Nkomazi Local Municipality

FINAL INTEGRATED DEVELOPMENT PLAN (2023-2024) REVIEW

GENERATION

OF THE 5TH

1ST REVIEW

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Acronyms

ABET	Adult Based Education and Training	FET	Further Education and Training
CITP	Comprehensive Integrated Transport Plan	FIFA	Federation of International Football Associations
CDW	Community Development Worker	GDP	Gross Domestic Product
COGTA	Cooperative Governance and Traditional Affairs	GIS	Geographic Information System
CRDP	Comprehensive Rural Development Programme	GDS	Growth and Development Summit
CWP	Community Works Programme	HRD	Human Resource Development
DARDLA	Department of Agriculture, Rural Development and Land Administration		
DCSR	Department of Culture, Sports and Recreation	IDP	Integrated Development Plan
DDM	District Development Model	SDF	Spatial Development Framework
DME	Department of Minerals and Energy	ISRDP	Integrated Sustainable Rural Development Program
DMP	Disaster Management Plan	IWMP	Integrated Waste Management Plan
DOE	Department of Education	KNP	Kruger National Park
DPRT	Department of Public Works Roads and Transport	KPA	Key Performance Area
DWA	Department of Water Affairs	KPI	Key Performance Indicator
EDM	Ehlanzeni District Municipality	MDG	Millennium Development Goals
EMS	Environmental Management System	MFMA	Municipal Finance Management Act
LED	Local Economic Development	MLM	Mbombela Local Municipality
M&E	Monitoring and Evaluation	MRTT	Mpumalanga Regional Training Trust
MIG	Municipal Infrastructure Grant	MSA	Municipal Systems Act
MPCC	Multi-Purpose Community Centre	MTEF	Medium Terms Expenditure Framework
MTPA	Mpumalanga Tourism Parks Agency	NEMA	National Environmental Management Act
MSA	Municipal Structure Act	NSDP	National Spatial Development Perspective
MTSF	Medium Term Strategic Framework	PPP	Public Private Partnership
NDP	National Development Plan: Vision 2030	RDP	Reconstruction Development Programme
PDI	Previously Disadvantage Group	SASSA	South African Social Security Agency
PMS	Performance Management System	SDBIP	Service Delivery Budget Implementation Plan
PPE	Property plant Equipment	SDI	Spatial Development Initiatives
SAPS	South African Police Services	SONA	State of the Nation Address
SCM	Supply Chain Management	SOPA	State of the Province Address
SDP	Skills Development Plan	SWOT	Strength, Weaknesses, Opportunity and Threat
SEZ	Special Economic Zoning	WPSP	White Paper on Strategic Plan
SMME	Small Medium Micro Enterprises	EPWP	Expanded Public Works Programme
WSDP	Water Services Development Plan	ESKOM	Electricity Supply Commission
FBS	Free Basic Services		

Glossary	
Integrated development planning	Is a process by which municipalities prepare 5-year strategic plans that are reviewed annually in consultation with communities and stakeholders. These plans adopt an implementation approach and seek to promote integration by balancing social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.
Municipality	A municipality is defined in the Municipal Systems Act 32 of 2000 as an organ of state within the local sphere of government. It exercises legislative and executive authority within boundaries as determined by the Demarcation Board (Demarcation Act 1998)
Sustainable development	Sustainable development is development that "... meets the needs of the present without compromising the ability of future generations to meet their own needs." (Beckenstein et al, 1996:9.)
District municipality	Means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is described in section 155(1) of the Constitution as a category C municipality.
Financial year	Means the period starting from 1 July in a year to 30 June the next year
Local community	In relation to a municipality— *(a)* means that body of persons comprising— (i) the residents of the municipality; (ii) the ratepayers of the municipality; (iii) any civic organisations and non-governmental, private sector or labour organisations or bodies which are involved in local affairs within the municipality; and (iv) visitors and other people residing outside the municipality who, because of their presence in the municipality, make use of services or facilities provided by the municipality; and *(b)* includes, more specifically, the poor and other disadvantaged sections of such body of persons
Municipal council	Means a municipal council referred to in section 18 of the Municipal Structures Act
municipal manager	Means a person appointed in terms of section 82 of the Municipal Structures Act
Councillor	Means a member of a municipal council
Basic municipal services	Means a municipal service that is necessary m ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety or the environment
Service authority	Means the power of a municipality to regulate the provision of a municipal service by a service provider
Budget-related policy	Means a policy of a municipality affecting or affected by the annual budget of the municipality, including— *(a)* the tariffs policy which the municipality must adopt in terms of section 74 of the Municipal Systems Act; *(b)* the rates policy which the municipality must adopt in terms of legislation regulating municipal property rates; or *(c)* the credit control and debt collection policy which the municipality must adopt in terms of section 96 of the Municipal Systems Act
Official	In relation to a municipality or municipal entity, means— *(a)* an employee of a municipality or municipal entity; *(b)* a person seconded to a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity; or *(c)* a person contracted by a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity otherwise than as an employee

Message from the Executive Mayor

Freedom and Democracy is the cornerstone of a municipality based on the will of the people. The IDP document re-mains the basic planning instrument available not only for the implementation of the municipal strategic objectives, but it critically forms the basis of intergovernmental coordination and programmed implementation. It is necessary that on an on-going basis our people and institutions of democratic local governance continue to review and improve this plan in order to ensure that over the period of its implementation, we continue to improve our performance as we mark the critical milestones that we have aimed to achieve during the relevant period as a direct result of cooperative governance and democratic community participation. We can mention in that context that the application of the IDP document in the preceding financial year has seen marked improvements in various community infrastructures and programmed implementation processes that we have rolled-out as a municipality. We are proud in that respect to report that our communities continue to benefit immensely from the implementation of the various projects and programmes as outlined in our annual report for the relevant period.

But it has to be emphasized that the biggest benefit for our communities has been the knowledge that the implemented initiatives have come about as a direct result of their participation and contributions. We are however conscious of the fact that not all of the aspirations that were outlined in the previous IDP document have been implemented. Accordingly, this IDP document represents by and large most of the on-going programmes and projects that are carried -over from the previous document. We are particularly emboldened in our drive by the fact that most of the community aspirations that are reflected in the document were also addressed in our local government elections manifesto.

This makes it even more relevant to the goals that we seek to advance as a local authority. In a nutshell this IDP document embodies our resolute commitment to the development mandate that our people have entrusted upon us.

We are particularly encouraged by the support that we are noticing from sector partners' especially public works (EPWP), Water Affairs, National Treasury, CoGTA, EDM, our traditional leaders and many other sector formations, who remain critical players in the attainment of the goals that we have set-out to achieve through this document.

It is in the main the cooperation and support of our sector partners and communities that continue to encourage us to work with added speed to ensure that everything necessary is done to secure the attainment of the goals that we have been mandated to achieve.

Thank you.

CLLR PP Magagula
Executive Mayor

Municipal Manager’s Foreword

Integrated Development planning is the process through which the municipality prepares a strategic developmental plan, which is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders. By so doing we believe we will realize the National Development Plan set by the Presidency of the Republic of South Africa. This IDP serves as a consolidated instrument that departmental divisions are linked physically, socially, institutionally and economic components of planning and development with management and development structure. It is also an integrated and aligned planning in different spheres of government and therefore enforcing and upholding the spirit of co-operative governance in the public sector though we still have challenges caused by various factors ranging from natural disasters and international economic meltdown.

As we celebrate our hard earned 29 Years of Democracy and already in the seventh National and Provincial Cabinet we must always revert to the constitution of the Republic of South Africa (1996), which commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

It is also worth pointing out that the geographical location of our municipality poses a great challenge in terms of neighbourin states (the Kingdom of Eswatini and Mozambique). We tend to be found unprepared for the influx of people coming to reside within our municipality and the sporadic increase of villages. This becomes a serious impediment as our equitable share is measured against registered residents which does not collaret with the actual number on the ground.

This document serves as a planning instrument which manages and guides all planning, development and decision making in the municipality. That is to consolidate all various plans and actions of the municipality in order to achieve our vision and mission.

Prior to coming-up with this document public consultation has been made through the existing forums or platforms deemed to be workable within Nkomazi as outlined by the law of the country. This year’s document had seen maximum participation of our four town where we collect revenue (Malalane, Hectorspruit, Marloth Park and Komatipoort). Community participation processes were followed accordingly.

This will be our bible which ensures that we plan short and long-term future developments within our jurisdiction and we believe that it will provide the guidelines as to how to use the land within the municipality, which resources to use, and how to protect the environment.

MR. XT MABILA
MUNICIPAL MANAGER

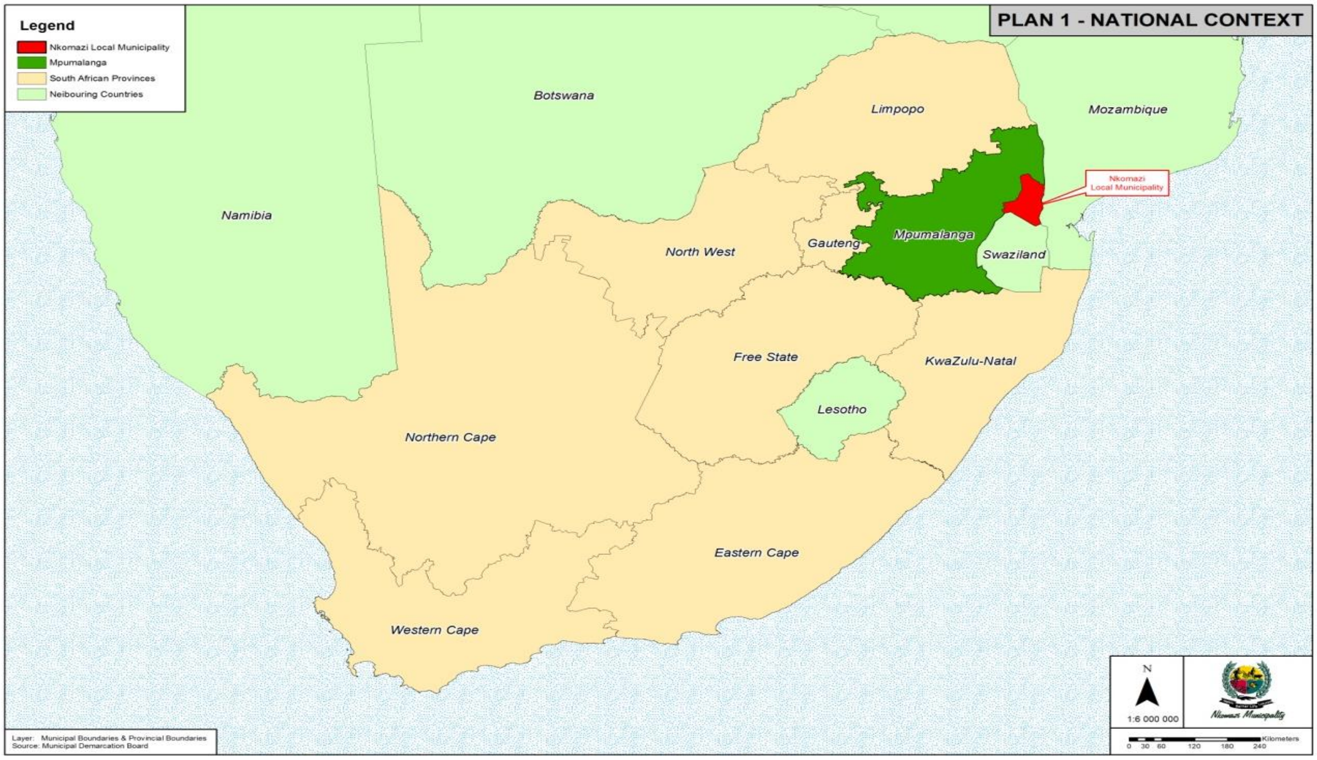
SECTION: A

EXECUTIVE SUMMARY

1. Section A: Executive Summary

WHO ARE WE?

Map 1: Nkomazi Locality Map



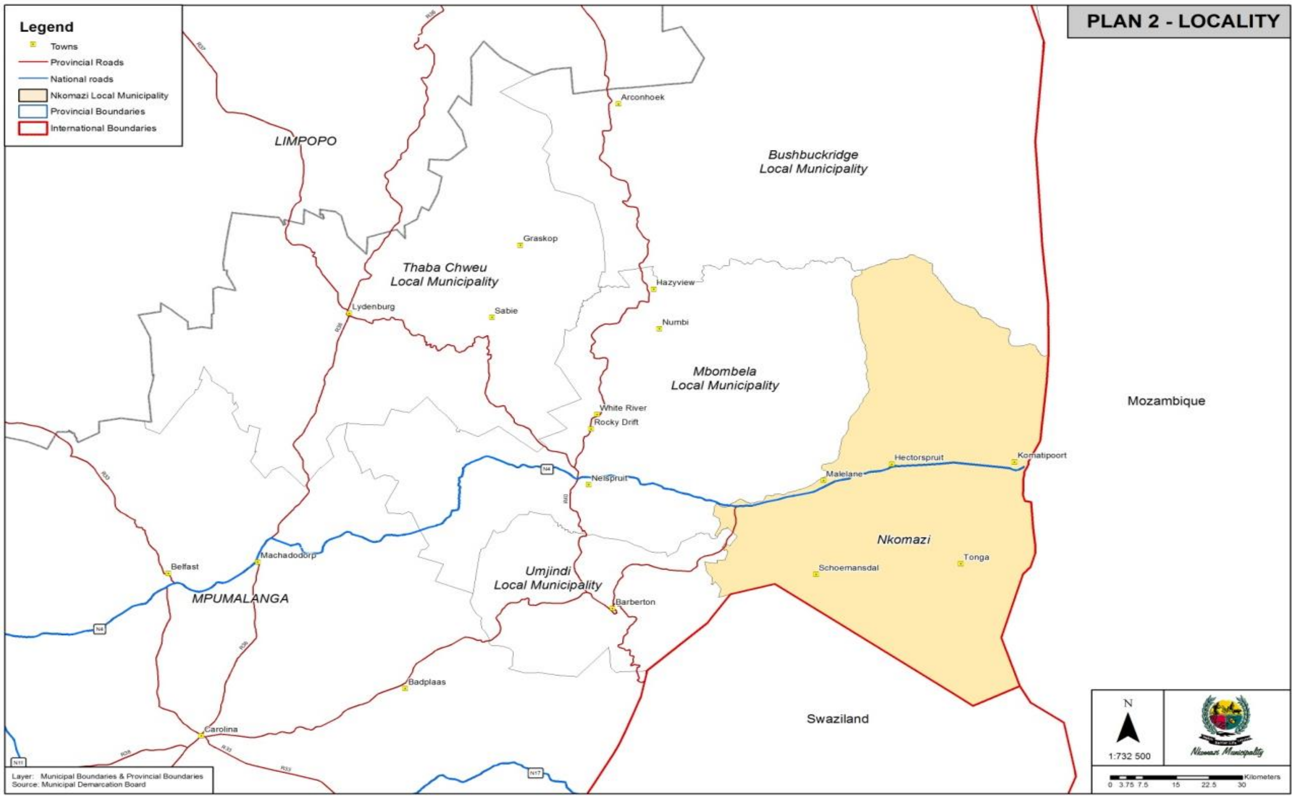
1.1. Spatial Location within National and Provincial context

Nkomazi Local Municipality is located in Mpumalanga Province which is situated in the north-east of South Africa, see the map above. The Nkomazi Local Municipality is located in the eastern part of the Ehlanzeni District Municipality of the Mpumalanga Province. The municipality is strategically placed between Swaziland (North of Swaziland) and Mozambique (east of Mozambique). It is linked with Swaziland by two provincial roads the R570 and R571 and with Mozambique by a railway line and the main national road (N4), which forms the Maputo Corridor

1.2. Locality

Nkomazi Local Municipality is one of the four local municipalities within the Ehlanzeni District Municipality. The Municipality is located in the eastern part of the Mpumalanga Province. It is bordered to the north by the south -eastern section of the Sabie River in the Kruger National Park, Mozambique to the east, Swaziland to the south and Mbombela to the west and Mbombela Local Municipalities to the south-west. The geographical area measures 478 754.28 Ha in extent (*Source: Municipal Demarcation Board*).

Map: Municipal Background



1.3. Municipal Wards and Traditional Authority

Nkomazi Local Municipality is divided into 33 (thirty-three) municipal wards as determined by the Municipal Demarcation Board. Urban Areas include Malelane, Marloth park, Hectorspruit, KaMaqhekeza, Tonga, Kaapmuiden, Komatipoort and Kamhlushwa.

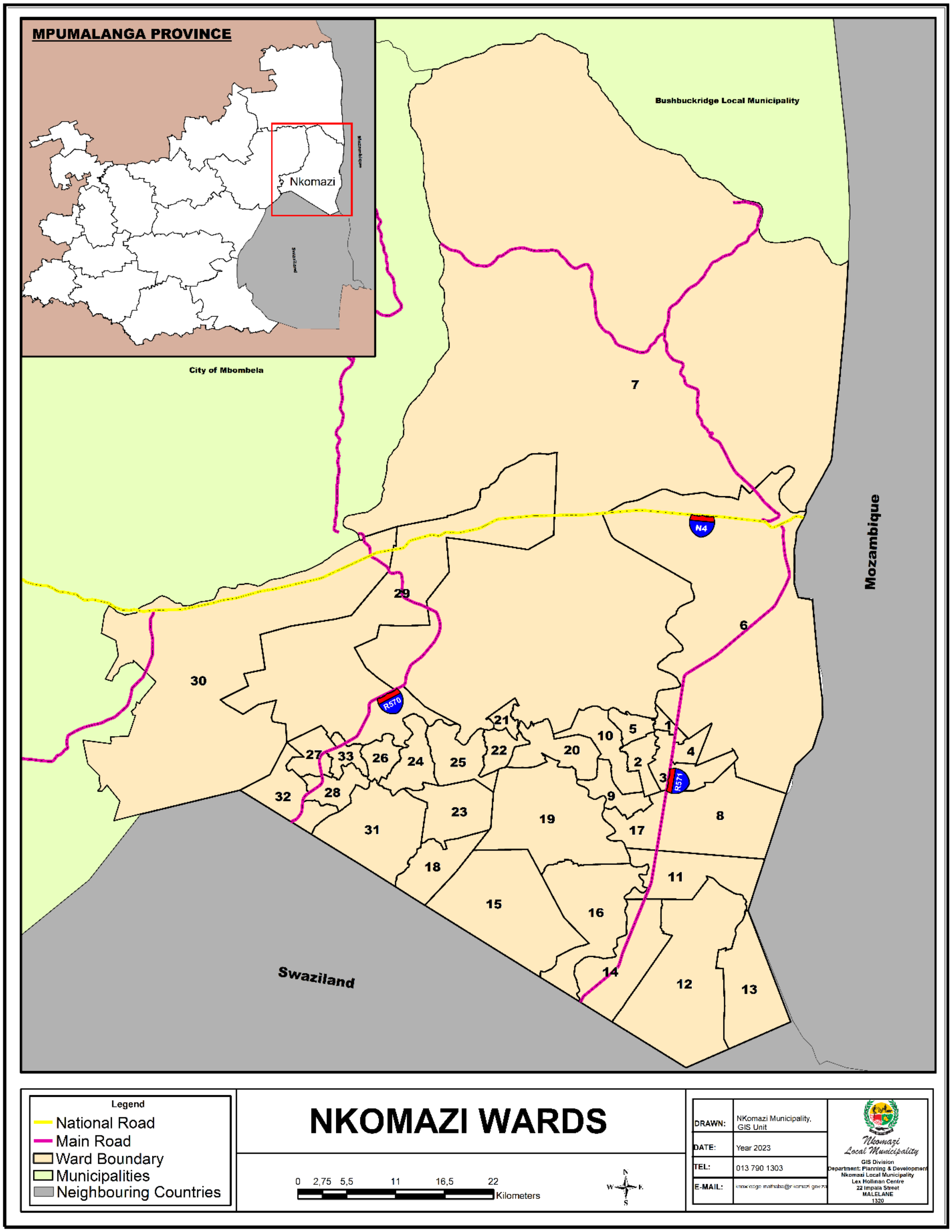
The Table below outlines all the 33 wards, Wards Councilors and their respective settlements and ward councilors.

Nkomazi Local Municipality Municipal Wards and the Respective Councilors.

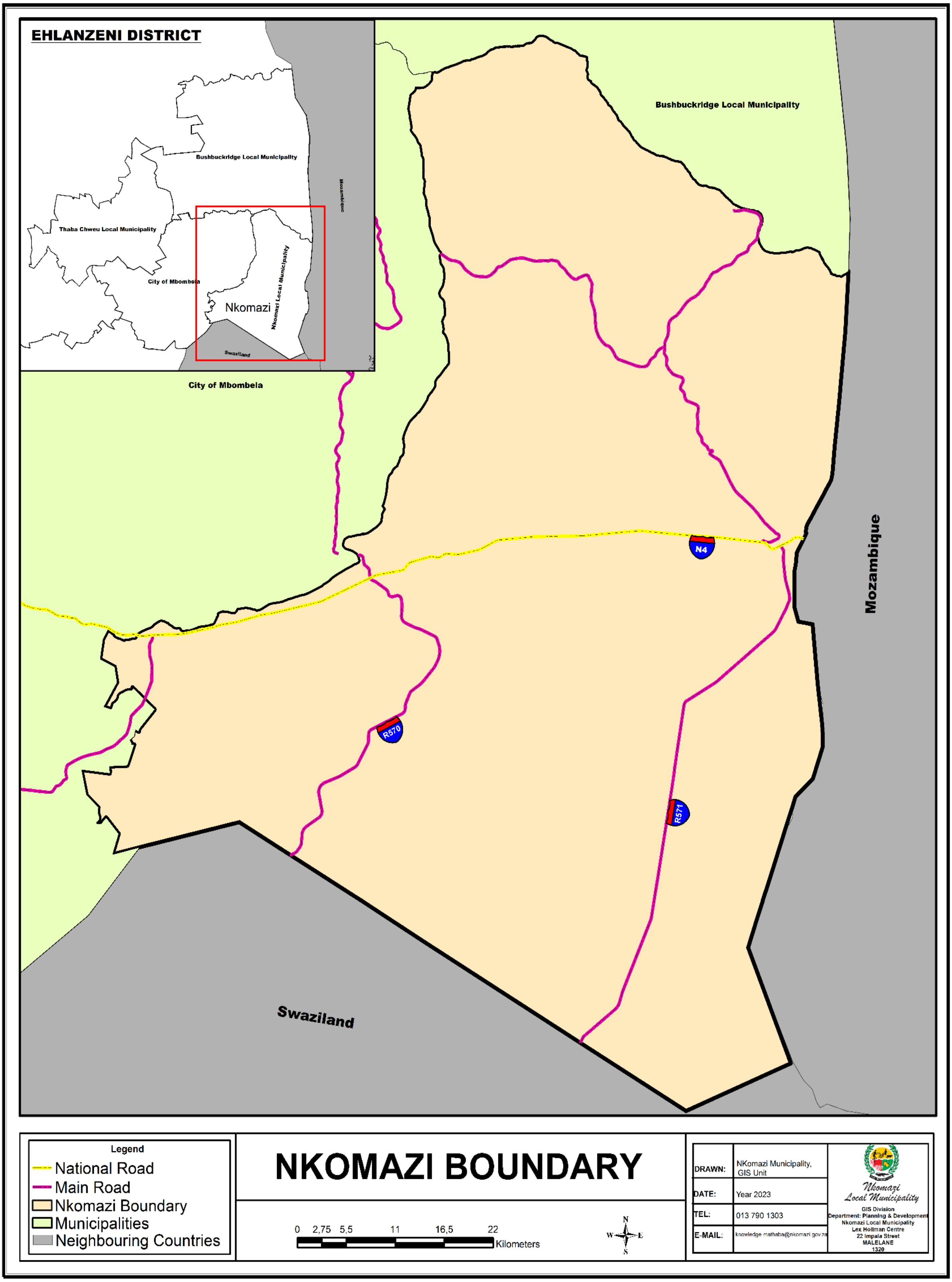
Ward no	Settlement Area	NAME
Ward 1	Part of Tonga Block C; Part of KaMaqhekeza	Cllr. Silinda Phindile. Cynthia
Ward 2	Tonga Block A; Part of Tonga B; Part of Mangweni	Cllr. Makhubela Dumisani
Ward 3	Part of KaMaqhekeza; Part of Block C	Cllr. Ngomane Wanda
Ward 4	Naas Township; Part of KaMaqhekeza	Cllr. Sibiya Themba. Jabulani
Ward 5	Part of Tonga Block B; Part of Block C	Cllr. Shongwe Lucky. Nhlanhla
Ward 6	Komatipoort and Farms; Orlando; Brink (Dludluma); Albertsnek (Ngwenyeni)	Cllr. Ndlovu Jabulani
Ward 7	South-eastern part of the Kruger National Park, Marloth Park; Part of Vlakbult (Mdladla) and farms	Cllr. Malaza Busisiwe Bernatette

Ward 8	Steenbok	Cllr. Tshabalala Siyabonga. Buddy
Ward 9	Part of Mangweni; Tonga Village	Cllr. Mngomezulu Isriael.Mafuthuzi
Ward 10	Phiva; Part of Tonga Block A	Cllr. Sibiya Irvin
Ward 11	Goba, Ericsville, Figtree (Hhoyi)	Cllr. Fane Mafia
Ward 12	Mbangwane; Tsambokhulu; Khombaso; Mananga; Mandulo	Cllr. Mahlalela Manene.Moses
Ward 13	Mbuzini, Bhaca, Ndindindi, Nkungwini, Mbanganeni, Durban, Mabidozini, Samora Park, Emacambeni	Cllr. Nkala Sizwe
Ward 14	Masibekela; Mthatha; Hlahleya	Cllr. Mbatha Nonhlanhla.Jabhisa
Ward 15	Mgobodzi; Part of Magudu	Cllr. Ngcane Thandeka. Vestar
Ward 16	Madadeni; Sibange and Part of Magudu	Cllr. Mashele Rebecca. Nomvula
Ward 17	Part of Mangweni	Cllr. Ngwenya Bethwell.Thabo
Ward 18	Magogeni; Skoonplaas (Gomora)	Cllr. Mkhatshwa Boycott. Lovemore
Ward 19	Ntunda; Sikhwahlane; Part of Mzinti	Cllr. Mkhabela Mfundi.Howard
Ward 20	Part of Mzinti; part of Mahhushe,Ruth first	Cllr. Shabangu Mpande.Jobe
Ward 21	Phosaville; Part of Kamhlushwa	Cllr. Mahlalela Solomon. Septimus
Ward 22	Part of Kamhlushwa	Cllr. Lubisi Sibusiso. Dumisani
Ward 23	Boschfontein	Cllr. Sibuye Sicelo.Enough
Ward 24	Part of Driekoppies; Part of Middelplaas; Aniva	Cllr. Mahlalela Paul.Abednigo
Ward 25	Part of Langeloop	Cllr. Sibiya Sipho. Gift
Ward 26	Part of Driekoppies	Cllr. Mhlongo Vusi. Wiseman
Ward 27	Part of Schoemansdal; Part of Buffelspruit	Cllr. Shabangu Richmond
Ward 28	Part of Schoemansdal; Jeppes Reef	Cllr. Mhlongo Lungelo. Kim
Ward 29	Part of Buffelspruit; Mbekisberg; Hectorspruit; Lugedlane Tourism Estate; farms	Cllr. Lubisi Mxolisi. Thomas
Ward 30	Mhlathi; Malelane; Mkhwarukhwaru; Stentor, Kaapmuiden; Shiyalongubo; Sincobile; Louisville; farms,	Cllr. Magagula Fikile.Khanyisile
Ward 31	Schulzendal: Part of Middelplaas	Cllr. Siboza Justice. Twelve
Ward 32	Part of Jeppes Reef	Cllr. Ngomane Sifiso.Wyken
Ward 33	Part of Schoemansdal	Cllr. Mziako Philosopher. Mancoba

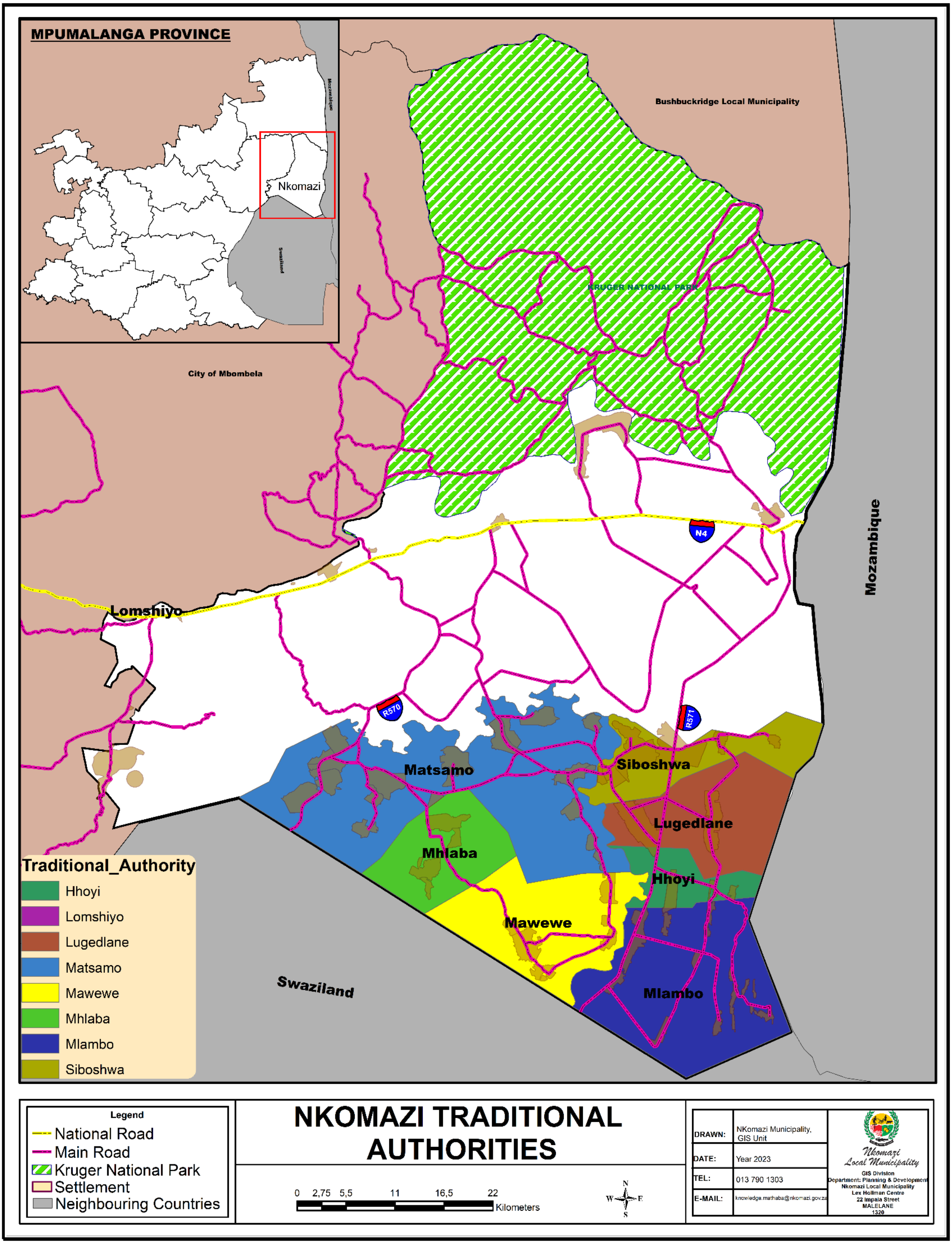
Map: Nkomazi Wards



Map: Municipal Ward Boundaries



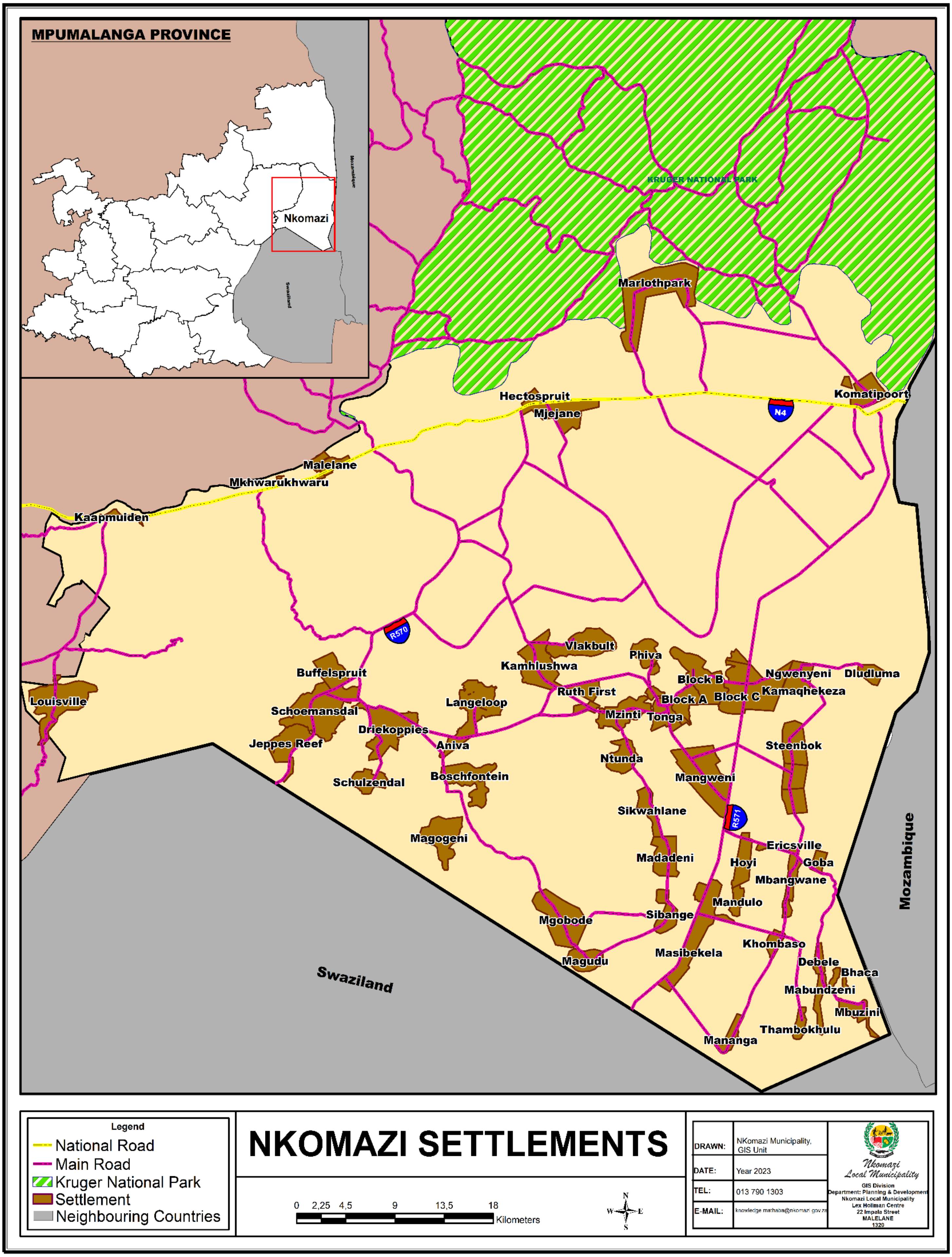
Map: Traditional Authorities



Nkomazi Local Municipality consists of 8 (eight) Traditional Authorities situated in the southern section of the municipal area (Refer to Plan 4: Traditional Authorities and Plan 5: Settlement Boundaries). The table below outlines the different traditional authorities and their respective settlements or villages under their control.

Traditional Authorities and their respective settlements		
Nr	Traditional Authority	Settlement Area
1	Mlambo Traditional Authority	Mabidozini, Samora Park, Emacambeni, Mbangwane; Ekusulukeni, Khombaso; Tsambokhulu; Mananga; Masibekela; Mandulo; Mthatha, New Village, and Hlahleya.
2	Hhoyi Traditional Authority	Hhoyi, Ericsville and Goba.
3	Siboshwa Traditional Authority	Part of KaMaqhekeza; Block A (KwaZibokwane); Block B (KwaSibhejane); Block C (Esibayeni); Tonga and Los My Cherry, Ngwenyeni and Dludluma
4	Kwa-Lugedlane Traditional Authority	Mangweni and Steenbok
5	Mawewe Traditional Authority	Magudu; Mgobodzi; Madadeni; Sibange; Phakama.
6	Matsamo Traditional Authority	Jeppes Reef; Schoemansdal; Buffelspruit; Driekoppies; Middelplaas; Schulzendal, Mzinti; Ntunda; Phiva; Mdladla; Phosaville; Langeloop; Ekuphumuleni; Sikhwahlane.
7	Mhlaba Traditional Authority	Magogeni; Boschfontein; Skoonplaas.
8	Lomshiyo Traditional Authority	Louisville; Shiyalongubo, Sincobile

Map: Settlement Boundaries



2. What is an IDP

2.1. Legislations Underpinning IDP In South Africa

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25(1) each Municipal council must, within a pre-scribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which, inter alia, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. As far as the status of the IDP is concerned, section 35 of the act clearly states that an integrated development plan adopted by the council of a municipality, is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails. Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.

Section 34 of the Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. This document is a 2023— 2028 IDP for the Nkomazi local municipality. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Nkomazi Local Municipal area of jurisdiction.

An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal Budgets for the following Key Performance Areas: Basic Service Delivery – (Infrastructure and Community Services), Local Economic Development, Municipal Transformation and Organizational Development, Municipal Financial Viability and Management, Spatial Development Framework, Good Governance and public participation. The Municipal Systems Act which provides a framework for the preparation of IDPs recommends that once in place, each IDP must be reviewed annually to re-assess and re -evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes

Development Principles for the Planning, Drafting, adopting and Review of IDP

Section 27, 28, 29: process for planning, drafting, adopting/review of IDP and management of the drafting process:
The municipality must have a predetermined programme specifying timeframes for the different steps within their process plan which must include IDP structure sittings for stakeholder consultations.
Create a platform for IDP technical meetings to ensure involvement of other spheres of government in the planning and drafting of the IDP

- ✓ The Municipal Manager must manage the IDP process to ensure full institutional support on the IDP.
- ✓ The Executive Mayor and Mayoral Committee should assume full non-delegated responsibility of the oversight function on the IDP, Budget, PMS and Budget process.
- ✓ The IDP and Budget Steering Committee must be chaired by the Municipal Manager and shall not be delegated. It must sit at the beginning and/or end of the IDP phases to guide and process the output of the IDP review process.
- ✓ Section 24 and 26 (d): The municipal IDP must not only reflect the national and provincial sectoral plans, planning requirements and priorities but must indicate plans in place to align and contribute to the achievement of government priorities/objectives.

2.2. SECTION 26 CORE COMPONENTS OF THE IDP

Integrated Development Planning

The constitution instructs a Municipality to structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic Development community. The most important instrument that the Municipality uses to implement these constitution instructions is Integrated Development Plan (IDP) which should consolidate all the Municipal planning into a comprehensive strategy that is linked to the Municipal budget. It is important to note that the IDP is an intergovernmental process, in that sense it is articulation of local, provincial and National planning within the Municipal area.

The Municipal Systems Act clearly state that an IDP adopted by a Municipal Council must be compatible with Nation and Provincial development plans and planning requirements binding on the Municipality in terms of Legislation.

- ✓ The IDP must contain a situational analysis that indicating an assessment of the level of development not only indicating households without access to basic services but also institutional transformation and all other key performance areas' needs.
- ✓ The municipality in the next 5-year IDP development must consider the review of sector plans such as Spatial Development Framework (SDF), Local Economic Development (LED), infrastructure (water, sanitation, electricity, environment, roads, transport and so forth), maintenance and operations plan and other operational plans (including disaster, institutional and financial plan) to guide planning and resource allocation.
- ✓ The IDP priorities must be informed by the municipal sector plans to promote long-term planning and the achievement of the development vision contained in the approved sector or master plans.
- ✓ The IDP must include a 5-year performance plan indicating strategic goals & objectives, performance targets, programmes and projects spanning over the 5-year period.
  The municipality must develop the 5-year financial plan with 3-year budget projections as per the MSA regulations to support the implementation of the 5-year council objectives

The Municipal Systems Act provides for the development of a Municipal IDP which must be aligned and complement the development plans as well as the strategies to give effect to the principles of corporate governance contained in section 41 of the constitution, following are the process that were followed when developing the Nkomazi IDP:

Preliminary phase

Ehlanzeni District Municipality developed the IDP Frame Work Plan which informed the IDP Process Plan for all the local municipalities within the district. Nkomazi municipality developed its municipal Process Plan in line with the district frame work plan. The process plan was then tabled before council and was adopted on the 19 of August 2022 under council resolution no NLM: S-GCM: B015/2022.

Analysis Phase

This phase comprised of key stakeholders engagement wherein the 33 ward committees were trained. Traditional Leaders and other key stakeholders were engaged during this IDP phase as method of communication. The sessions were divided into smaller groups: they were made of all ward committees from the 33 wards, CDW'S and Ward Councilors. A detailed IDP review process was presented to the members with all the documents required during the process. Ward committees were in turn afforded an opportunity to conduct meetings in their respective wards giving feedback on projects implementation and future plans by stakeholders of the communities or areas. A situational analysis was conducted to determine whether the Municipal Departments are executing their mandates as per the legislation. The analysis phase commenced on the 04 October 2022 and was concluded on the mid November 2022.

Follow up meetings were held to include all wards that were unable to participate during consultations, after the current Council has settled, individually sessions with Councilors were held to confirm community priorities as raised during previous meetings.

A separate session with stakeholders from the 4 Towns was conducted with minimal challenges from other wards as stakeholders were not satisfied about feedback mechanisms by the Municipality.

Strategy Phase

This phase comprised of strategies associated with each of the priority issues as identified in the analysis phase. A broad inter-departmental dialogue was employed with regard to the most appropriate ways and means of tackling priority issues under consideration of policy guidelines and principles, available resources, inter linkages, competing requirements. A task team was established to facilitate the Strategic planning session and to give guidance to the 2023-2024 IDP and Budget processes. This phase was completed on the 16 March 2023. Participants in the strategic planning session included Traditional Leaders, Cogta, EDM and Mega.

Project Phase

In this phase Departmental project task team members are given a responsibility of working out project proposals in line with the strategies and priority issues and where necessary additional information on project details was obtained. This phase ensures a smooth planning/ delivery link by providing an opportunity for a detailed and concrete project planning process done by relevant stakeholders who provide proposal with tentative target figures, technical standards, locations, time frames and cost estimates. This phase will be completed in March 2023.

Integration Phase

This phase ensures that the results of project planning phase are properly conducted and speaks to the vision; objectives, strategies and resources. The 1st draft of the 2023—2024 IDP document of the municipality was tabled to municipal council on the 31st of March 2023 under Council Resolution Number: **NLM: S-GCM: A022/2023** Projects and programs from sector Departments and other stakeholders are incorporated into the Draft IDP.

Approval Phase

The draft IDP served to Council on the 31st March 2023 and will also serve before council on the 31st of May 2023. The approved IDP will be placed on the Municipal website and other contact platforms. Consultations meetings will be conducted between April and May. A public notice will be issued for inputs and comments by the general public into the draft document into the Municipal website (www.nkomazi.gov.za . A program for public consultation will be developed and implemented.

2.3. How was this plan developed?

2.3.1. IDP/Budget Process Management Plan

The IDP was developed in line with the district framework plan. Ehlanzeni District Municipality developed the IDP Framework Plan which informed the IDP Process Plan for all the local municipalities within the district. Nkomazi municipality developed its municipal Process Plan in line with the district framework plan. The process plan was adopted by council on the 19th of August 2022 under council resolution no NLM: S-GCM: B015/2022. The Framework and Nkomazi IDP process plans are tabled bellow.

IDP/Budget & PMS Phases	IDP/Budget & PMS Process	Accountability	Timeframe
Preparatory phase	Integrated Development Planning		
	Development of IDP/Budget & PMS Process Plan in line with district framework for IDP. Establishment of structures for public participation Time schedule for the planning process, Roles and responsibilities. Monitoring strategy of the process plan Compilation of budget time table.	Manager: IDP	August 2022
	Integration of IDP/ Budget & PMS processes [IDP Programme, Budget Timetable & PMS Calendar]	Manager: Budget Manager: PMS	August 2022

	Present IDP/budget& PMS process Plan to the Ehlanzeni District Municipality/ IDP Managers and coordinators forum for alignment with other Municipalities	IDP Manager	August 2022
	Incorporate contributions of the District Development of Strategic Execution plan	Manager: IDP	August 2022
	Establishment of institutional structures for the management of the process and review stakeholders' database. Submit a proposed community and relevant stakeholders [traditional leaders] consultation Programme to the mayor and speaker respectively.	Manager: IDP Director: Planning & development Municipal manager	August 2022
	Submit Process Plan to Municipal Council	Executive Mayor	31 August 2022
	Advertise process plan	IDP Manager	September 2022
	Submit Process Plan to EDM & Cogta	IDP Manager	September 2022
	Implement process plan	IDP/PMS & Budget Technical Committee Municipal Top	September 2022
Analysis Phase	Integrated development planning		
	Assessment of the previous IDP/Budget performance, level of development, backlogs & disaster; Review previous year's processes, identification and assessment of areas of improvement. Identification and assessment of human resource challenges for proper implementation of IDP/budget & PMS	IDP/ Budget & PMS steering Committee IDP/Budget & PMS Technical committee.	September 2022
	Ward Committees [Group-1]-workshop	IDP Manager Manager: Office of the Speaker	September 2022
	IDP/ Budget & PMS Steering Committee- to discuss programmes and projects to be submitted to provincial departments	Executive Mayor	September 2022
	Interested and affected parties	IDP Manager	September 2022
	Community meetings at ward level	Office of the Speaker IDP Manager	September 2022
	Feedback from Ward committees and CDWs on Community issues -meeting per the Nkomazi Communities	IDP Manager Office of the Speaker	October 2022
	Identification of Risks	Chief Risk Officer Office of the Speaker	Continuous
	Submission of consolidated community priorities to COGTA	IDP Manager	October 2022
	Presentation of Institutional Risk to Municipal Top Management	IDP Manager	October 2022

	Presentation of Institutional Risk to Municipal Top Management	Risk Manager	September 2022
	Presentation of Institutional Risk to Risk Management Committee	Risk Manager	September 2022
	HR Consultation with Departments on organizational structure	Cooperative services	September 2022
	Review all municipal contracts	MM and Directors	28 Sep-2022
	Executive Authority to allocate funds to strategic priorities (Budgetary Framework) in line with the Nkomazi LTDF		October 2022
Strategy Phase [#Review Sector Plans]	Departmental Strategic Planning Session for the consideration of the Public Participation Process [how the Department is going to respond to community issues]-corporate services-NKLM	All Departments IDP Manager Manager-Budget PMS Manager	October 2022
	MSCOA Budget preparation and policy reviewing workshop (Budget Steering Committee, Directors and Managers	CFO	14-Oct-2022
	Municipal Lekgotla/Strategic Planning Session- to consolidate departmental strategies and identifying projects to be presented to the IDP/Budget & PMS Steering Committee [Chaired by Executive Mayor]	IDP Budget Technical Committee Municipal Top Management	December 2022
	Detail departmental budget proposals (capital and operating submitted to the Budget and Treasury Office	MM and Directors	December 2022
Project Phase	Integrated Development Planning Process		
	IDP/ Budget & PMS Steering Committee to priorities Identified projects	Executive Mayor	December 2022
	Designs of project proposals, setting of project objectives, targets and indicators	All Departments	December 2022
	Compile 2022/2023 Mid-year budget and Performance	MM	13-Jan-23
	Consolidate, assess and advise on the proposed departmental budget	CFO	31-Jan-23
	Consider the recommendations of the budget steering committee on the proposed departmental budget and give feed back to the departments	CFO	10-Feb-23
	Compilation 2022/2023 Adjustment budget and MTREF	All Departments	17 -Feb to 17-Mar-2023
Integration Phase	Presentation of integrated programmes and projects by departments to the IDP, Budget & PMS Steering Committee	IDP/Budget &PMS Technical Committee	27 January 2023
	Integration of sector plans into the IDP to address community basic service needs e.g., water, roads, electricity etc.	All Departments	December 2022 to January 2023
	Alignment of IDP and Budget Steering Committee		Continuous

Approval Phase	Integrated development Planning Process		
	Tabling of the draft IDP to IDP and Budget Steering Committee	Municipal Manager	January 2023
	Tabling of draft organizational structure to Municipal Top Management	Cooperate Services	January 2023
	Submit 2022/2023 Mid-year budget and Performance to council	MM	20-Jan-2023
	Council considers the 2022/2023 Mid-year Review and whether an Adjustment Budget is necessary	MM	20-Jan-2023
	Workshop for councilors on Draft related Policies to Mayoral Committee	Executive Manager	February 2023
	Tabling 2022/2023 Adjustment budget to council	CFO	24-Feb-2023
	Tabling of draft IDP/Budget & draft related Policies to Mayoral Committee	Municipal Manager	March 2023
	Table of the draft IDP/budget & draft related policies before council	Executive Mayor	31 March 2023
	Tabling of Final Organizational Structure before Council	Corporate Services	31 March 2023
	Workshop for Councillors on final IDP/Budget	Executive Mayor	April 2023
	Advertise the Draft/Budget for comments & schedule for community participation	IDP Manager	06 April 2023
	Conclude process of public participation on tabled target	MM	28 April 2023
	Consolidation of feedback from public participation process and incorporation thereon into the final IDP/Budget	IDP Manager IDP/Budget & PMS Technical Committee	05 May 2023
	Compilation of draft procurement plan	MM and Directors	03 April 2023
	Submit draft procurement plan to the budget & Treasury Office	MM and Directors	28 April 2023
	Respond to submission received and if necessary revise the budget and table the amendments for council consideration	Executive Mayor	11-May-2023
	Present the consolidated IDP/ Budget Steering Committee	Municipal Manager	10-May- 2023
	Presentation of final IDP to stakeholders	IDP Rep Forum	06-May-2023
	Tabling of final IDP/Budget to Mayoral Committee	Municipal Manager	12-May-2023
	Table the final IDP/Budget before Council for approval	Executive Mayor	31-May-2023

	Approve annual budget by council resolution, including taxes, tariffs, measurable performance objectives, changes to the IDP and budget related policies, include service delivery agreement and long-term contracts where appropriate	Council	31-May-2023
	Advertise the approved IDP	IDP Manager	June 2023
	Submit the approved IDP to the MEC of Local Government within 10 days, after approval	Municipal Manager	June 2023
	Submit the final IDP to National Treasury	Municipal Manager	June 2023

2.4. Nkomazi Role Players

The participation of a diverse range of stakeholders in the formulation of the IDP forms the integral part of the entire process and the programme for this exercise was captured in the IDP Process Plan. The following are the role players in the IDP process:

- ✓ The Nkomazi Council
- ✓ Executive Mayor & MMCS
- ✓ Ward Committees
- ✓ Planning Portfolio committee
- ✓ Municipal Officials
- ✓ Municipal Manager
- ✓ IDP Manager
- ✓ IDP Technical Committee
- ✓ IDP Rep forum
- ✓ Government departments
- ✓ Community Members

2.4.1. Roles and Responsibilities

Structure	**Roles & Responsibilities**
Municipal Manager	Strategic management and operational responsibility of the whole IDP Process.
Executive Mayor	Political co-ordination of the IDP and assessment of impact of implementation
	Deal with political implementation of IDP;
Mayoral Committee	Ensures developmental business plans and budgets;
	Deal with day-to-day political inputs to the IDP process
	Approve the IDP;
Municipal Council	Monitor the implementation of IDP;
	Monitor Service Delivery Plan of the Municipality
	Link the planning process to their constituencies and/or wards;
	Responsible for organizing public consultation and participation;
Ward Committees	Input on needs prioritization and project designs;
	Monitor projects at delivery in their localities;
	Act as a mouthpiece of the community in the implementation of
	projects.
	Provide terms of reference for the various planning activities
	Commission of research studies

	Consider and comment on inputs of sub-committees, study teams,
IDP Steering Committee	consultants and provincial sector departments
	Process, summarize and document outputs.
	Prepare, facilitate and document meetings
	Make recommendations to council
	Liase with Municipal departments in matters related to IDP
	Inform interest groups, communities and organisations, on relevant
	planning activities and their outcomes;
IDP Representative Forum	Analyse issues, determine priorities, negotiate and reach consensus;
	Participate in the designing of project proposals and monitoring and
	Reporting
	Provides terms of reference for the various planning activities
IDP Technical Committee/IDP steering committee	Commissions research studies
	Considers and comments on:
	Inputs from sub-committee/s, study teams and consultants
	Inputs from provincial sector departments and support providers
	Act as a champion in the coordination, drafting and compilation of the IDP
	Prepare, monitor and evaluate progress in terms of the Process Plan,
	Undertake the overall management and coordination of the planning process;
	Ensure that all relevant actors are appropriately involved;
IDP Manager	Ensure that the time frames are being adhered to;
	Nominate persons in charge of different roles;
	Be responsible for the day-to-day management of the drafting process
	Ensure that planning process is participatory, strategic and implementation
	oriented and is aligned and satisfy sector planning requirements

2.5. MEC Comments

The 1st draft of the Fifth Generation IDP (Nkomazi IDP 2023 – 2028), Special consideration was given to the following**:**

MEC Comment	Municipal intervention
Spatial Development Analysis and Rationale	
The SDF review should include a longer-term spatial development vision statement that needs to be included in the IDP. The SDF strategies and proposals should be summarised and be included in the IDP, under Spatial Rationale (page 66-68). The SDF should include population growth projections that align to the IDP population growth projections. The SDF should be reviewed to include an Implementation Plan that is compliant with the provisions of SPLUMA, the projects should be included in the IDP. The IDP must incorporate the key aspects of the District Rural Development Plan which include functional regions, intervention areas and FPSUs. To incorporate the reviewed housing chapter in the IDP once it is approved and adopted.	. The SDF is currently under review and an inception report has been provided without the spatial development vision of the SDF once the review is finalized and the SDF has served before council it will be incorporated into the IDP. . The reviewed SDF does consist of population growth projections that are aligned to the population growth as incorporated into the situational analysis into the IDP though we felt it will be a repetition to incorporate same information into different Key performance areas. . The reviewed SDF is SPLUMA complaint. . The District Rural Development Plan will be incorporated into the review IDP 2023-2024. .
Municipal Transformation and Institutional Development	
The municipality has indicated a list of vacant funded post to be filled in the new financial year and the availability of suitably qualified staff in critical positions in the IDP. The municipality need to reflect strategies/plans to meet Employment Equity targets in the IDP. The municipality need to show evidence that they are implementing a Workplace Skills Development Plan in the IDP.	. Vacancy for the Municipal Manager, Chief Financial Officer and the for Director Planning and Development have been filled. The post for Director infrastructure is to be filled before end of the financial year. . Attracting of people living disabilities is continuously pursued as part of the implementation of the Employment Equity plan. .
Local Economic Development	
The municipality is currently in the process of reviewing the LED strategy and a consultation report has served before the portfolio committee for planning and development during the 2022-23 Financial year. The municipality has allocated a budget of R550 000 to finalize the review the LED Strategy during the financial year 2022-23. The municipality has to finalize the development of the local Economic Reconstruction and Recovery Plan.	. The LED strategy is currently under review, it should be completed by end of June 2023. . The Economic Recovery Plan has been developed and will be incorporated into the revised LED strategy.

Basic Service Delivery	
The municipal IDP has prioritized water projects with an allocation of R400,8 million for the 2022/23 financial year through various funding sources. There is limited budget prioritised for the implementation of sanitation projects including bulk sanitation infrastructure. A budget of only RI 3 million is set aside for 2022/23 financial year through MIG funding for the sanitation projects in various areas. The municipality has to prioritize the implementation of waste management projects through the Municipal Infrastructure Grant (MIG) allocation. An amount of over RIOO million has been allocated for road infrastructure projects through MIG funding for 2022/23. The municipality has to urgently finalise the review of the service delivery master and maintenance plans to focus on long term planning.	
Financial Viability and Management	
None were reported	N/A
Good Governance	
The municipality must clarify the role and responsibilities of Council committees in the IDP. The municipality has not developed and implemented Ward Operational Plans. The department through the public participation directorate, will support the municipality to finalize the Ward Operational Plans to be implemented by the municipality. The municipality has to include and clearly articulates the mechanisms utilized to communicate council business to the community.	. The roles are clearly clarified into the IDP. . Ward committees established in the 33 Wards and are active . The municipal council communicate with radio stations, loud hailing, Nkomazi Facebook page, municipal website and through local newspaper advertisement
Cross Cutting	
The PMS policy is implemented only to section 57 managers; however, the municipality has a plan of cascading the PMS policy to all employees in the near future.	. Cogta and EDM arranged a workshop in order to assist the municipality to cascade performance management to staff below section 57 and that assisted the Municipality as it is in the process of cascading performance management to staff below section 57.
Disaster Management	
Municipal risk profiles and risk reduction strategies to be aligned to climate change impact and assist in responding to the disasters.	. Risk profiles and risk reduction strategies to be aligned with climate change impact into the review IDP to assist in responding to disaster.
Environmental Management	
The municipality has to reprioritize the budget to develop the climate change adaptation and mitigation strategy planned 2024/2025 financial year as currently the municipality is sitting with terms of reference and a draft strategy assisted by department of Agriculture & EDM. The implementation of this strategy will reduce risks, vulnerabilities, and Greenhouse Gas Emissions to all	. The Municipality has prioritized creating post for environmental Management officers as the municipality doesn't have a department for environmental management but into the waste management section the is environmental education and awareness officers and an environmental management officer which came from EDM to assist into the municipality with environmental

municipal plans, strategies, projects, procedures, systems and others.	management issues, with the believe that should there be human capacity into the municipality for environmental management it will assist into fast tracking development of the strategies as well as bylaws required.
Strategy Development, Monitoring and Evaluation	
The municipality has significantly improved, almost all recommendations from the previous financial years were addressed: The Municipality still includes both 2019-24 MTSF outcomes and the 7 priorities in the IDP (see pages 41 , 43 and 47, respectively). Since there is no standard format and structure of the IDP, any presentation of information can be accepted. The municipality has done well in terms of aligning to the government priorities (MTSF), crafting of performance indicators, and setting of 5-year as well as annual targets (see performance tables on pages 175 to 216). There is a logic flow even with the interventions / activities. The municipality is commended for striving to do better and encouraged to continue to improve.	. With the constant assistant from EDM and Cogta the municipality will improve the alignment of plans as required.

2.6. Considerations for developing the plan

It is important to note that this is the 1st draft of the 2023 - 2024 IDP. Special consideration to the IDP Development for 2023 - 2028 was given to the following**:**

- ✓ IDP Process Plan
- ✓ Alignment with Government Priorities - MTSF
- ✓ Nkomazi Special Economic Zone
- ✓ Municipal top 10 priorities
- ✓ Public participation Comments
- ✓ MEC Letter Assessment comments on the 2023/2028 IDP Review
- ✓ Self-Assessment
- ✓ Different stakeholder comments and requirements
- ✓ Legislative Compliance in terms of Chapter 4,5 of MSA Act No 32 of 2000
- ✓ District Development Model (DDM)
- ✓ Climate change and its Impact
- ✓ Current disaster management report

2.6.1. Communication Plan for Public Participation

Other activities that followed

DATE	TIME	VENUE	ITEM	PARTICIPANTS
27/09/2022			CIRCULATION OF THE DRAFT SCHEDULE FOR INPUTS AND COMMENTS	MANAGEMENT AND MAYORAL COMMITTEE
29/09/2022	09H00	PLANNING AND DEVELOPMENT BOARDROOM	INTERNAL TRAINING	IDP OFFICIALS AND ASSISTING TEAM.
07/10/2022	09H00	BLOCK B COMMUNITY HALL	PREPARATORY ENGAGEMENT [01,02,03,04,05,06, 08,10,11,12,13,14]	IDP TECHNICAL COMMITTEE/ WARD COMMITTEES & OFFICE OF THE SPEAKER
07/10/2022	09H00	MZINTI COMMUNITY HALL	PREPARATORTY ENGAGEMENT [07,09,15,16,17,19,20,21,22]	IDP TECHNICAL COMMITTEE/ WARD COMMITTEES & OFFICE OF THE SPEAKER
07/10/2022	09H00	SCHOEMANSDAL COMMUNITY HALL	PREPARATORY ENGAGEMENT {18,23,24,25,26,27,28,29,30,31,32,33}	IDP TECHNICAL COMMITTEE/ WARD COMMITTEES & OFFICE OF THE SPEAKER
CONFIRMATION OF COMMUNITY PRIORITIES				IDP PRACTITIONERS

Activity one entailed the training of all Councilors and supporting staff members from the planning and development department. The purport for the training was to ascertain that when the municipality embark on a consultative rationality share a prevalent vision and give progress on performance in relation to Municipal matters and also to workshop communities on sector plans. Officials from the planning and Development Department withal went through a briefing session after the workshop.

Activity two involved public notification through the municipal website. In addition, a vigorous communication and information sharing aimed at reaching out to all the communities of Nkomazi was undertaken by means of loud hailing, adverts in ward area and mobilization through ward-based member of the council during funerals. All venues were selected in a manner that ensured and enhanced easy access for all community members to attend and were based considering size and distance. Time chosen for the meetings also ensured maximum attendance of all the households.

Activity three entailed the overall analysis, a collection of community needs across all villages. Councilors were the chairpersons of meetings, assisted by other members of the mayoral committee in other meetings in providing some of the responses to the community problems.

2.7. What are our Key Challenges?

2.7.1. key development challenges facing the Municipality

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. There is however, some distance to go towards addressing the impact of Covid – 19, GBVF and the effects of the Russia / Ukraine invasion, load shedding and impacts of disaster.

High rates of unemployment and low economic growth	The Municipality faces a challenge with regard to a marketable and skilled work force, thereby creating a gap in productivity, which in turn has a negative impact on the economic growth path. Limited efforts to encourage development of the green economy and development of infrastructure to support economic development will future stifle opportunities to reduce the high levels of unemployment.

High levels of poverty	Both the high level of unemployment and the high household dependency ratio leads to an increased number of communities living in abject poverty. Current welfare systems and packages are unsustainable and the Municipality is compelled to direct more resources towards supporting its citizens. A strategic approach by the Municipality should be encouraged to ensure that more job opportunities are made available, economic development programmes are enhanced and basic services are provided to uplift citizens out of poverty and to enable households' members to be able to pay for municipal services to increase revenue generation.
Low levels of skills development and literacy	There is an urgent need to improve and transfer scarce skills to the citizens of Nkomazi. The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. This will assist the citizens to penetrate the competitive economic and manufacturing market.
Limited access to basic household and community services	The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and exponential growth in the Municipality has increased the levels of backlogs.
Increased incidents of HIV/AIDS and communicable diseases	HIV/AIDS is an epidemic which is increasing at an alarming rate and affects communities negatively because the high level of teenage pregnancy, substance and alcohol abuse on teenagers increases the incidents of HIV/AIDS. Provision of basic health services and effective healthcare infrastructure, increased financial and human resources in healthcare, awareness and education and poverty alleviation programmes will reduce the increased incidents of HIV/AIDS, teenage pregnancy alcohol abuse and communicable diseases.
Loss of Natural Capital	Ecosystems and natural resources deliver essential environmental services (e.g. water supply, flood attenuation, climate control) that provide the foundation for human life and development. These resources are finite and so their protection and efficient use is essential if irreversible degradation and loss of the Municipality's biodiversity is to be avoided and if the sustainability objectives of the IDP are to be achieved. Habitat destruction (or land transformation) and invasive alien species are widely regarded as the greatest threats to biodiversity. Other threats include over-exploitation (e.g., medicinal plants) and climate change.
Unsustainable developmental practices	The Municipality faces a challenge of reacting to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing infrastructure and services, disturbed ecosystems, biodiversity and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and agricultural services
High levels of crime and risk	Strategies for addressing crime including both reactive strategies to respond to crime, and proactive strategies, aimed at stopping crime before it happens, are required. The response requires an integrated, multifaceted approach that includes working closely with communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention.
Ensuring adequate energy and water supply	The unsustainable use of resources such as energy and water ha s major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. Unsustainable resource use is a direct con- sequence of overproduction and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of re- sources. In the case of water, whole catchment management

	(including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water in the Municipality. The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources
food security	Through initiatives such as shifting to new crops which are more resilient to climatic conditions and can meet the demands of an ever-growing population, maintaining agricultural land so as to keep it arable, introducing mitigation methods to fight climate change, promotion of sustainable agricultural production, ensuring reasonable food costing as well as introducing and managing community gardens, the Municipality could play a major role in ensuring food security.
Infrastructure degradation	Degradation has become a critical social problem, with effects such as flooding in the municipal area due to unexpected heavy rain. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastructure, thus ensuring value for money.
Financial unsustainability	In order to maintain our financial health and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. Thus, the challenge for financial sustainability amid increasing alignment with the ecological, economic and social demands For the Municipality to be financially sustainable, the Municipality needs to ensure that it maintains a balanced revenue base, it maintains and grows its rates base, and it encourages projects that are affordable and includes free basic services based on the existing budget. The Municipality should also ensure effective supply chain management through con- trolling costs, ensuring acceptable level of quality, increase citizen satisfaction as well as build operational resources that maximize community services.
Ineffectiveness and inefficiency of inward-looking local government still prevalent in the Municipality.	The development challenges identified affords the Municipality an opportunity to focus its attention to address these challenges. With both limited human and financial resources, it is imperative that the Municipality makes choices in terms of its development mandate

2.8. What are our Organisational Risks

No	Strategic Risk	Root Cause	Residual	Current Controls	Recommendations
1.	Shortage of business to invest in our municipality.	Inadequate Resources to promote Local Economic Development	Score 12 (Medium)	Municipality's involvement on the SEZ project	Finalising and implementation of the LED Strategy. Incorporating the Public-private Growth Initiative Strategy into the LED strategy. Resuscitate LED Forums Promotion of SEZ to the community.

2.	Limited revenue base.	Inability to increase the revenue-base Failure to implement the revenue enhancement strategy	15 (Extreme)	Approved revenue enhancement strategy and Established Task Team	Review the current revenue enhancement Strategy Develop the implementation plan And Council to approve the implementation Plan
3.	Failure for the municipality to operate in a case of disaster strike.	Failure to develop and implement the business Continuity plan	10 (Medium)	ICT disaster recovery plan	Approve and implement the municipal Business Continuity Plan
4.	Escalating of employee cost.	Failure to monitor travel claims, overtime and standby allowance	20 (Extreme)	Enforce compliance to the municipal policy.	Introduction of shift systems for service departments. Strict monitoring of travel claims, overtime and standby allowance as per the policies
5.	Backlog on waste removal.	Shortage of landfill sites.	12 (Medium)	1 Landfill sites available (Steenbok) 1 Landfill site from Malelane RCL	Engagement with Traditional Authorities for land availability
6.	Excessive illegal connection and non-compliance to b-laws	Limited resources for law enforcers in implementation of by laws Insufficient human capital.	15 (Extreme)	Municipal by-laws. Law enforcers	Training law enforcers on Municipal by-laws.
7.	Inadequate maintenance for infrastructural assets.	Low maintenance budget Lack of infrastructure maintenance plan	12 (Medium)	Reactional maintenance	To develop maintenance plan

2.9. what is our long term Vision?

Vision

‘A *leading Local Municipality that empowers its communities through excellent service delivery*’

Mission

The Nkomazi Local Municipality is committed to:

‘Enhance the quality of life of all the communities in the Nkomazi Local Municipality area through rendering basic services in an efficient and cost-effective manner that adheres to the principles of sustainable development’

Municipality’s Core Values

The Nkomazi Local Municipality subscribe to the following core values:

- ✓ Accountability
- ✓ Good Governance
- ✓ Transparency
- ✓ Integrity and
- ✓ Responsiveness

2.10. Municipal Long-Term Strategy and 10 Key Priorities for the Five Years (2023-2027)

In order to implement the municipal strategic objectives and priorities, NKOMAZI LONG TERM DEVELOPMENT FRAMEWORK 2014 and BEYOND was tabled to Council for approval in principle to the Long-Term Development Framework [LTDF]- 2034 and beyond. LTDF It’s a plan than maps the strategic vision of the Nkomazi Municipal Area over the next twenty years and also maps the strategic priorities over the next five years, in line with the municipal Integrated Development Plan [IDP].

2.11. Top Ten Municipal Priorities (2022-2027)

- ✓ Water and Sanitation.
- ✓ Roads and storm water.
- ✓ Local Economic Development and job creation.
- ✓ Waste Management
- ✓ Electricity
- ✓ Community facilities

- ✓ Health and Social services
- ✓ Education
- ✓ Human Settlements
- ✓ Crime prevention

2.12. What are we going to do to unlock and address our key challenges?

Nkomazi Local Municipality's – Development Goals

KPA	GOAL
KPA 1: Municipal Transformation and Institutional Dev	**Goal 1:** Improve organizational cohesion and effectiveness as well as capacity building
KPA 2: Basic Service Delivery	**Goal 2:** improve access to service delivery, build sustainable infrastructure and ensure proper operations and maintenance
KPA 3: Local Economic Development (LED) & Social Development	**Goal 3:** Create an environment that promotes the development of the local economy and facilitate job creation
KPA 4: Municipal Financial Viability & Management	**Goal 4:** improve overall financial management, develop and implement appropriate financial management policies, procedures and systems
KPA 5: Good Governance & Public Participation	**Goal 5:** Promote a culture of participatory and good governance
KPA 6: Cross Cutting	**Goal 6:** Provision of access to land and sustainable development

2.13. Strategic Objective Priority Areas

In order to achieve our vision and to address the development challenges, there are a number of key strategic priority areas which need to be taken into consideration. These priorities lead to the creation of structures which support and associate other actions and activities that are going to build the blocks around actions and prioritisation taking place. It also acts as a point of leverage for creating a sustainable municipality that is caring and liveable.

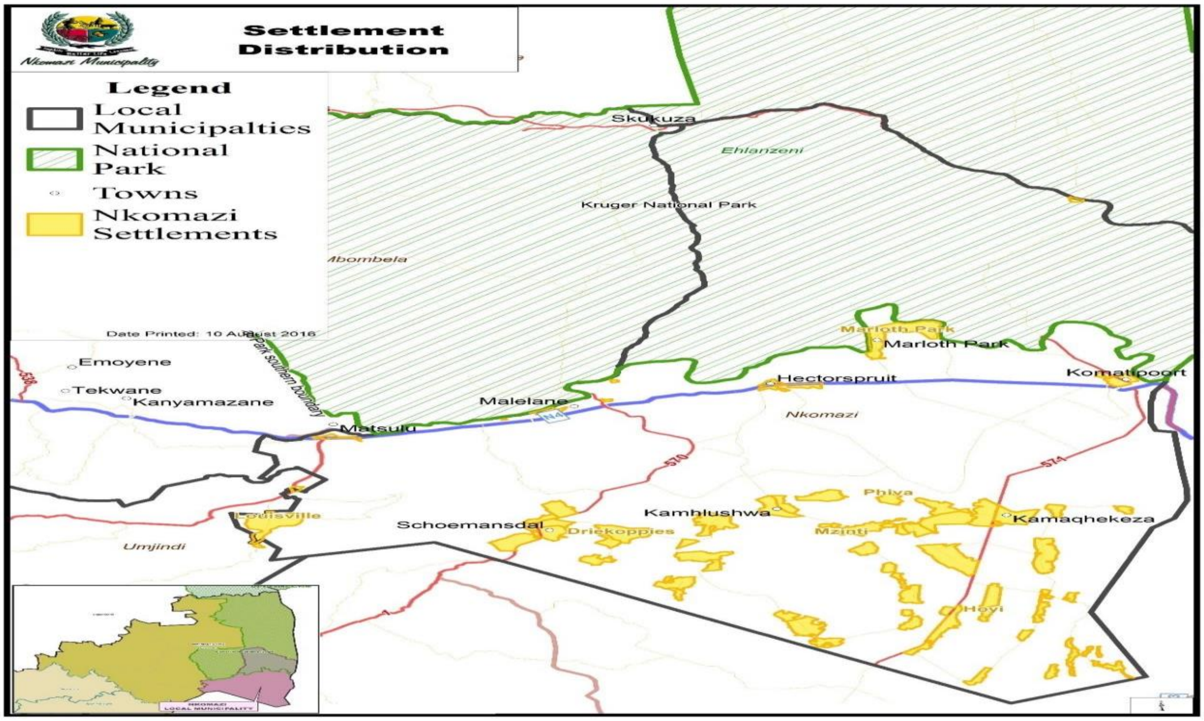
No.	Key Performance Area	Strategic Objectives	Strategies/ Priority Programme
1	Spatial development analysis and rationale	Promote integrated human settlement Spatial equity	SDF Housing Chapters Land invasion By Law
		Integrated Sector Planning	Spatial Development and Built-In Environment
2	Basic Services and Infrastructure Development	Basic Services Water Conservation and Demand	Solid Waste Management Water Demand Management

		Infrastructure Maintenance and Management	Infrastructure Security and Protection
3	Local Economic Development	Local Economic Development Business	Local Economic Development Strategy
		Special Economic Zone	Commercial Land Tenure
		Economic Sector Focus	Enterprise Development
		Direct Investment (Domestic and	Investment Promotion
4	Municipal Transformation and Institutional Development	Institutional Arrangements	Organisational Design & Structure
		Enhancing the Utilisation of ICT	Information Technology (IT)
		Institutional Capacity	Gender Equity
5	Good Governance and Public Participation	Public Participation Governance	Public Participation Information System
		Communication and Marketing	Stakeholder Communication Management
6	Financial Viability and Management	Prudent Financial Management	Operation Clean Audit
		Expenditure Management	Cash flow management
			Asset Management
			Creditors and Operating Expenditure Management
		Revenue Enhancement	Revenue and Debtors Management

2.14. Development Intervention (Nodes)

The Municipality has identified key development interventions within its nodes. The main objective of these current and planned interventions is to address social, economic and infrastructure challenges. In the primary nodes, the main objectives to the revitalize the urban centres in order to attract investment

2.14.1. Activity Nodes



The activity nodes in Nkomazi Local Municipal area include:
- ✓ Primary Activity Nodes: Malelane, Komatipoort (Nkomazi SEZ and Smart City).
- ✓ Secondary Activity Nodes: Schoemansdal, KaMhlushwa, KaMaqhekeza (Tonga A, B, and C) and Hectorspruit

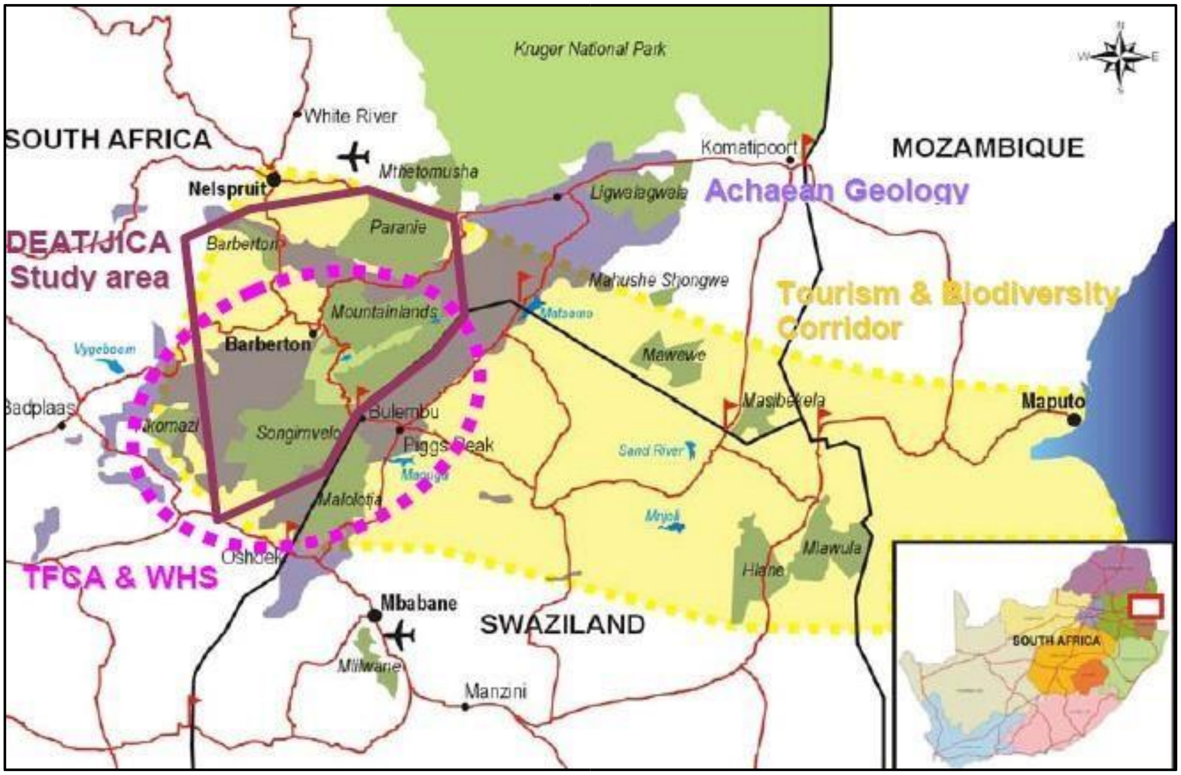
corridors

The corridors in the Nkomazi Local Municipal area include Transportation Corridors and Activity Corridors.
- ✓ Transportation Corridor: N4 Highway and Maputo Railway line
- ✓ The transportation corridor includes the primary activity nodes of Malelane and Komatipoort.

Activity Corridors:
- ✓ Schoemansdal-KaMhlushwa-KaMaqhekeza Activity Corridor
- ✓ KaMaqhekeza-Masibekela Activity Corridor and railway line.
- ✓ Schoemansdal-KaMhlushwa-KaMaqhekeza

Activity Corridor includes Activity Node:
- ✓ Schoemansdal, Kamhlushwa and KaMaqhekeza.
- ✓ KaMaqhekeza-Masibekela
- ✓ Activity Corridor and railway line consists of dispersed urban, semi-urban and rural settlements stretching from Managing Border Post to KaMaqhekeza.

