



Nkomazi Local Municipality

5TH GENERATION

**DRAFT INTEGRATED DEVELOPMENT
PLAN (2022-2027)**

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

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

Message from the Executive Mayor

The **2022-2027 IDP** has been developed as South Africa celebrates **28 years of freedom**. The IDP still remains the most vital tool used by local municipalities to plan for future development in their local areas. The **Covid- 19 Virus pandemic** has had a devastating effect in the lives of people and the economy in the world and South Africa and Nkomazi Local municipality has also felt this effect. It arrived in our lives without warning and we were all forced to adapt under the situation through adhering to the instructions of the **WHO** and pandemic aspects in order to navigate through this period.

The conflict between **Russia and Ukraine** led to the shortage of oil, which is extremely bad for our economy. Which in turn resulted to the rise of fuel prices. The rise of fuel prices also led to a devastating effect on all the parameters of the current budget and sink South Africa's hopes for a post-covid economic recovery.

The second pandemic that the government is fighting after Covid-19 is **Gender based violence**. More than 35% of women worldwide have experienced either physical or sexual partner violence or non-partner sexual violence. In South Africa, gender-based violence, which encompasses any kind of violence (Physical, sexual, emotional and psychological) against women and children is widely spread and an issue of serious concern. Up to 40% South African women have experienced sexual and or physical interpersonal violence in their lifetime. Gender-based violence in South Africa has various drivers, including, for example, rigid notions of masculinity that condone violent behaviour towards women and children, the socio-economic situation of many women that makes them dependent on their male partners or a patriarchal, conservative understanding of gender roles. The abuse of women and children is increasing rapidly in Nkomazi, regardless of the government's efforts to curb the scourge. Our courts continue to impose harsher sentences, but perpetrators of gender-based violence continue to prey on vulnerable women and children.

South Africa's unemployment rate eased to 34.5% in the first quarter of 2022, the first decline in seven quarters, down from a record high of 35,3% in the prior period. 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 **green economy** and development of infrastructure to support economic development will future stifle opportunities to reduce the high level of unemployment.

Both the **high level of unemployment** and 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**.

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. Ageing and degrading infrastructure are the main causes of water loses in and sewer spillages in Nkomazi. Crumbling roads and waterworks, networks that haven't kept pace with growing populations. Nkomazi Local Municipality has a massive asset renewal challenge. The IDP has taken into account the issues as highlighted above.

Cllr JM MKHATSWA
EXECUTIVE MAYOR

Municipal Manager Overview

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. It is the process through which the Municipality prepares a strategic development plan, which is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders. However, this planning process was disturbed by the Novel Corona Virus Pandemic. The local government budgeting and planning processes were affected by the declaration of the national state of disaster on 15 March 2020, and the implementation of the national lockdown from 26 March 2020. When the pandemic hit South Africa's shores, Nkomazi Local Municipality was in the final phases of 2020/21 budget and integrated development planning (IDP) review process, where in April and May being important months for public consultation. The Lockdown prohibited municipalities from convening physical council or committee meetings, as well as physical public consultation processes. This caught Nkomazi Local Municipality off guard as we were unable to comply with legal prescripts on public consultation. Despite much effort going into designing alternative methods of consultation, it became very clear that many units/villages per ward had not been reached.

The National Development plan aim to ensure that all South Africans should get a decent standard of living through elimination of poverty and reduction of inequality, all communities should get water, electricity, sanitation, housing and clean environment.

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 development vision of all the citizens, private sector and businesses, government and public institutions and civic groups of the society and other sector and business, government and public institutions and civic groups of the society and other social partners.

In terms of economic recovery plan, the national treasury gave Nkomazi Local Municipality an additional opportunity to pass a special adjustment budget to its 2019/20 budget.

The Medium -Term Strategic Framework (MTSF) has 7 national priorities which are outlined as follows:

- A capable, Ethical and Developmental State
- Economic Transformation and Job Creation
- Education, Skills and Health
- Consolidating the Social Wage through Reliable and Quality Basics Services
- Spacial Intergration, Human Settlement and Local Government
- Social Cohesion and Safe Communities
- A better Africa and World

This IDP has, *inter alia*, taken into cognisance the importance of the Outcome Based Planning so as to ensure that the planned programmes and projects are impact driven.

When developing the **2022-2027 IDP**, Nkomazi Local Municipality has given due consideration to all planning tools and guiding principles to ensure that the plan is compliant and responsive to the critical issues affecting the people of the area. This plan is also supported by a budget that will ensure accountability to most of the priority needs as outlined in the IDP.

Mrs. TA KASEKA
(A) MUNICIPAL MANAGER

SECTION: A

Section A: Executive Summary

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 2022— 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 – (Infrastructure and Community Services), Local Economic Development, Municipal Transformation and Organizational Development, Municipal Financial Viability and Management, Spatial Development Framework and 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

1.1. Introduction of the DDM (ONE PLAN)

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

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

Metropolitan Municipalities which will be further synchronized with Integrated Development Plans (IDPs) of municipalities.

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

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

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

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

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

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

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

1.2. 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.

1.2.1. 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 plans 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 adopted by council on the 30 of August 2021 under council resolution no NLM: S-GCM: A072/2021.

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 to accommodate the regulation set out to reduce the spread of the virus and 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 selecting few key stakeholders of the communities or areas. A situational analysis was conducted to determine whether the Municipal Departments are executing their mandates as per the legislation. The analysis phase commenced on the 17th of September and was concluded on the 15 of October 2021.

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

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

Strategy Phase

This phase comprised of strategies associated with each of the priority issues as identified in the analysis phase. A broad inter-departmental dialogue was employed with regard to the most appropriate ways and means of tackling priority issues under consideration of policy guidelines and principles, available resources, inter linkages, competing requirements. A task team was established to facilitate the Strategic planning session and to give guidance to the 2022-2027 IDP and Budget processes. This phase was completed on the 16 March 2022. Participants in the strategic planning session included Traditional Leaders, Cogta, OTP, 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. 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 2022.

Integration Phase

This phase ensures that the results of project planning phase are properly conducted and speaks to the vision; objectives, strategies and resources. The 1st draft of the 2022–2027 IDP document of the municipality will be tabled to municipal council on the 30th of March 2022 under Council Resolution Number: **NLM: S-GCM**: Also note that due to the suspension of public gatherings as a result of the COVID-19 pandemic, a teleconferencing was used as a means of conducting the council sitting. Projects and programs from sector Departments and other stakeholders are incorporated into the Draft IDP. An integration session was held on the 17th of March in Nkangala District Municipality where sector departments shared their plans for 2022-2027 financial year.

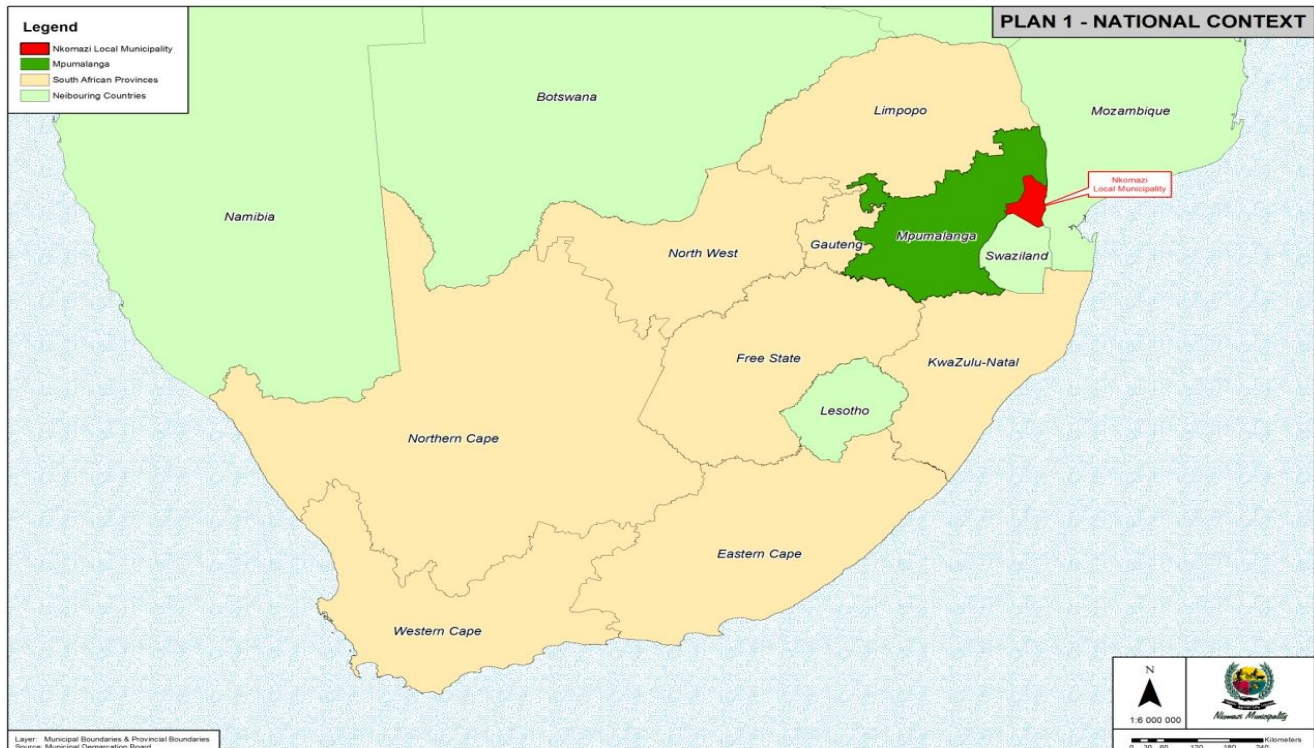
Approval Phase

The draft IDP served to Council on the 30th March 2022 and 31st of May 2022. The approved IDP will be placed on the Municipal website and other contact platforms. Consultations meetings were conducted in compliance with Covid 19 regulations. A public notice was issued for inputs and comments by the general public into the draft document into the Municipal website (www.nkomazi.gov.za). A program for public consultation was also developed and implemented.

1.3. Municipal Background

Spatial Location within National and Provincial context

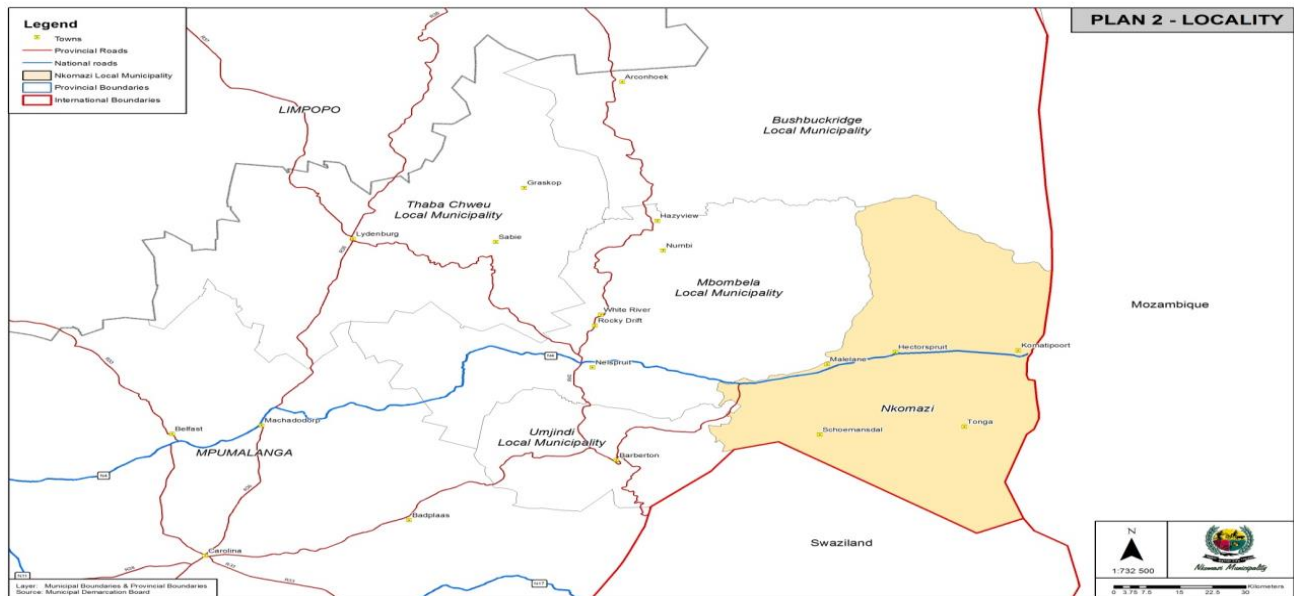
Nkomazi Local Municipality is located in Mpumalanga Province which is situated in the north-east of South Africa, see the map below. The Nkomazi Local Municipality is located in the eastern part of the Ehlanzeni District Municipality of the Mpumalanga Province. The municipality is strategically placed between



Swaziland (North of Swaziland) and Mozambique (east of Mozambique). It is linked with Swaziland by two provincial roads the R570 and R571 and with Mozambique by a railway line and the main national road (N4), which forms the Maputo Corridor.

Locality

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



1.3.1. 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.

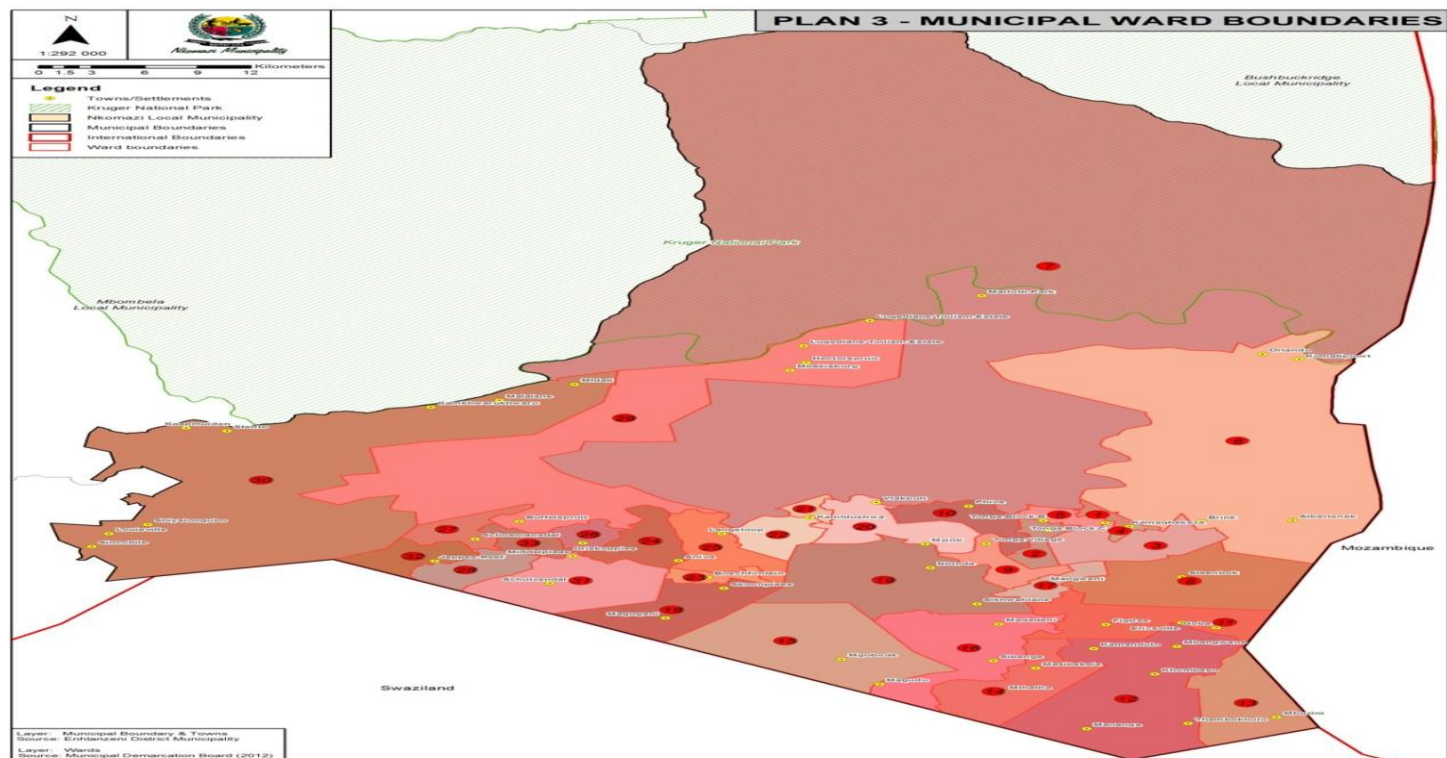
The Table below outlines all the 33 wards, Wards Councilors and their respective settlements and ward councilors.

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. Mtetwa Jacob. Mancoba
Ward 4	Naas Township; Part of KaMaqhekeza	Cllr. Sibiya Themba. Jabulani
Ward 5	Part of Tonga Block B; Part of Block C	Cllr. Shongwe Lucky. Nhlanhla
Ward 6	Komatipoort and Farms; Orlando; Brink (Dludluma); Albertsnek (Ngwenyeni)	Cllr. Ndlovu Jabulani

Ward 7	South-eastern part of the Kruger National Park, Marloth Park; Part of Vlakkbult (Mdladla) and farms	Cllr. Malaza Busisiwe.Bernatette
Ward 8	Steenbok	Cllr. Tshabalala Siyabonga. Buddy
Ward 9	Part of Mangweni; Tonga Village	Cllr. Mngomezulu Isriael.Mafuthuzi
Ward 10	Phiva; Part of Tonga Block A	Cllr. Nyambi Vincent. Tsepo
Ward 11	Goba, Ericsville, Figtree (Hhoyi)	Cllr. Khoza Mumsie. Rose
Ward 12	Mbangwane; Tsambokhulu; Khombaso; Mananga; Mandulo	Cllr. Mahlalela Manene.Moses
Ward 13	Mbuzini, Bhaca, Ndindindi, Nkungwini, Mbanganeni, Durban, Mabidozini, Samora Park, Emacambeni	Cllr. Nkala Sizwe
Ward 14	Masibekela; Mthatha; Hlahleya	Cllr. Mbatha Nonhlanhla.Jabhisa
Ward 15	Mgobodzi; Part of Magudu	Cllr. Ngcane Thandeka. Vestar
Ward 16	Madadeni; Sibange and Part of Magudu	Cllr. Mashele Rebecca. Nomvula
Ward 17	Part of Mangweni	Cllr. Ngwenya Bethwell.Thabo
Ward 18	Magogeni; Skoonplaas (Gomora)	Cllr. Mkhathswa 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 Langelooop	Cllr. Sibiya Siphoo. 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; Luggedlane Tourism Estate; farms	Cllr. Lubisi Mxolisi. Thomas
Ward 30	Mhlathi; Malelane; Mkhwarukhwaru; Stentor, Kaapmuiden; Shiyalongubo; Sincobile; Louisville; farms,	Cllr. Magagula Fikile.Khanyisile
Ward 31	Schulzental: Part of Middelplaas	Cllr. Siboza Justice. Twelve
Ward 32	Part of Jeppes Reef	Cllr. Ngomane Sifiso.Wyken
Ward 33	Part of Schoemansdal	Cllr. Mziako Philosopher. Mancoba

Map: Municipal Ward Boundaries

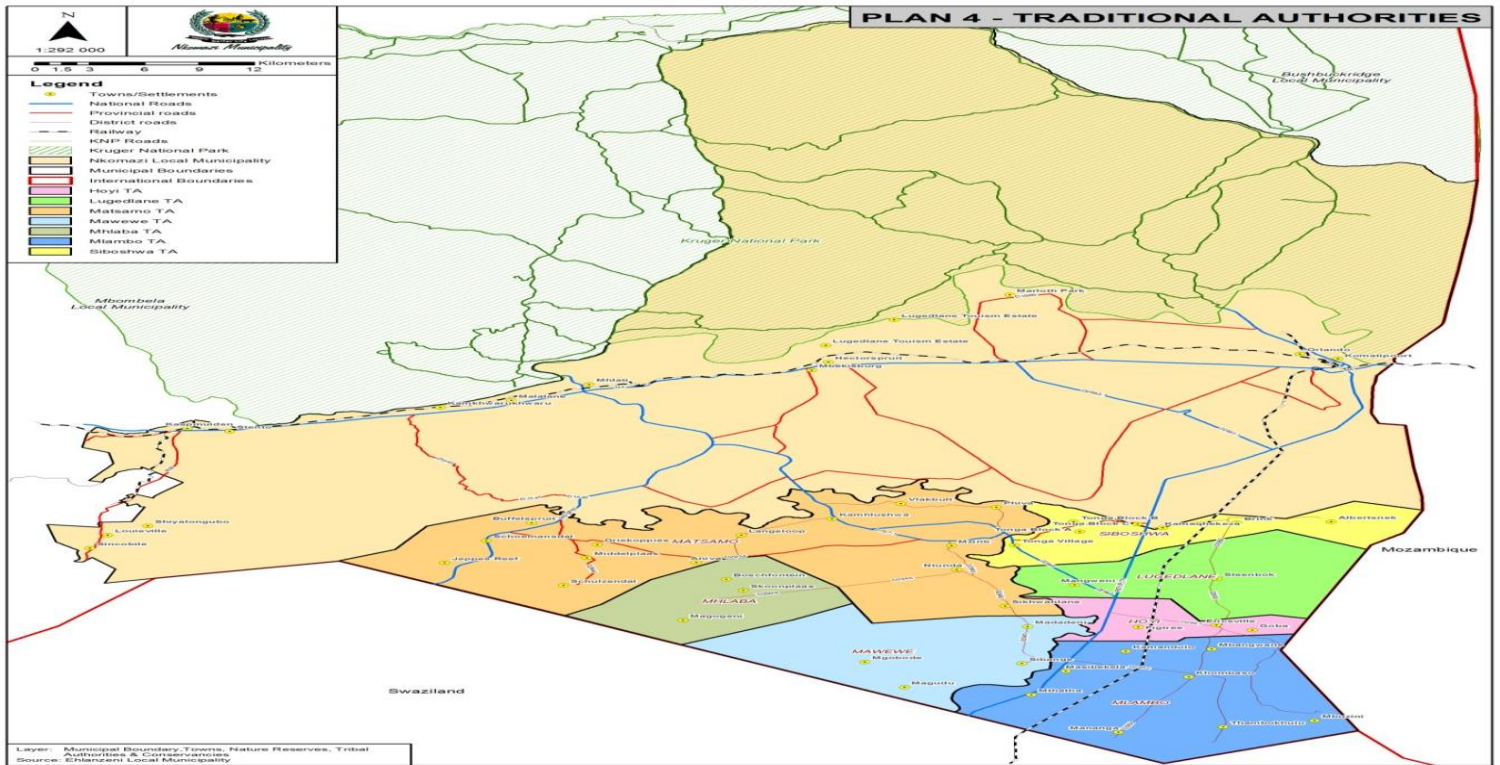


Traditional Authorities

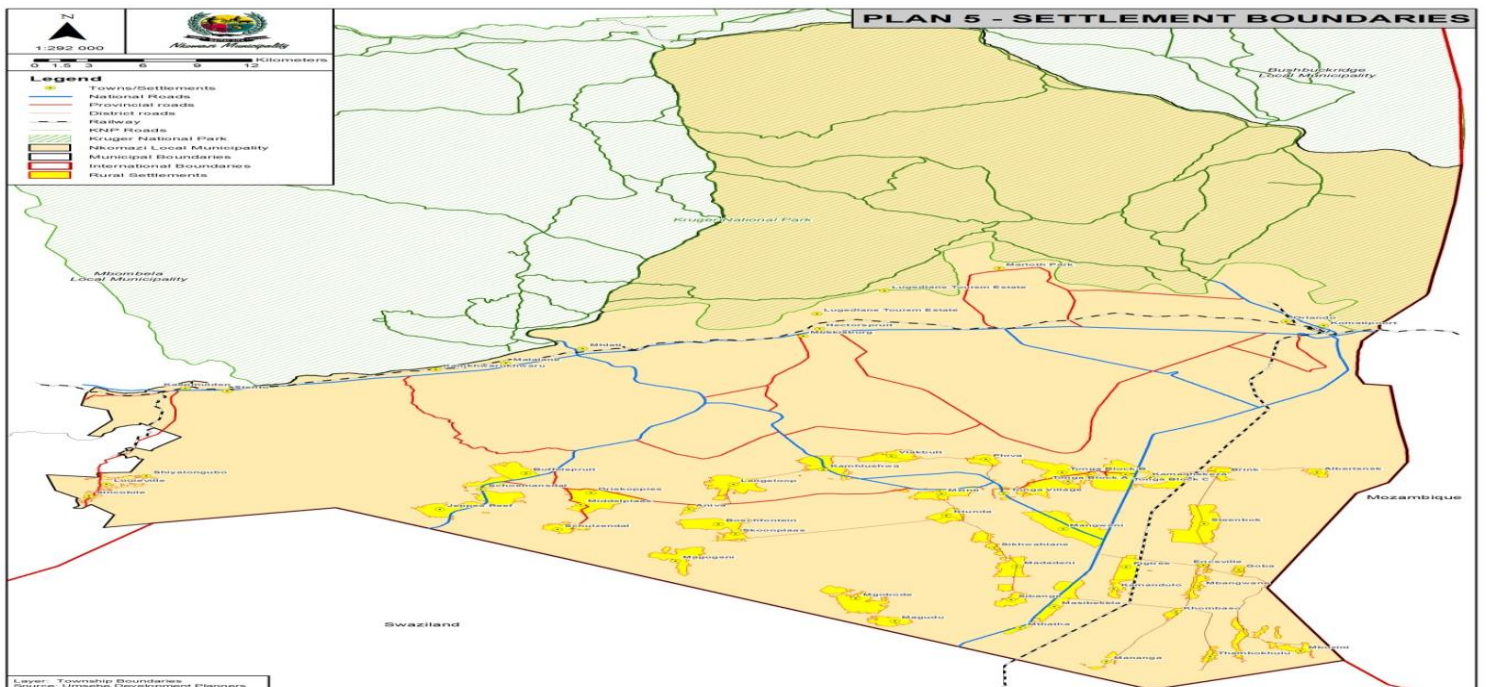
Nkomazi Local Municipality consists of 8 (eight) Traditional Authorities situated in the southern section of the municipal area (Refer to Plan 4: Traditional Authorities and Plan 5: Settlement Boundaries). The table below outlines the different traditional authorities and their respective settlements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

Traditional Authorities and their respective settlements		
Nr	Traditional Authority	Settlement Area
1	Mlambo Traditional Authority	Mabidozini, Samora Park, Emacambeni, Mbangwane; Ekusulukeni, Khombaso; Tsambokhulu; Mananga; Masibekela; Mandulo; Mthatha, New Village, and Hlahleya.
2	Hhoyi Traditional Authority	Hhoyi, Ericsville and Goba.
3	Siboshwa Tribal Authority	Part of KaMaqhekeza; Block A (KwaZibokwane); Block B (KwaSibhejane); Block C (Esihayeni); Tonga and Los My Cherry, Ngwenyeni and Dlunduma
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; Middelpaas; Schulzendal, Mzinti; Ntunda; Phiva; Mdladla; Phosaville; Langelooop; Ekuphumuleni; Sikhwahlane.
7	Mhlaba Traditional Authority	Magogeni; Boschfontein; Skoonplaas.
8	Lomshiyo Traditional Authority	Louisville; Shiyalongubo, Sincobile

Map: Traditional Authorities



Map: Settlement Boundaries



1.4. How was the Plan developed?

It is important to note that this is the 1st draft of the 2022 - 2027 IDP. Special consideration to the IDP Development for 2023 - 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 2021/2022 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

In order to develop a credible IDP, Council has engaged with all relevant stakeholders to solicit views and inputs for the municipal plan for the 2022 - 2027 financial year. Below is the schedule for the public participation meetings and where the public could view the IDP for comments

Communication Plan for Public Participation

The table below denotes the IDP Community consultation dates of the respective areas which were acceded upon and signed off by respective Cllrs at kamdladla, Mgebodzi, Block B & Boschfontein Community Halls in September 2021.

The below programme for consultation was published on Municipal website containing dates and venues for meetings.

Ward Committees Engagement on Communicative Action-2022 - 2027 IDP to the Approved Integrated Process Plan

1.4.1. Schedule for stakeholders and community engagement

DATE	TIME	VENUE	ITEM	PARTICIPANTS
27/09/2021	09H00	MDLADLA COMMUNITY HALL	IDP COMMUNITY CONSULTATION	MAYORAL COMMITTEE WARD COMMITTEE
27/09/2021	12H00	MGOBODZI COMMUNITY HALL	IDP COMMUNITY CONSULTATION	MAYORAL COMMITTEE WARD COMMITTEE
28/09/2021	09H00	PROTEA KRUGER GATE KRUGER NATIONAL PARK	SIBOSHTWA TRADITIONAL AUTHORITY CONSULTATION	NKOMAZI MUNICIPAL-WIDE TRADITIONAL LEADERS MAYORAL COMMITTEE PUBLIC PARTICIPATION AND IDP OFFICIALS
			LUGEDLANE TRADITIONAL AUTHORITY CONSULTATION	
			MLAMBO TRADITIONAL AUTHORITY CONSULTATION	
			HHOYI TRADITIONAL AUTHORITY CONSULTATION	
			MHLABA TRADITIONAL AUTHORITY CONSULTATION	
			MAWEWE TRADITIONAL AUTHORITY CONSULTATION	
			LOMSHIYO TRADITIONAL AUTHORITY CONSULTATION	
MATSAMO TRADITIONAL AUTHORITY CONSULTATION				
29/09/2021	09H00	BLOCK B COMMUNITY HALL	WARD COMMITTEES WORKING SESSION [01-17]	IDP TECHNICAL COMMITTEE/ WARD COMMITTEES

29/09/2021	09H00	BOSCHFONTEIN COMMUNITY HALL	WARD COMMITTEES WORKING SESSION [18-33]	IDP TECHNICAL COMMITTEE/ WARD COMMITTEES
21/02/2022	09H00	PESTANA KRUGER LODGE	TRADITIONAL AUTHORITIES	MAYORAL COMMITTEE/ MANAGEMENT
13 -20 MARCH 2022	09H00	WARD 1 - 33	CONFIRMATION OF COMMUNITY PRIORITIES	IDP PRACTITIONERS
11 MARCH 2022	11H00	WARD 06/WARD 07/WARD 29/WARD 30	KOMATIPOORT MUNICIPAL OFFICES/ MARLOTH PARK MUNICIPAL OFFICES/ DISASTER CENTRE/PLANNING BOARD ROOM	IDP PRACTITIONERS/COUNCILLORS

1.4.2. Other activities that followed

Activity one entailed the training of all Councillors 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. Councillors 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.

