Nkomazi Local Municipality

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FINAL ADJUSTED INTEGRATED DEVELOPMENT PLAN (2024-2025)

2ND REVIEW OF THE 5TH GENERATION

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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
SAPS	South African Police Services	ESKOM	Electricity Supply Commission
CWP	Community Works Programme	HRD	Human Resource Development
DARDLEA	Department of Agriculture, Rural Development Land & environmental Affairs	FBS	Free Basic Services
DCSR	Department of Culture, Sports and Recreation	IDP	Integrated Development Plan
DDM	District Development Model	SDF	Spatial Development Framework
DMR	Department of Mineral Resources	ISRDP	Integrated Sustainable Rural Development Program
DMP	Disaster Management Plan	IWMP	Integrated Waste Management Plan
DOE	Department of Education	KNP	Kruger National Park
DPWRT	Department of Public Works Roads and Transport	KPA	Key Performance Area
DWS	Department of Water and Sanitation	KPI	Key Performance Indicator
EDM	Ehlanzeni District Municipality	EPWP	Expanded Public Works Programme
EMS	Environmental Management System	MFMA	Municipal Finance Management Act
LED	Local Economic Development	COM	City of Mbombela
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 Structures Act	NSDP	National Spatial Development Perspective
MTSF	Medium Term Strategic Framework	PPP	Public Private Partnership
NDP	National Development Plan: Vision 2030	WSDP	Water Services Development Plan
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
SMME	Small Medium Micro Enterprises	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

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

SECTION: A

EXECUTIVE SUMMARY

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 30 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 neighbouring 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.

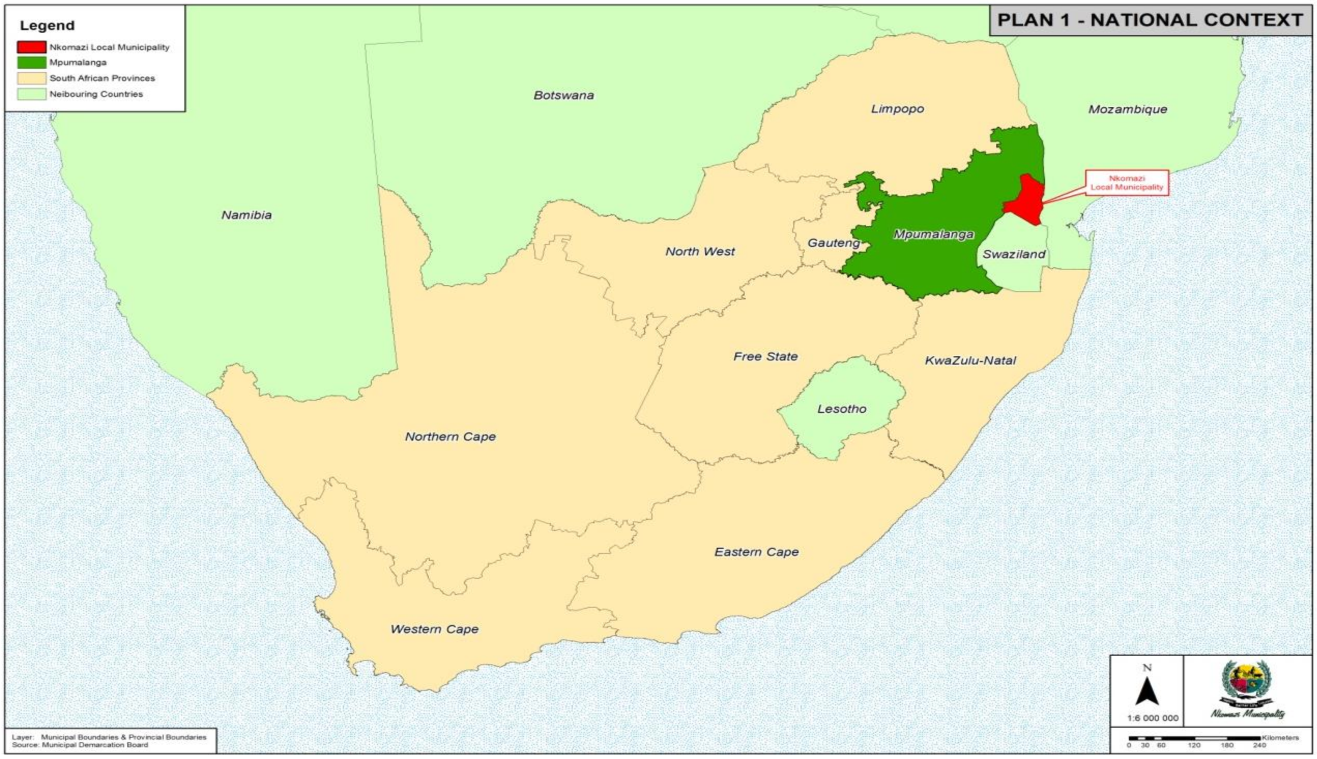
This document serves as a planning instrument which manages and guides all planning, development and decision making in the municipality. That is to consolidate all various plans and actions of the municipality in order to achieve our vision and mission.
Prior to coming-up with this document public consultation 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 and engagement with all the Traditional Councils that constitutes the municipality.

This will be our guidelines which ensures that we plan short and long-term future developments within our jurisdiction and we believe that it will provide the road map as to how to use the land within the municipality, which resources to use, and how to protect the environment in line with the District Development Model (DDM),

MR. XT MABILA
MUNICIPAL MANAGER

1. Section A: Executive Summary

Map 1: Nkomazi Locality Map



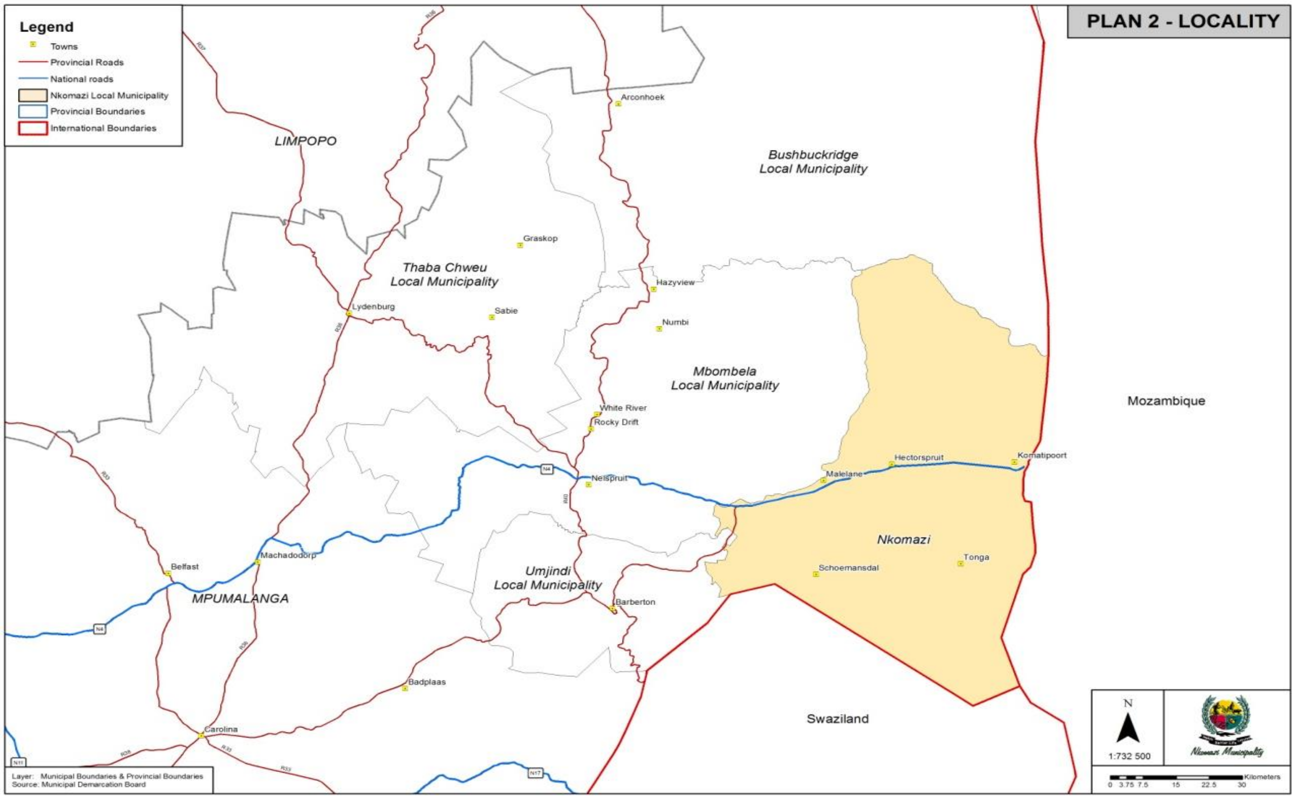
1.1. Spatial Location within National and Provincial context

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, Hectorspruit, KaMaqhekeza, Tonga, Kaapmuiden, Komatipoort and Kamhlushwa.

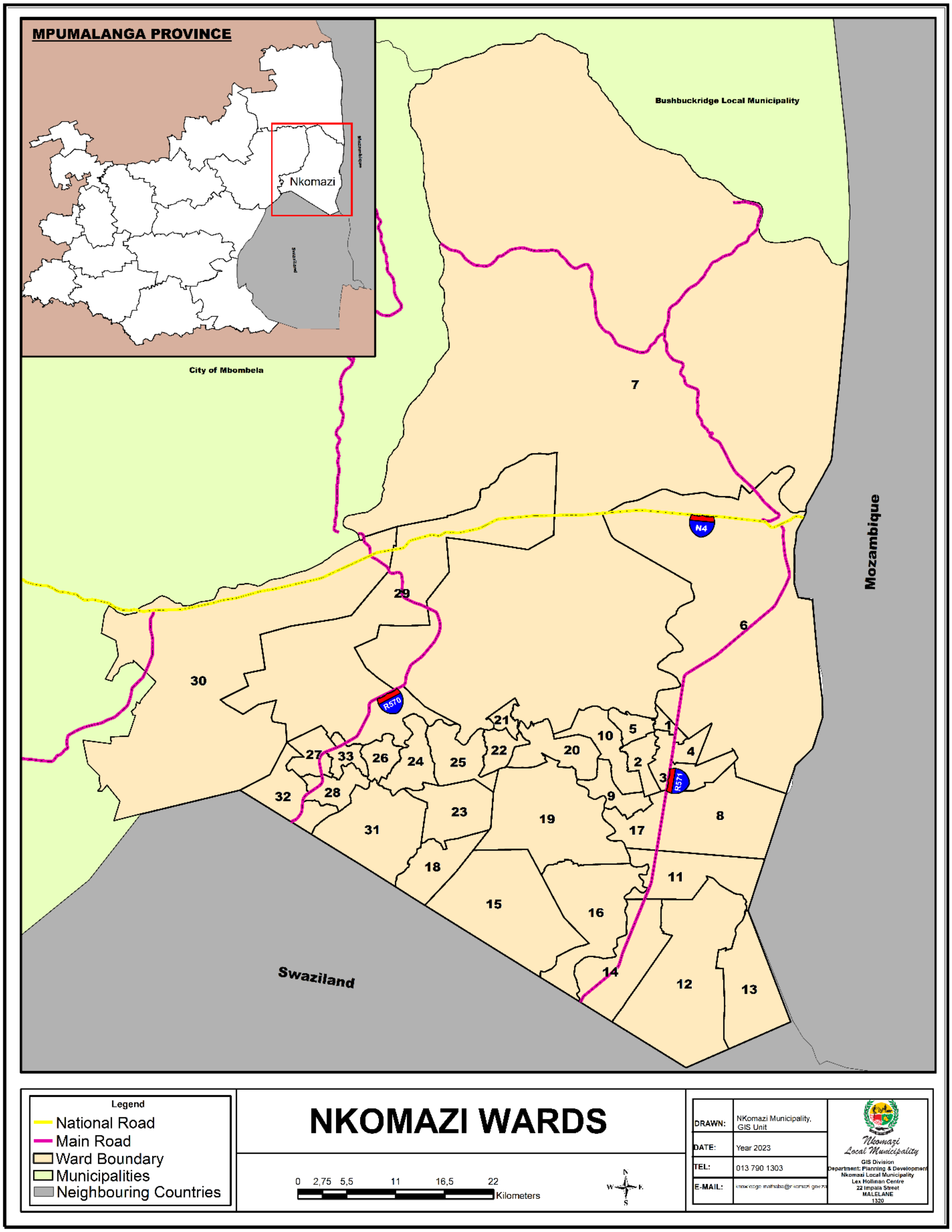
The Table below outlines all the 33 wards, Wards Councilors and their respective settlements and ward councilors.

Nkomazi Local Municipality Municipal Wards and the Respective Councilors.

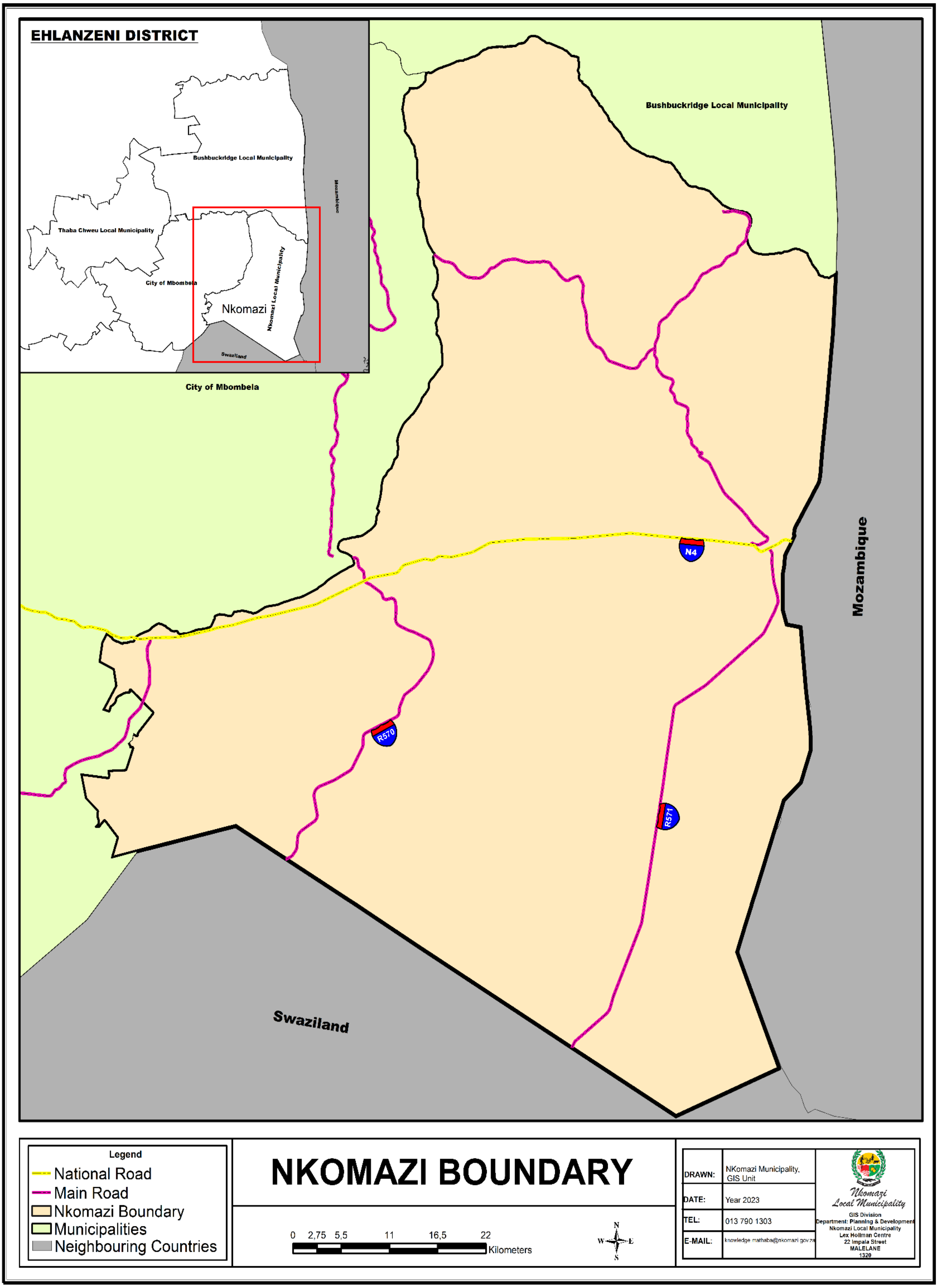
Ward no	Settlement Area	NAME
Ward 1	Part of Tonga Block C; Part of KaMaqhekeza	Cllr. Silinda Phindile. Cynthia
Ward 2	Tonga Block A; Part of Tonga B; Part of Mangweni	Cllr. Makhubela Dumisani
Ward 3	Part of KaMaqhekeza; Part of Block C	Cllr. Ngomane Wanda
Ward 4	Naas Township; Part of KaMaqhekeza	Cllr. 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 Israel.Mafuthuzi
Ward 10	Phiva; Part of Tonga Block A	Cllr. Irvin Sibiya
Ward 11	Goba, Ericsville, Figtree (Hhoyi)	Cllr. Mafia Fane
Ward 12	Mbangwane; Tsambokhulu; Khombaso; Mananga; Mandulo	Cllr. Mahlalela Manene.Moses
Ward 13	Mbuzini, Bhaca, Ndindindi, Nkungwini, Mbangwane, 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

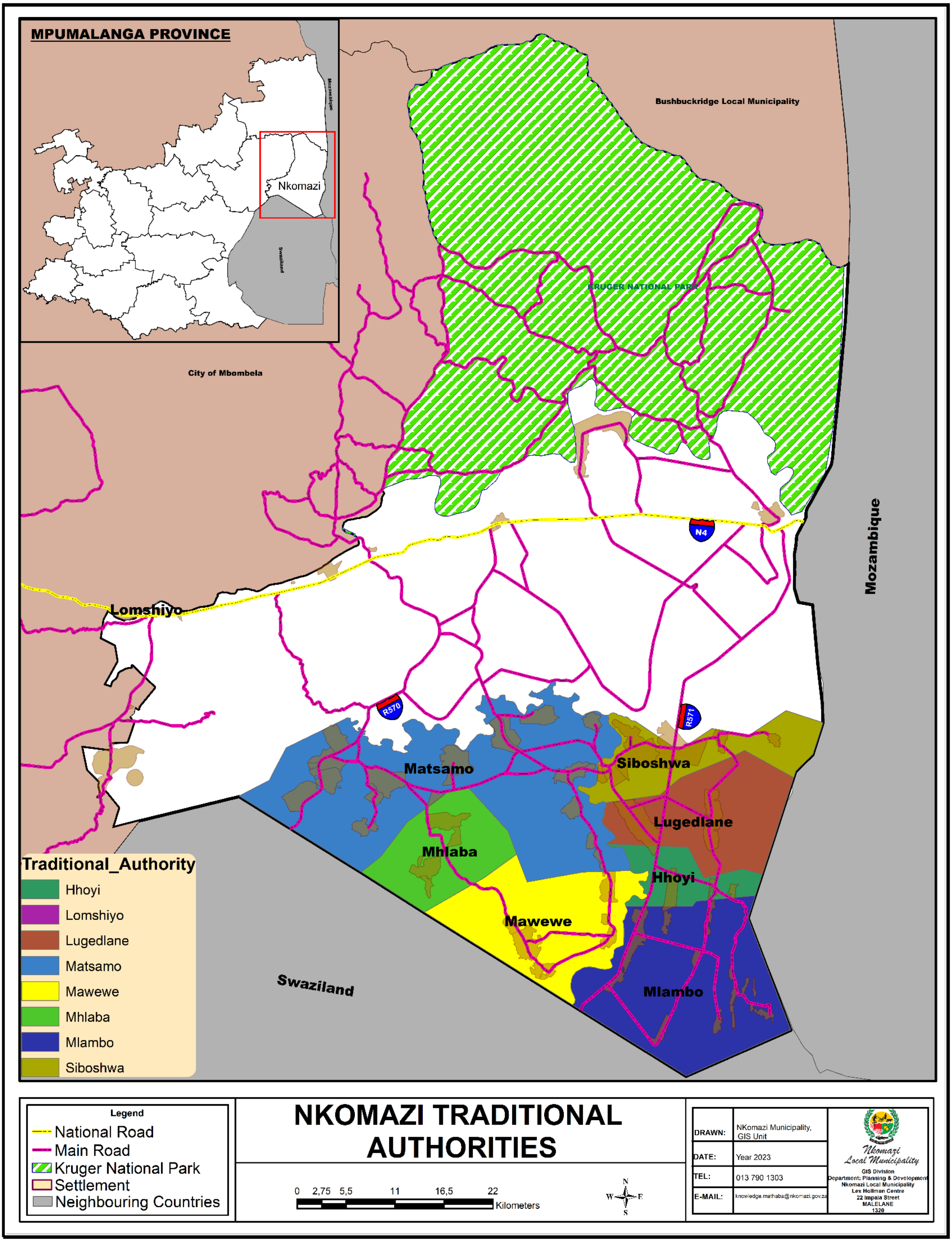
Map: Nkomazi Wards



Map: Municipal Boundaries



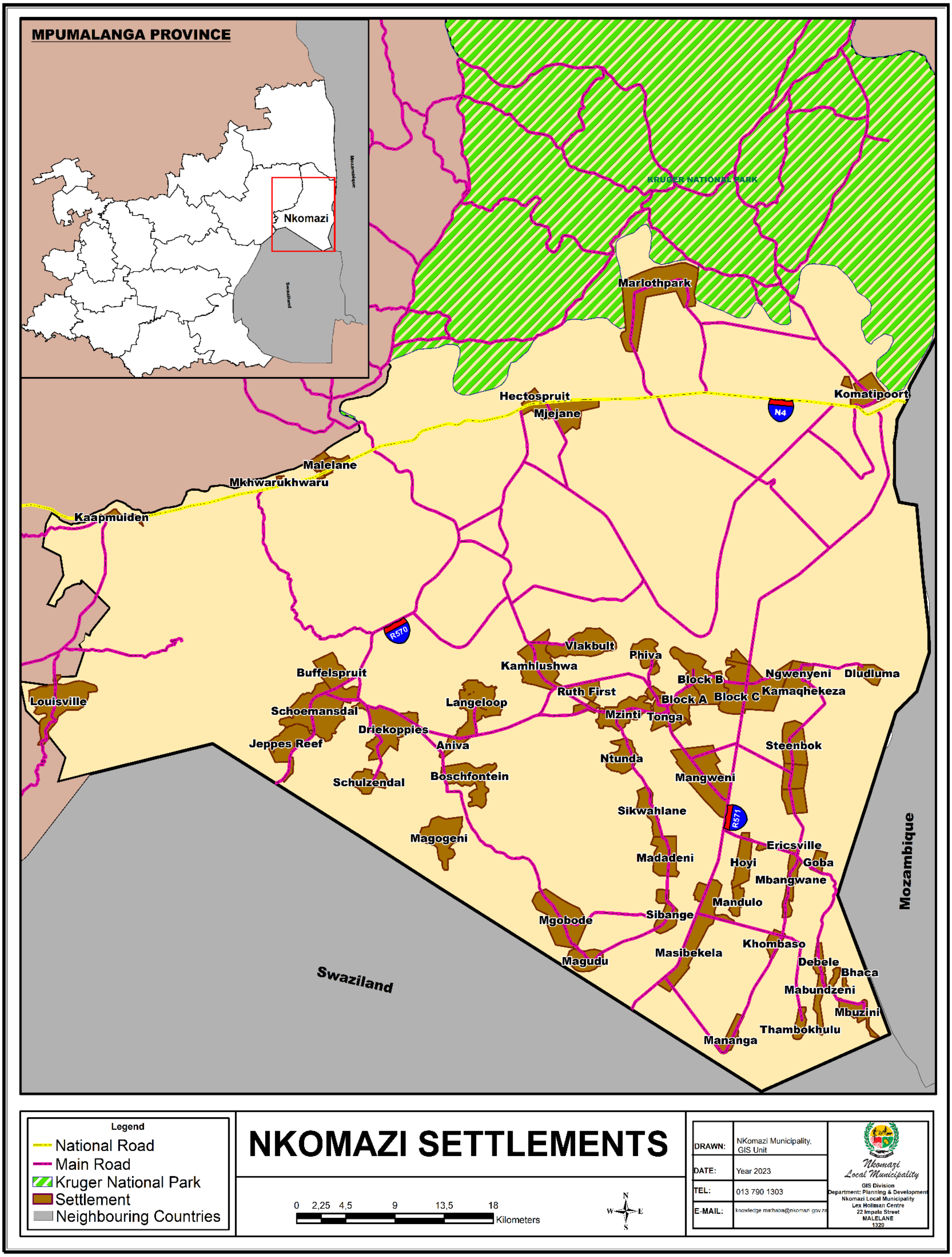
Map: Traditional Authorities



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 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: Settlement Boundaries



2. Situational Analysis of the Municipality

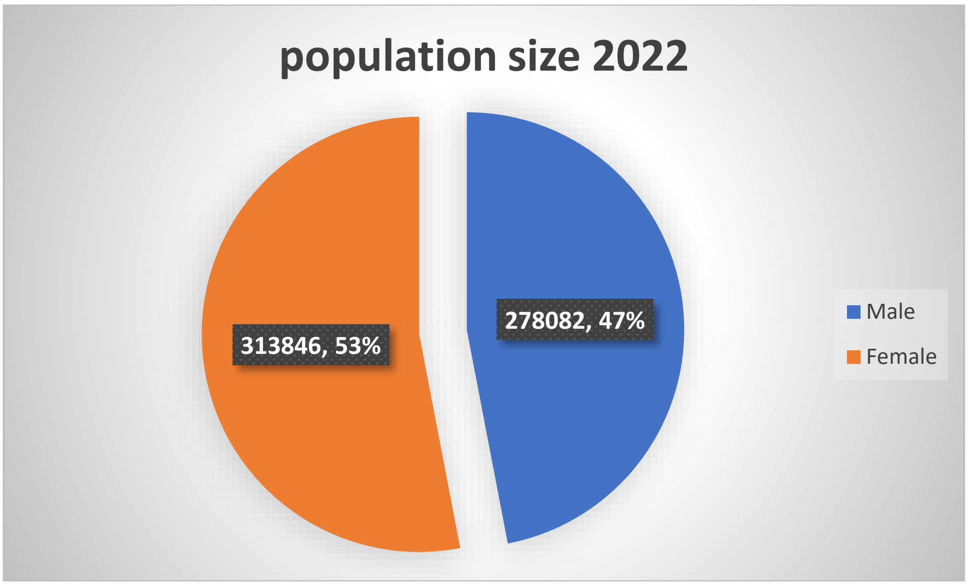
2.1. Demographic Characteristics

Demographic overview of the Nkomazi Local Municipality

An overview of the demographic situation in the Nkomazi local 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 plan 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.

2.2. Population Size and Composition

According to the Stats SA's Census 2022, Nkomazi's population increased from 393 030 in 2011 to 591 928 people in 2022 - 3rd. largest population in the province in 2022 and 26.1% of total Ehlanzeni population in 2022. In 2022, the youth population (0-34 years) formed 68.4% of the total population & the elderly population (60+ years) 6.2%. In 2022, the share of the female population was 53.0% and that of males 47.0%. Between 2011 & 2022, the population grew by 198 898 and recorded a growth rate of 4.0% per annum (p.a.), which was considerably higher than the 1.0% average annual economic growth rate over the same period. The number of households in Nkomazi increased from 96 202 in 2011 to 134 143 households in 2022 - an increase of 37 941 households & a growth rate of 3.2% p.a. The household size increased from 4.1 to 4.4 over the same period.



Source: Stats SA 2022 census

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 increase 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 implementing the 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

	Census 2011			CS 2016			Census 2022		
Age groups	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
0-15	74,262	74,661	148,923	82,290	83,799	166,089	96,369	98,157	194,526
16-35	73,275	79,344	152,616	73,475	77,975	151,450	103,483	117,100	220,583
36-55	26,931	34,881	61,812	29,060	35,738	64,798	56,050	69,092	125,142
65+	11,607	18,072	29,676	10,980	17,589	28,569	22,179	29,498	51,677
Total	186,075	206,958	393,027	195,805	215,101	410,906	278,082	313,846	591,928

Source: Stats SA Community profiles (Census 2011, CS 2016 and Census 2022)

Table 2: Annually population growth

Population		Average annual population growth	population	Average annual population growth
2011 (Census)	2016 (C)	2011-2016	2022	2011-2022
393 030	410 907	1.0%	591 923	4.0%

Source: Stats SA Community profile (Census 2011, CS 2016) and 2022

The table above indicate that Nkomazi's increasing population is putting the municipality under pressure to service delivery due to the population growth in 2011 census, survey 2016 and the census 2022. The total population in Nkomazi was 410 907 in 2016, 393 030 in 2011 and 591 923 in 2022 the population grew by 1.0% over 5 years period from 2011 to 2016 and grew by 4.0% between 2011 and 2022.

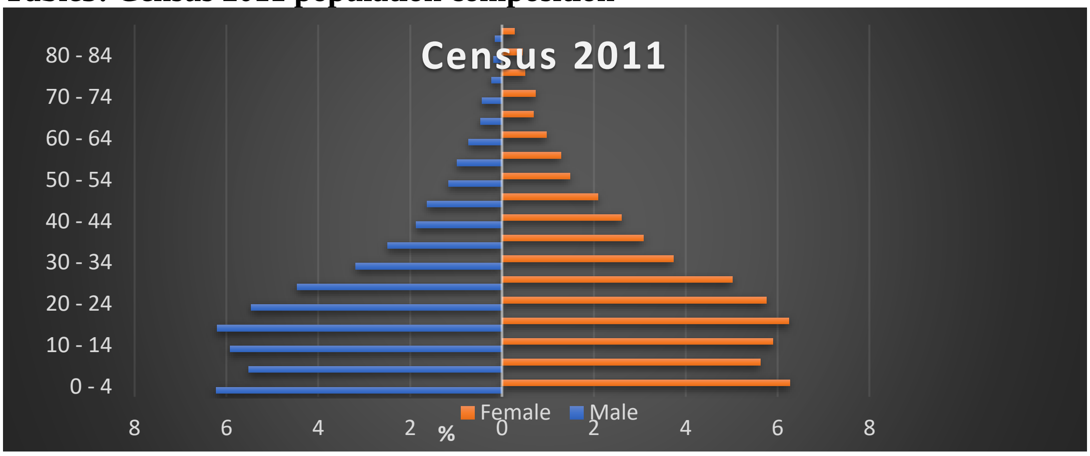
Population distribution

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

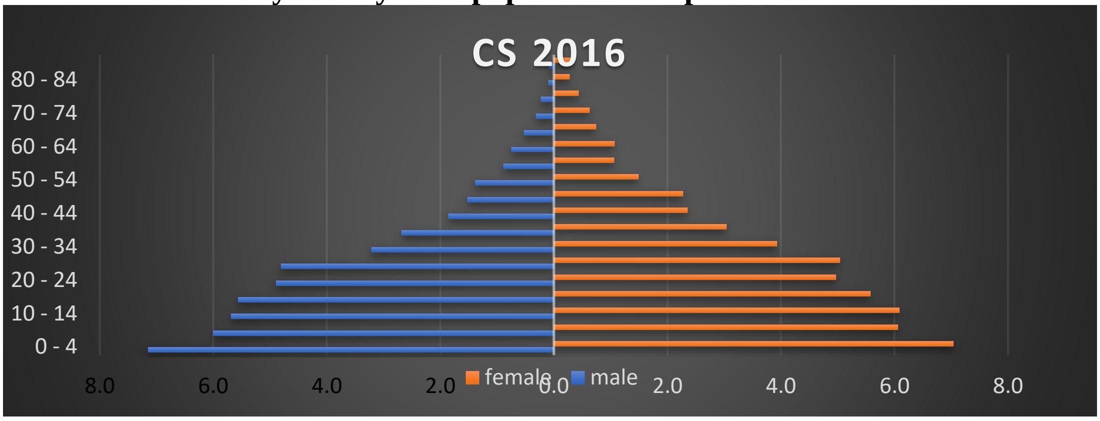
Age and gender of the population are the key determinant of population dynamic and can influence the current and future needs and spending of the municipality, and also identify where the bulk of the population is located and to target civil society and non-government programmes more effectively. A 65-year 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



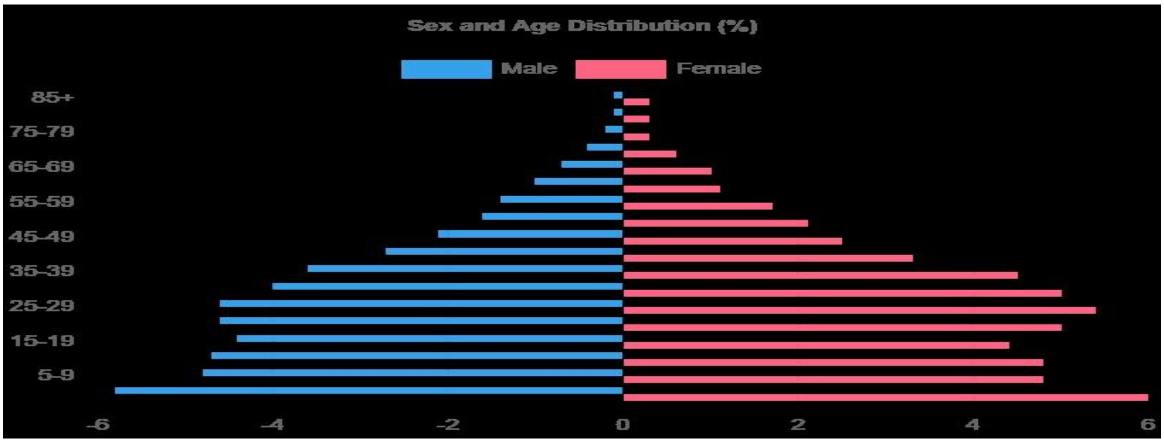
Source: Stats SA community profile (Census 2011)

Table 4: Community Survey 2016 population composition



Source: Stats SA community profile (CS 2016)

Table 5: Census 2022 population composition



Source: Stats SA census 2022

The population of Nkomazi municipality shows a typical age structure of a very young population distribution from 2011-2016 and 2022. 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, and increase in 2022 census this may be attributed for the long term that statistics take to conduct survey where child bearing increased over the years.

Table 5: Change in the age composition and Population Dependency

	Census 2011		**CS 2016**		**Census 2022**	
Age Group	Number	%	Number	%	Number	%
0-14	139 278	35.4	156 235	38	183 584	31.0
15-34	157 563	40.1	156 087	38.0	221 203	37.4
35-64	80 115	20.4	83 645	20.4	162 869	27.5
65 +	16 074	4.1	14 940	3.6	24 272	4.1
Economically Active (15-64)	237 678	60.5	239 732	58.4	591 928	100

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% and in 2022 census the population aged 0-14 decreased by 7%. 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 and in 2022 the dependency increased this maybe due the impact of covid 19 which impacted a lot of companies to shut down as well as the bad impact of loadshedding which is affecting the country as a whole. It is important 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 ratio. 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**	**%**	**2022**	**%**
Blacks Africans	384 074	97.7	405 931	98.79	579 755	98
Coloured	589	0.2	733	0.18	1750	0
Indians	1316	0.33	389	0.09	1794	0
Whites	6301	1.6	3854	0.94	8431	1
Other	450	0.11	0	0	27	0
Unspecified	300	-	-	-	171	0
Total	393 030	100	410 907	100	591 928	100

Source: Stats SA community profile (Census 2011, CS 2016 and Census 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 and increase in 2022 in blacks, coloured, Indians and whites.

