

MKHONDO

LOCAL MUNICIPALITY

"A model municipality of excellence"

FINAL 3RD REVIEW (2024/2025) OF THE 2022-2027 INTEGRATED DEVELOPMENT PLAN (IDP) FOR MKHONDO LOCAL MUNICIPALITY

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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
BRICS	BRAZIL, RUSSIA, INDIA, CHINA, SOUTH AFRICA
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



EXECUTIVE MAYOR'S FOREWORD

Although South Africa's democracy is still in its infancy, the government has achieved enormous progress since 1994 in raising the standard of living for its citizens. Marking the historic milestone of reaching 30 years of democracy, we should not let our detractors, whether abroad or in the country diminish what the democratic government has achieved in 1994 and in the years that have followed.

The dignity of the black people who live here has been purposefully and cruelly denied for three centuries, first by colonization and then by apartheid. Laws and policies that were upheld to further the interests of a white minority left millions of black South Africans, who were African, Coloured, and Indian.

Our magnificent country saw the sound of freedom's bell exactly thirty years ago. A heavy burden left our shoulders when we cast our first ballots on that particular day. Our chains were no longer bound. We were free from the oppressive weight that had been placed on us for ages.

While there have been setbacks, we acknowledge that unemployment is still high and that our economy is growing at a rate of 0.8%. Nevertheless, we are proud to have brought about a revolutionary change in South Africa's boardrooms, workplaces, and shop floors through affirmative action, worker-share ownership programs, and progressive labour laws.

The democratic state has reduced child mortality, increased life expectancy, and made significant progress in combating the HIV/AIDS pandemic through its healthcare initiatives. Our democratic government has made learning and culture more accessible.

It is difficult for local government to achieve the goal of developmental local government. A crucial tool for concentrating on local issues as opposed to taking a sector- or development-dimension-driven approach is integrated development planning (IDP). The fundamental concept of integrated development planning, integration, implies that it is necessary to address both sectors and aspects collectively rather than separately.

Alternatively, the key consideration in the integrated development planning process that drives decision-making is the priority issues that are identified and defined by every citizen. These priority issues are derived from a process of analyzing the existing local situation and focusing on the problems facing the communities living in the municipal area, as well as the municipality's development potential.

The planning focus is on identifying the main concerns from this spectrum of probable issues and problems. The municipality just lacks the resources necessary to address every concern that the community has raised. Dimensions are regarded as overarching issues or guiding principles in this issue-driven approach to planning since they form the foundation of the idea of development itself.

Sectors, on the other hand, should be considered where they are relevant to the local priority issues and in relation to one another rather than in isolation. Developmental local government should address the crosscutting dimensions of development throughout the planning process as these dimensions are aspects of all development and cannot be ignored in any local planning process if it is to be sustainable and developmental.

An awareness of the following dimensions and crosscutting issues have formed the basis on which the integrated development planning process for the 2024/2025 was undertaken, as they have affected all the development processes in the context of integrated development planning. These are:

- Infrastructure Development
- Spatial Dimension;
- Economic Dimension;
- Public Safety and Security;
- Education and;
- Social Security.

The Integrated Development Planning process for the 2024/2025 financial year involves a wide range of stakeholders. Because of this, I am confident that this Integrated Development Plan 2024/2025 will help our communities receive sustainable services, and it will serve as an inspiration to all of you who participated in the integrated development planning process in our effort to make the Integrated Development Plan a tool to more effectively address the social and economic needs of our communities.

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CLLR NC NDHLOVU

EXECUTIVE MAYOR



OVERVIEW BY THE (ACTING) MUNICIPAL MANAGER

This financial year, the Mkhondo Local Municipality saw improved attendance and energetic participation of our sector departments at our Strategic Planning Workshop. This was during the Strategies Phase of the compilation of our Integrated Development Plan (IDP).

We, in line with the guidance of the District Development Model (DDM) approach and as well as the MEC's comments against our 2023/24 IDP have, to a large extent, presented our important IDP tables along the lines of the Transformational Area Groups (TAGs). This is to strengthen the alignment between our IDP and our District One Plan.

The challenges around the vacancies at key administrative positions is still with us however the processes to resolve such matters are being prioritized by the Municipality. This situation is not making it easy for some of our stakeholders and the administrative governance of the Municipality. We are happy to report that ESKOM has included the Mkhondo Local Municipality in the group of municipalities participating in the debt relief programme. The Municipality is putting efforts to ensure compliance with all the conditions of the programme. This will be a win-win situation if both parties play their roles as per the agreement.

The water supply has stabilized in the eMkhondo/ Thandakukhanya as well as the Amsterdam/ KwaThandeka urban nodes. The Saul Mkhizeville node is experiencing challenges brought by the fact that the Municipality is not owning the supply of the raw water. It is owned by the Department of Water and Sanitation, and negotiations are ongoing to increase the size of the supply to the Municipality's Water Treatment Works.

The Municipality is committed to ensure continuous supply of water throughout our communities including the rural areas that were previously not receiving such service from the municipality. This must be complimented by a corresponding commitment from our recipient communities to contribute towards the sustainability of such service, even if it is on a flat rate basis. We will be focusing on the quality of the water supplied during the 2024/25 financial year.

Our electricity provision saw a stable supply from ESKOM towards the end of the 2023/24 financial year. The internal load shedding has also drastically decreased and plans are at an advanced stage to increase the NMD which will do away with the internal load reduction. The

current state of our roads both in urban and rural areas is not encouraging investment and neither is it allowing ease of movement. Our efforts must therefore be doubled in order to improve and increase the confidence of investors in our municipality.

The Municipality has placed some of its critical infrastructure on privately owned land. During the 2023/24 financial year we have experienced a concerted effort by some of the private land owners demanding compensation from the Municipality for the use of the subject pieces of land. This is a lesson for all of us to, in future, ensure that all administrative processes are concluded prior to such land being use for municipal infrastructure development.

During the 2022/23 audit period, our UIFWs have greatly reduced by above 80% compared to the previous audit period. This is not the best position but an indication of the commitment of all parties towards attaining a clean audit.

Our revenue collection is under strain at around 60% but there is commitment from all internal parties to increase such to the level agreed to by and between the Municipality and our biggest creditor, ESKOM. Our income and expenditure projections for the 2024/25 financial are indicating a surplus but our balance sheet is still unfunded mainly as a result of the ESKOM debt.

The municipality has realized the need to capitalize on the benefits of technology and 4th industrial revolution in order to optimize the efficiency of its service delivery. We are considering the introduction of earth observation unit that will assist in proactively ensure the safety of the municipal assets and infrastructure, efficiency of our revenue collection mechanism and integration of various processes in order to continuously improve the efficiency in the provision of the services.

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MJ MKHONZA

ACTING MUNICIPAL MANAGER

CHAPTER 1 EXECUTIVE SUMMARY

Background 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 (VolksrustSwaziland) 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 (2 270 897people) followed by Nkangala District Municipality by 1 588 684 people and Gert Sibande District Municipality by 1 289 459 people (Statssa, 2022).

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).

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. Largescale 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.

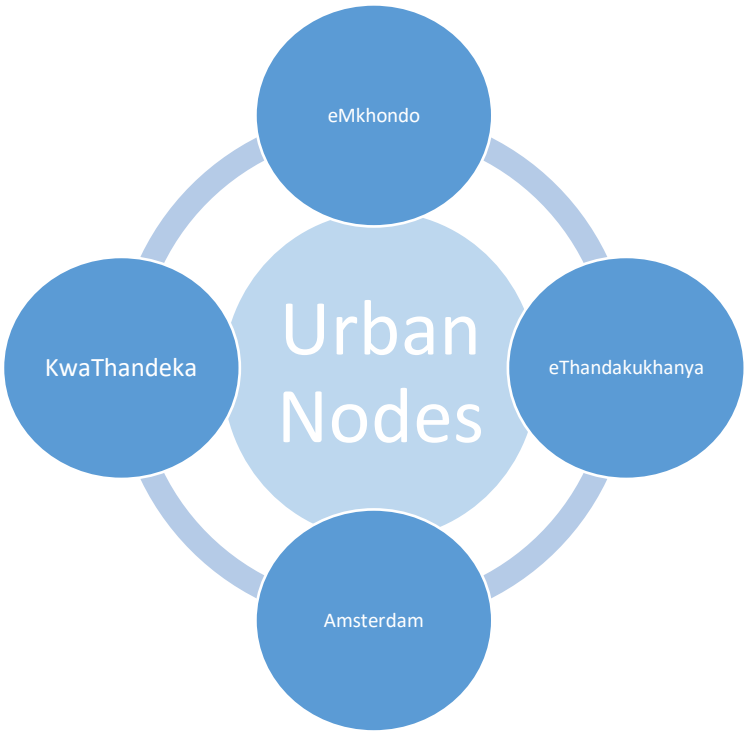


Figure 1: Mkhondo Local Municipality includes the following urban nodes

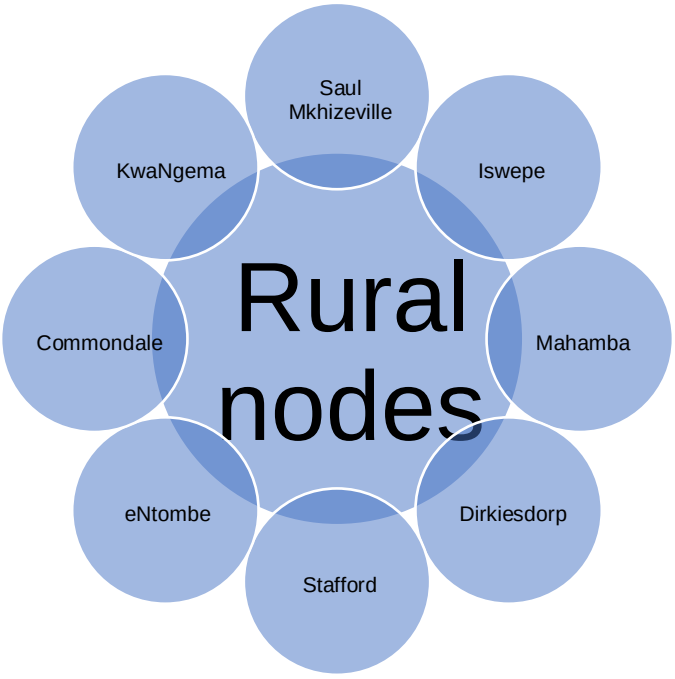


Figure 2: The Municipality includes the following rural nodes/ settlements

1.1. Legislative and policy framework

1.1.1. The United Nations: Sustainable Development Goals

The Agenda remains the world's roadmap for ending poverty, protecting the planet and tackling inequalities. The 17 SDGs, the cornerstone of the Agenda, offer the most practical and effective pathway to tackle the causes of violent conflict, human rights abuses, climate change and environmental degradation and aim to ensure that no one will be left behind. The SDGs reflect an understanding that sustainable development everywhere must integrate economic growth, social well-being and environmental protection. 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.



Figure 3: Sustainable Developemnt Goals (Source: UN Habitat)

1.1.2. 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.

1.1.3. National development plan 2030

The National Development Plan 2030 (NDP) is a national long term strategic plan which was prepared by the National Planning Commission in 2011. 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:

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.

Table 1: Objectives of the National Development Plan (NDP)

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

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

Table 2: The NDP objectives

1.1.4. The 2019-24 medium term strategic framework priorities

Government priorities:

(i) Building a capable, ethical and developmental state
(ii) Economic transformation and job creation
(iii) Education, skills and health
(iv) Consolidating the social wage through reliable and quality basic services
(v) Spatial integration human settlements and local government
(vi) Social cohesion and safe communities

(vii) A better Africa and World

IDP IMPLEMENTATION APPROACH: 2019-24 MTSF	
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. There are 3 phases of implementation of NDP and Provincial Vision 2030 Strategic Implementation Framework at the Provincial Level: 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…	Within the next 10 years, government commits to making progress in tackling poverty, inequality & unemployment through the goals (SONA 2019): 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 10year-old will be able to read for meaning Violent crime will be halved. With the period of the MTSF 2019 - 2024, government will: 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

Table 3: MTSF Priorities

1.1.5. Intergovernmental Relations Act, no. 13 of 2005

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 4: 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 analyses 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:



1.1.6. State of the Nation Address and State of the Province Address 2024

The State of the Nation Address (SONA) is a significant event in South Africa's political calendar. It provides an overview of the country's current situation, outlines government priorities, and highlights achievements and challenges. Here are some key points related to SONA delivered by President Cyril Ramaphosa in February 2024. During this address, the President discussed critical issues affecting South Africans, including load shedding, unemployment, poverty, rising living costs, crime, and corruption. The state of the Mpumalanga Provincial Adress, 2024. The SOPA is aligned with the SONA priorities, opportunites and chgallenges.

ITEM	SONA	SOPA	SOMA
Unemployment	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	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%.	Mkhondo will continue to create work through CWP, EPWP and other agencies
Electricity	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 coalfired 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	Our work will be informed by the nine point programme of action that is comprised of the following pillars; 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	Mkhondo Local Municipality is working wit Eskom on electrification of rural areas and servicing of eskom debt

	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	Operation Clean Audit (OPCA) 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	

Table 5: SONA and SOPA 2024

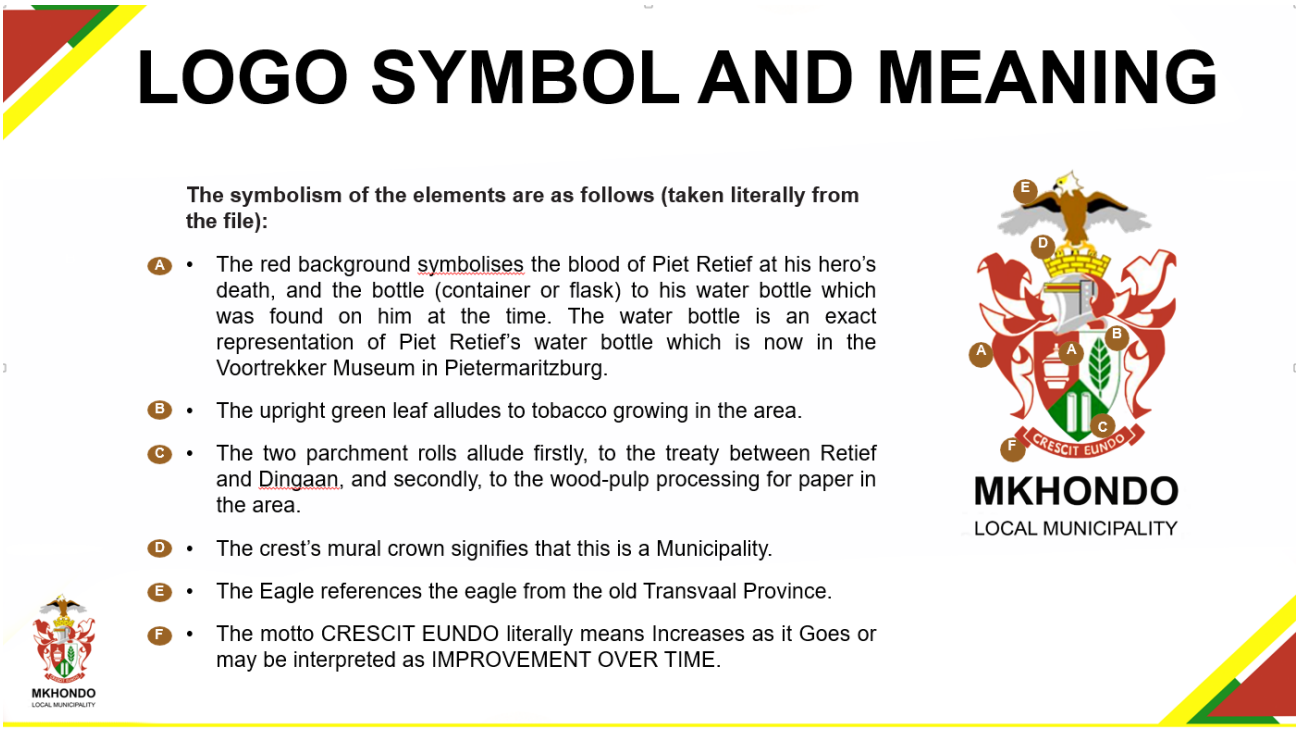
ITEM	SONA	SOPA	SOMA
	massive investments in renewable energy will create jobs and stimulate local economies not only in the Northern Cape, but also in the Eastern Cape, Western Cape and Mpumalanga, turning even the most arid desert into a giant energy source.		
Water & Sanitation	Last year, we announced 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	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	Planning, Design and Construction of Amsterdam Sewer Reticulation Construction of Driefontein Sanitation Infrastructure

	preparation, specifically in rural and underresourced areas.		
Local Economic Development	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.	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	
Infrastructure	In a major development, the South African National Roads Agency – SANRAL – has awarded road construction contracts worth R18 billion over the last three months.	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	Upgrading of Bus and Taxi Route at Sbetha in eThandukukhanya Construction of KwaThandeka Main Access Road

ITEM	SONA	SOPA	SOMA
		investment and growth. We have completed a total number of 102 projects which include both building and transport infrastructure. These projects include the; 88 Educational facilities; 3 Health facilities; 2 Social development facilities; and Library 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	
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	To stimulate economic growth

1.2. Municipality at a glance

1.2.1. Mkhondo Coat of Arms



The proposed mkhondo coat of arms, presented during the IDP public participation process, has faced significant public disapproval due to its perceived symbolism of colonialism. This negative public sentiment poses a risk to the legitimacy and effectiveness of the IDP, as well as to the broader community relations and trust in the local government.

The coat of arm should be redesigned to be inclusive and transparent, involving all the relevant stakeholders. This collaborative approach will ensure that the new coat of arms truly represents the collective identity and values of Mkhondo.

1.2.2. Mkhondo Local Municipality Political and 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.

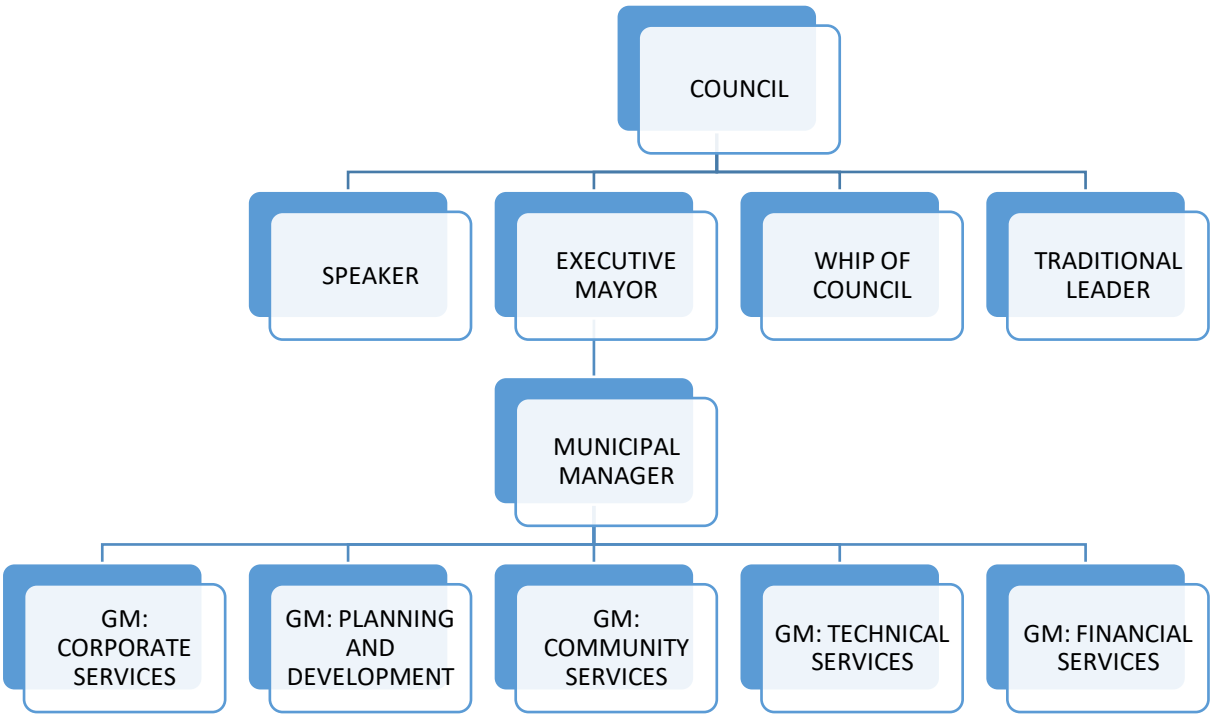


Figure 4: Political and Administrative Organisational Structure

1.2.3. Council Committees

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

WARD	NAME AND SURNAME	POLITICAL PARTY
1	Cllr Nosipho Doris Sangweni	ANC
2	Cllr Bhekumuzi Enock Maisela	ANC
3	Cllr Mlamleli Nathania Mbatha	ANC
4	Cllr Sduduzi Daniel Thwala	ANC
5	Cllr Johnson Mageba Nkosi	ANC
6	Cllr Mbongiseni Simon Ngwenya	ANC
7	Cllr Irene Brussow	DA
8	Cllr Mduduzi Zweli Ngwenya	ANC
9	Cllr Thokozani Wonderboy Manana	ANC
10	Cllr Maureen Zodwa Thomo	ANC
11	Cllr Nhlanhla Goodman Gwebu	ANC
12	Cllr Muzi Romeo Mhlanga	ANC
13	Cllr Nonhlanhla Sheila Mthethwa	ANC
14	Cllr Walter Vilakazi	INDEPENDENT
15	Cllr Sabelo Millton Shoba	ANC
16	Cllr Thembi Mirriam Qwabi	ANC
17	Cllr Mthokozisi Amadi Simelane	INDEPENDENT
18	Cllr Mthandeni Mkhabela	ANC
19	Cllr Musa Samuel Lukhele	ANC

WARD	NAME AND SURNAME	POLITICAL PARTY
PR (ANC)	Cllr Dumisani Moses Ntshakala	ANC
	Cllr Busisiwe Merry Khumalo	ANC
	Cllr Thembisile Eva Khumalo	ANC
	Cllr Duduzile Mary Thwala	ANC
	Cllr Ngelosi Christinah Ndhlovu	ANC
PR (EFF)	Cllr Sindisiwe Pretty Sibiya	EFF
	Cllr Siphesihle Patrick Mkhwanazi	EFF
	Cllr Nozibele Nokukhanya Zulu	EFF
	Cllr Vusimuzi Simon Hlophe	EFF
	Cllr Lindiwe Linchen Ngubeni	EFF
	Cllr Dudu Witness Nkosi	EFF
	Cllr Esther Fikile Nkosi	EFF
PR (DA)	Cllr Samuel Jabu Methula	DA
	Cllr Bhekisisa Alex Dlamini	DA
	Cllr Themba Wiseman Tshandu	DA
	Cllr Timothy Hlengisizwe Mtshali	NFP
PR (ATM)	Cllr Malusi James Dlamini	ATM
(PR) IFP	Cllr Jabulani Richard Sibiya	IFP
(PR) VFPLUS	Cllr Heinz Werner Weber	VFPLUS

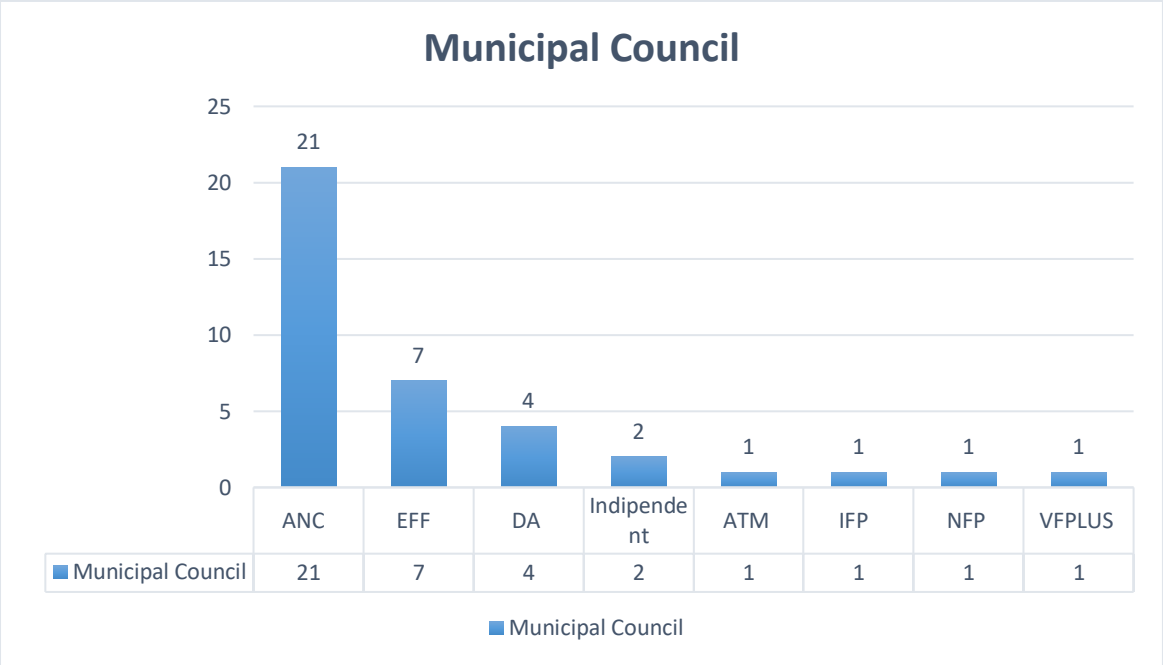
Table 6: Council Members:

The municipal council meets on a regular basis and the council meeting schedule for the 2024-2025 financial reporting period will be annexed into the IDP after approval by council.

Schedule to be inserted after council approval

Table 7: Schedule of Council Meeting for 2024-25

1.2.4. Councillors per political party:



1.2.5. Council committees

COUNCIL COMMITTEE	NO. OF MEMBERS	SITTINGS	FUNCTIONALITY	RESPONSIBILITIES
Technical And Financial Services Committee	4	Monthly	Yes	to identify and review the needs of the community; to evaluate the progress of the municipality; to monitor the management of the municipality; to report to the municipal council on all decisions taken; to appoint the mayoral committee; and to perform other delegated powers
Corporate Services Committee	4	Monthly	Yes	
Planning And Development Committee	4	Monthly	Yes	
Community And Forestry Services Committee	4	Monthly	Yes	

Figure 5: Section 80 Committees

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

Figure 6: Section 79 Committees

1.2.6. Traditional 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 (Ongenyaneni) that we have knowledge. The Mthethwa Chiefancy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

TRADITIONAL AUTHORITIES	TRADITIONAL LEADERS	AREAS/ WARDS
Kwandwalaza	Inkosi M A Mahlobo	09
Madabukela	Inkosi T B Mthethwa	03, 07, 10, 11, 12, 13, 14, 15,16 & 17
Mahlaphahlapha	Inkosi B V Yende	01, 02 & 18
Ogenyaneni	Inkosi M T Yende	04, 06 & 08

1.2.7. 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

1.2.8. 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).

1.2.9. 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

1.2.10. Information and Communication Technologies (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.

1.2.11. 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
	Implementation of the Geographic Information System
	Meter audit to be done
	Collection of arrears through pre-paid system
	Proper indigent control
	Data cleansing
	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:

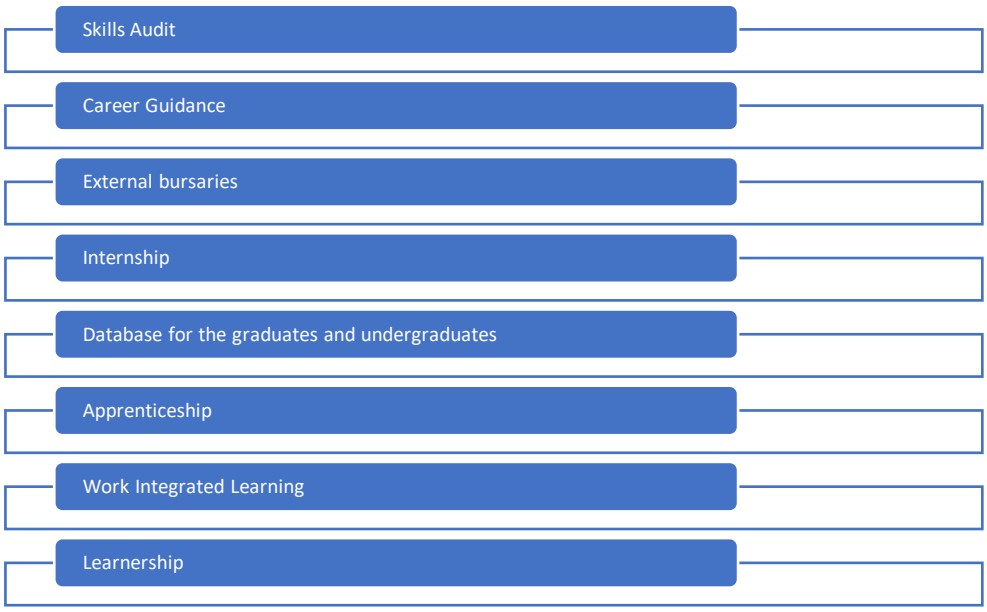
Table 42: Key sections of the SCM Policy:

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**

1.3. 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 skill

1.3.1. Workplace Skills Plan July 2023 –JUNE 2024 (Councilors and officials)

No.	Trainings	No. of participant targeted	No.	Trainings	No. of participant targeted
1.	Municipal Staff Regulations (MSR)	59	15.	Health and Safety	33
2.	Local Government: Municipal Staff Regulations (MSR) (Virtual)	02	16.	First Aid	33
3.	Local Government Municipal Staff Regulations for Councillors	04	17.	Annual Municipal Finance Interns Workshop	02
4.	Gapskill Workshop on Skills Audit	02	18.	Payday (ESS Module)	04
5.	Municipal Financial Management Programme (MFMP)	17	19.	Mscoa Annual Workshop	03
6.	Labour Law Seminar	01	20.	Mscoa Module	06
7.	Water and Sanitation Training	01	21.	Workwide Mobile Workshop	13
8.	IRMSA 2023 Conference	02	22.	Budget Module	06
9.	Computer Literacy	18	23.	ESS Administrator Training	02
10.	Payday	04	24.	ESS End-User Training	51
11.	CIGFARO Annual Conference	04	25.	HR Module	06
12.	VIP Protection	02	26.	Equity Module	02
13.	IMPSA Conference	02	27.	Skills Module	03
14.	Emotional Intelligence	04	28.	Municipal Governance	03
15.	Project Management	02	29.	Municipal Policy Workshop	65
30.	Complaints Management System	04			
31.	Cable Joint	03			
32.	6th Annual Local Government Labour Law Seminar	03			

WORKPLACESKILLS PLAN JULY 2023- JUNE 2024 (UNEMPLOYED YOUTH)

1. Environmental Practice (30 participants)
2. Construction Roadworks (49 participants)
3. Youth Leadership Development Programme (27 participants)

We facilitate the following:

- Facilitate internal Bursaries for Employees
- Career Guidance
- Learnership
- Internship
- In-Service Training

1.3.2. Mkhondo sector plans:

STRATEGY/SECTOR PLAN	STATUS QUO 2024/25	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 distict 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 municipality is utilising the 2017 Spatial Development Frameworky.	SDF is outdated.
Local Economic Development Strategy	Reviewed and adopted in December 2023.	None
Electricity Master Plan	Does not exist	
Human Resources Strategy	Draft exists	Waiting for council approval.

STRATEGY/SECTOR PLAN	STATUS QUO 2024/25	CHALLENGES
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 exists	None
Financial Plan	Does not Exists	Still pending
Workplace Skills Plan	Exists, submitted annually on 30 April to LGSETA. External bursary policy in place.	None
Communication Strategy And Policy	The Communication Strategy was developed and review annual.	None
Supply Chain Management Policy	Exists	None
Risk Management Strategy	Exists	None
Anti-Fraud And Corruption Policy	Exists	None
HIV Integrated Strategy	Exists	None
Financial Strategy	Exists	None
Multi Year Financial Strategy	Exists	None
Revenue Strategy	Exists	
Capital Asset Strategy	Exists	None

1.3.3. Mkhondo 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
	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
	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
	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
	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
	Tariff	27 May 2016	16/05/434A	Yes	2018	No	No	Advertise local newspaper and by-law left strategic places for public comments	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
	Street Trading	27 May 2016	16/05/434A	No	-	Yes	No	Advertise local newspaper and by-law left strategic places	None
	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
	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
	Public Roads	27 May 2016	16/05/434A	No	-	No	No	Advertise local newspaper and by-law left strategic places for public comments	None
.	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

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
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 Mnagement	31 January 2023	23/01/81A	Yes	17 March 2023	No	No	Advertise local newspaper and by-law left strategic places	None

1.3.4. HR 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	

POLICIES	APPROVED		WHEN IT WAS APPROVED	COUNCIL RESOLUTION NO:
	YES	NO		
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	

1.3.5. 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%

1.3.6. 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 discrimi nation 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.