1.5. 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.

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 has 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 consequence of overproduction and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of resources. 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 controlling 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

1.6. Municipal Goals;

Long term Vision of the Municipality.

Vision

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

MISSION

The Nkomazi Local Municipality is committed to:

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

MUNICIPALITY'S CORE VALUES

The Nkomazi Local Municipality subscribe to the following core values:

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

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

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

1.7. 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	<i>Spatial development analysis and rationale</i>	Promote integrated human settlement Spatial equity	SDF Housing Chapters Land invasion By Law
		Integrated Sector Planning	Spatial Development and Built-In Environment
2	<i>Basic Services and Infrastructure Development</i>	Basic Services Water Conservation and Demand	Solid Waste Management Water Demand Management
		Infrastructure Maintenance and Management	Infrastructure Security and Protection
3	<i>Local Economic Development</i>	Local Economic Development Business	Local Economic Development Strategy
		Special Economic Zone	Commercial Land Tenure
		Economic Sector Focus	Enterprise Development
		Direct Investment (Domestic and	Investment Promotion
4	<i>Municipal Transformation and Institutional Development</i>	Institutional Arrangements	Organisational Design & Structure
		Enhancing the Utilisation of ICT	Information Technology (IT)
		Institutional Capacity	Gender Equity
5	<i>Good Governance and Public Participation</i>	Public Participation Governance	Public Participation Information System
		Communication and Marketing	Stakeholder Communication Management
6	<i>Financial Viability and Management</i>	Prudent Financial Management	Operation Clean Audit
		Expenditure Management	Cash flow management
			Asset Management
			Creditors and Operating Expenditure Management
Revenue Enhancement	Revenue and Debtors Management		

1.7.1. Municipal Long-Term Strategy and 10 Key priorities for the next 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].

1.7.1.1. 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

1.7.2. 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 <i>(Include participation of traditional authorities, regulations and legislation and implementation plan)</i> Develop a 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	Review of Municipal by-laws and policies Review the communication strategy and public participation strategy Municipal Communication and Marketing Strategy
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	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

	<ul style="list-style-type: none"> . Natural disasters (drought, floods, fires, climate change) 	<ul style="list-style-type: none"> . Improve access to clean water and sustainable sanitation services 	<ul style="list-style-type: none"> . Develop and implement water safety plans and Wastewater Risk abatement plans Constant monitoring 	<ul style="list-style-type: none"> . Water safety plans & wastewater Risk Abatement plans . Monitoring programs
Operate and maintain of new and existing infrastructure	<ul style="list-style-type: none"> . Ageing infrastructure . insufficient funding for O&M 	<ul style="list-style-type: none"> . To provide sustainable, reliable and efficient existing infrastructure 	<ul style="list-style-type: none"> . 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 	<ul style="list-style-type: none"> . Implementation and monitoring of maintenance plans and programmes . Refurbishment and replacement of old infrastructure . Budgeting technical asset register . Training and workshops . Recruitment
Create an environment that promotes the development of the local economy and facilitate job creation	<ul style="list-style-type: none"> . Inadequate funding to create infrastructure in order to attract new investors . Lack of proper allocation of land for new infrastructure 	<ul style="list-style-type: none"> . To create sustainable] infrastructure to improve local economy 	<ul style="list-style-type: none"> . Development of master plans . Create partnership for consultants with traditional leadership 	<ul style="list-style-type: none"> . Master plans (water, sanitation, roads, electricity) . Consultation
Promote a culture of participatory and good governance	<ul style="list-style-type: none"> . 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 	<ul style="list-style-type: none"> . To improve corporate image of the municipality 	<ul style="list-style-type: none"> . 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 	<ul style="list-style-type: none"> . 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	<ul style="list-style-type: none"> High rates of unemployment and low economic growth 	<ul style="list-style-type: none"> . Unleashing the agricultural mining and Tourism sector . Promoting SMME, entrepreneurial and youth development . Enhance the knowledge economy 	<ul style="list-style-type: none"> . 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 	<ul style="list-style-type: none"> . 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

		. Expansion of PPP Government-led job creation	entrance & promote Tourism attraction . Enhance and promote tourism attraction . Develop an agricultural support plan . Intensify stakeholder relations	. Memorandum of understanding
Promote culture of participatory and good governance	. Public participation . Inter-departmental and intergovernmental relations	. Improve community engagement and participation . Foster integrated planning	. Communication and public participation . develop a ward base plan	. Review of communication and public participation strategy . Ward base planning
Ensure favourable living environment and sustainable development	. Low economic growth . Land . Limited access to spatial information	. Promote integrated human settlement . Spatial equity . 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

1.8. 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 annual. Key performance indicators have been refined in support of the municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan framework (indexing) 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 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 Directors (Heads of Department) 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.

1.8.1. Key Performance Areas and how will they measure the approach and Methodology for the 5 Year IDP Developed?

IDP/Budget Process Management Plan

The IDP was developed in line with the district framework plan. Ehlanzeni District Municipality developed the IDP Framework Plan which informed the IDP Process Plan for all the local municipalities within the district. Nkomazi municipality developed its municipal Process Plan in line with the district framework plan. The process plan was adopted by council on the 30th of August 2021 under council resolution no NLM: S-GCM: A072/2021. The Framework and Nkomazi IDP process plans are tabled below.

IDP/Budget & PMS	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 2021
	Integration of IDP/ Budget & PMS processes [IDP Programme, Budget Timetable & PMS Calendar]	Manager: Budget Manager: PMS	August 2021
	Present IDP/budget& PMS process Plan to the Ehlanzeni District Municipality/ IDP Managers and coordinators forum for alignment with other Municipalities	IDP Manager	August 2021
	Incorporate contributions of the District Development of Strategic Execution plan	Manager: IDP	August 2021
	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 2021
	Submit Process Plan to Municipal Council	Executive Mayor	31 August 2021
	Advertise process plan	IDP Manager	September 2021
	Submit Process Plan to EDM & Cogta	IDP Manager	September 2021
	Implement process plan	IDP/PMS & Budget Technical Committee	September 2021
	Integrated development planning		

Analysis Phase	Assessment of the previous IDP/Budget performance, level of development, backlogs & disaster; Review previous year's processes, identification and assessment of areas of improvement. Identification and assessment of human resource challenges for proper implementation of IDP/budget & PMS	IDP/ Budget & PMS steering Committee IDP/Budget & PMS Technical committee.	September 2021
	Ward Committees [Group-1]-workshop	IDP Manager, Manager Office of the Speaker	September 2021
	IDP/ Budget & PMS Steering Committee- to discuss programmes and projects to be submitted to provincial departments	Executive Mayor	September 2021
	Interested and affected parties	IDP Manager	September 2021
	Community meetings at ward level	Office of the Speaker IDP Manager	September 2021
	Feedback from Ward committees and CDWs on Community issues [see attached Programme]-meeting per the Nkomazi Communities	IDP Manager Office of the Speaker	October 2021
	Identification of Risks	Chief Risk Officer Office of the Speaker	Continuous
	Submission of consolidated community priorities to COGTA	IDP Manager	October 2021
	Presentation of Institutional Risk to Municipal Top Management	IDP Manager	October 2021
	Presentation of Institutional Risk to Municipal Top Management	Risk Manager	September 2021
	Presentation of Institutional Risk to Risk Management Committee	Risk Manager	September 2021
	HR Consultation with Departments on organizational structure	Cooperative services	September 2021
	Review all municipal contracts	MM and Directors	28 Sep-2021
	Executive Authority to allocate funds to strategic priorities (Budgetary Framework) in line with the Nkomazi LTDF		October 2021
Strategy Phase [#Review Sector Plans]	Departmental Strategic Planning Session for the consideration of the Public Participation Process [how the Department is going to respond to community issues]- corporate services-NKLM	All Departments IDP Manager Manager- Budget PMS Manager	October 2021
	MSCOA Budget preparation and policy reviewing workshop (Budget Steering Committee, Directors and Managers	CFO	16-Oct-2021
	Municipal Lekgotla/Strategic Planning Session- to consolidate departmental strategies and identifying projects to be presented to the IDP/Budget & PMS Steering Committee [Chaired by Executive Mayor]	IDP Budget Technical Committee Municipal Top Management	December 2021
	Detail departmental budget proposals (capital and operating submitted to the Budget and Treasury Office	MM and Directors	14-Dec-2021
	Integrated Development Planning Process	Executive Mayor	December 2021

Project Phase	IDP/ Budget & PMS Steering Committee to priorities Identified projects	All Departments	December 2021
	Designs of project proposals, setting of project objectives, targets and indicators	MM	14-Jan-22
	Compile 2021/2022 Mid-year budget and Performance	CFO	31-Jan-22
	Consolidate, assess and advise on the proposed departmental budget	CFO	12-Feb-22
	Consider the recommendations of the budget steering committee on the proposed departmental budget and give feed back to the departments Compilation 2021/2022 Adjustment budget and 2021/22 MTREF	All Departments	17 -Feb to 16-Mar-2022
Integration Phase	Presentation of integrated programmes and projects by departments to the IDP, Budget & PMS Steering Committee	IDP/Budget &PMS Technical Committee	28 January 2022
	Integration of sector plans into the IDP to address community basic service needs e.g., water, roads, electricity etc.	All Departments	December 2021 to January 2022
	Alignment of IDP and Budget Steering Committee	Municipal Manager	Continuous
Approval Phase	Integrated development Planning Process	Cooperate Services	January 2022
	Tabling of the draft IDP to IDP and Budget Steering Committee	MM	January 2022
	Tabling of draft organizational structure to Municipal Top Management	MM	22-Jan-2022
	Submit 2021/2022 Mid-year budget and Performance to council	Executive Manager	21-Jan-2022
	Council considers the 2021/2022 Mid-year Review and whether an Adjustment Budget is necessary	CFO	February 2022
	Workshop for councillors on Draft related Policies to Mayoral Committee	Municipal Manager	26-Feb-2022
	Tabling 2020/2021 Adjustment budget to council	Executive Mayor	March 2022
	Tabling of draft IDP/Budget & draft related Policies to Mayoral Committee	Corporate Services	26 March 2022
	Table of the draft IDP/budget & draft related policies before council	Executive Mayor	25 March 2022
	Tabling of Final Organizational Structure before Council	IDP Manager	01 April 2022
	Workshop for Councillors on final IDP/Budget	MM	06 April 2022
	Advertise the Draft/Budget for comments & schedule for community participation	IDP Manager IDP/Budget & PMS Technical Committee	29 April 2022
	Conclude process of public participation on tabled target	MM and Directors	06 May 2022
	Consolidation of feedback from public participation process and incorporation thereon into the final IDP/Budget	MM and Directors	01 April 2022
	Compilation of draft procurement plan	Executive Mayor	30 April 2022

	Submit draft procurement plan to the budget & Treasury Office	Municipal Manager	11-May-2022
	Respond to submission received and if necessary, revise the budget and table the amendments for council consideration	IDP Rep Forum	10-May- 2022
	Present the consolidated IDP/ Budget Steering Committee	Municipal Manager	06-May-2022
	Presentation of final IDP to stakeholders	Executive Mayor	13-May-2022
	Tabling of final IDP/Budget to Mayoral Committee	Council	31-May-2022
	Table the final IDP/Budget before Council for approval	IDP Manager	31-May-2022
	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	Municipal Manager	June 2022
	Advertise the approved IDP	Municipal Manager	June 2022
	Submit the approved IDP to the MEC of Local Government within 10 days, after approval	Municipal Manager	June 2022
	Submit the final IDP to National Treasury	Municipal Manager	June 2022

1.9. 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

1.9.1. 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

1.10. 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

1.10.1. 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)

1.10.2. 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 training, social transfers such as grants and poverty-relief programmes	The SDF highlights areas of poverty and directs investment at key nodes in order to improve quality of life through service delivery. It also directs spending at improving human capital through access to health, education and social welfare
	Land development procedures must include provisions that accommodate access to secure tenure	LUMS
	Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized	The SDF identifies environmentally sensitive areas for preservation and conservation
	Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development	LED Strategy: integrative approach that includes all local role players as well as all internal structure
National Strategy on Sustainable Development)	During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	

1.10.3. 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

1.10.4. 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.

1.10.5. National Development Plan

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

Too few people work;

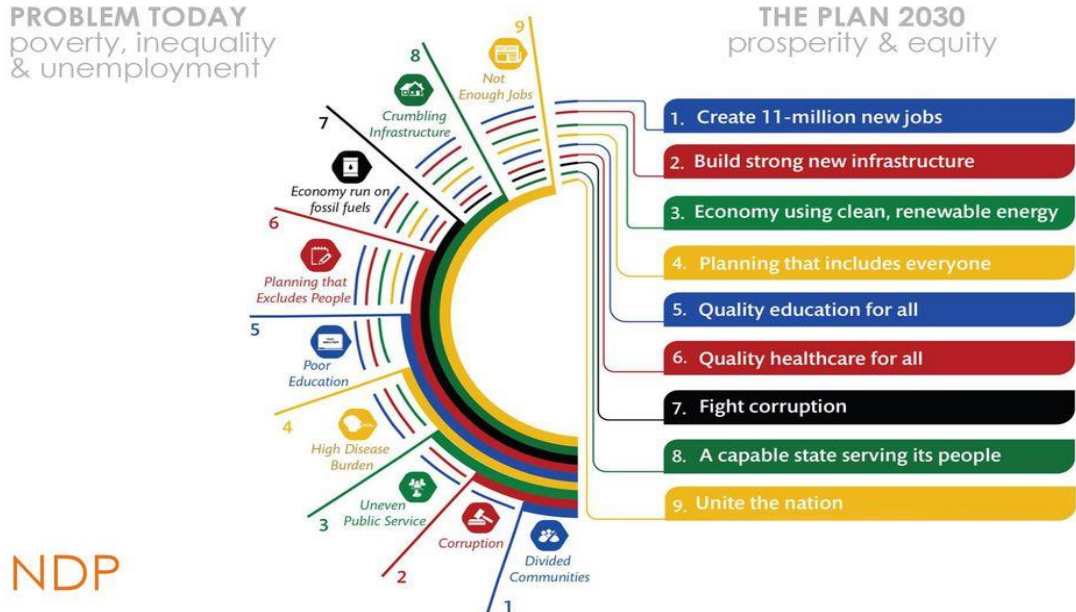
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth;

- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and often of poor quality;
- Corruption is widespread;
- South Africa remains a divided society.
- The commission believes that of these elements, two are of critical importance – too few people work and the standard of education available to the majority is poor. In reaction to these fundamental challenges, the NDP 2030 Vision spells out the key development areas, which require focus. These are:

OUR RESPONSIBILITY – to plan the journey to 2030

PROBLEM TODAY
poverty, inequality
& unemployment

THE PLAN 2030
prosperity & equity



NDP

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

1.10.6. 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.

1.10.7. 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

1.10.8. 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

1.10.9. 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.

1.10.10. 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:

1.10.11. 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.

1.10.12. Medium – Term strategic Framework (MTSF)

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

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

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

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

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

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

- Employment and economic growth

- Education and training
- Health care for all
- Social protection

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

1.11. State of the Nation Address

His excellency President Cyril Ramaphosa said, what happened in parliament speaks to a broader devastation in our land. For many, the fire was symbolic of the devastation caused by the COVID-19 pandemic, by rising unemployment and deepening poverty. He further said the fire in Parliament reminded us of the destruction, violence and looting that we witnessed in some of the parts. He said we should work together to revitalise our economy and end the inequality and injustice that impedes our progress.

Our leadership is standing against corruption and it ensures that those who are responsible for state capture are punished for their crimes. Deep poverty and unemployment are unacceptable and unsustainable. There is a need to address unemployment and poverty and to create conditions for long-lasting stability and development. To achieve this, South Africa needs a new consensus. A consensus that is born out of common understanding of our current challenging situation and a recognition of the need to address the challenges of unemployment, poverty and inequality.

This should be a new consensus which recognises that the state must create an environment in which the private sector can invest and unleash the dynamism of the economy. As the social partners- government, labour, business and communities, we are working to determine the actions we will take together to build such a consensus. He said they need to finalise a comprehensive social compact to grow our economy, create jobs and combat hunger.

He highlighted priorities which were mentioned in last year’s SONA which are:

- Overcoming the COVID-19 pandemic
- A massive rollout of infrastructure
- A substantial increase in local production
- An employment stimulus to create jobs and support livelihoods
- The rapid expansion of our energy generation capacity

Since the COVID-19 pandemic reached our shores, we have endured successive waves of infection, the emergence of new variants and the devastating cost of nearly 100,000 recorded COVID-19 deaths. His Excellency President Cyril Ramaphosa mentioned the issue of the establishment of the Solidarity Fund, which it’s main goal is to fight against the COVID-19 Pandemic. He said this fund has played major role in supporting national health response and alleviating the humanitarian crisis. He further said so far they have administered 30 million doses of COVID-19 vaccines. Consequently, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated.

He reminded South Africans that if we all get vaccinated, continue to observe basic health measures and remain ever vigilant, we will be able to get on with our lives even with the virus in our midst. The COVID-19 has exacerbated the divide between those who are employed and unemployed. Over the past year unemployment rate reached its highest recorded level. In last year, we have benefited from a clear and stable macroeconomic framework, strong commodity prices and a better-than-expected recovery.

We have been held back by an unreliable electricity supply, inefficient network industries and high cost of doing business. We have been taking extraordinary measures to enable businesses to grow and create jobs alongside expanded public unemployment and social protection. The key task of government is to create the conditions that will enable the private sector- both big and small- to emerge, to grow, to access new markets, to create new products, and to hire more employees.

When electricity supply cannot be guaranteed, when railways and ports are inefficient, when innovation is held back by a scarcity of broadband spectrum, when water quality deteriorates, companies are reluctant to invest and the economy cannot function properly. Load shedding continues to have a huge impact on the lives of all South Africans, disrupting business activities, and placing additional strains on families and communities.

Due to our aging power stations, poor maintenance, policy missteps and the ruinous effects of state capture, our economy has a shortfall of around 4, 000 MW of electricity. Eskom has established a separate transmission of subsidiary, and is on track to complete its unbundling by December 2022. Our economy cannot grow without efficient ports and railways. The agricultural

sector, for example, relies heavily on efficient, well-run ports to export their produce to overseas markets. Fresh produce cannot wait for days and even weeks stuck in a terminal.

This hurts businesses and compromises our country's reputation as an exporter of quality fresh produce. Transnet is addressing these challenges and is currently focused on improving operational efficiencies at the ports through procuring additional equipment and implementing new systems to reduce congestion. Transnet has developed partnerships with the private sector to address cable theft and vandalism on the freight rail network through advanced technologies and additional security personnel.

The poor state of passenger rail in South Africa has a direct and detrimental impact on the lives of our people. One of the greatest constraints on the technological development of our economy has been the unacceptable delay in the migration of broadcasting from analogue to digital. The government will continue to subsidise low-income households so that they can access a set-top box and make the switch of digital TV. In addition, they will facilitate the rapid deployment of broadband infrastructure across all Municipalities by establishing a standard model for the granting of Municipal permissions.

The government is streamlining and modernising the visa application process to make it easier to travel to South Africa for tourism, business and work. Water is the country's most precious natural resource. It is vital to life, to development and to economic growth. That is why, we have prioritised institutional reforms in this area to ensure future water security, investment in water resources and maintenance of existing assets.

The Department of Water and Sanitation and reviewing water boards in as far as their mandates are concerned and ensuring that they serve municipalities in terms of the District Development Model. The water quality monitoring system has been reinstated to improve enforcement of water standards to intervene where water and sanitation services are failing. A new, redesigned loan guarantee scheme is being introduced to enable small businesses to bounce back from the pandemic and civil unrest.

Infrastructure is central to our economic reconstruction and recovery. Through innovative funding and improved technical capabilities, we have prioritised infrastructure projects to support economic growth and better livelihoods, especially in energy, roads and water management. The Infrastructure Fund is now working with state entities to prepare a pipeline of projects with an investment value of approximately R96 billion in student accommodation, social housing, telecommunications, water and sanitation and transport.

Government will make an initial investment of R 1.8 billion in bulk infrastructure, which will unlock seven private sector projects of the value of R133 billion. For millions of South Africans in rural areas, roads and bridges provide access to markets, employment opportunities and social services. We are upscaling the Welisizwe Rural Bridges Programme to deliver 95 bridges a year from the current 14. The rural roads programme will use labour intensive methods to construct or upgrade 685 kilometres of rural road over the next three years. This social enterprise programme includes access roads in Limpopo and Eastern Cape, gravel to surface upgrades in Free State and North West, and capacity and connectivity improvements in the Western Cape.

Government has initiated the process of delivering the uMzimvubu Water Project. The project is made of the Ntabelang Dam and Lalini Dam, irrigation infrastructure and hydro-electric plant, Ntabelanga water treatment works and bulk distribution infrastructure to reticulate to the neighbouring communities.

Government is introducing an innovative social infrastructure delivery mechanism to address issues that afflict the delivery of school infrastructure. The damage caused by the theft of scrap metal and cable on our infrastructure like electricity, trains and other vital services is enormous. We will take the decisive steps this year both through improved law enforcement and by considering further measures to address the sale or export of such scrap metal. Through these plans, business, government and labour are working together to increase production and create more jobs in the sector

We now have two South African companies – Aspen and Biovac - with contracts to produce COVID-19 vaccines. Two additional vaccine projects have also been announced

In the last year, we have made important strides in the fight against climate change and at the same time, securing our economic competitiveness. For the first time, our climate targets are compatible with limiting warming to 1.5degree This is the goal that all countries agreed to as part of the Paris Climate Agreement, and is essential to prevent the worst effects of climate change. Since I established the Presidential Climate Commission a little more than a year ago, it has done much work to support a just transition to a sustainable, inclusive, resilient and low – carbon economy.

Renewable energy production will make electricity cheaper and more dependable, and will allow our industries to remain globally competitive. We will be able to expand our mining industry in strategic minerals that are crucial for clean energy, like platinum, vanadium, cobalt, copper, manganese and lithium.

The employment stimulus will also enable the Department of Home Affairs to recruit 10000 unemployed young people for the digitisation of paper record, enhancing their skills and contributing to the modernisation of citizen services

The Social Employment Fund will create a further 50 000 work opportunities using the capability of organisations beyond government, in areas such as Urban agriculture, early childhood development, public art and tackling gender-based violence.

This year, we are intensifying the fight against gender – based violence and femicide through implementation of the National Strategic Plan on GBVF and other measures to promote the empowerment of women.

This Model brings all three spheres of government together with other social partners in every district to grow inclusive local economies and improve the lives of citizens

In particular, the DDM facilitates integrated planning and budgeting across spheres of government of national projects at a district level.

1.11.1. State of the Province Address

The Premier of Mpumalanga Province Refilwe Mtsweni-Tsipane in her state of the province address which took place on the 25th of February 2022, said they have committed themselves to a strategic framework that is aimed at assisting to deliver key objectives in the medium term. She said the framework is in line with the National Development Plan and in the fullness of time it will enable us as a province to contribute to the fight against poverty, unemployment and inequality.

The seven priorities of our medium-term strategic framework are;

- A capable, ethical and development state
- Economic Transformation and Job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, Human settlements and Local Government
- Social Cohesion and safe communities
- A better Africa and better world

Mrs Refilwe Mtsweni-Tsipane said we have all accepted the presence of the Corona Virus among us, and we are adapting and learning on how to live with it and doing the best we can to find normality in an abnormal situation. Everyone among us has been either infected or affected by the Covid 19 pandemic. As painful as it is, Covid 19 pandemic may be and continues to be, we have chosen courage over adversity. During the first three waves of the pandemic, you made huge sacrifices when you could not visit your loved ones at hospitals and you were not able to give those departed a dignified farewell and perform the rituals that form part of our identity as Africans.

Economic transformation and Job Creation

Economic Reconstruction and Recovery

Our honourable Premier also reported on the government's progress towards the realisation of our National Development Plan's vision 2030 goals of:

- Reducing unemployment
- Increasing economic growth
- Increasing employment
- Increasing investment
- Reducing the Gini co-efficient index and
- Eliminating food poverty

Despite an estimated economic contraction of approximately 7% in 2020 and high unemployment rate of 34.9% in terms of the narrow definition of unemployment in terms of the 3rd quarter of 2021 statistics from Stats SA, we are more determined than ever to turn the corner and materially improve the quality of life for the people of Mpumalanga.

Attracting and investing in Mpumalanga Economy

She further said that our continuous engagements with European airlines for direct routes to Mpumalanga are beginning to bear fruit. She announced that Lufthansa Airlines, through their Euro-Wings division, will soon establish a route from Frankfurt in Germany to Mpumalanga Kruger International Airport. This is a major boost and a welcome investment to our tourism industry. We are making significant progress with the development of a new hotel and conference facility in Middelburg. The project is currently at earthworks stage. We anticipate completion in 18 months.

Vodacom has announced that they will invest R450 million into their network and power back-up upgrades across the province. A sky walk project was officially launched along the panorama route in Thaba Chewu Local Municipality. The sky walk that will turn God's window into a global see location. Located at the Blyde River Canyon Nature Reserve, God's window skywalk project will offer visitors a 360-degree panoramic view, with a 12 m walkaway suspended on the cliff.

The government has continuously advocated that Public Private Partnerships are an effective avenue through which we can accelerate investment in our Province. A total of R475 million in public private investments has been raised for Sky Walk Project. SANRAL, our national road agency will invest R9 billion on road infrastructure in the province. The top structure buildings for the Mpumalanga International Fresh Produce Market will soon be completed and we are targeting operationalisation within the 2022/2023 Financial Year. We call upon the Private sector to partner with us and reap the rewards of what shall be a truly mutually beneficial Private Public partnership.

As part of our effort to stimulate the provincial economy, we will host a trade and investments conference within the next three months focusing on Technology, Agro -processing, Mining, Green Economy and Manufacturing. We have established a just Transition and Climate Working Group that reports directly to the office of the Premier on quarterly basis. This will enable us to tap in the R131 billion that has been promised by the industrialized countries to help South Africa implement a just Transition to low carbon while addressing job security for the affected communities.

We shall accelerate the completion of infrastructural projects across, including but not limited for the parliamentary village, the Mpumalanga Fresh Produce Market, Tekwane South bridge, Bethal hospital, Mapulaneng hospital and Mammethlake hospital which were interrupted by illicit forums extorting money and blocking the delivery of services.

Transforming The Economy and Creating Jobs

Industrialization, Localization and Export Promotion is another important priority area that forms part of the Mpumalanga Economic Reconstruction and Recovery Plan an area of work that seeks to intensify diversification of the resource-based sectors of mining, agriculture and forestry, currently dominated by large corporations, into downstream manufacturing-based industries to enable broader growth and labour absorption.

Again, these initiatives will be largely driven through the District Development Model. It is of critical importance that the Local Economic Development Strategies of our Municipalities should align themselves with all these initiatives so that our people can benefit from them. The Mpumalanga Industrial Development Plan will guide the rollout of interventions identified under this priority area. To be more precise, one refers to the roll out of the Nkomazi Special Economic Zone (SEZ) in Nkomazi Municipality and the Petrochemical industrial Technology Park in Govan Mbeki Municipality.

Both these catalytic projects have huge potential to expand the industrial base of the province and consequently stimulate growth, alleviate poverty and reduce unemployment, including enhancing the requisite skills demanded by the provincial economy. These projects offer investment opportunities for companies in agro-processing, logistics, chemical industries, training sector, warehousing, office space, conference and incubation facilities.

In addition, these projects will also facilitate the export of commodities through, amongst others, the South African ports, including the Maputo Port or air transportation to foreign markets using Mpumalanga Kruger International Airport.

Social Relief Interventions

We have gone through a period filled with social and economic upheaval caused by what the Archbishop of Canterbury Justin Welby referred to as 'uncertainty, uncontrollability and unpredictability'. The archbishop could not have summed it any better. Covid-19 has deepened our economic crisis which was already experiencing contraction even before the onset of the pandemic. The Premier of Mpumalanga Province Refilwe Mtsweni-Tsipane in her state of the province address said, they warmly welcome the announcement by the President Mr Cyril. Ramaphosa that the R 350 social relief of distress has been extended until March next year.

This will go a long way in guaranteeing all South Africans a meal or two per day. Millions of our people are at risk of falling into extreme poverty, while the number of people falling into debt-trap is increasing at an alarming rate. A significant number of our small enterprises face an unprecedented threat whilst thousands of our workforce have already lost their jobs. Informal economy workers are particularly vulnerable because the majority lack financial support structures needed to sustain their businesses.

We warmly welcome the announcement by President Ramaphosa that a new, redesigned loan guarantee scheme is being introduced to enable small businesses to bounce back from the pandemic and civil unrest. This new bounce-back scheme incorporates the lessons from the previous loan guarantee scheme. It will involve development finance institutions and non-bank SME providers in offering finance whilst expanding the types of credit available and adjust eligibility criteria to encourage greater uptake. The office of the Premier, working with municipalities, will hold workshops using various media platforms to

create awareness of such opportunities. Despite current limitations caused by fiscal constraints, our government has done exceptionally better in reporting our resources to accommodate the poor and the vulnerable.