2.14.2. Tourism Nodes and Areas



Map 6: Tourism and Biodiversity Corridor

- ✓ Malelane Gate, which include Leopard Creek hotel and golf estate, Lala Palm Country Club and golf course and Pestana Lodge.
- ✓ Marloth Park.
- ✓ The N4 Corridor area attracts several tourism establishments that benefit from the high traffic volumes between South Africa and Mozambique. Numerous lodges, restaurants and hotels developed along the N4 Corridor, including nature and game reserves.
- ✓ Lake Matsamo poses potential tourism and recreational facilities and should be exploited in a sustainable manner.
- ✓ Masibekela Dam and Wetlands poses tourism opportunities considering nearby attractions such as Samora Machel Memorial, Bambanani-Mlambo “Hole in the Wall” and the naturally occurring cycads at Mbuzini.
- ✓ Mbuzini as a tourism boarder should be considered as an economic and tourism opportunity as it will open trade and link the three countries i.e. Swaziland, South Africa and Swaziland.
- ✓ The numerous conservancy areas, nature reserves, cattle ranches and game reserves offer numerous opportunities for conservation, eco-tourism, hunting safaris and breeding opportunities.
- ✓ Potential for eco-tourism in rural areas.

2.15. How will our progress be measured?

To measure and monitor our progress, a Performance Management Framework and Policy was developed and is in place and it is reviewed regularly (annual). Key performance indicators have been refined in support of the municipality's development priorities and objectives in line with the Integrated Development Plan framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organisational Performance Management Scorecard attached to the Integrated Development Plan and is reviewed annually together with the Integrated Development Plan review. A process to ensure regular reporting is in place and gets reported quarterly to the Council via the Performance Audit Committee. Individual performance agreements and performance plans for the Municipal Manager, and Section 56 Managers, are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette). These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003. Assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance takes place to ensure that annual departmental targets will be achieved.

2.15.1. Outputs, Outcomes and Deliverables, over the Next (3) Three Years

GOALS	ISSUES	OBJECTIVITIES	STRATEGIES	PROGRAMS/PROJECTS
Improved organisational cohesion, effectiveness and capacity building	Silo operations by departments	To streamline programme planning and implementation	Integrated intra and inter-governmental planning Develop municipal calendar of events	Regular extended management meetings intergovernmental forums Team building sessions Annual Municipal awards for best performers
Promote a culture of participatory democracy and good governance	inadequate involvement of traditional authorities and communities in council business Inadequate communication of municipal successes	Improve coordination and involvement of communities in council business Increased communication of municipal successes	Review the communication strategy and public participation strategy (*Include participation of traditional authorities, regulations and legislation and implementation plan*) Develop a communication and marketing strategy (i.e	Review of Municipal by-laws and policies Review the communication strategy and public participation strategy Municipal Communication and Marketing Strategy

			newsletters, municipal website etc) Review of Human Resource Strategies (standing orders of council to include the role of traditional authorities in council business Participation Strategy for Traditional Leaders in the municipal Structures	
Improve access to services by building a sustainable infrastructure in order to ensure proper operations & maintenance	. Household without access to basic services (water, sanitation, electricity, roads) . Lack of bulk services to accommodate current and future development . Natural disasters (drought, floods, fires, climate change)	To Improve access to basic services	. Development of master plans . Development of business plans Develop technical report to secure adequate funding for projects	. Master plans (water, sanitation, roads, electricity) . Upgrading of bulk infrastructure services . Construction of new dams and weirs (DWS)
		. To accommodate new developments and upgrades	Implementation and Monitoring of programs	Operation and maintenance plan
		. Improve access to clean water and sustainable sanitation services	. Develop and implement water safety plans and Wastewater Risk abatement plans Constant monitoring	. Water safety plans & wastewater Risk Abatement plans . Monitoring programs
Operate and maintain of new and existing infrastructure	. Ageing infrastructure . insufficient funding for O&M	. To provide sustainable, reliable and efficient existing infrastructure	. Development of operation and Maintenance plans and programmes . Proper annual budgeting for O&M . Asset register for all infrastructure in order to be able to track life span of infrastructure asset	. Implementation and monitoring of maintenance plans and programmes . Refurbishment and replacement of old infrastructure . Budgeting technical asset register . Training and workshops . Recruitment
Create an environment that promotes the development of the local economy and facilitate job creation	. Inadequate funding to create infrastructure in order to attract new investors . Lack of proper allocation of land for new infrastructure	. To create sustainable] infrastructure to improve local economy	. Development of master plans . Create partnership for consultants with traditional leadership	. Master plans (water, sanitation, roads, electricity) . Consultation

Promote a culture of participatory and good governance	. Lack of commitment from the community to report issues . Public interference . Lack of support and collaboration from sector departments . Poor implementation of policies and by-laws . Lack of inter-departmental relations . Land inversion	. To improve corporate image of the municipality	. Improvement of reporting through technologies . Community involvement through project steering committees . Improve IGR structures . To implement and appoint law enforcers for infrastructure . Create working relations with other internal departments . Engage with Traditional leaders on implementation of land inversion	. Improve reporting through ward committees . Establishments of PSCs . IGR structure . Budget and recruitment of law enforcers . Establishment forum to discuss operational matters . Traditional leadership indaba
Create an environment that promotes the development of the local economy and facilities job creation	High rates of unemployment and low economic growth	. Unleashing the agricultural mining and Tourism sector . Promoting SMME, entrepreneurial and youth development . Enhance the knowledge economy . Expansion of PPP Government-led job creation	. Review LED strategy and implementation plan . Review of Tourism strategy and implementation plan . Development of Tourism By-laws . Marketing programme for Tourism product owners . Development of SMME'S strategy entrance & promote Tourism attraction . Enhance and promote tourism attraction . Develop an agricultural support plan . Intensify stakeholder relations	. LED strategy . Tourism strategy . By-laws . Implementation plan (LED and Tourism) . Tourism, SMME mentoring programme . SMME strategy . LED and Tourism initiatives . Business and SCM programme . Agricultural support plan . Memorandum of understanding
Promote culture of participatory and good governance	. Public participation . Inter-departmental and intergovernmental relations	. Improve community engagement and participation . Foster integrated planning	. Communication and public participation . develop a ward base plan	. Review of communication and public participation strategy . Ward base planning
Ensure favourable living environment and sustainable development	. Low economic growth . Land . Limited access to spatial information	. Promote integrated human settlement . Spatial equity	. Review of SDF . Review of housing chapters . Development of precinct plans. Develop	. Land summit . Land research . Land invasion By-law . GIS strategy

		. Unleash GIS for the internal and external stakeholders	wall to wall schemes (LUMS) . MOU with traditional leaders Land research (land audit, acquisition in land vested with traditional authorities . Review of land invasion by-law . Develop GIS strategy	
Improved overall financial management & sustainability of the Municipality	Unqualified audit opinion with no material findings	To improve audit opinion and implement effective governance	Frequent monitoring of remedial action plan by management and the internal audit Develop and implement check list	Clean audit
	Cashflow management	To ensure that short term and long-term financial obligations are met when due	Strict implementation of the budget and increase collection rate to at least 95% as per the NT guidelines	Financial ratios (liquidity)
	Assets management	To monitor all assets of the municipality	Implement GRAP17 compliant fixed assets register	Maintenance of fixed assets register
	Understanding of SCM processes	To comply with SCM regulations	Review SCM policies trainings to all departments and small and medium enterprise on SCM regulations	Conducting training
Improved overall financial management & sustainability of the Municipality	Unqualified audit opinion with no material findings	To improve audit opinion and implement effective governance	Frequent monitoring of remedial action plan by management and the internal audit Develop and implement check list	Clean audit
	Delay in the implementation programme of projects & programme	To develop an implementation program for procurement	Align the implementation program to procurement plan and the SDBIP (IDP)	Projects implementation plan
	Creditors and expenditure management	Manage and maintain effective systems of expenditure control	Pay creditors within 30 days by developing and implementing an invoice register Adhere to approved internal control	Expenditure management

			measures (S%T) and overtime	
	Revenue and debtors' management	To increase municipal revenue	Review and implement revenue enhancement strategy	Revenue collection
	Data cleansing	To ensure correct billing of consumers	Assign field workers to gather and capture the raw data Analysing and interpreting collected data	Data cleansing
improve access to services by building a sustainable infrastructure in order to ensure proper operations and maintenance	. Increased rate of illegal dumping	. To eradicate backlogs on waste removal in order to improve access to services	. Implementation of integrated waste management plan	Establishment of west landfill sites and transfer stations
	. High rate of backlog in waste collection service	. to create and procure infrastructure for waste removal	. Formalization of recycling initiatives	Promote awareness, clean up campaigns in communities
	. Minimal waste disposal sites		. By- laws enforcement	Implement law enforcement
Promote a culture of participation and good governance	. Inadequate strategies for (PWD) gender and youth	to promote gender equality and empower youth and (PWD)	. Develop youth strategy . Review of gender and disability strategy	
	High rate of accidents, stray animal and high value of vehicles	To reduce the high rate of accidents around Nkomazi	. Implementation of stray animals by-laws . Visibility of traffic officers in Nkomazi	. Deployment of traffic officers . Transport forum . Development of an action plan for the implementation on stray animal by-law

3. Section A1: Planning and Development Principles

3.1. SPLUMA Principles

The following provides a summary of the development principles contained in the SPLUMA (Spatial Planning and Land Use Management Act):

(a) The principle of spatial justice, whereby –

i. past spatial and other development imbalances must be redressed through improved access to and use of land;
ii. spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
iii. spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
iv. land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
v. land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
vi. a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application**.**

(b) The principle of spatial sustainability whereby spatial planning and land use management systems must –

i. promote land development that is within the fiscal, institutional and administrative means of the Republic;
ii. ensure that special consideration is given to the protection of prime and unique agricultural land;
iii. uphold consistency of land use measures in accordance with environmental management instruments;
iv. promote and stimulate the effective and equitable functioning of land markets;
v. consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
vi. promote land development in locations that are sustainable and limit urban sprawl; and result in communities that are viable.

(c) the principle of efficiency, whereby –

i. land development optimises the use of existing resources and
ii. infrastructure;
iii. decision-making procedures are designed to minimise negative financial,
iv. social, economic or environmental impacts; and
v. development application procedures are efficient and streamlined and
vi. timeframes are adhered to by all parties.

(d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure

sustainable livelihoods in communities most likely to suffer the impacts of
economic and environmental shocks.

(e) the principle of good administration, whereby –

i. all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
ii. all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
iii. the requirements of any law relating to land development and land use are met timeously;
iv. the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
v. policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

Section 12 (1) (a) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

"interpret and represent the spatial development vision of the responsive sphere of government and competent authority"

Section 12 (1) (h) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

*"Include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into spatial,
economic, social and environmental objectives of relevant sphere*".

Section 12 (1) (i) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

"Address historical spatial imbalances in development"

The Municipal SDF is a primary spatial response to the development context, needs and development vision of the municipality (long term development vision). It is a key land use management tool at a strategic level with an important role to play in guiding and managing Municipal decisions relating to the use, development and planning of land.

The Municipal SDF also guides the form and location of future spatial development in a manner that addresses the imbalances of the past i.e. spatial injustice. It enables the municipality to manage its land resources in a developmental and sustainable manner. It provides an analysis of the spatial problems and provides strategies and programs to address the challenges Defying

3.2. Section A2: Government Priorities

3.2.1. Government Policies & Imperatives

This section provides the PLANNING & DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPERATIVES underpinning the development of the IDP. Integrated Development Planning is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in the Municipality. The purpose of the IDP is to ensure the effective use of scarce resources, helps to speed up service delivery and attract additional funds from all spheres of government and the private sector helps to overcome the legacy of apartheid by lobbying for integrated rural and urban areas and to extend services to the poor and lastly to promotes co-ordination between local, government and national government. Nkomazi Local Municipality strives to continue to develop the IDP as an effective management tool for the Municipality, this includes Creating a greater level of focus and thereby improving on the strategic nature of the document; Aligning this strategic document with the realities of the resources, both financial and human, available; Alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and the alignment of the IDP with the various sector plans

3.2.2. Formulation of the Nkomazi IDP was guided by the various pieces of legislation amongst others are the following:

- ✓ IDP process originates from the Constitution of the Republic of South Africa (Act 108 of 1996) which instructs government to ensure the provision of services to communities in a sustainable manner.
- ✓ Municipal Structures Act (Act 117 of 1998) chapter 5 section 26 of the Municipal Systems Act indicates the core components of an IDP.
- ✓ Municipal Finance Management Act no 56 of 2003 which emphasizes secure sound and sustainable management of the financial affairs of the Municipality

3.2.3. Planning and Development Principles:

- ✓ Development / investment must only happen in locations that are sustainable (NSDP, SPLUMB)
- ✓ Balance between urban and rural land development in support of each other (DFA Principles)
- ✓ The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- ✓ The direction of new development towards logical infill areas (DFA Principles)
- ✓ Compact urban form is desirable (DFA Principles)
- ✓ Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMB, National Strategy on Sustainable Development)

- ✓ Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- ✓ Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- ✓ In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- ✓ Land development procedures must include provisions that accommodate access to secure tenure (SPLUMB)
- ✓ Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMB)
- ✓ Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMB).
- ✓ If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)
- ✓ During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)

3.2.4. Table: Planning and Development Principles

	PLANNING AND DEVELOPMENT PRINCPLES	APPLICATION OF PRINCIPLES
NDP SPLUMA	Development / investment must only happen in locations that are sustainable	The capital investment plan directs where massive expansion of transport, energy, water, communications capacity and housing should be
NDP	Basic services (water, sanitation, access and energy) must be provided to all households	The SDF investigates issues of water resources in the municipality
NDP	Development / investment should be focused on localities of economic growth and/or economic potential	LED Strategy – The Business Support Unit promotes access of all local enterprise to internal and external business support resources. The Informal Traders Development Plan, Agriculture Development Plan and Tourism Plan all are within the NSDP
NDP	In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes	The SDF highlights areas of poverty and directs investment at key nodes in order to improve quality of life through service delivery. It also directs spending at improving human capital through access to health, education and social welfare

	Land development procedures must include provisions that accommodate access to secure tenure	LUMS
	Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized	The SDF identifies environmentally sensitive areas for preservation and conservation
	Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development	LED Strategy: integrative approach that includes all local role players as well as all internal structure
National Strategy on Sustainable Development)	During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	Climate Change Adaptation and Mitigation plan. Integration of Just Energy Transition

3.2.5. National and Provincial Programmes

Batho Pele Principles

In achieving the vision and mission of the Nkomazi Municipality, the officials in the Municipality commit and pledge themselves to the following Batho Pele principles

Consultation	Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered
Access	All citizens should have equal access to the services to which they are entitled
Courtesy	Citizens should be treated with courtesy and consideration
Information	Citizens should be given full, accurate information about the public services they are entitled to receive
Openness and transparency	Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
Redress	If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathy, positive response
Value for money	Public service should provide economically and efficiently in order to give citizens the best possible value for money
Encouraging innovation and rewarding excellence	Citizens should be provided excellent services. Efforts of staff that perform in providing customer services should be recognised and be rewarded appropriately
Customer impact	Public servants should involve wide community in discussion about future developments of public service
Integrated and coordinated approach	Public service should involve all relevant stakeholders within and outside government to ensure well-focused, coordinated and integrated public service

3.2.6. Sustainable Development Goals

In 2015, The Sustainable Development Goals (SDGs), officially known as “Transforming our world: the 2030 Agenda for Sustainable Development” were adopted and 2017 designated. The ambitious inter-governmental set of 17 Sustainable Development Goals and 169 associated targets are “people-centered, transformative, universal and integrated”, building on the Millennium Development Goals (MDGs).

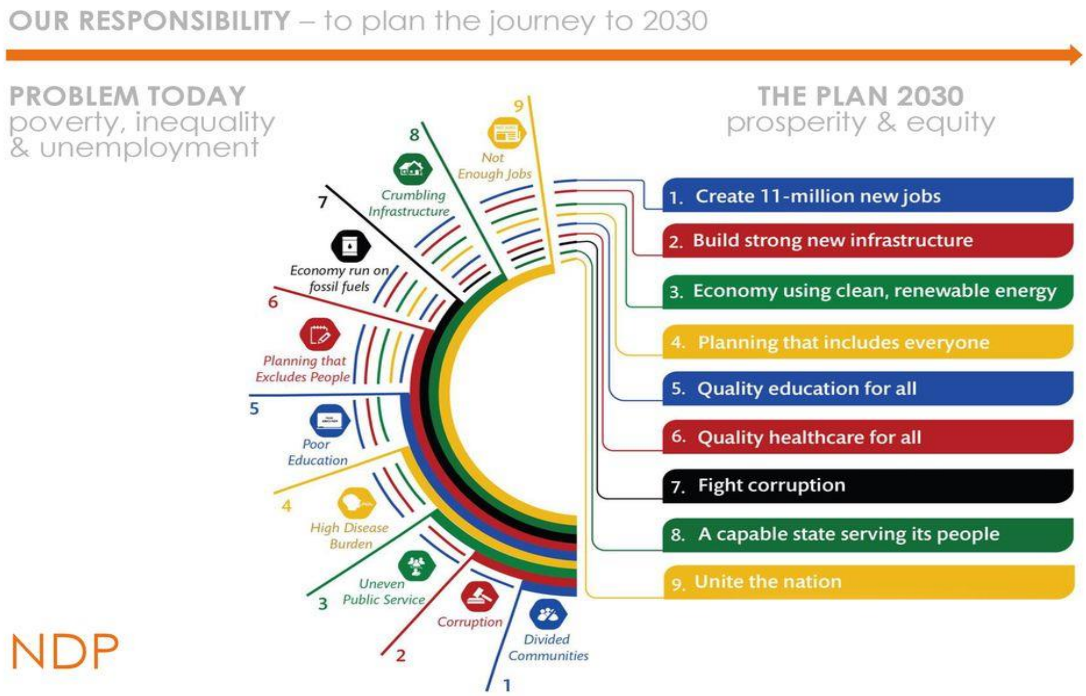
The purpose of the SDGs is to end poverty and hunger, improve health and education, make cities more sustainable, combat climate change, protect the world and oceans from environmental degradation and foster prosperous, peaceful, just and inclusive societies. Protection of environments, species and cultural heritage, appreciation and understanding of the inherent values of different cultures and societies are just some of the positive impact’s tourism can actually create when managed in the right way.

3.2.7. National Development Plan

The National Planning Commission (NPC) has developed the NDP vision for 2030 for South Africa. A Diagnostic Report was released in June 2011 and sets out South Africa’s achievements and shortcomings since 1994. The central challenges identified are:
Too few people work;

- ✓ The standard of education for most black learners is of poor quality;
- ✓ Infrastructure is poorly located, under-maintained and insufficient to foster higher growth;
- ✓ Spatial patterns exclude the poor from the fruits of development;
- ✓ The economy is overly and unsustainably resource intensive;
- ✓ A widespread disease burden is compounded by a failing public health system;
- ✓ Public services are uneven and often of poor quality;
- ✓ Corruption is widespread;

- ✓ South Africa remains a divided society.
- ✓ The commission believes that of these elements, two are of critical importance – too few people work and the standard of education available to the majority is poor. In reaction to these fundamental challenges, the NDP 2030 Vision spells out the key development areas, which require focus. These are:



No.	National Plan Priorities	Strategic Alignment Thereof
1	Create jobs	Job Creation through Economic Development
		Viable Economic Growth and Development
2	Expand infrastructure	Efficient and Integrated Infrastructure and services
3	Use resources properly	Resource mobilization & agreement on trade-offs
4	Inclusive planning	Integrated Urban and Rural Development
5	Quality education	Improving Citizens Skills levels and Education
6	Quality healthcare	Improve Quality of Citizens Health
7	Build a capable state	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
8	Fight corruption	Public Safety and Living Environment
9	Unite the nation	Promoting Social Cohesion

3.2.8. Integrated Urban Development Framework [IUDF]

The Draft Integrated Urban Development Framework (IUDF) is designed to unlock the development synergy that comes from coordinated investments in people and places. The IUDF builds on various chapters in the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy', and its vision for urban South Africa:

"By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen, the country must: clarify and relentlessly pursue a national vision for spatial development; sharpen the instruments for achieving this vision; and build the required capabilities in the state and among citizens."

The policy framework aims to guide the development of inclusive, resilient and liveable urban settlements, while squarely addressing the unique conditions and challenges facing South Africa's cities and towns. It provides a new approach to urban investment by the developmental state, which in turn guides the private sector and households.

Its vision is: 'Liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life'.

Importantly, this vision for South Africa's urban areas recognises that the country has different types of cities and towns, which have different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced bellow and these goals inform the eight priority levers of the strategy.

Strategic goals	Objectives
Access:	To ensure people have access to social and economic services, opportunities and choices.
Growth:	To harness urban dynamism for inclusive, sustainable economic growth and development.
Governance	To enhance the capacity of the state and its citizens to work together to achieve social Integration
Spatial Transformation:	To forge new spatial forms in settlement, transport, social and economic areas.

3.2.9. The Eight levers are premised on the understanding that:

- ✓ Spatial planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions
- ✓ Integrated transport that informs targeted investment into integrated human settlements, underpinned by integrated infrastructure network system
- ✓ Efficient land governance which all together trigger economic diversification inclusion and empowered communities
- ✓ Deep governance reform to enable and sustain all of the above
- ✓ Breaking New Ground – Human Settlements
- ✓ The Breaking New Ground Human Settlement Principles stipulates:
- ✓ Low-income housing must be provided in close proximity to areas of opportunity

3.2.10. 14 National Outcomes

The 14 National Outcomes that all provincial governments must align to are:

No.	National Outcome	Strategic Alignment Thereof
1	Improved Quality of basic education	Improving Citizens Skills levels and education
2	A long and healthy life for all South Africans	Improve Quality of citizens Health
3	All people in South Africa are and feel safe	Creation of Secure and Friendly City through fighting crime
4	Decent employment through inclusive economic growth	Job Creation through economic development
5	Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
6	An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
8	Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing
9	Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
10	Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
11	Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
13	An inclusive and responsive social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
14	Nation building and social cohesion	Social Cohesion

3.2.11. Delivery Agreement: Outcome 9

- ✓ The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved viz.:
- ✓ Implement a differentiated approach to municipal financing, planning and support
- ✓ Improve access to basic services;
- ✓ Implementation of the Community Work Programme;
- ✓ Actions supportive of the human settlement outcome;
- ✓ Deepen democracy through a refined Ward Committee Model;

- ✓ Improve administrative and financial capability;
- ✓ A single window of coordination.
- ✓ The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.

3.2.12. Back to Basics

Back to Basics Programme aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:
Government's transformational agenda identified three groups as challenges as immediate priorities for transformation considering the aim to encourage all municipalities to be functional centers of good governance.

Priority 1: "Get all municipalities out of a dysfunctional state and at the very least able to perform the basic functions of local government."
Priority 2: "Support municipalities that are at a minimum basic level of performance to progress to a higher path."
Priority 3: "Supporting and incentivize municipalities that are performing well to remain there."

Government to institutionalize a performance management system to recognise and reward good governance accordingly by putting the following indicators to measure municipalities:

In support of the legislated functions, municipalities will work to ensure the following Local Government Programmes is enforced:

3.2.13. Key Performance Areas for the back-to-basics Approach

	Back to basics	Alignment
1.	Basic Services: Creating decent living conditions	Efficient and Integrated Infrastructure and Services
2.	Good Governance	Democratic, Responsible, transparent and objective and equitable municipal governance
3.	Public Participation: Putting People First	Democratic, Responsible, transparent and objective and equitable municipal governance
4.	Sound Financial Management	Sound Financial and Supply Chain Management
5.	Building Capable Institutions and Administrations	Municipality resources and committed to attaining the vision and mission of the organisation

All three spheres of government have an important role to play in ensuring well-functioning municipalities. Back to basics is the framework for government collective action.

3.2.14. Medium – Term strategic Framework (MTSF)

The National 2019-24 Medium Term Strategic Framework (MTSF) is the country plan which outlines the priorities of the electoral mandate of the sixth administration, towards the implementation of the National Development Plan (NDP). The 2014-19 MTSF was themed as taking the first step towards the 2030 vision for South Africa as described in the NDP. The 2019-24 MTSF is the second step towards this vision and the third step will be in 2029: The Department of Planning, Monitoring and Evaluation (DPME) develop the MTSF in consultation with government stakeholders, including Provincial sphere of government.

In line with the following national 7 Priorities, announced by the President during the State of the Nation Address in July 2019 and February 2020, Mpumalanga Provincial Government will implement key strategic interventions during the 2019-24 MTSF period:

- ✓ **Priority 1:** A Capable, Ethical and Developmental State
- ✓ **Priority 2:** Economic Transformation and Job Creation
- ✓ **Priority 3:** Education, Skills and Health
- ✓ **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services
- ✓ **Priority 5:** Spatial Integration, Human Settlements and Local Government
- ✓ **Priority 6:** Social Cohesion and Safe Communities
- ✓ **Priority 7:** A better Africa and World

The NDP Vision 2030 prioritises the significant role of women, youth and people with disabilities in our society. If these three groups are strong, our whole society will be strong. These are cross-cutting focus areas that need to be mainstreamed into all elements of South Africa's developmental future and all programmes of government. They will inform interventions across the seven priorities in the draft plan.

The Mpumalanga Vision 2030 (MP V2030) seeks to locate the NDP within the provincial space. It provides a clear roadmap that will guide the Provincial Government in its quest for the realisation of the outcomes outlined by the NDP. In short, it is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. It further prioritise those important aspects of the NDP that relates directly to the situation of the province, including the mechanisms and conditions that will be pursued to achieve the key priorities, objectives and targets enumerated in the NDP.

In line with the principles of the NDP, the MP V2030 highlights the following socio-economic outcomes as priorities:

- ✓ Employment and economic growth
- ✓ Education and training
- ✓ Health care for all
- ✓ Social protection

These priorities do not imply that the "normal business of government" should be deferred, but rather aim to focus the activities and decisions of the province on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga. The achievement of these outcomes is further dependent on the critical success factors described as "mechanisms" and "conditions".

3.2.15. The District Development Model (DDM -One Plan)

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

DDM is aimed at helping government to address the triple challenges of poverty, unemployment and inequality, informed by the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF), Sustainable development goals and other government policies, legislations and previous similar programmes, the DDM seeks to ensure maximum coordination and cooperation among all three spheres of government (National, provincial and local). Amongst others, the Model will be implemented through a collaborative process to develop One Plans for all 44 districts and 8 Metropolitan Municipalities which will be further synchronized with Integrated Development Plans (IDPs) of municipalities.

Each district and metro plan will develop a long-term government agenda in these spaces and unpack at least the following developmental issues:

- ✓ Managing urbanisation, growth and development;
- ✓ Supporting local economic drivers;
- ✓ Accelerating land release and land development;
- ✓ Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
- ✓ Addressing service delivery in municipalities.

The DDM has since been piloted in two district municipalities and one metropolitan municipality, OR Tambo, Waterberg and eThekwini respectively. There has been some cross-cutting lessons from the piloting phase that further buttress how interlinked the IUDF and DDM are. The pilots revealed that there are high levels of youth unemployment, and a high number of women and child- headed households in our district spaces which is what IUDF lever 7 seeks to address through empowering communities to be active citizens in the economy and access job opportunities. There is also a challenge in high rural to urban migration which is also a cross-cutting theme in the IUDF where urban-rural interdependency is advocated for.

It is therefore clear that the DDM has not replaced or duplicated the work of the IUDF but the two need to be perceived as complimentary. It is a myth and it is not factual that the DDM is the new sheriff in town that has replaced the IUDF. Therefore, better communication strategies and approach need to be employed to educate and mobilize all of society to be more aware of the two policies and how they can be utilised in addressing socio- economic challenges.

Progress to date on the DDM and how it will be complimented by the IDP.

The DDM is a long-term framework for development and service delivery of the space within the District Municipality, this plan is envisaged to cover a latitude of between 30-50 years. It should embrace the aspirations and the developmental vision of the all citizens, private sector and businesses, government and public institutions and civic groups of the society and other social partners. The Plan since it forges the integrated planning of development and service delivery should be a concerted effort of all the above stakeholders and sectors. Whilst the plan is long term in nature, the IDP will then become a subunit of the plan covering the five-year space which will spell out the short to medium term targets prioritized for the district space. The IDP then becomes the 5-year segment review of the District Development Model (DDM). When the new council takes over the administration at the start of the term of office, they are to review the DDM by developing a 5-year IDP.

These clusters have already been established and are in operation to date however, there has been a need to ensure the institutionalisation of the DDM in the various local municipalities to ensure that its aspiration is carried and supported by all the local municipalities. At the District Municipality, the Research Unit will now carry the responsibilities of driving and fulfilling the mandates of the Model.

State of the Nation Address

The below table outline the alignment of budget processes with the 2023-2024, SONA, Budget speech and SOPA.

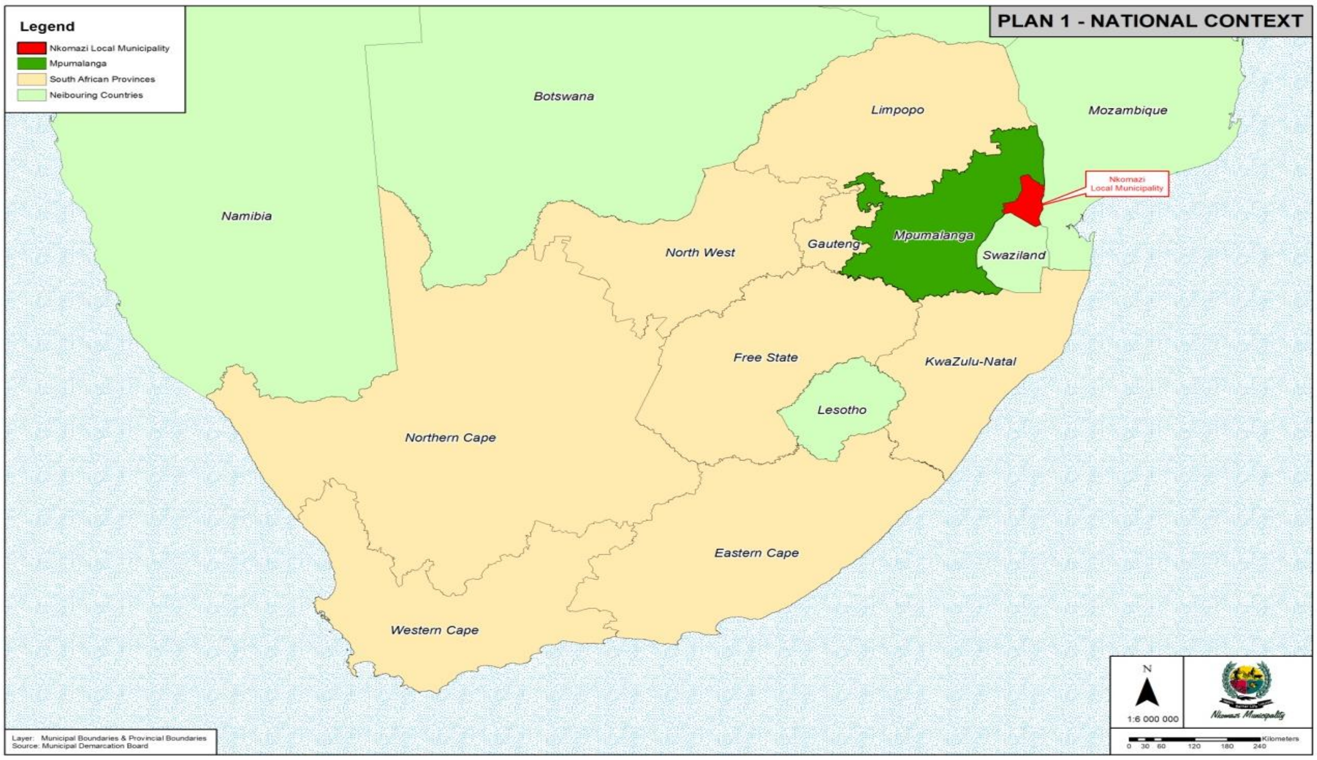
SONA	SOPA	MUNICIPAL PRIORITIES
Infrastructure Development and Water security	Service Delivery and integrated Human Settlements	Basic Service Delivery – Water, Sanitation, Roads, Refuse Removal
Economic Reconstruction, Recovery Growth and Jobs	Development of Strategic Infrastructure and tourism industries	Local Economic Development and Job Creation
Making communities safer	Social protection health and social welfare	Health, social services and community facilities
Restore Energy security	Load shedding and Just Energy transition	Electricity provision
Building better lives	A better Africa and a better world	Fighting crime and decent living conditions

4. Section A3: Situational Analysis of the Municipality

4.1. Municipal Profile and Situational Analysis of the Municipality

This chapter provides a status quo of the existing trends and conditions that impact on the Nkomazi Local Municipality's area. Acknowledgement is given to the data of STATSSA, Department of Economic Development and Tourism which assisted the municipality in the planning and strategic decision-making process. Statistical information in this chapter is derived from, the community profiles and community surveys.

Map: Nkomazi Locality Map



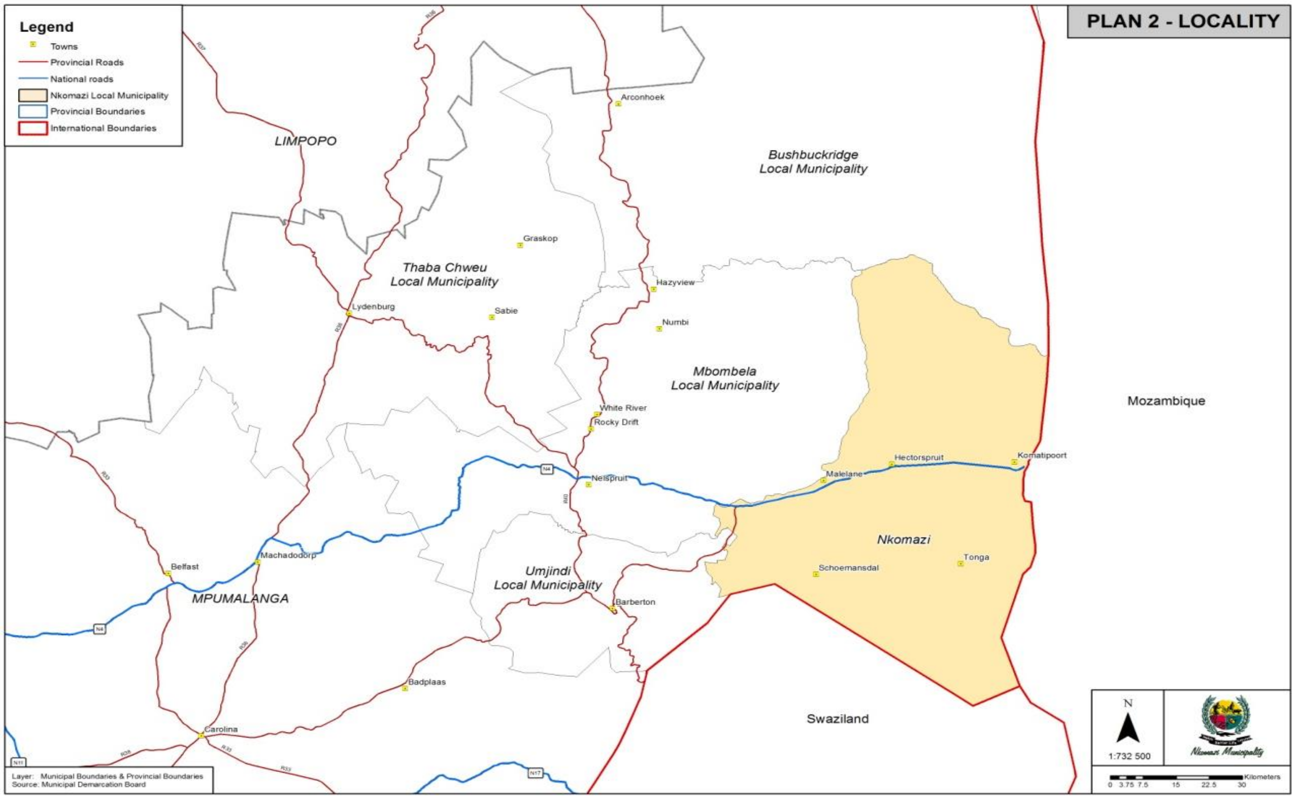
Spatial Location within National and Provincial context

Nkomazi Local Municipality is located in Mpumalanga Province which is situated in the north-east of South Africa, see the map below. The Nkomazi Local Municipality is located in the eastern part of the Ehlanzeni District Municipality of the Mpumalanga Province. The municipality is strategically placed between Swaziland (North of Swaziland) and Mozambique (east of Mozambique). It is linked with Swaziland by two provincial roads the R570 and R571 and with Mozambique by a railway line and the main national road (N4), which forms the Maputo Corridor

Locality

Nkomazi Local Municipality is one of the four local municipalities within the Ehlanzeni District Municipality. The Municipality is located in the eastern part of the Mpumalanga Province. It is bordered to the north by the south -eastern section of the Sabie River in the Kruger National Park, Mozambique to the east, Swaziland to the south and Mbombela to the west and Mbombela Local Municipalities to the south-west. The geographical area measures 478 754.28 Ha in extent (*Source: Municipal Demarcation Board*).

Map: Municipal Background



Municipal Wards and Traditional Authority

Nkomazi Local Municipality is divided into 33 (thirty-three) municipal wards as determined by the Municipal Demarcation Board. Urban Areas include Malelane, Hectorspruit, KaMaqhekeza, Tonga, Kaapmuiden, Komatipoort and Kamhlushwa.

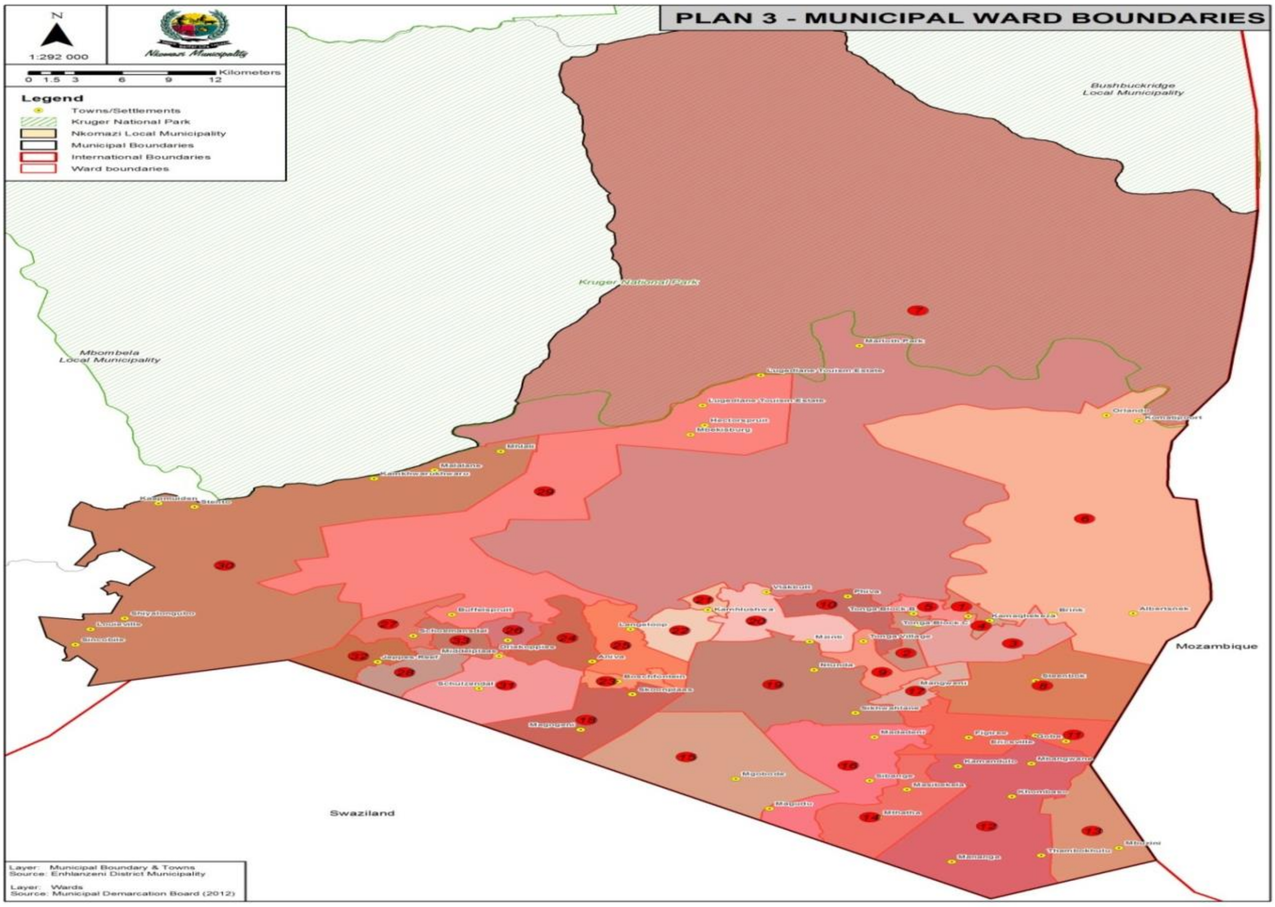
The Table below outlines all the 33 wards, Wards Councilors and their respective settlements and ward councilors.

Nkomazi Local Municipality Municipal Wards and the Respective Councilors.

Ward no	Settlement Area	Name & Surname
Ward 1	Part of Tonga Block C; Part of KaMaqhekeza	Cllr. Silinda Phindile. Cynthia
Ward 2	Tonga Block A; Part of Tonga B; Part of Mangweni	Cllr. Makhubela Dumisani
Ward 3	Part of KaMaqhekeza; Part of Block C	Cllr. Mtetwa Jacob. Mancoba
Ward 4	Naas Township; Part of KaMaqhekeza	Cllr. Sibiya Themba. Jabulani
Ward 5	Part of Tonga Block B; Part of Block C	Cllr. Shongwe Lucky. Nhlanhla
Ward 6	Komatipoort and Farms; Orlando; Brink (Dludluma); Albertsnek (Ngwenyeni)	Cllr. Ndlovu Jabulani

Ward 7	South-eastern part of the Kruger National Park, Marloth Park; Part of Vlakbult (Mdladla) and farms	Cllr. Malaza Busisiwe.Bernatette
Ward 8	Steenbok	Cllr. Tshabalala Siyabonga. Buddy
Ward 9	Part of Mangweni; Tonga Village	Cllr. Mngomezulu Isriael.Mafuthuzi
Ward 10	Phiva; Part of Tonga Block A	Cllr. Sibiya Irvin
Ward 11	Goba, Ericsville, Figtree (Hhoyi)	Cllr. Fane Mafia
Ward 12	Mbangwane; Tsambokhulu; Khombaso; Mananga; Mandulo	Cllr. Mahlalela Manene.Moses
Ward 13	Mbuzini, Bhaca, Ndindindi, Nkungwini, Mbanganeni, Durban, Mabidozini, Samora Park, Emacambeni	Cllr. Nkala Sizwe
Ward 14	Masibekela; Mthatha; Hlahleya	Cllr. Mbatha Nonhlanhla.Jabhisa
Ward 15	Mgobodzi; Part of Magudu	Cllr. Ngcane Thandeka. Vestar
Ward 16	Madadeni; Sibange and Part of Magudu	Cllr. Mashele Rebecca. Nomvula
Ward 17	Part of Mangweni	Cllr. Ngwenya Bethwell.Thabo
Ward 18	Magogeni; Skoonplaas (Gomora)	Cllr. Mkhatshwa Boycott. Lovemore
Ward 19	Ntunda; Sikhwahlane; Part of Mzinti	Cllr. Mkhabela Mfundi.Howard
Ward 20	Part of Mzinti; part of Mahhushe,Ruth first	Cllr. Shabangu Mpande.Jobe
Ward 21	Phosaville; Part of Kamhlushwa	Cllr. Mahlalela Solomon. Septimus
Ward 22	Part of Kamhlushwa	Cllr. Lubisi Sibusiso. Dumisani
Ward 23	Boschfontein	Cllr. Sibuye Sicelo.Enough
Ward 24	Part of Driekoppies; Part of Middelplaas; Aniva	Cllr. Mahlalela Paul.Abednigo
Ward 25	Part of Langeloop	Cllr. Sibiya Sipho. Gift
Ward 26	Part of Driekoppies	Cllr. Mhlongo Vusi. Wiseman
Ward 27	Part of Schoemansdal; Part of Buffelspruit	Cllr. Shabangu Richmond
Ward 28	Part of Schoemansdal; Jeppes Reef	Cllr. Mhlongo Lungelo. Kim
Ward 29	Part of Buffelspruit; Mbekisberg; Hectorspruit; Lugedlane Tourism Estate; farms	Cllr. Lubisi Mxolisi. Thomas
Ward 30	Mhlathi; Malelane; Mkhwarukhwaru; Stentor, Kaapmuiden; Shiyalongubo; Sincobile; Louisville; farms,	Cllr. Magagula Fikile.Khanyisile
Ward 31	Schulzendal: Part of Middelplaas	Cllr. Siboza Justice. Twelve
Ward 32	Part of Jeppes Reef	Cllr. Ngomane Sifiso.Wyken
Ward 33	Part of Schoemansdal	Cllr. Mziako Philosopher. Mancoba

Map: Municipal Ward Boundaries

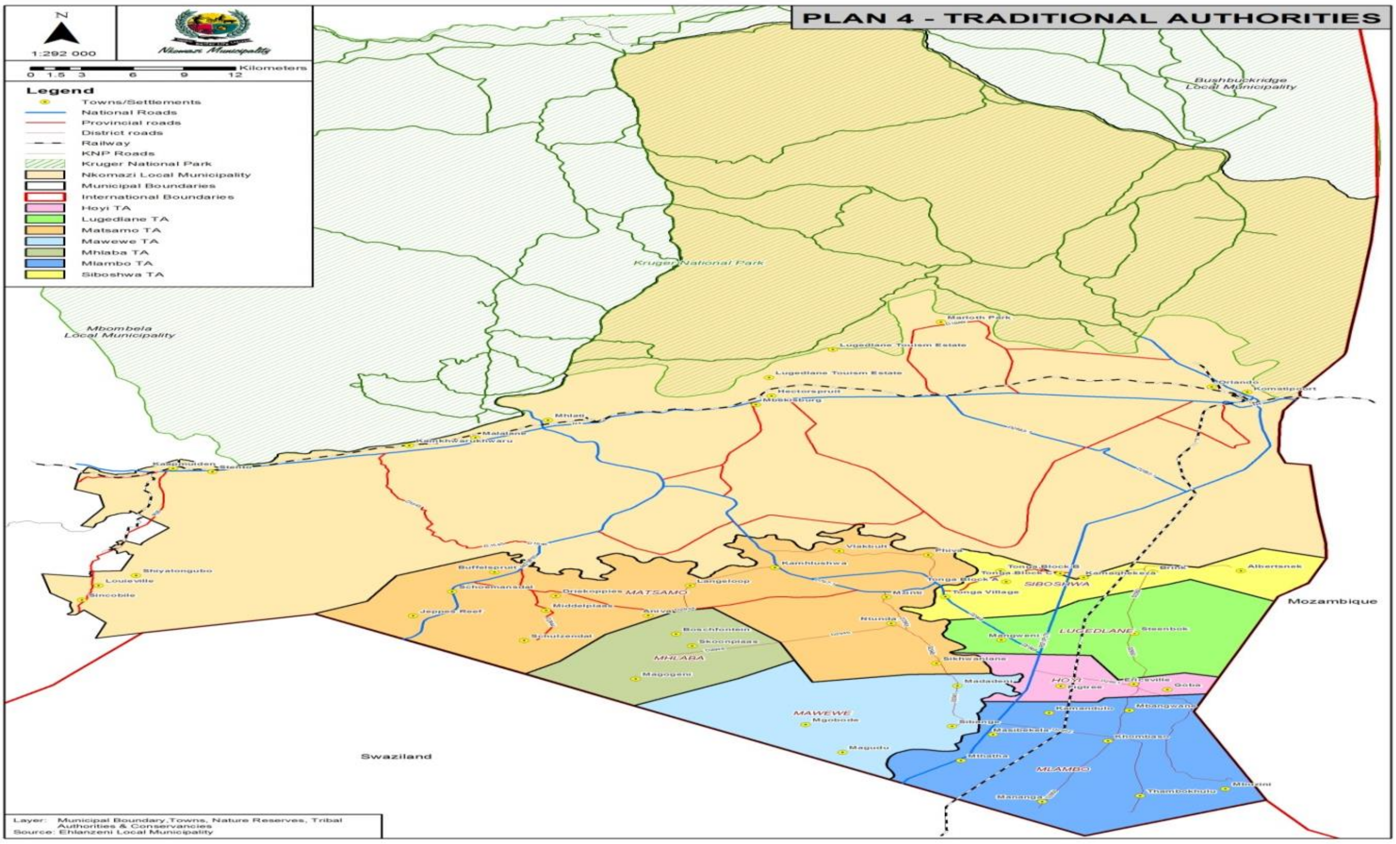


Traditional Authorities

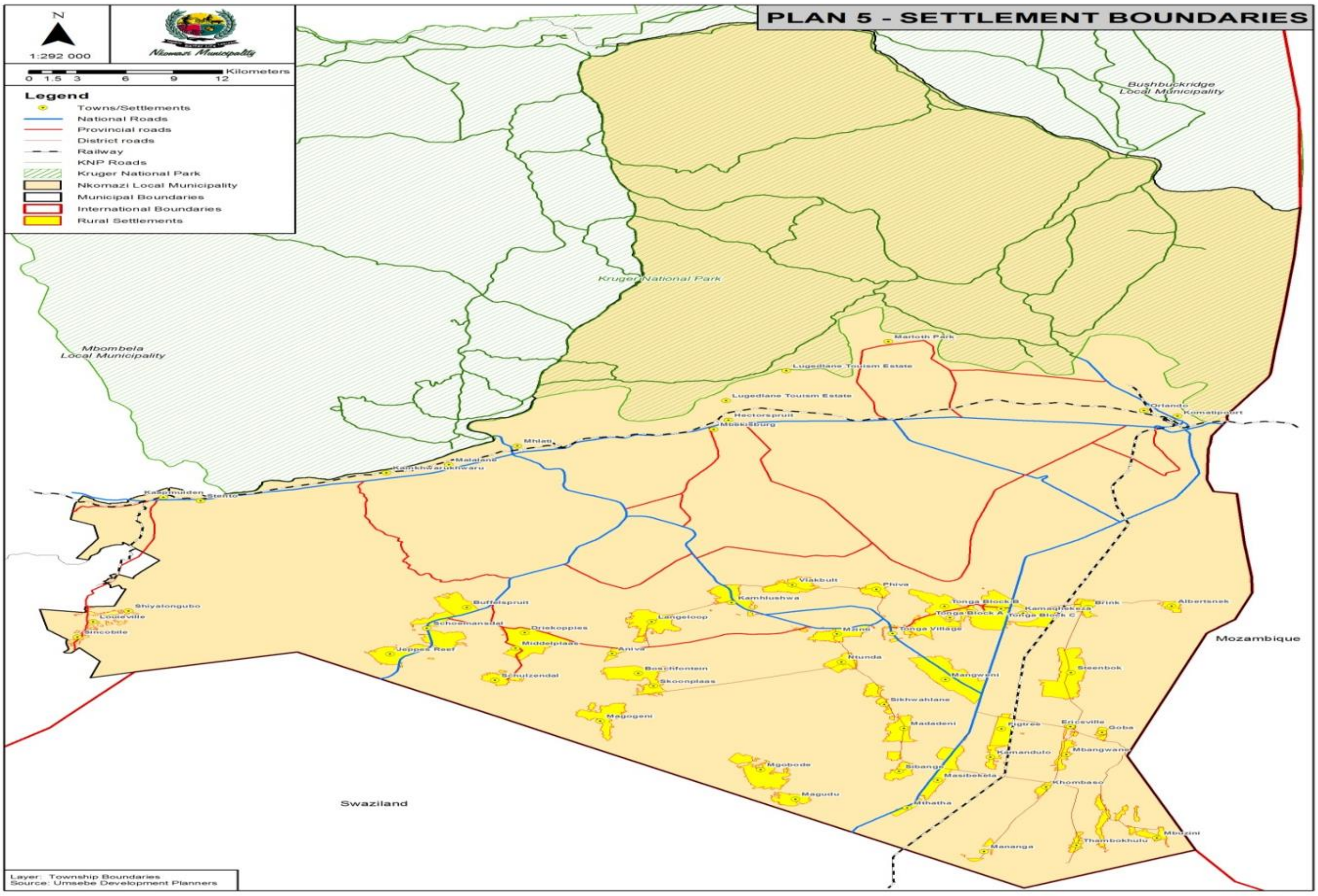
Nkomazi Local Municipality consists of 8 (eight) Traditional Authorities situated in the southern section of the municipal area (Refer to Plan 4: Traditional Authorities and Plan 5: Settlement Boundaries). The table below outlines the different traditional authorities and their respective settlements or villages under their control.

Traditional Authorities and their respective settlements		
Nr	Traditional Authority	Settlement Area
1	Mlambo Traditional Authority	Mabidozini, Samora Park, Emacambeni, Mbangwane; Ekusulukeni, Khombaso; Tsambokhulu; Mananga; Masibekela; Mandulo; Mthatha, New Village, and Hlahleya.
2	Hhoyi Traditional Authority	Hhoyi, Ericsville and Goba.
3	Siboshwa Tribal Authority	Part of KaMaqhekeza; Block A (KwaZibokwane); Block B (KwaSibhejane); Block C (Esibayeni); Tonga and Los My Cherry, Ngwenyeni and Dludluma
4	Kwa-Lugedlane Traditional Authority	Mangweni and Steenbok
5	Mawewe Traditional Authority	Magudu; Mgobodzi; Madadeni; Sibange; Phakama.
6	Matsamo Traditional Authority	Jeppes Reef; Schoemansdal; Buffelspruit; Driekoppies; Middelplaas; Schulzendal, Mzinti; Ntunda; Phiva; Mdladla; Phosaville; Langeloop; Ekuphumuleni; Sikhwahlane.
7	Mhlaba Traditional Authority	Magogeni; Boschfontein; Skoonplaas.
8	Lomshiyo Traditional Authority	Louisville; Shiyalongubo, Sincobile

Map: Traditional Authorities



Map: Settlement Boundaries



4.2. Existing Nodes and Corridors

The Urban areas in Nkomazi Local Municipal area are:

- ✓ Malelane,
- ✓ Kaapmuiden,
- ✓ Hectorspruit,
- ✓ Schoemansdal,
- ✓ Komatipoort,
- ✓ KaMaqhekeza, Tonga A, B, and C
- ✓ KaMhlushwa.

Activity Nodes

The activity nodes in Nkomazi Local Municipal area include:

- ✓ Primary Activity Nodes: Malelane, Komatipoort.
- ✓ Secondary Activity Nodes: Schoemansdal, KaMhlushwa, KaMaqhekeza (Tonga A, B, and C) and Hectorspruit.

Corridors

The corridors in the Nkomazi Local Municipal area include Transportation Corridors and Activity Corridors.

Transportation Corridor: N4 Highway and Maputo Railway line

The transportation corridor includes the primary activity nodes of Malelane and Komatipoort.

Activity Corridors: Schoemansdal-KaMhlushwa-KaMaqhekeza Activity Corridor KaMaqhekeza-Masibekela Activity Corridor and railway line.

Schoemansdal-KaMhlushwa-KaMaqhekeza Activity Corridor includes Activity Nodes Schoemansdal, Kamhlushwa and KaMaqhekeza.

KaMaqhekeza-Masibekela Activity Corridor and railway line consists of dispersed urban, semi-urban and rural settlements stretching from Managing Border Post to KaMaqhekeza.

Tourism Nodes and Areas

- ✓ Malelane Gate, which include Leopard Creek hotel and golf estate, Lala Palm Country Club and golf course and Pestana Lodge.
- ✓ Marloth Park.
- ✓ The N4 Corridor area attracts several tourism establishments that benefit from the high traffic volumes between South Africa and Mozambique. Numerous lodges, restaurants and hotels developed along the N4 Corridor, including nature and game reserves.
- ✓ Lake Matsamo poses potential tourism and recreational facilities and should be exploited in a sustainable manner.
- ✓ Masibekela Dam and Wetlands poses tourism opportunities considering nearby attractions such as Samora Machel Memorial, Bambanani-Mlambo "Hole in the Wall" and the naturally occurring cycads at Mbuzini.
- ✓ The numerous conservancy areas, nature reserves, cattle ranches and game reserves offer numerous opportunities for conservation, eco-tourism, hunting safaris and breeding opportunities.
- ✓ Potential for eco-tourism in rural areas.

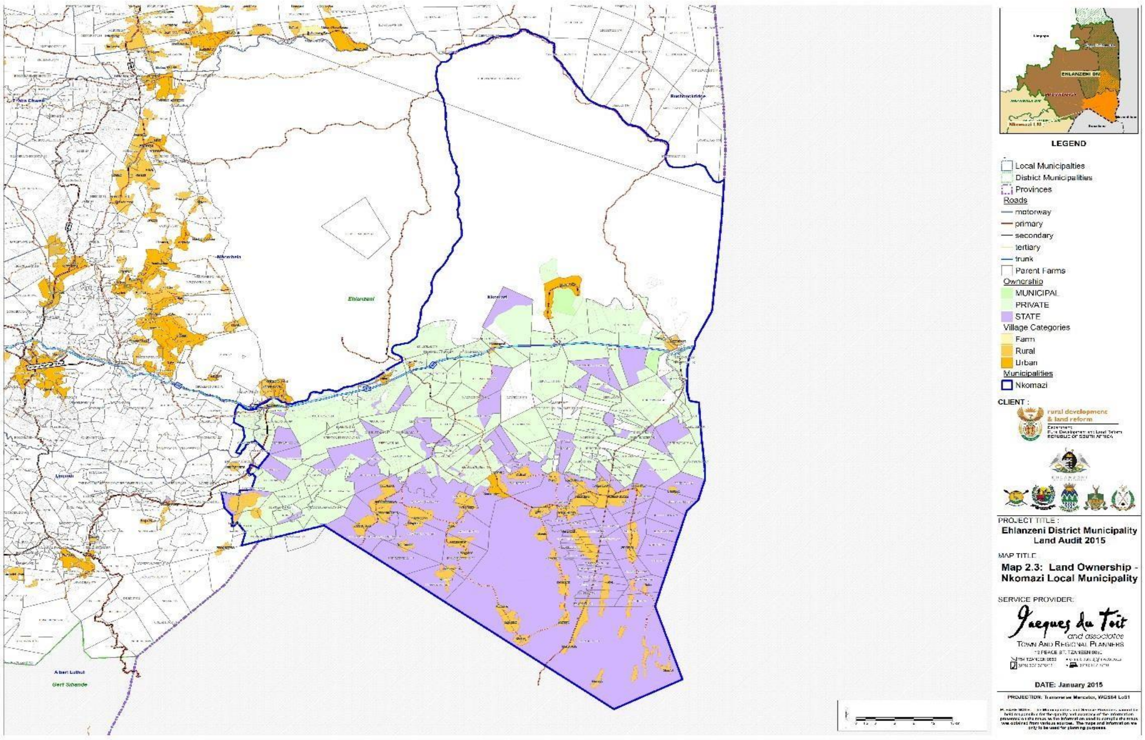
4.3. Land Ownership

The Ehlanzeni Land Audit Report indicates land ownership of the Ehlanzeni district. The information was sourced from the Registrar of Deeds on 30 November 2014 by the district and the statuses of registered land within Ehlanzeni are as follows:

Table Property Registrations by Type per Local Municipality 30/11/2014

LOCAL MUNICIPALITY	TITLE DEED	DEED OF GRANT	SECTIONAL TITLE
Bushbuckridge	378	10618	-
City of Mbombela	63572	6734	4046
Nkomazi	13799	1778	49
Thaba Chweu	15574	-	543
TOTAL	**93323**	**19130**	**4638**

Source: Ehlanzeni Land Audit Report



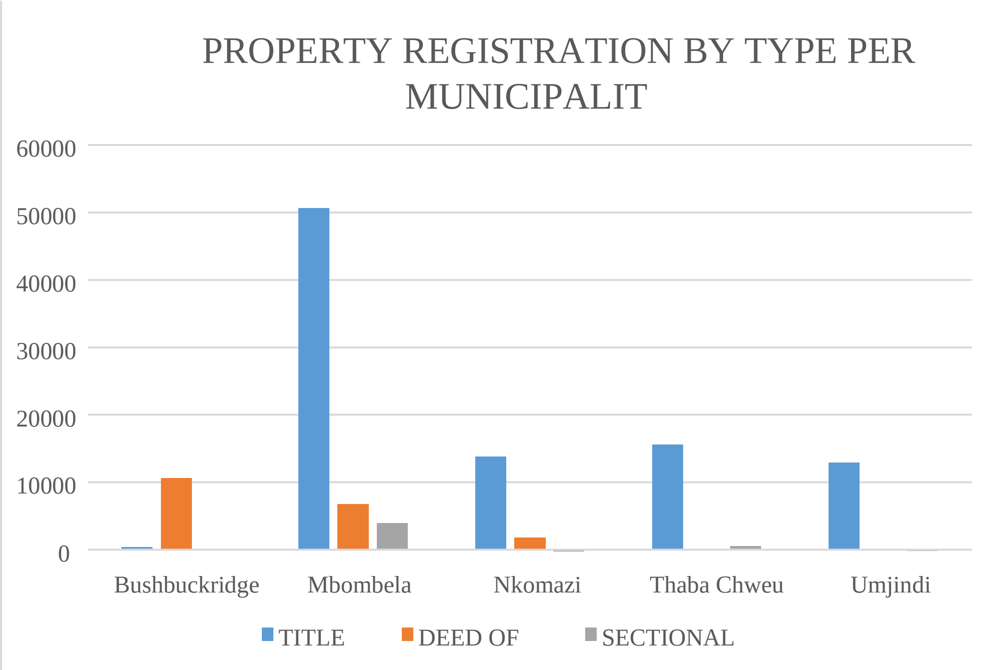


Figure: Property Registration by Type per Local Municipality

Table: Summation of Extent of Land Ownership within Ehlanzeni District Municipality by Local Municipality in Hectares, 2014

ENTITY	BUSCHBUCKRIDGE	CITY OF MBOMBELA	NKOMAZI	THABA CHWEU
Public	245103	212966	238219	144851
Private	27905	334664	99583	318591
TOTAL	273008	547630	337802	463442

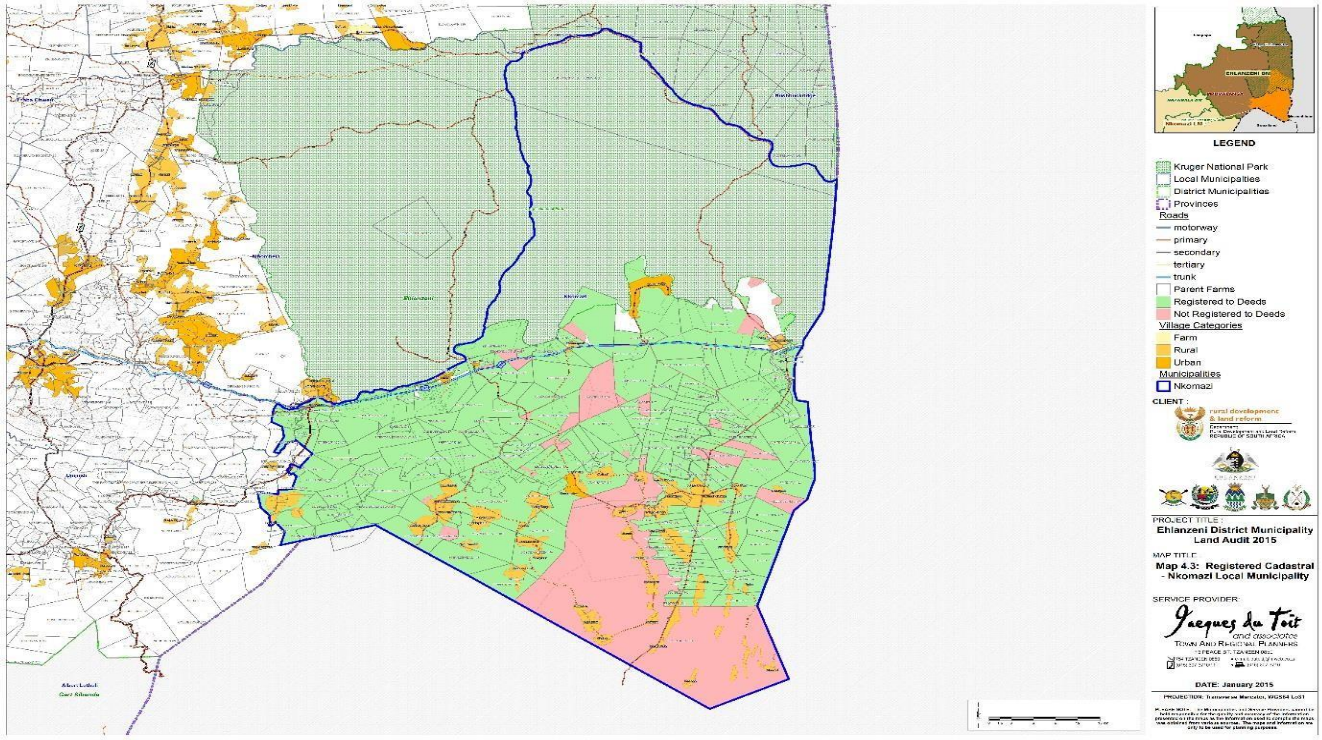
Source: Ehlanzeni Land Audit Report

Land Registration

Table: Reconciliation of Datasets for Proclaimed Erven and Townships as well as Farms and Farm portions 30/01/2015

ENTITY	No of registered	No of Cadastral parcels	CAD not registered	Registered properties with CAD	Registered properties without CAD	Discrepancies resolved	LA deeds without CAD
Proclaimed Erven and Townships	14483	19528	7370	12158	2325	2322	3
Farms and Farm Portions	1094	1323	514	819	275	143	132

Source: Ehlanzeni Land Audit Report



4.4. Land Claims

Table : Portions of Land Claimed

Land Claims	Land Claims- Settle	Outstanding Land Claims 1	Outstanding Land Claims 2
Count	± 61	± 5	± 19

Source: Ehlanzeni Land Audit Report

Nkomazi Local Municipality have approximately ±61 land claim settlements, ±5 outstanding land claims 1 and ±19 outstanding land claims 2.

4.5. Spatial and Environmental SWOT Analysis

STRENGTH	WEAKNESS
– Availability of mineral resources (coal, cement and gold) – Mawewe Cattle/Game Reserve – Proximity to water source (Nkomazi River) to service the entire community – Crop farming	– Isolated areas and unplanned settlements – Limited tribal land for future development – Lack of engineering services and social infrastructure – Lack of coordination between Tribal Council and Municipality – High unemployment rate
OPPORTUNITIES	THREATS

− Eco tourism development within the Game Reserve − Agricultural intensification, diversification and expansion − Possible mining development − Community node	− Illegal invasion of land − Illegal poaching, cattle theft and tree felling in the game reserve − Illegal immigration − Limited and diminishing high potential agricultural land − Drought and diseases (e.g. malaria)

5. KPA: Disaster Management

This section confirms the arrangements for managing disaster risk and preparing for- and responding to disasters within the Nkomazi Municipality as required by the Disaster Management Act, 2002 (Act 57 of 2002). The Disaster Management Plan for Nkomazi was developed and it is updated annually and adopted by Council (NLM: GCM: A007/ 2019). The plan confirms the arrangements for managing disaster risk, preparing and responding to disasters within the municipality.

The mandatory requirements (in terms of the Disaster Management Act, 2002 (Act 57 of 2002) – hereafter referred to as "the Act") for a Municipal Disaster Management Plan for the Nkomazi Municipality are:

- ✓ To prepare a disaster management plan for its area according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.
- ✓ The disaster management plan for a municipality must form an integral part of the municipality's integrated development plan (IDP) (Section 53(2)(a))
- ✓ "Applicable disaster management plans" are deemed core components of an IDP (Government: Municipal Systems Act, 2000 (Act 32 of 2000).
- ✓ a District Municipality and local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other (Section 53(3)).
- ✓ The Disaster Management (DM) plan, and of any amendment to the plan, must be submitted to the Disaster Management Centre. (Section 53(4)).

Disaster Management Advisory Forum

Local Municipalities are encouraged to establish such a forum to coordinate strategic issues related to Disaster Management such as Risk Assessments and to approve and/or review the DMP for the Nkomazi Municipality before it is submitted to Council. The frequency of meetings of such a body is 2 to 4 times per year or as required. Once established, such a forum can play an important role in setting policy and priorities for Disaster Management within the Nkomazi Municipality, and reviewing Risk Assessments and plans from time to time.

Nkomazi Municipality Disaster Management Communications Centre

This is the centre providing 24-hour emergency and essential services contact points to the public within the Municipal area. The Centre is responsible for day-to-day emergency response by Municipal Departments and for the establishment of strategic communication links. The Nkomazi Municipality Disaster Management Communications Centre will liaise closely with the Emergency Control Centres / Groups of other Local Municipalities, the Ehlanzeni District Disaster Management Centre and other Stakeholders within the Nkomazi Municipality on an on-going basis. It would be possible to reduce costs and increase inter-service collaboration by combining the responsibilities and functions of emergency services, fire control centres and law enforcement control centres in one facility with the Disaster Management Communications Centre.

Action: Nkomazi Disaster Management will establish and maintain a fully staffed and resourced Disaster Management Communications Centre and if required collaborate with other agencies to maintain 24-hour per day, 7 days per week public emergency call-taking capacity.

Disaster Management Plans

Various disaster risks for the Nkomazi Municipality have been identified and assessed during risk assessments executed during 2016 (Technological) and 2018 (Community based).
The risk assessment was done by respectively Aurecon South Africa (Pty) Ltd. under instruction of the EDM for all municipalities falling within the auspices of the district. Disaster Risk Assessment is the first step in planning an effective Disaster Risk Reduction programme. A Disaster Risk Assessment examines the likelihood and outcomes of expected disaster events. This includes investigating the related hazards and conditions of vulnerability that increase the chance of loss.

Risk Profile of the Nkomazi Municipality

Various disaster risks have been identified and assessed as set out in detail in the Nkomazi Local Municipality.

- ✓ The first step in developing a risk profile is hazard identification. A hazard is a potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards are typically categorised into Natural, Technological and Environmental hazards.

- ✓ Natural hazards are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into:
- ✓ Geological Hazards: Natural earth processes or phenomena in the biosphere, which include geological, neo-tectonic, geo-physical, geo-morphological, geo-technical and hydro-geological nature;
- ✓ Hydro Meteorological Hazards: Natural processes or phenomena of atmospheric, hydrological or oceanographic nature; and
- ✓ Biological Hazards: Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.

- ✓ Technological hazards constitute danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.

- ✓ Environmental hazards are processes induced by human behaviour and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems.

Conclusion

This concludes the Disaster Management Section. The Disaster Management Response and Reaction sections are contained in the Disaster Management Plan, as attached. The multi-years projections will enable participants in accordance with Disaster Mitigation projects identified over the years in scrutiny, enabling participants to take cognisance of the projects identified over the term, in an endeavour to identify an extension or addition to other risks identified as the needs arise.

5.1. KPA: Environmental Management

Environmental management is government by National Environmental Management Act (Act 107 of 1998) and its specific Environmental management acts - SEMAs (Air quality Act, Waste Management Act, Biodiversity Act, protected areas act, water Act). Municipal environmental governance needs to consider all these environmental mandates for the environmental protection.

The purpose of this section is to give status quo for Nkomazi Local Municipality (NLM) with regard to its natural resources, physical, socio-economic and institutional environments. The analysis is discussed under the following thematic areas:

Climate

Nkomazi Local Municipality falls within the summer rainfall region with the rainy season normally lasting from October to March. The average mean annual precipitation for the municipal area varies between approximately 750 and 860mm with averages varying from approximately 450 to 550mm in the eastern areas to 1500mm on the higher lying western areas.

The municipality budgeted to develop the climate change adaptation and mitigation strategy in the 2024/2025 financial year and currently the municipality is sitting with terms of reference and a draft strategy assisted by department of Agriculture & EDM, The municipality brought in mechanism to capacitate local municipality on good green DED, the municipality is also currently partaking on ZONDA INSILA programme as runned and funded by the province (employed 31 youth for Nkomazi) and (PRESIDENTIAL THUMA MINA GOOD GREEN DEEDS).

Topography

The topography of Nkomazi municipal area can be explained as follows:

- ✓ Steep slopes and mountainous areas are to be found in the western part and along the eastern boundary of the municipality. The Kaalrug Mountain range is to be found to the west forming part of the Barberton Mountain lands and the Lebombo Mountain range is located along the eastern boundary.
- ✓ The Lebombo Plains, located between the Komati River and the Lebombo Mountains to the east, are characterized by flat to undulating landscapes.
- ✓ The central part between the Komati River and the mountainous western areas is fairly flat however steeper slopes occur to the south towards Swaziland border.

A slope analysis based on slope data received from the National Department of Agriculture, Forestry and Fisheries reveals that the eastern part of the municipal area is characterized by wide-spread flat terrain less than 2%. Most of the municipal area consists of slopes that vary between 5 to 8%. With the exception of the Lebombo Mountains in the east and the Kaalrug Mountain lands in the west with a slope of more than 20%, the municipal area is in general characterized by flat terrains.

Elevation

Range (m)	Area (ha)	%
101 – 200	25 412	7.9
201 – 300	193 936	59.9
301 – 400	86 937	26.9
401 – 500	9 362	2.9
501 – 600	6 687	2.1
601 – 700	1 337	0.4

Source: Mpumalanga Provincial Government: Integrated Resource Information Report

Slope

Class	Area (ha)	%
Level (0-3%)	158 511	49
Moderate (4-15%)	111 955	34.6
Steep (16-25%)	22 169	6.8
Very Steep (25+)	31 037	9.6

Source: Mpumalanga Provincial Government: Integrated Resource Information Report Nkomazi

In terms of Topography, the following is concluded:

Steep slopes and mountainous areas are to be found in the western part and along the eastern boundary of the municipality. The Kaalrug Mountain range is to be found to the west forming part of the Barberton Mountain lands and the Lebombo Mountain range is located along the eastern boundary. The Lebombo Plains, located between the Komati River and the Lebombo Mountains to the east, are characterized by flat to undulating landscapes. The central part between the Komati River and the mountainous western areas is fairly flat however steeper slopes occur to the south towards Swaziland border.

The geology of the Nkomazi Local Municipal area.

A large proportion of Nkomazi is underlain with quartz monzonite (30%) to the south and central region. Basalt is the second most dominant (16%) geology type, located to the east. The northwestern part is predominantly underlain with arenite and lava. The least occurring geology types are ultramafic rocks, granophyre, gabbro and dolorite.

Geology

Geology Type	Area (ha)	%
Arenite	34 730	11
Basalt	50 784	16
Dolorite	6 732	2
Gabbro	388	1
Gneiss	14 209	4
Granite	12 234	4
Granophyre	2 492	1
Lava	38 970	12
Lutaceous Arenite	15 018	5
Quartz Monzonite	94 609	30
Rhyolite	18 449	6
Shale	32 529	10
Ultramafic Rocks	2 492	1

Source: Strategic Environmental Focus

A large proportion of Nkomazi is underlain with quartz monzonite (30.7%) to the south and central region. Basalt is the second most dominant (16.5%) geology type, located to the east. The north-western part is predominantly underlain with arenite and lava. The least occurring geology types are ultramafic rocks, granophyre, gabbro and dolorite.
Land and Agriculture Potential

Soil Potential

In response to the increasing development pressure and request for information on agricultural land a Soil Potential Layer was developed by the Department of Agriculture based in Ermelo, as part of a process to develop an Agricultural Potential Map for Mpumalanga. Soil Form Associations, Soil Depth and Clay Contents layers of the Mpumalanga Soil Mapping Project (Van den Berg) were used to create a preliminary Soil Potential Layer that shows the location of the different soil potential classes (Low, Low-Medium, Medium, Med-High, High) for Mpumalanga.

Agricultural Resources

The agricultural resources for Nkomazi may be explained in terms of Agricultural Land Capability and High Potential Agricultural Land.

Agricultural Land Capability

The National Department of Agriculture, Forestry and Fisheries developed an Agricultural Land Capability system for the whole of South Africa. Agricultural land capability is the total suitability of the land in an ecologically sustainable way for use for crops, grazing, woodland and for wildlife. Agricultural land capability is normally categorized into very low, low, medium and high.

The land capability of Nkomazi is explained as follows:

Very low: About 15% of the municipal land has a very low agricultural capability which coincides with the mountainous areas.
Low: About 9% of the municipal land has a low agricultural capability, which is along the northwestern and eastern borders of the municipal area.
Medium: The larger extent (75%) of the municipality contains land with a medium agricultural capability.
High: None of the land within the municipality is classified as having a high agricultural capability.

The soil potential layer was superimposed on Nkomazi municipal area and the results are indicated in the table below.

Class	Area (ha)	%
Very Low	49400.2	15.3
Low	30375.9	9.4
Medium	243105.2	75.3
High	0	1

Source: Department of Agriculture, Forestry and Fisheries: Ermelo from Nkomazi SDF 2014

High Potential Agricultural Land

In addition to agricultural land capability, agricultural land is further classified into high potential agricultural land. High potential agricultural land means the best available land, best suited to, and capable of consistently producing acceptable yields of a wide range of crops with acceptable expenditure of energy and economic resources and minimal damage to the environment" (Source: www.agis.agric.za).

Criteria for identifying prime and unique agricultural land:

- ✓ Absence of restrictions on cultivation (e.g., slopes and distance from watercourses)
- ✓ Present irrigation (land under permanent or seasonal irrigation is deemed to qualify as prime agricultural land)
- ✓ Moisture availability
- ✓ The scarcity factor
- ✓ Soil type, soil texture and soil depth (soil depths deeper than 750mm within access of a water source need to be regarded as worthy of protection as a scarce resource). These criteria are used as guidelines when evaluating an area. Areas that don't meet the criteria are not automatically available for development or change in land use i.e., areas with a low potential for crop production, might have a high potential for grazing, making it an area of high agricultural value.