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

1.4. 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

1.4.1. Mining

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

1.4.2. Agriculture and Forestry

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

1.4.3. 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

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

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.

1.4.4. Tourism

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

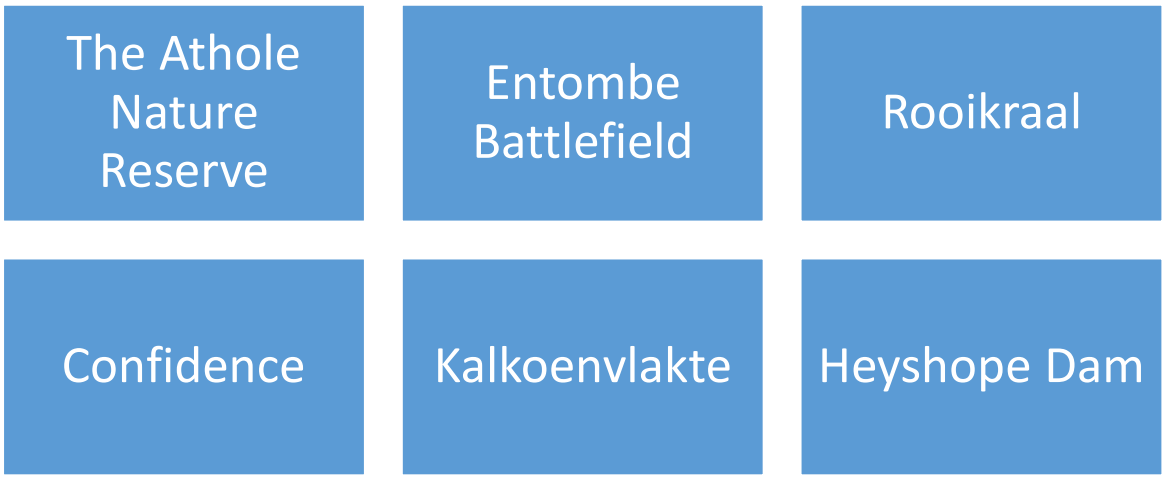
Tourism is dominated by guesthouse facilities around the town of eMkhondo which cater for weekend and transit travel, while conservancies and private reserve developments are increasing in the Ngwempisi and Assegai River valley and catchments. The N2 linkage through Mkhondo is the major tourism link

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).

1.4.5. 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.

1.4.6. Transportation and Logistic

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.

1.4.7. Local economic development strategy

The Mkhondo Local Municipality Local Economic Development LED Strategy was reviewd and approved by Council in May 2019and we are currently busy with the review of the srtagy 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.

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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

1.4.8. Mkhondo LED Strategic FrameworK

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.

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);	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;	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%	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%;	Coordinate training on quality standards for SMMEs Introduce the red tape reduction programme (innovative)

Item	Objectives	Activities
5.	To minimize environmental pollution to the required criteria by 2030, through implementing the energy plan.	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

SWOT Analysis of LED Strategy

SECTOR	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Socio-economic	Population growth in people and the number of households Large potential workforce	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.	HIV/ AIDS Covid 19 Pandemic
Agriculture	Commercial Farmers Forestry Large amount of small-scale farming	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 mo dern farming techniques	Rural Development programme Opportunities supplying local retailers Introduction of feeding schemes in Government facilities such as schools, prisons and hospitals.	Global warming. Natural disasters such as floods and droughts
Tourism	Conservation areas Rich heritage. Potential attractions and activities Abundant natural beauty Diverse array of cultural groups	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.	Provincial tourism mar keting. Corridor between to eSwatini, and KZN	Land ownership an d availability. Environmentally se nsitive areas. Covid 19 Pandemic

SECTOR	STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Manufacturing /Industry	Availability of land suitable for industrial development Availability of raw produce.	Lack of skilled labour. Rural nature of Municipality. Infrastructure service capacity & availability Lack of new industrial investment.	Location in relation to Richards Bay. Opportunities for agri-processing. Large local market.	Economic recession. Load shedding
Commerce	Mkhondo Town. Local convenient shops in rural areas. Emerging rural development nodes. Large number of local small Shopping facilities. Strong informal business component.	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.	Regeneration of Small Town such as Amsterdam	Development of shopping malls.
SMMEs	Informal trading stalls. Organized informal traders. Informal traders' policy. Informal trader's database	Lack of SMME infrastructure. Lack of buy-in from large investors.	Provincial SMME development programmes. Urban renewal programme.	Informalisation. Increase in foreign owned small enterprises.
Infrastructure	National and provincial road network. Railway line.	Poor condition of rural roads. Electricity infrastructure. Old sewer infrastructure	Regional Bulk Water Schemes. Electrification Master Plan.	
LED Institutions	LED unit within the municipality.	Inadequate capacity. Lack of funds. Poor coordination among stakeholders.	Mkhondo Development agency	

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.

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

Implementation plan

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
			Refurbishment and maintenance of Kotze and Mark Street

No	Goals/ Pillar	Strategies	Project
			To develop the lower cost methods of power generation including solar lighting and Wind farm "Enviro-power"
2.	Sector Development and Investment Promotion	Assistance and develop a database	Develop an informal economy strategy that will plan, regulate and develop the sector
			Create standard guidelines for business plans to assist SMMEs formulate business plans and to access funds and other business needs
			Create standard guidelines that assist new firms with business registrations
			Provide container information centres for rural SMME's to access services from SEDA, etc.
			Provide emphasis on preferential treatment for the local SMMEs to benefit from the local tenders
2.2		Small enterprise development of innovation	To support and strengthen the establishment of a municipal wide Business Association/ Forum
			To run an annual small business innovation fair
			Facilitate an SMME business skills development programme
			Facilitate training for informal businesses
			Establish an SMME and cooperatives database and promote SMME's to large businesses
			Registering of SMME's on municipal databases for various supports
2.3		Coordination of LED stakeholders and funding	Ensure information sharing as well as alignment, coordination of investment promotion, business retention and expansion activities within the LED Unit
			Build the officials capacity to support the economy through networking with other organisations, civil society, religious, sporting and other relevant government bodies
			Facilitate the establishment of a Municipality LED Forum
			Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications

No	Goals/ Pillar	Strategies	Project
			Encourage the improvement of intergovernmental relations of all spheres through information sharing and project feedback
3.	Economic Development, and Skills Development	Improving the LED capacity	Staffing of the LED vacant portfolio in Mkhondo
			Review the Mkhondo LM LED organogram where necessary
			To undertake a skill demand audit to assess whether educational institutions have programmes that are aligned with industry demand
			Foster for the establishment of either University of Mpumalanga or GS TVET Campus in Mkhondo specializing in Agriculture and Forestry
			Revival of Mkhondo Skills Centre and Driefontein Skills Centre and alignment of skills demand in Mkhondo
4.	Greening Mkhondo	Support the development of the green economy sector	Partner with the Environmental Services Units and undertake the development of Green Economy Guidelines with key focus on Green energy, Green industry, Green property, Green landscape, Green agriculture, Green jobs and Green skills development
			Investigate opportunities for biogas green energy initiatives linked to agriculture practices undertaken within the Municipality
			Investigate opportunities to transform existing waste into renewable green energy for local consumption
4.2		Support the development of the ICT sector	Develop an ICT Strategy that will focus on: 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	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	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	Support Private Partnerships – Many emerging businesses in Mkhondo Local Municipality are get- ting support from the private sector. Skills and financial aid is provided by private sector, this part- nership 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:



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

1.4.9. ***Expanded Public Works Programme (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.

MUNICIPAL EPWP OBJECTIVE

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

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

Challenges affecting municipalities to deliver on EPWP objectives

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

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

EPWP Target Groups

The EPWP target group is unemployed and unskilled persons, women (55%) youth (40%) and persons will disabilities (2%). These will be attained by using sound Social Facilitation Process, EPWP Recruitment Guidelines and adhering to MLM HR processes. The Municipality will drive the beneficiaries

recruitment supported by the Provincial Coordinating Department or Sector Lead Department within the Province.

ADHERENCE TO THE EPWP MINIMUM WAGE

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

CONDITIONS OF EMPLOYMENT

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

EPWP 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 within the Department of Technical Services (MIG, WSIG, INEP)	IG – Waste Management IG – Forestry Provision of Silviculture Services	IG – Meter Readers IG – Municipal Security IG – School Patrollers IG – In-Service Trainees IG – Road Markers IG – Finance Interns Provision of Municipal Security

EPWP MUNICIPAL COORDINATION STRUCTURE

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

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.

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

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
Siaythuthuka	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 Management Unit (MIG, WSIG, INEP)	R78 336 000.00	420	R92 836 000.00	285
Youth waste Management Project(CoGTA)	CoGTA budget	35	CoGTA budget	35

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.

Community Works Programme (CWP) for mkhondo municipality 2023/24
Mkhondo CWP is within Gert Sibande District, Most parts of Mkhondo wards is largely rural and vast due to that many Villages are situated within private forest land. The CWP currently operates in all the wards of Mkhondo (1-19) Most of the people in the rural areas are employed by white farmers. The farming community is mostly dominated by white South Africans. Service delivery remains one of the biggest challenges in this area which requires services/assistance by the CWP.

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

Demographics

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

CWP

Budget Details

Budget item	Amount
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**

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	Plant Production

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						Mondi forestry and Tribal Authority	
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
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	April 2023-March 2024	R10 000.00	Participants, Local businesses and Agric advisor	Department of Agriculture.	Seedling production training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
		gardens at Uhlelo CPA.					
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
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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,	Administration
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	Public participation training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						Department of Health	
Environmental 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 ECD forums	Waste recycling
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
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
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	Municipality, Department of Social Development, Department of Home Affairs, ECD	ECD level 4 Education and development and Skills programme

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
					Department of Education.	Committees, MRTT	
Support to schools	Assistance in classrooms	208,773 numbers of learners will be benefitting 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 benefitting 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
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	Carpentry

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						management forum	
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 buys 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 throughout the year.	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
Support to schools	Provision of security at schools/pension pay points etc	550 pensioners will be provided with security during	31 March 2023	R90 000	Department of Social Development, Participants,	Department of Social Development, Participants,	Security grade E., D and C

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
		pension pay point in 02 ward(Ward 04 Iswepe and ward 01 Soul Mkhize Vill)			ward committees and Home Based Care practitioners.	ward committees and Home Based Care practitioners.	
Culture	Arts and crafts	Traditional Zulu dance(Amatshitshi) and Traditiona 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 local and Mobile clinics	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 Department of Arts Culture Sport and recreation	Housekeeping and public facility hygiene training

Anchor Activity	Useful Work Activity	Performance Indicator	By When	Budget	Stakeholders	Partnerships	Training Required
						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

Table 8: CWP small scale projecs

1.5. Mkhondo Spatial Development Framework

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.

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 2024/2025 financial year by the Mpumalanga Department of Agriculture, Land Reform and Rural Development, R400 000-00 has been set aside for the project.

1.5.1. The Municipal Spatial Development Framework Vision and mission

SDF Vision

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

The accompanying mission statement is:

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

The Final Draft SDF outlines the follow key components: alignment and integration, status quo analysis, spatial development vision, objectives & strategies to name a few.

Table 45: Spatial Development Objectives:

No.	Objective
2.4.1	Expanding the involvement in and benefit extracted from the farming and forestry activities in the MLM
2.4.2	Ensuring that the sensitive ecological systems and the national Strategic Water Source Areas in the municipal area are not compromised
2.4.3	Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM
2.4.4	Improving and maintaining the road and rail connectivity on the MLM on the local, provincial, national and international level
2.4.5	Developing and expanding manufacturing, agro-processing and beneficiation in the MLM
2.4.6	Developing and enhancing the ecological, cultural and historical tourism opportunities in the MLM

No.	Objective
2.4.7	Developing a viable, affordable, efficient and effective settlement model for the villages in "Non-Urban Mkhondo"
2.4.8	Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM

1.5.2. 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.
The following roads need to be upgraded and maintained to ensure effective municipal, district, provincial and national connectivity: N2;R543;R33; and R65.

1.5.3. 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

1.5.4. 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. It is worth noting that these projections are outdated and are not inline with the latest Census data.

Settlement	2001 Population	2011 Population	Percentage Growth	2021	2031
Amsterdam	1448	6770	368	9304	11895
KwaThandeka	5088	7289	43	10017	12807
eMkhondo	37924	57428	51	78924	100904
Ezinkonjaneni	7	1655	23543	2274	2908
Saul Mkhizeville	16133	25040	55	34413	43997
KwaNgema	1007	1005	-0,2	1381	1766
Ngema Tribal Trust	3536	5590	58	7682	9822
Iswepe	52	2833	5348	3893	4978
Dirkiesdorp	523	2432	365	3342	4273
Mkhondo Non-Urban	77246	61942	-20	55748	55748
Mkhondo Local Municipality	142905	171984	20	206980	249097

1.5.5. Spatial Development Framework Projects

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

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
		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).
SDS 3: Enhancing, strengthening and maintaining the economic vitality, attractiveness and quality of life of the main towns in the MLM SDS 3-1: A land-use management system for the MLM. SDS 3-2: An urban design and local economic development plan for each of the main towns in the MLM. SDS 3-3: A beautification and municipal service provision programme for enhancing and maintaining the physical appearance of the main towns in the MLM.		
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 SDS 4-1: A master plan for improving and managing the N2-interface with the town of eMkhondo. SDS 4-2: A roads-building, maintenance and improvement programme for the MLM. SDS 4-3: A programme of land use management enforcement along the N2 and the railway line. SDS 4-4: A project to explore and propose way of enhancing rural access and connectivity in the MLM.		
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 SDS 6-4: A study into the potential for the development of luxury residential estates in the MLM.		
12.	Identified strategic municipal land to be made available for residential development (A Portion of the Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149-HT (Feedlot and Training Facility next to Agri-Hub Development).	Underway.
SDS 7: Developing a viable, affordable, efficient and effective settlement model for the villages in “Non-Urban Mkhondo”		

Sector Plan, Strategy, Project and Programme		Status Quo
No.	Name/Type	
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". 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". 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.		
13.	Upgrading plans for the seven (Athalia, Speenkoppies, Newplaas, Sluis, Hartebees-Mdukuzane, Riverside and eThandakukhanya) Agri-village settlements Upgrading Plans for Athalia, Speenkoppies, and eThandakukhanya Informal Settlements (still needs to be tabled to Council).	Through the Mkhondo Mondi Development Project or Programme (MMDP), the Municipality has prepared Upgrading Plans for Athalia, Speenkoppies, and eThandakukhanya Informal Settlements with the assistance of Mondi Limited and submitted them to the Mpumalanga Department of Human Settlements for consideration (2021).
SDS 8: Strengthening and enhancing skills development, training and a culture of inquiry, learning and research in the MLM SDS 8-1: A study into the introduction of tertiary education and research centres/facilities in the MLM. SDS 8-2: A study to identify sites and structures that could be used as teaching, skills development and research facilities and student accommodation. SDS 8-3: A multi-stakeholder programme to introduce and fund skills development, education and research facilities in the MLM.		
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.

1.5.6. Traditional authorities

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:

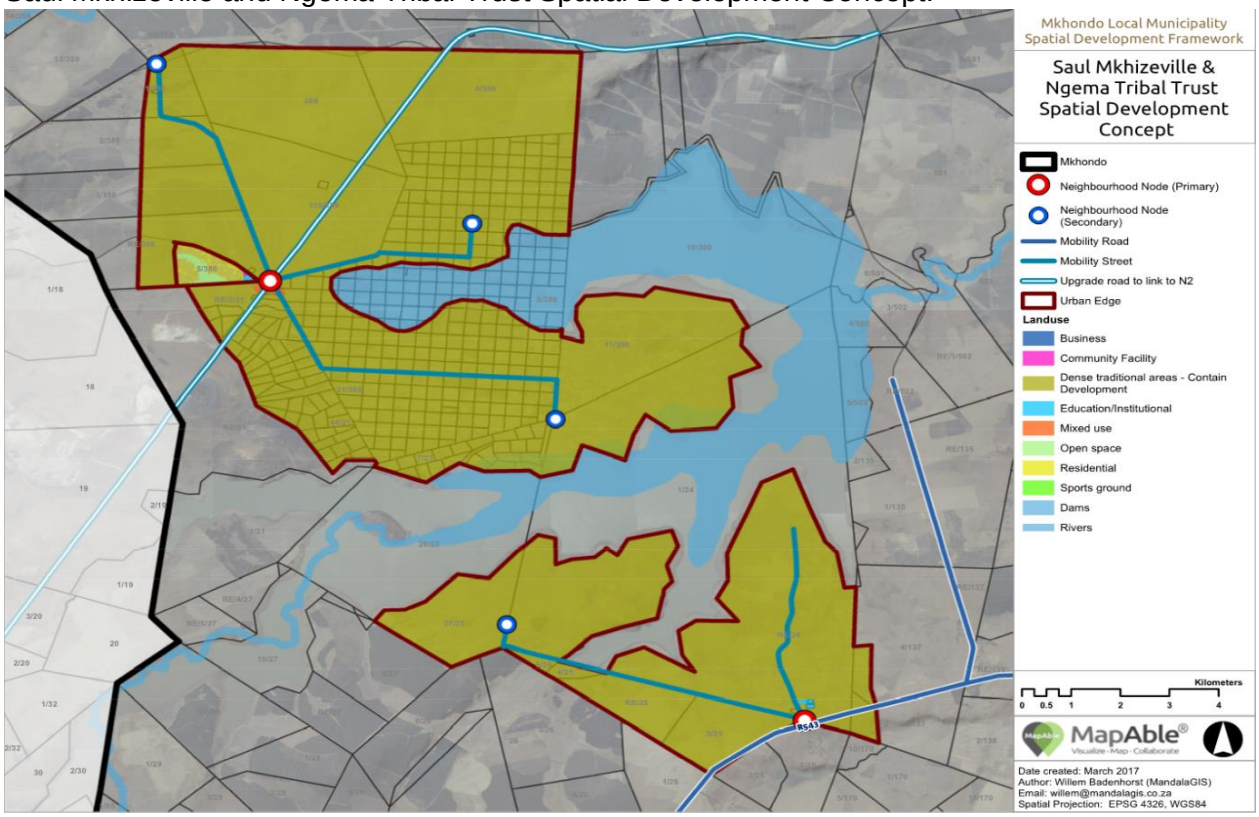


Figure 7: Ngema Tribal Development Concept

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.

1.5.7. The spatial planning and land use management act

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:

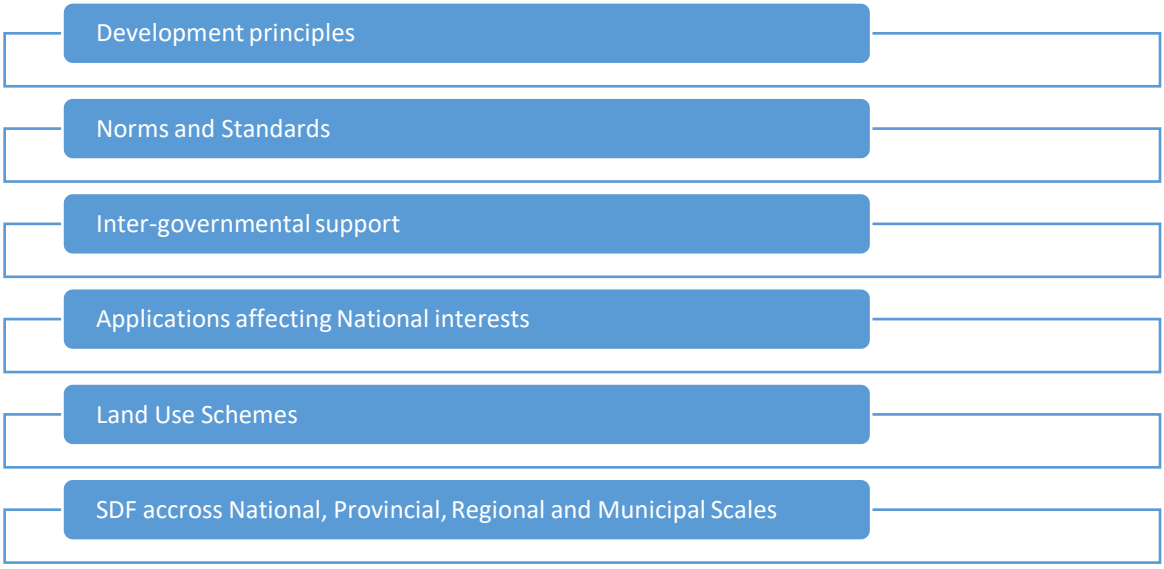
Table 47: SPLUMA elements:

The compilation, approval and review of integrated development plans
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
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.

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

Figure 8: 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:

Principle	Narrative
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
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
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
Efficiency	This principle ensures that land optimises the use of infrastructure and that development application procedures are efficient and upheld.
Good Governance	All spheres of government should promote intergovernmental relations and work together so as to achieve integrated spatial plans and policies which are clear and user friendly to the public

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

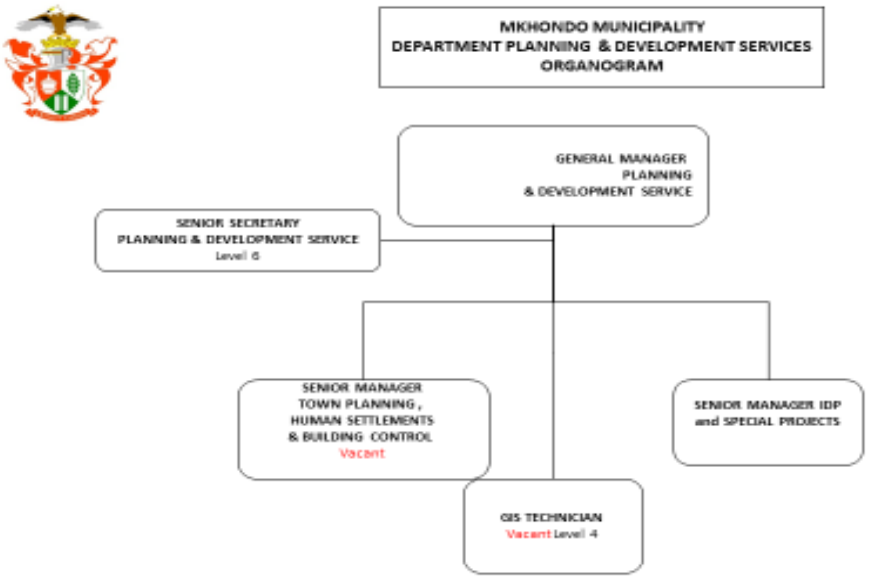
The Municipality needs to develop the following policies (2024/2025 financial year):

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

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

1.5.8. Organogram of town planning



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Figure 9: PED Organogram

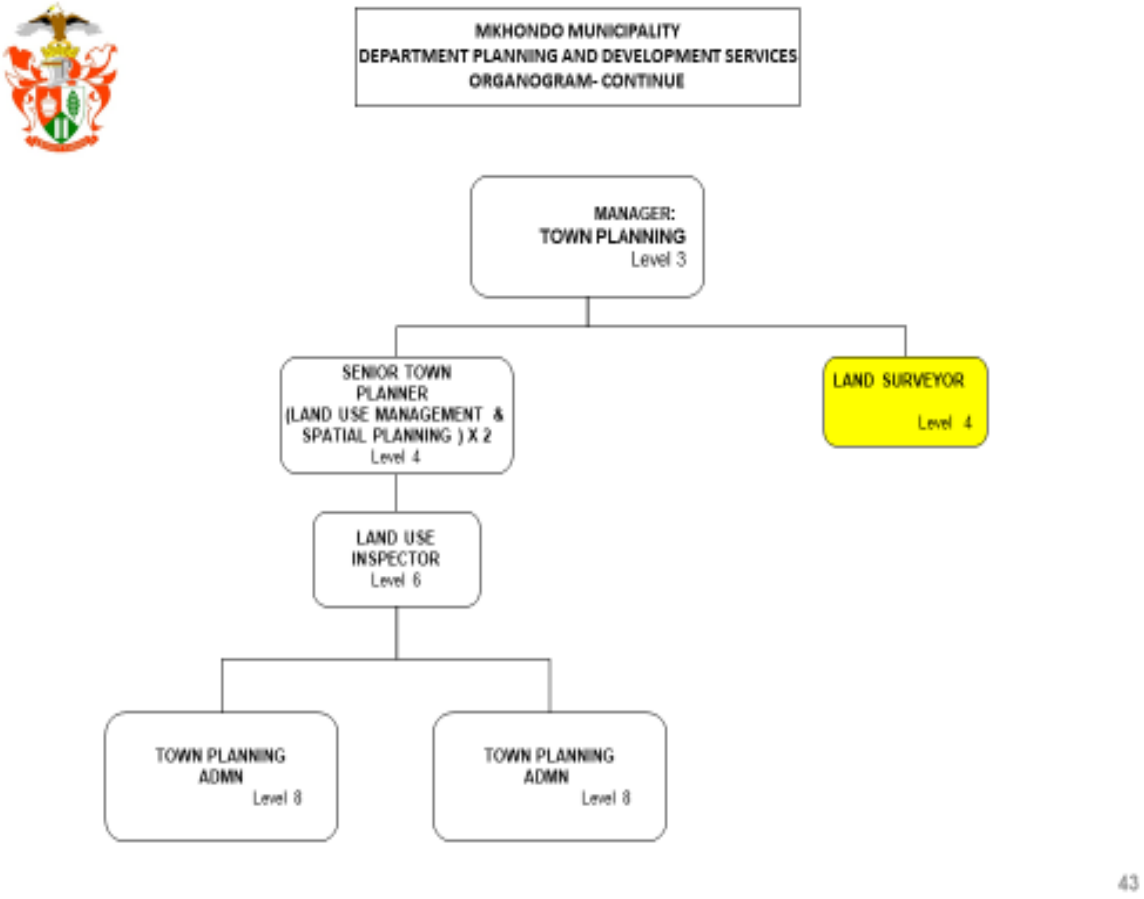


Figure 10: PED Organogram Cont...

1.5.9. 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 surroundig areas.

1.5.10. 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. The Mkhondo Local Municipality adopted and proclaimed the Mkhondo Land

Use Scheme, 2023 in March of 2023. The municipality reviews the LUS with the help of the Gert Sibande District Municipality when necessary.

1.5.11. 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 Constition 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 commited 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.

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	Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
2.	Welverdiend	Erf 9753 eThandakukhanya Ext 9 ; Erf 9076 eThandakukhanya Ext 9; Portion 1 and Portion 5 of the Farm Welverdiend 148 HT	Mkhondo Local Municipality /Mondi Limited	11	125	1992/ 1994	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	Mkhondo Local	10	480	2002	Part of the UISP initiated by the DoHS.

No.	Name of settlement/ adjacent settlement	Property description	Ownership	Ward	Number of households (Approximately)	Date of invasion	Intervention by Municipality
		Welverdiend 148 HT	Municipality				Provision of rudimentary services (communal taps, networking of electricity, grading of roads). Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
4.	Dr Paul's	Portion 9 of the Farm Welgekozen 514 IT	Schoonoord Beleggings (Pty)Ltd	8	540	2004	Part of the UISP initiated by the DoHS. Draft Upgrading Plan in place. Draft Land Invasion Policy working document in place, however needs to be revisited.
5.	Ajax	Portion 9 of the Farm Welgekozen 514 IT; and Portion 8 of the Farm Welgekozen 514 IT	Schoonoord Beleggings (Pty)Ltd; and Witkloof Boerdery (Pty)Ltd	8	134	Pre-1994	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 Bestuurs aangeleenthede;	3	700	1996/ 1997	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 Muncipality	17	820	2012	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 Driepan 432-IT and A Portion of Portion 14 of the Farm Driepan 432 IT	Mkhondo Local Municipality	4	350	2012	Draft Land Invasion Policy working document in place, however needs to be revisited. Continuously issuing Land invasion notices. Site verification conducted
9.	Eziphunzini eThandakukhanya Ext 9	eThandakukhanya Ext 9 (A Portion of Portion 66 of the Farm Welverdiend 148 HT)	Mkhondo Local Municipality	11	958	2007	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.

Table 9: Land invasion in Mkhondo

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 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.