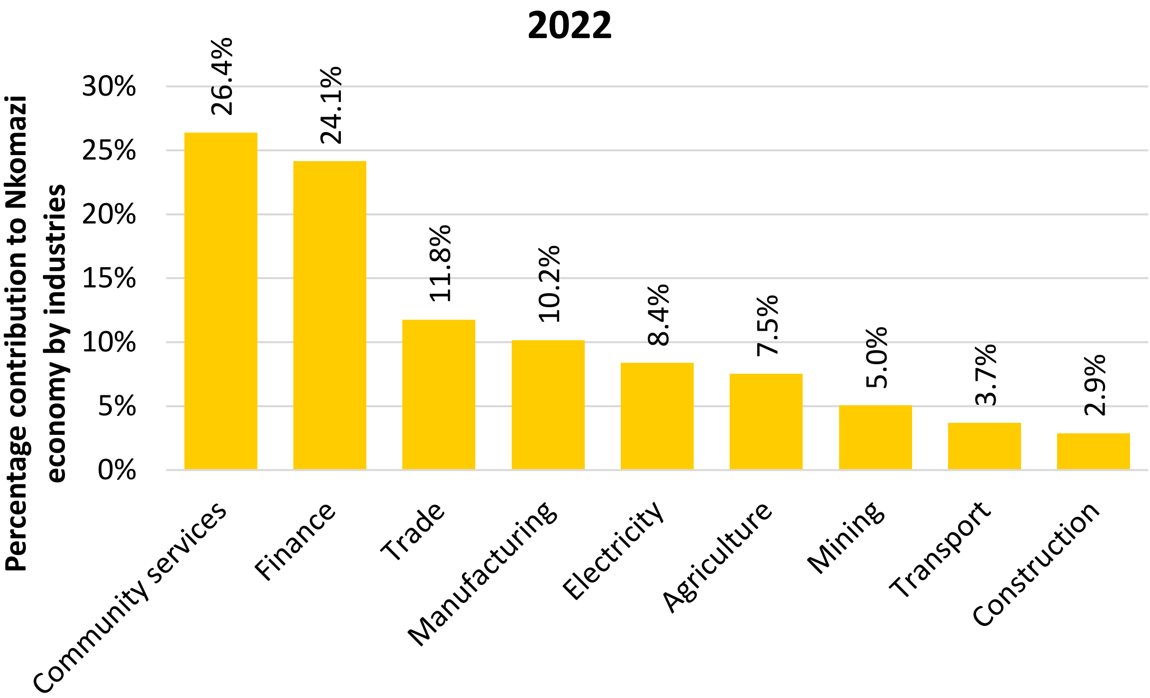
2.3. Socio-economic Analysis

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

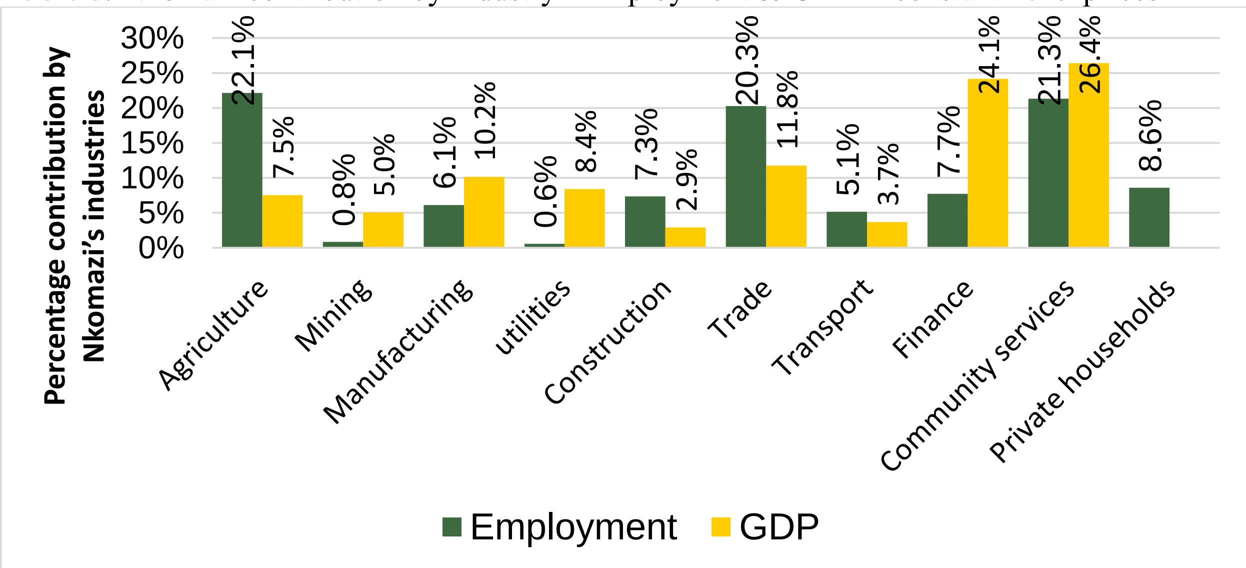
- Contribution to the Mpumalanga economy in 2022 was 3.5% – 8th largest economy in the province. Contribution to the district of 9.6% in 2022.
- Large contributions to Ehlanzeni's utilities, agriculture, mining, construction, & finance industries.
- Average annual economic growth rate for Nkomazi was 1.7% p.a. over the period 1996 to 2022. It decreased to a low growth of 0.1% p.a. for the period 2019-2022.
- The economy expanded by 2.2% in 2019, contracted by 3.7% in 2022, and it is expected to expand by 3.7% in 2023.
- The estimated average annual GDP growth for Nkomazi between 2023 and 2027 is 1.9% p.a.
- In 2022, the size of the economy was estimated at R18.0 billion in current prices & R12.2 billion in constant prices.
- In 2022, the four largest industries (community services, finance, trade, and manufacturing) contributed 72.5% to the economy of Nkomazi.
- Nkomazi holds a comparative advantage in utilities, agriculture, construction, mining & community services.
- In 2019, tourism spend totalled R2.1 billion or equal to 13.4% of the local GDP. It declined to R2.0 billion in 2022, which was equal to 11.0% of the local GDP in current prices.

Table 7: Nkomazi's contribution by industry- employment GDP



Source: (Sero Report), Department of Economic development and tourism

Table 8: Nkomazi contribution by industry - Employment & GDP in constant 2015-prices



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. Improved Human Development Index (HDI) from 0.53 in 2019 to 0.54 in 2022, however, it was 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. Nkomazi ranked the lowest/best in terms of the 17 serious crimes reported and recorded an improvement between 2018/19 and 2022/23.

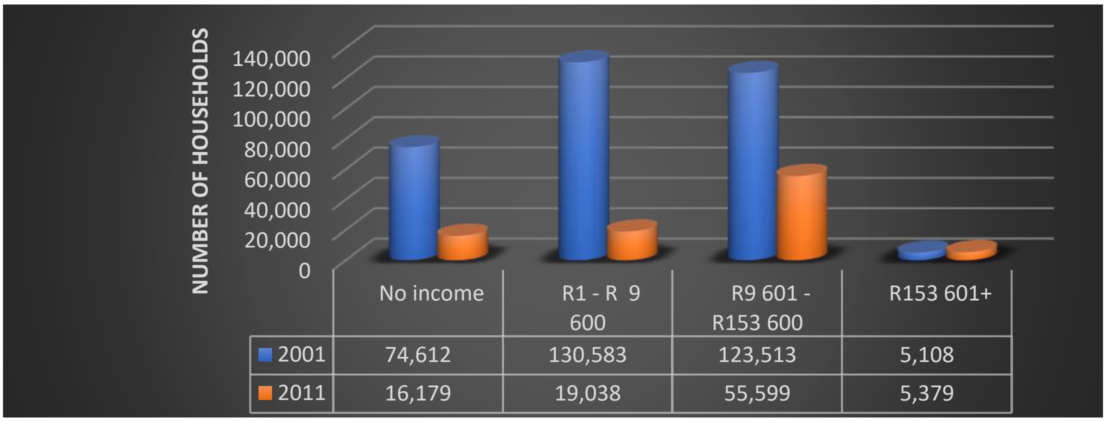
Labour Market in Nkomazi

- The strict unemployment rate of Nkomazi increased from 32.0% in 2019 to 36.4% in 2022. The expanded unemployment rate increased from 42.7% to 50.9% over the same period.
- In 2022, both Nkomazi's official & expanded unemployment rates were the second highest in the district.
- In 2022, the strict unemployment rate for females was 41.6% and that of males was 31.3%.
- In 2022, the youth (15-34 yr) unemployment rate was 49.9% - the 2nd highest in the district.
- There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.
- Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs.
- In 2022, Nkomazi contributed 6.1% to the total employment in the province and 15.7% to employment in Ehlanzeni.
- Decline in employment level between 2019 & 2022 of 3.1% pa. The average annual employment growth deteriorated compared with 2.0% growth between 2014 and 2019.
- The job gains in 2022 was 8 228, which is in contrast to the 6 023 jobs that were lost in 2021.
- In 2022, the largest employing industries in Nkomazi were agriculture, community services, trade, and private households.

Table 8: Labour market in Nkomazi

36.4%	**41.6%**	**49.9%**
Strict unemployment rate Deteriorated from 32.0% in 2019	Female strict unemployment rate Deteriorated from 36.8% in 2019	Youth (15-34 yr) strict unemployment rate Deteriorated from 43.1% in 2019
-3.1%	**6.1%**	**8 228**
Average annual employment decline 2019-22 Worse than 2.0% p.a. growth 2014-19	Share of Mpumalanga's employment in 2022 15.7% share of district's employment	Number of job gains in 2022 6 023 job losses in 2021

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.

2.4. Households profile and services

Table 10: Number of households in Nkomazi 2011, 2016 and 2022

Number of households	2011	2016	2022
[redacted]	96 201	103 965	134 143

Source: Stats SA community profile (Censuses 2011, CS 2016) and 2022 Census

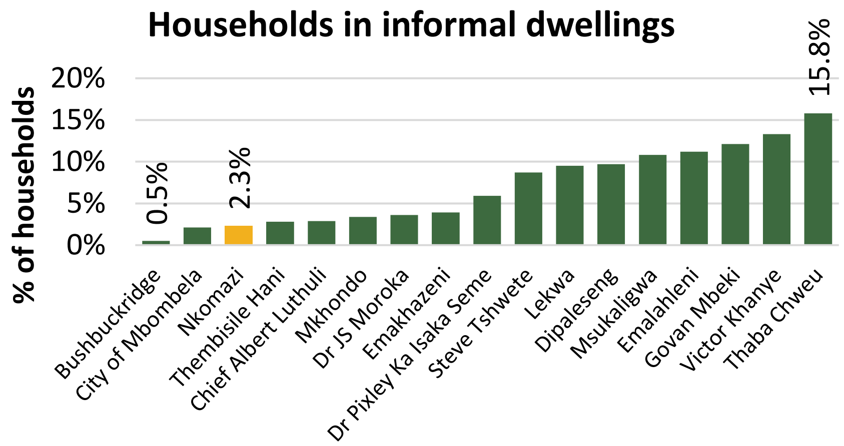
According to census 2011 the number of households community survey 2016, the number of households seems to be increasing this is because of mushrooming of informal settlements, Nkomazi is currently reviewing the Land Invasion By-law to deal with such issues of mushrooming of informal settlements. The number of households in Nkomazi increased by 7 763 from 96 202 in 2011 to 103 965 in 2016 and further increase to 134 143 in the census conducted in 2022. Between 2011 and 2016 the number of households increased by 37942- 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%.

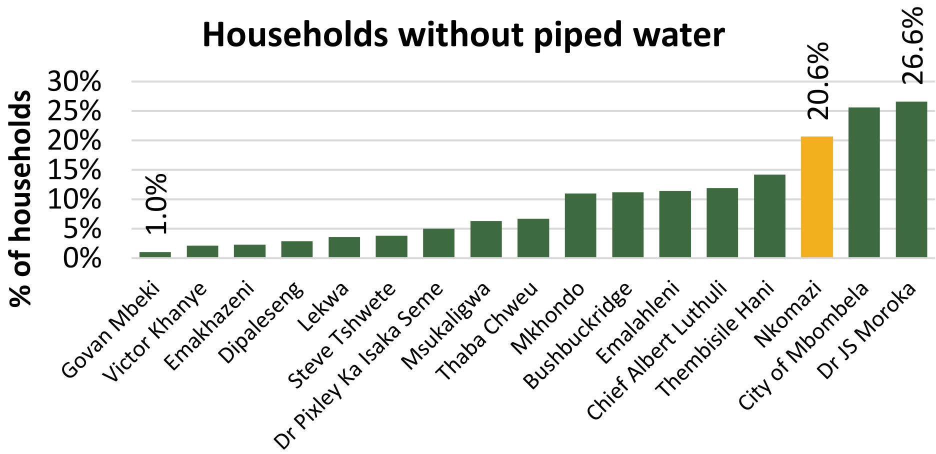
Access to households' services

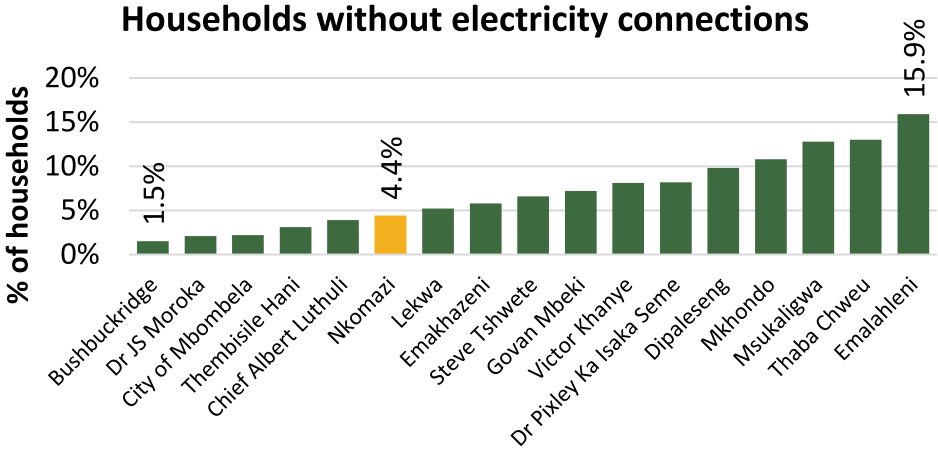
- According to Census 2022 the backlog numbers of all household services indicated a declined and improved between 2011 and 2022, except informal dwellings, piped water & refuse removal – large challenges remain in piped water, access to flush/chemical toilets, & refuse removal.
- Number of informal dwellings increased by 263 from 2 797 in 2011 to 3 060 in 2022 and 2.3% of households still lived in informal dwellings.
- In 2022, 106 520 households had access to piped water, either in the house, yard or through a communal tap. The number of households without access to piped water increased/deteriorated from 18 042 in 2011 to 27 623 in 2022. Due to the increased backlog number, 20.6% of households still without access to piped water in 2022.
- In 2022, 29.8% of households had access to flush/chemical toilets. In 2022, there were still 94 170 households without a flush/chemical toilet and 3 928 of households were still without any toilet facilities in 2022.
- Share of households connected to electricity improved to 95.6% in 2022, however, there were still 5 858 households not connected to electricity at all.

- The share of households with no refuse collection by local authorities improved from 91.4% in 2011 to 69.8% in 2022. In 2022, 93 678 households still lacked regular refuse removal.
- According to the *Blue Drop Report 2023*, Nkomazi received a "low" Blue Drop Risk Rating (BDRR). The BDRR improved remained on "low" between 2022 & 2023 and was the 7th lowest in Mpumalanga. 3 of the water supply systems held a "medium" risk & 13 a "low" risk.
- According to the *Green Drop Progress Report 2023,* Nkomazi received a "high" Cumulative Risk Rating (CRR). The CRR deteriorated from "low" in 2022 to "high" in 2023, 6th lowest/best among the municipal areas. 1 of the waste water treatment works held a "medium" risk and 4 held a "high" risk.
- According to the *No Drop Report 2023*, Nkomazi received a "average" No Drop categorisation in 2021/22. Nkomazi's weighted No Drop score was the highest/best among the municipal areas.
- Nkomazi ranked 6th in Mpumalanga in the *Out of Order* municipal rankings by News24 in October 2021 and scored 49/100.

Table 11: households services 2022







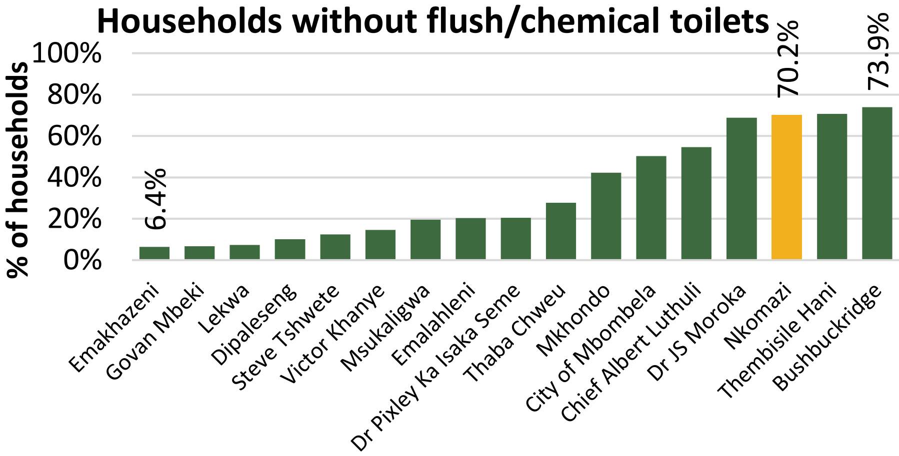


Table 12: Types of Main Dwelling

Types of dwellings	2011	2016	2022
Formal dwelling	86874	92798	126063
Traditional dwelling	3948	1032	1613
Informal dwelling	2796	6684	1871
Flat or apartment in a block of flats	834	233	449
Cluster house in complex	303	24	64
Townhouse	81	232	51
Semi-detached house	222	1609	363
Room/flatlet on a property or larger dwelling/servant's quart	453	442	2265
Caravan/tent	84	21	26
Other	594	882	190

Source: Stats SA community profile (Census 2011, CS 2016 and 2022)

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, Community survey 2016 and Census 2022. 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 and 2022. 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.

2.5. Educational attainment

- Nkomazi's grade 12 pass rate deteriorated from 86.0% in 2014 to 80.2% in 2023, which was the 8th highest out of 17 municipal areas in the province.
- Nkomazi's pass rate improved strongly by 6.7 percentage points between 2022 and 2023.
- The area also improved its admission rate to university/degree studies from 32.0% in 2022 to 34.9% in 2023, which is the 7th highest of the 17 municipal areas.
- The challenge is also to accommodate the educated young people in the area with adequate economic opportunities.
- The proportion of population 20 years and older with no schooling improved between 2011 and 2022 – the indicator shows a decline from 25.6% in 2011 to 20.2% in 2022.
- The proportion of population 20 years and older with a tertiary qualification increased between 2011 and 2022 – the indicator improved from 6.5% in 2011 to 6.8% in 2022.
- Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community.
- In 2022, the functional literacy rate of 81.9% was the 2nd lowest in the province, however, it showed an improving trend.

Table 13: Basic educational data and performance

Grade 12 pass rate			Admission to B Degree studies in 2023
2021	2022	2023	**34.9%**
75.5%	**73.5%**	**80.2%**	

Source SEP and DEDT

2.6. Health indicators

106.3%

- 2021/22 <1 year immunisation rate
- Proportion of children <1 year who complete their primary course of immunisation

104.5%

2021/22 proportion of children 1 year who received measles 2nd dose, as proportion of the 1 year population

85.9%

- 2021/22 TB client treatment success rate
- The percentage of TB clients cured plus those who completed treatment

24.4

- 2021/22 maternal mortality in facility per 100 000 live births
- Death resulting from childbearing

6.9

- 2021/22 infant mortality rate per 1 000 live births
- Number of children <1year who die

119

- COVID-19 related fatalities in-facility between June 2020 & June 2022

What is the IDP and How was this plan developed?

3. What is an IDP

3.1. 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 2024/2027 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 and Disaster Management, Local Economic Development and Tourism, Institutional Development and Transformation, Financial Viability and Management, Spatial Development Framework and Environment, 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.

3.2. 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 31 of August 2023 under council resolution no NLM: S-GCM: B/2023.

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 in October 2023 and was concluded Mid December 2023. A separate session with stakeholders from the 4 Towns was conducted.

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 2024-2025 IDP and Budget processes. This phase was completed in February 2024. Participants in the strategic planning session included Traditional Leaders, Cogta, OTP, EDM, Mega and other sector departments.

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, after the Municipal wide Strategic Planning session Directors identifies projects that must be prioritised in the 2024/2025 IDP informed by the community priorities and the new strategic direction of the municipality and financial projections. 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 May 2024.

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 IDP Representative forum will be held on the 10th May 2024, with all stakeholders which included amongst others, the Stakeholders representative, sector departments, private sector, NGO, etc. for stakeholder consultation on the draft IDP and budget and to consolidate all proposed projects and programmes that will be implemented within the municipality for the 2024-27 financial years.

Approval Phase

The draft IDP will serve to Council on the 29th March 2024 for noting and the municipality will advertise for comments in April 2024 and the IDP can also be accessed through the Municipal website (www.nkomazi.gov.za and A program for public consultation will be developed and Consultations meetings will be conducted between April and May.

The Final IDP will serve to council on the 31st of May 2024 for final Approval.

3.3. How was this plan developed?

3.3.1. IDP/Budget Process Management Plan

Below are the outline dates for the Nkomazi Process Plan in line with the District Framework.

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 2023
	Integration of IDP/ Budget & PMS processes [IDP Programme, Budget Timetable & PMS Calendar]	Manager: Budget Manager: PMS	August 2023
	Present IDP/budget& PMS process Plan to the Ehlanzeni District Municipality/ IDP Managers and coordinators forum for alignment with other Municipalities	IDP Manager	August 2023
	Incorporate contributions of the District Development of Strategic Execution plan	Manager: IDP	August 2023
	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 2023
	Submit Process Plan to Municipal Council	Executive Mayor	31 August 2023
	Advertise process plan	IDP Manager	September 2023
	Submit Process Plan to EDM & Cogta	IDP Manager	September 2023
	Implement process plan	IDP Manager	Ongoing
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.	October 2023
	Ward Committees [Group-1]-workshop	IDP Manager Manager: Office of the Speaker	September 2023
	IDP/ Budget & PMS Steering Committee- to discuss programmes and projects to be submitted to provincial departments	Executive Mayor	September 2023
	Interested and affected parties	IDP Manager	September 2023

	Community meetings at ward level	Office of the Speaker IDP Manager	September 2023
	Feedback from Ward committees and CDWs on Community issues -meeting per the Nkomazi Communities	IDP Manager Office of the Speaker	October 2023
	Identification of Risks	Chief Risk Officer Office of the Speaker	Continuous
	Submission of consolidated community priorities to COGTA	IDP Manager	October 2023
	Presentation of Institutional Risk to Municipal Top Management	IDP Manager	October 2023
	Presentation of Institutional Risk to Municipal Top Management	Risk Manager	September 2023
	Presentation of Institutional Risk to Risk Management Committee	Risk Manager	September 2023
	HR Consultation with Departments on organizational structure	Cooperative services	September 2023
	Review all municipal contracts	MM and Directors	28 Sep-2023
	Executive Authority to allocate funds to strategic priorities (Budgetary Framework) in line with the Nkomazi LTDF		October 2023
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	November 2023
	MSCOA Budget preparation and policy reviewing workshop (Budget Steering Committee, Directors and Managers	CFO	13-Oct-2023
	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	21-26& 27 February 2024
	Detail departmental budget proposals (capital and operating submitted to the Budget and Treasury Office	MM and Directors	December 2023
Project Phase	**Integrated Development Planning Process**		
	IDP/ Budget & PMS Steering Committee to priorities Identified projects	Executive Mayor	December 2023
	Designs of project proposals, setting of project objectives, targets and indicators	All Departments	December 2023
	Compile 2023/2024 Mid-year budget and Performance	MM	13-Jan-24

	Consolidate, assess and advise on the proposed departmental budget	CFO	31-March-24
	Consider the recommendations of the budget steering committee on the proposed departmental budget and give feed back to the departments	CFO	31-March-24
	Compilation 2023/2024 Adjustment budget and MTREF	All Departments	16-Feb to 15-Mar-2024
Integration Phase	Presentation of integrated programmes and projects by departments to the IDP, Budget & PMS Steering Committee	All Departments	January 2024
	Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc.	All Departments	December 2023 to January 2024
	Alignment of IDP and Budget Steering Committee	IDP Manager and Budget	Continuous
Approval Phase	**Integrated development Planning Process**		
	Tabling of the draft IDP to IDP and Budget Steering Committee	Municipal Manager	January 2024
	Tabling of draft organizational structure to Municipal Top Management	Cooperate Services	January 2024
	Submit 2023/2024 Mid-year budget and Performance to council	MM	19-Jan-2024
	Council considers the 2023/2024 Mid-year Review and whether an Adjustment Budget is necessary	MM	19-Jan-2024
	Workshop for councilors on Draft related Policies to Mayoral Committee	Executive Manager	February 2024
	Tabling 2023/2024 Adjustment budget to council	CFO	23-Feb-2024
	Tabling of draft IDP/Budget & draft related Policies to Mayoral Committee	Municipal Manager	March 2024
	Table of the draft IDP/budget & draft related policies before council	Executive Mayor	29 March 2024
	Tabling of Final Organizational Structure before Council	Corporate Services	29 March 2024
	Compilation of the Draft Budget 2024/2025	CFO	31 March 2024
	Workshop for Councilors on final IDP/Budget	Executive Mayor	03 April 2024
	Advertise the Draft/Budget for comments & schedule for community participation	IDP Manager	05 April 2024
	Conclude process of public participation on tabled target	MM	29 April 2024

	Consolidation of feedback from public participation process and incorporation thereon into the final IDP/Budget	IDP Manager IDP/Budget & PMS Technical Committee	03 May 2024
	Compilation of draft procurement plan	MM and Directors	03 April 2024
	Submit draft procurement plan to the budget & Treasury Office	MM and Directors	26 April 2024
	Respond to submission received and if necessary revise the budget and table the amendments for council consideration	Executive Mayor	10-May-2024
	Present the consolidated IDP/ Budget Steering Committee	Municipal Manager	10-May- 2024
	Presentation of final IDP to stakeholders	IDP Rep Forum	10-May-2024
	Tabling of final IDP/Budget to Mayoral Committee	Municipal Manager	14-May-2024
	Table the final IDP/Budget before Council for approval	Executive Mayor	31-May-2024
	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-2024
	Advertise the approved IDP	IDP Manager	June 2024
	Submit the approved IDP to the MEC of Local Government within 10 days, after approval	Municipal Manager	June 2024
	Submit the final IDP to National Treasury	Municipal Manager	June 2024

3.4. 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

3.4.1. 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

3.5. MEC Comments

The 1st draft of the Fifth Generation IDP (Nkomazi IDP 2024/2027), Special consideration was given to the following**:**

KPA	FINDINGS	MUNICIPAL RESPONSE	TIME FRAME
Section 27 Adherence to the district framework	Compliance with the district IDP Framework	Review IDP Place notice on municipal website with the intention to review Have management working session by 24 July IDP Document to be ready by 1 August 24 Portfolio to sit Tuesday 06 August Council to sit by 16 August Department to provide names of IDP Champions	26 July 24
	the municipality to align the IDP Strategic Planning processes in line with the district.	Proposed Strat Plan to be held by 30 January 2025 and departmental strategic planning session to be held around Dec 2024.	
Section 28-29: Adoption of process and process followed	Adoption of the process to be followed		
	Ensure that the 2025/26 draft process plan is subjected to a public consultation process before approval by Council as required in terms of Section 28 (2) of the Municipal Systems Act. This must be done before the next IDP review.	Process Plan to be adopted by 30 August 2024 and it will be place into the municipal website and strategic areas for the public to comment and input prior approval by Council. Dates for the ward consultations will be included in the process plan. A notice will be issued to notify the public about the draft Process plan and the final approved process plan by Council.	By 30 August 2024
	Adherence to the adopted process		
	The municipality to continue to pre-determined programmes and specified timeframes of the Analysis, Strategy, Projects, Integration and Approval planning steps, especially on the strategic planning process and timeframes.	Proposed Strat Plan to be held by 30 January 2025 IDP.	
	Involvement of Communities in the IDP		
	The municipal public participation strategies should prioritise the inclusion of youth, woman, and people with disabilities to ensure their meaningful	Improve Attendance register to indicate age between, Youth, Woman and People living with disabilities	

	participation in the IDP process		
Consideration of changing circumstances in the Municipal Planning Environment	The municipality must improve Table A, including KPA Local Economic Development, linking all KPAs with correct DDM Transformation Areas and DDM/Stakeholder interventions and comprehensive problem statements The municipality to come up with interventions that are directly addressing the situation analysis. This will ensure that the municipality has an outcome-based IDP that responds to the challenges of the local municipality and its community.	The Municipality will improve Table A and incorporate the correct DDM transformational areas. The municipality will embark on Community Base planning (CBP) which will detail key challenges and become outcome based	
	The municipal process plan to include consultation sessions at ward base level and not zonal. The process plan to include public participation meeting schedule per ward when submitting to MEC	Dates for the ward consultations will be included in the process plan.	
District Development Model (DDM)	The municipality must ensure that all 6 Transformation areas of the One Plan (DDM) are included in Table A and B and are aligned with the relevant KPA (KPAs)	The transformational areas will be linked to the 6 Key Performance Areas of the Municipality and integrated into the adjusted IDP. The DDM Transformation areas are - People development/ Demographics, which is linked to key performance Statistics and Research. - Economic positioning is linked to Statistics and Research as well as Local Economic Development. - Spatial restructuring and environmental sustainability which is linked to Spatial Development Analysis and Rationale. - Infrastructure engineering is linked to key performance area Basic service delivery, infrastructure development and Disaster Management, as well as Environmental management. - Integrated service provisioning- the transformation is linked to key performance are Strategy development, monitoring and evaluation	

		- Governance and financial management which is linked to Good governance and public participation, Municipal transformation and institutional development as well financial viability and management.	
	Ensure continuous incorporation of the catalytic project to the DDM	The DDM One Plan contains of various catalytic projects for municipalities and the Nkomazi Catalytic projects together with the budget for the project will be incorporated into the adjusted IDP and they are as follows: Streetlights, rehabilitation of Roads, Repair of flood damaged road infrastructure, Komatipoort hawkers stalls CBD renewal, Sibange and Driekoppies Regional Scheme and Special Economic Zones.	
Spatial Development Analysis and Rationale	The SDF is currently under review. The KPA will assist the municipality once the SDF is adopted by Council, to extract relevant sections of the SDF to be included in the IDP under the KPA 1: Spatial Development Analysis and Rationale. The SDF projects in the draft implementation Framework need to filter through to the IDP and be budgeted for. The IDP must incorporate the key aspects of the DRDP which include functional regions, intervention areas and FPSUs, commodity regions and projects that are proposed on the DRDP. The municipality needs to budget in the IDP for a land use enforcement policy. The programme should be considered for Human Settlements Development and the areas should be shown on a map.	Council approved the Nkomazi Spatial Development Framework, including the implementation plan. The projects and the key aspects of the DRDP will be reflected on the adjusted IDP 2024/2025. The Municipality is currently drafting the Land Use enforcement policy through the assistance of the Legal Section of the Municipality. The Municipality approved the Nkomazi housing Development Plan, which highlights all the areas of intervention, they will be incorporated in the IDP 2024/2025 with the relevant maps. The Nkomazi SDF calls for prioritization and support of agricultural production for local economic development in redressing apartheid spatial planning. Nkomazi has been selected as Priority Human Settlements and Housing Development area. Which Intends to advance Human settlements spatial transformation and Consolidation by ascertaining that the delivery of housing is utilized to restructure and revitalize Towns and cities. The areas within the Nkomazi PHSHDA are Malelane, Hectorspruit, Kamaqhekeza A and B, Hhoyi, Komatipoort, Kamhlushwa A, Lugedlane Tourism Estate, Mhlatikop, Malelane,	

		Marloth Park Holiday Township, Mbekisberg, Schoemansdal B and C, Shongwe, Shongwe, Tonga, Tonga East, Tonga view, Tonga Village, and Tonga C. It is anticipated that the next IDP review reflects functional areas of the district rural development plan; budget for Land Use Management policy and for township establishments and bulk services infrastructure provision for the PHSHDA priority areas, including the spatial referencing of proposed projects for PHSHDA.	
Basic Service Delivery and Infrastructure Development	The municipality to earmark the 10% of its Municipal Infrastructure Grant to prioritise water and sanitation repairs as well as refurbishment to restore functionality and uninterrupted service provision On Electricity: the municipality must consider Energy Efficiency Solar powered Public Lighting, Energy Efficiency and Demant Side Management (EEDSM) as a new public lighting infrastructure in the next IDP review. The Municipality should incorporate the Rural Roads Asset Management System in the IDP to assist with quantifying the backlogs ad planning and budgeting existing and future priorities. The municipality is commended for putting a plan in place to review the outdated Water Services Development Plan (WSDP) to address the water losses and illegal connections Department of Water and Sanitation (DWS) will support the municipality during the 2024-25 financial year.	The municipality will prioritise the water and sanitation repairs and refurbishment in 2025/26 financial year as in the current financial year the municipality is completing the water projects commenced in 2023/24 financial year to address water backlogs. All Municipal Street and Public lighting have already been upgraded/replaced to energy efficient requirements through EEDSM engagements and participation in their programs. Maintenance is also done according to these standards. Solar lighting is being considered; however, it is not as effective as standard LED lighting (poor coverage, less lumen on the ground and expensive maintenance) The Rural Roads Asset Management System will be included in the IDP in details that will include priorities from the backlogs that will also include targets to be reported to council on quarterly basis. The Municipality already started working on the online WSDP, however consultant must be appointed to assist with some specialised items of the WSDP and we will continue to engage DWS. We also started with draft Water & Sanitation policy (WSP) and bylaws with an assistance of DWS, all the processes will be followed until we obtain council approval.	01 July 2025 IDP reviews for 2025/26.

	It is commendable that the municipality has awareness programmes to conscientize the community about littering and illegal dumping. It is also encouraging that the municipality has a team of EPWP participants placed to service the area. Municipality must apply for a budget to fund the high mast and streetlights to improve additional funding to address. The municipality must allocate more budget for sanitation projects including bulk sanitation infrastructure to address the current sanitation backlogs in all wards.	Budget is available for the 2024-2025 financial year to install additional mast lights and to repair/replace faulty components. As per the approved capital budget,38 million has been allocated in 2025/26 financial year to address sanitation backlogs including bulk infrastructure.	
Financial viability and management	To improve the financial status, the municipality should ensure financial policies are fully implemented. The municipality must include the implementation of a valuation roll, financial systems and strategies to improve revenue collection in the IDP. The municipality must develop an action plan to address the Auditor General's findings and be included in the IDP in the next review.	All budget related policies and procedures are reviewed, approved and implemented on daily basis. The general valuation roll together with its supplementary valuation rolls are reconciled with the billing financial system (solar) on monthly basis to ensure the completeness of Revenue. A system-based audit action plan is being developed on annual basis and monitored throughout the year. This is done in order to avoid the re-occurrences of audit findings.	
Local Economic Development	The municipality must improve Table A, including KPA Local Economic Development, linking all KPAs with correct DDM Transformation Areas and DDM/Stakeholder interventions and	The Municipality will organise a working session to improve and link the KPA with the correct DDM transformational areas and stakeholders.	29 July 2024 30 August 2024

	comprehensive problem statements		
	The municipality should include the status quo on economic, environmental, indicators and strategic partnerships in the IDP.	The Municipality currently doesn’t have any strategic partnership however the municipality is yet to finalise agreements with the anthracite Mine, RCL and SANParks.	30 September 2024
	Notably, the municipality has the Tourism, Investment and Business Plans and it is advised to finalize the review of the LED strategy and ensure that the strategy is approved by the Municipal Council.	The LED strategy has been reviewed and await approval by Council by end of September.	
	The status Quo on woman and youth must be reflected in the LED chapter.	The Municipality did incorporate the status Quo of youth unemployment rate on p133 however the municipality will improve and incorporate the status Quo of woman in the adjusted IDP.	
	The Corporate Social Investment (CSI) projects must be incorporated into the IDP.	There’s no MOU between the municipality and the Strategic partners however there are socio economic projects that are implemented which include amongst others: Elnomvu- sewing and training of youth, Nkomazi sign (Pty) LTD- branding and embroiling at Schoemansdal, TNK, Technologies- coal manufacturing at Ngwenyeni and Ingugwane farmers coop- vegetables farming at Schoemansdal. The municipality has the proposed projects to be implemented in this financial year and they are as follows (Cooperatives): Mzinti Bakery, Cleaning project at Malelane, Diapers and sanitary towels at Kamaqhekeza, Home cleaning tools at Magudu and mixed vegetables packaging at Schoemansdal.	
Municipal transformation and institutional Development	Implementation of Municipal Staff Regulations The Municipality to cascade PMS to middle management and is advised that plans must be put in place to cascade to other	The municipality is in the process to cascade IPMS to lower levels, the skills development unit is currently concluding the job description and after the process the workplans will be developed for the employees. The municipal organisational structure has been adopted by Council on the 23 May	

	levels as required by the MSR. The MSR further requires municipalities to submit organograms to the MEC for comment before adoption by respective council. The municipality to improve on appointing persons with disabilities to meet a minimum 2% equity target as required in terms of the Employment Equity Act, 55 of 1998. The municipality needs to include information on the date the policies were approved and Council Resolutions in the IDP. The municipality needs to review their PMS Framework/policy to be in line with Municipal Staff Regulations and cascade PMDS to all levels and ensure that this is incorporated in the IDP.	2024, under Council resolution No: an attached copy of the organogram will be sent to the office of the MEC with the adjusted IDP before end of August 2024. Currently the Municipality has employed 1% people living with disability and the municipality will improve in employing people living with disability to meet the minimum requirement of 2 %. The municipality will include dates on the table for sector priorities and the Council Resolution in the IDP. The municipality has developed an approved IPMS policy that caters the implementation of MSR.	
Good governance and public participation	Gender-Based Violence and Femicide Intervention The IDP to include strategies, programmes and budgets identified to fight violence against woman ad children despite the advice provided to the municipality during the previous assessment. The municipality to initiate programmes with measurable targets and indicators that will respond to GBVF and must be monitored through the municipalities PMS	The Municipality has included programmes of GBVF with indicators in the SDBIP, and it is monitored in the PMS.	