Most of the land classified as having a medium agricultural land capability that is along the major rivers in Nkomazi does meet these requirements and is mostly intensively cultivated

The soil potential layer is still a preliminary data set, which need to be verified by field surveys and observations. It should be further verified and refined before it can be used in the modelling of the Agricultural Potential Layer.
Land degradation, reflected through changes in the soil and vegetation, is being caused by inappropriate land- use practices in some areas, especially those that are not under formal management. The areas of greatest concern occur along the northeastern border with Swaziland. Poor range management practices, particularly inappropriate grazing and burning, is resulting in large areas of indigenous grassland becoming species poor, and if this is left unchecked it could result in irreparable damage the percentage and area of each non-natural land cover class

2017/2019 Landcover	Ha	%
Natural	327 456	68.4
Afforested	11 048	2.3
Cultivated	101 178	21.1
Old lands	10 788	2.3
Dam	3 881	0.8
Mining	491	0.1
Old mines	71	0.0
Settlements	23 772	5.0
Grand Total	478 686	100

Subsistence farming plays an important part in the livelihoods of many communities in the district, especially Bushbuckridge and Nkomazi local municipalities, although this is not necessarily accounted for in the formal economy. Orchards are mostly found in City of Mbombela (3.5%) or Nkomazi (3%). Sugarcane production is confined to Nkomazi LM (over 10% of surface area).

Agricultural Land Capability

In addition to the Soil Potential Layer the Agricultural Land Capability of Nkomazi is illustrated in the soil potential table.

Agricultural Land Capability

Class	Area (ha)	%
Very Low	49400.2	15.3
Low	30475.9	9.4
Medium	243105.2	75.3
High	0	0

Accordingly, 0% of the municipal area is regarded as high potential agricultural soils, 75.3% as medium potential agricultural soils and 15.3% as very low potential soils. Most of the agriculture activities (grazing and irrigation) take place on medium potential land.
High Potential Agricultural Land

“High potential agricultural land” means the best available land, best suited to, and capable of consistently producing acceptable yields of a wide range of crops with acceptable expenditure of energy and economic resources and minimal damage to the environment”. (Source: www.agis.agric.za)
Conservation of Agricultural Resources ACT, 1983 (Act 43 of 1983)
The objectives of Act 43 of 1983 are mainly to provide for the conservation of natural agricultural resources of the Republic by:

- ✓ The maintenance of the production potential of soil;
- ✓ The combating and prevention of soil erosion;
- ✓ The protection of the water sources; • The protection of the natural vegetation; and
- ✓ The combating of weeds and invader plants

The vision of the Comprehensive Rural Development Programme (CRDP) is to create vibrant, equitable and sustainable rural communities with a view to contributing to the redistribution of 30% of the country’s agricultural land; improving food security of the rural poor; creation of business opportunities, decongesting and rehabilitation of over-crowded former homeland areas; and expanding opportunities for women, youth, people with disabilities and older persons who stay in rural areas.

The first leg of the strategy is to ensure that economic and social infrastructure development takes place in South Africa's rural communities. This will be done through a proactive strategy of upgrading infrastructure, some of which would also serve as a tool of social transformation, by providing roads, electricity, water and telecommunications to support sustainable economic development.
Types of projects and priorities cited include, but are not limited to the following: • Agrarian transformation:
o Livestock farming and related value chain development (exploring all possible species for food and economic activity); and
o Cropping and related value chain development (exploring all possible species, especially indigenous plants, for food economic activity).

Biodiversity and Nature Conservation

Responsibilities / Mandate and Achievements

- ✓ Ensure proper management of fauna and flora
- ✓ Ensure proper veld and soil management through rehabilitations and control of alien species.
- ✓ Liaise with stakeholders and other interested parties to ensure good governance.
- ✓ Administration management and control of municipal resources
- ✓ Game count was successfully done as required by NEMA (National Environmental Management Act) and other legislations.

- ✓ Invader plants were controlled in most identified areas including parklands in Marloth park with the assistance of teams from Kruger National Park.
- ✓ 1 field ranger attended the SAGIC invasive species training course at the University of Johannesburg
- ✓ 92 mortalities (dead animals) were realized during the financial year caused by either serious drought, age, fight and some were poisoned by poachers.
- ✓ One case of arrest was reported and a fine was issued.
- ✓ + 15 snares were removed inside the park during patrol.
- ✓ 483 houses were sprayed for malaria control during the season.
- ✓ 1 malaria controller staff member attended training in Insectory design, management and basic morphological identification of anopheline mosquitoes at University of Witwatersrand and was successful.
- ✓ 2620 vehicles were recorded entered Lionspruit Nature Reserve during this period and this generated an income for the institution of + R48 790.
- ✓ + 1 220 game was harvested during the season to reduce risks of mortalities and diseases.
- ✓ buffalo were hunted by professional hunters for Trophy and this generated an income of R100 000 to the institution.

Challenges	**Recommendation**
Annual culling not done well because of poor abattoir facility which is not licensed.	New abattoir structure must be budgeted and erected at Marloth park.
Under staffing.	Trophy hunting must be introduced to other species at Lionspruit Nature Reserve for more income generation.
Insufficient budget allocation to buy feed for the animals due to serious drought.	Game culled dropped into Lionspruit.
Serious drought which led to mortalities and diseases.	Patrol teams and programmes developed to minimize poaching.
No interested buyer for live game/meat due to animal diseases.	Regular meetings with interests groups. (MPPOA, Conservancy etc)
Too many different structures with different interest in the park.	Marloth park residence to work towards a common goal regardless of community groupings within the park.
People’s movement inside the park which possess a threat of poaching.	Strengthening of security measures within the park including searching of cars at the gate.
Staff uniform was delivered with the wrong sizes.	

Natural Ecology

There are six Biomes in South Africa namely the Fynbos Biome, Ticket Biome, Forest Biome, Succulent Karoo Biome, Grassveld Biome and Savannah Biome. The municipality forms part of the Savannah Biome, which covers approximately 33% of the area of South Africa. Generally, the Savannah Biome is characterised by a grassy ground layer and a distinct upper layer of woody plants. Some sub-categories of the Savannah Biome form part of the municipality as follows (Source: Department Environmental Affairs and Tourism).

Sweet Lowveld Bushveld - located from the eastern parts of the Kruger National Park, southwards through Swaziland and into the northern parts of KwaZulu-Natal. In terms of climate, rainfall varies from 550 to 600 mm per year, falling in summer. Temperatures range between -2ºC and 43ºC, with an average of 22ºC.
Mixed Lowveld Bushveld - located on flat to undulating landscapes between 350 and 500m cutting across the municipality from the north to the south. In terms of climate, the annual summer rainfall for the area varies from 450mm to 600mm. Temperatures vary between -4ºC and 45ºC, with an average of 22ºC.
Lebombo Arid Mountain Bushveld – located on undulating rocky terrain on the eastern border of the Kruger National Park, extending through Swaziland into the northern part of KwaZulu-Natal. In terms of climate, the annual rainfall ranges from 450mm to 700mm. Temperatures vary between -1ºC and 46ºC, with an average of 23ºC.

Sour Lowveld Bushveld – located on the lower eastern slopes and foothills of the Drakensberg, from the Soutpansberg in Limpopo, through Mpumalanga and into Swaziland cutting across NLM. In terms of climate, the summer rainfall varies from 600mm to 1000mm per year. Temperatures range between 2ºC and 43ºC with an average of 22ºC.
The Maputo Development Corridor (MDC) as primary Transnational Development Corridor and cross border infrastructure connection. Gauteng as a national Node of Competiveness, which as the major node, anchors the Maputo Development Corridor

The Mananga mountain and bushveld area, situated in the south-eastern most corner of Mpumalanga and borders on Swaziland and Mozambique. This "mountain to wetland" areas include a ridge that is part of the Lebombo maintain range and incorporated a diversity of plant species, such as the Critically endangered Encephalartos Lebombo ensiscycad and Haworthia limifolia.

The lowerlying "Zululand bushveld" area has the highest diversity of Acacia species in the province with several other threatened plant (Adenium swazicum, Barleria oxyphylla, Orbea paradoxa), amphibian (Breviceps sopranus) and bird species (Lesser Jacana, Black Coucal, African Pygmy-Goose, Black Stork).

The Kruger National Park with its great diversity of animal and plant diversity that is still functioning as a largely unaltered ecosystem. It is one of few areas in Africa where the large ecosystems can still function naturally where you have a great diversity of species at the top of the food chain (like Lions, Spotted Hyaena, Wild Dog and a great diversity of large raptors (Hooded Vulture, Lappet-faced Vulture, Whiteheaded Vulture, White backed Vulture, Bateleur, etc.). Most of these predators are threatened with extinction because there are few places left that are large enough, and well managed, that can support species like these. Kruger NP also contains numerous plant species of conservation concern, such as Adenium swazicum, Siphonochilus aethiopicus, Eriosema naviculare and Barleria oxyphylla

Rural development:

- ✓ The establishment of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets in rural settings;
- ✓ The empowerment of rural communities, especially women and the youth, through facilitating and mediating strong organisational and institutional capabilities and abilities to take full charge of their collective destiny;
- ✓ Capacity building initiatives, where rural communities are trained in technical skills, combining them with indigenous knowledge to mitigate community vulnerability to, especially climate change, soil erosion, adverse weather conditions and natural disasters, hunger and food insecurity; and
- ✓ Revitalisation and revamping of old, and the creation of new economic, social and information communication infrastructure and public amenities and facilities in villages and small rural towns. The CRDP holds perhaps the most promise for rural areas in that it has clearly defined principles of intervention and support from which areas like Nkomazi are eligible to benefit. Table 4 indicates the CRDP projects that have been identified within the Nkomazi Local Municipality.

The Comprehensive Rural Development Programme (CRDP) requires the investment in rural infrastructure that will increase rural productivity and the livelihoods of rural communities. Nkomazi was earmarked for rural development as a first phase in the programme.

The Nkomazi Wilderness is regarded as a Tourism Node.
Rural Development: The building of an economy within the rural areas of Mpumalanga requires direct intervention from government with regard to:

- ✓ Providing more jobs through agricultural development
- ✓ Providing basic services
- ✓ Developing people to contribute to their own welfare
- ✓ Developing industries such as Agri processing, tourism, fisheries and small enterprises
- ✓ Enhancing accessibility. These interventions will not only boost the creation of employment opportunities but will reduce the rate of rural urban migration by increasing opportunities for investment in rural areas.

The clustering of social and economic activities to provide focal points for public and private investment which includes the provision of Thusong Centres provides the basis for the development of rural development nodes, settlement restructuring, and the provision of housing, transportation and roads. The existing rural development focus is the first phase of the CRDP and will be rolled out to include all municipalities within Mpumalanga.

The Mpumalanga Implementation Framework promotes the application of the following further principles for rural development:

- ✓ The establishment of rural development boundaries promoting infill development and densification (rural development edges)
- ✓ Agrarian transformation from subsistence farming to commercial farming
- ✓ Environmental conservation
- ✓ Tourism corridors and nodes:
- ✓ Wildlife Gateway Cluster Northern Nkomazi – Komatipoort, Malelane, Southern Kruger National Park etc. Private Game Reserve Cluster Eastern Bushbuckridge – Sabi Sands, Mala Mala, Andover, Manyeleti, Timbavati etc.
- ✓ The following emerging clusters have been identified where an initial scattering of products exists, but where "critical mass" is currently lacking.
- ✓ Swazi Tribal Culture and Political Heritage Cluster Southern Nkomazi
- ✓ Matsamo Cultural Village, o Langeloop Swati Cultural Village, Mangweni o Cultural Village and Samora Machel Memorial
- ✓ Forest Eco-tourism Cluster Central Nkomazi
- ✓ Mahhushe Shongwe Nature Reserve, Matsamo Lake, Conservancies etc.
- ✓ Sugar and Citrus Agri-Tourism Cluster
- ✓ Around the Nkomazi TSB Sugar Plant and o The Agricultural Research Council Institution

Hydrology

Nkomazi is situated within the main Nkomati River catchment and the two sub-catchments which are the Crocodile River and Sabie River catchments (in the KNP). The Nkomati River and its tributaries drain the south-eastern part of the municipality and runs in a south to northeastern direction. The Mlumati River is running south-west to east and is the main tributary flowing into the Nkomati River. The Crocodile River runs in a west-east direction across the middle of the municipality runs in a northwest direction forming the northern boundary of the municipality. Other rivers of note include: Ngwenyeni, Mambane, Mbiteni, Mgobode, Mzinti, Mhlabanyathi, Ngweti. Nkomazi boasts of the following major dams, which are mainly used for agricultural and domestic purposes:

- ✓ Lake Matsamo/Driekoppies
- ✓ Boschfontein Dam,
- ✓ Masibekela Dam and Wetlands

Vegetation Types	Ha	%
Barberton Montane Grassland	17 200.0	20.7
Barberton Scarp Forest	2 966.6	69.0
Barberton Serpentine Sourveld	2 664.3	29.6
Blyde Scarp Forest	54.1	41.1
Croc Gorge Mountain Bushveld	52.8	0.1
Delagoa Lowveld	36 659.0	52.5
Eastern Dry Afrotemprerate Forest	7.3	0.1
Escarpment Riverine Forest	16.9	4.3
Gabbro Grassy Bushveld	707.7	0.9
Granite Lowveld	237 187.6	29.5
Kaalrug Mountain Bushveld	31 090.9	67.0
Lebombo Summit Sourveld	942.3	100.0
Malelane Mountain Bushveld	1 071.8	1.7
Northern Lebombo Bushveld	13 286.5	14.9
Southern Lebombo Bushveld	13 675.8	100.0
Swaziland Sour Bushveld	293.9	23.0
Tshokwane-Hlane Basalt Lowveld	82 248.9	29.2
Zululand Lowveld	38 546.3	100.0

The mountainous areas and the river systems form the backbone of the natural environmental system, providing the major water source needed for development and the scenic environment essential for tourism. Areas of pristine natural environment in the northern part of Nkomazi include the Kaalrug Mountain range to the west, the Lebombo Mountain range to the east and the whole length of the Crocodile River. These areas have excellent potential for eco-tourism uses.

The southern part contains large areas of pristine natural environment with conservational value. Important to mention are the banks of the Mlumati River, naturally occurring cycads at Mbuzini, the Mananga Wetland, the areas surrounding Lake Matsamo and the Mananga Whaleback, this forms part of the Lebombo Mountain range on the far eastern side.

Conservation Areas

Biodiversity is the characteristics of a site or area that consists of the variety within and among biotic communities, whether influenced by humans or not, at any spatial scale from microsites and habitat patches to the entire biosphere. At the most basic level, biodiversity can be defined as the variety of life (De Long, D.C, 1996: 745). Biodiversity is important not only because of its own intrinsic value, but also because it is the natural capital that enables human communities to build sustainable livelihoods and attain an adequate quality of life. It is one of the critical elements supporting the ecological infrastructure on which socioeconomic development and human well-being depend.

Biodiversity areas are categorised into five broader areas:

- ✓ Protected Areas (PAs);
- ✓ Critical Biodiversity Areas (CBAs);
- ✓ Ecological Support Areas (ESAs);
- ✓ Other Natural Areas (ONAs); and
- ✓ Moderately or Heavily Modified Areas (also referred to as “transformed areas”).
- ✓ Protected Areas (PAs): are areas that are formally protected by law and recognised in terms of the Protected Areas Act 57 of 2003 and includes contract protected areas declared through the biodiversity stewardship programme.
- ✓ Critical Biodiversity Areas (CBAs): are areas that are required to meet biodiversity targets for species, ecosystems or ecological processes. These include:
- ✓ All areas required to meet biodiversity pattern targets and to ensure continued existence and functioning of species and ecosystems, special habitats and species of conservation concern;
- ✓ Critically Endangered ecosystems; and
- ✓ Critical linkages (corridor ‘pinch-points’) to maintain connectivity.

CBAs area areas of high biodiversity value and need to be kept in a natural state, with no further loss of habitat or species.
Ecological Support Areas (ESAs): Areas that are not essential for meeting biodiversity targets, but play an important role in supporting the functioning of protected areas or CBAs and for delivering ecosystems services. In the terrestrial assessment, they support landscape connectivity and strengthen resilience to climate change. ESAs need to be maintained in at least a functional and often natural state, supporting the purpose for which they were identified. They include features such as riparian habitat surrounding rivers or wetlands, corridors, over-wintering sites for Blue Cranes etc.

Other Natural Areas (ONAs): Areas that have not been identified as a priority in the current systematic biodiversity plan but retain most of their natural character and perform a range of biodiversity and ecological infrastructural functions.
Moderately or Heavily Modified Areas (also referred to as ‘transformed’): Areas that have been heavily modified by human activity so that they are by-and-large no longer natural, and do not contribute to biodiversity targets. Some of these areas may still provide limited biodiversity and ecological infrastructural functions but, their biodiversity value has been significantly and, in many cases, irreversibly compromised.

Nkomazi municipal area boasts a number of nature reserves and conservancies as indicated in the table

Reserve/Conservancy	Location	Area (ha)
Lion spruit	Adjacent south of Marloth Park.	1615.27

Dumaneni Reserve	South of Malelane along the R570 road.	2664.63
Mahhushe Shongwe	Adjacent west of Mzinti settlement.	1139.73
Ligwalagwala Conservancy	South of the N4	12639.98
Mawewe Cattle/Game Project	In the vicinity of Mgobodi, Magudu, Sibange and Madadeni Settlements.	9190.24
Masibekela Wetland	East of the Mananga Border Gate to Swaziland and surrounded by Mananga, Tsambokhulu, Mbuzini, Khombaso and Masibekela Settlements.	987.46
Mananga Care Program	In Mananga settlement.	244.13
ruger National Park (Formal protected)	South-eastern section of the Sabie River from Skukuza	154 662.62
Songimvelo Nature Reserve (partly	Provincial Nature Reserve largely in the City of Mbombela (previously Umjindi LM area)	10.9

Biodiversity Assets

The Mpumalanga Biodiversity Conservation Plan (MBCP) is a spatial plan that groups the province's biodiversity assets into six conservation categories based on the measured distribution of hundreds of biodiversity and ecological features throughout the province.

Nr	Category	Area in NLM (ha)
1	Protected areas – currently under formal biodiversity protection	14070
2	Irreplaceable areas – in urgent need of Protected Area status	17175
3	Highly Significant areas - requiring strict land use controls	11458
4	Important and Necessary areas – requiring special care	10692
5	Areas of Least Concern – providing sites for development	155845
6	Areas with No Natural Habitat remaining – providing preferred sites for all forms of development	114369

Source: Mpumalanga Biodiversity Conservation Plan

Furthermore, the Barberton Bio-Diversity Corridor Initiative has identified Nkomazi to have good potential for consumptive conservation, including game breeding and hunting.

Summary of map categories showing the terrestrial CBA Map for Mpumalanga, and their meanings

Map category	Description	Sub-category	Description
Protected areas	An area of land that is formally protect ed in terms of the Protected Areas Act and managed mainly for biodiversity c onservation. Includes state-owned protected areas and contract p rotected areas.	National Parks & Nature R eserves	Includes legally proclaimed Natio nal Parks, Nature Reserves, Speci al Nature Reserve, and Forest Nature Reserves
Critical Biodiversi ty Areas (CBA)	An area that must be maintained in a good ecological condition (natural or n ear-natural state) in order to meet biodive rsity targets. CBAs collectively meet bi odiversity targets for all ecosystem typ es as well as for species and ecological processes that depend on n atural or nearnatural habitat, that hav e not already been met in the protecte d area network.	CBA: Irreplaceable	This category includes: (1) Areas r equired to meet biodiversity targ ets and with irreplaceability value s of more than 80%; and (2) Critic al linkages or "pinch points" in th e landscape that must remain nat ural; (3) Critically Endangered Eco systems.
		CBA: Optimal	The CBA Optimal Areas (previousl y called 'important and necessary ' in the MBCP, 2006) are the area s optimally located to meet both the various biodiversity targets a

			nd other criteria defined in the analysis. Although these areas are not 'irreplaceable' they are the most efficient land configuration to meet all biodiversity targets and design criteria. They are required to meet biodiversity targets.
Ecological Support Areas (ESA)	An area that must be maintained in at least fair ecological condition (semi-natural/moderately modified state) in order to support the ecological functioning of a CBA or protected area, or to generate or deliver ecosystem services, or to meet remaining biodiversity targets for ecosystem types or species when it is not possible or not necessary to meet them in natural or near-natural areas	ESA: Landscape corridor	The best option to support landscape-scale ecological processes, especially allowing for adaptation to the impacts of climate change.
		ESA: Local corridor	Finer-scale alternative pathways that build resilience into the network of ecological corridors by ensuring connectivity between climate change focal areas, reducing reliance on single landscape-scale corridors
		ESA: Protected Area buffers	Areas surrounding protected areas that moderate the impacts of undesirable landuses that may affect the ecological functioning or tourism potential of PAs. Buffer distance varies according to reserve status: Nature Reserves – 5 km buffer
Other Natural Areas (ONA)	An area in good or fair ecological condition (natural, near-natural or semi-natural) that is not required to meet biodiversity targets for ecosystem types, species or ecological processes		
Moderately or Heavily Modified Areas	Areas in which significant or complete loss of natural habitat and ecological function has taken place due to activities such as ploughing, hardening of surfaces, opencast mining, cultivation, and so on	Heavily Modified	All areas currently modified to such an extent that any valuable biodiversity and ecological function has been lost.
		Moderately Modified: Old lands	Old cultivated lands that have been allowed to recover (within the last 80 years), and support some natural vegetation. Although biodiversity pattern and ecological functioning may have been compromised, the areas may still play a role in supporting biodiversity and providing ecosystem services

Land area, expressed in hectares and as percentage of the total land area

CBA Category	CBA Subcategory	ha	%
Protected Area	PA National Parks & Nature Reserves	160 336	33.5
	Protected Environment: Natural		
	Protected Environment: Modified		
Critical Biodiversity Area	CBA Irreplaceable	27 439	5.7
	CBA Optimal	14 753	3.1

Ecological Support Area	ESA Landscape corridor	23	0.0
	ESA Local corridor	9 112	1.9
	ESA Protected Area buffer	81 688	17.1
Other Natural Area	Other Natural Areas	115 177	24.1
Moderately Modified	Moderately modified- old lands	10 415	2.2
Heavily Modified	Heavily modified	141 429	29.5

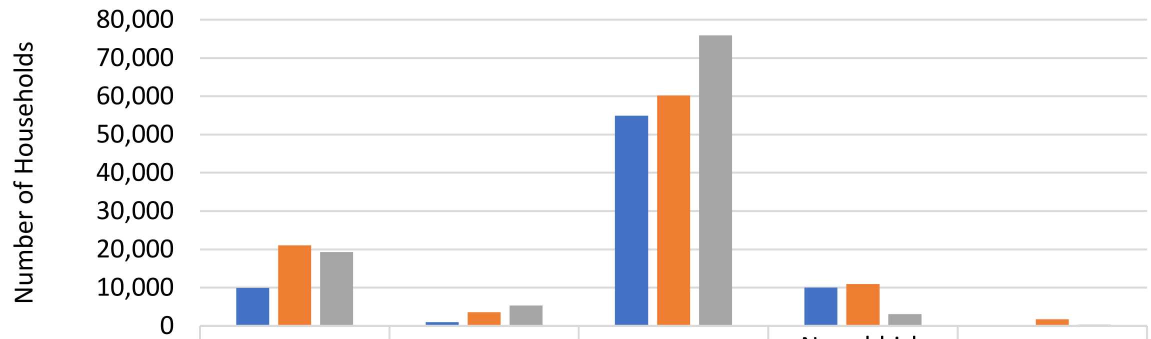
Main source of water – put natural resources

Driekoppies dam, Ngugwane river, Lomati river, Mbambiso dam, komati river, crocodile river, lows creek river canal, Mbuzini dam, Vlakbult dam.

Solid Waste Management

The waste management sub-directorate is responsible for the development and monitoring of the implementation of municipal Integrated Waste Management Plan 2018-2022. The integrated waste management plan has been reviewed and approved by Council in March 2019 and the council resolution no is as follows NLM: GCM: A009/2019 and endorsed by the Province in July 2019 and the plan will be reviewed 2024 financial year. The plan covers amongst other issues

Refuse removal



	Removed by local authority	Communal refuse dump	Own refuse dump	No rubbish disposal/ Dump anywhere	Other
Census 2001	9,899	978	54,910	9,987	0
Census 2011	21,080	3,545	60,169	10,892	1,762
CS 2016	19,289	5,342	75,925	3,053	356

Source: Stats SA community profile (Census 2001, 2011 and CS 2016)

According to stats SA community profile and censuses 2016 removal by local authority is sitting at 19289, communal refuse dump sitting at 5342, while own refuse dump is sitting at 75925. According to Nkomazi waste management Nkomazi is currently servicing 83 742 households and contains of 20 223 backlogs with no access to waste collection. Nkomazi contains of 17 villages without service of waste collection this is due to an availability of fleet to be able to collect in all areas around Nkomazi. The municipality is working on its budget to make provision of buying more fleet to be able to collect waste in Nkomazi area and the municipality is also building more dumping site to keep the area of Nkomazi clean. Nkomazi municipality is currently having one Permitted landfill site which is Steenbok landfill site.
Collection, transportation and disposal of waste.

Water preservation, minimization and recycling, Promote environmental awareness in communities, and schools through campaigns, workshops and competition. Management of waste disposal sites, Monitoring and evaluation of effective waste collection transportation and disposal, Waste information system.

Comment on waste management services performance overall: Waste is collected in all the households as per the planned program. There is a program on waste management where 220 job opportunities have been created on the project through the Expanded Public Works Programme and 70 beneficiaries have been appointed from COGTA.
Steenbok landfill site is registered and reports to South African Waste Information System and report on monthly basis. All disposal sites have licenses. Marlothpark and Hectorspruit have been rehabilitated and decommissioned as transfer stations but not yet operational. Rehabilitation and Closure of Komatipoort and Kamaqekeza disposal sites has been completed, Clean-up campaigns are conducted on regular basis in different areas around Nkomazi with schools, clinics, business, taxi ranks and community members. 20 participants for Youth Community Outreach Programme have been appointed by National DEA for 2021-2022. A database of local recyclers has been established

Budget has been allocated in the 2023/2024 FY to review the IWMP, Waste management Bylaw is in place but currently under review the process of reviewing the By law has commenced.

The municipality has only one permitted landfill site which is Steenbok landfill site and the other landfill site is owned by RCL at Malelane. The other sites which are Komatipoort and KaMaqhekeza had closure permits. Marlothpark and Hectorspruit were converted into transfer stations. The Municipality is currently in a process of allocating suitable land to establish a landfill site on the western side of Nkomazi.

The municipality currently has two transfer stations which are Marlothpark and Hectorspruit. The municipality is in the process of establishing another transfer station at Komatipoort. The sites have been rezoned for this activity and environmental studies will commence in the 2023/2034 FY as budget has been allocated.

Waste is collected in the commercial areas in the urban areas and businesses such malls and plazas in the rural areas. They are all receiving twice or three times a week collection.

The municipality is collecting waste in 31 villages in the rural areas and the type of service is House to house collection once a week as mentioned in the IWMP

The municipality has a data base of all recyclers in Nkomazi and there are also Buy back centres that are privately owned which the municipality work closely with. Trainings and other support programmes are conducted. The municipality also assist recyclers in doing business plan to allocate funding and improve their business. There is still a need to have more budget to support these recycling projects in communities. The municipality is registered the Steenbok landfill site with SAWIS and reporting on monthly basis

There is R200 000 budget for the Marlothpark Transfer station to construct a shelter which will assist the recyclers on site, R300 000 has been allocated for the environmental project to establish the Komatipoort transfer station, R400 000 has been budgeted for the review of IWMP, R300 000 Budgeted for Steenbok landfill site weighbridge, R5 000 000 has been budgeted for procurement of two waste compactor trucks and R2 500 000 MIG has been approved to procure two tipper trucks.

Challenges

- ✓ No extension of waste removal services to communities due to shortage of vehicles
- ✓ There is still no revenue collection in rural areas.
- ✓ The ageing fleet which causes frequent breakdown makes it difficult to render an effective and efficient service.
- ✓ There is need for more budget to procure waste fleet.
- ✓ Site allocation for construction of transfer station at Komatipoort is still a challenge.
- ✓ There is a challenge in finding suitable site for Nkomazi West landfill site.
- ✓ Shortage of equipment’s like TLB’s and Tipper trucks to clean and rehabilitate illegal dumps.
- ✓ Formalizing recycling in Nkomazi

Air Quality Management Plan (AQMP)

No AQMP developed at the moment due to lack of fundings within Nkomazi Local Municipality. However, the development of the AQMP will assists in the existing air pollution situation provides an understanding of the potential risk for health impacts. The Municipality has budgeted for the development of the AQMP in the 2024/25 financial year. A baseline characterisation provides the foundation for the development of an AQMP in order to formulate detailed strategies and procedures required to meet clean air objectives and goals within Nkomazi Local Municipality.
Ambient Air Quality Monitoring Programme

The existing ambient air quality situation in the municipality is poorly understood at present due to a lack of ambient air quality monitoring data. Ambient air quality monitoring is undertaken by the province however none of the stations are located within the Nkomazi Local Municipality.

A qualitative discussion on the findings of the dispersion modelling assessment conducted for the Ehlanzeni District Municipality (EDM) AQMP as insight into the existing air quality situation in the Nkomazi Local Municipality. While the intention of the EDM and Nkomazi Local Municipality dispersion assessments is the same (i.e., identify pollutant hotspots within the relevant study areas), these studies have vastly different scales of focus. In addition, without any ambient air quality monitoring data to verify the Nkomazi Local Municipality dispersion outputs, the degree of uncertainty and ultimately the retrospectivity of the Nkomazi Local Municipality AQMP modelling assessment has not been determined.

Emission Inventory

Potential air pollution sources in the NLM have been identified as:

- ✓ Industrial operations;
- ✓ Mines and quarries;
- ✓ Domestic fuel burning;
- ✓ Trans Boundary Transport;
- ✓ Fruits and Juice Processing Plant;
- ✓ Waste treatment and disposal;
- ✓ Agricultural activities;
- ✓ Biomass burning; and
- ✓ Other sources of fugitive emissions.

Industrial Operations

Information on industrial activities in the area have been provided by Ehlanzeni District Municipality. The Atmospheric Emission Licenses and a controlled emitter database was supplied by the EDM Air Quality Officer. The most recent (2020) emissions reporting information submitted to the National Atmospheric Emissions Inventory System (NAEIS) for listed activities and controlled emitters were obtained directly from DFFE. Based on the information provided, listed activities currently operating in the NLM include:

Table 1: Listed Activities in terms of Section 21 of the NEMAQA

Nkomazi LM	
Type of Activity as category of the NEMAQA	No. of listed companies
1. Combustion Installations	2
4. Metallurgical industry	1
5. Mineral processing	1

Table 2: Industries Operating within Nkomazi Local Municipality and Associated Pollutants Emitted.

Industry Information			**NAEIS Reporting**		**Pollutants**		
Activity and/or facility Name	**Local Municipality**	**Sub-category**	**Yes (Y)**	**No (N)**	**SO_2**	**NO_2**	**PM_{10}**
Nieuwco Metal Scrap Hectorspruit	Nkomazi	4.21	Y		√	√	√
Malelane Stene PTY (LTD) – Malelane	Nkomazi	5.3	Y		√		√
RCL Sugar RSA LTD - Komati Mill	Nkomazi	1.1;1.3	Y		√	√	√
RCL Sugar RSA LTD - Malelani Mill	Nkomazi	1.1;1.3	Y		√	√	√

Controlled Emitters

Waste Treatment and Disposal

Landfills

Emissions from landfills are a concern in terms of the potential for health effects and the odours generated. Landfills are important sources of the greenhouse gases such as CH4 and CO2, which account for approximately 40 – 60% of all landfill emissions. Landfill gases also contain trace amounts of non-methane organic compounds, including various hazardous air pollutants and VOCs (USEPA, 1995). Odorous emissions from landfills can also be a severe public nuisance. Air quality impact assessments conducted by Liebenberg-Enslin and Petzer (2005) for general and hazardous waste disposal sites found that within 500m of the landfill, severe health effects occur, odour is potentially an issue between 200m and 5km depending on the management of the facility and nuisance dust impacts are usually restricted to the

Landfill boundary.

In terms of the National Environmental Management: Waste Act (Act No. 59 of 2008) (NEM: WA), all landfill sites must obtain a Waste Management Licence (WML) before such sites are established or operated. The National DFFE and Provincial Department of Agriculture, Rural Development and Environmental Affairs are the competent authorities responsible for the issuing of these WML. Based on the information provided in Table 3, there are three (3) known landfills sites and 2 boilers located in the Hospitals within NLM which are distributed across Nkomazi Local Municipality.

Table.: Landfills within NLM

Activity and/or facility	Location	Life Span (Years)
Steenbok Landfill	Steenbok	Not Known
Malelane TSB Landfill	Malelane -RCL Food	Not Known
Komati TSB Landfill	Nkomati	Not Known

Table 4: Hospitals within NLM

Hospitals	Location
Tonga Hospital	Steenbok
Shongwe Hospital	Schoemansdal
Malelane Hospital	Malelane

Mining Activities

Mining operations are a significant source of air pollution. Air pollution from coal mines is mainly due to emissions of particulate matter and gases including methane CH4, SO2 and NOx, as well as CO. Mining operations including drilling, blasting, hauling, collection, and transportation are the major sources of emissions and air pollution. Mining operations are major sources of air pollution most especially in the NLM house coal mining where the latter is associated with heavy machinery and large vehicles required to dig and transport mining products. In addition, the earth-moving equipment that digs mine shafts or strips away topsoil can produce substantial amounts of dust and airborne particles that can further reduce the air quality around the mining operation. Such operational mines have various activities that result in the entrainment/suspension of particulate matter, including but not limited to:

The use of vehicles on unpaved and paved roads for transporting ore, personnel, waste rock, etc;

Blasting;

- ✓ Overburden stripping;
- ✓ Ore and overburden handling;
- ✓ Crushing and screening of ore; and

- ✓ Wind entrainment from stockpiles.

In terms of Table 5 below illustrates that Particulate Matter (PM10) contribution from mining activities is prominent within Nkomazi LMs. The total PM10 emission in Nkomazi LM are the major emitters of PM10 as far as mine emissions are concerned. In addition, the average raw materials produced per annum by each mine as well as the estimated PM10 emissions from each mine are presented.

Table 5: Mining Activities within NLM Distinguished by Mining Class from SAMINDABA Database and PM10 Emissions from Mines in Tons per Annum

Facility Name	Location	Lat	Long	Material Mined	Type of Mine	Mining class	Raw material produced (tpa)	PM_{10} emission (tpa) per mine	Fallout dust monitoring
Liviero Anthracite Mine		-25.830794	31.796092	Coal	Closed	1	240000	67	Y
Elkanah Anthracite Mine	Sikwahlane	-25.754664	31.810208	Coal	Open	1	480000	67	Y
Nkomati Anthracite Mine	Mangweni	-25.777722	31.799889	Coal	Open	2	720000	134	Y

Wastewater Treatment Works

The range of air emissions originating from Wastewater Treatment Works (WWTW) processes is highly dependent on the composition of the incoming effluent streams. The typical hazardous air pollutants emitted from WWTW are benzene, toluene, xylenes, methylene chloride, ethyl benzene, chloroform, tetrachloroethylene and naphthalene (US EPA, 1995). Wastewater treatment plants are also associated with the emission of odorous compounds, the most common of which is H2S. This pollutant is formed through the anaerobic bacterial reduction of sulphates and sulphur-containing organic compounds. The potential for emissions of VOCs during wastewater treatment is a cause for concern. There are 07 WWTWs within EDM (Table 6). These services both water-borne sanitation and WWTWs. In addition, the rural and under-developed areas of Mpumalanga are formally serviced by a system of French drains, septic tanks and other sanitation means. However, information regarding technology and operational capacity was not provided. As such, emissions cannot be quantified and are not included in the present emissions inventory.

Table 6: **NLM Waste Water Treatment Works**

Name of Facilities	Local Municipality
Mhlatiplaas WWTW	Nkomazi
Mhlatikop WWTW	Nkomazi
Hectorspruit WWTW	Nkomazi
Komatipoort WWTW	Nkomazi
Tonga WWTW	Nkomazi
Tonga Hospital WWTW	Nkomazi
Shongwe Hospital WWTW	Nkomazi
Total	07

Other Sources

Open waste is another significant source of pollution within NLM, most especially in areas where there are insufficient municipal service delivery mechanisms. Pollution from these sources is due to the habitual burning of waste from households which include, but not limited to:

- ✓ Packaging, papers and plastics;
- ✓ Scrap metal burning used for aluminum three legged pots;
- ✓ Illegal burning of sugar;
- ✓ Food and garden waste; and
- ✓ Other combustible household waste.

In addition to the above-mentioned, there is intermitted and uncontrolled burning of waste on many wastes' disposal sites. Moreover, tyre burning for cooper removal and heating purposes within low-income settlements is a significant source of CO and PM.

Air Quality Management By-laws

Currently no AQMP and By-Laws since no Air Quality Officer appointed within NLM, but it is budgeted to be developed into the 2023/2024 financial year.

Air Pollution Reduction Programmes

Currently NLM is conducting environmental Awareness and clean -up campaigns which also form part of the air pollution reduction programmes especially the waste burning, putting sign board to eliminate illegal waste dumping on the hotspots. The NLM having a good relationship with (SANPARKs) raising awareness to the communities regarding veld fires and waste burning around the are

5.2. KPA: Statistics and Research

5.2.1. Demographic Characteristics

Demographic overview of the Nkomazi Local Municipality

An overview of the demographic situation in the municipality provides an understanding of the current scale of the population and allows for the calculations of the future population growth trends. It is said that the population and household statistics provided will assist the municipality to set accurate and credible service delivery targets across the 5-year integrated development cycle. A population growth of this proportion is likely to place a strain on existing backlogs and the municipality's ability to effectively service the communities, because of the increase in households which directly demand services.

5.2.2. Population Size and Composition

According to Stats SA (2016 Community Survey - CS), Nkomazi's population increased from 393 030 in 2011 to 410 907 people in 2016 and it was sitting at 410 830 in 2021, it is said to be the 4th largest population in the province and 23% of total Ehlanzeni population in 2016. Between 2011 & 2016, the population grew by 17 877 and recorded a growth rate of 1.0% per annum – the average annual economic growth rate was higher than the population growth rate, which is positive. The population number for 2019 is estimated at 423 358 and for 2030 it is estimated at 472 327 people given the historic population growth per annum – will put pressure on the infrastructure, service delivery and employment opportunities to the Municipality.

The increase in the population size is caused by high birth rate and high influx of immigrants from Mozambique and Swaziland due to its middle-income status, stable democratic institutions and comparatively industrialized economy. The increase of the population shown throughout the years means that the community needs increases as well, whilst on the other hand, the available resources of revenue have remained the same for the municipality, this has caused a serious challenge for the municipality as it implies that it should try and cater for competing community needs through using limited resources. The unforeseeable increase of population if it keeps on increasing the municipality will be adversely affected by providing sustainable municipal services for the future. It is for this reason that the council had envisioned that the municipality should improve its municipal income by expanding its revenue collection from areas that had been identified as potential new sources of income as these areas and communities continue to receive municipal services. The municipality will increase its revenue base by revenue enhancement strategy, it is important to note that the population growth statistics was taken into consideration throughout the IDP planning processes of the Municipality.

Table 1: population size

Age groups	Census 2011			Community Survey 2016		
	Male	Female	Grand Total	male	Female	Grand Total
0 – 4	24460	24607	49067	29368	28916	58284
5 – 9	21690	22077	43767	24671	24894	49565
10 – 14	23267	23178	46445	23371	25015	48386
15 – 19	24406	24564	48971	22862	22904	45766
20 – 24	21460	22642	44102	20124	20430	40554
25 – 29	17594	19718	37312	19752	20690	40442
30 – 34	12510	14667	27177	13187	16138	29325
35 – 39	9784	12105	21889	11039	12485	23523
40 – 44	7364	10216	17580	7633	9664	17297
45 – 49	6452	8200	14652	6250	9329	15579
50 – 54	4606	5832	10438	5688	6125	11813
55 – 59	3864	5022	8887	3650	4336	7986

60 – 64	2856	3813	6669	3064	4383	7447
65 – 69	1846	2681	4528	2147	3063	5210
70 – 74	1716	2874	4591	1293	2575	3868
75 – 79	886	1953	2839	937	1783	2720
80 – 84	718	1756	2474	406	1126	1531
85 +	594	1049	1643	364	1247	1611

Source: Stats SA Community profiles (2011& 2016)

Table 2: Annually population growth

Municipality	Population		Average annual population growth	Projected 2019 number	Projected 2030 number
	2011 (Census)	2016 (CS)	2011-2016		
Nkomazi	393 030	410 907	1.0%	423 358	472 327

Source: Stats SA Community profile (Census 2011 and CS 2016)

The table 2 below indicate that Nkomazi is increasingly population is putting the municipality under pressure to service delivery due the population growth in 2016. The total population in Nkomazi was 410 907 in 2016, the population grew by 1.0% over 5 years period from 2011 to 2016.

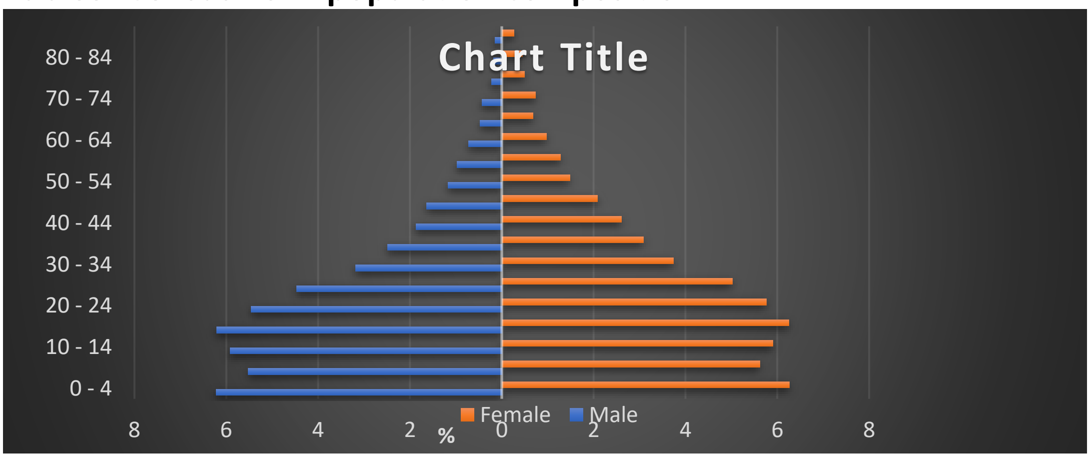
Population distribution

population distribution is the arrangement or spread of people living in an area according to variable such as age, sex and race.

Population Age and Sex composition

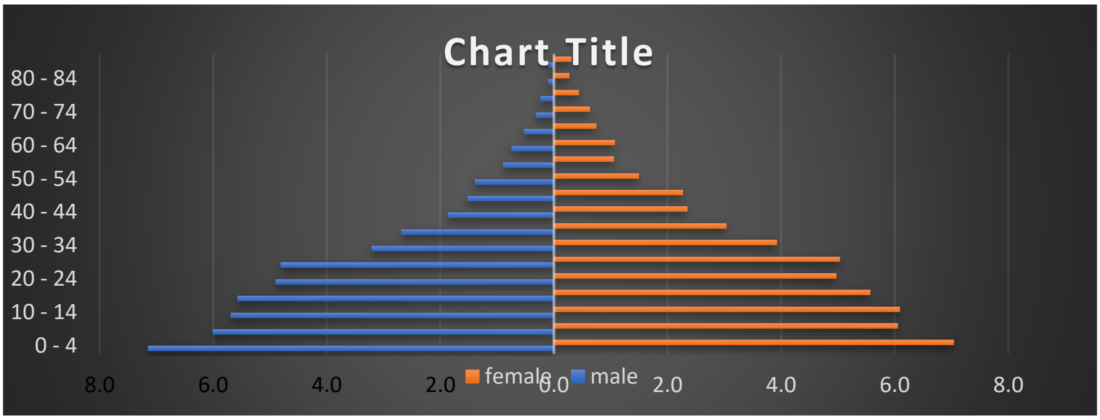
Age and gender of the population are the key determinant of population dynamic and can influence the current and future needs and spending of the municipality, and also identify where the bulk of the population is located and to target civil society and non-government programmes more effectively. A 65-year older group gives an indication of the persons that have retired and elderly and those that are no longer economically active.

Table3: Census 2011 population composition



Source: Stats SA community profile (Census 2011)

Table 4: Community Survey 2016 population composition



Source: Stats SA community profile (CS 2016)

The population of Nkomazi municipality shows a typical age structure of a very young population distribution from 2011-2016. According 2011 censuses it shows that the young generation from 0-34 year's shares more than 75% of the total population, which will put more pressure in the municipality for provision of good education, improved health and job creation. A decline was observed in children aged 0-4 years in 2011. This could be attributed to fertility decline or high child mortality.

Table 5: Change in the age composition and Population Dependency

	Census 2011		CS 2016	
Age Group	Number	%	Number	%
0-14	139 278	35.4	156 235	38
15-34	157 563	40.1	156 087	38.0
35-64	80 115	20.4	83 645	20.4
65 +	16 074	4.1	14 940	3.6
Economically Active (15-64)	237 678	60.5	239 732	58.4

Source: Stats SA community profile (Census 2011 and CS 2016)

As illustrated in the table above, the population aged 0-14 years has increased between 2011 and 2016 by 3%. It is important to note that the economically active population aged 15-64 years it has decreased by 2.5% in 2016 which stipulate that job opportunities where created and youth was employed to decrease level of dependency in Nkomazi. It is of importance that within the economically active population, the largest increase was in the youth aged 15-34 years. If the economically active population is growing faster than the population in general it holds an important developmental opportunity. This is reflected in the decrease in the dependency ration. In other word, there are fewer people in the dependent age groups 0-14 and 65+ years that rely on the working population for their livelihoods. However, this opportunity can only be materialized if the potentially economically active population is in fact accommodated in the labour market. This is most often not the case as shown in the socio-economic analysis. Although the proportion of older persons remains unchanged from 2011 up to 2016. The proportion of women in the population has remained unchanged from 2001 to 2011 at 53%, and 47% for males.

Table 6: Racial Composition

Population group	2011	%	2016	%
Blacks Africans	384 074	97.7	405 931	98.79
Coloured	589	0.2	733	0.18
Indians	1316	0.33	389	0.09
Whites	6301	1.6	3854	0.94
Other	450	0.11	0	0

Source: Stats SA community profile (Census 2011 and CS 2016)

The African Population is still predominant at 97.7% in 2011. The community survey 2016 indicates a slight increase in the Indian/Asian population from 0.3%-0.9% and in the white population the population decreased from 1.6%- 0.9% between 2011 and 2016. The African population increased with 405 931 population at 98.78% in 2016

5.2.3. Socio-economic Analysis

The socio-economic analysis is specifically aimed to spatial related matters i.e., employment, income and economic profile. The analysis is based on the municipal level to give a broader overview of the municipality.

Nkomazi's economy

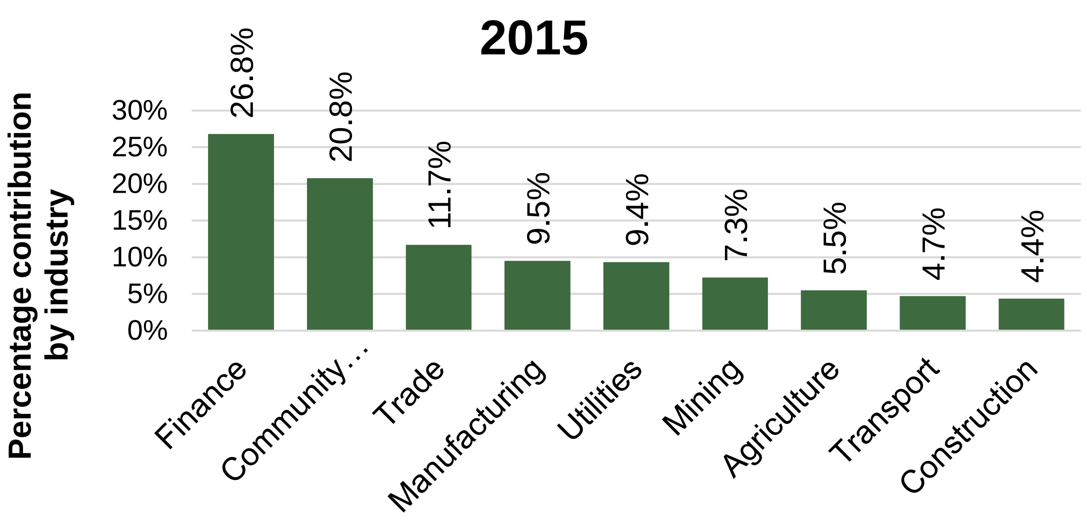
Contribution to the Mpumalanga economy in 2020 was 3.8% – 8th largest economy in the province. Contribution of 11.1% to the district economy – 3rd largest economy in Ehlanzeni. Dominant large contributions to Ehlanzeni's mining, utilities and agriculture industries.

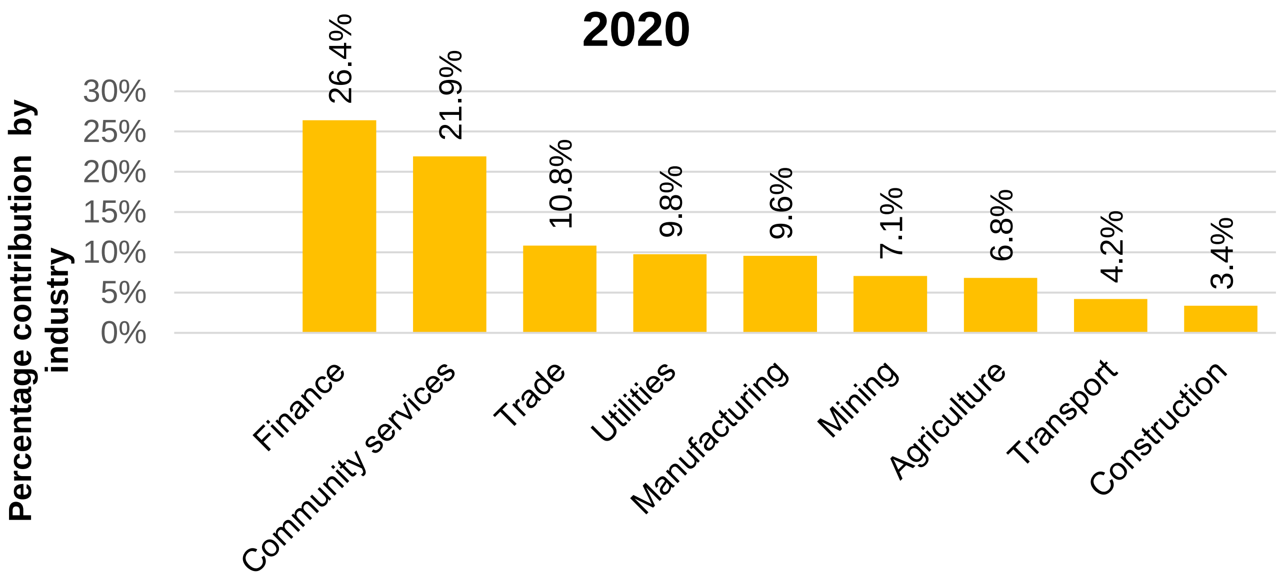
Average annual economic growth rate for Nkomazi was only 1.7% p.a. over the period 1996 to 2020, Contraction in 2020 due to the COVID-19 and lockdown of only between -1% & -2%. Unique structure of the local economy. Construction, transport and trade (including tourism) most negatively affected industries. Growth of about 14% in agriculture.

Estimated growth in 2021 of about 5% from a low base due to Covid 19 lockdown, the estimated average annual GDP growth for Nkomazi between 2020 and 2025 is 2.2% p.a. In 2020, the size of the economy was estimated at R14.8 billion in current prices. Finance, community services, trade (including tourism) and utilities were the largest industries in Nkomazi in 2020. Together, these four industries contributed two thirds to the local economy.

Nkomazi holds a comparative advantage in industries such as agriculture and tourism. In 2015, tourism spend total led R911.2 million or equal to 8.1% of the local GDP. In 2020, due to COVID-19 related factors, it decreased to only R489.3 million, which was equal to only 3.3% of the local GDP.

Table 7 Nkomazi's economy





Source: SEP (Socio Economic Profile) & Department of Economic development and tourism

Table 8: Nkomazi's contribution by industry- employment GDP

Source: SEP & DEDT

Human Development Index

Human development index (HDI) is defined as a standard measure of determining whether an area is developed, developing and developed. According to sero 2018 report the average trend on the HDI has Improved Human Development Index (HDI) from 0.50 in 2016 to 0.54 in 2020, but still the lowest/worst in the province.

Crime

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

Covid 19 impact on employment

In Q1 2020, there were 1.25 million employed in Mpumalanga, which was a record high for the province.
Due to COVID-19 and the lockdown regulations the number of employed shrunk by 133 838 in Q2 2020.
This was the largest quarterly decline in employment numbers ever recorded in Mpumalanga, and more than three times the quarterly decline recorded in Q2 2009 at the height of the 2008-09 Global Financial Crisis.

Although it is clear that the Mpumalanga labour market gained jobs since the height of the lockdown, those gains were erased in Q3 2021. The Q3 2021 employment level of some 1.1 million was 141 816 jobs short of the 1.25 million persons employed in Q1 2020 before the lockdown was instituted. In Q3 2021 the level of employment in Mpumalanga was more or less equal to what it was in Q2 2013

Labour Market in Nkomazi

The expanded unemployment rate at Nkomazi was 42.0% in 2020, relatively high in comparison with the 6% target by 2030.

In 2020, the expanded unemployment rate for females was 47.9% and males 36.1%. The youth (15-34 yr) expanded unemployment rate was 54.5%.

There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs. Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs. In 2020, Nkomazi contributed 6.4% to the total employment in the province.

Between 2016 & 2020, employment increased at a slow rate of 1.0% p.a. The average annual employment growth deteriorated when compared with the 2011 to 2015 increase of 4.5% p.a.

The job loss estimates in 2020, due to the COVID-19 lockdown was estimated at 6 137.

In the 4-year period between 2016 and 2020, Nkomazi gained only 2 852 jobs. Related to the devastation brought by COVID-19 to the labour market in 2020. In 2020, the largest employing industries in Nkomazi were agriculture, trade (including tourism) and community services

Table 8: Labour market in Nkomazi

42.0%	47.9%	54.5%
•2020 expanded unemployment rate	•2020 female expanded unemployment rate	

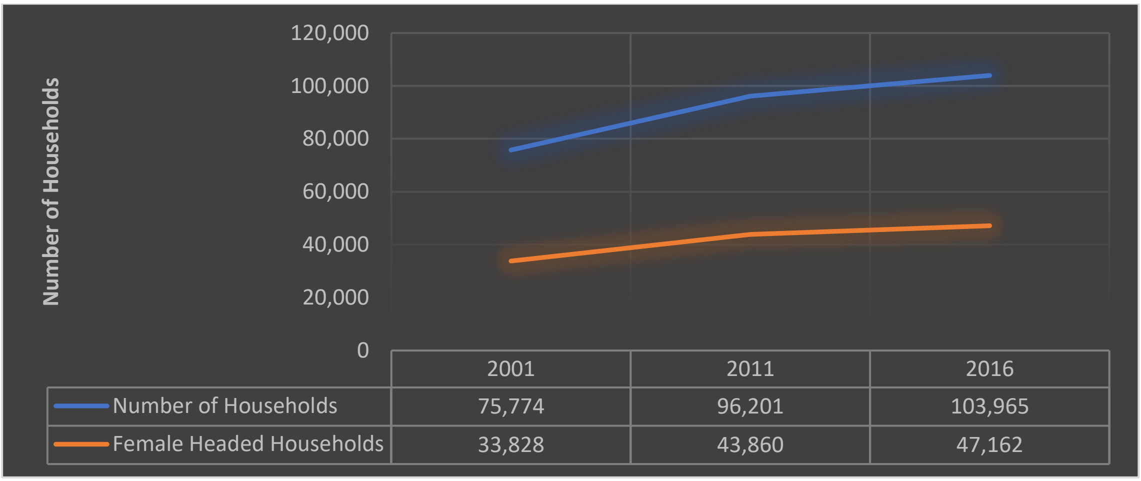
Table 9: Household income

Source: Stats SA community profile (Census 2001 and 2011)

Although a significant decrease was recorded in the number and percentage of households that reported not having any income at all, it is still high at 16.8%. The number and percentage of household earning R1 – R9600 per year decreased from 45.2% in 2001 to 19.7% in 2011. If this is considered as a good indication of the levels of poverty, it means that 36% of the households in Nkomazi still earn less than R800 per month, which has serious implications for the indigent policies of the municipality as well as their ability to generate income from rates and taxes. The number of households in Nkomazi increased by 7 763 from 96 202 in 2011 to 103 965 in 2016 - represents 21.5% of the Ehlanzeni household figure - household size declining from 4.1 to 4.0 between 2011 and 2016.

Households profile and services

Table 10: Number of households in Nkomazi 2001,2011 and 2016



Source: Stats SA community profile (Censuses 2001, 2011 and CS 2016)

According to Statistics South Africa Censuses 2001, 2011 the number of households is growing faster than the Population at an annual growth rate of 4.1% and 1.5% respectively. This could be partially attributed to the unbundling of households, which is supported by the decrease in the average household size from 5.13 to 4.07 between 1996 and 2011. This means that people, who previously shared a household, now are moving away to their own households. Almost half (45%) of the households are headed by females. As discussed above, females are more severely affected by unemployment and poverty. Most, households occupy formal dwellings, while 3.9% and 2.9% occupy traditional and informal dwellings respectively between 2001, 2011 and 2016, according to community survey 2016 the number of households seems to be increasing this is because of mushrooming of informal settlements, Nkomazi is currently reviewing the Land Invasion By-law to deal with such issues of mushrooming of informal settlements. The number of households in Nkomazi increased by 7 763 from 96 202 in 2011 to 103 965 in 2016- represents 21,5% of the Ehlanzeni household figure household size declining from 4.1%between 2011 to 2016. Where in the youth population (15-35) forma 38.0% of the total population, in 2016 the share of the female population was 52.3% and males 47.7%.

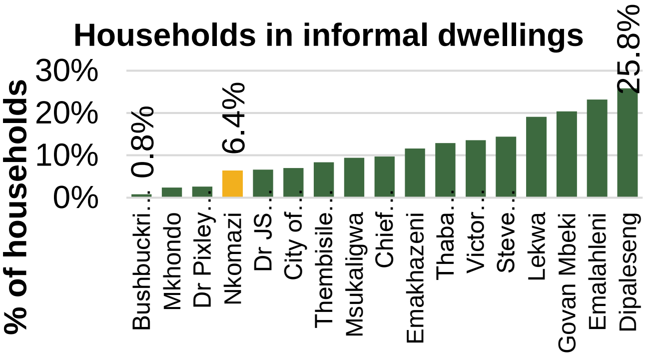
Access to households' services

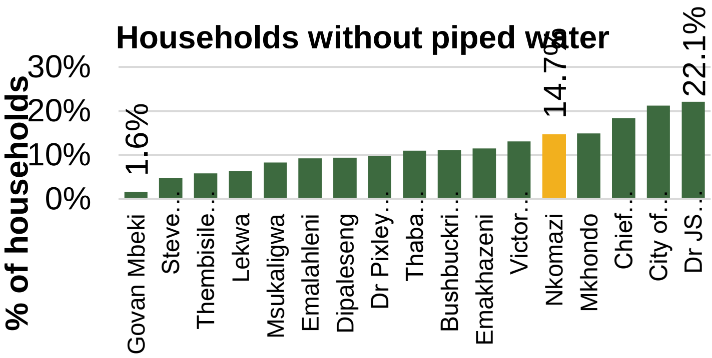
Some improvement with especially connection to electricity in Nkomazi between 2011 and 2016 according to CS 2016 of stats SA. Challenges remain in terms of access to piped water, flush/chemical toilets & also informal dwellings increasing. The number of informal dwellings increased by 3887 from 2797 in 2011 to 6 684 in 2016. The deterioration is evident in the share of households living in informal dwellings that increased from 2.9% in 2011 to 6.4% in 2016, but still the 4th best/lowest in the province. The number of households with access to piped water in 2016 was 88 675 or 75.3% of households. The 15 290 households without access in 2016 was 2 752 less than in 2011. The backlog share improved from 18.8% in 2011 to 14.7% in 2016, still relatively high and 5th worst in the province.

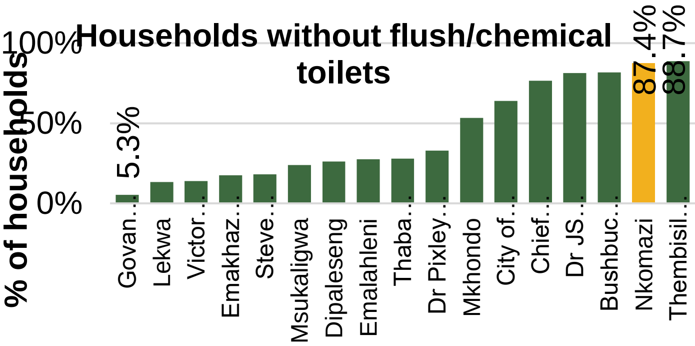
The share of households with access to flush/ chemicals toilets deteriorated between 2011 and 2016 with 87.4% of households lacked flush/chemical toilets in 2016 being the highest/worst in the province. In 2016, 6 461 households were still without any toilet facilities. This 6.2% of households figure is the worst of the 17 municipal areas. The share of households connected to electricity improved from 83.6% in 2011 to a level of 96.3% being the 5th best in 2016. In

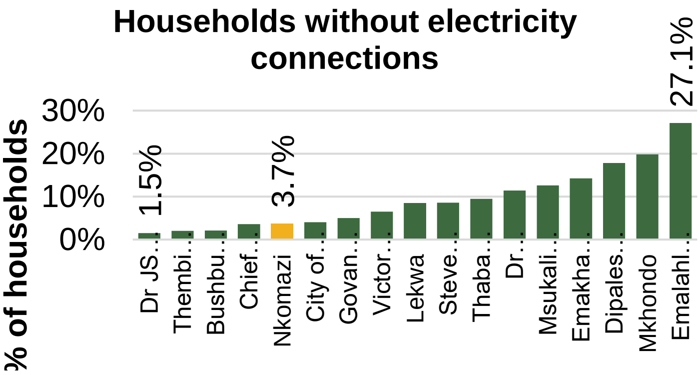
2016 99 687 households were connected to electricity, however, there were 3 839 households still not connected at all, being the 3rd lowest/worst in the province with households services index (2019), but improving trend, Nkomazi ranks 6th in Mpumalanga in the Out of Order municipal ranking by news 24-49/100.

Table 11: households services in Nkomazi









Source: SEP and DEDT

Table 12: Types of Main Dwelling

Types of dwellings	2011	2016
Formal dwelling	86874	92798
Traditional dwelling	3948	1032
Informal dwelling	2796	6684
Flat or apartment in a block of flats	834	233
Cluster house in complex	303	24
Townhouse	81	232
Semi-detached house	222	1609
Room/flatlet on a property or larger dwelling/servant's quart	453	442
Caravan/tent	84	21
Other	594	882

Source: Stats SA community profile (Census 2011 and CS 2016)

Types of dwelling

Housing type implies the structure of the dwelling a family occupies as their home. The main categories can be distinguished: these are formal permanent structures, traditional structures and informal non-permanent structures. Table 12 indicates the different dwelling types in the municipal area according census 2011 and Community survey 2016. Table 12 below shows a significant increase in the proportion of households residing in the formal dwellings across the municipality. Meanwhile there is decline in the traditional dwelling unit. The informal dwelling declined from 2011 to 2016. Formalizing all informal settlements should be a priority to the municipality as the municipality loses income due to people in informal settlements not paying for services. However, the municipality is committed to ensuring that all households, including those located in informal settlements have access to basic services. Nkomazi local Municipality subscribes to the notion of integrated and sustainable human settlements therefore the municipality has identified well-located land, adequate access to municipal services.

Educational attainment

Nkomazi's grade 12 pass rate deteriorated from 86.0% in 2014 to 75.5% in 2021, which was the 8th highest/best out of 17 municipal areas in the province. Nkomazi's pass rate improved slightly by 1.4 percentage points between 2020 and 2021.

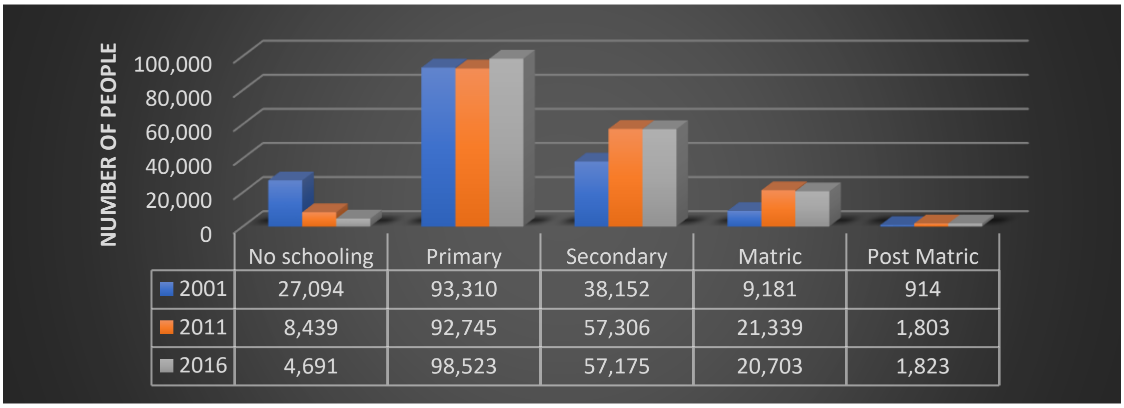
The area also improved its admission rate to university/degree studies to 30.3% in 2021. Not one of the leading municipal areas in this regard. It is important that key interventions be aimed at low performing schools to improve the grade 12 pass rate. Nkomazi was always 1 of the top performing areas in the province in the past and setting the example for the rest. There was some deterioration the last couple of years (especially between 2019 and 2020 which can be very much Covid-19 related factors) and important to identify and address the relevant challenges. The challenge is also to accommodate the educated young people in the area with adequate economic opportunities. Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community. Nkomazi's functional literacy is lowest in the province, but improving.

Table 13: Basic educational data and performance

Grade 12 pass rate			Admission to B Degree studies in 2021
2014	2020	2021	30.3%
86.0%	74.1%	75.5%	

Source SEP and DEDT

Table 14: educational attainment



Source: Stats SA community profile (Census 2001, 2011and CS 2016)

The figure above represents the overall educational attainment the population older than 20 years in Nkomazi local municipality. There were major improvements in educational attainment within the municipality between 2001 and 2011. In 1996 47% had no schooling and this decreased to 26% in 2011 which indicates favorable improvements in educational attainment over a period of 15 years. Although there have been improvements in the attainment of matric as well as post matric qualifications, this will not translate into employment if the types of education and training does not match the needs in the labour market. According to community survey 2016 the results are superlative there's improvement in the education attainment of matric its above 60% and no schooling tends to increase in 2016 by above 40% while highest education also seems to be increasing between 2011 and 2016 by above 10%, which leads the Municipality in the highest level of prioritization of making provision for class room working hand in hand with Department of Education.

Health

The following are the top ten causes of death into the Nkomazi area

Table 15: Causes of death from October- December 2017

Disease	Total number
Pneumonia	19
TB	18
GE	12
Sepsis	12
Renal failure	11
Meningitis	08
DM	06
RVD	05
Anaemia	05
Cardiac failure	05

Source: Shongwe hospital; 2017

Teenage pregnancy

The Department of Basic Education has taken an active role in seeking to understand and effectively address this challenge of teenage pregnancy. However, this is a report of the department of basic education in teenage pregnancy starting that it must be noted, that teenage fertility has declined by 10% between 1996 (78 per 1000) and 2001 (65 per 1000). A further decline in teenage fertility (54 per 1000) was reported in the 2007 Community Survey. Older adolescents aged 17-19 account for the bulk of teenage fertility in SA. While rates are significantly higher among Black (71 per 1000) and Coloured (60 per 1000) adolescents, fertility among White (14 per 1000) and Indian (22 per 1000) adolescents approximates that of developed countries. This difference can in all likelihood be accounted for by the wide variation in the social conditions under which young people grow up, related to disruptions of family structure, inequitable access to education and health services, as well as the concentration of poverty and unemployment in Black and Coloured communities. Nkomazi municipality formulated the following preventions to assist in decreasing the high level of teenage pregnancy in schools, farms and communities: condom distribution & demonstration, focus groups discussion and one on one intervention on issues relating to teenage pregnancy.

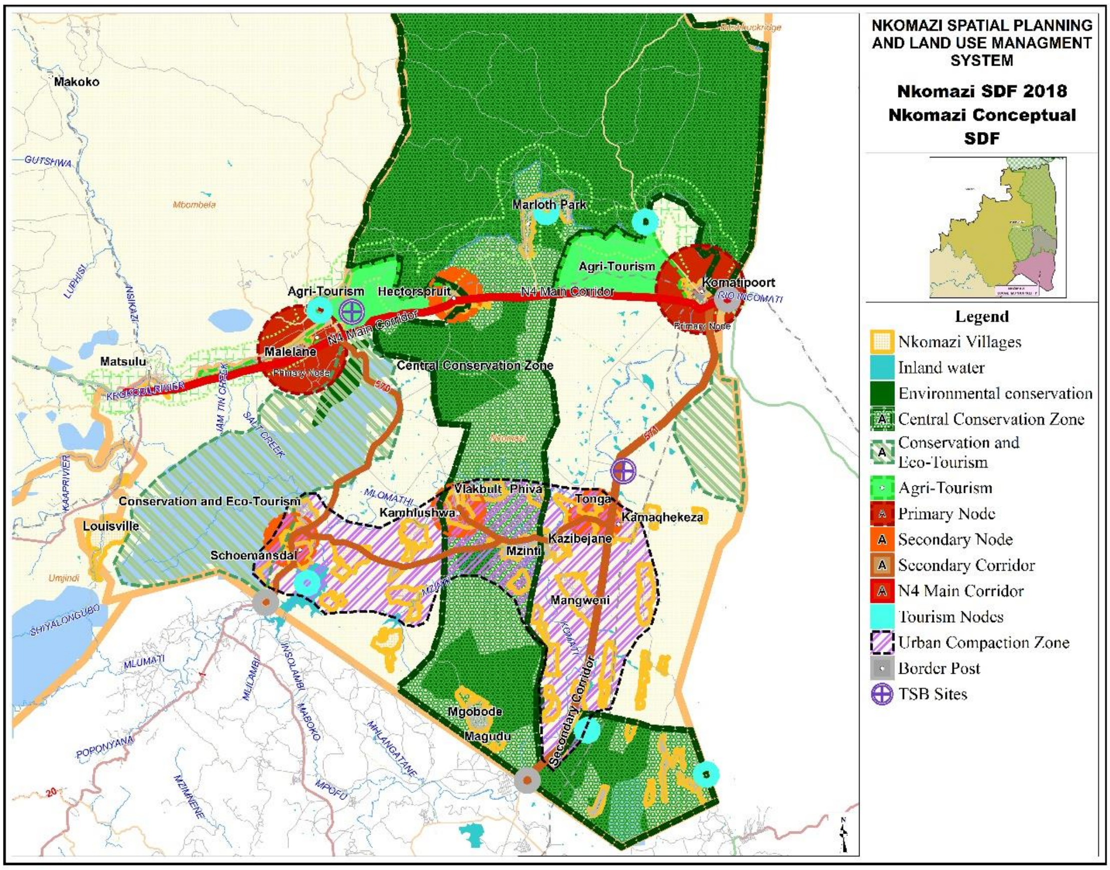
5.3. KPA: Spatial Development Analysis and Rationale

Spatial Development Framework

In terms of Chapter 5, Section 26(e) of the Municipal Systems Act, 2000 [Act 32 of 2000], and Chapter 4 of the Spatial Planning and Land Use Management Act No: 16 of 2013 Nkomazi Municipality, just like all the other Municipalities in South Africa, must compile a Spatial Development Framework Plan [SDF] for its area of Jurisdiction and this SDF should form an integral part of the Integrated Development Plan (IDP) for a local Municipality. Part of the requirements of the SPLUMA in Chapter 5 requires the Municipality to compile a single land Use Scheme that will replace all the current schemes that are utilized to control and administer Land Use. The SDF is the lever which has the greatest potential as a planning tool to realize spatial transformation. It is also the SDF that interprets the principles of spatial justice, sustainability and equity into a spatial future/s for the Municipality. In terms of municipal planning, stronger spatial guidance as part of the IDP process could lead to more strategic investment and implementation in the municipal space.

Strategic Development Concept

The Nkomazi Spatial Development Framework was adopted in 2019, and it is in line with the directives of the Spatial Planning and Land Use Management Act No: 16 of 2013. In order to overcome the spatial distortions of apartheid, future settlements, economic development opportunities and infrastructure investments should be channeled to activity corridors and nodes that link with major growth centres or that have a potential to become major growth centres. The strategic development concept is based on nodes, corridors and precincts, which aim is to reconstruct and integrate the urban and rural landscape of Nkomazi into a more rational, cost effective and manageable structure.



Capital projects, the implementation framework should also include actions necessary to facilitate implementation of proposals (e.g. the development of a land use management system). This is not the same as a random list of further work to be done. Other examples include the identification of priority local area framework plans and the identification of implications for land use and zoning. An Implementation Plan could further include (not limited to this):

• Capital Expenditure Framework for the municipality's development programmes and budget process;

• Prioritised list of developmental interventions and spatial location;

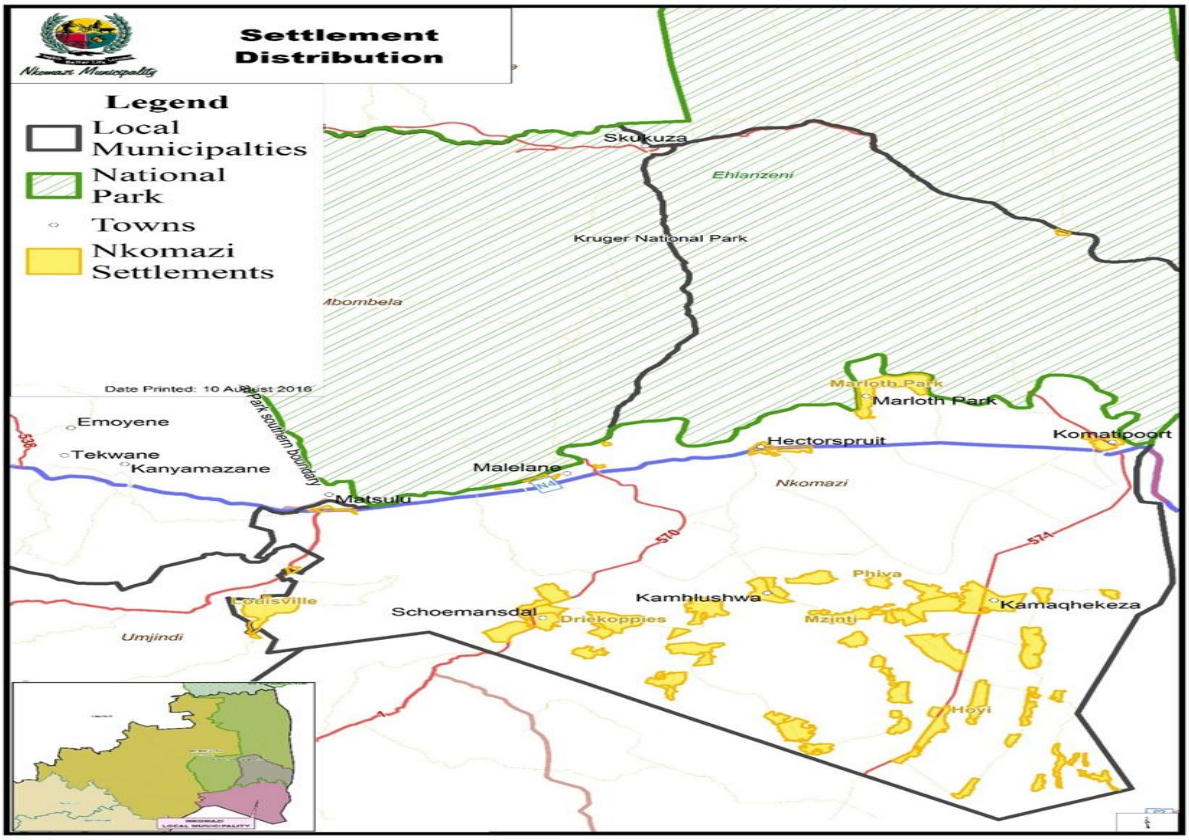
• Cost and budget estimates;
• Timing and phasing of development;
• Sources of finance;
• Implementation agent and their roles and responsibilities;
• Recommendations for the revision of existing policies or strategies, where necessary;

Compaction of the Rural South

The settlements of Schoemansdal, Driekoppies, Langeloop, Kamhlushwa, Mzinti, Tonga, Steenbok, Mangweni and Masibekela are situated in the form of an arch. Development must have as goal the compaction of urban settlement into this arch. Settlements should extend to each other along main roads without compromising prime agricultural land and environmental sensitive areas. Remote lying settlements must in principle not be allowed to extend any further, sufficient provision for the need of extension must be made within the compaction area.