1.6. Human Settlements

1.6.1. Integrated human settlements

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
2.1.	Ajax	Portion 9 of the Farm Welgekozen 514 IT; and Portion 8 of the Farm Welgekozen 514 IT	8	134
2.2.	Dirkiesdorp/eMabola	Portion 3 of the Farm Schoonderzight	3	1000
2.3.	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
2.4.	Dr Paul's	Portion 9 of the Farm Welgekozen 514 IT	8	540
2.5.	Forestview	Portion 35 Of The Farm Welverdiend No. 148 HT	17	500
2.6.	John Vorster/ Chris Hani/Thandanani	Remainder of Portion 1 of the Farm Piet Retief Town and Townlands 149 HT	14 and 17	1095
2.7.	Kempville Ext 3 (Oosloop)	Portion 1 of the Farm Welverdiend 148 HT	10	480
2.8.	Maphepheni	Portion 32 of the farm Vroegeveld 509 IT	8	345
2.9.	Piet Retief/Mkhondo	A portion of the Remainder of the Farm Piet Retief Town and Townlands 149 HT	7	2500 -3000

Table 10: Identified Integrated Human Settlements

Integrated Human Settlement Projects (Greenfields)

Project Description	Project HSS Number	Programme	Implementing Agent/ Service Provider	No. of Sites	Scope
Kempville Extension 2		Integrated Human Settlements (IHS)	Nu Plan	500	Finalisation of Township Establishment process
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.
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	
Retiefville Extension 1 (Portion 16, Portion 98 and remaining extent of Portion 9 of the Farm Piet Retief Town and Townlands 149 HT)		HIS	Lidwala Specialist Solutions	262	Professional land use planning, municipal civil engineering and project management services.
Dirkiesdorp (Portion 3 of the Farm Schoonderzight)			Lidwala Specialist Solutions	1000	Professional land use planning, municipal civil engineering and project management services.
Erf 1803 Piet Retief Extension 7	E17060030	IRDP Phase 2	Nkolele Projects		
eThandakukhanya Ext 4 and Ext 6 (Phoswa)	E14100026	Rural	Moyoyo		
Kempville Ext 3 (Oosloop)	E14100025	Rural	Moyoyo		
KwaThandeka	E1809029	Rural	KD Madonsela		

Figure 11: Greenfield projects

1.6.2. Informal settlements

The Informal Settlements Upgrading Programme for Mkhondo Local Municipality (MLM) is prepared in accordance with the requirements for the implementation of the National Upgrading Support Programme (NUSP) which acts as a support vehicle to the National Department of Human Settlements in its implementation of the Upgrading of Informal Settlements Programme (UISP). The Mpumalanga Department of Human Settlements appointed a service provider to prepare upgrading plans for thirteen Infromal Settlements within Mkhondo. The settlements were identified as follows:

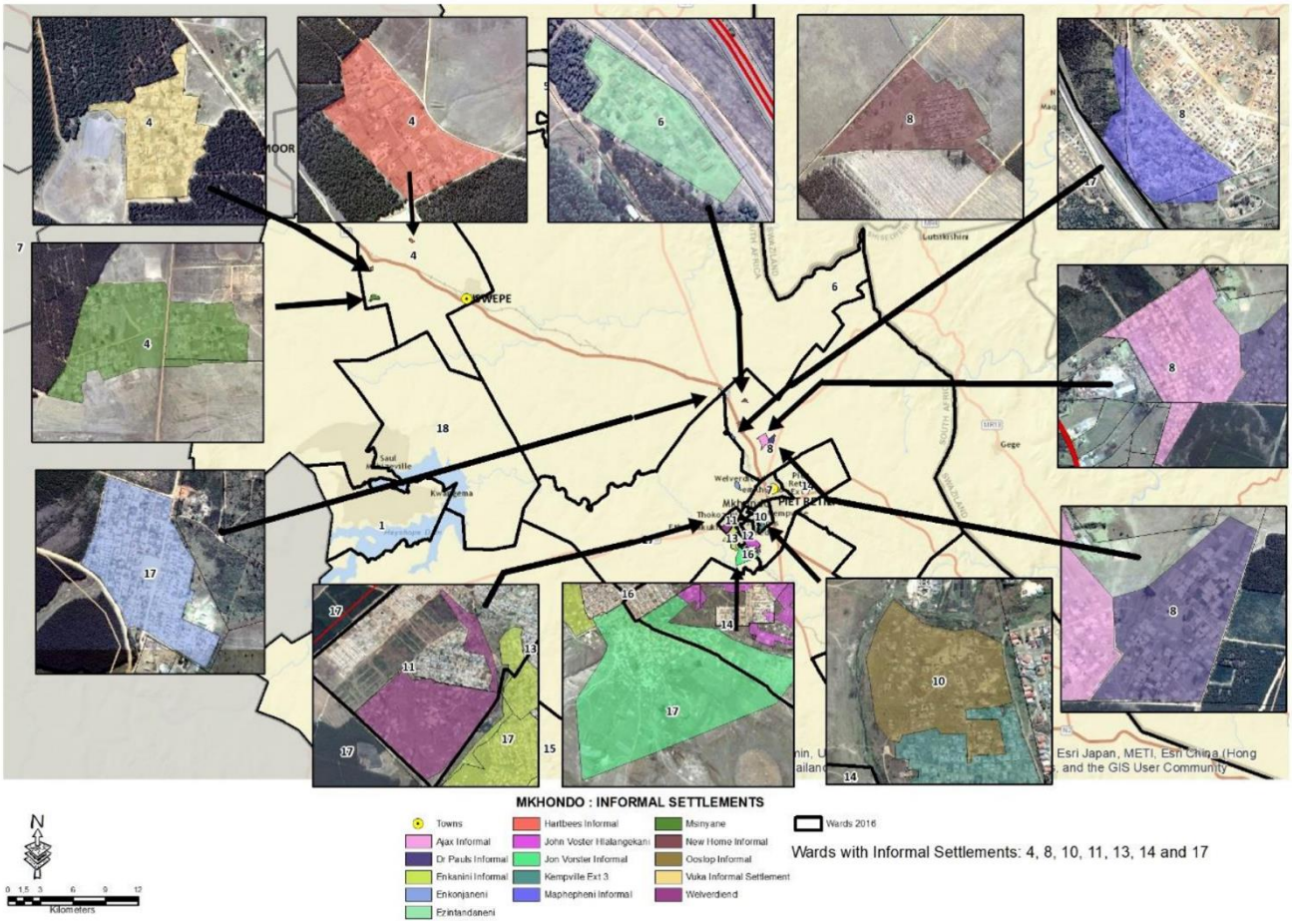


Figure 12: Mkhondo Informal Settllements

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	Budget
1.	John Vorster	1 172	1 095	R45,264,339.68
2.	Welverdiend	221	125	R9,162,447.50
3.	Ooslop	129	434	R5 327 645,82
4.	Dr Pauls	80	529	R5,383,886.40
5.	Ajax	108	134	R9,668 143.72
6.	Maphepheni	137	72	R7,363,413.00
7.	New Home	94	47	-
8.	Ezintandaneni	30	28	-

9.	Hartbees	86	63	-
10.	Vuka	120	82	R5,468,565.56
11.	Ezinkonjaneni	200	95	R14 273 105,00
12.	Msinyane	150	120	R8,955,949.60
13.	Dirkiesdorp	-	453	R18 698 654,06
	TOTAL	2 527	3 278	

Figure 13: UISP projects and budget

Where land does not belong to the municipality for the development of integrated human settlements the municipality does request assistance from funding intitutions and provincial department for the acquisition of land. The municipality is currently in the process of acquiring Portion 35 Of The Farm Welverdiend No. 148 HT for the the development of integrated human setllements. Although the SDF is outdated, some of the projects are for earmarked for human settlements development (possible future expansion below:

Map 66: eMkhondo Spatial Development Concept

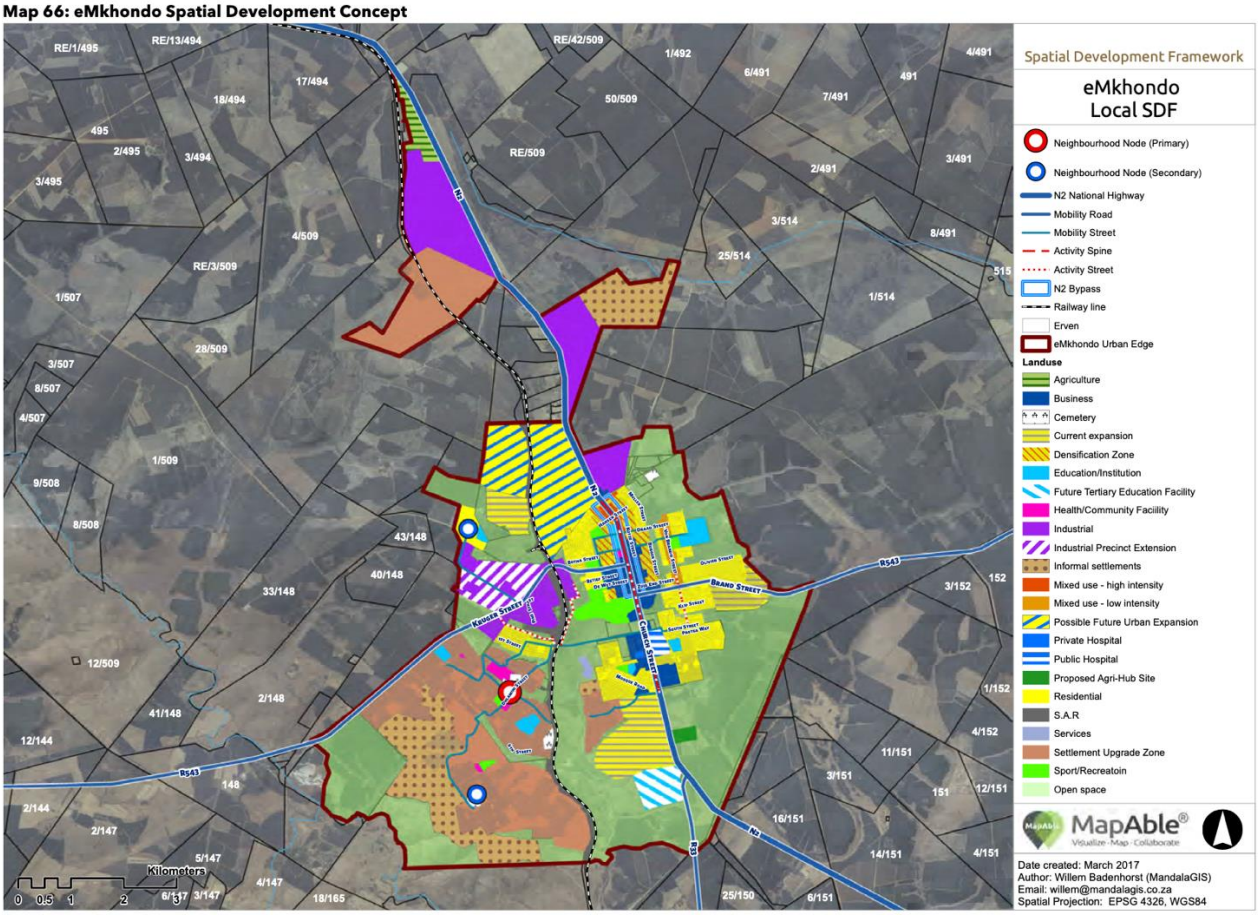


Figure 14: Mkhondo Development Concept Map

Map 68: eMkhondo Spatial Development Concept (Ethandukukhanya Zoom-in)

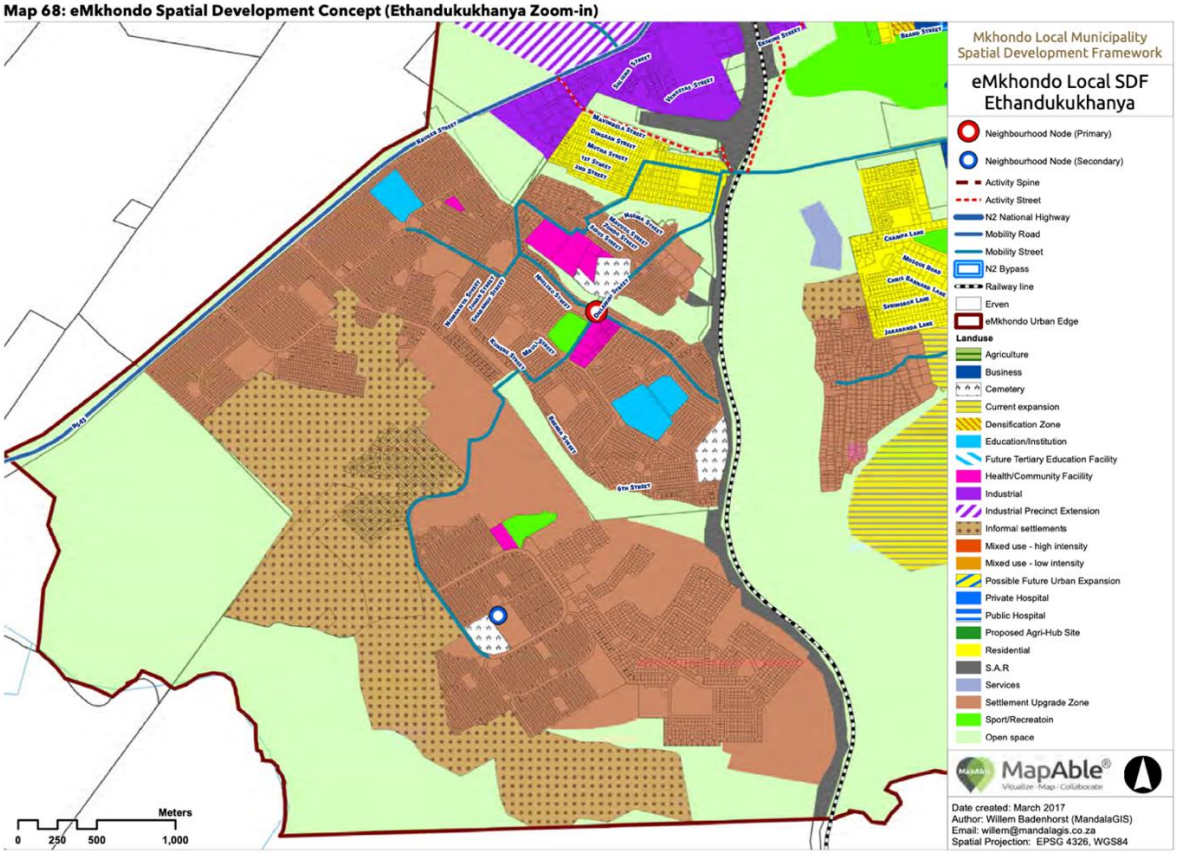


Figure 15: eThandakukhanya Spatial Development Concept Map

Map 69: Amsterdam and KwaThandeka Spatial Development Concept

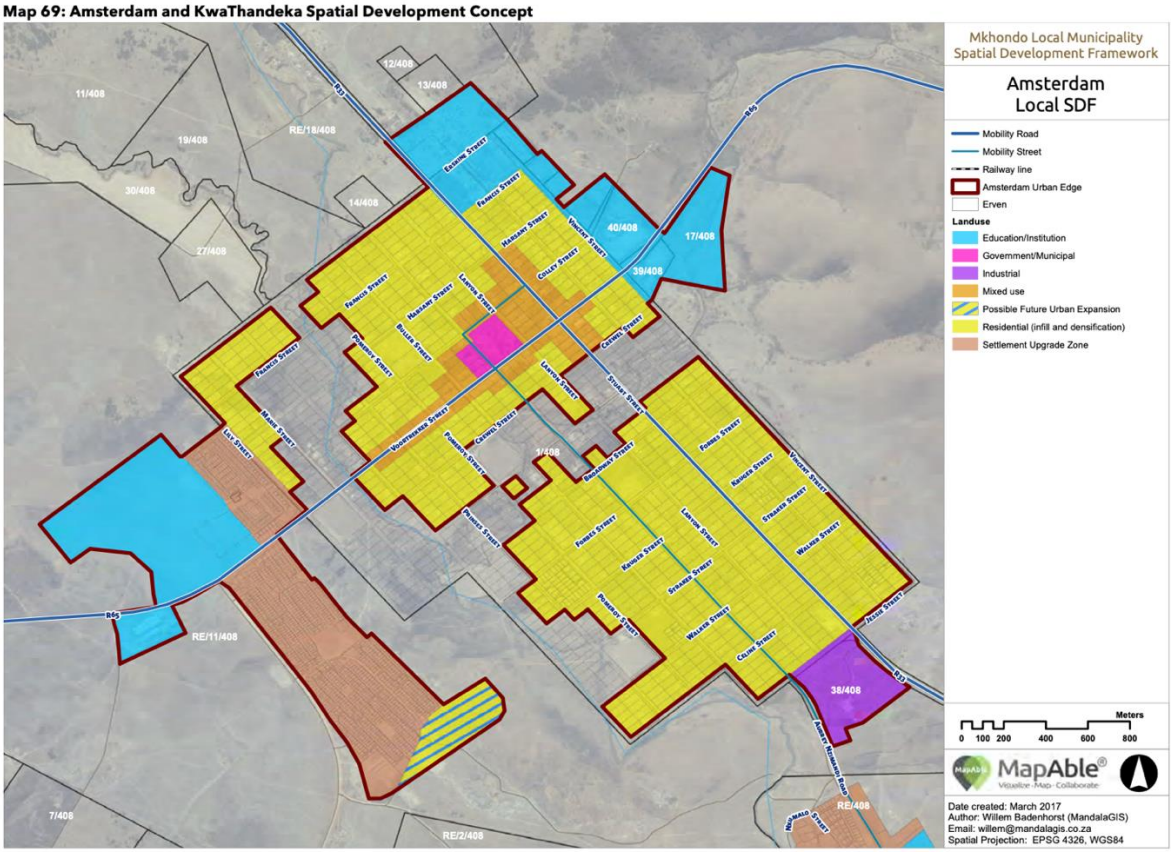


Figure 16: Amsterdam Spatial Development Concept Map

Map 70: KwaThandeka Spatial Development Concept

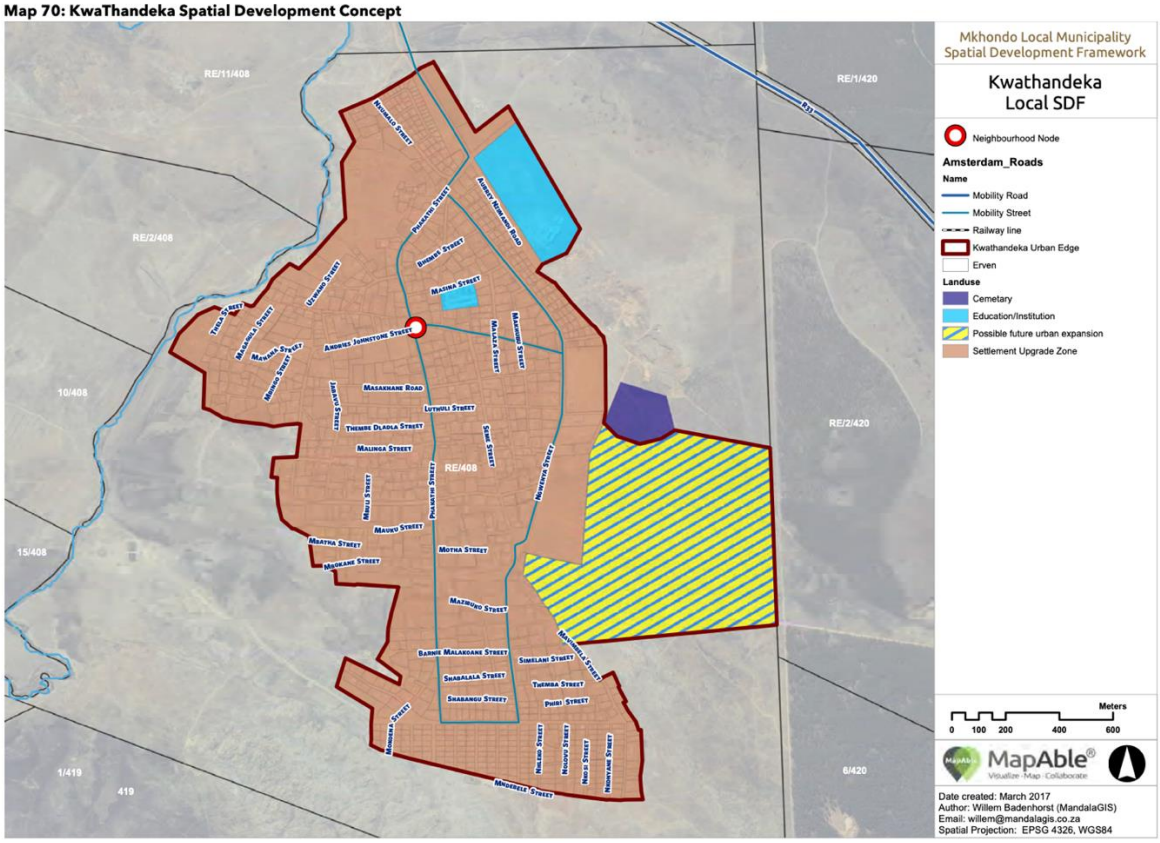


Figure 17: KwaThandeka Spatial Development Concept Map

Map 74: Dirkiesdorp Spatial Development Concept

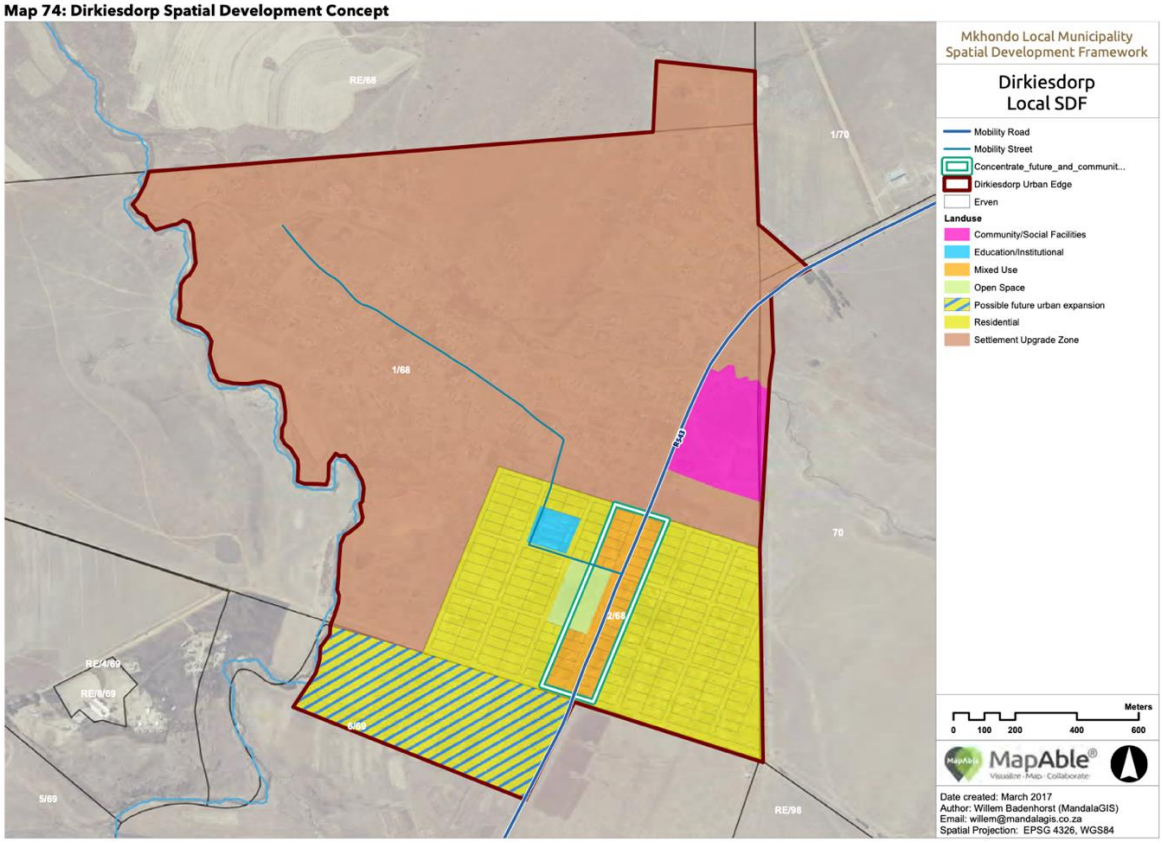


Figure 18: Dirkiesdorp Spatial Development Concept Map

1.6.3. Human settlements

Human Settlements Unit Model:

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

- Integrated Residential Development Programme (IRDP)
  The integrated residential Development Programme offers for planning and development of integrated housing projects.

- Informal Settlement Upgrading Programme (ISUP)
  The programme enables the structured upgrading of informal settlements. It applies to in situ upgrading of informal settlements as well as where communities are to be relocated for a variety of reasons.

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

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

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

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

The acquisition of land for integrated human settlements

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

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

NATIONAL HOUSE NEEDS REGISTER:

NHNR	Number
Mkhondo	6798

1.7. 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

Map 5-3: Mkhondo Implementation Framework

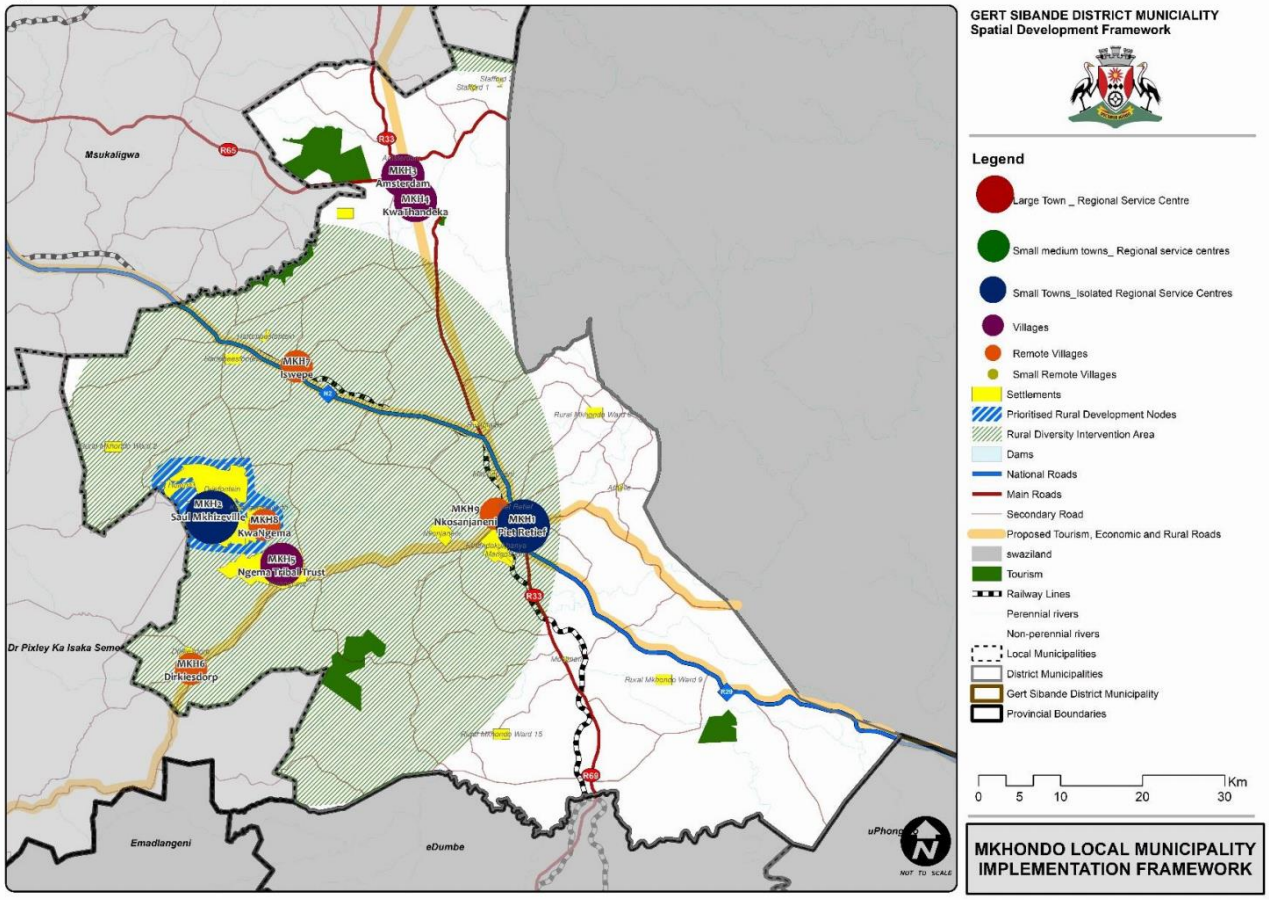


Figure 19: Gert Sibande SDF Map for Mkhondo

1.8. Rural development plan

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.

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.

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.

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.

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.

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

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

1.9. Mkhondo environmental analysis

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

1.9.1. 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.



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.

1.9.2. 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 crave concept whereby compost from food consumed is reused in development of vegetable gardens as well as for retail etc.

1.9.3. 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.

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.

1.9.4. 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

1.9.5. Air quality

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

1.9.6. Soils, Topography and Geomorphology

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

1.9.7. Geology

The municipality has a diverse range of geological formations. Formations include granite, dolerite, gabbro, tuff, arenite, tillite, quartzite, mudstone and basalt. Quartzite is a metamorphic rock formed through pressure and heat of sandstone undergoing recrystallisation. Quartzite is very strong rock excellent for building foundations but is difficult to excavate. Tillite is a sedimentary rock that weathers unevenly to deep clayey soils that are unstable. Basalt, an extrusive igneous rock that weathers to a clayey silt or silty clay, which is 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.

1.9.8. 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.

1.9.9. 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.

1.9.10. 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.

1.9.11. Conservation

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

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

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

1.9.12. Overall Threats/ Challenges

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.

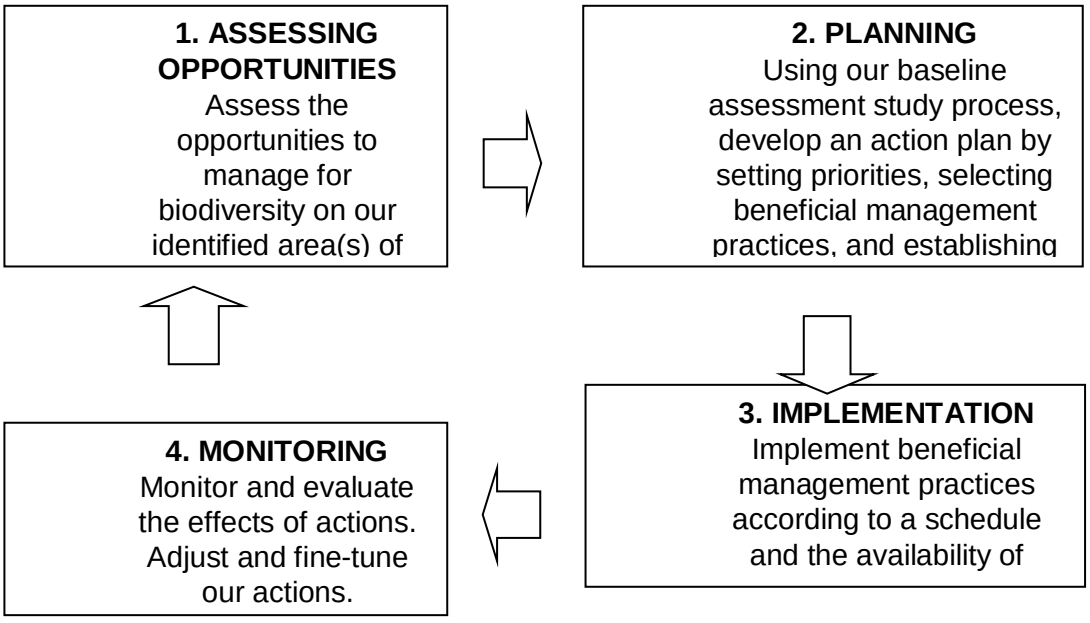
Biodiversity

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.

Action plan for developing a biodiversity management plan for mkhondo local municipality

A four-step adaptive management process for developing a plan



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.

Strategies to address biodiversity 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

1.9.13. Waste management

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.

Access to Refuse Removal

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

Status of Landfill Site

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

1.10. 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.

1.10.1. 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.

1.10.2. Organizational level

Mkhondo Local Municipality has Performance Management system has grown sigficant such that it has been able to get Qualify Audit opinion. The introduction of the Municipal Staff Regulation Guidelines will further enhance service delivery. The cascading of the PMS as stipulated by the Municipal Staff Regulation Guidelines will have greater impact in service delivery. The cascading of performance to Managers has a positive as it increase the performance of our workers.

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.

1.10.3. 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.

1.10.4. Summary of Performance KPI 2022/23

Table 11: Summary of Performance KPI

Key Performance Area	No of KPI	No of Achieved	No of NOT Achieved
Basic Service Delivery	31	29	2
Project management Unit	8	7	1
Municipal Institutional Development & Transformation	21	21	0

Good Gov. & Public Participation	30	25	5
Municipal Viability Financial Management	17	17	0
Local Economic Development	9	8	1
Spatial Rational	8	7	1
Total	116	105	11

1.11. Internal audit overview

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.

1.11.1. What do Internal Auditors do?

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

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

1.11.2. Role of Internal Audit

Internal Auditors are responsible for the following:

Evaluating controls and advising managers at all levels

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

Evaluating risks

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

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

1.11.3. Audit committee

The municipality has an established audit committee that is responsible for all governance issues as mandated by approved Audit Committee charter by Councel ,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.

1.11.4. Audit outcome for 2022/2023

The Municipal Financial statement ending 20 June 2023, the statement of financial performance, statemented 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 Audit Opinion.**

1.11.5. Audit Action Plan for 2022/2023

Table 12: Action Plan

Progress on the Remedial Actions of Addressing issues raised by AGSA-2022/2023 AUDIT as at 18 March 2024 is 50% Addressed and the rest will be addressed during the preparation of the AFS										
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	**0**	0	0	**0**	**0**	**Yes**	No findings
	REVENUE	6	5	1	**50%**	0	0	**0**	**0**		Only (16.5) 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. Infrastructure assets figures
	PMU	0		0	**0**	0	0	**0**	**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) Noncompliance 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-Noncompliance 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 noncompliance 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 0f 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%**		

1.12. 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.

1.12.1. Factors used in strategic risk analysis

Step 1:
Determined the strategic goals of the organization as identified in the draft integrated development plan.

Step 2:
Risks were identified and quantified (scored) according to impact (effect of the risks on the objective) and likelihood (rate of occurrence of the risk) at inherent level before mitigating controls were considered. (See below example)

Factors used in Risk Analysis

Table 13: Factor 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 critical importance to the achievement of objectives.	5
Major	Negative outcomes or missed opportunities that are likely to have are relatively substantial impact on the ability to meet the objectives.	4
Moderate	Negative outcomes or missed opportunities that are likely to have are relatively moderate impact on the ability to meet the objectives.	3
Minor	Negative outcomes or missed opportunities that are likely to have are relatively low impact on the ability to meet the objectives.	2
Insignificant	Negative outcomes or missed opportunities that are likely to have are relatively negligible impact 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:

Table 14: Risk Profile abreviated

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

Table 15: Risk Impact

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

Table 16: control effectiveness

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

Unacceptable Acceptable

Figure 20: Unacceptance and acceptance

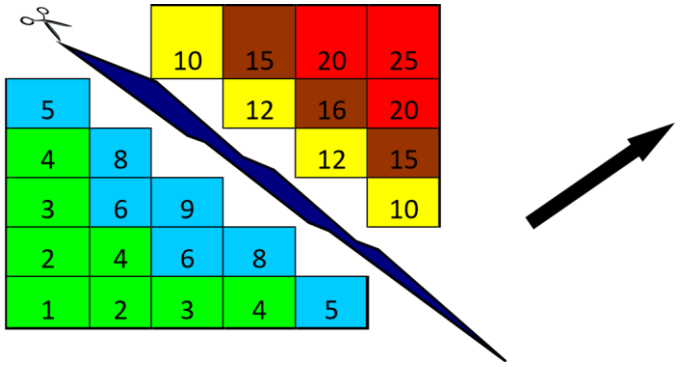


Table 17: Risk Index

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

1.12.2. Mkhondo top 9 strategic risk registers-2022/23

Table 18: MKhondo Top 9 Risk

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

1.12.3. 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 which is reviewed on an annual basis. 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 Fraud Prevention Strategy 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. Furthermore the municipality on an annual basis conducts anti-corruption and anti-fraud awareness workshops with assistance from external stakeholders such as Office of the Premier, Hawks and Special Investigation Unit (SIU) among others. The municipality has also appointed an Ethics champion who is dedicated to activities that pertain to anti-corruption and anti-fraud.