	Public participation Explain the type of complaint management system in place, such as call centre or walk-in complaints register to ensure effective service delivery and stakeholder management.	The municipality does have a call centre, walk in register, walk in petition to be addressed with relevant department to improve service delivery.	
	Furthermore, the municipality is advised to incorporate a Municipal Monitoring and Support System as well as the Livi Lemphakatsi mobile app as part of the electronic complaints management systems, supported by COGTA in the IDP	The municipality will look unto the Livi Lemphakatsi mobile app and make provision to use the system as part of the complaints management system.	
	The municipality needs to develop a mechanism to deal with petitions and other stakeholders and reflect it in the IDP in the next review.	There's a petition committee member with four members and requires to be beefed up to deal with petitions.	
	The municipality to conduct public participation meetings at ward based and not combined or zonal level during the strategy review process.	The municipality will conduct public participation meetings at ward levels during the next IDP review for 2025/26.	June 2025 June 2025
	The municipality must consider the new technological approaches that are in line with COVID-19 protocols and ensure that the public participation mechanism that can be used during pandemics like COVID-19 e.g. social media and other virtual platforms.	The municipality does consider new technological approaches that are in line with COVID-19 protocols such as local Radio stations, Municipal website, WhatsApp groups, SMS's and Municipal Facebook page.	
	The municipality must ensure that the Ward committee in Ward 11 is functional the ward councillor submits the reports. Furthermore, there is a need for political	The municipality has arranged a meeting with the Ward Councillor and the Speaker of the municipality to address the matter of the ward committees.	

	intervention to address the political interference that affects the ward committee meetings. The municipalities must mention the recently reviewed public participation strategy and ensure that it is incorporated in the IDP with the council resolution number. The municipality needs to review the delegation register and systems of delegations in line with the applicable legislation and reflect it in the IDP during the next review.	The public participation strategy is currently under review and it will be finalised and be adopted by Council at the end of the financial. The municipality needs to review the delegation register and systems of delegation in line with the legislation and the review will take place in the current financial year.	
Strategy Development, Monitoring and Evaluation	The municipality must ensure that the Service Delivery and Budget Implementation Plan (SDBIP) is aligned with the IDP. This can be achieved through the utilization of Table B and table D of the Outcomes-based IDP which are the minimum requirements for the SDBIP. To ensure alignment between the IDP and the SDBIP, the IDP and the PMS Managers must work collectively on these strategic documents. The general observation is that currently they are working in silos and thus the non-alignment that has been found. The municipality is advised to include GBVF as a municipal priority and strategic intervention to address the scourge of GBV in communities to ensure that the IDP is linked to the MTSF priority	The SDBIP is aligned to the IDP. The PMS Manager and the IDP Manager are part of the consultation when the IDP and the SDBIP is developed. The municipality has included plans to address the GBVF as per the National Strategic Framework Plan in the IDP furthermore, in responding to Pillar 1 and 4 of the NSFP accountability, coordination & Leadership, care support and healing, the municipality has established Rapid Response Task (RRT). The municipality has	

	6. In addition, this must be cascaded to the SDBIP by including an indicator: "NUMBER OF GBVF programmes implemented".	budgeted R 100 000 for GBVF Programmes, indicators are outlined on the SDBIP and there is monitoring	
Disaster Management	The municipality is advised to update the Disaster Management Plan (DMP) and align it with the developed guidelines on the "Development and Structure of DMP. The Provincial and the District Management Centres will assist the municipality during the review and updating of the plan upon request. The head of the Municipal Disaster Management Centre and the IDP Manager must work together during the review cycle to synergise efforts on the compilation of a credible section on disaster management in the IDP after the DMP review.	Disaster Management Plan was reviewed on 21st of May 2024 to align with the Municipal IDP. Projects of Disaster Management form parts of IDP.	
Statistics and Research	Most of the findings from 2023/24 assessment are not addressed by the municipality and this is due to the unavailability of recent statistics and indicators. The Department in collaboration with the Department of Social Development, Education, Economic Development and Tourism as well as Statistics South Africa will support the municipality during the next review when support is requested.	The adjusted IDP will be submitted with updated information from the Department of education and health indicators together with the socio economic profile of the municipality as provided by Department of Economic Development and Tourism. This must be noted that the Municipality was in contact with Statistics SA to request other data and the 2022 Census has not been cascaded down to municipalities but at the provincial level, Stats SA stated that once the information is ready it will be disseminated to municipalities.	
Environmental management	On waste Management; the municipality to implement solid waste management projects including the procurement of yellow fleet to reduce backlogs to access solid waste removal.	The Municipality aims to procure a new yellow fleet to address the challenge of illegal dumping. Currently, most of the existing fleet is beyond its lifespan and frequently breaks down. Procuring a new fleet should be accompanied by hiring	

		additional personnel to extend services to other villages.	
	The municipality must update the information on biodiversity to align with the Mpumalanga Biodiversity Sector Plan and the 2022 Census data.	The Census 2022 data for Nkomazi villages is currently unavailable but will be updated per the Mpumalanga Biodiversity Sector Plan. Biodiversity information will be edited using the available census data.	
	The municipality must source funds and review the Air Quality Management Plan and By-laws.	The Municipality lacks an Air Quality Management plan. It does not have the necessary human resources per the approved structure (Before approval, a provision was made, and the approved structure has been altered, leaving no provision for the human resources required to carry out this responsibility) or budget for consultants to fulfil this responsibility.	
	The municipality must review the integrated Waste Management Plan (IWMP) that was approved by the Municipal Council in 2019.	The Integrated Waste Management Plan (IWMP) is under review and is expected to be completed by June 2025.	

3.6. Considerations for developing the plan

It is important to note that this is the 1st draft of the 2024 - 2025 IDP. Special consideration to the IDP Development for 2024 - 2027 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 2023/2027 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

In order to develop a credible IDP, Council has engaged with relevant stakeholders to solicit views and inputs for the municipal plan for the 2024 -2025 financial year. Below is the schedule for the public participation meetings and where the public could view the IDP for comments

3.6.1. Communication Plan for Public Participation

Other activities that followed

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.

3.7. What are our Key Challenges?

3.7.1. 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, international instability, load shedding, Palestine, Israel 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

3.8. What are our Organisational Risks

No	Strategic Risk	Root Cause	Residual	Current Controls	Recommendations
1.	Failure to provide access to basic services	Ageing infrastructure Inadequate maintenance of fixed assets Lack of commitment by municipal officials	Score 8 (Medium)	Enthusiastic Municipal Council and competent management team dealing with service delivery matters. Adequate Fixed assets and resources to meet the community demands	Record and monitor the complaints register Keep abreast of community developments and frustrations Develop checklist for service delivery priorities
2.	Mushrooming informal settlements	Land invasion	12 (High)	Good working relationship with traditional leaders Law enforcement section in place	Develop an MOU between Municipality and Traditional leaders. Capacitate law enforcement unit to deal with land invaders Educate traditional leaders on the impact of land invasion
3.	Lack of well-defined directions on the implementation of SEZ	Project plan does not clearly define the roles of key players	16 (Extreme)	One Municipal official part of Board committee Planning and development director participates in the project roll-out	Develop municipal project plan with clear objectives and SMART targets. Document the purpose of the SEZ and clearly explain the municipal role.
4.	Liquidity risk (Insufficient funds available to timeously fulfil cash flow obligations)	Overtime/unauthorised expenditure/excessive requisitions	8 (medium)	Approved Budget related policies in place Finance team and Portfolio committee review of quarterly performance reports Provincial treasury engagements for performance review and budget assessments	Implement the developed strategy to minimise Overtime; standby and Shift allowance. Monitor the cash flow projections and cut on non-service delivery programmes
5.	Cyber attack	Technological advancement Cyber criminals	12 (High)	Firewalls; virus detectors, access controls.	ICT governance committee to review the monthly assessment reports of the controls in place.

				Highly qualified ICT officials.	Report on failed attempts and weaknesses identified be presented audit steering committee. Cyber security training bi-annually
6.	Increase in UIF&W expenditure	Non-compliance with applicable laws and regulations	8 (Medium)	UIFWE reduction Strategy was developed and approved by council	Produce monthly progress reports on the implementation of the UIFWE reduction strategy
7.	Projects exceeding allocated budget; not meeting key objectives; timeframes or agreed output.	Variations/ contractors and consultants` inefficiencies not properly accounted	12 (High)	All projects are assigned project managers and allocated time frames Director Infrastructure and the MM approve payment claims Consultants certifies the payment claim	Monthly project status be presented to Strategic Management meetings Action plan be developed for stagnated and slow-moving projects
8.	Reputational damage – Corruption, nepotism and litigations against the municipality	Investigations by law enforcement agencies Public perceptions	6 (Medium)	Adherence to approved municipal Policies, Code of conduct and applicable legislation frameworks governing municipalities	Conduct Fraud and ethics workshops targeting all employees Monitor Compliance with the laws and regulations in the whole institutions
9.	Limited revenue sources	Free services to communities	16 (Extreme)	Revised revenue enhancement strategy Revenue Enhancement Committee	Monthly progress report on the Implementation plan be presented to senior management
10.	Climate change	Natural causes/ Air pollution	12 (High)	Disaster management unit in place. Disaster recovery plan developed Environmental awareness campaigns	Develop a listing of municipal activities to promote climate change Monitoring reports on monthly basis Engage EDM and DARDLA on the projects in place

3.9. What is our long term Vision?

Vision

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

Mission

'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

3.10. 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 that 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].

3.11. Top Ten Municipal Priorities (2024-2027)

- 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

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

Nkomazi Local Municipality's – Development Goals

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

3.13. 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.

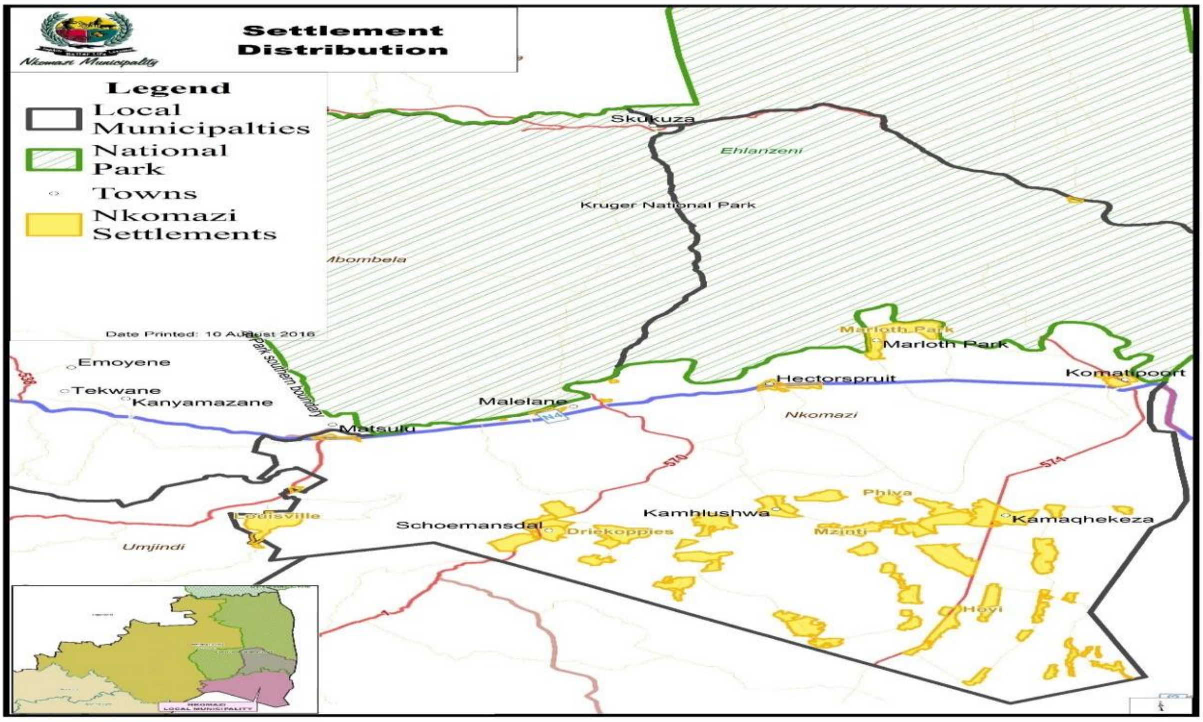
No.	Key Performance Area	Strategic Objectives	Strategies/ Priority Programme
1	Spatial development analysis and Environment	To promote sustainable development and improving quality of life	Housing Chapters, Land invasion by Law and spatial development framework and built in environment
		To promote climate Change and environmental Management	Climate Change and environmental Management
2	Basic Services, Infrastructure Development and Disaster Management	To provide sustainable Municipal Basic services	Water, sanitation, electricity, Roads and storm water, waste Management.
		To promote an integrated and coordinated system for Disaster Management	Emergency and Disaster Services

3	Local Economic Development and Tourism	To reduce unemployment, poverty and inequality.	Local Economic Development
			SMME'S support
			Create job opportunities
		To provide Sustainable growth and Understanding of the role of indigenous knowledge within the Municipality	Arts and Culture
4	Financial Viability and Management	To promote Financial Viability and Management	Operation Clean Audit
			Cash flow management, Asset Management and Creditors and Operating Expenditure Management
			Revenue and Debtors Management
			Supply Chain Management
5	Good Governance and Public Participation	To promote an responsive, accountable, effective and efficient Local Government	Risk, Public Participation and Internal Audit
		To improve livelihoods of marginalized groups	Transversal
		To preserve health and welfare of services	Social Services
		To provide sustainable, reliable and safe Municipal services	Community development
6	Institutional Development and Transformation	To support a skilled and capable workforce	Human Resource and Performance Management
		To provide an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Information Technology (IT)

3.14. 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

3.14.1. 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

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.

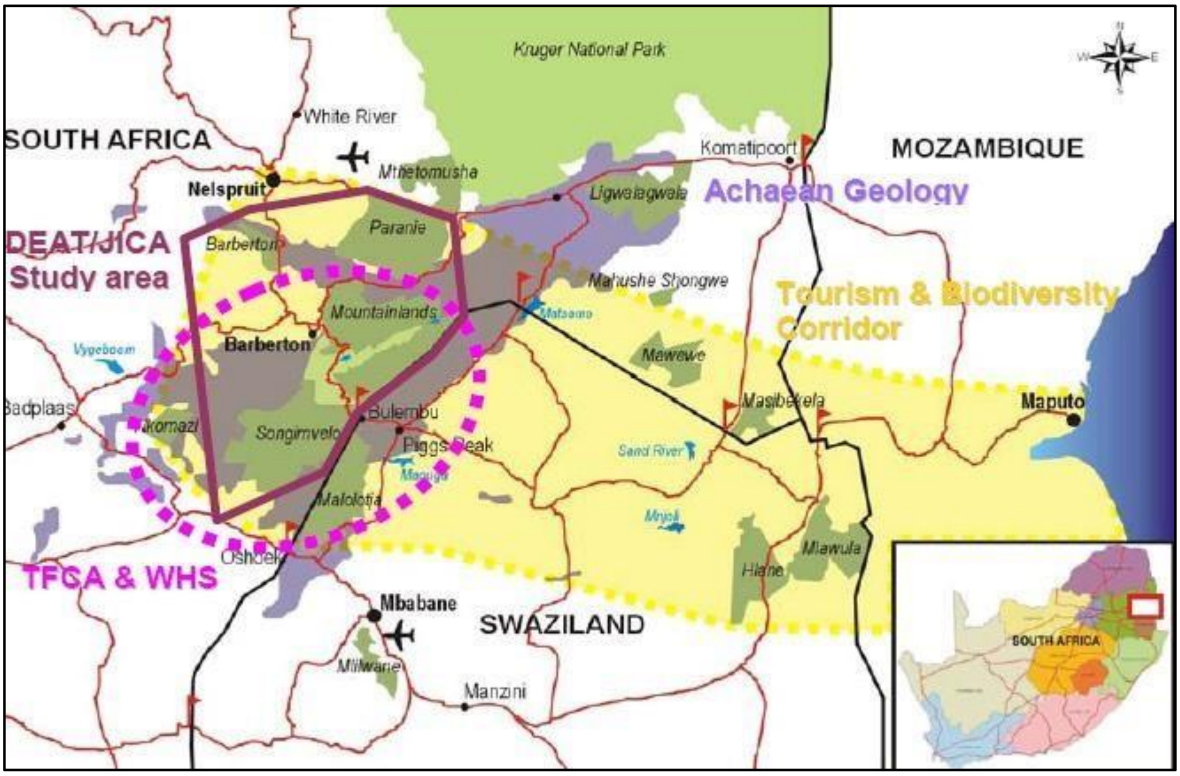
Activity Corridors:

- 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.

3.14.2. 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.

3.15. 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.

3.15.1. 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	Review of Municipal by-laws and policies Review the communication strategy and public participation strategy Municipal Communication and Marketing Strategy

			(i.e 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	. Inadequate funding to create infrastructure in order to attract new investors . Lack of proper allocation of land	. 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

facilitate job creation	for new infrastructure			
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	. Improve community engagement and participation	. Communication and public participation . develop a ward base plan	. Review of communication and public participation strategy

	intergovernmental relations	. Foster integrated planning		. 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 . Unleash GIS for the internal and external stakeholders	. Review of SDF . Review of housing chapters . Development of precinct plans. Develop 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	. Land summit . Land research . Land invasion By-law . 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 measures (S%T) and overtime	Expenditure management
	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

4. Section A1: Planning and Development Principles

4.1. 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 –

- past spatial and other development imbalances must be redressed through improved access to and use of land;
- 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;
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- 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;
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- 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 –

- promote land development that is within the fiscal, institutional and administrative means of the Republic;
- ensure that special consideration is given to the protection of prime and unique agricultural land;
- uphold consistency of land use measures in accordance with environmental management instruments;
- promote and stimulate the effective and equitable functioning of land markets;
- consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- 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 –

- land development optimises the use of existing resources and
- infrastructure;
- decision-making procedures are designed to minimise negative financial,
- social, economic or environmental impacts; and
- development application procedures are efficient and streamlined and
- 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 –

- 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;
- all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- the requirements of any law relating to land development and land use are met timeously;
- 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
- 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

4.2. Section A2: Government Priorities

4.2.1. 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

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

4.2.2. 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)

4.2.3. Table: Planning and Development Principles

	Planning and Development Principles	**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	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

	training, social transfers such as grants and poverty-relief programmes	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	

4.2.4. 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

4.2.5. 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).

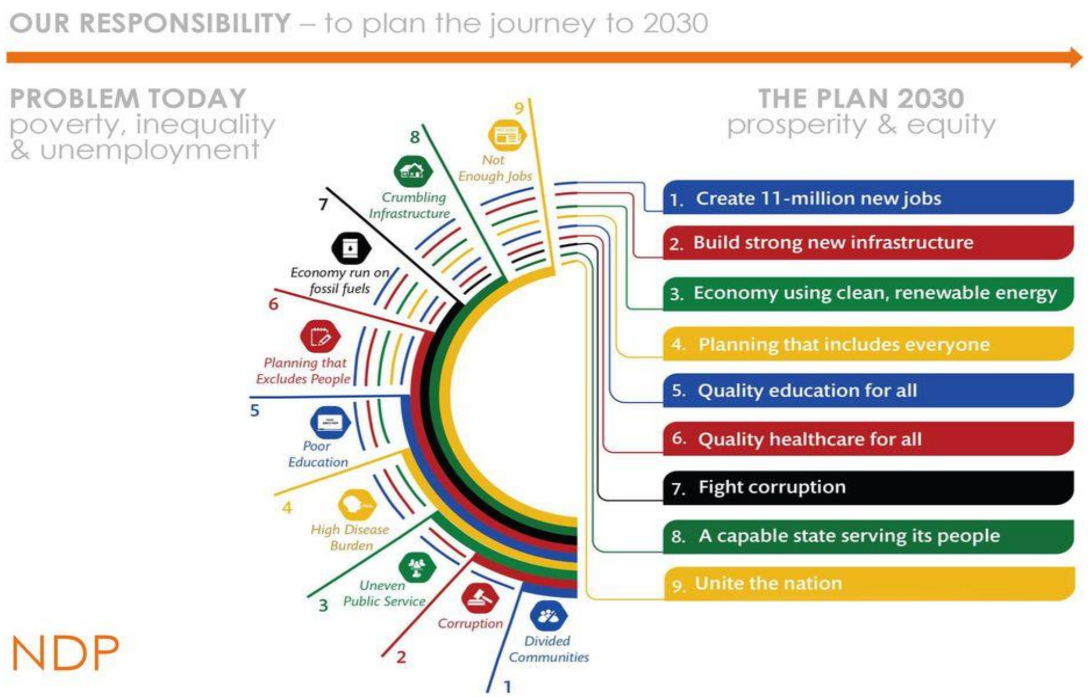
The purpose of the SDGs is to end poverty and hunger, improve health and education, make cities more sustainable, combat climate change, protect the world and oceans from environmental degradation and foster prosperous, peaceful, just and inclusive societies. Protection of environments, species and cultural 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.

4.2.6. 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:

- 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	
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

4.2.7. 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.

4.2.8. 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

4.2.9. 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

4.2.10. 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.

4.2.11. 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:

4.2.12. 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.

4.2.13. 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 prioritises 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".

4.2.14. 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. 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.

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.

4.2.14.1. The Objectives of the district one plan are as follows:

- Address the misalignment caused by "silo" approach at a horizontal and vertical relationship level between all spheres of government;
- Maximise impact between and align plans resources through the development of a One Plan, enabling the vision of "One District, One Plan and One Budget";

- Narrow the distance between people and government by strengthening the coordination role and capacities at a district and local level;
- Ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of the people and communities at a local level;
- Build government to support municipalities;
- Strengthen monitoring and evaluation at a district and local level;
- Implement a balanced approach towards development between urban and rural areas, and;
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality.

4.2.14.2. Catalytic projects in the district one plan

The catalytic projects are linked to the situational analysis of the District Municipality and its locals. The situational analysis is indicating that, bulk supply of water is a biggest challenge in the district especially in the areas like Nkomazi and other local municipalities. The department of water and sanitation appointed Ehlanzeni district municipality to implement bulk water scheme to supply water in Nkomazi local municipality with the Sibange and Driekoppies bulk water scheme. The are projects which were earmarked as flagship to assist in uplifting the faces of towns such as streetlighting, resealing of roads and patching of potholes as well as grass cutting.

Nkomazi Catalytic projects

Project Name	Beneficiary Village (Wards)	Budget
Streetlights	Nkomazi	No Estimate
Rehabilitation of Roads	Nkomazi South Bus routes/footbridges	No Estimate
Repair of flood damaged road infrastructure	Komatipoort	10 000 000
	Marloth Park	10 000 000
	Hectospruit	10 000 000
	Malelane	10 000 000
Komatipoort Hawkers Stalls CBD Renewal	Komatipoort	2 000 000
Special Economic Zone (SEZ)	Nkomazi	23 billion

4.2.14.3. The DDM Transformational areas

The district development model identified six transformational areas to drive the long-term analysis and development of the district and the transformational areas must be linked to the key performance area of municipalities, the six transformational areas are as follows:

Transformational areas	**Key performance areas**
People development/ demographics	Statistics and Research
Economic positioning	Statistics and Research and Local Economic Development

Spatial restructuring & environmental sustainability	Spatial Development Analysis and Rationale and Environmental management
Infrastructure engineering	Basic Service delivery, infrastructure development and environmental management
Integrated service provisioning	Strategy development, monitoring and evaluation and Municipal Transformation
Governance and financial Management	Good governance and public participation, Municipal transformation and institutional development and financial viability and management

4.2.15. State of the Nation Address

His Excellency, the South African President Cyril Matamela Ramaphosa in his State of the Nation address said, to address South Africa's social and economic challenges, and to deliver the basic services that enhance quality of life for all citizens, the government is working to strengthen the capabilities and resources of provinces and municipalities across the country.

He further said this means improving coordination between national, provincial and local governments and ensuring that public servants at all levels have the skills and support they need to do their jobs.

The Government is implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national government to intervene where municipalities fail to meet their responsibilities.

As part of efforts to build a capable state, government is taking measures to minimize the scope for political interference in state-owned enterprises by adopting a centralized model. It is also taking action to transform the public service into a professional and ethical sector. The president said more than 100, 000 South Africans lost their lives due to the COVID-19, and two million lost their jobs which had a negative impact in our economy.

The Government is rolling out the District Development Model to enhance service delivery at municipalities across the country. He said the DDM aims to address problems by fostering effective collaboration among all levels of government, from local municipalities to the national government. The President acknowledges the challenges faced by communities in terms of service delivery.

Through community consultation meetings, the DDM has brought together various stakeholders to tackle these challenges. The focus areas include, inadequate and inconsistent service delivery, particularly in critical areas like water provision and infrastructure build and maintenance, tackling crime and insecurity, which remains a key priority. This year marks the 30th anniversary of South Africa's democracy. President Ramaphosa reflects on the historic moment when millions of South Africans cast their ballots in the first democratic election in 1994.

President Ramaphosa said as government they have taken steps to address the youth unemployment challenge. Through Expanded Public Works Programme, they have launched the Presidential Employment Stimulus and they managed to create more than 1.7 million work and livelihood opportunities.

The President said they have a clear set out a plan to end load shedding In summary, the government is actively working to strengthen capabilities, enhance corporation, and address service delivery challenges to improve the quality of life for all the citizens.

4.2.16. State of the Province Address

The Premier of Mpumalanga Rifilwe Mtseni-Tsipane, highlighted several critical issues related to service delivery, the Premier spoke about the basic service delivery and local government challenges faced by municipalities within the province.

Refuse removal remains a challenge for most of our municipalities, the Premier stated that a solution that will assist in addressing this challenge, Municipal Infrastructure Grant (MIG) framework been revised to allow Municipalities to procure a solid waste removal trucks through the MIG allocation to improve access to refuse removal. Some of the wins that have been achieved within the sphere of local government and that were reflected on by the Premier includes: Progress made in addressing water challenges in Thembisile Hani and Dr JS Moroka Local Municipalities through the Loskop dam water project.

The Public Private Growth Initiative (PPGI) Operational Framework/Model has been approved, to respond to the challenge of unfunded catalytic projects and programmes in the District Development Model (DDM) One Plans.

Ehlanzeni District will be piloted, with the programme also being rolled out to Nkangala and Gert Sibande Districts to assist with mobilizing investors/partners on unfunded programmes.
The Premier also said the government aims to boost employment opportunities and empower the youth through targeted programs and initiatives. Efforts are being made to strengthen local government structures and enhance service delivery mechanisms. Farmers are being supported through Agricultural support programmes like Masibuyele Esibayeni and Masibuyele eMasimini.

The Premier stated that before the dawn of democracy people lived in squalor conditions with no housing and social amenities. Title deeds were restricted to the so called 99- year leasehold. Title deeds have been issued to homeowners guaranteeing their rights and the rights of descendants to the ownership of such properties for life. The Premier said, the high youth unemployment rate is still concerning, she said we are currently at 46,4% of unemployed young people

Key Performance Areas

5. KPA 1: Spatial Development Analysis and Environment

5.1.1. 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.

5.1.2. Strategic Development Concept

The first SPLUMA compliant Spatial Development Framework was adopted in 2019, in line with the requirements of the Act no: 16 of 2013. Since the adoption of the SDF in 2019, there has been significant global, national, and provincial spatial and economic developments, a range of new plans and policy documents have been prepared, Covid-19 has wreaked havoc and devastation, climate change and policy response to the challenges it poses have affected the development context, and land development have moved beyond what was envisaged in the 2019 SDF. In addition, the SDF is based on (now) dated information (2011 and 2016 census data) which weakens the evidence base used to develop other plans, policy, and projects in the Municipality.

More recent provincial and national imperatives expressed in policy documents or plans, such as the National Development Plan. The National Outcomes Approach and Mpumalanga Province formulated a new provincial Vision 2030, Infrastructure Master Plan, Human Settlement Master Plan, Industrial Development Strategy and a new Mpumalanga Spatial Development Framework 2019, the District Development Model (DDM), the Consolidated Rural Development Programme (CRDP), the Medium-Term Strategic Framework 2019-2024, need to find expression in the current framework. The 2019 Nkomazi SDF did not include all the provincial priorities of the Mpumalanga PSDF which was adopted in 2019.

The review of the Nkomazi SDF will guide development projects in the direction of more specific locations where development will contribute to a more sustainable social and economic environment. The alignment of the Municipal Vision and Mission, strategies and programmes are aligned through strategic planning in and through the Municipal Spatial Development Framework and Land Use Policies. The strategic planning and plans are further mobilized

through long and short-term planning interlinked with sector plans and projects and fringed with budget.
Planning for the future begins with an understanding of the way things are currently: the place, the people and the social, economic, and environmental forces underlying the trends that are shaping the Nkomazi Local Municipal area.

Nkomazi SDF 2024 Vision

From the above issues identified by the IDP 2023/24 and the PSDF (2019), the proposed future draft Spatial Vision for the Nkomazi Municipality is as follows:

Short-term vision (5 years)

"A compact and liveable municipality with interconnected nodes connected by accessible corridors of fostering rural development integration and socio-economic, and environmental sustainability".

Long-term vision (10 – 20 years)

"A 'Gateway Municipality' that strengthens regional and sub-regional connections in SADC through sustainable development".

5.1.3. Built Environment Challenges and Opportunities

Nkomazi is a rural local municipality and neighbors Eswatini and Mozambique. The international borders have positive and negative implications on Nkomazi. As physical barriers, they limit the movement of people, goods and services and encourage immigrants (often illegal) to settle in the municipality which strains municipal infrastructure and resources. On the other hand, the location sees that Nkomazi is strategically located along the N4 which makes up the Maputo Development Corridor (MDC), the primary Transnational Development Corridor and cross-border infrastructure connection. The Corridor has the potential to leverage physical and economic development and investment into Nkomazi, and has supported the establishment of the Nkomazi SEZ in Komatipoort which acts as a multi-sector base of operations along the Maputo Corridor with access to several African and Asian export markets. The SEZ status of the Nkomazi area will shift its historic character of a rural corridor, into an economic "high-tech agri-hub", in turn enhancing the productive nature of the region.

Whilst the Corridor already provides economic and socio-economic development spinoffs for a large portion of Mpumalanga, accessibility between the MDC and the former homelands of Nkomazi needs to be improved in order for the potential economic benefits to be enjoyed by the larger rural communities of the Local Municipality.
The number of traditional dwellings has decreased since 2011, which indicates that people are steadily converting/upgrading their houses.

There has also been a decline in the number of informal backyard dwelling and informal settlements between 2011 and 2021. There is a big housing backlog in the Municipality, with existing RDP structures needing renovating and fixing due to poor workmanship, in addition to the need for new units to be built. Formalisation of housing units located in areas under

Traditional Authority is needed to ensure owners are able to easily acquire title deeds and so that the municipality can rollout services and bulk infrastructure. As it stands, these areas have no proper planning. The area around the Nkomazi SEZ is identified as a PHSHDA and intends to support sustainable human settlements and spatial transformation objectives by ensuring specific housing delivery needs are addressed.

Access to bulk infrastructure service particularly water and sanitation are lowly rated in Nkomazi, with the vast majority of the population is still relying on pit latrines and less than 20% of households have piped water inside the dwelling structure. More than 80% of households have access to electricity and more than 75% have their own refuse dump. However these connections are not all legal, and certain areas need formal connection to electrical infrastructure, where it is available. In other existing establishments households within areas with available electricity requires infields. Solar energy is provided as an option to supply electricity to areas which cannot afford continuous electricity. Streetlights are needed in public spaces, to promote safety and security of persons using the space.

Other key challenges facing the Local Municipality include inadequate social facilities, in particular police, health and education facilities, both in terms of the number of facilities and the spatial distribution. The absence of an efficient and extensive public transport system further exacerbates this limited accessibility to services and facilities within the Municipality. In addition to inaccessibility relating to long walking distanced, it is also linked to an increase in security threats/risks - e.g. children experiencing a form of violence when they are walking long distances to school, and longer response times of police.
Local area settlements with potential to develop into different nodes and support a variety of economic activities have been identified.

Synthesis of Challenges and Opportunities.

CHALLENGES	OPPORTUNITIES
<u>Institutional</u> • Outstanding land claims • Relationships with Traditional Authority and land management arrangements.	<u>Institutional</u> • More than half of the municipality is owned by the state – easing the process of development.
<u>Biophysical</u> • Areas categorised as protected environments and biodiversity. • A buffer is needed between development and river floodplains to avoid flash floods, • ensure adequate buffers between the developments and the river floodplains. • Development of Nkomazi must adhere to the land management requirements for protected and ecologically important areas – which limits the amount of developable land and its use	<u>Biophysical</u> • Potential for development to both promote the conservation of such areas whilst growing ecotourism. • The largely flat terrain and geological foundation supports physical development. • Opportunity for vacant/available land to be used for agricultural activities in Nkomazi (refer to Map 35). • The geological and mineral resources found in the municipality provide potential for industrial/mining related economic activity. • Nkomazi has existing dams which currently serve agricultural and domestic purposes.

<u>Socio-economic</u> • High rates of unemployment and low education rates (no more than 70% received formal education). • Training, skills, and opportunity need to be provided and created for the youth to contribute meaningfully to the economy.	<u>Socio-economic</u> • The tourism industry remains a key sector for the local economy to expand on and integrate the rural economy into. • Large youthful population to provide large youth labour force. • Sizeable portion of the labour force is employed by the informal sector.
<u>Economic</u> • The GVA contribution of Nkomazi to the District is failing to compete with the Local Municipality of Thaba Chweu, and is now the third biggest contributor (was formerly the second).	<u>Economic</u> • There is a positive relationship between the biggest economic sector (Agriculture Forestry and Fishing) and the biggest sector employer. • Potential for expansion and growth of the tourism sector.
<u>Built Environment</u> • Spatial fragmentation of settlements and urban sprawl. • Projected number of households along with the household density is expected to grow at a much faster rate. This indicates a need for an increase in housing provision and densification of human settlements (also an 'opportunity'). • Formalisation, tenure security, and speeding up process of title deeds. • Inadequate comprehensive road structure. • Need for improved public transport system and stops (both minibus taxi and bus). • Inadequate social infrastructure, particularly police stations, health facilities, public spaces, educational facilities (primary, secondary and tertiary), and SASSA Offices.	<u>Built Environment</u> • Location of the N4 development corridor within Nkomazi. • SEZ in Komatipoort.

5.1.4. Draft Development Objectives & Spatial Strategies

This SDF adopts the Mpumalanga PSDF (2019) thematic approach, where the proposals are captured under five Spatial Development Objectives (refer to Figure 87). In the IDP (2023/24), the Municipality also has identified key development interventions within its nodes in line with the PSDF. In this view, this document has combined these thematic objectives and interventions and puts forth priorities and development proposals for the Nkomazi Local Municipality area.

Thematic Objectives Adopted by the Nkomazi SDF 2024.

5.1.5. 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.

5.1.6. 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 2026.
- 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.

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.
- 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

5.2. Human Settlements Chapter

The Human Settlements chapter provides a strategic framework for addressing the housing backlog and coordination of service delivery programs towards the ideal of sustainable human settlements. This includes unlocking economic opportunities, improving access to basic services and public facilities, and securing land tenure rights.