Central Conservation Zone

The exiting conservation developments of Marloth Park, Lion spruit Game Re-serve, Ligwalagwala Conservancy, Dumaneni Reserve, Mahhushe-Shongwe Nature Reserve, Mawewe Cattle/Game Project as well as the proposed Vlakbult, Ntunda, Madadeni-Sikhwahlane and Masibekela-Mananga Cattle Game projects create the opportunity for an uninterrupted conservation zone in the centre of Nkomazi. This forms one large ecological unit that stretches from Kruger National Park in the north to Lebombo Conservancy in the south-east. Associated land uses may include nature conservation, cattle ranching, game breeding, tourist facilities and hunting.



The following main structuring elements influenced the spatial form of Nkomazi Municipality as it exists today:

Past Political Ideologies – Apartheid planning resulted in the separation and isolation of the southern part of Nkomazi, which used to be KaNgwane homeland, from the more developed northern part. This created a distorted spatial structure and lead to inefficiencies and backlogs in service provision.

Tribal Authority Areas – Dispersed settlements developed with no order. Ad hoc and unsustainable service and infrastructure development occurred.

International Borders – the borders of Swaziland and Mozambique act as physical barriers limiting the movement of people, goods and services to Swaziland through Jeppes Reef and Mananga Border Posts and to Mozambique through the Lebombo Border Post. Continuous influx of illegal immigrants from these countries contributes further to the mushrooming of informal settlements.

N4 Maputo Development Corridor – the alignments of the N4 highway and railway line have played a vital role in the development of the main urban centres in the northern part of the municipality i.e. Malelane, Hectorspruit and Komatipoort.

Major Roads – the two main provincial roads R570 (P80) and R571 (P179), linking the N4 highway to the south, have played a significant part in the development of urban settlements along its alignments.

Topography – the topography of the area determined its physical linkages in regional and national context. The Kaalrug Mountains limits linkages to the west and the Lebombo Mountains limits linkages to the east. The N4 remains the only link between Maputo and the economic hub of South Africa, i.e. Gauteng.

Kruger National Park – the Kruger National Park dictates the type of land uses to be found adjacent to its border, including agriculture, tourism related developments i.e., eco areas, conservancies and uses focusing on nature conservation.

Municipal SDF, as part of the IDP

The purpose of the Nkomazi SDF is seen to be exactly what it was intended – a broad and indicative guide that spatially reflects the development vision and objectives of the municipality. Because the SDF does not contain detail proposals but broader objectives, it will not be revised annually, but will guide IDP decision-taking over a number of years. It is expected that revision will be undertaken during the 2022/2023 financial year, to capture the increased developments that are triggered by the Special Economic Zone in Komatipoort. As part of addressing development and the provision of infrastructure the Municipality in 2009 adopted the Bulk Contribution Policy and is in process of reviewing the document to be in line with the prevalent policies. ***Refer to the annexed copy of the SDF 2018.***

The Municipal Land Use Management Scheme

The NLUMS provide a detailed, property-bound guideline to assist investment decisions by the Municipality. It functions through the development of zones that contain detail regulations with regards to compatible land uses and bulk of development in certain demarcated areas the scheme also incorporated policy statements with regards to certain developments such as home offices, Taverns and others. The Nkomazi LUMS were reviewed and promulgated in 2020. The Municipality will be undertaking a review of the LUMS, to include the land parcels in the Trust and the land uses, during the 2022/2023 financial year. ***Refer to the annexed copy of the NLUMS***.

Due to the fact that the scheme must give effect to the Municipal SDF and the SDF undergoes a major change, the change should reflect through to the scheme. Such an amendment is affected by the Municipality through the application procedures prescribed by the scheme itself.

The Nkomazi Local Municipality's SDF does not discard existing land rights but intends to guide future land uses. The proposals in this SDF do not grant any land use right and does not exempt anyone from his or her obligation in terms of any other act that controls or regulates the use of land. This Spatial Development Framework for Nkomazi should not be seen as the definitive guide to development in the area, but rather as a document that guides decision-making, growth and development. The merits of all development proposals should still be considered and the need and desirability for any specific development has to be proven by the developer.

While migration and population increase have many benefits for a defined geographic area, they increase the burden on government to provide key social services such as adequate housing and shelter, running water and sanitation. In Nkomazi Municipality, housing need/backlog differs significantly depending on the source of information. The SERO report indicates that the number of people who occupy informal dwellings in Nkomazi increased from 2 797 to 6 684 households in 2016. The 2011 census data estimates housing backlog in Nkomazi to 8 432 households while the needs register has approximately 5 830 households. The backlog is a result of population increase and historical legacy of deprivation and marginalization.

Town Planning Tribunal

- ✓ All procedures and processes as tabulated below finds prudence from the 2015, promulgated and customized by-law, as informed by the provision of SPLUM Act, Act 16 of 2013.
- ✓ Spatial planning and land use management by-law, 2015
- ✓ The Nkomazi Council resolved to go for the single operational MPT after the promulgation of the by-law. The Nkomazi Municipal Planning Tribunal thereby established for the Municipal area in compliance with section 35 of the Act. Part C: Established of Municipal Planning Tribunal for Local Municipal Area 32 Establishment of Municipal planning Tribunal for Local municipal area subject to the provisions of part D and E of this Chapter.
- ✓ The term of office for the first Nkomazi Municipal Planning Tribunal expired in August 2021, and in terms of the Section 39 (c) of the Nkomazi Spatial Planning and Land Use Management By-law, which states that the term of office can be renewed once for another five years.
- ✓ The term of office for the Municipal Planning Tribunal was renewed for another five years with an advert for additional members with critical expertise of Planning to assist as the Nkomazi area is approaching a boom in terms of development.
- ✓ Proceedings of Municipal Planning Tribunal for Municipal area
- ✓ Commencement date of operations of Municipal Planning was after publication of the Municipal resolve and appointment of the mentioned members.
- ✓ Currently the Nkomazi Municipal Planning Tribunal has had 6 successful sittings
- ✓ The categories of land development and land use management
- ✓ Sec 43 sets out the categories of land development and land use management for the Municipality, as contemplated in section 35(3) of the Act, are as follows:

5.3.1. Human Settlements / Housing Chapter

The Nkomazi Local Municipality Housing Sector Plan (HSP) is a five-year strategic plan that will guide transformation of the existing settlements and development of new sustainable human settlements in accordance with the Constitution of the Republic of South Africa, national policy on human settlement and development agenda of the Municipality. The Municipality will review the HSP annually considering changes in development trends, progress made in the implementation of the plan and emerging (new) human settlement needs within its area of jurisdiction.

The Nkomazi Local Municipality has 2 informal settlements. Dindela located in ward 29 has approximately 220 households. The other is in ward 6 near Orlando and has about 100 households. The profile of these communities is yet to be established, but there is a possibility that some of these are immigrants. According to the Demacon Report (2014), international immigrants in Nkomazi do not directly affect the housing and basic services backlog as they rent rooms, houses and flats that already have access to municipal services. However, rental prices could increase as demand increase. This could lead to an increase in informal settlements. The Department of Human Settlements has undertaken to develop upgrading informal settlement plans for the 2 settlements with an addition of (4) settlements, Louisville, Mangweni, Stentor and Mkhwarukhwaru.

The Municipality has developed a policy on the Prevention of land invasion and has been submitted to the legal advisor for comments.

The Municipality has approved the Nkomazi Housing Chapter in 2020, which forms part of the IDP.

The current running Projects of The Municipality:

- ✓ CRU FOR Malelane Ext 21
- ✓ Township Establishment for Mjejane Township
- ✓ Township Establishment for Kamhlushwa Extension 3
- ✓ Housing allocation for Military Veterans [20]
- ✓ Housing Allocation for Disaster affected houses [various areas]
- ✓ Servicing of sites for Komatipoort Ext 18

- ✓ Informal Settlements upgrading Plans for six [6] areas [Orlando, Mbekisberg, Louisville. Mkhwarukhwaru, stentor and Mangweni

Staff Composition

- ✓ Director: Planning and Development – the incumbent is a Professional Planner, who is the Designated Officer, to consider all the Category B Application which are not adjudicated by the MPT.
- ✓ Manager: Land Use Planning – a Qualified Planner, who is supervising all Land Use Development issues, Spatial Planning and Projects.
- ✓ Senior: Land Use Planner – a Qualified Planner, who deals with the day-to-day Land use Control matters
- ✓ Land Use Planner – a Qualified Planner, who deals with Land Use Control matters.
- ✓ Chief Building Inspector – Manages and recommends the approval of all the building plans within the jurisdiction of Nkomazi.
- ✓ Building Inspectors – they regulate building activities around the Municipal area, and monitor in all phases the construction work.
- ✓ Human Settlement Officers – they deal with the monitoring of the human settlement's projects, and Quality assurance.
- ✓ GIS – the incumbent deals with the management and updating of the GIS of the Municipality.
- ✓ Land Surveyor – a qualified land surveyor, who addresses issues/matters of boundaries, and surveying

5.4. KPA: Service Delivery and Infrastructure Development

Introduction

In accordance with the Municipal Structures Act (No 117 of 1998), Nkomazi Local Municipality is the Water Services Authority (WSA) and the Water Service Provider (WSP).

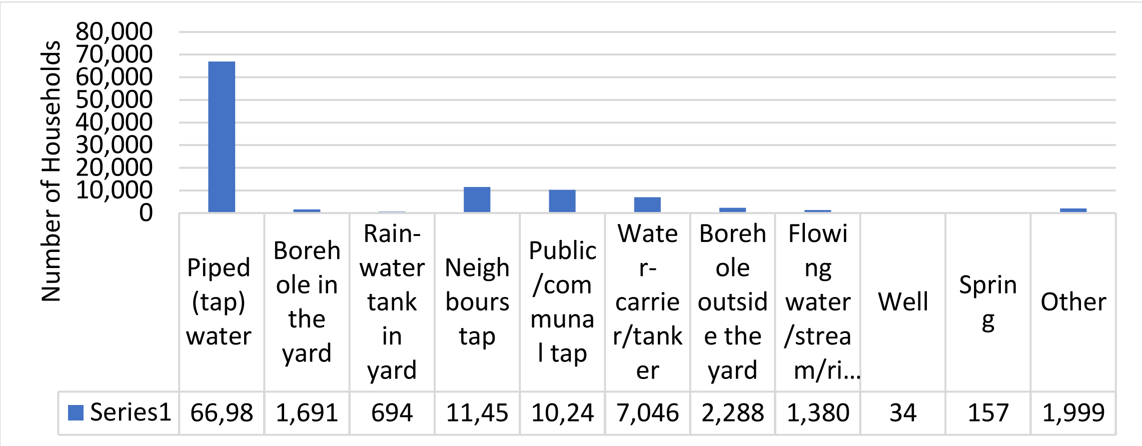
The WSA has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water supply and sanitation (collectively referred to as water services). As a WSA, the Nkomazi Municipality focuses on water services and on providing at least a basic level of service to consumers in its area of jurisdiction. To achieve this, the municipality takes a leading role in planning the following:

- ✓ Service Level Objectives;
- ✓ Water Resources;
- ✓ Water Conservation and Demand Management;
- ✓ Bulk Infrastructure;
- ✓ Institutional Arrangements;
- ✓ Organisational Support;
- ✓ Financial Management; and
- ✓ Tariff Policy;

The Municipality has reviewed the WSDP which is a supporting sector plan to the IDP. The Water Services Development Plan (WSDP) is a key tool in achieving the objectives as mentioned above. The municipality is also currently undertaking another review of the WSDP which completion is expected in the next financial year.

Water and Sanitation

Main Source of Water



Source: Stats SA community profile (CS 2016)

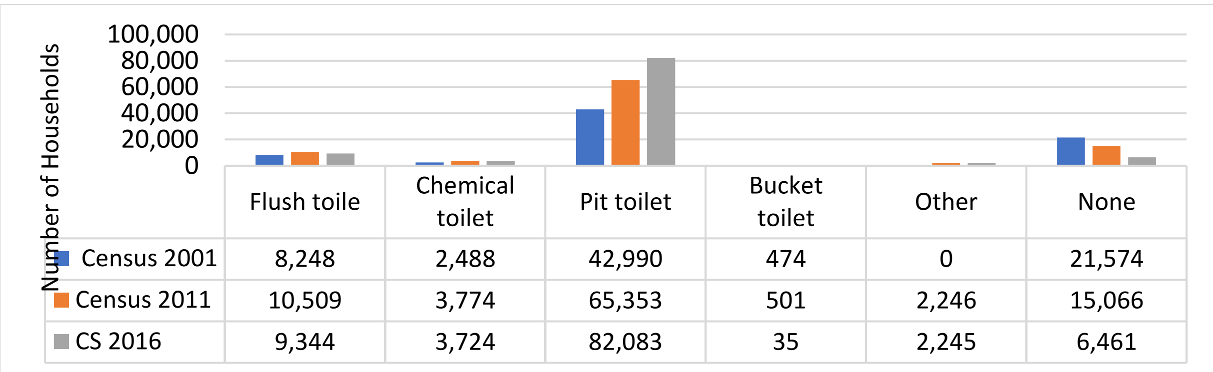
According to stats SA community profile and community survey 2016 piped water inside dwelling is sitting 5,854 and piped water inside yard is sitting at 53,778, piped water on community stand is sitting at 7,347 while boreholes in the yard are sitting at 1,691. The Municipality anticipate to deal with the currently backlog of those not having access to clean water, and piped water inside yard by upgrading the existing infrastructure, extend reticulation, upgrade bulk and construct new reservoir to improve its level of provision in service delivery. Access to clean water is closely associated with development and community health in particular. Nkomazi has the second worst Blue Drop status and the worst Green Drop water status in the province.

No of households without access 2011	No of households without access 2016	Share of total households 2011	Share of total households 2016
18 042	15 290	18.8%	14.7%

Source: SERO report

The number of households with access to piped water in 2016 was 88 675 or 85.3% of households. The 15 290 households without access in 2016 was 2 752 less than in 2011 – backlog share improved from 18.8% in 2011 to 14.7% in 2016

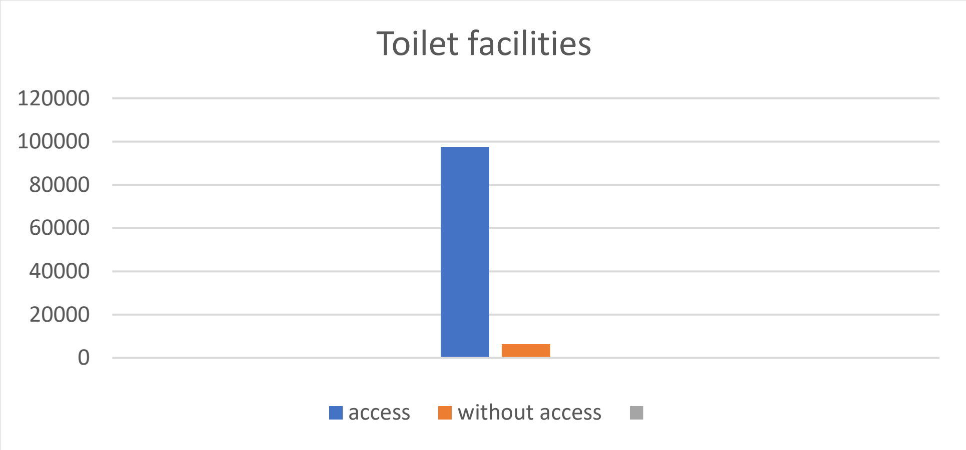
Toilet Facilities



Source: Stats SA community profile (Census 2001, 2011 and CS 2016)

The only service delivery area from the table above is better than the average for the Ehlanzeni District, is the provision of piped water on site or off site. However, a comparison of 2001,2011 and 2016 shows a decrease of 4.2 percentage points in the number of households accessing this service. This is most probably due to the increase in the number of households and not a decrease in number of service sites.

Although there have been significant improvements in the areas of bucket toilets, electricity and refuse removal, the performance is still below the district average and the provincial ranking is 13 or higher.



Source: Nkomazi Local Municipality water and sanitation 2018

According Nkomazi Local Municipality toilet facilities total is sitting at 103965 with those having access sitting at 97504 and those without access to toilet facilities sitting at 6461, the Municipality anticipate to construct convertible sanitation to deal with the backlog of those not having access to toilet facilities. currently Nkomazi does not have bucket latrine as stipulated into the stats SA demographics.

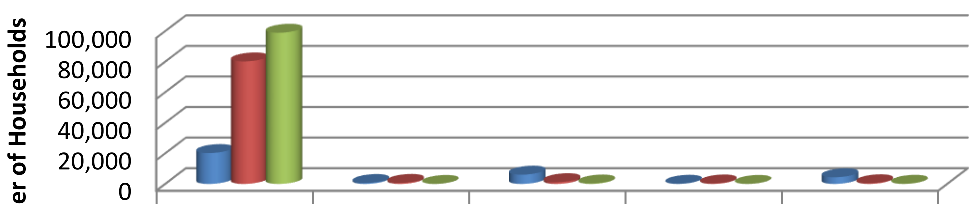
No of households without flush/ chemical toilets 2011	No of households without flush chemical toilets 2016	Share of total households 2011	Share of total households 2016
82 278	90 897	85.5%	87.4%

Source: SERO Report

The share of households with access to flush/chemical toilets deteriorated between 2011 and 2016 - 87.4% of households lacked flush/chemical toilets in 2016. Some 6 461 households were still without any toilet facilities (no toilets) in 2016.

Electricity

Access to Electricity



	Electricity	Gas	Paraffin	Solar	Other
2001	20,203	608	6,081	114	4,368
2011	80,151	654	1,158	300	432
2016	98,918	0	266	19	86

Source: Stats SA community profile (Census 2001, 2011 and CS 2016)

According to stats SA censuses 2001 and 2011 electricity was sitting at 20,203 in 2001 and 80,151 which shows an increase of 59,948 of people having access to electricity and According to community survey 2016 electrification is sitting at 98,918 which show an increase of 18,767, the above mentioned statement means that Eskom has improved its level of provision into the Nkomazi area in assistance by the Municipality because Nkomazi Local Municipality is currently servicing the 4 towns which is Malelane, Marloth park, Komatipoort and Hectorspruit in provision of electricity. The Municipality plans to service more areas but currently the Municipality is working on its revenue enhancement strategy to collect revenue to other additional areas of Nkomazi.

No of households not connected 2011	No of households not connected 2016	Share of total households 2011	Share of total households 2016
16 356	3 839	16.4%	3.7%

Source: SERO Report

Households with connection to electricity was 99 678 in 2016, however, 3 839 households still reported not being connected at all. The share of households connected to electricity improved from 83.8% in 2011 to a level of 96.3% in 2016. Some improvement with especially connection to electricity in Nkomazi between 2011 and 2016 according to the CS of Stats SA. Challenges remain in terms of access to water, flush/chemical toilets and the informal dwellings that's increasing

Roads and storm water drainage

Nkomazi Local Municipality (NLM) is responsible for the planning (in conjunction with Ehlanzeni District Municipality) and implementation of local roads in the area under its jurisdiction. Currently the municipality has prioritized the development of the Roads and Storm Water master plan through the MISA programme. Due to lack of funds the municipality is unable to review the current plan which was developed in 2007 and it is outdated. At the inception of the roads planning process, NLM identified the development of a Roads Master Plan (RMP) as one of the strategic projects, and formulated its scope in accordance with the Provincial and National Government requirements, as well as the relevant Integrated Development and Transport Plans. The primary purpose of this report is to present the NLM with a Roads Master Plan to guide the basic planning and development of local and regional roads in the study area.

Nkomazi Local Municipality jurisdiction is dominated by surfaced roads. This may be attributed to the fact that most of its settlements are predominantly rural or informal. However, this does not divest the Municipality of the responsibility to ensure provision of adequate access to conducive municipal roads to its communities. As a result, the Municipality has strived to ensure provision of surfaced roads and to constantly maintain both the surfaced and gravel roads. The following are areas which are tarred roads of the municipal: Schoemansdal, Driekoppies, Ntunda Jeppes reef, Buffelspruit, Mbuzini, Block A, KaMaqhekeza, Malelane, Komatipoort and Hectorspruit.

Municipal roads are one basic service with high backlog as most of the roads has lot of potholes and requires rehabilitation, this is attributable to the fact that the vast proportion of the municipal area is rural, which is constituted by informal areas. The Municipality nonetheless receives grants from provincial and national departments to implement road and storm water programs within its area of jurisdiction. These grants are used to surface gravel roads, rehabilitate and upgrade dilapidated roads that are falls under the municipality's competence. Certain rural villages are without access bridges and there is in general a lack of road maintenance in most of the rural and urban areas.

Nkomazi local Municipality has been affected badly by the current disaster of cyclone Eloise that recently took Nkomazi by storm, the cyclone affected most of the Municipal roads which had potholes which were patchable, but after the cyclone has left the roads with holes which then requires rehabilitation, most of the gravel streets were also badly damaged and the top soil has been washed away and holes have emerged, but the municipality developed a programme with all the areas that requires Regravelling and patching of potholes to maintain all the streets that are affected. The following are the Municipal bus roads which were requires rehabilitation, Kamhlushwa bus route, KaMaqhekeza bus route, Block B bus route, Komatipoort bus route, Driekoppies and Middelplaas bus route, Magogeni bus route and Ntunda bud route requires a total rehabilitation as few kilometers of the tarred road has been washed away by the rain.

Community facilities

Nkomazi Local Municipality has 57 villages within its jurisdiction of 33 wards. The need of community halls is very crucial to assisting communities to hold community meetings as well as municipal and Traditional authorities' meetings, events and other activities. Currently the Municipality has 33 community Halls which are located at the following areas, Jeppes reef, Schoemansdal, Buffelspruit, Malelane, Komatipoort, KaMaqhekeza, Mangweni, Hhoyi, Mbangwane, Masibekela, Sibange, Mzinti, Kamhlushwa, Block B, Boschfontein, Driekoppies. The Municipality is currently constructing three community halls which are located at the following villages Mgobodzi, Block C and kamdladla. The municipality took it to its initiative to renovate 1 of the community hall which is located at Middelplaas.

The following legislation are legislation mandating community facilities into proper implementation of programmes and projects.

- ✓ The Municipal Cemetery is mandated by a by- law which is outdated but need to be reviewed.
- ✓ Through Sports and Recreation the Municipality does not have a by–law , the Municipality is initiating to develop a strategy.
- ✓ Cemetery are managed through the National Human Remained Management regulations and NEMA (National Environmental Management Act)107 of 1998 and the National Health Act 2003 (Act 61 of 2003)

Nkomazi Local Municipality have 5 stadiums which are full functional and the stadiums are located at the following areas at Kamhlushwa, Mbuzini, Driekoppies, Mangweni and KaMaqhekeza. All the municipal stadiums contains of netball courts, Volleyball and Basketball.

The Municipality has 4 cemeteries which are located in the following townships which is Malelane, KaMaqhekeza, Komatipoort and Kamhlushwa where the Municipality is collecting Revenue while most of the cemeteries located into Nkomazi areas, are cemeteries which are vested under traditional authorities. The Municipality with Traditional leaders have identified 4 new cemeteries which are located at the following areas, Mjejane, Block C, Steenbok and Jeppes Reef. Since Covid 19 pandemic has hit the Country, the municipality didn’t experience any challenges with running out of space for burials since Covid 19 pandemic has hit the country, that means the municipality has enough cemeteries to bury.

The Municipality have 4 Recreational Parks which are at Masibekela, Malelane and Komatipoort. The two parks are open parks that is in Malelane and Komatipoort. The one in Masibekela is owned by Municipality and Caravan Park is outsourced.

5.5. KPA: Local Economic Development and Tourism

Introduction

The Municipality is faced with a number of development challenges, unplanned settlement in traditional authority areas, illegal invasion of state land, and shortage of housing for all income levels, urban degeneration, and an historical legacy of giving preference to the provision of hard infrastructure over social development. Nkomazi Municipality LED Strategy is currently under review. The plan is developed with the help of a service provider, it will come with clear timelines of projects and programs to be implemented within a period of five years.

5.5.1. LED Vision

Quality life for all through sustainable economic development

The Nkomazi LED vision is based on challenges that need to be addressed. The challenges include:

- ✓ Economic growth and development;
- ✓ Employment creation (jobs);
- ✓ Poverty eradication (alleviation) and equitable distribution of wealth; and
- ✓ Sustainable utilization of resources.

LED Mission

To create and sustain economic growth and development that addresses the challenges of joblessness, poverty and wealth inequality; in an environmentally sustainable manner.

From the LED mission statement, the LED goals were identified.

LED Goals
The LED Goals are:

- ✓ Create and sustain growth of economic sectors that will contribute to development within Nkomazi Local Municipality.
- ✓ Identify and promote growth of economic sectors that will create quality jobs and reduce poverty.
- ✓ Identify and implement community programmes and projects that will create self-sustenance within communities.
- ✓ Promote and sustain the growth and development of sectors that promote environmental sustainability.
- ✓ Develop the requisite skills for economic development within the municipality and its stakeholder communities.
- ✓ Identify and develop appropriate infrastructure supportive of economic development within the municipality.
- ✓ Promote and sustain the growth and development of sectors that promote environmental sustainability.
- ✓ Develop the requisite skills for economic development within the municipality and its stakeholder communities.
- ✓ Identify and develop appropriate infrastructure supportive of economic development within the municipality.

5.5.2. LED Smart Objectives

The LED objectives were derived from the LED vision, mission statement and goals; they are:

- ✓ To promote and sustain a 2%-4% annual growth of the key economic sectors of the municipality in line with the revised ASGISA targets;
- ✓ To promote a 3%-6% annual growth of the SMME sector within the municipality through jointly targeted support programmes.

- ✓ To half unemployment within the municipality by 2014 through economic sector development, SMME development and various community investment programming initiatives.
- ✓ To identify and develop appropriate skills required within targeted sectors for economic growth and development.
- ✓ To identify and develop appropriate infrastructure needed to support or enable economic development within the municipality within the next 3-5 years.

Pillars for Nkomazi Economic Development

The following were identified as the key pillars for economic development within Nkomazi Local Municipality:

- ✓ Targeted Economic Sector Development
- ✓ SMME Development
- ✓ Targeted Infrastructure Development
- ✓ Skills Development

The four pillars are the generic building blocks for economic development and competitiveness within Nkomazi Local Municipality.

5.5.3. LED Strategy

The following chapter consists of economic development on how best the municipality can improve its economic growth as per the constitution of the Republic. Nkomazi Local Municipality has an LED strategy that was developed and approved by council in 2010, the strategy is currently under review. we anticipate that the final report will serve council for approval by the end of June 2023. The development of local economic recovery plan is in progress, this is one of the key components for local economic development strategy The Municipality has allocated a budget of R550 000 in the 2022-2023 financial year towards the review of the strategy.

The Objectives of the Strategy;

- ✓ Ensure that social and economic development is prioritised within the IDP plans.
- ✓ To conduct economic regeneration studies as part of the IDP's.
- ✓ Establish LED forum within the community to mobilise efforts and resources of local stakeholders around the Nkomazi region
- ✓ To build and maintain economic database to inform decision and act as an early warning system for the municipality
- ✓ Create an enabling environment for local businesses through efficient and effective service and infrastructure delivery.
- ✓ Mobilise civil society to participate in LED and encourage public participation

5.5.4. Challenges facing the implementation of the LED strategy are:

- ✓ Land claims- most areas in the municipality are under land claims and that has affected most projects to be funded.
- ✓ Land invasion- most part of the municipal land is vested under traditional leaders; traditional leaders allocate stands which are earmarked for future developments and that affects the planned projects for the municipality.
- ✓ Funding- funding is currently a challenge in implementing most projects in the municipality since the LED fund has and CRDP has been withdrawn into the municipality. If such initiatives can be brought back into the municipality an impact can be made, as well as the MIG grant if a certain percentage can be allocated to the implementation of the LED projects.

Community Works Program (CWP)

The CWP in Nkomazi has been initiated and is functional, it is located within the Local Economic Development function. A Local Reference Committee (LRC) has been established and is functioning well and it is comprised of; ward councillors, Community Development Workers, Implementing Agent officials, Traditional leadership representatives, sector departments, beneficiary representatives and Cogta representatives. The Local Reference Committee is chaired by the MMC for Local Economic Development Department. The programme has 2517 beneficiaries by 2022-2023, the participants were selected jointly by the ward Councillor as well as the Traditional leaders and the programme covers the 33 wards of the municipality.

Extended Public Works programme

The municipality continues to implement the EPWP through incentive grants projects budgeted for by the municipality and other government departments and programmes.

In the financial year 2023-2024 the municipality has been allocated 3 700 000 through the public works incentive grants, out of this total budget 129 jobs will be created, the municipality will through internal grants funded projects create 435 jobs other programmes that contributes towards job creation from other government institutions has a contribution off about 60 jobs opportunities

By-Laws (Draft)

- ✓ Draft trading By-law (Informal and formal)
- ✓ Draft Investment incentive by-law

The Municipality supports SMME'S through the following

- ✓ The LED conducts mentorship, beneficiation equipment's. and support SMME with resources and finances
- ✓ Coordinating SMME'S for sector departments i.e. (projects for sector departments)
- ✓ Coordinate SMME'S training for SEDA, mega and other departments.

Nkomazi Special Economic Zone

Vision of the Nkomazi SEZ

"Transforming the Lowveld Region into a Sustainable and Productive Food and Agro-Processing Hub"

Introduction and Background

The province of Mpumalanga is the first to develop a greenfield SEZ under the conditions of the SEZ Act. On 30 January 2019, Minister of Trade and Industry, Dr Rob Davies designated 155 hectares to the Nkomazi Special Economic Zone in terms of Special Economic Zone Act No. 16 of 2014. The Mpumalanga DEDT, is the licensee and MEGA, its currently designated implementation agent.

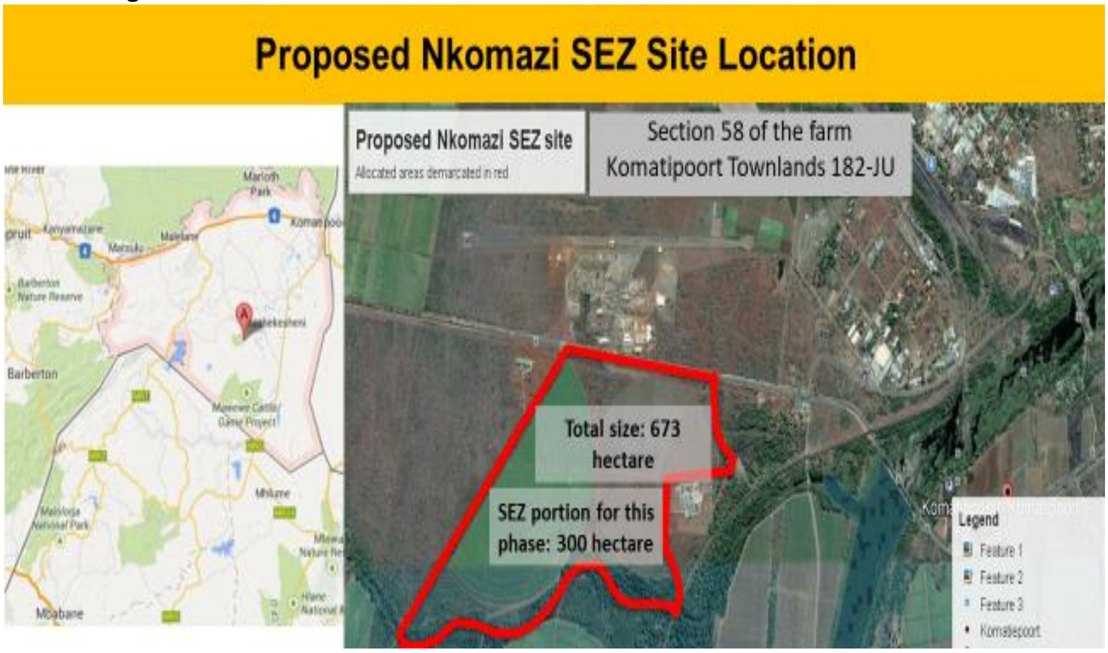
The Nkomazi SEZ is conceptualized as an agroprocessing hub, which will be supported by mixed services such as warehousing and logistics. The processing of agricultural products in the Nkomazi SEZ will be based on automated and semi-automated as well as high-tech manufacturing technologies, which will be largely based on green or renewable energy uses. The supporting services will include logistics (intermodal logistic; production logistics) and warehousing facilities, which will also promote South African Special Economic and Industrial Development Zones and the utilisation of green sources of energy. The targeted value chains of the proposed Nkomazi SEZ include secondary and tertiary stages of the processing of citrus and sub-tropical fruits, aromatic plants/herbs, ground and tree nuts, sugarcane, nutraceuticals, meat processing, leather goods and Agri-inputs such as fertilizer. The designation of SEZ status for the Nkomazi area will transform what historically has been a rural corridor into an economic "high-tech Agri-hub" thereby improving the productivity of the region.

Promoting justifiable economic and social development South Africa's broad economic policy includes schemes designed to encourage and promote international competitiveness in the country's manufacturing sector. This is set out in government's Economic Programme of Action, where SEZs are created to encourage increased levels of foreign direct investment in the economy. This will be achieved primarily through the giving of incentives to attract foreign and local investment within these zones to boost the country's economic attractiveness. Within the South African concept, SEZs are geographically designated areas of country set aside for specifically targeted economic activities to promote national economic growth and export by using support measures to attract foreign and domestic investments and technolog

5.5.5. Objectives of the Nkomazi SEZ

Developing an environmentally sustainable and highly productive agro-based industrial cluster;
Enhancing the diversity and value of the region's value-added agricultural exports;
Broadening the economic participation of the region's populace by integrating SMMEs and emerging farmers into targeted value-chains;
Attracting both Foreign and Domestic Direct Investment into the region's agro-processing related businesses; Improving the region's innovation and technological capability;

The Strategic Location of SEZ in Nkomazi



The Nkomazi SEZ is in the Nkomazi Local Municipality, the eastern part of Ehlanzeni District Municipality and approximately 65km of the central business district of Mbombela (Nelspruit) in Mpumalanga. The geographic location of the Nkomazi area is its main competitive advantage. The area is strategically between northern Swaziland and the southwest of Mozambique. It is linked to Swaziland by two national roads, the R570 and R571, and with Mozambique by a railway line and the national road, the N4, which together form the Maputo Corridor

Location's Comparative Advantages:
Access to Land: Located in a geographical area that measures 478 754.28 ha in extent, with sufficient land for current and future industrial development;
Access to International Markets: The proposed SEZ is located along the Maputo Corridor and is in close proximity to the Port of Maputo which can provide investors with easy access to East African, SADC and global markets;
Access to Bulk Infrastructure: Reliable access to utility services such as water, electricity and communications services;
Adequate Road & Rail Network: The site has access to world-class rail and road infrastructure connecting Mpumalanga to Gauteng, Limpopo, Swaziland and Mozambique.
Competitive Advantage in Primary Agriculture: Suitable for agro-industrial investors because of a well-developed agricultural sector within a 200km radius

Macro-Economic Benefits:
Current Challenge: Insufficient industrial activity ***(NB: Municipality dependent of the National fiscus for sustainability)*** **-** Foreign currency to be earned through increased exports can propel the region into a path of self-sufficiency; Region's contribution to the country's GDP will increase; Reducing the number of households dependent on the country's already severely stressed safety net. Redressing the Regional Spatial Industrial Planning Imbalances: Economic activity in

Mpumalanga is still concentrated in Nelspruit, Mbombela (thus negatively affecting the growth of the agricultural sector due to limited investment in industrial infrastructure). Responding to the region's severe social challenges:

- ✓ **Unemployment**
- ✓ Official unemployment rate = 32.3% (Q2 2017); The unemployed youth (15-34yr) was 68.9% of the total unemployed.
- ✓ **Poverty**
- ✓ The population below the **lower bound poverty line (LBPL) =** 42.6% (2015). The 2015 LBPL was R647 per person per month.
- ✓ **Income Inequality**

Income inequality (Gini-coefficient) = 0.61 (2016)

Strategic Intent

The Nkomazi SEZ has adopted the theme "From Endowment to Abundance", indicating its clear focus to beneficiate the natural endowments of the region into financial prosperity derived from significant participation in national and global supply chains, supported by inclusive growth. Its strategic intent can be summarised by the infographic shown in Figure. This industrial engine has the potential to deliver the following tangible outcomes by year 10 of its implementation, given full realisation of its aspiration:

The Nkomazi SEZ Aspiration: A 10-year view

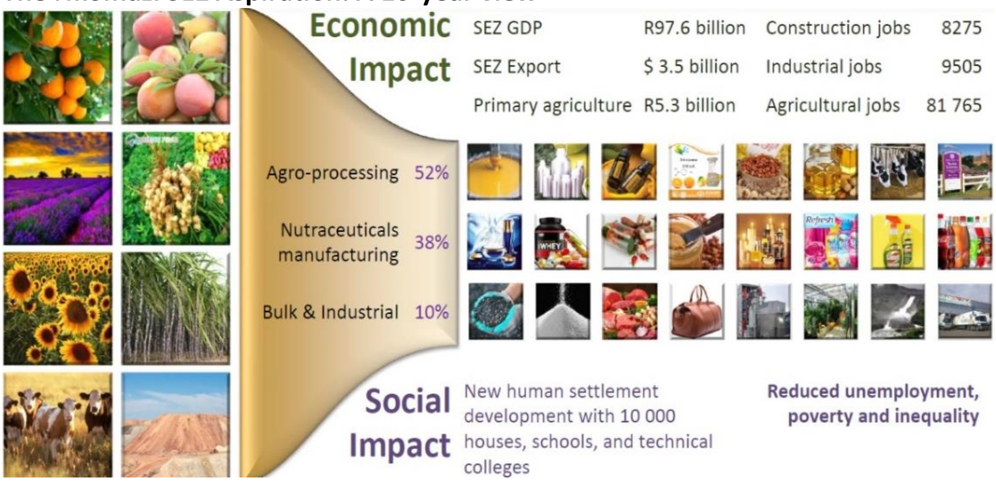


Figure: The transformative nature of the Nkomazi SEZ Strategy

An annual output of R97.6 billion, supporting a significant contribution to the annual GDP of the province and country, from More than 100 new business entities, with up to 50% of them being new entrants to the market; An annual export contribution of US$3.5 billion; 8275 Jobs during the construction period;
9505 Sustainable jobs within the SEZ.

In addition to its direct output, the SEZ will act as an industrial engine with a strong appetite for agricultural produce, resulting in a powerful multiplier effect on the agricultural value chain. The significant number of sustainable value chain jobs and primary agricultural GDP output thus created are indicative of the impact it will have on agricultural re-development in the province: An estimated R5.3 billion in additional annual output from primary agricultural goods consumed by the SEZ complex; 81 765 Sustainable jobs within the agricultural value chain. This aspirational strategic intent was somewhat curtailed in the submission agreed with the DTI, accommodating cautionary directives to avoid overhyped expectations. The exact targets in each area of endeavour would also have to be defined and contracted through the work of the SEZ PMO.

Industrial Focus

The SEZ is designed to be a multi-sectorial industrial zone focused on:

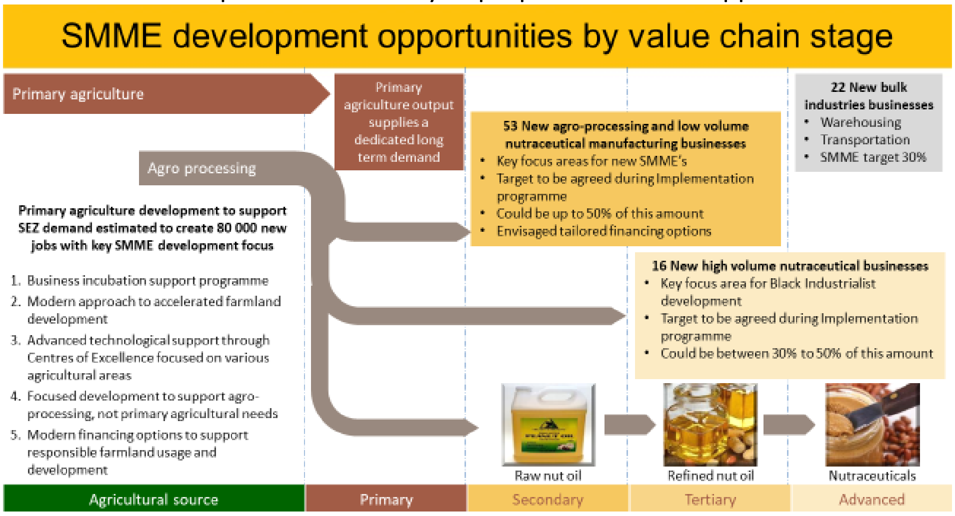
Agro-processing covering: Citrus fruits; Subtropical fruits; Aromatic plants; Ground and tree nuts; Formulation and production of nutraceuticals; Refining of nutritional oils; A sugar mill; Integrated meat processing and attendant leather beneficiation factories; Fertilizer production based on recent South African innovation. The SEZ will aim to attract entrepreneurs across a broad spectrum, from:

Large multi-nationals with strong supply chains in the lucrative nutraceutical business sector, to the

Stimulation of new entrants to the agro-processing market through incubation of new businesses, supporting SMME's and Black Industrialists. The aim is to promote inclusive growth with long term sustainability linked to national, regional and global supply chains.

Opportunities earmarked for SMMEs

The tables bellow provides summary of proposed business opportunities earmarked for SMMEs



SEZ Operator Capabilities

Modern agro-processing and advanced nutraceutical manufacturing technology requires sophisticated support and management capability. The SEZ is intended to operate under the auspices of an integrated SEZ Operator with:
An impressive array of modern management capabilities; supported by
Advanced business and engineering platforms grounded in;
Modern Product Life Cycle Management and
Internet of Things technologies.

Green Infrastructure

The entire development will follow a green infrastructure theme, spanning:
100% Renewable energy technology that will also support;
Hydrogen mobility with associated generation, storage and transportation infrastructure, cleansed by
An organic waste water treatment system capable of recycling the bulk of water used on the site and adjacent township
Projected investment
The total infrastructure capital investment required is estimated at R 8.4 billion, with annual revenue from rental and services rendered of R6.1 billion expected by year 10 of operations. Investment will be implemented in accordance with need, with an initial amount of R2.1 billion required during the first three years. Both State and Private sector investments in infrastructure are explored in this submission.
The projected investment by private sector investors in industrial facilities located within the SEZ is projected to reach R20.7 billion by year 10, of which R12.8 billion is anticipated to be FDI, based on the intent to attract multi-nationals into the SEZ for investment in large scale agro-processing, nutraceutical and bulk plant operations.

Marketing of the SEZ investment opportunity to target investors will follow an advanced process, based on detailed industry sector analysis, followed by targeted prospecting based on concept business plans and models to a select provincial, national and global audience.
Such prospecting will be supported by platform-based marketing of the opportunity, supported by an
Immersive future experience-based marketing programme, capable of both virtual and actual demonstration of potential.
Investment packages will be tailored to suit individual demand, supported by private equity funding solutions aimed at supporting the creation of Black Industrialists, as well as incubation of new business initiatives and SMME's within the SEZ programme.

Defining the SEZ Implementation Plan

The Implementation Plan consist of the following interdependent programmes of work illustrated in figure bellow:

Investment Management;
Marketing and Business Development;
Innovation Partnerships;
Primary Agriculture Development;
Human Capital Development;
Infrastructure Development.

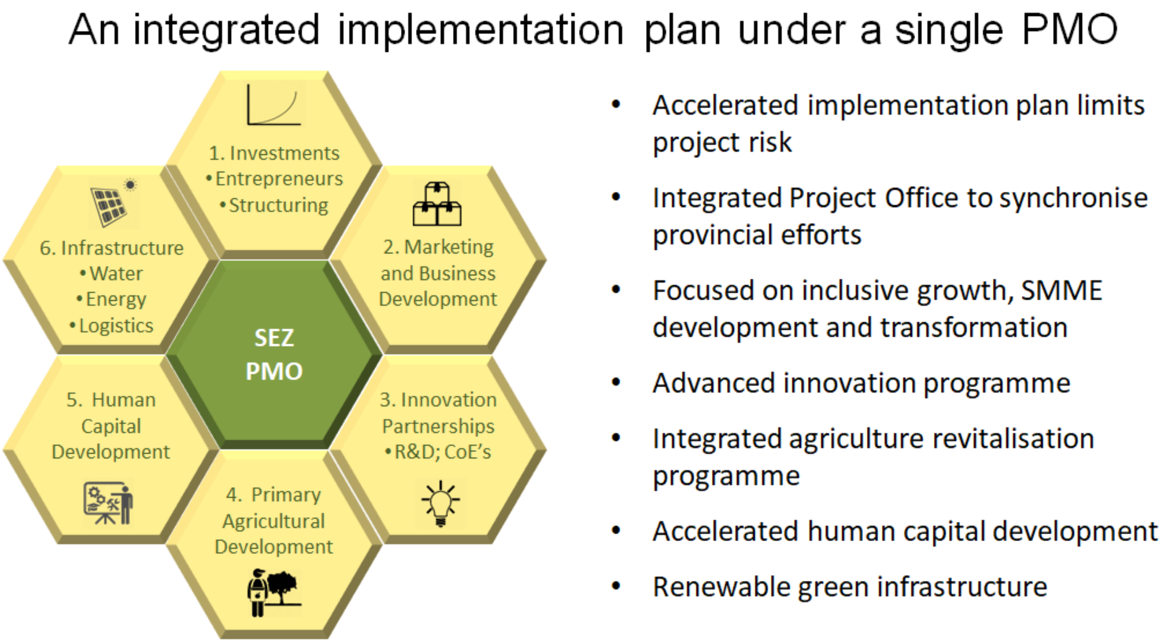


Figure Six interdependent work streams support preparation of the SEZ Entity's deployment strategy

Stakeholders and Stakeholder engagement

The SEZ project team under guidance from MEGA consulted with primary future stakeholders in the Nkomazi SEZ on the strategy, business rationale, social and economic impact of the planned SEZ as articulated in the application submission. These stakeholder groups included:

- ✓ The DTI;
- ✓ MEGA Board of Directors;
- ✓ The provincial government of Mpumalanga, with specific references to:
- ✓ The EIE working group of HoD's
- ✓ The Department of Economic Development and Tourism;
- ✓ The Department of Human Settlement;
- ✓ The Department of Agriculture;
- ✓ The municipal government of Nkomazi, with specific reference to:
- ✓ The Municipal Council;
- ✓ The Department of Local Economic Development;
- ✓ The Department of Town Planning;
- ✓ The CSIR (in relation to the innovation programmes references herein);

Several private sector investors forming part of the early investment pipeline;
Sources of private equity and other forms of capital as indicated herein;

Traditional leaders & Organised agriculture.

Their collective input formed part of the SEZ design considerations as articulated in the application documentation and implementation preparation plan outlined herein. The supporting implementation mandate was furthermore socialised with and obtained endorsement from government stakeholders (DTI, DEDT, MEGA and Nkomazi municipality).

Further in-depth and ongoing stakeholder engagement is being planned as part of this implementation plan, to ensure that the SEZ implementation programme:
Is well known amongst key stakeholder groups;
Public information about its progress is readily accessible;

Receives the required stakeholder focus and commitment required for success;
Is developed and deployed based on an inclusive co-designed programme recognising all relevant stakeholder contributions and
Ensures their continued buy-in.

5.5.6. Tourism

The Tourism Sector is one of the most thriving sectors on our Local economy. Nkomazi municipality continues to attract the large number of tourists to the tranquil and scenic beauty of our landscapes, the warm cultural and historical heritage of our people like Samora Machel Monument and our wild life in both the Kruger National Park as well as our very own Marloth Park. The hospitality industry in Nkomazi continues year on year to improve its product offering and have turned Nkomazi to a much- loved tourist hot spot in the province.

The role of Local Government to Tourism sector

As set out in Chapter 7, Section 152 of the Constitution, one of the objectives of Local Government is to promote social and economic development. Section 153 goes on to describe the developmental duties of municipalities, stating that a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community. Section 153 further states that a municipality must participate in national and provincial development program, Local Tourism is also singled out in Schedule 4 (B) is one of the competency areas of local government; and also, a concurrent responsibility between National and Provincial government (Schedule 4 (a)). The Tourism Sector is a national priority sector with enormous potential to promote economic development, thus requiring of municipalities to promote it and support it.

Key Tourism projects/programmes for the Municipality

- ✓ SMMEs Support Program (one stop shop), Tourism Capacity Building, Schools Tourism Awareness Program, Border Posts Awareness, Durban Tourism Indaba, Kingdom of Eswatini International Trade Fair, Samora Machel Monument Commemoration. Learnership Program with MTPA (Tourism Monitors)

The Nkomazi Municipality has developed and approved Tourism Strategies in the financial year 2019/20. The main objective was to create a conducive environment for business to thrive. The strategies consist of implementation plans, within that the Municipality has prioritised key projects which can unlock the economic growth in Nkomazi Municipality. However, the projects require feasibility studies. The projects include amongst others:

- ✓ **Linking the Route Through Mbuzini with Mozambique**

The success of attracting large number tourists to travel through rural Nkomazi is through Mbuzini, especially the Mozambicans who are the biggest source market for Nkomazi, depends on the critical need to open a border gate at Mbuzini. The border gate will reduce the congestion at the Lebombo Border post but most impotently it will unlock the economic potential of Mbuzini and the surrounding villages. This route will connect with the R571 that links rural Nkomazi with Eswatini.

The route will incorporate all the traditional authorities and all the proposed projects that have been identified. Events will have to be packaged, introducing tourists to the culture and heritage along the routes. The route will require massive tourism product investments to make it viable and attractive to both domestic and foreign travellers. Some of the products have been listed below:

- ✓ **Driekoppies Outdoor Recreational Tourism Centre**

This initiative is aimed at offering outdoor sports fanatics a broad variety of easily accessible activities and entertainment around the Driekoppies Dam. There are no water activities taking place or on offer around the dam. This opportunity entails the development of a day visitor centre with a restaurant, shop, low-cost accommodation and camping site. The dam can also host fishing events. A ferryboat can take people around the dam; offer a venue and refreshments for birthdays and any celebrations. Targeting water sport and adventure enthusiasts, local and international tourists and sporting clubs.

- ✓ **Mahhushe Shongwe Youth Outdoor Adventure Camp**

The Mahhushe Shongwe Game Reserve provided an ideal opportunity for the development of the youth outdoor and adventure camp or survival/boot camp getaway aimed at providing budget backpackers accommodation to the youth while partaking in challenges aimed at grooming and motivating them. This proposed centre could offer conferencing, and teambuilding facilities. The centre could also include a nature- based training centre similar to the school field trips. The facility could be a basic 'rustic' hostel style camp. Training and environmental linkages will be offered which will include environmental awareness, hikes, animal print tracking, and safari etc

- ✓ **Masibekela Dam Multi- Activity Adventure Hub**

The dam offers an opportunity to establish a community multi- activity adventure hub that will target the youth in and out of school both local and international. The adventure will allow students to do a huge variety of adventure activities in a short period of time providing a good for money. It will also introduce the students to local lifestyle and they will experience the Emaswati culture by visiting the traditional Kraals.

The adventure centre will include the following that could be done over a period of three to five days.

- ✓ Kayaking
- ✓ Obstacle course
- ✓ Leadership skills
- ✓ River skills
- ✓ Quads
- ✓ Paintballing
- ✓ Environmental Hire
- ✓ Abseiling tower
- ✓ Fishing

The hub will include camping sides and backpacker accommodation and offer transport by working with local tour operators to take students around. The community beneficiation will be the priority since training of tour operators will form part of the project.

- ✓ **Masibekela Wetland Ecotourism**

The ecotourism center will ensure that the tourism sector and tourists take responsibility to protect and conserve the natural environment, respect and conserve local cultures and ways of life, and contribute to stronger local economies and a better quality of life for local people. The center will include an environmental center, walking trails and refreshment areas managed and operated by the local communities. The flora, fauna, and cultural heritage are will be the primary attractions of Masibekela. The centre will be packaged with other cultural activities and marketing as part of the tourism route and could be linked to the adventure hub.

- ✓ **Henk Van Rooyen Resort**

The potential of the resort has not been exploited. The opportunity is to build a full resort that will accommodate of about 50 people with four-star accommodation overlooking the Crocodile River. It will also require an upgrade of the restaurant. Provide extra swimming pool facilities with slides. It can include other activities that could be provided, which may include bicycle rides and electric quads.

- ✓ **Nkomazi Tourism Economic Zone (NTEZ)**

NTEZ is an integrated area of tourism designed to explore, develop, and exploit optimum benefits of tourism for the economy. NTEZ will be developed to support ecological, natural, and cultural tourisms, entertainment and recreation events, and meetings, incentives, conferences, and exhibitions (MICE) in Nkomazi. The Komatipoort areas along the Kruger National Park will be the most ideal place for the development of the NTEZ. It will play a huge role in supporting the already proclaimed Nkomazi SEZ. A partnership between the Hhoyi Traditional Leadership under the Leadership of Chief Sandile Ngomane together with Nkomazi Local Municipality and the Private Sector will have to be established as this development will require various facilities and incentives in both fiscal and non-fiscal areas which will be offered to attract and increase tourism and recreational investments in the NTEZ.

The objectives of promoting NTEZ are as follows.

- ✓ First, attracting and increasing investments in tourism through the preparation of designated areas endowed with geo-economics and geostrategic advantages.
- ✓ Second, exploring and exploiting optimum benefits of tourism for the economy.
- ✓ Third, accelerating and distributing economic development within the region of Nkomazi through selecting and promoting a privileged limited area to play the role of the center of economic growth.

- ✓ **Home stays**

A homestay is an accommodation where You stay with a local family and live with them With Homestays a tourist is able to live the typical lifestyle and experience the customs and culture of the surrounding community. Homestays promotes the functioning of the rural/ township tourism or Community based tourism. This initiative has come up with the betterment of the community because it ensures that there is Women empowerment, child education, health and hygiene, saving local resources, and many such are the issues for which tourism works as an effective solution. The Nkomazi Municipality is best suitable for this initiative because of its rich culture and geographic location.

- ✓ **Liberation Heritage Route:**

The Ehlanzeni District resistance and liberation heritage route is but part of the Mpumalanga chapter of the National Liberation Heritage Route, spearheaded by the Mpumalanga Department of Culture Sports and Recreation to map out, document and preserve the Mpumalanga routes to independence. It highlights the key freedom fighters who fought against racial segregation as well as the destinations that featured prominently during the liberation struggle.

The primary purpose of this route, is to honour all those who were involved in achieving freedom for all in Ehlanzeni Region, in the Mpumalanga Province and the beautiful South Africa. This tourist route will attract local and international tourists to the various destinations that are linked to South Africa's history, culture and heritage and further enhance and diversify tourism products in the province. The Samora Machel monument has also been included in the Ehlanzeni District amongst other places such as the Kabokweni Magistrate court and old Kanyamazane Cemetery where the victims of the Lowveld Massacre were laid to rest. This initiative is also aimed at enhancing community beneficiation through the introduction of Tour Guides within the space.

The following are the challenges for the Tourism Unit

- ✓ High rate of none registered establishment (Tourism Grading South Africa)
- ✓ Insufficient budget to support tourism initiatives.

5.6. KPA: Good Governance & Public Participation Analysis

Internal Audit

The Internal Audit Activity's mandate emanates from Section 165 (1) of the Municipal Finance Management Act, (Act. 56 of 2003) (MFMA) which states that each municipality must have an Internal Audit Activity. Internal audit should prepare in consultation with and for approval by, the Audit Committee: A three-year strategic rolling internal audit plan based on risk assessment of key areas for the Municipality, having regard to its current operations, those proposed in its Service Delivery and Budget Implementation Plan and its risk register/risk management strategy; an annual internal audit operational plan for the first year of the rolling three-year strategic internal audit plan; plans indicating the proposed scope of each audit in the annual internal audit plan; and a quarterly report to the Audit Committee detailing its performance against the annual internal audit plan, to allow effective monitoring and possible intervention.

- ✓ Internal Audit Charter
- ✓ Internal Audit Methodology
- ✓ Facilitate the review of Audit Committee Charter
- ✓ Co-ordinate the meetings of Audit Committee as per the approved scheduled of meetings

The role of the internal audit activity is to provide an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. The Internal Audit Activity serves as helps the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The Internal Audit contains of the following **Staff compliment** In terms of the approved organisational structure, there are 4 positions, namely: Manager Internal Audit Unit (Chief Audit Executive), Senior Internal Auditor, 2x Internal Auditors.

The municipality has established Audit Committee in terms of section 166 of the MFMA, No. 56 of 2003 to provide an advisory role to the Municipal Manager and Municipal Council. The committee has 5 members who have various expertise applicable to the municipality's mandate, e.g. financial, legal, performance and auditing. The committee is chaired by an independent person and all the other members are not employees of Nkomazi Local Municipality. The committee has adopted the Audit Committee Charter as part of their terms of reference and a schedule of meetings.

The performance regulations also require municipalities to budget and appoint a performance audit committee that will play an advisory role on the overall performance of the municipality. In complying with the provision of the regulations, the municipality has appointed the members of the audit committee to also serve as performance audit committee and appointed member. The terms of reference of the committee are incorporated into the Audit Committee Charter.

5.6.1. Public Participation

Our social media platforms (Nkomazi Today- WhatsApp group that entails the entire management and strategic people within the institution, Facebook page) are utilised to enhance information flow. The municipality has introduced new communication mechanism for public participation i.e., Microsoft teams, zoom, local radio station, and local newspaper to communicate and inform the public about the operations of the municipality.

The municipality uses the following methods of communication to give feedback on Council matters to the communities

- ✓ Izimbizo
- ✓ Mayoral Outreach programmes
- ✓ Municipal newsletters
- ✓ Quarterly meetings by Councillors to communities

Public Participation Strategy

Nkomazi local municipality has developed a public participation strategy which was adopted by the Municipal Council. The main objectives of the strategy include amongst other things Provision of adequate information about services rendered by the municipalities Projects and programmes implemented by the municipality Participation of stakeholders and communities in policy development and management Communication amongst all parties concerned.

Geographic names change Committee

- ✓ The LGNC was re-established in June 2022. It is made up of six Councillors and one official.

Ward Committees

The Municipality is made up of 33 wards. Only 31 wards have functional ward committees which have been officially launched. They have monthly meetings and report to the office of the speaker on monthly basis. The municipality has developed an operational plan which guides all the activities of ward committees. Ward committees are responsible for extending council functions. They further develop ward operational plans which guide all the activities taking place within the ward. Sub-committees have been established and represent all the five municipal departments

IDP Representative Forum

The Municipality convened an IDP Rep forum in 25 April 2023 comprising of key stakeholders in three different centres, Ehlanzeni District Municipality will be awarded an opportunity to present their 5-year projects that will be implemented within the municipal jurisdiction. Another IDP Representative Forum is planned for May 2023 after the sector departments have finalized their 2023 budget. Sector departments will be presenting their APPs on the projects being implemented into the Municipality. The Municipality as well as the sector departments will work on developing an implementation plan to address the issues raised by communities. Another IDP Representative forum will be held in the last quarter of the year.

Audit Committee

The Audit Committee discharges its legislative mandate in accordance with Section 166 of the MFMA, no. 56 of2003 *(read together with MFMA Circular 65 of 2012),* as issued by National Treasury as well as the Audit Committee Charter which serves as terms of reference. In terms of theseregulatory frameworks, the Audit Committee considers any matters relating to the financial affairs of the Municipality, oversees the internal and external audit activities, assesses both the quantitative and qualitative aspects of financial reporting; the Municipality's processes for managing key business risks; and governance processes and compliance with applicable legal, ethical, and regulatory requirements.

Municipal Bid Committees

The Municipality consist of three types of bid committees they are as follows: specification committee, evaluation committee and adjudication committee, there are about six members into each committee. There's a secretary, and all the Municipal Directors as well as the chairperson which is a Chief Financial Officer of the Municipality.

5.6.2. Municipal Public Accounts Committee (MPAC)

The MPAC was established 2021 in line with the new term of office of the current council cycle. It is made up of 9 appointed council members. The members have undergone training to assist them to perform their responsibilities efficiently. The key responsibility of this committee is to oversee the overall municipal performance which includes amongst other things:

Annual performance reports, Midterm reports, conducting sites visits on municipal projects. The committee has currently submitted three oversight reports to council. An itinerary for the current financial year has been developed and is implemented.

The following are the members of the MPAC committee

Initials and Surname	Designation	E-mail and Tel. No.
Cllr BT Ngwenya	NKLM: Chairperson	082 343 8385
Cllr SW Ngomane	NKLM: Member	082 716 7776

Cllr BC Shongwe	NKLM: Member	Bandi.shongwe@nkomazi.gov.za 082 370 3210
Cllr PA Mahlalela	NKLM: Member	082 861 1910
Cllr SO Mndawe	NKLM: Member	072 016 1541
Cllr BL Mkhatshwa	NKLM: Member	072 034 6497
Cllr SB Nkuna	NKLM: Member	079 092 3033
Cllr SH Sithole	NKLM: Member	068 005 0536
Cllr D Makhubela	NKLM: Member	071 182 4373

5.6.3. Transversal

Nkomazi municipality has a unit of Transversal service mandated to deal with issues related to marginalized groups such as women, people Disability, Elderly, children and youth.

The following Legislative documents are mandating transversal unit to proper implement programme as project of the unit

- ✓ White paper on Local Government
- ✓ Constitution of the Republic of South Africa.
- ✓ Children Act
- ✓ Woman
- ✓ Youth policy

Objectives of transversal unit

To mainstream all transversal programme and projects of marginalized groups and to bring forth transformation, through advocacy, implementation and monitoring of programmes and project.

Youth

The Municipality has got a youth policy which is under reviewed. The Municipality has the following policies which are under reviewed youth policy, disability strategy and gender strategy to guide and mainstream transversal programmes and projects. The reviewed policies and strategies are informed by the National Youth policy, white paper on an Integrated National disability strategy. National Policy framework for woman's empowerment and gender equality

Youth Development

The municipality has a mandate to ensure that clear targets and budgets for youth initiative programme for youth empowerment programme calendar events such as June 16 is set aside. The population for Nkomazi reveals that the municipality has an ever-increasing population to youth sitting at 172 290. Nkomazi Municipality is more of an agricultural sector however the pandemic has contributed to the increasingly of high rate of unemployment. The municipality has a youth policy which is outdated but currently under review to accommodate /addresses issues affecting youth of Nkomazi. The Municipality aims to develop a youth strategy in the financial year 2023/2024 to advocate and lobby for young people and provide support economically also provide career guidance, Life skills and empowerment to the youth of Nkomazi. The Municipality also offer a once off registration fee for destitute learners.

Children

According to section 28 of the Bill of Rights in our constitution states that every child has the right to health care and social services. Nkomazi Municipality has formulated a junior council forum for the following reasons

- ✓ To create a platform of acquiring data for monitoring children's rights delivery
- ✓ To Facilitate and coordinate the programme of action and the National plan Action for children
- ✓ To promote constitutional requirements aspiration of regional and international children's rights instrument
- ✓ To ensure effective public and private partnership in order to advance delivery of the constitutional mandate

It is through this platform whereby programmes of children are discussed and given priority to implement such programmes

- ✓ Back to school campaign / where we donate school shoes and bags to the needy learners
- ✓ Take a child to work campaign which aims to provide career guidance to the children carrier expo

Gender Development

The municipality has developed a gender strategy which aims to lobby and advocate for equal presentation of man and woman in governance structures and also to create and raise awareness on gender issue. The key outcome of the policy is to ensure the mainstreaming of gender issue, the key outcome of the policy is to ensure the mainstreaming of gender in a broader planning agenda of the municipality and to provide a framework that will serve as a guide for development of gender responsive programme/projects, policies and procedures within the municipality in transforming the status of woman.

Disability

one of the objective of south Africa's policy framework on disability is to 'ensure that local government recognise and accept their vital role in implementing all policies, programmes and projects which address the needs of people with disabilities in line with disability and specific indicators to be able to respond effectively to the requirement of the national policy framework. the municipality has a disability strategy which is outdated but it is currently under review.

according to the equity plan the municipality is required to employ 7% of people with disabilities. Nkomazi has employed 4 people with disabilities in the current financial year. to mainstream programmes and implement programmes for people with disabilities, the municipality has an existing functional disability forum and commemorate month of disability is celebrated in November.

Elderly person

The municipality has created a platform for aged people to be able to engage the municipality in terms of issues affecting them. DSD and the municipality has established a stakeholders forum where in issues of elderly persons are discussed while the executive mayor has a special event with senior citizens every year in December to celebrate their existence.

5.6.4. Social Services

Nkomazi local municipality acknowledges and recognizes the seriousness of the HIV and TB pandemic within the municipality, in response to this Nkomazi local AIDS council was established and formally launched on the 1st of December 2007 by Executive Mayor in line with the South African AIDS council. It is the highest decision body that advises the Local Municipality on all matters relating to HIV, STIs, TB and other social ills. This structure is chaired by the Local Executive Mayors and co-chaired by the Local chairpersons of Civil Society. The primary objective of the structure is to coordinate, lead, facilitate, strengthen and support all HIV and TB initiatives within the municipality. The Local AIDS Council is comprised of representatives from all local government departments and 18 Civil Society organizations (Traditional Leaders, Traditional Healers, Youth sector, Men's sector, Women's sector, Sex workers, Labour Sector, Children's sector, People living with HIV, People living with disability, Human Rights sector, LGBTIQ, Business sector, Faith based Organization, Sports ,Arts and culture, Health Professionals, Higher Education, NGO sector, and also they all relates directly with the community projects that are implemented on the ground. It is at this level that most of the efforts have to be implemented to touch the lives of people directly.

Nkomazi municipality has 36 facilities, 2 Hospitals (Tonga and Shongwe Hospital) and 34 local clinics. HIV and TB still remains a municipal biggest challenge. According stats S. A 2016, the municipality has over 410 000 population size, with HIV prevalence of 40.5%. The municipality remains highest in Ehlanzeni District municipality with over 71 755 are already on treatment to date. Defaulter and death rate still remain high 8 % above set target of less than 5%.

Nkomazi Local AIDS Council has developed a Multi-sectoral Local Implementation plan (MLIP) for HIV, STI's and TB. It is a 5 years integrated plan and is aligned with National strategic plan for HIV, STI's and TB 2017-2022.it is reviewed on an annual basis

Staff compliment

POSITION	NUMBER OF STAFF
Manager / AIDS coordinator	1
HIV/ AIDS Officer	1
HIV /TB Co-ordinator	1
Field workers	4
General works	3
Drivers	2

Programmes for Social Services

- ✓ Ensuring effective coordination and support of HIV, STI's, TB and other Social issues affecting the community including key population (women, children, disabled persons' LGBTIQ, people living with Albinism, Orphans and Migrant population)
- ✓ Nkomazi Local AIDS Council as an advocating structure coordinate HIV, STI's and TB programmes and other related matters.
- ✓ Assisting Non-Profit organization dealing with HIV/AIDS and related issues in drafting funding proposal.
- ✓ Ensuring that Special Groups programmes are mainstreamed within the Municipal Business.
- ✓ The Special Groups focus was proclaimed the Presidency as the most vulnerable and historically disadvantaged individuals (women, Children Disabled Persons, Elderly and Youth. The mandate of the Government is to ensure that the above-mentioned Special departments for rendering services to the public/
- ✓ Advocating for the implementation of special programmes
- ✓ Develop and coordinate for implementation of multi-sectoral local implementation plan every year till 2022
- ✓ Coordinate for the annual reviewal of (MLIP) Multi-sectoral local implementation plan on annual bases
- ✓ Coordinate and supports all health calendar event
- ✓ Coordination and support awareness campaigns and community dialogues on HIV/TB and STIs.
- ✓ Coordination and support School health programmes on HIV, STI, TB, Teenage pregnancy, Drugs and Alcohol abuse
- ✓ Coordination and support Community HIV testing services during community events e.g., UMMEMO and Traditional graduation ceremony (Tintfwaso).
- ✓ Mobilisation of young and older men for Medical Male Circumcision (MMC)
- ✓ Advocacy role in issues of prevention, treatment Care and support and support for Orphans and Vulnerable Children.
- ✓ Assist and support DOH on Defaulter tracing
- ✓ HIV Prevention Programmes targeting the Lesbian Gay Bisexual Transgender and Intersexual (LGBTI) society.

5.6.5. Sport and recreation

Sports and recreation south Africa is the National department responsible for sport & recreation in South Africa in line with the constitution of South Africa in 1996 (act no:108 of 1996), SRSA has been assigned the powers and functions to develop and implement national policies and programs regarding sport and recreation in the country. Its legislative mandate is called the "white paper on sports, the National sports and recreation amended act, 2007 (actno.18 of 2007 it is representatives of sport or recreation bodies, including Olympic national federations, escalated to Provincial, Districts and Local sport federations.

- ✓ Nkomazi municipality identified sports as a tool to address some of the issues through sports development with one sporting code which was the most familiar one (soccer) working with the football Association.
- ✓ Due to the high number of potential and talented young athletes, other codes like women football, Netball, Rugby, Wheelchair basketball, running basketball, Volley ball, Boxing, Athletics and deaf sports were introduced by forming the above-mentioned federations with the assistance of the Department of Culture sports & Recreation together with the Nkomazi sports council
- ✓ Through the MIG the municipality managed to revamp five stadiums & two courts which two of them are used by Motsepe league

- ✓ So far we have seven federations which are the mother bodies of the above mentioned sporting codes

- ✓ We also managed to draw more sponsors in supporting the developmental of sports & and also work closely with other departments and Municipalities in the Ehlanzeni District
- ✓ We also support federations through the mayoral sports development cup where all the sporting codes partake including school sports and people with disability
- ✓ Not forgetting the youth at risk (elderly people) where working closely the Department of Social Development
- ✓ So far, the tournament is enjoying its phenomenal support, supported by both the politicians and administration, hence it is called the Mayoral cup.

Aims & objectives

- ✓ Early identification & nurturing of talent on the entire spectrum of participation from local to national level
- ✓ Develop sport support policies and personnel
- ✓ Ensuring appropriate infrastructure and organisational support structures to support development.
- ✓ To ensure Wellness for municipal employees.

Programs

Formation & resuscitating of sport committees, Mayoral sports development tournament, Sports against crime awareness games, Community developmental tournaments, Inter departmental games, Indigenous games, Disability games, Capacity building workshops, Obesity awareness games, Women's Day games, Youth games, Golden games and Municipal games

Conclusion

Nkomazi municipality sports desk will recognize, support and nature the sporting aspirations of individuals, develop them to their fullest potential and establish sport as a valuable asset in the quest to promote the image of the municipality as a leader in the sport fraternity of South Africa. ``Nkomazi municipality is the powerhouse of sports development``

5.6.6. Arts and culture

Nkomazi Municipality has Arts and Culture unit that is working hand in hand with the department of Arts and Culture in fulfilling the 9 sectors as follows: Indigenous Wisdom (IKS), Arts Education & Training (Arts in School), Language & Publishing (Books, newspapers and Magazines, Electronic Media and Archives), Cultural and Natural Heritage (Museum, Geology Historical places and Cultural Landscape)

Arts and Culture is a center of all the 8 sectors identified by national Government and implemented by the Department of Culture Sports and Recreation, where by our responsibilities are to promote, market, encourage the community to participate, and protect as listed above.

Programs/ Celebrations

Indoni Programs (DCSR & the Department of Education Responsibility) Nkomazi as hosting Municipality

The municipality hosts Indoni Culture School at Shongwe EDC School every June schools holidays where the Indoni yema Swati is elected to show case the Swati culture amongst other 12 cultures at Durban ICC where Indoni miss Cultural SA is crown in December each year


The unveiling and the Indoni photoshoot is taking place every September during the Heritage day in deferent provinces depending who will be the host

in Schools Heritage Day celebrations as build up events for the mayoral event, the unit hosts the event to the identified schools, all the circuits are invited to apply to host such event in their respective school, the aim is to promote abstinence, social and cultural cohesion,

The institution hosts the mayoral Heritage Day celebration every September each year, the mayoral Heritage Day consist of all the members of the community cultural groups from the 8 tribal authorities, the 2022 Mayoral Heritage celebrations was hosted at Odiweni cultural Kraal Inkhosi Hhoyi II as a host it is aimed at rotating to every bukhosi each year

Africa Month Celebrations


The institution celebrates the Africa month every May each year through the In school Africa month celebrations

Mayoral Heritage Celebrations


In school Heritage

Challenges

- ✓ The unit operates in an insufficient budget to celebrates Heritage Day
- ✓ The following programs operates on zero budget the programs are as follows: In Schools Heritage Celebration, Africa Month Celebration, Indoni yemaSwati culture school and its activities and the youth month
- ✓ The unit only becomes involve in Indoni local workshops and events due to budget constrains to attend the National Indoni event in KZN, this creates a negative image for the municipality since the participants are from Nkomazi Area and the municipality is not represented
- ✓ Crafters are the only sectors that are struggling in terms of getting an exposure, funding and any opportunities
- ✓ The competition amongst Amakhosi on the Heritage Day celebration is not becoming a success as expected due to the frictions amongst the families and the communities and the delayed of the voucher payments

Recommendations

- ✓ That the budget be increased to R700 000.00
- ✓ The unit recommends that the in Schools Heritage, Africa Month celebration and youth Day celebration be adopted as Mayoral annual events so that can be budgeted for, because in the previous financial year were not budgeted for
- ✓ That the municipality must budget for the National Indoni events hosted in KZN each year
- ✓ To amalgamate with the Cleanest Schools Competition craft section since we are promoting the same mandate, to collect all crafts to sell on a market day with the help of LED. That Nkomazi Municipality builds at least 3 Arts and Crafts centers where our crafters can take their art work to. That the market places in the villages be reconstructed (Mangweni market place next to Mangweni clinic, market place in Naas and others)
- ✓ That we adopt groups competitions instead of competing amongst Amakhosi
- ✓ The 8th tribal authority that is now belongs to Nkomazi to have its own Arts and cultural budget
- ✓ In the 2023/2024 financial budget the units be budgeted for to branchmark at Eswatini for the Umkhosi womhlanga, incwala, umkhosi wemaganu and introduce it in our municipality since we have all the necessity to host our own.

5.6.7. Risk Management

Risk management is a management tool that increases an institution's prospects of success through getting it right the first time and minimizing negative outcomes. The constitution of the republic (chapter 13) mandates National Treasury to ensure: Transparency, Accountability and sound financial controls in the management of public finances. National treasury through the office of the accountant general aims to ensure accountability to the general public by: promoting transparency and effective management of: Revenue; Expenditure; Assets & Liabilities; and Compliance with applicable laws and regulations. Legal and Governance Framework, And Scope of Work, Legislating risk management in the public-sector institutions is a risk management strategy of Government towards ensuring the achievement of national goals and objectives. The following legislative instruments provide a legal foundation for risk management within provincial public entity's and thus, NKLM and Municipal Finance Management Act 56 of 2003 (hereinafter "MFMA")

Risk Management and Fraud Prevention Committee (RMFPC)

The municipality has a Risk Management & Fraud Prevention Committee in place, this Committee is appointed by the Accounting Officer/Municipal Manager to assist the municipality in discharging its responsibilities for risk management. The membership of the committee comprises both management and external members with the necessary blend of skills, competencies and attributes. The chairperson of the Risk Management and Fraud Prevention Committee is an independent external person appointed by the Accounting Officer.

In discharging its governance responsibilities relating to risk management, the Risk Management and Fraud Prevention Committee have the following functions

- ✓ Review and recommend for the approval of the Accounting Officer the:

- Risk Management Policy
- Risk Management Strategy
- Risk Management Implementation Plan
- Fraud Prevention & Anti-corruption Strategy
- Risk Appetite & Tolerance Framework

The above enabling documents are in place and reviewed each year and approved by council.

- ✓ Municipality's risk appetite, ensuring that limits are:

- Supported by rigorous analysis;
- Set for all significant risks individually as well as in aggregate for particular categorisation of risks; and
- Consistent with the materiality and significance framework.
- Municipality's risk tolerance ensuring that it is supported by rigorous analysis of:
  - ✓ The municipality's ability to withstand significant risks; and
  - ✓ The municipality's ability to recover financially and operationally from significant risks.
  - ✓ The municipality's risk identification and assessment methodologies, after satisfying itself of their effectiveness in timeously and accurately identifying and assessing the municipality's risks
  - ✓ Evaluate the extend and effectiveness risk management's integration within the municipality;
  - ✓ Assess implementation of risk management policy and strategy (including plan);
  - ✓ Evaluate the effectiveness of the mitigation strategies implemented to address the municipality's significant risks;
  - ✓ Review the material findings and recommendations by the assurance providers on the system of risk management and monitor the implementation of such recommendations,
  - ✓ Develop its own performance indicators for approval by the accounting officer;
  - ✓ Interact with the audit committee to share information relating to the municipality's significant risks; and
  - ✓ Provide timely and useful reports to the accounting officer on the state of risk management together with recommendations to address any deficiencies identified by the committee.

In terms of section 62(1)(c)(i) the Accounting Officer must develop and maintain: effective, efficiency and transparent systems of financial and risk management and internal controls; and of internal audit operating in accordance with any prescribed norms and standards.

Responsibilities for Risk Management

Compliance risks-i.e., compliance to laws, rule, codes and standards also to form an important part of NKLM's risk management process; and Internal Audit's written assessments of the effectiveness of NKLM's system of internal controls

Batho Pele Principles within the South African government.

The principles of Batho Pele clearly articulate the need for prudent risk management to underpin government's objectives. Batho Pele principles strive to instil a culture of accountability in staff. Further objectives of Batho Pele include supporting governance responsibilities, improving results through more informed decision-making, strengthening accountability and enhancing stewardship and transparency, all of which resonate well with the principles of risk management

Staff compliment for Risk Management, Fraud Prevention and Ethics Management Section

Currently there are only three (5) positions within the Risk Management Unit. Chief Risk Officer (vacant), Senior Risk Officer (filled) and Risk Officer (filled), Ethics Officer (vacant) and Risk Clerk (vacant).

Risk and Ethics Champions

- ✓ The Risk & Ethics Champions are appointed by the Municipal Manager annually. A Risk & Ethics Champion is a person with skills, knowledge, leadership qualities and power of the office required to champion a particular aspect of risk management and ethics in the workplace.
- ✓ The key responsibilities of the Risk & Ethics Champions include the following:
- ✓ Intervene in instances where the Risk Management Unit's efforts are being hampered, for example, by the lack of co-operation by management and other officials;
- ✓ Add value to the risk management process by providing support to manage "problematic" risks and risks of transversal nature that requires a multiple participant approach; and
- ✓ Assist the Risk Owner to resolve the problems.