Priorities of the ANC-Led Government

There is no doubt that while much has been achieved in terms of access to electricity, housing, water, social security and infrastructure for our marginalised communities, more still needs to be done to change the lives of our people for better. As if the effects of Covid 19 were not bringing hardship enough, we have had to bear with destruction of our infrastructure and our properties caused by storms and heavy rains. We are embracing advanced technologies that will speed up service delivery to our people.

We are quite mindful that, as part of restoring the confidence and dignity of our people, meaningful participation in the mainstream economy should remain our top priority. We have to ensure that our economy is inclusive, creates large numbers of jobs and absorbs cooperatives, informal and small businesses in great numbers. These are steps that will propel growth to higher levels. We need a strong committed private sector partnership that goes beyond corporate social responsibility. Our immediate focus is our Medium-Term Strategic Framework; therefore, our resources will be directed towards implementing our strategic plans.

Youth unemployment, in our province has reached unacceptable high proportions. This is a global phenomenon which in our case has been exacerbated by other issues which include amongst others;

- The mismatch of available skills to those needed by industries in the province
- Low levels of technical skills among the majority of our young people
- Low levels of foreign direct investments as well as domestic investments
- Inadequate supply of reliable energy due to challenges faced by Eskom and
- Covid 19 pandemic and the recent floods that destroyed our already fragile infrastructure.

Provincial Economic Growth Prospects

Mpumalanga contributed almost R400 billion or approximately 7.5% to the GDP of South Africa in 2019 before Covid-19. Mpumalanga's contribution was the 5th largest of the provinces. Our economy in 2021 grew by approximately 4.6% from a contraction of 7% in 2020. A growth rate of just around 2% is expected for 2022. It is predicted that 2023 growth may not exceed 1.5%. Risk factors to the downside include load-shedding, rising inflation, as well as COVID-19 related factors.

The number of unemployed youths has reached astronomical levels that cannot be sustained, of critical concern to us is youth unemployment in general and even higher figures of young women who are unemployed. These figures are not just alarming but they point to an urgent need to find solutions that will lead to large scale employment by the industries, supported by self-employment through formal and informal businesses, massive programmes of skills development and labour-intensive programmes.

Despite all our efforts as government to create both sustainable jobs, we are nowhere near our targets of creating 105 000 jobs per annum. On average we were able to create only a quarter (26 250) of our targets over a period of ten years. We have observed, with concern, the number of industries shedding jobs in big numbers in 2020, only agriculture and finance recorded job gains. By the middle of last year, the province has lost 62 000 jobs despite the recovery of the provincial labour market.

Mpumalanga Economic Reconstruction and Recovery Plan (Merrp) our Response to Covid-19

After extensive consultations and engagements with our social partners including labour, business and civic formations we have produced a road map that will assist us to recover from the ravages of the pandemic. This road map is aptly named the Mpumalanga Economic Reconstruction and Recovery Plan (MERRP). The MERRP is underpinned by five important principles.

- Firstly, the strategic objective of the MERRP is not only to mitigate the negative impact of the Covid-19 pandemic on the economy and livelihoods but also to place the provincial economy on a growth trajectory that creates more job opportunities for the people of Mpumalanga.
- Secondly, it is a plan that is aligned to the national Economic Reconstruction and Recovery Plan
- Thirdly, it is plan that is a product of key partners who participated and contributed meaningfully during its development process
- Fourthly, it is a plan that assumes a Project-based Implementation Approach- focusing on Game Changer Projects and targeted programmes and
- Lastly, it is a plan that will be implemented through the District Delivery Model platform

Guided by these principles and clear rigorous project identification processes, game changer projects were identified under each priority area. These catalytic projects will go a long way towards placing the provincial economy on a growth trajectory and create more job opportunities for the people of Mpumalanga. The first priority area that MERRP relates to Infrastructure Investment and Delivery. This is a priority guided by the Mpumalanga Infrastructure Master Plan (MIMP) and the Provincial Spatial Development Framework. Both these plans are informed by the Integrated Development Plans of Local and District Municipalities, and the province.

As social partners, we aim to, among others, fast track the construction, maintenance and rehabilitation of strategic basic infrastructure, social infrastructure and economic infrastructure of the entire province across all spheres of government. In essence, we intend to pay more attention on road infrastructure network that enhance opportunities for our people in the villages, townships and rural areas, unlock industrialization, Agro-processing, agricultural value chains as well as enhancing the tourism potential in the province, including the promotion of integrated and sustainable human settlements for our communities. In practical terms this means that;

- Our gravel roads will be bladed and graded making them more accessible and user friendly
- We will upgrade gravel roads to surfaced roads
- Our surfaced roads will be resealed to deal with the challenge of pot holes
- More gravel roads will be upgraded to surfaced roads
- Working with local government we will fast track the paving of community roads in our municipalities and
- In collaboration with our social partners and MTPA we will construct, perform routine and major maintenance of key tourism routes and corridors throughout the province

In line with the Project Implementation Approach, together with our social partners, we have identified the following game changer projects that will contribute meaningfully towards inclusive growth and job creation. One refers to the Rehabilitation of the Coal Haulage around Gert Sibande and Nkangala District, which covers a total of 14 percent of the provincial roads and transport coal, mainly, to Eskom power stations. Therefore, it is extremely important to safeguard sustainable energy provision through rehabilitation and maintenance of the coal haulage road network.

As part of the DDM approach, Mpumalanga has benefited from the upgrading of the Moloto Road (R573). This is a major route linking the north-western part of Mpumalanga to the province of Gauteng and North Eastern Mpumalanga to Limpopo. It has a potential to unlock and enhance agriculture and tourism in the region including mining linkages between, Mpumalanga, Limpopo, Maputo port in Mozambique and Richards Bay port in KwaZulu Natal.

We have invested in mechanised pothole patching vehicles in an endeavour to improve the conditions of our roads, reduce costs, save time and improve quality. This initiative will focus on maintenance of strategic road infrastructure network systems with tourism routes receiving the highest priority. The initiative will create more than 45 046 EPWP jobs and provide local small-medium and micro-sized enterprises (SMMEs) an opportunity to participate in the mainstream economy during the next financial year.

Planning for the Linah Malatjie Tertiary hospital is progressing well and we expect construction to start in the 2022/2023 financial year. In addition to the completed projects, we have initiated new projects including but not limited to, providing 176 schools with water and sanitation, 183 schools undergoing maintenance and refurbishment, 40 new classrooms in fast growing towns including Hoerskool Bergvlam, Nelspruit Primary School, Laeveld Laerskool, Laerskool Nelspruit, HTS Middelburg and Pine Ridge High School.

1.12. Situational Analysis of the Municipality

Municipal profile and situational analysis of the municipality

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

1.12.1. Demographic overview of the Nkomazi Local Municipality

An overview of the demographic situation in the municipality provides an understanding of the current scale of the population and allows for the calculations of the future population growth trends. It is said that the population and household statistics provided will assist the municipality to set accurate and credible service delivery targets across the 5-

year integrated development cycle. A population growth of this proportion is likely to place a strain on existing backlogs and the municipality's ability to effectively service the communities, because of the increase in households which directly demand services.

1.12.2. Population Size and Composition

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

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

Table 1: population size

Age groups	Census 2011			Community Survey 2016		
	Male	Female	Grand Total	male	Female	Grand Total
0 – 4	24460	24607	49067	29368	28916	58284
5 – 9	21690	22077	43767	24671	24894	49565
10 – 14	23267	23178	46445	23371	25015	48386
15 – 19	24406	24564	48971	22862	22904	45766
20 – 24	21460	22642	44102	20124	20430	40554
25 – 29	17594	19718	37312	19752	20690	40442
30 – 34	12510	14667	27177	13187	16138	29325
35 – 39	9784	12105	21889	11039	12485	23523
40 – 44	7364	10216	17580	7633	9664	17297
45 – 49	6452	8200	14652	6250	9329	15579
50 – 54	4606	5832	10438	5688	6125	11813
55 – 59	3864	5022	8887	3650	4336	7986
60 – 64	2856	3813	6669	3064	4383	7447
65 – 69	1846	2681	4528	2147	3063	5210
70 – 74	1716	2874	4591	1293	2575	3868
75 – 79	886	1953	2839	937	1783	2720
80 – 84	718	1756	2474	406	1126	1531
85 +	594	1049	1643	364	1247	1611

Source: Stats SA Community profiles (2011& 2016)

Table 2: Annually population growth

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

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

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

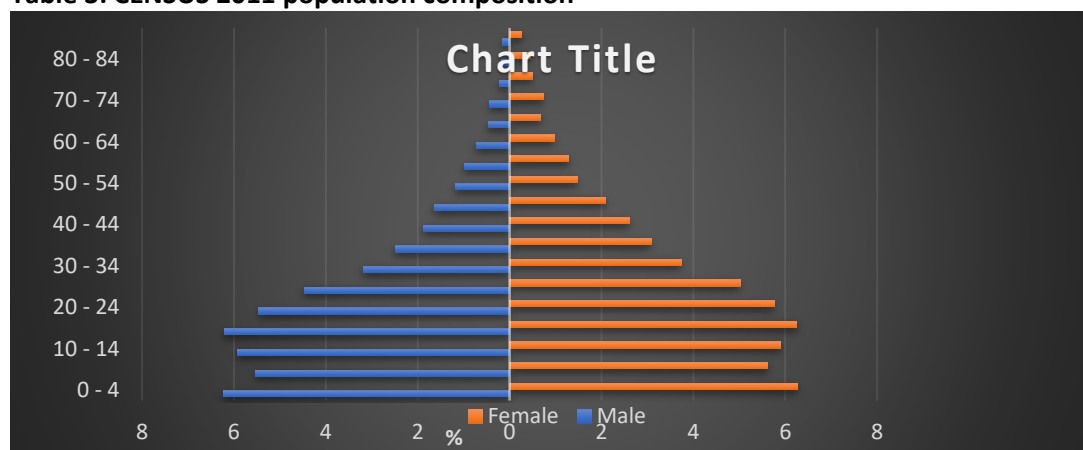
1.12.3. Population distribution

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

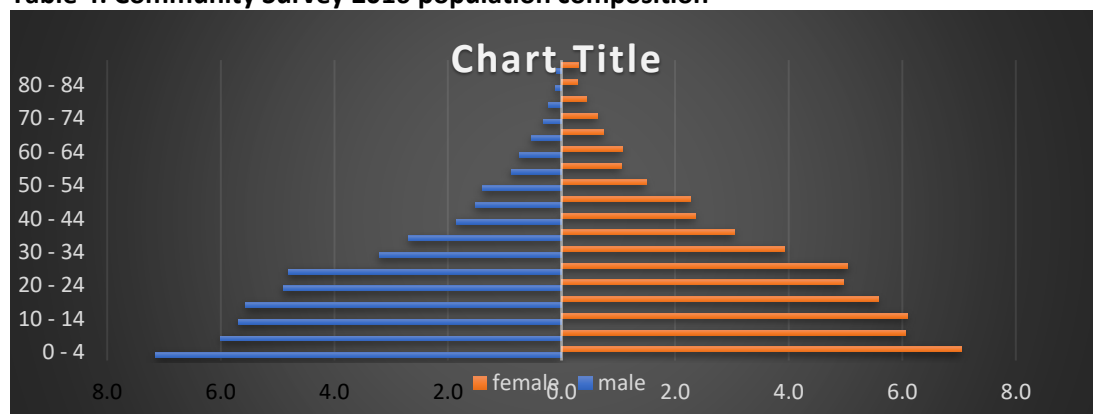
Age and gender of the population are the key determinant of population dynamic and can influence the current and future needs and spending of the municipality, and also identify where the bulk of the population is located and to target civil society and non-government programmes more effectively. A 65-year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

Table 3: CENSUS 2011 population composition



Source: Stats SA community profile (Census 2011)

Table 4: Community Survey 2016 population composition



Source: Stats SA community profile (CS 2016)

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

Table 5: Change in the age composition and Population Dependency

Age Group	Census 2011		CS 2016	
	Number	%	Number	%
0-14	139 278	35.4	156 235	38

15-34	157 563	40.1	156 087	38.0
35-64	80 115	20.4	83 645	20.4
65 +	16 074	4.1	14 940	3.6
Economically Active (15-64)	237 678	60.5	239 732	58.4

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

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

Table 6: Racial Composition

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

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

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

1.12.4. Socio-economic Analysis

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

Nkomazi's economy

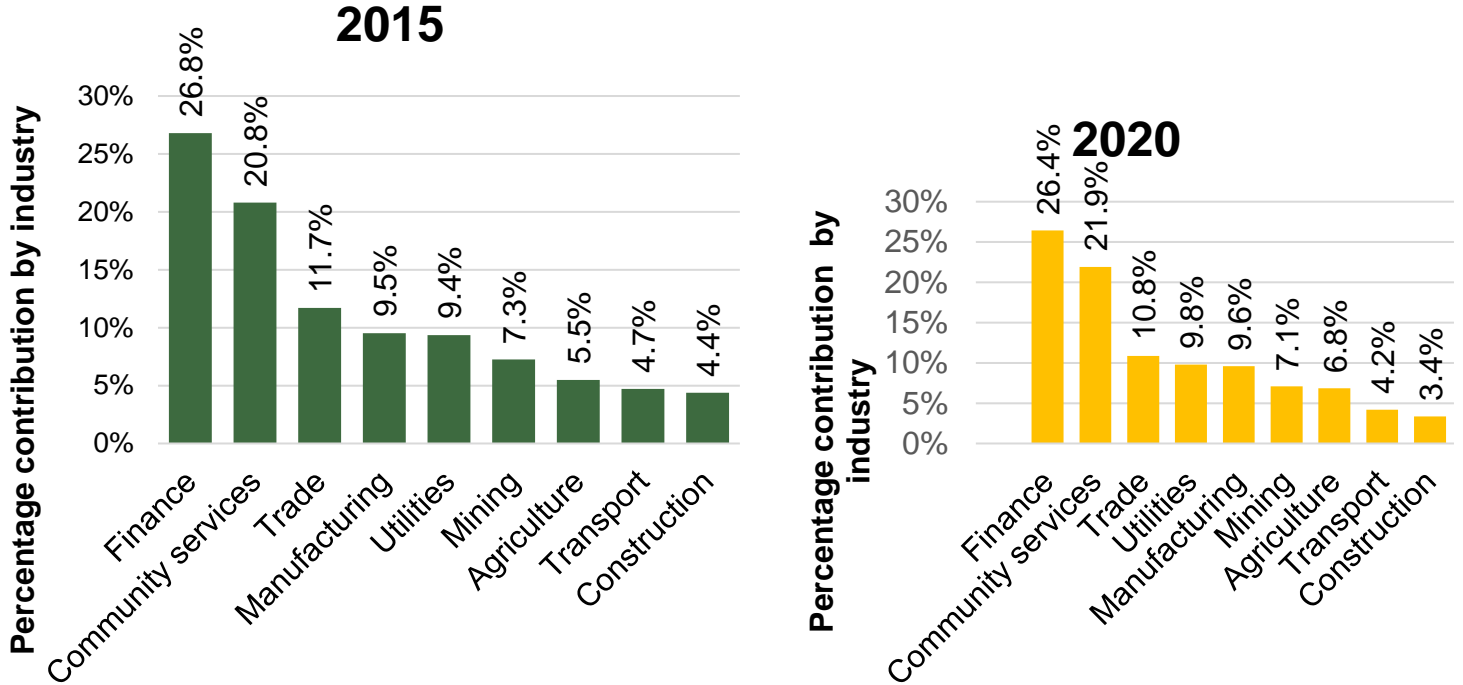
Contribution to the Mpumalanga economy in 2020 was 3.8% – 8th largest economy in the province. Contribution of 11.1% to the district economy – 3rd largest economy in Ehlanzeni. Dominant large contributions to Ehlanzeni's mining, utilities and agriculture industries.

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

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

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

Table 7 Nkomazi's economy



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

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



Source: SEP & DEDT

Human Development Index

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

Crime

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

Covid 19 impact on employment

In Q1 2020, there were 1.25 million employed in Mpumalanga, which was a record high for the province. Due to COVID-19 and the lockdown regulations the number of employed shrunk by 133 838 in Q2 2020. This was the largest quarterly decline in employment numbers ever recorded in Mpumalanga, and more than three times the quarterly decline recorded in Q2 2009 at the height of the 2008-09 Global Financial Crisis. Although it is clear that the Mpumalanga labour market gained jobs since the height of the lockdown, those gains were erased in Q3 2021. The Q3 2021 employment level of some 1.1 million was 141 816 jobs short of the 1.25 million persons employed in Q1 2020 before the lockdown was instituted. In Q3 2021 the level of employment in Mpumalanga was more or less equal to what it was in Q2 2013

Labour Market in Nkomazi

The expanded unemployment rate at Nkomazi was 42.0% in 2020, relatively high in comparison with the 6% target by 2030. In 2020, the expanded unemployment rate for females was 47.9% and males 36.1%. The youth (15-34 yr) expanded unemployment rate was 54.5%.

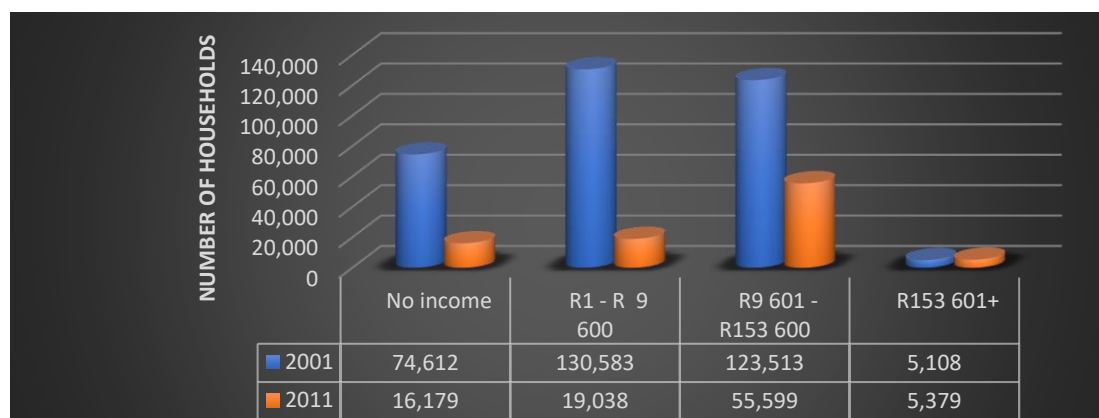
There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs. Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs. In 2020, Nkomazi contributed 6.4% to the total employment in the province. Between 2016 & 2020, employment increased at a slow rate of 1.0% p.a. The average annual employment growth deteriorated when compared with the 2011 to 2015 increase of 4.5% p.a.

The job loss estimates in 2020, due to the COVID-19 lockdown was estimated at 6 137. In the 4-year period between 2016 and 2020, Nkomazi gained only 2 852 jobs. Related to the devastation brought by COVID-19 to the labour market in 2020. In 2020, the largest employing industries in Nkomazi were agriculture, trade (including tourism) and community services

Table 8: Labour market in Nkomazi

42.0%	47.9%	54.5%
<ul style="list-style-type: none"> •2020 expanded unemployment rate 	<ul style="list-style-type: none"> •2020 female expanded unemployment rate 	<ul style="list-style-type: none"> •2020 youth (15-34 yr) expanded unemployment rate •Deteriorated from 52.8% in 2016
1.0%	6.4%	6 137
<ul style="list-style-type: none"> •Average annual employment growth 2016-20 •Worse than 4.5% p.a. growth 2011-15 	<ul style="list-style-type: none"> •Share of Mpumalanga's employment in 2020 	<ul style="list-style-type: none"> •Estimated number of job losses in 2020 due to COVID-19

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.

1.12.5. Households profile and services

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



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

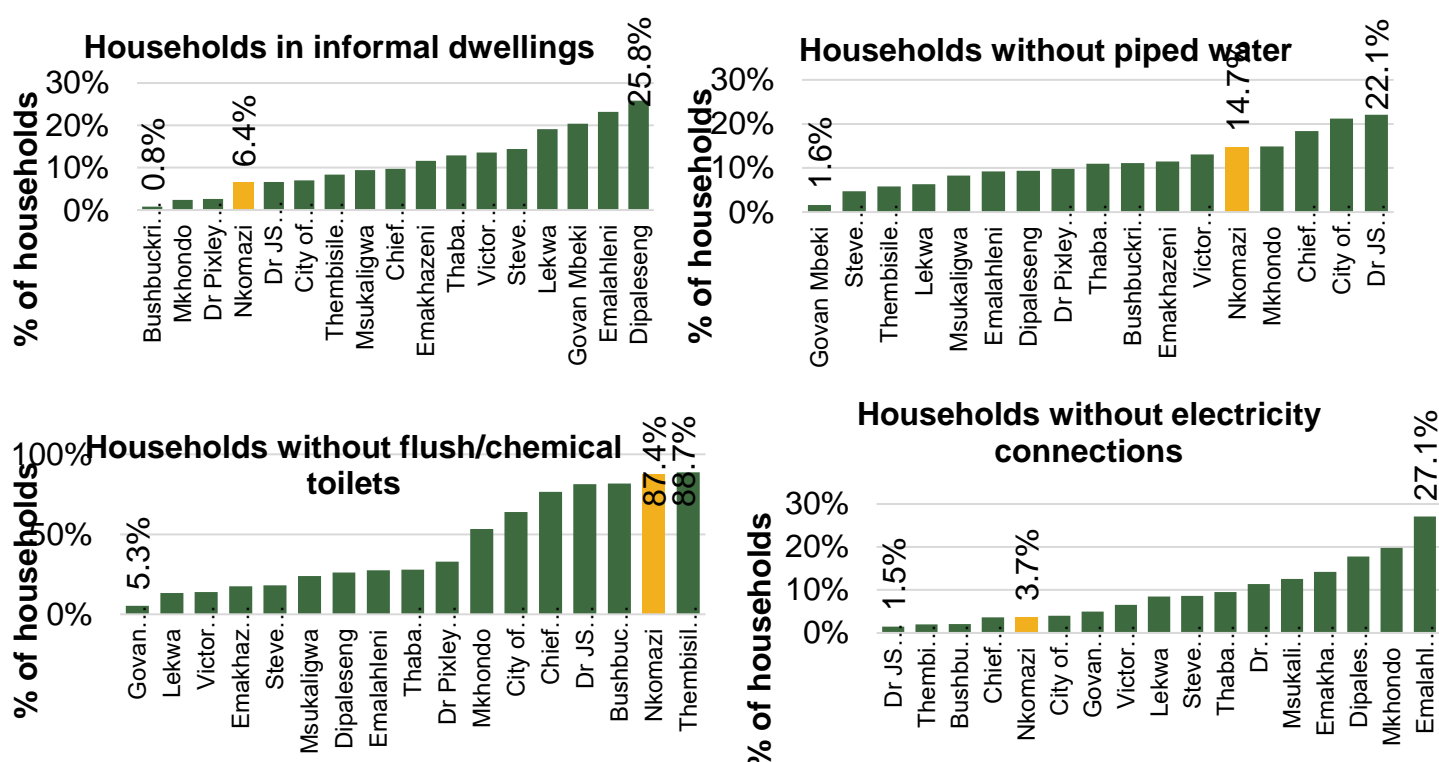
According to Statistics South Africa Censuses 2001, 2011 the number of households is growing faster than the Population at an annual growth rate of 4.1% and 1.5% respectively. This could be partially attributed to the unbundling of households, which is supported by the decrease in the average household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

Access to households' services

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

The share of households with access to flush/ chemicals toilets deteriorated between 2011 and 2016 with 87.4% of households lacked flush/chemical toilets in 2016 being the highest/worst in the province. In 2016, 6 461 households were still without any toilet facilities. This 6.2% of households figure is the worst of the 17 municipal areas. The share of households connected to electricity improved from 83.6% in 2011 to a level of 96.3% being the 5th best in 2016. In 2016 99 687 households were connected to electricity, however, there were 3 839 households still not connected at all, being the 3rd lowest/worst in the province with households services index (2019), but improving trend, Nkomazi ranks 6th in Mpumalanga in the Out of Order municipal ranking by news 24-49/100.

Table 11: households services in Nkomazi



Source: SEP and DEDT

Table 12: Types of Main Dwelling

Types of dwellings	2011	2016
Formal dwelling	86874	92798
Traditional dwelling	3948	1032
Informal dwelling	2796	6684
Flat or apartment in a block of flats	834	233
Cluster house in complex	303	24
Townhouse	81	232

Semi-detached house	222	1609
Room/flatlet on a property or larger dwelling/servant's quart	453	442
Caravan/tent	84	21
Other	594	882

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

Types of dwelling

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

1.12.6. Educational attainment

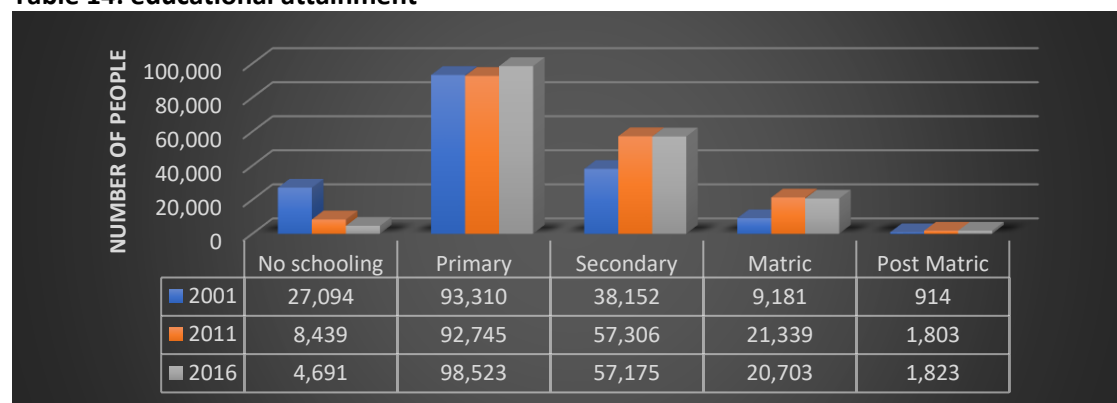
Nkomazi's grade 12 pass rate deteriorated from 86.0% in 2014 to 75.5% in 2021, which was the 8th highest/best out of 17 municipal areas in the province. Nkomazi's pass rate improved slightly by 1.4 percentage points between 2020 and 2021. The area also improved its admission rate to university/degree studies to 30.3% in 2021. Not one of the leading municipal areas in this regard. It is important that key interventions be aimed at low performing schools to improve the grade 12 pass rate. Nkomazi was always 1 of the top performing areas in the province in the past and setting the example for the rest. There was some deterioration the last couple of years (especially between 2019 and 2020 which can be very much Covid-19 related factors) and important to identify and address the relevant challenges. The challenge is also to accommodate the educated young people in the area with adequate economic opportunities. Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community. Nkomazi's functional literacy is lowest in the province, but improving.

Table 13: Basic educational data and performance

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

Source SEP and DEDT

Table 14: educational attainment



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

The figure above represents the overall educational attainment the population older than 20 years in Nkomazi local municipality. There were major improvements in educational attainment within the municipality between 2001 and 2011. In 1996 47% had no schooling and this decreased to 26% in 2011 which indicates favorable improvements in educational

attainment over a period of 15 years. Although there have been improvements in the attainment of matric as well as post matric qualifications, this will not translate into employment if the types of education and training does not match the needs in the labour market. According to community survey 2016 the results are superlative there's improvement in the education attainment of matric its above 60% and no schooling tends to increase in 2016 by above 40% while highest education also seems to be increasing between 2011 and 2016 by above 10%, which leads the Municipality in the highest level of prioritization of making provision for class room working hand in hand with Department of Education.

1.12.7. Health

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

Causes of death from October- December 2017

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

Source: Shongwe hospital; 2017

Teenage pregnancy

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

1.13. Key Performance Areas

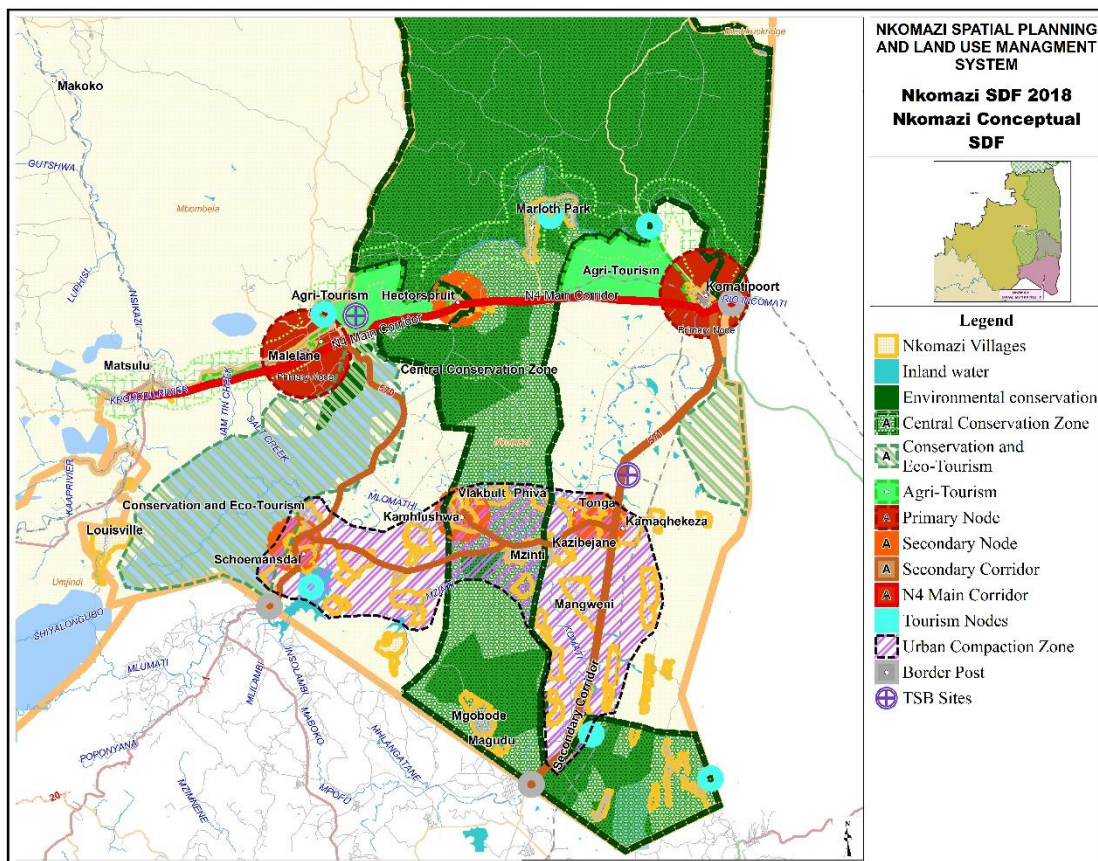
1.13.1. KPA: Spatial Rationale

1.13.1.1. 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.