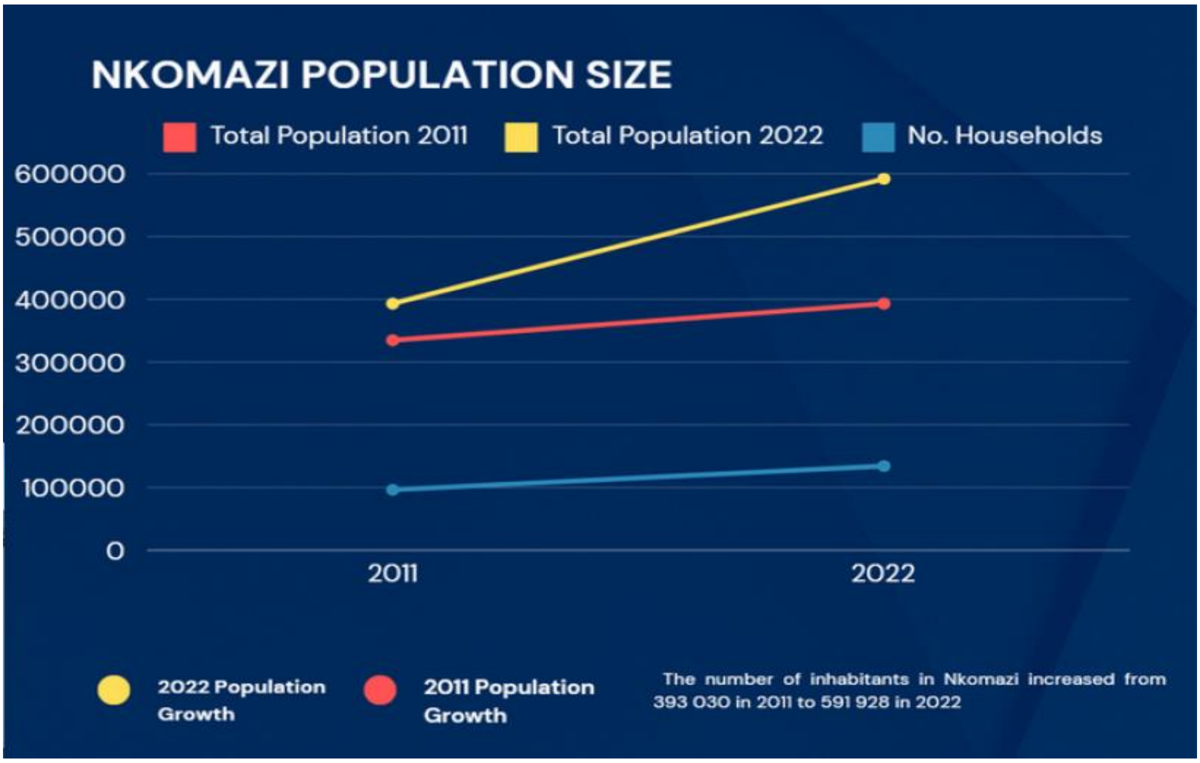
5.2.1. Human Settlements Objectives

- To reduce housing backlog in its various forms in line with the national and provincial norms, standards and targets.
- To provide for a variety of housing typologies and densities in appropriate locations in response to different housing needs in Nkomazi.
- To contribute towards spatial transformation and an efficient settlement and spatial pattern.
- To facilitate rapid and cost-effective release of land for the development of sustainable human settlements in line with national policy directives.
- To improve access to basic services and public facilities, as well as the security of land tenure and location in relation to economic opportunities such as employment, markets, etc.
- To build capacity and strengthen institutional arrangements for the effective implementation of human settlement development.
- To inform the allocation of funds and other resources for human settlement purposes.

Policy framework

The municipality will implement its human settlement programme within the framework of the constitution of the Republic of South Africa and in accordance with the relevant human settlement policy across the spheres of government. These include national human settlement policy, provincial human settlement program and delivery strategies and the municipality's integrated development plan. The Municipality's Human Settlements Sector Plan is guided by, at an international level, the United Nations (UN) Sustainable Development Goals (SDGs) and the New Urban Agenda (Habitat III). Nationally, the guiding legislation includes inter alia the Constitution of the Republic of South Africa (Act 108 of 1996), The Housing Act (Act 107 of 1997), and the Spatial Planning and Land Use Management Act (Act 16 of 2013). Provincially, the Mpumalanga Vision 2030, Provincial Spatial Development Framework (2018), Draft Mpumalanga Human Settlements Master Plan (2019-2024), and Draft Informal Settlements Upgrading and Management Strategy (2021) remain the governing policy directives. At a local level, the legislative and policy framework includes the Ehlanzeni District Rural Development Plan (2017), the Nkomazi Long-term Strategy, Nkomazi Spatial Development Framework, SPLUMA By-laws, Nkomazi Land Use Scheme, and the Nkomazi Integrated Development Plan. Furthermore, the National government prescribes policy directives such as the National Development Plan (2012), the National Housing Codes (2009), Breaking New Grounds (2004), the Integrated Urban Development Framework (2016), and the Medium-Term Strategic Framework (2019-2024) to be considered by municipalities when developing Housing Sector Plans.

Demographic developments



The Integrated Urban Development Framework (IUDF) seeks to foster a shared understanding on how best to manage urbanization and achieve the goals of economic development, job creation and improving quality of life. IUDF is consequently aimed at guiding the development of inclusive and liveable urban settlements. The IUDF seeks to partner with the municipality as its core implementation partner. The human settlements challenges in Nkomazi include among other things, the inadequate capacity to manage rapid urbanization which is manifested by the mushrooming of informal settlements in areas vested under tribal authorities; inadequate and aging infrastructure and limited sources of revenue; and inadequate capacity in spatial planning, land management and enforcement of by-laws. With the challenges remaining to pose undesirable impetus on development, The number of inhabitants in Nkomazi increased from 393 030 in 2011 to 591 928 in 2022, consequently, there is a need to manage population growth, guide the expansion of the existing human settlements and facilitate the development of sustainable human settlements and this ought to occur within the context of the municipal HSSP as the integral part of the municipal IDP (the principal strategic instrument for service delivery). The number of households increased from 92.3% in 2011 to 96.4% in 2022, which will add to the human settlements backlog currently faced by the municipality. The municipality's human settlements backlog is currently at 10 192. The Municipality is responsible for Township Establishments and bulk services infrastructure provision. It is imperative that the municipality prioritize township establishments and bulk services infrastructure provision during the review of the Municipal Integrated Development Plan (IDP) in order to make the housing vision a reality.

5.2.2. Development Objectives, Strategies and Projects with budget estimates

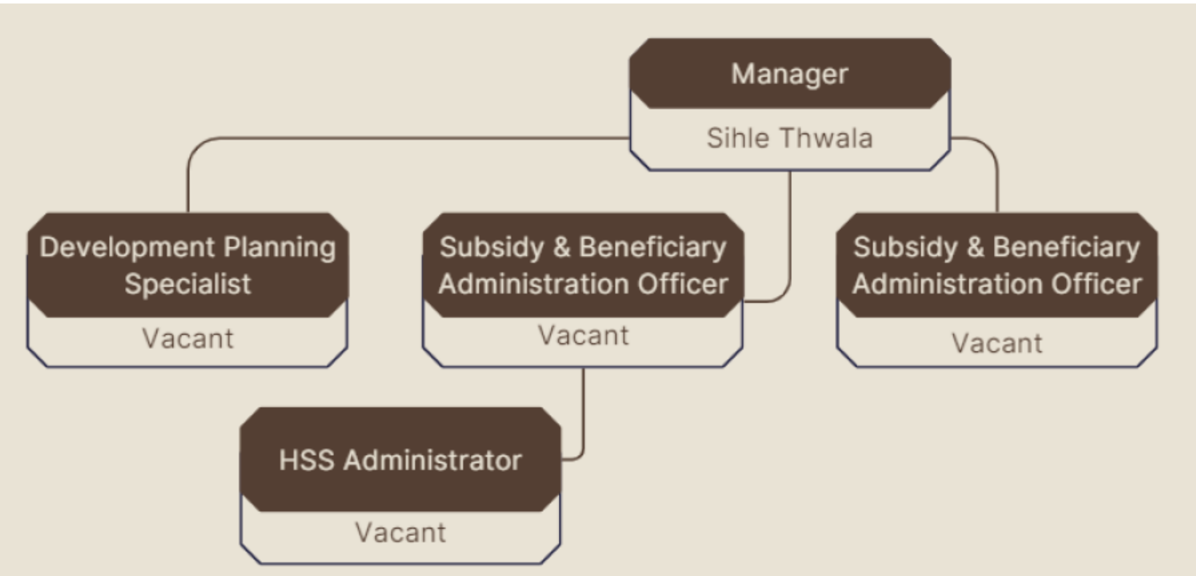
GOALS	ISSUES	OBJECTIVES	STRATEGIES	PROGRAMS
Developing effective systems and procedures for sustainable development	No clear framework to guide development and budgetary resources	To contribute towards spatial transformation and an efficient settlement and spatial pattern.	Development of integrated human settlements in and around strategic development nodes	Development of Precinct Plans [Nkomazi PHSHDA – SEZ and other strategic areas for integrated human settlements]
To inform allocation of funds and other resources for human settlement purposes	Strategic plans that require development and review	To contribute towards spatial transformation and an efficient settlement and spatial pattern.	Develop systems and procedures sustainable human settlements	1. Conduct Land audit 2. Land Acquisition Strategy 3. Review of Nkomazi Housing Chapters of IDP
Promote public/private partnerships	Insufficient capacity to deliver human settlements programmes	To strengthen municipal capacity to deliver sustainable settlements	Establish Public Private Partnerships (PPP).	Advertise call for partnerships with developers and/or landowners
Contribute towards spatial transformation and an efficient settlement and spatial pattern	The municipality is not accredited and are no direct housing functions	To strengthen municipal capacity to deliver sustainable settlements	Submission of an application for level 1 accreditation	Development of a concept note to be submitted to council for noting.
Build capacity and strengthen institutional arrangement for an effective implementation of the human settlement development	Lack of systems and stratagems for effective implementation of human settlements	To build capacity for effective human settlement development	Restructuring of the Human Settlement Unit.	1. Approved organogram for level one accreditation as part of the IDP review 2. Full staff complement during the first quarter
Reducing of housing backlog in line with national and provincial	There is an increasing need for affordable rental units	To reduce housing backlog in all its forms and transform existing settlements into	Facilitate the development of social housing in strategic locations.	Development of community residential units [Rental Housing]

norms, standards and targets		sustainable human settlements.		
To facilitate rapid and cost-effective release of land for the development of sustainable human settlements in line with the national policy directives.	Poorly constructed dwelling units	To reduce housing backlog in all its forms and transform existing settlements into sustainable human settlements.	Use IRDP approach to the development of human settlements.	1. Acquisition of land for human settlements 2. Township Establishments 3. Servicing of stands for a variety of land uses
Formalisation of informal settlements and upgrade into a formal township	Rural and informal settlements are scattered unevenly with poor infrastructure	Promoting sustainable development and improving quality of life	Upgrading of informal settlements	Assessment report for each informal settlement. Response plan for each informal settlement

Level one Accreditation

The Housing Act provides that any municipality may apply in writing to the MEC in accordance with the criteria determined by the Minister for the purposes of administering one or more national housing programmes. The decision on what national housing programmes to accredit the municipality for will be linked to the municipality's Human Settlements Sector Plan (HSSP). The intention of the municipality is to apply for level one accreditation to administer national housing programmes. Upon obtaining level one accreditation, the municipality undertakes the responsibility of dealing with subsidy budget planning, submission of identified housing projects and programmes to the MEC for approval, beneficiary management, housing subsidy registration, subsidy management, accreditation reporting and document management. The municipality needs to obtain accreditation level one to perform the national housing programme relevant to municipal human settlements' priority needs, as raised during the IDP consultative rationality process. Accreditation level one will enable the municipality to perform subsidy budget planning, submit identified housing projects and programmes to the MEC for approval, manage beneficiaries, regulate housing subsidies, manage subsidies, and conduct accreditation reporting and document management. To achieve level one accreditation, the municipality must possess the capacity for subsidy budget planning and allocation and priority programme management and administration. The municipality will carry out its new responsibility in addition to, and not instead of, its existing responsibilities as enshrined in the Housing Act of 1997. The decision on what national housing programmes to accredit ought to be linked to the municipality's HSSP. The MEC, responsible for the provincial human settlements department, is the accrediting authority for national housing programmes. The Municipal Strategic Integrated Development Plan (IDP) is the principal strategic implementation that guides and informs government-wide planning, development, and investment and overrides any other plans that exist in the municipality.

5.2.3. Proposed organogram for level one accreditation



Functions linked to each official

Level One Accreditation

The proposed organogram shows the minimum officials required for level one accreditation while the high-level functions of each are listed below:

1	2	2	3
MANAGER	SUBSIDY & BENEFICIARY ADMIN OFFICERS	DEVELOPMENT PLANNING SPECIALIST	HSS ADMINISTRATOR

STRATEGIC PLANNING

- Budget Planning
- Human Settlement Strategy
- Human Settlement Plan
- Human Settlement Policies
- Development and Implementation SDBIP for the Integrated Human Settlement Unit

SUBSIDY APPLICATIONS

- Human Settlements subsidy applications
- Beneficiary administration
- Allocations

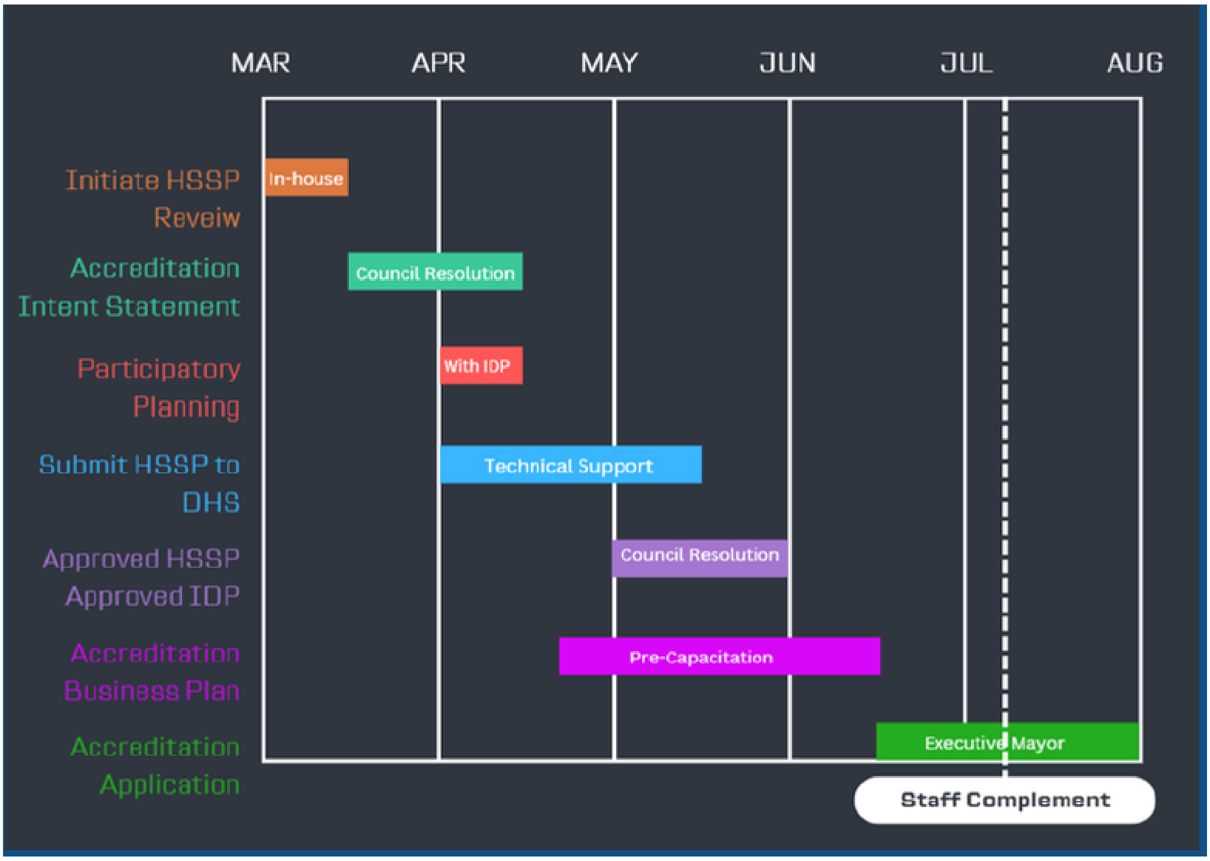
DEVELOPMENT PLANNING

- Sustainable Human Settlements Planning
- Projects Identification
- Human Settlements Sector Plan and other related plans
- Land Identification
- Planning, Research and development.

ADMINISTRATION

- Liaise with province on programmes & projects
- update records on HSS
- Housing Assistance registration
- Maintenance of beneficiary records
- Track & record applications & approvals

Activity timeline for level one accreditation



Criteria for level one accreditation

Envisaged responsibilities subsequent to level one accreditation

5.2.4. Human Settlements products available

First Home Finance

The First Home Finance is a subsidy established by the government to provide poor and low- to middle-income households with access to adequate housing.

Qualifying households for this subsidy are those in the gap market, that is - those that do not qualify for a fully subsidised house and, at the same time, do not qualify for mortgage loans from the banks. These are families earning between **R3501.00** and **R22000-00** per month.

Individuals who are unable to secure a mortgage loan may apply for the allocation of a vacant serviced stand.

The subsidy will be used to decrease the mortgage bond and is only applicable to persons who have never been assisted by the state. It will be disbursed as a once-off subsidy towards the repayment of the bond. The subsidy attaches to the beneficiary and not to the property.

Discount benefit scheme

The discount benefit scheme promotes homeownership among tenants of state-financed rental stock, including formal housing and serviced sites. In terms of this scheme, tenants receive a maximum discount of up to R7 500 on the selling price of the property. Where the discount amount equals or exceeds the purchase price or loan balance, the property is transferred free of any further capital charges.

Incremental Programmes

Consolidation subsidy

Consolidation subsidy is designed for beneficiaries who already have a previously subsidised and serviced plot and now qualify for a subsidy to build a top structure. The applicant must have a title deed for serviced land that was given under a previous subsidy, but the land has no top structure. Neither the applicant nor the spouse should own another property. The average household income must be less than R3 500.00.

Enhanced People's Housing Process Grant (EPHP)

The Enhanced People's Housing Process aims to support households who wish to enhance their housing subsidies by building or organising the building of their own homes themselves. This process is a method of accessing the projects linked, projects linked consolidation, institutional or rural subsidies, eradication of informal settlement upgrading and job creation through supporting co-operatives (brick, door and window frame making) and technical and other forms of assistance in the house building process.

Rural subsidies

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

The subsidies are only available on a project basis, and beneficiaries are supported by implementing agents. Beneficiaries also have a right to decide how to use their subsidies for service provision, the building of houses, or a combination thereof.

Individual subsidy

An individual subsidy provides qualifying beneficiaries access to housing subsidies to acquire ownership of improved residential properties (stand and house) or a house-building contract that is not part of approved housing subsidy projects. The latter option is only available to beneficiaries who will access housing credit.

Social and rental programmes

Community Residential Unit (CRU)

The program facilitates the provision of secure, stable rental tenure for the lowest-income persons who are not able to be accommodated in the formal private rental and social housing market. It provides a coherent framework for dealing with the many different forms of existing public sector residential accommodation.

The CRU programme aims to assist low-income persons and households earning below R3 500 per month who are unable to be accommodated in the formal private rental and social housing market.

Social Housing

The Social Housing programme seeks to provide rental or cooperative housing options for low-income persons at a level of scale and built form that requires institutional management. It is to be provided by accredited social housing institutions and in designated restructuring zones.

5.2.5. Proposed Projects for 2024/25 IDP review

PROJECT #9	Consumer Education and marketing	R500 000
PROJECT#10	Housing Coordinating Forum	R350 000
PROJECT #11	Housing allocation Policy	R200 000
PROJECT #12	Human settlements Disaster response tool	R1 000 000
PROJECT #13	Spatially referenced CBP	R1, 5M
PROJECT #14	Mbuzini Boarder	R 1M

5.2.6. Human Settlement Disaster Plan

Natural disasters such as floods and earthquakes can cause significant physical damage to buildings, water, sanitation systems, and other critical infrastructure such as housing—climate change impacts on disaster management infrastructure and human settlements.

Changes in rainfall and temperature and the increase in the occurrence of short-term flood events have negative impacts on human settlements. The recent increase in the occurrence and severity of short-term flood events has damaged physical infrastructure in the jurisdiction areas of Nkomazi Local Municipality. Households living in informal dwellings in rural areas under the authority of the traditional councils are vulnerable and at high risk due to the nature of their housing structure.

Disaster Risk and Vulnerability Exposure Indicators

No	Indicator Tittle	Indicator Description	Adaptive capacity
D01	Increased risk of floods	Increased risk of floods linked to higher ambient temperature and more frequent storm	Low adaptive capacity to respond to floods disaster
D02	Increased impact on traditional and informal dwellings	Increased risk of extreme weather events to already vulnerable traditional and informal dwellings, which are often unplanned and without extensive services or infrastructure	Low adaptive capacity to respond to increased impacts on traditional and informal dwellings
D03	Increased isolation of rural communities	Physical isolation of rural communities as a result poor roads and increased flooding erosion	Low adaptive capacity to respond to increased isolation of rural communities
D04	Increased infrastructure damage	Increased damage and disruptions to key infrastructure such as schools, housing and roads	Low adaptive capacity to respond to increased damage of infrastructure

The municipality remains a crucial role player in ensuring that disaster vulnerabilities are identified in the human settlement sector and that guidance and resources are provided to respond to these impacts. An essential role of human settlement within the Municipality is to ensure that strategies and plans are developed and cascaded to other departments.

5.2.7. Human Settlement Disaster Plan

- Integrated Human Settlement in Nkomazi Municipality is responsible for developing and implementing disaster management plans that are in line with the provincial frameworks. The plan ought to identify potential risks and vulnerabilities within their jurisdiction, as well as outline the measures that will mitigate the impact of disasters and respond effectively in the event of an emergency.
- Coordinating emergency response efforts and providing relief aid to affected communities within the jurisdiction.
- Providing the public with information about the risks and potential impacts of disaster, as well as educating communities about emergency preparedness and response measures
- Conducting post-disaster assessments to determine the extent of the damage caused by a disaster, as well as identifying any additional needs for relief and recovery efforts

5.2.8. Disaster Risk Assessment

Integrated Human Settlement in Nkomazi Municipality must undertake a Municipal Disaster Risk Assessment in collaboration with sector departments.

The municipal disaster risk assessment must undertake the following instances,

- As part of the planning process for housing development, for example, assessing the likelihood of weather, flooding and other threats damaging the structure so that these can be factored in.
- In all informal settlements characterised by recurrent small and medium-sized disaster losses that undermine assets and livelihoods.
- In rural housing projects, the goal is to identify communities and households most at risk and to focus or target preparedness and response actions.

The process below must be followed,

STAGE 1	The department must identify the specific disaster risk to be assessed in a specific area. an assessment of all informal settlements must be done to identify potential risks that may affect the dwelling such as flooding, fire and mud slides
STAGE 2	The second stage involves analysing the disaster risk concerned to determine whether the resulting risk is a priority or not.
STAGE 3	The third stage requires an evaluation of the disaster risk, which is usually assessed in relation to other risks. It involves undertaking much more comprehensive assessments of specific threats and establishing priorities for action.
STAGE 4	The fourth stage is required to inform ongoing disaster risk assessment and planning. it involves monitoring disaster risks and effectiveness of risk reduction initiatives. it also involves updating disaster risk assessments information and disseminating this information to all stakeholders.

5.2.9. Acceleration of housing delivery

Upgrading the informal settlements and social housing programmes will be expeditiously accelerated. There will also be an increased focus on upgrading of informal settlements. The key focus would be placed on increasing access to housing in urban areas.

The Integrated human settlements would enter into a memorandum of understanding with reputable social housing institutions regarding the delivery of 200 new residential units in extension 21 Malelane over the next three years.

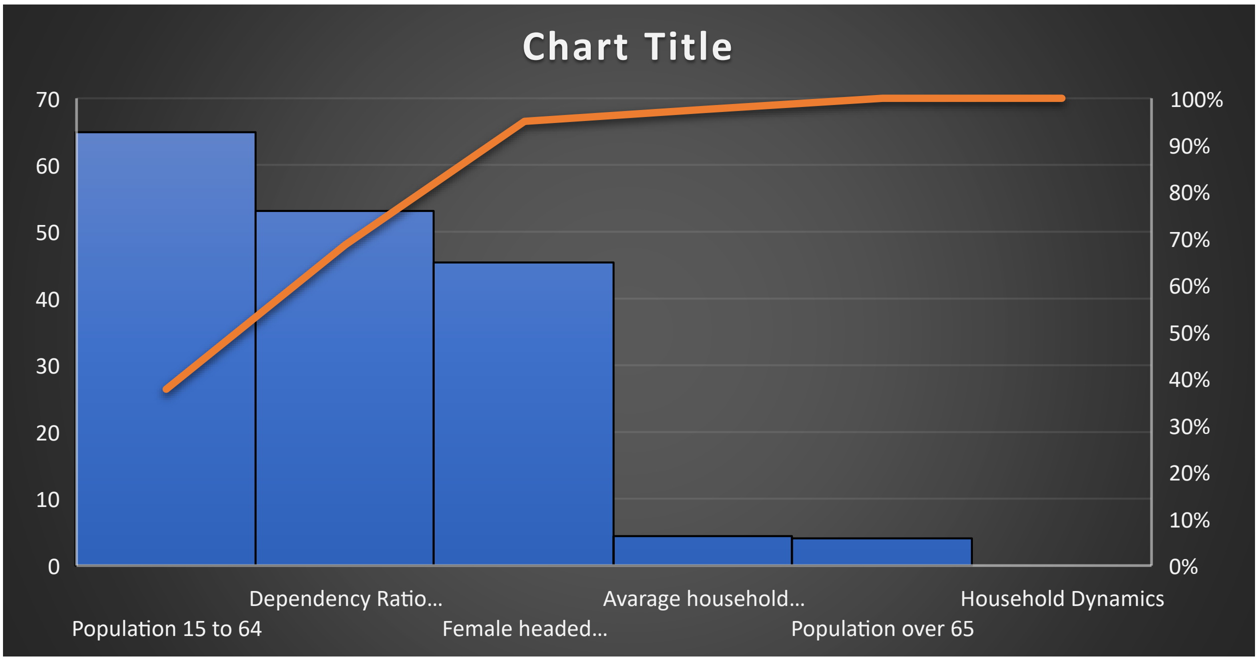
Implementation of Integrated Human Settlement Strategy and the Disaster Management Act

A human settlement strategy will be launched and implemented to facilitate the creation of human settlements that promote social, economic and spatial integration and are economically, environmentally and socially sustainable. Well-located land will be identified and released for mixed-use and mixed-income. This would ensure that people are located close to economic opportunities and public transport.

Strategy	Key Focus Area	Targeted Output
Nkomazi Local Municipality Integrated Human Settlement strategy provides the basis for housing delivery. The unit is implementing the Breaking New Ground (BNG) approach, which is aimed at redressing the fragmented and dysfunctional apartheid-style spatial planning and development of the past. Facilitating mixed-use, environmentally sustainable developments will be the priority for this period.	Alignment of Municipal infrastructure grant inputs with integrated human settlement plans. The promotion of innovative housing typologies and urban design of project areas Promoting an environmentally sustainable approach to human settlement. Promoting skills delivery, job creation and empowerment in the delivery of service and integrated human settlement.	New approach to human settlements institutionalised across the jurisdiction of the municipality. Diagnostic model supported by ongoing research to improve better understanding of the housing need developed. Large-scale rollout campaign in reducing housing backlog

Nkomazi Demographic outlook

Population	**Year 2022**	**Year 2016**
Dependency Ratio per 100 (15-64)	53.1	71.4
Household Dynamics	134 143	103 965
Average Household size	4.4	4
Female headed Household	45.4	45.4
Population 15 to 64	64.9	58.3
Population over 65	4.1	3.6
Population growth PA	3.98	1.01



Nkomazi is a density populated Municipality with an estimated population size of 591 928 (StatsSA,2022), which demonstrates growth from 393 939 in 2011 due to numerous factors, inter alia, migration from neighbouring countries Swaziland and Mozambique; those immigrants migrate in search of better economic opportunities in Nkomazi Municipality. Therefore, the struggle to meet service delivery demand increases due to the unplanned immigration influx that impedes an innovative approach to increase the revenue collection base for the municipality.

5.2.10. Housing need Analysis

There is a need to manage population growth, guide the expansion of existing human settlements and facilitate sustainable human settlement development. This ought to occur within the context of the municipal Human Settlement Sector Plan as an integral part of the municipal IDP (the principal strategic instrument for service delivery). The number of households increased from **92.3%** in 2011 to **96.4%** in 2022, adding to the municipality's human settlements backlog. The municipality's human settlements backlog is currently at **10192.** The Municipality is responsible for Township Establishments and bulk services infrastructure provision. The city must prioritise township establishments and bulk services infrastructure provision during the review of the Municipal Integrated Development Plan (IDP) to make the housing vision a reality.

5.3. Environmental Management

Environmental management is governed by the National Environmental Management Act (Act 107 of 1998) and its specific Environmental management acts, the SEMAs (Air Quality Act, Waste Management Act, Biodiversity Act, Protected Areas Act, and Water Act). Municipal environmental governance needs to consider all these environmental mandates for environmental protection. The analysis is discussed under the following thematic areas:

5.3.1. Climate

Nkomazi Local Municipality is classified as a subtropical climate within the summer rainfall region. The rainy season typically lasts from October to March, with an average annual temperature of 28°C. The region receives an average annual rainfall of 775 mm. July is deemed the driest month in the municipality, with an average rainfall of 9mm, and January has an average of 127mm (Abiodun et al., 2018).

Climate Change
Overview
Nkomazi Local Municipality, located in the Mpumalanga province of South Africa, is experiencing significant impacts from climate change. This region, known for its rich biodiversity, agricultural activities, and unique ecosystems, faces various environmental challenges exacerbated by climate change.
The Nkomazi area has been experiencing noticeable changes in weather patterns, including increased temperatures, erratic rainfall, and severe weather events. Average temperatures have risen, leading to prolonged heatwaves, affecting human health and the local flora and fauna. (‘Ehlanzeni’, n.d.; *Settlement Vulnerability*, n.d.). The region is expected to register changes in rainfall patterns, with periods of intense rainfall followed by droughts, posing risks to agriculture, water supply, and ecosystem stability. Additionally, there is an increase in the frequency and intensity of extreme weather events, such as storms and floods, causing damage to infrastructure, disrupting livelihoods, and threatening the overall stability of the municipality (‘Ehlanzeni’, n.d.).

5.3.2. Environmental Impacts as a result of climate change

In Nkomazi Local Municipality, climate change could significantly impact water resources, agriculture, biodiversity, and soil health. Changes in precipitation and increased evaporation rates may reduce water availability, potentially leading to diminished river flows and shrinking water bodies, which could affect human consumption and agricultural irrigation. As a key economic activity in Nkomazi, agriculture might be under threat, with crop yields becoming increasingly unpredictable and livestock stressed due to changing weather conditions. The region's rich biodiversity could be at risk, with altered habitats, species distribution changes, and increased pests and diseases potentially impacting local wildlife and plant species. Additionally, increased temperatures and erratic rainfall could contribute to soil erosion and degradation, reducing soil fertility and further threatening agricultural productivity.

Socioeconomic Impacts of Climate Change
Climate change may significantly impact the socioeconomic conditions in Nkomazi Local Municipality. Most of the population, which relies on agriculture for their livelihood, could face challenges as climate change affects agricultural productivity, potentially jeopardising income and food security. Rising temperatures and shifting weather patterns may also contribute to various health problems, including heat stress, respiratory issues, and an increased prevalence of vector-borne diseases such as malaria. Additionally, extreme weather events could damage crucial infrastructure, such as roads, bridges, and buildings, which would hinder economic activities and access to essential services.

Climate Change Strategy
Nkomazi Local Municipality does not have a climate change mitigation strategy, making its development a top priority for the 2024/25 financial year. The municipality plans to focus on critical adaptive strategies, including efficient water management through rainwater harvesting and sustainable irrigation and promoting climate-resilient agricultural practices. Additionally, efforts will be made to protect and restore biodiversity, engage the community in climate adaptation, and invest in resilient infrastructure. These initiatives aim to address the challenges of climate change and enhance the municipality’s resilience.

5.3.3. Air Quality

The air quality in Nkomazi Local Municipality is affected by industrial operations and local mining activities. RCL Foods, one of the major industrial entities in the area, monitors and reports on air quality as part of its environmental management practices.

The Nkomati Anthracite Mine, a significant mining operation in the region, has the potential to pose negative environmental impacts, including on air quality, if these are not adequately mitigated. Additionally, wastewater facilities in Nkomazi could contribute to air quality issues. Odour emissions from hydrogen sulfide, ammonia, and other volatile organic compounds (VOCs) released during wastewater treatment can affect nearby communities. Methane and carbon dioxide, both greenhouse gases produced during decomposing organic matter in wastewater, can also degrade air quality. Particulate matter and bioaerosols released during the treatment process further contribute to air pollution, posing health risks to residents. Using chemicals like chlorine in wastewater treatment can form hazardous by-products that impact air quality.

The Burning of sugar cane during harvesting, which is common in the area, potentially exacerbates air quality problems. This practice releases large amounts of smoke and particulate matter, which reduce visibility and pose serious health risks, especially for individuals with respiratory conditions. The combustion process emits significant carbon dioxide and methane, contributing to global warming and climate change. Additionally, pollutants such as nitrogen oxides and sulfur dioxide released during burning can form ground-level ozone and acid rain.

Nkomazi local municipality currently does not have systems in place to collect ambient air quality data, which poses a significant challenge in fully understanding the extent of the air quality dynamics within the region. Air quality data from Mpumalanga is collected for some regions. For example, areas like eMbalenhle have reported high air quality index (AQI) levels, indicating significant pollution. This suggests that industrial and mining activities in the broader region and emissions from wastewater treatment and sugar cane burning may contribute to localised air quality issues.

Air quality management plan (AQMP)

Due to a lack of funding and a designated team responsible for air quality, the Nkomazi Local Municipality has not yet developed an Air Quality Management Plan (AQMP). However, the municipality recognises that an AQMP would help improve air pollution control and assess potential health risks. The municipality has planned for this project in the 2024/25 financial year. A baseline characterisation will be the foundation for this plan, enabling the formulation of detailed strategies and procedures to achieve clean air objectives within the municipality.

Ambient Air Quality Monitoring Programme

The municipality's ambient air quality situation is poorly understood due to a lack of an air quality team and ambient air quality monitoring system and data. The province undertakes ambient air quality monitoring; however, none of the stations are within the Nkomazi Local Municipality.

A qualitative discussion of the dispersion modelling assessment findings for the Ehlanzeni District Municipality (EDM) AQMP was deemed inappropriate, so the current air quality situation in the district is not included in the data. While the EDM and Nkomazi Local Municipality aim to identify pollutant hotspots, the focus scale in these studies is significantly different.

5.3.4. Biodiversity and Conservation Areas

Biodiversity refers to the characteristics of an area comprising 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 is the variety of life on earth (De Long, D.C, 1996: 745). Biodiversity is essential not only because of its 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. Conservation involves protecting species of fauna and flora, natural areas, and resources to prevent their loss, damage, or destruction, particularly from human activities. It encompasses the management and preservation of natural resources and the environment. As outlined below, the Nkomazi Local Municipality promotes environmental conservation through various biodiversity areas.

Biodiversity

The Mpumalanga Biodiversity Sector Plan was developed in 2016 to inform land-use and development planning, environmental assessments and authorisations, and natural resource management. This is done by providing a map of biodiversity priority areas, referred to as Critical Biodiversity Areas and Ecological Support Areas, with accompanying land use planning and decision-making guidelines.

Land Cover indicates that:

• 29.9% of the Ehlanzeni District that is in a natural or near-natural state, which can be attributed to the fact that the Kruger National Park makes up a high percentage of the district area.

• 68.% that is agriculture, forestry, erosion and degraded areas

• 1.5% is towns, settlements and mining. The vegetation of the District can be divided into the following broad bio-geographic regions based on the climate, predominate soils and landforms, and dominant vegetation forms:

• Grassland (highveld and escarpment hills),

• Savanna (escarpment foothills and lowveld) and

• Forest (south and east facing escarpment valleys).

Biodiversity areas are categorized 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.

5.3.5. Land and Agriculture Potential

Soil Potential

Due to increasing development pressure and the need for information on agricultural land, the Department of Agriculture in Ermelo developed a Soil Potential Layer. This was part of creating an Agricultural Potential Map for Mpumalanga. The layer was based on Soil Form Associations, Soil Depth, and Clay Contents from the Mpumalanga Soil Mapping Project (Van den Berg). It shows different soil potential classes (Low, Low-Medium, Medium, Medium-High, High) across Mpumalanga.

Agricultural Resources

Nkomazi's agricultural resources can be described 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 South Africa. This system evaluates the total suitability of the land for ecologically sustainable uses, such as crops, grazing, woodland, and wildlife. Land capability is usually categorised into very low, low, medium, and high.

Nkomazi's Land Capability

- **Very Low:** About 15% of the municipal land has very low agricultural capability, mainly in the mountainous areas where steep slopes make the land unsuitable for agriculture due to high erosion potential.
- **Low:** Approximately 9% of the municipal land has low agricultural capability, primarily along the northwestern and eastern borders.
- **Medium:** The majority of the municipality (75%) consists of land with medium agricultural capability.
- **High:** None of the land within the municipality is classified as having high agricultural capability.

Comprehensive Rural Development Programme (CRDP)

The Comprehensive Rural Development Programme (CRDP) envisions creating vibrant, equitable, and sustainable rural communities. It aims to:

- Redistribute 30 per cent of the country's agricultural land.
- Enhance food security for the rural poor.
- Create business opportunities.
- Address overcrowding and rehabilitate former homeland areas.
- Expand opportunities for women, youth, people with disabilities, and older people in rural areas.