CHAPTER 2: STATUS QUO AND DEMOGRAPHICS

2.1. Demographics analysis

2.1.1. Mkhondo population summary

According to Stats SA's Census 2022, Mkhondo's population increased from 171 982 in 2011 to 255 411 people in 2022 – 8th largest population in 2022/ second highest population within the Gert Sibande District Municipality after Govan Mbeki. Increasing share of the provincial and district population.

The share of population in Mkhondo below the lower bound poverty line (LBPL) increased/deteriorated from 62.0% in 2019 to 63.8% in 2022 – the highest/worst of the local municipal areas. In 2022, the number of people below the LBPL was 127 869.

In 2022, the Human Development Index (HDI) of 0.55 was equal to the 2019 level. Overall, a score of 0.55 is a cause for concern, but it doesn't mean there's no hope. By focusing on areas like education, healthcare, and infrastructure development, Mkhondo can work towards improving its HDI in the future.

Here's a breakdown of the HDI categories:

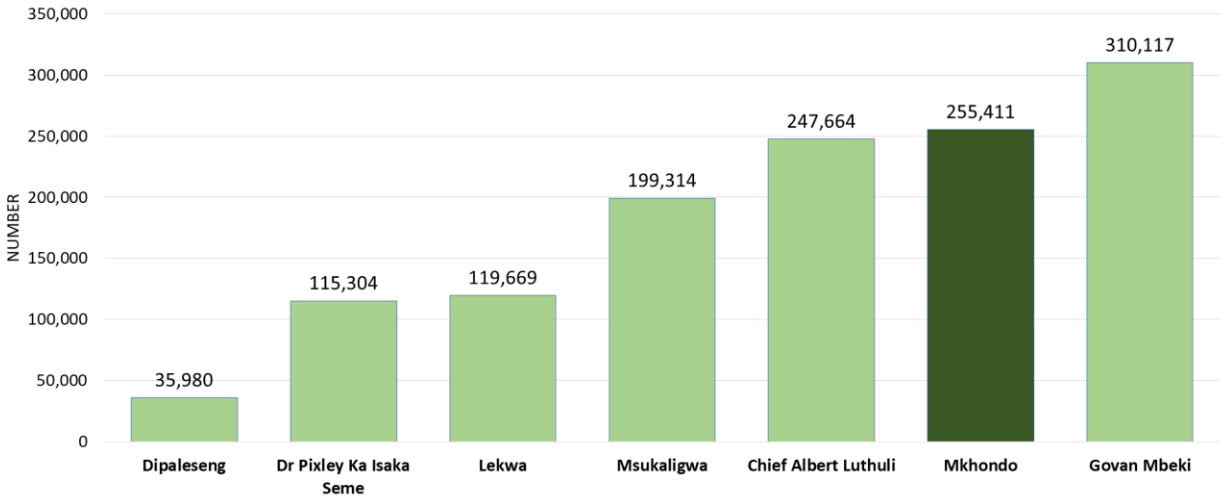
- **Very high human development:** HDI above 0.80
- **High human development:** HDI between 0.70 and 0.79
- **Medium human development:** HDI between 0.55 and 0.69
- **Low human development:** HDI below 0.55

The official/ strict unemployment rate for 2022 was at 37.7% which is the 2nd highest in Gert Sibande. This deteriorated from 32.2% in 2019. The official female unemployment rate for females is at 42.0% which deteriorated from 33.7% in 2019. The official youth (15-35 yr) unemployment rate was at 52.4% which deteriorated from 44.4% in 2019.
The prevailing trend in the municipality infers that the unemployment rate is deteriorating.
Mkhondo ranked 4th lowest/best in terms of the 17 serious crimes reported, and recorded an improvement between 2018/19 and 2022/23.

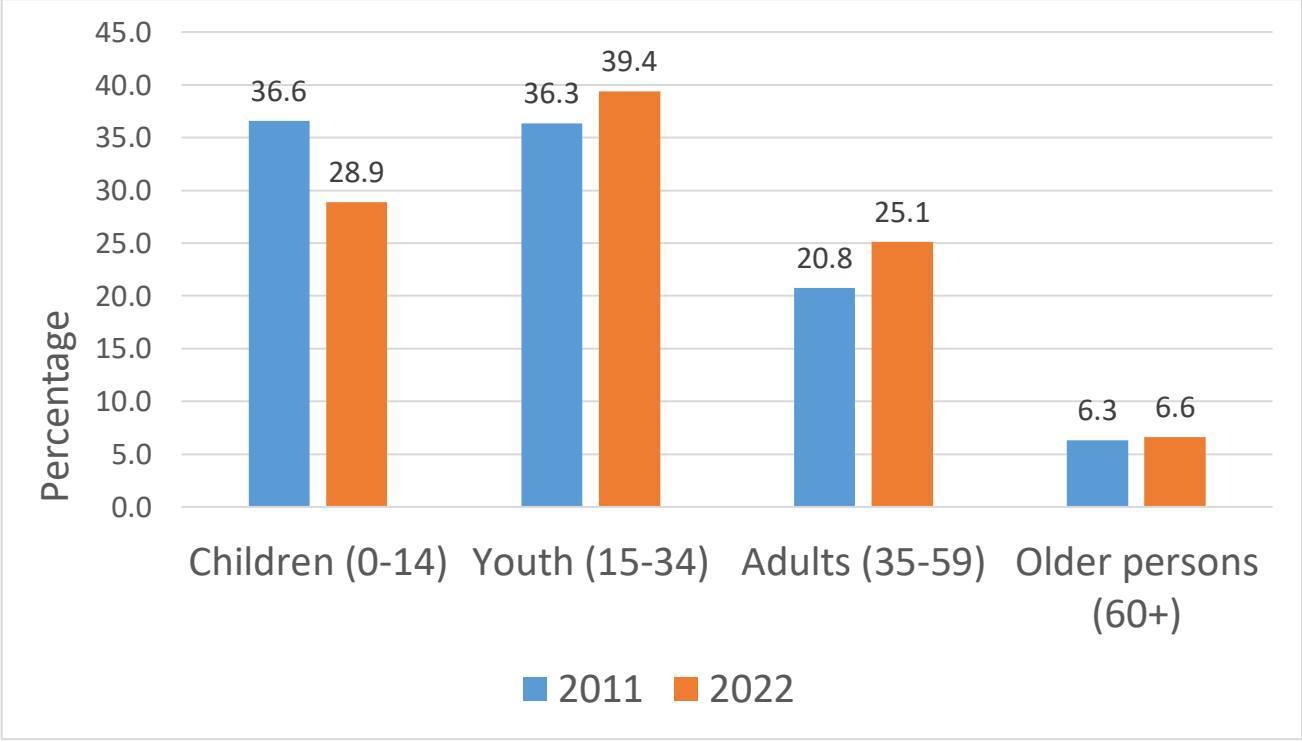
The population increased by 83 429 between 2011 and 2022, a high population growth rate of 3.8% per annum (2nd highest of the 17 municipal areas), which was nearly five times faster than the corresponding economic growth of 0.8% p.a.

The proportion of population 20 years and older with no schooling improved between 2011 and 2022 – the indicator shows a marked decline from 18.1% in 2011 to 11.2% in 2022. The proportion of population 20 years and older with a tertiary qualification declined between 2011 and 2022 – the indicator deteriorated from 5.2% in 2011 to 4.0% in 2022. In 2022, the functional literacy rate (82.1%) was the 3rd lowest in the province & showed an improving trend.

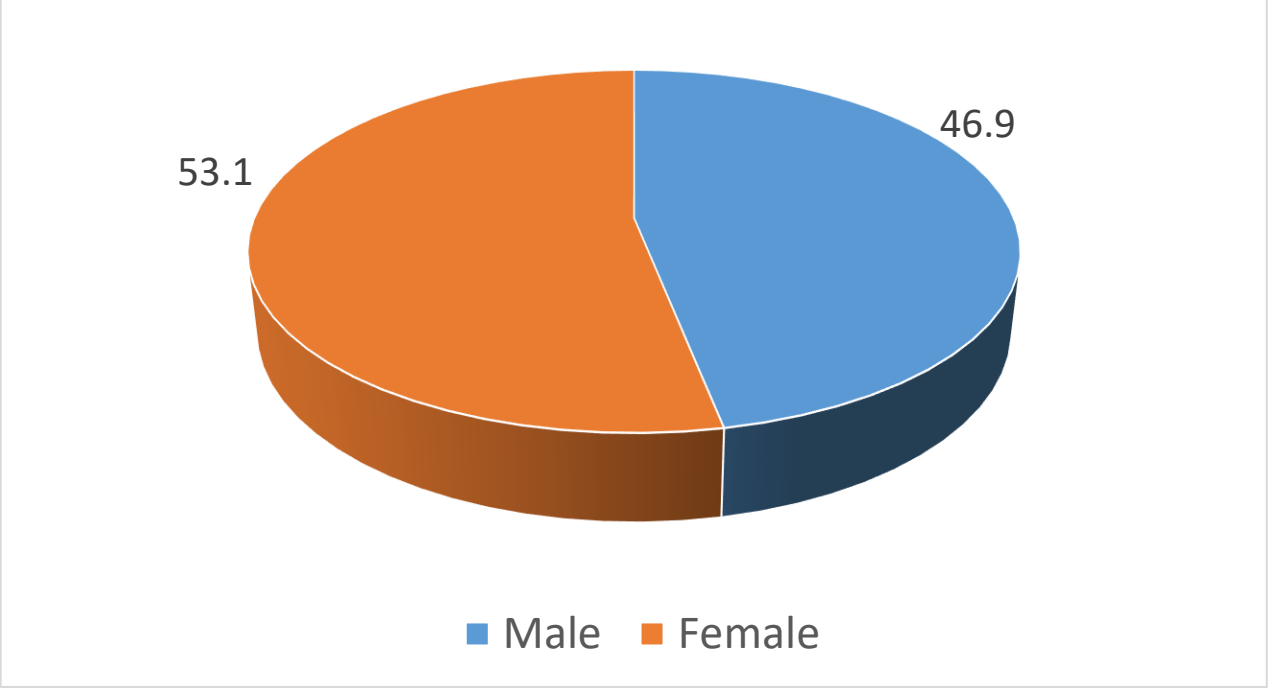
Figure 21: Gert Sibande Population Distribution



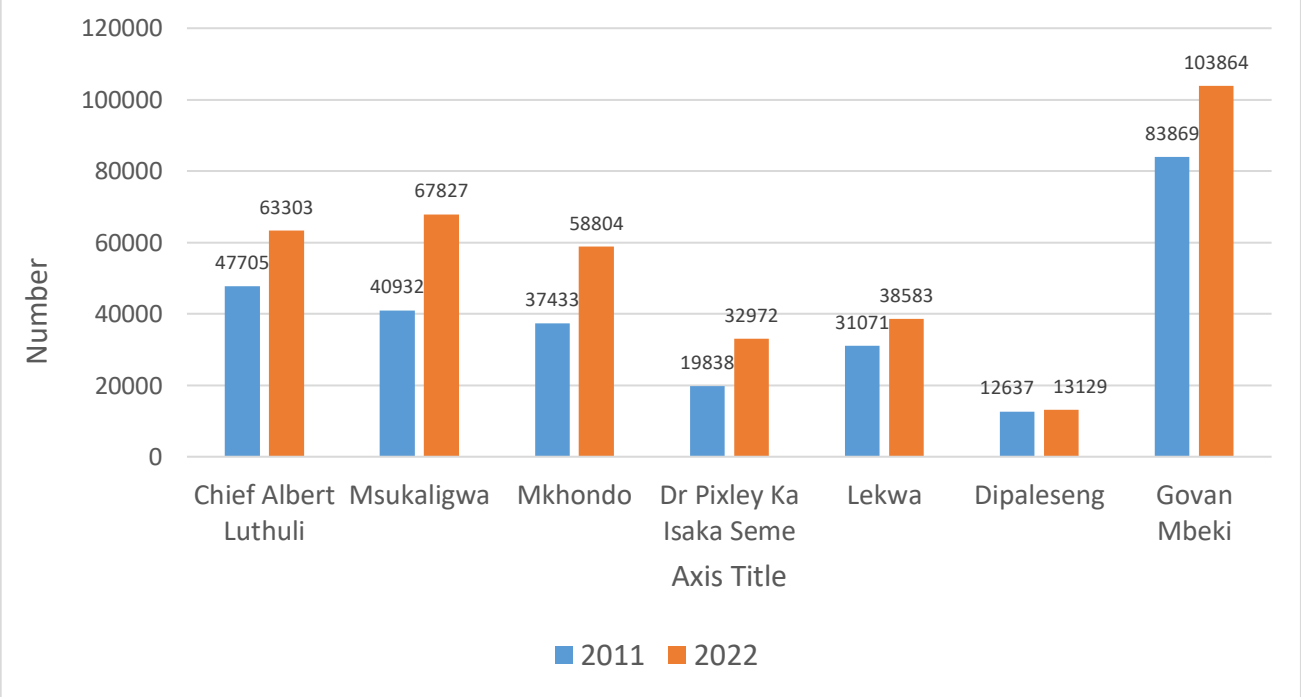
Source: STATSSA



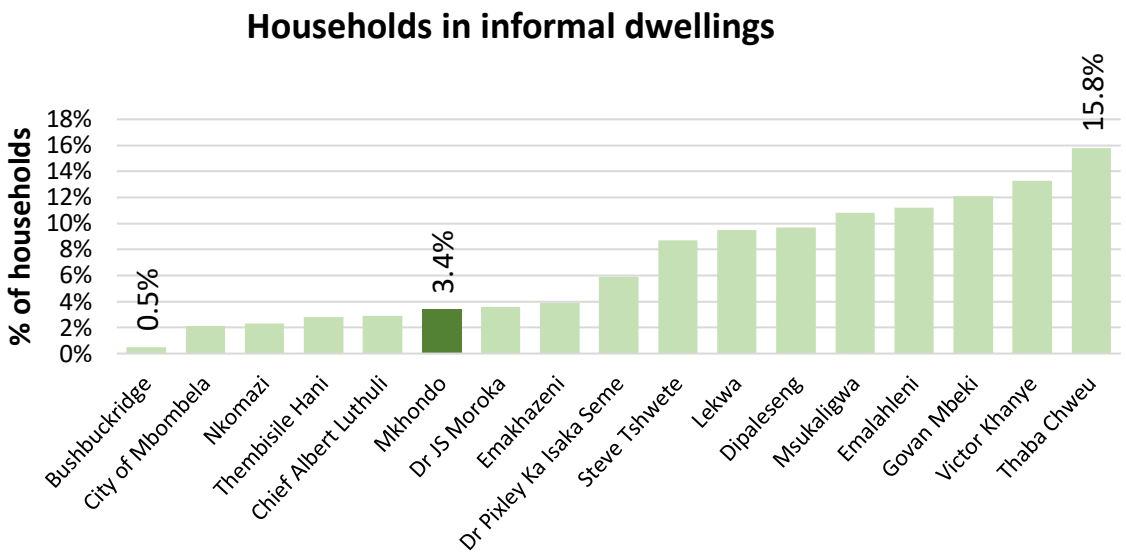
In 2022, children (0-14) formed 28,9% of the population, the youth population (15-34 years) formed 39,4 %of the local municipal area's population & the adults (35-59) formed 25,1% and the restof the 6,6% is formed by the elderly.



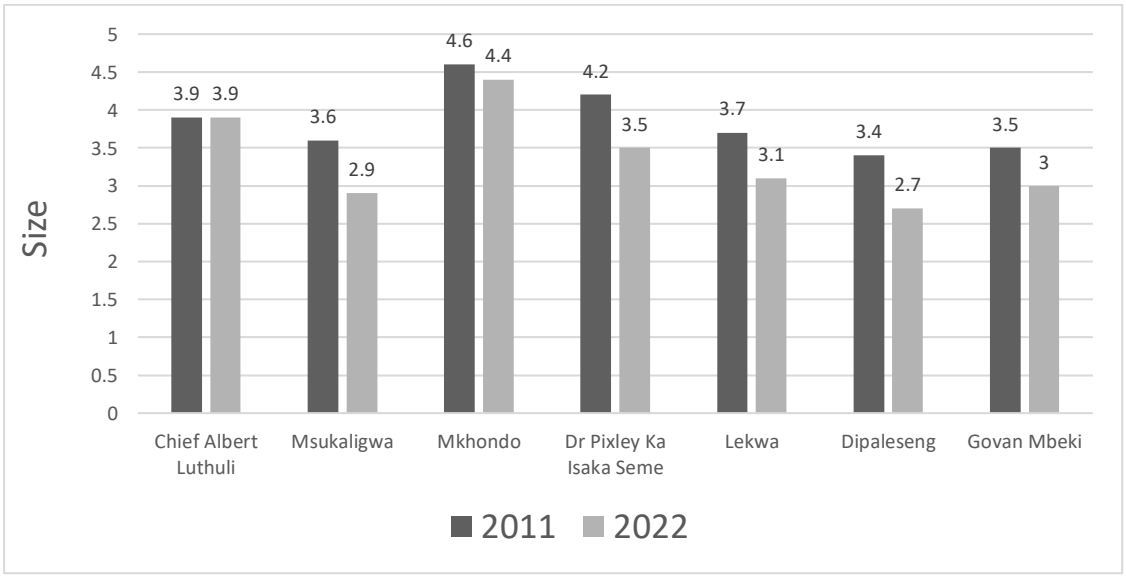
In 2022, the female population's share was 53.1% (135 623 females) and that of males 46.9% (119 788 males).



The number of households in Mkhondo increased from 37 433 in 2011 to 58 504 households in 2022 – an increase of 21 071 households & a growth rate of 4.3% p.a., which is one of the highest in the province.



The number percentage of informal dwellings in Mkhondo is 3.4% (2000 households), making it the 6th least informal settlements within the province. This deteriorated from 3.1% in 2011 due to the rapid growth in population. Mkhondo's share of Mpumalanga's households increased from 3.5% in 2011 to 4.1% in 2022. Also an increasing share in the district.



The household size declined from 4.6 people per household in 2011 to 4.4 in 2022. The highest household size in the disrtict.

Table 19: Mkhondo population summmary

Name	Census 2011	Census 2022

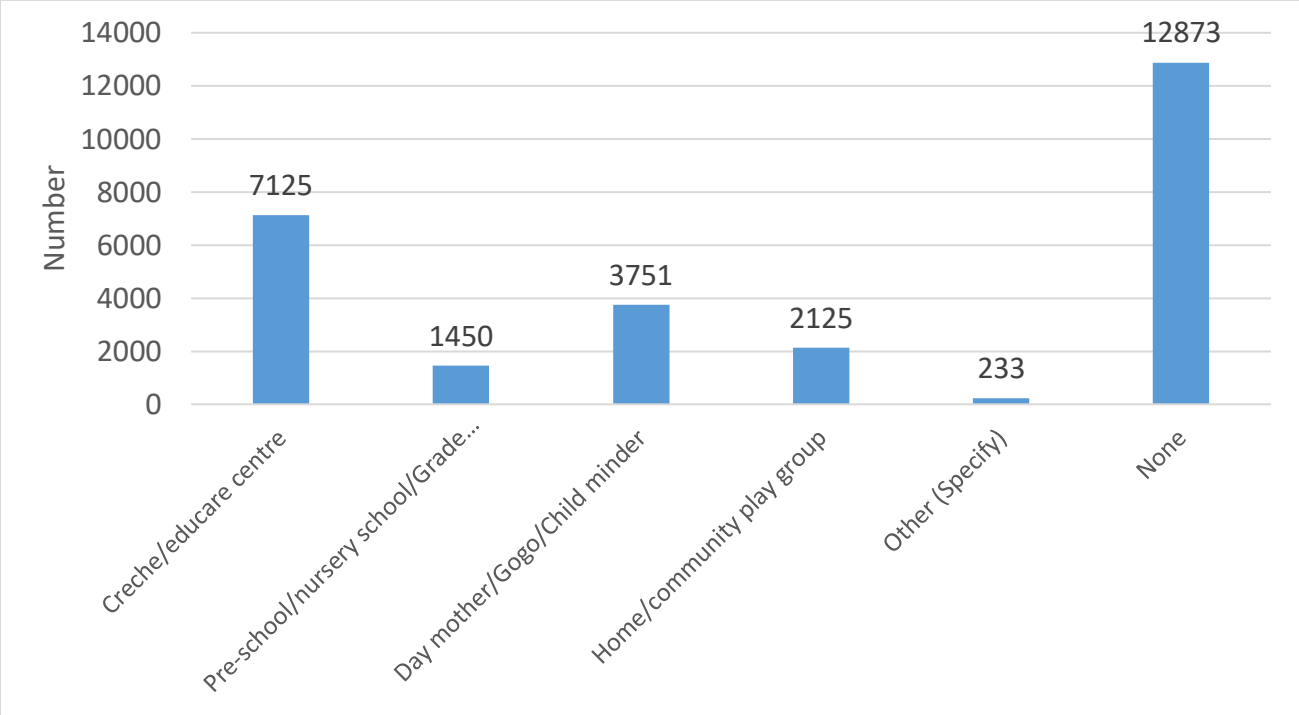
Total population	171 982	255 411
Young children (0-14 years)	36,6%	28,9%
Working age population (15-64 years)	59,2%	67,0%
Elderly (65+ years)	4,2%	4,2%
Dependency ratio	69,0	49,3
Sex ratio	91,7	88,2
No schooling (20+ years)	18,1%	11,2%
Higher education (20+ years)	5,2%	4,0%
Number of households	37 433	58 504
Average household size	4,6	4,4
Formal dwellings	65,2%	87,5%
Flush toilets connected to sewerage	42,1%	51,3%
Weekly refuse disposal service	33,8%	48,7%
Access to piped water in the dwelling	30,9%	41,8%
Electricity for lighting	66,8%	89,2%

Source: STATSSA

2.2. Educational indicators

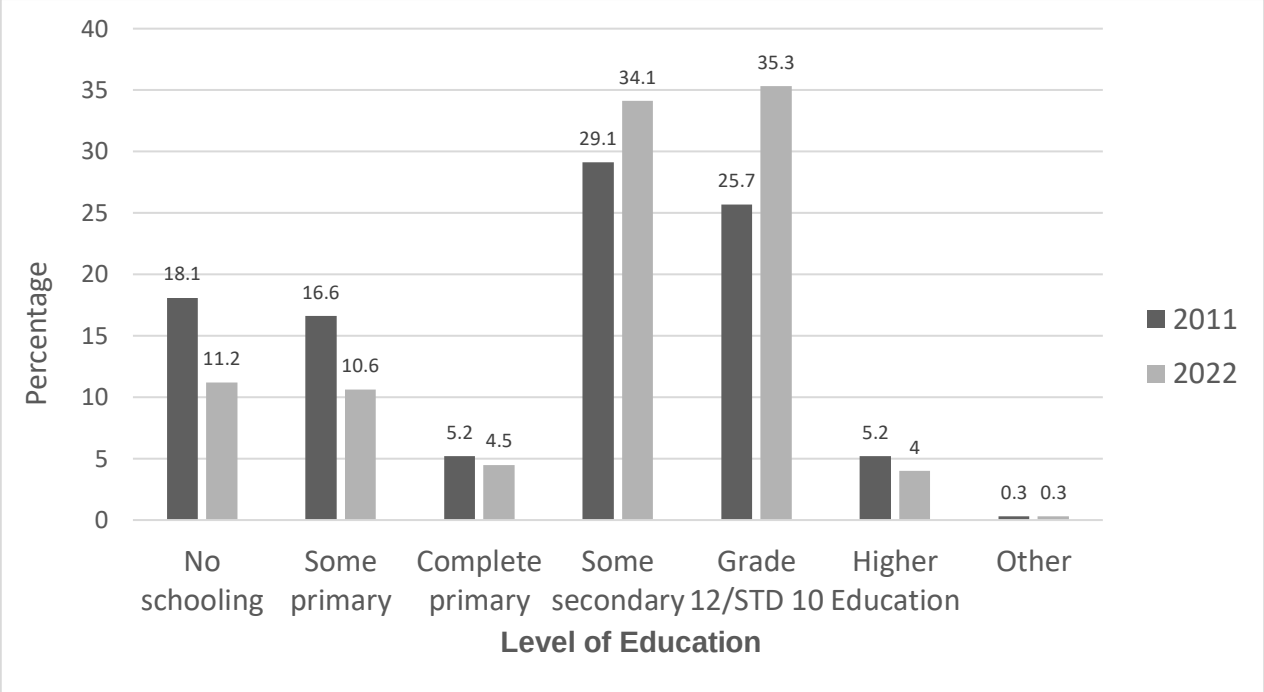
2.1.2. Mkhondo education summary

Figure 22: ECD Attendance by Children 0-4 Years of Age, 2022



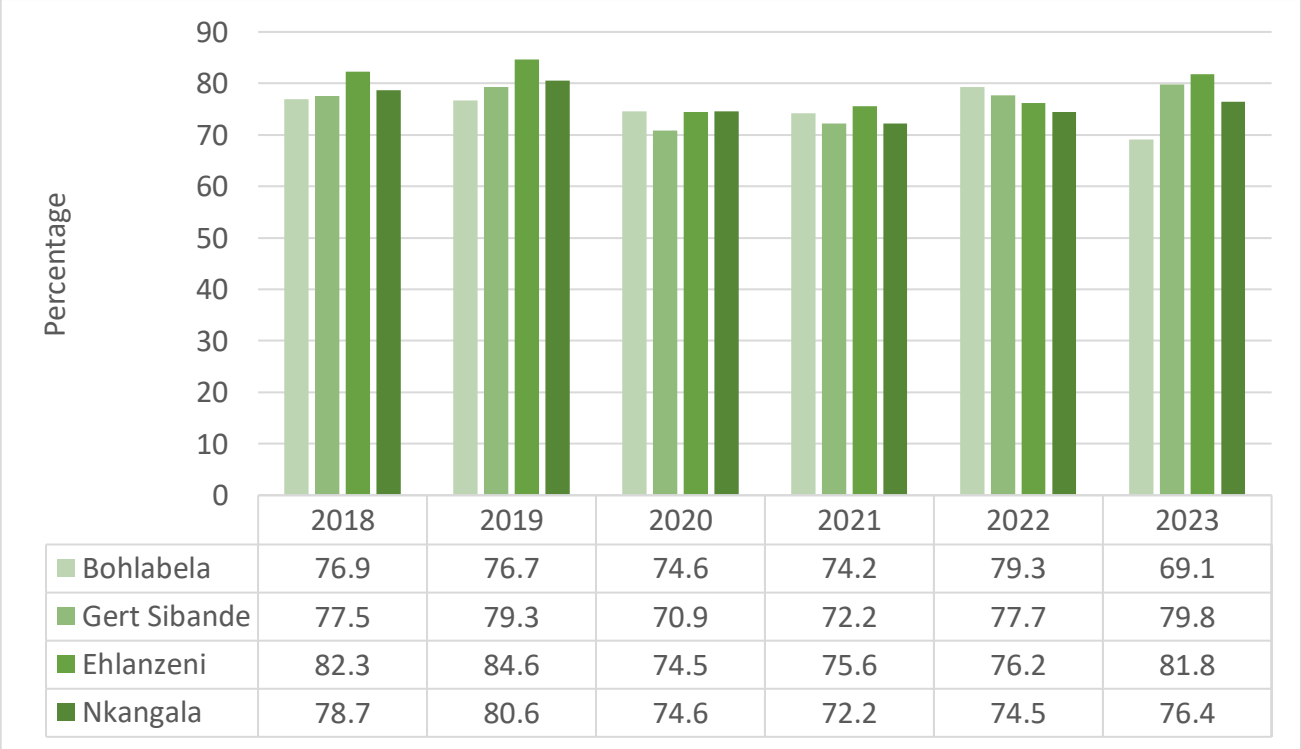
The graph illustrates the Early Childhood Development (ECD) attendance of children aged 0-4 in an unspecified location in 2022. The data reveals that a significant majority of children (12,873) in this age group do not attend any ECD program. This could be attributed to various factors such as financial constraints, lack of awareness, or limited access to such facilities.

Overall, the data indicates a need for increased investment in and awareness of ECD programs to ensure that more children have access to early learning opportunities, which are crucial for their development and future educational success.



The proportion of those with some primary education decreased significantly to 16.6%, while the percentage of those completing primary education decreased slightly to 35.3%. A notable increase occurred in the percentage of those with some secondary edGrade 12/ STD 10, rising to 34.1%. The proportion who reached some secondary education also increased slightly to 35,3%. There was a minor decrease in those with higher education to 4%.

Figure 23: Grade 12 Performance by District Municipality, 2020 to 2023



	2018	2019	2020	2021	2022	2023
Bohlabela	76.9	76.7	74.6	74.2	79.3	69.1
Gert Sibande	77.5	79.3	70.9	72.2	77.7	79.8
Ehlanzeni	82.3	84.6	74.5	75.6	76.2	81.8
Nkangala	78.7	80.6	74.6	72.2	74.5	76.4

Gert Sibande achieved its highest pass rate of 79.3% in 2019. The pass rate sharply dropped to 70.9% in 2020. There was a minor recovery to 72.2% in 2021. The district's performance improved

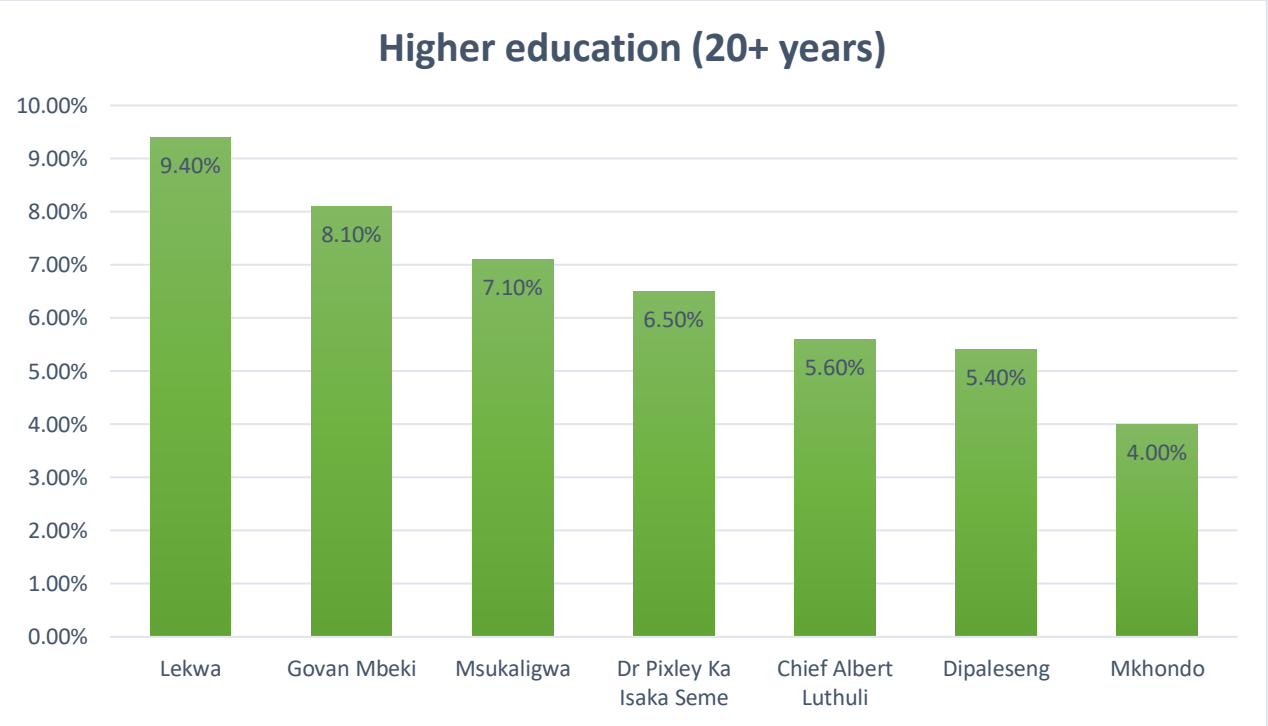
further in 2022, reaching 77.7%. The district rebounded significantly in 2023, almost reaching its peak performance with a 79.8% pass rate.