1.13.1.2. Strategic Development Concept

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



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

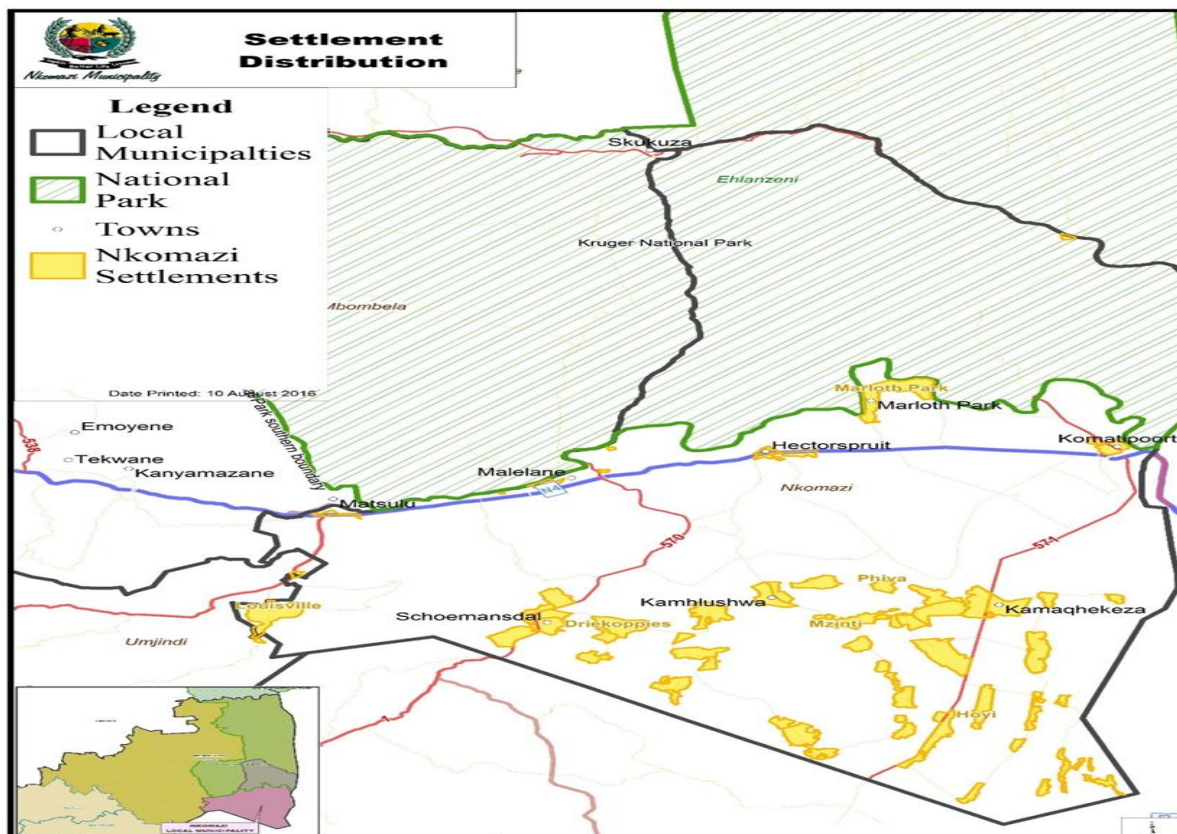
- Capital Expenditure Framework for the municipality’s development programmes and budget process;
- Prioritised list of developmental interventions and spatial location;
- Cost and budget estimates;
- Timing and phasing of development;
- Sources of finance;
- Implementation agent and their roles and responsibilities;
- Recommendations for the revision of existing policies or strategies, where necessary;

1.13.1.3. Compaction of the Rural South

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

1.13.1.4. Central Conservation Zone

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



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

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

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

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

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

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

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

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

1.13.1.5. Municipal SDF, as part of the IDP

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

1.13.1.6. The Municipal Land Use Management Scheme

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

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

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

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

1.13.1.7. Town Planning Tribunal

- All procedures and processes as tabulated below finds prudence from the 2015, promulgated and customized by-law, as informed by the provision of SPLUM Act, Act 16 of 2013.
- Spatial planning and land use management by-law, 2015
- The Nkomazi Council resolved to go for the single operational MPT after the promulgation of the by-law. The Nkomazi Municipal Planning Tribunal thereby established for the Municipal area in compliance with section 35 of the Act. Part C: Established of Municipal Planning Tribunal for Local Municipal Area 32 Establishment of Municipal planning Tribunal for Local municipal area subject to the provisions of part D and E of this Chapter.
- The term of office for the first Nkomazi Municipal Planning Tribunal expired in August 2021, and in terms of the Section 39 (c) of the Nkomazi Spatial Planning and Land Use Management By-law, which states that the term of office can be renewed once for another five years.

- The term of office for the Municipal Planning Tribunal was renewed for another five years with an advert for additional members with critical expertise of Planning to assist as the Nkomazi area is approaching a boom in terms of development.
- Proceedings of Municipal Planning Tribunal for Municipal area
- Commencement date of operations of Municipal Planning was after publication of the Municipal resolve and appointment of the mentioned members.
- Currently the Nkomazi Municipal Planning Tribunal has had 6 successful sittings
- The categories of land development and land use management
- Sec 43 sets out the categories of land development and land use management for the Municipality, as contemplated in section 35(3) of the Act, are as follows:

1.13.1.8. Human Settlements

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

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

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

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

The current running Projects of The Municipality:

- CRU FOR Malelane Ext 21
- Township Establishment for Mjejane Township
- Township Establishment for Kamhlushwa Extension 3
- Housing allocation for Military Veterans [20]
- Housing Allocation for Disaster affected houses [various areas]
- Servicing of sites for Komatipoort Ext 18
- Informal Settlements upgrading Plans for six [6] areas [Orlando, Mbekisberg, Louisville. Mkhwarukhwaru, stentor and Mangweni

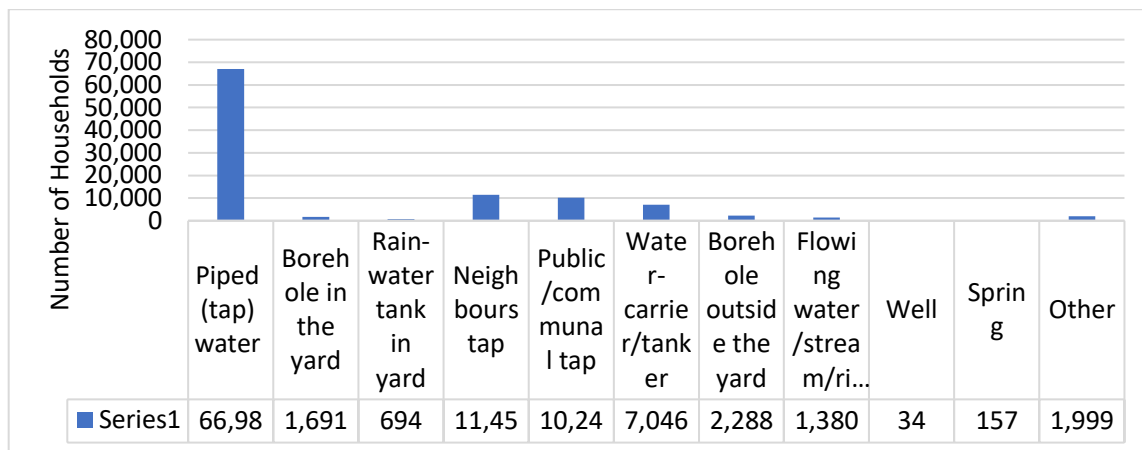
Staff Composition

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

- GIS – the incumbent deals with the management and updating of the GIS of the Municipality.
- Land Surveyor – a qualified land surveyor, who addresses issues/matters of boundaries, and surveying

1.13.2. KPA: Basic Service and Infrastructure Development

1.13.2.1. Main Source of Water



Source: Stats SA community profile (CS 2016)

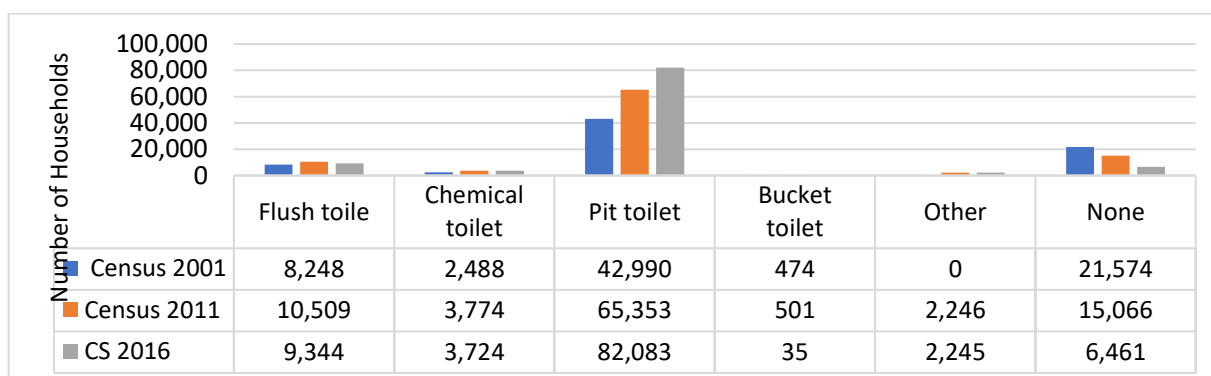
According to stats SA community profile and community survey 2016 piped water inside dwelling is sitting 5,854 and piped water inside yard is sitting at 53,778, piped water on community stand is sitting at 7,347 while boreholes in the yard are sitting at 1,691. The Municipality anticipate to deal with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

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

Source: SERO report

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

1.13.2.2. Toilet Facilities

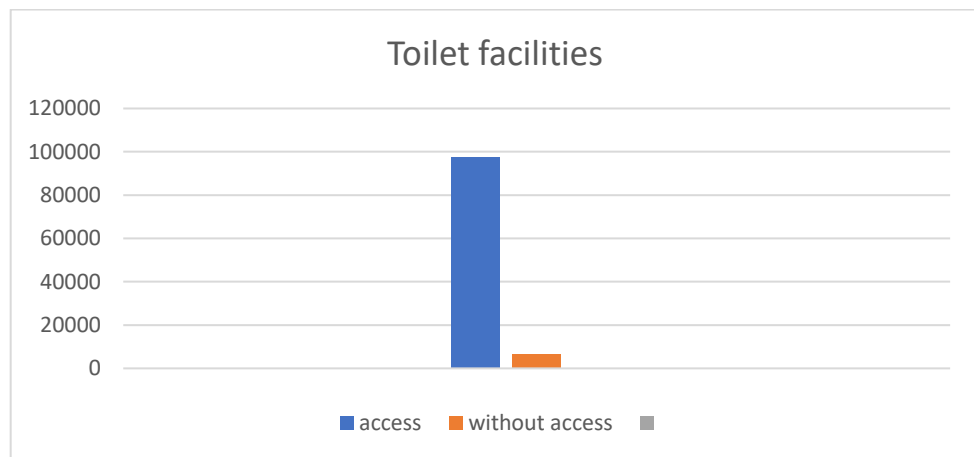


Source: Stats SA community profile (Census 2001, 2011 and CS 2016)

The only service delivery area from the table above is better than the average for the Ehlanzeni District, is the provision of piped water on site or off site. However, a comparison of 2001,2011 and 2016 shows a decrease of 4.2 percentage points in

the number of households accessing this service. This is most probably due to the increase in the number of households and not a decrease in number of service sites.

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



Source: Nkomazi Local Municipality water and sanitation 2018

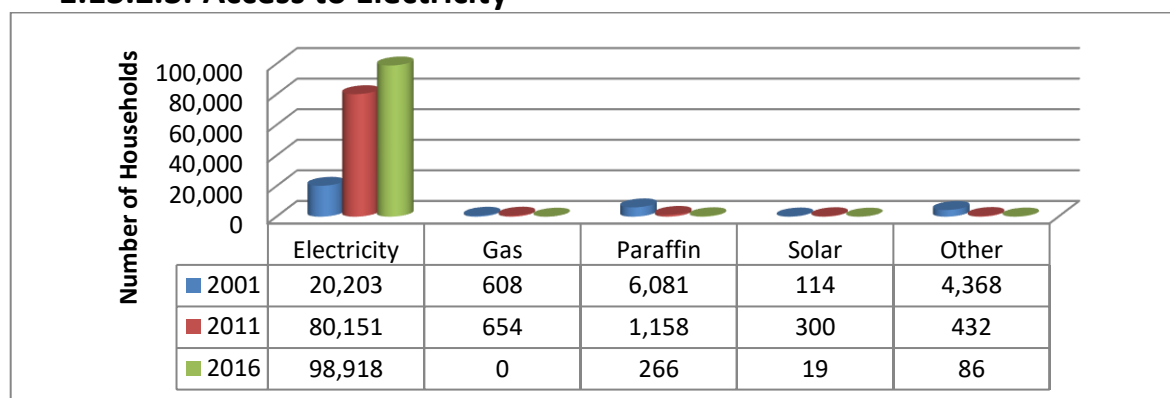
According to Nkomazi Local Municipality toilet facilities total is sitting at 103,965 with those having access sitting at 97,504 and those without access to toilet facilities sitting at 6,461, the Municipality anticipate to construct convertible sanitation to deal with the backlog of those not having access to toilet facilities. Currently Nkomazi does not have bucket latrine as stipulated into the stats SA demographics.

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

Source: SERO Report

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

1.13.2.3. Access to Electricity



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

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

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

Source: SERO Report

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

1.13.2.4. Roads and storm water drainage

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

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

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

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

1.13.3. KPA: Local Economic Development and Tourism

1.13.3.1. LED Strategy

The following chapter consists of economic development on how best the municipality can improve its economic growth as per the constitution of the Republic. Nkomazi Local Municipality has an LED strategy that was developed and approved by council in 2010, the strategy is currently under review, a consultation report has served to the portfolio committee for planning and development in the 2021-2022 financial year. we anticipate that the final report will serve council for approval by the end of June 2022. The development of local economic recovery plan is in progress, this is one of the key components for local economic development strategy The Municipality has allocated a budget of R550 000 in the 2022-2023 financial year towards the review of the strategy.

The Objectives of the Strategy;

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

The main challenges facing the implementation of the 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.

Stakeholder Participation

The municipality has fully fledged Local economic development sub-directorate, consist of seven (7) staff members that are responsible for the implementation of the strategy. In the light of the above there is a need to further enhance the implementation of the strategy thereby making provision of additional staffing and funding to realise fully implementation of the strategy. An LED forum has been established and its functional, meet once per quarter. In the 2022/2023 financial year the municipality has allocated a budget to review and align the LED strategy in line with the Spatial Development Framework and the fourth generation of the IDP. The review process is underway and will be completed by end of June 2022. The strategy will incorporate a number of sectors that were not included in the initial strategy, among them is the Investment Attraction Plan, Business Retention Plan, and the Investment Incentive Policy. The Draft LED strategy is aligned with The Draft Spatial Development Framework.

1.13.3.2. 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, beneficiary representatives and Cogta representatives. The Local Reference Committee is chaired by the MMC for Planning and Development. The programme has 2158 beneficiaries by 2021-2022, 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.

1.13.3.3. Umsebe Accord

It's an economic and development relationship programme between Nkomazi Local Municipality, the City of Mbombela, the City of Mbabane (Swaziland), and the City of Matola (Mozambique). Umsebe Accord has an annual event where all the above-mentioned municipalities meet to share and benchmark on economic opportunities, initiatives, and potential economic development. Umsebe Accord initiative has since changed the theme which is now looking more on Economic Development, Tourism, and International Relations.

1.13.3.4. Nkomazi Special Economic Zone

Vision of the Nkomazi SEZ

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

Introduction and Background

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

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

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

Objectives of the Nkomazi SEZ

Developing an environmentally sustainable and highly productive agro-based industrial cluster;

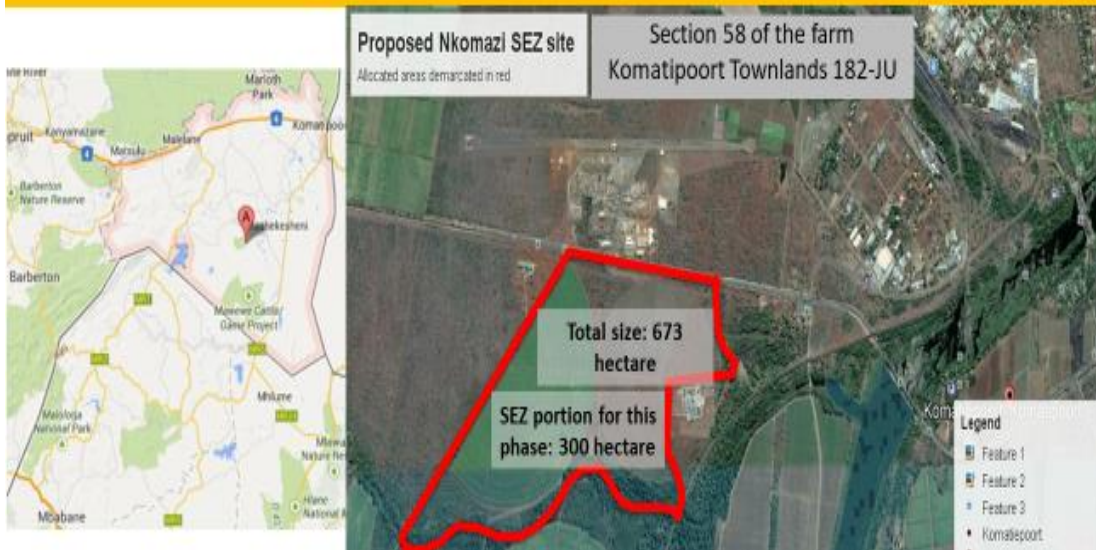
Enhancing the diversity and value of the region’s value-added agricultural exports;

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

Proposed Nkomazi SEZ Site Location



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

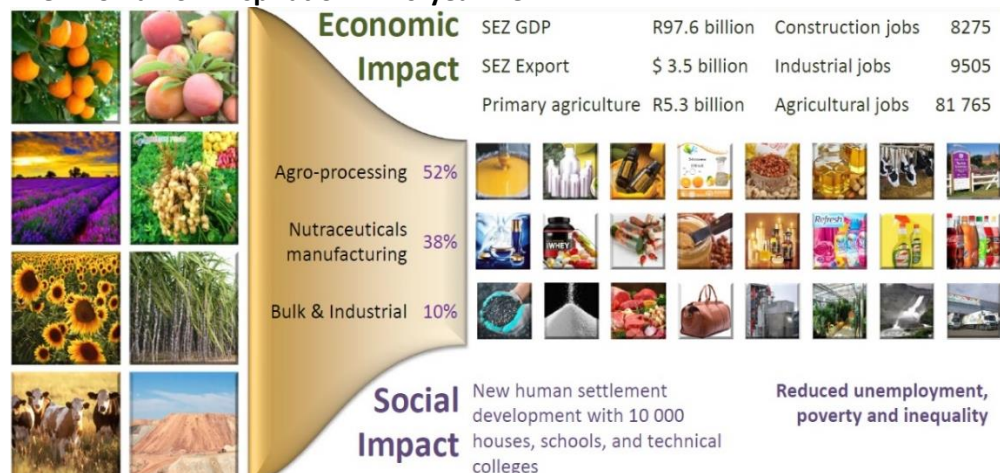


Figure: The transformative nature of the Nkomazi SEZ Strategy

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:

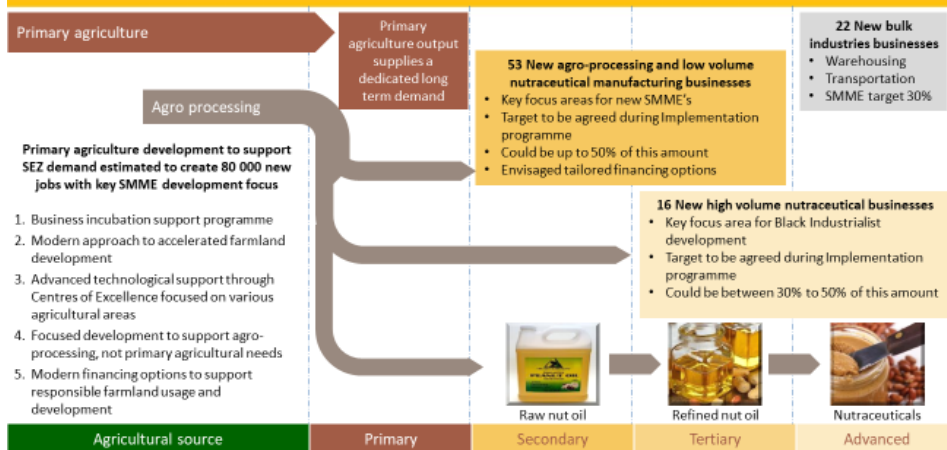
Agro-processing covering: Citrus fruits; Subtropical fruits; Aromatic plants; Ground and tree nuts; Formulation and production of nutraceuticals; Refining of nutritional oils; A sugar mill; Integrated meat processing and attendant leather beneficiation factories; Fertilizer production based on recent 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 below provides summary of proposed business opportunities earmarked for SMMEs

SMME development opportunities by value chain stage



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.

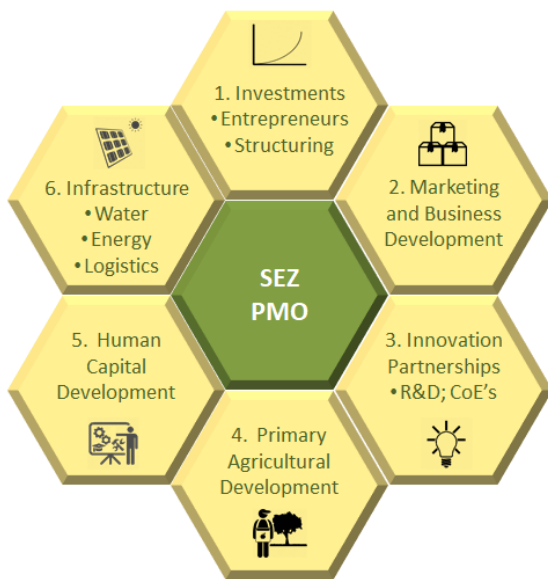
Such prospecting will be supported by platform-based marketing of the opportunity, supported by an Immersive future experience-based marketing programme, capable of both virtual and actual demonstration of potential. Investment packages will be tailored to suit individual demand, supported by private 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.

An integrated implementation plan under a single PMO



- Accelerated implementation plan limits project risk
- Integrated Project Office to synchronise provincial efforts
- Focused on inclusive growth, SMME development and transformation
- Advanced innovation programme
- Integrated agriculture revitalisation programme
- Accelerated human capital development
- Renewable green infrastructure

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

Stakeholders and Stakeholder engagement

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

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

Several private sector investors forming part of the early investment pipeline;

Sources of private equity and other forms of capital as indicated herein;

Traditional leaders;

Organised agriculture.

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

Further in-depth and ongoing stakeholder engagement is being planned as part of this implementation plan, to ensure that the SEZ implementation programme:

Is well known amongst key stakeholder groups;

Public information about its progress is readily accessible;

Receives the required stakeholder focus and commitment required for success;

Is developed and deployed based on an inclusive co-designed programme recognising all relevant stakeholder contributions and

Ensures their continued buy-in.

1.13.3.5. 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:

1. 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 importantly it will unlock the economic potential of Mbuzini and the surrounding villages. This route will connect with the R571 that links rural Nkomazi with Eswatini.

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

2. 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.

3. 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

4. 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 sites 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.

5. 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.

6. 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.

7. 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 tourism, 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.

8. 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.

9. 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.

1.13.4. KPA: Good Governance & Public Participation Analysis

1.13.4.1. Internal Audit

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

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

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

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

The performance regulations also require municipalities to budget and appoint a performance audit committee that will play an advisory role on the overall performance of the municipality. In complying with the provision of the regulations, the

municipality has appointed the members of the audit committee to also serve as performance audit committee and appointed member. The terms of reference of the committee are incorporated into the Audit Committee Charter.

1.13.4.2. Public Participation

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

Since the pandemic has commenced most programmes were affected to run, though most programmes are running through zoom with stakeholders, i.e., Draft IDP, Budget and PMS 2022/2023 draft project consultation, ward committees meetings. The Municipality has also initiated in assisting in funerals for the local areas of Nkomazi there are delegated individuals delegated to partake and also there's a marshals in all Sassa offices to assist social distancing and giving out information about Covid 19 pandemic, and also at post office and in malls. The Municipality also loud hail to all the villages of Nkomazi for provision of Covid 19 pandemic information on where to get help if develop signs, and also if you feel that you may be affected.

Public Participation Strategy

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

Geographic names change Committee

- The LGNC was re-established in 2019. It is made up of six (6) members, three Councilors and three officials. They have adopted a program which details on how often they meet. It was formed to perform the following functions: -
- To oversee the naming and re-naming of identified features in the communities
- To facilitate communication with the affected communities.
- To conduct public hearings in the identified areas
- To make recommendations to council on the outcomes of their activities
- The LGNC has further established ward based geographical names committees. Priority has been given to areas where the municipality is extending its revenue enhancement strategy.

Ward Committees

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

IDP Representative Forum

The Municipality convened an IDP Rep forum in October 2021 comprising of key stakeholders in three different centres, Ehlanzeni District Municipality was awarded an opportunity to present their 5-year projects that will be implemented within the municipal jurisdiction. Another IDP Representative Forum is planned for April 2021 after the sector departments have finalized their 2020 budget. Sector departments will be presenting their APPs on the projects being implemented into the Municipality. The Municipality as well as the sector departments will work on developing an implementation plan to address the issues raised by communities. Another IDP Representative forum will be held in the last quarter of the year.

Audit Committee

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.

Municipal Bid Committees

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

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

Chairperson	Contact Details	Email-Address
Cllr Mtetwa Jacob Mancoba	079 3579 207	jacob.mtetwa@gmail.com
CLLR Ngomane Sifiso Wyken	082 7167 776	sfisongomane@gmail.com
CLLR Sibozza Justice Twelve	082 2970 396	sibozajt@gmail.com
CLLR Makhubela Dumisani	071 1824 373	makhubeladumisani85@gmail.com
CLLR Malaza Busisiwe Benatette	072 4941 163	malazabb32@gmail.com
CLLR Mahlalela Pual Abednigo	082 8611 910	pabednigo872@gmail.com
CLLR Nkuna Sifiso Bilal	079 0923 033	sifiso06@hotmail.com
CLLR Nkomo Nunuke Rachel	076 7291 188	nkomorachel96@gmail.com
CLLR Mndawe Sankie Octavia	072 0161 541	sankiemndawe@gmail.com

1.13.4.3. Transversal

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

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

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

Objectives of transversal unit

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

Youth

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

Youth Development

The municipality has a mandate to ensure that clear targets and budgets for youth initiative programme for youth empowerment programme calendar events such as June 16 is set aside. The population for Nkomazi reveals that the municipality has an ever-increasing population to youth sitting at 172 290. Nkomazi Municipality is more of an agricultural sector however the pandemic has contributed to the increasingly of high rate of unemployment. The municipality has a youth policy which is outdated but currently under review to accommodate /addresses issues affecting youth of Nkomazi. The Municipality aims to develop a youth strategy in the financial year 2021/2022 to advocate and lobby for young people and provide support economically also provide career guidance, Life skills and empowerment to the youth of Nkomazi. The Municipality also offer a once off registration fee for destitute learners.

Children

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

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

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

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

Gender Development

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

Disability

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

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

Elderly person

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

1.13.4.4. Social Services Unit

Nkomazi local municipality acknowledges and recognizes the seriousness of the HIV and TB pandemic within the municipality, in response to this Nkomazi local AIDS council was established and formally launched on the 1st of December 2007 by Executive Mayor in line with the South African AIDS council. It is the highest decision body that advises the Local Municipality on all matters relating to HIV, STIs, TB and other social ills. This structure is chaired by the Local Executive Mayors and co-chaired by the Local chairpersons of Civil Society. The primary objective of the structure is to coordinate, lead, facilitate, strengthen and support all HIV and TB initiatives within the municipality. The Local AIDS Council is comprised of representatives from all local government departments and 18 Civil Society organizations (Traditional Leaders, Traditional Healers, Youth sector, Men's

sector, Women’s sector, Sex workers, Labour Sector, Children’s sector, People living with HIV, People living with disability, Human Rights sector, LGBTIQ, Business sector, Faith based Organization, Sports ,Arts and culture, Health Professionals, Higher Education, NGO sector, and also they all relates directly with the community projects that are implemented on the ground. It is at this level that most of the efforts have to be implemented to touch the lives of people directly.

