corporate governance is in progress.

Board meetings are held regularly as per the annual work plan, or as necessary.

Sustainability

The sustainability of the TWK Group remains the main focus of the Board. TWK is committed to ensuring and expanding the sustainability of its business which is achieved by reducing risk, improving and expanding existing operations and the utilisation of opportunities. TWK conducts its business in an environmentally responsible manner. New projects are only undertaken if they can be operated in a sustainable way and in compliance with set financial benchmarks.

Black economic empowerment (BEE)

TWK supports broad-based black economic empowerments that fit into the Group’s business strategies and take into account the importance of meaningful empowerment for sustainable growth.

The TWK Group’s restructuring was implemented on 1 September 2014 and since then, the Vumbuka Trust, a broad-based black economic trust, holds a 25% shareholding in TWK Agri (Pty) Ltd.

Community involvement

TWK believes in making a difference in the communities it operates in and supports a range of different organisations by means of donations and sponsorships. TWK remains deeply involved in the support of black emerging farmers that gained access to land through the land reform processes.

TWK PROJECTS

PROJECTS	BUDGET
Farmers development programme	R8 000 000.00
Vumbuka Trust Projects	R 2 000 000.00

South African National Roads Agency Limited (Sanral)

SANRAL OPERATES IN TERMS OF ITS FOUNDING LEGISLATION

The South African National Roads Agency Limited and National Roads Act (Act No. 7,1998). It is governed by a Board of eight people, six of whom are appointed by the Minister of Transport; the Chief Executive Officer, who is appointed by the Board; and a representative of the Minister of Finance.

SANRAL HAS A DISTINCT MANDATE

To finance, improve, manage and maintain the national road network (the “economic arteries” of South Africa). SANRAL introduced and consolidated the concept of Public Private Partnerships that culminated in the internationally acclaimed Maputo Development Corridor.

SANRAL is committed to carry out its mandate by protecting and preserving the environment through context-sensitive solutions.

SANRAL will continue to support the development of South Africa’s human capital through tertiary institutions and cooperative governance.

SANRAL HAS TWO PRIMARY SOURCES OF INCOME.

Non-toll roads are funded from allocations made by the National Treasury. Toll roads are funded from borrowings on the capital and money markets – bonds issued on the Bond Exchange of South Africa (BESA) in the name of the South African National Roads Agency Limited, or through the concessioning of roads to private sector consortia. SANRAL actively participates in communities across South Africa. SANRAL has a corporate centre in Hatfield, Pretoria and four regional locations across the country. The regional offices are located in Menlyn, Pretoria; Pietermaritzburg; Port Elizabeth and Bellville, greater Cape Town. SANRAL manages assets worth in excess of R30 billion, without land values.

WORK PACKAGES

PART	N2 Section	km FROM	km TO	ESTIMATED VALUE (Excl. VAT, Cont. & CPA)	ESTIMATED START OF CONSTRUCTION
A	34	59,0	87,4	R 1 383 000 000	August/ 2022 Project No: N.002 340 2015/2
B	34	30,0	60,0	R 1 260 000 000	October 2022 Project No: N.002 340 2016/1
C	34	0,0	30,0	R 1 201 000 000	October 2023 Project No: N.002 340 2015/1
D	33	34,0	63,3	R 1 384 000 000	August/ 2022 Project No: N.002 330 2016/1
E	33	0,0	34,0	R 1 524 000 000	July 2023 Project No: N.002330 2015/1
TOTAL		150,7 km		R 6 752 000 000	

SCOPE SUMMARY

PROJECTS	COMMENCEMENT DATE:	CONSTRUCTION DURATION :	ESTIMATED VALUE	SCOPE
PART A: N2/34 Leiden (KM 60) To Camden (KM 87)	Aug 2022	36 months	R 1 383 million	Upgrading to divided dual carriageway with new vertical alignment; <ul style="list-style-type: none"> • Improve intersections and accesses; • Increase capacity of bridges and major culverts; • Community Development Projects for local access roads.
Part B: N2/34 Verzameling (km 30) to Leiden (km 60)	Oct 2022	24 months	R 1 260 million	Upgrading to divided dual carriageway with new vertical alignment; <ul style="list-style-type: none"> • Panbult Interchange (R 75m excluded from cost above) • Improve intersections and accesses; • Increase capacity of bridges and major culverts; • Community Development Projects for local access roads.
Part C: N2/34 Piet Retief (km 0) to Verzameling (km 30)	Oct 2023	36 months	R 1 201 million	<ul style="list-style-type: none"> • Upgrading to divided dual carriageway with new • vertical alignment; • Improve intersections and accesses; • Increase capacity of bridges and major culverts; • Community Development Projects for local access roads.
Part D: N2/34 Bloemendal (km 34) to Piet Retief (km 63)	Aug 2022	36 months	R 1 384 million	Upgrading to divided dual carriageway with new vertical alignment; <ul style="list-style-type: none"> • Rehabilitate pavement in town of Piet Retief kerb to kerb; • Improve intersections and accesses; • Increase capacity of bridges and major culverts; • Community Development Projects for local access roads. <p>Rehabilitation of existing N2 section through Piet Retief Town- (only kerb-kerb)</p>
Part E: N2/34 KZN Border (km 0) to Bloemendal (km 34)	Jul 2023	36 months	R 1 524 million	<ul style="list-style-type: none"> • Upgrading to divided dual carriageway with new • vertical alignment; • Improve intersections and accesses; • Increase capacity of bridges and major culverts;

PROJECTS	COMMENCEMENT DATE:	CONSTRUCTION DURATION :	ESTIMATED VALUE	SCOPE
				<ul style="list-style-type: none"> Community Development Projects for local access roads.
N2 Panbult Interchange	November 2022	24 months	R128 million	<ul style="list-style-type: none"> Half Diamond interchange; N2 – section 34; New Link Road; 2 New Ramps; Structural Design: Bridge across N2 Relocation of Services and Drainage; Relocation of Motha Family and St. Andrews School
Project #: R.033-060-2019/1: THE RESURFACING OF NATIONAL ROUTE R33 Section 6 from Mkhondo (km 0.0) to Amsterdam (km 36.0) R33 Section 6 from Mkhondo (km 0.0) to Amsterdam (km 36.0) – excluding the town of Amsterdam	7 April 2021	16 months (including 2 months of mobilisation)	R91 million	<ul style="list-style-type: none"> CPG: minimum of thirty percent (30%) of the work by the end of the contract to Targeted Enterprise(s) as defined in the Contract Data.

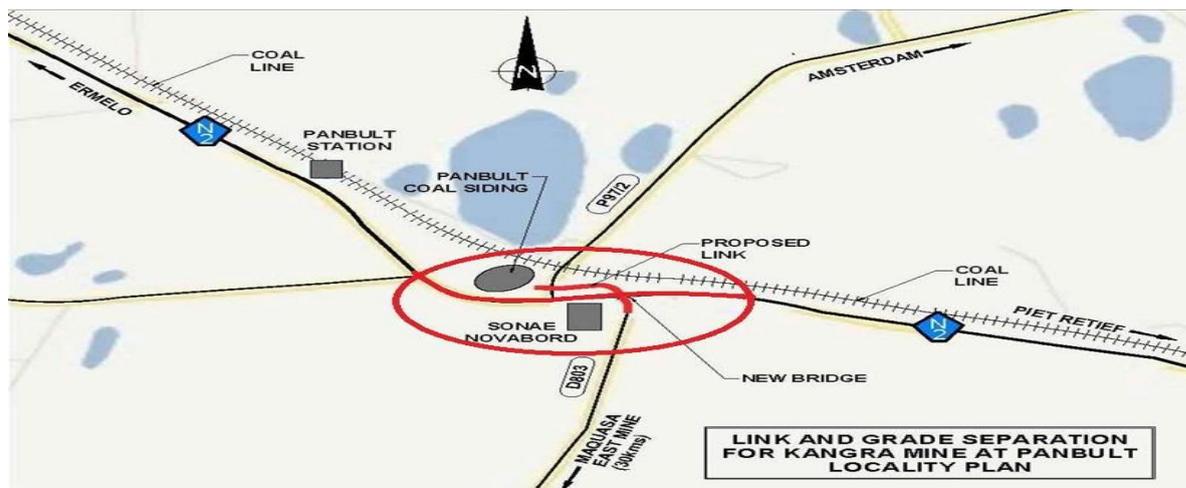
RESURFACING OF NATIONAL ROADS (RESEALS)

PROJECT NAME	DESCRIPTION	COMMENCED DATE:	DURATION:	VALUE	CPG
Project #: R.033-060-2019/1: THE RESURFACING OF NATIONAL ROUTE R33 Section 6 from Mkhondo (km 0.0) to Amsterdam (km 36.0)	R33 Section 6 from Mkhondo (km 0.0) to Amsterdam (km 36.0) – excluding the town of Amsterdam	7 April 2021	16 months (including 2 months of mobilisation)	R91 million	minimum of thirty percent (30%) of the work by the end of the contract to Targeted Enterprise(s) as defined in the Contract Data

Routine Road Maintenance (RRM)

PROJECT NAME	DESCRIPTION	COMMENCED DATE:	DURATION:	VALUE	CPG
Project #: X.002-081-2019/1	N17 sect 5	1st May 2022	36 months	Approximately R70 million	50% split in project value for local SMMEs
	R33 sect 8 & 9				
	R38 sect 3, 4 & 5				
Project #: X.002-091-2019/1	N2 sect 33 & 34	1st December 2020	36 months	R90 million	50% split in project value for local SMMEs
	R33 sect 6 & 7				
Project #: X.002-096-2019/1 & N.017-034-2019/1	N17 sect 3 & 4	1st May 2022	36 months	R75 million	50% split in project value for local SMMEs
	R35 sect 1 & 2				
	R38 sect 2				
Project #: X.002-097-2019/1	N2 sect 34	1st November 2020	36 months	R108 million	50% split in project value for local SMMEs
	N11 sect 7 & 8				

PAN BULT ROJECT LOCALITY MAP



PR.NO	N2 SECTION	KM FROM	KM TO	* ESTIMATED START OF CONSTRUCTION
N.002 340-2013/IF	34	39,28	44,44	November 2022
* Date Subject to change based on Gateway review outcomes and programme revision				

WORK PACKAGES PANBULT INTERCHANGE

DESCRIPTION	ESTIMATED VALUE (EXCL. VAT, CONT. & CPA)	ESTIMATED START OF CONSTRUCTION
National Route N 2 Section 34 (Divided Cross section, Concrete Pavement)	R 53 000 000	November 2022 Project No:N.002 340 2013/1F
Panbult interchange (Including Ramps, Link Road and P97/2)	R 47 000 000	November 2022 Project No:N.002 340-2013/1F
Relocation of St. Andrews Primary School with Access road	R 28 000 000	November 2022 Project No:N.002 340-2013/1F

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 nee

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.

2023/24 Final Budget – Budget Summary

MP303 Mkhondo - Table A1 Budget Summary

Description R thousands	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	72 213	71 237	74 504	78 643	90 660	90 660	90 660	93 860	98 460	103 087
Service charges	201 546	195 692	214 039	237 778	244 265	244 265	244 265	265 431	278 437	291 524
Investment revenue	234	195	256	156	992	992	992	1 044	1 096	1 146
Transfer and subsidies	241 222	305 269	279 332	314 410	321 410	321 410	321 410	342 483	370 066	386 965
- Operational					410					965
Other own revenue	45 271	46 329	46 616	44 116	56 132	56 132	56 132	59 892	62 827	65 780
Total Revenue (excluding capital transfers and contributions)	560 486	618 721	614 747	675 103	713 460	713 460	713 460	762 712	810 886	848 502
Employee costs	190 791	215 417	232 409	245 675	245 155	245 155	245 155	257 738	270 109	282 805
Remuneration of councillors	15 798	16 154	15 453	17 400	15 073	15 073	15 073	17 125	17 964	18 809

Depreciation and amortisation	107 954	72 418	91 811	63 018	63 018	63 018	63 018	63 040	66 129	69
Finance charges	14 007	19 757	33 775	14 519	27 703	27 703	27 703	12 503	13 115	237
Inventory consumed and bulk purchases	181 698	235 826	225 288	176 601	196 412	196 412	185 733	223 490	234 441	13
Transfers and subsidies	6 260	6 212	7 217	1 465	8 357	8 357	7 590	-	-	732
Other expenditure	246 408	324 754	231 763	160 201	203 248	203 248	203 248	200 833	210 654	245
Total Expenditure	762 916	890 537	837 716	678 878	758 966	758 966	747 520	774 729	812 413	460
Surplus/(Deficit)	(202 431)	(271 816)	(222 969)	(3 775)	(45 506)	(45 506)	(34 060)	(12 018)	(1 527)	220
Transfers and subsidies - capital (monetary allocations)	122 336	145 590	185 121	151 564	116 564	116 564	116 564	93 781	103 067	535
Transfers and subsidies - capital (in-kind)	1 422	8 469	5 964	-	-	-	-	-	-	220
Surplus/(Deficit) after capital transfers & contributions	(78 673)	(117 757)	(31 885)	147 789	71 058	71 058	82 504	81 763	101 539	220
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	577
Surplus/(Deficit) for the year	(78 673)	(117 757)	(31 885)	147 789	71 058	71 058	82 504	81 763	101 539	850
Capital expenditure & funds sources										577
Capital expenditure	2 479 190	180 556	180 226	132 005	107 486	107 486	107 486	82 002	90 037	94
Transfers recognised - capital	1 811 935	149 798	179 289	131 795	105 371	105 371	105 371	81 548	89 623	092
Borrowing	-	-	-	-	-	-	-	-	-	93
Internally generated funds	126 498	56 089	933	210	2 115	2 115	2 115	453	413	377
Total sources of capital funds	1 938 432	205 887	180 221	132 005	107 486	107 486	107 486	82 002	90 037	94

Financial position										
Total current assets	269 535	329 036	434 097	468 620	452 458	452 458	452 458	601 099	578 004	770 664
Total non-current assets	1 726 301	1 763 595	1 836 878	2 023 808	1 881 805	1 881 805	1 881 805	1 906 190	1 930 098	1 954 954
Total current liabilities	619 487	821 717	1 032 420	206 392	1 026 789	1 026 789	1 026 789	975 703	845 917	925 675
Total non-current liabilities	49 762	53 813	51 630	50 908	49 297	49 297	49 297	50 883	50 959	51 037
Community wealth/Equity	1 405 259	1 244 077	1 186 926	2 235 127	1 258 177	1 258 177	1 258 177	1 480 703	1 611 226	1 748 905
Cash flows										
Net cash from (used) operating	770 968	461 315	202 542	178 645	144 709	134 184	134 184	140 808	110 228	272 848
Net cash from (used) investing	(136 248)	(176 011)	(177 950)	(145 216)	(118 710)	118 710	118 710	(78 210)	(86 922)	(89 463)
Net cash from (used) financing	379	-	(2 306)	112	156	156	156	136	149	162
Cash/cash equivalents at the year end	640 713	285 304	30 070	41 669	30 389	257 284	257 284	89 366	112 822	296 368
Cash backing/surplus reconciliation										
Cash and investments available	1 708 280	1 714 931	1 814 351	2 092 545	1 936 933	1 936 933	1 936 933	2 014 541	2 001 540	2 204 653
Application of cash and investments	438 451	509 250	666 789	411 282	728 316	728 316	728 316	588 491	472 106	571 293
Balance - surplus (shortfall)	1 269 829	1 205 681	1 147 562	1 681 263	1 208 617	1 208 617	1 208 617	1 426 050	1 529 434	1 633 360
Asset management										
Asset register summary (WDV)	1 585 569	1 635 044	1 640 043	2 040 399	1 671 017	1 671 017	1 618 183	1 655 755	1 612 624	-
Depreciation	111 361	84 154	88 136	63 018	63 018	63 018	63 040	66 129	69 237	-
Renewal and Upgrading of Existing Assets	1 396 991	(6 211)	36 656	24 224	23 501	23 501	5 285	-	16 314	-
Repairs and Maintenance	145 622	81 850	41 257	17 369	49 966	49 966	33 602	35 249	36 906	-
Free services										

Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided <u>Households below minimum service level</u>	4 266	4 401	4 575	23 090	25 021	25 021	15 678	15 678	15 678	-

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description R thousand	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue									
Exchange Revenue									
Service charges - Electricity	153 899	147 393	165 534	191 309	191 309	191 309	208 759	218 988	229 280
Service charges - Water	25 088	24 547	23 686	22 467	26 587	26 587	28 774	30 184	31 602
Service charges - Waste Water Management	10 605	10 943	11 340	10 892	12 158	12 158	12 802	13 430	14 061
Service charges - Waste Management	11 953	12 809	13 479	13 110	14 211	14 211	15 096	15 836	16 580
Sale of Goods and Rendering of Services	5 827	1 947	2 258	2 036	1 509	1 509	2 129	2 233	2 338
Interest	28 171	26 605	32 109	-	-	-	-	-	-
Interest earned from Receivables	-	-	-	23 410	35 977	35 977	37 884	39 740	41 608
Interest earned from Current and Non-Current Assets	234	195	256	156	992	992	1 044	1 096	1 146
Rental from Fixed Assets	211	743	1 158	789	1 165	1 165	1 422	1 492	1 562
Licence and permits	-	-	5	8	8	8	58	61	64
Operational Revenue	216	1 341	14	133	1 048	1 048	1 103	1 158	1 212
Non-Exchange Revenue	72	71	74 504	78	90	90	93	98	103
Property rates	213	237		643	660	660	860	460	087

Fines, penalties and forfeits	7 777	15 463	6 094	10 604	5 501	5 501	5 792	6 076	6 362
Licences or permits	617	188	147	82	82	82	86	90	94
Transfer and subsidies - Operational	241 222	305 269	279 332	314 410	321 410	321 410	342 483	370 066	386 965
Interest	-	-	-	7 055	10 843	10 843	11 417	11 977	12 540
Other Gains	2 529	42	4 868	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contrib	560 486	618 721	614 747	675 103	713 460	713 460	762 712	810 886	848 502

Total operating revenue for the 2023/24 financial year has been appropriated at R762,7 million. The total operating grants of R342,6 million includes the equitable share of R332 million. The two outer years are calculated from the CPI estimation by NT MFMA circular no 123.