Overall, while Gert Sibande experienced fluctuations from 2019 to 2021, its performance steadily improved in 2022 and 2023, culminating in a near-peak pass rate in 2023. This demonstrates a strong recovery and consistent growth in recent years.

			Bachelor		Diploma		Higher Certficate		NSC		Total Achieved	% Achieve
Province	Year	al Number Wr	Achieved	% Achieved	Achieved	% Achieved	Achieved	% Achieve	Achieved	% Achieved	Achieved	
	2021	66756	21 044	31,5	16 948	25,4	11 120	16,7	21	0	49 133	73,6
Mpumalanga	2022	67 367	22 576	33,5	18 068	26,8	11 096	16,5	11	0	51 751	76,8
	2023	65 534	21 819	33,3	17412	26,6	11 196	17,1	2	0	50429	76.95

Mkhondo's grade 12 pass rate increased from 70.9% in 2014 to 74.5% in 2023, however, it was the lowest in the district & the 5th lowest of the municipal areas in the Province. Mkhondo's pass rate improved between 2022 and 2023 by 1.8 percentage points.

The area's admission rate to university/degree studies declined marginally from 33.3% in 2022 to 33.2% in 2023, which was the 10th highest/8th lowest of the 17 municipal areas. It is important that key interventions be aimed at low performing schools to improve the NSC pass rate dramatically.

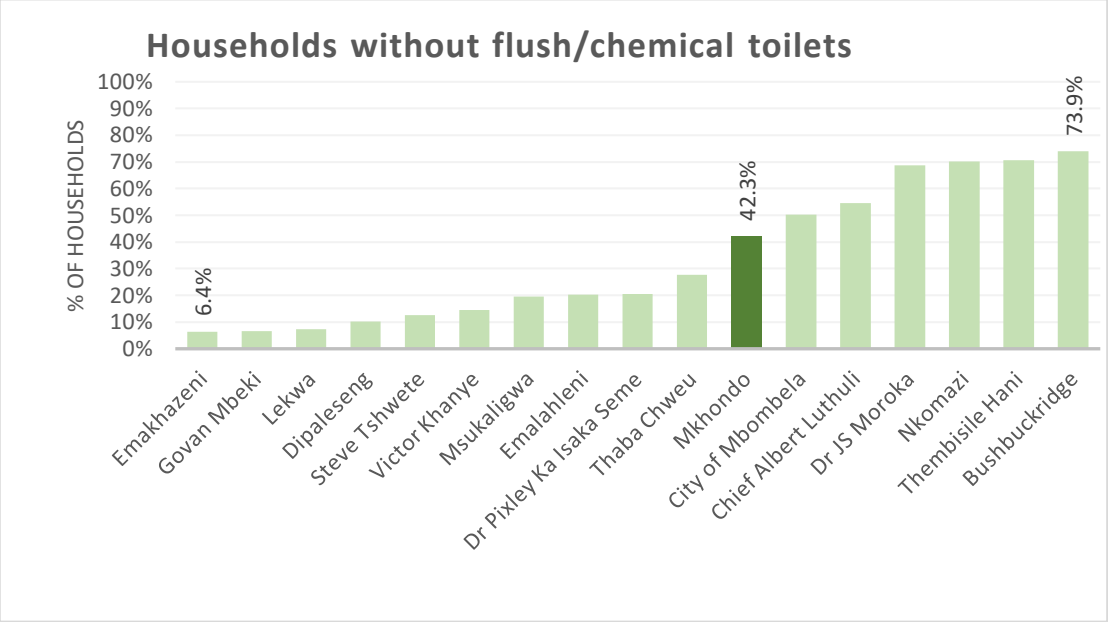


The graph shows the percentage of the population with higher education (20+ years) in different municipalities. Mkhondo has the lowest percentage of individuals with higher education at 4.00%. This is significantly lower than the highest percentage, which is in Lekwa at 9.40%.

2.3. Household services

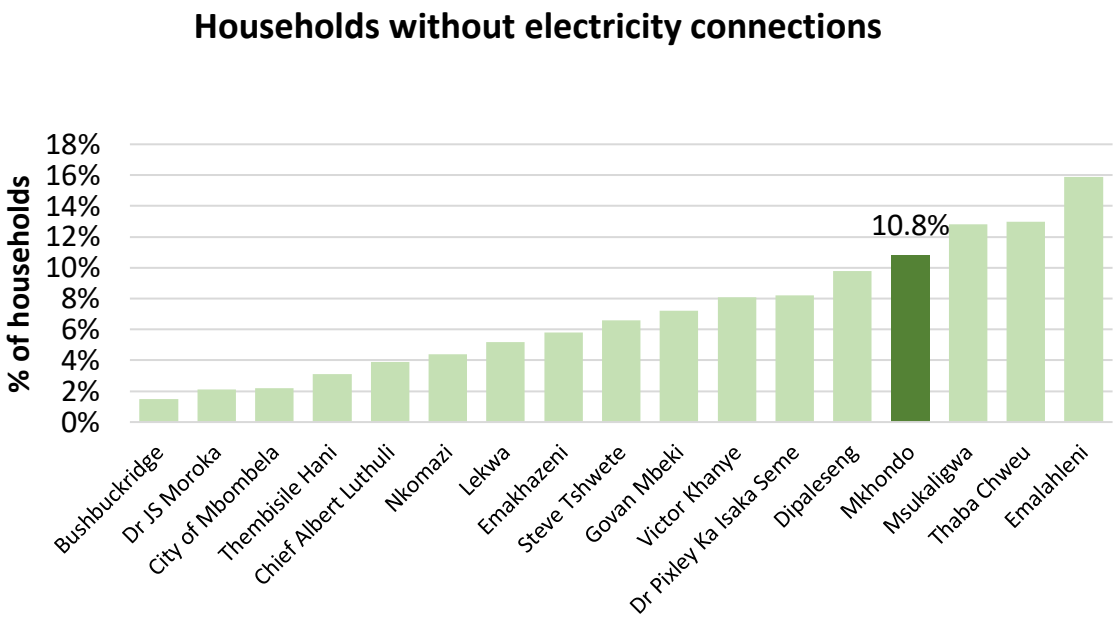
2.3.1. Access to sanitation

There has been a significant improvement in the share of households with flush toilets, rising from 3.1% in 2011 to 10.8%. However, the municipality still has the 7th worst rate of access to flush toilets in the country, with nearly 25,000 households lacking this sanitation option. The share of households with no toilet has improved slightly from 12.9% to 11.0%.



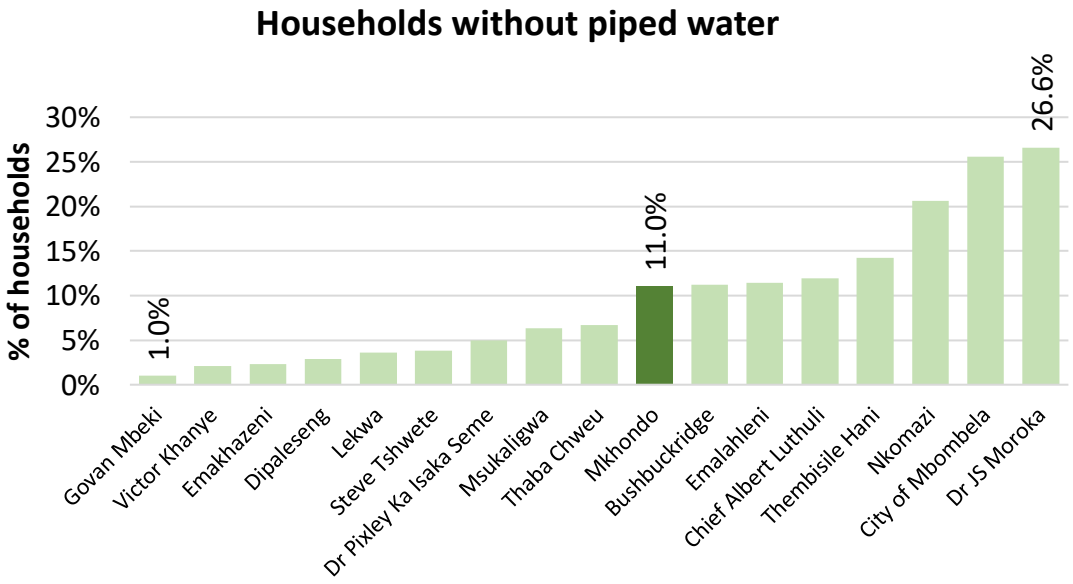
2.3.2. Access to electricity

There has been a significant improvement in access to electricity, with the share of households lacking electricity connection dropping from 32.9% in 2011 to 10.8%, the 4th worst rate in the country.



2.3.3. Access top water

There has been a deterioration in access to piped water, with the share of households lacking piped water rising from 3.9% in 2011 to 8th worst in the country at 11.0%.



2.3.4. Access to refuse removal

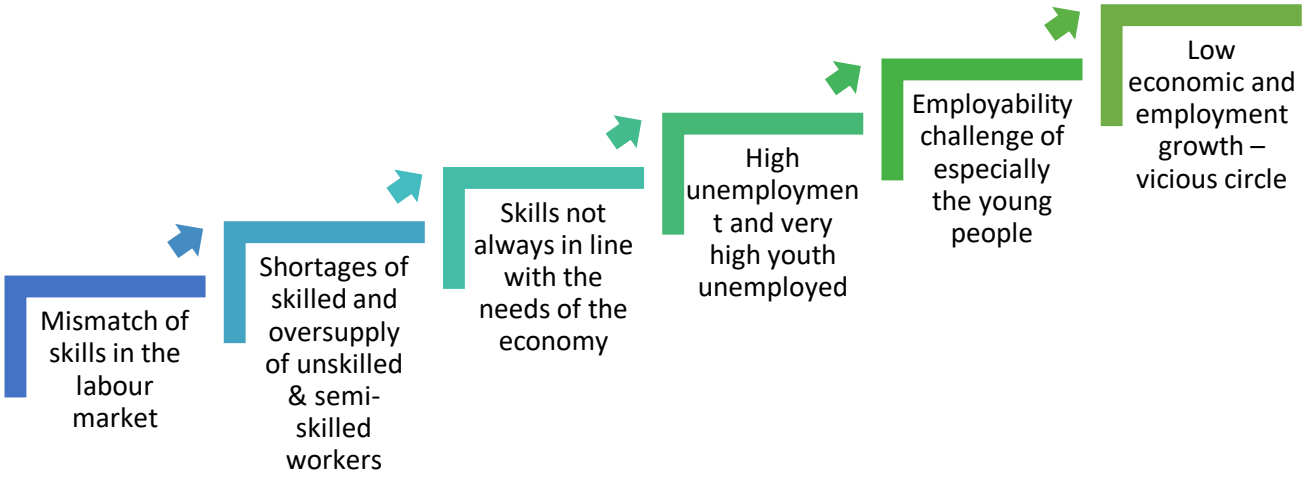
There has also been a significant improvement in refuse removal by local authorities, with the share of households lacking this service dropping from 50.7% to 29.3%. Mkhondo Local Municipality still has the 7th worst rate of access to refuse removal in the country.

Overall, the data shows mixed progress on access to basic services in Mkhondo Local Municipality. There have been significant improvements in sanitation (flush toilets) and electricity access, but there has been a decline in access to piped water. Refuse removal has also seen significant improvement, but a substantial number of households still lack this service.

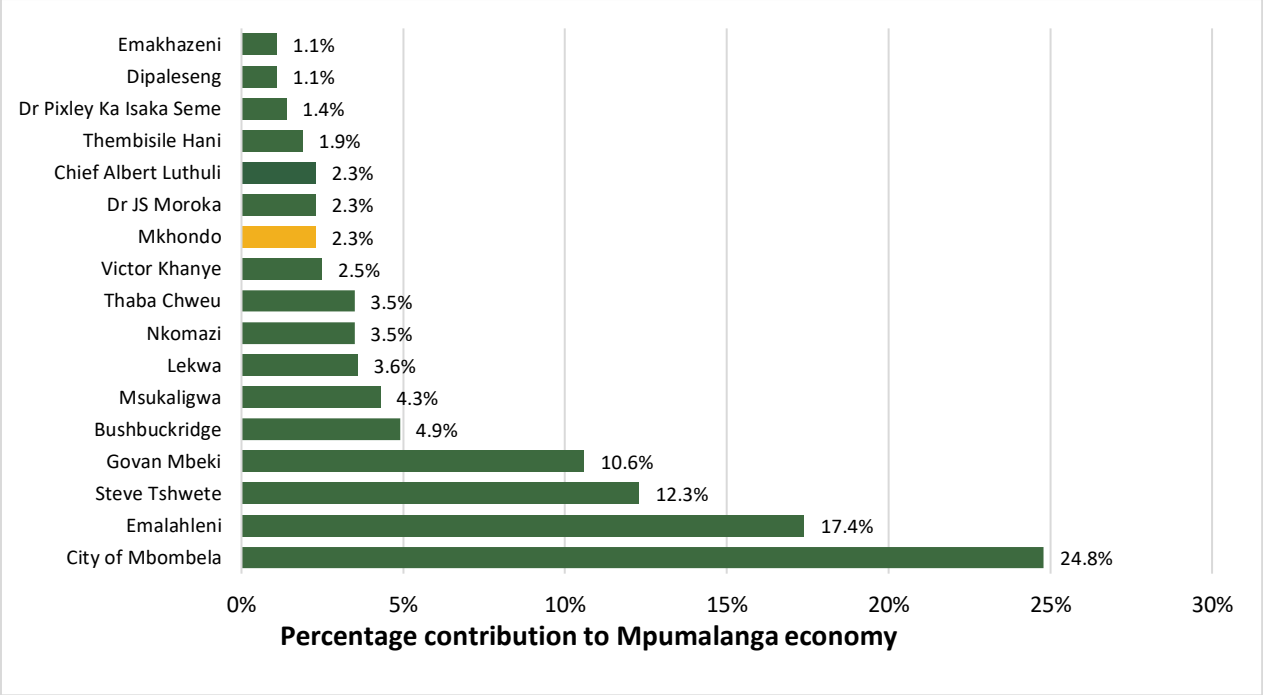
2.3.5. Rural Roads Asset Management Systems

RRAMS stands for Rural Roads Asset Management Systems. It is a grant program in South Africa aimed at assisting rural district municipalities in establishing effective road asset management systems and collecting crucial road and traffic data. This data is then used to inform decision-making regarding road maintenance, upgrades, and future infrastructure investments. The Mkhondo Local Municipality will nominate a RRAMS champion to ensure the programme is implemented in the rural areas of the municipality.

2.4. Economic indicators



Mkhondo contributes 2.3% to the provincial economy, which is the 7th smallest contribution among local municipalities. The size of its contribution hasn't changed since 2022.



Mkhondo's economy grew at an average annual rate of 2.2% from 1996 to 2022. However, it contracted at an average annual rate of -1.0% from 2019 to 2022. This means Mkhondo's economy has shrunk over the past three years. Mkhondo's economic growth ranks 5th fastest among local areas over the long term (1996-2022) but has contracted the 3rd deepest among local municipalities over the most recent period (2019-2022).

Tourism contributes 9.1% to the district economy. The estimated average annual growth rate for tourism is 1.4% from 2023 to 2027. This is the 11th fastest growth rate among local municipalities. Tourist spending makes up 4.3% of Mkhondo's GDP in 2022, which is down from 5.6% in 2019.

Overall, the data suggests that Mkhondo's economy is small and has contracted in recent years. Tourism is a relatively important sector for the local economy, but it is not growing as fast as tourism in other parts of South Africa.

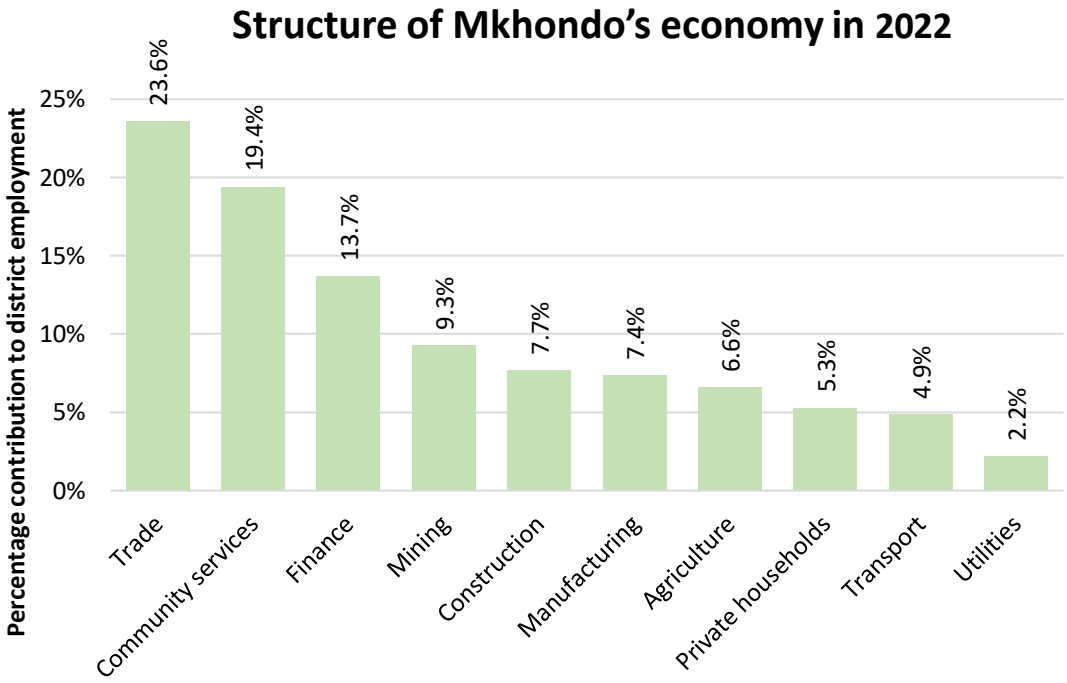
Mpumalanga has a high level of income inequality, poorest 40% of households only 8.0% of income in 2022 & 0.59 Gini-coefficient

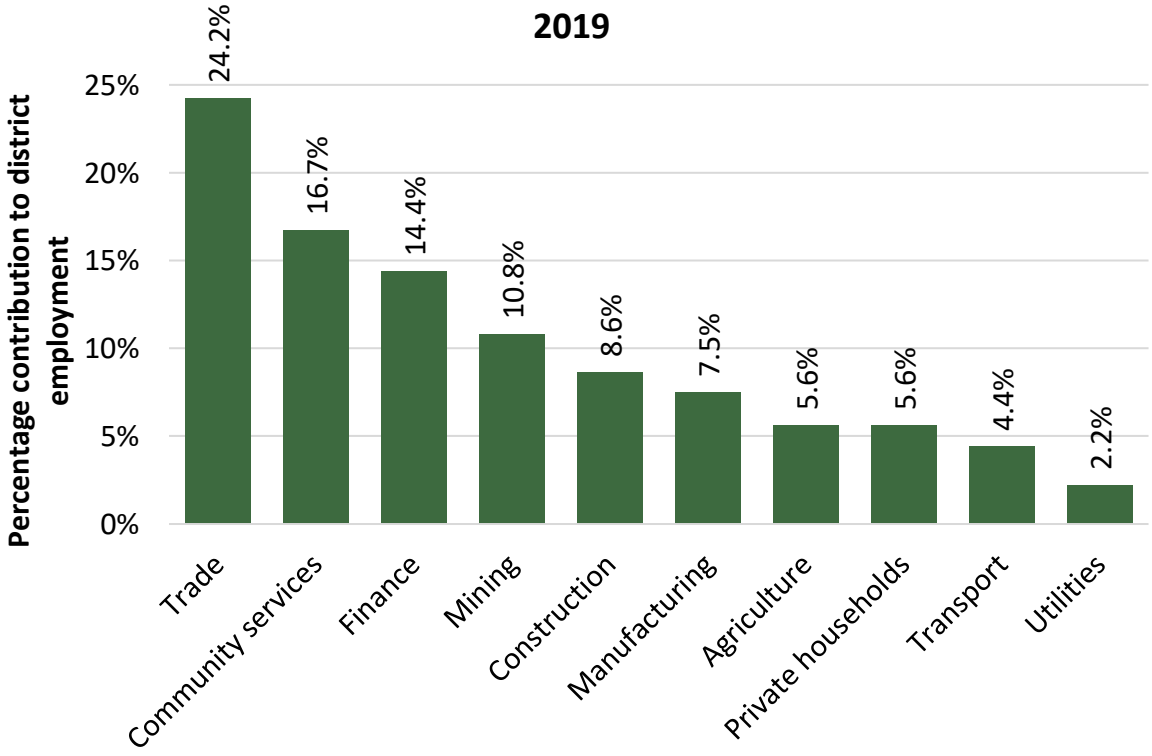
2.4.1. Main Economic Sectors

Overall, the data shows that the Mkhondo economy is relatively diversified, with a number of different sectors making significant contributions. The largest sectors are community services, trade, and finance. This suggests that the Mkhondo economy is reliant on the public sector and the consumption of households.

Here are some additional insights from the data:

The relatively large size of the community services sector suggests that the government is a major employer in Mkhondo. The significant contribution of the trade sector suggests that Mkhondo may be a center for commerce in the region. The relatively small size of the agriculture and mining sectors suggests that these industries are not major drivers of the Mkhondo economy.





2.4.2. Mpumalanga economic reconstruction and recovery plan (MERRP)

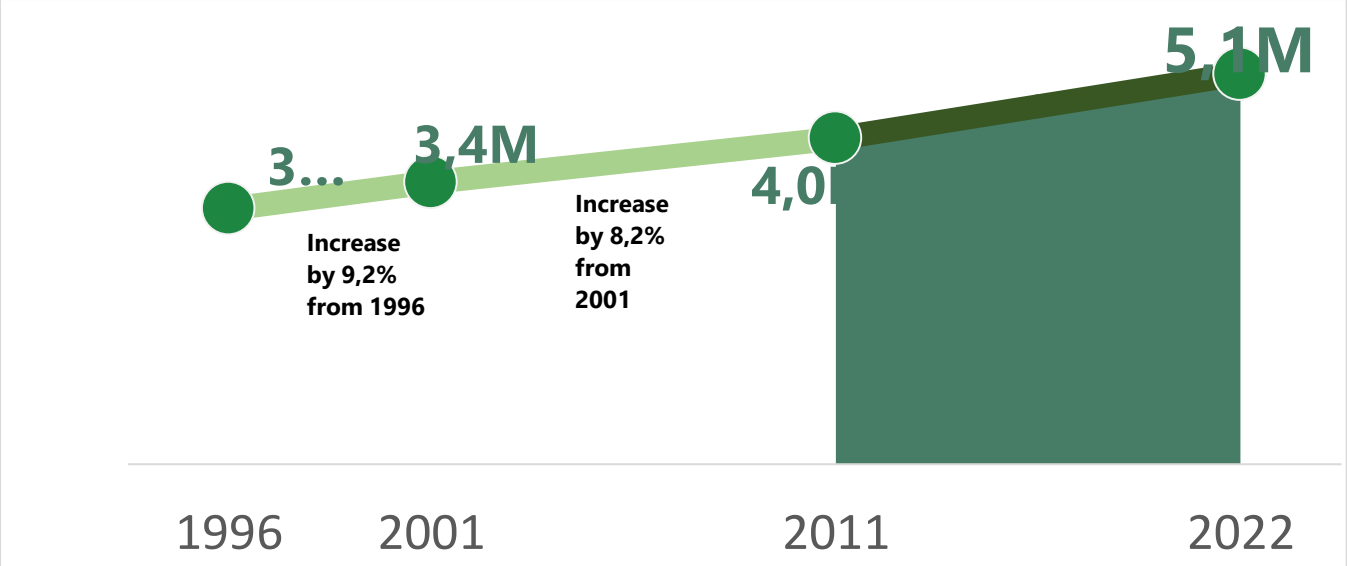
CATALYTIC PROJECT	LOCATION	STRATEGIC OBJECTIVE
Rehabilitation of the Coal Haulage Network	District wide	To safeguard sustainable energy provision through rehabilitation and maintenance of the coal haulage road network
Improvement of tourism road infrastructure	District wide	To facilitate easy access to tourism attractions and heritage sites
Secunda West / Langverwacht Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Emzinoni Ext 11 and Ext 13 Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Establishment of Petrochemical Industrial Technology Park	Govan Mbeki	To unlock industrial development opportunities throughout the entire value chain of the chemical industry within the Gert Sibande district.
Growing the circular economy	District wide	To promote industrial symbiosis, closed mine rehabilitation and mine water reclamation initiatives for sustainable and clean environment
The Green Cluster 'Just Transition' Programme	District wide	Support the Carbon Capture and Utilisation Project in Govan Mbeki and Lekwa municipalities and intensify the industrial symbiosis and circular economy
Programmes to increase crop and livestock production	District wide	To intensify crop & livestock production; enhance agri-processing & fresh produce for export, including support to small scale agri-businesses owned by youth & women.
Light Industrial Hubs	Municipalities in the District	To renovate & convert old buildings to industrial workshops to accommodate artisans, auto mechanics & other skilled business traders in all seven local municipalities in the District
Digital Infrastructure development	Ermelo	To increase communications & inclusive growth of digital economy within the District
Siyathuthuka Enterprise Development Programme	District wide	To develop self-sustainable SMME's and co-operatives businesses that are able to create jobs for local communities

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.

Region	**Industries**			
Gert Sibande	Community services	Manufacturing	Mining	Finance
Chief Albert Luthuli	Community services	Trade	Mining	Finance
Msukaligwa	Community services	Finance	Trade	Transport
Mkhondo	**Community services**	**Trade (including tourism)**	**Finance**	**Manufacturing**
Dr Pixley Ka Isaka Seme	Community services	Finance	Trade	Agriculture
Lekwa	Community services	Finance	Trade	Manufacturing
Dipaleseng	Community services	Trade	Agriculture	Mining
Govan Mbeki	Manufacturing	Mining	Community services	Finance



Economic opportunities in Mkhondo:

- Opportunities around manufacturing, mining, agriculture, agro-processing & tourism. Agri-Park/hub.
- Green economy projects/initiatives.
- The importance of a LED Forum is to facilitate growth and job creation in this area.
- Working closely with big investors like PG Bison for example.
- Support to SMMEs and Cooperatives and also the informal sector to promote job creation and develop the economy.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

2.5. 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.

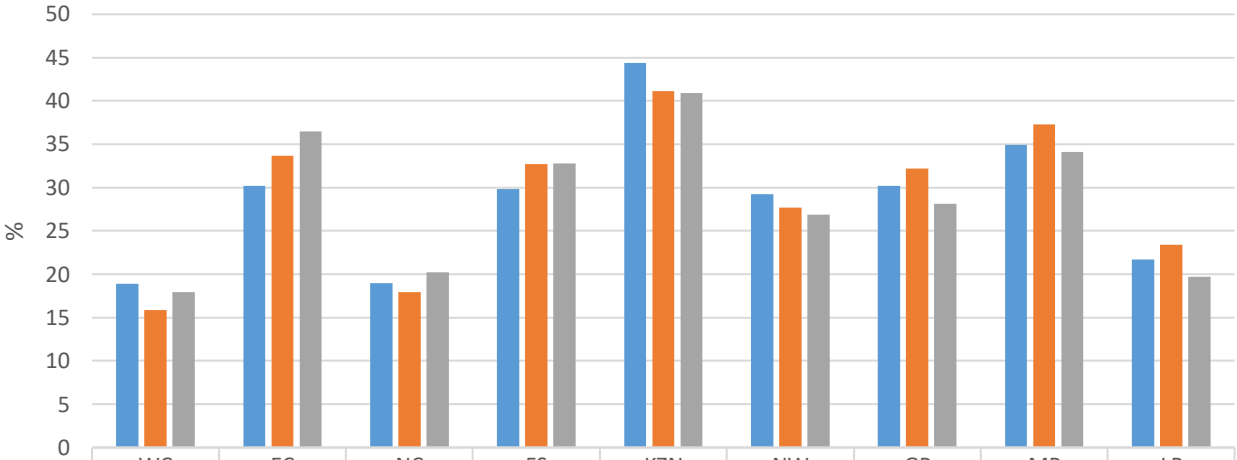
There is one public hospital and private hospital in the municipal area which are located in eMkhondo. In addition, there are 10 other health facilities which are mainly clinics. Of these, three of the facilities are located in eMkhondo and the other seven are distributed in the area. There are two Alcohol 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.

2.5.1. People living with disabilities

	Some difficulty	A lot of difficulty	Cannot do at all	Total
Seeing	**12 970**	**2 694**	**141**	**15 805**
Hearing	**6 040**	**1 379**	**158**	**7 577**

Communication	**3 002**	**662**	**213**	**3 877**
Walking	**5 285**	**1 824**	**360**	**7 469**
Remembering	**5 542**	**1 342**	**161**	**7 045**
Self-care	**3 266**	**949**	**430**	**4 645**

2.5.2. HIV prevalence



	WC	EC	NC	FS	KZN	NW	GP	MP	LP
2015	18.9	30.2	19	29.8	44.4	29.2	30.2	34.9	21.7
2017	15.9	33.7	17.9	32.7	41.1	27.7	32.2	37.3	23.4
2019	17.9	36.5	20.2	32.8	40.9	26.9	28.1	34.1	19.7

2.5.3. Gender Based 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 2024/2025 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

2.6. 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.

Capacity for disaster management

Mkhondo is taking proactive steps to bolster its disaster management capabilities by integrating cutting-edge drone technologies and earth observation initiatives. Drones, equipped with high-resolution cameras and thermal sensors, will provide real-time aerial surveillance of disaster-stricken areas, enabling rapid assessment of damage, identification of hazards, and efficient allocation of resources. This technology will prove invaluable in search and rescue operations, pinpointing the location of survivors and delivering essential supplies to hard-to-reach areas. Additionally, earth observation data collected from satellites will aid in early warning systems, predicting and mitigating the impact of natural disasters such as floods, droughts, and wildfires. By embracing these technological advancements, Mkhondo is demonstrating its commitment to safeguarding the community and ensuring a swift and effective response to any crisis.

CHAPTER 3: THE IDP PROCESSES

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 0f 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.

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

Table 20: Components of an IDP

No	MSA Requirement
I.	The municipal council's vision for the long term development of the municipality.
II.	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.
III.	The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.

IV.	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.
V.	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.

3.1. IDP structures

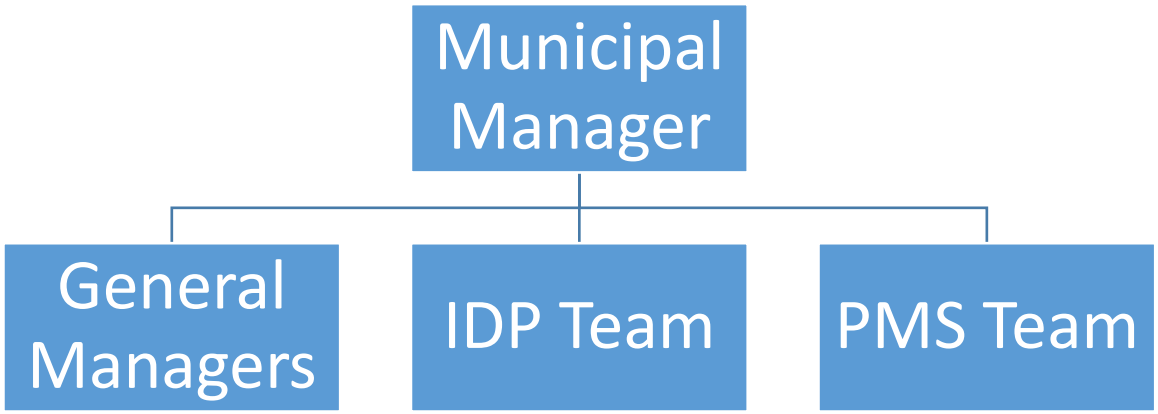
3.1.1. IDP Steering Committee

An IDP Steering Committee that would function, as a technical working team shall be composed of the following members:

- Municipal Manager (Chairperson)
- All General Managers; and
- All Managers
- Secretariat IDP & PMS Unit
- Department of Corporative Governance & Traditional Affairs MSU (IDP Section)
- Gert Sibande District Municipality (IDP)

The steering committee would provide a technical support to the IDP Driver to ensure a smooth planning process. It is supposed to guide the process.