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

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

National Strategic Plan 2017-2022

Like the Multi-sectoral District Implementation plan (MDIP), the Multi-sectoral Local Implementation plan (MLIP)is organised into eight **strategic goals** that guide the local HIV, STIs and TB response that are namely,

- **Goal 1:** Accelerate prevention to reduce new HIV and TB infections and STIs.
- **Goal 2:** Reduce mortality and morbidity by providing treatment, care and adherence support for all.
- **Goal 3:** Reach all key and vulnerable populations with customised and targeted interventions.
- **Goal 4:** Address the social and structural drivers of HIV, TB and STIs and link them to the NDP goals.
- **Goal 5:** Ground the responses to HIV, TB and STIs in human rights principles and approaches.
- **Goal 6:** Promote leadership and accountability for a sustainable response to HIV, TB and STIs.
- **Goal 7:** Mobilise resources
- **Goal 8:** Strengthen strategic information to drive progress towards achievement of the MLIP goals.

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

SECRETARIAT

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

Programmes for Social Services

- Ensuring effective coordination and support of HIV, STI’s, TB and other Social issues affecting the community including key population (women, children, disabled persons’ LGBTIQ, people living with Albinism, Orphans and Migrant population)

- Nkomazi Local AIDS Council as an advocating structure coordinate HIV, STI's and TB programmes and other related matters.
- Assisting Non-Profit organization dealing with HIV/AIDS and related issues in drafting funding proposal.
- Ensuring that Special Groups programmes are mainstreamed within the Municipal Business.
- The Special Groups focus was proclaimed the Presidency as the most vulnerable and historically disadvantaged individuals (women, Children Disabled Persons, Elderly and Youth. The mandate of the Government is to ensure that the above-mentioned Special departments for rendering services to the public/
- Advocating for the implementation of special programmes
- Develop and coordinate for implementation of multi-sectoral local implementation plan every year till 2022
- Coordinate for the annual reviewal of (MLIP) Multi-sectoral local implementation plan on annual bases
- Coordinate and supports all health calendar event
- Coordination and support awareness campaigns and community dialogues on HIV/TB and STIs.
- Coordination and support School health programmes on HIV, STI, TB, Teenage pregnancy, Drugs and Alcohol abuse
- Coordination and support Community HIV testing services during community events e.g., UMMEMO and Traditional graduation ceremony (Tintfwaso).
- Mobilisation of young and older men for Medical Male Circumcision (MMC)
- Advocacy role in issues of prevention, treatment Care and support and support for Orphans and Vulnerable Children.
- Assist and support DOH on Defaulter tracing
- HIV Prevention Programmes targeting the Lesbian Gay Bisexual Transgender and Intersexual (LGBTI) society.
- Expanded Public Works Programme "social sector component" for vegetable Gardening
- Community Capacity Enhancement (CCE) Dialogue in school & communities
- ZAZI girls programme on teenage pregnancy
- Coordination and compiling comprehensive multi-sectoral reports for LAC and DAC
- Coordination of Technical Task team meetings
- Establishment of support group for key population or marginalised group
- Established and strengthening civil society sectors
- Establish and Support Ward AIDS council functionality in all 33 Wards
- COVID 19 screening and Testing awareness campaign in all 33 Wards
- Coordinate and Condom distribution in communities and in high transmission areas
 - (SRHR) Services in school and communities
 - She conquers programme on HIV & Sustenance abuse

ACHIEVEMENTS, CHALLENGES AND RECOMMENDATIONS ACCORDING TO NSP GOALS

Goal 1: Accelerate prevention to reduce new HIV and TB infections and STIs

Achievements

- World AIDS day celebration was held successfully in December our target was youth more especially boys to address most sensitive issues such as Gender Based violence, Drug and substance and substance abuse, Rape, Teenage pregnancy and High rate of new HIV infection amongst Youth aged 15-24 years.
- Percentage of Adult and children screened for TB in health facilities and communities was above 90% thus reaching the 1st 90 targets on TB.

Challenges.

- Lack of condom supply from condom warehouse in 1st and 2nd quarter and transport to supply at high transmission sites

Recommendations.

- Department of health to order more condom supply from warehouse and ask assistance from Provincial office and local municipality for transport to improve distribution order meet the needs of Nkomazi community

Goal 2: Reduce mortality and morbidity by providing treatment, care and adherence support for all.

Achievements

- There was an increase in the adult remaining on ART throughout the year, with an increase from 55 251 in the 1st quarter to 67 835 in the 4th quarter.

- The TB/HIV co-infected client on ART rate also reached the 90% target throughout the year with an average performance of 93%.

Gaps or challenges.

- TB dead and loss to follow up (defaulter rate) in all the quarters is < 9% above set target <5%
- Overall the municipality is performing badly on TB and viral load suppression due to defaulters and late presentation of client to be screened for HIV.

Recommendations.

- Stakeholders collaboration to intensify counselling and health education to clients to improve adherence
- IOM to assist through Migration health meetings to discuss defaulter tracing strategy and cross border collaboration
- DOH encourage early presentation clients so that viral load suppression can be monitored.
- Monitoring of defaulter list on the system (Tier.net) with the help of outreach team for tracing

Goal 3: Reach all key and vulnerable populations with customised and targeted interventions.

Achievements

Nkomazi LAC established a strong partnership with stakeholders dealing with key population those are:

- IOM are focusing on Sex workers and Migrant population and Trucking wellness clinic focussing on Truck drivers are all reporting on quarterly bases to LAC

Gaps and Challenges

- Other Stakeholders that specialise with key and vulnerable population did not submit their report and those are TB HIV and AGRI IQ.

Recommendations

- Civil society to identify and establish sectors that are addressing key and vulnerable population also strengthen reporting to secretariat.

Goal 4: Address the social and structural drivers of HIV, TB and STIs and link them to the NDP goals

This goal is addressing key issues poverty, unemployment and inequality through the Department of Social Development (DSD) and SASSA.

Achievements

- Coordinated and supported Masisukumeni women crises in 16 days of Activism against women and children to address Gender Based Violence.
- 1495 beneficiaries participating in social behaviour change programmes (YOLO) reached out of a target of 1000 in all 4 quarters.
- 1 570 children accessing food services through Drop-in centres to a target of 1 570 in every quarter.
- Number of persons with disabilities accessing services in funded protective workshops increased from 192 to 198 in almost all 4 quarters

Gaps or challenges

- Number of beneficiaries receiving social grants also decreased from 163 880 to 163 237 in 2nd quarter due to early payment in December, less registration, death of client and also some client reached 18 years
- In 3rd and 4th quarter new registration of social grant was not done due to COVID 19 Lockdown

Recommendations

- Department of Home affairs to intensify ICROP campaigns improve registration of grants after COVID 19 lockdown

Recommendations

Goal 5: Ground the responses to HIV, TB and STIs in human rights principles and approaches.

Challenges

- There was no data received from DOJ in all 4 quarters for verification and consolidation.

Recommendations

- LAC secretariat to ask assistance from the office of Executive Mayor to hold accountable stakeholders not submitting their quarterly progress reports for data verification and consolidation of LAC report.

Goal 6: Promote leadership and accountability for a sustainable response to HIV, TB and STIs.

Achievements

- 2 Local AIDS council meetings coordinated well in 1st and 2nd quarter and meetings were co-chaired by civil society alongside the political leadership (Executive Mayor chaired 2nd meeting)

Gaps or challenges

- None functionality of Ward AIDS council
- 2 LAC meetings not held due to COVID 19 outbreak and lockdown

Recommendations

- Secretariat to request office of the Speaker for assistance on functionality of Ward AIDS council.

Goal 7 Mobilise and maximise resources efficiencies to support the achievement of the LIP

Achievements

- Some of the MLIP goals were achieved because of the resources of other partners such as EDM and Global AIDS foundation to mention few.

Gaps and challenges

- R495 547 budget for HIV coordination is way below the set target of R1,5 million as per declaration taken by Political leadership during lekgotla to improve budget.

Recommendations

- The lekgotla resolution was submitted to the Council for approval hoping our political leaders will advocate much improved budget for HIV coordination in order to achieve all 8 goals of National Strategic Plan

Goal 8: Strengthen strategic information to drive progress towards achievement of the MLIP goals.

Achievements

- Multi-sectoral local Implementation plan (MLIP) was successfully Reviewed by stakeholders, MPAC, EDM and AIDS Foundation SA at Malelane Community service Board.
- Nkomazi LAC **formed a strong partnership** between Government Departments, civil society Sectors through established Technical working group and Civil Society EXCO for compiling and quality check all LAC data Reports on quarterly bases for LAC and DAC meetings.

Challenges

2X Technical Working Group and Civil society EXCO meetings not coordinated due to COVID 19 Lockdown.

1.13.4.5. Sport and recreation

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

- Nkomazi municipality identified sports as a tool to address some of the issues through sports development with one sporting code which was the most familiar one (soccer) working with the football Association.
- Due to the high number of potential and talented young athletes, other codes like women football, Netball, Rugby, Wheelchair basketball, running basketball, Volley ball, Boxing, Athletics and deaf sports were introduced by forming

the above-mentioned federations with the assistance of the Department of Culture sports & Recreation together with the Nkomazi sports council

- Through the MIG the municipality managed to revamp five stadiums & two courts which two of them are used by Motsepe league
- So far we have seven federations which are the mother bodies of the above mentioned sporting codes
- We also managed to draw more sponsors in supporting the developmental of sports & and also work closely with other departments and Municipalities in the Ehlanzeni District
- We also support federations through the mayoral sports development cup where all the sporting codes partake including school sports and people with disability
- Not forgetting the youth at risk (elderly people) where working closely the Department of Social Development
- So far, the tournament is enjoying its phenomenal support, supported by both the politicians and administration, hence it is called the Mayoral cup.

Aims & objectives

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

Programs

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

Conclusion

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

1.13.4.6. Arts and culture

Nkomazi Municipality has Arts and Culture unit that is working hand in hand with the department of Arts and Culture in fulfilling the 8 sectors as follows: Indigenous Wisdom (IKS), Arts Education & Training (Arts in School), Language & Publishing (Books, newspapers and Magazines, Electronic Media and Archives), Cultural and Natural Heritage (Museum, Geology Historical places and Cultural Landscape)

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

PROGRAMS/ CELEBRATIONS

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

Despite the Covid 19 pandemic the municipality hosts Indoni Culture School at Shongwe EDC School every June where the Indoni yema Swati is elected to show case the Swati culture amongst other cultures at Durban ICC where miss Cultural SA is crown



HERITAGE CELEBRATION



in Schools Heritage Day celebrations as build up events for the mayoral event



Mayoral Heritage Day Celebration
mayoral heritage pictures



The institution host the mayoral Heritage Day celebration every September each year, the mayoral Heritage Day consist of all the members of the community cultural groups from the 7 tribal authorities

Africa Month Celebrations



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

Challenges

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

Recommendations

- That the R100 000.00 budget be increased to R500 000.00
- The unit recommends that the in Schools Heritage, Africa Month celebration and youth Day celebration be adopted as Mayoral annual events so that can be budgeted for, because in the previous financial year were not budgeted for
- That the municipality must budget for the National Indoni events hosted in KZN each year
- To amalgamate with the Cleanest Schools Competition craft section since we are promoting the same mandate, to collect all crafts to sell on a market day with the help of LED. That Nkomazi Municipality builds at least 3 Arts and Crafts centers where our crafters can take their art work to. That the market places in the villages be reconstructed (Mangweni market place next to Mangweni clinic, market place in Naas and others)
- That we adopt groups competitions instead of competing amongst Amakhosi

1.13.4.7. Community facilities

Nkomazi Local Municipality has 57 villages within its jurisdiction of 32 wards. The need of community halls is very crucial to assisting communities to hold community meetings as well as municipal and Traditional authorities' meetings, events and other activities. Currently the Municipality has 33 community Halls which are located at the following areas, Jeppes reef, Schoemansdal, Buffelspruit, Malelane, Komatipoort, KaMaqhekeza, Mangweni, Hhoyi, Mbangwane, Masibekela, Sibange, Mzinti, Kamhlushwa, Block B, Boschfontein, Driekoppies. The Municipality is currently constructing three community halls which are located at the following villages Mgobodzi, Block C and kamdladla. The municipality took it to its initiative to renovate 1 of the community hall which is located at Middelpaas.

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

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

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

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

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

Challenges

community members not adhering with Covid 19 regulations, because in most cases in cemeteries you find that people don't adhere to Covid 19 and that is where the virus spread most from one person to another.

1.13.4.8. Risk Management

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

Risk Management and Fraud Prevention Committee (RMFPC)

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

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

- Review and recommend for the approval of the Accounting Officer the:
 - Risk Management Policy
 - Risk Management Strategy
 - Risk Management Implementation Plan
 - Fraud Prevention & Anti-corruption Strategy
 - Risk Appetite & Tolerance Framework
- The above enabling documents are in place and reviewed each year and approved by council.
- Municipality's risk appetite, ensuring that limits are:
 - Supported by rigorous analysis;
 - Set for all significant risks individually as well as in aggregate for particular categorisation of risks; and
 - Consistent with the materiality and significance framework.
 - Municipality's risk tolerance ensuring that it is supported by rigorous analysis of:
 - The municipality's ability to withstand significant risks; and
 - The municipality's ability to recover financially and operationally from significant risks.
- The municipality's risk identification and assessment methodologies, after satisfying itself of their effectiveness in timeously and accurately identifying and assessing the municipality's risks

- Evaluate the extend and effectiveness risk management’s integration within the municipality;
- Assess implementation of risk management policy and strategy (including plan);
- Evaluate the effectiveness of the mitigation strategies implemented to address the municipality’s significant risks;
- Review the material findings and recommendations by the assurance providers on the system of risk management and monitor the implementation of such recommendations,
- Develop its own performance indicators for approval by the accounting officer;
- Interact with the audit committee to share information relating to the municipality’s significant risks; and
- Provide timely and useful reports to the accounting officer on the state of risk management together with recommendations to address any deficiencies identified by the committee.

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

Responsibilities for Risk Management

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

Batho Pele Principles within the South African government.

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

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

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

Risk and Ethics Champions

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

No	Strategic Risk	Root Cause	Residual	Current Controls	Recommendations
1.	Failure to attract private business to invest in our municipality/area	Communal owned land entrusted to chiefs (Traditional Leaders) and private owned- land	Score 15 (Extreme)	Minimal investments and development Draft investment incentive policy	Install the required Infrastructure Incentives to be provided to companies to Conduct feasibility study for more initiatives
2.	Inability to increase the revenue-base	Failure to implement the revenue enhancement Strategy	16 (Extreme)	Approved revenue enhancement strategy and Established Task Team	Review the current revenue enhancement Strategy Develop the implementation plan And Council to approve the implementation Plan
3.	Failure to manage cash flow and budget	Accruals Procurement of items not on the SDBIP and budget	15 (Extreme)	All conditional grants have their own separate bank account (Secondary Bank Account)	Minimising accruals at yearend #Procure goods and services as per the SDBIP and Budget # Introduce the payment of creditors and service providers as per the invoice register
4.	Lack of co-operation between council, traditional leaders and relevant stakeholders	Inability to create a platform in which issues directly affecting traditional authorities will be discussed	15 (Extreme)	Traditional Authorities are attending Council meetings SPLUMA	Ehlanzeni Traditional Leadership summit Nkomazi Traditional leadership summit
5.	Noncompliance with applicable laws and regulations governing local government (Procurement of goods and services in contravention of applicable of SCM legislations and processes and procedures	# Failure to adhere to the required bidding processes and procedures #Excessive use of the deviations processes	15 (Extreme)	Payment pack compliance checklist	Strengthening of internal controls by developing a comprehensive procurement checklist

6.	Inadequate maintenance for infrastructure Assets	#Low maintenance budget #Lack of infrastructure maintenance plan	15 (Extreme)	Interim Maintenance Plan	# Council to consider allocating adequate budget for infrastructure maintenance # Develop a comprehensive infrastructural maintenance plan per category (after the development of various master plans)
7.	Qualified, disclaimer audit opinion may impact negatively on the reputation of the Municipality	Failure to follow the required processes and procedures	16 (Extreme)	# Municipal Systems Act, Municipal Structures Act, Municipal Public Accounts Committee, RMC, AC, PAC	#Strict an adherence and enforcement to both detective and preventative internal Controls # The action plan to address issues raised by AG to be developed and implemented #Constant Monitoring of action plan to address AG findings
9.	Inadequate Information Technological Communications (ICT) systems	Lack of IT Governance committee to oversee the operational activities	15 (Extreme)	IT governance committee has been established	-Monthly Steering Committee Meetings - ITC knowledge Sharing and good practices

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
1	1 3 5 7	Strengthening of our internal capacity to	Ineffective and non-functional governance structure	1.Non-adherence to the approved municipal turnaround strategy	1.Poor/ Possible delays in the delivering of service to communities	5	2	10	Approved municipal turnaround strategy	5	1	5	Minimize	Strict monitoring of the implementation of the approved turnaround strategy	1.Monitoring of implementation of approved turnaround	Municipal Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
		deliver on our mandate	(MPAC, AC, Risk Management Committee & Monitoring & Evaluation)	<p>2.Reluctance/lack of commitment by members to attend the scheduled Committees meetings</p> <p>3.. Poor planning of meetings & Inconsistency of the attendees</p>	<p>2.Non-compliance to legislation</p> <p>3.Inability to make informed decision and non-implementation of resolutions</p> <p>4. Negative audit outcome</p>								<p>Approved dates for governance structures meetings</p> <p>Approved Budget/IDP Process Plan for 2020/21</p>	<p>and scheduled dates for meetings</p> <p>Internal audit review on monitoring of the implementation of the turnaround strategy and scheduled meetings</p>	<p>strategy and scheduled dates for meetings is strictly followed</p> <p>2. Schedule for all governance structures has been developed and monitored.</p> <p>3. Reports for all Governance Structures Meetings are submitted to Council</p> <p>4. All Governance Structures are integrated</p>	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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
2	1	Improve Integrated Development Planning (IDP) Standards i	Non adherence to IDP Framework and process plan	<p>1.Unforeseen political circumstances</p> <p>2.Non-alignment of IDP and Budget-compliance to MSCOA</p> <p>3.Silo Planning between the different spheres of government</p> <p>3.IDP not aligned to the areas of mandate</p>	<p>1.Non adherence to legislation</p> <p>2.Negative Audit Outcome</p> <p>3.Community Unrest</p>	4	3	12	<p>1. Adopt the amended process and framework plan</p> <p>2. Establish an IGR Section to deal with Interrelated government services in communities</p>	4	1	4	Minimize	<p>1.Strengthen the functionality of IDP AND/OR IGR structure through implementation of an integration model</p> <p>2. Developing a TOR with sector departments in the implementation of all IDP programmes /projects</p>	<p>1.Consultation processes are included in the process plan IDP is functional, still no IGR Structure exist in the municipality however there is an existing structure between IDP, Finance, Speakers office and M&E that looks at all IDP issues,</p> <p>2.There is a District Planners forum and IDP Managers forum and IDP Forum which also act as IGR structure to discuss IDP Issues</p> <p>3.TOR are in place for all department</p>	MM & Director : Planning

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
													3. All consultation processes to be included in process plan.	are currently implementation of the IDP programmes & projects 4.The Municipality also attends to the District Development Model		
3	1 2 5	Strengthening of our internal capacity to deliver on our mandate	Non-Adherence to Individual Performance Management Systems (IPMS)	Non-alignment of workplans to Job descriptions and weak supervision	1. Delays in the finalization of Performance Agreements or and Scorecards 2. Inability to track under performance and improve employee development 3. Negative audit report	4	3	12	1.Draft a IPMS policy/strategy 2.Conduct relevant workshops to all target employees 3.Develop Performance Agreements and Performance Score Cards	4	2	8	Minimize 1.Conduct workshops for all TL 17 Managers on IPMS 2.Develop Performance Agreements for all TL 17 Managers 3. Signing of Performance Agreements and Performance Score Cards	1. Workshop was conducted to all TL17 Managers 2. Performance agreements for TL17 are developed 3. No Performance Agreements & Performance	Director : Corporate Services MM	

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
															Score Cards were signed	
4	1 2 5	Strengthening of our internal capacity to deliver on our mandate	Ineffective Organizational Performance Management Systems (OPMS)	<ul style="list-style-type: none"> 1. Lack of ownership of performance process by Senior Management. 2. Non alignment of functional activities and Service delivery activities 3. Lack of monitoring and reporting of the procurement process. 4. Non-adherence to OPMS processes 5. Monitoring of the implementation of remedial mechanisms not effective 	<ul style="list-style-type: none"> 1. Delays in the finalization of reports 2. Inability to track under-performance 3. Negative audit report 4. Fruitless and wasteful expenditure 	4	2	8	<ul style="list-style-type: none"> 1. Clear communication of timelines 2. Performance review sessions and support 3. High standard maintained by OPMS unit 4. Review and monitor information submitted on quarterly basis 	4	2	8	Minimize	<ul style="list-style-type: none"> 1. Ongoing performance reviews and support 2. Continuous engagements with departments 3. Implementation of institutional performance scorecards for the Directors and the Municipal Manager 4. Enforce adherence to minimum standards of reporting e.g No POE equals to no Performance (Validity, accuracy, completeness of information) 	<ul style="list-style-type: none"> 1. Reports are done on a quarterly basis 2. Engagements done on a quarterly 3. Performance Scorecards for the Municipal Manager & Section 56 Managers is implemented 4. There is adherence to minimum standards of reporting e.g No POE equals to no Performance 	MM Directors

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
													<p>5. Quarterly Performance assessments for Directors to be conducted</p> <p>6. Monthly reporting on implementation of mechanisms on underperforming KPIs</p>	<p>(Validity, accuracy, completeness of information)</p> <p>No Assessment for Section 56 Managers performed</p> <p>No monthly reports were compiled</p>		

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
5	1 2 5	Strengthening of our internal capacity to deliver on our mandate	Inadequate implementation of Transversal Issues	<p>1. Inadequate inclusion of marginalized groups in municipal and sector department programmes</p> <p>2. Failure to provide suitable and reasonable resources for the marginalized (walk ways, evacuation chairs etc..)</p> <p>3. People with disabilities failing to declare of their disability in the application of employment forms</p> <p>4. Poor participation and attendance by municipalities and sector department</p> <p>5. None submission of reports by</p>	<p>1. None Compliance with the ACT(EEE)</p> <p>2. Subpoenaed by human rights commission</p> <p>3. Protests encountered</p> <p>4. Possible litigation</p>	4	5	20	<p>1. A database for disabled persons has be created</p> <p>2. Employment Equity Plan reviewed and submitted to council</p> <p>3. Quarterly Mainstreaming meeting are held</p> <p>4. Reporting challenges to Municipal Manager</p> <p>5. Sending invitations to departments</p> <p>6. Conducted workshop on mainstreaming to all staff and will conducted a Sign language training</p>	4	3	12	<p>1. Establishment of Employment Equity Committee</p> <p>2. Present reports to the Management and Extended management forum on mainstreaming</p> <p>3. Development and approval of Internal mainstreaming policy</p>	<p>No Committee is in place</p> <p>No report presented</p> <p>No Internal mainstreaming policy developed</p>	MM HOD : Community 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			Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level			
				municipalities and departments. 6. Lack of consequence management											

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
6	1 2 5	Strengthening of our internal capacity to deliver on our mandate	Inability to implement Monitoring and Evaluation.	<p>1.Lack of understanding of the need to do M&E, as well as the process</p> <p>2. Insufficient co-operation from department(s)</p> <p>3. Poor consultation during engagements</p> <p>4. Diminished capacity to perform M&E (HR)</p>	<p>1. Gaps in the monitoring and evaluation report</p> <p>2. Failure to improve the quality of services to the communities.</p> <p>3. Failure to fulfil expectations from communities regarding service delivery</p> <p>4. Non provision of required information for M&E purposes</p> <p>5. Implementation of projects that dont have high impact</p> <p>6. Evaluation reports causes conflict</p>	4	5	20	<p>1. Approved Monitoring & Evaluation Framework</p> <p>2. TOR of Strategic Planning Committee</p>	4	2	8	<p>1.Appointment of Manager: Monitoring & Evaluation</p> <p>2.Appointment & Training for all project managers</p> <p>3. Review M & E policy to look at prioritizing</p> <p>4.Create buy in to Political Leadership about planning processes and M&E reports</p> <p>5. Partnerships with Institutions of Higher Learning to be used for the purpose of Evaluation</p>	<p>1.Manager appointed</p> <p>2. Project Managers appointed by Infrastructure Development</p> <p>3. M & E policy/ strategy in place</p> <p>4.Section is fully operational</p>	<p>MM HOD: Corporate Services</p> <p>HOD: Infrastructure Development</p>	

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent	Impact	Likely-hood	Risk Level	Impact	Likely-hood	Minimise/				
07	125	Strengthening of our internal capacity to deliver on our mandate	Failure to bring about change management to adapt to current times	<ol style="list-style-type: none"> 1. Failure to respond to changes in legislation 2. Inadequate tools to transform HR (Noncompliance to legislation, Failure to submit and implement PDPs, PDP training programmes not specific to functions, Ineffective implementation of the WSP, Definition of critical posts on NKLM Organogram) 3. Lack of engagements between supervisors and subordinates 4. Delays in procurement processes 5. Financial constraints to 	<ol style="list-style-type: none"> 1. Failure to implement municipal mandate 2. Poor service delivery 3 Low morale 4. Decline in performance 5.Negative audit outcome 6. Stiffled inovation and creativity 	4	3	12	<ol style="list-style-type: none"> 1. IDP, budget,OPMS and Annual Report implemented 2.Training is implemented in accordance with PDPs and the budget 3. Assessments are done by Supervisors on quartely basis 4. Proper engagement are conducted between supervisors and subordinates 5. Timeous submission of PDPs 	4	2	8	Minimise/	<ol style="list-style-type: none"> 1.Embark on review of the Municipal Vision 2.Issues of change management be part of Municipal Managers Forum and implemented by Directors (Clarify the powers and function) 3.Review strategic objectives in IDP to incorporate change management 4. Institute compulsory monthly departmental and Extended Management meetings, to be monitored through the internal process scorecard for Senior 	<p>Municipal Vision is adhered to</p> <p>Change Management updates are continuously done</p> <p>Strategic objectives reviewed</p>	MM HOD's		

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Inherent Likelihood		Impact	Inherent Risk Level				
				<p>implement all the training programmes</p> <p>8.Unwillingness to change by some staff members</p> <p>9. Inconsistency in the application of the PDPs</p>							<p>management</p> <p>5. Implement the moratorium on appointment of staff for non-mandated functions</p> <p>6. Restructuring of the organogram to be aligned with the mandate of the Municipality (Enhance the HR strategy and HR policies)</p> <p>7.Enhance management supervision through reporting at various Management meetings</p> <p>8 Re-institute the Pre- and Post audits</p> <p>9. Institute compulsory Extended</p>			

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
														Management meetings		
08	15	Ensure more effective, accountable and clean local government that works together with national and provincial government	Inadequate synergy in the implementation of integrated municipal programs	Silo planning by departments	Duplication and clashes in the implementation of the municipal programs	4	2	08	Budget/IDP process plan Task team established	4	2	08	Maximize	Monitor the Implementation of monthly departmental itinerary Management must adhere to turn around strategy	Departmental meetings were conducted and an itinerary for management meetings is followed Management adhere to Turn Around Strategy	Municipal Manager All HOD's

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
9	1 2 3 4 5 6 7	Ensure more effective, accountable and clean local government that works together with national and provincial government	Inadequate monitoring of Council Resolution	Unmonitored action plan for Council resolutions	Poor service delivery to communities	3	4	12	Action plan for council Resolution	3	2	6	Minimize	Council Resolutions must be a standing standing Item in Management Meeting	Management Schedule has been developed and monitored though Council Resolution is not a standing Item in Management Meetings	Director : Corporate Services
10	1 & 6	Focus LED and Job creative initiatives	Inadequate private business to investment in our municipality/ area	No plan in place to incentivise investors	High rate of unemployment Increased crime rate Limited revenue base	3	5	15	Proposed Special Economic Zone (SEZ) project at Komatipoort and Malelane Industrial businesses	3	3	9	Minimize & Transfer	Request funding from the targeted institutions for feasibility studies	MEGA is responsible for the Investment of the SEZ and have a number of Investors which have committed to the Nkomazi SEZ The municipality has adopted the Komartipoort and Matsamo Precinct Plan, SDF to provide a	Director Planning and Development 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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
															strategic and long-term development plans to position the municipality for funders and requesting for more funding	Director Planning and Development
													Install the required infrastructure	Work in process	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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
													Develop and approve investment incentive policy	Work in progress	Municipal Manager	
												Approve the Investment Incentive Policy	No investment incentive policy in place			
												Marketing of available land for investments	No marketing done			
												Municipality's involvement on the SEZ project	The municipality is involved in the SEZ project Strategy is under review			
												Review and approve the existing LED Strategy				
												Incentives to be provided to companies	Work in progress			

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
117	167	Promote more active community participation in local government	Inability to increase the revenue-base	Failure to implement the revenue enhancement strategy	Limited revenue/ income/ Dependency on grant transfers	3	4	12	Approved revenue enhancement strategy Established Revenue Enhancement Committee (Task Team)	3	2	6	Minimise	Review the current revenue enhancement strategy Approve the Investment Incentive Policy Install the required infrastructure	Revenue Enhancement Strategy in place Strategy is approved by Council Required infrastructure not set yet (work in progress)	Municipal Manager
1257	1257	Ensure more effective, accountable and clean local government that works together with national and provincial government	Inadequate measures for managing cash flow and budget	Procurement of items not on the SDBIP and budget	None compliance to section 65(e) of the Municipal Finance Management Act	5	2	10		5	1	5	Minimise	Procure goods and services as per the SDBIP and Budget Introduce the payment of creditors and service providers as per the invoice register	Work in progress and Continuous monitoring done. Goods and services are procured as per the SDBIP and Budget Payment of creditors and service providers	Municipal Manager -Chief Financial Officer -All Directors