MP303 Mkhondo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description R thousand	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Expenditure									
Employee related costs	190 791	215 417	232 409	245 675	245 155	245 155	738 257	270 109	282 805
Remuneration of councillors	15 798	16 154	15 453	17 400	15 073	15 073	17 125	17 964	18 809
Bulk purchases - electricity	145 438	138 380	151 443	169 408	169 408	169 408	200 732	210 567	220 464
Inventory consumed	36 260	97 445	73 845	7 193	27 004	16 325	22 759	23 874	24 996
Debt impairment	95 932	136 416	59 038	67 213	67 213	67 213	96 000	100 704	105 437
Depreciation and amortisation	107 954	72 418	91 811	63 018	63 018	63 018	63 040	66 129	69 237
Interest	14 007	19 757	33 775	14 519	27 703	27 703	12 503	13 115	13 732
Contracted services	92 900	101 415	96 365	50 613	66 814	66 814	43 591	45 727	47 876
Transfers and subsidies	6 260	6 212	7 217	1 465	8 357	7 590	-	-	-

Irrecoverable debts written off	-	3 270	357	528	528	528	556	584	611
Operational costs	57 975	55 545	56	41 847	68 693	68 693	60 686	63 639	66 611
Losses on disposal of Assets	-	26 677	584	20	-	-	-	-	-
Other Losses	(399)	1 431	089	(671)	-	-	-	-	-
Total Expenditure	762 916	890 537	716	837	678 878	758 966	747 520	774 729	812 413
								850 577	

2023/24 MKHONDO LOCAL MUNICIPALITY GRANTS

GRANTS	23/24	24/25	25/26
National Government:			
Equitable Share	R332 438 000.00	R362 068 000.00	R378 605 000.00
Expanded Public Works Programme Integrated Grant	R2 262 000.00	R0.00	R0.00
Local Government Financial Management Grant	R3 100 000.00	R3 100 000.00	R3 238 000.00
Municipal Infrastructure Grant	R93 665 000.00	R97 965 000.00	R102 447 000.00
Water Services Infrastructure Grant	R0.00	R0.00	R0.00
Integrated National Electrification Programme (Municipal Grant)	R4 799 000.00	R10 000 000.00	R10 448 000.00
TOTAL GRANTS	R436 264 000.00	R473 133 000.00	R494 738 000.00

MP303 Mkhondo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description R thousand	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue by Vote	1									
Vote 1 - Executive and Council		233 089	294 186	264 917	297 287	298 157	298 157	325 397	354 682	370 871
Vote 2 - Budget and Treasury Office		226 872	112 062	226 959	184 014	200 101	200 101	111 269	116 569	122 039
Vote 3 - Corporate Services		1 422	9 265	4 142	7 796	12 093	12 093	1 512	1 586	1 660
Vote 4 - Planning and Development		589	820	1 096	3 674	3 446	3 446	1 001	1 050	1 099
Vote 5 - Community Services		20 667	28 661	20 209	29 118	27 171	27 171	28 649	30 053	31 465
Vote 6 - Technical Services		198 558	327 786	288 508	304 779	289 056	289 056	294 779	311 816	326 450
Vote 7 - Afforestation and Tourism		3 046	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	684 244	772 781	805 831	826 667	830 023	830 023	762 606	815 756	853 585
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		54 250	57 296	59 667	49 413	57 186	57 186	30 194	31 658	33 146
Vote 2 - Budget and Treasury Office		116 438	124 233	135 531	99 544	124 731	124 731	82 652	86 637	90 690
Vote 3 - Corporate Services		42 830	57 092	67 661	51 042	51 232	51 232	58 409	61 232	64 110
Vote 4 - Planning and Development		7 144	9 180	9 591	13 356	14 106	14 106	11 630	12 191	12 764
Vote 5 - Community Services		74 392	97 350	97 622	90 522	88 996	88 996	92 992	97 496	102 079
Vote 6 - Technical Services		448 933	536 497	452 660	362 102	403 753	403 753	443 065	464 684	486 524

Vote 7 - Afforestation and Tourism		18 929	8 889	14 984	12 900	18 723	18 723	13 286	13 931	14 586
Total Expenditure by Vote	2	762 916	890 537	837 716	678 878	758 727	758 727	732 228	767 829	803 897
Surplus/(Deficit) for the year	2	(78 673)	(117 757)	(31 885)	147 789	71 297	71 297	30 379	47 927	49 688

MP303 Mkhondo - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description R thousand	Ref 1	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital Expenditure - Functional											
Governance and administration		312	20	1		2	2	2			
Executive and council		23 852	4 095	246	-	1 800	1 800	1 800	453	413	377
Finance and administration		288 775	16 211	1 686	210	315	315	315	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		64 588	445	8 439	-	-	-	-	-	-	-
Community and social services		46 001	-	-	-	-	-	-	-	-	-
Sport and recreation		18 587	445	8 439	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		1 329 213	97 501	24 083	13 463	22 028	22 028	22 028	30 809	37	28 316
Planning and development		-	-	-	-	-	-	-	-	902	-
Road transport		1 329 213	97 501	24 083	13 463	22 028	22 028	22 028	30 809	37	28 316
Environmental protection		-	-	-	-	-	-	-	-	-	-

Trading services		772 761	50 758	139 514	118 331	83 343	83 343	83 343	50 740	51	65 399
Energy sources		1 426	(426)	22 254	9 930	9 930	9 930	9 930	4 173	721	9 085
Water management		569 281	92 230	49 449	13 703	1 930	1 930	1 930	-	8	-
Waste water management		187 600	(43 432)	74 331	90 420	67 204	67 204	67 204	42 219	696	56 314
Waste management		14 454	2 386	(6 520)	4 278	4 278	4 278	4 278	4 348	43	0
Other		-	11 546	6 258	-	-	-	-	-	025	0
Total Capital Expenditure - Functional	3	2 479 190	180 556	180 226	132 005	107 486	107 486	107 486	82 002	90	94 092
Funded by:										037	
National Government		1 811 935	149 798	179 289	131 795	105 371	105 371	105 371	81 548	89	93 715
Provincial Government		-	-	-	-	-	-	-	-	623	-
Transfers recognised - capital	4	1 811 935	149 798	179 289	131 795	105 371	105 371	105 371	81 548	89	93 715
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		126 498	56 089	933	210	2 115	2 115	2 115	453	413	377
Total Capital Funding	7	1 938 432	205 887	180 221	132 005	107 486	107 486	107 486	82 002	90	94 092
										037	

4.5. MKHONDO LOCAL MUNICIPALITY PROJECTS 2023/2024

4.5.1. PROJECTS MIG ALLOCATIONS / DISBURSEMENT ARRANGEMENT

Municipal MIG Allocation

Allocation Category	2022/23	2023/24	2024/25
MIG (Baseline)	R 89 625 000,00	R 93 677 000,00	R 97 989 000,00
Water Services Infrastructure Grant	R 20 000 000,00	R 30 000 000,00	R 18 808 000,00
Integrated National Electrification Programme	R 11 420 000,00	R 18 000 000,00	R 31 350 000,00
Regional Bulk Infrastructure Grant	R 0,00	R 0,00	R 0,00
Rural Roads Asset Management Systems	R 0,00	R 0,00	R 0,00
Municipal Disaster Recovery Grant	R 0,00	R 0,00	R 0,00
Total	R121 045 000,00	R141 677 000,00	R148 038 000,00

4.5.2. Following are projects which the municipality, through the IDP process is planning to implement:

#	Project Name	MIG1 Form ID	MIG Approved Value	Appointment Value (Engineer + Contractor)	2023/24FY Proposed Budget	Project Type	Comments
1.	PMU Management	-	-	-	R 4 683 850,00	-	Functional
2.	Planning, Design and Construction of Amsterdam Sewer Reticulation	375340	R 58 712 080.64	R 58 712 080.00	R 22 070 693.00	Sanitation	Construction
3.	Construction of Driefontein Sanitation Infrastructure	307998	R 85 132 126.29	R 85 132 126.29	R 20 481 250.00	Sanitation	Construction
4.	Construction of Steel Pedestrian Bridge at Mafred in eThandukukhanya	450383	R 9 754 875.00	Contractor not yet appointed	R 9 294 875.00	Roads and Stormwater	New
5.	Installation of Pour Flush Toilets in rural areas-Phase 3	323508	R 38 984 377.07	Contractor not yet appointed	R 6 000 000.00	Sanitation	New
6.	Upgrading of Bus and Taxi Route at Sbetha in eThandukukhanya	440443	R 24 078 128.06	Contractor not yet appointed	R 6 078 128.00	Road	New
7.	Construction of KwaThandeka Main Access Road	321056	R 33 655 641.25	Contractor not yet appointed	R 20 068 204.00	Road	New
8.	Purchasing of Specialized Waste Vehicle (Dozer)	440344	R 5 000 000.00	Supplier not yet appointed	R 5 000 000.00	Environmental	New
	Total				R 93 677 000.00		

4.5.3. TECHNICAL SERVICES

Municipal KPA Service Delivery and Infrastructure Development											
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities									
Municipal Priority		Delivery of quality municipal services									
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
Improved access to road network											
ROADS AND STORMWATER DIVISION											
	To improve the condition of roads	10km	Road defects (Cracks, potholes, etc.)	50km	Upgrading of access of roads	Availability of jet-patcher from GSDM, Sourcing of funds from provincial/national departments and PPP	5km	10km	10km	15km	10km
	To improve the condition of roads	160km	Poor access roads	800km	Re-gravelling and blading	Availability of graders and yellow fleet	100km	150km	150km	150km	150km

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities									
Municipal Priority		Delivery of quality municipal services									
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
	To improve the condition of the storm water network	5km	Inadequate stormwater drainage network	35km	New installation and upgrading of storm water drainages network	PPP and Sourcing of funds from the provincial and national departments	-	9km	8km	10km	9km
	Development of masterplan	0	Inadequate asset register	3 x Masterplan development	Sourcing funding for developing masterplans through writing requests for assistances.	Sourcing funding for developing masterplans MISA	-	2	1	-	-

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities									
Municipal Priority		Delivery of quality municipal services									
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
	Improve the conditions of roads and stormwater drainage	20	Limited capacity to implement projects and maintenance on roads and stormwater drainage	35	Develop internal skills to do roads and stormwater maintain and implementation of those skills	Sourcing of funds for trainings from National and provincial Treasury	-	15	10	10	-
	To improve access to basic services	100%	Infrastructure vandalism due to developments	100%	Imposing of fines	Implementation of bylaws	100%	100%	100%	100%	100%
WATER AND SANITATION DIVISION											

Municipal KPA	Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:	Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.										
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering										
2019-24 MTSF Priority	Consolidating social wage through reliable and equality basic services Social cohesion and safe communities										
Municipal Priority	Delivery of quality municipal services										
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
	To improve access to basic services	Insufficient bulk	Sewer spillages due insufficient bulk	Upgrading of bulk infrastructure	Upgrading and refurbishment of bulk sanitation infrastructure	Sourcing of funds for upgrading and refurbishment of sanitation infrastructure	Construction of Mkhondo New WWTW and outfall sewer	Construction of Amsterdam sewer network	Upgrading of Amsterdam WWTW	Construction of Mapheheni package plant	Construction of Iswepe package plant
	To improve the water supply to rural areas	No access to water supply	High cost of supplying water through water tankers	Installation of boreholes, well springs and water harvesting	Refurbishment of old boreholes and Drilling of new boreholes	Sourcing of funds for upgrading and drilling of new boreholes	Drilling and equipping of 60 boreholes	Drilling and equipping of 20 boreholes	Drilling and equipping of 20 boreholes	Drilling and equipping of 20 boreholes	Drilling and equipping of 20 boreholes

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities									
Municipal Priority		Delivery of quality municipal services									
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
	Improve the conditions of water supply	Lack of Skills	Limited capacity to implement projects and maintenance	Skills development	Develop internal skills to maintain boreholes and implementation of those skills	Sourcing of funds for trainings from National and provincial Treasury	-	Training of 2 borehole technicians	Training of 8 plumbers	Training of 16 process controllers	Training of 4 supervisors
	To reduce the water loses	Water losses 20%	Ageing infrastructure	Replacement of bulk meters	Funding for bulk meters	Funding for replacement	Replacement of 30 zonal meters	-	Replacement of 10 zonal meters	Replacement of 10 zonal meters	Replacement of 10 zonal meters
	Improve the conditions of water supply	-	Unplanned outages	-	Procurement of necessary tools of trades and materials	Sourcing of funds external funds and PPP	Procurement of pumps for Mabola and	Procurement of 2 back-up generators	Procurement of 2 back-up generators	Procurement of 2 back-up generators	Procurement of 1 back-up generator

Municipal KPA	Service Delivery and Infrastructure Development											
Problem statement and root causes per KPA:	Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.											
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering											
2019-24 MTSF Priority	Consolidating social wage through reliable and equality basic services Social cohesion and safe communities											
Municipal Priority	Delivery of quality municipal services											
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal								
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	
							EZiphuzini					
	Improve the conditions of water supply	0	Percentage of drinking water samples complying with SANS 241	Refurbishment and upgrading	Refurbishment and upgrading of water treatment plant and reticulation network	Sourcing of funds for refurbishing and upgrading of infrastructure	Replacement of 2km AC pipes	Replacement of 5km AC pipes	Upgrading of Mkhondo WTW	Upgrading of Saul Mkhize WTW	Replacement of 50km AC pipes	
	Development of masterplan	0	Inadequate asset register	4 x Masterplan development	Sourcing funding for developing masterplans through writing	Sourcing funding for developing masterplans MISA	-	2	2	-	-	

Municipal KPA		Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.										
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering										
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities										
Municipal Priority		Delivery of quality municipal services										
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal								
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	
					requests for assistances.							
	Improve the conditions of sanitation	4	Insufficient capacity of wastewater treatment plants and pump stations	upgrading	Insufficient budget for O & M Installation of bulk and reticulation networks	Sourcing of funds for refurbishing of the infrastructure	Construction of Saul Mkhize Package plant. Refurbishment of Mkhondo WWTW	Upgrading of Mangosuthu pump station	Upgrading of sewer bulk line at Mkhondo	Upgrading of Amsterdam WWTW	Upgrading of sewer bulk line at Amsterdam	
ELECTRICAL DIVISION												

Municipal KPA	Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:	Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.										
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering										
2019-24 MTSF Priority	Consolidating social wage through reliable and equality basic services Social cohesion and safe communities										
Municipal Priority	Delivery of quality municipal services										
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
	To improve access to basic services	-	Outages due to cable theft	Reinstatement of cables	Upgrading and refurbishment of electrical infrastructure	Sourcing of funds for upgrading and refurbishment of Electrical infrastructure	Installation of 20km high voltage cable				
	To reduce the electricity losses	Losses 40%	Illegal connection	10000hh installation of new meters	Data cleansing and cut-offs	Data cleansing and cut-offs	2000hh ne meters installation				
	To improve the power supply	NMD upgrade	Internal load reduction	Piet Retief upgrade to 40MVA Amsterdam	Upgrade by Eskom	Funding by DMRE	Application for upgrade	Amsterdam 2,5 MVA	Piet Retief 25MVA	Amsterdam 3MVA	Piet Retief 40 MVA

Municipal KPA		Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:		Inadequate infrastructure and insufficient maintenance of infrastructure to enable quality services, 5432 HH without access to water, Percentage of drinking water samples complying with SANS 241, sparsely HH, ageing infrastructure, Inadequate and insufficient maintenance of infrastructure, lack of bulk water supply, high cost of supplying water through water tankers, lack of Masterplans, theft and vandalism, water and electricity losses, under-resourced mechanical workshop, Loadshedding / unplanned outages.										
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering										
2019-24 MTSF Priority		Consolidating social wage through reliable and equality basic services Social cohesion and safe communities										
Municipal Priority		Delivery of quality municipal services										
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal								
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	
				upgrade to 3MVA								
	Improve the conditions of electricity supply	Lack maintenance	Unplanned outages	Maintenance plan	Insufficient budget for O & M Installation of bulk metres and transformers	Sourcing of funds external funds and PPP	Maintenance of network (10km)	Maintenance of transformers-20	Maintenance of substation-2	Maintenance of streetlights 300	Maintenance of transformers-traffic lights and highmast lights	
	Development of masterplan		Inadequate asset register	4 x Masterplan development	Sourcing funding for developing masterplans through writing requests for assistances.	Sourcing funding for developing masterplans MISA	-	2	2	-	-	

PROPOSED REVENUE ENHANCEMENT TECHNICAL SERVICES

REVENUE COLLECTION:							
Municipal ity	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
	Faulty meters	Mkhondo town, eThanda and Amsterdam (5000)	Replacement of faulty meters	Verification of all faulty meters	On-going	R 750 000	On-going
				Replacement of meters	On-going Dependent on availability of material & budget		
	Distribution losses	Saul Mkhize, Kwa- Ngema, Mabola, Iswepe, Rustplaas, Dr Pols, Maphepheni, Osloop, Thembalabasha (15 000)	Installation of meters	Data collection of HH	On-going	R 11 250 000	On-going
				Registration of accounts with finance	On-going		
				Water services awareness campaigns	On-going		
	Selling of water for private use	Private users (20)	Develop new tariffs	Develop tariffs	30 June 2023	R 1 Per Litre	On-going
Illegal water connections	20	Gazette Water By-laws	Identify all illegal connections	30 Sep 2023	Penalty R 6 500 R 130 000.00	On-going	
			Penalize consumers on illegal connections	30 Dec 2023			
Desludging and	10		Identify all companies discharging waste to	Ongoing	R 200 000	Ongoing	

REVENUE COLLECTION:							
Municipal ity	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
	deposition of effluent		Review and implement the approved tariffs	council assets and revision of permits	On-going		
				Issue permits for disposal of industrial waste and review tariffs			
				Placement of personnel to register and monitor all trucks			
	Collection of sludge/manur e	10	Selling of dry sludge to consumers	Identify the existing consumers	30 June 2023	R 25.00 Per 50 kg	Not yet implemen ted
				Issue permits for collection of sludge			
Develop new tariff for selling of sludge/ manure				30 June 2023			
Illegal sewer connections	20	Gazette Wastewater By- laws	Identify all illegal connections	30 June 2023	Penalty fee: R 10 000 R 200 000	On-going	
			Penalize consumers on illegal connections				
Illegal Connections	Mkhondo and Amsterdam	Eradication of illegal connections	Inspection of HH connections	On-going	R 600 000	On-going	
Own Use losses	Mkhondo, Amsterdam and Saul Mkhize	Meter audit and inspection	Meter audit inspection	30 June 2023	R 200 000	On-going	
NMD	18MVA – Mkhondo 1.9MVA - Amsterdam	Increase NMD	Engage with Eskom	On-going	R 1 000 000	On-going	

REVENUE COLLECTION:							
Municipal ity	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
	Encroachment	Piet Retief Amsterdam	bylaws developments and tariffs	Inspections and Verification of previously approved applications.	On-going	+/- 350/m ²	On-going
				Register new applications		R250/m ²	
	Way leave	Piet Retief Amsterdam Driefontein	By-laws developments and tariffs	• New applications Impose fine	June 2023	R5 000 – application R 10 000 - fines	Not yet implemen ted
				Develop tariffs for wayleave applications and fines			
	Heavy traffic fine	Piet Retief Amsterdam Driefontein	bylaws developments and tariffs Impose fine	Installation of road signage prohibiting heavy traffic from driving on residential roads.	Dec 2023	R2 000,00 fine trucks driving on the roads and parking on the bay not allocated for trucks.	On-going
				Review tariffs			

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN TECHNICAL SERVICES

Key Performance Area: Basic Service Delivery										
2019-24 MTSF Priority 5 : Spatial Integration, Human Settlements and Local Government(Targets)										
District Developmental Model Priority : Infrastructure Engineering										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
	To provide for quality basic service to all Citizen	Maintenance of tarred & paved roads	10km	100km		20 km	20 km	20 km	20 km	20 km
		To construct Speed humps on existing paved roads	0	30		5	5	5	5	10
		Rehabilitation of gravel roads	160km	500km		100 km	100 km	100 km	100 km	100 km
		maintenance and repairs of boreholes	30	175		35	35	35	35	35
		Supply potable water through water tankers	12MI	35ML		5ML	10ML	10ML	5ML	5ML
		Monitoring of water and wastewater quality	4WTWs and 6 WWTW	4WTWs and 6 WWTW		4WTWs and 6 WWTW	4WTWs and 6 WWTW	4WTWs and 6 WWTW	4WTWs and 6 WWTW	4WTWs and 6 WWTW
		Percentage of new households water connection received and responded to	100%	100%		100%	100%	100%	100%	100%
		Maintenance of electrical	140	700		90	153	153	153	153

Key Performance Area: Basic Service Delivery										
2019-24 MTSF Priority 5 : Spatial Integration, Human Settlements and Local Government(Targets)										
District Developmental Model Priority : Infrastructure Engineering										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
		network as per maintenance plan								
		Upgrading of NMD	1	500		Upgrading 1.9 – 2.5 (Amsterdam and Hydro power station	Ethandukukhanya Substation and Rural area access to electricity	Amsterdam substation and Rural area access to electricity	Rural wards access to electricity and Rural area access to electricity	Rural wards access to electricity
		Number of bulk meters installed	30	30		2	7	7	7	7
		% of reported electric faults attended to	1612	100%		100%	100%	100%	100%	100%

4.5.4. COMMUNITY SERVICES

WASTE MANAGEMENT

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		39.9% () access to refuse removal due to limited resources (fleet, HR, funding), non-payment of services, poor access roads. Due to poor collection illegal dumping escalates.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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 services	To improve access to basic services	39,9% (waste)	Limited resources (fleet, HR, funding), non-payment of services,	75%	Procurement of tools of trade, recruitment of staff, implementation of waste tariffs			45%	50%	70%	75%
			Due to poor collection illegal dumping escalates.		Civic education						