Figure 24: Structure of Steering Committee



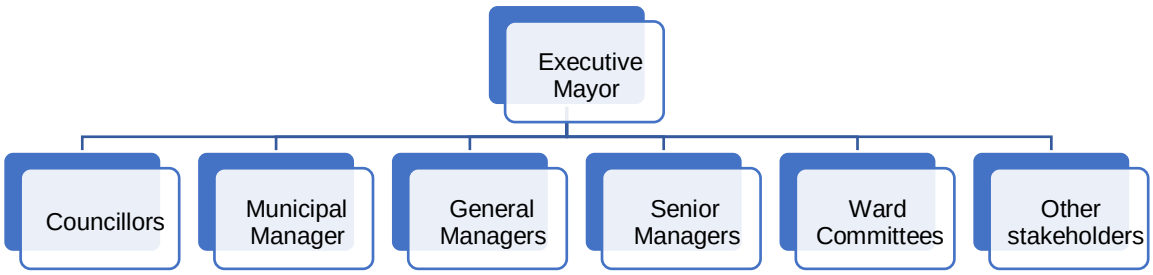
3.1.2. IDP Representative Forum

The most critical structure established for this process, especially for purposes of ensuring maximized participation of different interest groups and sectors, is the IDP Representative Forum. The rationale behind the establishment of this committee is to ensure that communication channels are kept smooth and efficiently.

The function of the IDP Representative Forum includes the following:

- The Representative Forum will have to ensure that every activity and decisions taken in the IDP development process are communicated to the communities.
- They are also to monitor and ensure that all decisions that are taken with regards to routes that the IDP must take from time to time are followed to the latter.
- They are expected at all times to reflect and safeguard the community inputs. This means that they are the mouthpiece of the communities.
- They represent the interests of their communities.
- Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders including the municipal government.
- Participate in the process of setting and monitoring key performance indicators.

Figure 25: Structure of Representative Forum



3.1.3. Ward Committees

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

3.1.4. 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.

3.1.5. 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 26: Consultative forums and mechanism for the community participation



3.1.6. 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.

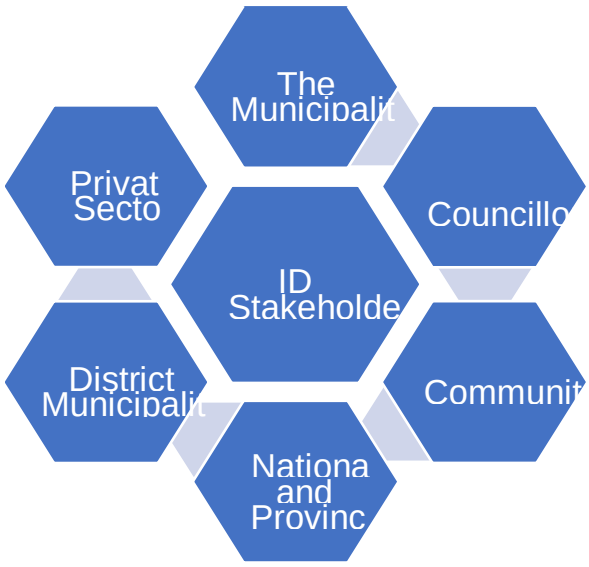
Figure 27: Chairperson and venue for local OVS

NO	CHAIRPERSON	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	Cllr Muzi Mhlanga	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

3.2. IDP planning process

KEY STAKEHOLDERS INVOLVED IN THE IDP PROCESS



3.3. IDP process

The IDP comprises of five distintinct phases and are as follows:

PHASE 1 ANALYSIS

During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first.

Information on availability of resources is also collected during this phase.

At the end of this phase, the municipality will be able to provide:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources

PHASE 2: STRATEGIES

During this phase, the municipality works on finding solutions to the problems assessed in phase one.

This entails:

I. Developing a vision -
The vision is a statement of the ideal situation the municipality would like to achieve in the long term once it has addressed the problems outlined in phase one.

II. Defining development objectives
Development objectives are clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in phase one.

III. Development strategies
Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. A development strategy is about finding the best way for the municipality to meet a development objective.

IV. Project Identification
Once the municipality has identified the best methods to achieving its development objectives it leads to the identification of specific projects.

PHASE 3: PROJECTS

During this phase the municipality works on the design and content of projects identified during Phase 2.

Clear details for each project has to be worked out in terms of:

- Who is going to benefit from the project?

- How much is it going to cost?
- How is this project going to be funded?
- How long would it take to complete?
- Who is going to manage the project?
- Clear targets must be set and indicators worked out to measure performance as well as the impact of individual projects.

PHASE 4: INTEGRATION

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans.

All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation and disaster management.

These strategies should be integrated with the overall IDP.

PHASE 5: APPROVAL

The IDP is presented to the council for consideration and adoption. The Council may adopt a draft for public comment before approving a finalised IDP.

The following process was followed for the development of the Mkhondo IDP 2024-2025 review.

Table 21: IDP phases

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												

Table 22: 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/ -0odissemination Capacity development and sharing Comment of the draft IDP/Budget

Table 23: IDP REPRESENTATIVE FORUM

DATE	TIME	VENUE
07 September 2023	10:00	Virtual (Microsoft teams)/MKhondo Local Municipality Chamber
05 December 2023	10:00	Virtual (Microsoft teams) MKhondo Local Municipality Chamber
22 February 2024	10:00	Virtual (Microsoft teams) MKhondo Local Municipality Chamber
08 May 2024	10:00	Virtual (Microsoft teams) MKhondo Local Municipality Chamber

Table 24: IDP STEERING COMMITTEE

DATE	TIME	VENUE
21 August 2023	08:00	Council Chamber
09 November 2023	08:00	Council Chamber
20 February 2024	08:00	Council Chamber
26 March 2024	08:00	Council Chamber

3.4. Public participation for 2024-2025 idp schedule

WARD	NAME AND SURNAME	CDW	Date/Time	Venue
1	Cllr Sangweni	B Myeni Ward Committee	14/04/24 10h00	Mahlaphaphama
2	Cllr Maisela	S Simelane S Thwala Ward Committee	26/04/24 14h00	Sakhisizwe Primary school
3	Cllr Mbatha	W Ngwenya Ward Committee	29/04/24 10h00	eMatafuleni
4	Cllr Thwala	K Nkosi S Madonsela Ward Committee	14/04/24 13h00	Iswepe
5	Cllr Nkosi	Q Shongwe Ward Committee	20/04/24 14h00	KwaThandeka Hall
6	Cllr Ngwenya	M Simelane	25/04/24 10h00	Malayinini

WARD	NAME AND SURNAME	CDW	Date/Time	Venue
		Ward Committee		
7	Cllr Brussow	S Myeni Ward Committee	25/04/24 17h30	Town Hall
8	Cllr Ngwenya	J Msimango Ward Committee	28/04/24 8h30	kleinvreistat
9	Cllr Manana	M Shabalala and D Manana Ward Committee	20/04/24 10h00	Berbice
10	Cllr Thomo	T Mokoena Ward Committee	11/04/24 16h00	Old age Home
11	Cllr Gwebu	S Hlophe Ward Committee	18/04/24 11h00	eZiphunzini Hall
12	Cllr Mhlanga	W Mhlanga Ward Committee	20/04/24 10h00	Sthulihleza hall
13	Cllr Mthethwa	Ward Committee	16/04/24 16h00	Skyfini Hall
14	Cllr Vilakazi	M Nkosi Ward Committee	24/04/24 17h30	Alliance Church
15	Cllr Shoba	Ward Committee	21/04/24 10h00	Ekuphileni
16	Cllr Qwabe	W Gamede Ward Committee	20/04/24 11h00	Alliance Church
17	Cllr Simelane	P Mavuso Ward Committee	21/04/24	Skyfin Hall
18	Cllr Mkhabela	Z Yende Ward Committee	21/04/24 10h00	Advice Center
19	Cllr Lukhele	Z Phakathi &S Sukazi Ward Committee	13/04/24 10h00	Sihanahana Superstore

3.5. Community needs

WARD 1: CLLR ND SANGWENI

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Road	New stand & Mkhize village	Not specified	Pits toilets are full VIP needed	Mkhondo, GSDM and PWRT
2.	water	New stand, kwangema north & Mkhize village, RDP & Emazozweni	Not specified	If the is a situation that is emergency its not easy road is damaged everywhere	Mkhondo, GSDM
3.	Paving of main road	New stand, kwangema north & Mkhize village		Road is highly gamaged. Paving needed	Mkhondo, GSDM & PWRT
4	VIP Toilet	New stand, kwangema north & Mkhize village			Mkhondo, GSDM
5.	Shelter	Through the ward	Not specified	School children are suffering	All Private and public Sector
6.	Job opportunities	kwaNgema north, mkhize village, new stand & Emazozweni	Not specified	High number of unemployed	All Private and public Sector
7	Mall	Saul Mkhize village	Not specified	In need of shopping centre because high population and will also create job opportunities.	Al Public and Private Sector
8.	Ambulance	New stand clinic	Not specified	We need the resident ambulance for Saul Mkhizeville.	Department of Health
9.	Tittle deeds	Mkhize village	Not specified	RDP houses that needs to be removed for wet place.	Mkhondo & Department of Human settlement
10.	CWP tools	New stand, Mkhize village, kwaNgema	Not specified	Are	Mkhondo & CoGTA
11.	Electricity	Whole ward	Not specified	We have electricity but some of	Mkhondo, Departmen t of Energy &

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				households need connections (Infills).	Eskom
12	RDP and PHP houses	Entire ward		The government to build the houses for the community as most of them are living in mud houses and some of their houses were damaged by storms	Mkhondo & Department of Human Settlement
13	Renovation of the Community Hall	Saul Mkhize ville and KwaNgema North		The hall is damaged: needs renovations	Mkhondo and Department of Human Settlement
14	Collection of waste	RDP Houses		Community are dumping waste at all open spaces	Mkhondo
15	Sites	Next to RDP HOUSES		Community need sites	Mkhondo & Department of Human Settlement
16	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
17	Sports ground and Stadium	RDP next to Library		The need to develop sport and remove kids from the street	Mkhondo & DCSR

WARD 2: CLLR BE MAISELA

NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	PhP and RDP houses	Taaibosspruit2, Donkerhoek, Kwambilitshisi, Kwasicathulo, Masi hambisane west, Nkosinathi, Mva thaza, Prospect 1, Rooikop, Jagdrift			Department of Human Settlement
2.	Electricity	Taaibosspruit2, Donkerhoek, Kwambilitshisi, Kwasicathulo, Masi hambisane west, Nkosinathi, Mva thaza, 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

NO.	NEEDS	VILLAG-ES/TOWNSHIP/ FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	Skills centre	Saul Mkhizeville	2950	High rate of unskilled youth	Department of higher Education and private Sector
12.	Shopping cen-tre	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 the one that we have is not operational	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.	Road	Entire ward	340	Grading and Re-gravelling.All roads are damaged there is also a need for storm water drainage and paving	MLM,GSDM & PWRT
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
4.	Electricity		Not specific		ESKOM,MLM & Deparment of Ernegy
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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
9	Footbridges	Alzu Farm,Ntithane and Mabola	107	Risk of school children crossing river	MLM &PWRT
10	Grazing land	Mabola		Cattle graze near the roads, and causing accident at R543	MLM/DARDLEA, Kangra & Rural Development
11	Multipurpose centre and Community Hall	Mabola, Ngema	Not specified	To be utilized by youth for access to internet and information Centre	MLM & CoGTA
12	Educational facilities	Ntintane, Etsheni, Etshondo, Mabola, madanca and Nkululeko	Not specified	Most rural school have multi-graded classes. Consider school enrolment.	Department of Education
13	Sewer services and Maintenance	Mabola	549	Health hazard to nearby community. New sewer for school and new clinic to be joined to the police station sewer which is spilling by roadside	MLM,GSDM & DWS
14	Cemetery site and fencing	Entire ward	Not specified	Unfenced cemeteries are damaged by animals while others are occupied illegally by people who need sites	MLM
15	Fuel station	Mabola and KwaNgema	Not Specified	More than 80KM dis-tance between Mkhondo and Wakkerstroom(R543)no garage	Private sector & Department of Ernegy
16	Hawkers stalls and dumping site	Mabola	549	To reduce the high level of littering and illegal occupation of land	MLM and DEDT
16	Job opportunity	Entire ward			All public and private sector

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
17	Taxi rank shelter	Ngema, Mabola	Not specified		MLM & PWRT
18	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
19	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/FARM	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 & Deparment of

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
					Human Settlement
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 HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1	Upgrading of electrical substation	Entire ward	12118	The area experience load reduction	Mkhondo, Eskom & Dept of Energy
2	New sites	Entire ward	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 ned 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
6	Water in rural areas	All rural areas (farms)	1700	Water still a challenge on rural ares(farms)	Mkhondo, GSDM & DWS
7	New school	Entire ward	20	Overground of learners at Nganana sec school it services 5 wards	Department of Education
8	Paving ext. 3	Extension 3	-	The roads are in a bad conditions	Mkhondo, GSDM & PWRT
9	Church sites	Ext 2 & Ext 3	Not specified	2 (Two) extentions don't have church sites.	Mkhondo
10	Feeding scheme centre	Ext 2 & 3	Not specified	Unemployment rate is very high	Mkhondo & DSD
11	Electricity pay point	Kwathandeka location	Not specified	People from Kwathandeka walk to town to get electricity from town	Mkhondo
12	Community park and gymnasium	kwaThandeka location	Not specified	Our children don't have a safe place to enjoy and keep them busy	Mkhondo & DCSR
13	New creche	kwaThandeka location	Not specified	New crèche is needed children walk long distance to the available crèche	DSD

NO.	NEEDS	VILLAGES/ TOWNSHIP/ FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
14	Stadium renovation	Kwathandeka location	Not specified	The Kwathandeka /Emoyeni stadium needs renovations that includes all other facilities attached to it.	Mkhondo & DCSR
15	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
16	Centre for people living with disability	KwaThandeka location	Not specified	To cater for the need of the people with disability	Mkhondo & DSD
17	Bus taxi shelters.	KwaThandeka location	Not specified	To cater for the people while waiting for buses and taxis	Mkhondo 7 GSDM
18	Roads graveling	KwaThandeka location & Extensions 2 &3	Local roads	Most roads are damaged and are in bad conditin	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	KwaManqele Farm, Assegai, Smith farm, Ndlozane, Mafour, Dalia Mission,uHlelo CPA		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, Metshisweni,Nambe.Derby Kambuyisa	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 to save finances.	Eskom, Mkhondo Department of Energy
3	Water reticulation and Boreholes	Maswazini, Redkliff, Evergreen village, Redgreen, Old Belfas,t New Belfast, Harlem ,Derby Ntintinyane, Madalas, Nyandeni, Derby mission, Mehlomane, Witrand, Day Farm, Hlelo CPA, Mavumbuka, Rustplaas 2, Kadlothovu, Kroomrivier, Smith farm. Dalia Matshotshombeni. Emetshisweni, Kamanqele farm, Haanerkom, Endlozane, Mafour, Assegai, Manzamnyama		To those using the truck to deliver water sometimes they are complaining because they are staying more days without clean water and they continue to drink dirty water in their areas.	Mkhondo, DWS & GSDM
4	Housing	Ezakheni Village Old Belfast & new Belfast ,Rustplaas 1, Rustplaas 2, Dalia Hanerkom Mission Villages, Makhwabane, Mavumbuka, Uhlelo River side,uHlelo CPA, Kwadlothovu, Derby Ntintinyane, Derby &		Some people are staying in mud houses that collapse during rainy season.	Mkhondo & Department of Human Settlements

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		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.			
5	Bulk sewer and sewer network	Rustplaas one, Rustplaas 2, Ezakheni, Uhlelo Riverside Amakhaya		We need Bulk sewer in our villages because Rustplaas is a semi urban area and is already established as a township and an established sewer network.	Municipality, GSDM and DWS
6	Low Flush Toilets	Ezakheni Village. Old Belfast & New Belfast. Rustplaas Estinin 2. Dalia Hanerkom, Mission Villages. Makhwabane. Mavumbuka. Uhlelo Riverside. Uhlelo CPA. Kadlothovu. Cascade all Villages. Redcliff all Villages Water Smith all Villages. Spring value. Metshisweni 1 & 2. Geluk Thuthukani Buhlebuyeza. Ka Day Farm.Ndlozane. Harlem all Villages. Derby Ntintinyane Madalas Mission.Matatazela Farm. Witrand Matshotshombeni, Brinjini, Charcoal Villages. Aseggai, MaFour,		We have VIP toilets in some of our villages and in some of our farms but those that are full need to be drained or to help them with the new Toilets because they are now creating high healthy risk to the communities, and also in other Villages there are no Toilets at all, or others Villages they do have but not enough others they don't have toilets at all. We request our Department of Water and sanitation to change the current system of the toilets to the better.	Municipality, GSDM and DWS

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
		Kamancele, Maswazini. Entire ward 06.			
7	CLINICS & Mobile Clinics	Rustplaas Derby		We request clinic to be relocated to Derby and mobile clinics to go around all villages.	Department of Health
8	Community Halls	Entire ward		We don't have the Community Halls in our Ward especially at Rustplaas because Rustplaas is the semi urban area it is difficult to have shelter if there is a wedding or any Community gatherings.	Mkhondo Municipality and Department of Human Settlement
9	Paving of Roads	Rustplaas 1& Ezakheni.		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 1. 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 ,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		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 3.Mehlwemamba Lower Primary School 4.Holdesheim Lower Primary School 5.Yellowstone Lower Primary School 6.Ziwelile Lower Primary School 7.Vulindlela Lower Primary School 8.Siyeza Lower Primary School.		classrooms, clean water and toilets.	
13	Job Opportunities and skills Development.	Entire ward		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		The LED will help our business people to grow up in the ward and reduce also the unemployment rate in the ward.	All Private and Public Sector
15	Township establishments.	Rustplaas 1, 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.	Entire ward,		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	Entire ward.		The Department Social and Development Mkhondo to assist them.	Department of Social Development
18	Day Care Centres	Entire ward.		Department of Social Development Mkhondo Municipality to assist them.	Department of Social Development

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
19	Multipurpose Centre and youth Centres.	Rustplaas.		The Multipurpose centre will help the young people about their activities and also the community gatherings and to get service to the area.	Mkhondo and CoGTA
20	Sport Centre facilities.	Entire ward		The sport centre will help them for games and keep them busy.	Mkhondo Municipality and DCSR
21	Disable Centres	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.	Entire ward.		The collection of waste will help the communities to stay clean in their areas.	Mkhondo Municipality
23	High mast lights	Entire ward		The high mast lights will reduce crime in the ward.	Mkhondo Municipality, Eskom and Department Energy
24	Lightning conductors	Makhwabane Village		The lightning conductors will protect the communities and their home from the damages of the lightning.	Mkhondo, GSDM and Eskom
25	Agriculture, commercial farming and Land for Grazing.	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.
26	Storm water drainage	Rustplaas one		Will help the streets not to be damaged by water.	Mkhondo Municipality and PWRT
27	Bridges	Rustplaas, Kwamancele,Amakhaya.		There are areas that need bridges for vehicles to crossing.	Mkhondo Municipality and PWRT

No.	NEEDS	VILLAGES /FARM /LOCATION	NO OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
28	Cemetery yard.	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 HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1	Electric main Substation	eMkhondo		Additional transformer	Mkhondo, Department of Energy & Eskom
2	Roads	eMkhondo		Resealing and patching of potholes	Mkhondo, GSDM & PWRT
3	Upgrading of water works	eMkhondo			Mkhondo & DWS
4	Resident site	Group 10/eMkhondo		We need more sites	Mkhondo & Department of Human Settlement
5	High school	eMkhondo		Additional high school	Department of Education
6	Extension/Upgrade of the clinic	eMkhondo		Extension of the existing structure is too small to accommodate all population	Department of Health
7	Hall	Group 10		Hall is needed in group 10 because of growth number of population	Mkhondo & Department of Human Settlement
8	Railings, sidewalks/bridges	eMkhondo		Maintaining of drainage and storm water service	Mkhondo & PWRT
9	Street light	eMkhondo		Additional street in all whole street	Mkhondo, Department of Energy & Eskom
10	Road signs &street naming	Emkhondo/group 10		Renaming of street and put signs where the name was change	Mkhondo & DCSR
11	Job Opportunity/skill development	eMkhondo		Job opportunities need we have many unemployed youth and skill centre to help youth to gain	All Private and Public Sector

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				skill and open more doors	
12	Electricity	eMkhondo		Confirmation of hydroelectricity implementation	Mkhondo, Department of Energy & Eskom

Ward 7 community needs

WARD 8: CLLR M Z NGWENYA

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Water	All villages	171	Most of the farms use to access water through boreholes, other boreholes are dry and other need proper connections and maintenance	MLM,GSDM & DWS
2.	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.	New 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	Mission,Matheni and Bulutshane	Not specified	We still have 3 villages that are not electrified due to way leave by farm owner	Mkhondo, Department of Energy & Eskom
7.	Community projects	All village not having CWP		Most of our community need community project to eliminate the challenge of job opportunities we need to expand the CWP and EPWP program to accommodate most unemployed	Mkhondo & CoGTA
8.	Sport field	Entire ward		All ward need maintenance of available sport ground and more sports code facilities needed	Mkhondo & DCSR
9	Roads	All ward		Our ward roads need regravellig and open of entrance roads since it's a gravel roads.	Mkhondo, GSDM & PWRT
10.	Cemeteries	All ward		We need fencing of cemeteries and other areas need land for cemeteries	Mkhondo

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	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
12.	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 mighty contaminated	MLM,GSDM & D WS
13.	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
14	Cellphone network	All villages			Private sector
15	Job opportunities and skill development	Entire ward			All
16	Installation of Sewer finished RDP Houses	Entire ward			MLM

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 ,Ezimbonjeni ,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 , Wagendrieft , Kwajakobe , Kwajongo , Kwahhansi , Exhoseni , Esguqeni , Emadulini 1,2&3 , Moolman emagesini , Moolman shop , Kwabholo 1&2 , Kwagusheni , Ngubevu , Skapral	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
		1&2 ,Mantonga , Kwambhucu , Kwaqgamu , Kwakhothi , Moolman kwazeff , Moolman TWK , Moolman Rulf , Emgombeleni , Kumpongwane , Masakhane 2, Khalambazo, Egigigi, Ezola, Commondale shop,			
4	Electricity (projects)	Jakobe,Kwarati,Ogwayini,Ncaneni,Ezimbhonjeni,Skapraal ,Ngubevu,Moolman, Esguqeni , Nkokweni ,Nyamane no3 , Emadulini , Kwandoyane, Watervir, Wagendrift[kwahhansi], Ezimbidleni, Ezola, Commondale shop, Kwamatshmhlophe(Skapraal)Kwaluphiso	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 , Confidance , Berbice , Encaneni , Nkokhweni , Alma , Kwandlebe , Madlodlongo , Sphuthuma , Kwajongo , Kwarati , Blomendal , Esguqeni , Kwahhansi , Kwakhothi , Exhosini , Ogwayini , Kwajakobe , Skapraal , Kwabholo ,	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
		Engubevu , 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,Esguqeni, 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 ,		The school in the private land and building is for MISSION.	DoE

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		Mantonga primary school ,Blomendal primary school , Moolman combined school ,Delfkom primary , Nkokhweni primary school , Mahamba primary school			
11	Sports ground	Kwabhedu,Delfkom, Ndwalaza,Berbice, Sulphursprings,Kwarati,Confidance,Wagendrift,Kwahhansi, Moolman,Mantonga ,Kwamagadla,Mahamba,Ezimbidleni,Sphuthuma , Bloomendal , Enhlebela , 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 Mu icipality
13	District roads	D646, D2486, D390 & D466		The district roads have BIG pot holes and bridges are not in good condition are very bad	PWRT
14	Cellular Network	Delfkom , Evezokuhle , Enhlebela , 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

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
15	CWP Project	Delfkom , Kubhedu , Evezokuhle , Esbetha , Blomendal , Ezimbidleni , Wagendritf , Kwahhansi , Exhoseni , Ogwayini , Kwajakobe , Emadulini , Kwamagadla , Esguqeni , Kwarati,Mchwathibane,Zola Kwanyonende, Khisela	2000	All the mentioned villages have a need of CWP project	CoGTA
16	Pedestrian Bridges	Ezibawini , Ebhadaza , Ezimbonjeni, eBhodweni,Bergeplaas	689	The community find it difficult to go to school and work if it is raining	Mkhondo Municipality & PWRT
17	Borehole	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, Kwakhisela,Kwaluphiso,Kwanyonende		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	Ezimbidleni , Wagendrieft, Kwamagadla , Evezokuhle ,	987	The community have an access of getting clean water but it is to far to other household and the old people find it difficult to use	Mkhondo Municipality, GSDM & DWS

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
		EgigigiEzibawini,Kwashuku		the hand pump borehole they are asking for jojo tanks , water pipes and taps on the streets.	
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
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	SAPS & PWRT

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
				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 .	
24	ABET School	Entire 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
27	Water tank	Entire ward 09	84 villages	Suggestion from the community, Municipality must hire local business that have water tank to provide water to the community.	Mkhondo Municipality, GSDM & DWS
28	DEP Of Health	Khalambazo		Mobile ambulance is no longer assisting the community and the call centre number is not assisting the community	DOH
29	Sport and recreation	23 teams		The need sport ground and assistance on soccer kit and soccer balls and	

NO	NEEDS	VILLAGES/FARM/LOCATION	NO.OF HOUSEHOLD	COMMENTS	RESPONSIBLE SECTOR
				one stadium for the entire ward They also need sponsors or assistance on traditional dance (Ingoma)	

Ward 10 community needs

WARD 10: CLLR MZ THOMO

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPON-SIBLE 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 & Osloop		-	MLM
4.	Speed Harms	Kempville,Reitville, Magadeni		-	MLM & PWRT
5.	Notice board of illegal diumping	Kempville,Reitville, Magadeni & Osloop		-	MLM
6.	Electricity	Retiefville		-	MLM, Department of Energy & Eskom
7.	EPWP Project and job opportunity	Kempville,Reitiefville, Magadeni & Osloop		-	All Private and Public Sector
8.	Paving of roads	Kempville,Reitiefville, Magadeni & Osloop		-	MLM & PWRT
9.	Pipe stands water	Kempville,Reitiefville, Magadeni & Osloop		-	Mkhondo, GSDM & DWS
10.	Renovation of stadium	Reitiefville		-	MLM & DCSR
11.	Pedestrian bridge	Kempville,Reitiefville, Magadeni & Osloop		-	MLM & PWRT
12.	Community hall	Kempville,Reitiefville, Magadeni & Osloop		-	MLM & Department of Human Settlement
13.	Multipurpose centre	Kempville,Reitiefville, Magadeni & Osloop		-	MLM & CoGTA
14	Paving of Taxi route	Oosloop			Mkhondo & PWRT
15	Replacement of 50mm with 100mm water pipe	Newstand & Oosloop			Mkhondo, GSDM & DWS

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPON-SIBLE SECTOR
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/FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
1.	Park Renewal	Magadeni,Eziphunzini,Thokozane,Maraba	350	Entertainment place is needed	Mkhondo & GSDM
2.	Tarred Road	Magadeni,Eziphunzini,Thokozane, Maraba		-	Mkhondo & PWRT
3.	Water tap/reticulation	Eziphunzini	4800	They don't have access to water	Mkhondo, GSDM & DWS
3.	Primary School	Eziphunzini (green field)	3200	Young kids from Eziphunzini walking long distance from greenfield to Nqubeko P School	Department of Education
4.	Library	Eziphunzini	4300	Education is important we need library so that community to be empowered	DCSR
5.	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
6.	Pedestrian bridge	Maraba and Magadeni	2500	The challenge of the pedestrian is long overdue	MLM & PWRT
7.	Job opportunities	Magadeni,Eziphunzini,Thokozane, Maraba	6900	Poverty eradication	All Public & Private Sector
8	Sites	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Residential and business sites Agricultural purpose Church sites	Mkhondo & Department of Human Settlement
9.	TVET College	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Most of youth need to further education	Department of Higher Education
10.	RDP Houses	Magadeni,Eziphunzini,Thokozane, Maraba	10,000	Removal of mud Houses	Department of Education

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSE HOLDS	COMMENTS	RESPONSIBLE SECTOR
11.	Sport facilities	Magadeni,Eziphunzini,Thokozane, Maraba	7000	For entertainment and recreational centre	Mkhondo & DSCR
12.	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 Developme nt

Ward 11 community needs

WARD 12: CLLR MR MHLANGA

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 opportunitie s	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

NO.	NEEDS	VILLAGES/ TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
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	COMMENTS	RESPONSIBLE SECTOR
1.	RDP houses	Mangosuthu,phoswa, eziphunzini	500		Department of Human Settlement
2.	Primary school	Mangosuthu			Department of Education
3.	Pedestrian bridge	Mangosuthu, sbetha	3		Mkhondo & PWRT
4.	Sewer Reticulation	Mangosuthu, phoswa, eziphunzini & Hlalangenkani	500		Mkhondo, GSDM & DWS
5.	Toilet	Mangosuthu,phoswa,eziphunzini & Hlalangekani	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 & Department of Huma Settlement
2	RDP Houses/Residential sites	Entire ward		-	Mkhondo & Department of Huma Settlement
3	Storm water drainage	Harmony park,Thembalasha and Part town			Mkhondo
4	High mast light/Street light	Harmony park,Thembalasha and Part town		-	Mkhondo, Department of Energy & Eskom
5	Road	Harmony park,Thembalasha and Part town		-	Mkhondo, GSDM & PWRT
6	Speed humps	Harmony park			
7	Job opportunities	Harmony park,Thembalasha and Part town		-	All public and Private sector
8	Business Sites	Harmony park,Thembalasha and Part town		-	Mkhondo
9	Bus shelter	Harmony park,Thembalasha and Part town			Mkhondo & Private Sector
10	N2 Pedestrian bridge	Harmony park			Mkhondo, PWRT, SANRAL
11	Mobile police station	Harmony park		-	SAPS
12	Cultural ,Sport and recreation facilities	Harmony park,Thembalasha and Part town			DCSR
13	High School	Harmony park			Department of Education
14	Extension of EDC at Harmony Park Combine school	Harmony park			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	COM-MENTS	RESPONSIBLE SECTOR
1	Electricity and infills	Ekuphileni (60), Langfontein(15), Ngingi (21), Mgandula(13), Talagu(5), Mnqongo(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
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	Pedestrain bridges	4 Villages	10		Mkhondo and PWRT
8	Sanitation	Obumbane,Emkhonjwane,Kwakhisela,Bakenkop, Kwa Mhanga			Mkhondo, GSDM & DWS
9	Clinic	Commondale	1000		Department of Health
10	Youth centre	Ntombe Mission,Khalambazo,Kwabeyers,Matshamhlophe			Department of Social Development
11	Satelite police station	Entire ward			SAPS
12	Network	Ekuphileni,KwaMnaba,Ndinsini			VODACOM/MTN/CELL C & Telkom

NO.	NEEDS	VILLAGES/TOWNSHIP/ FARM	NO.OF HOUSEHOLDS	COM-MENTS	RESPONSIBLE SECTOR
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
17	Pipes/Concrete/cement				mkhondo
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	Entire ward			Department of Social Development
21	Parks	Ntombe			Mkhondo & DSCR
22	Community Halls				Mkhondo, DHS & DCSR
23	Bus Stop Shelters	All villages			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	Site or RDP Houses	Phola Park			Mkhondo and DHS
2	Sanitation/ Toilets	Phola Park			Mkhondo, GSDM & DWS
3	Job opportunies	Phola park		-	Mkhondo & all stakeholders
4	Road	Phola park		-	Mkhondo GSDM
5	Sports Ground	Phola Park			Mkhondo, GSDM, DCSR & PWRT
6	Electricity	PHola Park			Mkhondo,DOE
7	Sewer connection	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 Welverdied & Kwamadabukela	1850	-	Mkhondo, Department of Energy & Eskom
2.	High Mast Light	Phola Park(1) Chriss Hani (2),Ezinkomeni(2)	1500	-	Mkhondo, Department of Energy and Eskom
3.	Sewer	Phola Park, Phoswa Village new formal settlement & Ezinkomeni	880	-	Mkhondo, GSDM & DWS
4.	Township establishment	Chriss Hani Village, Nkonjaneni Forest View Village	820	The community of Chriss Hani and Forest View area need to be formalized	Mkhondo
5.	Community Hall	Ezinkonjaneni	Not specified	The community need emergency service and clinic as their area is 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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
8.	Water reticulation	Welvadiend(2) Chriss Hani(4) Phoswa Village		Communal tap Communal tap Water reticulation	Mkhondo, GSDM & DWS
9.	Borehole	KwaGodi,kwa Njuqu Khumalo trust,Raiph Hitze xi,Ogies x1	100	The is no water at all	Mkhondo, GSDM & DWS
10.	Job opportunities	All villages		The youth of ward need to be given skills and employment EPWP, CWP,MRTT, Phezukomkhondo	All Public & Private sectors
11.	RDP Houses	Welvadiend,Chriss Hani,Phoswa Village, Ezinkomeni,Ezinkonjaneni, Phola Park	500		Mkhondo & Department of Human Settlement
12.	Road and Stormwater	All villages		Re-grading and gravelling of roads across the ward	Mkhondo, GSDM & PWRT
13.	Ploughing tools	All farms		Need support in agriculture	DARDLEA & Department Rural Development and Land Reform
14.	Sanitation and VIP Toilets	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend	600	There is no proper sanitation	Mkhondo, GSDM & DWS
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,	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend, Ezikonjaneni			Mkhondo