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						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
															is done every Thursday	
13 & 5	1	Improve local public services and broaden access to them	Lack of co-operation between council, traditional leaders and relevant stakeholders	Inability to create a platform in which issues directly affecting traditional authorities will be discussed	Fragmented planning and provision of municipal services for new settlements Land development not in line with the SDF (Spatial Development Framework) No plan to provide basic services (Reactive developmental actions)	4	5	20	Traditional Authorities are attending Council meetings *SPLUMA	2	5	10	Minimize	Stakeholder management plan on how to engage with traditional leadership and indunas incorporated in the public participation policy	Traditional leadership is always invited in council and a better working relationship is established	- Municipal Manager -All Directors
14	12 & 5	Ensure more effective, accountable and clean local government that works together with national and	Non-compliance with applicable laws and regulations governing local government (Procurement of goods and	Non adherence to the required bidding processes and procedures Excessive use of the deviations processes	Fruitless & Irregular expenditure	5	3	15	Payment pack compliance checklist Draft Expenditure manual (Payment Flow –Chart)	5	1	5	Minimize	Strengthening of internal controls by developing a comprehensive procurement checklist	A comprehensive procurement checklist has been developed and followed Expenditure manual (Payment Flow-Chart) is in	Municipal Manager Director : Corpora

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						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
		provincial government	services in contravention of applicable SCM legislations, processes and procedures)										Approve the Expenditure Manual (Payment Flow-Chart)	place (draft) and still not approved by Council	te services	
													Implement the Expenditure manual	Expenditure manual implemented	Chief Financial Officer	
15	15	Ensure more effective, accountable and clean local government	Ineffective information technology governance	Ageing IT Infrastructure Lack of IT Assets maintenance plan Lack of reliable firewall configuration	Total collapse of the municipal IT system Municipal data being loss and non-recovery	5	2	10	Upgrading of IT Systems Increase budget for IT systems SLA's for service providers be renewed on time	5	1	5	Minimize	Approve IT Turnaround Strategy Implementation of the IT Strategy Budget for IT systems be made available Upgrading of IT Systems	Strategy in place and approved Strategy on implementation Budget for IT has been increased during the Mid Term Budget Adjustment Systems upgrade is in progress	Municipal Manager Director Corporate Services IT Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
16,67,9	3	Improve local public services and broaden access to them	Inadequate maintenance for infrastructure assets	Low maintenance budget Lack of infrastructure maintenance plan	Dilapidated infrastructure * Reactional maintenance *High maintenance costs	4	3	12	#Interim Maintenance Plan	4	3	12	Minimize	Council to consider allocating adequate budget for infrastructure Maintenance Develop a comprehensive infrastructural maintenance plan per category (after the development of the various master plans)	Budget has been increased for the maintenance of infrastructure assets. For 2020/21 FY is at 6.5% of total OPEX A draft Infrastructural Maintenance Plan is in place	Municipal Manager #All Director
17	4	Improve local public services and broaden access to them	Service delivery Protest and organized labour protests	*Failure to provide the expected services * Ineffective communication between the community and the municipality	Damaged infrastructure Bad publicity	4	3	12	Customer Care call centre Approved Customer Care Policy >Ward committees	4	2	8	Minimize	Barcoded book to be used for the application of protests Workshop ward committees on how to deal with	Satisfactory strikes management measures are in place Workshops to ward committees were conducted	Office of the speaker Office of the Executive mayor Municip

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	Progress as on the 31 March 2022	Risk Owners
						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
				<p>* Ineffective Ward Committees resulting to dissatisfaction of communities due to lack of information</p> <p>* Failure to establish a feedback mechanism which is aiming at giving feedback to community</p>					<p>>Community Forums</p> <p>Barcoded book is used for application to protest</p>				<p>community members' complaints</p> <p>Mayor, Speaker and Chief Whip (Troika + 1) to meet on Weekly basis and discuss the issues reflected on the complaint register</p> <p>Eight full-time Councillors to Meet on fourth nightly basis</p> <p>* Prompt response to identified/ reported problem</p>	<p>Troika meetings are continuously held when need arises</p>	<p>al Manager</p> <p>- All Directors</p>	
18.2345		Improve local public services	Ineffective Occupational health and safety precautionary measures for employees	Lack occupational health and safety related equipment and vaccinations	High occupational injuries and death in the workplace	4	3	12	<p>Health and safety workshops be continuously conducted.</p> <p>Municipality must provide specific protective equipment for all employees designated into</p>	4	2	8	Minimize	<p>-Occupational Health and safety policies be reviewed and adhered too.</p> <p>-Quarterly workshops be conducted for employees working in high risk designated areas</p>	<p>OHS policy is reviewed</p> <p>Workshops are continuously conducted</p>	<p>Director : Corporate Services</p>

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						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
									special task. (e.g sewer lines, etc)					- Budget be made available for continuous purchase of protective clothing and other hygienic substances	No extra budget has been allocated	
19	1, 2, 3, 4, 5, 6	To ensure good governance and improve local government services	Non-adhere to procurement contracts management	Non-adherence to legal proceedings related to contracts issued to service providers.	Municipality being held liable for payments of service provider rendering services outside scope of work	4	3	12	Supply Chain Policy should be legal compliant Legal services should scrutinize each con	4	3	12	Minimize	All contracts should be scrutinized by the legal section before issuing	Contracts are continuously scrutinized and monitored by the legal section	Municipal Manager Chief Financial Officer
20	1, 3, 5	To ensure good governance and improve local government services	Inappropriate measures to identifying the organization's risk of exposure to internal and external threats.	None existence of a Business Continuity Plan for the institution	The municipality is continuously being attacked by external threats which has not be previously detected as such.	4	3	12	A Business continuity Plan that will provide the organization with the ability to effectively respond to such threats should be developed The Business Continuity plan	4	4	16	Minimize	Research on the Development of a Business Continuity and Disaster Recovery Plan Develop a Draft Business Continuity Plan	No Business Continuity Plan in place	Municipal Manager

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						Impact	Likely-hood	Inherent		Impact	Likely-hood	Inherent Risk Level				
									must include the following plan: -disaster recovery, - business recovery -crisis management - incident management, - emergency management - contingency planning.				Plan taken to Executive management for inputs Final plan taken to council for approval Continuous implementation of the plan.			
2135	2,3,5	To ensure good governance and improve local government services	Unsatisfied ethical conduct by employees	Insufficient training on ethical standards	Continuous involvement of employees in theft, fraud, corrupt and unethical conduct	4	4	16	Quarterly workshop schedule on ethics should be drafted and adhered to	3	4	12	Minimize	Quarterly workshops on Fraud Prevention & Ethics Management be conducted. Consequence Management Continuous reports on Fraud Prevention, anti-corruption and ethics management	Workshops on Ethics and Fraud Prevention has been conducted. 1 x Fraud case was reported during this quarter A report for Quarter 3 was presented to the RMFPC and	Municipal Manager

Risk number	Risk Category	Strategic objective	Risk description	Root cause	Consequence	Evaluation before Considering Current Control Strategies			Key Management Controls in Place Minimise/ Transfer/ Tolerate	Evaluation after Considering Current Control Strategies			Risk Treatment	Action plan	Progress as on the 31 March 2022	Risk Owners
						Impact	Likelihood	Inherent		Impact	Likelihood	Inherent Risk Level				
22.35	2,3,5	To ensure good governance and improve local government services	Information destruction or tampering due to malware and viruses	Lack of reliable firewall configuration	Continuous loss of municipal assets, data machines, information systems	3	4	12	Anti-virus software Filtering of internet traffic Users may not change settings in the anti-virus software scans Automatic updates of anti-virus Profiling of users on the Domain Controller	3	3	9	Minimize	Ongoing awareness on IT security considerations	Continuous Monitoring on the work done, though there is still little improvement on IT security consideration.	Director : Corporate Services

AG Comments and Response /Action Plan

No	Components	Audit Findings	Root Causes	Corrective Measure	Responsible Person	Implementation Date
1	Property, Plant and Equipment	Completed project were not transferred to property, plant and equipment	Management did not adequately implement controls to ensure that all WIP completed projects are transferred to PPE.	Management will strengthen implementation of controls in future to ensure that all WIP completed projects are transferred to PPE.	CFO, Manager: Financial Reporting & Assets Director: Infrastructure Development	30 June 2022
2	Pre-Determined Objectives	Inconsistencies between the SDBIP and Annual performance report	Incorrect capturing of planned targets in the SDBIP to reported achievements in the Annual Performance Report	Management will develop a review check list of the APR and SDBIP and also set timelines to allow for adequate time before the final document is submitted for approval to ensure that the planning and reporting documents are accurate, complete and consistent	PMS Manager	30 June 2022
3	Consumer debtors	Non-compliance with debt collection policy	Management oversight	Data cleansing will be conducted during the financial year under review and the missing postal addresses will be added on each customer's profile	Manager Management Accounting	30 April 2022
4	Cash and Cash Equivalents	The reasons as well as the difference between the bank statement and cash book balance not disclosed	Management did not adequately review the AFS to ensure that they include disclosure of reasons for differences between the bank statement and cash book balance.	Management will strengthen the review of AFS in future to ensure that they include disclosure of reasons for differences between the bank statement and cash book balance.	CFO Manager: Financial Reporting & Assets	30 June 2022
5	Cash and Cash Equivalents	Invalid reconciling items included in the bank reconciliation	Cheque not declared as stale	The long outstanding cheque of R519 553,93 be removed from	Manager Financial accounting	31 March 2022

				the bank reconciliation statement.		
6	Property, plant and equipment	Merged land stands that are still indicated separate on the fixed assets register	Management did not adequately review the list of properties to ensure those that are merged are also updated in the fixed asset register. a	Management will identify all the land that have been merged into a single land parcel in future to ensure that they reflect as a single land parcel in the fixed asset register.	CFO Director planning Manager: Financial Reporting & Assets Manager: Land use planning	30 June 2022
7	Property, plant and equipment	Carrying value of PPE where construction halted was not disclosed	Management did not adequately review the AFS to ensure that they include disclosure of carrying value of PPE where construction halted.	Management will strengthen the review of AFS in future to ensure that they include disclosure of carrying value of PPE where construction halted.	CFO Manager: Financial Reporting & Assets	30 June 2022
8	Property, plant and equipment	Game Assets: Game Assets (Living Resources) not disclosed separately on the face of Statement of Financial Position	Management did not appropriately apply the new standard of Living and non-living resources due to lack of understanding of the new standard.	Management will continue to make necessary disclosures in future in terms on the standard of Living and non-living resources	CFO Manager: Financial Reporting & Assets	30 June 2022
9	Property, plant and equipment	Capital work in progress: Incomplete listing provided for audit	Inadequate review of the project management progress report submitted for audit	The project management progress report will be reviewed to ensure that they correspond with the supporting documents	Director Infrastructure	30 June 2022
10	Revenue	Accrued pre-paid electricity	Management oversight	A Journal to recognise accrued prepaid revenue at year end will be processed on annual basis.	Manager Management Accounting	20 July 2022

1.13.5. KPA: Municipal Institutional Development and Transformation

1.13.5.1. 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, Energy, Roads and Storm Water, Water and Sanitation and Nature Conservation, Waste removal parks and Cemetery and 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, Energy, Roads and Strom water, Water and Sanitation and Nature Conservation, Waste removal Parks and Cemetery, the organisational structures are annexures attached towards the end of the of the document.

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 Budget and Treasury, Department of Planning and Development, Energy, Roads and Strom water, Water and Sanitation and Nature Conservation, Waste removal Parks and Cemetery.

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: Water and Sanitation
- MMC: Energy, Roads and storm water
- MMC: Nature conservation, waste removal parks and cemetery

1.13.5.2. 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.

Human Resource Planning Process

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

1.13.5.2.1. Vacancy Rate

VACANCY RATE PER ORGANIZATIONAL STRUCTURE				
DIRECTORATE	TOTAL NO OF POST	FILLED	VACANT & BUDGETED	
			Budgeted	Not Budgeted (New Posts created)
Office of the Executive Mayor	8	5	3	0
Office of the Speaker	15	11	4	2
Whip of Council	3	3	0	0
Councilor Support	7	5	2	2
Office of the Municipal Manager	55	45	10	7
Department Corporate Services	69	31	38	6
Department Financial Services	106	85	21	0
Social/Community Services Department	730	566	164	25
Department Technical Services	774	509	265	12
Department Planning and Development	73	50	23	4
TOTAL	1840	1310	530	

Source: Nkomazi MP:324

1.13.5.2.2. 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
-	Office of the Municipal Manager	Advertised
TS Thobela	CFO (Budget & Treasury)	Filled
JZ Ntsabo	Director Water and Sanitation	Filled
NP Sibisi	Director Planning and Development	Filled
EZ Chibi	Director Corporate Services q	Filled
TA Kaseke	Director Community Services	Filled
-	Director Energy, Roads and storm water	Vacant
-	Director Nature conservation, waste removal, parks and cemetery	Vacant

1.13.5.3. 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.

1.13.5.4. ICT Policy Framework

1.13.5.4.1. 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 were approved in May 2021 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.

1.13.5.5. 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
Water and Sanitation portfolio	Functional
Energy, roads and storm water	Functional
Nature conservation, waste removal parks and cemetery	Functional

1.13.5.6. Organisational Performance Management System

Performance Management System Policy/ Framework was adopted by Council on the **30 May 2021** (**Council Resolution no. NKM: GCM: A033/2021**) the performance management system is implemented to

section 57 managers and the municipality has cascaded to employees with task level 17 Managers in 2020/21 financial year.

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.

1.13.6. Monitoring and Evaluation

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

1.13.6.1. 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.

1.13.7. KPA: Disaster Management

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

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

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

Disaster Management Advisory Forum

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

Nkomazi Municipality Disaster Management Communications Centre

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

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

Disaster Management Plans

Various disaster risks for the Nkomazi Municipality have been identified and assessed during risk assessments executed during 2016 (Technological) and 2018 (Community based).

The risk assessment was done by respectively Aurecon South Africa (Pty) Ltd. under instruction of the EDM for all municipalities falling within the auspices of the district. Disaster Risk Assessment is the first step in planning an effective Disaster Risk Reduction programme. A Disaster Risk Assessment examines the likelihood and outcomes of expected disaster events. This includes investigating the related hazards and conditions of vulnerability that increase the chance of loss.

Risk Profile of the Nkomazi Municipality

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

- The first step in developing a risk profile is hazard identification. A hazard is a potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards are typically categorised into Natural, Technological and Environmental hazards.
- *Natural hazards* are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into:
 - *Geological Hazards*: Natural earth processes or phenomena in the biosphere, which include geological, neo-tectonic, geo-physical, geo-morphological, geo-technical and hydro-geological nature;
 - *Hydro Meteorological Hazards*: Natural processes or phenomena of atmospheric, hydrological or oceanographic nature; and
 - *Biological Hazards*: Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.
- *Technological hazards* constitute danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.
- *Environmental hazards* are processes induced by human behaviour and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems.

Conclusion

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

1.13.8. KPA: Environmental Management

Environmental management is government by National Environmental Management Act (Act 107 of 1998) and its specific Environmental management acts - SEMAs (Air quality Act, Waste Management Act, Biodiversity Act, Protected areas act, water Act). Municipal environmental governance needs to consider all these environmental mandates for the environmental protection. The purpose of this section is to give status quo for Nkomazi Local Municipality (NLM) with regard to its natural resources, physical, socio-economic and institutional environments. The analysis is discussed under the following thematic areas:

Climate

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

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

Topography

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

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

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

Elevation

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

Source: Mpumalanga Provincial Government: Integrated Resource Information Report

Slope

Slope Analysis

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

Source: Mpumalanga Provincial Government: Integrated Resource Information Report Nkomazi

In terms of Topography, the following is concluded:

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

The geology of the Nkomazi Local Municipal area.

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

Geology

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

Source: Strategic Environmental Focus

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

Land and Agriculture Potential

Soil Potential

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

Agricultural Resources

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

Agricultural Land Capability

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

The land capability of Nkomazi is explained as follows:

Very low: About 15% of the municipal land has a very low agricultural capability which coincides with the mountainous areas.

Low: About 9% of the municipal land has a low agricultural capability, which is along the northwestern and eastern borders of the municipal area.

Medium: The larger extent (75%) of the municipality contains land with a medium agricultural capability.

High: None of the land within the municipality is classified as having a high agricultural capability.

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

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

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

High Potential Agricultural Land

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

Criteria for identifying prime and unique agricultural land:

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

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

The soil potential layer is still a preliminary data set, which need to be verified by field surveys and observations. It should be further verified and refined before it can be used in the modelling of the Agricultural Potential Layer.

Land degradation, reflected through changes in the soil and vegetation, is being caused by inappropriate land-use practices in some areas, especially those that are not under formal management. The areas of greatest concern occur along the northeastern border with Swaziland. Poor range management practices, particularly inappropriate grazing and burning, is resulting in large areas of indigenous grassland becoming species poor, and if this is left unchecked it could result in irreparable damage

the percentage and area of each non-natural land cover class

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

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

Agricultural Land Capability

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

Agricultural Land Capability

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

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

High Potential Agricultural Land

“High potential agricultural land” means the best available land, best suited to, and capable of consistently producing acceptable yields of a wide range of crops with acceptable expenditure of energy and economic resources and minimal damage to the environment”. (Source: www.agis.agric.za)

Conservation of Agricultural Resources ACT, 1983 (Act 43 of 1983)

The objectives of Act 43 of 1983 are mainly to provide for the conservation of natural agricultural resources of the Republic by:

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

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

The first leg of the strategy is to ensure that economic and social infrastructure development takes place in South Africa's rural communities. This will be done through a proactive strategy of upgrading infrastructure, some of which would also serve as a tool of social transformation, by providing roads, electricity, water and telecommunications to support sustainable economic development.

Types of projects and priorities cited include, but are not limited to the following:

- Agrarian transformation:

- o Livestock farming and related value chain development (exploring all possible species for food and economic activity); and

- o Cropping and related value chain development (exploring all possible species, especially indigenous plants, for food economic activity).

Biodiversity and Nature Conservation

Responsibilities / Mandate and Achievements

- Ensure proper management of fauna and flora
- Ensure proper veld and soil management through rehabilitations and control of alien species.
- Liaise with stakeholders and other interested parties to ensure good governance.
- Administration management and control of municipal resources
- Game count was successfully done as required by NEMA (National Environmental Management Act) and other legislations.
- Invader plants were controlled in most identified areas including parklands in Marloth park with the assistance of teams from Kruger National Park.
- 1 field ranger attended the SAGIC invasive species training course at the University of Johannesburg
- 92 mortalities (dead animals) were realized during the financial year caused by either serious drought, age, fight and some were poisoned by poachers.
- One case of arrest was reported and a fine was issued.
- ± 15 snares were removed inside the park during patrol.
- 483 houses were sprayed for malaria control during the season.
- 1 malaria controller staff member attended training in Insectory design, management and basic morphological identification of anopheline mosquitoes at University of Witwatersrand and was successful.

- 2620 vehicles were recorded entered Lionspruit Nature Reserve during this period and this generated an income for the institution of ± R48 790.
- ± 1 220 game was harvested during the season to reduce risks of mortalities and diseases.
- buffalo were hunted by professional hunters for Trophy and this generated an income of R100 000 to the institution.

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

Natural Ecology

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

Sweet Lowveld Bushveld - located from the eastern parts of the Kruger National Park, southwards through Swaziland and into the northern parts of KwaZulu-Natal. In terms of climate, rainfall varies from 550 to 600 mm per year, falling in summer. Temperatures range between -2°C and 43°C, with an average of 22°C.

Mixed Lowveld Bushveld - located on flat to undulating landscapes between 350 and 500m cutting across the municipality from the north to the south. In terms of climate, the annual summer rainfall for the area varies from 450mm to 600mm. Temperatures vary between -4°C and 45°C, with an average of 22°C.

Lebombo Arid Mountain Bushveld – located on undulating rocky terrain on the eastern border of the Kruger National Park, extending through Swaziland into the northern part of KwaZulu-Natal. In terms of climate, the annual rainfall ranges from 450mm to 700mm. Temperatures vary between -1°C and 46°C, with an average of 23°C.

Sour Lowveld Bushveld – located on the lower eastern slopes and foothills of the Drakensberg, from the Soutpansberg in Limpopo, through Mpumalanga and into Swaziland cutting across NLM. In terms of climate, the summer rainfall varies from 600mm to 1000mm per year. Temperatures range between 2°C and 43°C with an average of 22°C.

The Maputo Development Corridor (MDC) as primary Transnational Development Corridor and cross border infrastructure connection. Gauteng as a national Node of Competiveness, which as the major node, anchors the Maputo Development Corridor

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

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

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

Rural development:

o The establishment of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets in rural settings;

o The empowerment of rural communities, especially women and the youth, through facilitating and mediating strong organisational and institutional capabilities and abilities to take full charge of their collective destiny;

o 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

o Revitalisation and revamping of old, and the creation of new economic, social and information communication infrastructure and public amenities and facilities in villages and small rural towns. The CRDP holds perhaps the most promise for rural areas in that it has clearly defined principles of intervention and support from which areas like Nkomazi are eligible to benefit. Table 4 indicates the CRDP projects that have been identified within the Nkomazi Local Municipality.

The Comprehensive Rural Development Programme (CRDP) requires the investment in rural infrastructure that will increase rural productivity and the livelihoods of rural communities.

Nkomazi was earmarked for rural development as a first phase in the programme.

The Nkomazi Wilderness is regarded as a Tourism Node.

Rural Development: The building of an economy within the rural areas of Mpumalanga requires direct intervention from government with regard to:

- Providing more jobs through agricultural development
- Providing basic services
- Developing people to contribute to their own welfare
- Developing industries such as Agri processing, tourism, fisheries and small enterprises
- Enhancing accessibility. These interventions will not only boost the creation of employment

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

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

- The establishment of rural development boundaries promoting infill development and densification (rural development edges)
- Agrarian transformation from subsistence farming to commercial farming • Environmental conservation

Tourism corridors and nodes:

- Wildlife Gateway Cluster Northern Nkomazi – Komatipoort, Malelane, Southern Kruger National Park etc. Private Game Reserve Cluster Eastern Bushbuckridge – Sabi Sands, Mala Mala, Andover, Manyeleti, Timbavati etc.

The following emerging clusters have been identified where an initial scattering of products exists, but where “critical mass” is currently lacking.

- Swazi Tribal Culture and Political Heritage Cluster Southern Nkomazi
 - o Matsamo Cultural Village, o Langelooop Swati Cultural Village, Mangweni o Cultural Village and Samora Machel Memorial
- Forest Eco-tourism Cluster Central Nkomazi
 - o Mahhushe Shongwe Nature Reserve, Matsamo Lake, Conservancies etc.
- Sugar and Citrus Agri-Tourism Cluster
 - o Around the Nkomazi TSB Sugar Plant and o The Agricultural Research Council Institution

Hydrology

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

Nkomazi boasts the following major dams, which are mainly used for agricultural and domestic purposes:

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

Natural vegetation

areas and percentage of national vegetation types

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

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

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

Conservation Areas

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

Biodiversity areas are categorised into five broader areas: • Protected Areas (PAs); • Critical Biodiversity Areas (CBAs); • Ecological Support Areas (ESAs); • Other Natural Areas (ONAs); and • Moderately or Heavily Modified Areas (also referred to as “transformed areas”).

Protected Areas (PAs): are areas that are formally protected by law and recognised in terms of the Protected Areas Act 57 of 2003 and includes contract protected areas declared through the biodiversity stewardship programme.

Critical Biodiversity Areas (CBAs): are areas that are required to meet biodiversity targets for species, ecosystems or ecological processes. These include: • All areas required to meet biodiversity pattern targets

and to ensure continued existence and functioning of species and ecosystems, special habitats and species of conservation concern; • Critically Endangered ecosystems; and • Critical linkages (corridor ‘pinch-points’) to maintain connectivity.

CBA's are 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 ecosystem services. In the terrestrial assessment, they support landscape connectivity and strengthen resilience to climate change. ESAs need to be maintained in at least a functional and often natural state, supporting the purpose for which they were identified. They include features such as riparian habitat surrounding rivers or wetlands, corridors, over-wintering sites for Blue Cranes etc.

Other Natural Areas (ONAs): Areas that have not been identified as a priority in the current systematic biodiversity plan but retain most of their natural character and perform a range of biodiversity and ecological infrastructural functions.

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

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

Reserve/Conservancy	Location	Area (ha)
Lion spruit	Adjacent south of Marloth Park.	1615.27
Dumaneni Reserve	South of Malelane along the R570 road.	2664.63
Mahhushe Shongwe	Adjacent west of Mzinti settlement.	1139.73
Ligwalagwala Conservancy	South of the N4	12639.98
Mawewe Cattle/Game Project	In the vicinity of Mgobodi, Magudu, Sibange and Madadeni Settlements.	9190.24
Masibekela Wetland	East of the Mananga Border Gate to Swaziland and surrounded by Mananga, Tsambokhulu, Mbuzini, Khombaso and Masibekela Settlements.	987.46
Mananga Care Program	In Mananga settlement.	244.13
ruger National Park (Formal protected)	South-eastern section of the Sabie River from Skukuza	154 662.62
Songimvelo Nature Reserve (partly)	Provincial Nature Reserve largely in the City of Mbombela (previously Umjindi LM area)	10.9

Biodiversity Assets

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

Nr	Category	Area in NLM (ha)
1	Protected areas – currently under formal biodiversity protection	14070
2	Irreplaceable areas – in urgent need of Protected Area status	17175

3	Highly Significant areas - requiring strict land use controls	11458
4	Important and Necessary areas – requiring special care	10692
5	Areas of Least Concern – providing sites for development	155845
6	Areas with No Natural Habitat remaining – providing preferred sites for all forms of development	114369

Source: Mpumalanga Biodiversity Conservation Plan

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

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

Map category	Description	Sub-category	Description
Protected areas	An area of land that is formally protected in terms of the Protected Areas Act and managed mainly for biodiversity conservation. Includes state-owned protected areas and contract protected areas.	National Parks & Nature Reserves	Includes legally proclaimed National Parks, Nature Reserves, Special Nature Reserve, and Forest Nature Reserves
Critical Biodiversity Areas (CBA)	An area that must be maintained in a good ecological condition (natural or near-natural state) in order to meet biodiversity targets. CBAs collectively meet biodiversity targets for all ecosystem types as well as for species and ecological processes that depend on natural or near-natural habitat, that have not already been met in the protected area network.	CBA: Irreplaceable	This category includes: (1) Areas required to meet biodiversity targets and with irreplaceability values of more than 80%; and (2) Critical linkages or “pinch points” in the landscape that must remain natural; (3) Critically Endangered Ecosystems.
		CBA: Optimal	The CBA Optimal Areas (previously called ‘important and necessary’ in the MBCP, 2006) are the areas optimally located to meet both the various biodiversity targets and other criteria defined in the analysis. Although these areas are not ‘irreplaceable’ they are the most efficient land configuration to meet all biodiversity targets and design criteria. They are required to meet biodiversity targets.
Ecological Support Areas (ESA)	An area that must be maintained in at least fair ecological condition (semi-natural/moderately modified state) in order to support the ecological functioning of a CBA or protected area, or to generate or deliver ecosystem services, or to meet remaining biodiversity targets for ecosystem types or species when it is not possible or not necessary to meet them in natural or near-natural areas	ESA: Landscape corridor	The best option to support landscape-scale ecological processes, especially allowing for adaptation to the impacts of climate change.
		ESA: Local corridor	Finer-scale alternative pathways that build resilience into the network of ecological corridors by ensuring connectivity between climate change focal areas, reducing reliance on single landscape-scale corridors

		ESA: Protected Area buffers	Areas surrounding protected areas that moderate the impacts of undesirable landuses that may affect the ecological functioning or tourism potential of PAs. Buffer distance varies according to reserve status: Nature Reserves – 5 km buffer
Other Natural Areas (ONA)	An area in good or fair ecological condition (natural, near-natural or semi-natural) that is not required to meet biodiversity targets for ecosystem types, species or ecological processes		
Moderately or Heavily Modified Areas	Areas in which significant or complete loss of natural habitat and ecological function has taken place due to activities such as ploughing, hardening of surfaces, opencast mining, cultivation, and so on	Heavily Modified	All areas currently modified to such an extent that any valuable biodiversity and ecological function has been lost.
		Moderately Modified: Old lands	Old cultivated lands that have been allowed to recover (within the last 80 years), and support some natural vegetation. Although biodiversity pattern and ecological functioning may have been compromised, the areas may still play a role in supporting biodiversity and providing ecosystem services

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

CBA Category	CBA Subcategory	ha	%
Protected Area	PA National Parks & Nature Reserves	160 336	33.5
	Protected Environment: Natural		
	Protected Environment: Modified		
Critical Biodiversity Area	CBA Irreplaceable	27 439	5.7
	CBA Optimal	14 753	3.1
Ecological Support Area	ESA Landscape corridor	23	0.0
	ESA Local corridor	9 112	1.9
	ESA Protected Area buffer	81 688	17.1
Other Natural Area	Other Natural Areas	115 177	24.1
Moderately Modified	Moderately modified- old lands	10 415	2.2
Heavily Modified	Heavily modified	141 429	29.5

Main source of water – put natural resources

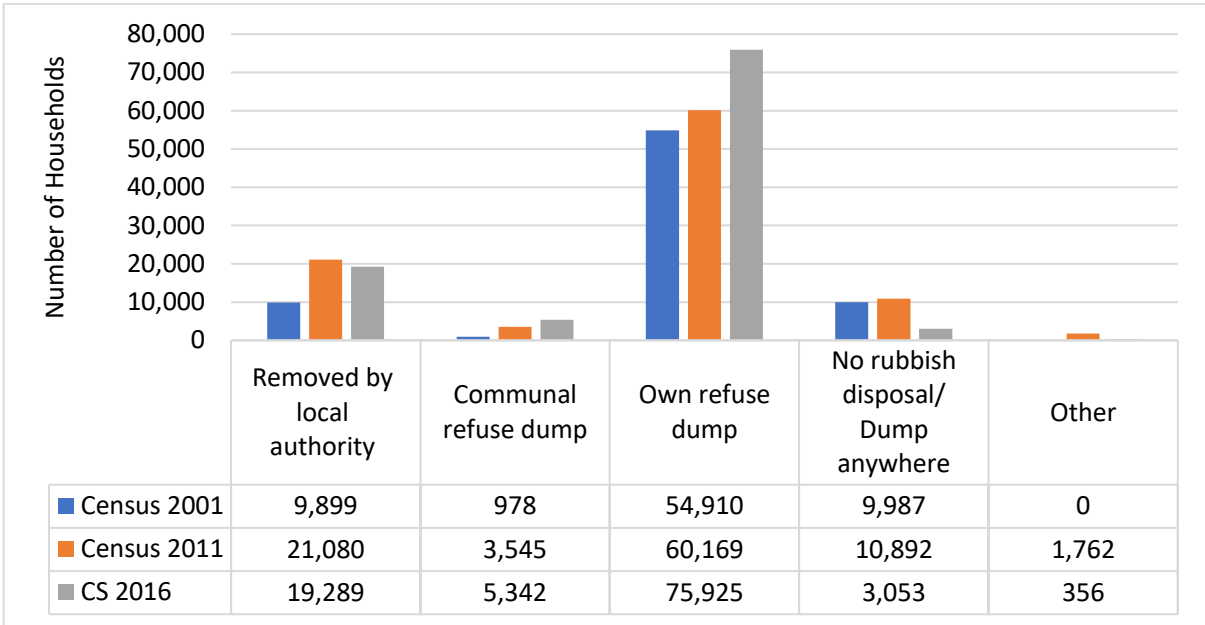
Driekoppies dam, Ngugwane river, Lomati river, Mbambiso dam, komati river, crocodile river, lows creek river canal, Mbuzini dam, Vlakbult dam.