FORESTRY

Municipal KPA		Service Delivery & Infrastructure Development									
Problem statement and root causes per KPA:		Reduction of 443.4 hectares of temporary unplanted areas due to non-appointment of seedlings service provider. Timber theft Veld fires leading to loss of trees due to criminal arson attacks, bee hunting and lack of reliable fire-fighting equipment/ vehicles									
One Plan Transformation Area		Economic Repositioning									
2019-24 MTSF Priority		Economic Transformation and job creation									
Municipal Priority											
Impact statement:				MTSF Priority 2 Target: reduce the area size of unutilized land, restore timber income generation cycle, minimize fire risks to the asset							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objective)	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	DDM Stakeholder Commitment	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
An economy that creates jobs/ Improved local economic performance	Planting of all temporary unplanted areas	77.5 ha	Temporary unplanted areas due to non-appointment of seedlings service provider. Fuel reduction, criminal arson attacks and bee hunting	500 hectares	Appointment of seedlings service provider Planting of all temporary unplanted areas Recruitment of staff for fire protection activities Procurement of fire-fighting vehicles and tools of trade		77.5 ha	150 ha	120 ha	100ha	52.5 ha

SOCIAL SERVICES

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
Provide playable and accessible recreational facilities in sports, arts and culture	Improved/increase number of playable and accessible recreational facilities.	8	We need 8 more multi-coded sport facilities to cover other Wards.	100%	Construct combo courts to improve access to recreational facilities at all Wards.	Dept. of Culture, Sports & Recreation. 15% MIG Funds	1	2	3	1	0
Provide clean, playable and accessible recreational facilities in sports, arts and culture	Improved maintenance & renovation of sport facilities	12	We have six (6) multisport playing courts & 6 stadium facilities that need regular maintenance		Maintain the 12 existing facilities to prolong lifespan.	15% MIG Funds, Own funding, Local Business	2	3	3	3	1

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
Active community participation in sports & recreational activities	Improved sports & recreational activities. Development of recreational activities.	60	We have a vibrant community that loves participating in recreational activities. Football is leading followed by Netball but other sport codes need to be assisted to develop further. Mkhondo Local Sport	100%	Encourage sports league participation for all codes. Increase budget to be able to reach all Wards. Support sports & recreation programmes that seeks to develop & recruit athletes to play professional sports.	DCSR, Own funding, National Lottery, Local business Stakeholders.	6	8	10	16	20

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
			Council need to be launched.								
Active community participation in arts& cultural activities	Improved number of arts & cultural events	20	There are local recording artists that can benefit from performing at local events. Establishment of a Mkhondo Arts & Culture Festival.		Encourage artists to be organised under one umbrella e.g. CCIFSA. Organise workshops to teach artist about making it in the Entertainment industry.	DCSR, Own funding, National Arts Council, Local business, National Lottery	2	3	4	5	6
Active, reading, knowledgeable	Library services	20	Awareness of library		Improved budget to be	DCSR, Own funding,	2	3	4	5	6

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
and informed community	awareness and increased no. of library users		services is important to as a vehicle to get knowledge to the people. Community need to be constantly reminded about benefits of using libraries for acquiring knowledge.		able to market library services. Do more Library outreach programs. Celebrate library week annually.	local business					
To have knowledgeable coaches/mento	Qualified sports, arts &	10	Sports & Recreation activities are		Organise workshops to capacitate	DCSR, Own funding, Local	2	2	3	3	2

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
rs & organisational administrators	cultural administrators		not improving because the mentors/coaches involved lack the knowledge required to develop athletes/artists. Sports & Arts administrators need to acquire professional knowledge or assistance to improve.		local coaches/mentors, and administrators in sports, arts & culture.	Business, National Lottery.					

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Limited access to proper recreational facilities because they are not enough (e.g. we have six (6) courts (tennis/netball/volleyball/basketball courts) but only four (4) operational. Decaying sports infrastructure due to ageing, lack of maintenance, vandalism & no maintenance master plan. Few sports, arts & culture activities, lack of knowledge or education on organisational administration, lack of mentors in the field of arts, culture & recreational activities.									
One Plan Transformation Area		Infrastructure engineering Integrated service provisioning									
2019-24 MTSF Priority		Spatial Integration, Human Settlement and Local Government									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% access to clean, playable recreational facilities to cater for all available sport codes. Increase number of playing courts from four (4) to nineteen (19)							
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
Keep employees healthy and motivated	Employees motivated to execute service delivery duties	10	Employees work under pressure to provide decent service delivery to the community. Recreational activities help them to cope with work stress and to refresh leading to improved productivity.		Support the SAMSRA Games which play at Regional, Provincial & National level for the good of municipal employees.	Own funding, Local Business	2	2	2	2	2

PUBLIC SAFETY

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		<p>The challenge that the Mkhondo local municipality roads are currently experiencing is mostly attributable to the growth in heavy traffic, particularly on the National Road (N2) and access of the local municipality roads that were not built to handle such huge loads of traffic. The municipality must always have traffic officers with operational tools on the ground in order to manage and monitor traffic flow and promote pedestrian and driver safety.</p> <p>In order to be able to the strategic objective goal for public safety which is to create a well conducive public safety environment requires resources. However, due to a lack of resource (traffic management system, vehicles for the traffic officers, heavy vehicle parking warning boards, two-way radios, road block trailer) and gazetted by-laws, equipment for Public Safety officers to control and monitor the flow of traffic, respond to emergency calls, also provide a comprehensive risk assessment and to enforce the municipal by-laws the municipality is unable to deliver services in an effective and sustainable manner.</p> <p>It is also very crucial that the department of public safety provides awareness campaigns on the safety of the communities of the municipality.</p>									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Spatial Development, Human Settlements and Local Government									
District Priority		Delivery of quality municipal services									
Impact statement: Accessible services to communities				MTSF Target: To create a well conducive Public Safety Environment							
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 Services Delivery	To create a well conducive Public Safety Environment	20%	Lack of working equipment for Public Safety officers to control and monitor the flow of traffic, respond to emergency calls and to	95%	<ul style="list-style-type: none"> Procurement of vehicles for traffic officers Traffic 	<ul style="list-style-type: none"> RTMC - Equipment supply\ Awareness material DCSSL - Stake 	50%	80%	90%	95%	n\ a

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		<p>The challenge that the Mkhondo local municipality roads are currently experiencing is mostly attributable to the growth in heavy traffic, particularly on the National Road (N2) and access of the local municipality roads that were not built to handle such huge loads of traffic. The municipality must always have traffic officers with operational tools on the ground in order to manage and monitor traffic flow and promote pedestrian and driver safety.</p> <p>In order to be able to the strategic objective goal for public safety which is to create a well conducive public safety environment requires resources. However, due to a lack of resource (traffic management system, vehicles for the traffic officers, heavy vehicle parking warning boards, two-way radios, road block trailer) and gazetted by-laws, equipment for Public Safety officers to control and monitor the flow of traffic, respond to emergency calls, also provide a comprehensive risk assessment and to enforce the municipal by-laws the municipality is unable to deliver services in an effective and sustainable manner.</p> <p>It is also very crucial that the department of public safety provides awareness campaigns on the safety of the communities of the municipality.</p>									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Spatial Development, Human Settlements and Local Government									
District Priority		Delivery of quality municipal services									
Impact statement: Accessible services to communities				MTSF Target: To create a well conducive Public Safety Environment							
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
			enforce the municipal by-laws		management system <ul style="list-style-type: none"> • Parking warning signs • PPE • Gazette the muni 	holders intervention to assist with safety and					

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		<p>The challenge that the Mkhondo local municipality roads are currently experiencing is mostly attributable to the growth in heavy traffic, particularly on the National Road (N2) and access of the local municipality roads that were not built to handle such huge loads of traffic. The municipality must always have traffic officers with operational tools on the ground in order to manage and monitor traffic flow and promote pedestrian and driver safety.</p> <p>In order to be able to the strategic objective goal for public safety which is to create a well conducive public safety environment requires resources. However, due to a lack of resource (traffic management system, vehicles for the traffic officers, heavy vehicle parking warning boards, two-way radios, road block trailer) and gazetted by-laws, equipment for Public Safety officers to control and monitor the flow of traffic, respond to emergency calls, also provide a comprehensive risk assessment and to enforce the municipal by-laws the municipality is unable to deliver services in an effective and sustainable manner.</p> <p>It is also very crucial that the department of public safety provides awareness campaigns on the safety of the communities of the municipality.</p>									
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority		Spatial Development, Human Settlements and Local Government									
District Priority		Delivery of quality municipal services									
Impact statement: Accessible services to communities					MTSF Target: To create a well conducive Public Safety Environment						
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
					unicipal by-laws						
		0	Incomplete Intervention due to insufficient Risk information	5	<ul style="list-style-type: none"> Procuring of service provider to update the risk profile. 	<ul style="list-style-type: none"> MLM 	1	2	3	4	5

PROPOSED REVENUE ENHANCEMENT COMMUNITY SERVICES

REVENUE COLLECTION:							
Municipality	Focus Area/Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
Mkhondo	Waste	0	Benchmark with municipality that have tariffs for waste disposal	Benchmark	June 2023	TBD	New
	Public safety(Traffic)		Weigh bridge on the N2	Identify an area where the Way Bridge will be Constructed	June 2023	TBD	Talks with SANRAL to see the possibilities of rolling out the project
	Fire and Rescue		Look into claiming from Insurance house for services rendered	Benchmark	April 2023		Research
	Traffic		Procurement of Traffic Management System	Supply chain	June 2023	+R300 000 monthly	Enquiries
	Hiring of sport fields	R470	Review of current tariffs for sport facilities		April	TBD	Meeting with Finance
	Billing- sign boards	R350/m2	Review and To reinstate then policy	Implement intervention	April		Enquiries
	Testing station /truck stop	0	Construct a testing ground	Implement the activities	Next financial year	TBD	Enquiries
	Parking meters	0	Increase revenue for the department	Installation of parking meters in the CBD	Next financial year	TBD	Enquiries

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
Quality and sustainable delivery of basic services	To provide access to basic services refuse removal 75%	Number of mass refuse container loads disposed at the landfill site	840	4200		840	840	840	840	840
		Number of streets cleaned in the CBD	12	12		12	12	12	12	12
		Number of refuse collection loads from serviced areas disposed of at the landfill site	830	4210		830	840	845	845	850
		Number of reports on landfill sites compliance	4	20		4	4	4	4	4
		Number of stakeholders awareness and clean-up campaigns held	10	60		12	12	12	12	12
		Number of waste summits on waste and environmental management coordinated	1	5		1	1	1	1	1
	To promote environmental waste management campaigns	Number of awareness campaign conducted	10	50		50	50	50	50	50
		To provide access to basic services refuse removal 75%	12	60		60	60	60	60	60
	To promote environmental waste management campaigns	Number of awareness campaign conducted	10	50		50	50	50	50	50

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
	Conduct disaster campaigns and awareness	Number of disaster management awareness campaigns conducted	15	75		16	16	16	16	16
	Provide disaster relief services	% of disaster incidents reported and attended	100%			100%	100%	100%	100%	100%

PLANNING AND ECONOMIC DEVELOPMENT

Municipal KPA											
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 townships are formalised	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 	Procurement of land for development Township establishment		1	1	0	1

Municipal KPA											
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 	Construction of RDP houses Dissemination of information on FLIPS and NHNR		1000	1000	1000	1000
	To enforce building and Planning legislation	100%	Illegal strictures and land uses	100%	<ul style="list-style-type: none"> Inspections of development (Buildings and land) Issuing of contravening notices 	Support with land surveying function and equipment		100%	100%	100%	100%

Municipal KPA											
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 						

PROPOSED REVENUE ENHANCEMENT FOR PLANNING AND ECONOMIC DEVELOPMENT

REVENUE COLLECTION:							
Municipality	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
Mkhondo	100% payment of all building plan fees Occupation certificate fees	793 158	Monitor all buildings in municipal jurisdiction	Ensure 100% payment of all building plan fees. Conduct inspections on tip offs from ward councillors and community	July 2023 - June 2024	850 000 .00	Implement approved tariff 2022/2023

REVENUE COLLECTION:							
Municipality	Focus Area/Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
	100% payment of Town Planning fees (Land Development & Land Use Applications)	72 361	Monitor Compliance to SPLUM By-law	1) Issue Illegal Land Use Notices 2) Conduct inspections on tip offs from ward councillors and community	July 2023 - June 2024	75 000	Implement approved tariff 2022/2023
	100% SPLUMA Certificates	158 640	Monitor Compliance to Sect 84 SPLUMA By-law	1) Site Inspections 2) Issue Certificates & Non Compliance certificates respectively	July 2023 - June 2024	180 000+	Implement approved tariff 2022/2023
	Zoning Certificates, SDF Copies, Land Use Scheme Copies	21 000	Issue 100% Documents as per requests	1) Finalise SDF 2) Finalise Land Use Scheme	July 2023 - June 2024	30 000	Implement approved tariff 2022/2023
	Formalise Townships	(revenue department)	Formalise informal townships to be eligible for services issued	1) Formalise agri-villages, inform settlements & invasions being serviced with DOHS	July 2023 - June 2024	(revenue department)	Implement approved tariff 2022/2023

TABLE B: INTEGRATED DEVELOPMENT PLAN

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable and Integrated Human Settlements	To create Sustainable and Integrated Human Settlements	% of building plans processed within 30 days	100%	100%		100%	100%	100%	100%	100%
		% of building plans processed within 60 days	100%	100%		100%	100%	100%	100%	100%
		% of building inspections conducted as per request	100%	100%		100%	100%	100%	100%	100%
		% of contravention notices issued for illegal building work identified	100%	100%		100%	100%	100%	100%	100%
Sustainable and Integrated Human Settlements	To create Sustainable and Integrated Human Settlements	% of non-compliance notices issued on all illegal land use identified	100%	100%		100%	100%	100%	100%	100%
		Number of areas identified for survey rectification	8	10		2	2	2	2	2
		Processing of land use and land development applications as received	100%	100%		100%	100%	100%	100%	100%
		% of Section 86 applications processed	100%	100%		100%	100%	100%	100%	100%
		% of beneficiaries registered on the NHNR	100%	100%		100%	100%	100%	100%	100%
		Consumer educations initiated	0	5		2	2	2	2	2
Economic growth	To reduce unemployment by 2027	Number of jobs created through IG, MIG, INEP, WSIG, and other related projects.	550			400	430	450	480	500
		Municipal spending on Integrated Incentive Grant as per DORA	12			12	12	12	12	12
		EPWP Integrated Incentive Grant Quarterly Report	4			4	4	4	4	4
		Coordinate implementation of Mpumalanga Regional Training	1700			1700	1700	1700	1700	1700

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
		Trust (MRTT), Community Works Programme (CWP).								
		Number of LED meetings held (LED Forums, PLC, and Mining Forums)								
		Number of Local Reference Committee meetings	4			4	4	4	14	4
		Number of policies reviewed by June	1			1	1	1	1	1
		Number of LTO meetings by June	4			4	4	4	4	4
		Number of Annual Consolidated Reports on the number of jobs created through LED Initiatives including Capital Projects	1			1	1	1	1	1
Development of Integrated	Improved good governance in the administration of the Municipality	Development of the IDP process plan	1	5		1	1	1	1	1
		Annual review of the IDP	1	5		1	1	1	1	1
		No. of Strategic Planning Sessions facilitated	1	5		1	1	1	1	1
		Number of Steering Committee (SC) & IDP Representative Forum (RF) conducted	8	40		8	8	8	8	8

4.5.5. FINANCIAL SERVICES

Municipal KPA		MUNICIPAL FINANCIAL VIABILITY									
Problem statement and root causes per KPA:		Audit outcome, Unfunded budget , High level of Unauthorised , irregular and fruitless and wasteful expenditure									
One Plan Transformation Area		Governance and Financial management									
2019-24 MTSF Priority		A capable, ethical and developmental state									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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,	Inadequate organisational structure Lack of adequate internal control and implementation Lack of adequate skills and qualified personnel Political interference	Clean audit	Review and implementation of responsive organogram Development/ review of SOPs and policies Provide capacity building programmes	District Municipality , PT, COGTA, and SALGA	Unqualified audit outcome	Unqualified audit outcome	Unqualified audit outcome	Clean audit outcome	Clean audit outcome

Municipal KPA		MUNICIPAL FINANCIAL VIABILITY									
Problem statement and root causes per KPA:		Audit outcome, Unfunded budget , High level of Unauthorised , irregular and fruitless and wasteful expenditure									
One Plan Transformation Area		Governance and Financial management									
2019-24 MTSF Priority		A capable, ethical and developmental state									
Municipal Priority											
Impact statement:					MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal						
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
					Training of councillors on the delegation of authority.						
	Funded budget	Unfunded	High level of UIFW expenditure Aging fleet and infrastructure Lack of adequate internal control and implementation on - performing debt book		Develop and review of revenue value chain Implementation of financial recovery plan Develop and implement funding plan		Unfunded	Unfunded	Funded	Funded	Funded

Municipal KPA		MUNICIPAL FINANCIAL VIABILITY									
Problem statement and root causes per KPA:		Audit outcome, Unfunded budget , High level of Unauthorised , irregular and fruitless and wasteful expenditure									
One Plan Transformation Area		Governance and Financial management									
2019-24 MTSF Priority		A capable, ethical and developmental state									
Municipal Priority											
Impact statement:					MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal						
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
	Improve revenue collection	Average of 56% collection rate.	Incorrect billing Metering Illegal connection Lack of adequate internal control and implementation Lack of adequate skills and qualified personnel Lack of Political involvement		Develop and review of revenue value chain Conversion from conventional to prepaid systems Training of personnel and political office bearers Data cleansing	PT, COGTA and SALGA	65%	70%	80%	85%	90%

Municipal KPA		MUNICIPAL FINANCIAL VIABILITY									
Problem statement and root causes per KPA:		Audit outcome, Unfunded budget , High level of Unauthorised , irregular and fruitless and wasteful expenditure									
One Plan Transformation Area		Governance and Financial management									
2019-24 MTSF Priority		A capable, ethical and developmental state									
Municipal Priority											
Impact statement:				MTSF Priority Target: 100% water, sanitation, electricity & 75% refuse removal							
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
			Inaccurate consumer data Lack of effective systems to verify the indigent status Unregistered properties		Develop and implement integrated systems with service delivery departments						

PROPOSED REVENUE ENHANCEMENT FINANCIAL SERVICES

REVENUE COLLECTION:							
Municipality	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
Mkhondo	Illegal connections	2000 meters	Put together a dedicated team to deal with illegal connections.	-Inspection for possible bridge. - Conduct meter audit.	30 June 2023	R 21million	17 meters were removed in December and 8 has been reconnected and R106 888,97 revenue collected.
	Electricity and Water distribution losses.	37% electricity and 19% water	Installation of functional water meters.	Repairs dysfunctional water meters. Installing of electricity zonal meter	30 September 2023	R 32 million	Revenue enhancement team has been established
	Municipal properties occupied by Government	New	Lease agreement	Collect revenue through rentals	April 2023	R 50 000 per month.	Properties have been identified.
	Disposal of municipal assets	R1 000 000	Appoint credible auctioneer	Compile the list of assets for disposal.	April 2023	R3 000 000	Advertisement for Auctioneers tender already done.
	Municipal Employees	R 211 000	Monthly debit order to all employees with municipal account.	To Load stop orders for all employees with municipal accounts.	April 2023	R 5000 000	We already have employees on stop order.