The following risk assessment terms and related definitions were applied during the risk assessment process to create a standard platform of understanding amongst all respondents within Nkomazi Municipality. The outputs of the risk assessment process e.g., risk profile, strategic risk register and the detail risk document should be read in conjunction with the following:

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
1	1	Improve Integrated Development Planning (IDP) Standards	Lack of commitment to the adherence of some IDP Framework and process plan (Inadequate synergy in the implementation of integrated municipal programs) and SDBIP.	1.Unforeseen political circumstances 2.Non-alignment of IDP and Budget-compliance to MSCOA 3.Silo Planning between the different spheres of government 3.IDP not aligned to the areas of mandate	1.Non adherence to legislation 2.Negative Audit Outcome 3.Community Unrest	4	3	12	1. Adopt the amended process and framework plan 2. Establish an IGR Section to deal with Interrelated government services in	4	2	8	Minimize	1. Strengthen the functionality of IDP AND/OR IGR structures through implementation of an integration model 2. Developing a TOR with sector departments in the implementation of all IDP programmes /projects 3. All consultation processes to be included in process plan. 4. SDBIP costed as per IDP programes and projects	MM & Director: Planning

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Manage ment Controls in Place Minimis e/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
									commu nities						
2		Strengthenin g of our internal capacity to deliver on our mandate	Non-Adherence to Performance Management Systems (PMS)	Non-alignment of workplans to Job descriptions and weak supervision	1. Delays in the finalization of Performance Agreements or and Scorecards 2. Inability to track under performance and improve employee development 3. Negative audit report	4	3	1 2	1.Devel op & Implem ent PMS policy/st rategy 2.Condu ct relevant worksho ps to all target employ ees 3.Devel op Perform ance Agreem	4	3	12	Minimize	1.Conduct workshops for all TL 17 Managers on IPMS 2.Develop Performance Agreements for all TL 17 Managers 3. Signing of Performance Agreements and Performance Score Cards 4. Cascade IPMS to Lower-level employees	Director: Corporat e Services MM

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
									ents and Performance Score Cards 4. Conduct quarterly reviews on IPMS						

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
3	1 & 6	Inadequate plans and resources to promote economic development	Inadequate Resources to promote Economic Development	No plan in place to incentivise investors	High rate of unemployment Increased crime rate Limited revenue base	3	5	15	Proposed Special Economic Zone (SEZ) project at Komatipoort and Malelane Industrial businesses	3	5	15	Minimize & Transfer	Request funding from the targeted institutions for feasibility studies Install the required infrastructure Develop and approve investment incentive policy Approve the Investment Incentive Policy Marketing of available land for investments Municipality's involvement on the SEZ project Review and approve the existing LED Strategy	Director Planning and Development Municipal Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
			Lack of implementation plans to create conducive environment						Outdated LED Strategy .Adopted Economic Revenue Plan 2021/22 Adopted Street Trading By-law					Incentives to be provided to companies Review and adopt the existing LED Strategy. Funding and implantation of the plans (Economic Recovery Plan) Community awareness implementation of Street Trading By-law	

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
4	167	Promote more active community participation in local government	Inability to increase the revenue-base	Failure to implement the revenue enhancement strategy	Limited revenue/ income/ Dependency on grant transfers	5	4	20	Approved revenue enhancement strategy Established Revenue Enhancement Committee (Task Team)	5	3	15	Minimise	Review the current revenue enhancement strategy Approve the Investment Incentive Policy	Municipal Manager
														Install the required infrastructure	
5	1 &5	Improve local public services and broaden access to them	Ineffective relationship between council, traditional leaders and	Inability to create a platform in which issues directly affecting traditional	Fragmented planning and provision of municipal services for new settlements	4	5	20	Traditional Authorities are attending Council	4	2	8	Minimize	Ehlanzeni Traditional Leadership summit ______________ Ehlanzeni Traditional Leadership summit	- Municipal Manager -All Directors

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
			relevant other stakeholders	authorities will be discussed	Land development not in line with the SDF (Spatial Development Framework) No plan to provide basic services (Reactive developmental actions				meetings *SPLUMA						
6	1 5	Ensure more effective, accountable and clean local government	Lack of resources to improve ICT Infrastructure	Ageing IT Infrastructure Lack of IT Assets maintenance plan	Total collapse of the municipal IT system Municipal data being loss and non-recovery	5	3	15	Upgrading of IT Systems Increase budget for IT systems SLA's for	4	2	8	Minimize	Approve IT Turnaround Strategy Implementation of the IT Strategy Budget for IT systems be made available	Municipal Manager Director Corporate Services IT Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
				Lack of reliable firewall configuration					service providers be renewed on time					Upgrading of IT Systems	
7	2,3, 5	Ensure more effective, accountable and clean local government that works together with national and provincial government	Lack of Disaster Recovery Plan /Business Continuity Plan	Failure to develop and implement the business Continuity measures(plan) Failure to brief employees, contractors and customers on disasters and outbreak of viruses spreading in their communities.	Inability to operate at a pre-determined minimum level should disaster strike	4	4	16	Municipality should develop a BCP	4	4	16	Minimize	Appointment of service provider to develop a business continuity plan	Municipal Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
				Inability to activate a response plan of action in an event of a disaster. Lack of Business Continuity Coordinator											
8		Ensure more effective, accountable and clean local government that works together with national and provincial government	Misalignment between the IDP, budget and SDBIP	Lack of integration on the IDP, budget and SDBIP	Insufficient implementation of planned projects	5	2	10	Legislations	5	1	5		Legislations. IDP processes and public consultations	All Directors

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer / Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level	Minimise/		
9		Ensure more effective, accountable and clean local government that works together with national and provincial government	Escalating of employee cost	Failure to monitor travel claims, overtime and standby allowance	Overspending on employee cost	5	4	20	Enforce compliance to the municipal policy.	5	4	20		Draft a memo to emphasize on enforcing compliance to municipal polies	Municipal Manager All Directors

5.7. AG Comments and Response /Action Plan

No	Components	Audit Findings	Root Causes	Corrective Measures	Responsible Person	Implementation Date
1	Audit of Predetermined Objectives: KPA1: Basic service delivery	Number of existing households with access to refuse removal services:	Management did not ensure that the indicator is well defined and include the source data that is	Targets will be revised during adjustment to ensure that they are well defined.	Manager PMS and M&E	28 February 2023

		Sufficient appropriate audit evidence that clearly defined the predetermined source information, evidence and method of collection to enable measurement and reliable reporting of actual achievement not obtained	verifiable in the year of providing the service on the indicator.		Director Community Services	
2	Expenditure: Unauthorised Expenditure	Reasonable steps not taken to prevent unauthorised expenditure of R227,2 million caused by overspending the municipality's budget	Management did not implement measures to ensure that all expenditure incurred is within the approved budget.	Management will strengthen the internal controls to ensure that the unauthorised expenditure do not recur.	Chief Financial Officer	05 December 2022 and continuous monitoring
3	Fruitless and wasteful Expenditure	The municipality incurred fruitless and wasteful expenditure of R375 816	Management did not implement measures to ensure that all invoices are paid within 30 days of receipt of invoice	Management will strengthen the internal controls to ensure that the fruitless and wasteful expenditure do not recur.	Chief Financial Officer	05 December 2022 and continuous monitoring
4	Expenditure: Irregular Expenditure	Reasonable steps not taken to prevent irregular expenditure as required by section 62(1)(d) of the MFMA	Management did not implement measures to ensure that irregular expenditure is prevented	Management will strengthen the internal controls to ensure that the irregular expenditure do not recur.	Chief Financial Officer	05 December 2022 and continuous monitoring

5	Expenditure: Irregular Expenditure	The value of R103 million disclosed in the annual financial statements not complete	Management did not adequately review the expenditure incurred to ensure that the irregular expenditure is complete	Management will review the entire population of expenditure incurred to identify any other similar expenditure which are irregular in nature.	Chief Financial Officer	28 February 2023
6	Expenditure: Payment Approvals	Payments made from the municipality's bank accounts without the approval of the properly authorised official, as required by section 11(1) of the MFMA	Management did not implement adequate controls over daily and monthly processing and reconciling of overtime payments to ensure they are accurate and complete.	Management will ensure that all the overtime claims are properly approved, no payment will be made for unapproved claims.	Chief Financial Officer	03 December 2022 and continuous monitoring
7	Consequence Management	Unauthorised, Irregular, fruitless and Wasteful expenditure were not investigated to determine if any person is liable for the expenditure as required by section 32(2)(b)	Leadership did not provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the interests of the entity.	The investigation on the unauthorised, irregular, fruitless and wasteful expenditure will be conducted by the MPAC immediately after tabling the Final Annual Report.	Municipal Manager	01 April 2023
8	Procurement and Contract Management	Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention with SCM regulation 17(1)(a) and (c)	Management did not apply adequate monitoring controls to ensure compliance with SCM laws and regulations.	Management will ensure by having a checklist that no order is issued without obtaining 3 quotation and where the is a deviation, management will review the reason for deviation as to confirm that deviation requirement as per SCM regulation 36 (1)(a) are met.	Chief Financial Officer SCM Manager	31 January 2023

5.8. KPA: Municipal Transformation and Institutional Development

5.8.1. Powers and Functions of Municipality

- ✓ A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Chapter 5 of the Local Government: Municipal Structures Act, 117 of 1998 clearly defines those functions and powers vested in a local municipality, notably:
- ✓ To provide democratic and accountable government for local communities;
- ✓ To ensure the provision of services to communities in a sustainable manner;
- ✓ To promote social and economic development;
- ✓ To promote a safe and healthy environment, and
- ✓ To encourage the involvement of communities and community organizations in the matters of local government.

In fulfilling its developmental role/mandate as provided for in the Constitution, Nkomazi Local Municipality shall strive through its available resources to provide services to its constituent communities. The municipality shall through stakeholder's participation and consultation endeavour to thoroughly plan and manage development within its jurisdiction of critical importance while exercising its powers and functions, the municipality must promote and plan for the development of the local economy. Table 12 below tabulates the powers and functions of the municipality as well as the implementing strategies.

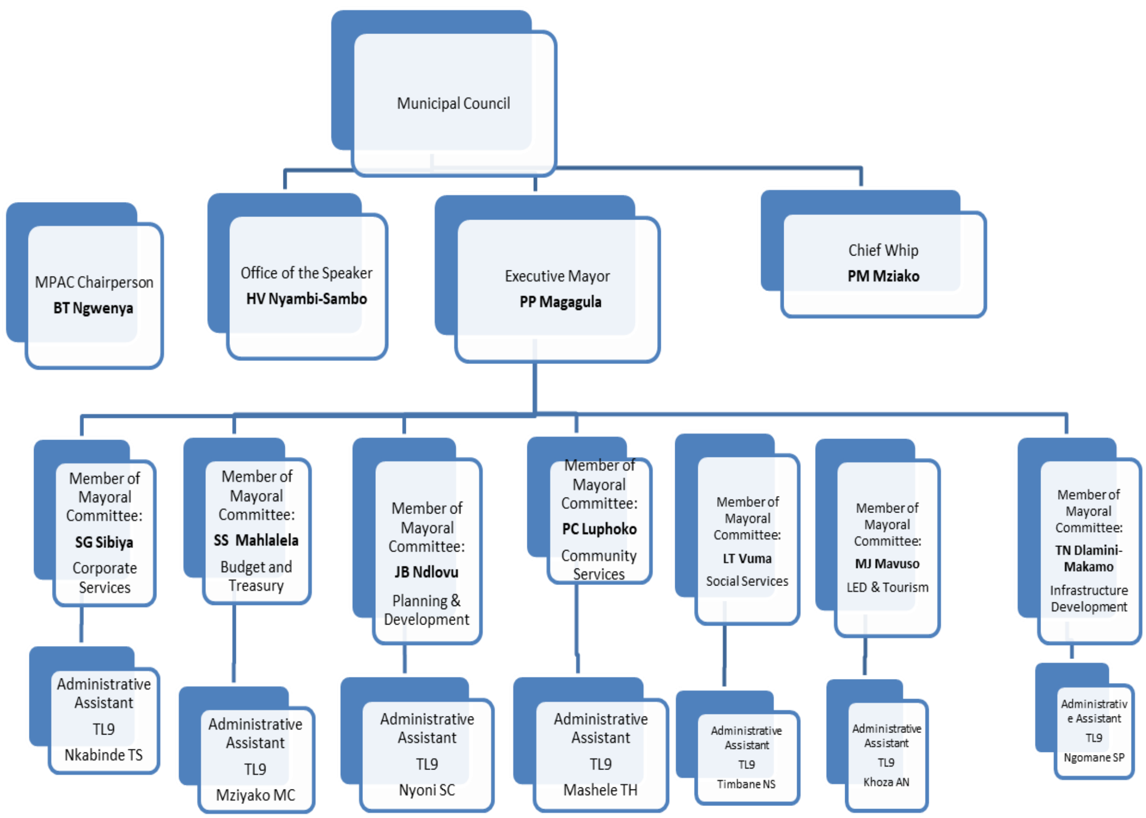
Powers and Functions	Implementing Strategy and Priority issues
Inter-Governmental Relations	✓ The municipality will facilitate community development & participation through Mayoral Imbizo, LED Forums, Disaster Forums, District Communication Forums and IDP Forums. ✓ The municipality shall through the support of the District Municipality provide fire and disaster management training, infrastructure development, equipment & fleet. The municipality will in partnership with all stakeholders facilitate and contribute towards the development of skills an provision of training to enhance the Municipality to have a pool of skills needed to support government and economic development. ✓ The municipality in partnership with the stakeholders and the government will promote and support Tourism initiatives and developments. ✓ The municipality will attract skilled and experienced staff to assist in coordinating district efforts, other spheres of government and private sector efforts. ✓ Municipality in partnership with the provincial Human Settlements Department, Department of Rural Development and Land Reform, DARDLA should endeavour to provide or acquire land for integrated sustainable human settlement.
Social services	✓ The municipality will partner with civil society, NGO" s to facilitate and provide support for HIV/Aids programmes and projects. ✓ The municipality in partnership with the sector departments and private sector will promote and supports the Youth Development, Gender & Disability programmes and projects.

Community services	✓ Partnership with Department of Arts, Culture, Sport and Recreation the municipality will in partnership with other spheres of government enhance the provision of Municipal Health Services & Environmental Management. ✓ The municipality in partnership with sector departments and private sector will support the provision of Community Services through infrastructure and support programmes. ✓ The municipality in partnership with the department of Sport and Recreation will promote and support development of Sports & Recreation within the area of its jurisdiction through provision of suitable infrastructure and promotion of sports, art and culture programmes.
Corporate Services	The municipality will strive to support its service delivery mechanisms through effective and efficient Administration (Council and Mayoral Services). ✓ The municipality will strive to provide effective and efficient Human Resources. ✓ The municipality will strengthen its accountability and transparency through its Communication and Marketing strategies and programme. ✓ The municipality will strive and contribute to Youth, Gender and Disability development programmes and projects. ✓ The municipality will strive to implement efficient and effective Information Technology (GIS) ✓ The Municipality will ensure proper Management of Records for both internal and external use
Planning & Development	The municipality will strive through the Integrated Development Plan to address the following key development priorities: ✓ Bulk Water and Sanitation infrastructure ✓ Facilitate provision of electricity ✓ Facilitate and provide efficient transport network (airports, rail, roads) ✓ Provision of integrated waste management ✓ Provision of integrated environmental management plan The Municipality with the assistance of the District and Sector departments will strive through its Town & Regional Planning initiatives to support the following key objectives: ✓ Integrated land use Management Systems ✓ Facilitate Township establishment ✓ Regional planning for sports centres, landfill sites, cemeteries and fresh produce markets
Economic Development and Tourism	✓ Feasibility studies for development of Agri-Villages (SEZ) ✓ Spatial Local Economic Development (economic developmental nodes) ✓ Feasibility studies for future developmental needs (Housing, Water, Sanitation, Transport, Community facilities, Economic nodes and tourism)
Water & Sanitation	The municipality will in partnership with other spheres of government support and capacitate the establishment and support of water services authorities through the following: ✓ Water quality control and Monitoring ✓ Water Services Development Plans ✓ Water Loss Management ✓ Institutional Development and capacity building
Organisational restructuring and transformation	The municipality will ensure that the organizational structure of the municipality is structured in a manner that will ensure transformation of the institution to better achieve the objects of the Constitutional mandate of the municipality.

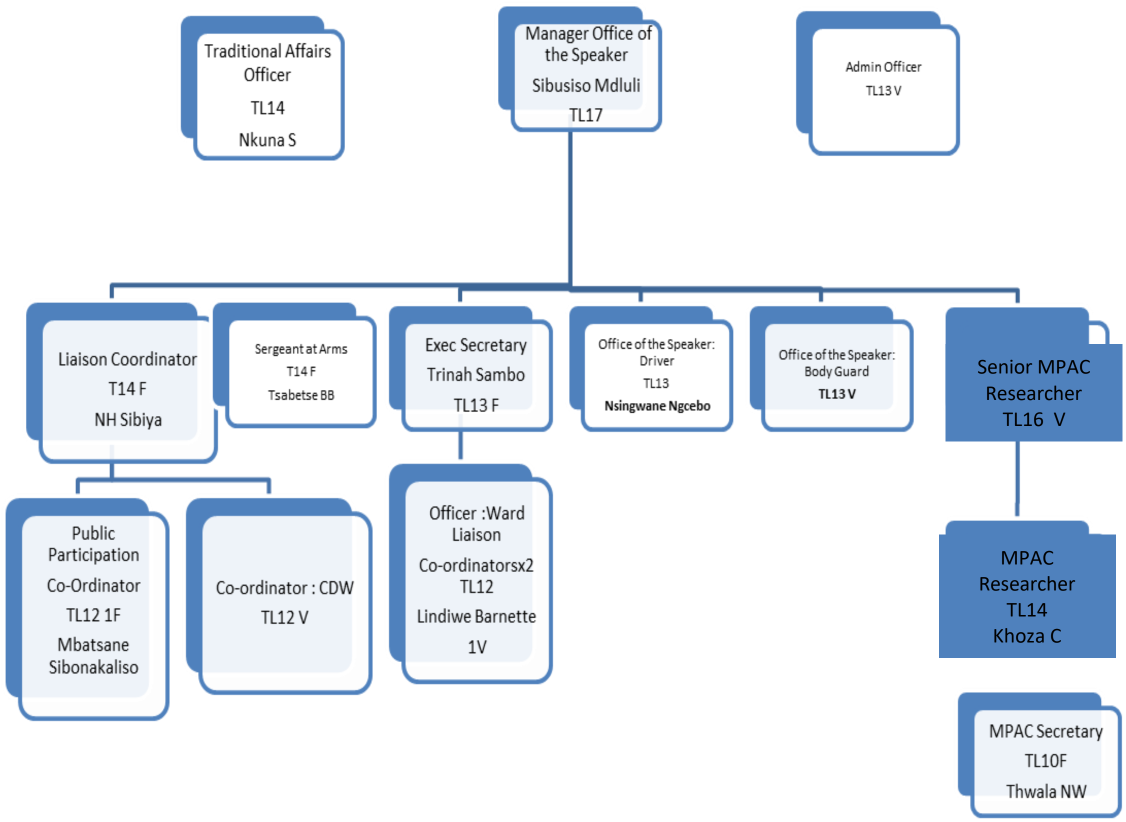
Budget and Treasury	The municipality will through its Budget and Treasury office guide the compliance to all MFMA requirements and regulations, including its Audit committee.
Infrastructure Development	The municipality will through partnerships and support of private sector and other spheres of government strive to provide: ✓ Bulk Infrastructure Provision (Planning & implementation) ✓ Project Management & Implementation ✓ Infrastructure Maintenance & Development ✓ Housing (Planning & support) ✓ Technical Support

5.8.2. Municipality's Organisational Structures

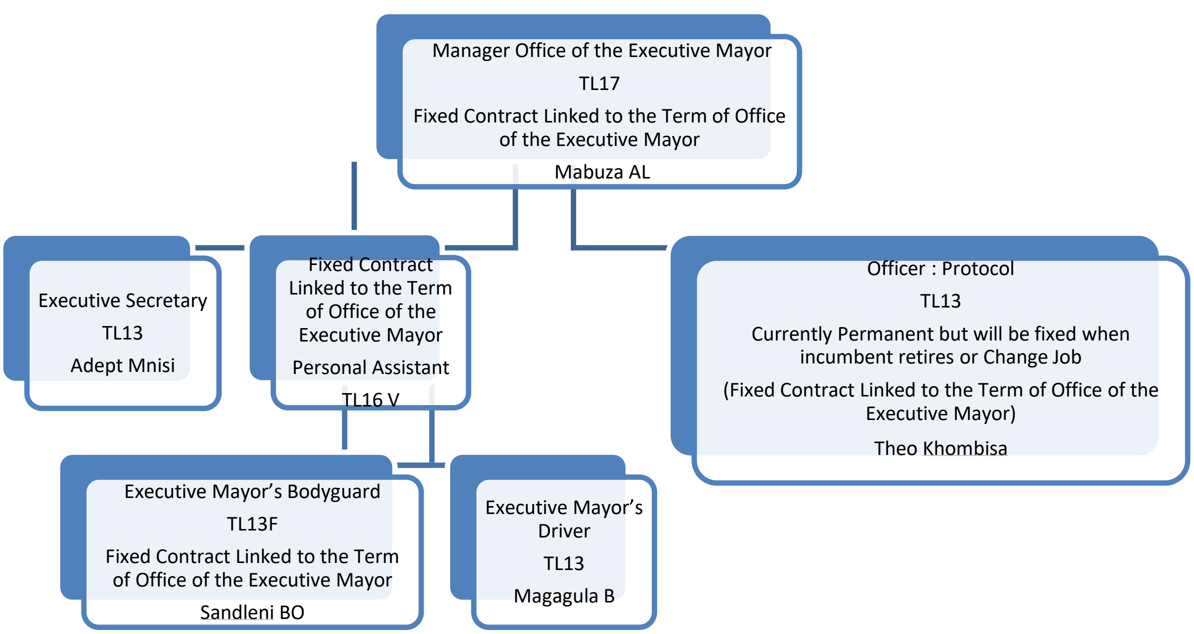
Municipal Council



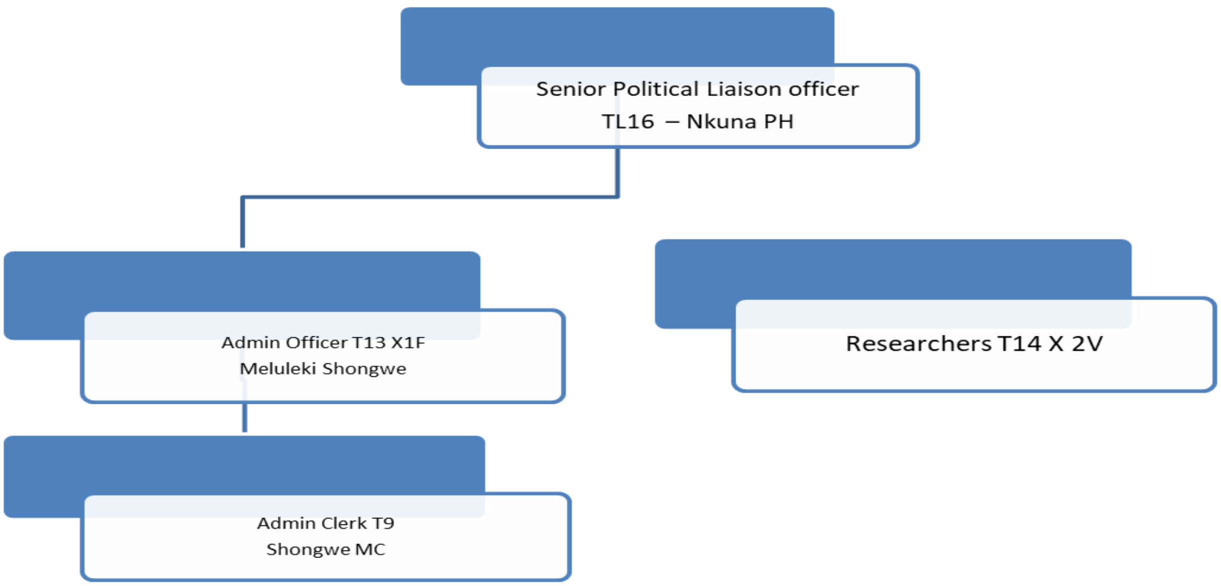
Organizational structure office of the speaker



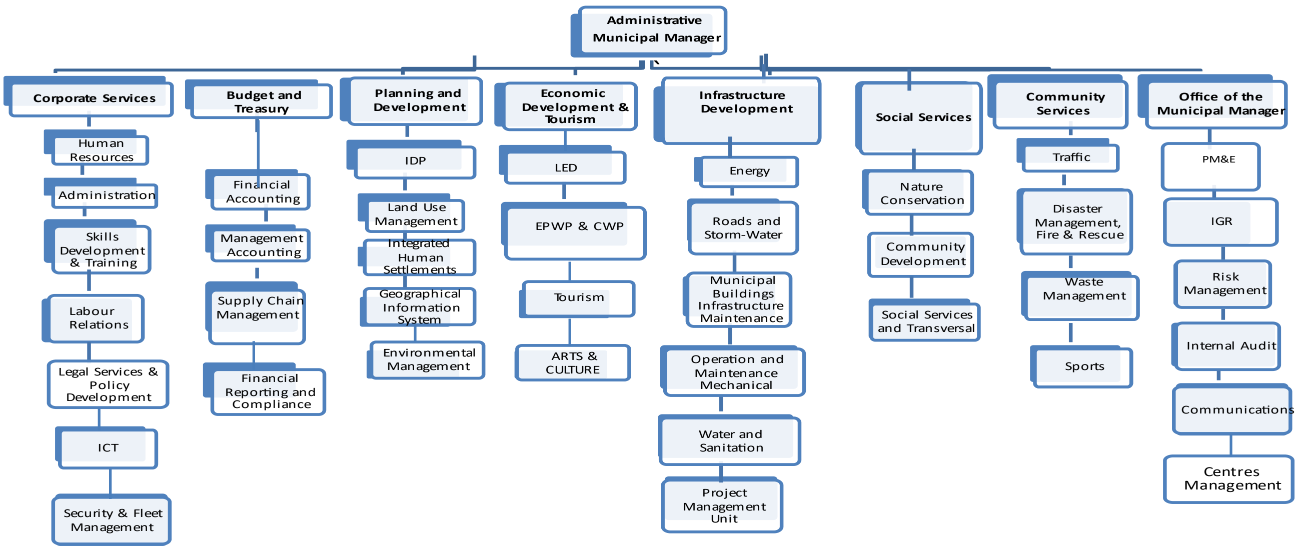
Organizational structure of the Executive Mayor



Organizational structure Office of the Chief Whip



Organizational structure Administration functions



Nkomazi Local Municipality consist of 7 departments which are outlined as follows:

Department of Corporate Services, Budget and Treasury, Planning and Development, Economic Development & Tourism, Social Services, Community Services and Infrastructure development. Each and every department consist of an adopted departmental organogram under Council Resolution no: NLM: S-GCM:A068/2023.

5.8.3. Institutional Leadership

The Nkomazi Local Municipality comprises of both Political and Administration components with the office of the Executive Mayor, with 7 Mayoral Committee Members, the office of the Speaker and the Office of the Municipal Manager. The structure of the municipality is supported by seven administration departments namely: Department of Corporate Governance, Department of Community Services, Department of Social Services, Department of Budget and Treasury, Department of Planning and Development, Department of Local Economic Development and Tourism and Department of Infrastructure development.

The Executive Committee or Political Committee of Nkomazi Local Municipality consist of the following:

- ✓ The Executive Mayor (Head of Executive)
- ✓ The Speaker
- ✓ The Chief Whip
- ✓ MMC: Corporative Services
- ✓ MMC: Planning and Development

- ✓ MMC: Budget and Treasury
- ✓ MMC: Community Services
- ✓ MMC: Social services
- ✓ MMC: Local Economic Development and Tourism
- ✓ MMC: Infrastructure Development

5.9. Human Resource Strategy

The following best practices in the field of HR management will be used as the basis for developing a well-defined HR systems, policies and practices and the policies have been reviewed and approved in may 2023 when a special Council sat.

- ✓ HR planning
- ✓ Standby allowance and overtime policy
- ✓ Recruitment policy
- ✓ Reviewed Organogram
- ✓ Training and bursary policy
- ✓ Skills development
- ✓ OD intervention focusing on organisational culture
- ✓ Integrated performance management systems
- ✓ Diversity and employment equity integrated
- ✓ Knowledge management
- ✓ Learning organisation
- ✓ Proactive Labour relations
- ✓ Evaluations of HR systems from customer services perspective
- ✓ Modern career management.

The human resource function is the staff or support function to the rest of the organization. Line managers are responsible for the day-to-day operation of the organization and they contribute directly to the bottom-line of the business. The challenge for our managers is to create a work environment where human resource processes can be integrated in the other business processes in order to ensure that people contribute their optimum to enhance organizational effectiveness. Our managers must be able to implement human resource activities regarding their specific group of employees. Every manager's human resource actions in this regard can have major consequences for our organization.

5.9.1. Human Resource Planning Process

Like any other aspect of business planning, human resource planning consist of a management process in order to ensure that the right people are available at the right time at the right place [see figure1]. In our municipality, like in most organisations, the human resource manager would drive the human resource planning process. However, without the input of line managers such as Technical and Facilities, the process would not be effective. For instance, the best person to decide how many staff like technicians or labour will be required in an electrical department, would be the head of the electrical department or manager of that section. It is therefore essential that managers have the necessary knowledge to assist with the human resource planning process.

5.9.2. Vacancy Rate

Vacancy Rate Per Organizational Structure				
Directorate	Total No of Post	Filled	Vacant & budgeted	
			Budgeted	Not Budgeted (New Posts Created)
Office Of the Executive Mayor	8	5	3	0
Office Of the Speaker	15	11	4	2
Whip Of Council	3	3	0	0
Councilor Support	7	5	2	2
Office Of the Municipal Manager	55	45	10	7
Department Corporate Services	69	31	38	6
Department Financial Services	106	85	21	0
Social/Community Services Department	730	566	164	25
Department Technical Services	774	509	265	12
Department Planning and Development	73	50	23	4
Total	1840	1310	530	

Source: Nkomazi MP:324

5.9.3. Critical Posts (MM & Section 56 Posts) and their Qualification

All the critical post for section 56 is filled into the Municipality

Name & Surname	Department	Status
XT Mabila	Office of the Municipal Manager	Filled
TS Thobela	CFO (Budget & Treasury)	Filled
D Sifunsa	Director Infrastructure Development	Advertise
NP Sibisi	Director Planning and Development	Filled
EZ Chibi	Director Corporate Services	Filled
TA Kaseke	Director Community Services	Filled
-	Director Social Services	Vacant
-	Director Local Economic Development and Tourism	Vacant

5.10.Workplace Skills Development

The Skills Development Act 97 of 1998 intends: to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African work force; to integrate those strategies within the National Qualifications Framework contemplated in the South **African** Qualifications **Authority (SAQA)**

Section 3(1) of the Skills Development Levies Act imposes on every employer a Skills Development Levy on the total amount of remuneration paid or payable or deemed to be paid or payable by an employer to its employees during any month. The amount of such remuneration is the same as the amount of remuneration determined under the Fourth Schedule from which an employer is obligated to withhold employees' taking into consideration certain exclusions referred to in section 3(4) of the SDL Act. In compliance with the above-mentioned legislations, the municipality has established a fully functional Section for Training and Skills Development

The Workplace Skills Plan is a **strategic document that articulates how the employer is going to address the training and development needs in the workplace.** This process should be an all-inclusive one. It would benefit the employer to appoint a registered Skills Development Facilitator (SDF) within the Training or Human Resources Development / Skills Development Division Part of the function of the Skills Development Section is to ensure that the municipality as a registered levy-paying entity submits its Workplace Skills Plan (WSP) and the Annual Training Report (ATR) to the Local Government Sector Education and Training Authority (LGSETA) on the 30th of April each year as required by the LGSETA, the municipality is to ensure that it submit their WSP and ATR timeously and ensure that the information is accurate and reliable to inform and assist planning and decision-making in the Local Government Sector. The municipality have in the past five (5) years submitted 100% of its WSP and ATR to the LGSETA throughout.

What is Skills Planning?

Planning can be defined as "(the process of setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals", then skills planning is about setting goals for human resource development, developing strategies, and outlining tasks and schedules to enable us to achieve those human resource development goals.

Other Municipal Planning Processes

The Integrated Development Plan

The key planning process in any Municipality in South Africa is the Integrated Development Plan (IDP) process. "Integrated development planning is one of the key tools for local government to tackle its new developmental role. In contrast to the role planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. Integrated Development Plans, however, will not only inform the municipal management; they are also supposed to guide the activities of any agency from the other spheres of government, corporate service providers, NGOs and the private sector within the municipal area."

Essentially, IDPs are the Municipality's overall strategic and operational plan –they describe in detail what the Municipality needs to achieve in order to meet the expectations of the communities that it serves. IDPs are a critical point of information for effective skills planning in Municipalities.

The Employment Equity Plan

According to Section 20 of the Employment Equity Act, "all employers must prepare and implement an employment equity plan, which will help to reach employment equity in their workplace. Employment equity plans must show –

- ✓ Objective for every year;
- ✓ Affirmative action measures that will be implemented;
- ✓ where black people, women and people with disabilities are not represented –numerical goals to reach this; timetables; and strategies;
- ✓ Timetables for annual objectives;
- ✓ the duration of the plan (not shorter than a year or longer than 5years);
- ✓ Procedures that will be used to monitor and evaluate theimplementation of the plan;
- ✓ Ways to solve disputes about the plan; and
- ✓ People responsible for implementing the plan."

The Budget

The budget is one of the most important planning documents, as it outlines what the municipality will pay for the services that needs to be delivered. The budget is informed by the IDP, and it informs the WSP.

The IDP tells us what goals we have to achieve as a Municipality –the WSP tells us who needs training in what in order to achieve those goals. The EE Plan tells us what our employment equity objectives are – the WSP shows how we will train people from the designated groups (black people, women and people with disabilities) to ensure that they are able to take up opportunities that may have been denied them in the past due to unfair discrimination. The budget tells us how much money we have to spend on traininginterventions.

Why is reporting important?

It's all very well to develop detailed plans, but unless we also develop reports, we will never know whether we have achieved what we set out to do! Measurement of performance is an increasingly important concept in the South African Government – we need to tell the people who we serve how we are doing in meeting their expectations. Reporting also helps us to identify where we are going wrong, or not proceeding at the pace that we anticipated. This means that we can take corrective action, and prevent small problems becoming big problems! Before you can even begin skills planning and reporting, you need to make sure thatyou have the following in place:

- ✓ The municipality has appointed a Skills Development Facilitator (SDF),and that SDF has been registered with the LGSETA Provincial Office. (The registration ensures that the municipality is kept up to date with all skills development initiatives.) Note that even if a municipality has decided to use an outside consultant to do much of the workplace skills planning and reporting activities, a municipal employee must still be designated the Skills Development Facilitator.

- ✓ The municipality has appointed a Training Committee

- ✓ The municipality has developed a Human Resource Development (HRD) policy.

- ✓ The municipality has an up-to-date Human Resource database, containing accurate information on municipal employees. Note that this does not need to be a complex IT system, but it must be accurate!
- ✓ The municipality has an up-to-date IDP and Employment Equity Plan
- ✓ The municipality is registered to pay the Skills Development Levy with theSouth African Revenue Service (SARS). In terms of the Skills Development Legislation, all workplaces are required to pay 1% of their total payroll to SARS as a Skills Development Levy. They can then recover a percentage of this levy payment in the form of grants from their SETA. Municipalities should note that, at their 2003 HR Conference, the South African LocalGovernment Association (SALGA) passed the following resolution in relation to this 1% levy: "SALGA endorses the need for municipalities to combat skills challenges beyond legislative compliance, to which all affected municipalities are to budget more that the 1% stipulated for employees and take on the broader skills demands of the IDPs and economic development."

5.11. ICT Policy Framework

5.11.1. Information Communication Technology

The Nkomazi Local municipality established Information Technology section in 2009 and developed a strategy with the aim to ensure that it has viable ICT strategies to meet both goals and challenges faced by the municipality and to conduct its business effectively, efficient and quickly. These strategies may be classified as short-term, medium-term and long-term to ensure business continuity of the municipality. This simply means that the municipality must execute ICT projects that support the day-to-day activities of the municipality as well as the betterment of municipal service delivery. It is essential that the ICT strategies are directly linked to the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) of the municipality which are reviewed on quarterly and annual basis. In order for the municipality to gain a competitive advantage in the use of Information and Communication Technology (ICT) it has to ensure that the following projects are implemented in the medium-to-short term period.

- ✓ Network Connectivity (Fibre optic and WAN)
- ✓ Financial Management Systems (Solar System, Pay Day System)
- ✓ Strategy 3: Geographical Information Systems (GIS)
- ✓ Website Functionality & Web focus
- ✓ E-Mail Facilities (Microsoft Exchange)
- ✓ Hardware and Software
- ✓ Implementation of Document Management Systems

The ICT strategy and related policies will be approved in May 2023 and the following are the ICT related policies.

- ✓ Change Management Policy
- ✓ Information and Data Protection Policy
- ✓ Contingency Planning Policy
- ✓ Email and Messaging Acceptable Use
- ✓ It Information Security
- ✓ Internet Acceptable Use Policy
- ✓ Virus Prevention, Detection, Removal & Spyware
- ✓ Data Backup Policy
- ✓ Information and Communication Technology Framework
- ✓ Copyright Compliance Policy

- ✓ Standards and Support Policy
- ✓ Network Security Policy
- ✓ Patch Management Policy
- ✓ User Authorization, Identification and Authentication Policy

The ICT contains of the following staff complement 4 personnel which is the ICT Manager, Snr IT Technician and two IT technicians and currently still have one vacant post for a system administrator, which needs to be filled.

since the pandemic Covid 19 has started, the Municipality has continued to hold its meetings and all council meeting sate as per the planned council calendar for the municipality to make sure that all meeting sit. Information system team has downloaded zoom into all the municipal officials' computers and also installed Microsoft teams to operate and hold council Meetings and public participation meetings to inform the public on the operations of the municipality. The Municipality hasn't yet faced any challenges on the Information system side ever since the pandemic Covid 19 has commenced all programmes are running and all systems are in place.

Municipal Portfolio Committees and Municipal Departments and the Status Quo

The Nkomazi local municipality has successfully established the following council committees Portfolio committees and contains of the following departments as well.

Department	Functional/ dysfunctional
Planning and Development portfolio	Functional
Budget and Treasury portfolio	Functional
Corporate Services portfolio	Functional
Community Services portfolio	Functional
Infrastructure Development portfolio	Functional
Social Services Portfolio	Functional
Local Economic Development and Tourism Portfolio	Functional

5.12. Organisational Performance Management System

Performance Management System Policy/ Framework was adopted by Council on the **30 May 2021 (Council Resolution no. NKM: GCM: A033/2021**) the performance management system is implemented to section 57 managers and the municipality has cascaded to employees with task level 17 Managers in 2020/21 financial year. The IPMS will be effective by the 1st of July 2023. The Framework and policy have been developed and awaiting approval by Council

Performance Management Model

The Nkomazi Local Municipality has adopted the balanced scorecard as its performance management model. The Balanced scorecard fully integrates with the IDP as the IDP provides the basic framework of performance expectations and milestones. It is a proven tool that creates synergy and enables alignment of priorities and coherent reporting.

Performance Agreement

Nkomazi Local Municipality section 56/57 managers have entered into Performance Agreement with the municipality. This is in line with the MSA of 2000 and performance regulations. all Performance Agreements for the financial years are adopted by council.

Schedule for Performance Reporting and Reviewing

The performance reporting is conducted on the monthly basis and which informs a quarterly reporting. The performance reporting is conducted on the following intervals: -

First quarter	: 01 July –30 September
Second quarter	: 01 October – 31 December
Third quarter	: 01 January –31 March
Fourth quarter	: 01 April –30 June

The Annual Performance Report for the financial year and Mid-Year Report for the financial year have been adopted by council. Staff complement of Performance Management System all post for the Performance Management system are filled. Standard operating procedure (SOP) is in place and it is reviewed on annual basis.

5.13. Monitoring and Evaluation

Aspects of Performance Monitoring and Evaluation Performance Monitoring and Evaluation is a strategic approach to management, which equips leaders, managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Monitoring and evaluation of municipal planning

This Performance Monitoring and Evaluation explores strategies for monitoring and evaluation of municipal planning with the intention to improve municipal performance on service delivery and development. The apartheid government created improper town and regional planning that depicts inequalities, with less considerations of development planning and service delivery in most cities and townships. In the post-1994 era, government repelled oppressive laws and encouraged mobility of people to cities to seek better lives. This move augmented the demand for basic services in rural and urban areas. Municipalities should be encouraged to apply existing strategies to track their plans and align them with municipal performance targets. Thus, this article argues that there is paucity in the application of monitoring and evaluation of municipal plans and strategies that can mitigate risks against the key performance targets in local government. This article recommends an integrated approach towards evidence-based monitoring and evaluation.

With the advent of democracy in 1994, South Africa shifted from a highly centralised system under apartheid to a decentralised system constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. Although distinctive the Constitution of the Republic enjoins all spheres to cooperate with one another in mutual trust and good faith to secure the well-being of all citizens. Within this framework of cooperative governance, the Constitution obliges national and provincial governments to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions [Section 154(1)].

Similarly legislative authority over the performance of local government resides with the National Department of Cooperative Governance and provincial departments of local government. Sections 47 and 48 of the Local Government Municipal Systems Act 32 of 2000 respectively compels the MEC for local government and the Minister to compile annual reports of municipal performance. Additionally, National Treasury has, through the Municipal Finance Management Act 56 of 2003, the responsibility to promote good budget and fiscal management by municipalities.

Why a performance assessment tool for local government?

The 2011 municipal elections brought into stark relief that despite advances in service delivery the pace of improvements and the quality of services provided do not in many cases match the expectations of a significant number of citizens. Recurring community protests, poor financial and administrative management, weak technical and planning capacity, and weak governance have exposed some uncomfortable truths about the state and well-being of municipalities.

Despite the plethora of capacity building and support activities of national and provincial departments over the past 10 years or so, many municipalities are falling into and/or are still in deep distress, partly due to design and coordination gaps hampering successful implementation of such programmes. The question of why all of these initiatives have produced less than optimal results is valid? The general view is that it is largely due to a lack of focus – past attempts have been ad-hoc lacking a structured and coherent approach to developing municipal capacity, and the temptation has been to produce a shopping list of actions. As a consequence, effort and energy is distributed over a broad front and overall impact was diffused and minimal.

An additional explanation for the limited success was the inability of the national and provincial government departments that impact local government to develop a cohesive plan and fully co-operate to ensure a unified approach in their engagements with municipalities within their respective mandates. The coordination and alignment of interventions of departments and agencies impacting on local government is unsatisfactory and remains a challenge.

There are various factors that impact negatively on service delivery. The first relates to municipal institutional performance; impacted strongly on by leadership and management capacity, and the second relates to broader aspects such as weak coordination of departments and agencies impacting on local government aggravated by lack of a spatial or area-based focus and fragmented, weak and/or unreliable data.

5.14. KPA: Municipal Financial Viability and Management Analysis

In terms of section 53 of the Municipal Finance Management Act (MFMA) the Executive Mayor of the municipality should provide general political guidance in the budget process and the setting of priorities that must guide the preparation of budget. Chapter 2 of the Municipal Budget and Reporting Regulations states that the mayor of the municipality must establish a Budget Steering Committee to provide assistance to the mayor in terms of the responsibilities set out in section 53 of the MFMA.

Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. This includes the compilation of the Medium-term Revenue and Expenditure Framework. The municipality's IDP is its principal strategic planning instruments, which directly guide and inform its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation, which directly informs the Service Delivery and Budget Implementation Plan.

For the municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with the ongoing impact of the COVID19, Similar to the rest of government, municipalities face a difficult fiscal environment.

The weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

5.14.1. Indigent support

Aim of the indigent policy

To specify the framework for providing relief from the burden of rates and tariffs to registered or otherwise identified indigents.

The aim is to set clear guidelines on how Council will assist Indigent Households and what are the roles of different departments.

This policy will further set out broad principles, resulting in the adoption of a By-Law for the implementation and enforcement of a Tariff Policy.

Objectives

- ✓ To determine which households, qualify as indigent Households according to set criteria;
- ✓ To set clear guidelines on the level of services to be supplied to Indigent Households;
- ✓ To determine the role of the department of the Chief Financial Officer and the department of the Strategy and Development Manager respectively;
- ✓ To set out the guidelines of cross subsidization and funding of the Indigents

Qualification as indigent households

Criteria for identification
In order to set guidelines for the identification of an Indigent Household the following criteria will applicable on all households within the Council's area of jurisdiction:

(a) The total income of all occupants is more than the amount determined for indigent scheme and less than the amount determined by Council from time to time. Currently, this amount is deemed to be from R.00 income to R3 530 as per DORA. This includes the child headed families and people with disability.
(b) If a family is depended on state grants which may amount to more than the Council limit such family will be deemed to be indigent and not be assessed per limit criteria
(c) The applicant must be 18 (eighteen) years of age and above.
(d) The applicant must own a single property. The applicant cannot have two (2) properties registered in his or her name in order to qualify.
(e) Registered Non-Profit Organisations (NGOs) within the Nkomazi Municipality
(f) All child headed households even if they are below 18 (eighteen) years of age can Apply.
(g) Subsidies apply to households and not for individuals

Registration

All consumers regarding themselves as being indigent should apply at the Department of Budget and Treasury where all applicants are recorded on an indigent register database for verification by the respective ward councilor.

The account holder must apply in person and must present the following documents upon application: -
(a) The applicant's identity document
(b) An application form indicating the names and identity numbers of all occupants/residents over the age of 18 years, who reside at the property.
(c) Eskom's electricity pole number
(d) Eskom meter number

Application forms must be read in conjunction with the policy proposed and form part of Council's indigent policy. The list of indigent households may be made available at any time to the Information Trust Corporation (ITC). Households qualifying for consumer credit elsewhere will not be regarded as indigents.

If an application is favorably considered, a subsidy will be granted during that municipal financial year and be subjected for verification annually. In case of pensioners, the amount will be reversed from the date the applicant started to receive the state grant.

The social package assists households that are poor or face other circumstances that limit their ability to pay for the municipal services. These are done in a universal and targeted approach. The universal approach is through the tariff structures and provides for 10kl free water and 50 kWh electricity free for users below a threshold. In addition, no rates and no refuse removal and no sewer are debited against consumers that have a property valued below the prescribed threshold.

The targeted approach is applied as well where individual customers are found destitute completely that despite the universal approach still cannot afford their accounts. These customers' accounts are administered on a dedicated personal basis and then written off according to the Credit Control and Debt Collection Policy. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. The only weakness in the current service charge can be found in the residential Water and Electricity Tiered (Block) Tariff structure, where medium to upper income consumers are paying below cost tariffs for the bottom scales. A solution here has been proposed to the National Treasury through a Policy document on Free & Subsidized Services, project of which appears to be on hold at National level.

Free Basic Services

Water

The provision of water as a free basic service will be in accordance with provisions of the policy/by-law passed/promulgated by Nkomazi Local Municipality.

Household or Non-Governmental Organizations (NGO'S) that qualified as indigent will qualify for free basic services referred to in the Tariff Policy to a maximum of 6kl water per month, hence depending on the quantity of services required exception would be considered for NGO's.

Where the consumer consumes more than 6kl between readings, the full tariff will be applicable.

Refuse

All registered indigents shall be fully subsidised for refuse removal as determined and provided for by Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

Sanitation

All registered indigents shall be fully subsidised for sanitation services as determined and provided for by Council in the annual budget from time to time.
A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount

of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

Electricity

The provision of free basic electricity to indigent households is available to the entire area of the Nkomazi Local Municipality, including Eskom's licensed area.

Where a consumer applies for indigent status, he/she will be informed of the concerns of their choices because they will be provided free of charge with a 20 Amp circuit breaker in terms of the Electricity Basic Support Services Tariff (EBSST).

Concerns include tripping, other possible inconveniences created by the 20 Amp circuit breakers. Should they want to have a bigger circuit breaker they will have to pay for the upgrading? This means that if the consumer indicates that he/she does not want to go on the 20 Amp circuit breakers, he/she will automatically be charged using the approved tariff if he/she uses more than 150 kWh.
The first 50kWh will be free of charge, and Council reserves the right to amend

5.14.2. Revenue Enhancement Strategy

Nkomazi Local Municipality is one of the local municipalities in the Mpumalanga Province experiencing limited revenue base for basic services rendered to the public at large. In terms of section 75(a) of the Municipal Systems Act no: 32 of 2000, the municipality has powers to levy and recover fees, charges and tariffs in respect of any function of services of the municipality. The municipality has considered developing a Revenue Enhancement Strategy to be used as a tool to enhance and expand the current revenue base.

The first step towards achieving the above, is the drafting and approving of a Revenue Enhancement Strategy together with its implementation plan by Council.

5.14.3. MSCOA

mSCOA regulations and the accompanying "game changers" signals were introduced as smarter way forward in strengthening local government finances. These game-changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed.

In order for the municipality to comply with mSCOA regulations which requires the municipality to transact on mSCOA system from 1st of July 2017. On an annual basis, the mSCOA chart is reviewed to address implementation challenges and correct chart related errors. Version 6.5 was released to compile the 2021/22 MTREF budget. This standard classification framework enforces the link between planning (IDP) and the budget through the project segment and enables annual reporting and performance management linked to strategic service delivery objectives. Numerous challenges are encountered on the implementation of mSCOA, However, with the assistance of the

National/Provincial Treasury and the service providers, the municipality is being continuously able to overcome these difficulties.

IDP and Service Delivery and Budget Implementation Plan

The municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan.

The IDP has been taken into a business and financial planning process leading up to the 2022/23 MTREF, based on the approved 2021/22 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2022/23 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year performance against the 2021/22 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e., in August) a time schedule that sets out the process to revise the IDP and prepare the budget.

The municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan.

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Overview of alignment of annual Budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five-year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents.

The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area.

The IDP enables municipalities to make the best use of scarce resources and speed up service delivery. Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development.
Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the municipality’s response to these requirements.

The 2021/22 MTREF has therefore been directly informed by the IDP revision process the following tables SA4 to table SA6 provide are conciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Legislation Compliance Status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

✓ In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days).

✓ Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and has so far recruited 13 candidate who was in an internship programme since the inception. 5 interns are expected to be appointed in the 2023/24 Financial year.

✓ Audit Committee

The municipality has established both an audit Committee and the performance Audit Committee, they are both fully functional.

✓ Service Delivery and Implementation Plan

The executive mayor will approve the SDBIP document and table to council within 28 days after the approval of the budget for 2023/24 MTREF.

✓ Annual Report

Annual report is compiled in terms of the MFMA and National Treasury requirements

SECTION: B
STRATEGY

6. Institutional SWOT Analyses

INSTITUTIONAL ENVIRONMENT	
Strength -Improved institutional capacity to operate as a Municipality -Ability and capacity to provide communities with basic services -Capacity to formulate and implement policies -Vastly improved administration of the Municipality -Managerial positions filled with qualified and skilled people -Successful skills training plan implemented through the workplace skills plan -Political support and oversight by Council	**Weaknesses** -Insufficient office space -Insufficiently skilled human resource at the operational level -Budgetary constraints -Ward committees not fully capacitated to participate in the development planning and lack of meaningful participation - Inadequate Management- Control, measuring, coordination, response, integration, intra and inter the departments.
EXTERNAL ENVIRONMENT	
Opportunities -Potential increase in tax income base -Geographical location in respect to the Maputo development Corridor -Potential for economic growth through the exploitation of the high agricultural potential of the area -improved cooperation between the Municipality and the Traditional leaders and other community structures -Tourism and cultural aspects of the area existence of railway infrastructure -MIG by National Treasury - Collaboration with Chambers- communication, audit, secondary support, town beautification, community integration.	**Threats** -Huge and uncontrollable influx of immigration from neighbouring countries (Swaziland & Mozambique) -Rural sprawls -High HIV/AIDS impact -Spiralling unemployment rate -Distance between Urban economic centres & rural settlements -High rate of illiteracy -Ageing infrastructure -Climate change

Section B1: Vision, Strategies, Goals and Objectives Vision, Mission and Values of the Nkomazi

6.1. Goals, Objectives and Strategies

Long term Vision of the Municipality.

Vision

'A *leading Local Municipality that empowers its communities through excellent service delivery*'

Mission

The Nkomazi Local Municipality is committed to:

'Enhance the quality of life of all the communities in the Nkomazi Local Municipality area through rendering basic services in an efficient and cost-effective manner that adheres to the principles of sustainable development'

Municipality's Core Values

The Nkomazi Local Municipality subscribe to the following core values:

- Accountability
- Good Governance
- Transparency
- Integrity and
- Responsiveness

6.2. Municipal Long-Term Strategy and 10 Key Priorities for the Five Years (2022-2027)

In order to implement the municipal strategic objectives and priorities, NKOMAZI LONG TERM DEVELOPMENT FRAMEWORK 2014 and BEYOND was tabled to Council for approval in principle to the Long-Term Development Framework [LTDF]- 2034 and beyond. LTDF It's a plan than maps the strategic vision of the Nkomazi Municipal Area over the next twenty years and also maps the strategic priorities over the next five years, in line with the municipal Integrated Development Plan [IDP].

6.3. Top Ten Municipal Priorities (2022-2027)

- ✓ Water and Sanitation.
- ✓ Roads and storm water.
- ✓ Local Economic Development and job creation.
- ✓ Waste Management
- ✓ Electricity
- ✓ Community facilities
- ✓ Health and Social services
- ✓ Education
- ✓ Human Settlements
- ✓ Crime prevention

6.4. Strategic Objective and Programs

In order to achieve our vision and to address the development challenges, there are a number of key strategic priority areas which need to be taken into consideration. These priorities lead to the creation of structures which support, house and associate other actions and activities the building blocks around which actions and prioritisation take place. It also acts as a point of leverage for creating a sustainable municipality that is caring and liveable.

Key Performance Area	Strategic Objectives	Priority Programme
Spatial development analysis and rationale Basic Services and Infrastructure Development	Promote integrated human settlement Spatial equity Basic Services	SDF Housing Chapters Land invasion By Law Solid Waste Management
	Water Conservation and Demand	Water Demand Management

	Integrated Sector Planning	Spatial Development and Built-In Environment
	Infrastructure Maintenance and	Infrastructure Security and Protection
	Management	
Local Economic Development	Local Economic Development Business	Local Economic Development Strategy
	Special Economic Zone	Commercial Land Tenure
	Economic Sector Focus	Enterprise Development
	Direct Investment (Domestic and	Investment Promotion
Municipal Transformation and Institutional Development	Institutional Arrangements	Organisational Design & Structure
	Enhancing the Utilisation of ICT	Information Technology (IT)
	Institutional Capacity	Gender Equity
Good Governance and Public Participation	Public Participation Governance	Public Participation Information System
	Communication and Marketing	Stakeholder Communication Management
Financial Viability and Management	Prudent Financial Management	Operation Clean Audit
	Expenditure Management	Cash flow management
		Asset Management
		Creditors and Operating Expenditure Management
	Revenue Enhancement	Revenue and Debtors Management

6.5. Section B2: Implementation Plan

6.5.1. Municipal 5 Year Implementation Strategy

The Strategic Performance Plan (SPP) 2022 of Nkomazi Local Municipality provides a framework of key priorities which have been planned for implementation in the medium-to-five-year term by management and leadership during the strategic planning session of 02-4 March 2022. These priorities are informed by SWOT analysis, macro-economic and social plans at a national and provincial level as well as the state of service delivery in the municipality. These priorities form the cornerstone of the strategic trajectory of the Municipality in its quest to deliver sustainable services and equally on which performance results will be measured periodically. This is a results-oriented plan that provides a guide to programme implementation through a resource-based approach in order to uplift communities and achieve a "better life for all" in Nkomazi. Underlying its success is the commitment and motivation of all employees, management and leadership of the municipality.

The national and provincial imperatives or strategies which had specific implications of developing this plan included – the National Development Plan (NDP) or Vision 2030; Mpumalanga Growth & Development Path; State of the Nation Address (SONA) and State of the Province Address (SOPA); and National and Provincial 9-Point Plan.

6.5.2. Linkages of plans

The table denotes linkages of the 3 spheres of government and they have similar objectives, the main objective for SDG's is to gear government towards sustainable development, while an objective for NDP is to satisfy the basic, social & economic needs through the district and the provincial priorities which aims at promoting better planning & budgeting synergy across all spheres of government in the province and also to ensure balanced budgeting & sustainable funding for legislative mandates and strategic priorities of the province to ensure approved financial resources are spent efficiently, effectively and economically. The President of South Africa report on the state of the nation's address which is annual event where in the President of South Africa reports on the status of the Nation, normally to the resumption of joint sitting of parliament. (National Assembly and the National Council).

National Development Plan	Provincial Growth and Development Plan	Spatial Development Framework	Integrated Development Plan
Economic growth & job creation	Economic growth & job creation Tourism, biodiversity & cultural heritage	Create a livable and vibrant Municipality enabling employment and improved access to economic opportunities, Protect Agricultural Land and Strengthen Tourism Development	Economic Development
Expand infrastructure & Rural development	Infrastructure provision Agriculture	Urban Growth and Create Balance Between Urban Development and the Natural Environment	Water supply & sanitation Road infrastructure development and storm water Electricity supply and management Waste & environmental management Community development Rural development
Spatial transformation Integrated human settlement Transformation & unity & Social cohesion	Spatial planning Social cohesion	Building a compact, connected and inclusive Municipality	Integrated human settlement
Building a capable state & Fighting crime	Skills development	Good administration –integration across spheres of government, inputs from all sectors in developing SDF's, clarity, transparency, empowerment of the public.	Good governance and public participation Financial management

SDGs	N9 Point Plan	NDP	SONA	Provincial Priorities	SOPA	District priorities	Municipal top ten priorities	Community Priorities [IDP
No poverty Zero Hunger Decent work Economic Growth Industry innovation & infra-Structure	Revitalize mining towns and promote a sustainable mining Industry	Job creation	Economic Transformation	Economic growth & job creation, Energy & mining [Maputo development corridor], Tourism [KNP]	Job creation and economic growth	LED	Local Economic Development and Job creation	Unemployment: Local Economic Development [programmes], market/ vendor stalls, shopping complex, projects funding, grazing land, energy centre project, farming projects, tourism development [Komatipoort], masibuyele emasimini, internet café,
Quality education	Moderating workplace conflict	Education & training	Higher education	Skills development	Capacity to predict and plan beyond 2030, quality education and training [undertake long term planning)	Capacity building	IGR	Skills development, schools,
Good health and wellbeing	Resolving energy Challenge	Provide quality Health care	Health	Environment	Health system effectiveness		Health and social services	Clinics, 24 Hrs. clinics, mobile clinics, HBCs, waste removal, dumping sites, transfer stations

Clean water And sanitation, Sustainable cities and communities Life on land	Revitalising agriculture and the Agro processing value Chain	Transform urban & rural space	Land Redistribution	Agriculture service centre [Malelane]	Land reform and rural development Integrated sustainable human settlements	Improve municipal Basic services, Integrated human settlements	Water and Sanitation	Local farmers support, land acquisition, township establishment/rural residential/integrated sustainable human settlements upgrading informal settlements, RDPs
Peace, justice, and strong Institutions		Fight corruption			Securing communities and fighting crime	Fraud & corruption	Crime prevention	Crime & corruption, police station, PCFs, police visibility, High mast lights
Affordable and clean energy	State reform and boosting the role of state-owned companies,	Expand infrastructure	Energy and Water		Tourism industry growth, access to basic services		Electricity	Water, sanitation, energy, roads, transportation infra-structure
Responsible Consumption and production, climate action, life below water	Operation Phakisa, information and Communication technology infrastructure	Transition to a low carbon economy			revitalisation of townships and rural economies [SMMEs], revitalisation of agriculture & agro processing.	Development of plans to address the effects climate change		SMMEs development & support, Co -ops, local farmers Support
Gender equality Reduced inequalities	Unlocking the potential of SMMEs	Build a capable state			Building a capable state	Credible IDP	Gender equality and GBV	Higher skilled personnel

Partnerships for the goals	Black Industrialist Programme, Encouraging Private sector investment	Transformation & unity		Strengthen partnership with private sector & international youth development			Youth centres, multipurpose centres, community facilities

7. Section B3: Financial Plan Budget

7.1. Municipal Five-Year Plan

In terms of section 53 of the Municipal Finance Management Act (MFMA) the Executive Mayor of the municipality should provide general political guidance in the budget process and the setting of priorities that must guide the preparation of budget. Chapter 2 of the Municipal Budget and Reporting Regulations states that the mayor of the municipality must establish a Budget Steering Committee to provide assistance to the mayor in terms of the responsibilities set out in section 53 of the MFMA.

Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. This includes the compilation of the Medium-term Revenue and Expenditure Framework. The municipality's IDP is its principal strategic planning instruments, which directly guide and inform its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation, which directly informs the Service Delivery and Budget Implementation Plan.

For the municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with the ongoing impact of the COVID19, Similar to the rest of government, municipalities face a difficult fiscal environment.

The weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

In compiling the annual budget , the National Treasury recommended that municipalities must:

- ✓ Focus on collecting revenues owed to municipalities and eliminate wasteful and non-core spending and to note that the municipal equitable share as a policy instrument is meant to subsidies services to the poorest of the poor and not to pay municipal creditors.

- ✓ Ensure rendering of basic services, maintenance of assets and a clean environment. Furthermore, there must be continuous communication with the community and other stakeholders to strengthen awareness and participation and to improve the municipality's reputation. This will assist in attracting investment in the local economy which may result in increased employment.
- ✓ Decisively address unfunded budgets by reducing non-priority spending and improving revenue management processes to enable collection; and
- ✓ Comply with Section 18 of the MFMA and ensure that they fund their MTREF budgets from realistically anticipated revenues to be collected.
- ✓ Use the restriction/ interruption of supply of both water and electricity services as a collection tool. Effective from the tabling and adoption of the 2023/24 MTREF, municipalities' By-laws and policies must facilitate this and clearly stipulate the order in which any partial payment of the consolidated municipal bill (including property rates) will be applied as well as the process before the supply of water and electricity services will be cut.
- ✓ must as it relate to public consultation consider section 17(3)(a) of the MFMA which requires that the draft budget must be accompanied by draft resolutions that amongst others, impose any municipal taxes and setting any municipal tariff for the specific budget year. If the indicative tariff that was used to consult the public on the draft budget changed significantly post consultation, the municipal council will have to consult again on the revised tariff given the impact on the consumer. The nature of the consultation is the discretion of the municipality as it is not a legal requirement at the moment to consult again after the initial draft budget was made public. However, reasons for increasing the tariffs must be provided, and the municipality must consider special short-term tariff measures, so any increase may be undertaken on a short-term basis and reversed, depending on a case-by-case basis.
- ✓ Expenditure side measures and cost savings on the budget must also allow for limitations on increases as the levels of affordability for households and business may be breached.

With the compilation of the 2023/24 Medium-Term Revenue and Expenditure Framework (MTREF), each department/function had to review its business planning processes taking into account their individual departmental strategies. Business planning links back to priority needs and master planning, and essentially inform the detail operating budget appropriations and three-year capital programme.

7.2. MBRR Table A1 - Budget Summary

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	102,327	111,629	112,274	128,281	128,914	128,914	85,904	138,325	147,869	157,776
Service charges	149,324	154,903	173,460	197,802	182,094	182,094	118,082	204,060	228,619	256,219
Investment revenue	24,782	15,241	13,302	38,883	21,988	21,988	9,343	23,593	25,221	26,911
Transfer and subsidies - Operational	607,977	753,435	673,386	768,876	772,210	772,210	536,259	844,895	897,236	926,448
Other own revenue	28,721	21,039	19,821	30,859	20,183	20,183	12,470	21,742	23,344	25,029
Total Revenue (excluding capital transfers and contributions)	913,132	1,056,247	992,243	1,164,702	1,125,389	1,125,389	762,058	1,232,615	1,322,290	1,392,382
Employee costs	395,812	566,147	626,770	590,017	589,016	589,016	429,529	609,734	642,050	676,079
Remuneration of councillors	24,838	24,623	25,081	27,225	27,225	27,225	18,033	28,468	29,977	31,566
Depreciation and amortisation	80,307	90,784	96,394	64,975	64,975	64,975	–	79,636	83,538	87,465
Finance charges	895	664	467	277	107	107	126	113	118	124
Inventory consumed and bulk purchases	108,531	121,064	122,979	167,249	146,873	146,873	67,399	158,473	166,238	174,051
Transfers and subsidies	23,420	6,592	11,444	28,558	34,184	34,184	7,249	40,065	42,028	44,004
Other expenditure	291,810	343,062	346,366	301,493	290,632	290,632	212,265	338,821	355,337	372,092
Total Expenditure	925,614	1,152,935	1,229,502	1,179,795	1,153,013	1,153,013	734,601	1,255,310	1,319,287	1,385,380
Surplus/(Deficit)	(12,482)	(96,688)	(237,259)	(15,093)	(27,624)	(27,624)	27,457	(22,696)	3,003	7,002
Transfers and subsidies - capital (monetary allocations)	276,460	257,396	365,225	485,581	482,702	482,702	258,973	270,221	277,233	285,517
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	263,978	160,708	127,965	470,488	455,078	455,078	286,431	247,526	280,236	292,520
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	263,978	160,708	127,965	470,488	455,078	455,078	286,431	247,526	280,236	292,520
Capital expenditure & funds sources										
Capital expenditure	272,679	253,734	361,166	579,824	578,491	578,491	200,452	398,327	397,573	397,062
Transfers recognised - capital	229,340	228,688	329,296	485,581	482,702	482,702	184,931	278,221	285,233	295,517
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	43,338	25,046	31,870	94,242	95,789	95,789	15,521	120,106	112,339	101,545
Total sources of capital funds	272,679	253,734	361,166	579,824	578,491	578,491	200,452	398,327	397,573	397,062
Financial position										
Total current assets	488,443	523,196	404,797	593,014	465,876	465,876	542,390	422,288	453,120	463,827
Total non current assets	2,344,847	2,500,268	2,764,708	3,045,082	3,442,138	3,442,138	2,965,160	3,322,866	3,348,414	3,375,776
Total current liabilities	245,659	452,548	287,826	174,182	366,342	366,342	350,308	392,838	407,412	424,625
Total non current liabilities	–	–	–	–	–	–	–	–	–	–
Community wealth/Equity	2,605,224	2,735,329	2,843,604	3,400,206	3,471,232	3,471,232	3,108,105	3,273,987	3,316,323	3,339,112
Cash flows										
Net cash from (used) operating	–	1,132,759	2,162,387	1,100,098	649,135	649,135	2,266,363	329,834	348,519	–
Net cash from (used) investing	–	(89,236)	(361,166)	(579,824)	(552,032)	(552,032)	(200,452)	(398,327)	(397,573)	–
Net cash from (used) financing	–	–	–	(423)	(5,347)	(5,347)	(5)	(6,765)	(690)	1,742
Cash/cash equivalents at the year end	205,822	1,262,260	2,047,840	775,966	227,447	227,447	2,065,906	(55,611)	(105,355)	(103,613)
Cash backing/surplus reconciliation										
Cash and investments available	2,582,631	2,774,430	2,934,335	3,327,752	3,686,580	3,686,580	3,244,332	3,537,212	3,566,698	3,615,868
Application of cash and investments	184,840	187,380	(74,330)	59,713	248,916	248,916	(241,789)	240,583	205,110	342,550
Balance - surplus (shortfall)	2,397,791	2,587,050	3,008,665	3,268,040	3,437,665	3,437,665	3,486,121	3,296,629	3,361,588	3,273,317
Asset management										
Asset register summary (WDV)	1,910,186	2,039,907	2,059,600	2,571,806	2,710,642	2,710,642	2,591,371	2,616,918	2,644,280	–
Depreciation	80,307	90,784	96,394	64,975	64,975	64,975	79,636	83,538	87,465	–
Renewal and Upgrading of Existing Assets	92,589	172,596	100,187	125,176	130,335	130,335	88,793	102,732	78,804	–
Repairs and Maintenance	39,857	52,253	37,958	40,369	39,482	39,482	49,072	51,476	53,896	–
Free services										
Cost of Free Basic Services provided	19,411	29,598	30,963	19,423	22,213	22,213	32,354	37,097	39,350	–
Revenue cost of free services provided	33,786	39,744	44,388	44,545	48,247	48,247	51,769	55,340	58,994	–
Households below minimum service level										
Water:	44	12	9	14	14	14	2	2	2	–
Sanitation/sewerage:	3	3	2	7	7	7	5	4	2	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	101	123	20	21	21	21	22	23	24	–

The current and future planning of the integrated growth of the municipality is guided by the Long-Term Development Framework (LTDF) 2034 that is line with the National Development Plan vision 2030. This plan outlines the desired strategic vision of the municipality. Based on the LTDF a Six Point Strategy for five years was developed with the following priorities:

- ✓ Strengthening of our internal capacity to deliver on our mandate.
- ✓ Strengthen our public participation mechanisms.
- ✓ Focus LED and job creative initiatives.
- ✓ Focus on health promotion and environmental programmes.
- ✓ Work with communities and all stakeholders to fight and overcome crime.
- ✓ Drive programmes to build integrated and socially cohesive human settlement

The preparation of the 2023/24 Municipality's Medium-Term Revenue and Expenditure Framework is guided by the National Treasury MFMA Circular no. 122 and 124 and previous circulars together with guidelines set by Minister of Finance in his Medium-term Budget Policy Statement Speech 2022. The key focus of this budget circulars is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial reform by focussing on key "game changers". These game-changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed.

In order for the municipality to comply with *m*SCOA regulations which requires the municipality to transact on *m*SCOA system from 1st of July 2017.   On an annual basis, the mSCOA chart is reviewed to address implementation challenges and correct chart related errors. Version 6.7 was released to compile the 2023/24 MTREF budget.

This standard classification framework enforces the link between planning (IDP) and the budget through the project segment and enables annual reporting and performance management linked to strategic service delivery objectives.

Numerous challenges are encountered on the implementation of *m*SCOA, However, with the assistance of the National/Provincial Treasury and the service providers, the municipality is being continuously able to overcome these difficulties.

Financial modelling has been undertaken to ensure affordability and long-term financial sustainability of Nkomazi Local Municipality in the preparation of the annual budget. Listed below are key factors and planning strategies which have been considered in the compilation of the 2022/2023 MTREF.

- ✓ policy priorities and strategic objectives;
- ✓ asset infrastructure and maintenance;
- ✓ economic climate and trends such as inflation, Eskom increases, period price levies etc;

- ✓ performance trends on implementation of operational and capital budgets;
- ✓ the 2022/2023 adjustment budget;
- ✓ debtor payment levels;
- ✓ the need for tariff ability to pay for services; and
- ✓ back-to-basics approach to improve service delivery.

Submissions will be reviewed during the public participation process and additional information regarding required expenditure as well as individual capital projects will be considered before the finalization of the 2023/2024 budget.

The 2023/2024 MTREF to be tabled before Council on or before 31 March 2023, will be published on the municipal website and hard copies will be made available to various libraries and municipal offices.

All documents in the appropriate format (electronic) will be provided to National and Provincial Treasury and other stakeholders in accordance with section 23 of the MFMA to provide an opportunity for them to make inputs.

7.3. Consolidated Overview of the 2023/24 MTREF

Description	**2023/24 Medium Term Revenue and ExpenditureFramework**			
	Adjusted Budget 2022/23	**Budget year 2023/24**	**Budget year +12024/25**	**Budget year +2 2025/26**
	R000	R000	R000	R000
Total Revenue excluding capitaltransferred and contributions	1,125,389	1,232,614	1,322,290	1,392,382
Total Operational Expenditure	1,153,013	1,263,284	1,319,237	1,385,380
Surplus/(Deficit)	(27,624)	(30,670)	3,003	7,002
Transfers and subsidies - capital(Monetary transfer)	482,702	270,221	277,233	285,017
Surplus/(Deficit) after capital transfers	455,078	239,551	280,236	292,520
Total Capital Expenditure	578,491	390,121	397,573	397,062
Total budget (operational pluscapital)	**1,731,504**	**1,653,405**	**1,716,810**	**1,782,442**

Total revenue amounts to R1.2 billion representing a growth of 9.5% for the 2023/24 financial year when compared to the 2022/23 Adjustment Budget. For the two outer years, revenue is increasing with 7% and 5% respectively, equating to a total revenue growth of R267 million overthe MTREF when compared to the 2022/23 allocation

Total expenditure amounts to R1,3 billion in the 2023/24 financial year. Thus, it translates into a budgeted deficit of R22,7 million. When compared to the 2022/23 Adjustments Budget, operational expenditure

has decreased by 5% in the 2023/24 budget. The operating surplus for the two outer years amounts to R3million and R7 million respectively.
The overall total expenditure (Operating + Capital expenditure) amounts to R1.7 billion in the 2023/24 financial year and will remain constant to R1,7 billion in the 2025/26 outer year.

The capital budget of R398,3 million for 2023/24 is 31% less when compared to the 2022/23 Adjustment Budget. The capital programme decreases to R397,6 million in the 2024/25 financialyear and then decreases in 2025/26 to R397.1 million. The variances are due to various changeson government grants allocations per financial as well as affordability constraints in the light of current economic circumstances. A substantial portion of R306.1million of the capital budget willbe funded from government grants over the MTREF. The balance of R120,1 million will be fundedfrom internally generated funds.

7.4. Main source of revenue

Description	Current year 2022/23		2023/24 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2023/24	%	Budget Year +1 2024/25	%	Budget Year +2 2025/26	%
Revenue								
Exchange Revenue								
Service charges - Electricity	129,463	11.5%	147,588	12.0%	168,250	12.7%	191,805	14%
Service charges - Water	35,390	3.1%	37,974	3.1%	40,594	3.1%	43,314	3%
Service charges - Waste Water Management	5,999	0.5%	6,437	0.5%	6,881	0.5%	7,342	1%
Service charges - Waste Management	11,241	1.0%	12,061	1.0%	12,894	1.0%	13,757	1%
Sale of Goods and Rendering of Services	2,427	0.2%	2,604	0.2%	2,783	0.2%	2,970	0%
Agency services	-	0.0%	-	0.0%	-	0.0%	-	0%
Interest		0.0%		0.0%		0.0%		0%
Interest earned from Receivables	2,954	0.3%	3,239	0.3%	3,545	0.3%	3,880	0%
Interest earned from Current and Non Current Assets	21,988	2.0%	23,593	1.9%	25,221	1.9%	26,911	2%
Dividends		0.0%		0.0%		0.0%		0%
Rent on Land		0.0%		0.0%		0.0%		0%
Rental from Fixed Assets	2,908	0.3%	3,121	0.3%	3,336	0.3%	3,559	0%
Licence and permits	25	0.0%	27	0.0%	29	0.0%	31	0%
Operational Revenue	937	0.1%	1,006	0.1%	1,075	0.1%	1,147	0%
Non-Exchange Revenue		0.0%		0.0%		0.0%		0%
Property rates	128,914	11.5%	138,325	11.2%	147,869	11.2%	157,776	11%
Surcharges and Taxes		0.0%		0.0%		0.0%		0%
Fines, penalties and forfeits	3,228	0.3%	3,479	0.3%	3,739	0.3%	4,012	0%
Licences or permits		0.0%		0.0%		0.0%		0%
Transfer and subsidies - Operational	772,210	68.6%	844,895	68.5%	897,236	67.9%	926,448	67%
Interest	7,704	0.7%	8,267	0.7%	8,837	0.7%	9,429	1%
Fuel Levy		0.0%		0.0%		0.0%		0%
Operational Revenue		0.0%		0.0%		0.0%		0%
Gains on disposal of Assets	-	0.0%	-	0.0%	-	0.0%	-	0%
Other Gains	-	0.0%	-	0.0%	-	0.0%	-	0%
Discontinued Operations		0.0%		0.0%		0.0%		0%
Total Revenue (excluding capital transfers and contributions)	**1,125,389**	**100%**	**1,232,615**	**100%**	**1,322,290**	**100%**	**1,392,382**	**100%**

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Property rates is the second largest revenue source totalling 20 per cent or R3.02 billion rand andincreases to R3.76 billion by 2025/26. The third largest sources is 'other revenue' which consistsof various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to reviewthe tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R789 million in the 2010/11 financial year and steadily increases to R1.2 billion by 2025/26. Note that the year-on-year growth for the 2023/24 financialyear is 26.8 per cent and then flattens out to 11.6 and 8.9 per cent in the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

7.5. Operating Transfers and Grant Receipts

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflationtarget. Excessive increases are likely to be counterproductive, resulting in higher levels of non- payment.

The percentage increases of both Eskom and IUCMA bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impactthey have on the municipality's electricity and in these tariffs are largely outside the control of theMunicipality. Discounting the impact of these price increases in lower consumer tariffs will erodethe Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol andmedical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement etc. The current challenge facing the Municipality is managing the gap between cost drivers andtariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting processrelating to service charges as follows.