The CRDP focuses on improving economic and social infrastructure in rural communities through proactive development. This includes upgrading essential infrastructure such as roads, electricity, water, and telecommunications to support sustainable economic growth.

Key projects and priorities under the CRDP include:

- Agrarian transformation.
- Development of livestock farming and related value chains, exploring various species for food and economic activity.
- Cropping and related value chain development, with a focus on indigenous plants.

Biodiversity and Nature Conservation

Responsibilities for biodiversity and nature conservation in the municipality include:

- Effective management of fauna and flora.
- Proper veld and soil management through rehabilitation and control of invasive species.
- Collaboration with stakeholders to ensure good governance.
- Administration and management of municipal resources.
- Conducting game counts in compliance with the National Environmental Management Act (NEMA) and other relevant legislation.

5.3.6. 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 complete 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 Revitalization 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.

The rural development within the Ehlanzeni District Municipality should be directed towards the following areas:

- Development Focus Area 1: Tenure Security and Agricultural Development i.e. agrarian reform, farm infrastructure development, Agri-logistic development, product development, etc.
- Development Focus Area 2: Mining promotion and beneficiation i.e. community beneficiation, mineral resource exploitation, increased investment, etc.
- Development Focus Area 3: Tourism development and promotion i.e. cultural industry development, tourism product development, packaging and marketing, pro-poor tourism, etc.
- Development Focus Area 4: Community based infrastructure development i.e. basic infrastructure delivery, spatial and rural integration, improved access to services.
- Development Focus Area 5: Community capacity building i.e. skills development and training (sector driven) and research and development.
- Development Focus Area 6: SMME, business and industry development i.e. SMME development in agro-processing, tourism and cultural industries and activities, manufacturing, etc.
- Development Focus Area 7: Nodal and corridor development initiatives i.e. business linkages, value chain development, etc.
- Development Focus Area 8: Governance and institutional support and development.

5.3.6.1. Rural development and land reform projects

Project Name	Branch	Priority	FPSU	Progress
Procurement of production inputs (seed and seedlings) , 15 Ha drip irrigation system , water pump at Nkosimane Agriculture Cooperative located in Matsamo Tribal Authority	LRD	Short Term	Phase 1	Execution
Procurement of production inputs (seeds and seedlings), irrigation system, water pump at Phezukomkhono Primary Cooperative located in Matsamo Tribal Authority	LRD	Short Term	Phase 1	Execution
Procurement of production inputs (seed and seedlings), irrigation system, water pump at Ngugwana Primary Cooperative located in Matsamo Tribal Authority	LRD	Short Term	Phase 3	Execution
Procurement of production inputs (seeds and seedlings), irrigation system, water pump at Sibemunye Primary Cooperative located in Matsamo Tribal Authority	LRD	Short Term	Phase 2	Execution
Sibemunye	LRD	Short Term	Phase 2	Execution

Ehlanzeni: Nkomazi Red meat	REID	Short Term	Phase 1	Execution
Ehlanzeni: Langalamakhos	REID	Short Term	Phase 2	Execution
Ehlanzeni: Mzinti FPSU	REID	Short Term	Phase 1	Execution
Ehlanzeni: Arts and Craft	REID	Short Term	Phase 1	Planning
Ehlanzeni: Feziza Pizza projects	REID	Short Term	Phase 1	Execution
Sihlangu IDC	RID	Short Term	Phase 2	Planning
Steenbok Community Hall	RID	Short Term	Phase 1	Execution
Mangweni Community Hall	RID	Short Term	Phase 1	Execution
Construction of mini – Packhouse in Nkomazi	RID	Short Term	Phase 1	Planning
Rehabilitation of Tonga irrigation Scheme	RID	Short Term	Phase 1	Execution
ECD in Nkomazi	RID	Short Term	Phase 3	Execution
Boschfontein, Mzinti, Magogeni	RID	Short Term	Phase 3	Execution
Dludluma, Strydomblok, Ngweti	RID	Long Term	None	Execution

5.4. KPA 2: Basic Service Delivery, Infrastructure Development and Disaster

5.4.1. Introduction

Nkomazi Local Municipality being authorized as a Water Service Provider & Water Services Authority according to the Water Service Act 108 of 1997, is mandated to ensure that every consumer or potential consumers in the Nkomazi area of jurisdiction progressively receive sufficient, efficient, affordable, economical and sustainable access to water services. The geographical location of the municipality bordering the two countries of Mozambique and Swaziland, results to a number of challenges in terms of increased demand of water services versus the available supply which affects provision of water services mostly in the rural areas. There is a number of interventions, programmes and projects the municipality is implementing on annual basis address issues of backlogs, ageing infrastructure and water conservation/water demand management. The Municipality already started working on the online WSDP, however consultant must be appointed to assist with some specialised items of the WSDP and we will continue to engage DWS. The Municipality has also started with draft Water & Sanitation policy (WSP) and bylaws with an assistance of DWS, all the processes will be followed until we obtain council approval.

5.4.1.1. Water and Sanitation is underpinned by the following Legislations:

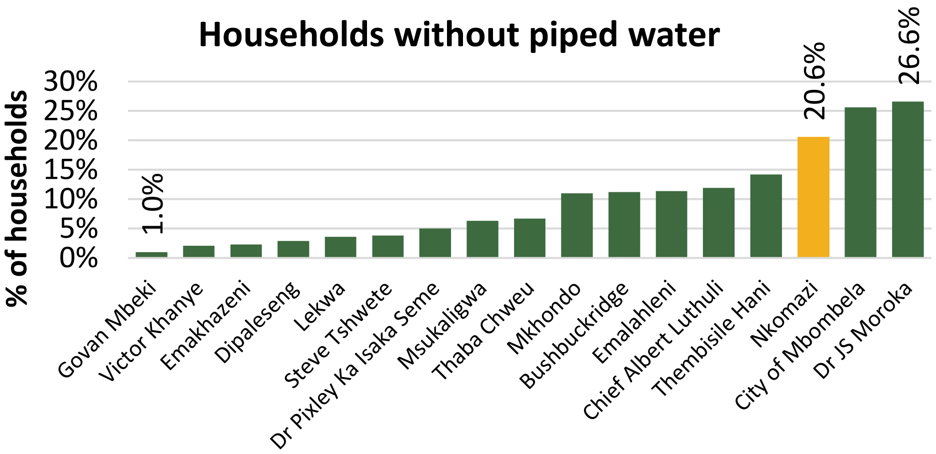
- WSDP – Water services authority.
- WSP -Water service Policy.
- Water and Sanitation bylaws.

5.4.1.2. There are sources of water provisions in the Nkomazi Local Municipality

- Crodile river
- Mlumati river
- Nkomazi river
- Driekoppies dam
- Mbambiso dam
- Ngugwane river
- Mbuzini dam

5.4.1.3. Household Services

According to Census 2022 households had access to piped water, either in the house, yard or through a communal tap are 106 520, however the number of households without access to piped water increased/deteriorated from 18 042 in 2011 to 27 623 in 2022 this is due to high illegal connection because of mushrooming of informal settlement resulting in water losses. The municipality will prioritise the water and sanitation repairs and refurbishment in 2025/26 financial year as in the current financial year the municipality is completing the water projects commenced in 2023/24 financial year to address water backlogs.



Source: Socio economic development report 2024

Nkomazi is currently supplying 4 Towns namely Malelane, Komatipoort, Marloth Park and Hectorspruit. The report from economic development and tourism indicated a backlog number of all household services indicators which declined/improved between 2011 and 2022, except informal dwellings, piped water – large challenges remain in piped water, access to flush/chemical toilets.

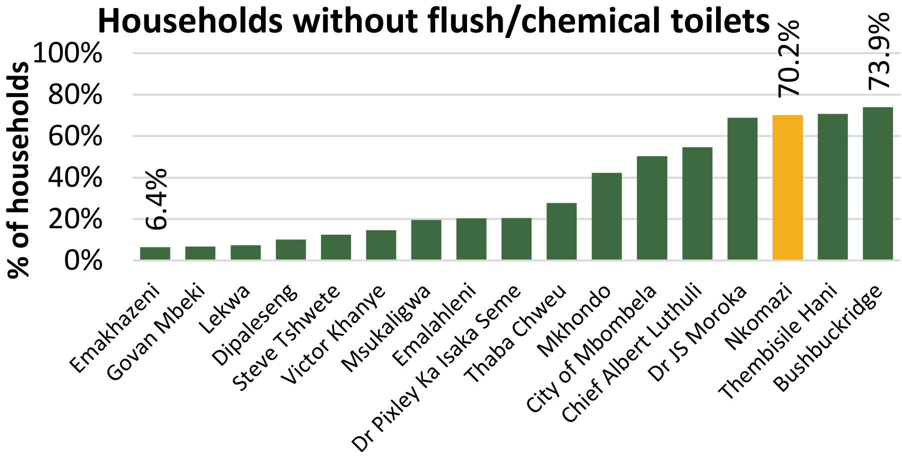
According to the *Blue Drop Report 2023*, Nkomazi received a "low" Blue Drop Risk Rating (BDRR). The BDRR improved remained on "low" between 2022 & 2023 and was the 7th lowest in Mpumalanga, however according to the municipal report in terms of the Blue Drop report Nkomazi received 75% score which is an improvement of 22%.

According to the *Green Drop Progress Report 2023*, Nkomazi received a "high" Cumulative Risk Rating (CRR), however according to the municipal report in terms of the Green Drop report Nkomazi received % score which is an improvement of %.

According to the No Drop Report 2023, Nkomazi received a "average" No Drop categorisation in 2021/22. Nkomazi's weighted No Drop score was the highest/best among the municipal areas, however according to the municipal report in terms of the No Drop report Nkomazi received 73% No drop score.

Households without Flush / Chemical Toilets

In 2022, 29.8% of households had access to flush/chemical toilets. In 2022, there were still 94 170 households without a flush/chemical toilet and 3 928 of households were still without any toilet facilities in 2022. However, the municipality uses waterborne sanitation and septic tanks for our towns ().A s per the approved capital budget,38 million has been allocated in 2025/26 financial year to address sanitation backlogs including bulk infrastructure.

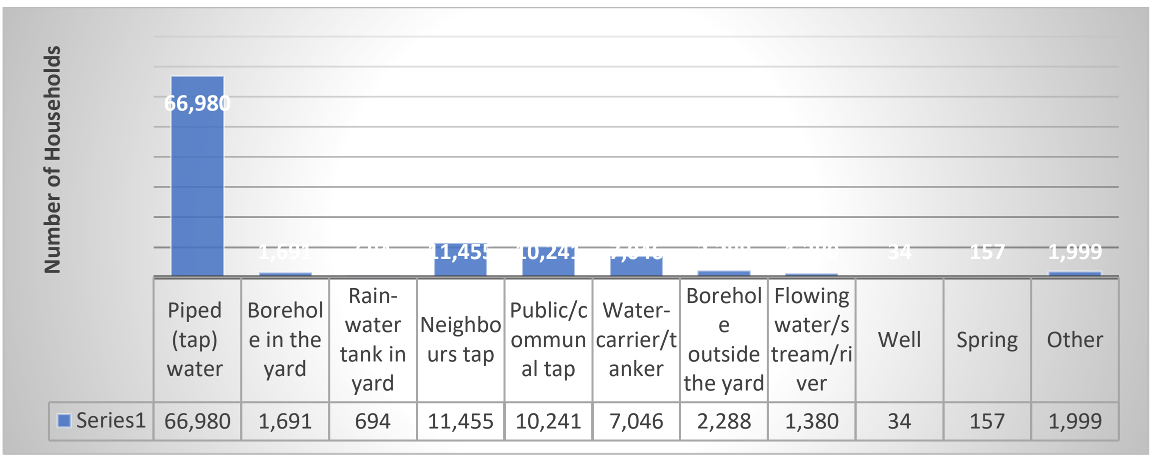


Source: Economic development and tourism

5.4.1.4. Blue Drop & Green Drop Risk Rating

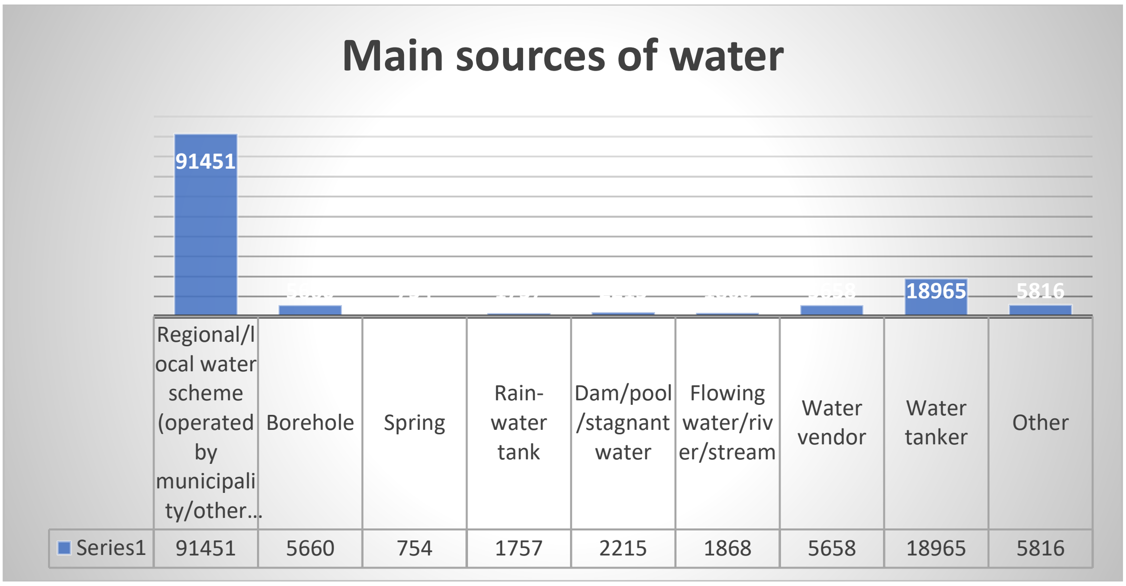
According to the department of economic development and tourism socio economic profile (SEP) revised in January 2024, sates that the blue drop risk rating for the municipality improved from 47.5% to 46.3% as at 2022/23. The municipality is sitting at low risk in the number of water supply systems per risk category in 2023, this does state that in terms of providing potable water quality the municipality has improved. Green drop cumulative risk rating as at 2022/23 the municipality in 2022 was sitting at 48.2% which is the lowest but in 2023 is sitting at 75% this was due to poor performance of the water treatment works, though the municipality aims to refurbish and upgrade the water treatment works.

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.

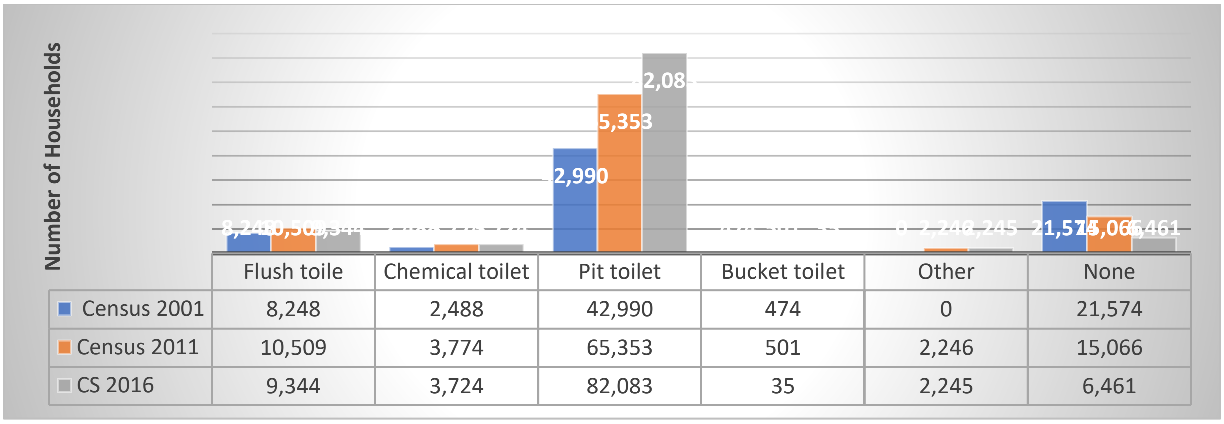


	Regional/local water scheme (operated by municipality/other...	Borehole	Spring	Rain-water tank	Dam/pool/stagnant water	Flowing water/river/stream	Water vendor	Water tanker	Other
Series1	91451	5660	754	1757	2215	1868	5658	18965	5816

Source: Stats SA 2022 Census

According to census 2022 the main sources of water in terms of boreholes inside the yard from 1691 to 5660 in 2022 and rain water was sitting at 694 in 2016 community survey and increased to 1752 in 2022 census.

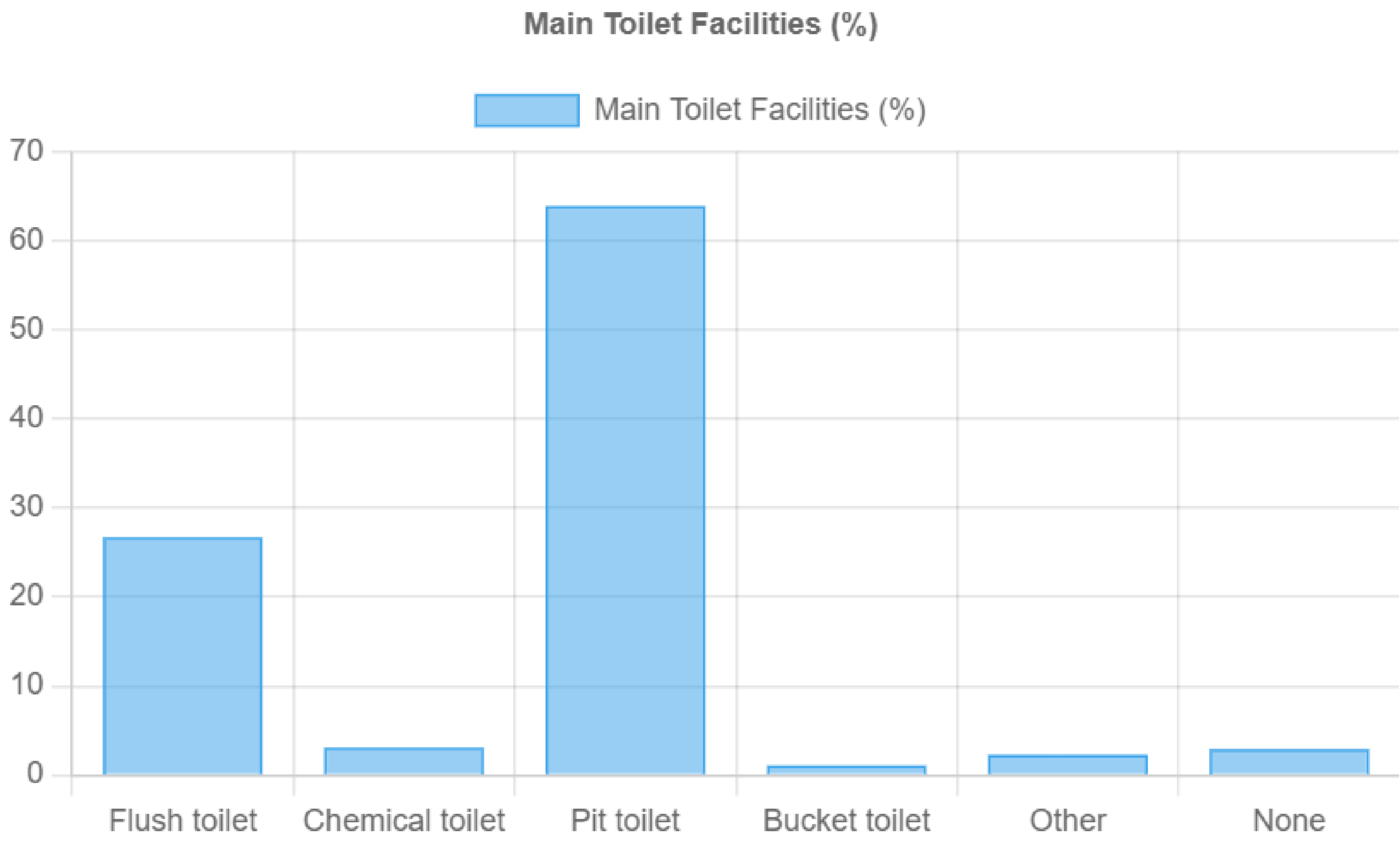
5.4.1.5. Sanitation services



	Flush toile	Chemical toilet	Pit toilet	Bucket toilet	Other	None
Census 2001	8,248	2,488	42,990	474	0	21,574
Census 2011	10,509	3,774	65,353	501	2,246	15,066
CS 2016	9,344	3,724	82,083	35	2,245	6,461

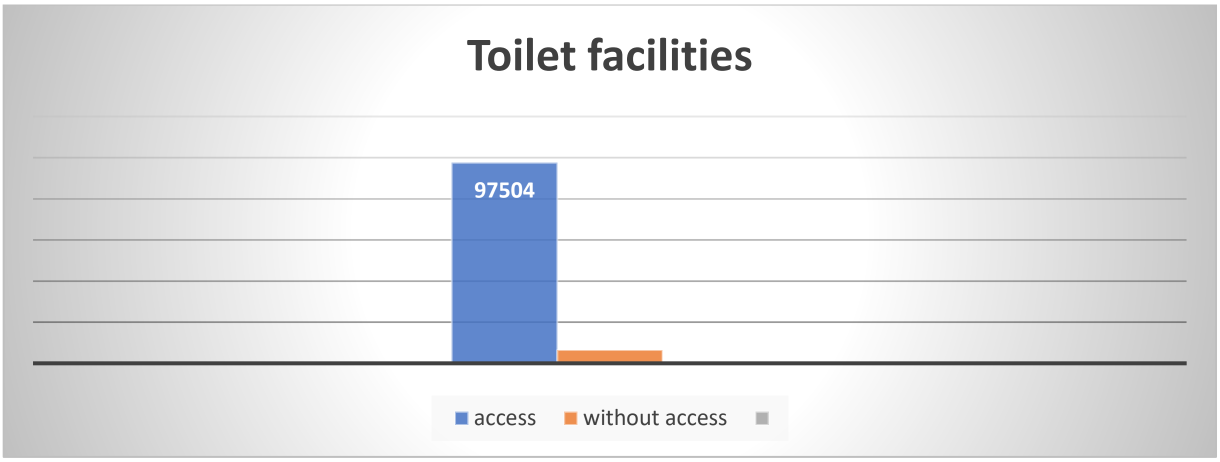
Source: Stats SA community profile (Census 2001, 2011 and CS 2016)

According to census 2011 the flushing toilet was sitting at 10, 509 while the chemical toilet was 3, 774, pit toilet sitting at 65, 353, bucket toilet at 501, other at 2, 246 and none sitting at 15, 066 while the census 2022 recorded an increase between 2011 and 2022 on the flush toilet, chemical toilet, pit toilet, bucket toilet, other and none which means that the municipality is striving to improve in provision of the sanitation facilities. The flush chemical was sitting at 10, 509 and increase to 35 798 in 2022.



Source: Stats SA census 2022

Name	Frequency	%
Flush toilet	35 798	26,7%
Chemical toilet	4 175	3,1%
Pit toilet	85 733	63,9%
Bucket toilet	1 417	1,1%
Other	3 091	2,3%
None	3 928	2,9%



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	Number of households without flush/chemical toilets 2022	Share of total households 2022
82 278	90 897	85.5%	87.4%	94 170	70.2%

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. In 2022, 29.8% of households had access to flush/chemical toilets. In 2022, there were still 94 170 households without a flush/chemical toilet and 3 928 of households were still without any toilet facilities in 2022.

5.4.2. Waste Management

The waste management sub-directorate, in close collaboration with stakeholders, is responsible for developing and monitoring the implementation of the municipal Integrated Waste Management Plan 2019-2023. This Plan, a product of our collective efforts, was reviewed and approved by the Council in March 2019, and the Council resolution no is NLM: GCM: A009/2019 and endorsed by the Province in July 2019. The Plan will be reviewed in the 2023/2024 financial year. It covers, amongst other issues, the status quo of waste management within the municipality, the system analysis detailing waste systems and compliance dynamics within the municipality, the gaps and waste projects currently being explored and implemented, and the funding required to implement these projects.

Refuse removal and disposal.

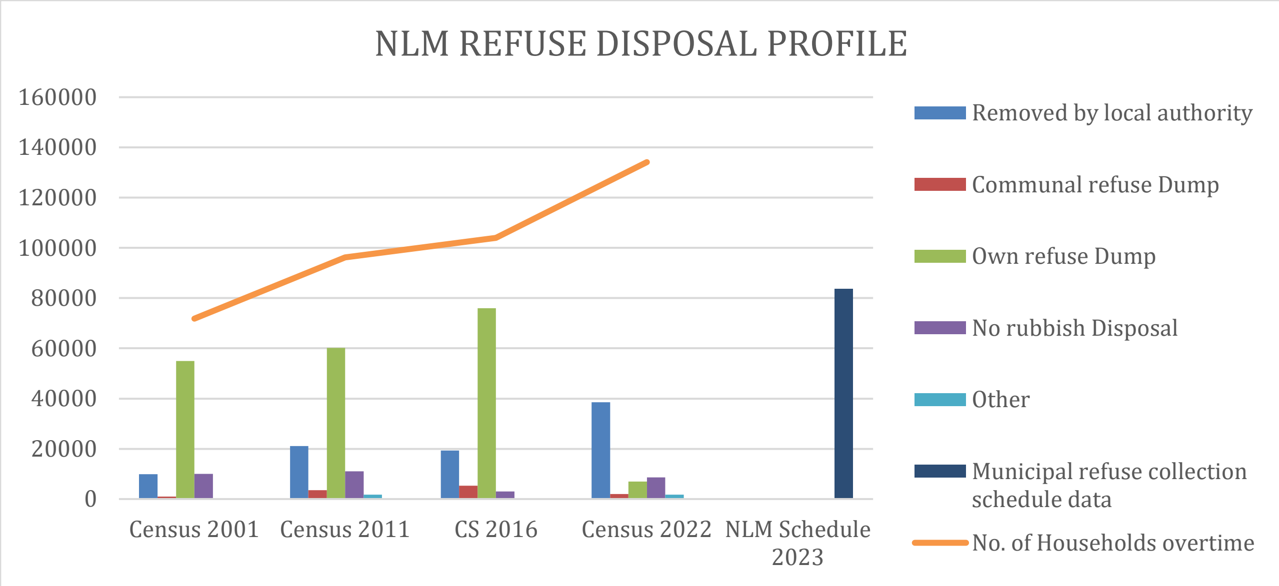


Figure 1. NLM refuse disposal profile based on (Census 2001, 2011,2022, CS 2016 and Municipal schedule data 2023)

According to the 2022 Census data from Statistics South Africa (Stats SA), the waste removal services provided by the local authority have not only improved significantly but also positively impacted our community. The number of households receiving waste removal services increased from 19,289 to 38,522, reflecting a positive growth in municipal services. This has led to a notable decrease in households using refuse dumps, from 75,925 households to 6,954, indicating a shift towards more sustainable waste management practices.

5.4.2.1. Collection, transportation and disposal of waste.

The Nkomazi Local Municipality (NLM) has implemented an efficient waste management collection schedule. Collections are conducted either directly at households or indirectly along arterial roads, with monthly updates to the schedule. As a result, the municipality services 93,786 households, covering 35 villages and all urban areas. Waste collection services are also provided to various schools (159), clinics (33), two hospitals, and four main shopping centres in Kamaqhekeza, Block B, Tonga, and Schoemansdal.

Despite these advancements, Nkomazi faces challenges, with 50,401 households experiencing backlogs in waste collection services. Moreover, 17 villages remain without waste collection service due to fleet and human resources limitations. The municipality is working on budget provisions to expand its fleet and improve waste collection coverage to address this. Additionally, Nkomazi is exploring land options and researching establishing more landfill sites to ensure proper waste disposal.

5.4.2.2. Landfill Sites and Transfer Station

In terms of the National Environmental Management: Waste Act (Act No. 59 of 2008) (NEM: WA), all landfill sites must obtain a Waste Management License (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 issuing these WMLs. Based on the information provided in Table 3, three (3) licensed landfill sites are within the Nkomazi Municipality's boundaries. The municipality operates one licensed landfill site at Steenbok, and RCL operates two privately owned landfill sites at Malelane and Komati. Furthermore, two transfer stations have been developed at Marloth Park and Hectorspruit, with plans to establish a fully operational buyback centre in Komatipoort. The Steenbok landfill, on average, accepts an average of 6400 tons per annum (Figure 1.)

These initiatives aim to enhance waste management and ensure sustainable environmental practices within the municipality.

Figure 2. Domestic Waste disposed at the Steenbok landfill site between 2019 and 2023.

Table 3: licensed Landfill Sites within NLM

Activity and Facility	Location	Life Span (Years)
Steenbok Landfill	Steenbok	Twenty-two years based on the 2019 Assessment
Malelane TSB Landfill	Malelane – RCL Food	
Komati TSB Landfill	Komati – RCL Food	

The municipality has been reporting on the South African Waste Information System (SAWIS) since the 2019 Landfill site for the Steenbok and continues to do so monthly.

5.4.2.3. Waste Projects within Nkomazi local municipality

The municipality has assisted in managing waste in some areas by deploying 217 participants from the Expanded Public Works Programme (EPWP). These participants work as street pickers in villages with limited human resource capacity. Additionally, the municipality has created job opportunities for 18 participants under the Zonda Insila Programme (ZIP), who assist as waste pickers in areas of need.

The municipality also intermittently requests assistance from Community Work Programme (CWP) workers to clean illegal dumps and participate in clean-up campaigns, including the Mayoral Touching Lives programme. Regular clean-up campaigns are conducted around Nkomazi, targeting schools, clinics, business areas, and taxi ranks. These campaigns often involve community members and include education and awareness initiatives led by the sub-directorate to promote proper waste management practices.

5.4.2.4. Risks and Challenges

The municipality needs to enhance refuse collection services in rural areas beyond the current offerings. The most significant risk at present is that without proper servicing, illegal dumping poses a serious threat to the environment.

The municipality's challenges regarding refuse collection are twofold: revenue collection in rural settlements is complex, and the municipality has limited resources to service these areas. Additionally, the rapid growth of rural settlements presents a severe challenge, especially since the municipality will operate only one landfill in the medium term. The RCL dumpsite, being privately owned, incurs disposal costs for the municipality.

The municipality has further identified the following challenges:

- No extension of waste removal services to communities due to a shortage of vehicles and human resources.
- An ageing fleet causes frequent breakdowns, making providing effective and efficient service challenging.
- Conducting feasibility studies to support funding allocation for constructing the buyback centre at Komatipoort is still challenging.
- Conducting feasibility studies for the land provided by the tribal authority.
- Shortage of equipment, such as TLBs and tipper trucks, to clean and rehabilitate illegal dumps.
- There is a need to formalise recycling in Nkomazi.

Addressing these challenges is crucial to improving our services and protecting the environment.

5.4.3. Electricity

5.4.3.1. Electricity

Energy efficiency:

Nkomazi Municipality is participating in Energy Efficiency and Demand Side Management (EEDSM) programs and engagements. All Municipal Street and Public lighting have already been upgraded/replaced to energy efficient requirements through these EEDSM programs. Al new installations, repairs and maintenance is also done according to the same standards. The Municipality will avail a budget to implement energy efficient street and public lighting projects of its own. (Budget for 2024-2025 approved) Solar lighting is being considered; however, it is not as effective as standard LED lighting (poor coverage, less lumen on the ground and expensive maintenance) Additional public lighting (mast lights) will be added to the infrastructure annually to cover the demand.

5.4.3.2. Backup electrical supplies to essential services:

National Loadshedding in Municipalities are placing the electrical infrastructure and essential services under severe strain. Storage capacity for water and sanitation are major concerns. Nkomazi Municipality is in the process of installing backup generators for the most affected water and sewer plants.

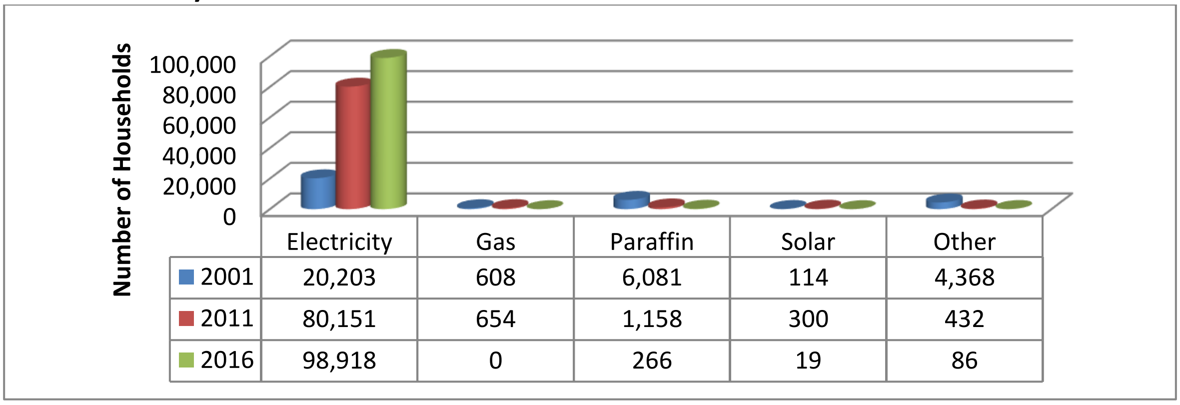
No	Area	Essential service	Action taken	Outstanding
1	Komatipoort	Raw water pump station	200KVA backup generator installed	To be commissioned
2	Komatipoort	Water purification plant	150KVA backup generator installed	To be commissioned
3	Komatipoort	Elevation tower	80KVA backup generator installed	To be commissioned
4	Marloth Park	Raw water & purification plant	350KVA backup generator installed	Operational
5	Hectorspruit	Water purification plant	350KVA backup generator purchased	To be installed & commissioned
6	Hectorspruit	Elevation tower	50KVA backup generator purchased	To be installed & commissioned

7	Malelane	Raw water pump station	500KVA backup generator purchased	To be installed & commissioned

The following essential services will be addressed during the current financial year (2024-2025):

- Komatipoort sewer pump station - Crocodile station
- Komatipoort sewer pump station - Hartebees station
- Malelane elevated tower
- Malelane booster pump station

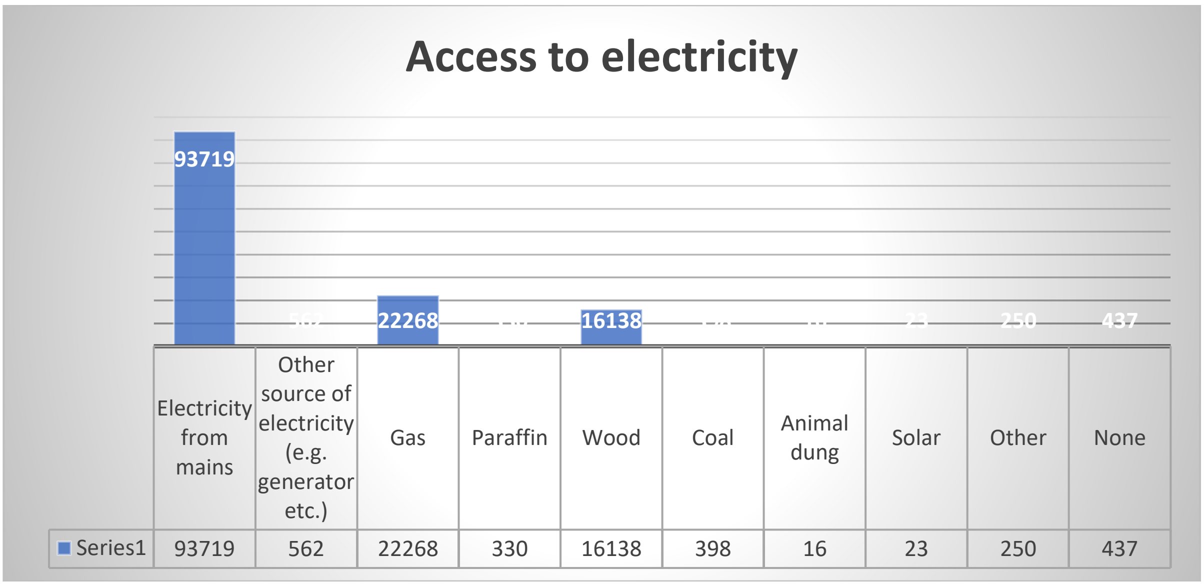
Access to Electricity



	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.