TABLE B: INTEGRATED DEVELOPMENT PLAN

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
Sound financial and administrative management	Improved audit outcomes	unqualified with findings,	Inadequate organisational structure Lack of adequate internal control and implementation Lack of adequate skills and qualified personnel	Clean audit	<ul style="list-style-type: none"> Review and implementation of responsive organogram Development/ review of SOPs and policies Provide capacity building programmes 	District Municipality , PT, COGTA, and SALGA	Unqualified audit outcome	Unqualified audit outcome	Unqualified audit outcome	Clean audit outcome
	Average of 56% collection rates	Incorrect billing Metering Illegal connection Lack of adequate internal control and implementation Lack of Political involvement Inaccurate consumer data Lack of effective systems to verify the indigent status	95%	Develop and review of revenue value chain Conversion from conventional to prepaid systems Training of personnel and political office bearers Data cleansing	PT, COGTA and SALGA	65%	70%	80%	85%	

2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
		registered properties		Develop and implement integrated systems with service delivery departments						

4.5.6. CORPORATE SERVICES

Municipal KPA		Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:		Minimum training interventions facilitated due to limited budget and cashflow									
One Plan Transformation Area		Demographic Change/People Development:									
2019-24 MTSP Priority											
District Priority											
Impact statement:											
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
Organisational Structure	Reduction on vacancy rate	40% Vacant positions		To reduce vacancy rate to 25%	Filling of funded vacancies		38%	35%	30%	28%	25%
Capacity Building	Improve and increase training and development budget	Insufficient budget	Budget constrain and slow procurement	100%	Fast-track procurement for training & development , budget increase & apply for source of funding		100%	100%	100%	100%	100%
Good Governance	Improve on Occupational Health & Safety	OHSA	45% compliant on OSHA	100%	Implementation of the OSHA legislation		50%	65%	80%	90%	100%
Implementation of Policies	Review and develop policies	Municipal Policies	Lack of review of policies	100%	Annual review, development & implementation		100%	100%	100%	100%	100%

Municipal KPA	Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:	Minimum training interventions facilitated due to limited budget and cashflow										
One Plan Transformation Area	Demographic Change/People Development:										
2019-24 MTSF Priority											
District Priority											
Impact statement:											
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
					ion of policies in-line with Municipal Staff Regulations						

PROPOSED REVENUE ENHANCEMENT FOR CORPORATE SERVICES

REVENUE COLLECTION:							
Municipality	Focus Area/ Challenge	Baseline	Intervention	Activities	Time Frames	Possible Revenue (In Rands)	Progress
Mkhondo Local Municipality	Leasing of halls (most of our halls have no ablution facilities)	15	Renovate the halls to be in a good state	Identify quick wins Procure material Attend to the problem in-house Procure furniture	30 June 2023	R10 000 per month	Planning phase
	Proof of Residence	Issued at head office and one Satellite office	Ensure that such proof is issued to the correct people	Expand issuing to more satellite offices	On- going	R 45 000 per month	In-progress

TABLE B:SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Key Performance Area:										
2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
Skills development and Job creation		% of requests to fill vacancies completed in relation to requests received	75%	75%		75%	75%	75%	75%	75%
		Number of health and safety workshops conducted	20	100		20	20	20	20	20
		Number of internal bursaries offered	20	100		20	20	20	20	20

Key Performance Area:										
2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
		% of new employees inducted	100%	100%		100%	100%	100%	100%	100%
		Work-place skills plan submitted annually	1	5		1	1	1	1	1
		Number of training interventions facilitated	30	150		30	30	30	30	30
		No of Council Oversight Committees schedule approved by Council	new	new		new	new	new	new	new
		Employment Equity Report submitted annually	1	5		1	1	1	1	1
		Employee Wellness Day	1	5		1	1	1	1	1
		Number of leave reports submitted to Council	new	5		new	new	new	new	new
		Number of Mayoral outreach programmes co-ordinated	4	20		4	4	4	4	4

Key Performance Area:										
2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
Health and Social development		Number of disability, elderly, women and children events organized	12	60		12	12	12	12	12
		Number of MMC,HIV, STI, LAC and AIDS programmes held	16	80		16	16	16	16	16
		Number of municipal publications produced	4	20		4	4	4	4	4
		Number of Cleaning Services per month	15	75		15	15	15	15	15
		Number of requests for Buildings to be Maintained	4	20		4	4	4	4	4
		Number of Records Management Reports Produced	12	60		12	12	12	12	12
		Number of Reports on Records	4	20		4	4	4	4	4

Key Performance Area:										
2019-24 MTSF Priority : (Targets)										
District Developmental Model Priority :										
Strategic Goals	Strategic Objective	KPI	Baseline	5-Year Target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
						2023/24	2024/25	2025/26	2026/27	2027/28
		Management Training conducted								
		Number of Youth Intervention programmes conducted	4	20		4	4	4	4	4
Data Integrity and Security		% of ICT queries resolved within 24 hours	80%	80%		80%	80%	80%	80%	80%
		Number of monthly offsite backups conducted	12	60		12	12	12	12	12
		Number of Section 75 (MFMA) requirements in terms of updating the Website (Compliance).	12	60		12	12	12	12	12

Chapter 5

5.1. 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 35: 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 36: 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.

5.2. 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 37: 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:



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.

5.3. FIVE YEAR DEVELOPMENTAL PLAN

5.3.1. 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

OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • A slow growing economy. • Red tapes for SMME's to participate in local economy. • Poor management port of entry. • 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 	<ul style="list-style-type: none"> • Inadequate cyber-security which lead to possible loss of information, financial loss, indignification, business continuity.

OPPORTUNITIES	THREATS
<p>any product with lesser resources needed (Fourth industrial revolution).</p> <ul style="list-style-type: none"> • 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) • Globalised communities • Availability of fibre 	<ul style="list-style-type: none"> • 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
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)

5.4. STRATEGIC OBJECTIVES OF THE MUNICIPALITY

5.4.1. 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

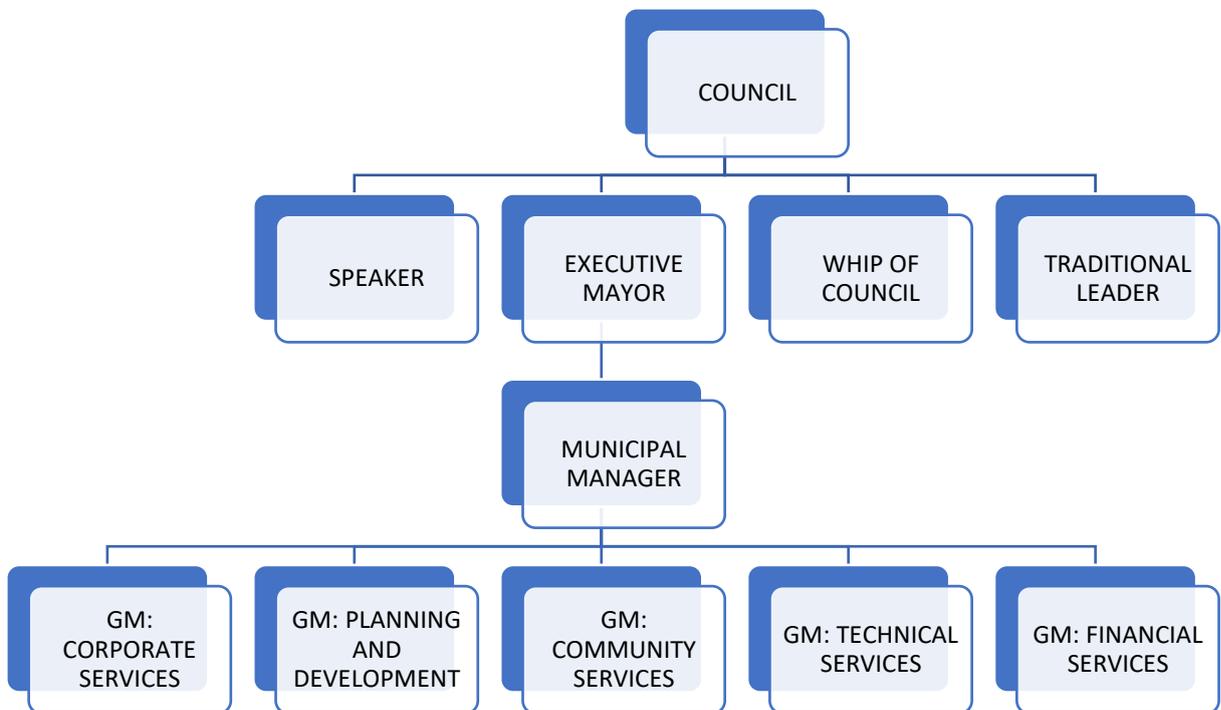
Table 38: Strategic objective and key performance areas:

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

5.5. 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



5.5.1. COUNCIL COMMITTEES

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

Table 39: Council Members:

No.	WARD	NAME AND SURNAME	POLITICAL PARTY
1.	1	Cllr Nosipho Doris Sangweni	ANC
2.	2	Cllr Bhekumuzi Enock Maisela	ANC
3.	3	Cllr Mbatha Mlamleli Nathania	ANC
4.	4	Cllr Thwala Sduduzi Daniel	ANC
5.	5	Cllr Johnson Mageba Nkosi	ANC

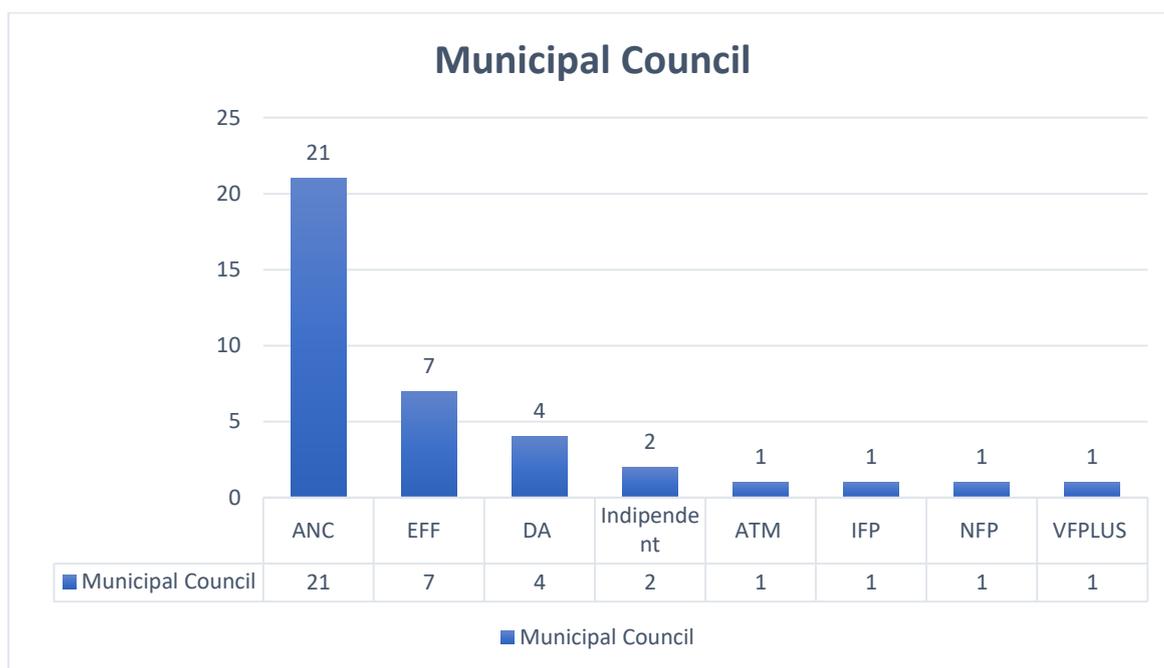
No.	WARD	NAME AND SURNAME	POLITICAL PARTY
6.	6	Cllr Mbongiseni Simon Ngwenya	ANC
7.	7	Cllr Ireen Brussow	DA
8.	8	Cllr Mduduzi Zweli Ngwenya	ANC
9.	9	Cllr Thokozani Wonderboy Manana	ANC
10.	10	Cllr Maureen Zodwa Thomo	ANC
11.	11	Cllr Nhlanhla Goodman Gwebu	ANC
12.	12	VACANT	ANC
13.	13	Cllr Mthethwa Nonhlanhla Sheila	ANC
14.	14	Cllr Walter Vilakazi	INDEPENDENT
15.	15	Cllr Shoba Sabelo Millton	ANC
16.	16	Cllr Qwabi Thembi Mirriam	ANC
17.	17	Cllr Mthokozisi Amadi Simelane	INDEPENDENT
18.	18	Cllr Mthandeni Mkhabela	ANC
19.	19	Cllr Musa Samuel Lukhele	ANC
20.	PR (ANC)	Cllr Ntshakala Dumisani Moses	ANC
21.		Cllr Busisiwe Merry Khumalo	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:

5.5.2. 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	2	3	3		5	2												
Sat	2	6	3	1	5	3		4	4	1	6	3												
Sun	3	7	4	2	6	4	1	5	5	2	7	4												
Mon	4	8	5	3	7	5	2	6	6	3	8	5												
Tues	5	9	6	4	Finance	8	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	11	8	13	10											
Sun	10	14	11	9	13	11	8	12	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	14	14	11	16	Tech	13	Corp/Plan								
Wed	13	Corp/Plan	17	Corp/Plan	14	Corp/Plan	12	16	Corp/plan	14	Council	11	15	Tech	15	Corp	15	Mayoral	12	Com/Forest	17	Corp/Plan	14	Com/Forest
Thurs	14	Com/Forest	18	Com/Forest	15	Com/Fore	13	17	Com/Forest	15		12	16	Corp/Plan	16	Mayoral	16		13		18	Com/Forest	15	
Frid	15	Finance	19	Finance	16	Finance	14	18	Finance	16		13	17	Com/For	17		17		14		19	Finance	16	
Sat	16	20	17	15	15	15	14	18	19	17		14	18		18		18		15	20		17		
Sun	17	21	18	16	20	18	15	19		19		16	21		19		19		16	21		18		
Mon	18	22	19	17	21	19	16	20		20		17	22	fin s79	19				22		21			
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	24		21	Audit
Thurs	21	Mayoral	25	22	Mayoral	20	Plan 79	24	Mayoral	22		19	23		23		23		20	Mayoral	25		22	Mayoral
Frid	22	26	Audit	23	21	25	23	20		24	Council	24	Council	21	26		23		21		26		23	
Sat	23	27	24	22	26	24	21	25	25	25	25	22	27		24		25		22		27		24	
Sun	24	28	25	23	27	25	22	26	26	26	23	28	25		26		26		23		28		25	
Mon	25	29	26	24	28	26	23	27	27	27	24	29	26		27		27		24		29		26	
Tues	26	Tech 79	30	27	25	Mayoral	29	27	24		28		28		25	Tech 79	30		25	Tech 79	30		27	
Wed	27	Corp 79	31	Council	28	26	Audit	30	28	25	Council		29		26	Council	31	Council	29		26	Council	28	
Thurs	28	Comm S79		29	27			29	26	Corp 79			30		27				27				29	
Frid	29	Plan 79		30	28			30	27				31		28				28				30	
Sat	30			29				31	28						29				29					
Sun	31			30					29						30				30					
Mon				31					30															
Tues									31															

5.5.3. COUNCILLORS PER POLITICAL PARTY:



4.5.4. 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
Corporate Services Committee	4	Monthly	Yes	
Planning And Development Committee	4	Monthly	Yes	
Community And Forestry Services Committee	4	Monthly	Yes	

				<ul style="list-style-type: none"> to perform other delegated powers
--	--	--	--	---

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	

5.6. 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 Inkosi TB Mthethwa (Madabukela), Inkosi M A Mahlobo (KwaNdwalaza) and Inkosi B V Yende (Mahlaphahlapha) and Inkosi M T Yende (Ongenyani) that we have knowledge. The Mthethwa Chieftaincy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

TRADITIONAL AUTHORITIES	TRADITIONAL LEADERS	AREAS/ WARDS
Madabukela	Inkosi TB Mthethwa	03,07,10,11,15,16& 17
Mahlaphahlapha	Inkosi B V Yende	01,02,& 18
Kwandwalaza	Inkosi M A Mahlobo	09
Ongenyani	Inkosi M T Yende	04, 06, & 8

5.7. MKHONDO ADMINISTRATIVE STRUCTURE

5.7.1. 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.

5.7.1. 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).

5.7.2. 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 40. Key Functions of ICT:

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

5.7.3. 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 41: 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 42: 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

5.7.4. 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.

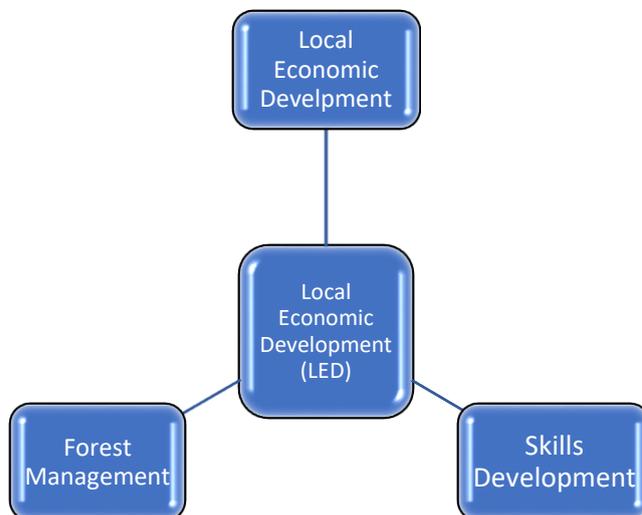
Economic contribution by local municipal area to Gert Sibande’s industries

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%

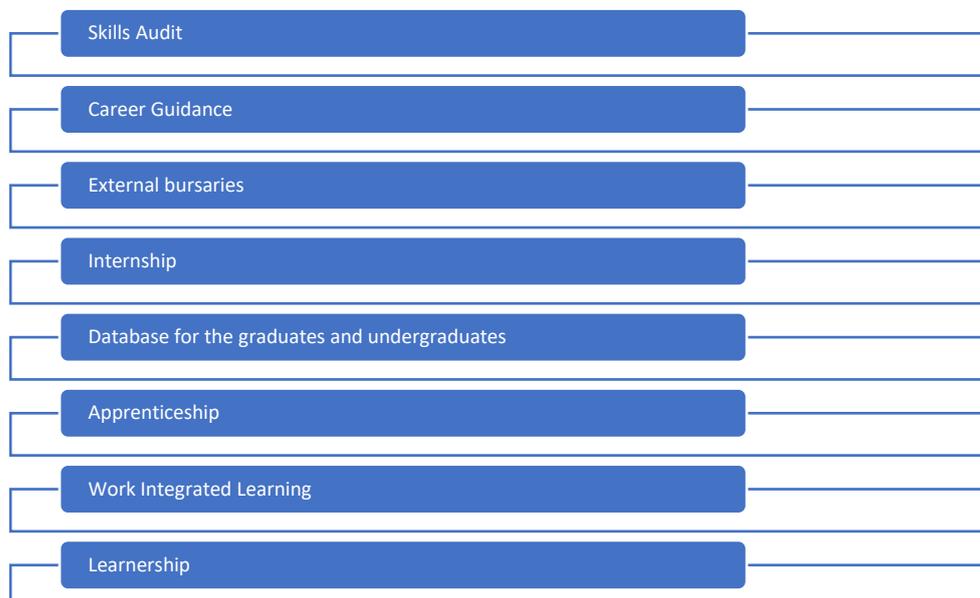
Figure 16: Social and Economic Development Key Performance Areas:



5.7.5. 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 16: 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 2022/2023

IMPLEMENTED TRAININGS FROM JULY 2022- TO FEBRUARY 2023								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
JULY 2022								
	None							
AUGUST 2022								
1	MPAC Portfolio Based Councillor Induction Programme	Skills Programme	SALGA	5	Council	02-03 August 2022	Completed	Funded by Other
2	Capacity Building for Speakers and Section 79 Chairpersons	Skills Programme	Gert Sibande District Municipality	05 Councillors and 02 officials (7)	Council & Corporate Services	11-12 August 2022	Completed	Funded by Other
SEPTEMBER 2022								
3	Pink KRA 2 Local Government Infrastructure Delivery Management System Toolkit	Workshop	National Treasury	7	Office of the MM, Technical Services, Financial Services	01-02 September 2022	Completed	Funded by Other
4	Local Economic Development	Skills Programme	Cogta	1	Council	19-23 September 2022	Completed	Funded by Other
5	Intergrated Development Planning	Skills Programme	Cogta	2	Council	19-23 September 2022	Completed	Funded by Other
6	Public Participation Co-Ordinators	Skills Programme	Cogta	2	Corporate Services	12-16 September 2022	Completed	Funded by Other
OCTOBER 2022								
7	Enhanced Revenue Management	Skills Programme	Bantubanye Skills	12	Financial Services	10-14 October 2022	Completed	R 104,880.00