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO.OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
	Church & Business)				
19	Pedestrian bridge	Ezinkomeni,KwaNjuqu,Ogies, Welverdiend, Ezikonjaneni			Mkhondo & PWRT
20.	Fencing of grave yard	ezinkonjaneni			MLM
21.	Network	All Section			Private sector

Ward 17 community needs

WARD 18: CLLR M T MKHABELA

NO.	NEEDS	VILLAGES/TOWNSHIP /FARM	NO.OF HOUSE-HOLDS	COMMENTS	RESPONSI-BLE SECTOR
1.	Road	All village		Tarred road, paving and regrading	Mkhondo, GSDM & PWRT
2.	Houses	All village		Some mem-ber 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 HOUSE-HOLDS	COMMENTS	RESPONSI-BLE SECTOR
14.	Pedetraian 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- CLLR MS 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, eMatayteleni,KaMagcwala,KaMgreek, eMahoqo	500 household	More boreholes and jojo tanks are needed in these villages.	Mkhondo Local Municipality (MLM)
2	Electricity	Athole Farm,Thokozani village Matayleni and Westoe Farm	450 household	Community of these village need electricity	MLM and Eskom
3	RDP Houses	Thokozani/Mahlabathini, Athole Farm, Westoe farm, Stafford, eMataytelen	Approximately 700 Houses needed in these villages.	Majority of this community is still living in mud houses	Department of Human Settlement
4	Primary School	Amsterdam Town		As population significantly grows in outskirts of town new Primary is needed	DOE
5	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
6	Fire Station	Amsterdam Town	-	To combat fire to the whole community of Amsterdam	Mkhondo Local Municipality
7	TVET College	Amsterdam Town		To provide tertiary training/skills to local youth	
8	Street light/High Mast light	Amsterdam Town and all villages	-	Public light for public safety.	Mkhondo Local Municipality
9	Mobile Police Station	Thokozani village	Not specified	-	DCSSL and SAPS
10	Roads	Amsterdam Town and all villages		Paving/Tare roads needed in Town and	Mkhondo Local Municipality

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
				grading of streets is also needed in all villages.	and Department of Public works.
11	Toilets	All villages		There is shortage of proper toilet in all villages	Mkhondo
12	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,
13	Bridge	Amsterdam town		Reconstruction of bridge linking kwathandeka community and Amsterdam town is highly needed	
14	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
15	graveyard	Amsterdam Ext4 and Thokozani village		At ext 4 graveyard need to be extended. Fencing of the graveyard at Thokozani Village is also needed	
16	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
17	Pedestians walking lane	AmsterdamTown		To avoid overlapping of pedestraims to the drive ways destruction of traffic and making entrance of the town look good and conducive	MLM
18	Dumping Bins	Amsterdam Town		To avoid littering across the town	MLM
19	Land for Farming	Athole farm, Amsterdam Town	Not specified	To participate in food production as well as food security.	Department of Agriculture, Rural development,

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
					Land & Environmental affairs. Mkhondo Local Municipality
20	Cellular Network Towers	All villages	Not specified	To provide adequate access to cellular network connection.	Private sector
21	Advance hawker stalls	Amsterdam town		To formalise those who participating in small business within town such as hair dressing	MLM
2	Business Hub	Amsterdam Town	-	To attract more investors and grow economy of the town.	Mkhondo Local Municipality
23	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
24	Shopping complex and Commercial banks	Amsterdam Town	Not specified	To boost economy and creation of jobs.	Mkhondo Local Municipality and investors
25	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.
26	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

NO.	NEEDS	VILLAGES/TOWNSHIP/FARM	NO. OF HOUSEHOLDS	COMMENTS	RESPONSIBLE SECTOR
27	Community Hall	Thokozani village and Westoe Farm	Not speified	There's a serious need of building community halls in these two villages due to lack of community gathering venues and population of these communities is dramatically growing.	Mhondo Local Municipality
28	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
29	Traffic centre	Amsterdam Town	Not specified	Community of Amsterdam travel long distances to get their vehicles registered or licenced at Mkhondo.	Mkhondo Local Municipality
30	Ambulance	Amsterdam Town	Not specified	Standby ambulance needed at Amsterdam CHC to attend medical emergencies and avoiding long waiting period of patients who need urgent hospitalization.	Mpumalanga Department of Health

Ward 19 community needs

CHAPTER 4 STRATEGY DEVELOPMENT

4.1. Pestel analysis

PESTLE or PESTEL Analysis is a tool which helps organisations have a ten thousand foot view of the macro environment it is operating in. PESTEL is an acronym and the letters stand for Political, Economic, Social, Technological, Environmental and Legal. Also, this framework helps to keep track of all the changes happening in the external environment.

Table 25: PESTEL Analysis

OPPORTUNITIES	THREATS
Political	
South Africa's clear and decisive position against international political bullies. Beneficial relationship with BRICS Plus countries.	1. NATO countries isolating South Africa because of the latter's support of the people of Palestine.
Economical	
Access to international markets (AfCFTA). Abundant natural resources and commodities. Possible exclusion from the AGOA *(resulting from Threat – Political – 1 above)* will lead to the booming of local poultry producers.	1. Poor balance between introduction of clean energy and management of SA's natural resources. 2. Uncontrolled export of raw natural resources without beneficiation. 3. Inability of the economy to absorb the high number of Economic Active Population (EAP). 4. South Africa's increase in debts to GDP rates. 5. Possible economic instability from possible disinvestment *(associated with Threats – Political – 1)* by multi-national companies 6. Inability to guarantee energy security discourages Foreign Direct Investment.
Societal	

. Adequate Economic Active Population (AEP) – Skilled and unskilled. . Social engineering towards a proudly South African cause through algorithms, education and cultural development.	1. Increase in lawlessness (high crime rate). 2. Low propensity to save.
Technological	
. Techno-savvy society. . Artificial intelligence and ease of access to information . South Africa's role in BRICS Plus enables it to tap into the technological advancement of the eastern bloc, particularly China and Qatar, who are leaders in the 4IR advancement	1. Inadequate access to communication infrastructure. 2. Rise in cyber crime.
Environmental	
. Use of renewable energy to supplement the coal powered generation of electricity. . Waste recycling opportunities.	1. Climate change have negative impact on food security. 2. SA's heavy reliance on Genetically Modified Foods (GMF).
Legal	
. Non-progressive procurement legislations. . Legislations that do not promote local economic growth	1. Tame approach to the banks who manipulated the rand. 2. Slow adoption of 4IR by government as a basis of its systems and operation.

4.2. Swot analysis

A SWOT analysis is a strategic planning technique that evaluates a company's competitive position and aids in developing strategic plans. It **A SWOT analysis is a strategic planning technique that evaluates a company's competitive position and aids in developing strategic plans. It assesses both internal and external factors, providing a comprehensive view of the organization's strengths, weaknesses, opportunities, and threats.**

Table 26: SWOT Analysis

CONSOLIDATED INSTITUTIONAL SWOT ANALYSIS	
Strengths	**Weaknesses**
Good link between political and administrative leadership for efficient functionality of municipal systems and structures Legislation, policies and committees in place for legislatively compliant governance Vast land ownership by municipality for capital projects By-laws in place for effective law enforcement High youth labour force for unskilled labour Resourceful libraries for information dispersal & internet access Skills Development Programs in place for staff up-skilling and reskilling Annual financial statements are done internally Unqualified audit opinion (3 consecutive years)	Poorly maintained engineering infrastructure (water, sewer & electricity) Minor revenue collection pool Shortage of financial resources and budget for capital projects High ESKOM & DWS debt Poor implementation and enforcement of municipal by-laws and policies. Over legislation & excessive red-tape in local government policies. Poor managed migration and immigration. Inadequate management of Municipal Forestry Payments due to creditors not settled within 30 days
Opportunities	**Threats**
Potential to improve and increase revenue collection by respective strategic municipal departments Earth observation initiatives for increased data collection Implement economy recovery plan to stimulate equitable and inclusive growth Enhance service delivery through all IGR platforms such as DDM Opportunity to improve and increase administrative efficiency through the filling of critical vacant posts Strengthen institutional stability to access additional Grant Funding	Poor security of tenure Triple challenges' of poverty, unemployment and inequality Land invasion & poor land management Mkhondo population growth far exceeds the economic growth Hijacked infrastructure projects by illegitimate forums Non rehabilitation of mining land post mining

4.3. Vision, Mission and Core Values

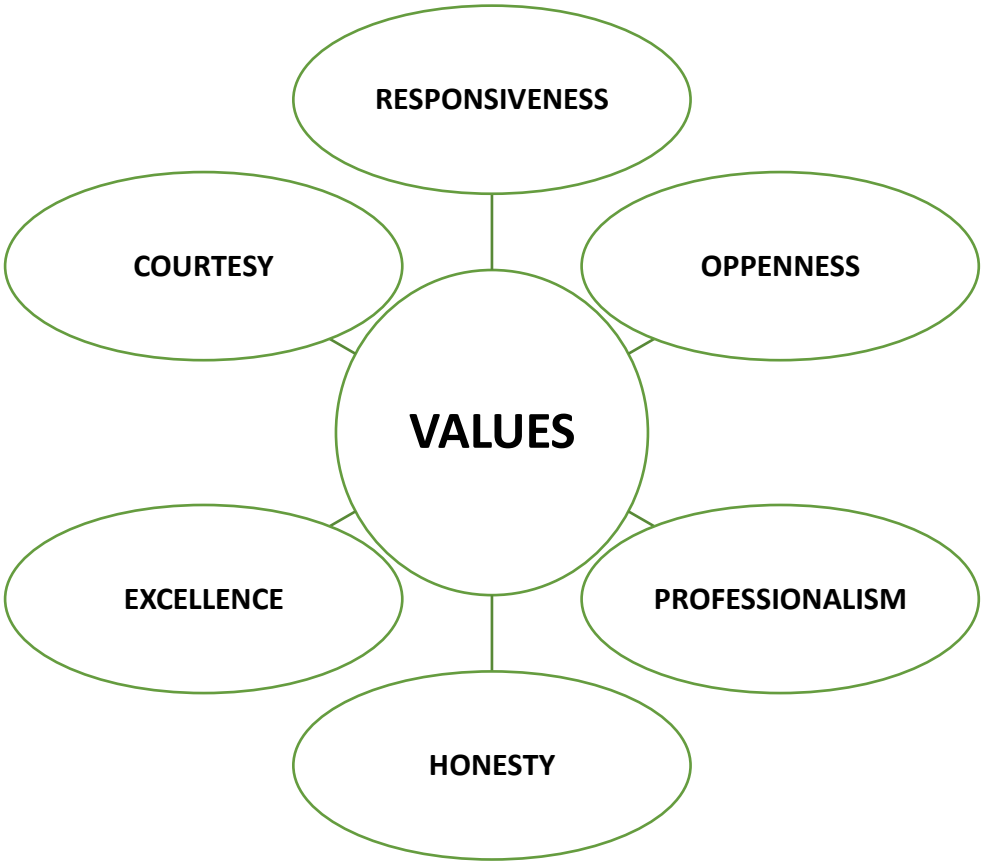
VISION

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



4.3. Strategic Priorities, Goals and Objectives

Table 27: Strategic Priorities, Goals, and Objectives

STRATEGIC PRIORITIES	STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Improved quality of life	1. Capacity building	1. Enhancement of skills.
	2. Growing Economy	2. Enhance new investment opportunities
		3. To reduce unemployment
2. Smart communities	3. Creation of integrated human settlements	4. Creation of 1000 housing opportunities
	4. Sustainable, innovative quality services to all	5. Eradicate services backlog
		6. Improve infrastructure maintenance and environmental management
		7. Reduce response time to complaints and emergencies
3. Smart Governance	5. Ensure good governance, effective public participation, and sound financial management	8. Intensify collaboration with partners.
		9. Intensify Revenue generation
		10. To ensure effective law enforcement and compliance with municipal bylaws.

4.4. District development model (DDM)

4.1.1. Introduction

4.1.1.1. Problem statement

The Mkhondo Local Municipality along with the rest of South Africa 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 leading 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] localized procurement and job creation, that promotes and supports local businesses, and that involves communities."
The coordination of the government service delivery machinery has been poor and neither benefiting the intended recipients nor yielding intended results. It is on those basis that the District Development Model was conceptualized.

4.1.1.2. District Development Model (DDM)

The District Development Model (DDM) was conceptualized 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 eThekwini 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 of the country, wherein the district is seen as the ‘landing strip’.

4.1.1.3. 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 integratedplanning, 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.

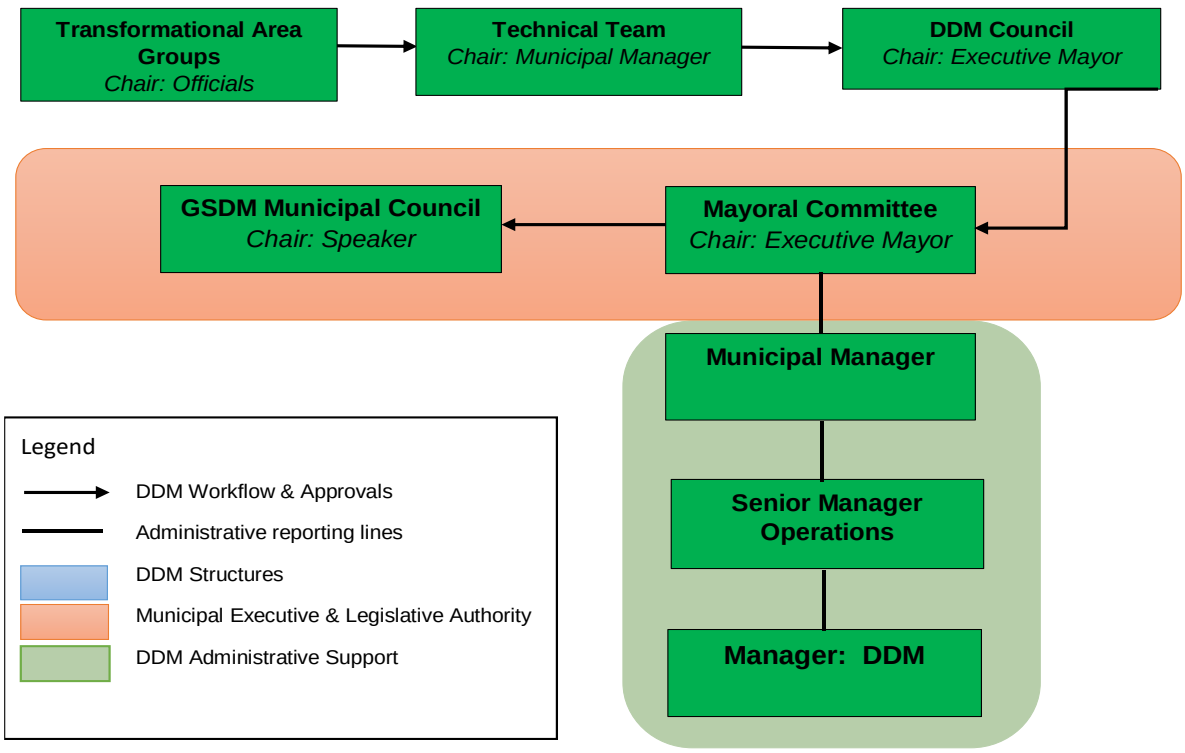
iii. To express a coherent and predictable government approach in relation to these key priorities through a Long-Term Strategic Framework (One Plan) for growth and development of the Gert Sibande District that is co-produced by all three spheres of government together with stakeholders and communities 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

Institutional Arrangement of the DDM structures in Gert Sibande District

The DDM structures in the Gert Sibande District are aligned with other similar structures in the province. The Council is chaired by the Executive Mayor to allow for sufficient political oversight by members of the Executive of the Gert Sibande District Municipality. The Municipal Manager chairs the Technical Team which is comprising of all government and private sector officials. The deployed Head of Department from one provincial department and municipal managers from all local municipalities are also members of the technical team.

Table 28: DDM Structure



The Mkhondo Local Municipality revised its organizational structure to strengthen the administrative support provided to the DDM function. The function is placed in the Office of the General Manager

Planning and Economic Development together with the IDP and IGR functions to ensure strategic administrative support.

4.1.1.4. 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:

✓ **People Development:**

The process of understanding the current population profile and Human Development Index (HDI. Efforts are then considered to transform society towards a desired demographic profile and radical improvement in the quality of life of the people through, amongst others, **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:**

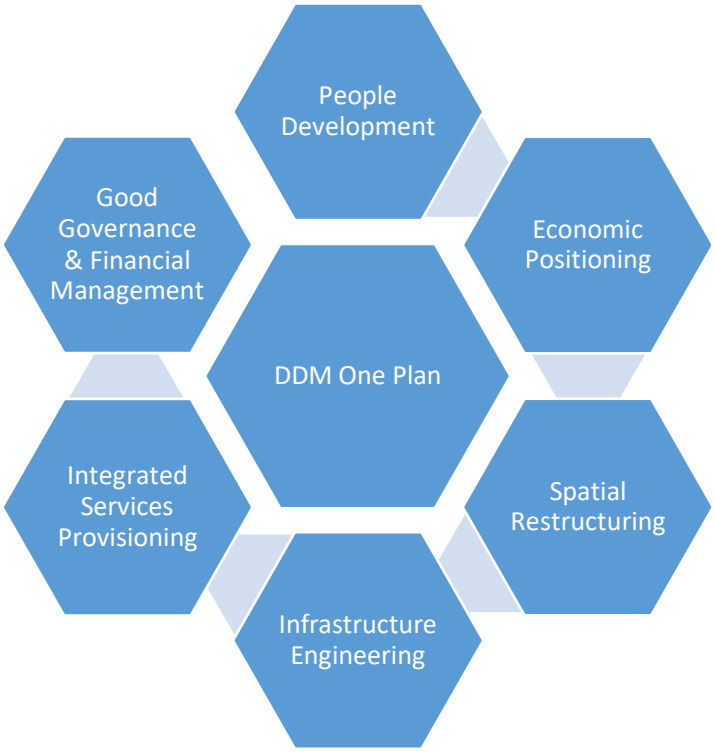
The process by which integrated human settlement, **municipal and community services** are delivered **in partnership with communities** so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household

✓ **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 28: The DDM Technical Structure



4.1.2. Allignment Of The DDM One Plan with the Municpal IDPs

There has been two challenges about the alignment of IDP and the DDM One Plan:-

- ✓ Practical adoption of the DDM approach within local municipal spaces and systems
- ✓ The integration of the municipal IDPs to the DDM approach

The Mkhondo Local Municipality is, emanating from its recent Strategic Planning Workshop, creating its development strategy through to its project implementation, in line with the DDM approach. The creation of commissions at the Strategic Planning Workshop and the presentation of the programmes and projects all aligns with the DDM structure.

4.5.1. One Plan TAG: People Development

Table 29: TAG 1 People Development (Table A):

Municipal KPA	**Institutional development**									
Problem statement and root causes per KPA:	Inadequate implementation of legislative frameworks that inhibit capacity building. 1.Inadequate capacity in-building. 2.Unethical behavioural patterns. 3.Budgetary constraints across the board									
One Plan Transformation Area	**People Development/Demographics**									
2022-27 MTSF Priority	•**Priority 1:** A capable, ethical and developmental state •**Priority 3:** Education, skills and health									
Municipal Priority	Improved quality of life									
Impact statement:				**MTSF Priority 2 Target:**						
Outcome (Strategic Goals)	**Outcome indicator** (Strategic Objectives)	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**	**DDM Stakeholder Intervention**	**ANNUAL TARGETS**			
							2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Capacity building	Enhancement of skills	60%	Existing staff has not reached the level that is envisaged by the institution.	10%	• Skills Development programm•Internship , Facilitate skills program • Learnership program • Apprenticeship • Integrated learning programme • Portable skill programs • Internal bursary schemes	• National Treasury – Funding • SALGA – Support • LG SETA – Funding & Training • National Skills Fund – Placement of students.	2%	2%	2%	2%	2%

Table 30: TAG 1 People Development (Table B):

TABLE B								
Outcome (strategic goals)	**Outcome Indicator** (strategic objective)	**KPI**	**5 year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Capacity building	Enhancement of skills.	**WSP**	**500**	**50**	**80**	**100**	**130**	**140**
		Mkhondo LM Bursary	**50**	**10**	**10**	**10**	**10**	**10**
		National Skills Fund	**20**	**4**	**4**	**4**	4	**4**
		Learner ship programm coordinated	100%	100%	100%	100%	100%	100%
		Portable skill programs coordinated	100%	100%	100%	100%	100%	100%
		Number of special Initiatives implemented	3	1	1	1	1	1

4.5.2. One Plan TAG: Economic Positioning

Table 31: TAG 2 Economic Positioning (Table A)

Municipal KPA	LOCAL ECONOMIC DEVELOPMENT										
Problem statement and root causes per KPA:	**Lack of commitment towards maintaining existing investments and attracting new ones**										
	Negative economic growth and Inadequate employment opportunities,										
One Plan Transformation Area	Economic Positioning.										
2022-27 MTSF Priority	Economic Transformation and Job Creation.										
Municipal Priority	Improved quality of life										
Impact statement: Reduce unemployment and increase economic growth				**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
Growing Economy	To reduce unemployment	2400	High unemployment rate	8275	Special Initiatives – Safety net poverty alleviation	GSDM, Alll departments, job creation			2625	2756	2894
	Enhance new investment opportunities	150	Negative economic growth	700	• Capacity building programmes	PRIVATE SECTOR, GOVERNMENT DEPARTMENT,SARS, MEGA, NYDA, SEDA-Capacity, funding			150	250	300
					• Strengthening of LED Forum	DEDET-Capacity.			1	1	1

		# of unplanted areas	High temporary unplanted area	Special focus on planting programmes and lesser harvesting operations	Planting Operations		100 ha	50 ha	150 ha	150 ha	150 ha
		Agriculturalland, tourism, residential	Vast unutilised land	Allocation of 15 land parcel	Inviting potential investors	Private Sector, individual entities for invetment purposes.	5	5	5	5	5

Table 32: TAG 2 Economic Positioning (Table B)

TABLE B								
Strategic goals	**Stragetic objective**	**KPI**	**5 yrs Tagert**	**ANNNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Growing Economy	To reduce unemployment	Number of special Initiatives implemented	40			2625	2756	2894
	Enhance new investment opportunities	Number of SMMEs supported	300			100	100	100
		LED FORUM	5			1	1	1
		Capacity building programmes	400			200	100	100
		Planting Operations	2400ha			2400 ha	2400 ha	2400 ha

4.5.4. One Plan TAG: Spatial Restructuring & Environmental Sustainability

Table 33: TAG 3 Spatial Rational and Environmental Sustainability (Table A)

Municipal KPA :	**SPATIAL RATIONALE**									
Problem statement and root causes per KPA:	Disintergrated and inadequately planned settlements with degrading environment									
One Plan Transformation Area	Spatial Restructuring & Environmental Sustainability									
2022-27 MTSF Priority	Spatial integration human settlements and local government									
Municipal Priority	Smart communities									
Impact statement:				**MTSF Priority 5 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
Creation of integrated human settlements	Creation of 1000 housing opportunities	2 000	Unsustainable settlements	1000 housing opportunities	✓ Sustainable Human Settlements	• DHS – Housing Opportunities creation and internal services reticulation • DADLLR land acquisition & planning frameworks • DBSA development funding	200	200	200	200	200

						• Mondi land provision & development					
Sustainable, innovative quality services to all . .	Eradicate services backlog	10 Wards	Unsustainable settlements	19 Wards	✓ Environmental Conservation ✓ Land Use Management & Building Control ✓ Earth observation	✓ DFFE – regulatory framework and programme funding ✓ GSDM – SPLUM By-Law implenetation ✓ NHBRC – training to local SMMEs	10	10	13	16	19

Table 34: TAG 3 Spatial Rational and Environmental Sustainability (Table B)

TABLE B								
Outcome (strategic goals)	Outcome Indicator (strategic objective)	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Creation of integrated human settlements	Creation of 1000 housing opportunities	Number of housing opportunities created	1000	200	200	200	200	200
Sustainable, innovative quality services to all	Eradicate services backlog	Number of earth observation initiatives undertaken	5	1	1	1	1	1
		Number of wards provided with Building Control Services	19	10	10	13	16	19
		Number of wards provided with Land Use Management Services	19	10	10	13	16	19
		Number of wards provided with Environmental Management Services	19	10	10	13	16	19

Table 35: TAG 3 Spatial Rational and Environmental Sustainability (Table C)

Municipal needs/priorities	Key issues	Affected ward	2022-27 IDP Intervention	Funding Source
SMART communities	Huge housing opportunity backlogs	All 19 Wards	Creation of 1000 housing opportunities	Department of Human Settlements
Sustainable, innovative & quality services to all	Poor access to earth observation data to assist with efficient provision of services	All 19 Wards	Introduce and implement earth observation initiatives Facilitate access to earth observation data	Council for Scientific & Industrial Research (CSIR) Department of Science & Innovation Department of Agriculture, Land Reform & Rural Development Internal funding
	Poorly managed land use	All 19 Wards	Extend access to land use management services to all wards Improve land use management system	Internal funding
	Non compliance with National Building Regulation & Building Standard Act (103 of 1977)	All 19 Wards	Extend access to building control services to all wards Improve compliance with the law	Internal funding
	Environmental degradation	All 19 Wards	Extend access to environmental management services to all wards Implementation of Re-use, Reduce & Recycle initiative Improve compliance with the law	Municipal Infrastructure Grant (MIG) Council for Scientific & Industrial Research (CSIR) Internal funding

4.5.5. One Plan TAG: Integrated Service Provisioning

Table 36: TAG 4 Integrated Service Provisioning (Table A)

Municipal KPA											
Problem statement and root causes per KPA:	The municipality faces a critical challenge in providing efficient, cohesive, and integrated services to its residents. Despite the recognized benefits of integrated service provision, various silos persist across departments, hindering collaboration, information sharing, and ultimately diminishing the effectiveness of municipal services.+										
	Despite the essential role of law enforcement in maintaining public safety and order, current revenue streams derived from these agencies remain insufficient to meet the growing demands for resources and infrastructure Factors such as limited funding sources, ineffective fee structures, and regulatory constraints contribute to the shortfall in revenue generation potential.										
	According to Stats SA's Census 2022, Mkhondo's households increased from 3.5% in 2011 to 4.1% in 2022. Key concerns include inadequate infrastructure, geographic barriers, population density, and resourced man power all of which contribute to delays in emergency service arrival and provision.										
One Plan Transformation Area	Integrated Service Provisioning										
2019-24 MTSF Priority	Social Cohesion and Safe Communities										
Municipal Priority	Smart Governance										
Impact statement:				MTSF Priority 2 Target: Priority 6: Social Cohesion and Safe Communities							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objective)	Baseline	Situational analysis	5 year IDP target	Intervention/programme	DDM Stakeholder Commitment	ANNUAL TARGETS				
							2022/23	2023/24	2024/25	2025/26	2026/27
							Outputs	Outputs	Outputs	Outputs	Outputs
Ensure good governance, effective public participation, and sound financial management	To ensure effective law enforcement and compliance with municipal bylaws.	30% progress to promulgation of law enforcement by laws	Lack of promulgated bylaw for law enforcement within the municipality	100%	Developing and Gazetted bylaws	COGTA –Funding for preparation and gazetting by-laws		30%	80%	100%	100%

Sustainable, innovative quality services to all	Reduce response time to complaints and emergencies	12 wards	There is only one disaster centre covering the whole of Mkhondo	19	• Capacitate on disaster response in all fire fight • Establishment of fire station in satellite areas	• GSDM–Filling of vacancies • DOH-collaboration in awareness • COGTA/National Disaster Management Centre- Skills development • DPWRT-fire station building	12	12	15	17	19
	Intensify Revenue generation	30%	Lack of working resources defeats the possibilities of revenues enhancement and adherence to municipal gazetted bylaws	80%	DOJ-Increase target on traffic fines		30%	35%	60%	70%	

Table 37: TAG 4 Integrated Service Provisioning (Table B)

TABLE B								
Outcome (strategic goals)	**Outcome Indicator (strategic objective)**	**KPI**	**5 year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Sustainable, innovative quality services to all	Reduce response time to complaints and emergencies	• 19 wards receiving effective and efficient disaster management services	All 19 Wards	12	12	15	17	19
		• Filling of vacancies						
		• Fully equipped and functional operational room						
		• Establishment of fire station in satellite areas						
	Intensify Revenue generation	Number of traffic fine	All 19 Wards	19	19	19	19	19
		Number of business license issued						
		Number of fire permit						
		Develop and implement a municipal Safety Plan and promulgate by-laws	All 19 wards	19	19	19	19	19
Ensure good governance, effective public participation, and sound financial management	To ensure effective law enforcement and compliance with municipal bylaws .	%of progress made on law enforcement bylaws		12	12	15	17	19

4.5.6. One Plan TAG: Infrastructure Engineering

Table 38: TAG 5 Infrastructure Restructuring (Table A)

Municipal KPA	Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:	Inadequate and unsustainable provision of basic services										
One Plan Transformation Area	Infrastructure Engineering										
2019-24 MTSF Priority	Provision of reliable and quality basic services (Electricity, Water, Sanitation, Roads and Refuse Removal).										
Municipal Priority	Smart communities										
Impact statement: Accessible services to communities Developed infrastructure				**MTSF Target: 95% access to piped water, sanitation, electricity**							
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, innovative quality services to all	Eradicate services backlog	Households without access to water 11% (6 433 HH)	-No access to water supply	Eradication of 6% household (3538 HH) without access to water supply out of 58 504HH	Implementing water eradication programme	• MIG-funding • WSIG-funding • GSDM-technical support • CPA, Mondi, Sappi etc.)-technical support	6433HH	5850HH	5265HH)	4095HH)	2925HH)

		Households without access to sanitation (2 272 HH)	-No access to sanitation	Eradication of households without access to basic sanitation (2272 HH) Out of 58 504HH	- Implementing sanitation program	MIG, WSIG, GSDM and stakeholders	2 272HH	1704HH	1136HH	568 HH	0 HH
		Households without access to electricity (6 433 HH)	-No access to electricity	Eradication of (3538 HH) without access to electricity supply out of 58 504HH	- implementing rural electrification program	INEP-funding ,ESKOM-funding and support	6433HH)	5850HH)	5265HH)	4095HH)	2925HH)
	Improve infrastructure maintenance and environmental management	Aged infrastructure	unsustainable water supply	Maintain sustainable access to water (52 071HH)	Implementation of water conservation and water demand management	MIG, WSIG, GSDM and stakeholders (CPA, Mondi, Sappi etc.)	Replacement of water meters and Maintenance of boreholes	Installation of water Bulk meters and upgrading raw water pumps and valves	Refurbishment of Piet Retief WTW and Amsterdam Filtration system	Upgrading of Mkhondo phase 1 and Saul Mkhize WTW	Upgrading of Mkhondo phase 2 and Saul Mkhize WTW
		Aged infrastructure	• Sewer spillage • Water pollution through discharge of WWTW	Maintain dignified access to sanitation and hygiene (52 071HH)	Implementation of wastewater risk abatement plan (W2RAP)	MIG, WSIG, GSDM and stakeholders	Refurbishment of Piet Retief WWTW	Upgrading of Mangosuthu and Phoswa Pump Stations	Refurbishment of Amsterdam WWTW	Upgrading of Amsterdam WWTW	Upgrading and maintenance of bulk sewer lines Pier Retief and Amsterdam
		554km of gravel roads	Dilapidated road infrastructure network	554 km of gravel road	implementation of road maintenance plan	• GSDM • DPWRT	506 km gravel road bladed	300 km of gravel road bladed	300 km of gravel road bladed	204 km of gravel road	50km gravel road
		126km of	Dilapidated road		- implementing	GSDM-Technical					

			infrastructure network	16 km surfaced road	road infrastructure networt		4 km of surfaced road	5,4 km of surfaced road	4km of surfaced road	4 km of surfaced road	4 km of surfaced road
						DPWRT-Funding and Support					