Summary of operating expenditure by standard classification item

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Expenditure											
Employee related costs	2	395,812	566,147	626,770	590,017	589,016	589,016	429,529	609,734	642,050	676,079
Remuneration of councillors		24,838	24,623	25,081	27,225	27,225	27,225	18,033	28,468	29,977	31,566
Bulk purchases - electricity	2	91,161	95,883	105,046	101,177	101,177	101,177	63,717	106,539	111,759	117,012
Inventory consumed	8	-	-	-	-	-	-	-	-	-	-
Debt impairment	3	8,076	8,320	3,295	-	-	-	-	-	-	-
Depreciation and amortisation		80,307	90,784	96,394	64,975	64,975	64,975	-	79,636	83,538	87,465
Interest		895	664	467	277	107	107	126	113	118	124
Contracted services		128,141	153,301	125,416	105,050	103,698	103,698	77,619	129,441	135,773	142,144
Transfers and subsidies		23,420	6,592	11,444	28,558	34,184	34,184	7,249	40,065	42,028	44,004
Irrecoverable debts written off		24	19	19,944	13,000	8,339	8,339	6	8,781	9,211	9,644
Operational costs		153,768	174,169	196,411	183,443	178,594	178,594	134,640	200,600	210,353	220,304
Losses on disposal of Assets		1,979	7,058	383	-	-	-	-	-	-	-
Other Losses		(177)	196	918	-	-	-	-	-	-	-
Total Expenditure		**908,243**	**1,127,754**	**1,211,569**	**1,113,722**	**1,107,317**	**1,107,317**	**730,919**	**1,203,377**	**1,264,808**	**1,328,341**

The budgeted allocation for employee related costs for the 2023/24 financial year totals R610 million, which equals 49 per cent of the total operating expenditure. Based on the three-year collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 5.3 per cent for the 2023/24 financial year. An annual increase of 5.3 percent has been included in the two outer years of the MTREF. In addition, expenditure against overtime was significantly reduced, with provisions against this budget item only being provided for emergency services and other critical functions.

The cost associated with the remuneration of councillors is determined by the Minister of Co- operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget

Operating Expenditure Framework

For Nkomazi Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- ✓ National Treasury's guidelines and macroeconomic policy;
- ✓ Growth in the Municipality and continued economic development;
- ✓ Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- ✓ Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- ✓ Achievement of full cost recovery of specific user charges especially in relation to trading services;

- ✓ Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- ✓ The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- ✓ Increase ability to extend new services and recover costs;
- ✓ The municipality's Indigent Policy and rendering of free basic services; and
- ✓ Tariff policies of the Municipality.

8. Municipal Five-Year Performance Plan 2022-2027

Municipal KPA	**Spatial Development Analysis and Rationale**									
Problem statement and root causes per KPA:	Relations and lack of clear distinction of roles between the Municipality and Traditional Councils have slowed development of sustainable human settlements, Township development and enforcement in the Trust areas.									
One Plan Transformation Area	Integrated Human Settlements Spatial reforms									
2019-24 MTSF Priority	Priority 5: Spatial Integration, Human Settlements and Local Government (1)									
Municipal Priority	Create sustainable human settlements, and address spatial disparities.									
Strategic objective	Promoting sustainable development and improving quality of life									
Impact statement: Formalise, and develop sustainable Human Settlements				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Coordinated and integrated spatial transformation	Development of strategic plans to promote Spatially coordinated transformation	Four Strategic plans developed and or reviewed	Strategic plans that require development and review	6 strategic plans developed 4 Strategic plans reviewed and gazetted	Development, review and gazetting of strategic plans of the Municipality	3 review and gazetting 2 Development of plans	1 review and gazetting 1 Development of plans	2 Strategic plans developed	1 strategic plan developed	

	Conducting Land Audit									
Integrated service delivery and settlement transformation	Establishment of Township and Acquisition of Land for Human Settlements	Two formalised/established Townships	Five Established townships in Nkomazi	4 Township Establishment	Township establishment of four villages	Layout plans and studies conducted for 2 Townships	Opening of the Townships register for the 2 Townships	Registration and transfer of deeds for the 2 townships. Layout plans for 2 townships	Opening of the Townships register for the 2 Townships	Registration and transfer of deeds for the 2 townships.
Transform ownership and access for women, youth and persons with disabilities	Number of Title Deeds issued		Re-apply, register, and issue Title Deeds to rightful beneficiaries	500 Title Deeds registered and issued	Encroachment and transfer programme	Subdivision and consolidation of properties to be registered	Registration of 300 beneficiaries in the deeds office	Registration of 300 beneficiaries in the deeds office. Subdivision and consolidation of properties to be registered	Subdivision and consolidation of properties to be registered	Registration of 300 beneficiaries in the deeds office.
Enhance Revenue Collection	Number of Municipal stands sold		Expedite the sale of serviced stands/prop	200 Municipal stands/properties sold	Alienation of Municipal properties	Development of policy document for the	The alienation of 50 Municipal	The alienation of 50 Municipal	The alienation of 100 Municipal	

			erties of the Municipality			Alienation of Municipal Properties. Development of list of all Municipal owned properties	properties	properties	properties	

Municipal KPA	**Basic Service Delivery and Infrastructure Development (Water)**									
Problem statement and root causes per KPA:	There is ever increasing number of households, of which the current bulk supplies are unable to cope with water demand and to allow for development growth demands which is mainly attributed to the mushrooming of stands as well as need for urban edge development. Some of the identified areas experience ageing reticulation infrastructure as a result of poor-quality pipes which were installed ages ago, e.g. asbestos pipes resulting in huge water loss. In other cases there are new extensions in the existing areas where network pipes have not been installed and this results to illegal connections in some parts of the pipelines and other areas receive water direct from the river which is only chlorinated and cannot be used especially during rainy seasons as a result of poor quality.									
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government									
Municipal Priority	Delivery of quality & sustainable municipal water services									
Strategic objective	To provide sustainable municipal water services to all households by 2027, Effective water management system for the benefit of all									
Impact statement: Improve Access to Basic Services – Access to safe drinking water (95%)				MTSF Target: 100% access to piped water, quality and sustainable water services						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27

						Outputs	Outputs	Outputs	Outputs	Outputs
Improved access to Sustainable basic water services	Percentage of households with access quality and sustainable water services	Water: 92 125 HH, 85.6% with access 54% Blue Drop Score (2014) 3% Water loss	Population Growth demands, Urban edge development, Mushrooming of stands Illegal Connections Ageing Infrastructure (Ageing WTW, Mechanical & Control Equipments, pipes, Ageing meter) Ageing Fleet (Water Tankers, TLBs) Poor Quality Water High water losses	Water: 134600HH, 100% with access 95% Blue Drop	- Bulk Infrastructure Upgrades (WTW, Bulk Line & Reservoirs) Construction of new Water Reticulation Refurbishment of Boreholes Replacement of AC Pipes Replacement of old mechanical infrastructure Replacement of old fleet Refurbishment of Water Treatment Works Water Quality Monitoring Jojo tanks installation Meter Replacement Programme	95 125 (HH), 88.4%	98 125 (HH), 91.2%	101 125 (HH), 94%	104 125 (HH), 96,7%	107624 (HH), 100%

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome	KPI	5 year Target	ANNUAL IMPLEMENTATION

	Indicator			2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to Sustainable basic water services	Percentage of Drinking water samples complying to SANS241	Percentage of Drinking water samples complying to SANS241	95% Water quality compliance	85% Water quality Compliance	90% Water quality Compliance	95% Water quality Compliance	95% Water quality Compliance	95% Water quality Compliance
	Percentage Blue Drop Score	% Blue Drop Score	95% Blue Drop Score	N/A	80% Blue Drop Score	N/A	90% Blue Drop Score	N/A
	Percentage Water Loss	Percentage Water Loss	1% Water loss	2% Water loss	2% Water loss	2% Water loss	1% Water loss	1% Water loss
	Maintenance of Water Infrastructure	Percentage of Water Infrastructure maintained	70% of Existing Water Infrastructure Maintained	30% of of Existing Water Infrastructure Maintained	40% of Existing Water Infrastructure Maintained	50% of Existing Water Infrastructure Maintained	60% of Existing Water Infrastructure Maintained	70% of Existing Water Infrastructure Maintained
	Development & Review of Water Sector Plans (Master Plans, WSDP)	No of Sector Plans Developed and Reviewed	5 Master Plans Developed and Reviewed, 1 WSDP developed and Reviewed	1 Master Plans Developed and Reviewed, 1 WSDP developed and Reviewed	1 Master Plans Developed and Reviewed, 1 WSDP Reviewed	1 Master Plans Developed and Reviewed, 1 WSDP Reviewed	1 Master Plans Developed and Reviewed, 1 WSDP Reviewed	1 Master Plans Developed and Reviewed, 1 WSDP Reviewed
	Secure Water Infrastructure sites and operations	Secure Fencing for Water Infrastructure	Fencing of all WTW, Reservoirs & Boreholes	Fencing of 5 water infrastructure sites	Fencing of 5 water infrastructure sites	Fencing of 5 water infrastructure sites	Fencing of 5 water infrastructure sites	Fencing of 5 water infrastructure sites
		No of Operator & Ablution Facility provided	10 Operator facilities and 10 Ablution Facilities	2 Operator facilities and 2 Ablution Facilities	2 Operator facilities and 2 Ablution Facilities	2 Operator facilities and 2 Ablution Facilities	2 Operator facilities and 2 Ablution Facilities	2 Operator facilities and 2 Ablution Facilities

		No of Standby quarters Refurbished	10 Standby Quarters Facility Refurbished	2 Standby Quarters Facility Refurbished	2 Standby Quarters Facility Refurbished	2 Standby Quarters Facility Refurbished	2 Standby Quarters Facility Refurbished	2 Standby Quarters Facility Refurbished

Municipal KPA	**Basic Service Delivery and Infrastructure Development (Sanitation)**									
Problem statement and root causes per KPA:	Some of the households in these areas do not have toilet facilities; there is a need to provide infields as a form of eradication of sanitation backlog. The urban towns are experiencing growth demands and need for urban development that put more pressure on the existing services and therefore a need to upgrade existing bulk sewer infrastructure. The is also ageing infrastructure resulting to sewer spillages.									
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government									
Municipal Priority	Delivery of quality & sustainable municipal sanitation services									
Strategic objective	To provide sustainable municipal sanitation services to all households by 2027									
Impact statement: Access to Adequate Sanitation and Hygiene (90%), Wastewater Treatment Works Operational (100				MTSF Target: 100% access to sanitation services, quality and sustainable sanitation services to community						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to basic sanitation services	Percentage of households with access to basic sanitation	Sanitation: 101 387HH, 94.2% access 78% Green	No access to sanitation Lack of water borne sewer WWTW reach capacity,	107 624HH (100%) Access to Sanitation 90% Green	Construction of Sanitation Toilets Construction of Water Borne Bulk Sanitation	102087HH 94,9%	103287HH 96,0%	104487HH 97.0%	106055HH 99,0%	107624HH 100%

		drop score Risk Rating	Sewer spillages WWTW Ageing Infrastructure Poor Effluent Quality Overloaded Sanitation toilets – not usable anymore	Drop Score	Upgrading of Wastewater Treatment Works Refurbishment of WWTW Wastewater Quality Monitoring Green Drop Compliance High pressure vacuum tanker					

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to Sustainable Sanitation services	Percentage of households with access to Sanitation Services	No of Households with access to sanitation	6237 HH (100%)	700HH	1200HH	1200HH	1568HH	1569HH
		No of Bulk Sewer System Upgraded	2 Bulk Sewer System constructed	-	1 Bulk Sewer system Kamhlushwa	-	1 Bulk Sewer system Mjejane	-
		No of WWTW Upgraded	5 WWTW Upgraded	1WWTW Upgraded	1WWTW Upgraded	1WWTW Upgraded	1WWTW Upgraded	1WWTW Upgraded
		No of WWTW Refurbished	5 WWTW Refurbished	1 WWTW Refurbished	1 WWTW Refurbished	1 WWTW Refurbished	1 WWTW Refurbished	1 WWTW Refurbished

		Percentage of Sanitation toilets emptied	50% of full Sanitation toilets emptied	1 High pressure vacuum tanker	20% sanitation toilets emptied	30% sanitation toilets emptied	40% sanitation toilets emptied	50% sanitation toilets emptied
	Percentage of wastewater samples compliant to license	Percentage of wastewater samples complying to licence	95% Wastewater Quality Compliance	80% Wastewater Quality Compliance	85% Wastewater Quality Compliance	90% Wastewater Quality Compliance	95% Wastewater Quality Compliance	95% Wastewater Quality Compliance
	Green Drop Score	Percentage Green Drop Score	80% Green drop Compliance	80% Green Drop Compliance	90% Green Drop Compliance	95% Green Drop Compliance	95% Green Drop Compliance	95% Green Drop Compliance

Municipal KPA	**Basic Service Delivery and Infrastructure Development (Electricity)**
Problem statement and root causes per KPA:	There is ever increasing number of households, of which the current bulk supplies are unable to cope with the demand and to allow for development growth demands which is mainly attributed to the mushrooming of stands as well as need for urban edge development. Most of the villages require the installation of high mast lights and street lights as a result of high crime levels experienced at night, some of the people living in these areas are commuters. They live for work very early in the morning and come back late at night as a result they are being marked on their way to and from work. There is also an issue with verification of ESKOM accounts and billing data, which contributes to distribution losses (line losses). Depreciation of assets and electrical infrastructure is also a challenge due to the age and condition thereof.
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government
Municipal Priority	Delivery of quality & sustainable municipal Electrical services

Strategic objective	To provide sustainable municipal electrical services to all households by 2027									
Impact statement: Accessible, quality & sustainable water services to communities				MTSF Target: 100% access to electrical services by 2027						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to basic services	Percentage of Households with access to electricity (Rural development)	128 400 HH (95%)	ESKOM operational areas. Challenges with mushrooming of stands and funding allocation	134 600 HH (100%)	INEP (Electrification programs)	129 600 HH (according to funding allocation of 1200HH per year)	130 800 HH (according to funding allocation of 1000HH per year)	132 000 HH (according to funding allocation of 1000HH per year)	133 400 HH (according to funding allocation of 1000HH per year)	134 600 HH (according to funding allocation of 1000HH per year)
	New supply connections according to application received in % (Urban development)	6602 Municipal customers (HH)	New infrastructure/networks required for the connection of new customers.	100% new connections completed as per applications received per year.	Accommodate all new customers on the Municipal Network	100%	100%	100%	100%	100%

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27

Improved access to basic electrical services	Percentage of Households with access to electricity	Electrification of new households (rural development)	6200HH	1200HH	1000HH	1000HH	1000HH	1000HH
		Electrification of new households according to application received in % (urban development)	100%	100%	100%	100%	100%	100%
		Additional ESKOM bulk acquired in MVA for Nkomazi Towns	10MVA	2MVA	2MVA	2MVA	2MVA	2MVA
		Additional ESKOM bulk acquired in MVA for Nkomazi SEZ	20MVA	2MVA	5MVA	5MVA	5MVA	3MVA
		Number of additional mast lights (apollo) installed in Nkomazi areas	20	5	5	5	3	2
		Number of installations of backup generating systems for essential municipal operations.	15	3	3	3	3	3
		Number of additional MV supply points (Ring supplies) installed.	10	2	2	2	2	2
		Transforming/switching and cabling equipment installed (new MV networks)	12	3	2	3	2	2
		Transforming/switching and cabling equipment replaced (maintenance on ageing MV networks)	12	2	3	2	3	2
		Implementing alternative energy solutions (SSEG- Small scale embedded generation) to all new development and house holds	50%	10%	10%	10%	10%	10%

Municipal KPA	**Basic Service Delivery and Infrastructure Development (Waste Management)**									
Problem statement and root causes per KPA:	Waste collection service is collected in 83742 HH and there is a backlog of 20223HH in rural areas. There is one permitted landfill site which is Steenbok landfill site which owned by the municipality. There is a contract to dispose waste for the towns at RCL TSB Landfill site since the distance to travel to Steenbok is too far. Shortage of fleet is the biggest challenge. Most of the waste trucks are old and depleted and experience constant breakdowns. There is only 1TLB and Tipper truck that collects garden waste and building rubble in the whole Nkomazi Area which is also having constant breakdown and it becomes difficult to clean all the illegal dumping's in communities. There is a challenge of finding suitable site for Nkomazi west landfill site and also require site allocation for the construction of a transfer station in Komatipoort to accommodate Nkomazi SEZ. Mushrooming of illegal dumps is a big challenge.									
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government. Consolidating the social wage through reliable and quality basic services. Education, skills and health.									
Municipal Priority	Delivery of quality municipal services									
Strategic objective	To provide sustainable municipal services to all households by 2027 To provide sustainable Waste Management services to the community									
Impact statement: Reduced unemployment and poverty				MTSF Target: 100% access to waste removal to households by 2027						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to refuse removal	Number of households with access to refuse removal	8 3742 Households with access to refuse removal	Ageing and shortage of fleet Lack of households served by regular solid waste	5 000 Households with access to refuse removal	Procurement of 3 Compactor trucks, 1 TLB, 3* 8 Ton waste cage trucks, 2 skip loaders, 1 Tipper	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal

			collection is an indicator of municipal health, cleanliness and quality of life, and is recognised as a right within the South Africa Constitution		Trucks, 10 LDV bakkies and 2 Tree shredder					
Improved access to refuse removal	Reduce high level of illegal dumping and littering	1 Permitted landfill site	Illegal dumping and littering	200 Skip bins	Procurement of 200 Skip bins	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping
Improved access to refuse removal	Compliance with licencing permit	Daily maintenance	Lack of landfill site maintenance	Daily maintenance	Appoint a service provider to perform daily landfill site maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome	KPI	5 year Target	ANNUAL IMPLEMENTATION

	Indicator			2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to refuse removal	**Improved access to refuse removal**	Number of households with access to refuse removal	5 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal	1 000 Households with access to refuse removal
Improved access to refuse removal	**Improved access to refuse removal**	Number of skip bins procured to reduce littering and illegal dumping	200 Skip bins	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping
Improved access to refuse removal		Appoint a service provider to perform daily landfill site maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Appoint a service provider to perform daily landfill site maintenance
		Maintenance of Steenbok landfill site	60	12	12	12	12	12
		Contracted services to rehabilitate illegal dumping spots (Number of clean up campaigns and awareness conducted in communities)	20	4	4	4	4	4
		Number of clean up campaigns and awareness conducted in communities	20	4	4	4	4	4
		Installation of mobile change rooms with	15	**3**	3	3	3	3

		ablution facility and showers						
		Installation of prefab offices medium with ablution facility	15	**3**	3	3	3	3

Municipal KPA	**Basic Service Delivery and Infrastructure Development (Roads and storm water)**									
Problem statement and root causes per KPA:	Though most of the areas in Nkomazi have access to roads, some areas still need bus roads and foot bridges, tarring of streets and road which connect them to other areas. Most of the roads in the municipal area are gravel and those that are tarred are severely damaged and need rehabilitation. Certain rural villages are without access bridges and there is in general a lack of road maintenance in most of the rural and urban areas. The municipal buildings also are ageing and require maintenance									
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government									
Municipal Priority	Delivery of quality municipal roads services									
Strategic objective	To provide sustainable municipal services to all wards by 2027									
Impact statement: Accessible services to communities				MTSF Target: 100% access to Roads and stormwater						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved accessible roads to all wards	All 33 wards to be gravelled and graded	To gravel (320km) 100%	Aging road infrastructure	10km (100%)	To grade and Re-gravel	10km	10km	10km	10km	10km
	Repairing of potholes	8000m2 To be repaid	Aging road infrastructure	1600m2	To patch potholes	1600m2	1600m2	1600m2	1600m2	1600m2

	Resealing of roads at Naas ward 1, Mzinti-ward 20, Kamhlushwa-Ward 22, Schoemansdal Ward-27, Mdladla Ward 7, Phiva- ward 10, Block-B ward 2, Komatipoort Ward- 6, Malelane Ward- 30, Hectorspruit Ward-29, Marloth Park Ward-7.	To reseal tyre road 130km	Aging road infrastructure	10km	To reseal tyre road	10km	10km	10km	10km	10km
Maintenance Of Building	To maintain all Municipal buildings and Community Halls	New	Aging of building infrastructure	18 Community Halls	Maintenance	4	4	4	4	4
		New	Aging of building infrastructure	20 Other Municipal Buildings	Maintenance	5	5	5	5	5

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	**Outcome Indicator**	**KPI**	**5year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	2023/24	2024/25	2025/26	2026/27

Delivery of quality municipal roads services	Improve road network to all 33 wards	-Accessibility of public places and most dwellings, including building of foot bridges and resealing of road	50km	10km	10km	10km	10km	10km
		-Re-graveling & Grading of roads network	1600km	320km	320km	320km	320km	320km
		-Repairing of potholes	8000^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}
		-cutting of grass along road reserve	8000^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}
		-Repairing of bridges	100 bridges	20	20	20	20	20
		-Cleaning of storm water drainage system	8000^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}	1600^{m2}
Improve Municipal Buildings	Improve Municipal Building	Maintenance of all Municipal Buildings	18 Community Halls	4	4	4	4	4
		Maintenance of all Municipal Buildings	20 Other Buildings	5	5	5	5	5

Municipal KPA	**Local Economic Development**
Problem statement and root causes per KPA:	
One Plan Transformation Area	Economic Repositioning

2019-24 MTSF Priority	Economic Transformation and Job Creation									
Municipal Priority	Job creation									
Strategic objective	To reduce unemployment, poverty and inequality by 2027									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved local economic performance	% Increase in economic growth	1,35% growth	Business closure due to Covid19, poor LED stakeholder management	3% growth						
	% Reduction in unemployment (number)	45% unemployment (65% youth, 58 women),	Skills not matching economic demands, poor education outcomes	30% unemployment (50% youth, 40% women)						
	% (number) households living below the poverty line	39% poverty rate	Food insecurity, corruption, lack of access to government services, high HIV prevalence	15% of HH						

Local economic growth	Improved economic growth	0.95%	Declining economic sectors, poor stakeholder relations, lack of updated LED strategy, insufficient land for industrialisation	3%	Land acquisition Update LED strategy SMME and cooperative support	1.2%	1,5%	2%	2,5%	3%

Municipal KPA	**Municipal Financial Viability and Management**
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.
One Plan Transformation Area	Budget Monitoring
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State
Municipal Priority	Improve Financial Management Capability
Strategic objective	Financial viability and management

Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society	MTSF Target: Strengthen Municipal Financial System by 2023

Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

FM4. Improved expenditure manageme nt	FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	32%	Increased UIFWE	Reduce UIFWE by 50%	SCM trainings	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE
	Number of creditors settlement days	30 days	Settlement of creditors within 30 days of receipt of an invoice	Creditors paid within 30 days of receipt of a valid tax invoice	None	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice
	FM4.2 Percentage of total operating expenditure on remuneration	35% to 40%	Excessive employee related costs	40%	Additional Cost containment measures (Overtime/sta ndby/Travel claims etc)	48%	46%	44%	42%	40%
FM1. Enhanced municipal budgeting and budget implementa tion	Number of funded annual budget compiled FM1.2 Municipal budget assessed as funded (Y/N) (National)	2021/22 adjustment Annual budget funded	Budgeting for unfunded mandates that are non-core function of the municipality	10 100% or All prepared annual budgets be assessed as funded	Budget steering committee	2 Yes	2 Yes	2 Yes	2 Yes	2 Yes
FM2. Improved financial	FM2.2 Percentage change in cash	New indicator	Funded and unfunded budget	2%	None	2%	2%	2%	2%	2%

sustainability and liability management	backed reserves reconciliation									
FM3. Improved liquidity management	FM3.1 Percentage change in cash and cash equivalent (short term)	New indicator	Funded and unfunded budget	10%	None	2%	4%	6%	8%	10%
	Maintain positive Current ratio	2.5:1		3:1	None	2.5:1	2.5:1	2.6:1	2.7:1	3:1
FM5. Improved asset management	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	2% actual results for repairs and Maintenance Expenditure for 2021	Aging infrastructure, additional asset acquired and limited own revenue to maintain the assets	4%	None	2% of repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	2.5% of repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	3% of repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	3.5% of repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	4% of repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100
	Number of physical fixed assets verification conducted	2	Credible fixed assets register	5 physical verifications of Movable and immovable	None	1	1	1	1	1

				assets conducted						
FM6. Improved supply chain manageme nt	FM6.1 Percentage change in the amount of irregular expenditure as a result of SCM transgressions	New indicator	Increased UIFWE	Reduce UIFWE by 50%	SCM trainings	10%	10%	10%	10%	10%
	FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	100%	Competitive bidding	100%	None	100%	100%	100%	100%	100%
	FM6.11 Turnaround time to make final award in terms of exemption from SCM Reg 4(3) and 29(2)	90 days	Backlog of tenders to be awarded	120 days	None	120 days	120 days	120 days	120 days	120 days
	Percentage compliance to SCM regulations			100% compliant		100%	100%	100%	100%	100%
FM7. Improved revenue and debtors manageme nt	Number of debtors days	120 days		30 days		90 days	90days	60days	60 days	30 days

	Percentage of debtors collection rate ratio	95%		98%		96%	97%	97%	98%	98%
	Number of large power users with smart electricity metering	47 smart meters	Illegal electricity connection	80 Smart meters		40 smart meters	40 smart meters	0	0	0

Municipal KPA	**Good Governance and Public Participation (Risk, Public Participation and Internal Audit)**									
Problem statement and root causes per KPA:	Non-compliance with laws, regulations, legislation and policies resulting to poor audit outcome									
One Plan Transformation Area	Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)									
2019-24 MTSF Priority	Capable, ethical and developmental state									
Municipal Priority										
Strategic objective										
Impact statement: Improved livelihood of people of Nkomazi				MTSF Target: Improved audit outcome, Reduction of corruption						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

Effective municipal administration	Improved Audit Opinion	Unqualified audit opinion with 80 audit findings	Non-compliance with laws and regulations	Percentage of audit findings reduced	100% of material audit findings reduced	Clean administration	Clean administration	Clean administration	Clean administration	Clean administration
		21% of councillors and 100% administrative officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Inadequate coordination of municipal councillors to declare their financial interests	Percentage of councillors who have declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests
Improved organisational performance	Improved organisational performance	30 Managers signed performance agreements	Lack of consequence management for non-performance	1460 employees signed performance agreements and evaluated	Monitoring individual performance of all employees	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated
Improved public participation	Improved public participation	4 Public Participation related events held	Draft Public Participation Strategy	improved participatory of all municipal key stakeholders	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held

Improved municipal capability	Improved municipal capability	100% of Top Manageme nt Stability	100% complime nt of Section 56 Managers	Percentage of Top Managem ent Stability	Maintain 100% of Top Managem ent Stability (Section 56 Managers)	Maintain 100% of Top Manageme nt Stability (Section 56 Managers)	Maintain 100% of Top Manageme nt Stability (Section 56 Managers)	Maintain 100% of Top Manageme nt Stability (Section 56 Managers)	Maintain 100% of Top Manageme nt Stability (Section 56 Managers)	Maintain 100% of Top Manageme nt Stability (Section 56 Managers)
Improved municipal responsiven ess	Improved municipal responsiven ess	57% of ward committees established	Currently establishin g ward committee s	Percentage of ward committee s that are functional	100% of ward committee s producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports
Improved municipal responsiven ess	Improved municipal responsiven ess	8 traditional leaders attending general council meetings	Lack of tool of trade and seating allowances for Traditional Leaders	Number of Traditional Leaders participati ng in Council meetings	8 Traditional Leaders participati ng in Council meetings	8 Traditional Leaders participatin g in Council meetings	8 Traditional Leaders participatin g in Council meetings	8 Traditional Leaders participatin g in Council meetings	8 Traditional Leaders participatin g in Council meetings	8 Traditional Leaders participatin g in Council meetings
		4 Traditional Leaders Trainings held	Traditional Leaders attending Council meetings	Number of Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held
Improved council functionality	Improved council functionality	More than 50% of councillors attending council meetings	Councill forms quorum on meetings	Percentage of Councillors attending council meetings	100% of Councillors attending meetings in according to the municipal calendar	100% of Councillors attending meetings in according to the municipal calendar	100% of Councillors attending meetings in according to the municipal calendar	100% of Councillors attending meetings in according to the municipal calendar	100% of Councillors attending meetings in according to the municipal calendar	100% of Councillors attending meetings in according to the municipal calendar

	Improved Functionality of municipal structures	Municipal structures established	Municipal Structures functional	Number of Functional of municipal structures	4 ordinary meetings held annually per municipal structure	4 ordinary meetings held annually per municipal structure	4 ordinary meetings held annually per municipal structure	4 ordinary meetings held annually per municipal structure	4 ordinary meetings held annually per municipal structure	4 ordinary meetings held annually per municipal structure
Zero tolerance of fraud and corruption	Zero tolerance of fraud and corruption	Functional Disciplinary committee	1 active cases relating to financial misconduct	Percentage of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Effective municipal administration	Improved Audit Opinion	% Reduction on unauthorised, irregular, fruitless and wasteful expenditure	100% reduction on unauthorised, irregular, fruitless and wasteful expenditure	25% Reduction on unauthorised, irregular, fruitless and wasteful expenditure	50% Reduction on unauthorised, irregular, fruitless and wasteful expenditure	75% Reduction on unauthorised, irregular, fruitless and wasteful expenditure	100% Reduction on unauthorised, irregular, fruitless and wasteful expenditure	100% Reduction on unauthorised, irregular, fruitless and wasteful expenditure
		Percentage of material audit findings reduced	100% of material audit findings reduced	100% of material audit findings reduced	100% of material audit findings reduced	100% of material audit	100% of material audit	100% of material audit findings reduced

						findings reduced	findings reduced	
		Percentage of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests	Percentage 100% of councillors and officials capacitated on ethics, fraud and anti-corruption and declared their financial interests
Improved organisational performance	Improved organisational performance	Number of employees signed performance agreements and assessed	**1460** of employees signed performance agreements and assessed	**154** of employees signed performance agreements and assessed **(MM, Directorss, TL14–TL17)**	**547** of employees signed performance agreements and assessed **(TL8 – TL13-393)**	**722** of employees signed performanc e agreements and assessed **(TL4 – TL7-175)**	**1460** of employees signed performanc e agreements and assessed **(TL3 – 738)**	**1460** of employees signed performance agreements and assessed
Improved public participation	Improved public participation	Number of Mayoral Imbizos and Stakeholders engagements held	improved participatory of all municipal key stakeholders	Development, approval and implementation of a comprehensive public participation strategy	Implementati on of a comprehensiv e public participation strategy	Implementa tion of a comprehens ive public participatio n strategy	Implementa tion of a comprehens ive public participation strategy	Implementat ion of a comprehensi ve public participation strategy
Improved municipal capability	Improved municipal capability	% of Top Management Stability	Maintain 100% of Top Management	Maintain 100% of Top Management	Maintain 100% of Top Management	Maintain 100% of Top Managemen	Maintain 100% of Top Managemen	Maintain 100% of Top Management

			Stability (Section 56 Managers)	Stability (Section 56 Managers)	Stability (Section 56 Managers)	t Stability (Section 56 Managers)	t Stability (Section 56 Managers)	Stability (Section 56 Managers)
Improved municipal responsiveness	Improved municipal responsiveness	Percentage of ward committees that are functional	100% of ward committees fully functional (33 ward committees)	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports
Improved municipal responsiveness	Improved municipal responsiveness	Percentage of participation of Traditional Leaders in Council meetings	100% of participation of Traditional Leaders in Council meetings	100% of participation of Traditional Leaders in Council meetings	100% of participation of Traditional Leaders in Council meetings	100% of participatio n of Traditional Leaders in Council meetings	100% of participation of Traditional Leaders in Council meetings	100% of participation of Traditional Leaders in Council meetings
		Number of Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held	4 Traditional Leaders Trainings held
Improved council functionality	Improved council functionality	Average percentage of councillors attending council meetings	100% attendance of council meetings by councillors	100% attendance of council meetings by councillors	100% attendance of council meetings by councillors	100% attendance of council meetings by councillors	100% attendance of council meetings by councillors	100% attendance of council meetings by councillors
Improved council functionality	Improved council functionality	Number municipal structures meetings held annually	Municipal Structures meetings held per municipal calendar	4 meetings held annually per municipal structure	4 meetings held annually per municipal structure	4 meetings held annually per municipal structure	4 meetings held annually per municipal structure	4 meetings held annually per municipal structure
Zero tolerance of fraud and corruption	Zero tolerance of fraud and corruption	Percentage of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct	100% of fraud and corruption cases charged for misconduct	100% of fraud and corruption cases charged for misconduct	100% of fraud and corruption cases charged for misconduct

					within 3 months	within 3 months	within 3 months	within 3 months

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<tr><td colspan="11"></td></tr>
<tr><td>Municipal KPA</td><td colspan="10">Good Governance and Public Participation (Transversal)</td></tr>
<tr><td>Problem statement and root causes per KPA:</td><td colspan="10">None adherence to the employment of people with disabilities as stipulated in the equity plan to at least employ 7% of people with disabilities, local procurement opportunities of 45% youth, 30% women, 7% people with disabilities</td></tr>
<tr><td>One Plan Transformation Area</td><td colspan="10">Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)</td></tr>
<tr><td>2019-24 MTSF Priority</td><td colspan="10">Education, skills and health
Economic Transformation and Job Creation</td></tr>
<tr><td>Municipal Priority</td><td colspan="10">Improved livelihoods of marginalised groups</td></tr>
<tr><td>Strategic objective</td><td colspan="10"></td></tr>
<tr><td colspan="4">Impact statement: Improved livelihood of marginalised groups</td><td colspan="7">MTSF Target: Develop, implement, support and monitor programmes for equitable job creation and ownership by women, youth and persons with disabilities</td></tr>
<tr><td rowspan="2">Outcome</td><td rowspan="2">Outcome indicator</td><td rowspan="2">Baseline</td><td rowspan="2">Situational analysis</td><td rowspan="2">5-year IDP target</td><td rowspan="2">Intervention/ Programme</td><td colspan="5">ANNUAL IMPLEMENTATION</td></tr>
<tr><td>2022/23 Outputs</td><td>2023/24 Outputs</td><td>2024/25 Outputs</td><td>2025/26 Outputs</td><td>2026/27 Outputs</td></tr>
<tr><td>Improved livelihoods for the marginalised groups</td><td>Improved livelihoods for special groups youth, elderly, disabled persons, children</td><td>40 empowered in SMME'S And 2 empowered in supply chain</td><td>Lack of programme to support participation of women, youth and people with disabilities in the local economy</td><td>250 people empowered through the creation of business opportunities (supply</td><td>Empower people with disabilities, women and youth through creation of business opportunities (supply chain, LED programmes, job</td><td>50 people empowered through the creation of business opportunities (supply chain and LED)</td><td>50 people empowered through the creation of business opportunities (supply chain and LED)</td><td>50 people empowered through the creation of business opportunities (supply chain and LED)</td><td>50 people empowered through the creation of business opportunities (supply chain and LED)</td><td>50 people empowered through the creation of business opportunities (supply chain and LED)</td></tr>
</table>

	and gender			chain and LED)	creation, establishment of transversal related forums)					
		200 learners provided with exposure at the work place for career guidance	Lack of programmes to support learners with career choices	250 learners provided with exposure at the work place for career guidance	Empower learners through providing them with access of work experience and career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance
		15 events for special groups conducted	Lack of awareness campaigns conducted for special groups	25 events conducted for special groups	To conduct awareness campaigns for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups
		4 forums established	Lack of establishment of forums to assist municipality with planning of special groups programmes	16 forums for special groups will be established	Establishment of special groups forums	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established
		4 meetings conducted for special	Lack of participation by the	120 meetings conducted	Conduct meetings for the	24 meetings conducted	24 meetings conducted	24 meetings conducted	24 meetings conducted	24 meetings conducted

		groups forum	special group's forum in the planning of programmes	for the special group's forums	special group forums to increase participation in the planning of programmes	for the special group's forums	for the special group's forums	for the special group's forums	for the special group's forums	for the special group's forums
		20 women provided with sewing machines for economy empowerment	Lack of support in developing business women	20 sewing machines purchased for women	Purchase sewing machines for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women
		50 employees and disability forum members provided with sign language training	Lack of effective communication between officials and deaf people	300 employees', councillors and disability forum members provided with sign language training	Provide sign language training to employees, councillors and disability forum members to ensure effective communication	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Improved livelihoods for the marginalised groups	**Improved livelihoods for special groups youth, elderly, disabled persons, children and gender**	Number of People empowered through the creation of business opportunities (supply chain and LED)	250 empowered through the creation of business opportunities (supply chain and LED)	50 empowered through the creation of business opportunities (supply chain and LED)	50 empowered through the creation of business opportunities (supply chain and LED)	50 empowered through the creation of business opportuniti es (supply chain and LED)	50 empowered through the creation of business opportuniti es (supply chain and LED)	50 empowered through the creation of business opportunitie s (supply chain and LED)
		Number of learners provided with exposure at the work place for career guidance	250 learners provided with exposure at work place for career guidance	50 learners provided with exposure at work place for career guidance	50 learners provided with exposure at work place for career guidance	50 learners provided with exposure at work place for career guidance	50 learners provided with exposure at work place for career guidance	50 learners provided with exposure at work place for career guidance
		Number of events conducted for special groups	30 events conducted for special groups	6 events conducted for special groups	6 events conducted for special groups	6 events conducted for special groups	6 events conducted for special groups	6 events conducted for special groups
		Number of forums established	16 forums will be established	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established
		Number of meetings conducted for special groups forums	120 meetings conducted for the special group's forums	24 meetings conducted for the special group's forums	24 meetings conducted for the special group's forums	24 meetings conducted for the special group's forums	24 meetings conducted for the special group's forums	24 meetings conducted for the special group's forums

		Number of sewing machines purchased for women	20 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women
		Number of employees', councillors and disability forum members provided with sign language training	300 employees', councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training

Municipal KPA	**Good Governance and Public Participation (Social Services)**									
Problem statement and root causes per KPA:	Coordination and support of Health and Social ills in order to preserve life and livelihood of citizen									
One Plan Transformation Area	Municipal transformation and institutional development									
2019-24 MTSF Priority	Education, skills and health									
Municipal Priority	Projects and Programmes for special group									
Strategic objective	To preserve health and welfare of the citizen of Nkomazi (Reducing HIV, STI's and TB infection also reducing morbidity and mortality by providing treatment to all) also address GBV									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

Reduced mortality rate (70%-95%)	Reduced mortality rate (less people defaulting on treatment)	95%	High mortality and none adherence to ART treatment	95%	Positive living and candle light World Aids Day celebration World TB Day celebration Launch HTS Campaign AIDS Conference LAC Sitting LDAC Sitting TWG Sitting CSF Sitting CSF Sectors Capacity building Awareness campaigns on HIV, STI's and TB	26 (100%)	26 (100%)	26 (100%)	26 (100%)	26 (100%)
Number of community members assisted to get valid documents	Number of community members assisted to get valid documents	New	High number of undocumented persons in the communities which leads to high numbers of unemployment amongst special groups (Women,	330	Reports compilation and data collection Referrals to Dept of Home Affairs	66	66	66	66	66

			Youth, People with disabilities)							
Improve access to social relief of distress by indigent and people living under poverty	More indigent and unemployed people living under poverty have access to social relief of distress	New	High number of indigent and unemployed people living under poverty conditions	80	Indigent families and individuals provided with social relief of distress services	10	15	15	20	20

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Reduced mortality rate (70	Reduced mortality rate (less people)	Number of Local AIDS Council (LAC) Sitting conducted	**20**	**4**	**4**	**4**	**4**	**4**
		Number of Local Drug Action Committee (LDAC) Sitting conducted	**20**	**4**	**4**	**4**	**4**	**4**
		Number of World Aids Day events conducted	**5**	**1**	**1**	**1**	**1**	**1**
		Number of World TB Day conducted	**5**	**1**	**1**	**1**	**1**	**1**
		Number of Technical Working Group (TWG) sitting coordinated	**20**	**4**	**4**	**4**	**4**	**4**
		Number of Civil Society Forum(CSF) Sitting conducted	**20**	**4**	**4**	**4**	**4**	**4**
		Number of Positive Living and Candle light campaigns conducted	**5**	**1**	**1**	**1**	**1**	**1**
		Launching of STI week to support Teenage Pregnancy Awareness Campaigns	**5**	**1**	**1**	**1**	**1**	**1**
		Child care Jamboree to raise awareness on issues of undocumented	**5**	**1**	**1**	**1**	**1**	**1**
		Launching of Local Drug Action Committee (LDAC)	**1**	**1**	**-**	**-**	**-**	**-**
Community members assisted to get valid documents (Birth Certificates, Identity Documents)	Community members assisted to have access to DNA test and get valid documents	Number of community members assisted to have access to DNA test and get valid documents	**330**	**66**	**66**	**66**	**66**	**66**

Improve access to social relief of distress by indigent and people living under poverty	More indigent and unemployed people living under poverty have access to social relief of distress	More indigent and unemployed people living under poverty have access to social relief of distress	**80**	**10**	**15**	**15**	**20**	**20**

Municipal KPA	**Good Governance and Public Participation (Community Development)**					
Problem statement and root causes per KPA:	The legacy of spatial inequalities and access to assets continue to hobble inclusive growth Priority 5 seeks to address historical spatial inequalities, ensure the development of sustainable human settlements and promote access to basic services. Key to this is also to ensure environmental sustainability in both urban and rural spaces. Without social cohesion and trust national development is undermined Municipal cemeteries are important community spaces available to the public to bury the deceased. Respect for cultural traditions and the proximity to human settlements are key considerations for these spaces. Demographic shifts, land pressures and mortality rates have resulted in some municipalities running out of land available to bury the deceased. Tracking the percentage of available plots within active cemeteries is one means of determining whether the municipality is managing the land it has available for cemeteries and planning for this important public facility. The communities of Nkomazi Local Municipality do not make use of sports facilities this indirectly results in high crime rate across Country as most youth do not participate in sports activities hence the Utilisation rate for use of sports fields is very low and is indicative of the supply and demand for community facilities.					
One Plan Transformation Area	Social Services Stream					
2019-24 MTSF Priority	The indicator originates with MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Adequate housing and improved quality living environments.					
Municipal Priority						
Strategic objective	To provide sustainable, reliable and safe municipal services to all households by 2027 at a cost-effective price.					
Impact statement: Reduced unemployment and poverty				MTSF Target:		
Outcome						ANNUAL IMPLEMENTATION

	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
HS3. Increased access to and utilisation of social and community facilities	Protected community cemeteries	3	Cemeteries vandalised	6	Fencing of cemeteries	1	2	1	1	1
HS3. Increased access to and utilisation of social and community facilities	Community regional cemetery	0	No regional cemetery. Cemeteries that are not active or available for burying for any reason	1	Development regional cemetery	0	0	1	0	0
HS3. Increased access to and utilisation of social and community facilities	Maintenance of sports facilities	0	Sport facilities do not meet the CAF standards	5	Upgrading of irrigation system, flood lights, maintenance of the pitch, upgrading of grand stands, upgrading of the boundary wall and pitch fencing, irrigations,	1	1	1	1	1

					Grass cutting, ablution and general cleaning of the facilities, construction of pre-meeting doping room					
HS3. Increased access to and utilisation of social and community facilities	Community parks utilised	1	Lack on parks in Nkomazi Well-managed and safe public open spaces are considered essential for liveable and prosperous urban areas. The provision of adequate public open space is a core component of enhancing living environments for residents. This indicator provides a measure of	2	Development of recreational Parks	1	1	0	0	0

			household access to public open spaces using dwelling structures as a proxy for households.							
HS3. Increased access to and utilisation of social and community facilities	Recreational halls for conducting indoors games		No indoors games due to lack of recreational halls in Nkomazi	1	Constructio n of the recreational hall in ward 22	0	0	1	0	0
Increased access to and utilisation of social and community facilities	Average number of library visits per library	60%	Currently we have 7 libraries out 33 Wards, which causes a challenge for the community of Nkomazi to have access in libraries. The library buildings are also not big enough to accommodat e the community and there is	Increased access to and utilisation of social and communit y facilities	Average number of library visits per library	60%	Currently we have 7 libraries out 33 Wards, which causes a challenge for the community of Nkomazi to have access in libraries. The library buildings are also not big enough to accommodat e the community and there is	Increased access to and utilisation of social and communit y facilities	Averag e number of library visits per library	60%

			no budget for maintenance. Most of the library resources (books) are not relevant to the community needs. Internet connection and telephone lines in our libraries remains a challenge.				no budget for maintenance. Most of the library resources (books) are not relevant to the community needs. Internet connection and telephone lines in our libraries remains a challenge.			

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Increased access to and utilisation of social and community facilities	Increased utilisation of social and community facilities							
		Fencing of cemeteries	15	3	3	3	3	3
		Green and beautification of all urban and rural areas (Planting of trees)	2500	500	500	500	500	500
		Development of recreational Parks	**2**	**1**	**1**	**0**	**0**	**0**

		Upgrading of Masibekela Recreational Park	**1**	**1**	**0**	**0**	**0**	**0**
		Number of maintained sports fields and facilities	5	5	5	5	5	5
		Number of maintained recreational hall	8	3	5	7	8	8
	Procurement of 5 TLB for cemeteries	Provide burial services	5	1	1	1	1	1
	Brush Cutters	Provide burial services at cemeteries	50	10	10	10	10	10
	Tractor with a Slasher	For grass cutting at cemeteries	2	1	1	0	0	0
	Bobcat	Provide burial service at cemeteries	4	1	1	1	1	0
	Double Cab with a Trailer and LDV Bakkie	For transporting of Parks and Cemeteries staff	3	1	1		0	0
	Construction of Storerooms and ablution block at cemeteries	Construction of 5 Storerooms and 54 ablution blocks at Cemeteries	54	9	12	12	13	13
	Development of community parks	Development of community parks at Kamhlushwa Nyathi Dam, Malelane, Marlothpark , Komatipoort and KaMaqhekeza	5	1	1	1	1	1
	Upgrading of Masibekela RecreationalPark	Fencing, swimming pool and nursery	3	0	3	0	0	0
	5 x Kudu	For grass Cutting	5	1	1	1	1	1

	Soccer Field Equipment for 5 Stadiums	Corner Flags, Soccer net, Substitution Board Manual and Electrical	5	1	1	1	1	1
		5 x Technical Bench(2 x 12 seater per Stadium and 2 x Four Seater Medical Bench per Stadium	5	0	1	1	1	2
		5 Soccer Field marking Machine and Mobile Goal Post	5	2	2	1	0	0

Municipal KPA	**Good Governance and Public Participation (Arts and Culture)**									
Problem statement and root causes per KPA:	Diminishing of knowledge and understanding of indigenous activities and Culture									
One Plan Transformation Area	Social Services Stream									
2019-24 MTSF Priority	Education, skills and health Social cohesion and safe communities A Better Africa and World									
Municipal Priority	To promote indigenous knowledge/wisdom through arts and culture									
Strategic objective	To provide sustainable growth and understanding of the role of indigenous knowledge within the municipality									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Preservation of Arts and Cultural knowledge and skills	Improved number of cultural events	4 cultural events held	Budgetary constraints to implement the cultural events	20 cultural events	4 cultural events held annually	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held
	Establishment of Creative Arts programmes	New	Availability of budget to implement Arts and Culture Activities	66 Creative Groups	2 Creative Group per ward	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups

Table B: IDP (Arts and Culture)

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Preservation of Arts and Cultural knowledge and skills	Improved number of cultural events	Number of Cultural Events	20 cultural events	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held
	Establishment of Creative Arts programmes	Number of Creative Arts Programmes	66 Creative Groups compose of one group per ward	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups

Municipal KPA	**Institutional Development and Transformation (HR, ICT and Performance Management)**									
Problem statement and root causes per KPA:										
One Plan Transformation Area	Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)									
2019-24 MTSF Priority	Building a capable, ethical and developmental state Education, skills and health									
Municipal Priority										
Strategic objective										
Impact statement:				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved municipal capability	Improved municipal capability	100% of Top Management Stability	100% compliment of Section 56 Managers	Percentage of Top Management Stability	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)
Improved organisational	Improved organisational	30 Managers signed performan	Lack of consequence managem	1460 employees signed performan	Monitoring individual performan	All employees with signed	All employees with signed	All employees with signed	All employees with signed	All employees with signed

performance	performance	ce agreements	ent for non-performance	ce agreements and evaluated	ce of all employees	performance agreement and evaluated	performance agreement and evaluated	performance agreement and evaluated	performance agreement and evaluated	performance agreement and evaluated

Municipal KPA	**Disaster Management**									
Problem statement and root causes per KPA:										
One Plan Transformation Area	Spatial Planning, Environmental and Disaster Management Stream									
2019-24 MTSF Priority	Social cohesion and safe communities A better Africa and World									
Municipal Priority										
Strategic objective	Save life & property, attend all incidents that may cause negative impact, to humans, nature and environment.									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Emergency Evacuation drills	Number of evacuation drills conducted	60	Area is prone to disaster due to geographical area	60	Awareness campaign	12	12	12	12	12
Disaster awareness campaigns	Number of awareness campaigns conducted	16	Area is prone to disaster due to geographical area	80	Launching of Disaster campaigns	16	16	16	16	16
Mitigation of disasters situations	Number of call out attended	5	Area is prone to disaster due to geographical area	25	100% Call-out on veld fires emergences attended	5	5	5	5	5

Attending to veld fires and structural fires	Number of call out attended	15	Area is prone to disaster due to geographical area	15	100% Call-out on structural fires emergences attended	3	3	3	3	3
Attending to motor vehicle accidents	Number of call out attended	24	High traffic volume due to cross boarder	96	Call-out on motor vehicle accidents attended	24	24	24	24	24
Providing relief materials	Number of Temporal relief materials provided	200	Area is prone to disaster due to geographical area	300	on call-out, on disaster incidents	75	75	75	75	75
Building risk assessments	Number of assessments conducted per call out	80	Regulation compliance	100	on call - out	20	20	20	20	20
Issuing of COC (Certificate of compliance)	Number of assessments conducted per call out	80	Regulation compliance	100	1on call out	20	20	20	20	20
Procumbent of emergency vehicles	Number of emergency vehicles needed,	05	Improve response time	6=2fire trucks,4 rescue bakkies	Respond to emergencies and disasters	2	1	1	1	1
Procumbent of disaster vehicles	Number of disaster vehicles needed	01	Improve response time	4	Respond to disaster situations	1	1	1	1	0
Building of infrastructures	Number of purpose-built stations	3	Improve respond time	3	Improve response time	1	1	1	1	0

Training needs (Diving course, advanced driving, Disaster management, fire prevention courses, emergency calls dispatching	Number of trainings to be conducted	0	Improve skills development	5	Number purpose-built stations	5	5	5	5	5

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5-year Target	05ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Emergency Evacuation drills	Number of evacuation drills conducted	Number of evacuation drills conducted	12	12	12	12	12	12
Disaster awareness campaigns	Number of awareness campaigns conducted	Number of Disaster awareness campaigns conducted	16	16	16	16	16	16
Mitigation of disasters situations	Number of call out attended	Number of emergency disaster call out attended	5	5	5	5	5	5
Attending to veld fires and structural fires	Number of call out attended	Number of veld fires and structural attended	3	3	3	3	3	3
Attending to motor vehicle accidents	Number of call out attended	Number of motor vehicle accidents attended	24	24	24	24	24	24
Providing relief materials	Number of Temporal relief	Number of Temporal relief materials provided	75	75	75	75	75	75

	materials provided							
Building risk assessments	Number of assessments conducted per call out	Number of Risk assessments conducted	20	20	20	20	20	20
Issuing of COC (Certificate of compliance)	Number of assessments conducted per call out	Number of COC's issued	20	20	20	20	20	20
Procumbent of emergency vehicles	Number of emergency vehicles needed,	Improve response time	2	1	1	1	1	2
Procumbent of disaster vehicles	Number of disaster vehicles needed	Improve response time	1	1	1	1	0	1
Training needs (Diving course, advanced driving, Disaster management, fire prevention courses, emergency calls dispatching	Number of trainings to be conducted	Improve skills development	25	5	5	5	5	5

Municipal KPA	**Environment Management**									
Problem statement and root causes per KPA:	There's no environmental Section into the Municipality and there's also no plans in relation to climate change and plans are yet to be developed in the 2024-2025 financial year.									
One Plan Transformation Area	Spatial Planning, Environmental and Disaster Management Stream									
2019-24 MTSF Priority	A better Africa and World									
Municipal Priority	To promote a clean environment									
Strategic objective	To promote climate change and environmental management to Nkomazi areas									
Impact statement: To develop strategic documents that will address the current state of climate change				MTSF Target: 100% safe and clean environment						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved skills and clean environment	Awareness of clean environment to all areas	Creating awareness about climate change and environment	Challenges with mushrooming of stands into wetlands and stream lands	2 Strategic plans developed and 6 awareness campaigns	Development of climate change adaptation plan and Air Quality Management. Awareness campaigns	Climate change campaigns	Climate change campaigns	1 strategic plan developed	1 strategic plan developed	-

8.1. Annexure below for circular 88.

The municipality has prepared the intergraded development plan which caters circular 88. The municipality has also aligned its annual targets with indicators stated in this annexure

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Quarterly Planned output as per SDBIP	1st Quarter Actual output	2nd Quarter Actual output	3rd Quarter Actual output	4th Quarter Actual output	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING														
EE1.11		Number of dwellings provided with connections to mains electricity supply by the municipality								None	N/A	4th quarter target	N/A	30 June 2022
	EE1.11(1)	(1) Number of residential supply points energised and commissioned by the municipality	905,00	300,00	300,00	300,00	300,00	300,00	300,00					
EE3.11		Percentage of unplanned outages that are restored to supply within industry standard timeframes								None	N/A	N/A	N/A	N/A
	EE3.11(1)	(1) Number of unplanned outages restored within x hours	40,00	40,00	10,00	10,00	10,00	10,00	10,00					

	EE3.11(2)	(2) Total number of unplanned outages	40,00	40,00	10,00	10,00	10,00	10,00	10,00					
EE3.21		Percentage of planned maintenance performance										N/A	N/A	N/A
	EE3.21(1)	(1) Actual number of maintenance 'jobs' for planned or preventative maintenance	6,00	6,00	1,00	1,00	1,00	1,00	1,00					
	EE3.21(2)	(2) Budgeted number of maintenance 'jobs' for planned or preventative maintenance	6,00	6,00	4,00	4,00	4,00	4,00	4,00					
WS1.11		Number of new sewer connections meeting minimum standards								NONE	N/A	N/A	N/A	N/A
	WS1.11(1)	(1) Number of new sewer connection to consumer units	40,00	40,00	10,00	10,00	10,00	10,00	10,00					
	WS1.11(2)	(2) Number of new sewer connections to communal toilet facilities	0,00	600,00	0,00	0,00	0,00	0,00	0,00					
WS2.11		Number of new water connections meeting minimum standards								NONE	N/A	4th quarter	N/A	30 June 2022
	WS2.11(1)	(1) Number of new water connections to piped (tap) water	6800,00	6800,00	0,00	0,00	0,00	0,00	0,00					
	WS2.11(2)	(2) Number of new water connections to public/communal facilities	4,00	4,00	0,00	0,00	0,00	0,00	0,00					
WS3.11		Percentage of callouts responded to within 24 hours (sanitation/wastewater)								None	N/A	N/A	N/A	N/A

	WS 3.11(1)	(1) Number of callouts responded to within 24 hours (sanitation/wastewater)	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
	WS 3.11(2)	(2) Total number of callouts (sanitation/wastetwater)	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
WS3.21	Percentage of callouts responded to within 24 hours (water)									None	N/A	N/A	N/A	N/A
	WS 3.21(1)	(1) Number of callouts responded to within 24 hours (water)	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
	WS 3.21(2)	(2) Total water service callouts received	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed													
	TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
	TR6.12(2)	(2) Kilometres of surfaced municipal road lanes	19.87	19.87	0,00	0,00	0,00	0,00	0,00					
TR6.13	KMs of new municipal road lanes built													
	TR6.13(1)	(1) Number of kilometres of resurfaced road lanes built	3,00	3,00	0,00	0,00	0,00	0,00	0,00			No information due to lack of study	Information to be available when Maste	30 June 2024

												/ Master plan	r plan is approved	
	TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built	0,00	0,00	0,00	0,00	0,00	0,00	0,00			No information due to lack of study / Master plan	Information to be available when Master plan is approved	30 June 2024
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time													
	TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported	0,00	0,00	0,00	0,00	0,00	0,00	0,00				information to be available	
	TR6.21(2)	(2) Number of potholes reported	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
FD1.11	Percentage of compliance with the required attendance time for structural firefighting incidents									None	N/A	N/A	N/A	N/A
	FD1.11(1)	(1) Number of structural fire incidents where the attendance time was less than 14 minutes	3,00	3,00	2,00	2,00	2,00	2,00	2,00					
	FD1.11(2)	(2) Total number of distress calls for structural fire incidents received	3,00	3,00	2,00	2,00	2,00	2,00	2,00					

LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area										None	N/A	N/A	N/A	N/A
		LED 1.11(1)	(1) R-value of operating expenditure on contracted services within the municipal area	24 000 000,00		12 500 000,00	12 500 000,00	12 500 000,00	12 500 000,00	12 500 000,00					
		LED 1.11(2)	(2) Total municipal operating expenditure on contracted services	1 170 000 000,00		1 170 000 000,00	1 170 000 000,00	1 170 000 000,00	1 170 000 000,00	1 170 000 000,00					
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)										None	N/A	N/A	N/A	N/A
		LED 1.21(1)	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme	357,00	357,00	357,00	357,00	357,00	357,00	357,00					
		LED 1.21(2)	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives	46,00	46,00	46,00	46,00	46,00	46,00	46,00					
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services										None	N/A	N/A	N/A	N/A
		GG 6.11(1)	(1) R-value of operating budget expenditure spent on free basic services	24 000 000,00		12 500 000,00	12 500 000,00	12 500 000,00	12 500 000,00	12 500 000,00					
		GG 6.1	(2) Total operating budgets for the municipality	1 170		1 170 000	1 170 000 000,00	1 170 000 000,00	1 170 000 000,00	1 170 000 000,00					

		1(2)		000 000,00		000,00									
LED3.11	Average time taken to finalise business licence applications										None	N/A	N/A	N/A	N/A
		LED 3.11(1)	(1) Sum of the total working days per business application finalised	28,00	28,00	7,00	7,00	7,00	7,00	7,00					
		LED 3.11(2)	(2) Number of business applications finalised	300,00	300,00	50,00	50,00	50,00	50,00	50,00					
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process										Many evaluated in first quarter advertisted in prior year	N/A	N/A	N/A	N/A
		LED 3.31(1)	(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award	30		20	20	20	20	20			N/A	N/A	N/A
		LED 3.31(2)	(2) Total number of 80/20 tenders awarded as per the procurement process	28		6	6	6	7	7			N/A	N/A	N/A

LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission										None	N/A	N/A	N/A	N/A
		LED 3.32(1)	(1) Number of municipal payments within 30-days of complete invoice receipt made to service providers	1500,00		1326,00	1326,00	1326,00	1326,00	1326,00			N/A	N/A	N/A
		LED 3.32(2)	(2) Total number of complete invoices received (30 days or older)	1500,00		1326,00	1326,00	1326,00	1326,00	1326,00			N/A	N/A	N/A
GG1.21	Staff vacancy rate														
		GG 1.21(1)	(1) The number of employees on the approved organisational structure	1211,00			1211,00	1211,00	1211,00	1211,00			N/A	N/A	N/A
		GG 1.21(2)	(2) The number of permanent employees in the municipality	1472,00			1472,00	1472,00	1472,00	1472,00			N/A	N/A	N/A
GG1.22	Percentage of vacant posts filled within 3 months										NONE	N/A	4th quarter	N/A	30 June 2022
		GG 1.22(1)	(1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy	2,00	2,00	0,00	0,00	0,00	0,00	0,00					
		GG 1.21(2)	(2) Number of vacant posts that have been filled	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)										None	N/A	N/A	N/A	N/A

		GG 2.11(1)	(1) Total number of ward committees with 6 or more members	330,00	330,00	330,00	330,00	330,00	330,00	330,00					
		GG 2.11(2)	(2) Total number of wards	33,00	33,00	33,00	33,00	33,00	33,00	33,00					
GG2.12	Percentage of wards that have held at least one councillor-convened community meeting										None	N/A	N/A	N/A	N/A
		GG 2.12(1)	(1) Total number of councillor convened ward community meetings	330,00	330,00	330,00	330,00	330,00	330,00	330,00					
		GG 2.12(2)	(2) Total number of wards	33,00	33,00	33,00	33,00	33,00	33,00	33,00					
GG2.31	Percentage of official complaints responded to through the municipal complaint management system										None	N/A	N/A	N/A	N/A
		GG 2.31(1)	(1) Number of official complaints responded to according to municipal norms and standards	25,00	25,00	5,00	5,00	5,00	5,00	5,00					
		GG 2.31(2)	(2) Number of official complaints received	25,00	25,00	5,00	5,00	5,00	5,00	5,00					
GG4.11	Number of agenda items deferred to the next council meeting										None	N/A	N/A	N/A	N/A
		GG 4.11(1)	(1) Sum total number of all council agenda items deferred to the next meeting	2,00	2,00	1,00	1,00	1,00	1,00	1,00					

GG5.11	Number of active suspensions longer than three months										None	N/A	N/A	N/A	N/A
		GG 5.1 1(1)	(1) Simple count of the number of active suspensions in the municipality lasting more than three months	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
GG5.12	Quarterly salary bill of suspended officials										None	N/A	N/A	N/A	N/A
		GG 5.1 2(1)	(1) Sum of the salary bill for all suspended officials for the reporting period	0,00	0,00	0,00	0,00	0,00							

QUARTERLY COMPLIANCE INDICATORS

C1.	Number of signed performance agreements by the MM and section 56 managers	6	6,00	6,00	6,00	6,00	6,00	6,00			N/A	N/A	N/A
C2.	Number of ExCo or Mayoral Executive meetings held	5	5,00	5,00	5,00	5,00	5,00	5,00			N/A	N/A	N/A
C3.	Number of Council portfolio committee meetings held	4	4,00	2,00	2,00	2,00	2,00	2,00			N/A	N/A	N/A
C4.	Number of MPAC meetings held	4	4,00	1,00	1,00	1,00	1,00	1,00		N/A	N/A	N/A	
C6.	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	12	12,00	3,00	1,00	3,00	3,00	3,00			N/A	N/A	N/A
C7.	Number of formal (minuted) meetings - to which all senior managers were invited- held	4	4,00	4,00	2,00	4,00	4,00	4,00			N/A	N/A	N/A
C8.	Number of councillors completed training	65	65,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C9.	Number of municipal officials completed training	600	600,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A

C10.	Number of work stoppages occurring	0	0,00	0,00	0,00	0,00	0,00	0,00		N/A	N/A	N/A	
C11.	Number of litigation cases instituted by the municipality	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C12.	Number of litigation cases instituted against the municipality	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C13.	Number of forensic investigations instituted	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C14.	Number of forensic investigations conducted	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C15.	Number of days of sick leave taken by employees	26	26,00	0,00	6,00	26,00	26,00	26,00			N/A	N/A	N/A
C16.	Number of permanent employees employed	1472	1472,00	0,00	1472,00	1472,00	1472,00	1472,00			N/A	N/A	N/A
C17.	Number of temporary employees employed	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C18.	Number of approved demonstrations in the municipal area	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C19.	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	7	7,00	7,00	7,00	7,00	7,00	7,00			N/A	N/A	N/A
C20.	Number of permanent environmental health practitioners employed by the municipality	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C22.	Number of Council meetings held	4	4,00	1,00	1,00	1,00	1,00	1,00		N/A	N/A	N/A	
C23.	Number of disciplinary cases for misconduct relating to fraud and corruption	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C24.	Number of council meetings disrupted	0	0,00	0,00	0,00	0,00	0,00	0,00		N/A	N/A	N/A	

C25.	Number of protests reported	0	0,00	0,00	0,00	0,00	0,00	0,00		N/A	N/A	N/A	
C26.	R-value of all tenders awarded	R 920 000 000,00		17303944,00	17303944,00	88564849,00	19303944,00	19303944,00		N/A	N/A	N/A	
C27.	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	30		12,00	12,00	12,00	12,00	12,00			N/A	N/A	N/A
C28.	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	R 500 000,00		743146,00	743146,00	743146,00	743146,00	743146,00			N/A	N/A	N/A
C29.	Number of approved applications for rezoning a property for commercial purposes	42	42,00	15,00	15,00	15,00	15,00	15,00			N/A	N/A	N/A
C30.	Number of business licenses approved	300	300,00	50,00	70,00	50,00	50,00	50,00		N/A	N/A	N/A	
C32.	Number of positions filled with regard to municipal infrastructure	465	465,00	465,00	465,00	465,00	465,00	465,00			N/A	N/A	N/A
C33.	Number of tenders over R200 000 awarded	25		6,00	6,00	6,00	2,00	2,00			N/A	N/A	N/A
C34.	Number of months the Municipal Managers' position has been filled (not Acting)	12	12,00	3,00	3,00	3,00	3,00	3,00			N/A	N/A	N/A
C35.	Number of months the Chief Financial Officers' position has been filled (not Acting)	12	12,00	3,00	3,00	3,00	3,00	3,00			N/A	N/A	N/A
C36.	Number of vacant posts of senior managers	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C38.	Number of filled posts in the treasury and budget office	7	7,00	0,00	7,00	0,00	0,00	0,00			N/A	N/A	N/A
C40.	Number of filled posts in the development and planning department	3	3,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C42.	Number of registered engineers employed in approved posts	1	1,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A

C43.	Number of engineers employed in approved posts	2	2,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C44.	Number of discliplinary cases in the municipality	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C45.	Number of finalised disciplinary cases	0	0,00	0,00	0,00	0,00	0,00	0,00		N/A	N/A	N/A	
C47.	Number of waste management posts filled	120	120,00	120,00	120,00	0,00	120,00	120,00			N/A	N/A	N/A
C49.	Number of electricians employed in approved posts	44	44,00		44,00	0,00	44,00	44,00			N/A	N/A	N/A
C51.	Number of filled water and wastewater management posts	385	385,00	385,00	385,00	0,00	385,00	385,00			N/A	N/A	N/A
C56.	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C57.	Number of registered electricity consumers with a mini grid-based system in the municipal service area	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C58.	Total non-technical electricity losses in MWh (estimate)	3	3,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C59.	Number of municipal buildings that consume renewable energy	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C61.	Total number of chemical toilets in operation	0	0,00	1,00	1,00	1,00	1,00	1,00			N/A	N/A	N/A
C63.	Total volume of water delivered by water trucks										N/A	N/A	N/A
C67.	Number of paid full-time firefighters employed by the municipality	15	15,00	15,00	15,00	15,00	15,00	15,00			N/A	N/A	N/A
C68.	Number of part-time and firefighter reservists in the service of the municipality	15	15,00	22,00	22,00	22,00	22,00	22,00			N/A	N/A	N/A
C69.	Number of 'displaced persons' to whom the municipality delivered assistance	12	12,00	12,00	6,00	12,00	12,00	12,00			N/A	N/A	N/A

C71.	Number of procurement processes where disputes were raised	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C73.	Number of structural fires occurring in informal settlements	12	12,00	3,00	2,00	3,00	3,00	3,00			N/A	N/A	N/A
C74.	Number of dwellings in informal settelements affected by structural fires (estimate)	20	20,00	14,00	5,00	14,00	14,00	14,00			N/A	N/A	N/A
C76.	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	4	10,00	2,00	2,00	3,00	3,00	3,00			N/A	N/A	N/A
C77.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	R10 000 000,00		18047 090,00	18047 090,00	18047 090,00	18047 090,00	18047 090,00			N/A	N/A	N/A
C78.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	R2 000 000,00		0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A
C79.	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	R20 000 000,00		18047 090,00	18047 090,00	18047 090,00	18047 090,00	18047 090,00			N/A	N/A	N/A
C86.	Number of households in the municipal area registered as indigent	12500		12500,00	12500,00	12500,00	12500,00	12500,00			N/A	N/A	N/A
C89.	Number of meetings of the Excutive or Mayoral Committee postponed due to lack of quorum	0	0,00	0,00	0,00	0,00	0,00	0,00			N/A	N/A	N/A

COMPLIANCE QUESTIONS

Performance indicator	Ref No.	Data element	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Quarterly Planned output as per SDBIP	1st Quarter Actual	2nd Quarter Actual output	3rd Quarter Actual output	4th Quarter Actual output	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to	Estimated date when data will be

					ou tp ut						provid e data in the future	avail able
COMPLIANCE QUESTIONS												
Q1.	Does the municipality have an approved Performance Management Framework?	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q2.	Has the IDP been adopted by Council by the target date?	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q3.	Does the municipality have an approved LED Strategy?	NO	1	1	1	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?	NO	1	1	1	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?	None	1	1	1	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.	political struggle, lack of job opportunities, Lak of service delivery, citizen	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A

			with no identification(IDs)										
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:		None	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q9.	Does the municipality have an Internal Audit Unit?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q10.	Is there a dedicated position responsible for internal audits?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q11.	Is the internal audit position filled or vacant?		filled	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q12.	Has an Audit Committee been established? If so, is it functional?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q13.	Has the internal audit plan been approved by the Audit Committee?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q15.	Does the internal audit plan set monthly targets?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q16.	How many monthly targets in the internal audit plan were not achieved?		6,00	4	4	2	2	2	N/A	N/A	N/A	N/A	N/A
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?		none										

Q19.	Is the municipal supplier database aligned with the Central Supplier Database?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q20.	What is the number of steps a business must comply with when applying for a construction permit before final document is received?		1.fill in the prescribed form obtainable from the municipality ,2 pay the application fee to the finance department, 3 attach the necessary documents 4,application sent to land use planning, building director, road traffic, disaster management, environmental health for comments /aproval,5 final approval by the Municipal manager										
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:		none										
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?		office of the executive mayor according to the organogram										
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?		Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A

SECTION: C

9. Grant Funded Capital Budget

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
SPORTS RECREATIONAND DEVELOPMENT	CONSTRUCTION OF SPORTS FACILITIESIN SCHOEMANSDAL	SCHOEMANSDAL	27,28,33	MIG	-	20,000,000	10,000,000
ROADS	PAVING OF INTERNAL STREETS INPHIVA	PHIVA	10	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS IN MDLADLA	MDLADLA	20	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS EMJEJANE	EMJEJANE	29	MIG	-	11,000,000	-
ROADS	PAVING OF INTERNAL STREETS IN MADADENI	MADADENI	16	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS IN STEENBOK	STEENBOK	8	MIG	-	10,000,000	-
ROADS	PAVING OF INTERNAL STREETS IN BLOCK C	BLOCK C	3	MIG	13,072,282	-	-
ROADS	PAVING OF INTERNAL STREETS IN ANIVA	ANIVA	23	MIG	-	10,000,000	-
ROADS	PAVING OF INTERNAL STREETS IN MIDDELPLASS	MIDDELPLAAS	31	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS KAMHLUSHWA	KAMHLUSHWA	22	MIG	-	10,000,000	-

ROADS	PAVING OF INTERNAL STREETS IN TONGA	TONGA	9	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS IN JEPPES REEF	JEPPES REEF	28	MIG	-	10,000,000	-
ROADS	CONSTRUCTION OF GOBA BUS ROUTE(2.5KM)	GOBA	11	MIG	-	-	13,072,282
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/CONSTRUCTION OF THE ROAD	MGOBODZI	15	MIG	8,000,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/STORM WATER	MGOBODZI	15	MIG	2,682,310	-	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/STORM WATER	MGOBODZI	15	MIG	1,000,000	-	-
WATER DISTRIBUTION	UPGRADING OF WATER TREATMENT WORKS (5ML/PER DAY)	NAAS/BLOCK C	1,3,4	MIG	40,698,526	30,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE, WATER RETICULATION AND ELEVATED TANKSAT MASIBEKELA VILLAGE	MASIBEKELA	14	MIG	35,226,538	49,935,046	23,999,999
WATER DISTRIBUTION	SIBANGE REGIONAL WATER SCHEME	SIBANGE	16	MIG	10,490,179	-	-
WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE, EXTENTION OF RETICULATION AND ELEVATED TANK AT STEENBOK/BULKLINE	STEENBOK	8	MIG	22,099,801	10,000,000	10,000,000
SEWER	SANITATION PROJECTS	MANGWENI, JOE SLOVO, KAMAQHEKEZA B, TONGA VIEW, GOBA, TSAMBOKHULU, MASIBEKELA, MAGUDU, MAGOGENI, SIKHWAHLANE, SKOONPLAAS, LANGELOOP, SCHOEMANSDAL, JEPPES REEF ZONE 10	17,2,4,9,11, 12,1,15,18, 19,23,25,33, 28	MIG	17,000,000	15,000,000	20,000,000
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN SCHOEMANSDAL	SCHOEMANSDAL	27, 28 & 33	WSIG	18,033,694	30,910,408	0

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN KAMHLUSHWA EXT 2	KAMHLUSHWA	21	MIG	10,000,000	10,000,000	5,000,000
WATER DISTRIBUTION	UPGRADING OF WTW FROM 12 T0 24, UPGRADING OF BULKLINE, CONSTRUCTION RESERVOIR AND RAW WATER PUMPSTATION	KAMHLUSHWA	30	MIG	5,000,000	10,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AND RETICULATION IN KHUMBULA EKHAYA/ELEVATED TANK	PHIVA	10	MIG	16,208,255	29,058,857	20,000,000
SEWER	TONGA BULK SEWER UPGRADE (WWTW, SEWER PUMP STATIONS, BULK SEWER LINE)	TONGA	9	MIG	-	-	5,000,000
SEWER	CONSTRUCTION OF KAMHLUSHWA BULK SEWER (WWTW, SEWER PUMP STATIONS, BULK SEWER LINE)	KAMHLUSHWA	21 & 22	MIG	10,000,000	-	18,333,813
WATER DISTRIBUTION	EXTENSION OF RETICULATION TONGA B, TONGA C & TONGA D PHASE 2	TONGA	9	WSIG	-	-	5,063,000
WATER DISTRIBUTION	EXTENSION OF RETICULATION AND BULK AT BLOCK B (MNDENI, MASHEKESHENI)	BLOCK B	5	WSIG	-	-	5,000,000
WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT GRETANE	GRETANE	4	WSIG	-	-	8,937,000
WATER DISTRIBUTION	UPGRADING OF BULK & EXTENSION OF RETICULATION AT MBANGWANE	MBANGWANE	12	WSIG	-	1,715,592	6,000,000
WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT NAAS MSHOLOZI	MSHOLOZI	1	WSIG	-	-	5,000,000
WATER DISTRIBUTION	EXTENSION OF RETICULATION, BULK & ELEVATED TANK AT ANIVA (BOSCHFONTEIN COURT STANDS)	ANIVA	24	MIG	-	-	5,000,000
WATER DISTRIBUTION	CONSTRUCTION OF BULK WATER SUPPLY (BULK LINE, 2ML RESEVOIR,	MZINTI	19.2	MIG	-	-	5,000,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
	ELEVATED TANK & RETICULATION) AT MZINTI RUTH FIRST & MZINTI						
WATER DISTRIBUTION	EXTENTION OF WATER RETICULATION IN MDLADLA	MDLADLA		MIG	-	-	35,000,000
WATER DISTRIBUTION	REPLACEMENT OF ASBESTOS / AC PIPELINES TO UPVC IN NKOMAZI AREA	KHOMBASO, SCHOEMANSDAL, MASIBEKELA	12,27	MIG	-	-	5,000,000
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AT MABUNDZEN, EXTENSION OF RETICULATION AT EKUSULUKENI & THAMBOKHULU/ELEVATED TANK	MABUDZENI AND THAMBOKHULU	12,13	MIG	-	-	3,000,000
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AT MABUNDZEN, EXTENSION OF RETICULATION AT EKUSULUKENI & THAMBOKHULU/ RETICULATION	MABUDZENI AND THAMBOKHULU	12,13	MIG	-	-	10,000,000
WATER DISTRIBUTION	CONSTRUCTION OF PACKAGE PLANT,RESERVIOR AND RETICULATION /RESERVOIR	MANGWENI	9,17	MIG	4,970,000	-	-
WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE,EXTENTION OF RETICULATION AND ELEVATED TANK AT MAGWENI/BULKLINE	MANGWENI	9,17	MIG	8,107,627	40,218,973	42,111,345
WATER DISTRIBUTION	CONSTRUCTION OF PACKAGE PLANT,RESERVIOR AND RETICULATION /RETICULATION	MANGWENI	9,17	MIG	10,030,000	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/BULKLINE	LOUVILLE	30	MIG	5,366,948	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/UPGRADING PACKAGE PLANT FROM 0.5Ml to 1Ml	LOUVILLE	30	MIG	14,666,240	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/RETICULATION	LOUVILLE	30	MIG	18,671,366	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/RESEVOIR	LOUVILLE	30	MIG	8,488,833	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/FENCING	LOUVILLE	30	MIG	942,536	-	-
WASTE MANAGEMENT	2X TIPPER TRUCK	INSTITUTIONAL		MIG	2,500,000	2,394,485	5,000,000
ELECTRICITY	ELECTRIFICATION PROJECTS	TONGA, LANGELOOP, ANIVA (DRIEKOPPIES)	9,24, 25	INEP	16,400,000	-	0
WATER DISTRIBUTION	EXTENSION OF RETICULATION	MAGOGENI		WSIG	11,966,306	-	0
				MIG	**276,064,000**	**278,966,000**	**297,414,000**
				WSIG	**30,000,000**	**32,626,000**	**30,000,000**
TOTAL GRANT FUNDING					**306,064,000**	**311,592,000**	**327,414,000**