IMPLEMENTED TRAININGS FROM JULY 2022- TO FEBRUARY 2023								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
8	MFMP	Learnership	Bantubanye Skills	3	Financial Services	10-14 October 2022	In-progress	R 24,099.00
9	MFMP	Learnership	Bantubanye Skills	21	Council, Community Services, Office of the MM	17 October 2022	In-progress	R 736,000.00
10	ODETDP	Learnership	Bantubanye Skills	1	Corporate Services	10 October 2022	In-progress	R 40,250.00
11	Environmental Practice	Learnership	Bantubanye Skills	12	Community Services	24 October 2022	In-progress	R 246,000.00
NOVEMBER 2022								
12	IMPSA International Conference	Conference	IMPSA	3	Corporate Services & Office of the MM	2-4 November 2022	Completed	R 17,250.00
13	Local Labour Forum (LLF)	Skills Programme	SALGA	10	All departments	07-08 November 2022	Completed	Funded by Other
14	Municipal Performance Management	Skills Programme	SALGA	(Speaker)1	Council	14-18 November 2022	Completed	Funded by Other
15	Integration of Population Migration, Human Rights & Sustainable Development into IDP	Skills Programme	Social Development	3	Planning and Development	14-18 November 2022	Completed	Funded by Other
16	Local Government Compliance Seminar	Skills Programme	Department of Labour	2	Corporate Services	29-30 November 2022	Completed	Funded by Other
17	Internal Structures Functionaries: Oversight, Accountability and	Skills Programme	SALGA	10 (7 Councillors & 3 officials)	Council & Corporate Services	29 November 2022	Completed	Funded by Other

IMPLEMENTED TRAININGS FROM JULY 2022- TO FEBRUARY 2023								
NO.	TRAINING INTERVENTION	TYPE OF TRAINING INTERVENTION	SERVICE PROVIDER	NUMBER OF TRAINEES	DEPARTMENT	COMMENCEMENT DATE	STATUS	FUNDS
	Consequencies Management							
DECEMBER 2022								
18	Labour Relations	Skills Programme	Bantubanye Skills	2	Corporate Services	07 – 09 December 2022	Completed	R 23,000.00
JANUARY 2023								
	None							
FEBRUARY 2023								
19	None							
MARCH								
20	Councillors Workshop	Workshop	Salga	26	Council	01-02 March 2023	Completed	Funded by Other
21	Supply Chain	Skills Programme	Provincial Treasury	6	Finance	10-15 March 2023	Completed	Funded by Other
22	Training Committee	Skills Programme	LGSETA	6	Corporate Services, Finance & Technical	15-Mar-23	Completed	Funded by Other
23	5th Annual Local Government Labour Law	Skills Programme	Salga	4	Corporate Services	27-28 March 2023	Completed	Funded by Other
APRIL 2023								
24	Basic Fire Fighting	Skills Programme	Tirhami Skills for Africa	10	Community Services	17-18 April 2023	Completed	Funded by Other
25	Technical Design	Skills Programme	Misa	3	Technical Services	19-20 April 2023	Completed	Funded by Other
MAY 2023								
26	Driver Development	Skills Programme	Africa Global Skills Academy	20	Unemployed youth of Mkhondo	01May2023- July2023	In-progress	

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.	Trainings	No. of participant targeted
1.	MPAC Portfolio Based Councillor Induction Programme	05	16.	Local Government Compliance Seminar	02
2.	Capacity Building for Speakers and Section 79 Chairpersons	07	17.	Internal Structures Functionaries: Oversight, Accountability and Consequences Management	10
3.	Pink KRA 2 Local Government Infrastructure Delivery Management System Toolkit	07	18.	Labour Relations	02
4.	Local Economic Development	01			
5.	Integrated Development Planning	02			
6.	Public Participation Co-coordinators	02			
7.	Enhanced Revenue Management	30			
8.	MFMP	03			
9.	MFMP	21 (09 attending)			
10.	ODETDP	01			
11.	Environmental Practice	12			
12.	IMPSA International Conference	03			
13.	Local Labour Forum (LLF)	10			
14.	Municipal Performance Management	01			
15.	Integration of Population Migration, Human Rights & Sustainable Development into IDP	03			

WORKPLACESKILLS PLAN JULY 2022- FEBRUARY 2023 (UNEMPLOYED YOUTH)

1. None

We facilitate the following:

We also facilitate Internal Bursaries for Employees

Career Guidance

Learnership

Internship

In-Service Training

5.8. 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, we currently review it 2022/23.	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 reviewed in 2024/2025 financial year.
Disaster Management Plan	Reviewed and adopted in 2011-2012	Plan implementation.
Land Use Management System	Intend to use the system developed by Mpumalanga CoGTA after training and capacitation	Workshop required
Performance Management Systems	Does exist	None

STRATEGY/SECTOR PLAN	STATUS QUO 2022/23	CHALLENGES
Financial Plan	Does not Exist	Still pending
Workplace Skills Plan	Exists, submitted annually on 30 April to LGSETA. External bursary policy in place.	None
Communication Strategy And Policy	The Communication Strategy was developed and review annual.	None
Supply Chain Management Policy	Exists	None
Risk Management Strategy	Exists	None
Anti-Fraud And Corruption Policy	Exists	None
HIV Integrated Strategy	Exists	None
Financial Strategy	Exists	None
Multi Year Financial Strategy	Exists	None
Revenue Strategy	Exists	
Capital Asset Strategy	Exists	None

5.9. 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
13	Land Use Mngement	31 January 2023	23/01/81A	Yes	17 March 2023	No	No	Advertise local newspaper and by-law left strategic places	None

5.10. 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	

5.11. VACANCY RATE

DEPARTMENT	TOTAL NUMBER OF POST	FILLED	VACANT	PERCENTAGE
Political Office	44	31	13	30%
Municipal Managers Office	43	36	7	16%
Planning and Development	30	16	14	47%
Corporate Services	56	44	12	21%
Financial Services	106	84	22	21%
Community Services	292	159	133	46%
Technical Services	245	170	75	31%
Total	816	540	276	34%

	Nr	Percentage
Core Function (Service Delivery)	567	69%
Support Function	249	31%

5.12. 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,	51	0	0	5	26	0	1	0	0	0	83

Occupational Level	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Foremen and Superintendents											
Semi-skilled and Discretionary Decision Making	116	1	1	1	72	2	0	0	0	0	193
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

5.13. 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

5.13.1. Audit outcome for 2021/2022

The Municipal Financial statement ending 20 June 2022, 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**.

5. 13.2. AUDIT ACTION PLAN FOR 2021/2022

Progress on the Remedial Actions of Addressing issues raised by AGSA-2021/2022 AUDIT as at 10 January 2022											
Mkhondo Local Municipality											
Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion			%	Audit steering committee meetings convened Y/N	Unresolved Findings
		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	0		0	#DIV/0!	0	0	0	#DIV/0!	Yes	No findings
	REVENUE	6	5	1	83%	0	0	0	#DIV/0!		One (1) finding not resolved namely: (a) The Prepaid electricity as disclosed in the financial statement is overstated because the amount per the statement does not agree to the amount per the AFS.
	PMU	0		0	#DIV/0!	0	0	0	#DIV/0!		No findings
	SCM	12	3	9	25%	11	2	9	18%		Nine((9) findings not resolved namely: (1) Non- compliance with SCM regulations as tender was not advertised for the stipulated minimum Period (2) Non- compliance with PPR as conditions for local production and content were not specified for commodities that are designated for local production and content (3) Non-compliance with SCM regulations as the evaluation criteria was not applied consistently (4) Non-compliance with PPR as the documents

Progress on the Remedial Actions of Addressing issues raised by AGSA-2021/2022 AUDIT as at 10 January 2022

Mkhondo Local Municipality

Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion			%	Audit steering committee meetings convened Y/N	Unresolved Findings
		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			
											related to local production and content were not provided to DTI as required. (5) Non-compliance with SCM regulations as the evaluation criteria was not applied consistently.(6) Appointment of Consultants-Non-compliance with MFMA on the performed management and monitoring of consultants (7) Use of consultants – Non-compliance with municipal cost containment regulation for consultancy (8) Non-compliance with the supply chain management Policy, as contract extension were not evaluated by the Bid Evaluation Committee (9) Variation order were approved without following obtaining recommendation from the Bid Evaluation Committee.

Progress on the Remedial Actions of Addressing issues raised by AGSA-2021/2022 AUDIT as at 10 January 2022

Mkhondo Local Municipality

Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion			%	Audit steering committee meetings convened Y/N	Unresolved Findings
		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			
	PMS (AOPO)	5	3	2	60%	2	0	2	0%		Two findings not resolved during Audit namely: (a) Reported achieving per the Annual Performance Report(APR) is not consistent with planned targets per the SDBIP and reported indicator and targets per the APR (b) The validity of the job card relating to the "% of new water and Wastewater connections" indicator could not be confirmed.
	HUMAN RESOURCE MANAGEMENT	4	1	3	25%	3	0	3	0%		Three(3) findings not resolved during Audit namely(a) There was non-compliance with the Municipal Systems Act as a general manager was appointed and started working before council approval was obtained.(b) There was non-compliance with the municipal systems act as the Municipal manager and General manager: Technical service was appointed without council approval (c) There was non-compliance with the section 40 and 41 of the PFMA as there were no performance Assessment conducted for section 56 and 57 employees

Progress on the Remedial Actions of Addressing issues raised by AGSA-2021/2022 AUDIT as at 10 January 2022

Mkhondo Local Municipality

Audit Opinion	Findings Per Units	Overall performance			%	Matters affecting audit opinion			%	Audit steering committee meetings convened Y/N	Unresolved Findings
		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			
	INVENTORY	1	1	0	100%	0	0	0	#DIV/0!		Findings resolved during Audit
	EXPENDITURE	17	13	4	76%	4	0	4	0%		Four(4) finding not resolved during the Audit namely(a) Non-compliance with MFMA as payments to suppliers are not made within 30 days (b)Expenditure internal control deficiencies identified during the audit Of expenditure © the indigent application forms are not authorized by the delegate official (d) finance costs are overstated in the AFS.
	ANNUAL FINANCIAL STATEMENT	7	7	0	100%	0	0	0	#DIV/0!		Findings resolved during Audit
	ASSETS	8	8	0	100%	0	0	0	#DIV/0!		Findings resolved during Audit
Combined Units		60	41	19	68%	20	2	18	10%		

5.14. 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.

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
		LIKELIHOOD				

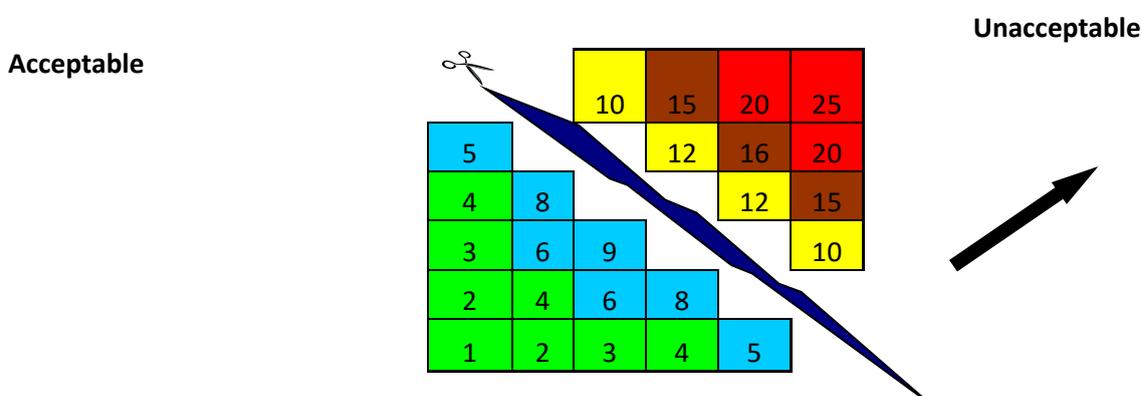
Risk Index	Risk Magnitude
20 - 25	Maximum risk
15 - 19	High risk
10 - 14	Medium risk
5 - 9	Low risk
1 - 4	Minimum risk

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

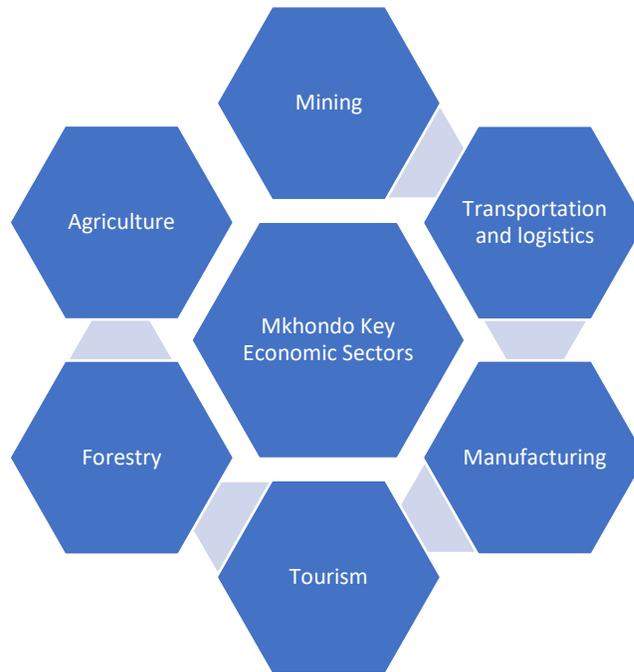
5.15. MKHONDO TOP 9 STRATEGIC RISK REGISTERS-2022/23

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	15
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 and we are currently busy with the review of the strategy that will be adopted by council on the 31 August 2023. The main aim of the review of the LED Strategy is to 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

6.2.1. Mkhondo LED STRATEGIC FRAMEWORK

Vision & Mission of LED Strategy

VISION

To serve as the Gert Sibande's Creative Arts Hub.

MISSION

Promoting a healthy economy through the development of infrastructure and skills to draw investment for industrialization, empowering, and business development for sustainable growth.

Strategic objectives

To boost Mkhondo's economic growth by 4% by 2030 in accordance with the Mpumalanga Economic Development Path Initiative.

THE OVERALL OBJECTIVES OF THE REVIEWED STRATEGY ARE AS FOLLOWS:

The reviewed strategy needs to be reaffirmed in light of newly discovered or alternative development opportunities, needs, and comparative advantages in order to inform and direct the municipality in order to facilitate development, unleash latent economic development potential, promote private sector investment, and expand favourable economic development and job opportunities for the underprivileged. The following **targets** have been determined:

- By 2030, the necessary economic infrastructure must be in place, including good roads, energy, water, industry space, institutions, and information and communication technology (ICT);
- By 5% in 2030, increase economic investment in key strategic sectors like agriculture, manufacturing, coal, green energy mining and creative arts;
- Improve knowledge and skill in 2030 by raising academic standards by 10%
- Increase SMME product quality in 2030 by 4%;
- To minimize environmental pollution to the required criteria by 2030, through implementing the energy plan.

6.2.2. Activities of LED Strategy

Item	Objectives	Activities
1.	By 2030, the necessary economic infrastructure must be in place, including good roads, energy, water, industry space, institutions, and information and communication technology (ICT);	<ul style="list-style-type: none"> ○ Maintain Roads and storm water drainage. ○ Water infrastructure maintenance. ○ Waste management, Sewer systems and waste dumps. ○ Sustain the electricity supply without interruptions. ○ Refurbish available municipal buildings for better use. ○ Construct broad band infrastructure and internet connectivity. ○ Establish institutions for skills development. ○ Identify and develop land for investment
2.	By 5% in 2030, increase economic investment in key strategic sectors like agriculture, manufacturing, coal, green energy mining and creative arts;	<ul style="list-style-type: none"> ○ Coordinate meetings between the business and the municipality to improve relationship (Breakfast meetings) ○ Support existing businesses and encourage expansion ○ Generate baseline information on the performance of the economic sectors that drive the Mkhondo economy ○ Develop and support supplier parks for SMMEs and Cooperatives specifically for the mines ○ Support exploration and opening of new mines biased towards black industrialists. ○ Hold investor conferences
3.	Improve knowledge and skill in 2030 by raising academic standards by 10%	<ul style="list-style-type: none"> ○ Coordinate training programme for LED officials. ○ Coordinate skills transfer of artisans relevant to the required skills in the working environment
4.	Increase SMME product quality in 2030 by 4%;	<ul style="list-style-type: none"> ○ Coordinate training on quality standards for SMMEs ○ Introduce the red tape reduction programme (innovative)
5.	To minimize environmental pollution to the required criteria by 2030, through implementing the energy plan.	<ul style="list-style-type: none"> ○ Properly managing air pollution improves air quality and thereby increases the area of land in which it is safe to live around power stations ○ Greening government buildings and public spaces improves the quality of capital resources in the province

6.2.3. SWOT Analysis of LED Strategy

SECTOR	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Socio-economic	<ul style="list-style-type: none"> ○ Population growth in people and the number of households ○ Large potential workforce 	<ul style="list-style-type: none"> ○ The small mid-age cohort indicates a shortage of experienced workforce members. ○ Dependency ratio in the municipality is very high. ○ Relatively high rate of poverty, and unemployment ○ Low levels of education, displaying an unskilled workforce. ○ High representation of households with low disposable income. 	Government grants.	<ul style="list-style-type: none"> ○ HIV/ AIDS ○ Covid 19 Pan demic
Agriculture	<ul style="list-style-type: none"> ○ Commercial Farmers ○ Forestry ○ Large amount of small-scale farming 	<ul style="list-style-type: none"> ○ Low potential agricultural land in communal areas. ○ Poor access to farm implements and finance by small-scale farmers. ○ Small-scale farmers lack skills and are not competitive. ○ Inconsistency of supply ○ Little protection for commercial farmers ○ Lack of grazing land and overgrazing ○ Small scale farmers lack of knowledge into modern farming techniques 	Rural Development programme Opportunities supplying local retailers Introduction of feeding schemes in Government facilities such as schools, prisons and hospitals.	<ul style="list-style-type: none"> ○ Global warming. ○ Natural disasters such as floods and droughts

SECTOR	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Tourism	<ul style="list-style-type: none"> ○ Conservation areas ○ Rich heritage. ○ Potential attractions and activities ○ Abundant natural beauty ○ Diverse array of cultural groups 	<ul style="list-style-type: none"> ○ Poorly developed tourism sector. ○ Lack of tour guides. ○ Lack of tourism infrastructure. ○ Poor condition of roads leading to the forests. ○ Lack of communication between the municipality and MTPA ○ The lack of upkeep of main tourist attractions. ○ Lack of budget and priority for the tourism sector. 	<ul style="list-style-type: none"> ○ Provincial tourism marketing. ○ Corridor between to eSwatini, and KZN 	<ul style="list-style-type: none"> ○ Land ownership and availability. ○ Environmentally sensitive areas. ○ Covid 19 Pandemic
Manufacturing /Industry	<ul style="list-style-type: none"> ○ Availability of land suitable for industrial development ○ Availability of raw produce. 	<ul style="list-style-type: none"> ○ Lack of skilled labour. ○ Rural nature of Municipality. ○ Infrastructure service capacity & availability ○ Lack of new industrial investment. 	<ul style="list-style-type: none"> ○ Location in relation to Richards Bay. ○ Opportunities for agri-processing. ○ Large local market. 	<ul style="list-style-type: none"> ○ Economic recession. ○ Load shedding
Commerce	<ul style="list-style-type: none"> ○ Mkhondo Town. ○ Local convenient shops in rural areas. ○ Emerging rural development nodes. ○ Large number of local small Shopping facilities. ○ Strong informal business component. 	<ul style="list-style-type: none"> ○ Lack of spatial planning in rural development nodes. ○ Skills of the workforce is limited. ○ Limited financial services available – Concentrated in urban areas. ○ Low levels of income limit spending on goods & services. 	<ul style="list-style-type: none"> ○ Regeneration of Small Town such as Amsterdam 	<ul style="list-style-type: none"> ○ Development of shopping malls.
SMMEs	<ul style="list-style-type: none"> ○ Informal trading stalls. ○ Organized informal traders. ○ Informal traders' policy. ○ Informal trader's database 	<ul style="list-style-type: none"> ○ Lack of SMME infrastructure. ○ Lack of buy-in from large investors. 	<ul style="list-style-type: none"> ○ Provincial SMME development programmes. ○ Urban renewal programme. 	<ul style="list-style-type: none"> ○ Informalisation. ○ Increase in foreign owned small enterprises.