	Electricity from mains	Other source of electricity (e.g. generator etc.)	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None
Series1	93719	562	22268	330	16138	398	16	23	250	437

Source: Stats SA census 2022

No of households not connected 2011	No of households not connected 2016	Share of total households 2011	Share of total households 2016	No of households not connected 2022	Share of total households 2022
16 356	3 839	16.4%	3.7%	5 858	4.4%

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 while the share of households connected to electricity improved to 95.6% in 2022, however, there were still 5 858 households not connected to electricity at all.

5.4.4. Roads and storm water drainage

The Roads Management Act 2004 requires the Council of a Municipality (the Roads Authority as per section 37(1), ii-iv) to inspect, repair, and maintain public Roads (section 400 for which it is a Roads Authority). Therefore about 3,262.650 Km (paved and unpaved) roads under the jurisdiction of Nkomazi Local Municipality must be maintained as per the said Act. See Table Below.

Network Summary				
Surface	Length Km	% Network Length	Length Assessed	% Progress
Block	7.020	0.060	6.620	94.300
Earth	2,447.820	21.170	1.380	0.060
Flex	181.200	1.570	163.120	90.020
Grav	626.510	5.420	0.850	0.140
Track	0.100	0.000	0.000	0.000
Min	0.100	0.000	0.000	0.000
Max	2,447.820	21.1 70	163.120	94.300
Average	652.530	5.644	34.394	36.904
Total	3,262.650	28.220	171.970	184.520

The municipality acknowledges that most of the road infrastructures (gravel roads, paved roads, and tarred roads) have suffered tremendously from floods experienced last year 2023, the poor condition of our roads is also perpetuated by the increased volume of traffic, infrastructure operated beyond the designed life-span, inclement weather and also the challenge of stormwater that has not been catered for in the past is becoming a huge issue on our roads due to the increase in rainfall volumes, which not only results in more roadworks (and implicit hazards) but also in more opportunities for upgrades and improvements to accommodate the above challenges.

Due to a 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 road 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 unpaved 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 the provision of adequate access to conducive municipal roads to its communities. As a result, the Municipality has strived to ensure the provision of surfaced roads and to constantly maintain both the surfaced and gravel roads.

Nkomazi Local Municipality jurisdiction is dominated by unsurfaced 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 unsurfaced and surfaced roads. The following are areas which are tarred roads of the municipal: Schoemansdal, Driekoppies, Ntunda, Jeppes reef, Buffelspruit, Mbuzini, Block A, KaMaqhekeza, Malelane, Komatipoort, Schulzendal, Magogeni, Langeloop, Kamhlushwa, Mzinti, Mgobodzi, Goba, Masibekela, Mangweni and Hectorspruit.

Municipal roads are one of the basic service with a huge backlog as most of the municipal roads are not in a good condition and some requires rehabilitation while other requires maintenance, this is attributable to the fact that most of the roads lacks storm water control and have reached their design life span. The Municipality nonetheless receives conditional grants from provincial and national departments to implement road and storm water programs within its area of jurisdiction. These grants are used or aimed to improve these roads. However, these grants are insufficient as compared to the backlog faced by the municipality, as most rural villages are without access bridges and therefore the municipality resort to response maintenance.

Magogeni bus route and Ntunda bus route requires a total rehabilitation as few kilometers of the tarred road has been washed away by the rain.

The Roads and Stormwater Maintenance activities (rehabilitation/reconstruction, potholes-patching, cleaning, etc) are designed to restore and improve the services offered by that particular road infrastructure. Programs such as Touching Lives and Street Re-Gravelling & Blading Programmes (SRGP's) are among others performed maintenance activities intended at reaching out to all affected communities as opposed to the predominately responsive maintenance performed by the section such as potholes-patching, re-graveling, servicing of the yellow fleet, etc and also preventative maintenance (cleaning, construction of retaining structures, etc).

Municipal Plans

The Municipality will increase its yellow fleet, will also avail more budget for maintenance and prioritise stormwater controls.

5.4.5. 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 one community halls which is located at Block C. 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.
- Cemeteries 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 fully 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.

The Municipality has three 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.

5.4.6. 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).
- 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)).

5.4.6.1. 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.

5.4.6.2. 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.

5.4.6.3. 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.

5.5. KPA 3: 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. The Municipality currently doesn't have any strategic partnership however the municipality is yet to finalise agreements with the anthracite Mine, RCL and SANParks, even though the municipality doesn't have a MOU between the municipality and the Strategic partners but the are socio economic projects that are implemented which include amongst others include:

- Elnomvu- sewing and training of youth,
- Nkomazi sign (Pty) LTD- branding and embroiling at Schoemansdal,
- TNK, Technologies- coal manufacturing at Ngwenyeni
- Ingugwane farmers coop- vegetables farming at Schoemansdal.

The municipality has the proposed projects to be implemented in this financial year and they are as follows (Cooperatives):

- Mzinti Bakery
- Cleaning product at Malelane
- Diapers and sanitary towels at Kamaqhekeza
- Home cleaning tools at Magudu
- Mixed vegetables packaging at Schoemansdal.

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

5.5.2. LED Strategy

The LED Strategy has been developed and a draft is available, consultations on the draft are ongoing. The strategy will be tabled to Council by the end of September.

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

5.5.3. 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 Economic Development Department and Tourism. CWP programme has 2528 beneficiaries by 2023-2024 and EPWP has about 212, 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.

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.

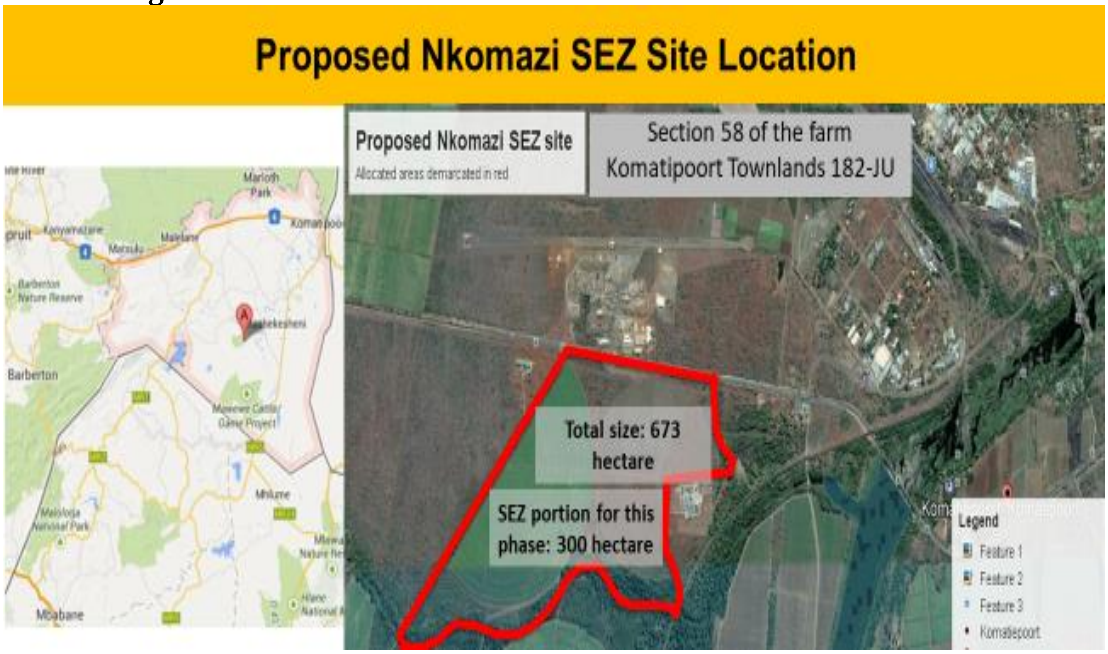
The Nkomazi SEZ is conceptualized as an agro processing hub, which will be supported by mixed services such as warehousing and logistics. The processing of agricultural products in the Nkomazi SEZ will be based on automated and semi-automated as well as high-tech manufacturing technologies, which will 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 technology.

5.5.4. 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.

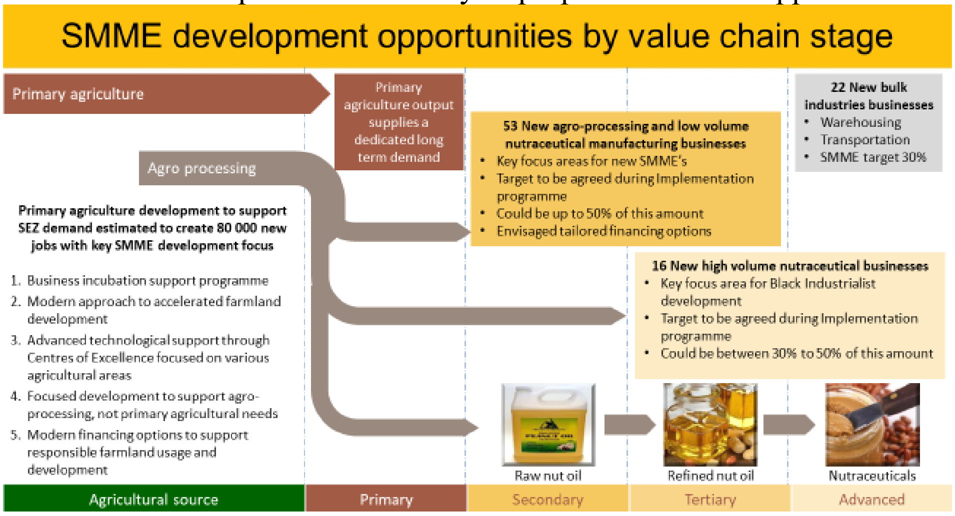
Industrial Focus

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.

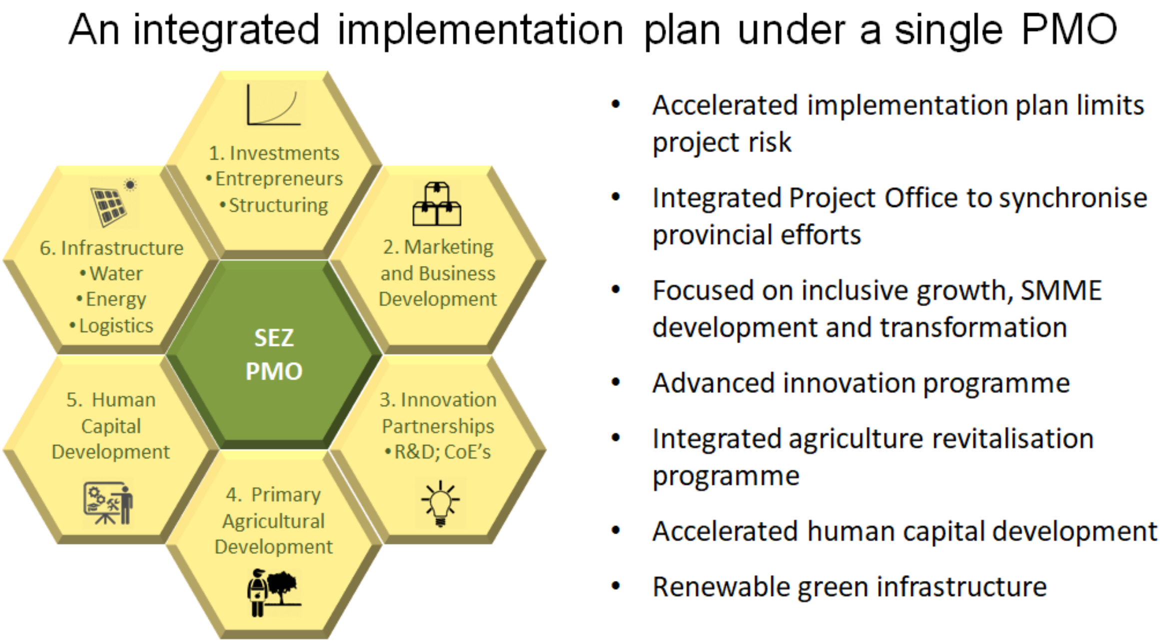


Figure Six interdependent work streams support preparation of the SEZ Entity's deployment strategy

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 and Organised agriculture**.

Their collective input formed part of the SEZ design considerations as articulated in the application documentation and implementation preparation plan outlined herein. 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.

5.5.5. 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 travelers. 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 4: Financial Viability and Management

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.

All budget related policies and procedures are reviewed, approved and implemented on daily basis. The general valuation roll together with its supplementary valuation rolls are reconciled with the billing financial system (solar) on monthly basis to ensure the completeness of Revenue. A system-based audit action plan is being developed on annual basis and monitored throughout the year. This is done in order to avoid the re-occurrences of audit findings

5.6.1. 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

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 form 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 and 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.

5.6.2. 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 developed 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 implementatin of the Revenue Enhancement Strategy.

5.6.3. 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 *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 6.8 was released to compile the 2024/24 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.

5.7. KPA 5: Good Governance & Public Participation

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 consist 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.

5.7.1. Public Participation

5.7.1.1. Public Participation Strategy

Nkomazi local municipality has developed a public participation strategy which was adopted by the Municipal Council, the public participation strategy is currently under review and it will be finalised and be adopted by Council at the end of the financial. 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

Our social media platforms include amongst other than 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 does have a call centre, walk in register, walk in petition to be addressed with relevant department to improve service delivery. The municipality will look unto the Livi Lemphakatsi mobile app and make provision to use the system as part of the complaints management system. There's a petition committee member with four members and requires to be beefed up to deal with petitions. The municipality will conduct public participation meetings at ward levels during the next IDP review for 2025/26. The municipality does consider new technological approaches that are in line with COVID-19 protocols such as local Radio stations, Municipal website, WhatsApp groups, SMS's and Municipal Facebook page. The municipality needs to review the delegation register and systems of delegation in line with the legislation and the review will take place in the current financial year.

Geographic names change Committee

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

5.7.1.2. Ward Committees

The Municipality is made up of 33 wards. Out of the 33 wards, 32 have functional ward committees which have been officially launched, 1 is still experiencing challenges though a meeting has been arranged to sit and resolve the challenge with the Ward Councillor and the Speaker of Council. The Councillors have monthly meetings and report to submit 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

5.7.1.3. IDP Representative Forum

The Municipality will convene an IDP Rep forum in April 2024 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 District IDP Representative Forum is planned for May 2024 after the sector departments have finalized their 2024 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.

5.7.1.4. Audit Committee

Audit Committee focuses on the robustness of the risk management processes and oversees the Municipality's strategic risks register. Risk management Committee assists the Audit Committee by conducting internal reviews of the Municipality's operations; in particular, the review of internal controls in the areas identified in the risk registers. The registers, comprising the key risks identified, refined and calibrated by Risk Management unit with the responsible directors, along with detailed action plans, were reviewed by the Audit Committee.

5.7.1.5. Municipal Bid Committees

The Municipality consist of three types of bid committees they are as follows: specification committee, evaluation committee and adjudication committee. All Bid committees are functional, they meet as in when a need arise.

5.7.2. 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	Organization (Political Parties)	E-mail and Tel. No.
Cllr BS Nkosi	NKLM: Chairperson	ANC	bhoberts@gmail.com 072 520 1647
Cllr BL Mkhatshwa	NKLM: Member	ANC	Blmkhatshwa35@gmail.com 082 716 7776
Cllr BC Shongwe	NKLM: Member	EFF	bandiecshongwe@gmail.com 082 370 3210
Cllr SD Lubisi	NKLM: Member	ANC	sdlubisi86@gmail.com 082 861 1910
Cllr SO Mndawe	NKLM: Member	DA	sankiemndawe@gmail.com 072 016 1541
Cllr AM Ngwenya	NKLM: Member	ATM	ngwenyaamos9@gmail.com 079 193 1334
Cllr SB Nkuna	NKLM: Member	EFF	fatawusa@gmail.com 079 092 3033
Cllr KG Ngomane	NKLM: Member	ANC	grantiakhoza@khoza@gmail.com 079 638 2342
Cllr SV Ngobeni	NKLM: Member	ANC	vusikangobeni@gmail.com 081 030 9350
Ms CN Khoza	MPAC Official Researcher	NLM	cherity.khoza@nkomazi.gov.za 076 573 4190
Ms NW Twala	MPAC Official Secretary	NLM	nomcebo.twala@nkomazi.gov.za 072 359 3469

5.7.2.1. Municipal Public Accounts Committee (MPAC)

The Constitution of the Republic of 1998 (Act No. 108 of 1998) as amended, the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) MFMA, and the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) all assign Municipal Councils the duty of supervising the operations of their respective municipalities. Among other things, Council's oversight role is crucial for the deliberation and advice it provides to the Council about the adoption of Municipal Annual Reports.

One of the MPAC's main duties is to thoroughly examine and analyze annual reports after they are presented to Council and to create an oversight report that can be presented to Council for consideration. The National Treasury's Circular 63 was accepted by the committee to serve as the manual for its oversight procedure.

MPAC are to review the Annual Report, gather feedback from the many stakeholders, and formulate an Oversight Report that Council will review. One of the most important tools for accountability and good governance in guiding municipal resources reflected in annual report. An overview of the financial and non-financial performance process for the preceding fiscal year is given in this post-financial year document. According to the Local Government: Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003), the approval of an Annual Report is required by law.

Municipal Public Accounts Committee (MPAC) is guided by the Terms of reference adopted by Council on its Functionality. In accordance with section 79 of the Municipal Structures Act of 1998, the MPAC is a committee of Council. The establishment of Municipal Public Accounts Committees (MPACs) were released by the Department of Cooperative Governance, the National Treasury, and the Association of Public Accounts Committees in South Africa (APAC) on August 17, 2011, and August 17, 2014, respectively.

These guidelines clearly outline the functions of MPACs, which include the following: -

a) To consider and evaluate the content of the annual report and to make recommendations to Council when adopting the oversight report on the annual report; In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current In-Year Reports, including the Quarterly, Mid – Year and Annual Reports;

b) To review the municipality's and municipal entities' financial statements and audit reports. In doing so, the committee will need to take into account enhancements from prior statements and reports and assess the degree to which the Audit Committee's and the Auditor General's recommendations have been carried out.

5.7.3. Schedule for Municipal Council meetings.

The schedule of meetings only includes general council meetings and Special council meetings are usually held monthly for compliance purposes. The schedule was approved on the 30th of April 2024 under Council Resolution No: NLM: GCM: B020/2024

Date schedule for Council meeting	Time
30 April 2024	10H00
27 June 2024	10H00
26 September 2024	10H00
12 December 2024	10H00

5.7.4. Transversal

Nkomazi municipality has a unit of Transversal service mandated to deal with issues related to marginalized groups such as woman, people living with 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

Youth

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 337, 683. Nkomazi Municipality is more of an agricultural sector however the pandemic has contributed to the increasingly of high rate of unemployment. 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.

The President of South Africa has proclaimed Gender Based Violence and Femicide (GBVF) as pandemic, GBVF affects all women and children in all aspects of life through violation of their rights and the brutal killing, statistics has proven that Nkomazi Local Municipality is not immune to GBVF, hence the Municipality has established the Rapid Response Teams (RRTs), which enforces tracking down of progress made, and give action to the widespread of GBVF as stipulated in the National Strategic Plan on Gender-Based Violence & Femicide, set aside is budget of R 100 000, that will focus in the implementation of certain Pillars in the National Strategic Plan (NSP).

The National Strategic Plan (NSP) is organised to guide the multi-sectoral collaboration, coordination across different tiers of government and section of society-based relationships of trust that give effect to the six pillars of the (NSP), namely as follows;

- ***Pillar 01: Accountability, Coordination Leadership***
- ***Pillar 02: Prevention and re-building Social Cohesion***
- ***Pillar 03: Justice Safety Protection***

- ***Pillar 04: Response, Care Support and Healing***
- ***Pillar 05: Economic Power***
- ***Pillar 06: Research & information Management***

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 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.

5.7.5. 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 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

The aim of the review is to:

- Track HIV prevention progress,
- Reduce the HIV spread and sustain life long of our community
- To identify the gaps and challenges as well as to address these challenges.
- To identify the MLIP lessons learnt and the best practices.
- To make recommendations for the upcoming financial year 2022/2023 as guided by the data from the previous financial years under review

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.
- GBVF

5.7.6. 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 section 62(1)(c)(i) and 95(c)(i) of the Municipal Finance Management Act 56 of 2003 (hereinafter "MFMA")

Risk Management, Fraud Prevention and Ethics Management Committee (RMFPEMC)

The municipality has a Risk Management, Fraud Prevention and ethics Management 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 member with the necessary blend of skills, competencies and attributes. The chairperson of the Risk Management, Fraud Prevention Ethics Management Committee is an independent external person appointed by the Accounting Officer. In discharging its governance responsibilities relating to risk management, the RMFPEMC 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
- Fraud Policy and Response Plan
- 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) and 95(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

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	Minimise/ Transfer/		
1	1, 4, 6, 9	To provide sustainable municipal services to all households	**Failure to provide access to basic services**	Ageing infrastructure Inadequate maintenance of fixed assets Lack of commitment by municipal officials	Community protests Loss of Funding Municipality place on Administration	**4**	**2**	**8**	Enthusiastic Municipal Council and competent management team dealing with service delivery matters. Adequate Fixed	**4**	**2**	**8**	Minimize	Record and monitor the complaints register Keep abreast of community developments and frustrations Develop checklist for service delivery priorities	MM All HODs

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	Minimise/		
									assets and resources to meet the community demands.						
2	1, 5, 7, 9	Promoting sustainable development and improving quality of life	**Mushrooming informal settlements**	Land invasion	Delays in service delivery due to emerging households not budgeted Misstatement of fixed assets	**4**	**3**	**12**	Good working relationship with traditional leaders Law enforcement section in place	**5**	**2**	**10**	Minimise	Develop an MOU between Municipality and Traditional leaders. Capacitate law enforcement unit to deal with land invaders	MM Director Planning and Development

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	Minimise/ Transfer/		
														Educate traditional leaders on the impact of land invasion (Training)	
3	1, 2, 4,	To reduce unemployment, poverty and inequality by 2027	**Lack of well-defined directions on the implementation of SEZ**	Project plan does not clearly define the roles of key players	Slow economic growth	4	4	16	One Municipal official part of Board committee Planning and development director participates	4	4	16	Minimize	Develop municipal project plan with clear objectives and SMART targets. Document the purpose of the SEZ and clearly explain the municipal role.	MM Director: LED and Tourism

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies: Impact	Evaluation before Considering Current Control Strategies: Likely-hood	Evaluation before Considering Current Control Strategies: Inherent	Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies: Impact	Evaluation after Considering Current Control Strategies: Likely-hood	Evaluation after Considering Current Control Strategies: Inherent Risk	Risk Treatment: Minimise/	Action plan	Risk Owners
									in the project roll-out						
4	1, 2, 5, 7, 9	To improve Financial viability and financial management	**Liquidity risk (Insufficient funds available to timeously fulfil cash flow obligations)**	Overtime/unauthorised expenditure/excessive requisitions	Financially insolvent	**2**	**2**	**4**	Approved Budget related policies in place Finance team and Portfolio committee review of quarterly performance reports	**4**	**2**	**8**	Minimize	Implement the developed strategy to minimise Overtime; standby and Shift allowance. Monitor the cash flow projections and cut on non-service delivery programmes	MM All HODs

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	Minimise/		
									Provincial treasury engagements for performance review and budget assessments						
5	1, 2, 4, 5	To provide sustainable Municipal services to the community	**Cyber attack**	Technological advancement Cyber criminals	Financial loss Loss of key municipal information	**4**	**3**	**12**	Firewalls; virus detectors, access controls.	**5**	**2**	**10**	Minimize	ICT governance committee to review the monthly assessment reports of the	MM Director: Corporate Services

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	Minimise/		
	, 9								Highly qualified ICT officials.					controls in place. Report on failed attempts and weaknesses identified be presented audit steering committee. Cyber security training bi-annually	

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	Minimise/ Transfer/		
6	1, 2, 4, 6, 9	To improve Financial viability and financial management	Increase in UIF&W expenditure	Non-compliance with applicable laws and regulations	Financial loss Investigations by law enforcement agencies Reputational damage	4	2	8	UIFWE reduction Strategy was developed and approved by council	4	2	8	Minimize & Transfer	Produce monthly progress reports on the implementation of the UIFWE reduction strategy	MM CFO
7		To provide sustainable municipal services to all households	Projects exceeding allocated budget; not meeting key objectives; timeframes or agreed output.	Variations/ contractors and consultants` inefficiencies not properly accounted	Delays in service delivery Financial loss – Own revenue used to complete projects	4	3	12	All projects are assigned project managers and allocated time frames	4	2	8	Minimise	Monthly project status be presented to Strategic Management meetings Action plan be developed for stagnated and	MM Director: Infrastructure Development

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	Minimise/ Transfer/		
									Director Infrastructure and the MM approve payment claims Consultants certifies the payment claim					slow-moving projects	
8		Promoting sustainable development and improving	**Reputational damage – Corruption, nepotism and litigations**	Investigations by law enforcement agencies	Bad public image	**3**	**2**	**6**	Adherence to approved municipal Policies, Code of	**3**	**2**	**6**	Minimise	Conduct Fraud and ethics workshops targeting all employees	MM All HODs

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	Minimise/		
		quality of life	**against the municipality**	Public perceptions					conduct and applicable legislation frameworks governing municipalities					Monitor Compliance with the laws and regulations in the whole institutions	
9		To improve Financial viability and financial management	**Limited revenue sources**	Free services to communities	Inability to operate as a going concern No opportunity of economic growth	**4**	**4**	**16**	Revised revenue enhancement strategy Revenue Enhancement Committee	**4**	**4**	**16**	minimise	Monthly progress report on the Implementation plan be presented to senior management	MM CFO

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	Minimise/		
10		To promote climate change and environmental management to Nkomazi areas	**Climate change**	Natural causes/ Air pollution	Natural disasters – floods; earthquakes; extreme Heatwaves	**4**	**3**	**12**	Disaster management unit in place. Disaster recovery plan developed Environmental awareness campaigns	**4**	**3**	**12**	tolerate	Develop a listing of municipal activities to promote climate change Monitoring reports on monthly basis Engage EDM and DARDLA	MM Director: Community / Social Services

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	Minimise/		
														on the projects in place	

5.8. AG Comments and Response /Action Plan

No	Audit Finding	Root Causes	Corrective Measure	Responsible Person	Implementation Date
1	The **financial statements and annual performance report** submitted for auditing were not fully prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.	Inadequate review of the annual financial statements and annual performancereport	Financial Statements and the Annual Performance Report will be prepared timely to allow adequate review by management, internal audit and audit committee prior to submission tothe Auditor General	Chief Financial Officer Manager PM&E	30 June 2024
2	Reasonable steps were not taken to prevent unauthorized expenditure in contravention of section 62(1) (d)off the MFMA.	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.	Manager Financial Accounting Chief Financial Officer	30 June 2024
3	Reasonable steps were not taken to prevent **irregularexpenditure** in contravention of section62(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.	Manager Financial Accounting Chief Financial Officer	30 June 2024

5.9. KPA 6: Institutional Development and Transformation

5.9.1. 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.

5.9.2. Municipality's Organisational Structures

Nkomazi Local Municipality consist of 7 departments which are outlined as follows:
Department of Corporate Services, Budget and Treasury, Planning and Development, Community Services and Infrastructure development. Each and every department consist of an adopted departmental organogram which is stipulated as, adopted departmental organogram / structure, office of the municipal manager, department of planning and development, department of community and social services, budget and treasury department, department of corporate service and Infrastructure development, the organisational structures are annexures attached towards the end of the of the document. The municipal organisational structure has been adopted by Council on the 23 May 2024, under Council resolution No: NKM: SCM: A058/2023 an attached copy of the organogram will be sent to the office of the MEC with the adjusted IDP before end of August 2024.

5.9.3. 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: Economic Development and Tourism
- MMC: Infrastructure Development

5.9.4. 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

- HR planning
- Professional recruitment and selection policies
- 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. Currently the Municipality has employed 1% people living with disability and the municipality will improve in employing people living with disability to meet the minimum requirement of 2 %.

5.9.5. Human Resource Planning Process

Like any other aspect of business planning, human resource planning consists of a management process in order to ensure that the right people are available at the right time at the right place. 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.

5.9.6. Vacancy Rate

Department	Unit	Vacant post	Quantity
Corporate Services	Office of the Speaker	Admin officer T12	1
		Senior MPAC researcher T16	1
		Coordinator: CDW T12	1
		Ward Liaison Coordinator T12	1
	Office of the Chief Whip IGR	Researchers T13	2
		Senior IGR Officer T16	1
		IGR Officer: national & inter. Relations T13	1
		Data Capturer T9	1
	Internal Audit	Senior internal auditor T16	1
		Internal audit clerk T11	1
	PM & E	Senior Monitoring & Evaluation Officer T16	1
		PMS Officer T13	1
		Monitoring & Evaluation officer T13	1
		Clerk T11	1
	Risk Management	Ethic Officer T13	1
	Human Resource	Senior Administrative officer T15	1
	Skills Development & Training	Senior PMDS Officer T16	1
		PMDS Officer T13	2
		PMDS Clerk T11	2
		Senior skills development facilitator T16	1
		Skills development facilitator T13	2
		Learnership & Internship Admin Officer	1
		Data Capturer T9	2
	Legal Services & Policy Development	Senior Research Officer T16	1
		Policy Development Clerk T11	1
		Admin Clerk T11	1
	Administration	Committee Clerks T11	4
		Office Attendant T6	3
		Receptionist T8	4
		Cleaners T3	5
	Labour Relations	Labour Relations Officer T13	1
		Assistant Labour Relations Officer T12	3
	Information & Communication Technology	Specialist Technician ICT T13	1
		Help Desk T10	2
	Security and Fleet Management	Admin officer T12	1

		Senior Superintendent T16	1
		Protective Security Officer T14	1
		Security Monitoring Officer T13	4
		Security System Monitors T9	4
		Data Capturer T9	3
		Mechanics (heavy) T13	2
		Mechanics (light) T13	2
Budget & Treasury	Office of the CFO	Secretary to the CFO TL10	1
	Expenditure	Clerk: Creditors T11	1
	Revenue and Budget	Accountant: Debt Management T14	1
		Assistant Accountant Budget T12	1
	Supply Chain Management	Demand Officer T13	2
		Acquisition Officer T14	2
		Clerk: Procurement T11	8
		Stores packers T8	3
	Financial Reporting and Asset Management	Accountant Land and Building	1
		Senior Accountant: Accounting services	1
		Accountant Accounting Services TL14	1
Planning & Development	Office Of Director	Secretary T10	1
		Admin Officer T13	1
	Integrated Development and Planning	Senior IDP Coordinator T16	2
		IDP Officer T13	2
		IDP Coordinator T12	1
		Data capturer	1
	Land Use Planning	Senior Environmental Management Officer T16	1
		Environmental Management Coordinator T12	2
		Geo information Officer T12	1
		Junior town planner T12	1
		Town Planner (Spatial Planner) T13	2
		Land use control officers T12	3
		Land Use Admin T10	1
		Building Inspector T13	1
		Building Control Admin T10	1
		Municipal Property & Land Officer T13	1
		Senior Building inspection T16	1
	Integrated Human Settlements	Senior Incremental Development Officer T16	1
		Integrated Residential Development Officer T13	1
		Data Capture T9	2
		Integrated Residential Development officer T13	1
		Administration Officer T13	1

		Receptionist T8	1
		Business Development T15	1
		Admin officer T13	1
		Economic Research Officer	1
		Information Officer T13	1
		Events coordinator T12	1
		Coordinator LED T11	1
		Business Licencing Support Desk T10	2
		Peace Officers T9	18
	EPWP & CWP	EPWP Coordinator T12	2
		CWP Coordinator T12	1
		Data Capturer T9	3
	Tourism	Data Capturer T9	2
		Senior Officer Arts and Culture T15	1
		Tour Guides T9	2
		Senior Tourism Officer T15 (Domestic and International)	1
		Senior Tourism Officer T15	1
		Arts and culture assistance T10	3
		Promotion and Marketing officer T12	1
		Information Officer T11	2
		Messenger T8	1
Community Services		Manager Sports	1
	Traffic and Law Enforcement	Admin Officer T13	1
		Senior By-Laws Enforcement Superintendent T15	1
		Driver T8	3
		Garden/General Worker T3	1
		Road Markers T3	12
		Assistant Traffic Superintendent T12	6
		Traffic Officer T11	50
		Senior Transport Officer T15	1
		Transport Officer T13	10
		Law Enforcement Officer	18
	Disaster Management, Fire and Rescue	Fire fighters T10	17
		Gardener T3	02
	Sports unit	Manager T17	01
		Senior Sports and Recreation officer T15	01
		Sports and Recreation officer T13	02
		Admin clerk T11	01
		Sport Organiser T9	03
	Waste Management	Senior superintendent waste T16	02
		superintendent waste T14	02
		Team Leaders T9	03
		Special Workmen TL5	57
		Street pickers T3	60

		Refuse remover T3	100
		superintendent waste T13	1
		TLB T9	1
		Drivers T8	20
		Cleaner T3	1
		Senior environmental education & awareness officer TL16	1
		Director	1
Social Services	Nature Conservation	SNR Admin officer	1
		Messenger TL8	1
		Receptionist T8	1
		Senior nature conservation officer TL16	1
		Control Ranger TL12	7
		Senior Ranger T11	1
		Field assistant supervisor TL12	1
		Team leader Field assistant TL9	1
		Alien plant control T12	1
		Team leader Alien plant control T91	
		Alien plant control officer TL6	2
		Malaria control Supervisor T12	1
		Team leader Malaria control	1
		Malaria control T10	7
	Community development	Admin clerk TL11	1
		Librarian T11	4
		Assistant librarians T9	5
		Senior Municipal facility officer T16	1
		Data capture T9	1
		General worker (facilities) T3	17
		Superintendent T14	1
		Team leader T9	2
		General worker (parks and cemetries)	20
	Social services & transversal	Admin clerk T11	1
		HIV/TB Coordinator T12	2
		HIV/AIDS Field workers T7	6
		Driver T8	1
		Transversal coordinators T12	2
		Data capture T9	1
		Social programmes officerT12	3
		Data capture T9	2
Infrastructure development	Project management unit	SNR PMU Finance officer TL16	1
		Project managers T16	2
	Roads and storm	Senior superintendent roads & storm T16	3
		superintendent roads & storm T14	4
		Foreman Logistics T12	1
		Foreman roads maintenance T12	1

		Truck driver T8	5
		Team leader T9	3
		TLB operator	4
		Road worker T3	22
		Foreman roads regravelling T12	1
		Grader operator T10	3
		Excavator operator T10	1
		Team leader T9	3
		General worker T3	15
		Admin officer T13	2
		Admin clerk T11	2
	Maintenance	Superintendent municipal building maintenance T13	1
		Foreman municipal building T12	2
		Admin clerk T11	1
		Special workmen	2
		Welder T6	2
		Carpentry T6	2
		Bricklayer Tl6	2
		Plumber T6	2
		Tile fitter T6	1
		General worker T3	8
	Energy	Senior superintendent T16	1
		Senior admin officer T15	1
		Electricians T13	1
		Electrician assistant T5	20
		Drivers T8	3
	Operation and maintenance mechanical	Job planner T13	1
		Admin clerk T11	1
		Senior superintendent maintenance mechanical T16	1
		Pump technicians – fitter T13	3
		Instrumentation technician T13	1
		Assistant instrumentation technician T6	1
		Boiler maker T13	2
		Assistant boilermaker T6	2
	Water and sanitation	Manager water and sanitation	1
		Data capture T6	2
		Sampling officers	2
		Superintendent water plant urban T14	1
		Water plant supervisors T11	5
		Water process controller T6	36
		Foreman water tankers T14	1
		Water tanker driver T8	8
		Tractor drivers T7	2
		TLB Operators T9	3

		Superintendent water operation and maintenance T14	1
		Foreman water operation and maintenance T14	8
		Team leaders T9	20
		Plumber assistant T3	10
		Admin officer T13	3
		Admin clerk T11	1
		Pump operators T3	10
Total			**894**

Source: Nkomazi MP:324

5.9.7. 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	Qualification
XT Mabila	Office of the Municipal Manager	Filled	Qualified
TS Thobela	CFO (Budget & Treasury)	Filled	Qualified
JK Ngcane	Director Infrastructure Development	Filled	Qualified
NP Sibisi	Director Planning and Development	Filled	Qualified
MM Manzini	Director Corporate Services	Filled	Qualified
NP Mkhatshwa	Director Community Services	Filled	Qualified
JN Khoza	Director Local Economic Development and Tourism	Filled	Qualified
	Director Social Services	Vacant	

5.10. ICT Policy Framework

5.10.1. 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	Functional
Economic Development and Tourism	Functional

5.11. Performance Management, Monitoring and Evaluation

Performance Management System Policy/ Framework was adopted by Council on the **30 May 2021 (Council Resolution no. NKM: GCM: A033/2021**), the municipality has developed an approved IPMS policy that caters the implementation of MSR. 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 municipality is in the process to cascade IPMS to lower levels, the skills development unit is currently concluding the job description and after the process the workplans will be developed for the employees.

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.

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.

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.