INTERNAL FUNDING CAPITAL BUDGET

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
OFFICE OF THEEXECUTIVE MAYOR	3 AIRCONDITIONING			INTERNAL FUNDING	30,000	-	-
OFFICE OF THE EXECUTIVEMAYOR	1 PORTABLE PRINTER			INTERNAL FUNDING	10,000	-	-
OFFICE OF THESPEAKER	4 LAPTOPS			INTERNAL FUNDING	160,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
OFFICE OF THESPEAKER	4 SOFTWARE			INTERNAL FUNDING	40,000	-	-
OFFICE OF THESPEAKER	3 AIRCONDITIONING			INTERNAL FUNDING	30,000	-	-
OFFICE OF THESPEAKER	8 IPAD FOR AMAKHOSI			INTERNAL FUNDING	-	-	120,000
OFFICE OF THECHIEF WHIP	1 X OFFICE FURNITURE + 3 VISITORS CHAIRS			INTERNAL FUNDING	70,000	-	-
OFFICE OF THECHIEF WHIP	2 X LAPTOPS			INTERNAL FUNDING	80,000	-	-
OFFICE OF THECHIEF WHIP	2 X SOFTWARES			INTERNAL FUNDING	10,000	-	-
OFFICE OF THECHIEF WHIP	2 X AIRCONDINING			INTERNAL FUNDING	20,000	-	-
OFFICE OF THECHIEF WHIP	FRIDGE			INTERNAL FUNDING	10,000	-	-
OFFICE OF THEMM	FILING CABINET			INTERNAL FUNDING	20,000	-	-
OFFICE OF THEMM	FRIDGE			INTERNAL FUNDING	10,000	-	-
OFFICE OF THEMM	HIGH BACK CHAIR			INTERNAL FUNDING	10,000	-	-
OFFICE OF THEMM	BAR FRIDGE			INTERNAL FUNDING	5,000	-	-
IGR	COMPUTERS (3 LAPTOPS)			INTERNAL FUNDING	40,000	-	-
IGR	SOFTWARES (3 LAPTOPS)			INTERNAL FUNDING	10,000	-	-
IGR	AIRCONDITIONER			INTERNAL FUNDING	20,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
COMMUNICATION	1 LAPTOP			INTERNAL FUNDING	50,000	-	-
COMMUNICATION	SOFTWARE			INTERNAL FUNDING	10,000	-	-
COMMUNICATION	CALL CENTRE MANAGEMENT SYSTEM			INTERNAL FUNDING	500,000	-	-
COMMUNICATION	CAMERA			INTERNAL FUNDING	60,000	-	-
COMMUNICATION	HIGHEND COMPUTER SCREEN			INTERNAL FUNDING	50,000	-	-
RISK MANAGEMENT	2 X LAPTOPS			INTERNAL FUNDING	80,000	-	-
RISK MANAGEMENT	SOFTWARE (2 LAPTOP)			INTERNAL FUNDING	20,000	-	-
RISK MANAGEMENT	1 X OFFICE FURNITURE			INTERNAL FUNDING	50,000	-	-
RISK MANAGEMENT	FRONT DESK FURNITURE			INTERNAL FUNDING	-	15,000	-
RISK MANAGEMENT	RISK MANAGEMENT SOFTWARE			INTERNAL FUNDING	-	250,000	-
INTERNALAUDIT	3 X LAPTOPS			INTERNAL FUNDING	120,000	-	-
INTERNALAUDIT	3X SOFTWARE				30,000	-	-
INTERNALAUDIT	3 X OFFICE FURNITURE			INTERNAL FUNDING	150,000	-	-
INTERNALAUDIT	1 X AIR CONDITIONING				10,000	-	-
BUDGET	COMPUTERS (40 LAPTOPS)			INTERNAL FUNDING	1,000,000	750,000	750,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
BUDGET	SOFTWARES (40 LAPTOPS)			INTERNAL FUNDING	380,000	180,000	180,000
BUDGET	FURNITURE (3 OFFICES, 16 CHAIRS, 3 FILLING CABINET, 3 DESK)			INTERNAL FUNDING	100,000	-	-
REVENUE AND PROPERTY RATES MANAGEMENT	12 AIRCON 12 000 BTU(NEW STORES)			INTERNAL FUNDING	150,000	240,000	-
REVENUE AND PROPERTY RATES MANAGEMENT	UPGRADING OF KOMATIPOORT OFFICES			INTERNAL FUNDING	1,200,000	-	-
REVENUE AND PROPERTY RATES MANAGEMENT	2X BAKKIES			INTERNAL FUNDING	900,000	800,000	800,000
EXPENDITURE MANAGEMENT	FURNITURE (3 OFFICES, 16 CHAIRS, 3 FILLING CABINET, 3 DESK)			INTERNAL FUNDING	200,000	-	-
SUPPLY CHAIN MANAGEMENT	FORKLIFT			INTERNAL FUNDING	800,000	-	-
SUPPLY CHAIN MANAGEMENT	PALLET JACK			INTERNAL FUNDING	70,000	-	-
SUPPLY CHAIN MANAGEMENT	FURNITURE (20 OFFICES, FILLING CABINET , MICROWAVE, FRDGE, 5 SCRUBBER POLISHER FOR NEWLY CONSTRUCTED STORES)			INTERNAL FUNDING	350,000	350,000	350,000
SUPPLY CHAIN MANAGEMENT	12 AIRCON 12 000 BTU, INDUSTRIAL AIRCON (NEW STORES)			INTERNAL FUNDING	390,000	-	-
SUPPLY CHAIN MANAGEMENT	OVERHEAD CRAINE			INTERNAL FUNDING	300,000	-	-
HUMAN RESOURCES	HR STEEL CABINET			INTERNAL FUNDING	200,000	100,000	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
HUMAN RESOURCES	FRIDGE			INTERNAL FUNDING	150,000	-	-
HUMAN RESOURCES	MICROWAVE			INTERNAL FUNDING	20,000	-	-
HUMAN RESOURCES	4 LAPTOPS			INTERNAL FUNDING	50,000	-	-
HUMAN RESOURCES	BUILDING ALTERATIONS (HR FILINGOFFICES)			INTERNAL FUNDING	200,000	-	-
HUMAN RESOURCES	1 AIRCONDITIONER			INTERNAL FUNDING	100,000	-	-
HUMAN RESOURCES (SKILL DEV)	OFFICE FURNITURE			INTERNAL FUNDING	100,000	-	-
HUMAN RESOURCES (SKILL DEV)	FILING CABINET			INTERNAL FUNDING	20,000	-	-
HUMAN RESOURCES (SKILL DEV)	PROJECTOR			INTERNAL FUNDING	30,000	-	-
INFORMATION TECHNOLOGY	5 X 48 PORT SWITCH			INTERNAL FUNDING	500,000	-	-
INFORMATION TECHNOLOGY	3 SERVER			INTERNAL FUNDING	2,000,000	1,000,000	-
INFORMATION TECHNOLOGY	CABLE THEFT DETECTOR			INTERNAL FUNDING	1,000,000	2,000,000	2,000,000
INFORMATION TECHNOLOGY	10 POWER BACKUP AND BATTERIES			INTERNAL FUNDING	1,500,000	-	-
INFORMATION TECHNOLOGY	MICROSOFT LICENCE			INTERNAL FUNDING	3,000,000	-	-
INFORMATION TECHNOLOGY	ACCESS CONTROL FACE RECOGNITION			INTERNAL FUNDING	500,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
INFORMATION TECHNOLOGY	DIGITAL PROJECTORS SCREEN ANDPROJECTORS FOR HALLS			INTERNAL FUNDING	500,000	-	-
INFORMATION TECHNOLOGY	3 X OFFICE FURNITURE			INTERNAL FUNDING	150,000	-	-
INFORMATION TECHNOLOGY	CAMERA AND BEAMS FOR WATERTREATMENT PLANTS			INTERNAL FUNDING	500,000	-	-
INFORMATION TECHNOLOGY	5 X LOANED LAPTOP			INTERNAL FUNDING	250,000	-	-
INFORMATION TECHNOLOGY	SMART PROJECTOR SCREEN (MPACBOARDROOM)			INTERNAL FUNDING	800,000	-	-
LEGAL SERVICES	RECORDING DEVICE			INTERNAL FUNDING	31,260	45,014	-
LEGAL SERVICES	2 LAPTOP			INTERNAL FUNDING	80,000	-	-
LEGAL SERVICES	2 SOFTWARES			INTERNAL FUNDING	20,000	-	-
ADMIN AND CORPORATE SUPPORT	FURNITURE (DESK, 3 CHAIRS, FILLINGCABINET)			INTERNAL FUNDING	50,000	90,029	-
ADMIN AND CORPORATE SUPPORT	VEHICLE FOR MESSANGER			INTERNAL FUNDING	600,000	-	-
ADMIN AND CORPORATESUPPORT	TABLES (COUNCIL)			INTERNAL FUNDING	80,000	-	-
ADMIN AND CORPORATE SUPPORT	MINUTES PORTABLE RECORDINGSYSTEM (COUNCIL)			INTERNAL FUNDING	50,000	-	-
ADMIN AND CORPORATE SUPPORT	10 EXECUTIVE CHAIRS (COUNCIL)			INTERNAL FUNDING	70,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
ADMIN ANDCORPORATESUPPORT (RECEPTION)	AIRCONDITIONING			INTERNAL FUNDING	40,000	-	-
ADMIN ANDCORPORATESUPPORT (RECEPTION)	FURNITURE			INTERNAL FUNDING	50,000	-	-
ADMIN ANDCORPORATESUPPORT (RECORDS)	SHREDDER MACHINE			INTERNAL FUNDING	30,000	-	-
ADMIN ANDCORPORATESUPPORT (RECORDS)	A3 LAMINATING MACHINE			INTERNAL FUNDING	20,000	-	-
ADMIN ANDCORPORATESUPPORT (RECORDS)	3 LAPTOPS			INTERNAL FUNDING	150,000	-	-
ADMIN ANDCORPORATESUPPORT (RECORDS)	DESKTOP COMPUTER			INTERNAL FUNDING	40,000	-	-
ADMIN ANDCORPORATESUPPORT (RECORDS)	3 OFFICE FURNITURE			INTERNAL FUNDING	150,000	-	-
PMS, M&E	7 LAPTOPS			INTERNAL FUNDING	130,00	-	-
PMS, M&E	7 SOFTWARES			INTERNAL FUNDING	70,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
PMS, M&E	1 AIRCONDITIONING			INTERNAL FUNDING	10,000	-	-
PMS, M&E	2 CAMERA			INTERNAL FUNDING	25,000	-	-
LABOUR RELATIONS	3 LAPTOPS			INTERNAL FUNDING	120,000	-	-
LABOUR RELATIONS	3 X RECORDING DEVICES			INTERNAL FUNDING	90,000	-	-
LABOUR RELATIONS	3 X SOFTWARES			INTERNAL FUNDING	30,000.0	-	-
SECURITY ANDFLEET MANAGEMENT	3 LAPTOPS			INTERNAL FUNDING	50,000	-	-
SECURITY AND FLEET MANAGEMENT	3 OFFICE FURNITURE			INTERNAL FUNDING	50,000	-	-
SECURITY ANDFLEET MANAGEMENT	6 MOVABLE TIMBER GUARD HOUSES			INTERNAL FUNDING	300,000	-	-
SECURITY ANDFLEET MANAGEMENT	3 SINGLE FULL HEIGHT TURNSTILE			INTERNAL FUNDING	210,000	-	-
SECURITY AND FLEET MANAGEMENT	2 SECURITY WALK THROUGH METALDETECTOR SET			INTERNAL FUNDING	80,000	-	-
SECURITY ANDFLEET MANAGEMENT	4 SECURITY GATE			INTERNAL FUNDING	120,000	-	-
SECURITY ANDFLEET MANAGEMENT	BAKKIE - SECURITY MANAGEMENT			INTERNAL FUNDING	450,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
OFFICE OF THE DIRECTOR PLANNING AND DEVE	COMPUTERS (24 LAPTOPS)			INTERNAL FUNDING	200,000	200,000	-
OFFICE OF THE DIRECTOR PLANNING AND DEVE	SOFTWARES (24 LAPTOP)			INTERNAL FUNDING	80,000	80,000	-
LAND USE & HIS	OFFICE FURNITURE (4 DESKS, 21CHAIRS, 6 FILLING CABINET)			INTERNAL FUNDING	-	-	-
LAND USE & HIS	GIS GADGETS			INTERNAL FUNDING		-	-
LAND USE & HIS	LAPTOPS AND SOFTWARES			INTERNAL FUNDING	-	-	-
LOCAL ECONOMIC DEVELOPMENT (LED)	HAWKERS STALLS			INTERNAL FUNDING	2,000,000	2,000,000	2,000,000
LOCAL ECONOMIC DEVELOPMENT (LED)	OFFICE FURNITURE (NEW OFFICES)			INTERNAL FUNDING		-	-
OFFICE OF THEDIRECTOR	COMPUTERS (3 X LAPTOPS)			INTERNAL FUNDING	100,000	-	-
OFFICE OF THEDIRECTOR	SOFTWARE (3 X LAPTOPS)			INTERNAL FUNDING	20,000	-	-
OFFICE OF THEDIRECTOR	FURNITURE (6 DESKS, 18 CHAIRS, 3 6FILLING CABINETS)			INTERNAL FUNDING	200,000	-	-
LIBRIARIES &ARCHIVES	AIRCONDITIONERS X 4 24 000 BTU, 12000 BTU			INTERNAL FUNDING	90,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
LIBRIARIES &ARCHIVES	FURNITURE (1 DESK, 4 VISITORS CHAIRS, 40 USERS CHAIRS, 30 STUDYTABLES)			INTERNAL FUNDING	400,000	-	-
CEMETERIES	TLB			INTERNAL FUNDING	1,900,000	1,900,000	1,900,000
CEMETERIES	BRUSCHCUTTER X 15			INTERNAL FUNDING	200,000	200,000	200,000
CEMETERIES	FENCING OF CEMETERIES (BLOCK C,JEPPES REEF, HECTOSPRUIT)	(BLOCK C, JEPPES REEF, HECTOSPRUIT)		INTERNAL FUNDING		3,000,000	3,000,000
PARKS	FENCING OF MASIBEKELA PARK			INTERNAL FUNDING		1,000,000	1,000,000
DISASTER MANAGEMENT	1 X FIRE TRUCK			INTERNAL FUNDING	2,000,000	3,000,000	3,000,000
DISASTER MANAGEMENT	2X JAWS OF LIFE			INTERNAL FUNDING	1,200,000	-	-
PROTECTIONSERVICES (POLICE) TRAFFIC DEP	1 X ROAD MARKER TRAILER , 1X ROADBLOCK TRAILER			INTERNAL FUNDING	400,000	-	-
PROTECTIONSERVICES (POLICE) TRAFFIC DEP	2 X PROLASERS			INTERNAL FUNDING	400,000	400,000	400,000
PROTECTIONSERVICES (POLICE) TRAFFIC DEP	FURNITURE (6 CHAIRS)			INTERNAL FUNDING	30,000	-	-
OFFICE OF THE DIRECTOR	FURNITURE (3 DESKS, 9 CHAIRS, 3FILLING CABINETS, 2 FRIDGES)			INTERNAL FUNDING	250,000	-	-
OFFICE OF THE DIRECTOR	COMPUTERS (3 X LAPTOPS)			INTERNAL FUNDING	75,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
OFFICE OF THE DIRECTOR	SOFTWARE (3 X LAPTOPS)			INTERNAL FUNDING	15,000	-	-
NATURE	FENCING OF LIONSPRUIT			INTERNAL FUNDING	1,000,000	-	-
NATURE	OFFICE FURNITURE (3 DESKS, 9 CHAIRS, 3 FRIDGES, 1 MICROWAVE0			INTERNAL FUNDING	-	168,000	168,000
NATURE	TRAILLER 1 X (POISON)			INTERNAL FUNDING	-	100,000	100,000
NATURE	3 GEYSER, 5 ENEGISERS			INTERNAL FUNDING	-	100,000	100,000
NATURE	7 AIRCONS			INTERNAL FUNDING	-	100,000	100,000
NATURE	4 CHAINSAW , BRUSHCUTTERS			INTERNAL FUNDING	-	120,000	120,000
WASTE MANAGEMENT	SKIPS 6CBM X 30 & 1,7 CBM X 30			INTERNAL FUNDING	1,000,000	1,000,000	1,000,000
WASTE MANAGEMENT	LOCKER X 100			INTERNAL FUNDING	300,000	300,000	-
WASTE MANAGEMENT	MOBILE CHANGEROOMS FULLY EQUIPED (MALELANE, KOMATIPPORT ,KAMHLUSHWA, HECTOSPRUIT, DRIKOPPIES, KAAPMUIDEN AND MARLOPTHPARK			INTERNAL FUNDING	800,000	800,000	800,000
WASTE MANAGEMENT	SHELTER FOR MARLOTH PARK AND HECTOSPRUIT TRANSFER STATIONS			INTERNAL FUNDING	200,000	-	-
WASTE MANAGEMENT	6 X COMPACTOR TRUCK			INTERNAL FUNDING	5,000,000	5,000,000	5,000,000
WASTE MANAGEMENT	FURNITURE FOR STANDBY QUARTERS(4X FRIDGES, 4X MICROWAVE)			INTERNAL FUNDING	32,000	-	-
WASTE MANAGEMENT	2X GRINDER , 2X GRILLER			INTERNAL FUNDING	100,000	100,000	100,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
WASTE MANAGEMENT	WEIGH BRIDGE REPLACEMENT	STEENBOK		INTERNAL FUNDING		400,000	400,000
COMMUNITYHALLS	INDUSTRIAL AIRCON (KOBWA)			INTERNAL FUNDING	350,000	-	-
COMMUNITYHALLS	100 FOLDING STEEL TABLE			INTERNAL FUNDING	150,000	-	-
SPORTS DEVELOPMENT	BRUSCHCUTTER X 5			INTERNAL FUNDING	100,000	100,000	100,000
SPORTS DEVELOPMENT	SCOREBOARD X10			INTERNAL FUNDING	100,000	-	-
SPORTS DEVELOPMENT	COMPUTERS (2 X LAPTOP)			INTERNAL FUNDING	48,000	-	-
SPORTS DEVELOPMENT	SOFTWARE (2 X LAPTOP)			INTERNAL FUNDING	12,000	-	-
SOCIAL SERVICES (HIV/AIDS)	1 X PROJECTOR AND STAND			INTERNAL FUNDING	50,000	-	-
SOCIAL SERVICES (HIV/AIDS)	OFFICE FURNITURE (5 CHAIRS, 2FRIDGE, 2 MICROWAVE, FILLING CABINET)			INTERNAL FUNDING	29,000	-	-
SOCIAL SERVICES (TRANSVERSAL)	OFFICE FURNITURE (4 DESKS, 8 CHAIRS, 1 FRIDGE)			INTERNAL FUNDING	155,000	-	-
SOCIAL SERVICES (COM. DEV)	CARPORTS FOR 12 CARS			INTERNAL FUNDING	100,000	-	-
SOCIAL SERVICES (COM. DEV)	COMPUTERS (1 X LAPTOP)			INTERNAL FUNDING	25,000	-	-
SOCIAL SERVICES (COM. DEV)	SOFTWARE (1 X LAPTOP)			INTERNAL FUNDING	5,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
WATER TREATMENT WORKS	REFURBISHMENT OF WTW, WWTW &RESERVOIRS			INTERNAL FUNDING	7,551,360	7,951,360	7,951,360
WATER DISTRIBUTION	KOMATIPOORT WWTW UPGRADE	KOMATIPOORT	6	INTERNAL FUNDING	-	-	-
WATER DISTRIBUTION	STANDBY QUARTERS	KOMATIPOORT, MALELANE	6	INTERNAL FUNDING	1,000,000	1,000,000	1,000,000
WATER DISTRIBUTION	REFURBISHMENT OF BOREHOLES INNKOMAZI LOCAL MUNICIPALITY	NKOMAZI AREA		INTERNAL FUNDING	500,000	500,000	500,000
WATER DISTRIBUTION	2 WATER TANKERS (18 000L p/year) (1TLB p/year) 1 VACCUM SUPER SUCKER			INTERNAL FUNDING	6,868,850	8,930,358	6,230,358
WATER DISTRIBUTION	MOBILE WATER PUMPS X2			INTERNAL FUNDING	509,200	509,200	509,200
WATER DISTRIBUTION	BULK FLOW METERS - SCADA CONTROLLED			INTERNAL FUNDING	2,263,248	2,444,308	2,444,308
WATER DISTRIBUTION	FURNITURE (STANDBY QUARTERS)			INTERNAL FUNDING	234,973	253,771	253,771
WATER DISTRIBUTION	COMPUTERS AND LAPTOPS (SATELITEOFFICES)			INTERNAL FUNDING	173,647	187,538	187,538
WATER DISTRIBUTION	SOFTWARES			INTERNAL FUNDING	50,000	50,000	50,000
WATER DISTRIBUTION	2X LDV			INTERNAL FUNDING	500,000	500,000	500,000
WATER DISTRIBUTION	SUPPLY NEW PUMPS AND MOTORS			INTERNAL FUNDING	3,000,000	3,000,000	3,000,000
WATER DISTRIBUTION	TONGA RAW PUMP STSTION			INTERNAL FUNDING	2,000,000	2,000,000	2,000,000
WATER DISTRIBUTION	KOMATIPOORT PUMP STATION			INTERNAL FUNDING	3,400,000	3,400,000	3,400,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
WATER DISTRIBUTION	ABLUTION FACILITIES & RESERVOR OPERATOR FACILITIES (WENDY HOUSE)			INTERNAL FUNDING	786,240	849,139	849,139
WATER DISTRIBUTION	REPLACE FENCING AT WTW & RESEVOIRS			INTERNAL FUNDING	540,000	583,200	583,200
WATER DISTRIBUTION	JOJO TANKS			INTERNAL FUNDING	200,000	200,000	200,000
ROADS	GRADERS (2 P/YEAR)			INTERNAL FUNDING	4,300,000	5,000,000	5,500,000
ROADS	R0LLER-HEAVY DUTY			INTERNAL FUNDING	-	-	3,000,000
ROADS	TLB DOUBLE DIFF (1 P/Y)			INTERNAL FUNDING	1,300,000	1,700,000	2,000,000
ROADS	TIPPE TRUCK DOUBLE DIFF- 10 CBM (2 P/YEAR)			INTERNAL FUNDING	3,300,000	4,000,000	4,500,000
ROADS	CHIP SPREADER MACHINE			INTERNAL FUNDING	-	5,400,000	-
ROADS	2X COMPACTOR BOMAG BW 90 AD-5			INTERNAL FUNDING	700,000	800,000	-
ROADS	PLATE COMPACTOR			INTERNAL FUNDING	250,000	300,000	-
ROADS	REASEALING AND REHABILITATION OF ROADS			INTERNAL FUNDING	6,280,273	3,280,273	6,280,273
ROADS	4 PETROL CHAINSAW , 6 BRUSH CUTTERS			INTERNAL FUNDING	280,000	350,000	150,000
ROADS	5 TAR CUTTER			INTERNAL FUNDING	250,000	250,000	300,000
ROADS	6 HEAVY DUTY BRUSH CUTTER , 3 XELECTRIC HIGH PRESSURE WASHER			INTERNAL FUNDING	270,000	270,000	270,000
ELECTRICITY DISTRIBUTION	2 LDV BAKIES , 1 8 TON CRANE TRUCK, 1 8 TON CHERRY PICKER			INTERNAL FUNDING	2,200,000	4,810,000	4,925,500

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26
ELECTRICITY DISTRIBUTION	MV INFRASTRUCTURE NETWORKS			INTERNAL FUNDING	4,500,000	4,725,000	4,961,250
ELECTRICITY DISTRIBUTION	LV INFRASTRUCTURE NETWORKS			INTERNAL FUNDING	2,000,000	2,100,000	2,205,000
ELECTRICITY DISTRIBUTION	TOOLS			INTERNAL FUNDING	800,000	8,400,000	882,000
ELECTRICITY DISTRIBUTION	MARLOTH PARK ELECTRIFICATION			INTERNAL FUNDING	2,500,000	2,625,000	2,756,250
STREET LIGHTS	STREET AND MASS LIGHTS (RURALAREAS)			INTERNAL FUNDING	1,500,000	1,575,000	1,653,750
STREET LIGHTS	STREET AND MASS LIGHTS (URBANAREAS)			INTERNAL FUNDING	500,000	525,000	551,250
ELECTRICITY DISTRIBUTION	NKOMAZI SMART METERING/ ESKOMBULK CHECK METERS			INTERNAL FUNDING	2,500,000	2,625,000	2,756,250
ELECTRICITY DISTRIBUTION	SUBSTATION			INTERNAL FUNDING	3,000,000	3,150,000	3,307,500
ELECTRICITY DISTRIBUTION	GENERATORS			INTERNAL FUNDING	2,000,000	2,100,000	2,205,000
ELECTRICITY DISTRIBUTION	AIRCONDITIONERS, NEW ANDREPLACEMENT			INTERNAL FUNDING	100,000	107,000	114,000
TOTAL INTERNAL FUNDING					**111,900,051**	**112,339,191**	**101,544,898**

10. Sector Department Projects and priorities

Sector priorities

Nkomazi Local Municipality				
Sector	Priority	Problem statement	Intervention	Area
Human Settlement	Housing	Provision of houses to new extensions and old Poor quality of houses i.e. cracking and those affected by disaster	Provide adequate and quality housing for poorly and disadvantaged households. Reconstruction/ fixing of the cracking houses and houses which where affected by disaster.	Mzinti, Tonga etc Madadeni, KaMaqhekeza and Naas
	Township establishment	Formalization of rural settlements to formal townships	Well established basic services which include water, electricity, sanitation and waste management.	Mkhwarukhwaru, Stentor and future development
	Renovation and extension of community hall Building of new community hall	The are few ageing community halls around Nkomazi which requires renovation There are few areas of Nkomazi that are in need of community halls	Renovation and extension of community halls which are ageing and smaller. Building of community halls to needy areas	Schulzendal, Kamhlushwa, Komatipoort, Hhoyi & Schulzendal Ntunda, Buffelspruit, Mbuzini, Block A3, Mangweni, Tonga, Mthatha & Madadeni
Department of Education	School	Shortage of primary and secondary school within certain areas of Nkomazi Children walk a long distance to have access to schools	Building of new classroom to existing schools. Renovation of damaged schools and old schools i.e. Magogeni primary school. Building of new secondary school/ combine school Building of staff room and extension of staff rooms	Ngwenyeni, Orlando cromati combined school, Mbobho combine school Magogeni Tonga, Hectorspruit, Aniva, Phosaville, Tsambokhulu Mehlobovu and Thula

			Provision of scholar Transport to assist children travelling along distance to have access to schools	
		Classroom size	Extending number of classes to occupy the increasing number of children enrolling in schools	Ngwenyeni, Cromati combine school and Mbobho combined school
Department of Public Works	Roads	poor quality of Roads in the areas of Nkomazi maintenance of roads	Build quality roads to avoid rehabilitation of roads and wastage of resource Maintenance of roads to avoid emerging potholes in the areas of Nkomazi	Mdladla, Mzinti, Ntunda, Ngwenyeni to steenbok road, road to Shongwe Hospital, Kamhlushwa to plaza Schoemansdal & Middelplaas Nkomazi Areas
		Overhead Bridges Foot bridges storm water drainage High rates of accidents in some areas of Nkomazi There are few areas with gravel roads around Nkomazi, and the gravel road is very bad cars are getting broken every day.	Building of overhead bridges to reduce high incidents of pedestrians being hit by cars. Building of foot bridges to assist pedestrians to cross over water Building of storm water drainage to avoid damage of the road by overflooding of water into the road Provision of speed humps to some areas of Nkomazi to reduce the high rate of accidents Construction of tarred road to the worse areas with gravel roads i.e. Dludluma, Goba, Tsambokhulu, Mgobodzi to Magogeni	Naas, Tonga & Schoemansdal Schulzendal, Kamandoza, Buffelspruit, Langeloop & Mdladla Nkomazi areas Kamhlushwa, Mzinti, Naas to Ngwenyeni and Buffelspruit Tsambokhulu & Dludluma, Goba, Mgobodzi to Magogeni
Department of Health	Health services	Building of new clinics to reduce congestion in the neighbouring clinics	To Build clinics in needy areas, Such as Vlakbult (Mdladla) Clinics to operate 24 hours	Mdladla, Block A, Goba, Tsambokhulu

		Extension of clinic's time to operate 24hours Renovation and extension of clinic	To renovate old structures of clinic and extend the clinic's size	Ntunda, Kamhlushwa, Mbuzini, Madadeni, Middelplaas, Schoemansdal & Aniva Sibange, Kamhlushwa, Mangweni. Hhoyi, Phiva,
Department Rural Development and Land Reform	Land ownership	Land invasion Access to land and release of state land	Tribal Authorities must properly outline future commercial development areas/business nodes and future residential areas. Reduction of red tapes in the release of land which will also assist the Municipality to collect revenue.	Nkomazi Areas Mkhwarukhwaru, Stentor, Tonga etc
Eskom	Electricity	Number of households without electrification in the old settlements and new settlements	Provision of electrification to households without electricity	Mzinti, Ngwenyeni, Mdladla, steenbok, Phiva, Mbangwane, Mandulo, Madadeni, Sibange, Boschfontein, Langeloop, Hectorspruit, Buffelspruit, Kudu farm, Kaapmuiden, Stentor, Boulders & Ekuphumuleni
Department of sports culture and recreation	Sport facilities	Need for rubberized material there's a need for extension and Completion of renovation of pavilion & dressing room	Provision of the rubberised material Extension, completion & renovation of pavilion & dressing room	Kamhlushwa stadium Kamhlushwa stadium

10.1.Sector Departments Projects

DEPARTMENT OF AGRICULTURE LAND REFORM AND RURAL DEVELOPMENT (DALRRD)					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Development of Mzinti/Matsamo Rural Intervention Area Precinct Plan	Mzinti / Matsamo Traditional Council	Mzinti/Matsamo Rural Intervention Area Precinct Plan	500	500
Nkomazi	Installation of 9 strand 1,5 fencing, material logistics in Khombaso and Mabundzeni villages situated in Nkomazi local municipality	Khombaso and Mabundzeni, 25°44'35.19"S 31°53'17.14" E	30 km Fencing	1 500	1 500
Nkomazi	Construction of fencing; drilling and equipping of boreholes 10 km Magogeni and 10 km Gomora villages (AVMP) situated in Nkomazi Local municipality	Magogeni and Gomora farmers	20 km fencing	1 700	2 000
Nkomazi	Development of MalelaneNkomati Sugar situated in Nkomazi local municipality	Malelane Nkomati sugarcane farmers	Phase 1: start of siteworks and delivery of material for irrigation project. Phase 2: for refurbishment of sheds and offices	9 600	9 600

DEPARTMENT OF AGRICULTURE LAND REFORM AND RURAL DEVELOPMENT (DALRRD)					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Infrastructure, mechanisation, and operational support to Nkomazi Cotton Farmer Production Support Unit	Primary Cooperatives in Tsambokhulu village	Operational and maintenance costs (Salaries and office management, Repair and maintenance,	2 000	2 000

			Trailer, Fencing for the shed and workshop and Production inputs)		
Nkomazi	Infrastructure, production, operation and skills development support to Nkomazi Vegetable Farmer Production Support Unit	Primary Cooperatives in Mzinti village	Procurement of production inputs, Branding, Security personnel, truck, Boreholes, Operational & maintenance costs and Skills development	5 250	5 250
Nkomazi	Mechanisation, operation and skills development support to Malelane/Komati Farmer Production Support Unit	Small scale sugarcane farmers in Mangweni village	Procurement of 1 x TLB and 1 x Grader, 1x TLB 64-75Kw, Motor Grader 6x4 excl. 1 x Ripper. Tracker installation for machinery, Cane loader, machinery maintenance, Security personnel, Skills development.	6 050	6 050
Nkomazi	Youth skills development support for Lebombo Agricultural Secondary Cooperative	Beneficiaries from Khombaso, Masibekela, Mangweni, Steenbok, Mbangwane areas Tsambokhulu, Mandulo and Mananga (Ward 8 and 12)	Recruitment and skilling of 25 youths.	1 137	3 150
Nkomazi	Youth Skills Development support for Malelane/Nkomati Sugarcane Farmer Production Support Unit	Small Scale sugarcane farmers from Komati and Malelane in Nkomazi LM	Recruitment and skilling of 25 youths		
Nkomazi	Youth Skills Development support for Nkomazi Vegetable Secondary Cooperative	Primary Cooperatives in Nkomazi Local Municipality	Recruitment and skilling of 25 youths		
Nkomazi	Youth Skills Development support Hinavavuna Citrus Secondary Cooperative	Youth from Nkomazi Local Municipality	Recruitment and skilling of 80 unemployed NARYSEC youths	840	2 520

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT LAND AND ENVIRONMENTAL AFFAIRS (DARDLEA)					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Mzinti Training Centre/ Refurbishment of Mzinti training centre	Mzinti (State land)/ 25.69186,31.75822	Refurbishment of the training centre	1 000	6 500

DEPARTMENT OF PUBLIC WORKS ROAD AND TRANSPORT (DPWRT)					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target/Output/ Deliverable	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
NKOMAZI	Design of Driekoppies Bridge (Flood damaged)	Driekoppies	Detailed design completed	6 433	6 433
	Reconstruction of Driekoppies Bridge	-25.46486, 31.08334	15% completed	13 567	20 000
	Rehabilitation: Road D2940 from D797 towards Phiva (4 km)	-25.64033, 31.75763	5% completed	5 372	33 750
	Rehabilitation: Road D2950 from R571 (km 0.0) past Mananga (13.5 km) Phase 1 (6 km)	Mananga	95% completed	55 491	131 131
	Upgrade: D2950 from D797 to Dludluma incl. Ring Road (8 km)	Dludluma	2% completed	3 008	47 250
	Upgrade: Road D2952 from Masibekela (D2950) to Tsambokhulu (9.5 km) Phase 3	-25.8557756, 31.8149267	65% completed	7 531	55 200

DEPARTMENT OF SOCIAL DEVELOPMENT DSD					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation	Total project cost R'000

				(Annual) R'000	
Nkomazi	Construction of 16 xoffice for Mbuzini Branch Office	Mbuzini	Implementation	7 000	30 000

DEPARTMENT OF COMMUNITY SAFETY, SECURITY & LIAISON DCSSL					
Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
NKOMAZI	**Community Outreach Programme (Imbizo)**	Tonga		752	
	Educational awareness campaigns Liquor inspection / workshop Border security awareness campaigns Human Trafficking awareness campaigns Gender Based Violence campaign Anti-stolen Goods awareness campaign	Tonga Schoemansdal, Tonga and Mbuzini Komatipoort, Mbuzini and Schoemansdal Tonga Kamhlushwa		117	
	Support to Community Safety Forum (CSF)	Nkomazi Local Municipality		13	
	Support to Community Policing Forum (CPFs)	Malelane. Tonga, Mbuzini KaMhlushwa Schoemansdal Komatipoort		78	
	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	76 Young People Jeepes Reef:10 Mbuzini:16, Komatipoort;8 Malalane:18,Kamaqhekeza:8 Mananga Port of Entry:6 Lebombo Port of Entry :10		2 218	
	Transport Regulation Programme: Safety Engineering	Nkomazi Local Municipality		**Operational**	

	Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and; Overload Control				

DEPARTMENT OF HUMAN SETTLEMENT DHS

Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Kamhlushwa Ext 3, Nkomazi Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Servicing of **5 083 sites** with water and sewer	R 27 347	2 000 sites servicing completed	Completion of 500 serviced sites	Feb 2024
	Design & Installation of bulk water and sewer *Upgrade of reservoir* *Water rising main* *Sewer link outfalls*	R 5 999	Project initiation with all stakeholders DWS Ehlanzeni District Nkomazi LM	Designs finalization.	Mar 2024
	Construction of **low-cost** houses and the registration of **title deeds** will commence in the outer years pending the completion of bulk infrastructure installation.				

DEPARTMENT OF HUMAN SETTLEMENT DHS

Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development	Township establishment	R 0	Township establishment complete	Achieved	Achieved

Programme (IRDP) Komatipoort, Nkomazi Local Municipality	Servicing of **1 008 sites** with water and sewer	R 0	900 sites servicing completed	None	None
	Installation of bulk sewer • Refurbishment of pump station Sewer rising main	R 1 500	Ten (10)% completion of	100% complete	Mar 2024
	Construction of **low-cost** houses and the registration of **title deeds** will commence in the outer years pending the completion of bulk infrastructure installation.				

DEPARTMENT OF HUMAN SETTLEMENT DHS

Project Description	Scope of Works / Key Deliverables	Allocated Budget 2023/24 '000	Progress to Date	Planned Deliverables for 2023/24	Key Milestone Date
Integrated Residential Development Programme (IRDP) Komatipoort, Nkomazi Local Municipality	Township establishment	R 0	Township establishment complete	Achieved	Achieved
	Servicing of **1 008 sites** with water and sewer	R 0	900 sites servicing completed	None	None
	Installation of bulk sewer Refurbishment of pump station Sewer rising main	R 1 500	Ten (10)% completion of	100% complete	Mar 2024
	Construction of **low-cost** houses and the registration of **title deeds** will commence in the outer years pending the completion of bulk infrastructure installation.				

DEPARTMENT OF HUMAN SETTLEMENT DHS

Project Description	Location	Allocated Budget 2023/24	Planned number of sites 2023/24	Key milestone Activity	Key Milestone Date
KaMhlushwa Ext 2 & 3	Nkomazi	R27 347 221,30	500	Site establishment Completion/handover	Contractor is on site Nov-23
KaMhlushwa Ext 2 & 3 Bulk infrastructure	Nkomazi Municipality	R5 999 996,00	Bulk water & Bulk sewer	Site establishment Completion/handover	Jun-23 Dec-24

HUMAN SETTLEMENT

Project Description	Local Municipality	Location	Allocated Budget 2023/24	Planned Number of Houses 2023/24	Key milestone Activity	Key Milestone Date
Rural Housing Programme						
Construction of 502 low-cost houses	Nkomazi	Various villages	R 1 160	4	100% complete	May 2023

HUMAN SETTLEMENT

Project Description	Location	Allocated Budget 2023/24	Planned Number of Houses 2023/24	Key milestone Activity	Key Milestone Date
Malelane CRU Project	Malelane	R 7 200 000	24	100% complete	31 March 2024

DEPARTMENT OF WATER AND SANITATION DWS

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

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)

Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
Ehlanzeni District	5745 electronic book accessible to 34 public libraries Library Reading material provided to empower learners and communities	14x City of Mbombela 6x Bushbuckridge 8 x Nkomazi 6x Thaba Chweu	5745 electronic books	900	900

	with knowledge through supply of new library materials to public libraries				
Ehlanzeni District City of Mbombela LM Bushbuckridge LM Nkomazi LM Thaba Chweu LM	12 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Mbombela, Masoyi, Msogwaba, Emjindini, Kanyamazane, Kamaqhekeza, Mafemane, Acornhoek, MP Stream, Somuhle, Mashishing and Sabie	12 libraries offering services to the blind	618	618
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni	Raise awareness about national symbols conducted in communities	All Local Municipalities within Ehlanzeni	4 Public awareness activations on the "I am the flag campaign"	82	82
All Local Municipalities within Ehlanzeni	Structures supported to promote Arts and Culture	All Local Municipalities within Ehlanzeni	7 community structures supported	5,142	5,142
All Local Municipalities in Ehlanzeni	Development of reading materials in designated languages of the province through terminology development and literature projects	Writers in SiSwati and isiNdebele at Ehlanzeni Region	1 reading materials in SiSwati produced	200	200
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (SCSR)					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000

All Local Municipalities within Ehlanzeni District	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	Municipality in Ehlanzeni District	2 proposed name changed through LGNC and PGNC	100	100
All local Municipalities within Ehlanzeni District	Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All Local Municipalities and will benefit all Municipalities Ehlanzeni District	2 National and Historical days Celebrated	3,000	3,000
All Local Municipalities in Ehlanzeni District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	4 Arts and Craft cooperatives supported	94	94
All Local Municipalities in Ehlanzeni District	EPWP coordinators to increase scope of implementing Arts and Culture projects in communities	Unemployed youth, women and people living with disability	47 Arts and Culture EPWP jobs opportunities created	1,934	1,934
All Local Municipalities within Ehlanzeni District	People actively participating in organized sport and active recreation events such as indigenous games, Big walk rural sports, golden games and etc.	2941 Athletes in each Local Municipality	11 764 people actively participating in organized sport and active recreation events	301	301
All Local Municipalities within Ehlanzeni District	Schools, hubs and clubs supported with equipment and/attire in an effort to provide opportunities for participation	Schools, Hubs and Clubs	50 Schools,4 hubs and 20 clubs provided with sport equipment	1, 779	1, 779
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni District	learners participating in school sport tournaments at a district, Provincial and National level	Learners participating in Ehlanzeni and Bohlabela District	4000 learners participating in school sport	4,016	4,016

			tournaments at a district level		
All Local Municipalities within Ehlanzeni District	Refers to athletes that are supported through a sports academy programme support	Athletes at Ehlanzeni Region	100 athletes supported by the sports academies to access scientific support programme	647	647
All Local Municipalities in Ehlanzeni	Local leagues organised by federations or associations in communities where club development program is established	Local leagues at Ehlanzeni Region	8 local leagues supported	6,571	6,571
DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSR)					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
All Local Municipalities within Ehlanzeni District	2023 Netball World Cup interventions implemented	All Local Municipalities within Ehlanzeni District	3 Netball World Cup interventions implemented • Local Netball tournaments • Netball World Cup Trophy Tour and handover to another Province	3,000	3,000

			• Netball Fan Parks		

DEPARTMENT OF HEALTH						
Project Name	Total Project Cost R'000	Exp To Date	Budget Allocation R'000 (2023/24)	Project Start Date	Planned Completion Date	Project Physical Progress
Jeppes rust clinic renovation			1 200 000	May 2023	June 2023	
Driekoppies Clinic: construction of new clinic	16 500	0 00	16 500	June 2023	Jan 2024	0%

EHLANZENI DISTRICT MUNICIPALITY

Project Description	Municipality or region	Department	Source of funding	2023/24	20234/25	2025/26
Drilling of 1 new solar borehole at Aniva new stands	Nkomazi	Technical Services	Acc Surplus	500 000	500 000	-
Drilling of 2 new solar boreholes at Jeppes reef 2 new sections zone 12 (new Driekoppies dam)				1 000 000	4 500 000	-
Refurbishment of high mast lights				500 000	2 000 000	-

SECTION: D

11. Section D: Integration

11.1. Municipal Plans, Policies and Strategies

Financial Management Plan

This Financial Plan is intended to provide a foundation for the development of new revised financial policies, practices and procedures as they are needed. It is intended to generate, document and evaluate issues and possible actions surrounding four key financial areas: Cost Recovery, Access to Capital, Financial Risk Metrics, Good/ Bad Year Financial Planning. Nkomazi Local Municipality expects that the breadth and depth of issues and actions considered in this Financial Plan will continue to evolve as conditions change and new ideas are developed and that the ideas described in this document will guide the implementation of specific, actionable proposals for implementing the financial policies future rates cases. Descriptions of current budget policies and Nkomazi Local Municipality's expectations about sustainability of financial viability and management are summarized below.

The Financial Plan reflects current policies and anticipates those for the future. The purpose is to design financial policies in line with National Treasury Guidelines and the Municipal Finance Management Act No.56 of 2003 that will ensure Nkomazi Local Municipality's ability to increase its revenue base by providing rate predictability during budget process planning.

This Financial Plan identifies long term financial issues and provides strategies or suggests alternative to address them. The purpose of the plan is to generate, document and evaluate selected issues within a financial framework that will help guide Nkomazi Local Municipality's financial direction. Nkomazi Local Municipality intends to review, revise and update the Financial Plan periodically on annual basis.

Local Economic Development

Section 152 of the Constitution of the Republic of South Africa states that one of the objects of local government is to promote this LED mandate emanated from Section 153 of the RSA Constitution which states that developmental duties of municipalities require them to structure and manage their administration budgeting and planning processes to give priority to the basic needs of their communities, some of which relates to economic development.

The municipality has and LED strategy that was approved in 2009 with council resolution number NKM: GCM A109/2009, the strategy is under review. strategy is based on identified development needs, opportunities and comparative advantages of the area, providing the Municipality with guidelines to create and facilitate economic development, realize the underlying economic development potential, and encourage private sector investment and job creation. The strategy should foster the exploitation of strengths and opportunities in order to minimize the weaknesses and threats of the municipality. The strategy should therefore be used as a tool by the municipality to ensure dedicated and effective utilization of available resources and to promote local economic development in a proactive and dynamic manner.

Water Services Development Plan

The Nkomazi Local Municipality is the authorized Water Services Authority and as such the relevant sections of the Water Services Act (No 108 of 1997) and the Municipal Systems Act (No 32 of 2000) must be adhered to. Section 11 of the Water Services Act states, that:

Every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services.

Sanitation Master Plan

Roads and Storm Water Plan

Comprehensive Infrastructure Plan

Every Municipality needs to compile an Integrated Development Plan that defines a framework for creating and sustaining integrated human settlements by providing the necessary infrastructure in a sustainable and coordinated manner. The CIP's have been formulated to enhance the preparation of the IDP and consolidates the information from a wide range of planning instruments (SDF, existing IDP, Master Plans, Sector Plans, etc.). It summarizes the data at ward level by exploring the unique needs of communities and then formulate plans and projects for providing housing and infrastructure to service these needs. It therefore creates the basis for confirming the alignment of the different sector plans. It furthermore addresses the full life cycle management of those assets by considering the refurbishment and maintenance needs and ensure that the necessary skills and financial resources are available to achieve the goal of sustainable service delivery is achieved in the medium to long term. This information feeds back into the IDP process before December of each year for the revision of the IDP.

Electricity Master Plan

Nkomazi Local Municipality is the electricity distributor (license holder) within areas of its service delivery. However, it be noted that Eskom is also a licensed holder and the service provider in areas which were previously serviced by TED. Those areas are within the jurisdiction of Nkomazi Local Municipality area of service delivery. Eskom is the license holder and the service provider for the villages previously supplied by the former KaNgwane Electricity Corporation lately known as TED (Transitional Electricity Distributor). Although according to the Municipal Systems Act, the Municipality is the service provider but could not exercise those rights when the business was auctioned and won by Eskom in 2004.The department of Minerals and Energy is giving electrification funds to the Municipality as the service provider. The infrastructure installed using the DME funds is being ring-fenced on Eskom books and shall be calculated in favour of the Municipality during the RED's implementation. The maintenance record/load studies and future network expansion can be obtained from Eskom.

Integrated Waste Management Plan

The main goal of integrated waste management (IWM) planning is to integrate and optimise waste Management in the region by maximizing efficiency and minimizing financial costs and environmental Impacts in order to improve the quality of life for its citizens. The compilation of an IWMP by a local authority enables the authority to spell out what its intentions are and how it proposes to achieve these goals. It sets applicable but reasonable required milestones which it hopes to achieve and then submits its IWMP to the relevant provincial authority for approval and acceptance. The Integrated Waste Management Planning process should incorporate all the major stages of the process, namely a review of the existing baseline situation (status quo) and legal environment, projections of future requirements; setting objectives; identifying system components (strategic planning); identifying and evaluating alternative methods/approaches for meeting requirements (systems analysis); and developing and implementing an integrated waste management plan (master planning).

The IWMP will then be implemented to the best of the local authority's ability, subject to financial constraints imposed by budget restrictions and sustainability of services rendered. It is important that any plan, once implemented, is evaluated and reviewed to ensure that the respective objectives are met. Proper monitoring of the development and implementation process will be necessary to gauge successful milestone achievements. The IWMP could therefore be utilised to guide the Nkomazi Municipality in the way forward in respect of cost-effective waste management

HIV/AIDS Strategy

This Nkomazi AIDS Strategy has been developed on the basis of this National strategy and the MDG targets as the road map to inform AIDS Council Planning and Interventions. This road will be the tool that will guide the Nkomazi Municipality (Local Government) and its stakeholders in coordinating efforts and programmes, time, energy and

Recourses in the fight against this disease and reducing its impending impact. This document is the product is the of an AIDS strategy supported and facilitated by the District Municipality, GTZ-MRDP and ETU involving a number of key role players in the fight against the pandemic, who included, among others, representatives from the Municipal Council, Government Departments, Municipal Staff, NGOs and CBO's and other structures involved in HIV & AIDS programmes within the Jurisdiction of Nkomazi Local Municipality.

Youth Policy

Nkomazi Municipality is known as poverty and under developed are with the highest population located in the rural corner of Nkomazi. Nkomazi has been experiencing economic growth through Agriculture and Tourism. These growth results from the new initiatives on the Tourism Sector that is great potential competitive advantage through the Maputo Corridor as most of our roots are through the N4.

As Nkomazi, it is important to focus on the growth legislative framework mainstreaming youth development into development by implementing youth development policy.

Recruitment and Retention Strategy

This process places suitable individuals in vacant position where they contribute to the success of the Nkomazi Municipality and where they can grow and develop to the best of their abilities. The purpose of the Nkomazi Municipality Recruitment and Selection Policy is to provide guidance on the recruitment of staff so as to comply with the provision of our Constitution, the Labour Relations Act No. 66 of 1995 and the Employment Equity Act No 55 of 1998.This further ensures standardization, transparency, consistency, fairness and best practice with regards to the recruitment process. The critical issue is that the growing instability of the employment relationship has been the subject of intense scrutiny; schools have explored implications of the near employment models for organizational identification, employment practices and the patterns and status of managerial careers. However, prior work experience may include not only relevant knowledge and skill, but also routines and habits that do not fit in the new organizational context. Skills define the way that human effort produces outputs; it can be defined as the quality aspect of human capital. That is the skills we possess determine the ability to convert physical and mental effort into productive outputs. As such skills are difficult to observe or measure, they relate to talent abilities that are only observable as an aspect of the residual between outputs and inputs.

Employment Equity Plan

The Municipality is committed to creating a workplace in which no one is denied employment opportunities or benefits for reasons unrelated to ability and where no one is discriminated against unfairly. The Municipality recognizes that total commitment from all employees to the goals of its Employment Equity Policy and Procedures is necessary if it is to succeed. To this end, it has established the Employment Equity Committee (NEEF) which will be an advisory committee on Employment Equity to assist in devising equity goals and strategies. Employment equity issues will enjoy priority as key business objectives and will constitute an integral part of the performance assessments of all line managers and supervisors.

It is recognised that the goals of employment equity will require specific equity interventions in order that people from “designated groups” (blacks, women and people with disabilities), are represented at all levels in the workforce, and reflect the diversity of the economically active population in the region and sector in which the Municipality’s workplace is situated.

The Municipality remains committed to the promotion, development and recognition of people on merit. To this end, it will neither make ‘token’ appointments, nor implement any practices or procedures which establish barriers to the appointment, promotion or advancement of no-designated employees.

Performance Management System Plan

This document provides a framework which serves as the guiding policy for the establishment of a Performance
Management System in Nkomazi Local Municipality. This is the first review since it was adopted by Council on 7 December 2006. The review process came as a result of changes taking place in the operating environment of the organization, and also to ensure that performance management in the municipality adapts to these changes that impact on the business of service delivery.

While some success has been achieved regarding performance, the policy remains to be effectively implemented over a period of time in order to improve performance management in the municipality. One of the most daunting tasks is to gain buy-in from all employees regarding the benefits of establishing a performance management system. A change management strategy, institutional structures and leadership remain very critical to the success of establishing a sound performance management system.

Housing Development Plan/Housing Chapter

The stated objectives of this Plan are:
Identification of housing backlogs and needs in housing and the setting of delivery goals and priorities (multi- year plan) Identification and designation of land for housing development
Indication through a participatory process, housing supply objectives and strategies to respond to needs Recommendations on how to operationalize existing synergies with other sectional programmes impacting on housing (Integrated human settlements)

Indigent Policy

The Nkomazi Local Municipality believes that an indigent policy should be adopted to promote social and economic development and to provide services to the poorest of the poor (Indigent Households).

Environmental Management

The Municipality has prioritized the development of a number of Environment related plans during the 2023/2024 financial year, i.e. Air Quality Management Plan and the Environmental Management Framework with very strong links with the SDF.

Social Cohesion Plan

The Municipality does not have a social cohesion plan. There are however plans to engage with the Provincial Social Development Department to assist the Municipality with the development of such a plan.

Integrated Water Resources Management Plan

The purpose of this integrated Water Resource Management Plan (IWRMP) is to facilitate the implementation of Water Resource Management (IWRM) by the Nkomazi Local Municipality.
IWRM seeks to reach an appropriate balance between the need to protect and sustain water resources on the one hand, and the need to develop and use them on the other i.e. IWRM enables a Local Authority to provide service to all.

SECTION: E

12. Public Notice

Notice is hereby given in terms of the Municipal Systems Act, Section 25(4) of the Local Government: Municipal System Act, 32 of 2000, that the Reviewed Draft IDP/Budget/Policies/Tariffs of Nkomazi Local Municipality for the financial year 2023/24 have been Approved by Council, in its Special Council Meeting which was held on 31st of March 2023 through a Council Meeting. In view of the above comments will be accepted through the municipal website and the emails for the responsible Managers. The documents are available to the Municipal website and strategic areas: www.nkomazi.gov.za for comments and inputs. (Any comments or representations on the Draft IDP/Budget & related policies should be submitted in writing from the 1st of April-12 May 2023) emailed to: **Moffat.mashele@nkomazi.gov.za** & **Themba.mashabane@nkomazi.gov.za**. Any person that needs assistance regarding the submission of comments or representations in respect of the matters raised in the notice can contact the officials mentioned in the notice.

ACTIVITY	DATE	VENUE	TIME	PARTICIPANTS
Issuing of Public Notice: Nkomazi wide	03 April 2023	Municipal Website	-	Nkomazi-wide Communities and interested parties
Technical engagement on the draft schedule	11 April 2023	Nkomazi municipality	09H00	IDP, Budget, MM's office, Communications, IGR, Office of the EM, Office of the Speaker
SMT engagement on the draft schedule	12 April 2023	Nkomazi Municipality	09H00	Top Management, IDP, Budget, MM's office, Communications, IGR, Office of the EM, Office of the Speaker
Executive offices engagement on the draft schedule	13 April 2023	Nkomazi Municipality	09H00	Top Management and Council Executive Offices
EDM District-wide IDP Representative Forum	19 April 2023	Ehlanzeni Council Chamber	09H00	District Council, Local municipalities, Traditional Authorities, Sector Departments and Stakeholders
IDP Representative Forum	25 April 2023	Kobwa Hall	09H00	Council Executive, Councillors, Ward Committees, CDW's, Nkomazi Stakeholders, Sector Departments, Top Management,
Engagement with Traditional Authorities	02 May 2023	Shonga Events - Tonga	10H00	Mayoral Committee, Traditional Councils, EDM and Cogta
Broader Wards Engagements: 01 -17	03 May 2023	KaMaqhekeza Community Hal	09H00	Council Executive, All Councillors, Ward Committees(2/ward), CDW's, Top Management and other stakeholders
Broader Wards Engagements: 18 - 33	04 May 2023	Boschfontein Community Hall	09H00	Council Executive, All Councillors, Ward Committees(2/ward), CDW's, Top Management and other stakeholders
Engagement with Ratepayers: Komatipoort	09 May 2023	Komatipoort Hervormde Kerk Hall	14H00	Council Executive, Ward Committee, CDW's, Top Management and the Community
IDP Rep. Forum – Second engagement	11May 2023	Kobwa Community Hall Malalane	09H30	Council Executive, Councillors, Ward Committees, CDW's, Nkomazi Stakeholders, Sector Departments, Top Management,
Engagement with Ratepayers: Hectorspruit	14 May 2023	Hectorspruit Disaster Centre Offices	12H00	Council Executive, Ward Committee, CDW's, Top Management and the Community
Engagement with Ratepayers: Malalane	16 May 2023	Kobwa Community Hall Malalane	16H00	Council Executive, Ward Committee, CDW's, Top Management and the Community
Engagement with Ratepayers: Marloth Park	17 May 2023	Marloth Park Municipal Offices	10H00	Council Executive, Ward Committee, CDW's, Top Management and the Community

Nkomazi Local Municipality, 09 Park Street, Malalane 1320, Private Bag X101, Malalane 1320
Tel 013 7900 245, Fax 013 7900 886, Customer Care Line 013 7900 99

13. Annexure: Community Needs Per Ward for 2022/2027

Table below presents community needs per ward/ area and strategies/programs to address the need.

WARD 1	PRIORITIES	PROBLEM STATEMENT	Proposed Interventions
BLOCK C	Re-gravelling of street	Roads have been damaged by heavy rains and storms	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Maintenance of ring road	Streets need to be maintained to avoid emerging of holes and soil erosion as well as emerging of potholes	Municipal roads to be maintained to avoid emerging of potholes and resealing of potholes.
	Water booster pump	The water does not have pressure to supply the whole Community so a booster pump is required	The Municipality to provide booster pump to increase pressure for the water to reach areas which didn't have access.
	Water reticulation	There is a need for a bulk water tank to supply the whole community	The Municipality to reticulate areas without water reticulation for easy access of water.
	RDP houses and sanitation	Few community members don't have houses and toilets and some their toilets are falling and some are full	Department of Human settlement to provide houses for those in need and Proper sanitation.
	Mobile clinic	The current clinic is too small it cannot accommodate the whole community	Department of Health to make a provision of the mobile clinic to assist in the areas which are too fair from the clinic.
	Cemeteries	The old cemeteries are already full, they are using the Cemeteries at Naas	Traditional Authorities to assist in provision of Land for cemeteries because the current is almost full.
	Job opportunities	Unemployment rate is high	The Municipality to avail job opportunities for youth to decrease the high level of unemployment.
	Street Names	Need to be named at Block C	The municipality to properly name streets at Block C.
	High mast light	People are not safe	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo.
NAAS	Pave and ring road	Ring road is still not paved	The Municipality to budget for the ring road and it must be a paving.
	Multi-purpose skills and development centre	Youth need multipurpose centre to obtain different skills	The municipality and sector departments to construct a multipurpose centre.
	Reservoir tanker	The bulk water supply cannot supply the whole community so there's a high need for a reservoir	The municipality to construct a reservoir to make provision of water to all members of the community.
	Cemeteries	The community is sharing cemeteries with Block c they got full so fast, there's a need for new cemeteries	Traditional Authorities to assist in provision of Land for cemeteries because the current is almost full.
	Street names	Street need to be named at Naas township	The municipality to name streets

	RDP houses and sanitation	Few community members do not have proper houses and toilet.	Department of Human settlement to provide houses for those in need and Proper sanitation and the municipality to assist also in making provision of sanitation.
	Job opportunities	Our youth are struggling to get job, this leads to high crime rate, some end up using substance i.e. alcohol and drug (dagga) addicts because of depression	The Municipality to create job opportunities for youth to decrease the high level of unemployment.

WARD 2	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed interventions**
BLOCK A3	Youth job opportunities	Most of the youth is not working and it increases the rate of crime.	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Home base care centre	There is no home-based care at all	The municipality and sector departments to make provision of the home-based care.
	Leaking tank	Tank is not in good condition and it damages the street and the nearest houses	The municipality to maintain the water tank that is leaking water and damaging the streets as well as the households.
	CPF	Those who are going to work at night are not safe at all so a Community Police Forum is needed	The community to formulate a police forum via saps to assist in the high level of crime.
	Water interruption	Water tanks are leaking and there is no enough water pressure	The municipality to fix and maintain the leaking water tanker. The municipality to provide pressure pump to increase the pressure of water going to the community members.
	RDP houses	Most people do not have proper houses, some live in shacks	Department of Human settlement to provide houses for those in need and orphans.
	Removal of waste	Some of the streets and sections in this area are always dirty, there's a need for waste removal	The municipality to collect waste in this area to increase revenue generation.
	Bulk water supply	The current bulk water supply cannot supply the entire community, because new stands are being built now and without consulting the municipality	The Traditional leaders to consult municipalities prior making provision of stands, for the municipality to make proper planning for the new settlement because this is causing a strain into the municipality planning, infrastructure and budget.
	Community hall	There's a need for a community hall because Residents attend community meetings at playing ground	The municipality to budget and construct a community hall.
	Clinic	There is a need for a clinic people hire transport to Tonga, Block B or Block C in search for medical attention, those who cannot afford the transportation fee are left helpless	Department of Health to make a provision of the mobile clinic to assist in the areas which are too far from the clinic and make provision of a budget to construct a clinic.

	Street lights	Installation of street lights is needed because of the high level of crime experienced at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
BLOCK C WHY NOT	Water interruptions	There is no water at all, people use wheelbarrows and water containers in search for water from Block C why Not to Dindela or Los My cherry.	The municipality to budget and plan for reticulation of this areas because there's a high need as they have to walk pass the tarred road to the other side to get water and a lot of accidents have accured.
	Tarred road	The Road requires rehabilitation	The municipality to rehabilitate the municipal road as it is bad.
	Street lights	Streets lights are needed along the tarred road to Sbokeng because it get very dark at night and there's a high rate of crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Re-graveling	Heavy rainfall caused soil erosion there is a need for gravelling on the streets to Joeslovo	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Removal of waste	There is illegal dumping along the Mambane stream, trucks do not collect waste, there's a need for waste removal	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Sanitation	Some households have toilets which are already full, they need about 80 toilets	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	RDP houses	Approximately 20 households are in need of proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households.
	Grazing land	The grazing land behind Mambane secondary and Siboshwa Primary school is too small	Traditional leaders to make provision of grazing land for cows.
	Overhead bridge	An overhead bridge is needed in order for kids coming to school from Joeslovo and Block B to cross safely	Department of public works roads and transport as well as the municipality to construct the overhead bridge for the safety of the school kids which are hit by cars.
	Sport facilities	A sport facility or playing ground is needed (tennis court, etc)	Department of sport and culture and the municipality to assist in construction of the sprot ground with tennis court.
PART OF MANGWENI	Tarred road	Road crossing from Mangweni to Steenbok need to be tarred, it is still a gravel road	Department of public works and the municipality to tarred the road because it is along time road which connects these two areas and it needs to be tarred.

	Overhead bridge	Kids crossing to Sidlemu primary and the other schools are not safe from speeding vehicles	The Municipality together with public works to construct an overhead bridge to reduce the accidents for people to go through the bridge.
	New school	Primary school is too far, children walk long distances to school	Department of Education to budget and plan to construct a new primary school.
	Re-gravelling of streets	There's a need for Regravelling of streets as rains has damaged the streets	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Health facilities	There is a need for a clinic people travel long distances in search for medical attention, some hire transport to get to next health facility	Department of Health to make a provision of the mobile clinic to assist in the areas which are too far from the clinic and make provision of a budget to construct a clinic.
	Sanitation	Approximately 50 families cannot afford to build their own pit toilets due to poverty	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Removal of waste	Trucks are traveling along the main road; they do not pick up waste There is also illegal dumping of waste next to the electric power line	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	RDP Houses	About 20 destitute families cannot afford to build proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
JOE SLOVO	Sanitation	There is a need for construction of 100 pit toilets	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Re-gravelling of streets	Re-gravelling of streets damaged by heavy rain is needed	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Tarred road	A tarred road is needed from crossing from Sebothomas to Emtomeni kaMyeni	The municipality to plan and budget to construct the tarred road.
	Foot bridge	A foot bridge is needed at Phakama school kids who are attending at Sincobile Secondary School and Magewu Primary school face challenges on rainy days some of them end up drowning	The municipality as well as public works to make provision or construct the footbridge for easy access of the schools.
	Water	Water tanks are leaking and there is no enough water pressure	The municipality to fix and maintain the water tankers and make provision of the booster pump.
	Health facilities	Residents travel to Block B or Block C when they're in need of medical attention, there's a need for mobile clinic	Department of Health to make a provision of the mobile clinic to assist in the areas which are too far from the clinic and make provision of a budget to construct a clinic.

	Community hall	A community hall is needed people attend meetings at sport ground	The municipality to budget and construct a community hall.
	Removal of waste	It is needed some parts of the village are very dirty people are dumping everywhere.	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.

WARD 3	PRIORITIES	PROBLEM STATEMENT	Proposed Interventions
BLOCK C	Water	Pipelines needed, blockage of pipelines at Mkhul'khaya, Dindela and Phakama (Magewu and Mbazima Side)	The Municipality to reticulate where there's no reticulation and to clear the blockage of pipes for water to pass through the areas.
	Road	Construction of main road from Gritane to etingodvweni, Road maintenance from Why Not to KaFreeiza. 7km to 8km reconstruction of road to Zamokuhle Primary School	The municipality to plan and budget to construct the tarred road.
	Re-gravelling of streets	Re-graveling of streets to the schools and clinics	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Vehicle Bridge	4 vehicle bridges are needed	The municipality together with public works to construct the 4 vehicle bridges for cars pass through during rainy seasons.
	High Mast lights	Installation of 10 high mast lights is needed as it becomes dark at night and results in high crime rates	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Clinic at Phakama section	People from Phakama travel long distances to access health facilities	Department of Health to make a provision of the mobile clinic to assist in the areas which are too far from the clinic and make provision of a budget to construct a clinic.
	RDP houses	Destitute households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
Part of KaMaqhekeza	Sanitation	Some households do not have proper toilets	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Primary School	Siboshwa Primary School needs to be demolished and be re-built	Department of Education to reconstruct Siboshwa primary school as it is now a very old primary school.
	Grading of Sports Grounds	Playing grounds need to be graded and be maintained	The municipality to provider with a grader to clear and maintain the sport ground.

	Job opportunities	Majority of young people are unemployed in this area	The Municipality to create job opportunities for youth to decrease the high level of unemployment.

WARD 4	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
MAFAMBISA NAAS C	Water pressure	Water pipes are damaged	The municipality to fix and maintained the damage pipes for community members to have access to water.
	Paving ring road	Ring road needs rehabilitation	The municipality to rehabilitate the road and continue with maintenance to avoid damage
	High mast lights	High mast lights must be installed, due to the high crime rate experienced at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Foot bridges	People cannot cross from Mafambisa to Gritane during rainy days	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	School	There's a great need for a school kids travel long distances to other villages when going to school, some parents cannot afford to pay for transportation.	Department of Education to plan, budget and construct a new school.
KAMAQHEKEZA B	Water pressure	Pipes and valves are blocked	The municipality to fix and maintain the pipes to deal with the issue of blockage for communities to have access.
	Paving roads (clinic and primary)	There are a lot of potholes	The municipality to plan, budget and construct the road.
	Street naming	It becomes hard to get streets when you are not familiar with the township	The municipality to name the streets
	Bus shelters	People using public transport cannot stand against stressing environment especially during bad weather conditions (Sun and rain situations)	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.
	5000L water tankers	Assist on funerals	The municipality to assist with the Jojo tanks when there's funerals
	RDP houses	People are in need for housing	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Re-gravelling of streets	Roads needs to be gravelled; heavy rains caused soil erosion	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Toilets	Most households do not have pit toilets	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
NHLALAKAHLE NAAS C	Water pressure	Water pipes are damaged	The Municipality to fix maintain the damaged pipes
	Paving ring road	There are lot of potholes	The municipality to fix and maintain municipal roads
	High mast lights	It becomes too dark at night and this leads to high crime rates	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Foot bridges	A foot bridge is needed to cross from Nhlalakahle, Mafambisa and Gritane	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
GRITANE BANNY MLANGWANE	Water reticulation	Installation of water pipes is needed, there's no water at all community depends on water tanker supply	The municipality to reticulate the areas without water reticulation for communities to have access to water.
	Waste removal	Pollution, too much waste and waste removal is very minimal	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Primary schools	No school	Department of Education to budget and plan to construct a new primary school.
	High mast lights	It becomes too dark at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Paving road	Road crossing needs to be paved	The Municipality to plan and budget for the paving road.

WARD 5	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
BLOCK B	Bulk water supply	No bulk water/ main pipes at Egugwini/ Mashekesheni	The municipality together with EDM to assist with the provision of the bulk water supply to provide sufficient water supply.
	Water reticulation	Water pipes which were installed aged a long time ago need to be replaced	The municipality to replace aged infrastructure urgently.
	Tarred road	Ring road is damaged	The municipality to rehabilitate the ring road and maintain.
	Electrification of houses	Households are not electrified at Emashekesheni, Egugwini, Mandwadlane, Emndeni and Mshayazafe	The Municipality together with Eskom to electrify the households without electricity.
	Re-gravelling of streets	Streets were damaged by heavy rains, soil erosion damaged streets in this area	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Clinic to operate 24 hours	The Block B community clinic closes early, 24 hours operation is required.	Department of health to assist in operating the clinic for 24 hours operations.
	Agricultural support	Drips/ Spray irrigation/Tractors/ Seed manure	The department of Agriculture to make provision of the irrigation system, seed manure and drips to assist farmers.
	Apollo	Apollo is damaged it needs to be fixed and maintained	The Municipality together with EDM to assist in fixing and maintaining the damaged apollo.
	Waste removal	Most streets and sections are dirty	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Foot bridge	People from Mshayazafe, Egugwini, Mandwadlane and Mashekesheni are struggling to cross to other villages	The municipality as well as public works to make provision or construct the footbridge for easy access.
	RDP houses and toilets	Many households do not have proper houses and pit toiles	Department of Human settlement to provide houses for those in need and Proper sanitation and the municipality to assist also in making provision of sanitation.
	Old aged home	Elderly people are not taken care off in their homes maybe the department can increase the staff	The department of social development to assist with increasing the capacity of staff so that elderly people may be well taken care of.
	Orphanage home	There is a need for an orphanage centre, some orphans are being ill-treated in their homes	The Municipality, social development and human settlement to construct an orphanage home.
	Disability centre	There's a great need for a disability centre	The Municipality, social development and human settlement to construct an orphanage home.
	Sports and recreation centre	Youth is being involved in drugs and alcohol, there is a need for a sport facility to keep them away from drugs	Department of arts and culture, social development and the municipality to construct recreational facility.
	Fencing of graveyard	Graves and tombstones are being destroyed or damaged by cattle.	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards.
	Mobile police station	Reporting crime and certifying documents is huge difficult because there is no police station around	SAPS to make Provision of mobile police station.
	Speed humps	Speeding vehicles causes accidents	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars

	Bus shelters	People that are using public transport stand against stressing environment especially during bad weather conditions.	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.

WARD 6	PRIORITIES	PROBLEM STATEMENT	**Proposed Interventions**
DLUDLUMA	Tarred road		Department of public works to plan and budget to construct the tarred road.
	Water	Shortage of water and illegal connections	The municipality to enforce bylaw of illegal connections because they are the ones contributing to shortage of water.
	Electricity	New households are not electrified	Eskom and the municipality to assist and connect the households without electricity.
	RDP houses	Approximately 100 households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	There is a great need for pit toilets	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	24 hours clinic	The current clinic closes early	Department of health to assist in operating the clinic for 24 hours operations.
	High mast lights	Installation of high mast lights is needed as a result of the high crime rate experienced at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Waste removal	Most sections are polluted, waste needs to be removed	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Youth development	There is no youth centre at all	The municipality, social development and art and culture to assist in constructing
NGWENYENI	Tarred road	Road to Steenbok needs rehabilitation	Department of public works to rehabilitate the road as it is bad, cars are breaking down everyday.
	Clinic	There is a need for a construction of a clinic, there's no clinic at all or make a provision of mobile clinic while planning for budget	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic.
	RDP houses	Most households do not have proper houses some RDP's needs to be renovated because they are cracking.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households

	Water reticulation	Pipes were installed ages ago needs to be replaced	The municipality to replace aged infrastructure urgently.
	Toilets	Destitute households do not have proper houses	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Community hall	A community hall is needed badly, community members attend meetings in an open space	The municipality and department of human settlement to budget and construct a community hall.
	Waste removal	Land pollution results, there are lots of plastics everywhere people are dumping waste	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Skills development centre	Youth need to be equipped with skills	Department of culture sport and recreation to construct skills development centre for the youth.
ORLANDO	Tarred road	Tarred road was destroyed by heavy rain a rehabilitation of the road is required	The Municipality to rehabilitate the road.
	Upgrading of vehicle bridge	Vehicle bridge needs to be upgraded vehicles can't cross during heavy rain	The municipality together with public works to work and upgrade the bridge.
	High mast lights	There are lot of people coming from work at night and they are being robbed, there is a need for an installation of high mast lights	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Need for new cemeteries	There are no cemeteries, the old ones are already full	Traditional Authorities to assist in provision of Land for cemeteries because the current is almost full.
	Sport field and recreational centre	The youth is involved in crime activities because there's nothing that can keep them busy	Department of culture sports and recreation to construct a recreational facility centre.
	RDP houses	Destitute households do not have houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electrification of households	Electricity infrastructure is available but there is a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Upgrading of sewage system	The current sewer infrastructure do not meet the ever-increasing number of households which results in overflows	The municipality to budget, plan and upgrade the sewer system of Orlando because it has been an issue for a long time.
	Skills development centre	No skills development facility	Department of culture sport and recreation to construct skills development centre for the youth.

	Job opportunities	There is a need to enable the environment in developing local economy in this area	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
KOMATIPOORT	Water	Permanent 100% in order back up motors and pumps at the suction pump station and purification sites	The municipality to buy the backup motors.
		Larger piping feeding water from the stations to the other – to carry larger volumes	The municipality to place the larger pipe to assist in carrying the larger volume to the require site.
		Permanent mounted backup generators at the water suction pump, the purification site and the reservoir site.	The municipality to purchase the generators and permanently mount the at the water suction pump and reservoir facility.
		Switch over supply lines from the Sonefe bulk point to also the purification site and reservoir facility.	The municipality to switch over supply lines from sonefe bulk point to the purification site and reservoir.
		Enough stock of repair material based of breakages over the past three years, for at least at all times a year ahead, with tools and equipment accounted for to execute the tasks – to be held and appropriated from Komatipoort itself. Includes wilding machine, suction pumps, blow torches with gas etc.	
		The equipping of the boreholes in the park next to Nyala Road and elsewhere and dedication of the mobile generator to that motor and pump combination when it becomes necessary.	
	Electricity	Sufficient budget to provide all parts for proper immediate maintenance of all transformers in Komatipoort, to be held and managed from Komatipoort and enable immediate repair work	The municipality to set aside a budget for operation and maintenance for all transformers in Komatipoort.
		The procurement of at least one transformer to be held and be available in Komatipoort as a back-up measure when it becomes necessary.	The municipality to procure a back up transformer.
		Municipal assistance to move Eskom to separate the municipal provision of the Sonefe line from the farms and further ends so that it may be an end supply provision.	The municipality to assist with the Eskom separation of lines from sonefe line.
		All the streetlights at all times working. Add to that an improved consistent overhead management over the	The municipality to purchase back up stock for maintenance of the Komatipoort street lights.

		street light function and back up stock available in Komatipoort itself.	
		A regular fixed date e.g., last Thursday every consecutive calendar month, to attend to preventative tree trimming below overlines.	The municipality to avail a schedule for the tree trimming below the overlines
	Security of key points	Proper alerting and evidence capturing technology at key points e.g., water suction station, the electricity substations and deployment of responsible guards who are held accountable and to pay losses incurred if thefts occur during their contract durations (even if the Chamber is granted consent to do the most critical ones immediately)	The municipality together with the chamber to have an agreement on the appointment of the security that will safeguard the water suction station and electricity substation.
	Road maintenance	Municipality's operational street recovery plan after the supportive injection from Cogta: all the remainder streets - specific with street referencing when what streets will be repaired. All need repairs. Municipality is in possession of our albums and letters.	The municipality to also avail a schedule for the maintenance of the roads at Komatipoort.
		Enough stock to do instant filling of newly evolving potholes immediately as the develop, the stock and equipment to be held and kept and managed in Komatipoort itself.	The municipality to plan and budget to purchase enough stock to do instant filling of newly evolving potholes.
	Refuse	The definite completion of a refuse transit station before end of 2022	The municipality to complete the refuse transit station.
		Quarterly whole town clean ups with the assistance of the community	The municipality to have clean up campaigns assisted by the community members to keep Komatipoort clean.
	Bylaw officers	The deployment of at least two bylaw law officers to enforce compliance and penalize transgressions of bylaws	The municipality to deploy atleast two bylaw officers.

WARD 7	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
MARLOTHPARK	Animal Harvesting Depot	The upgrading of the previous Depot in order to Harvest Marloth Parks Wildlife in order to work on National Government Drive on making Venison Meat available for local communities	The municipality to make provision of budgeting for a TLB and to purchase it.

	Equipment – TLB Tractor Loader Backhoe	Conservation requires a TLB in order to create regularly Fire breaks in accordance to laws as well as carry out tasks pertaining to Nature Conservation	
	Equipment TLB Tractor Loader Backhoe Tipper Truck Grader	Marloth Park has a history with regards to basic road maintenance and some of the roads are beyond grading. Marloth Park is one of the larger tourism areas in Nkomazi that falls under the Nkomazi Municipality. The roads have become an issue with both Tourism and Conservation	The municipality to budget and purchase for a TLB Tractor, Loader Backhoe, Tipper Truck and Grader
	Refuse truck Skips Skip Loader	The transfer site that has been completed approximately 4years ago has yet to begin operations. The two drop off sites at Gate 1 and Gate 2 have now become a Health and Ecological issue as they were meant only to be a drop off site	the municipality to make provision of skip loader and refuse trucks to collect the waste.
	Water	Due to loadshedding and power outages the Water Treatment plant is unfortunately unable to keep up demand over peak holiday periods	the municipality to buy back up generators to assist during loadshedding.
	Law Enforcement Officers	Many Laws and by-laws are flouted by property owners and visitors and there is an urgent need of Officers within Marloth Park	The municipality to make provision of the law enforcers.
	Upgrading of the abattoir at the depot	The abattoir depot needs to be upgraded	The municipality to avil funds for the upgrading of the abattoir.
	Speed humps on Oliphants already on last year IDP but not yet implemented	Speeding vehicles could hit pedestrians	The municipality to construct speed humps.
	Clarity that skips, trucks and operational budget have been approved for the new waste transit-station.		Budget and treasury to give clarity on the operational budget approved for the new waste transit station.
	Effective conservation management	More funds for repairing rangers equipment. Funding for the reintroduction of managed game reduction Fence maintenance. Veld rehabilitation.	The municipality to maintain the fence and rehabilitate the veld.
	Upgrading of all the main roads including Olifants	The bus stops and major exits (such as at the shopping centres) would need concrete strips to prevent further erosion of the asphalt surface.	The municipality to maintain and upgrade the roads.