SECTOR	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Infrastructure	<ul style="list-style-type: none"> ○ National and provincial road network. ○ Railway line. 	<ul style="list-style-type: none"> ○ Poor condition of rural roads. ○ Electricity infrastructure. ○ Old sewer infrastructure 	<ul style="list-style-type: none"> ○ Regional Bulk Water Schemes. ○ Electrification Master Plan. 	
LED Institutions	<ul style="list-style-type: none"> ○ LED unit within the municipality. 	<ul style="list-style-type: none"> ○ Inadequate capacity. ○ Lack of funds. ○ Poor coordination among stakeholders. 	<ul style="list-style-type: none"> ○ Mkhondo Development agency 	

6.2.4. Mitigation of Weaknesses

The five challenging issues in service delivery

Challenges	Nature of Challenges	Mitigation plan
Poor Roads Infrastructure	<ul style="list-style-type: none"> ○ Access Mobility ○ Deteriorated roads infrastructure 	<ul style="list-style-type: none"> ○ Developed traffic impact model. ○ Integrated transport plans ○ Roads Master Plan ○ Acquired jetting machine for roads maintenance
Poor Waste Management	Inadequate and poorly maintenance of fleet and equipment's	<ul style="list-style-type: none"> ○ Urban revitalisation program ○ Procurement of Fleet and Equipment
Poor Implementation of Spatial Planning	<ul style="list-style-type: none"> ○ Unavailability of land ○ Land use management 	<ul style="list-style-type: none"> ○ Review and implement the SDF
Lack of investor confidence	<ul style="list-style-type: none"> ○ Lack of trust between the municipality and private sector ○ Poor and ageing infrastructure ○ Stringent of municipal policies and bylaws ○ High crime rate ○ Lack of investors incentive package 	<ul style="list-style-type: none"> ○ Develop investment policy ○ Stakeholder engagements through LED forum, business forum ○ Developed sector plans for infrastructure development
Lack of diversification of economic sectors	<ul style="list-style-type: none"> ○ Inability to create enabling environment for investments 	<ul style="list-style-type: none"> ○ Review of policies and bylaws
Lack of financial viability	<ul style="list-style-type: none"> ○ Inadequate financial system (revenue collection) ○ Weak economic environment ○ Declining economy Lack of resources 	<ul style="list-style-type: none"> ○ War Room on Revenue Enhancement
Inadequate integrated institutional capacity to drive economic development	Under prioritisation of LED internally Inadequate implementation of LED strategy	<ul style="list-style-type: none"> ○ Developed departmental structure
Shortage of relevant skills to drive economy	<ul style="list-style-type: none"> ○ Brain drains ○ Lack of tertiary institutions in Mkhondo ○ Weak Public Private 	<ul style="list-style-type: none"> ○ Developed departmental organogram/structure ○ Engage University of

Strategic pillars

The priority issues in the Municipality are formulated in such a manner that they address the 5 Key Performance Areas as illustrated on point 5 above. Under each priority issue there are appropriate objectives and strategies that would lead to the realization of the objectives.

In setting its objectives and strategies, Mkhondo Local Municipality used inter alia the following as requirements to ensure an informed development planning:

- Pillar One: Economic Infrastructure Development
- Pillar Two: Sector Development and Investment Promotion
- Pillar Three: Economic Development, and Skills Development
- Pillar Four: Greening Mkhondo

The four programmes or development thrusts are the building blocks of the Mkhondo Local Municipality LED Strategy and a number of projects have been identified under each of the four pillars

6.2.5. ANCHOR PROJECTS

Planning, Design and Construction of Amsterdam Sewer Reticulation
Construction of Driefontein Sanitation Infrastructure
Construction of Steel Pedestrian Bridge at Mafred in eThandukukhanya
Installation of Pour Flush Toilets in rural areas-Phase 3
Upgrading of Bus and Taxi Route at Sbetha in eThandukukhanya
Construction of KwaThandeka Main Access Road
Electrification of Various Villages eMkhondo

6.3. IMPLEMENTATION PLAN

5.1 Implementation Framework

An implementation framework takes forward the recommendations of the Strategic Framework and provides recommendations as to the internal structure, positioning and integration of the Municipal LED unit itself as well as the implementation of the identified projects and programmes. The contents of the implementation of the identified projects and programmes.

- Pillar One: Economic Infrastructure Development
- Pillar Two: Sector Development and Investment Promotion
- Pillar Three: Economic Development, and Skills Development
- Pillar Four: Greening Mkhondo

The four programmes or development thrusts are the building blocks of the Mkhondo Local Municipality LED Strategy and a number of projects have been identified under each of the four pillars

Table 5.1: Strategic Institutional and infrastructural partnerships

No	Goals/ Pillar	Strategies	Project
1.	Economic Infrastructure Development	Provision and maintenance of bulk infrastructure Strategy	Upgrade and maintenance of parks in Mkhondo (including ablution block, fencing of site and braai facilities)
			Development of sport precinct in Mkhondo
			Establishment of One Stop information centre and SMME hub
			Development of open picnic area and botanical gardens
			Lobby for the provision of bulk infrastructure such as water provision, electricity supply, etc. in conjunction with other key stakeholders

No	Goals/ Pillar	Strategies	Project
			<p>Refurbishment and maintenance of Kotze and Mark Street</p> <p>To develop the lower cost methods of power generation including solar lighting and Wind farm "Enviro-power"</p>
2.	Sector Development and Investment Promotion	Assistance and develop a database	<p>Develop an informal economy strategy that will plan, regulate and develop the sector</p> <p>Create standard guidelines for business plans to assist SMMEs formulate business plans and to access funds and other business needs</p> <p>Create standard guidelines that assist new firms with business registrations</p> <p>Provide container information centres for rural SMME's to access services from SEDA, etc.</p> <p>Provide emphasis on preferential treatment for the local SMMEs to benefit from the local tenders</p>
2.2		Small enterprise development of innovation	<p>To support and strengthen the establishment of a municipal wide Business Association/ Forum</p> <p>To run an annual small business innovation fair</p> <p>Facilitate an SMME business skills development programme</p> <p>Facilitate training for informal businesses</p> <p>Establish an SMME and cooperatives database and promote SMME's to large businesses</p> <p>Registering of SMME's on municipal databases for various supports</p>

No	Goals/ Pillar	Strategies	Project
2.3		Coordination of LED stakeholders and funding	<p>Ensure information sharing as well as alignment, coordination of investment promotion, business retention and expansion activities within the LED Unit</p> <p>Build the officials capacity to support the economy through networking with other organisations, civil society, religious, sporting and other relevant government bodies</p> <p>Facilitate the establishment of a Municipality LED Forum</p> <p>Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications</p> <p>Encourage the improvement of intergovernmental relations of all spheres through information sharing and project feedback</p>
3.	Economic Development, and Skills Development	Improving the LED capacity	<p>Staffing of the LED vacant portfolio in Mkhondo</p> <p>Review the Mkhondo LM LED organogram where necessary</p> <p>To undertake a skill demand audit to assess whether educational institutions have programmes that are aligned with industry demand</p> <p>Foster for the establishment of either University of Mpumalanga or GS TVET Campus in Mkhondo specializing in Agriculture and Forestry</p> <p>Revival of Mkhondo Skills Centre and Driefontein Skills Centre and alignment of skills demand in Mkhondo</p>
4.	Greening Mkhondo		Partner with the Environmental Services Units and undertake the development of Green Economy Guidelines with key focus on Green energy, Green industry,

No	Goals/ Pillar	Strategies	Project
		Support the development of the green economy sector	<p>Green property, Green landscape, Green agriculture, Green jobs and Green skills development</p> <p>Investigate opportunities for biogas green energy initiatives linked to agriculture practices undertaken within the Municipality</p> <p>Investigate opportunities to transform existing waste into renewable green energy for local consumption</p>
4.2		Support the development of the ICT sector	<p>Develop an ICT Strategy that will focus on:</p> <ul style="list-style-type: none"> ○ ICT Skills development ○ Coordination of ICT research and development ○ Creating strategic partnerships with other ICT role players that support economic development ○ To improve internet and technology access with reduce costs

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:



6.4. Rural Development

6.3.1. Comprehensive Rural Development Programme (CRDP)

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

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

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

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

6.5. Expanded Public Works Programme (EPWP)

6.5.1. 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.

6.5.2. Vision and Mission of EPWP

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.

6.5.3. 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.

6.5.4. 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.

6.5.5. 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.

6.5.6. 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).

6.5.7. EPWP sectors as implemented by the municipality

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

Table 43: EPWP Sectors initiatives as implemented by MLM

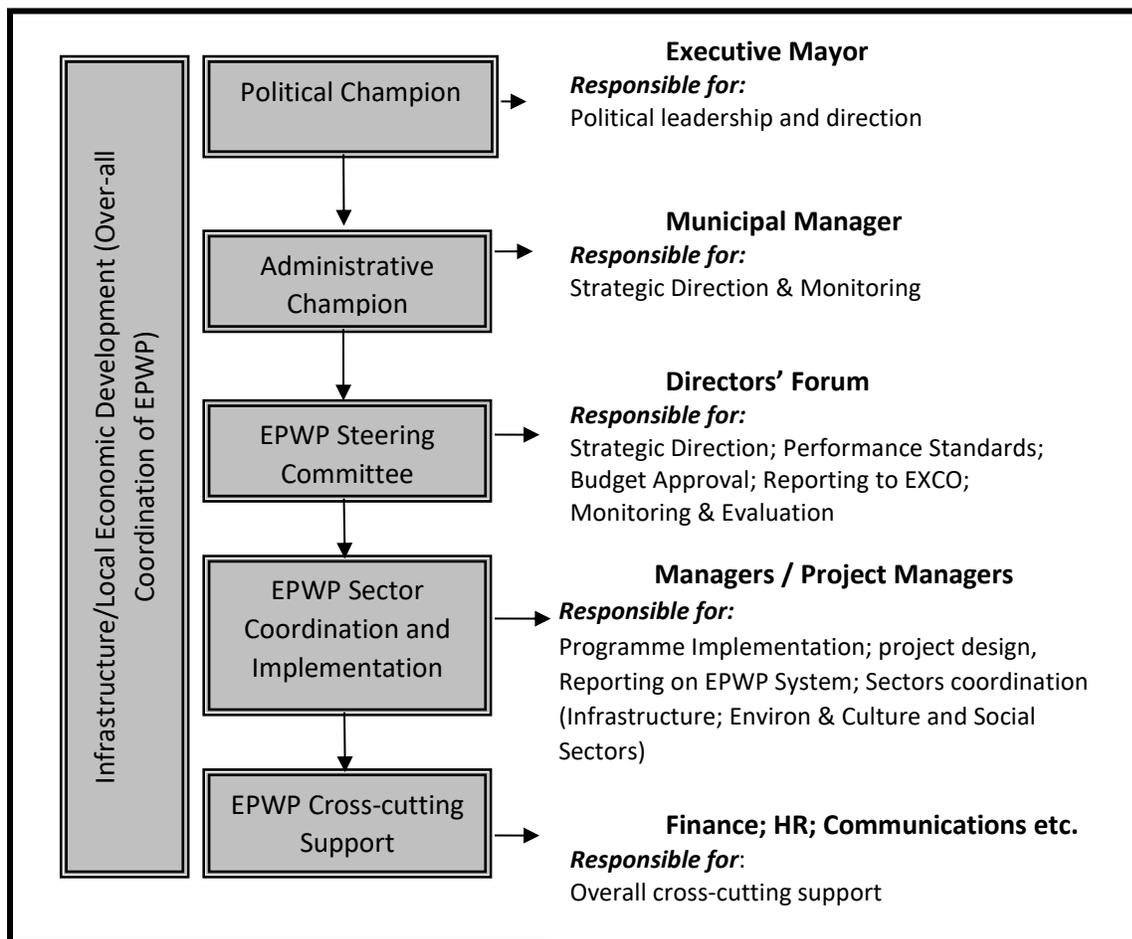
Infrastructure Sector	Environment and Culture Sector	Social Sector
Infrastructural Projects through PMU	IG – Waste Management IG – Forestry	IG – Meter Readers IG – Municipal Security

within the Department of Technical Services (MIG, WSIG, INEP)	Provision of Silviculture Services	IG – School Patrollers IG – In-Service Trainees IG – Road Markers IG – Finance Interns Provision of Municipal Security
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EPWP MUNICIPAL COORDINATION STRUCTURE

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

Diagram 7: Municipal EPWP Coordinating Structure



SUPPORT FROM OTHER SPHERES OF GOVERNMENT

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

REPORTING

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

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

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

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

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

6.5.8. 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
	FTE	232	235	237	238	240	1184

6.5.9. STATUS QUO OF JOBS CREATED THROUGH EPWP IN THE MUNICIPALITY

Table 44: Funding sources vs budget allocation and jobs created

FUNDING SOURCES	BUDGET ALLOCATION 2021/22	JOBS CREATED 2021/22	BUDGET ALLOCATION 2022/23	JOBS TO BE CREATED 2022/23
Incentive Grants / Municipal co-funding	R 2 300 000.00	250	R 2 800 000.00	300
Siyathuthuka	GSDM Budget	30	GSDM Budget	30
Community Works Programme (CWP)	R23 400 000.00	1873	R26 389 481.00	1891
Mpumalanga Regional Training Trust (MRTT)	MRTT Budget	20	MRTT Budget	20
Municipal Infrastructural Projects within Project	R78 336 000.00	420	R92 836 000.00	285

FUNDING SOURCES	BUDGET ALLOCATION 2021/22	JOB'S CREATED 2021/22	BUDGET ALLOCATION 2022/23	JOB'S TO BE CREATED 2022/23
Management Unit (MIG, WSIG, INEP)				
Youth waste Management Project(CoGTA)	CoGTA budget	35	CoGTA budget	35

6.6. COMMUNITY WORKS PROGRAMME (CWP)

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.

6.6.1. Community Works Programme (CWP) for mkhondo municipality 2022/23

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%

6.6.2. CWP Budget Details

Budget item	Amount
Wages	R22,092,700.00
Personal Protective Equipment (PPE)	R1,260,000.00
Tools and Materials	R1,350,000.00
Training and Technical Support	R1,440,000.00
UIF/COID	R662,781.00
Technical Support	R180,000.00
TOTAL	R26 389 481.00

6.6.3. Summary of CWP site development needs and plans 2023-2024

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Food and Nutrition Security support (Agriculture)	Maintenance of school vegetable garden	42 school vegetable gardens and flower gardens covering 59882m ² will be maintained in 14 wards.	April 2023- March 2024	R64 000.00	Department of Education and Department of agriculture	Department of agriculture and Department of correctional services Mondi forestry and Tribal Authority	Fencing and wiring training
Food and Nutrition Security support (Agriculture)	Maintenance of communal vegetable gardens.	16 communal vegetable gardens maintained in 10 wards across.	April 2023- March 2024	R 90 000	Participants, CDWs, Ward communities and community members.	Department of agriculture and Department of correctional services Mondi forestry and Tribal Authority	Plant Production
Food and Nutrition Security support (Agriculture)	Maintenance of public areas vegetable garden(clinics)	07 public area vegetable gardens will be maintained.	April 2023- March 2024	R 20 000.00	Department of Environmental Affairs	Department of agriculture and Department of correctional services Mondi forestry and Tribal Authority	Plant Production
Food and Nutrition Security support (Agriculture)	Making community gardens	07 community gardens to be made in ward 01,03 and 06.	31 March 2024	R65 000	Participants, Department of Agriculture, CDWs, Ward committees, and CPA members Agric-Advisor in Food and Nutrition.	Department of agriculture and Department of correctional services	Plant Production

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Food and Nutrition Security support (Agriculture)	Making homestead gardens	32 homestead gardens to be made across the 19 wards.	31 March 2024	R10.000	Participants Ward Committees Community members Home Based Care Practitioners.	Community members Department of Agriculture and Department of Social Development	Plant Production
Food and Nutrition Security support (Agriculture)	Establishing of 2 vegetable plants nurseries.	01 Nurseries will be established and maintained in 01 ward to supply the nearby communal gardens at Uhlelo CPA.	April 2023- March 2024	R10 000.00	Participants, Local businesses and Agric advisor	Department of Agriculture.	Seedling production training
Food and Nutrition Security support (Agriculture)	Planting and maintaining trees	80 trees to be planted at ward 14 Thembalabasha and ward 11 Eziphunzini	31 March 2024	R15 000	Participants, Department of Environmental Affairs and Mkhondo waste management forumn	Community members Department of Environmental Affairs	Plant production
Social – Services	Assisting LM identify unemployed residents	302 unemployed local residences will be on the waiting list assisting municipality	31 March 2024	R 5 400	Participants Ward Committee	All government departments Ward committees War rooms	Public participation

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Social – Services	Referrals to government facilities	72 RDP houses to be built for needy people.	31 March 2023	R10 000	Municipality, Department of Social Development, Schools, Church Committees and ECD Committees	Department of Social Development, Department of Home Affairs, schools, Church Committees and ECD Committees	Home Based Cared
Social – Services	Assistance at orphanages, old age homes, hospices	410 orphans targeted to be assisted across the wards.	31 March 2024	R5 000	SGB Committees Ward committees Municipal Target Group Office	Department of Social Development.	Child & Youth development And basic counselling
Social – Services	Assistance with IDs and grants	40 people to be assisted in getting smart card as an identity book.	31 March 2024	R15 000	SGB Committees Ward committees War rooms Circuit Managers	Department of Social Development, Department of Home Affairs,	Administratio n
Social – Services	Awareness campaigns	30 awareness planned for the whole wards.	31 March 2023	R4 000	SGB Committees Ward committees Circuit Managers CPA leaders	Department of Social Development, Department of Home Affairs, schools, Church Committees and ECD Committees Department of Arts Culture Sport and recreation Nkosi Tribal Authority Department of Health	Public participation training
Environmenta l programmes	Cleaning of illegal dump sites	32 illegal dumping sites to be cleaned across the wards.	31 March 2024	R40 000	DEDET, CoM local Municipality Participants Ward Committees	SGB Committees Ward committees War rooms Circuit Managers	Waste recycling

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						ECD forums	
Environmental programmes	Maintenance of waste projects	05 waste management projects to be maintained.	31 March 2024	R75 000	Participants Ward Committees Mondi Forestry Waste Management Forum	SGB Committees Ward committees War rooms Circuit Managers ECD forums	Waste recycling
Environmental programmes	Clean-ups of public spaces, rivers & canals	75022 Square metres area to be cleaned.	31 March 2024	R40 000	Local Municipality Participants Ward Committees	Department Correctional Services EPWP and Department of public works	Landscaping
Environmental programmes	Clearing of bush & overgrown areas; soil rehabilitation	27 000 Square metres area to be cleaned.	31 March 2024	R75 000	DEDET Participants Ward Committees	SGB Committees Ward committees Circuit Managers	Landscaping and Horticulture
Environmental programmes	Street and road cleaning	17 500 Square metres roads to be cleaned.	31 March 2024	R80 000	Participants Ward Committees Mondi Forestry Waste Management Forum	Department Correctional Services EPWP and Department of public works	Basic concrete work and maintenance
Environmental programmes	Recycling - Collecting of bottles, plastic, card boxes and paper	10 000 bags of wasted to be refilled after collection.	31 March 2024	R25 000	Waste management forum, Participants Ward Committees	SGB Committees Ward committees Circuit Managers	Recycling

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Miscellaneous maintenance tasks	Cleaning of community halls/ schools/ churches	42 schools ,13 Clinics and 10 Community Halls targeted to be cleaned.	31 March 2024	R 250 000	Participants Ward Committees	SGB Committees Ward committees	Landscaping
Miscellaneous maintenance tasks	Making access roads and pavements	03 KM road to be contracted at ward 06.	31 March 2024	R 300 000	Participants Ward committees	Participants Ward committees	Basic concrete work and maintenance
Miscellaneous maintenance tasks	Making and maintenance of parks	02 parks to be established in ward 01 at Mkhize Village and ward 08 at Maphepheni CPA.	31 March 2024	R55 000	Local Municipality Participants Ward Committees PG Bison	Local Municipality Participants Ward Committees PG Bison	Landscaping and Horticulture
Miscellaneous maintenance tasks	Repairing access roads and pavements	270 Square metres roads to be repaired.	31 March 2024	R 350 000	Municipality, Department of Social Development, Department of Home Affairs, ECD Committees, MRTT	Municipality, Department of Social Development, Department of Home Affairs, ECD Committees, MRTT	Basic concrete work and maintenance
Miscellaneous maintenance tasks	Repairing water points & pipes & sanitation facilities	50 facilities to be repaired.	31 March 2024	R21 000	Municipality, MRTT Participants	Municipality Department of water and sanitation, MRTT	Plumbing