Solid Waste Management

The waste management sub-directorate is responsible for the development and monitoring of the implementation of municipal Integrated Waste Management Plan 2018-2022. The integrated waste management plan has been reviewed and approved by Council in March 2019 and the council resolution no

is as follows NLM: GCM: A009/2019 and endorsed by the Province in July 2019 and the plan will be reviewed 2024 financial year. The plan covers amongst other issues

Refuse removal



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

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

Collection, transportation and disposal of waste.

- Water preservation, minimization and recycling
- Promote environmental awareness in communities, and schools through campaigns, workshops and competition.
- Management of waste disposal sites.

Monitoring and evaluation of effective waste collection transportation and disposal, Waste information system.

Comment on waste management services performance overall:

- Waste is collected in all the households as per the planned program.
- There is a program on waste management where 220 job opportunities have been created on the project through the Expanded Public Works Programme and 70 beneficiaries have been appointed from COGTA.

- Steenbok landfill site is registered and reports to South African Waste Information System and report on monthly basis.
- All disposal sites have licenses
- Marlothpark and Hectorspruit have been rehabilitated and decommissioned as transfer stations but not yet operational.
- Rehabilitation and Closure of Komatipoort and Kamaqekeza disposal sites has been completed
- Clean-up campaigns are conducted on regular basis in different areas around Nkomazi with schools, clinics, business, taxi ranks and community members.
- 20 participants for Youth Community Outreach Programme have been appointed by National DEA for 2021-2022
- A database of local recyclers has been established

Challenges

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

Air Quality Management Plan (AQMP)

No AQMP developed at the moment due to lack of fundings within Nkomazi Local Municipality. However, the development of the AQMP will assist in the existing air pollution situation provides an understanding of the potential risk for health impacts. The Municipality has budgeted for the development of the AQMP in the 2023/24 financial year.

A baseline characterisation provides the foundation for the development of an AQMP in order to formulate detailed strategies and procedures required to meet clean air objectives and goals within Nkomazi Local Municipality.

Ambient Air Quality Monitoring Programme

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

A qualitative discussion on the findings of the dispersion modelling assessment conducted for the Ehlanzeni District Municipality (EDM) AQMP as insight into the existing air quality situation in the Nkomazi Local Municipality. While the intention of the EDM and Nkomazi Local Municipality dispersion assessments is the

same (i.e., identify pollutant hotspots within the relevant study areas), these studies have vastly different scales of focus. In addition, without any ambient air quality monitoring data to verify the Nkomazi Local Municipality dispersion outputs, the degree of uncertainty and ultimately the retrospectivity of the Nkomazi Local Municipality AQMP modelling assessment has not been determined.

Emission Inventory

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

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

Industrial Operations

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

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

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

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

Industry Information			NAEIS Reporting		Pollutants		
Activity and/or facility Name	Local Municipality	Sub-category	Yes (Y)	No (N)	SO ₂	NO ₂	PM ₁₀
Nieuwco Metal Scrap Hectorspruit	Nkomazi	4.21	Y		√	√	√

Industry Information			NAEIS Reporting		Pollutants		
Activity and/or facility Name	Local Municipality	Sub-category	Yes (Y)	No (N)	SO ₂	NO ₂	PM ₁₀
Malelane Stene PTY (LTD) - Malelane	Nkomazi	5.3	Y		√		√
RCL Sugar RSA LTD - Komati Mill	Nkomazi	1.1;1.3	Y		√	√	√
RCL Sugar RSA LTD - Malelani Mill	Nkomazi	1.1;1.3	Y		√	√	√

Controlled Emitters

Waste Treatment and Disposal
Landfills

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

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

Table Error! No text of specified style in document.: Landfills within NLM

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

Table 4: Hospitals within NLM

Hospitals	Location
Tonga Hospital	Steenbok
Shongwe Hospital	Schoemansdal

Mining Activities

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

- The use of vehicles on unpaved and paved roads for transporting ore, personnel, waste rock, etc;
- Blasting;
- Overburden stripping;
- Ore and overburden handling;
- Crushing and screening of ore; and
- Wind entrainment from stockpiles.

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

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

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

Wastewater Treatment Works

The range of air emissions originating from Wastewater Treatment Works (WWTW) processes is highly dependent on the composition of the incoming effluent streams. The typical hazardous air pollutants emitted from WWTW are benzene, toluene, xylenes, methylene chloride, ethyl benzene, chloroform, tetrachloroethylene and naphthalene (US EPA, 1995). Wastewater treatment plants are also associated with the emission of odorous compounds, the most common of which is H₂S. This pollutant is formed through the anaerobic bacterial reduction of sulphates and sulphur-containing organic compounds. The potential for emissions of VOCs during wastewater treatment is a cause for concern.

There are 07 WWTWs within EDM (**Table 6**). These services both water-borne sanitation and WWTWs. In addition, the rural and under-developed areas of Mpumalanga are formally serviced by a system of French drains, septic tanks and other sanitation means. However, information regarding technology and operational capacity was not provided. As such, emissions cannot be quantified and are not included in the present emissions inventory.

Table 6: NLM Waste Water Treatment Works

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

Other Sources

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

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

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

Air Quality Management By-laws

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

Air Pollution Reduction Programmes

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

1.13.9. KPA: Municipal Financial Viability and Management analysis

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

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

The COVID-19 pandemic introduced new dimensions of volatility, uncertainty, complexity and ambiguity to the task of financial stewardship across all spheres of government. Public policy decision-makers at all levels of government must act with vision, understanding, clarity and agility in responding to the crisis in a resilient manner. This required a fundamental strategic rethink of the way in which we currently conduct our planning, budgeting and implementation processes.

Budgetary Implications

In response to the impact of COVID-19, Nkomazi Local municipality has considered the reprioritisation of their funding allocations for the 2022/23 and 2024/25 financial year. Given the prevailing circumstances, the municipality may be under pressure to grant some form of relief to consumers, such as rates holidays, etc. However, the National Treasury advised municipalities not to make assumptions about the ability of consumers to pay under these circumstances and prematurely grant relief measures as this is not supported by the National Treasury.

Municipalities were advised to assess the merits of each case. In doing so, National Treasury recommends that municipalities consider the following guiding principles:

Where municipalities consider initiatives to reduce the impact of COVID-19 on businesses and economic households such as rebates, payment holidays, relaxation of credit control measures municipalities –

- a. must ensure that their liquidity and overall financial sustainability is not compromised;
- b. in granting rebates to their consumers, should consider all the relevant legislation, regulations such as Municipal Property Rates Act (MPRA), MFMA dealing with revenue management within the disaster management principles;
- c. must ensure that the relaxation of levying of interest for overdue payments for municipal services should be in line with Council's policies, by-laws and other applicable legislation;
- d. must from a tariff perspective, understand that the prohibition on increasing tariffs in terms of section 28(6) of the MFMA still remains. Any tariff increase required during this national

disaster period will be considered on a case by case basis. Municipalities are however allowed to decrease their tariffs in-year. With regard to tariffs tabled as part of the draft budget, the National Treasury views this as “indicative” and might change after the public consultation process. We therefore advise that whatever tariff is introduced or proposed as part of the draft budget tabled in March is indicative and municipalities are allowed to change the tariff (increase or decrease) before the final budget is adopted by the municipal council;

- e. 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.
- f. 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.
- i. With respect to relief strategies to indigent households, municipalities should consider: a. reviewing their respective indigent policies to factor in the potential economic impact of COVID-19 on poor households; and the possibility of an increase in the number of indigent households while the quantum for free basic services remains within the national policy e.g. 6 kilolitres for water. Municipalities must ensure that financial sustainability is not compromised in implementing these policies.
- ii. Municipalities are reminded that any expenditure related to COVID-19 should be limited to the implementation of their mandates as outlined in the Constitution, specifically related to the provision of basic services i.e., water, sanitation, refuse and electricity amongst others. By implication avoid creating unfunded mandates for themselves.

With the compilation of the 2022/23 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.

1.13.9.1. Revenue Enhancement Strategy

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

1.13.9.2. MSCOA

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

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

1.13.9.3. IDP and Service Delivery and Budget Implementation Plan

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

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

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

Budget Process Overview

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

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

The IDP has been taken into a business and financial planning process leading up to the 2022/23 MTREF, based on the approved 2021/22 MTREF, Mid-year Review and adjustments budget. The business planning

process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

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

Overview of alignment of annual Budget with IDP

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

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

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

The IDP enables municipalities to make the best use of scarce resources and speed up service delivery. Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development.

Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

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

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

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

Legislation Compliance Status

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

❖ In year reporting

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

❖ Internship programme

The municipality is participating in the Municipal Financial Management Internship programme and has so far recruited 13 candidate who was in an internship programme since the inception. 5 interns are expected to be appointed in the 2022/23 Financial year.

❖ Audit Committee

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

❖ Service Delivery and Implementation Plan

The executive mayor will approve the SDBIP document and table to council within 28 days after the approval of the budget for 2022/23 MTREF.

❖ Annual Report

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

SECTION: B

2. Section B: Strategy

2.1. Institutional SWOT Analyses

INSTITUTIONAL ENVIRONMENT	
<p>Strength</p> <ul style="list-style-type: none"> -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 	<p>Weaknesses</p> <ul style="list-style-type: none"> -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	
<p>Opportunities</p> <ul style="list-style-type: none"> -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. 	<p>Threats</p> <ul style="list-style-type: none"> -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

2.1.1. Strategic Objective and Programs

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

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

2.1.2. Municipal 5 Year Implementation Strategy

The Strategic Performance Plan (SPP) 2022 of Nkomazi Local Municipality provides a framework of key priorities which have been planned for implementation in the medium-to-five-year term by management and leadership during the strategic planning session of 13 – 14 March 2017. 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.

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
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2.2. Municipal Five-Year Plan

2.2.1. The National Priority Outcomes.

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

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Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the municipality, issues of

national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the municipality strategically complies with the key national and provincial priorities.

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

The 2022/23 MTREF has therefore been directly informed by the IDP revision process the following tables SA4 to table SA6 provide are conciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

MP324 Nkomazi - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand												
Allocations to Other Priorities ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT	Financial viability and management	I		337,630	366,450	421,053	370,873	375,273	375,273	410,183	439,472	471,293
PROMOTE MORE ACTIVE COMMUNITY PARTICIPATION IN LOCAL GOVERNMENT	Good governance and public participation	H		6,708	7,029	6,255	6,125	6,125	6,125	4,621	-	-
BUILD MORE UNITED NON- RACIAL, INTERGRATED AND SAFER COMMUNITIES	Municipal transformation and institutional development	G		207	174	214	233	233	233	1,485	1,580	1,682
BUILDING LOCAL ECONOMIES TO CREATE MORE EMPLOYMENT, DECENT WORK AND SUSTAINABLE LIVELIHOOD	Local economic development	F		13,346	12,777	13,354	14,826	14,826	14,826	14,764	15,532	16,355
IMPROVE MUNICIPAL ROADS NETWORK	Basic service delivery	E		27,597	9,999	2,988	9,148	9,148	9,148	7,269	7,734	8,237
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE REFUSE REMOVAL SERVICES	Basic service delivery	D		75,967	83,947	106,219	100,096	103,596	103,596	115,591	124,380	133,952
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE ELECTRICITY SERVICES	Basic service delivery	C		175,473	188,141	209,667	228,385	228,385	228,385	273,111	294,682	330,479
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE SANITATION SERVICES	Basic service delivery	B		96,347	103,623	120,056	126,383	123,731	123,731	137,737	154,379	169,889
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE WATER SERVICES	Basic service delivery	A		128,098	140,992	176,441	179,891	179,891	179,891	205,813	221,392	238,358
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	861,374	913,132	1,056,247	1,035,958	1,041,207	1,041,207	1,170,573	1,259,151	1,370,244

MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

MP324 Nkomazi - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
Allocations to Other Priorities				3,487	4,237	4,160	5,934	5,080	5,080	5,599	5,845	6,108	
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROMOTE MORE ACTIVE COMMUNITY PARTICIPATION IN LOCAL GOVERNMENT	Financial viability and management	I		234,329	220,850	253,475	349,240	298,178	298,178	324,911	339,129	354,310	
BUILD MORE UNITED NON-RACIAL, INTERGRATED AND SAFER COMMUNITIES	Good governance and public participation	H		68,599	100,435	106,589	87,659	70,532	70,532	83,255	82,094	85,788	
BUILDING LOCAL ECONOMIES TO CREATE MORE EMPLOYMENT, DECENT WORK AND SUSTAINABLE LIVELIHOOD	Municipal transformation and institutional development	G		69,325	78,041	103,156	65,156	59,834	59,834	79,055	82,533	86,247	
IMPROVE MUNICIPAL ROADS NETWORK	Local economic development	F		61,542	61,972	101,472	94,816	82,993	82,993	78,301	81,777	85,487	
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE REFUSE REMOVAL SERVICES	Basic service delivery	E		74,366	68,168	82,316	76,105	71,899	71,899	77,124	80,518	84,141	
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE ELECTRICITY SERVICES	Basic service delivery	D		63,421	59,886	104,971	93,359	88,292	88,292	97,635	101,931	106,518	
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE SANITATION SERVICES	Basic service delivery	C		158,417	189,495	196,163	209,800	184,283	184,283	206,514	210,422	225,547	
IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE WATER SERVICES	Basic service delivery	B		18,071	14,906	8,873	24,643	21,492	21,492	21,837	29,226	34,641	
	Basic service delivery	A		146,352	162,322	212,196	167,432	158,563	158,563	181,833	189,833	198,376	
Allocations to other priorities													
Total Expenditure				1	897,908	960,312	1,173,370	1,174,143	1,041,145	1,041,145	1,156,063	1,203,308	1,267,162

MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

MP324 Nkomazi - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
R thousand													
Allocations to Other Priorities ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT PROMOTE MORE ACTIVE COMMUNITY PARTICIPATION IN LOCAL GOVERNMENT BUILD MORE UNITED NON-RACIAL, INTERGRATED AND SAFER COMMUNITIES BUILDING LOCAL ECOMIES TO CREATE MORE EMPLOYMENT, DECENT WORK AND SUSTAINABLE LIVELIHOOD IMPROVE MUNICIPAL ROADS NETWORK IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE REFUSE REMOVAL SERVICES IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE ELECTRICITY SERVICES IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE SANITATION SERVICES IMPROVE ACCESS TO QUALITY, SUSTAINABLE AND RELIABLE WATER SERVICES	Financial viability and management	I		9,838	5,075	639	2,650 5,506	4,706	4,706	7,150	1,564	1,605	
	Good gorvenance and public participation	H		1,962	21	800	456	431	431	725	-	-	
	Municipal transformation and institutional development	G		28,083	20,648	17,581	22,555	27,950	27,950	34,898	2,808	33,900	
	Local economic development	F		242	1,426	153	4,215	4,215	4,215	3,264	2,822	2,822	
	Basic service delivery	E		97,836	72,211	82,523	73,574	80,094	80,094	119,084	31,294	52,005	
	Basic service delivery	D		3,069	384	1,901	13,784	8,384	8,384	13,800	12,220	16,805	
	Basic service delivery	C		3,577	5,102	2,946	20,414	20,257	20,257	19,933	20,770	29,908	
	Basic service delivery	B		-	3,544	2,468	4,500	4,500	4,500	4,500	2,845	-	
	Basic service delivery	A		106,739	164,268	144,724	310,883	278,248	278,248	364,373	346,788	251,368	
			K L M N O P										
Allocations to other priorities				3									
Total Capital Expenditure				1	251,347	272,679	253,734	458,536	428,784	428,784	567,727	421,110	388,414

Explanatory notes to MBRR Table A1 - Budget Summary

Explanatory notes to MBRR Table A1 - Budget Summary

1. 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).
2. The table provides an overview of the amounts tabled to 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.
3. 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.
4. The Cash backing/surplus reconciliation shows positive cash balance which means that the municipalities' obligation will be met for the rest of the MTREF after considering its application of cash and investments.

The 2022/23 annual budget herewith presented provides the appropriation of funds in the MTREF as follows:

Consolidated Overview of the 2022/23 MTREF

Description	2022/23 Medium Term Revenue and Expenditure Framework		
	Budget year	Budget year	Budget year
	R000	R000	R000
Total Revenue excluding capital transferred and contributions	1,164,702	1,241,251	1,337,686
Total Operational Expenditure	1,162,245	1,214,595	1,278,957
Surplus/(Deficit)	2,457	26,656	58,729
Transfers and subsidies - capital (Monetary transfer)	485,581	360,192	310,299
Surplus/(Deficit) after capital transfers	488,038	386,848	413,382
Total Capital Expenditure	577,627	421,110	388,413
Total budget (operational plus capital)	1,739,872	1,635,705	1,667,370

Total expenditure amounts to R1,2 billion in the 2022/23 financial year. Thus, it translates into a budgeted surplus of R2,5 million. When compared to the 2020/21 Adjustments Budget, operational expenditure has grown by 6% in the 2022/23 budget. The operating surplus for the two outer years amounts to R26,6 million and R58,7 million respectively.

The overall total expenditure (Operating + Capital expenditure) amounts to R1.7 billion in the 2022/23 financial year and will remain constant to R1,7 billion in the 2024/25 outer year.

Total revenue amounts to R1.2 billion representing a growth of 3% for the 2022/23 financial year when compared to the 2021/22 Adjustment Budget. For the two outer years, revenue is increasing with 5% and 1% respectively, equating to a total revenue growth of R173 million over the MTREF when compared to the 2021/22 allocation.

The capital budget of R577.6 million for 2022/23 is 28% more when compared to the 2021/22 Adjustment Budget. The capital programme decreases to R421.1 million in the 2023/24 financial year and then decreases in 2024/25 to R388.4 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 R485.6 million of the capital budget will be funded from government grants over the MTREF. The balance of R82.1 million will be funded from internally generated funds.

2.2.1.1. Own Revenue

The projected own revenue is summarised as follows:

MP324 Nkomazi - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	94,405	102,327	111,629	113,841	118,241	118,241	84,665	128,281	136,491	145,363
Service charges - electricity revenue	2	106,903	109,121	111,469	131,213	131,213	131,213	99,144	151,895	174,679	200,881
Service charges - water revenue	2	23,584	25,933	28,355	29,821	29,821	29,821	22,007	32,848	34,951	37,223
Service charges - sanitation revenue	2	5,390	4,952	5,211	5,516	5,516	5,516	4,168	5,891	6,268	6,675
Service charges - refuse revenue	2	8,214	9,319	9,868	10,430	13,930	13,930	23,768	15,877	16,893	17,991
Rental of facilities and equipment		4,974	4,358	4,233	4,630	4,630	4,630	3,632	5,444	5,793	6,169
Interest earned - external investments		27,649	24,782	15,241	36,408	36,408	36,408	6,477	38,883	41,372	44,061
Interest earned - outstanding debtors		7,306	7,691	7,341	8,314	8,314	8,314	5,934	9,445	10,130	10,879
Dividends received											
Fines, penalties and forfeits		14,566	8,637	3,727	9,730	9,730	9,730	337	7,939	8,505	9,123
Licences and permits		27	968	35	30	30	30	37	32	34	36
Agency services		13,068	1,362	-	-	-	-	-	-	-	-
Transfers and subsidies		547,259	607,977	753,435	681,195	678,544	678,544	662,051	768,876	818,545	885,995
Other revenue	2	5,663	3,553	5,697	4,832	4,832	4,832	2,538	5,161	5,491	5,848
Gains		1,889	2,151	6	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		860,897	913,132	1,056,247	1,035,958	1,041,207	1,041,207	914,758	1,170,573	1,259,151	1,370,244

2.2.1.2. Transfers and Grant Receipts

Operating grants and transfers totals R768.9 million in the 2022/23 financial year and steadily increases to R818.5 million by 2023/24 and R886 million by 2024/25. Note that the year-on-year increase for the 2022/23 financial year is 6% and then steadily increases out to 6% and 8% in the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Description	Ref	2018/19	2019/20	2020/21	Current year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
R thousands										
RECEIPTS										
Operating										
National Government										
Equitable Share		516,215	569,784	735,043	646,530	646,530	646,530	725,681	782,264	843,958
Energy Efficiency and Demand Side Management			3,000							
Expanded Public Works Programme Integrated Grant		6,708	6,374	6,255	6,125	6,125	6,125	4,621		
Integrated National Electrification Programme [Schedule 5B]								10,000		
Local Government Financial Management Grant		1,770	1,770	1,700	1,770	1,770	1,770	1,770	1,770	1,770
Municipal Disaster Grant			655							
Municipal Infrastructure Grant		18,810	16,980	6,628	23,543	20,891	20,891	23,358	30,844	36,361
Total National Government		543,503	598,563	749,626	677,968	675,316	675,316	765,430	814,878	882,089
Provincial Government										
Libraries, Archives and Museums		1,452								
Total Provincial Government		1,452	-	-	-	-	-	-	-	-
District Municipalities										
Finance and Admin		2,013								
Total District Municipalities		2,013	-	-	-	-	-	-	-	-
Other Grant Providers										
Local Government, Water and Related Service SETA		264	1,844	3,809	3,227	3,227	3,227	3,447	3,667	3,906
Unspecified		27	7,571							
Total Other Grant Providers		291	9,414	3,809	3,227	3,227	3,227	3,447	3,667	3,906
Total Operating		547,259	607,977	753,435	681,195	678,544	678,544	768,876	818,545	885,995

The capital grant allocation is R485.5 million in 2022/23, R360.1 by 2023/24 million and R310.3 million by 2024/25. The following table gives a breakdown of the various capital and subsidies allocated to the municipality over the medium term:

Description	Ref	2018/19	2019/20	2020/21	Current year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
R thousands										
RECEIPTS										
Capital										
National Government										
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		4,740	15,421	4,798	5,400	5,400	5,400			
Municipal Infrastructure Grant		216,223	208,083	214,106	215,025	217,677	217,677	235,581	240,255	247,674
Regional Bulk Infrastructure Grant					85,000	85,000	85,000	200,000	70,000	
Water Services Infrastructure Grant		56,443	52,956	38,493	55,000	55,000	55,000	50,000	49,937	62,626
Total National Government		277,405	276,460	257,396	360,425	363,077	363,077	485,581	360,192	310,300
Total Capital		277,405	276,460	257,396	360,425	363,077	363,077	485,581	360,192	310,300

2.2.2. MUNICIPAL FIVE-YEAR PERFORMANCE PLAN 2022-2027

Municipal KPA	1. 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	Four Strategic plans developed and or reviewed	Strategic plans that require development and review	6 strategic plans developed 4 Strategic plans	Development, review and gazetting of strategic plans of	3 review and gazetting 2 Developm	1 review and gazetting 1 Developm	2 Strategic plans developed	1 strategic plan developed	

	coordinate d transforma tion Conducting Land Audit			reviewed and gazetted	the Municipali ty	ent of plans	ent of plans			
: Integrated service delivery and settlement transformat ion	Establishm ent of Township and Acquisition of Land for Human Settlement s	Two formalised/estab lished Townships	Five Established townships in Nkomazi	4 Township Establishmen t	Township establishm ent of four villages	Layout plans and studies conduce d for 2 Township s	Opening of the Township s register for the 2 Township s	Registrati on and transfer of deeds for the 2 townships . Layout plans for 2 townships	Opening of the Township s register for the 2 Township s	Registrati on and transfer of deeds for the 2 township s.
Transform ownership and access for women, youth and persons with disabilities	Number of Title Deeds issued		Re-apply, register, and issue Title Deeds to rightful beneficiaries	500 Title Deeds registered and issued	Encroachm ent and transfer programm e	Subdivisio n and consolidat ion of properties to be registered	Registrati on of 300 beneficiar ies in the deeds office	Registrati on of 300 beneficiar ies in the deeds office. Subdivisio n and consolidat ion of properties to be registered	Subdivisio n and consolidat ion of properties to be registered	Registrati on of 300 beneficia ries in the deeds office.