		Along the whole road, the gravel support on the side of the road needs to be built up again to support the sides of the asphalt. Erosion control with properly spaced and maintained side drains along Olifants including intensive maintenance along the river road to protect human life and to avoid further soil erosion and loss of large trees.	
	Upgrading of Municipal offices	The roof, toilets and kitchen are ageing	The municipality to upgrade the municipal offices as well as the kitchen and the toilets.
	Need for health and safety budget	Chemicals need to be correctly stored.	The municipality to have a storage facility for chemicals.
Kamdladla	Installation of high mast lights is needed because it becomes very dark at night	There are potholes which damages vehicles	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Job opportunities	There is a need to enable the environment in developing local economy in this area	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Toilets	Destitute households do not have proper houses	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Electricity	Electricity infrastructure is available but households in the middle of this area still do not have house connections	Eskom and the municipality to assist and connect the households without electricity.
	Speed humps	Speeding vehicles cause accidents, school kids are not safe because they get hit by cars every now and then	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	Electricity	Electricity infrastructure is available but there is a need for house connections	Eskom and the municipality to assist and connect the households without electricity.
	Foot bridges	Foot bridge is still not yet completed and this could lead to serious danger, kids may drown during rainfall	The municipality as well as public works to complete the footbridge for easy access of the road and to avoid the danger of children and cars falling into the incomplete bridge.

	Bus shelter	People that use public transport cannot stand against stressing environment especially during bad weather conditions so there is a need to build a bus shelter	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.
	Water	2009 ward was demarcated to Mzinti till today water is needed	The municipality and budget to make provision of water to the area which is part of Mzinti but located at kamdladla.
	Water Operations assistance	Shortage of water operators	The municipality to deploy water operators.
	Market stalls	To assist woman selling fruits and vegetables near the road	The municipality to construct market and vendor stalls for the informal traders.
	Youth centre	Youth activities and other	Department of sport culture and recreation and the municipality to assist in constructing the youth centre.
	Small farmers	Agricultural support	Department of Agriculture to assist small farmers
	Clinic	Big clinic is needed to operate 24 hours	Department of health to plan and budget to construct a bigger structure of the health care facility.
	Primary school	Due to high population other school is needed	Department of Education to plan, budget to construct a primary school because the current is overpopulated by kids.
	High mast lights	Installation of high mast lights is needed because it becomes very dark at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations

WARD 8	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
STEENBOK	Water	Pipes were installed a long time ago they need to be replaced	The municipality to replace the damaged water reticulation pipes and place new pipes.
	Road D2950 and speed humps	Road D2950 needs to be reconstructed and speed humps must be built on the road from Ngwenyeni connecting to Hhoyi	Department of public works co rehabilitee the road from Ngwenyeni to Hhoyi.
	Electricity Ebuhleni section	Electricity infrastructure is already there, there’s a need for house connections	Eskom and the municipality to assist and connect the households without electricity.

	Street re-graveling	Heavy rains caused soil erosion; streets need to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	High mast lights	Installation of high mast lights is needed because it becomes very dark at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations
	24 hours clinic	The heath care facility operates within a limited number of hours daily and cannot be accessed after those hours. Any person who needs medical attention after hours has to be transported to Naas Clinic for medical attention. Those who cannot afford transport are left helpless.	Department of health to assist in operating the clinic for 24 hours operations.
	Job opportunities	There is a need to enable the environment in developing local economy in this area	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Library	This area does not have a community library and this poses a challenge to those who wants to access knowledge	Department of culture sport and recreation to construct a library with all the facilities.
	Sports facility	Recreational area with a stadium, netball facility, gymnasium, Tennis and basketball	Department of culture sport and recreation to construct a recreational area with all the facilities.
	RDP	1000 RDP houses to be allocated in their own portion or space	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Secondary school	People walk a long distance to school	Department of Education to plan, budget and construct a secondary school.
	Protection of Boreholes	Cable theft is affecting	Propose that the municipality place security guards to safeguard the areas with boreholes as people steal the cables and community members then are unable to have access to water.
	Water tank (Jojo tank)	3 *10000 litres for the borehole and 3*5000liters for borrowing families with funerals	The municipality to plan and budget to purchase the Jojo tanks to assist when there's funerals and also to store water form the boreholes.
	Toilets	3000 toilets are needed to avoid underground water contamination by poor built toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Hawkers stalls	There's lot of women selling fruits and vegetables by the road	The municipality to construct hawkers for the informal traders.

	Boreholes for farmers	Farmers have limited access to water.	The municipality assisted by department of Agriculture to make provision of budget to dig up boreholes for the farmers to have access to water.
	Cemetery fencing	Graves and tombstones are being damaged by cattles because they are not fenced	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Secondary school	There is a need for a secondary school	Department of Education to plan, budget and construct a secondary school.

WARD 9	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
TONGA VIEW	Community hall	This area does not have a community hall, community meetings are held either at Tonga view Primary school or at a soccer play ground	The municipality and department of human settlement to budget and construct a community hall.
	Secondary school	Children attend school at nearby villages such as Block A (DD Mabuza Comprehensive School and Inegemabala secondary school) or in other areas.	Department of Education to plan, budget and construct a secondary school.
	Ring road	There are no ring roads at all.	The municipality to construct a ring road for Tonga view.
	Electricity	Electricity infrastructure is already there at new section but there's a no households connections. Approximately 1000 households need to be electrified	The Municipality together with Eskom to urgently attend to the matter of electricity for Tonga C as letter of request and forms have been filled for the request for the electrification of the area and a list of the household members has been provided to Eskom as well as the municipality and the community representatives have also attached ID numbers for households owners.
	Library	This area does not have a community library and this poses a challenge to those who wants to access knowledge. They use public transport to go to KaMaqhekeza public Library	Department of culture sport and recreation to construct a library with all the facilities.
	Foot bridge	People are experiencing challenges during rainy days, 15-foot bridges need to be constructed	The municipality as well as public works to urgently attend to the issue of footbridges for easy access of the road and to avoid the danger of children drowning during rainy days.
	Maintenance of streets	Streets needs to be maintained	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Overhead bridge on the robot	Pedestrians experience too much accidents at the four ways next to Tonga mall, there is a need for an overhead bridge	The Municipality together with public works to construct an overhead bridge to reduce the accidents for people to go through the bridge.
	Job opportunities	There is a need to enable the environment in developing local economy in this area. Lack of job opportunities result increased poverty rates.	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Water reticulation	There are illegal connections of pipes on the water pipeline	The municipality to enforce bylaw of illegal connections because they are the ones contributing to shortage of water.
	Street re-graveling	Heavy rain destroyed streets; it caused erosion streets need to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	RDP houses	Disadvantaged families cannot afford to build their own houses. There is a need for construction of approximately 1500 RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	Most households have toilets which were built ages ago but the problem is that these toilets are either in a bad condition or full. There is a need for construction of 200 toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
PART OF MANGWENI	Water reticulation	There is Illegal connection of water pipes in this area. Residents from Bhodlindlala section get unpurified water from the nearby sugarcane farm	The municipality to enforce bylaw of illegal connections because they are the ones contributing to shortage of water.
	Electricity	Electricity infrastructure is installed but the problem is that new stands/ households are not electrified at Bhodlindlala. Approximately 2000 houses need house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	RDP houses	There is a need for construction of approximately 1000 RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Most households have toilets which were built some time ago but the problem is that this toilets are either in a bad condition or full. There is a need for construction of 2000 toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Job opportunities	Lack of job opportunities leads to high level of poverty; youth need to be funded with capital to start small scale businesses	The Municipality to create job opportunities for youth to decrease the high level of unemployment.

	Waste removal	Some parts are polluted, there's too much waste, waste removal is very minimal there is a need to expand such services	The municipality to collect waste in this area to increase revenue generation.

WARD 10	PRIORITIES	PROBLEM STATEMENT	Proposed Interventions
PHIVA	Water tank and water reticulation at Phiva view, Khumbulekhaya and ZCC section.	There's a need installation of a reservoir in these three sections (Phiva view, Khumbulekhaya and ZCC section). Pipes which were installed years back are already blocked, as a result water supply cannot reach all households	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to construct a water reservoir.
	Electricity at khumbulekhaya and ZCC	Some households are not yet electrified, there's a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Bus road	It becomes too difficult for public transport (Buses) to transport people from different sections who are going to work every day, because the road is not tarred. a bus road or ring road is required.	The municipality to budget and plan for the construction of the bus route.
	Community hall	Community needs a new community hall, meetings and important events are being held at an open space	Department of human settlement and the municipality to construct the community hall.
	High mast lights	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	RDP houses	Provision of RDP houses to those in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	Provision of toilets to those in need because some are having toilets which are falling and most are full.	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
BLOCK A	Community hall	Community needs a new community hall, meetings and important events are being held on an open space.	Department of human settlement and the municipality to construct the community hall.
	Clinic	There is a need for a community health facility, people who need medical attention have to use public transport/ walk long distances to nearby villages. a mobile clinic maybe of assistance to those who are unable to reach other health facilities.	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic.
	Elevated tank	People travel long distances to fetch clean water, there's a need for an elevated tank.	The municipality to plan and budget to construct the elevated tank to provide water to the needy sections.

	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	Provision of toilets to those in need because most are unemployed and the rate of poverty is very high.	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Re-graveling of streets	Most streets are in bad condition they were damaged by heavy rain, it caused soil erosion there's a need for re-gravelling of streets.	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

WARD 11	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed Interventions**
Hhoyi	New Tarred Road	Tarred road is badly damaged.	The tarred road connecting Hhoyi and Masibekela needs to be re-constructed
	Water (Ageing Infrastructure)	This area experiences ageing infrastructure which was installed ages ago.	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe.
	Roads	All roads are badly damaged which prevents public transport from accessing the area.	Paving of internal streets to allow for buses to have easy access.
	Extension of Clinic	Hhoyi Community Clinic needs to be extended; the buildings are already old.	There is a need for the health care facility to operate 24 hours, because it operates within a limited number of hours of the day and cannot be accessed after hours.
	New Community Hall, ECD Centre & Fencing of Sports Facilities	This area does have a Community Hall but it does not meet basic standards. The community hall needs to be demolished.	This requires an intervention in the construction of a new community hall with ECD Centre and Fencing of Sports Facilities which are situated next to the ageing Community Hall and fixing of all sport grounds.
	Upgrading of Schools Infrastructure and existing ECD centres	This Community does have Schools and ECD Centres. The problem is that they are not maintained.	The Schools and ECD Centres require renovation and upgrading
	Youth Centre, Library and Computer Centre	This area has no access to youth Centre as a result the youth is deprived the opportunity to engage in various activities which can be effectively be accommodated in the Youth Centre	Department of social development together culture sport and recreation and other departments to construct a youth centre with all the facilities.

	RDP Houses and Sanitation	This area is experiencing housing and toilets shortages.	There is a need to provide additional houses to this area.
	Agricultural Support	insufficient support from the Mpumalanga Department of Agriculture. There's insufficient dams, ploughing seeds, projects, fertilizers and equipment.	The department of Agriculture to make provision of the irrigation system, seed manure and drips to assist farmers and construct dams to assist the farmers.
	Hawkers stalls	There's high level of unemployment and emerging of street trading	LED to formalize all informal tradings to reduce the high level of unemployment.
	Fencing of Cemeteries	Graves and tombstones are being destroyed by livestock as there is no fence to protect them.	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Mobile Police Station	This area needs a mobile police station or satellite police station for prompt response when there is a crime reported in the area.	SAPS to make Provision of mobile police station while budgeting and planning to construct a police station to decrease the high level of crime.
	Footbridge	The community experience challenges in connection with community facilities and neighbouring areas which cannot be accessed during rainy seasons.	The municipality as well as public works to make provision or construct the footbridge for easy access of the schools.
	Stadium	There is a great need for a community stadium.	Department of sport culture and recreation to plan and budget to construct a stadium with all the facilities.
	Upgrading of recreational centres	Recreational facilities need to be upgraded, and needs to be maintained.	Department of culture sports and recreation to upgrade recreational facilities.
	High mast lights	The area has high level of crime rate which leads to burglary, mugging of workers near bus stops and high rate of cable theft.	Installation of high mast lights to prevent high level of crime
	Waste management	There is high illegal dumping site that threatens the environment and the health of residents.	The municipality to assist establish a transfer station and Buyback centers which will help manage waste. This will assist translate dumping sites to recycling sites which will then create job opportunities. LED intervention is highly needed. The municipality to install skip bins along the road.
	Water weir	There's a serious shortage of water which makes small scale and subsistence farming impossible.	Department of Agriculture, forestry, and the department of water and sanitation to assist with constructing a Water Weir which will help in harvesting rain water for irrigation purposes.

Goba	Water tank/ Reservoir	Since Goba is situated in a high lying area, there is a great need for construction of a water reservoir which will service two villages (Goba and Ericsville)	Propose a bulkline from the Masibekela treatment plant to Goba and Ericsville and water reticulation. The municipality to plan and budget to construct a water reservoir for communities to have access to water.
	Electricity	There's 60 number of households without electricity since 2019.	Proposed that Eskom and the Municipality to urgently addresses the matter of households connection without electricity.
	Roads	All roads are badly damaged which prevents public transport from accessing the area.	Paving of internal streets to allow for buses to have easy access. Urgent completion of the 2nd phase tarred road project which should include bus shelters, proper drainage system and street lights.
	High mast lights	The area has high level of crime rate which leads to burglary, mugging of workers near bus stops and high rate of cable theft.	Installation of high mast lights to prevent high level of crime
	Community Hall and ECD Centre	Goba and Ericsville do not have Community Halls. ECD centres must be also constructed.	This requires an intervention in the construction of a community hall in this to accommodate these two villages.
	Clinic	Goba doesn't have a clinic though it is a village that has ever increasing population and the community rely on neighbouring villages to access primary health care	Construction of health facility.
	Youth Centre, Library and Computer Centre	This area has no access to youth Centre as a result the youth is deprived the opportunity to engage in various activities which can be effectively be accommodated in the Youth Centre	Department of social development together culture sport and recreation to construct a youth centre with all the facilities.
	Fencing of Cemeteries	Graves and tombstones are being destroyed by livestock as there is no fence to protect them.	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Installation of Wi-Fi-hotspots	All the three units in ward 11 have no access to Wi-Fi-hotspots. There is a huge blockage in the provision of Wi-Fi-hotspots.	Installation of wifi in public spaces like, municipal buildings, bus shelters, youth centres, libraries to name a few. This will assist the youth from indigent background to have access to internet for educational purposes.
	Agricultural Support	insufficient support from the Mpumalanga Department of Agriculture. There is insufficient dams, ploughing seeds, projects, fertilizers and equipment.	The department of Agriculture to make provision of the irrigation system, seed manure and drips to assist farmers and construct dams to assist the farmers.

	Hawkers stalls	There's high level of unemployment and emerging of street trading	LED to formalize all informal tradings to reduce the high level of unemployment.
	Sports facilities	There are no recreational facilities at all. The youth is unable to participate in any sporting activity, this will lead to high use of substance abuse.	Construction of recreational facilities and grading of the existing sport ground.
	Waste management	There is high illegal dumping site that threatens the environment and the health of residents.	The municipality to assist establish a transfer station and Buyback centers which will help manage waste. This will assist translate dumping sites to recycling sites which will then create job opportunities. LED intervention is highly needed.
	Mobile police station	Theres a high crime rate in Goba and the existing police station is in Mbangwane which makes it difficult for police to quickly respond to reported crimes.	Provision of Mobile Police station which will serve as extension of Mbuzini police station and provide basic safety services.
Ericsville	Water	There's 120 number of households without water connections, community members heavily rely on water tankers and the provision of water tankers its insufficient to the number of households without water reticulation.	Propose a bulkline from the Masibekela treatment plant to Goba and Ericsville and water reticulation.
	Electricity	There's 120 number of households without electricity since 2015	Proposed that Eskom and the Municipality to urgently addresses the matter of households connection without electricity.
	Primary and Secondary School	This village does not have a secondary and primary school within close proximity and children have to walk long distances to other villages (Hhoyi and Goba) to attend school	Department of Education to budget and plan to construct a new primary and secondary school.
	ECD Centre	There's no early childhood development centre to help assist and prepare children for primary and secondary education. Children walk a distance to Goba via bushes to access ECD centres.	Proposed an urgent intervention from relevant departments to assist as there's high danger into the children's lives.
	RDP houses and Sanitation	This area is experiencing housing and toilets shortages.	There is a need to provide additional houses to this area.
	Roads	All roads are badly damaged which prevents public transport from accessing the area.	Paving of internal streets to allow for buses to have easy access.
	High mast lights	The area has high level of crime rate which leads to burglary, mugging of workers near bus stops and high rate of cable theft.	Installation of high mast lights to prevent high level of crime
	Hawkers stalls	There's high level of unemployment and emerging of street trading	LED to formalize all informal tradings to reduce the high level of unemployment.

	24 HOURS Clinic	This area does not have a healthcare facility within close proximity, people are forced to travel long distances to access such facilities.	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic. Department of health to assist in operating the clinic for 24 hours operations.
	Fencing of cemeteries	Graves and tombstones are being destroyed by livestock as there is no fence to protect them.	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Installation of WIFI-hotspot	All the three units in ward 11 have no access to Wi-Fi-hotspots. There is a huge blockage in the provision of WIFI-hotspots.	Installation of wifi in public spaces like, municipal buildings, bus shelters, youth centres, libraries to name a few. This will assist the youth from indigent background to have access to internet for educational purposes.
	Agricultural Support	insufficient support from the Mpumalanga Department of Agriculture. The is insufficient dams, ploughing seeds, projects, fertilizers and equipment	The department of Agriculture to make provision of the irrigation system, seed manure and drips to assist farmers and construct dams to assist the farmers.
	Waste management	There is high illegal dumping site that threatens the environment and the health of residents.	The municipality to assist establish a transfer station and Buyback centers which will help manage waste. This will assist translate dumping sites to recycling sites which will then create job opportunities. LED intervention is highly needed.
	Formalization of Ericsville ext. 2/ township establishment.	Exodus of youth from ward 11 due to lack of well planned settlements with all services and amenities	Establishment of a new township
	Roads and stormwater drainage	Children are using unsafe roads to access schools between the two villages.	Construction of access roads between Ericsville and Goba
	Sports facilities	There are no recreational facilities at all. The youth is unable to participate in any sporting activity, this will lead to high use of substance abuse.	Construction of recreational facilities and grading of the existing sport ground.

WARD 12	PRIORITIES	PROBLEM STATEMENT	**Proposed Interventions**
KHOMBASO	Water	This area experiences ageing infrastructure as a result of poor-quality pipes which were installed ages ago. There is a need to replace such pipes	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe.
	Electricity	Electricity infrastructure is already there but new households are not electrified, there's a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Community hall	Community needs a community hall, meetings are held on an open space.	Department of human settlement and the municipality to construct the community hall.
	Tarred road	Ring road is damaged	The municipality together with public works to rehabilitate the road.
	High mast light	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Toilet	Some of the households do not have toilet facilities	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Fencing of cemetery	Graves and tombstones are being damaged by cattles because they are not fenced	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards.
	Waste removal	Most sections are polluted, waste needs to be removed	The municipality to collect waste in this area to increase revenue generation.
	Job opportunity	Lack of job opportunities leads to high level of poverty; youth need to be funded with capital to start small scale businesses	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	RDP houses	Due to Covid 19 people have lost their jobs and their unable to build their own house, provision of RDP house will be of assistance.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Destitute households do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
MANANGA	Water	As a result of the extension of this village, water supply cannot reach all households, the bulk water supply is too small to meet the water demand	The municipality to make provision of sufficient water supply and make provision of booster pump to

			sufficiently supply water and to replace the damaged pipes.
	Electricity	Most households need house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Storm water	There's a need for water channelling pipes	the municipality to assign municipal officials to go and place water pipes to channel the piping accordingly.
	Upgrading of secondary school	More classes are required	the department of Education to upgrade the secondary school and construct other class rooms.
	Fencing of cemetery	Graves and tombstones are being damaged by cattles because they are not fenced	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards.
	Sports facilities	Sport facilities are needed to keep children away from substance abuse	Department of culture sport and recreation to construct sport facilities with all the facilities for the different sporting codes.
	Job opportunities	Lack of job opportunities leads to high level of poverty; youth need to be funded with capital to start small scale businesses	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	High mast light	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	RDP houses	Due to high level of poverty and lack of employment people are unable to build their houses so provision of RDP house might be of assistance.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
Mbangwane	Water	As a result of the extension of this village, water supply cannot reach all households, the bulk water supply is too small to meet the water demand	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
		Main pipe from Masibekela treatment plant that will supply Mbangwane and Goba only.	The municipality to plan and budget for the reticulation of the main pipe from Masibekela to supply Mbangwane and Goba only.
	Electricity	Most households need house connections, electricity infrastructure is installed	Eskom together with the municipality to assist in electrifying the households without connections.
	Secondary school	There is no School at all, kids travel long distances to school	The department of Education to plan and budget for the construction of the secondary school.

	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	High mast light	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Security guard	To secure and guard the reservoir tank into the two sites at Mbangwane	The municipality to make provision of the security guard to safeguard the reservoir tank at Mbangwane.
Tsambokhulu	Water reticulation	This area experiences ageing infrastructure as a result of poor-quality pipes which were installed a long time ago There is a need to replace such pipes	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe.
	Community hall	Community needs a new hall, meetings and important events are being held on an open space. People cannot stand against stressing environment	Department of human settlement and the municipality to construct the community hall.
	Electricity	Most households need house connections, electricity infrastructure is installed	Eskom together with the municipality to assist in electrifying the households without connections.
	Re-gravelling of streets	Most streets are in bad condition they were damaged by heavy rain, it caused soil erosion there’s a need for re-gravelling of streets	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	Secondary school	There is no School at all, kids travel long distances to other areas to attend school, some walk to those school	The department of Education to plan and budget for the construction of the secondary school.
	Clinic	There is a need for community health facility in this village, people who need medical attention use public transport to Mbangwane. provision of mobile clinic maybe of assistance	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic.
	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Post Office	There is a great need for a post office, people have to travel long distances when they want to collect their parcels and in seek of other postal services	Department of culture sport and recreation to construct a postal office

	Sanitation	Destitute households do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
NXABENI	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe.
	Electricity	Most households need house connections, electricity infrastructure is installed	Eskom together with the municipality to assist in electrifying the households without connections.
	High Mast lights	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Community hall	There's no community hall meetings are held at an old creche	Department of human settlement and the municipality to construct the community hall.
	Job opportunities	Lack of job opportunities in this area is a major cause of poverty and an ever-increasing level of crime	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	RDP Houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Destitute households do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Sport facilities	Sport facilities (Playing grounds) are needed to keep young people busy	Department of culture sport and recreation to construct sport facilities with all the facilities for the different sporting codes.
	Primary and secondary School	There is no School at all, kids travel long distances to school	The department of Education to plan and budget for the construction of the primary and secondary school.
MANDULO	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe.
	Community hall	There's no community hall meeting are being held at an open space sometimes it becomes difficult during rainy days.	Department of human settlement and the municipality to construct the community hall.

	Storm water	Water needs to be channelled accurately so that the roads don't get damaged the streets	the municipality to assign municipal officials to go and place water pipes to channel the piping accordingly.
	Re-gravelling of streets	Most streets are in bad condition they were damaged by heavy rain, it caused soil erosion there's a need for re-gravelling of streets	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Electricity	Most households need house connections, electricity infrastructure is installed	Eskom together with the municipality to assist in electrifying the households without connections.
	Secondary school	There is no School at all, kids travel long distances to school	The department of Education to plan and budget for the construction of the secondary school.
	Foot bridge	People cannot easily cross to other villages/units especially during rainy season	The municipality as well as public works to make provision or construct the footbridge for easy access.
	High mast lights	It becomes dark at night, there is a need for installation of high mast lights because of the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Job opportunities	Lack of job opportunities in this area is a major cause of poverty and an ever-increasing level of crime	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Sport facilities	Sport facilities are needed to keep children away from substance abuse	Department of culture sport and recreation to construct sport facilities with all the facilities for the different sporting codes.

WARD 13	PRIORITIES	PROBLEM STATEMENT	**Proposed Interventions**
BHAXA	RDP houses	There is a great shortage of RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	About 250 households have no electricity, there's a need for electrification of households	Eskom together with the municipality to assist in electrifying the households without connections.
	Speed humps	There are high accident rates in the main road	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	Community hall	There's no hall in this area meeting are held at tribal office	Department of human settlement and the municipality to construct the community hall.
	High mast light	It becomes too dark at night in most areas this leads to an ever-increasing crime rates.	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.

	Water tanker and fencing of graveyard	There is no water at the graveyard, and also the graveyard needs to be fenced	The municipality assisted by EPW and CWP to fence the cemeteries and the municipality to place water tank and the grave site.
MABUNDZENI	Construction of school	The one available is too old, it needs to be renovated	Department of Education to renovate the and upgrade the school.
	Water	There's no reticulation	The municipality to reticulate the sections without water reticulation.
	Fencing of graveyard and water tanker	Tombstones and graves are being destroyed by livestock and there's a need for a water tank at the graveyard.	The municipality assisted by EPW and CWP to fence the cemeteries and the municipality to place water tank and the grave site.
NDINDINDI	24 hours clinic	People need health services even at night, they are forced to travel long distances to access health services, some of them cannot afford to pay for transportation	Department of health to extend the operational hours to operate 24 hours.
	Community hall	there's no community hall in this area meetings are held at tribal office	Department of human settlement and the municipality to construct the community hall.
	Speed humps	Vehicles are speeding at the new road this causes accidents, there's a need for speed humps	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
DURBAN / DEBELE	RDP houses	Most households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Speed humps	It's not safe for kids to cross, vehicles are speeding there's a great need for speed humps	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	High mast light	Installation of high mast lights is needed as a result of high crime rates experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Old age home	Elderly people are not taken care off	Department of social development to construct an old age home for elderly people to go and be taken care off.
NEW VILLAGE	RDP houses	There is a need for houses there	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Water	New households have no water pump, water supply cannot reach all households as a result of low pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.

	Speed humps	Speeding is too high which causes accidents	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
NKUNGWINI	Community hall	There’s a great need for a community hall	Department of human settlement and the municipality to construct the community hall.
	Construction of Mazie Meal machine crusher.	Maize meal machine crusher is needed since most people are farmers	Department of Agriculture to construct a maize meal crusher warehouse for the local farmers.
	Shopping complex	A shopping complex is needed to avoid travelling with public and personal transport to Naas because it is too far.	Department of culture sport and recreation to construct a shopping complex for easy access of the shops.
MBUZINI	Boarder post	A boarder post is needed to control an incoming of foreigners through the fence	The Municipality together with culture sport and recreation and other sector departments to assist in constructing the border post because we have high influx of immigrants coming from Mozambique through Mbuzini.
	RDP houses	RDP houses are needed in this section	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	24 hours clinic	Health care services is needed during the night	Department of health to extend the operational hours to operate 24 hours.
	Youth centre	Youth facilities is needed	Department of social development together culture sport and recreation to construct a youth centre with all the facilities.
	Satelite police station	Crime rate is too high	Saps to make provision or construction of a mobile satellite police station to decrease the high level of crimes and stolen vehicles.
	Road	This area needs a tarred road	The municipality to plan and budget to construct a tarred road.
EKUSULUKENI	RDP houses	Many households do not have houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
MABHIDOZINI	Boarder post	A boarder post is needed to control the incoming of foreigners in South Africa	The Municipality together with culture sport and recreation and other sector departments to assist in constructing the border post because we have high influx of immigrants coming from Mozambique through Mbuzini.

	Water	Many households have no access to water	The municipality ton reticulate the outstanding areas to have access to water
	Electricity	Most households are not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
SAMORA PARK	Water	Water supply cannot reach all households, this is caused by low pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	RDP houses	Most households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	High mast light	Installation of high mast lights is needed to minimize the rate of crime	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Community hall	There is no place were community meetings and events are held	Department of human settlement and the municipality to construct the community hall.
	Water dam	Farmers need a dam for their livestock	Department of Agriculture to construct a water dam for local farmers to have access to water.
	Permanent structure for social services	Most people have social problems, social serves offices should be around	Department of social development to construct their social services offices to assist community members.
	Old aged home	Most elderly people don’t have anyone to safeguard them so there’s a great need for old age home to accommodate elder people without families.	Department of social development to construct an old age home for elderly people to go and be taken care off.
	Satelite police station	To certify documents and report cases to the nearest police station	Saps to make provision or construction of a mobile satellite police station to decrease the high level of crimes and stolen vehicles.

WARD 14	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SIBHANDULE	Toilets	Most households/ stands do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.

	RDP houses	Most households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Water reticulation	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe
	Electricity	Some households are not electrified due to an ever-increasing number of households some houses still need house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Shortage of water	Water supply cannot reach all households, this is caused by low pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Community hall	There's a great need for a community hall	Department of human settlement and the municipality to construct the community hall.
	Re-gravelling of streets	Heavy rains cause washing of the surface which results in soil erosion, most streets are eroded.	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
SILOLWENI	RDP houses	Most households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Shortage of water	Water supply cannot reach all households, this is caused by low pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Electricity	Some households are not electrified due to an ever-increasing number of households some houses still need house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Toilets	Most households/ stands do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.

	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Water	There is a need for replacement of water pipes	The municipality to make provision of sufficient water supply by replacing the ageing infrastructure urgently as this causes some areas not to have access to water.
NEW VILLAGE	Electricity	Some households are not electrified due to an ever increasing number of households and still need house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	RDP houses	Disadvantaged families cannot afford to build houses for themselves, in some households there's no one working they depend on social grants.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	People are in need of VIP/Pit toilets, the level of poverty is too high they cannot afford to build their own toilets.	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced	The municipality to make provision of sufficient water supply by replacing the ageing infrastructure urgently as this causes some areas not to have access to water.
MTHATHA	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced	The municipality to make provision of sufficient water supply by replacing the ageing infrastructure urgently as this causes some areas not to have access to water.
	RDP houses	some households there's no one working they depend on social grants.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	The toilets have aged.	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Electricity	Electricity infrastructure was installed, but most houses are still not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	Community hall	There's no community hall, community meetings are held in open spaces under trees	Department of human settlement and the municipality to construct the community hall.

TOWNLAND	Water	Ageing infrastructure and pipes which were installed are blocked, they need to be replaced	The municipality to make provision of sufficient water supply by replacing the ageing infrastructure urgently as this causes some areas not to have access to water.
	Ring road	Ring road still not tarred the road is still a dust road which is mostly destroying a lot of cars.	The municipality to plan and budget to construct the ring road.
	Re-gravelling of streets	Heavy rains cause washing of the surface which results in soil erosion, most streets are eroded.	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	RDP houses	Families have grown so much that their living condition is not conducive provision of RDP house may reduce the pressure.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	People are in need of VIP/Pit toilets, the level of poverty is too high they cannot afford to build their own toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
HLAHLEYA	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Water	Ageing infrastructure and old pipes which were installed has caused low water pressure, some of this pipes are blocked and due to an ever extension of this village water supply has become a challenge	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the old and aged infrastructure.
	RDP houses	Some families their houses are cracking so provision of RDP houses maybe of assistance because those houses may fall on them.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Ring road	Road needs to be tarred/ paved	The municipality to plan and budget to construct the ring road.

WARD 15	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
MGOBODZI	Mgobodzi School (Phakama Section)	There's a need for a new school in new village	The department of Education to plan and budget for the construction of the new school.

	School transport	Kids travel 6 km to attend school	Department of Education to make provision of transportation for the school kids.
	Footbridge (Phakama section)	There's a great need for a footbridge to cross to other sections of the village	The municipality as well as public works to make provision or construct the footbridge for easy access.
	Mgobodzi to Magogeni Road	It becomes very difficult to travel to hospital because the road deteriorating	Department of Public works to construct a tarred toad the long-time road from Mgobodzi to Magogeni
	Speed Humps	There's a need for speed humps on the main road	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	Sanitation	Some households do not have proper toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Most people cannot afford to build proper houses for themselves	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	Some units/sections are not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	Stadium	There's a need for a sports facility, because young people end up taking substances such as alcohol and dagga which leads to high crime rate	Department of sport culture and recreation to plan and budget to construct a stadium with all the facilities.
	Clinic	There is a need for 24 hours operating clinic	Department to extend the operational hours to 24 hours services.
	Fencing of cemeteries	No fencing	The municipality assisted by EPWP, CWP to fence the cemeteries
	Police Station	There is no police station at all people are forced to walk/travel over long distances when they want to open crime cases/ to report something dodgy happening in the area, sometimes there's a crime taking place police officers take a very long time to reach the scene due to the distance from Tonga to Mgobodzi	SAPS to make Provision of mobile police station while budgeting and planning to construct a police station to decrease the high level of crime.
	High mast lights	It becomes very dark at night and during early hours in the morning, people suffer when they are going to work	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Mgobodzi Mall	People are forced to use public transport to buy groceries some community members do not afford public transport	Department of culture sport and recreation to construct a mall for easy access of the shops.

	Water Reticulation	House connections	The municipality to reticulate the outstanding households without water reticulation.
	Graveling of streets	Re-graveling of streets	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Dumping site	There's a need for a dumping site	The municipality to plan and budget to construct a dumping site.
MAGUDU	Clinic 24 hours operation	There's no clinic at all provision of mobile clinic maybe of assistance	Department of health to extend the operational hours to operate 24 hours.
	Community Hall	There's a need for a community hall	Department of human settlement and the municipality to construct the community hall.
	Ring Road	Ring road from Gonkontso to taxi rank needs to be constructed	The municipality to plan and budget to construct the ring road.
	RDP Houses	Some of the households do not have proper houses, some of them do not have houses at all	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Some households do not have proper pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Fencing of farmers plots	Commercial and Subsistence farmers cannot afford to fence their farming plots	Department of Agriculture to fence the plots for local farmers.
	Fencing of cemeteries	Tombstones are being damaged by cattle	The municipality assisted by EPWP, CWP to fence the cemeteries
	Satelite police station	Rate of crime is too high and need to certify documents nearby	SAPS to make Provision of mobile police station.
	ECD centre	Magudu does not have access to creches or child care facilities and this poses a challenge to parents who cannot afford transport costs to the nearby facilities. Such children are deprived the opportunity of accessing early childhood education.	Department of social development to construct ECD with playing facilities for the kids.

WARD 16	PRIORITIES	PROBLEM STATEMENT	Proposed intervention
SIBANGE	Water reticulation	Pressure pump and infrastructure is needed, Tarred Road was built on top of water pipes, this led to burst of pipes. Water pipes need to be replaced	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and to replace the damaged pipes with asbestos pipe to reduce the damage that is caused by the pipe burst.
	Community hall	There's no community hall.	Department of human settlement and the municipality to construct the community hall.

	Electricity	There's no infrastructure into 204 households	Eskom together with the municipality to assist in electrifying the households without connections.
	Toilets	Some families cannot afford to build their own pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Primary school at Lona	There is no School at all, kids travel long distances to school	The department of Education to plan and budget for the construction of the new primary school.
	Re-gravelling of streets	Heavy rains cause washing of the surface which results in soil erosion, most streets are eroded and damaged.	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Ring road	Ring road connecting to main road is not constructed	The municipality to plan and budget to construct the ring road.
	Street lights	Installation of high mast is needed because some people come from work at night and due to the high crime rate experienced at night	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
MADADENI	Water reticulation	Ageing infrastructure and pipes which are blocked causes low water supply, Water from Madadeni mine containing chemicals are channelled directly to Nkomazi River, which is poisonous and could kill people, plants and animals.	The municipality to fix and maintain the blocked pipes for community members to have access to water and the municipality to clean the water because the chemicals coming Madadeni mine might cause serious harm to the health of Madadeni residents.
	Community hall	There's no community hall.	Department of human settlement and the municipality to construct the community hall.
	Multipurpose centre	There is a great need for a multi-purpose centre, for community members to gain skills	Department of culture sport and recreation together with social development to plan and construct a multi purpose centre.
	RDP houses	Some of the households do not have proper houses, some of them do not have houses at all. some of the family members still live in mud areas	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	Some families cannot afford to build their own pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Speed humps	Speeding vehicles causes car accidents and kids crossing the road are hit by cars all the time.	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	Primary school at Marula	Kids travel long distances to school and some use public transport. Some of them their parents cannot afford the transportation fee, they are left without a choice other than taking a walk to school.	The department of Education to plan and budget for the construction of the new primary school.

	Upgrading of clinic and operate 24 hours	The heath care facility operates within a limited number of hours daily and cannot be accessed after those hours. Any person who needs medical attention after hours has to be transported to Naas Clinic for medical attention.	Department of health to extend the operational hours to operate 24 hours.

WARD 17	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
MANGWENI	Water infrastructure reticulation and connection	Pressure pump and infrastructure is needed	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water and reticulate the outstanding households without reticulation.
	Electricity at Bhodlindlala and Joyce	Household electrification	Eskom together with the municipality to assist in electrifying the households without connections.
	Community hall	No community hall	Department of human settlement and the municipality to construct the community hall.
	Re-gravelling of streets	Street damaged by heavy storms	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Clinic extension	To be renovated to accommodate the number of patients who visit the clinic.	Department of health to renovate and extend the clinic to accommodate the ever increasing number of patients coming into the clinic.
	Mobile clinic at Joyce section	Mobile clinic will start operating soon at Bhodlindlala	Department of Health to make a provision of the mobile clinic to assist in the areas
	Primary and Secondary school	Congestion of the current schools	The department of Education to plan and budget for the construction of the new primary school.
	LED projects (Vendor stalls, Library and Sasol projects)	Street vendors do not have shelters, Need for the LED projects	Department of sport culture and recreation to construct a vendor stalls, library and Sasol garage.
	Storm water drainage and foot overhead bridge	Water during rainfall is not channelled they flow to households next to the main road, there is a need for storm water drainage system and an overhead bridge to minimize accidents	The municipality to construct storm water drainage to channel the water accurate to streams and also to construct foot bridge
	Waste removal	Need for waste removal to keep our place clean	The municipality to collect waste in this area to increase revenue generation and the municipality to

			conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	RDP houses and toilets	There's a need for RDP houses and toilets other families can't afford to build houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Market stalls	Heavy rain has destroyed the market stalls	The municipality to construct market and vendor stalls for the informal traders.

WARD 18	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SKOONPLAAS	Water	There's a need for an installation of a reservoir as there are no enough underground water pipes	The municipality to plan and budget to construct a water reservoir for communities to have access to water.
	Clinic	There's a need for health facility, people use public transport to access health facility.	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic.
	RDP houses	There's a need for construction of 100 RDP houses, 100 households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	100 households do not have pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Re-gravelling of streets	Streets were damaged by heavy rains; they are not yet gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Electricity	Few houses are not yet electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	Vehicle bridge to the graveyard	Soil erosion and big hole due to heavy rain	The Municipality together with public works to construct the vehicle bridge to reduce the accidents for people to go through the bridge.
	Foot bridge	There's a need for a foot bridge to the graveyard/cemeteries because it becomes difficult to cross when people are attending funerals.	The municipality as well as public works to make provision or construct the footbridge for easy access.
MAGOGENI	Water	There is no water infrastructure, people do not have water at Khandlela and New village and mahhol behind school	The municipality to plan and budget to reticulate the outstanding areas without water reticulation for easy access of water.

	Community hall	There's no community hall.	Department of human settlement and the municipality to construct the community hall.
	RDP houses	There's shortage of proper shelter, about 300 households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	About 300 disadvantaged households do not have pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Electricity	About 10 households are not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	Bridge of ring road Nkomeni	The 2010 heavy rain damaged Nkomeni ring road	The municipality to plan and budget to construct a bridge for the access of the ring road.
	Refurbishment of ring road	There are too much potholes	The municipality to refurbish the ring road

WARD 19	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SIKHWAHLANE	Water	Water cannot reach all households, due to low of pressure a booster pump is needed	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Ring road	There are no ring roads at Sikhwahlane	the municipality to plan and budget to construct the ring road.
	Community hall	There's no community hall	Department of human settlement and the municipality to construct the community hall.
	Job opportunities	Lack of job opportunities leads to high level of crime	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	RDP houses	High poverty rate that community members are unable to build their own houses.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Toilets	About 100 disadvantaged households do not have pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Library	There is no public library.	Department of culture sport and recreation to construct a library with all the facilities.
	Rehabilitation of tarred road	Tarred road has many potholes the only resort is to rehabilitate because it has been patched for many times but potholes keep on emerging	Department of public works to rehabilitate the tarred road as it is badly damaged.
	Apollo	it becomes very dark at night a lot of crime occurs	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.

	Foot bridge	There's a need for 1 foot bridge to be constructed	The municipality as well as public works to make provision or construct the footbridge for easy access.
	Re-gravelling streets	Streets damaged by heavy rainfall need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Fencing of cemeteries	Graves and tombstones are destroyed by livestock, because they are not fenced	The municipality assisted by EPWP, CWP to fence the cemeteries
	Job opportunities	Lack of job opportunities lead to high level of crime and poverty	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Tarred road	Road to the grave yard needs rehabilitation because it becomes a huge challenge when community members are attending funeral	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral and to plan budget and to construct a tarred road.
	Fencing of grazing land	Grazing land need to be fenced to protect livestock	Department of Agriculture assisted by the municipality to fence grazing land to protect the livestock from being stolen.
NTUNDA	Water supply	New stands/households do not receive tap water at all, a booster pump is needed to increase pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Rehabilitation of tarred road	Road from crossing from Mzinti (Londoloza to Sikhwahlane) need rehabilitation Tarred road to gravesite is damaged it has many potholes	Department of public works to rehabilitate road from Mzinti to Sikhwahlane as it is badly damaged, big pothole have emerged and a lot of cars are broken down by the damaged road.
	Job opportunities	Lack of job opportunities lead to high level of crime and poverty	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Community hall	Sometimes municipal meetings are held at a nearby pre-school, there is a need for a community hall	Department of human settlement and the municipality to construct the community hall.
	RDP houses	There's a need for RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Bus shelters	People that are using public transport cannot stand against harsh conditions especially bad weather there is a need for construction of at least five (5) bus shelters	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.

	Re-gravelling of streets	Streets destroyed by heavy rain needs to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Clinic to operate 24 hours	The current clinic operates from 7:00am to 19:00 pm, community needs a 24 hours operating clinic	Department of health to extend the operational hours to operate 24 hours.
	Fencing of grazing land	Grazing land need to be fenced in order for livestock to be protected	Department of agriculture to provide fencing to farmers to fence and close their land to protect their crops from live stock.
MZINTI	Catchment dams	Many farmers are in need of catchment dams for watering their crops and for their livestock	The municipality assisted by department of agriculture to construct a catchment dam.
	Foot bridges	Crossing to other units during heavy rain becomes a problem there is a need for construction of foot bridge	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Ring road	Ring road need rehabilitation the ring road has many potholes.	The municipality to plan and budget to maintain the ring road as potholes have emerged.
	Repairing of tarred road	Tarred road to the cemeteries has too much potholes	the municipality to patch the potholes for easy access of the cemeteries.
	Storm water drainage	Water during rainfall are channelled straight to people's houses, this causes streets to be muddy	the municipality to construct storm water drainage to assist in channelling the water accurately and
	Fencing of grazing land	Grazing land needs to be fenced to protect livestock	Department of agriculture to provide fencing to farmers to fence and close their land to protect their crops from live stock.
	Repairing road to cemetery	Road to cemeteries needs to repaired and maintained.	The municipality to assist in repairing the road to the graveyard as it is badly damaged, holes have emerged due to the current rain.
	Pressure water	There's a need for pressure pump to increase the provision of water to other sections.	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.

WARD 20	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
MZINTI	Waste removal extension	Truck not picking all street and it cause air pollution	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal

			dumping and enforce their bylaws in terms of illegal dumping.
	Insufficient water supply	New extension resident they walk distances to fetch	The municipality to sufficient supply water.
	Clinic 24 hours operation construction of proper structure	Problematic if one gets sick at night	Department of health to extend the operational hours to operate 24 hours.
	Job opportunities	High unemployment rate	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	High mast lights	More crime since the village is dark	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Community hall	No proper place where the community meets	Department of human settlement and the municipality to construct the community hall.
	Ring road	To eliminate regravelling time and again	The municipality to pan and budget to construct for a ring road for easy access of roads to public transport.
	RDP houses	Still people are short of proper shelter	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Ongoing Regravelling of streets	Rainy days streets the soil get washed away	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Toilets	There are still families without proper toilet	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Bus shelter	During rainy season people get wet when waiting for buses	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.
	Foot bridges	The are other sections that children can't pass to go to school if it is rainy days	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Rehabilitation centre	Most youth are into drugs and alcohol abuse	Department of health to plan and budget and construct a rehabilitation centre in Nkomazi.

MAHHUSHE	Insufficient water supply	New extension	The municipality to plan and budget to extend the water to the new section.
	Reconstruction of Kamhlushwa /Langeloop provincial road	It has aged, it requires rehabilitation.	Public works to reconstruct the road which is overdue, it is causing a lot of accidents when people are trying to run away from the potholes
	Regravelling of streets	Potholes have emerged and it is breaking cars	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

WARD 21	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
PHOSAVILLE	Water reticulation and reservoir	The reservoir needs to be extended, the current one is too small	The municipality to plan and budget to construct a water reservoir for communities to have access to water and to reticulate areas without water reticulation.
	Electricity	There are illegal connections of electricity at Nkandla section	Eskom together with the municipality to assist in electrifying the households without connections and to
	Road and storm water drainage	storm water drainage is blocked	The municipality and public works to unblock the storm water drainage or to reconstruct the storm water drainage.
	Community hall	There is no community hall to host community meetings and other important events	Department of human settlement and the municipality to construct the community hall.
	Library	There's a great need for a community library for kids as well as adults to access knowledge	Department of sport culture and recreation to construct a library
	Street lights	There are no street lights, lights need to be installed to minimize the rate of crime at night, and people are being mugged.	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Secondary school	The current secondary school cannot cater all kids around the area, it is already full.	Department of Education to budget and plan to construct a new secondary school.
	Dam fencing	The dam needs to be re-fenced; it was fenced a very long time	The municipality to fence the dam for safety purposes and to avoid children not to drawn and neither animals.
	RDP houses	100 households are in need of RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Regravelling of streets	Streets are damaged by heavy rains, there's a need for re-graveling	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Fencing of cemeteries	Graves and tombstones are being destroyed by livestock, because they are not fenced	The municipality assisted by EPWP, CWP to fence the cemeteries
PHOSAVILLE XT2	Water supply	Water has no pressure, there is a great need for a booster pump	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Re-graveling of streets	Streets were damaged by rain; they need to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Foot bridges	3-foot bridges are needed for water streams	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	High mast lights	Installation of high mast lights is needed to minimize high crime rate	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Shopping centre	No nearby shops, only spaza shops exists	Departments to plan and budget to construct a shopping centre
	Youth centre	Youth need place to access internet connection	Department of sport and recreation and human settlement to assist in constructing a youth centre with all the facilities.

WARD 22	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
KAMHLUSHWA	24 hours water supply	There's insufficient water supply	The municipality to supply sufficient water supply
	Roads and storm water drainage	The roads get damaged because there's lack of storm water drainage	The municipality when advertising the tender documents, they must include the storm water drainage because the municipal roads doesn't sustain communities for a long period and they are easily washed away because there's no storm water drainage. Maintenance of the tarred road
	Construction of new clinic	The current clinic has become too small to accommodate the patients visiting the facility because there's also people from other areas coming to visit the clinic.	Department of health to plan and budget to extend the current clinic capacity no longer suit the community and the neighbouring areas that access it.
	Construction of a new community hall	The current community hall is ageing it requires upgrade	The municipality together with sector departments to upgrade or construct a new community hall.
	Water reticulation of East gate south	There's no reticulation	The municipality to plan, budget and reticulate the households without connections to avid illegal connections.

	Fencing of Kamhlushwa old and new cemetery	Cows walk and break tombstones because it is not fenced.	The municipality assisted by EPWP, CWP to fence the cemeteries
	Construction of toilets old and new cemetery	There's no toilets into the cemeteries	The municipality to construct toilets into the cemeteries.
	Installation of high mast light	There's high level of crime	The municipality together with EDM, Cogta and other sector departments to assist in planning and budgeting for the high mast lights to reduce the high level of crime.
	Construction of RDP houses and toilets	The high level of unemployment and poverty has resulted into people into being unable to construct houses and toilets for themselves.	Department of human settlement to prioritize and construct houses to the needy, disabled ad orphans

WARD 23	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
BOSCHFONTEIN	Insufficient water supply	Ageing infrastructure and damaged water pipes lead to low water supply	The municipality to make provision of sufficient water supply.
	Foot bridge	People cannot cross to other villages during heavy rainfall	The municipality together with public works to plan and work on constructing the foot bridges
	Job opportunities	Lack of job opportunities leads to high level of poverty	The municipality together with sector department to create job opportunities to decrease the high level of youth unemployment.
	Sanitation	Most households do not have proper sanitation.	The municipality together with sector departments to assist the space of provision of adequate and proper sanitation for households in need
	Speed humps	Speeding vehicles leads to accidents, people crossing the road are not safe at all.	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars

WARD 24	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
NHLABAVILLE	Insufficient water supply	Water pressure/ booster pump is needed to supply the entire village	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.

	Re-gravelling of streets	Streets connecting to main roads were damaged by rain, there's a need for gravelling	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Vehicle bridge	It becomes a challenge to cross to other villages	The municipality together with public works to make provision of construction of the vehicle bridge.
	Sanitation	There's a great need for pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Most households do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Job opportunities	Youth unemployment leads to high level of poverty	The Municipality to avail job opportunities for youth to decrease the high level of unemployment.
	Clinic 24 hours	People walk long distances at night to access health facilities	Department of health to extend the operational hours to operate 24 hours.
	Library	People need a community library to access knowledge	Department of sport culture and recreation to construct a library
	Pension pay point	Elderly people are easily robbed, there is a need for a pension pay point	Sassa to make proviso of pension pay point for elders
	Facilities	There is a need for sport facilities	Department of culture sport and recreation to construct sport facility with all the facilities.
	Clinic	People are struggling to get their medication; they have to travel long distances to access health facilities	Department of Health to make a provision of the mobile clinic to assist in the areas and to make provision of a budget to construct a clinic.
ANIVA	Bus ring road	A bus ring road is needed to make it easier for public transport (buses) to cross to other villages	The municipality to plan and budget to construct the ring road for easy access of public transport.
	Apollo	Installation of Apollo is needed badly to reduce crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Community hall	Community meetings are attended on an open space because there is no community hall.	Department of human settlement and the municipality to construct the community hall.
	Youth centre	To keep youth away from drugs	Department of sport and recreation and human settlement to assist in constructing a youth centre with all the facilities.

	Insufficient water supply	The ever-increasing number of households causes the current bulk to be unable to cope with water demand	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
BONGANE	Foot bridge	It becomes a challenge to cross to other sections when it is raining	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Sanitation	Most households do not have proper toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Due to high level of poverty, most people cannot afford to build proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Clinic operating 24 hours	People end up travelling long distances at night to access health facilities	Department of health to extend the operational hours to operate 24 hours.
	Job opportunities	The scarcity of job opportunities leads to high levels of poverty	The Municipality to avail job opportunities for youth to decrease the high level of unemployment.

WARD 25	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
MOUNTAIN VIEW	Electricity	Some households do not have house connections. There are illegal connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Foot bridge	It becomes a challenge to cross to streams when it rains, there’s a need for construction of three-foot bridges	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Water	Installation of reservoir in this section is needed badly	The municipality to plan and budget to construct and upgrade a water reservoir for communities to have access to water.
	Electricity	Few households need electric/ house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Re-gravelling	Heavy rain caused soil erosion; streets need to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	High mast light	Installation of high mast lights is needed because the people who are coming from work at night are getting robbed everyday	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	A lot of households don’t have toiles, about 500 households need pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.

	Secondary school	The current school is overcrowded	Department of Education to budget and plan to construct a new secondary school.
	RDP houses	People do not have proper houses; 200 houses should be built by the department of human settlement	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
SIBUKENG	Water reticulation	The current reservoir is too small to meet the water demand they supply, there are no water pipes	The municipality to plan and budget to construct and upgrade the water reservoir for communities to have access to water.
	Water supply	There is no water pipe, the community depends on water reservoir.	The municipality to plan and budget to reticulate areas without water reticulation for communities to have access to water.
	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Combine school	There is no school at all, children travel long distances to school and some use public transport. It becomes a challenge to parents who cannot afford the transportation fee.	Department of Education to budget and plan to construct a combine school.
	High mast light	Installation of high mast lights is needed because there are a lot of people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	Approximately 200 households do not have pit toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	100 households do not have proper houses, they need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	People do not have electricity, there are illegal connections	Eskom together with the municipality to assist in electrifying the households without connections.
SIDLAKANENI	Foot bridge	There's a need for a foot bridge on the road linking Sidzakaneni and Gomora, four-foot bridges are needed in this village	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Water	There's no water pipeline, the community depends on water tankers	The municipality to reticulate the areas without reticulation
	Toilets	About 150 pit toilets need to be constructed	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.

	Re-gravelling of streets	Streets need to be gravelled; they were damaged by heavy rain	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	Electricity	About 10 houses at Sidzakaneni are not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	RDP houses	About 150 RDP houses need to be built, people do not have proper houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
GOMORA	Foot bridge	There is a need for construction of a foot bridge linking Gomora and Bhekisisa. The entire village needs 5-foot bridges	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Pipe line	There’s a shortage of getting water by the section, there’s no pipe line	The municipality to reticulate the areas without reticulation.
	Water reticulation	There’s no water pipeline, the community depends on water tankers	The municipality to reticulate the areas without reticulation
	Re-gravelling	Streets damaged by heavy rain need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	About 200 toilets need to be constructed at Gomora, people do not have proper toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 150 households need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
THEMBISA	Community hall	Community meetings are attended on an open space because there is no community hall at all.	Department of human settlement and the municipality to construct the community hall.
	Sports centre	There is no sport centre, which will keep children away from harmful substances such as alcohol and drugs	Department of sports culture and recreation to plan and budget to construct a sports facility.

	Re-gravelling of streets	Streets damaged by heavy rain need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Electricity	There's illegal connection of electricity because some households are not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 50 households need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
LUSAKA	Re-gravelling of streets	Heavy rain caused soil erosion, streets need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Water reticulation	The current bulk water supply cannot supply or reach all households, as a result of low pressure	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	Approximately 70 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	Electricity infrastructure is available but there is a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
TEKA	Electricity	There are illegal connections in the last section at Teka	Eskom together with the municipality to assist in electrifying the households without connections.

	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Ring road	Ring road is still not yet constructed at Bhekisisa, Teka and Lusaka	The municipality to plan and budget to construct the ring road for easy access of buses and taxi
	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	High mast lights	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 200 households need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
THULANI	Insufficient supply of water	Due to layout of this area water supply cannot reach as a result of low pressure in elevated areas	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	Foot bridge	It becomes a challenge to cross from Thulani to Teka during rainy seasons, the community is in need of 5-foot bridges	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there’s a funeral.
	Toilets	Approximately 70 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	Electricity infrastructure is available but there is a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	High mast lights	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.

BHEKISISA	Electricity	Electricity infrastructure is available but there is a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Foot bridge	People cannot cross to other sections of the village when it is raining, a footbridge is needed	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 200 households need RDP house	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
TB	RDP Houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP house	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Approximately 150 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Electricity	Electricity infrastructure is available but there is a need for house connections Intfutfuko section	Eskom together with the municipality to assist in electrifying the households without connections.
	Re-graveling of streets	Heavy rain caused soil erosion; streets need to be gravelled at Intfutfuko section	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Water reservoir	The current water reservoir is too small to meet the water demand it supplies	The municipality to plan and budget to construct and upgrade a water reservoir for communities to have access to water.
	Sports ground	There is no sport play ground	Department of sports culture and recreation together with the municipality to plan and budget to construct the sports ground.
Holland	RDP	Disadvantaged families cannot afford to build proper houses. About 70 households need RDP house	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households

	Sanitation	Approximately 150 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Electricity	Electricity infrastructure is available but there is a need for house connections	Eskom together with the municipality to assist in electrifying the households without connections.
	Re-graveling of streets	Heavy rain caused soil erosion; streets need to be gravelled at Holland	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

WARD 26	PRIORITIES	PROBLEM STATEMENTS	Proposed interventions
DRIEKOPPIES B SIFUNDZEKHAYA	Water	Low pressure leads to insufficient water supply and there's also illegal connection of water and there's no valve at Makhubela line	The Municipality to enforce the bylaw of illegal connection to decrease insufficient supply because it is caused by the illegal connections. The municipal officials to urgently put a valve at Makhubelas line.
	High mast light	There's a need for installation of 3 high mast lights to minimize crime at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Tarred road and re-graveling	Road needs to be tarred, heavy rainfall damaged streets there's a need for graveling	The municipality to plan, budget and construct the tarred into the gravel road.
	RDP houses	Most households are led by orphans and they do not have houses which are in good condition	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Some of households do not have proper houses	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.
	Centre for old age	Helpless old people experience domestic violence	Department of social development to assist and construct a centre for old age home with all the facilities.
	Library	There is a need for a public library for local people to access knowledge	Department of culture sport and recreation to construct a library with all the facilities.
DRIEKOPPIES A	Water	Repairing of the whole system	The municipality to repair the system for water.
	Regravelling of street	Potholes damage during heavy rains	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Waste removal	Need dumping site people dump bottles around the street	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Storm and water drainage	Need two drainages	The municipality to plan and budget to construct the storm water drainage to reduce damage to the infrastructure during heavy rains.
	Community hall	Renovation of community hall.	Department of human settlement and the municipality to renovate and upgrade the community hall.
	Bus shelter	No shelter during rainy season people they get wet	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.

WARD 27	PRIORITIES	PROBLEM STATEMENTS	Proposed interventions
SCHOEMANSDAL E	Clinic	No clinic they using mobile clinic	Department of Health to plan, budget and to construct the clinic for the area.
	Water reticulation	There's illegal connection which decreases the level of water supply to other areas.	The Municipality to enforce the bylaw of illegal connection to decrease insufficient supply because it is caused by the illegal connections.
	Tarred road	No tarred road	The municipality to make provision of the tarred road.
	Vehicle bridge	No vehicle bridge	The municipality together with public works to construct the vehicle bridge for cars to pass through.
	High mast light	No high mast light	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Skills development centre	No skills development centre	The municipality, arts and culture and social development to construct the skills development for youth to decrease the high level of using substance abuse.
SCHOEMANSDAL B BONGUKUHLE	Insufficient water supply	Water is supplied by water tanker	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.

	Tarred road to graveyard	No tarred road to the graveyard, it needs regravelling	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Skills development	No skills development centre	The municipality, arts and culture and social development to construct the skills development for youth to decrease the high level of using substance abuse.
	High mast light	No high mast light	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
SCHOEMANSDAL A	Insufficient water supply	The water supplied is insufficient it doesn't reach all other areas.	The municipality to make provision of sufficient water supply and make provision of booster pump to sufficiently supply water.
	High mast light	No high mast light	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Stadium	It was built but not finished and it's been long the stadium has to be completed.	The municipality to complete construction of the stadium.

WARD 28	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SCHOEMANSDAL B	Insufficient water and water reticulation (Mhlangeni, Qedumona, Phigogo, Zone 10 and Phola)	Blockage of main pipes, renovation of old water tanks to boost water supply and shortage of staff	The municipality to fix the blockage pipes, upgrade water tank and provide a booster pump to sufficiently provide water.
	Regravelling and maintenance of Ring Road and streets (khethukuthula, phigogo)	Tarred road / pavement Foot bridge and vehicle bridge	The municipality to maintain streets, tarred road, pavement and construct foot and vehicle bridge assisted by public works.
	Clinic	Renovation, upgrading and extension of clinic to operate 24 hours	Department of health to renovate and upgrade the clinic to its structure and extend the clinic to operate 24 hours.
	RDP houses (Phola, zone 10, phigogo and old Schoemansdal)	164 houses need to be built for ward 28	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	VIP toilets (phola, old Schoemansdal, zone 10, phigogo and emhlangeni)	229 toilets to be built	The Municipality as well as sector departments to make provision of sanitation to those houses which are in need.

	Multipurpose centre at old Schoemansdal	Short walking distance to access services	The municipality and sector departments to construct a multipurpose centre.
	Stadium old Schoemansdal	Community to access sporting codes	The municipality to give community members access to play other sporting codes.
	High mast light and street light (old Schoemansdal, phola, mhlangeni, phigogo and zone 10)	To eliminate crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Job opportunities (old Schoemansdal, phola, mhlangeni, phigogo and zone 10)	For empowering women and youth.	The Municipality to avail job opportunities for youth to decrease the high level of unemployment.

WARD 29	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed interventions**
HECTOSPRUIT	Secondary school	School kids use public transport to school some parents do not afford the transportation fee. There is only one (1) combined school which starts from Grade 1 to Grade	Department of Education to budget and plan to construct a new primary and secondary school.
	Community Hall	Community hall cannot accommodate the entire community during community meetings and other events	Department of human settlement and the municipality to upgrade the community hall.
	Clinic 24 hours operation	People use transport to Malelane, those who cannot afford the transportation fee are left helpless there's a need for a clinic	Department of health to extend the operational hours to operate 24 hours.
	Job opportunities	Youth unemployment leads to high level of poverty	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	RDP Houses	Most households do not have proper houses	Department of human settlement to plan and construct RDP houses to those in need.
	Fencing cemeteries	Graves and tombstones are damaged by livestock, graves are not in a good condition	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Police station	There is an existing police station, needs to open and operate, people go to Komatipoort or Malelane to open crime cases and certify documents	Department of safety to open the police station to operate to reduce the high of crime occurring in the area.
	Re-gravelling of streets	The streets have been damaged by the heavy rains.	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

	Waste removal	Waste is not yet collected by the municipality, but if it can be collected it can prevent illegal dumping of waste	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Library	Kids need access to information which could help them improve in their studies. Residents use Malelane public library.	Department of culture sports and recreation to plan, budget to construct a library.
	Sports ground	No sports ground to entertain kids, being physically and keep them away from criminal activities	Department of sports culture and recreation together with the municipality to plan and budget to construct the sports ground.
	Electricity	People always want new stands now and then; new households need to be electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	Mall / plaza	There are no shopping complexes people have to travel to Malelane/ Komatipoort to buy groceries and other stuff	Departments to plan and budget to construct the shopping mall.
	Youth development centre	The current youth development centre needs to be extended	Department of sport and recreation and human settlement to assist in constructing a youth centre with all the facilities.
	Primary school	School kids use public transport to school at Mawelela	Department of Education to budget and plan to construct a new primary school.
	Speed humps	Speeding vehicles causes accidents, speed humps are a great need along the N4 route	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	High mast lights	Only one high mast light was installed, more high mast lights still need to be installed	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
BUFFELSPRUIT	Community hall	A site to build a community hall is vacant, people attend community meetings under a tree	Department of human settlement and the municipality to construct the community hall.
	High mast light	Only one high mast light was installed, more high mast lights still need to be installed	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Job opportunity	Lack of job opportunities lead to high level of poverty	The Municipality to create job opportunities for youth to decrease the high level of unemployment.

	Foot bridges (11)	It becomes difficult to travel to other villages when the streams are full, there is a need for construction of 8-foot bridges	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Library	Kids need access to information which could help them improve in their studies.	Department of culture sports and recreation to plan, budget to construct a library.
	Electricity	Approximately 500 households at new section need to be electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	RDP houses	Some disadvantaged families cannot afford to build houses. The department of human settlement must intervene by building at least 80 RDP houses	Department of human settlement to plan and construct RDP houses to those in need.
	Sanitation	Some households have toilets, the problem is that they are already full. There is a need for construction of about 70 toilets	The Municipality as well as sector departments to make provision of sanitation to those areas which are in need.
	Stadium	A community stadium is needed, because it plays a vital role in terms of sport events and other important community events	Department of sports culture and recreation together with the municipality to plan and budget to construct the stadium.
	Fencing of cemeteries	Tombstones are being damaged by livestock	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Speed humps	Speeding vehicles causes accidents there is a need for installation of 13 speed humps	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	High mast light	No high mast light	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
IMPALA	Water	No infrastructure, need reservoir	The municipality to plan and budget to construct a water reservoir for impala to have access to water and to reticulate the area. The residents are willing to pay for service.
	Electricity	New settlement they are paying a lot of money to an individual having a transformer and its overloaded	Eskom together with the municipality to assist in electrifying the households without connections.
	Roads	Need paving	The municipality to plan and budget to pave the roads of impala
	Primary and Secondary school	Kids have to travel to Malalane to get school	Department of Education to budget and plan to construct a new primary and secondary school.

	Clinic	No clinic they need to travel to Malelane to get help	Department of health to plan and budget to construct the health care facilities
	Community Hall	They attend their meetings in an open space around Impala at Gushede	Department of human settlement and the municipality to construct the community hall.
	Waste Removal	The Municipality should help with the collection of waste removal	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.
	Recreational facilities	No skills development centre	Department of culture sport and recreation to construct a skills development centre
	Regravelling of streets	Due to heavy rain the road is eroded	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.

WARD 30	**PRIORITIES**	**PROBLEM STATEMENT**	**Proposed interventions**
LOUVILLE	Issues of land	The Municipality and the Traditional Authority to have an agreement on the land sold for residential for proper planning of service delivery.	The municipality and Traditional Authorities to have an MOU for selling of stands for residential purposes.
	Water reticulation	No pressure and some sections are not reticulated	The municipality to plan and budget to reticulate the area for provision of water.
	High mast lights	There's high crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Fencing of graveyard	Cows breaking people's tombstones	The Municipality assisted by EPWP and CWP to assist in fencing of graveyards
	Clinic to operate 24 hours	Huge challenge when one gets sick at night	Department of health to extend the operation of the clinic to operate 24 hours.
	Waste removal	There's a lot of illegal dumping	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an awareness campaign about illegal dumping and enforce their bylaws in terms of illegal dumping.

	Regravelling of street	There's alot of potholes	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Community hall	It is damaged and old requires rehabilitation	Department of human settlement and the municipality to upgrade the community hall.
	Job opportunities	To empower women and youth	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
MALELANE	Bulk water upgrade	Insufficient water supply	The municipality to supply sufficiently water and upgrade the pumps.
	Construct hawkers stalls next to FNB	Overcrowding of people selling	The department of planning and development to look unto the matter and to address it accordingly.
	Need for sewer upgrade	The current is not copying	The municipality to plan and budget to construct and upgrade the sewer pump which is long overdue.
	Speed hu at EXT 21, Marula Park, Waterbuck Street	To decrease high level of accidents	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars.
	Street lights	High crime rate due to darkness	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Construction of Mgwenya Weir in malelane	To control the flow rates of rivers during periods of high discharge	The municipality to properly plan and budget to construct the weir.
	Upgrading of Malelane Primary school	The school is ageing	Department of Education to budget and plan to upgrade the primary to accommodate the ever increasing number of applications for leaners.
	Upgrading of Mhlathi primary school (ext. 21)	The school is ageing	Department of Education to budget and plan to upgrade mhlathi primary school.
	Construction of truck stop	Trucks are now stopping into the n4 by the road and this will cause accidents	Track to assist the municipality in construction for a truck stop to eliminate the stops the truck make on the n4because they may cause accidents.
	Reconstruction of clinic, Saturday and Sunday not open, the clinic to operate 24 hours. The ambulance to be around the area	The current clinic is too small to accommodate the high no of patients getting assistant from the clinic	Department of health to plan and budget to upgrade the clinic and the clinic to operate 24 hours.

	ECD	There's a need for EDC children are overcrowded into the one available	Department of human settlement and other relevant department to assist in construction of an ECD centre.
	Upgrading of kobwa park/ revamp	Revamp the park to attract visitors	The municipality to plan and budget to upgrade the community hall as it is ageing.
Kaapmuiden	Tarred road	The road is a dust road and there's holes and cars getting damaged	The municipality to plan and budget to construct the damaged.
	Water	Insufficient water supply	The municipality to make sufficient water supply.
	Job opportunities	High unemployment rate for youth	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Re-gravelling of streets	There's huge holes which emerged when it rains	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Human Settlement Development Project	Kaapmuiden its an old town which needs to be revamped.	Public, Private Partnership to grow the town.
Farms	Water	Insufficient water supply	The municipality to make sufficient water supply.
	Job opportunities	High unemployment rate for youth	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Electrification of households	Some households are without electricity	Eskom together with the municipality to assist in electrifying the households without connections.
	Day care centre	There's none available	Department of human settlement to assist in constructing
	Mobile clinic	To assist sick community members that are unable to travel to the clinic at Malelane	Department of health to make provision of mobile clinic atleast 4 times a month.
	Re-gravelling of streets	To fill the holes which have emerged and regravel the road	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Sanitation	Construction of toilets because the old toilets which where constructed if there's no water, it becomes too chaotic.	The municipality to construct more toilets to assist the needy.
	High mast lights	To reduce high crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.

	Community hall	There's no community hall available	Department of human settlement and the municipality to construct the community hall.
	Home based care	Provision of home base care	

WARD 31	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SCHULZENDAL	Community Hall	No community hall	The municipality to plan and construct a community hall.
	Clinic	There's a need for a 24 hours operating clinic	Department of health to extend the operational hours to operate 24 hours.
	Primary School	Primary school is congested, there's a need for a second primary school	Department of Education to budget, plan and construct a second primary school as the current primary is full.
	Water	Project pending reticulation	The municipality to reticulate the remain households to have easy access to water.
	High School (Mdzili High School)	Substitution of a structure	Department of Education to upgrade the school at Mdzili secondary school.
	RDP Houses	Total need of 50 RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Electricity	Project pending house connections	The municipality to conclude the project of electrification of households at Schulzendal.
	Cemetery maintenance and Fencing	Need fencing, toilets and cleaning	The municipality assisted by EPWP, CWP to fence the cemeteries and maintain and clean the cemeteries.
	D2944 Tar Road	From Driekoppies to Magogeni	Department of public works to tar the road from Driekoppies to Magogeni.
	Foot Bridges	Four footbridges are needed to cross to other sections of the village	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Bus shelters	People cannot wait for transport during unfavourable weather conditions e.g during rainy seasons	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.
	Job opportunities	Majority of young people in the village are unemployed	The municipality together with sector department to create job opportunities to decrease the high level of youth unemployment.

	Re-gravelling of streets	Road to the cemeteries needs to be re-gravelled	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Fencing of Farming land	Livestock destroy crops	Department of agriculture to provide fencing to farmers to fence and close their land to protect their crops from live stock.
MIDDELPLAAS	Community Library	The youth have no place to study or research	Department of culture sport and recreation to construct a library.
	Water reticulation	Booster pump is needed for water to reach all households	The municipality to make provision of the booster pump for all areas to have access to water.
	Electricity	Some households need to be electrified	The municipality together with Eskom to electrify households without electricity.
	Fencing of cemeteries	Cemeteries need to be fenced; livestock destroy tombstones	The municipality assisted by EPWP, CWP to fence the cemeteries and maintain and clean the cemeteries.
	Ring roads	Roads are no longer in good condition for vehicles	The municipality to rehabilitate the ring road.
	Community Hall	There is no community hall at all	Department of human settlement and the municipality to construct the community hall.
	RDP houses	Total of 80 houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Foot bridge	School kids suffer during rainy seasons	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Bus Shelter	Bus passengers have no shelter while waiting for transport	The municipality together with other sector departments to construct bus shelters to assist into changing weather conditions.
	Street lights	It becomes very dark at night and this leads to high crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Clinic	A 24 hours operating clinic is needed	Department of health to extend the operational hours to 24 hours.
	Recreation centre	Children do not have a place for arts and culture	Department of sport and recreation and arts and culture to construct a recreational facility.

WARD 32	PRIORITIES	PROBLEM STATEMENT	Proposed interventions
SABATHA	Water reticulation	Shortage of planted pipe lines	The municipality to make provision of booster pump to assist in providing water to all areas
	Bus route	Create and construct bus routes people walk long distance to catch transport to work.	The municipality to plan and budget to construct the bus route.
	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
ZONE 14	Water	There's no water reticulation it is a new section.	The municipality to make provision of booster pump to assist in providing water to all areas
	Electricity	Most households are still not electrified	Eskom together with the municipality to assist in electrifying the households without connections.
	High mast light	As a result of high crime rate experienced at night there is a need for installation of high mast lights	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Street lights	There's a need for installation of street lights next to electric infrastructure/ electric poles	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	RDP houses	Approximately 200 households do not have houses at all	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Most households do not have pit toilets	The municipality to construct more toilets to assist the needy.
BUYANI	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	High mast light	There's high level of crime a provision will reduce the number of people mugged	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Street light	Residents applied for street and high mast lights but still they are not installed	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark

			areas to reduce the high level of crime affecting those taking late buses to work.
	Water reticulation	There's no water reticulation in few areas of the section.	The municipality to make provision of booster pump to assist in providing water to all areas
	Foot bridges	Two-foot bridges needed	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
SISINI	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Sanitation	Covid 19 has left a lot of people unemployed which also contributes to people unable to construct pit toilets for themselves.	The municipality to construct more toilets to assist the needy.
	High mast light	There's a need for high mast lights to reduce the high number of crimes taking places into bus stations.	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Street lights	There is a high crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Foot bridges	Children are unable to pass through during rainy season so there's a need for 3-foot bridges to assist	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Water reticulation	Booster pump is needed for the water to flow easily and pipelines are needed	The municipality to make provision of booster pump to assist in providing water to all areas.
Zone 12	Electricity	There's no infrastructure for 939 households	Eskom together with the municipality to assist in electrifying the households without connections.
KHOSOVO	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	High mast light	There's high crime rate into bus stations, installation will reduce the number of crimes taking place.	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.

	Street lights	Reducing crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
ZONE 10	High mast light	Needed to reduce crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Bus route	It is required to assist people that are travelling the long distance to reach to where transport is.	The municipality to plan and budget to construct the bus route.
	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Mobile clinic	The health facilities are too far to reach.	Department of health to make provision of mobile clinic atleast 4 times a month.
	Foot bridges	To assist children to pass through during rainy days	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
MAKHWELINTABA	RDP houses	Due to the high level of poverty people are unable to construct their own houses, about 20 RDP houses might help the families in need.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Foot bridges	To assist children to pass through during rainy days	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
MATHANGENI	RDP houses	Due to the high level of poverty people are unable to construct their own houses.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	High mast light	To reduce the high level of crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Paving to the reservoir	There's a need for paving	The municipality to plan and budget and pave the road to the ring road.
	Foot bridges	To assist children to pass through when it is rainy days.	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.

WARD 33	PRIORITIES	PROBLEM STATEMENT	Proposed interventions

KAMANDOZA	Tarred road from plaza to grave yard	The area is Mountainous and there's a need for access into the main road through the mountains.	The municipality to plan and budget to construct the tarred road.
	Regravelling of streets	There's a need for Regravelling of streets after these heavy rains which has cause so much damage into our streets and holes have emerged	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Mobile clinic	People travel a long distance from their households to access a clinic so a mobile clinic is request to assist such situations.	Department of health to make provision of mobile clinic once a week, atleast 4 times a month.
	RDP houses	Due to the high level of poverty people are unable to construct their own houses.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Water reticulation	The way the area is structured there's a problem on how the infrastructure can be placed.	The municipality to plan and budget to reticulate this area.
	High mast light	There's High crime rate	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Foot bridge to Njeyeza	Flooding during rainy season and children are unable to pass through	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	Job opportunities	High level of unemployment rate	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Tarred road to Jayedala	High level of flooding during rainy season and soil erosion	The municipality to plan and budget to be able to construct a tarred road and maintain it frequently.
ENTOKOZWENI	Regravelling of streets	High level of soil erosion during rainy season	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Insufficient water supply	The officials working at the municipality which are suppose to open the water always directs them to few zones but all the zones in the area	The Director infrastructure to address this matter with the relevant officials
	RDP houses	Some family members are living in households which are not in good condition, some are cracking and some at almost to cracking.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households

	Sanitation	There's a need for provision some of the toilets are falling and some are full	The municipality to construct more toilets to assist the needy.
	High mast lights	To reduce the High level of crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Job opportunities	High level of unemployed youth which increases the high rate of crime and use of substance abuse.	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Clinic	24 hours operation	Department of health to extend the clinic to operate 24 hours
NKANINI (BUFFELSPRUIT)	High mast light	To reduce the High level of crime for those going to work at night	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Regravelling of streets	High level of soil erosion into our street	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	RDP houses	Some families are living into two rooms while they are eight in number and mostly are orphans and they are in need of RDP houses	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
	Job opportunities	High level of unemployment into youth	The Municipality to create job opportunities for youth to decrease the high level of unemployment.
	Water supply / proper cleaning of water	The plant is not up to standard it requires upgrade	The municipality to upgrade the current infrastructure to make accurate provision to the area.
NCEPHEZANE	Water	No adequate / insufficient water supply	The municipality to make provision of sufficient water supply.
	Foot bridge	No access to another zone	The municipality as well as public works to make provision or construct the footbridge for easy access during rainy days.
	High mast light	High level of crime	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.

	Closing of dumping sites	Closing of the illegal dumping site because people are dumping everywhere and it causes air pollution	The municipality assisted by the community members to clean the illegal dumping site and fence it to reduce the high level of illegal dumping.
	RDP houses	Some family members struggle to build their own houses due to lack of finances.	Department of Human settlement to provide houses for those in need i.e. orphans, disabled and head of households
EKUPHUMULENI	Regravelling	Soil erosion occurred and holes emerged	The Municipality to provide yellow fleet to assist in the process of regravelling of streets, not to re-gravel when there's a funeral.
	Electricity	Shortage of few households connection	Eskom together with the municipality to assist in electrifying the households without connections.
	Clinic activation (structure in place 2022)	Shortage of medication and staff at the clinic	Department of Health to increase the medication provided in the facility and to hire more staff.
	Water supply (24 hours)	There's shortage of water	The municipality to make sufficient water supply.
	Speed humps main road to plaza from Driekoppies	To reduce the number of high accidents of children being hit by cars	The municipality together with public works to construct speed humps to reduce the high level of accidents and cows hit by cars
	High mast light	High rate of crime because there's lot of taverns	The Municipality, EDM and other sector departments to make provision of high mast lights or apollo in bus stations or dark areas to reduce the high level of crime affecting those taking late buses to work.
	Vehicle bridges	No access road during rainy season, cars are unable to pass through to other sections if it has rained.	The municipality together with public works to construct the vehicle bridge for cars to pass through.

14. Submission by Traditional Authorities

NKOMAZI LOCAL MUNICIPALITY'S IDP IS DEVELOPED TO ENHANCE THE QUALITY OF LIFE OF ALL THE COMMUNITIES IN THE NKOMAZI LOCAL MUNICIPALITY AREA THROUGH RENDERING BASIC SERVICES.

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