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Miscellaneous maintenance tasks	Water & sanitation provision	275 households benefiting to benefit from the water and sanitation provision.	31 March 2024	R 150 00	Participants Ward committees	Municipality Department of water and sanitation and MRTT	Water reticulation
Miscellaneous maintenance tasks	Renovations to schools/clinics/ community halls etc	13 School 04 local clinic and 06 community halls to be renovated and painted.	31 March 2024	R 500 000	Participants, MRTT, Local Businesses forum and Department of Education	MRTT, Local Businesses forum and Department of Education	Bricklaying Glass cutting Painting
Miscellaneous maintenance tasks	Repairs to irrigation equipment & facilities	11 communal garden to be repaired to irrigation and facilities.	31 March 2024	R 20 000	Participants Local Municipality Department of Agriculture	MRTT, Local Businesses forum and Department of Education	Engineering
Miscellaneous maintenance tasks	Repairing homestead garden fences	80 metres of homestead to be repaired.	31 March 2024	R 100 000	Participants and Ward committees	MRTT, Local Businesses forum and Department of Education	Fencing and wiring
Informal settlement upgrading/urban renewal activities	Cleaning of cemeteries	35 000 Square metres cemeteries to be cleaned.	31 March 2024	R140 000	Participants and CPA leaders, Ward Committees ward councillors and Home based care practitioners.	SGB Committees Ward committees Circuit Managers ECD forums	Landscaping

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Informal settlement upgrading/urban renewal activities	Building houses	72 families to be benefiting in construction of houses.	31 March 2024	R 400 000	Participants and CPA leaders, Ward Committees ward councillors and Home based care practitioners.	Local Municipality & Ward committees Dept. of Housing and local Businesses forum.	Bricklaying Plastering Flooring Roofing
Informal settlement upgrading/urban renewal activities	Fencing community gardens	750 metres of communal garden to be fenced.	31 March 2024	R 150 000	Participants & Ward committees, ward councillors, CWDs and businesses locals	Department of Agriculture, Local Businesses forum and Department of Education, Department of Social Development.	Basic concrete work and maintenance
Informal settlement upgrading/urban renewal activities	Fencing homestead gardens	80 metres of homestead garden to be fenced.	31 March 2024	R 80 000	Participants & Ward committees, ward councillors, CWDs and businesses locals	Department of Agriculture, Local Businesses forum and Department of Education, Department of Social Development.	Basic concrete work and maintenance
Informal settlement upgrading/urban renewal activities	Fencing schools/clinics/graveyards etc	42 metres (perimeter) of schools, 08 Clinics and 02 graveyards to be fenced.	31 March 2024	R 300 000	Participants & Ward committees, ward councillors, CWDs and businesses locals	Department of Agriculture, Local Businesses forum and Department of Education, Department of Social Development.	Basic concrete work and maintenance
Economic Sector	Selling of agricultural produce	R40 000.00 will be received through the selling of agricultural products.	31 March 2024	R 350 000	Participants & Ward committees, ward councillors, CWDs and businesses locals	SGB Committees Ward committees ECD committees Dept. of Economic development	Sales management and fundamental selling techniques

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Economic Sector	Selling of recycled waste	R5 000.00 will be received through selling of waste.	31 March 2024	R150 000	Participants, Community members and Waste management forum.	Dept. of Economic development, Mondi forestry Barlo Scrap Metall Amsterdam and Mkhondo waste management forum.	Project management
Economic Sector	Selling of Arts and Craft Products	R12 000.00 will be received through the selling of art and craft work.	31 March 2024	R 70 000	Department of art and craft and participants.	Department of art and craft	Fabric stoning and beading.
Support to schools	Assistance at crèches / ECD centres	980 Babies and Toddler benefiting holistically.	31 March 2024	R200 000	Municipality, Department of Social Development, ECD Committees and Department of Education.	Municipality, Department of Social Development, Department of Home Affairs, ECD Committees, MRTT	ECD level 4 Education and development and Skills programme
Support to schools	Assistance in classrooms	208,773 numbers of learners will be benefiting throughout the year.	31 March 2024	R50 000	Participants SGBs and the Department of Education.	Municipality, Department of Social Development, Department of Home Affairs, ECD Committees, MRTT	Basic nutrition and public facility hygiene training
Support to schools	Assistance with extra-curricular activities	10 224 of learners will be benefiting with extra-curricular activities.	31 March 2024	R40 000	Participants SGBs	Municipality, Department of Social Development, Department of Home Affairs, ECD Committees, MRTT	Coaching and Mentoring training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
Support to schools	Cleaning of school facilities	42 local schools to be cleaned throughout the year of facilities cleaned	31 March 2024	R210 000	Participants SGBs and Department of Education.	Department of education, MRTT, Local businesses and Waste management forum	Landscaping
Support to schools	Desk refurbishment	39 000 schools desk to be repaired in 42 schools.	31 March 2024	R70 000	Participants SGBs	Department of education, MRTT, Local businesses and Waste management forum	Carpentry
Support to schools	Preparing / distributing meals	208,773 will be benefiting through meal distribution.	31 March 2024	R100 000	Participants SGBs	Department of education, MRTT, Local businesses and Waste management forum	Basic nutrition and public facility hygiene training
Support to schools	Scholar patrols	1390 scholars will be provided with security daily during school days when crossing bus routes to and from school.	31 March 2024	R50 000	Participants SGBs, Department of Public roads.	Department of roads and public works	Traffic control training
Support to schools	School awareness campaigns	192 school awareness campaigns to be conducted	31 March 2024	R 45 000	SGB Committees Ward committees War rooms Circuit Managers, Department of Social and health.	Department of education, MRTT, Mondi, BG Bison, Local businesses and Waste management forum	Public participation training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
		throughout the year.					
Support to schools	Provision of security at schools/pension pay points etc	550 pensioners will be provided with security during pension pay point in 02 ward(Ward 04 Iswepe and ward 01 Soul Mkhize Vill)	31 March 2023	R90 000	Department of Social Development, Participants, ward committees and Home Based Care practitioners.	Department of Social Development, Participants, ward committees and Home Based Care practitioners.	Security grade E., D and C
Culture	Arts and crafts	Traditional Zulu dance(Amatshitshi) and Traditional wedding ceremonies will be hiring traditional dress with beads, 230 community members will be benefiting.	31 March 2024	R 40 000	SGB Committees, Ward committees and participants.	Department of art and craft, Department of Social Development	Child & Youth development. Handcraft and sewing.
Home-based care and auxiliary care services	Clinic services	498 patients and home treated patients will be benefiting with medication collection from the	31 March 2023	R 80 000	Municipality, Department of Social Development, and ECD Committees, Department of Health	Department of Social Development, Department of Home Affairs, schools, Church Committees and ECD Committees	Housekeeping and public facility hygiene training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
		local and Mobile clinics				Department of Arts Culture Sport and recreation Nkosi Tribal Authority Department of Health	
Home-based care and auxiliary care services	Home-based care visits	1225 are targeted to be visited with the home based practitioner across the wars.	31 March 2023	R 75 000	Municipality, Department of Social Development, Department of Home Affairs, Schools, Church	Department of Social Development, Department of Home Affairs, schools, Church Committees and ECD Committees Department of Arts	Child & Youth development And basic counselling
Home-based care and auxiliary care services	Preparing/distributing meals	1000 needy people area targeted to be assisted with preparation and distribution of meal in 04 ward(Ward 01 Soul Mkhize, Ward 03 Mabola old age club and Ward 17 Ezinkonjaneni kitchen soup)	31 March 2023	R50 000	Municipality, Department of Social Development, Department of Home Affairs, Schools, Church	Department of Social Development, Church Committees and ECD Committees Department of Arts	Food and beverages

Chapter 7

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.

7.1. MKHONDO SPATIAL DEVELOPMENT FRAMEWORK

The Mkhondo Local Municipality Final SDF was approved by Council in May 2017. The Final 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 SDF is planned to be reviewed in the 2023/2024 financial year.

The Municipal Spatial Development Framework Vision and mission:

7.1.1. 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 45: **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

7.1.2. 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

7.1.3. 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

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
		Mpumalanga 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>		

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
<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>		
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.
SDS 4: Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level		
<i>SDS 4-1: A master plan for improving and managing the N2-interface with the town of eMkhondo.</i>		
<i>SDS 4-2: A roads-building, maintenance and improvement programme for the MLM.</i>		
<i>SDS 4-3: A programme of land use management enforcement along the N2 and the railway line.</i>		
<i>SDS 4-4: A project to explore and propose way of enhancing rural access and connectivity in the MLM.</i>		
11.	Integrated Transport Plan (ITP)	Needs to be developed. Currently the Gert Sibande District Municipality ITP is being used.
SDS 6: Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM		
<i>SDS 6-4: A study into the potential for the development of luxury residential estates in the MLM.</i>		
12.	Identified strategic municipal land to be made available for residential development (A Portion of the Remainder of Portion 1 of the Farm Piet	Underway.

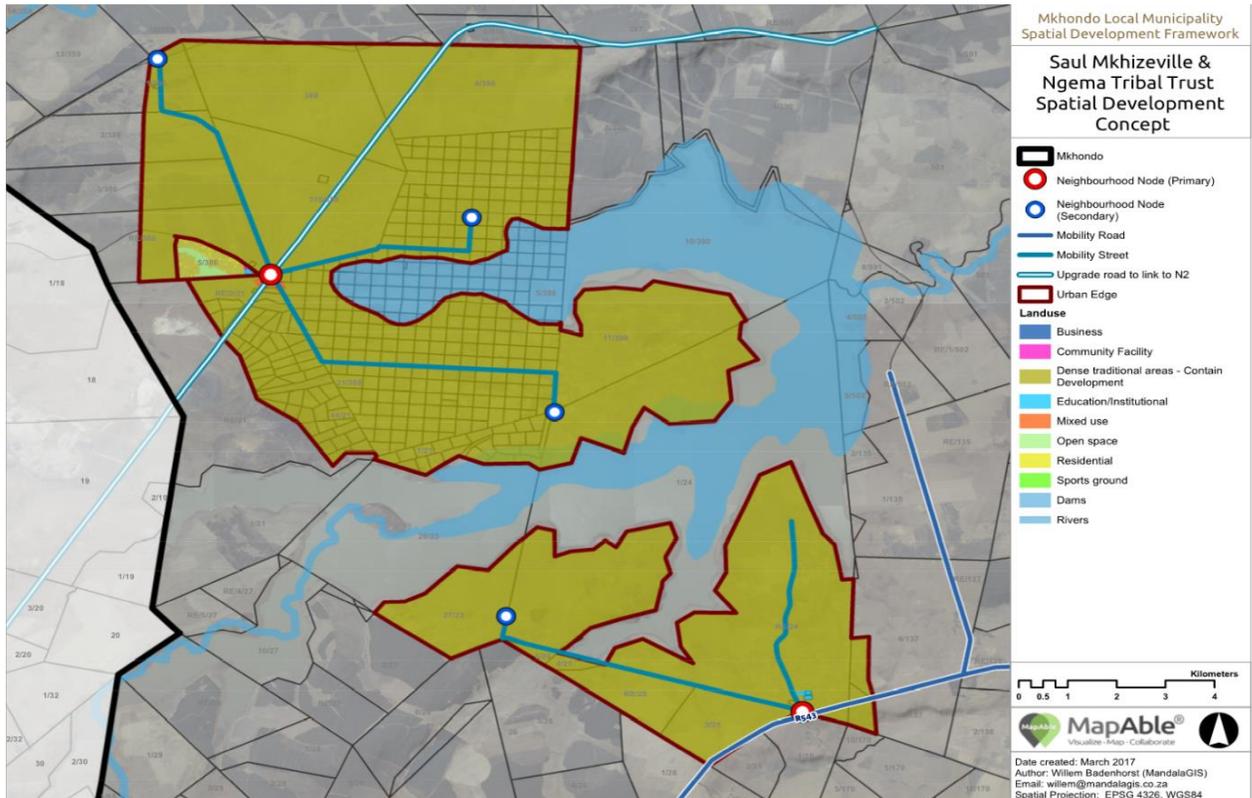
Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
	Retief Town and Townlands 149-HT (Feedlot and Training Facility next to Agri-Hub Development).	
<p>SDS 7: Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”</p> <p><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 Mond 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>		

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
14.	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).	Underway.

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

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

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.

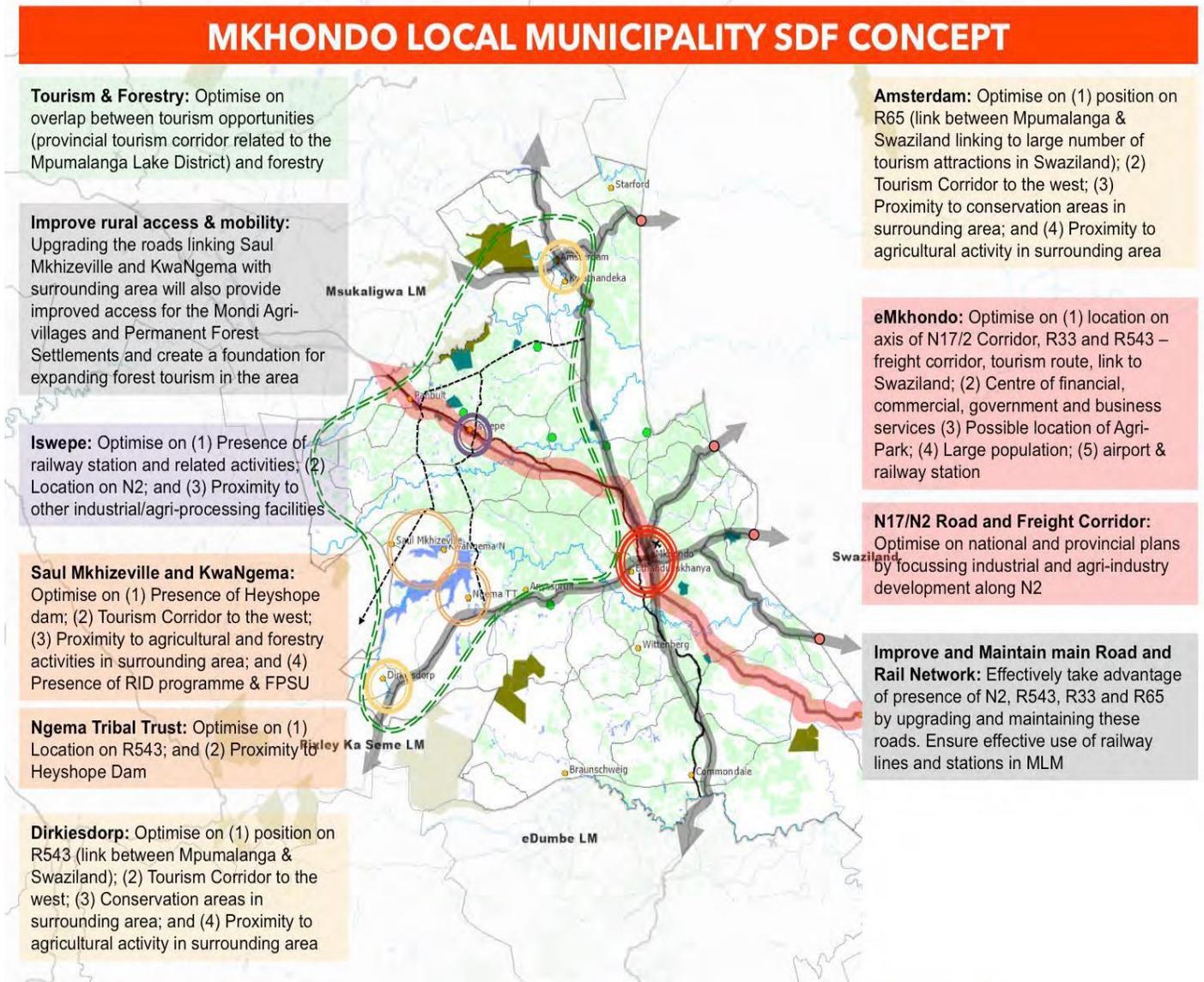
In term of the settlement itself, it takes the form of a high-density rural settlement with traditional housing and layouts prominent features of the settlement. To improve overall mobility and access in the settlement, the following proposals are made:

- 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:

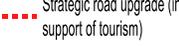
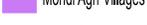
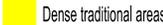
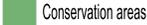
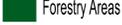
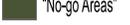
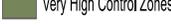
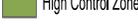
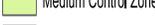
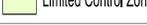
Forestry-related tourism and luxury residential development. Figure 8: Mkhondo Local Municipality SDF

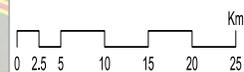


Concept:

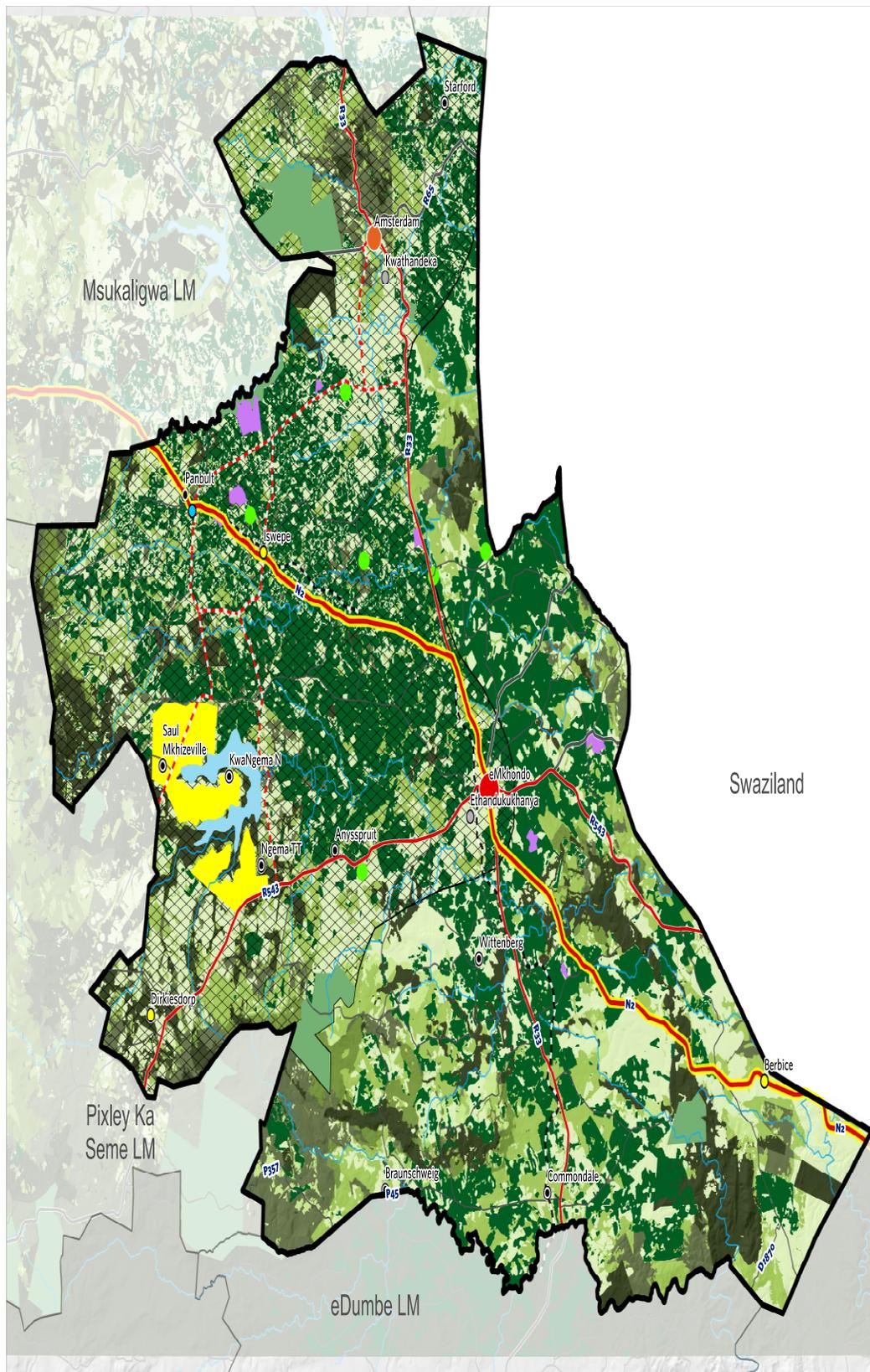
Mkhondo Spatial Development Framework

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
-  Mundi Agri-Villages
-  Mundi 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



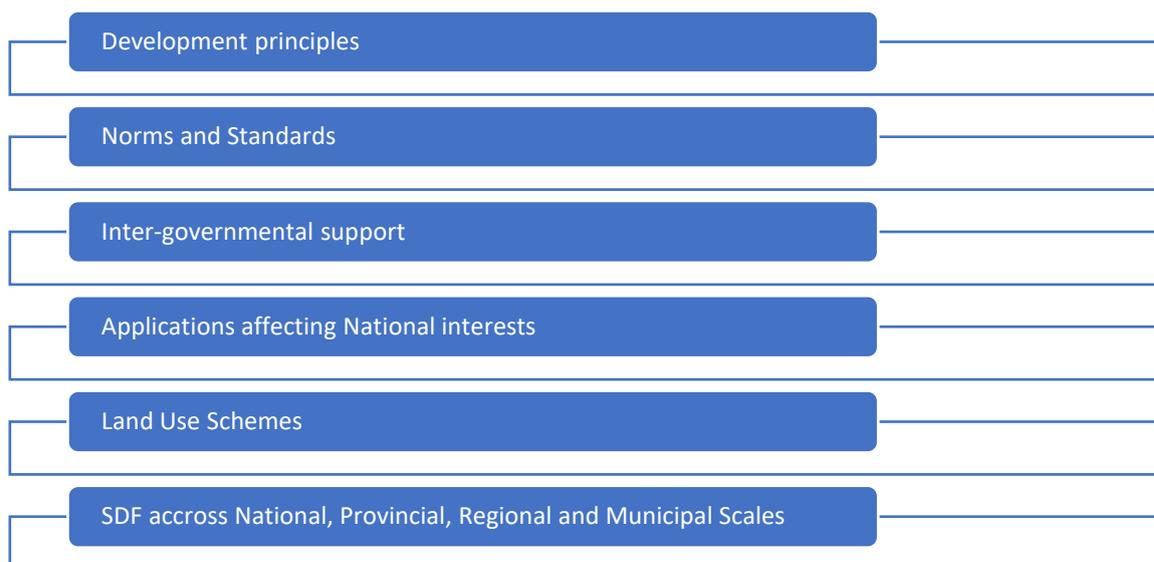
Date created: March 2017
 Author: Willem Badenhorst (MandalaGIS)
 Email: willem@mandalagis.co.za
 Spatial Projection: EPSG 4326, WGS84



7.2. SPLUMA IMPLEMENTATION

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

Figure 9: 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 46: 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

No	Principle	Narrative
		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.