'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	Promote integrated human settlement Spatial equity	SDF Housing Chapters Land invasion By Law
Basic Services and Infrastructure Development	Basic Services	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 - 2027 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).

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 2024/25 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. Table A1- Budget summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year	Budget Year +1	Budget Year +2
Financial Performance										
Property rates	111,629	112,274	128,094	139,325	128,048	128,048	83,510	140,883	150,182	159,943
Service charges	154,903	173,460	177,184	209,484	209,551	209,551	136,311	235,052	241,779	257,495
Investment revenue	15,241	13,302	23,484	25,593	20,312	20,312	10,067	26,714	28,477	30,328
Transfer and subsidies - Operational	753,435	673,386	804,575	841,895	852,223	852,223	634,685	877,983	904,870	921,797
Other own revenue	21,039	19,821	28,662	21,756	32,487	32,487	20,931	35,228	37,553	39,994
Total Revenue (excluding capital transfers and contributions)	1,056,247	992,243	1,162,000	1,238,053	1,242,621	1,242,621	885,504	1,315,860	1,362,860	1,409,557
Employee costs	566,147	626,770	651,135	654,472	654,734	654,734	483,018	693,247	725,136	758,492
Remuneration of councillors	24,623	25,081	26,791	27,968	27,968	27,968	19,605	29,339	30,688	32,100
Depreciation and amortisation	90,784	96,394	93,214	76,822	73,852	73,852	62,016	72,722	76,068	79,567
Interest	664	467	457	113	113	113	5,318	102	106	111
Inventory consumed and bulk purchases	121,064	122,979	114,703	157,322	156,621	156,621	75,869	163,031	170,589	114,351
Transfers and subsidies	6,592	11,444	29,194	37,240	37,736	37,736	22,556	21,339	22,761	24,980
Other expenditure	343,062	345,767	362,015	337,073	352,953	352,953	333,379	341,290	357,331	373,769
Total Expenditure	1,152,935	1,228,903	1,277,509	1,291,010	1,303,977	1,303,977	1,001,760	1,321,068	1,382,679	1,383,370
Surplus/(Deficit)	(96,688)	(236,660)	(115,509)	(52,957)	(61,357)	(61,357)	(116,256)	(5,208)	(19,819)	26,187
Transfers and subsidies - capital (monetary	257,396	365,225	487,155	273,221	343,961	343,961	189,221	324,314	335,542	323,898
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers	160,708	128,564	371,646	220,264	282,605	282,605	72,964	319,106	315,724	350,086
Share of Surplus/Deficit attributable to	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	160,708	128,564	371,646	220,264	282,605	282,605	72,964	319,106	315,724	350,086
Capital expenditure & funds sources										
Capital expenditure	253,734	361,166	462,640	390,121	458,899	458,899	190,420	453,301	464,919	452,819
Transfers recognised - capital	228,688	329,296	404,757	246,721	343,727	343,727	165,216	324,314	335,542	323,898
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	25,046	31,870	57,883	143,400	115,172	115,172	25,205	128,987	129,376	128,921
Total sources of capital funds	253,734	361,166	462,640	390,121	458,899	458,899	190,420	453,301	464,919	452,819
Financial position										
Total current assets	526,892	407,410	424,987	540,093	497,291	497,291	361,889	712,945	829,971	26,252
Total non current assets	2,500,268	2,764,708	3,189,710	3,314,660	3,377,667	3,377,667	3,318,114	3,404,142	3,443,632	452,819
Total current liabilities	292,114	287,141	387,295	362,939	342,366	342,366	410,895	380,256	398,557	–
Total non current liabilities	25,628	68,110	68,946	80,748	80,748	80,748	68,946	83,729	85,577	–
Community wealth/Equity	2,735,329	2,844,203	3,191,748	3,412,095	3,458,328	3,458,328	3,230,796	3,636,739	3,732,555	350,086
Cash flows										
Net cash from (used) operating	1,132,759	2,157,073	3,013,087	298,577	488,288	488,288	1,248,848	361,548	379,110	–
Net cash from (used) investing	(89,236)	(361,166)	(462,640)	(390,121)	(458,899)	(458,899)	(177,474)	(397,573)	(379,062)	–
Net cash from (used) financing	–	–	(4)	5,540	5,540	5,540	246	4,476	3,416	–
Cash/cash equivalents at the year end	1,262,260	2,042,525	2,686,133	149,757	151,941	151,941	1,071,620	153,793	157,256	157,256
Cash backing/surplus reconciliation										
Cash and investments available	246,618	135,690	117,013	185,342	123,566	123,566	21,690	173,546	179,760	–
Application of cash and investments	45,160	(75,456)	(180,929)	193,052	133,583	133,583	128,783	(189,231)	(331,581)	–
Balance - surplus (shortfall)	201,459	211,146	297,942	(7,710)	(10,017)	(10,017)	(107,093)	362,778	511,342	–
Asset management										
Asset register summary (WDV)	2,039,907	2,059,600	3,161,945	2,583,165	2,643,367	2,643,367		2,672,647	2,712,136	452,819
Depreciation	90,784	96,394	93,214	76,822	73,852	73,852		72,722	76,068	79,567
Renewal and Upgrading of Existing Assets	172,596	100,187	100,954	117,113	171,751	171,751		181,791	193,322	181,457
Repairs and Maintenance	52,253	37,958	46,814	46,202	49,906	49,906		51,687	54,064	56,551
Free services										
Cost of Free Basic Services provided	29,598	30,963	25,996	32,354	32,288	32,288		316,310	327,050	334,679
Revenue cost of free services provided	39,744	44,388	48,164	51,769	48,194	48,194		51,519	54,866	58,432
Households below minimum service level										
Water:	12	9	28	2	2	2		28	28	28
Sanitation/sewerage:	3	2	8	5	5	5		8	8	8
Energy:	–	–	44	–	–	–		6	6	6
Refuse:	123	20	80	22	22	22		96	96	96

Explanatory notes to MBRR Table A1 - Budget Summary

- Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
- The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
- Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
    a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
    b. Capital expenditure is balanced by capital funding sources, of which
        i. Transfers recognised is reflected on the Financial Performance Budget;
        ii. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget

iii. Internally generated funds is financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

- The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This places the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Consequently, Council has taken a deliberate decision to ensure adequate cash-backing for all material obligations in accordance with the recently adopted Funding and Reserves Policy. This cannot be achieved in one financial year. But over the MTREF there is progressive improvement in the level of cash-backing of obligations. It is anticipated that the goal of having all obligations cash-back will be achieved by 2026/27, when a small surplus is reflected.
- Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs. It is anticipated that by 2026/27 the water backlog will have been very nearly eliminated.

7.3. Consolidated overview of the 2023/24 MTREF

Description	2024/25 Medium Term Revenue and Expenditure Framework			
	Adjusted Budget	Budget year	Budget year +1	Budget year +2
	2023/24	2024/25	2025/26	2026/27
	R000	R000	R000	R000
Total Revenue excluding capital transferred and contributions	1,242,621	1,337,124	1,377,634	1,425,438
Total Operational Expenditure	1,303,627	1,333,482	1,395,611	1,460,981
Surplus/(Deficit)	-61,006	3,642	-17,977	-35,543
Transfers and subsidies - capital (Monetary transfer)	343,961	328,314	335,542	326,898
Surplus/(Deficit) after capital transfers	282,955	331,956	317,565	291,355
Total Capital Expenditure	458,899	435,800	464,919	452,819
Total budget (operational plus capital)	**1,762,526**	**1,769,282**	**1,860,530**	**1,913,800**

Total revenue amounts to R1.3 billion representing a growth of 5.9% for the 2024/25 financial year when compared to the 2023/24 Adjustment Budget. For the two outer years, revenue is increasing with 4% and 3% respectively, equating to a total revenue growth of R93.6 million over the MTREF when compared to the 2023/24 allocation.

Total expenditure amounts to R1,3 billion in the 2024/25 financial year. Thus, it translates into a budgeted deficit of R17,6 million. When compared to the 202/24 Adjustments Budget, operational expenditure has not increase in the 2024/25 budget. The operating deficits for the two outer years amount to R32,8 million and R51,4 million respectively.

The overall total expenditure (Operating + Capital expenditure) amounts to R1,8 billion in the 2024/25 financial year and will remain constant to R1,9 billion in the 2026/27 outer year.

The capital budget of R453,3 million for 2024/25 is 1,2% less when compared to the 2023/24 Adjustment Budget. The capital programme increases to R464,9 million in the 2025/26 financial year and then decreases in 2026/27 to R452,8 million. The variances are due to various changes on government grants allocations per financial as well as affordability constraints in the light of current economic circumstances. A substantial portion of R324,3 million of the capital budget will be funded from government grants over the MTREF. The balance of R129 million will be funded from internally generated funds.

7.4. Summary of revenue classified by main revenue source

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year +1 2025/26	%	Budget Year +2 2026/27	%
Revenue								
Exchange Revenue								
Service charges - Electricity	152,012	12%	170,743	13%	173,226	13%	184,486	13%
Service charges - Water	38,974	3%	43,663	3%	46,545	3%	49,570	4%
Service charges - Waste Water Management	6,437	1%	7,181	1%	7,655	1%	8,153	1%
Service charges - Waste Management	12,127	1%	13,464	1%	14,353	1%	15,286	1%
Sale of Goods and Rendering of Services	3,507	0%	3,749	0%	3,996	0%	4,256	0%
Agency services	-	0%	-	0%	-	0%	-	0%
Interest		0%		0%		0%		0%
Interest earned from Receivables	4,346	0%	5,146	0%	5,486	0%	5,842	0%
Interest earned from Current and Non Current Assets	20,312	2%	26,714	2%	28,477	2%	30,328	2%
Dividends		0%		0%		0%		0%
Rent on Land		0%		0%		0%		0%
Rental from Fixed Assets	5,007	0%	5,353	0%	5,706	0%	6,077	0%
Licence and permits	2,283	0%	2,441	0%	2,602	0%	2,771	0%
Operational Revenue	867	0%	927	0%	988	0%	1,052	0%
Non-Exchange Revenue		0%		0%		0%		0%
Property rates	128,048	10%	140,883	11%	150,182	11%	159,943	11%
Surcharges and Taxes		0%		0%		0%		0%
Fines, penalties and forfeits	3,772	0%	4,033	0%	4,299	0%	4,578	0%
Licences or permits		0%		0%		0%		0%
Transfer and subsidies - Operational	852,223	69%	877,983	67%	904,870	66%	921,797	65%
Interest	12,704	1%	13,580	1%	14,477	1%	15,418	1%
Fuel Levy		0%		0%		0%		0%
Operational Revenue		0%		0%				0%
Gains on disposal of Assets	-	0%	-	0%	-	-	-	0%
Other Gains	-	0%	-	-	-	-	-	-
Discontinued Operations								
Total Revenue (excluding capital transfers and contributions)	**1,242,621**	**100%**	**1,315,860**	**100%**	**1,362,860**	**100%**	**1,409,557**	**0**

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 totaling 13 per cent or R170,7 million rand and increases to R189,5 million by 2026/27. Other revenues which consist of 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 review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R878 million in the 2024/25 financial year and steadily increase to R92.8 million by 2026/27. Note that the year-on-year growth for the 2024/25 financial year is 3 per cent and then increases to 1 per cent in the two outer years. The following table.

7.5. Operating transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**749,626**	**669,306**	**769,535**	**838,266**	**846,594**	**846,594**	**870,576**	**897,122**	**913,693**
Local Government Equitable Share		735,043	646,530	725,681	788,535	788,535	788,535	837,870	862,483	877,235
Energy Efficiency and Demand Side Management Gr		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant		6,255	6,125	4,621	3,718	3,510	3,510	2,436	3,718	2,436
Integrated National Electrification Programme Grant		–	–	10,000	16,400	14,400	14,400	3,787	–	5,000
Local Government Financial Management Grant		1,700	1,770	1,770	1,770	1,770	1,770	1,800	1,900	2,000
Municipal Disaster Recovery Grant		–	–	–	–	3,078	3,078	–	–	–
Municipal Disaster Relief Grant		–	–	–	–	5,125	5,125	1,200	–	–
Municipal Infrastructure Grant		6,628	14,880	27,464	27,843	30,176	30,176	23,483	29,021	27,022
Municipal Systems Improvement Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		**3,809**	**4,080**	**35,040**	**3,629**	**5,629**	**5,629**	**7,407**	**7,748**	**8,104**
Local Government Water and Related Service SETA		3,809	3,452	3,155	3,629	5,629	5,629	7,407	7,748	8,104
Unspecified		–	628	31,886	–	–	–	–	–	–
Total Operating Transfers and Grants	5	**753,435**	**673,386**	**804,575**	**841,895**	**852,223**	**852,223**	**877,983**	**904,870**	**921,797**

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 inflation target. 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 impact they have on the municipality's electricity and in these tariffs are largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the 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 and medical 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 and tariffs 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 process relating to service charges as follows.

7.6. Summary of operating expenditure by standard classification item

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure										
Employee related costs	566,147	626,770	651,135	654,472	654,734	654,734	483,018	693,247	725,136	758,492
Remuneration of councillors	24,623	25,081	26,791	27,968	27,968	27,968	19,605	29,339	30,688	32,100
Bulk purchases - electricity	95,883	105,046	103,474	101,539	101,539	101,539	69,669	104,514	109,322	114,351
Inventory consumed	25,181	17,933	11,229	55,783	55,082	55,082	6,200	58,516	61,267	-
Debt impairment	8,320	3,295	4,225	-	-	-	-	-	-	-
Depreciation and amortisation	90,784	96,394	93,214	76,822	73,852	73,852	62,016	72,722	76,068	79,567
Interest	664	467	457	113	113	113	5,318	102	106	111
Contracted services	153,301	124,815	134,524	135,001	143,992	143,992	156,274	140,447	146,908	153,666
Transfers and subsidies	6,592	11,444	29,194	37,240	37,736	37,736	22,556	21,339	22,761	24,980
Irrecoverable debts written off	19	19,944	-	4,281	4,281	4,281	87	-	-	-
Operational costs	174,169	196,413	218,533	197,790	204,681	204,681	177,017	200,842	210,423	220,103
Losses on disposal of Assets	7,058	383	3,406	-	-	-	-	-	-	-
Other Losses	196	918	1,328	-	-	-	-	-	-	-
Total Expenditure	**1,152,935**	**1,228,903**	**1,277,509**	**1,291,010**	**1,303,977**	**1,303,977**	**1,001,760**	**1,321,068**	**1,382,679**	**1,383,370**

The budgeted allocation for employee related costs for the 2024/25 financial year totals R693,2 million, which equals 50 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 .3 9 per cent for the 2024/25 financial year. An annual increase of 4.9 per cent 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.

The provision of debt impairment was determined based on an average annual collection rate of 90 per cent and the credit control and debt collection policy of the municipality. For the 2024/25 financial year this amount equates to R8.8 million and escalates to R9,6 million by 2025/26. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R72.7 million for the 2024/25 financial and equates to 5.4 per cent of the total operating expenditure. Note that the is implemented as per GRAP 17 accounting.

Finance charges consist primarily of the repayment of interest on overdue accounts which will be recognized as Fruitless and Wasteful expenditure in the Annual Financial Statements, However, management strive minimize this type of expenditure by ensuring that invoices are paid within 30 days of receipts.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Inventory consumed comprises of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. In line with the municipal repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the municipal infrastructure. For 2024/25 the appropriation against this group of expenditure has grown by 31.1 per cent (R59.9 million) and continues to grow 5 per cent for the two outer years of which budget allocation is in excess of R57 million by 2026/27.

Contracted services has been identified as a cost saving area for the municipality. As part of the compilation of the 2024/25 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2023/24 financial year, this group of expenditure totals R140.2 million and has decreased, clearly demonstrating the application of cost efficiencies. For the two outer years growth has been limited to 4.9 and 4.9 per cent.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Growth has been limited to 4.6 per cent for 2024/25 and curbed at 4.9 and 4.9 per cent for the two outer years, indicating that significant cost savings have been already realised.

8. Municipal Five-Year Performance Plan 2022-2027

TABLE A: INTEGRATED DEVELOPMENT PLAN										
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	4 Strategic plans developed and reviewed	Outdated strategic plans	Development, reviewing and gazetting of strategic plans of the Municipality	Township establishment projects	3 Strategic plans developed, reviewed and/or gazetted	1 Strategic plan developed, reviewed and/or gazetted	2 Strategic plans developed, reviewed and/or gazetted	1 Strategic plan developed, reviewed and/or gazetted	1 Strategic plan developed, reviewed and/or gazetted

TABLE A: INTEGRATED DEVELOPMENT PLAN	
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 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Improved access to Sustainable basic water services	Households with access to piped water	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 Equipment's, pipes, Ageing meter)	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	95 125 (HH), 88.4%	98 125 (HH), 91.2%	101 125 (HH), 94%	104 125 (HH), 96,7%	107624 (HH), 100%

			Ageing Fleet (Water Tankers, TLBs) Poor Quality Water High water losses		Replacement of old fleet Refurbishment of Water Treatment Works Water Quality Monitoring Jojo tanks installation Meter Replacement Programme					

TABLE A: INTEGRATED DEVELOPMENT PLAN

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 drop score Risk Rating	No access to sanitation Lack of water borne sewer WWTW reach capacity, Sewer spillages WWTW Ageing Infrastructure	107 624HH (100%) Access to Sanitation 90% Green Drop Score	Construction of Sanitation Toilets Construction of Water Borne Bulk Sanitation Upgrading of Wastewater Treatment Works Refurbishment of WWTW	102087HH 94,9%	103287HH 96,0%	104487HH 97.0%	106055HH 99,0%	107624HH 100%

			Poor Effluent Quality Overloaded Sanitation toilets – not usable anymore		Wastewater Quality Monitoring Green Drop Compliance High pressure vacuum tanker					

<table>
<tr><td colspan="11">TABLE A: INTEGRATED DEVELOPMENT PLAN</td></tr>
<tr><td>Municipal KPA</td><td colspan="10">Basic Service Delivery and Infrastructure Development (Electricity)</td></tr>
<tr><td>Problem statement and root causes per KPA:</td><td colspan="10">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.</td></tr>
<tr><td>One Plan Transformation Area</td><td colspan="10">Integrated Service Provision
Infrastructure Engineering</td></tr>
<tr><td>2019-24 MTSF Priority</td><td colspan="10">Spatial Development, Human Settlements and Local Government</td></tr>
<tr><td>Municipal Priority</td><td colspan="10">Delivery of quality & sustainable municipal Electrical services</td></tr>
<tr><td>Strategic objective</td><td colspan="10">To provide sustainable municipal electrical services to all households by 2027</td></tr>
<tr><td colspan="4">Impact statement: Accessible, quality & sustainable water services to communities</td><td colspan="7">MTSF Target: 100% access to electrical services by 2027</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 access to basic services</td><td>Percentage of Households with access to electricity (Rural development)</td><td>128 400 HH (95%)</td><td>ESKOM operational areas.
Challenges with mushrooming of stands and funding allocation</td><td>134 600 HH (100%)</td><td>INEP (Electrification programs)</td><td>129 600 HH (according to funding allocation of 1200HH per year)</td><td>130 800 HH (according to funding allocation of 1000HH per year)</td><td>132 000 HH (according to funding allocation of 1000HH per year)</td><td>133 400 HH (according to funding allocation of 1000HH per year)</td><td>134 600 HH (according to funding allocation of 1000HH per year)</td></tr>
</table>

	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 A: INTEGRATED DEVELOPMENT PLAN										
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	83 742 Households with access to refuse removal	Ageing and shortage of fleet Lack of households serviced by regular solid waste collection is an indicator of municipal health, cleanliness and quality of life, and is recognised as a right within the South Africa Constitution	5 000 Households with access to refuse removal	Procurement of 1X1 Bulldozer for waste The Municipality needs 50 x Skips 6CBM and 20 X 1,7CBM Skips 1X2 Compactor trucks 1X2 8 ton cage trucks 1X2 Compactor trucks 1X1 Skip Loader trucks 1X2 Bakkie LDVs 1X1 Private Vehicle 1X1 Wood Chipper 1X1 12 ton Low bed truck The attainable of two landfill sites.	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

<table>
<tr><td colspan="11">TABLE A: INTEGRATED DEVELOPMENT PLAN</td></tr>
<tr><td>Municipal KPA</td><td colspan="10">Basic Service Delivery and Infrastructure Development (Roads and storm water)</td></tr>
<tr><td>Problem statement and root causes per KPA:</td><td colspan="10">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</td></tr>
<tr><td>One Plan Transformation Area</td><td colspan="10">Integrated Service Provision
Infrastructure Engineering</td></tr>
<tr><td>2019-24 MTSF Priority</td><td colspan="10">Spatial Development, Human Settlements and Local Government</td></tr>
<tr><td>Municipal Priority</td><td colspan="10">Delivery of quality municipal roads services</td></tr>
<tr><td>Strategic objective</td><td colspan="10">To provide sustainable municipal services to all wards by 2027</td></tr>
<tr><td colspan="4">Impact statement: Accessible services to communities</td><td colspan="7">MTSF Target: 100% access to Roads and stormwater</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 accessible roads to all wards</td><td>All 33 wards to be gravelled and graded</td><td>To gravel (320km) 100%</td><td>Aging road infrastructure</td><td>10km (100%)</td><td>To grade and Re-gravel</td><td>10km</td><td>10km</td><td>10km</td><td>10km</td><td>10km</td></tr>
<tr><td></td><td>Repairing of potholes</td><td>8000^{m2}
To be repaid</td><td>Aging road infrastructure</td><td>1600^{m2}</td><td>To patch potholes</td><td>1600^{m2}</td><td>1600^{m2}</td><td>1600^{m2}</td><td>1600^{m2}</td><td>1600^{m2}</td></tr>
</table>

	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.	New indicator	Aging road infrastructure	50km	To reseal tarred 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 A: INTEGRATED DEVELOPMENT PLAN										
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	Compliance with laws and regulations									
Strategic objective	Compliance with laws and regulations									
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

TABLE A: INTEGRATED DEVELOPMENT PLAN										
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 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 liquidity management	Maintain positive Current ratio	current ratio of 2.5:1	Poor liquidity ratios	current ratio of 2.5:1 3:1	Ensure efficient and effective cash flow management	current ratio of 2.5:1	current ratio of 2.5:1	current ratio of 2.6:1	current ratio of 2.7:1	current ratio of 3:1
Improved expenditure management	Ensure effective systems of expenditure controls	Creditors paid within 30 days receipt of a valid	Late settlement of supplier's invoices	Creditors paid within 30 days receipt of a valid	Ensure effective systems of internal controls	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
Improved revenue and debtors' management	Number of debtors days	120 days	Poor revenue collection	30 days	Increase municipal revenue	90 days	90days	60days	60 days	30 days
	Percentage of debtors' collection rate ratio	95%		98%		96%	97%	97%	98%	98%

8.1. Table B: Integrated Development Plan

- **Translate interventions and programmes into annual outputs and KPIs**

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Integrated service delivery and settlement transformation	Establishment of Townships and Acquisition of Land for Human Settlements	Number of townships established	4 Townships established	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.
		Number Title Deeds registered and issued	500 Title Deeds registered and issued	Subdivision and consolidation of properties to be registered	Registration of 300 beneficiaries in the deed's office	Registration of 300 beneficiaries in the deed's office.	Subdivision and consolidation of properties to be registered	Registration of 300 beneficiaries in the deed's office.
		Number of Municipal stands sold	200 Municipal stands/properties sold	Development of policy document for the Alienation of Municipal Properties. Development of list of all Municipal owned properties	The alienation of 50 Municipal properties	The alienation of 50 Municipal properties	The alienation of 100 Municipal properties	None

Improved access to refuse removal	Number of households with access to refuse removal	8 3742 Households with access to refuse removal	70 Skip bins	20 skip bins to reduce littering and illegal dumping	20 skip bins to reduce littering and illegal dumping	10 skip bins to reduce littering and illegal dumping	10 skip bins to reduce littering and illegal dumping	10 skip bins to reduce littering and illegal dumping
			Daily maintenance of the landfill sites	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Effective municipal administration	councillors and officials capacitated on ethics, fraud and anti-corruption and declared	Percentage of councillors and officials capacitated on ethics, fraud and anti-corruption and declared	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
Improved organisational performance	Employees with signed performance agreement and evaluated	Number of employees with signed performance agreement and evaluated	1460 employees signed performance agreements 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	All employees with signed performance agreement and evaluated
Improved public participation	Public Participation related events held	Number Public Participation related events held	20 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	Percentage 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)	Maintain 100% of Top Management Stability (Section 56 Managers)
Improved municipal responsiveness	Improved municipal responsiveness	Percentage 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	100% of ward committees producing quarterly reports	100% of ward committees producing quarterly reports
Improved municipal responsiveness	Improved municipal responsiveness	Number of Traditional Leaders participating in Council meetings	32 Traditional Leaders participating in Council meetings	8 Traditional Leaders participating in Council meetings	8 Traditional Leaders participating in Council meetings	8 Traditional Leaders participating in Council meetings	8 Traditional Leaders participating in Council meetings	8 Traditional Leaders participating in Council meetings
		Number of Traditional Leaders Trainings held	20 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	Percentage 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	100% of Councillors attending meetings in according to the municipal calendar
		Number ordinary meetings held annually per	20 ordinary meetings held annually per	4 ordinary meetings held annually per	4 ordinary meetings held annually	4 ordinary meetings held annually per	4 ordinary meetings held annually per	4 ordinary meetings held annually per

		municipal structure	municipal structure	municipal structure	per municipal structure	municipal structure	municipal structure	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 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

Outcome	**Outcome Indicator**	**KPI**	**5-year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Improved livelihoods for special groups youth, elderly, disabled persons, children and gender	Improved livelihoods for special groups youth, elderly, disabled persons, children and gender	Number people empowered through the creation of business opportunities (supply chain and LED)	250 people empowered through the creation of business opportunities (supply chain and LED)	50 people empowered through the creation of business opportunities (supply chain and LED)	50 people empowered through the creation of business opportunities (supply chain and LED)	50 people empowered through the creation of business opportunities (supply chain and LED)	50 people empowered through the creation of business opportunities (supply chain and LED)	50 people empowered through the creation of business opportunities (supply chain and LED)
		Number of learners provided with exposure at the work place for career guidance	250 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	50 learners provided with exposure at the work place for career guidance
		Number of events	25 events conducted for special groups	5 events conducted	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups

		conducted for special groups		for special groups				
		Number forums for special groups will be established	16 forums for special groups 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 the special group's 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 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 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

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Reduced mortality rate (70%-95%)	Number of 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 held	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	130 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 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 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 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 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 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

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	Number of cemeteries fenced	Fencing of cemeteries	6 Cemeteries fenced	1 Cemetery fenced	2 Cemeteries fenced	1 Cemetery fenced	1 Cemetery fenced	1 Cemetery fenced
	Number of Regional Cemetery developed	Development regional cemetery	1 Regional Cemetery developed	0	0	1 Regional Cemetery developed	0	0
	Number of sports facilities maintained	Upgrading of irrigation system, flood lights, maintenance of the pitch, upgrading of grand stands, upgrading of the boundary wall and pitch fencing, irrigations, Grass cutting, ablution and general cleaning of the facilities, construction of pre-meeting doping room	5 Sports facilities maintained	1 Sport facilities maintained	1 Sport facilities maintained	1 Sport facilities maintained	1 Sport facilities maintained	1 Sport facilities maintained

	Number of recreational parks developed	Development of recreational Parks	2 Recreational parks developed	1 Recreational park developed	1 Recreational park developed	0	0	0
	Number of recreational halls constructed	Construction of the recreational hall in ward 22	1 Recreational hall constructed	0	0	1 Recreational hall constructed	0	0

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	Number of cultural events held	Cultural events held	4 cultural events held	1 cultural event held	1 cultural event held	1 cultural event held	1 cultural event held	1 cultural event held
Emergency Evacuation drills	Number of awareness campaigns conducted	Awareness campaign conducted	60 Awareness campaigns conducted	12 Awareness campaigns conducted	12 Awareness campaigns conducted	12 Awareness campaigns conducted	12 Awareness campaigns conducted	12 Awareness campaigns conducted
Mitigation of disaster situations	Percentage of Call-out on structural fires emergences attended	Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended	100% Call-out on structural fires emergences attended
Attending to motor vehicle incidents	Percentage Call-out on motor vehicle accidents attended	Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended	100% Call-out on motor vehicle accidents attended

Providing relief material	Percentage Call-out, on disaster incidents	Call-out, on disaster incidents	100% Call-out, on disaster incidents	100% Call-out, on disaster incidents	100% Call-out, on disaster incidents	100% Call-out, on disaster incidents	100% Call-out, on disaster incidents	100% Call-out, on disaster incidents

Outcome	**Outcome Indicator**	**KPI**	**5-year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Improved expenditure management	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	Percentage Reduction of unauthorised, irregular, fruitless and wasteful expenditure	Reduce unauthorised, irregular, fruitless and wasteful expenditure by 50%	10% overall decrease in unauthorised, irregular, fruitless and wasteful expenditure	10% overall decrease in unauthorised, irregular, fruitless and wasteful expenditure	10% overall decrease in unauthorised, irregular, fruitless and wasteful expenditure	10% overall decrease in unauthorised, irregular, fruitless and wasteful expenditure	10% overall decrease in unauthorised, irregular, fruitless and wasteful expenditure
	Number of creditors settlement days	Number of days to settle Creditors	Creditors paid within 30 days of	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
	Percentage of total operating expenditure on remuneration	40% of total operating expenditure on remuneration	40% of total operating expenditure on remuneration	48% of total operating expenditure on remuneration	46% of total operating expenditure on remuneration	44% of total operating expenditure on remuneration	42% of total operating expenditure on remuneration	40% of total operating expenditure on remuneration

Improve overall financial management, develop and implement appropriate financial management policies, procedures and systems	Revise revenue enhancement strategy	Revenue enhancement strategy developed and approved	Revenue enhancement strategy	None	None	Approve the revised Revenue enhancement strategy	None	none
Enhanced municipal budgeting and budget implementation	Number of funded annual budget compiled Municipal budget assessed as funded (Y/N) (National)	All prepared annual budgets be assessed as funded	100% or All prepared annual budgets be assessed as funded	2 Yes	2 Yes	2 Yes	2 Yes	2 Yes
Improved financial sustainability and liability management	Percentage change in cash backed reserves reconciliation	2%	2%	2%	2%	2%	2%	2%
	Maintain positive Current ratio	Ensure efficient and effective cash flow management	3:1	2.5:1	2.5:1	2.6:1	2.7:1	3:1

Improved asset management	physical fixed assets verification conducted	Number of physical fixed assets verification conducted	5 physical fixed assets verification conducted	1	1	1	1	1
Improved revenue and debtors' management	Number of debtors days	Number of debtors days	30 days	90 days	90days	60days	60 days	30 days
	Percentage of debtor's collection rate ratio	Percentage of revenue collection rate	98%	96%	97%	97%	98%	98%

8.2. 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
	WS3.11(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					
	WS3.11(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
	WS3.21(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					
	WS3.21(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												
	TR 6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
	TR 6.12(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												
	TR 6.13(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 / Master plan	Information to be available when Master plan is approved	30 June 2024
	TR 6.13(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 /	Information to be available when Master plan is	30 June 2024

												Master plan	approved	
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time													
	TR 6.21(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	
	TR 6.21(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
	FD 1.11(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					
	FD 1.11(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
	LED1.11(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					

	LED1.11(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
	LED1.21(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					
	LED1.21(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
	GG6.11(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					
	GG6.11(2)	(2) Total operating budgets for the municipality	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					
LED3.11	Average time taken to finalise business licence applications									None	N/A	N/A	N/A	N/A

		LED3.11(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					
		LED3.11(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 adveristed in prior year	N/A	N/A	N/A	N/A
		LED3.31(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
		LED3.31(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

	LED3.32(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
	LED3.32(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													
	GG1.21(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
	GG1.21(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
	GG1.22(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					
	GG1.21(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 5.11(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 5.12(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		18047090,00	18047090,00	18047090,00	18047090,00	18047090,00			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		18047090,00	18047090,00	18047090,00	18047090,00	18047090,00			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 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
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 with no identification(IDs)	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
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 executi ve mayor accordi ng to										

			the organo gram										
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 PROJECTS

9. Grant Funded Capital Budget

DEPARTMENT	SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
COMMUNITY SERVICES	COMMUNITY HALLS	CONSTRUCTION OF A COMMUNITY HALL	DRIEKOPPIES	24.26	MIG	5,018,402	-	-
COMMUNITY SERVICES	SPORTS RECREATION AND DEVELOPMENT	CONSTRUCTION OF SPORTS FACILITIES IN SCHOEMANSDAL	SCHOEMANSDAL	27,28, 33	MIG	4,000,000	21,000,000	15,000,000
INFRASTRUCTURE	ROADS	PAVING OF INTERNAL STREETS IN ANIVA	ANIVA	23	MIG	4,500,000	20,000,000	40,755,751
INFRASTRUCTURE	ROADS	PAVING OF INTERNAL STREETS KAMHLUSHWA	KAMHLUSHWA	22	MIG	4,000,000	20,000,000	33,818,395
INFRASTRUCTURE	ROADS	PAVING OF INTERNAL STREETS EMJEJANE	EMJEJANE	29	MIG	4,000,000	20,000,000	34,617,506
INFRASTRUCTURE	ROADS	PAVING OF INTERNAL STREETS IN JEPPES REEF ZONE 10	JEPPES REEF	28	MIG	4,500,000	20,000,000	33,362,432
INFRASTRUCTURE	ROADS	PAVING OF INTERNAL STREETS IN STEENBOK	STEENBOK	8	MIG	4,500,000	20,000,000	46,056,894
INFRASTRUCTURE	ROADS	PAVING OF 3,7 KM INTERNAL STREETS IN BLOCK C	BLOCK C	3	MIG	22,344,921	-	-
INFRASTRUCTURE	ROADS	RECONSTRUCTION AND REHABILITATION OF CULVERTS	VARIOUS VILLAGES		MDRG	50,726,000	44,047,000	
INFRASTRUCTURE	WATER DISTRIBUTION	UPGRADING OF WATER TREATMENT WORKS (5ML/PER DAY) PHASE 3A	NAAS/BLOCK C, NGWENYENI, DLUCLUMA	1,3,4,6	MIG	23,970,546	-	-
INFRASTRUCTURE	WATER DISTRIBUTION	UPGRADING OF WATER TREATMENT WORKS(BULK LINE ,RESERVOIR ,ELEVATED TANK AND PUMPHOUSE) PHASE 3B (7.8KM, 1ML, 400KL)	NAAS/BLOCK C	1,3,4	MIG	33,497,993	-	-
INFRASTRUCTURE	WATER DISTRIBUTION	UPGRADING OF WTW FROM 12 T0 24, UPGRADING OF BULKLINE, CONSTRUCTION RESERVOIR AND RAW WATER PUMPSTATION	KAMHLUSHWA	21.22	RBIG	5,000,000	10,000,000	10,000,000

DEPARTMENT	SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE,WATER RETICULATION AND ELEVATED TANKS AT MASIBEKELA VILLAGE	MASIBEKELA	14	MIG	38,801,447	35,635,891	-
INFRASTRUCTURE	WATER DISTRIBUTION	SIBANGE REGIONAL WATER SCHEME	SIBANGE	16	MIG	3,092,643	-	
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENTION OF WATER RETICULATION IN MDLADLA	MDLADLA	7	MIG	-	5,000,000	10,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION IN STEENBOK 88KM, 3800HH	STEENBOK	8	MIG	19,741,633	-	
INFRASTRUCTURE	SEWER	SANITATION PROJECTS NEW AND OLD VILLAGES (400 SANITATION TOILETS)	STEENBOK,MBUZINI,MBANGWANE, SCHOEMANSDAL, NGWENYENI,MANGWENI,GOBA, BLOCK C SIBAYENI,SCHULZENDAL,MGOBODZI,BLOCK B,MZINDI,HHOYI, MAGUDU,SIKWAHLANE AND MIDDLEPLAANS	8,13,12,27,28,33,6,17,9,11,3,31,15,2,5,19,20,11,16,19 AND 31	MIG	13,000,000	18,000,000	12,000,000
INFRASTRUCTURE	SEWER	CONSTRUCTION OF KAMHLUSHWA BULK SEWER (WWTW, PUMPSTATIONS, BULKLINE & SEWER COLLECTOR)	KAMHLUSHWA	21.22	MIG	-	15,000,000	11,500,000
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENTION OF RETICULATION IN SCHOEMANSDAL	SCHOEMANSDAL	27	WSIG	30,000,000	2,676,009	-
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENTION OF RETICULATION IN KAMHLUSHWA EXT 2 (NKANDLA)	KAMHLUSHWA	21	MIG	5,000,000	53,359,469	20,907,423
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AT MABUNDZEN, EXTENSION OF RETICULATION AT EKUSULUKENI & THAMBOKHULU/ELEVATED TANK	MABUDZENI AND THAMBOKHULU	12,13	MIG	-	6,500,000	8,000,000