Table 39: TAG 5 Infrastructure Restructuring (Table B)

TABLE B								
Outcome	**Outcome**	**KPI**	**5 year Target**	**ANNUAL IMPLEMENTATION**				
(Strategic goals)	**Indicator (strategic objective)**			**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Sustainable, innovative quality services to all	Eradicate services backlog	Maintenance done as per maintenance plan(Electrical)	700	120	140	140	140	140
		Number of water conservation and water demand management programmes implemented	180	35	37	37	37	37
		Kilometres of gravel roads maintained, constructed and Bladed	680km	160	300	300	300	300
	Improve infrastructure maintenance and environmental management	% of new electricity meters installed	100%	100%	100%	100%	100%	100%
		% of electricity fualty meters replaced	100%	100%	100%	100%	100%	100%
		Replacement of conventional meter to prepaired	1400	0	0	0	700	700
		% of reported electric faults attended to	100%	100%	100%	100%	100%	100%
		% of new water and waste water connections	100%	100%	100%	100%	100%	100%
		Number of water meters replaced	500	125	120	100	100	100
		Number of publication reports on water and waste water compliance (Blue and Green drop)	20	4	4	4	4	4
		Number of Megaliters of waste water treated from waste water treatment works and sceptic tanks drained from households	13 000M/L	2555M/L	2555M/L	2555M/L	2555M/L	2555M/L
		Graves prepared	100%	100%	100%	100%	100%	100%
		Number of Kerbs Inlet, Catch pits and Manholes cleaned	200	120	200	200	200	200

		Square meters (m^2) of tar road potholes repaired	20 000	16 800	20 000	20 000	20 000	20 000
		Meters of storm water systems maintained	4000	5000	4000	4000	4000	4000

4.5.7. One Plan TAG: Poor implementation of governance systems

Table 40: TAG 6 Governance (Table A)

Municipal KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPALTION									
Problem statement and root causes per KPA:	Poor implementation of governance systems									
One Plan Transformation Area	Good governance and sound financial management									
2022-27 MTSF Priority	A capable, ethical and developmental state									
Municipal Priority	Smart Governance									
Impact statement:						**MTSF Priority 2 Target:**				
Outcome (Strategic Goals)	**Outcome indicator (Strategic Objectives)**	**Baseline**	**Situational analysis**	**5 year IDP target**	**Intervention/ Programme**	**DDM Stakeholder Intervention**	**ANNUAL TARGETS**			
							2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Ensure good governance, effective public participation, and sound financial management	Intensify collaboration with partners.	Unqualified Audit Outcome	• Internal control deficiencies. • Poor compliance with governance prescripts	Unqualified Audit Outcome with no matters of emphasis	• Enforce strict adherence to controls and policies • Capacity building across the municipality	• GSDM – technical support • PT – Finance related compliance, • COGTA governance support, • SALGA – Capacity Building	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit Outcome with no matters of emphasis

		56% collection rate	Lack of effective and efficient systems to enhance revenue collection	95%	Revenue Enhancement Programmes	PT, COGTA and SALGA			80%	85%	95%
		Operating on budget funding plan.	High level of UIFW expenditure		Discourage spending on non-core expenditure items.	District Municipality , PT, COGTA, and SALGA			Unfunded	Unfunded	Funded
	Intensify Revenue generation		Aging fleet and infrastructure		Appointment of cash management committee.		1	1	1	1	1
			Non - performing debt book		Develop and review of revenue value chain		1	1	1	1	1
					Implementation of Budget funding plan		1	1	1	1	1
					Approved of budget , IDP & SDBIP		3		3	3	3
					Submission of AFS in time		1	1	1	1	1
					Signing of Performance agreement		1	1	1	1	1
					Annual report		1	1	1	1	1
					Mid-term budget and performance assessment report		1	1	1	1	1
					Oversight report		1	1	1	1	1

Table 41: TAG 6 Governance (Table B)

TABLE B								
Outcome	**Outcome**	**KPI**	**5 year Target**	**ANNUAL IMPLEMENTATION**				
(Strategic goals)	**Indicator (strategic objective)**			**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Ensure good governance, effective public participation and sound financial management	Intensify collaboration with partners.	To facilitate the drafting of MSR compliant JD's	100%	10%	10%	50%	100%	100%
		Fill in all approved "requests-to-fill" vacancies within 3 months	100%	44%	50%	75%	85%	100%
		Monitoring and evaluating of contract Register - Finance						
		Number of training interventions facilitated	180			60	60	60
		Number of stakeholder engagement facilitated	210	42	42	42	42	42

		Council and committee meetings coordinated	155	31	31	31	31	31
		Mayoral and Section 80 Committee meetings coordinated	305	61	61	61	61	61
		To migrate municipality to latest microsoft environment package	100%	40%	50%	70%	90%	100%
		Implement Electronic Record Management System	100%	0%	10%	40%	70%	100%
		Approved of Budget IDP & SDBIP	3			3	3	3
		Signed and Submission of AFS in time	3			1	1	1
		Signed of Performance agreement	18			6	6	6

		Approved Annual report	3			1	1	1
		Approved Mid-term budget and performance assessment report	3			1	1	1
		Adopted Oversight report	3			1	1	1
Ensure good governance, effective public participation and sound financial management	Intensify Revenue generation	Funded budget	Unfunded			Unfunded	Funded	Funded Budget
		95% revenue collection rate	80%			85%	95%	Improved Revenue collection
		Clean Audit	Unqualified audit outcomes with no findings			Unqualified audit outcomes with no findings	Clean	Improved Audit Outcomes

Table 42: TAG 6 Governance (Table C)

Municipal needs/priorities	Key issues	Affected ward	2022-27 IDP Intervention	Funding Source
SMART Governance	Internal control deficiencies (Poor implementation of policies and by-laws)	N/A	Enforce strict adherence to controls and policies Capacity building across the municipality	Department of Human Settlements
	Lack of proper records management system	N/A	Implement Electronic Record Management System	Council for Scientific & Industrial Research (CSIR) Department of Science & Innovation Department of Agriculture, Land Reform & Rural Development Internal funding
	High vacancy rate	N/A	Fill in all approved "requests-to-fill" vacancies within 3 months	Internal funding
	Poor compliance with governance prescripts	N/A	Extend access to building control services to all wards Improve compliance with the law	Internal funding
	Environmental degradation	All 19 Wards	Extend access to environmental management services to all wards Implementation of Re-use, Reduce & Recycle initiative Improve compliance with the law	Municipal Infrastructure Grant (MIG) Council for Scientific & Industrial Research (CSIR) Internal funding

Chapter 5 FINANCIAL PLAN

5.1. Financial plan

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

5.2. Overview of financial management policies

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

5.2.1. Asset Management Policy

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

5.2.2. Disposal policy

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

5.2.3. Borrowing policy

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

5.2.4. Fleet Management Policy

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

5.2.5. Rates Policy

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

5.2.6. Tariffs Policy

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

5.2.7. Cash Management Policy

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

5.2.8. Credit and Debt Control Policies

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

5.2.9. Consumer Cut offs

Consumers are encouraged to settle their accounts within 30 days of receipt of their invoices. In the event that the Consumer fails to settle their accounts within the stipulated time, the Municipality resorts to measures to recover the outstanding amounts. This is meant to ensure that the Municipality will have cash flow for service delivery purposes. One of the measures employed by the Municipality is that of cut-offs. Cut-offs are implemented in instances where other collection methods are failing to yield positive results. In order to avoid the cut-offs, Consumers are encouraged to approach the municipality to have acceptable payment arrangements.

5.2.10. Subsistence and Travelling Policy

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

5.2.11. Funds Transfer Policy

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

5.2.12. Budget Policy

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

5.2.13. Investment Policy

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

5.2.14. Long Term Financial planning policy

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

5.2.15. Funding and Reserves Policy

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

5.2.16. 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.

5.2.17. Indigent Policy

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

5.3. Supply chain management

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

5.4. 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).

Table 43: SCM Committee

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

SCM committee members are appointed on quarterly basis, and sit when there is need.

5.5. 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.

Table 44: Final Budget summary

Choose name from list - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	71,237	74,504	80,031	93,860	82,645	82,645	82,645	96,472	102,260	108,396
Service charges	195,692	214,039	202,911	265,431	301,270	301,270	301,270	328,377	372,169	422,201
Investment revenue	195	256	1,262	1,044	3,144	3,144	3,144	3,298	3,450	3,609
Transfer and subsidies - Operational	305,269	279,332	321,215	342,483	350,092	350,092	350,092	366,790	377,154	386,330
Other own revenue	46,329	46,616	71,029	59,892	88,874	88,874	88,874	93,229	97,518	102,003
Total Revenue (excluding capital transfers and contributions)	618,721	614,747	676,447	762,712	826,026	826,026	826,026	888,166	952,551	1,022,539
Employee costs	215,417	232,409	234,561	257,738	257,738	257,738	257,738	270,639	283,053	292,478
Remuneration of councillors	16,154	15,453	15,832	17,125	18,122	18,122	18,122	19,363	20,389	21,470
Depreciation and amortisation	72,418	95,189	92,982	63,040	101,532	101,532	101,532	96,377	103,449	110,847
Interest	19,757	33,775	54,644	12,503	22,720	22,720	22,720	23,924	25,025	26,176
Inventory consumed and bulk purchases	235,826	225,288	181,381	222,490	188,381	188,381	188,381	211,425	242,337	280,243
Transfers and subsidies	6,212	7,217	9,612	–	–	–	–	–	–	–
Other expenditure	324,754	231,792	305,060	201,833	300,339	300,339	300,339	254,826	266,559	278,167
Total Expenditure	890,537	841,124	894,072	774,729	888,834	888,834	888,834	876,554	940,811	1,009,380
Surplus/(Deficit)	(271,816)	(226,376)	(217,625)	(12,018)	(62,808)	(62,808)	(62,808)	11,612	11,739	13,159
Transfers and subsidies - capital (monetary allocations)	145,590	185,121	106,408	93,781	116,852	116,852	116,852	134,188	97,092	105,101
Transfers and subsidies - capital (in-kind)	8,469	5,964	1,500	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(117,757)	(35,292)	(109,718)	81,763	54,044	54,044	54,044	145,801	108,831	118,260
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(117,757)	(35,292)	(109,718)	81,763	54,044	54,044	54,044	145,801	108,831	118,260
Capital expenditure & funds sources										
Capital expenditure	138,766	182,360	99,569	82,002	104,524	104,524	104,524	121,487	86,097	93,104
Transfers recognised - capital	76,545	181,260	96,253	81,548	101,610	101,610	101,610	119,849	84,428	91,392
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	56,089	933	2,371	453	2,914	2,914	2,914	1,638	1,669	1,712
Total sources of capital funds	132,634	182,193	98,624	82,002	104,524	104,524	104,524	121,487	86,097	93,104
Financial position										
Investments	483	497	530	514	579	579	579	579	579	579
LIABILITIES	–	–	–	–	–	–	–	–	–	–
Financial liabilities	–	–	–	–	–	–	–	–	–	–
NET ASSETS	1,217,544	1,237,210	1,128,730	1,465,663	1,182,774	1,182,774	1,182,774	1,325,475	1,434,306	1,552,566
Community wealth/Equity	–	–	–	–	–	–	–	–	–	–
Cash flows										
Net cash from (used) operating	456,305	127,986	(182,303)	94,382	118,296	118,296	118,296	127,701	59,958	73,045
Net cash from (used) investing	(175,968)	(177,937)	(112,206)	(90,442)	(115,224)	(115,224)	(115,224)	(139,708)	(94,790)	(102,500)
Net cash from (used) financing	–	(2,306)	–	136	136	136	136	–	–	–
Cash/cash equivalents at the year end	280,337	(44,473)	(290,276)	30,708	14,201	14,201	14,201	2,194	(32,638)	(62,094)
Cash backing/surplus reconciliation										
Non current Investments	23,262	7,054	7,318	(0)	(0)	(0)	(0)	–	–	–
Statutory requirements	(545,989)	(606,962)	(760,539)	(664,446)	(809,383)	(809,383)	(809,383)	(694,411)	(568,689)	(435,144)
Balance - surplus (shortfall)	569,251	614,016	767,857	664,446	809,383	809,383	809,383	694,411	568,689	435,144
Asset management										
Asset register summary (WDV)	1,635,044	1,719,028	1,655,617	1,695,384	1,660,922	1,660,922		1,611,183	1,509,403	1,400,268
Depreciation	84,154	91,515	86,012	63,040	101,332	101,332		91,377	96,730	102,330
Renewal and Upgrading of Existing Assets	(215,797)	(3,345)	(132)	(1,787)	18,053	18,053		97,427	1,315	10,386
Repairs and Maintenance	81,850	41,286	55,378	34,602	39,745	39,745		31,740	33,242	36,943
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	4,401	4,575	10,016	15,678	15,696	15,696		32,391	34,924	37,697
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

Table 45: Revenue and expenditure

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	####	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	147,393	165,534	150,870	208,759	244,920	244,920	244,920	267,654	307,803	353,973
Service charges - Water	2	24,547	23,686	25,449	28,774	26,057	26,057	26,057	28,612	30,328	32,148
Service charges - Waste Water Management	2	10,943	11,340	12,290	12,802	15,197	15,197	15,197	16,109	17,075	18,100
Service charges - Waste Management	2	12,809	13,479	14,301	15,096	15,096	15,096	15,096	16,002	16,962	17,980
Sale of Goods and Rendering of Services		1,947	2,258	11,875	2,129	2,564	2,564	2,564	2,689	2,813	2,942
Agency services		–	–	–	–	–	–	–	–	–	–
Interest		26,605	32,109	0	–	–	–	–	–	–	–
Interest earned from Receivables		–	–	35,869	37,884	49,690	49,690	49,690	52,124	54,522	57,030
Interest earned from Current and Non Current Assets		195	256	1,262	1,044	3,144	3,144	3,144	3,298	3,450	3,609
Dividends		–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		743	1,158	1,114	1,422	1,445	1,445	1,445	1,516	1,586	1,658
Licence and permits		–	5	–	58	58	58	58	61	64	67
Operational Revenue		1,341	14	1,205	1,103	1,728	1,728	1,728	1,813	1,896	1,983
Non-Exchange Revenue											
Property rates	2	71,237	74,504	80,031	93,860	82,645	82,645	82,645	96,472	102,260	108,396
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		15,463	6,094	6,144	5,792	5,796	5,796	5,796	6,080	6,360	6,652
Licences or permits		188	147	191	86	169	169	169	177	185	194
Transfer and subsidies - Operational		305,269	279,332	321,215	342,483	350,092	350,092	350,092	366,790	377,154	386,330
Interest		–	–	11,746	11,417	27,425	27,425	27,425	28,769	30,092	31,477
Fuel Levy		–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	(38)	95	–	–	–	–	–	–	–
Other Gains		42	4,868	2,790	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contribu		**618,721**	**614,747**	**676,447**	**762,712**	**826,026**	**826,026**	**826,026**	**888,166**	**952,551**	**1,022,539**
Expenditure											
Employee related costs	2	215,417	232,409	234,561	257,738	257,738	257,738	257,738	270,639	283,053	292,478
Remuneration of councillors		16,154	15,453	15,832	17,125	18,122	18,122	18,122	19,363	20,389	21,470
Bulk purchases - electricity	2	138,380	151,443	146,655	200,732	168,732	168,732	168,732	190,160	220,016	254,558
Inventory consumed	8	97,445	73,845	34,726	21,759	19,650	19,650	19,650	21,264	22,321	25,685
Debt impairment	3	136,416	59,038	106,044	96,000	133,679	133,679	133,679	127,003	132,845	138,956
Depreciation and amortisation		72,418	95,189	92,982	63,040	101,532	101,532	101,532	96,377	103,449	110,847
Interest		19,757	33,775	54,644	12,503	22,720	22,720	22,720	23,924	25,025	26,176
Contracted services		101,415	96,394	102,263	44,591	95,660	95,660	95,660	66,825	69,870	72,486
Transfers and subsidies		6,212	7,217	9,612	-	-	-	-	-	-	-
Irrecoverable debts written off		3,270	357	351	556	1,258	1,258	1,258	500	523	547
Operational costs		55,545	56,584	81,006	60,686	69,742	69,742	69,742	60,497	63,321	66,178
Losses on disposal of Assets		26,677	20,089	8,654	–	–	–	–	–	–	–
Other Losses		1,431	(671)	6,742	–	–	–	–	–	–	–
Total Expenditure		**890,537**	**841,124**	**894,072**	**774,729**	**888,834**	**888,834**	**888,834**	**876,554**	**940,811**	**1,009,380**
Surplus/(Deficit)		**(271,816)**	**(226,376)**	**(217,625)**	**(12,018)**	**(62,808)**	**(62,808)**	**(62,808)**	**11,612**	**11,739**	**13,159**
Transfers and subsidies - capital (monetary allocations)	6	145,590	185,121	106,408	93,781	116,852	116,852	116,852	134,188	97,092	105,101
Transfers and subsidies - capital (in-kind)	6	8,469	5,964	1,500	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(117,757)**	**(35,292)**	**(109,718)**	**81,763**	**54,044**	**54,044**	**54,044**	**145,801**	**108,831**	**118,260**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**(117,757)**	**(35,292)**	**(109,718)**	**81,763**	**54,044**	**54,044**	**54,044**	**145,801**	**108,831**	**118,260**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**(117,757)**	**(35,292)**	**(109,718)**	**81,763**	**54,044**	**54,044**	**54,044**	**145,801**	**108,831**	**118,260**
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**(117,757)**	**(35,292)**	**(109,718)**	**81,763**	**54,044**	**54,044**	**54,044**	**145,801**	**108,831**	**118,260**

Table 46: Revenue and expenditure by Vote

Vote Description	####	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Budget and Treasury Office		–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 4 - Planning and Development		–	–	–	–	–	–	–	–	–	–
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–	–
Vote 6 - Technical Services		–	–	–	–	–	–	–	–	–	–
Vote 7 - Afforestation and Tourism		–	–	–	–	–	–	–	–	–	–
Vote 8 -		–	–	–	–	–	–	–	–	–	–
Vote 9 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Single-year expenditure *to be appropriated*	2										
Vote 1 - Executive and Council		4,555	246	1,584	–	–	–	–	–	–	–
Vote 2 - Budget and Treasury Office		6,376	666	242	–	–	–	–	435	455	455
Vote 3 - Corporate Services		13,944	1,020	110	453	714	714	714	303	273	273
Vote 4 - Planning and Development		–	–	–	–	–	–	–	–	–	–
Vote 5 - Community Services		(3,035)	8,437	4,795	4,348	4,348	4,348	4,348	–	–	–
Vote 6 - Technical Services		116,927	171,991	92,837	77,201	99,375	99,375	99,375	100,192	74,809	85,374
Vote 7 - Afforestation and Tourism		–	–	–	–	87	87	87	–	–	–
Vote 8 -		–	–	–	–	–	–	–	–	–	–
Vote 9 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**138,766**	**182,360**	**99,569**	**82,002**	**104,524**	**104,524**	**104,524**	**100,930**	**75,536**	**86,101**
Total Capital Expenditure - Vote		**138,766**	**182,360**	**99,569**	**82,002**	**104,524**	**104,524**	**104,524**	**100,930**	**75,536**	**86,101**
Capital Expenditure - Functional											
Governance and administration		**24,874**	**1,932**	**1,937**	**453**	**714**	**714**	**714**	**738**	**727**	**727**
Executive and council		4,555	246	1,584	–	–	–	–	–	–	–
Finance and administration		20,320	1,686	352	453	714	714	714	738	727	727
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**(3,251)**	**8,437**	**–**	**–**	**–**	**–**	**–**	**1,739**	**9,293**	**6,018**
Community and social services		–	–	–	–	–	–	–	1,739	9,293	6,018
Sport and recreation		(3,251)	8,437	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**87,294**	**24,083**	**27,678**	**30,809**	**52,461**	**52,461**	**52,461**	**45,810**	**28,879**	**50,303**
Planning and development		–	–	–	–	–	–	–	–	–	–
Road transport		87,294	24,083	27,678	30,809	52,461	52,461	52,461	45,810	28,879	50,303
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**29,849**	**147,908**	**69,954**	**50,740**	**51,262**	**51,262**	**51,262**	**54,383**	**45,929**	**35,071**
Energy sources		9,600	22,156	(0)	4,173	4,173	4,173	4,173	27,193	5,997	6,087
Water management		63,464	51,420	10,317	–	522	522	522	13,080	13,043	28,984
Waste water management		(43,432)	74,331	54,842	42,219	42,219	42,219	42,219	14,110	26,889	–
Waste management		216	–	4,795	4,348	4,348	4,348	4,348	–	–	–
Other		–	–	–	–	87	87	87	–	–	–
Total Capital Expenditure - Functional	3	**138,766**	**182,360**	**99,569**	**82,002**	**104,524**	**104,524**	**104,524**	**102,669**	**84,829**	**92,119**
Funded by:											
National Government		76,545	181,260	90,992	81,548	101,610	101,610	101,610	101,932	84,101	91,392
Provincial Government		–	–	3,761	–	–	–	–	–	–	–
District Municipality		–	–	1,500	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**76,545**	**181,260**	**96,253**	**81,548**	**101,610**	**101,610**	**101,610**	**101,932**	**84,101**	**91,392**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		56,089	933	2,371	453	2,914	2,914	2,914	738	727	727
Total Capital Funding	7	**132,634**	**182,193**	**98,624**	**82,002**	**104,524**	**104,524**	**104,524**	**102,669**	**84,829**	**92,119**

CHAPTER 6: PROJECTS

6.1. Mkhondo capital projects

6.1.1. Municipal Infrastructure Grant-MIG

PROJECT NAME	PROJECT TYPE	PROJECT VALUE	PROPOSED BUDGET 2024/25FY	PROJECT STATUS
PMU Management	Operational	-	R4 523 650.00	PMU is Functional
Construction of KwaThandeka Main Access Road	Roads and storm water	R 33 655 641,25	R12 500 000.00	Construction stage
Construction of Box Culvert Bridge in Amsterdam	Storm water	R 20 316 631,11	R20 316 631.00	Planning stage
Construction of 3km Bus and Taxi route at Kempville	Roads	R 31 671 788,26	R16 226 526.00	Planning stage
Planning, Design and construction supervision of EThandakukhanya bulk sewer outfall upgrade	Sanitation	R 49 649 167,30	R19 864 437.00	Planning stage
Eradication of water backlog drilling, equipping and electrification of boreholes in rural villages of Mkhondo Local Municipality	Water	R 72 406 730,40	R17 041 756.00	Planning stage

6.1.2. Intergrated National Electrification Programme Grant-INEP

PROJECT NAME	PROJECT TYPE	PROJECT VALUE	PROPOSED BUDGET 2024/25FY	PROJECT STATUS
Electrification of Ekuphileni (Pre-Eng) 120HH	Electricity	R 3 240 000,00	R 169 200,00	Planning Stage
Electrification of Mkhonjwana (Pre-Eng) 10HH	Electricity	R 270 000,00	R 14 100,00	Planning Stage
Electrification of Tafelberg (Pre-Eng) 20HH	Electricity	R 540 000,00	R 28 200,00	Planning Stage
Electrification of Kwa Chief Mthethwa (Pre-Eng) 20HH	Electricity	R 540 000,00	R 28 200,00	Planning Stage
Electrification of kw-Donkie (Pre-Eng) 15HH	Electricity	R 405 000,00	R 21 150,00	Planning Stage

Electrification of Werwerdiend (Pre-Eng) 24HH	Electricity	R 648 000,00	R 33 840,00	Planning Stage
Electrification of Mantonga (Pre-Eng) 17HH	Electricity	R 459 000,00	R 23 970,00	Planning Stage
Electrification of Kwaluphiso (Pre-Eng) 16HH	Electricity	R 432 000,00	R 22 560,00	Planning Stage
Electrification of Moolman- Zeff-Nomandini (Pre-Eng) 40HH	Electricity	R 1 080 000,00	R 56 400,00	Planning Stage
Electrification of kwaJesus (Pre-Eng) 12HH	Electricity	R 378 000,00	R19 740,00	Planning Stage
Electrification of Skapraal-Mantonga (Pre-Eng) 12HH	Electricity	R 324 000,00	R 16 920,00	Planning Stage
Electrification of Zola (Gigigi) (Pre-Eng) 11HH	Electricity	R 297 000,00	R 15 510,00	Planning Stage
Electrification of Kwakhothi (Pre-Eng) 13HH	Electricity	R 351 000,00	R 18 330,00	Planning Stage
Electrification of Ezimbonjeni (Pre-Eng) 10HH	Electricity	R 270 000,00	R 14 100,00	Planning Stage
Electrification of Ngubevu (Pre-Eng) 11HH	Electricity	R 297 000,00	R 15 510,00	Planning Stage
Electrification of Kwabholo (Pre-Eng) 8HH	Electricity	R 216 000,00	R 11 280,00	Planning Stage
Electrification of Emagesini (Pre-Eng) 21HH	Electricity	R 567 000,00	R 29 610,00	Planning Stage
Electrification of Ogwayini (Pre-Eng) 15HH	Electricity	R 405 000,00	R 21 150,00	Planning Stage
Electrification of Esigugeni (Pre-Eng) 9HH	Electricity	R 243 000,00	R 12 690,00	Planning Stage
Electrification of Kwahhansi (Pre-Eng) 25HH	Electricity	R 675 000,00	R 35 250,00	Planning Stage
Electrification of Kwajakobe (Pre-Eng) 11HH	Electricity	R 297 000,00	R 15 510,00	Planning Stage
Electrification of Kwarati (Pre-Eng) 10HH	Electricity	R 270 000,00	R 14 100,00	Planning Stage
Electrification of Nkokhweni (Pre-Eng) 10HH	Electricity	R 270 000,00	R 14 100,00	Planning Stage
Electrification of Encaneni (Pre-Eng) 13HH	Electricity	R 351 000,00	R 18 330,00	Planning Stage
Electrification of Swartwater (Pre-Eng) 17HH	Electricity	R 459 000,00	R 23 970,00	Planning Stage
Upgrade from 18MVA-40MVA of Phillip Greyling Substation (NMD-Eskom Payment)	Electricity	R 52 000 000,00	R 26 678 280,00	Planning Stage
88/11KV Upgrade 2MVA-10MVA Amsterdam Substation (Pre-Eng)	Electricity	R 29 900 000,00	R 3 900 000,00	Planning Stage

6.1.3. Municipal Disaster Recovery Grant – MDRG

No.	Project Priority List 2024/25	Project Type	Project Value	Proposed budget 2024/2025	Project Status
1	Re-gravelling and storm water Management for 600m at Ward 17 Ezinkonjaneni (Wervediend)	Roads	R 3 000 000.00	R 2 691 750.00	Planning
2	Re-instatement of eroded culvert at ward 17 Ezinkonjaneni (Wervediend)	Roads	R 5 000 000.00	R 4 691 750.00	Planning
3	Re-gravelling of 1900 × 5m road and storm water Management at Ward 16 Mangosuthu	Roads	R 5 700 000.00	R 5 391 750.00	Planning
4	Resealing of Internal Streets in Ward 14 Harmony	Roads	R 4 500 000.00	R 4 191 750.00	Planning
Total			R 18 200 000.00	R 16 967 000.00	

A total of R 16 967 000,00 was allocated to the municipality but the final project list is not yet finalised

6.1.4. Energy Efficiency and Demand Side Management Grant- EEDSMG

PROJECT NAME	PROJECT TYPE	PROJECT VALUE	PROPOSED BUDGET 2024/25FY	PROJECT STATUS
Supply and Installation of 400W HPS High-mast- Replace with 200W LED Lights at Ethandukukhanya	Electricity	R 1 808 100,00	R 1 808 100,00	Planning Stage
Supply and Installation of 250 W HPS and Mercury Viper streetlight- Replace with 100W LED streetlight at Mkhondo Town	Electricity	R 2 191 900,00	R 2 191 900,00	Planning Stage

6.1.5. Town Planning Projects

NO:	Project description	ward	Budget	Commencement date
1.	SDF Review	All Wards	Project funded by DALRRD-R400 000 .00	2024-2025
2.	Nkonjaneni Formalization of Informal Settlement	Ward 17	Project funded by Mpumalanga DoHS	2022-2025
3.	Ajax	Ward 8	Project funded by Mpumalanga DoHS	2023-2025
4.	Forestview	Ward 17	R3 000 000.00	2024-2025
5.	Extension of Township Boundary	Ward 14	R103 829.00	2023-2025
6	Earth Observation Initiatives	All Wards	R200 000.00	2024-2025
7.	Infill Developments (9)	Ward 7 & 14	R450 000.00	2024-2025

6.1.6. EPWP Projects

NO:		Project description	ward	Budget	Commencement date
1.	IG Waste Management	Collection of waste around Mkhondo	All Wards	450.000	July 2024
2.	IG- In serves Trainees	Provide in serves Trainees to relevant students.	All Wards	500.000	July 2024
3.	Finance Interns	Treasure Internship	All Wards	600.000	July 2024
4.	IG-Forestry	Maintaining of Mkhondo forestry Plantations.	All Wards	250.000	July 2024
5.	IG-Roads	Maintaining of Roads and Storm waters.	All Wards	250.000	July 2024
6	IG- Cleaners	Cleaning of Municipaly buildings	All Wards	250.000	July 2024
7.	IG-Maintenance	Maintaining of Water and Electricity	All Wards	300.000	July 2024
8	IG Meter Reader	All Ward	All Wards	205.000	July 2024

9	Siyathuthuka	All Wards	All Wards	90.000	July 2024

6.1.7. Electrical Department Project

NO:	Project description	ward	Budget	Commencement date
1.	Repair 20 MVA transformer	7	R 200 000.00	
2.	Repair charger	7	R 150 000.00	
3.	Built 4KM line	7	1 M	
4.	Replace 4 KM Cable	7	4 M	

6.2. Private sector projects

6.2.1. KANGRA Coal

NO:	Project description	ward	Budget	Commencement date
1	Resealing of Mlotshwa Road(18KM from N2Panbult turn Driefontien direction and regravelling strategic road)	4,18	R 4 000 000 00	2024
2	Replacement of mud house to low cost housing(10 houses)	1	R 5 000 000 00	2024
3	Supply of Ambulance	1,2,18	R 1 600 000 00	2025
4	Installation of high must light	1,2,18	R 1 000 000 00	2025
5	Water infrastructure project	2	R 3 000 000 00	2024
6	Cadet development(60 cadet)	1,2,18	R 1 500 000 00	2024

6.2.2. JINDAL Mining

NO:	Project description	ward	Budget	Commencement date
1	Road Upgrades and Infrastructure Development	3	1 150 000.0	23-2025
2	Construction of Bus Shelters	3	360 000.0	2024/2026
3	Inkululeko Primary School Refurbishment and Construction of a classroom	3	840 000.0	2024/2025
4	Prefab Health Facility Provision to Improve Patient Access to Healthcare	3	460 000.0	2024
5	Water Provision Project	3	350 000.0	2025/2026
6	Zendelingpost Combined School Furniture Provision	15	405 000.0	2025
7	KwaNgema Primary School Science Laboratory Upgrades	3	250 000.0	2024

8	Inkululeko & Masakhane Scholar Transport Provision	3	1 400 000.0	2023/2027
9	Goedehoop Scholar Transport Provision	3	1 200 000.0	2023/2027

6.3. National

6.3.1. SANRAL

NO:	Project description	ward	Budget	Commencement date
1.	C.002-048-2024/1R: Relocation of St. Andrews Primary School	4	R 52 916 407.61	May 2024
2.	Panbult Intersection N.002-340-2013/1: The upgrading of Panbult Intersection (Linking Provincial Roads D803 and P97/2) Across National Route N2 Section 34	4	R 630 559 000.00	5 May 2023
3.	Part B: N2/34 Verzameling (km 30) to Leiden (km 60)	4	R 2 500 000 000	July 2024
4.	Part C: N2/34 Piet Retief (km 0) to Verzameling (km 30)	4,8,6	R 2 939 207 563	July 2024
5.	Part D: N2/34 Bloemendal (km 34) to Piet Retief (km 63)	9,14,10,7	R 3 212 421 179	July 2024
6	Part E: N2/34 KZN Border (km 0) to Bloemendal (km 34)	9	R 2 500 000 000	June 2025
7.	DNND2: Mkhondo Ring Road	4	R 400 000 000	Planning Phase