7.3. SPLUMA IMPLEMENTATION

The Land Use Scheme in line with SPLUMA (2013) has been tabled to council on 31st January 2023 and gazetted on the 17th of March 2023.

4.4.2. The Municipality needs to develop the following policies (2024/2025 financial year):

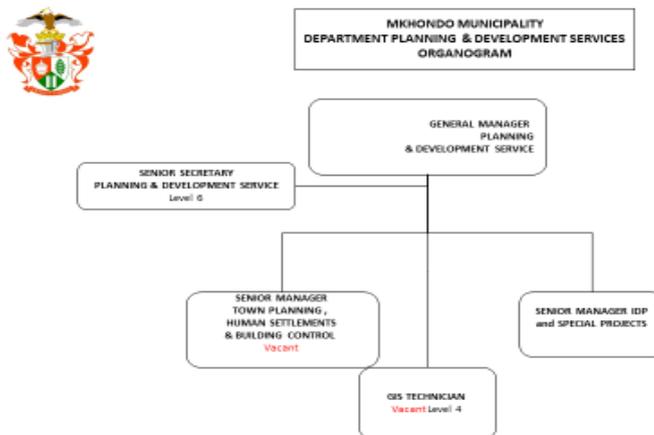
- Bulk Service Contribution Policy/Development Charges
- Land Use Enforcement Policy
- Naming of Streets and Townships Policy
- Land Invasion Policy

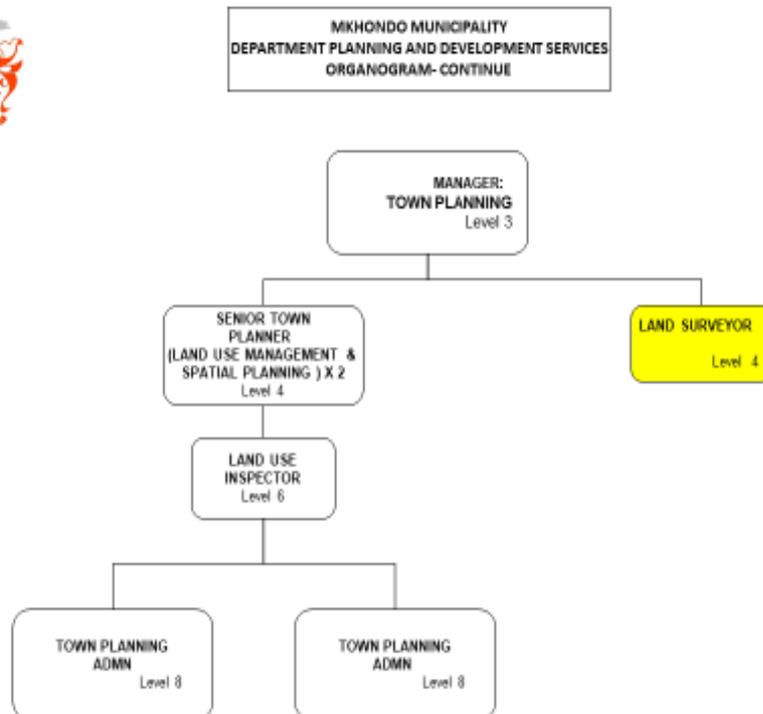
4.4.3. Encroachment By-law is in place (2019).

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

7.3.1. ORGANOGRAM OF TOWN PLANNING





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7.4. 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

7.5. 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 by-law applies to all land that falls within the municipal boundaries of Mkhondo

7.6. 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 47: 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.

7.7. 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 plans to develop the Land Invasion Policy to manage and control informal settlements and land invasion.

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.	Wolverdiend	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)

No	Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
							networking of electricity, grading of roads). <ul style="list-style-type: none"> • 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	Schoonoorrd 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	Schoonoorrd Beleggings (Pty)Ltd; and Witkloof Boerdery (Pty)Ltd	8	134	Pre-1994	<ul style="list-style-type: none"> • Part of the UISP initiated by the DoHS. • Draft Upgrading Plan in place. • Draft Land Invasion Policy working document in place, however needs to be revisited.
6.	eMabola/Dirkiesdorp	Remainder of the Farm Schoonderzigt 68 HT; Portion 1 and Portion 3 of the Farm Schoonderzigt 68 HT; and Portion 1 of the Farm Grootlaagte 70 HT	National Government of the Republic of South Africa ; Rensburg Dirkie Elizabeth Janse Van; and Raad op Plaalike Bestuursa angeleent hede;	3	700	1996/1997	<ul style="list-style-type: none"> • Part of the UISP initiated by the DoHS. • Draft Upgrading Plan in place. • Draft Land Invasion Policy working document in place, however needs to be revisited.
7.	Ezinkomeni	Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT	Mkhondo Local Municipality	17	820	2012	<ul style="list-style-type: none"> • Fell Part of the UISP initiated by the DoHS, however the community rejected or denied the project. • Draft Land Invasion Policy working document in place, however needs to be revisited.
8.	Iswepe	Iswepe Ext 1 (A Portion of the Remainder of the Farm Drieapan 432-	Mkhondo Local Municipality	4	350	2012	<ul style="list-style-type: none"> • Draft Land Invasion Policy working document in place,

No	Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
		IT and A Portion of Portion 14 of the Farm Driepan 432 IT					<p>however needs to be revisited.</p> <ul style="list-style-type: none"> 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 Schoonderzicht	3	1000

NO.	NAME OF SETTLEMENT/TOWNSHIP	PROPERTY DESCRIPTION	WARD	ESTIMATED NUMBER OF HOUSEHOLDS/ ERVEN
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

7.8. Integrated Human Settlements

7.8.1. 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	
4.	Retiefville Extension 1 (Portion 16, Portion 98 and remaining extent)		HIS	Lidwala Specialist Solutions	262	Professional land use planning, municipal civil engineering and project

No.	Project Description	Project HSS Number	Programme	Implementing Agent/ Service Provider	No. of Sites	Scope
	of Portion 9 of the Farm Piet Retief Town and Townlands 149 HT)					management services.
5.	Dirkiesdorp (Portion 3 of the Farm Schoonderzigt)			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		

7.8.2. 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.	Wolverdiend	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 Wolverdiend 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.

7.8.3. 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.

List of potential beneficiaries that needs houses per wards

Ward	Housing needs
01	50
02	150
03	196
04	25
05	100
06	100
08	100
09	250
10	262
11	200
12	100
13	150
14	150
15	185
16	150
17	238
18	200
19	220
Total	2826

Source: ward councillors

NATIONAL HOUSE NEEDS REGISTER

NHNR	Number
Mkhondo	6798

7.9. 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).	

7.10. 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.

7.10.1. RURAL DEVELOPMENT PLAN OBJECTIVES

Integrated Rural Development Objectives

OBJECTIVE	DESCRIPTION
Improve Quality of Life	To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing and employment are met.
Enhance Competitiveness	To make rural areas more productive and less vulnerable to natural hazards, poverty and exploitation, and to give them a

	mutually beneficial relationship with other parts of the regional, national and international economy
Comprehensive Community Participation	To ensure that any development is self-sustaining and involves the mass of the people. In addition to ensure as much local autonomy and as little disruption to traditional custom as possible

CRITICAL SUCCESS FACTORS

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

7.10.2. 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

MECHANISM	DESCRIPTION
	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.

7.10.3. 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.

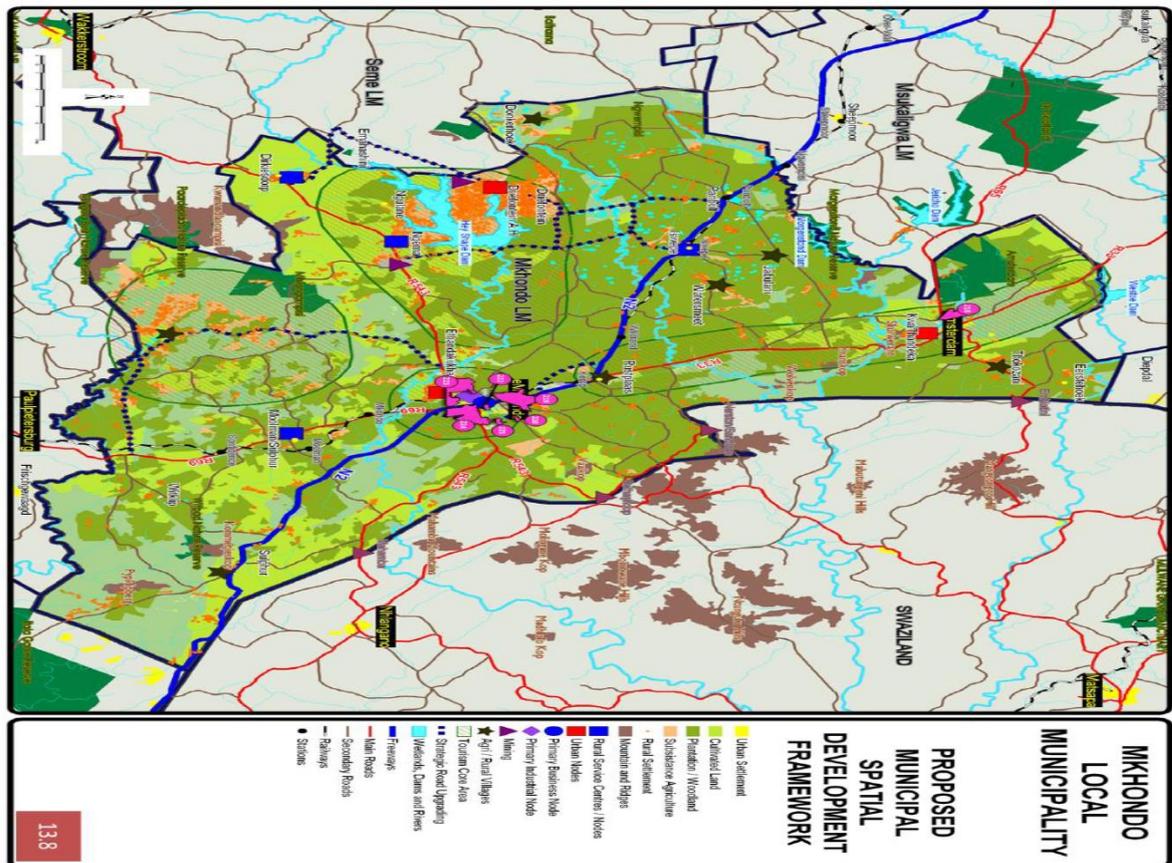
The Gert Sibande District SDF delineated a hierarchy of activity nodes to guide urban development and infrastructure investment in the District.

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.

7.10.4. 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

Value Chain	GERT SIBANDE DISTRICT MUNICIPALITY													
	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			√	√	√	√	√				√	√	√	

7.11. 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 20: PGDS priority areas:



7.12. 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 10: Sector plans



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

Figure 111: **Socio Economic Outcome Priorities:**



7.13. 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 22: **Mpumalanga main economic sectors:**



7.14. 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 486: The key concepts of the programme include:

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

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

7.15. 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 49: **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.

7.16. 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 50: **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 51: 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 52: **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 53: **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

7.17. 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.

7.18. 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 54: 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

7.19. 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 55: 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.

7.20. 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.

7.21. 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 56: 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

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

Table 57: Alignment of the IDP with National, Provincial and District Priorities

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities
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 security and Land Reform through LED	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
The fight against crime and corruption	Social cohesion and safe communities	Improve and sustain Financial, Human Resources and Management Excellence across the District Improve and sustain Financial, Human Resources and Management Excellence	Financial Viability and Management Municipal Institutional Development and Transformation

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities
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

7.23. 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).

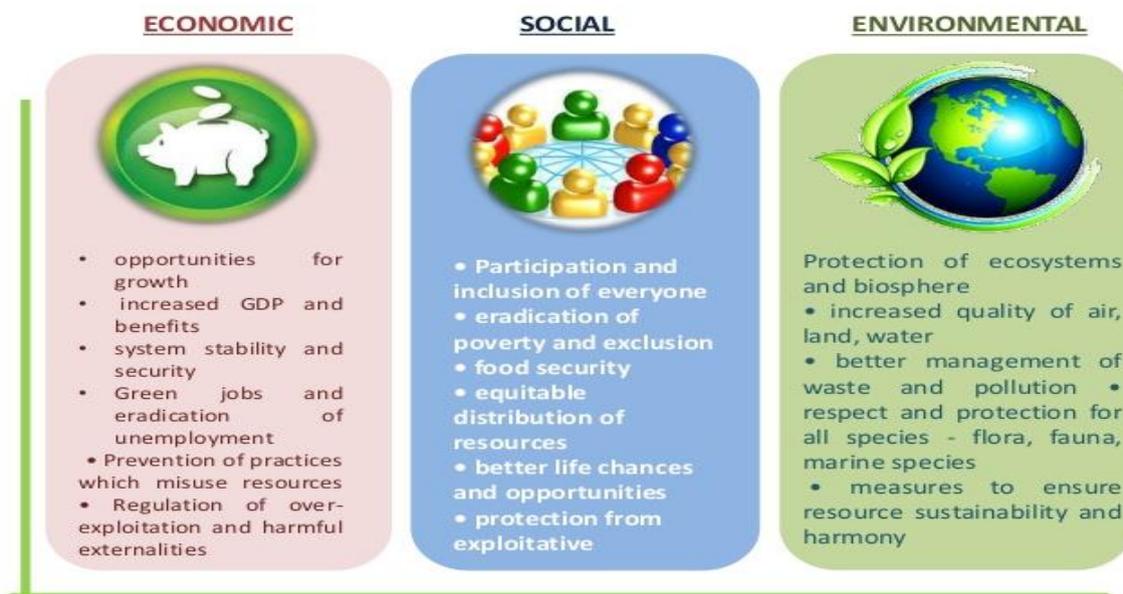
Legislative requirements as amended:

- 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[VD1]

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

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

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

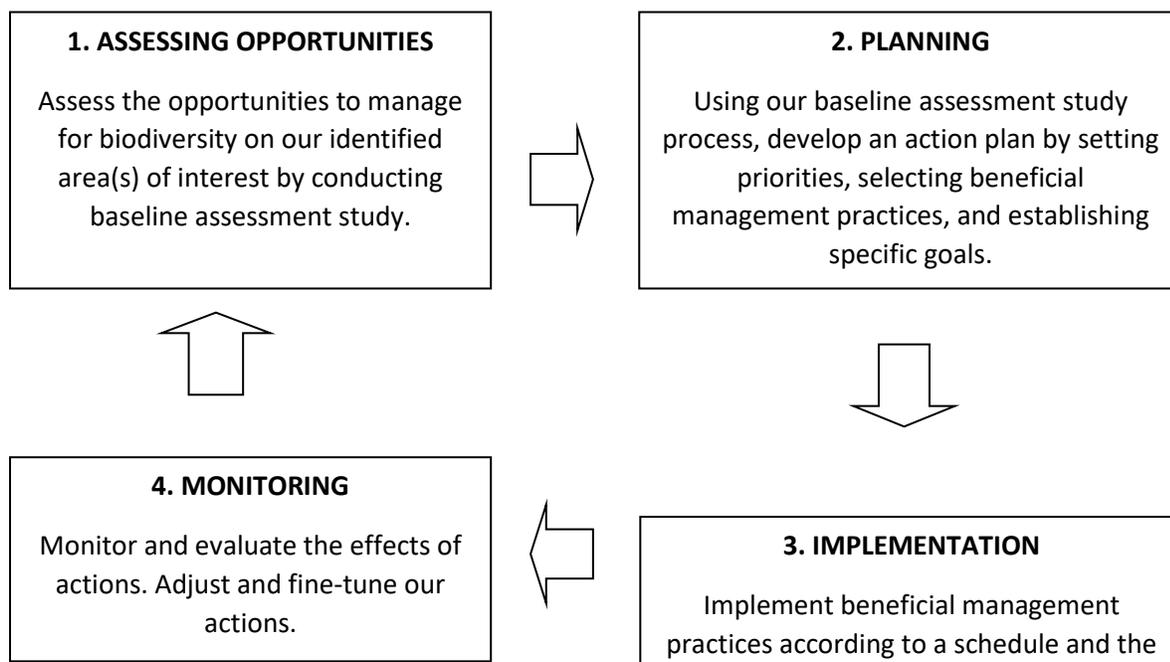
- Negative impacts on biodiversity hot spots and environmentally sensitive areas found within the municipality originate primarily from economic activities such as forestry, mining and subsistence agriculture. Mining specifically, is encroaching on several conservation areas and important wetlands. Other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

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

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

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

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 as 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
Amsterdarm	Transfer station	1

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.

8.1.1. 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.

8.1.2. 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.

8.1.3. 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.

8.1.4. 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.

8.1.5. 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

8.2.1. Summary of the KPI 2021/22

Key Performance Area	No of KPI	No of Achieved	No of NOT Achieved
Basic Service Delivery	38	30	8
Municipal Institutional Development & Transformation	14	13	1
Good Gov. & Public Participation	25	22	3
Municipal Viability Financial Management	14	13	1
Local Economic Development	7	7	0
Spatial Rational	7	7	0
Total	105	93	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.	<p>Purchase of Teammate Audit Management System which consists of the following:</p> <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
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

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
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
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

NO.	PROPOSED PROJECTS	ESTIMATED AMOUNT	NARRATIVE
5	Access to Municipal Roads		
5.1	Taxi collector Roads	R228, 456	Funding still needs to be sourced
6.	Housing subsidies		
6.1	Township establishment EIA, planning and design	R720, 000	Funding still needs to be sourced
Proposed Watersmead Projects			
	Access to Water		
1.	Water: Rising main extension		Funding still needs to be sourced
2.	Water: Pump station upgrade		Funding still needs to be sourced
3.	Access to Sanitation		
	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