DEPARTMENT	SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION AND ELEVATED TANK IN PHIVA AND KHUMBULEKHAYA (2.5ML AND 2888HH)	PHIVA	10	MIG	28,102,723		
INFRASTRUCTURE	SEWER	TONGA BULK SEWER UPGRADE (WWTW, SEWER PUMP STATIONS, BULK SEWER LINE)	TONGA	9	MIG	-	5,000,000	10,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENSION OF RETICULATION TONGA B, TONGA C & TONGA D PHASE 2	TONGA	9	WSIG			5,063,000
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENSION OF RETICULATION AND BULK AT BLOCK B (MNDENI, MATJENI, MASHEKESHENI)	BLOCK B	5	WSIG			5,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT GRETANE	GRETANE	4	WSIG			8,937,000
INFRASTRUCTURE	WATER DISTRIBUTION	UPGRADING OF BULK & EXTENSION OF RETICULATION AT MBANGWANE	MBANGWANE	12	WSIG	-		6,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT NAAS MSHOLOZI	MSHOLOZI	1	WSIG			5,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	REPLACEMENT OF ASBESTOS / AC PIPELINES TO UPVC IN NKOMAZI AREA			WSIG		32,323,991	10,380,000
INFRASTRUCTURE	WATER DISTRIBUTION	EXTENSION OF RETICULATION, BULK & ELEVATED TANK AT ANIVA (BOSCHFONTEIN COURT STANDS)	ANIVA	23	MIG		5,000,000	13,000,000
INFRASTRUCTURE	WATER DISTRIBUTION	PROVISION OF WATER RETICULATION IN MANGWENI/BULKLINE FOR 23.1KM	MANGWENI	9,17	MIG	33,517,854	-	
INFRASTRUCTURE	ELECTRICITY	ELECTRIFICATION PROJECTS	SIBANGE	16	INEP	3,000,000	-	-
		ELECTRIFICATION PROJECTS	JEPPES REEF	28	INEP	787,000	-	5,000,000
					MIG	**238,588,160**	**246,495,360**	**276,518,400**
					WSIG	**30,000,000**	**35,000,000**	**40,380,000**

DEPARTMENT	SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
					RBIG	**5,000,000**	**10,000,000**	**10,000,000**
					MDRG	**50,726,000**	**44,047,000**	**-**
					TOTAL GRANT FUNDING	**328,314,160**	**335,542,360**	**326,898,400**

9.1. Internally funded capital budget

DEPARTMENT	SECTION	PROJECT DESCRIPTION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
BUDGET AND TREASURY	REVENUE AND PROPERTY RATES MANAGEMENT	UPGRADING OF KOMATIPOORT OFFICES	6	INTERNAL FUNDING	5,000,000	-	
CORPORATE SERVICES	SECURITY AND FLEET MANAGEMENT	SECURITY GATE		INTERNAL FUNDING	120,000	125,520	131293.92
CORPORATE SERVICES	SECURITY AND FLEET MANAGEMENT	3 SINGLE FULL HEIGHT TURNSTILE		INTERNAL FUNDING	210,000	219,660	229764.36
CORPORATE SERVICES	SECURITY AND FLEET MANAGEMENT	2 SECURITY WALK THROUGH METAL DETECTOR SET		INTERNAL FUNDING	80,000	83,680	87529.28
COMMUNITY SERVICES	DISASTER MANAGEMENT	1 X FIRE AND RESCUE LDV BAKKIE		INTERNAL FUNDING	1,000,000	-	
COMMUNITY SERVICES	DISASTER MANAGEMENT	2X JAWS OF LIFE		INTERNAL FUNDING	1,200,000	-	
COMMUNITY SERVICES	DISASTER MANAGEMENT	PROCUREMENT OF 1 X FIRE TRUCK		INTERNAL FUNDING			7,000,000
COMMUNITY SERVICES	PROTECTION SERVICES (POLICE) TRAFFIC DEP	2 X LDV FOR ROAD MARKERS (1 P/Y)		INTERNAL FUNDING	500,000	500,000	
COMMUNITY SERVICES	PROTECTION SERVICES (POLICE) TRAFFIC DEP	1 X PANEL VAN COMBI FOR ENFORCEMENT		INTERNAL FUNDING	-	900,000	
COMMUNITY SERVICES	SPORTS DEVELOPMENT	TRAILER X2		INTERNAL FUNDING	120,000		

DEPARTMENT	SECTION	PROJECT DESCRIPTION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
COMMUNITY SERVICES	SPORTS DEVELOPMENT	PITCH FENCING		INTERNAL FUNDING		1,000,000	
COMMUNITY SERVICES	CEMETERIES	CLEARVIEW FENCING KAMHLUSHWA AND NAAS OLD CEMETRIES		INTERNAL FUNDING		6,000,000	
COMMUNITY SERVICES	PROTECTION SERVICES (POLICE) TRAFFIC DEP	22 X SEATER COMBI FOR LAW ENFORCEMENT		INTERNAL FUNDING	1,200,000		
COMMUNITY SERVICES	WASTE MANAGEMENT	SKIP BINS 6CBM X 50 & 1,7 CBM X 20		INTERNAL FUNDING	1,500,000	1,500,000	1,500,000
COMMUNITY SERVICES	WASTE MANAGEMENT	BUILDING SHELTER FOR MARLOTH PARK AND HECTOSPRUIT		INTERNAL FUNDING	400,000	-	
COMMUNITY SERVICES	WASTE MANAGEMENT	COMPACTOR TRUCK (1 P/Y)		INTERNAL FUNDING	4,000,000	4,500,000	1,000,000
COMMUNITY SERVICES	WASTE MANAGEMENT	8-TON CAGE TRUCKS		INTERNAL FUNDING	4,000,000	4,000,000	4,000,000
COMMUNITY SERVICES	WASTE MANAGEMENT	TLB FOR WASTE		INTERNAL FUNDING	1,500,000	2,000,000	2,000,000
COMMUNITY SERVICES	WASTE MANAGEMENT	2 X TIPPER TRUCKS		INTERNAL FUNDING	-	1,200,000	1,200,000
COMMUNITY SERVICES	WASTE MANAGEMENT	LOW BED TRAILER		INTERNAL FUNDING	500,000	-	-
COMMUNITY SERVICES	WASTE MANAGEMENT	12-TON LOW BED TRUCK		INTERNAL FUNDING	-	-	12,000,000
COMMUNITY SERVICES	WASTE MANAGEMENT	SKIP LOADER TRUCKS		INTERNAL FUNDING	2,000,000	2,000,000	2,000,000
COMMUNITY SERVICES	WASTE MANAGEMENT	LDV BAKKIE		INTERNAL FUNDING		500,000	
COMMUNITY SERVICES	WASTE MANAGEMENT	PRIVATE SEDAN VEHICLE		INTERNAL FUNDING		500,000	
COMMUNITY SERVICES	WASTE MANAGEMENT	WOOD CHIPPER		INTERNAL FUNDING	400,000		
COMMUNITY SERVICES	WASTE MANAGEMENT	BULLDOZER FOR WASTE		INTERNAL FUNDING		5,000,000	
COMMUNITY SERVICES	WASTE MANAGEMENT	2 X LOUD HAILERS		INTERNAL FUNDING	3,000	3,000	

DEPARTMENT	SECTION	PROJECT DESCRIPTION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
COMMUNITY SERVICES	SOCIAL SERVICES (TRANSVERSAL)	22-SEATER COMBI FOR PEOPLE LIVING WITH DISABILITY		INTERNAL FUNDING		1,200,000	1,200,000
COMMUNITY SERVICES	SPORTS DEVELOPMENT	SOCCER MARKING MACHINE X 5		INTERNAL FUNDING	100,000		
COMMUNITY SERVICES	SPORTS DEVELOPMENT	TECHNICAL BENCH X 12 SEATER X 10		INTERNAL FUNDING		500,000	
COMMUNITY SERVICES	SPORTS DEVELOPMENT	FIFA GOALPOST SIZE X 10 SETS		INTERNAL FUNDING		200,000	
COMMUNITY SERVICES	SPORTS DEVELOPMENT	CORNER FLAGS X 10 SETS		INTERNAL FUNDING	25,000		
COMMUNITY SERVICES	SPORTS DEVELOPMENT	CHAINSAW X 2		INTERNAL FUNDING	35,000		
COMMUNITY SERVICES	SPORTS DEVELOPMENT	SOCCER NETS X 15 FOR KAMAHLUSHWA, KAMAQHEKEZA, MBUZINI AND MANGWENI		INTERNAL FUNDING	30,000		
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	KOMATIPOORT PUMP STATION		INTERNAL FUNDING	3,400,000	3,556,400	3,719,994
INFRASTRUCTURE DEVELOPMENT	ROADS	GRADERS (2 P/YEAR)		INTERNAL FUNDING	5,290,000	5,533,340	5,787,874
INFRASTRUCTURE DEVELOPMENT	ROADS	TLB DOUBLE DIFF (1 P/Y)		INTERNAL FUNDING	1,500,000	1,569,000	1,641,174
INFRASTRUCTURE DEVELOPMENT	ROADS	TIPPE TRUCK DOUBLE DIFF- 10 CBM (2 P/YEAR)		INTERNAL FUNDING	3,300,000	3,451,800	3,610,583
INFRASTRUCTURE DEVELOPMENT	ROADS	RESEALING AND REHABILITATION OF ROADS		INTERNAL FUNDING	8,000,000	8,368,000	8,752,928
INFRASTRUCTURE DEVELOPMENT	WATER TREATMENT WORKS	REFURBISHMENT OF WTW, WWTW & RESERVOIRS		INTERNAL FUNDING	7,551,360	7,898,723	8,262,064
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	STANDBY QUARTERS	6	INTERNAL FUNDING	1,000,000	1,046,000	1,094,116
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	REFURBISHMENT OF BOREHOLES IN NKOMAZI LOCAL MUNICIPALITY		INTERNAL FUNDING	500,000	523,000	547,058
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	2 WATER TANKERS (18 000L p/year) (1TLB p/year) 1 VACCUM SUPER SUCKER		INTERNAL FUNDING	8,268,850	8,649,217	9,047,081
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	MOBILE WATER PUMPS X2		INTERNAL FUNDING	509,200	532,623	557,124

DEPARTMENT	SECTION	PROJECT DESCRIPTION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	BULK FLOW METERS - SCADA CONTROLLED		INTERNAL FUNDING	2,263,248	2,367,357	2,476,256
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	SUPPLY NEW PUMPS AND MOTORS		INTERNAL FUNDING	3,200,000	3,347,200	3,501,171
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	TONGA RAW PUMP STASTION		INTERNAL FUNDING	2,200,000	2,301,200	2,407,055
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	ABLUTION FACILITIES & RESERVOR OPERATOR FACILITIES (WENDY HOUSE)		INTERNAL FUNDING	786,240	822,407	860,238
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	REPLACE FENCING AT WTW & RESEVOIRS		INTERNAL FUNDING	540,000	564,840	590,823
INFRASTRUCTURE DEVELOPMENT	WATER DISTRIBUTION	JOJO TANKS		INTERNAL FUNDING	200,000	209,200	218,823
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	2 LDV BAKIES , 1 X 8 TON CRANE TRUCK, 1 X 8 TON CHERRY PICKER		INTERNAL FUNDING	2,200,000	2,301,200	2,407,055
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	PPE COST ELEC IU MV NETWORK COST ACQUIS MV & LV NETWORKS		INTERNAL FUNDING	6,500,000	6,799,000	7,111,754
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	MARLOTH PARK ELECTRIFICATION		INTERNAL FUNDING	2,500,000	2,615,000	2,735,290
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	NKOMAZI SMART METERING/ ESKOM BULK CHECK METERS		INTERNAL FUNDING	2,500,000	2,615,000	2,735,290
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	SUBSTATION		INTERNAL FUNDING	3,000,000	3,138,000	3,282,348
INFRASTRUCTURE DEVELOPMENT	ELECTRICITY DISTRIBUTION	GENERATORS		INTERNAL FUNDING	2,000,000	2,092,000	2,188,232
INFRASTRUCTURE DEVELOPMENT	STREET LIGHTS	ELECTRICAL CAPITAL SPARES - MAST & STREET LIGHTS		INTERNAL FUNDING	2,000,000	2,092,000	2,188,232
SOCIAL SERVICES	CEMETERIES	CONSTRUCTION OF ABLUTION BLOCKS KAMAQHEKEZA, MALELANE, KAMHLUSHWA AND KOMATIPOORT		INTERNAL FUNDING	1,200,000		
SOCIAL SERVICES	CEMETERIES	TLB		INTERNAL FUNDING	1,500,000	-	
SOCIAL SERVICES	SPORTS DEVELOPMENT	LDV FOR PARKS AND CEMETERY		INTERNAL FUNDING	500,000	523,000	547,058
SOCIAL SERVICES	NATURE	ABBATTOIR EQUIPMENT		INTERNAL FUNDING	1,200,000		

DEPARTMENT	SECTION	PROJECT DESCRIPTION	WARD	FUNDING	ANNUAL BUDGET 2024/25	ANNUAL BUDGET 2025/26	ANNUAL BUDGET 2026/27
SOCIAL SERVICES	NATURE	GENERATOR		INTERNAL FUNDING		40,000	
SOCIAL SERVICES	CEMETERIES	1 X bakkie with a trailer for transporting of Parks and Cemeteries staff		INTERNAL FUNDING	600,000	627,600	655,842
SOCIAL SERVICES	NATURE	LDV 4X4 BAKKIES X2		INTERNAL FUNDING	1,000,000		
SOCIAL SERVICES	NATURE	TLB 4X4 BACKACTER X1		INTERNAL FUNDING		1,500,000	
SOCIAL SERVICES	SPORTS DEVELOPMENT	BRUSCHCUTTERS X 10		INTERNAL FUNDING	200,000	-	
LED AND TOURISM	LOCAL ECONOMIC DEVELOPMENT (LED)	LAPTOPS		INTERNAL FUNDING	100,000		
LED AND TOURISM	LOCAL ECONOMIC DEVELOPMENT (LED)	OFFICE FURNITURE AND EQUIPMENTS (NEW OFFICES)		INTERNAL FUNDING	800,000	-	
LED AND TOURISM	LOCAL ECONOMIC DEVELOPMENT (LED)	HAWKERS STALLS		INTERNAL FUNDING	2,000,000	-	
LED AND TOURISM	LOCAL ECONOMIC DEVELOPMENT (LED)	PARK EQUIPMENT (SWINGS, SLIDES, CLUMBERS, SPRING RIDERS, SPINNERS, ETC)		INTERNAL FUNDING	2,400,000		

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	Building of new classroom to existing schools. Renovation of damaged schools and old schools i.e. Magogeni primary school.	Ngwenyeni, Orlando cromati combined school, Mbobho combine school Magogeni

		Children walk a long distance to have access to schools	Building of new secondary school/ combine school Building of staff room and extension of staff rooms Provision of scholar Transport to assist children travelling along distance to have access to schools	Tonga, Hectorspruit, Aniva, Phosaville, Tsambokhulu Mehlobovu and Thula
		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	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

		gravel road is very bad cars are getting broken every day.		
Department of Health	Health services	Building of new clinics to reduce congestion in the neighbouring clinics Extension of clinic's time to operate 24hours Renovation and extension of clinic	To Build clinics in needy areas, Such as Vlakbult (Mdladla) Clinics to operate 24 hours To renovate old structures of clinic and extend the clinic's size	Mdladla, Block A, Goba, Tsambokhulu Ntunda, Kamhlushwa, Mbuzini, Madadeni, Middelplaas, Schoemansdal & Aniva Sibange, Kamhlushwa, Mangweni. Hhoyi, Phiva,
Department Rural Developme nt 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 household 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

DEPARTMENT OF HUMAN SETTLEMENT DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	IRDP PH2 Housing units	Various areas	4 Units	500	504 658
Nkomazi	IRDP PH2 Housing units	Various areas	10 Units	1 099	2 000
Nkomazi	IRDP PH2 Housing units	Various areas	15 Units	1 133	2 000
Nkomazi	Military veterans	Various areas	3 Units	649	11 011
Nkomazi	Rural Housing units	Various areas	2 Units	230	2 676
Nkomazi	Rural Housing units	Block B	14 Units	1 199	3 772
Nkomazi	Rural Housing units	Various areas	4 Units	900	1 000
Nkomazi	Social and economic facilities	Ntunda	1 Child care centre	15 000	2 000
Nkomazi	Enhanced people housing process units	Block A and B	10 Units	1 832	9 162

DEPARTMENT COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS (COGTA) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Traditional Council Office Renovation	Lugedlane Traditional Community	Traditional Council Office Renovation	2 100	2 100
Nkomazi	Construction of Traditional Council Offices	Matsamo Traditional Community	Construction Of Traditional Council Offices	5 500	5 500

MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY (MISA) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs			
Local municipality	**Project/Programme Name/Description**	**Project Name**	**2024/25 Target Area of support**
Thaba Chweu , Nkomazi, Bushbuckridge	Strengthening capacity in Local Municipalities and districts	Deployment of MISA Engineers, Planners, Young Graduates. Continuous development of municipal officials such as Artisans, Process Controllers, Apprentices as well as Recognition of Prior Learning.	The objective of this intervention is to address the challenges of scarce and critical skills shortage in municipalities . This is achieved by facilitating technical skills pool required to strengthen municipal technical capacity within municipalities for planning , implementation , operation and maintenance of municipal infrastructure. MISA mobilises expert capacity across government and the private sector for deployment to municipalities for interventions.

MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY (MISA) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs			
Local municipality	**Project/Programme Name/Description**	**Project Name**	**2024/25 Target Area of support**
Thaba Chweu , Nkomazi	Budget Facility for Infrastructure (BFI)	Development of Business plans for funding/applications for BFI or other potential funders.	MISA support municipalities to deliver services also including procurement of infrastructure in compliance with legislation.
Thaba Chweu , Nkomazi	Improved functionality of dysfunctional Wastewater Treatment Works (WWTWs and WTW)	Conditional assessments of wastewater treatment and water treatment works Technical and Project management support in the Implementation of water treatment works projects and activities	Blue, and green drop assessment focuses on the whole value chain for both the wastewater and water treatment works. The Blue Drop Risk Rating (BDRR) focuses on the function of each water supply system The Green drop risk analysis (CRR) focuses on the wastewater treatment function. MISA in collaboration with SALGA and DWS are working on improvement plans for the municipalities falling off the rating scores.
Thaba Chweu , Nkomazi	Kilometres of roads maintained to include potholes patching and drainage cleaning in the 22 dysfunctional municipalities.	Technical and Project management support in the Implementation of road & stormwater activities.	Technical and Project management support in the Implementation of road & stormwater projects and road maintenance programmes utilizing the Labour Intensive Construction methods in collaboration with the municipalities and other stakeholders.

MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY (MISA) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs			
Local municipality	**Project/Programme Name/Description**	**Project Name**	**2024/25 Target Area of support**
Thaba Chweu , Nkomazi	Support to Improve spending on Conditional Grants (MIG, INEP, WSIG, RBIG, IUDG, etc…)	Contract & Project Management, Quality site control Management, conducting project site visits, Development of TORs and TRs	Contract & Project Management, Quality site control Management, conducting project site visits, Development of TORs and TRs
Thaba Chweu , Nkomazi	Implementation of INEP and EEDSM Programmes	Project Management, Technical Support and development of Business Plans	Contract & Project Management, Quality site control Management, conducting project site visits, Development of TORs and TRs

DEPARTMENT PUBLIC WORKS, ROADS, AND TRANSPORT (DPWRT) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost** **R'000**
EHLANZENI DISTRICT					

DEPARTMENT PUBLIC WORKS, ROADS, AND TRANSPORT (DPWRT)
DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2024/25 Target	2024/25 Budget Allocation (Annual) R'000	Total project cost R'000
Nkomazi	Design: Rehabilitation (D2943) (Schoemansdaal - Driekoppies - Langloop - Kamhluswa) Ring Road - Phase 1 (11.5 km)	-25.6774289, 31.5095933	Detailed Design	6 884	6 884
Nkomazi	Rehabilitation: Road D2940 from D797 towards Phiva (4 km)	-25.64033, 31.75763	20% Completed	16 116	103 935
Nkomazi	Rehabilitation: Road D2950 from R571 (km 0.0) past Mananga (13.5 km) Phase 1 (6 km)	-25.93582, 31.81069	100% Completed	30 751	174 500
Nkomazi	Upgrade: Road D2952 from Masibekela (D2950) to Thambokhulo (9.5 km) Phase 3 (PSP)	-25.8557756, 31.8149267	50% Completed	12 500	30 045
Nkomazi	Reconstruction of Driekoppies Bridge	-25.6837395, 31.537415	50% Completed	40 000	40 000

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT LAND AND ENVIRONMENTAL AFFAIRS (DARDLEA) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Finko Trading / Mushroom production	Latitude 25°38'17.59"S Longitude 31°42'8.58"E	1	750 000	3343554

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSSL) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPS			
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Budget Allocation (Annual) R'000**
Nkomazi	**Community Outreach Programme (Imbizo)**	• Tonga	**376**
	Educational awareness campaigns • Border security awareness campaign • Gender based violence awareness campaign • Human Trafficking awareness campaigns • Liquor trader's inspection/ workshop • Moral regeneration	• Schoemansdal, Mbuzini & Komatipoort • Schoemansdal • Komatipoort, Mbuzini & Schoemansdal • Kamhlushwa • Tonga	**120** **18**
	• Support to Community Safety Forum (CSF)	• Nkomazi Local Municipality	**19**

DEPARTMENT OF CULTURE, SPORT, AND RECREATION (DCSSL) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPS			
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Budget Allocation (Annual) R’000**
	• Support to Community Policing Forum (CPFs)	• Malelane • Tonga • Mbuzini • KaMhlushwa • Schoemansdal • Komatipoort	**35**
	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 Traffic Law Enforcement Road Safety Education Transport Administration and Licensing; and Overload Control	• Nkomazi Local Municipality	**Operational**

DEPARTMENT OF EDUCATION (DOE) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Phindela Primary School- **Sanitation**	Nkomazi	100%	1,947.82	1,947.82
Nkomazi	Phambanisa Primary School- **Sanitation**	Nkomazi	100%	6,660.41	6,660.41
Nkomazi	Silulu Secondary School- **New school**	Nkomazi	60%	14,813.00	74,168.00
Nkomazi	Samora Machel Secondary School- **Renovations**	Nkomazi	100%	5,758.08	11,516.00
Nkomazi	Buyani Primary School- **Fencing**	Nkomazi	100%	7,883.39	7, 883 .39
Nkomazi	Ndindindi Primary School-**Replacement**	Nkomazi	50%	23 510 246	966 913.38
Nkomazi	Mgobodzi Primary School- **Upgrades and additions**	Nkomazi	90%	9,015.16	40, 440 .45

DEPARTMENT AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT (DALRRD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
TENURE REFORM IMPLEMENTATION					
All municipalities	Land Acquisition for Farm Dwellers and Labour Tenants	Farm Dwellers and Labour Tenants	Acquisition of 989 hectares of land to secure the legally insecure land tenure rights	R240 000	R240 000
STRATEGIC LAND ACQUISITION					
All municipalities	Acquisition of strategic land for agricultural (food security) and development purposes	Historically Disadvantaged Individuals (preferably women, youth and persons with disabilities)	Acquisition of land for agricultural (food security) and development purposes.	R157 807 826	R157 807 826
NARYSEC					
Nkomazi	Plant Production (Cotton)	Wards: 7, 12, 13, 14	Training and placement of 36 rural youth	R777 600	R777 600
Nkomazi Chief Albert Luthuli	Plant Production	Wards: 5, 19, 22, 10, 32, 28, 6, 13, 8, 9, 27, 13, 15, 16, 29 21	Training and placement of 33 rural youth	R891 000	R891 000
RURAL DEVELOPMENT					
Nkomazi	Phase 3 construction of Malelane/ Nkomati Farmer Production Support Unit (FPSU)	830 Smallscale sugarcane Farmers.	Construction of infrastructure to support the effective functionality of the Malelani/Nkomati FPSU	R9 600 000	R11 000 000

DEPARTMENT AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT (DALRRD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
	center boundary fencing, earthworks and platform construction, water service infrastructure and borehole development in Mangweni village	Ward 17/ Mangweni Village S25˚ 43' 16'' 31˚50' 48''			
Nkomazi	Phase 4 Malelane/Nkomati FPSU center-development of mechanisation, storage, admin facilities	830 Smallscale sugarcane Farmers. Ward 17/ Mangweni Village S25˚ 43' 16'' 31˚50' 48''	Construction of infrastructure to support the effective functionality of the Malelani/Nkomati FPSU	R3 300 000	R85 000 000
Nkomazi	Phase 5 Malelane/Nkomati FPSU centre-development of fuel deport.	830 Smallscale sugarcane Farmers. Ward 17/ Mangweni Village S25˚ 43' 16'' 31˚50' 48''	Construction of infrastructure to support the effective functionality of the Malelani/Nkomati FPSU	R1 000 000	R28 000 000
Nkomazi	Construction of Mzinti pack house (external works) pavement	Chairperson – David Mahlalela Ward – 19	Construction of infrastructure to support the effective functionality of the Mzinti Pack House	R1 000 000	R1 000 000

DEPARTMENT AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT (DALRRD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
		Location – Mzinti village 25°41'07.8"S 31°44'34.3"E.			
Nkomazi	Nkomati Malelane Sugar Cane FPSU Phase 1: Rehabilitation of Malelane/Nkomati Sugarcane Farms Irrigation Infrastructure to support the optimum operationalization of Sugarcane Farms within Nkomati Local Municipality	830 Smallscale sugarcane Farmers Various villages in Nkomazi, Hoyi, Mangweni, Sikwahlane, Madadeni, Sibange, Masibekela, Magudu, Langeloop, Middelplaas, Driekoppies, Schoemansdal	Construction of infrastructure to support the effective functionality of the Malelani/Nkomati Sugar Cane FPSU	R15 000 000	R87 000 000
Nkomazi	Malelane/Nkomati FPSU- Phase 2 Admin Buildings, Training Facility, Fencing, Boreholes, Irrigation And Farm Infrastructure.	830 Small Scale Sugarcane Farmers Various villages in Nkomazi, Hoyi, Mangweni, Sikwahlane, Madadeni, Sibange, Masibekela, Magudu, Langeloop, Middelplaas, Driekoppies, Schoemansdal, Buffelspruit,	Construction of infrastructure to support the effective functionality of the Malelani/Nkomati FPSU	R2 600 000	R26 000 000

DEPARTMENT AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT (DALRRD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
COOPERATIVE ENTERPRISE DEVELOPMENT					
Nkomazi	Nkomazi Cotton FPSU Payment of production inputs, operational and maintenance costs (salaries and office management, repair and maintenance of mechanisation) and 2% management fee, and skills development.	Lebombo Secondary Co-operative, Ward 13, -25,881 5850/ 31,879 9030	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R2 000 000	R2 000 000
Nkomazi	Nkomazi Vegetable FPSU Procurement and delivery of production inputs, mechanization, branding of tractor, office furniture and stationery, delivery truck and skills development (venue, catering, and transport), security personnel, operational and maintenance costs	Nkomazi V31 Secondary Co-operative, Ward 17, 25°41'28" S,31°47'6"E	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R7 918 630	R7 918 630
Nkomazi	Komati/Malelane FPSU Sugarcane replanting of one hundred and fifty hectares (150 ha), training and 2% management fee	South African Farmers Development, Ward 9	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R8 099 973	R8 099 973

DEPARTMENT AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT (DALRRD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
SPLUM					

DEPARTMENT OF HEALTH (DOH) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Driekoppies clinic Construction of new clinic	N/A	Completion of the CHC	10 886 000	27 325 289,38

DEPARTMENT OFSOCIAL DEVELOPMENT (DSD) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Mbuzini Branch office	Ward 13	75% Completion	R 7 000	R 37 000

DEPARTMENT OF CULTURE SPORT AND RECREATION DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual) R'000**	**Total project cost R'000**
Nkomazi	Construction of new public library and installation of books and ICT service needed	Louiville -25,68512331,296505	One (1) new libraries established Louiville Public Library	8000	19,500

DEPARTMENT OF WATER AND SANITATION (DWS) DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2024-25 REVIEWED MUNICIPAL IDPs					
Local municipality	**Project/Programme Name/Description**	**Project Beneficiary/ Ward/Location/ GPS Coordinate**	**2024/25 Target**	**2024/25 Budget Allocation (Annual)R'000**	**Total project cost R'000**
Nkomazi	WSIG- Nkomazi LM	LM to prioritise Beneficiaries	Nkomazi LM	**30 000**	**105 380**
	RBIG Schedule 6B- Driekoppies Upgrading	Nkomazi LM	Nkomazi LM	**4 000**	**4 000**
	RBIG Schedule 5b- Upgradingof KaMhlushwa Wastewater Treatment Works (Nyathi)	Nkomazi LM	Nkomazi LM	**5 000**	**25 000**

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.

11.2. Sectoral plans of the Municipality

Sector Plan	Status of Sector Plan	Council Resolution No.	Date approved
Spatial Development Framework	Under review	NLM: S-GCM: B007/2024	28 February 2024
Cost containment policy	Reviewed	NLM: S-CM: A013/2024	28 March 2024
Petty cash policy	Reviewed	NLM: S-CM: A018/2024	28 March 2024
Virement policy	Reviewed	NLM: S-CM: A025/2024	28 March 2024
Integrated waste Management By-Law	Reviewed	NLM: S-GCM: A091/2023	29 August 2023
Travel and Subsistence Policy	Reviewed	NLM: S-CM: A020/2024	28 March 2024
Sexual harassment	Outdated	NLM: GCM: A017/2020	20 February 2020
EXIT Policy	Under review	NLM: GCM: A015/2020	20 February 2020
Recruitment and Selection Policy	Reviewed	NLM: S-GCM: A065/2020	15 June 2020
Leave Policy	Reviewed	NLM: S-GCM: A063/2020	15 June 2020
Overtime Policy	Reviewed	NLM: S-CM: A017/2024	28 March 2024
Budget Policy	Reviewed	NLM: S-CM: A010/2024	28 March 2024
Cash Management and Investment policy	Reviewed	NLM: S-CM: A011/2024	28 MARCH 2024
Cellular phone and 3G Card Policy	Reviewed	NLM: S-CM: A012/2024	28 March 2024
Credit Control and Debt Collection Policy	Reviewed	NLM: S-CM: A014/2024	28 March 2024
Indigent Policy	Reviewed	NLM: S-CM: A015/2024	28 March 2024
Supply Chain Management Policy	Reviewed	NLM: S-CM: A021/2024	28 March 2024
Tariff Policy	Reviewed	NLM: S-CM: A022/2024	28 March 2024
Telephone and Fax Policy	Reviewed	NLM: S-CM: A023/2024	28 March 2024
Rates Policy	Reviewed	NLM:S-CM: A019/2024	28 March 2024
Assets Management Policy	Reviewed	NLM:S-CM: A009/2024	28 March 2024
Fraud Prevention Plan	Reviewed	NLM: S-GCM: A061/2021	25 June 2021
Whistle Blowing Policy	Reviewed	NLM: S-GCM: A064/2021	25 June 2021
public Participation policy	Under review	NLM: GCM: A013/202	20 February 2020
Performance Management, Monitoring and evaluation framework	Reviewed	NLM:S-GCM: A087/2023	29 August 2023
Risk Management Policy	Reviewed	NLM: S-GCM: A012/2023	25 January 2023
Disaster Management Plan	Under review	NLM: GCM: A018/2020	20 February 2020

Policy Framework and Procedure	Reviewed	NLM: S-GCM: A062/2021	25 June 2021
Occupational health policy	Reviewed	NLM: S-GCM: A063/2021	25 June 2021
Standard Operation Procedures HR			
Exit Strategy Detailing the Municipality Plan for the Unemployed			
Strategic Planning HR			
Policy on Experiential Training, Volunteerism, Internship and Learnership			
Bursary Policy for Employees			
GIS Policy and Procedures			
Land Use Scheme			
Roads and Storm Water Plan			
Disable Policy			
Disability Strategy			
Induction Policy			
Financial Man. Plan			
Water Quality Monitoring Plan			
Storm water master Plan			
Comprehensive Infrastructure Plan			
Electricity Master Plan			
Housing Dev. Plan/Housing Chapter			
Integrated Transport Plan			
Employment Equity Plan			
Employment Equity Policy			
Workplace Skills Development Plan			
Human resource Strategy			
Inventory Policy			
Revenue enhancement Strategy			
HIV/AIDS Strategy			
Gender Equity Plan			
Policy on Transversal Issues			

Environmental Management Framework			
Integrated Waste Man. Plan			
Migration management plan			
Social cohesion plan			

SECTION: E

Nkomazi Municipality

12. Public Notice

Public Notice No: 13/2024

2024/2025 DRAFT IDP/BUDGET/BUDGET POLICIES & TARIFFS FOR NKOMAZI LOCAL MUNICIPALITY

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 2024/2025 have been Approved by Council, in its Special Council Meeting which was held on 28th of March 2024, 14H00 at Kobwa Hall in Malalane.

Nkomazi Local Municipality hereby invites the general public to comment and input on the Draft Documents before approval by the 31st May 2024. The documents are available through the Municipal website: www.nkomazi.gov.za and other Municipal strategic areas highlighted hereunder. Malalane Civic Centre, Malalane Library, Planning and Development Department, Hectorspruit Disaster Centre, Marloth Park Municipal Offices, Komatipoort Municipal Offices, KaMaqhekeza Library, Mbuzini Library, Mbangwane Thusong Centre, KaMhlushwa Library, Langeloop Library Schoemansdal Library, Mgobodzi Community Hall and louiville Thusong Centre.

Written comments, inputs or representations on the Draft IDP/Budget & related policies should be submitted in writing from the 02nd to 30th of April 2024 or 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 above.

Enquiries can be directed to the following relevant Municipal Officials:

DIVISION	MANAGER RESPONSIBLE	CONTACT
INTEGRATED DEVELOPMENT PLANNING	**MOFFAT MASHELE**	**013 790 1303**
BUDGET & RELATED POLICIES	**THEMBA MASHABANE**	**013 790 0386**

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	The municipality to collect waste in this area to increase revenue generation and the municipality to conduct an

		There is also illegal dumping of waste next to the electric power line	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 street light function and back up stock available in Komatipoort itself.	The municipality to purchase back up stock for maintenance of the Komatipoort street lights.
		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 Equipment – TLB Tractor Loader Backhoe	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 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	The municipality to make provision of budgeting for a TLB and to purchase it.
	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. 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.	The municipality to maintain and upgrade the roads.

	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**
	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.

STEENBOK	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.
	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.

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

MR MALULEKA (CHAIRPERSON MATSAMO)
Stated that there should be a smooth transition on the renewal of stands so that stand owners don't pay double and to secure the data shouldn't be lost **the renewal fees** should be looked at because the Tribal Offices have administration which are paid. The percentage should not be big enough. He further appreciated that the municipality and Amakhosi will marry.
Classification of areas: The municipality and Amakhosi should agree on what need to be done on the areas.

INKOSI NDLEMANE MKHATSHWA (MHLABA)
He thanked the municipality for engaging them on issues affecting Amakhosi and also strengthen the relationship. This is something which should have been done as the municipality is operating with the jurisdiction of Amakhosi. He also appreciated the Apollos which have been installed and robots.

INKOSI NGOMANE (MJOKWANE-SIBOSHWA)
He appreciated the municipality for recognising the existence of the Amakhosi in their activities. His concern was the timing of this session because Amakhosi do not get protection from Government, especially on land invasion. He is also requested that the municipality should assist in Block C with Apollo because of the High Crime taking place at the area.

INKOSI LOMSHIYA
He appreciated the presentation made by the municipality when citing the street light. He also indicated that the municipality should look into the issue of title deeds because the land can be taken over by the banks which are owned by whites.

INKOSI MLAMBO II
He thanked the discussions on the table to formalise the relationship between Amakhosi and the Municipality. The relationship between Amakhosi and the Municipality as the third leg of government are not addressing the legislation. The government has lost identity and format and not advising the government on what need to be done. The discussions we are having require truthfulness. The Traditional Leaders require a government pattern which indicate that we are a family. He requested that the Planning and Development Department should assist. He then further requested that we should make laws which will help Nkomazi as an institution.

INKOSI NGOMANE II (HOYI)
Robot in KaMaqhekeza: The motorists don't respect the robots, it used as a yield sign. There is a need to enforce law.
Illegal Dumping: People are dumping waste at places which are not supposed to be used as dumping site which makes the area to be filthy environment.
Conformance to the new world order: We can't ignore it any more. There is still a need to train certain people in communities by SAPS.

15. The following documents have been annexure

A. Nkomazi organisational structure for 2024/25
B. Disaster Management Plan
C. Spatial Development Framework
D. Local Economic Development strategy

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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