Enhance Revenue Collection	Number of Municipal stands sold		Expedite the sale of serviced stands/properties of the Municipality	200 Municipal stands/properties sold	Alienation of Municipal properties	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	
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2. Basic Service Delivery and Infrastructure Development (Water)	
Municipal KPA	
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	Percentage of households with access quality and sustainable water services	Water: 92 125 HH, 85.6% with access 54% Blue Drop Score (2014) 3% Water loss	<ul style="list-style-type: none"> ▪ Population Growth demands, Urban edge development, Mushrooming of stands ▪ Illegal Connections ▪ Ageing Infrastructure (Ageing WTW, Mechanical & Control Equipments, pipes, Ageing meter) ▪ Ageing Fleet (Water 	Water: 134600HH, 100% with access 95% Blue Drop	<ul style="list-style-type: none"> - 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%

			<ul style="list-style-type: none"> ▪ Tankers, TLBs) ▪ Poor Quality Water ▪ High water losses 		<ul style="list-style-type: none"> - Replace ment of old fleet - Refurbis hment of Water Treatme nt Works - Water Quality Monitori ng - Jojo tanks installati on - Meter Replace ment Program me 					
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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	<ul style="list-style-type: none"> ▪ No access to sanitation ▪ Lack of water borne sewer ▪ WWTW reach capacity, Sewer spillages ▪ WWTW Ageing Infrastructure ▪ Poor Effluent Quality 	107 624HH (100%) Access to Sanitation 90% Green Drop Score	<ul style="list-style-type: none"> ▪ Construction of Sanitation Toilets ▪ Construction of Water Borne Bulk Sanitation ▪ Upgrading of Wastewater Treatment Works ▪ Refurbishment 	102087HH 94,9%	103287HH 96,0%	104487H 97.0%	106055H 99,0%	107624H 100%

			<ul style="list-style-type: none"> Overloaded Sanitation toilets – not usable anymore 		<ul style="list-style-type: none"> of WWTW Wastewater Quality Monitoring Green Drop Compliance High pressure vacuum tanker 					
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Municipal KPA	Basic Service Delivery and Infrastructure Development (Electricity)
Problem statement and root causes per KPA:	There is ever increasing number of households, of which the current bulk supplies are unable to cope with the demand and to allow for development growth demands which is mainly attributed to the mushrooming of stands as well as need for urban edge development. Most of the villages require the installation of high mast lights and street lights as a result of high crime levels experienced at night, some of the people living in these areas are commuters. They live for work very early in the morning and come back late at night as a result they are being marked on their way to and from work. There is also an issue with verification of Eskom accounts and billing data, which contributes to distribution losses (line losses). Depreciation of assets and electrical infrastructure is also a challenge due to the age and condition thereof.
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government
Municipal Priority	Delivery of quality & sustainable municipal Electrical services

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

Problem statement and root causes per KPA:	Waste collection service is collected in 83742 HH and there is a backlog of 20223HH in rural areas. There is one permitted landfill site which is Steenbok landfill site which owned by the municipality. There is a contract to dispose waste for the towns at RCL TSB Landfill site since the distance to travel to Steenbok is too far. Shortage of fleet is the biggest challenge. Most of the waste trucks are old and depleted and experience constant breakdowns. There is only 1TLB and Tipper truck that collects garden waste and building rubble in the whole Nkomazi Area which is also having constant breakdown and it becomes difficult to clean all the illegal dumping's in communities. There is a challenge of finding suitable site for Nkomazi west landfill site and also require site allocation for the construction of a transfer station in Komatipoort to accommodate Nkomazi SEZ. Mushrooming of illegal dumps is a big challenge.									
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering									
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government. Consolidating the social wage through reliable and quality basic services. Education, skills and health.									
Municipal Priority	Delivery of quality municipal services									
Strategic objective	To provide sustainable municipal services to all households by 2027 To provide sustainable Waste Management services to the community									
Impact statement: Reduced unemployment and poverty				MTSF Target: 100% access to waste removal to households by 2027						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to refuse removal	Number of households with access to refuse removal	8 3742 Households with access to refuse removal	Ageing and shortage of fleet Lack of households served by regular solid waste collection is an indicator of municipal health, cleanliness and quality of life, and is	5 000 Households with access to refuse removal	Procurement of 3 Compactor trucks, 1 TLB, 3* 8 Ton waste cage trucks, 2 skip loaders, 1 Tipper Trucks, 10 LDV bakkies and 2 Tree shredder	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

			recognised as a right within the South Africa Constitution							
Improved access to refuse removal	Reduce high level of illegal dumping and littering	1 Permitted landfill site	Illegal dumping and littering	200 Skip bins	Procurement of 200 Skip bins	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping	40 skip bins to reduce littering and illegal dumping
Improved access to refuse removal	Compliance with licencing permit	Daily maintenance	Lack of landfill site maintenance	Daily maintenance	Appoint a service provider to perform daily landfill site maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance	Perform daily maintenance

Municipal KPA	Basic Service Delivery and Infrastructure Development (Roads and storm water)
Problem statement and root causes per KPA:	Though most of the areas in Nkomazi have access to roads, some areas still need bus roads and foot bridges, tarring of streets and road which connect them to other areas. Most of the roads in the municipal area are gravel and those that are tarred are severely damaged and need rehabilitation. Certain rural villages are without access bridges and there is in general a lack of road maintenance in most of the rural and urban areas. The municipal buildings also are ageing and require maintenance
One Plan Transformation Area	Integrated Service Provision Infrastructure Engineering
2019-24 MTSF Priority	Spatial Development, Human Settlements and Local Government
Municipal Priority	Delivery of quality municipal roads services
Strategic objective	To provide sustainable municipal services to all wards by 2027

Impact statement: Accessible services to communities				MTSF Target: 100% access to Roads and stormwater						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved accessible roads to all wards	All 33 wards to be gravelled and graded	To gravel (320km) 100%	Aging road infrastructure	10km (100%)	To grade and Re-gravel	10km	10km	10km	10km	10km
	Repairing of potholes	8000 ^{m2} To be repaid	Aging road infrastructure	1600 ^{m2}	To patch potholes	1600 ^{m2}	1600 ^{m2}	1600 ^{m2}	1600 ^{m2}	1600 ^{m2}
	Resealing of roads at Naas ward 1, Mzintward 20, Kamhlushwa-Ward 22, Schoemansdal Ward-27, Mdladla Ward 7, Phiva- ward 10, Block-B ward 2, Komatipoort Ward- 6, Malelane Ward-30, Hectorspruit Ward-29, Marloth Park Ward-7.	To reseal tyre road 130km	Aging road infrastructure	10km	To reseal tyre road	10km	10km	10km	10km	10km

Maintenance Of Building	To maintain all Municipal buildings and Community Halls	New	Aging of building infrastructure	18 Community Halls	Maintenance	4	4	4	4	4
		New	Aging of building infrastructure	20 Other Municipal Buildings	Maintenance	5	5	5	5	5

Municipal KPA											3. Local Economic Development				
Problem statement and root causes per KPA:															
One Plan Transformation Area											Economic Repositioning				
2019-24 MTSF Priority											Economic Transformation and Job Creation				
Municipal Priority											Job creation				
Strategic objective											To reduce unemployment, poverty and inequality by 2027				
Impact statement: Reduced unemployment and poverty						MTSF Target:									
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION									
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs					
Improved local economic performance	% Increase in economic growth	1,35% growth	Business closure due to Covid19, poor LED	3% growth											

			stakeholder management							
	% Reduction in unemployment (number)	45% unemployment (65% youth, 58 women),	Skills not matching economic demands, poor education outcomes	30% unemployment (50% youth, 40% women)						
	% (number) households living below the poverty line	39% poverty rate	Food insecurity, corruption, lack of access to government services, high HIV prevalence	15% of HH						
Local economic growth	Improved economic growth	0.95%	Declining economic sectors, poor stakeholder relations, lack of updated LED strategy, insufficient land for industrialisation	3%	<ul style="list-style-type: none"> • Land acquisition • Update LED strategy • SMME and cooperative support 	1.2%	1,5%	2%	2,5%	3%

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
FM4. Improved expenditure management	FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	32%	Increased UIFWE	Reduce UIFWE by 50%	SCM trainings	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE	10% overall decrease in UIFWE
	Number of creditors settlement days	30 days	Settlement of creditors within 30 days of receipt of an invoice	Creditors paid within 30 days of receipt of a valid tax invoice	None	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice	Creditors paid within 30 days receipt of a valid tax invoice

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society					MTSF Target: Strengthen Municipal Financial System by 2023					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	FM4.2 Percentage of total operating expenditure on remuneration	35% to 40%	Excessive employee related costs	40%	Additional Cost containment measures (Overtime/standby/Travel claims etc)	48%	46%	44%	42%	40%
FM1. Enhanced municipal budgeting and budget implementation	Number of funded annual budget compiled	2021/22 adjustment Annual budget funded	Budgeting for unfunded mandates that are non-core function of the municipality	10 100% or All prepared annual	Budget steering committee	2 Yes	2 Yes	2 Yes	2 Yes	2 Yes

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society					MTSF Target: Strengthen Municipal Financial System by 2023					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	FM1.2 Municipal budget assessed as funded (Y/N) (National)			budgets be assessed as funded						
FM2. Improved financial sustainability and liability management	FM2.2 Percentage change in cash backed reserves reconciliation	New indicator	Funded and unfunded budget	2%	None	2%	2%	2%	2%	2%

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
FM3. Improved liquidity management	FM3.1 Percentage change in cash and cash equivalent (short term)	New indicator	Funded and unfunded budget	10%	None	2%	4%	6%	8%	10%
	Maintain positive Current ratio	2.5:1		3:1	None	2.5:1	2.5:1	2.6:1	2.7:1	3:1
FM5. Improved asset management	FM5.3 Percentage change of repairs and maintenance	2% actual results for repairs and Maintenance	Aging infrastructure, additional asset acquired and limited	4%	None	2% of repairs and Maintenance Expenditur	2.5% of repairs and Maintenance Expenditur	3% of repairs and Maintenance Expenditur	3.5% of repairs and Maintenance Expenditur	4% of repairs and Maintenance

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society					MTSF Target: Strengthen Municipal Financial System by 2023					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	of existing infrastructure	Expenditure for 2021	own revenue to maintain the assets			e / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	e / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	e / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	e / Property, Plant and Equipment and Investment Property (Carrying Value) x 100	Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100
	Number of physical fixed assets	2	Credible fixed assets register	5 physical verifications of Movable	None	1	1	1	1	1

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	verification conducted			and immovable assets conducted						
FM6. Improved supply chain management	FM6.1 Percentage change in the amount of irregular expenditure as a result of SCM transgressions	New indicator	Increased UIFWE	Reduce UIFWE by 50%	SCM trainings	10%	10%	10%	10%	10%
	FM6.12 Percentage of	100%	Competitive bidding	100%	None	100%	100%	100%	100%	100%

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	awarded tenders [over R200k], published on the municipality's website									
	FM6.11 Turnaround time to make final award in terms of exemption from SCM Reg 4(3) and 29(2)	90 days	Backlog of tenders to be awarded	120 days	None	120 days	120 days	120 days	120 days	120 days

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Percentage compliance to SCM regulations			100% compliant		100%	100%	100%	100%	100%
FM7. Improved revenue and debtors management	Number of debtors days	120 days		30 days		90 days	90days	60days	60 days	30 days
	Percentage of debtors collection rate ratio	95%		98%		96%	97%	97%	98%	98%

Municipal KPA	4. Municipal Financial Viability and Management									
Problem statement and root causes per KPA:	Inability to operate as a going concern, failure to settle creditors within 30 days and the thread of being financially unviable.									
One Plan Transformation Area	Budget Monitoring									
2019-24 MTSF Priority	Priority1: A Capable, Ethical and Developmental State									
Municipal Priority	Improve Financial Management Capability									
Strategic objective	Financial viability and management									
Impact statement: Public Value and Trust, Active Citizenry and partnerships in Society				MTSF Target: Strengthen Municipal Financial System by 2023						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	Number of large power users with smart electricity metering	47 smart meters	Illegal electricity connection	80 Smart meters		40 smart meters	40 smart meters	0	0	0

Municipal KPA	5. Good Governance and Public Participation (Risk, Public Participation and Internal Audit)									
Problem statement and root	Non-compliance with laws, regulations, legislation and policies resulting to poor audit outcome									

causes per KPA:										
One Plan Transformation Area	Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)									
2019-24 MTSF Priority	Capable, ethical and developmental state									
Municipal Priority										
Strategic objective										
Impact statement: Improved livelihood of people of Nkomazi				MTSF Target: Improved audit outcome, Reduction of corruption						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Effective municipal administration	Improved Audit Opinion	Unqualified audit opinion with 80 audit findings	Non-compliance with laws and regulations	Percentage of audit findings reduced	100% of material audit findings reduced	Clean administration	Clean administration	Clean administration	Clean administration	Clean administration
		21% of councillors and 100% administrative officials capacitated on ethics, fraud and anti-corruption	Inadequate coordination of municipal councillors to declare their financial interests	Percentage of councillors who have declared their financial interests	100% of councillors and officials capacitated on ethics, fraud and anti-corruption	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and	100% of councillors and officials capacitated on ethics, fraud and anti-corruption and	100% of councillors and officials capacitated on ethics, fraud and anti-corruption	100% of councillors and officials capacitated on ethics, fraud and anti-corruption	100% of councillors and officials capacitated on ethics, fraud and anti-corruption

		and declared their financial interests			and declared their financial interests	declared their financial interests	declared their financial interests	and declared their financial interests	and declared their financial interests	their financial interests
Improved organisational performance	Improved organisational performance	30 Managers signed performance agreements	Lack of consequence management for non-performance	1460 employees signed performance agreements and evaluated	Monitoring individual performance of all employees	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated
Improved public participation	Improved public participation	4 Public Participation related events held	Draft Public Participation Strategy	improved participatory of all municipal key stakeholders	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held	4 Public Participation related events held
Improved municipal capability	Improved municipal capability	100% of Top Management Stability	100% compliment of Section 56 Managers	Percentage of Top Management Stability	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)
Improved municipal responsiveness	Improved municipal responsiveness	57% of ward committees established	Currently establishing ward committees	Percentage of ward committees that	100% of ward committees	100% of ward committees producing	100% of ward committees producing	100% of ward committees	100% of ward committees	100% of ward committees producing

Zero tolerance of fraud and corruption	Zero tolerance of fraud and corruption	Functional Disciplinary committee	1 active cases relating to financial misconduct	Percentage of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months	100% of fraud and corruption cases charged for misconduct within 3 months
Municipal KPA	Good Governance and Public Participation (Transversal)									
Problem statement and root causes per KPA:	None adherence to the employment of people with disabilities as stipulated in the equity plan to at least employ 7% of people with disabilities, local procurement opportunities of 45% youth, 30% women, 7% people with disabilities									
One Plan Transformation Area	Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)									
2019-24 MTSF Priority	Education, skills and health Economic Transformation and Job Creation									
Municipal Priority	Improved livelihoods of marginalised groups									
Strategic objective										
Impact statement: Improved livelihood of marginalised groups				MTSF Target: Develop, implement, support and monitor programmes for equitable job creation and ownership by women, youth and persons with disabilities						
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 livelihoods for the marginalised groups	Improved livelihoods for special groups youth, elderly, disabled persons, children and gender	40 empowered in SMME'S And 2 empowered in supply chain	Lack of programme to support participation of women, youth and people with disabilities in the local economy	250 people empowered through the creation of business opportunities (supply chain and LED)	Empower people with disabilities, women and youth through creation of business opportunities (supply chain, LED programmes, job creation, establishment of transversal related forums)	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)
		200 learners provided with exposure at the work place for career guidance	Lack of programmes to support learners with career choices	250 learners provided with exposure at the work place for career guidance	Empower learners through providing them with access of work experience and career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance	50 learners provided with exposure at the work place for career guidance
		15 events for special groups conducted	Lack of awareness campaigns conducted	25 events conducted for	To conduct awareness campaigns	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups	5 events conducted for special groups

			for special groups	special groups	for special groups					
		4 forums established	Lack of establishment of forums to assist municipality with planning of special groups programmes	16 forums for special groups will be established	Establishment of special groups forums	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established	2 forums for special groups established	4 forums for special groups established
		4 meetings conducted for special groups forum	Lack of participation by the special group's forum in the planning of programmes	120 meetings conducted for the special group's forums	Conduct meetings for the special group forums to increase participation in the planning of programmes	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
		20 women provided with sewing machines for economy empowerment	Lack of support in developing business women	20 sewing machines purchased for women	Purchase sewing machines for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women	4 sewing machines purchased for women

		50 employees and disability forum members provided with sign language training	Lack of effective communication between officials and deaf people	300 employees, councillors and disability forum members provided with sign language training	Provide sign language training to employees, councillors and disability forum members to ensure effective communication	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training	60 employees, councillors and disability forum members provided with sign language training
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Municipal KPA	Good Governance and Public Participation (Social Services)
Problem statement and root causes per KPA:	Coordination and support of Health and Social ills in order to preserve life and livelihood of citizen
One Plan Transformation Area	Municipal transformation and institutional development
2019-24 MTSF Priority	Education, skills and health
Municipal Priority	Projects and Programmes for special group
Strategic objective	To preserve health and welfare of the citizen of Nkomazi (Reducing HIV, STI's and TB infection also reducing morbidity and mortality by providing treatment to all) also address GBV

Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Output s	2023/24 Output s	2024/25 Outputs	2025/26 Outputs	2026/27 Outp uts
Reduced mortality rate (70%-95%)	Reduced mortality rate (less people defaulting on treatment)	95%	High mortality and none adherence to ART treatment	95%	Positive living and candle light World Aids Day celebration World TB Day celebration Launch HTS Campaign AIDS Conference LAC Sitting LDAC Sitting TWG Sitting CSF Sitting CSF Sectors Capacity building Awareness campaigns on HIV, STI's and TB	26 (100%)	26 (100%)	26 (100%)	26 (100%)	26 (100%)
Number of community members assisted to get valid documents	Number of community members assisted to get valid documents	New	High number of undocumented persons in the communities which leads to high numbers of unemployment	330	Reports compilation and data collection Referrals to Dept of Home Affairs	66	66	66	66	66

			ent amongst special groups (Women, Youth, People with disabilities)							
Improve access to social relief of distress by indigent and people living under poverty	More indigent and unemployed people living under poverty have access to social relief of distress	New	High number of indigent and unemployed people living under poverty conditions	80	Indigent families and individuals provided with social relief of distress services	10	15	15	20	20
Municipal KPA	Good Governance and Public Participation (Community Development)									
Problem statement and root causes per KPA:	<p>The legacy of spatial inequalities and access to assets continue to hobble inclusive growth</p> <p>Priority 5 seeks to address historical spatial inequalities, ensure the development of sustainable human settlements and promote access to basic services. Key to this is also to ensure environmental sustainability in both urban and rural spaces.</p> <p>Without social cohesion and trust national development is undermined</p> <p>Municipal cemeteries are important community spaces available to the public to bury the deceased. Respect for cultural traditions and the proximity to human settlements are key considerations for these spaces. Demographic shifts, land pressures and mortality rates have resulted</p>									

	<p>in some municipalities running out of land available to bury the deceased. Tracking the percentage of available plots within active cemeteries is one means of determining whether the municipality is managing the land it has available for cemeteries and planning for this important public facility.</p> <p>The communities of Nkomazi Local Municipality do not make use of sports facilities this indirectly results in high crime rate across Country as most youth do not participate in sports activities hence the Utilisation rate for use of sports fields is very low and is indicative of the supply and demand for community facilities.</p>									
One Plan Transformation Area	Social Services Stream									
2019-24 MTSF Priority	The indicator originates with MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Adequate housing and improved quality living environments.									
Municipal Priority										
Strategic objective	To provide sustainable, reliable and safe municipal services to all households by 2027 at a cost-effective price.									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	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
HS3. Increased access to and utilisation of social and community facilities	Protected community cemeteries	3	Cemeteries vandalised	6	Fencing of cemeteries	1	2	1	1	1

HS3. Increased access to and utilisation of social and community facilities	Community regional cemetery	0	No regional cemetery. Cemeteries that are not active or available for burying for any reason	1	Development regional cemetery	0	0	1	0	0
HS3. Increased access to and utilisation of social and community facilities	Maintenance of sports facilities	0	Sport facilities do not meet the CAF standards	5	Upgrading of irrigation system, flood lights, maintenance of the pitch, upgrading of grand stands, upgrading of the boundary wall and pitch fencing, irrigations, Grass cutting, ablution and general cleaning of the facilities, construction of pre-meeting doping room	1	1	1	1	1
HS3. Increased access to and utilisation of social and community facilities	Community parks utilised	1	Lack on parks in Nkomazi Well-managed and safe public open spaces are considered essential for	2	Development of recreational Parks	1	1	0	0	0

			liveable and prosperous urban areas. The provision of adequate public open space is a core component of enhancing living environments for residents. This indicator provides a measure of household access to public open spaces using dwelling structures as a proxy for households.							
HS3. Increased access to and	Recreational halls for conducting indoors games		No indoors games due to lack of recreational	1	Construction of the recreational hall in ward 22	0	0	1	0	0

utilisation of social and community facilities			halls in Nkomazi							
Increased access to and utilisation of social and community facilities	Average number of library visits per library	60%	Currently we have 7 libraries out 33 Wards, which causes a challenge for the community of Nkomazi to have access in libraries. The library buildings are also not big enough to accommodate the community and there is no budget for maintenance. Most of the library resources (books) are	Increase d access to and utilisation of social and communi ty facilities	Average number of library visits per library	60%	Currently we have 7 libraries out 33 Wards, which causes a challenge for the community of Nkomazi to have access in libraries. The library buildings are also not big enough to accommodate the community and there is no budget for maintenance. Most of the library resources (books) are not relevant to the community needs. Internet connection and telephone lines in our libraries	Increase d access to and utilisation of social and commu nity facilitie s	Avera ge numb er of library visits per library	60%

			not relevant to the community needs. Internet connection and telephone lines in our libraries remains a challenge.				remains a challenge.			
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Municipal KPA	Good Governance and Public Participation (Arts and Culture)									
Problem statement and root causes per KPA:	Diminishing of knowledge and understanding of indigenous activities and Culture									
One Plan Transformation Area	Social Services Stream									
2019-24 MTSF Priority	Education, skills and health Social cohesion and safe communities A Better Africa and World									
Municipal Priority	To promote indigenous knowledge/wisdom through arts and culture									
Strategic objective	To provide sustainable growth and understanding of the role of indigenous knowledge within the municipality									
Impact statement: Reduced unemployment and poverty						MTSF Target:				
Outcome						Intervention/	ANNUAL IMPLEMENTATION			

	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Programme	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Preservation of Arts and Cultural knowledge and skills	Improved number of cultural events	4 cultural events held	Budgetary constraints to implement the cultural events	20 cultural events	4 cultural events held annually	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held	4 cultural events held
	Establishment of Creative Arts programmes	New	Availability of budget to implement Arts and Culture Activities	66 Creative Groups	2 Creative Group per ward	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups	12 Creative groups

Municipal KPA	6. Institutional Development and Transformation (HR, ICT and Performance Management)
Problem statement and root causes per KPA:	
One Plan Transformation Area	Governance, IGR, Communication and Public Participation and HR Stream (Including Traditional Councils)
2019-24 MTSF Priority	Building a capable, ethical and developmental state Education, skills and health
Municipal Priority	

Strategic objective										
Impact statement:				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved municipal capability	Improved municipal capability	100% of Top Management Stability	100% complement of Section 56 Managers	Percentage of Top Management Stability	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)	Maintain 100% of Top Management Stability (Section 56 Managers)
Improved organisational performance	Improved organisational performance	30 Managers signed performance agreements	Lack of consequence management for non-performance	1460 employees signed performance agreements and evaluated	Monitoring individual performance of all employees	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated	All employees with signed performance agreement and evaluated

Municipal KPA	7. Disaster Management									
Problem statement and root causes per KPA:										
One Plan Transformation Area	Spatial Planning, Environmental and Disaster Management Stream									
2019-24 MTSF Priority	Social cohesion and safe communities A better Africa and World									
Municipal Priority										
Strategic objective	Save life & property, attend all incidents that may cause negative impact, to humans, nature and environment.									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Emergency Evacuation drills	Number of evacuation drills conducted	60	Area is prone to disaster due to geographical area	60	Awareness campaign	12	12	12	12	12
Disaster awareness campaigns	Number of awareness campaigns conducted	16	Area is prone to disaster due to geographical area	80	Launching of Disaster campaigns	16	16	16	16	16
Mitigation of disasters situations	Number of call out attended	5	Area is prone to disaster due to geographical area	25	100% Call-out on veld fires emergencies attended	5	5	5	5	5
Attending to veld fires and structural fires	Number of call out attended	15	Area is prone to disaster due to geographical area	15	100% Call-out on structural fires emergencies attended	3	3	3	3	3

Attending to motor vehicle accidents	Number of call out attended	24	High traffic volume due to cross boarder	96	Call-out on motor vehicle accidents attended	24	24	24	24	24
Providing relief materials	Number of Temporal relief materials provided	200	Area is prone to disaster due to geographical area	300	on call-out, on disaster incidents	75	75	75	75	75
Building risk assessments	Number of assessments conducted per call out	80	Regulation compliance	100	on call - out	20	20	20	20	20
Issuing of COC (Certificate of compliance)	Number of assessments conducted per call out	80	Regulation compliance	100	1on call out	20	20	20	20	20
Procumbent of emergency vehicles	Number of emergency vehicles needed,	05	Improve response time	6=2fire trucks,4 rescue bakkies	Respond to emergencies and disasters	2	1	1	1	1
Procumbent of disaster vehicles	Number of disaster vehicles needed	01	Improve response time	4	Respond to disaster situations	1	1	1	1	0
Building of infrastructures	Number of purpose-built stations	3	Improve respond time	3	Improve response time	1	1	1	1	0
Training needs (Diving course, advanced driving, Disaster management, fire prevention courses, emergency calls dispatching	Number of trainings to be conducted	0	Improve skills development	5	Number purpose-built stations	5	5	5	5	5

Municipal KPA										
8. Environment Management										
Problem statement and root causes per KPA:	There's no environmental Section into the Municipality and there's also no plans in relation to climate change and plans are yet to be developed in the 2024-2025 financial year.									
One Plan Transformation Area	Spatial Planning, Environmental and Disaster Management Stream									
2019-24 MTFS Priority	A better Africa and World									
Municipal Priority	To promote a clean environment									
Strategic objective	To promote climate change and environmental management to Nkomazi areas									
Impact statement: To develop strategic documents that will address the current state of climate change				MTSF Target: 100% safe and clean environment						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved skills and clean environment	Awareness of clean environment to all areas	Creating awareness about climate change and environment	Challenges with mushrooming of stands into wetlands and stream lands	2 Strategic plans developed and 6 awareness campaigns	Development of climate change adaptation plan and Air Quality Management. Awareness campaigns	Climate change campaigns	Climate change campaigns	1 strategic plan developed	1 strategic plan developed	-

2.2.3. 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					

WS3.11	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					
	Percentage of callouts responded to within 24 hours (sanitation/wastewater)									None	N/A	N/A	N/A	N/A
WS3.21	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/wastewater)	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
TR6.12	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					
TR6.13	WS3.21(2)	(2) Total water service callouts received	100,00	100,00	25,00	25,00	25,00	25,00	25,00					
	Percentage of surfaced municipal road lanes which has been resurfaced and resealed													
TR6.21	TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
	TR6.12(2)	(2) Kilometres of surfaced municipal road lanes	19,87	19,87	0,00	0,00	0,00	0,00	0,00					
TR6.13	KMs of new municipal road lanes built													
	TR6.13(1)	(1) Number of kilometres of resurfaced road lanes built	3,00	3,00	0,00	0,00	0,00	0,00	0,00			No information due to lack of study/ Master plan	Information to be available when Master plan is approved	30 June 2024
TR6.21	TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built	0,00	0,00	0,00	0,00	0,00	0,00	0,00			No information due to lack of study/ Master plan	Information to be available when Master plan is approved	30 June 2024
	Percentage of reported pothole complaints resolved within standard municipal response time													
FD1.11	TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported	0,00	0,00	0,00	0,00	0,00	0,00	0,00				information to be available	
	TR6.21(2)	(2) Number of potholes reported	0,00	0,00	0,00	0,00	0,00	0,00	0,00					
FD1.11	Percentage of compliance with the required attendance time for structural firefighting incidents									None	N/A	N/A	N/A	N/A
	FD1.11(1)	(1) Number of structural fire incidents where the attendance time was less than 14 minutes	3,00	3,00	2,00	2,00	2,00	2,00	2,00					

	FD1.11(2)	(2) Total number of distress calls for structural fire incidents received	3,00	3,00	2,00	2,00	2,00	2,00	2,00					
LED1.11		Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area								None	N/A	N/A	N/A	N/A
	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 advertised 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
	GG2. 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					
	GG2. 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
	GG2. 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					
	GG2. 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
	GG2. 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					
	GG2. 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
	GG4. 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
	GG5. 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
	GG5. 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	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		1730394 4,00	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		743146,0 0	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 disciplinary 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 settlements 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		1804709 0,00	1804709, 00	1804709, 00	1804709, 00	1804709, 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		1804709 0,00	1804709, 00	1804709, 00	1804709, 00	1804709, 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 Executive 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
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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 executive mayor according to the organogram										
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A

SECTION: C

3.1. Planned Operational Projects and Capital projects for 2022/2025 financial year

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
COMMUNITY HALLS	CONSTRUCTION COMMUNITY HALL	BLOCK C	1,3,5	MIG	19,479,383	-	-
COMMUNITY HALLS	CONSTRUCTION OF DRIEKOPPIES HALL	DRIEKOPPIES	26	MIG	11,319,572	-	-
SPORTS RECREATION AND DEVELOPMENT	CONSTRUCTION OF SPORTS FACILITIES IN SCHOEMANS DAL	SCHOEMANS DAL	27,28,33	MIG	-	-	30,000,000
ROADS	PAVING OF INTERNAL STREETS IN PHIVA	PHIVA	10	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS IN MDLADLA	MDLADLA	20	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS EMJEJANE	EMJEJANE	29	MIG	-	-	11,000,000
ROADS	PAVING OF INTERNAL STREETS IN MADADENI	MADADENI	16	MIG	-	-	10,000,000
ROADS	PAVING OF INTERNAL STREETS IN STEENBOK	STEENBOK	8	MIG	-	-	10,000,000
ROADS	CONSTRUCTION OF GOBA BUS ROUTE(2.5KM)	GOBA	11	MIG	6,021,739	13,072,282	-
ROADS	CONSTRUCTION OF GOBA BUS ROUTE/ STORM WATER	GOBA	11	MIG	4,000,000	-	-
ROADS	CONSTRUCTION OF GOBA BUS ROUTE/ ROAD FURNITURE	GOBA	11	MIG	2,124,254	-	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/CONSTRUCTION OF THE ROAD	MGOBODZI	15	MIG	36,732,847	8,000,000	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/STORM WATER	MGOBODZI	15	MIG	7,493,177	2,682,310	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/CONSTRUCTION OF THE ROAD	MASIBEKELA	14	MIG	34,201,416	3,441,437	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/ROAD FURNITURE	MASIBEKELA	14	MIG	1,641,437	500,000	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/STORM WATER	MASIBEKELA	14	MIG	4,917,829	1,500,000	-
ROADS	MANGWENI ROUTE/CONSTRUCTION OF THE ROAD	MANGWENI	9,17	MIG	3,850,000	-	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/ ROAD FURNITURE	MANGWENI	9,17	MIG	2,091,437	-	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1/STORM WATER	MANGWENI	9,17	MIG	3,500,000	-	-
WATER DISTRIBUTION	UPGRADING OF WATER TREATMENT WORKS (5ML/PER DAY)	NAAS/BLOCK C	1,3,4	MIG	36,448,861	7,789,300	-
WATER DISTRIBUTION	DRIEKOPPIES REGIONAL BULK WATER SCHEME	DRIEKOPPIES	24,26	MIG	6,710,790	-	-
WATER DISTRIBUTION	DRIEKOPPIES RBWS(Phase 2b and 2c)-CONSTRUCTION OF BULK PIPELINE IN JEPES REEF AND BUFFELSPRUIT	JEPES REEF,BUFFEL SPRUIT	28,32,27,29	RBIG	98,226,453	70,000,000	-
WATER DISTRIBUTION	DRIEKOPPIES RBWS(Phase 2b and 2c)-REINFORCED CONCRETE RESERVOIR AND	JEPES REEF	28,32	RBIG	7,941,613	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
	BOOSTER PUMPSTATION IN JEEPS REEF(2ML)						
WATER DISTRIBUTION	DRIEKOPPIES RBWS-LANGELOOP REINFORCED RESERVOIR AND BOOSTER PUMPSTATION IN MAGOGENI(1ML) AND LANGELOOP(2ML)	LANGELOOP	28	RBIG	11,539,360	-	-
WATER DISTRIBUTION	DRIEKOPPIES RBWS-LANGELOOP PIPELINE AND BOOSTER PUMPSTATION	LANGELOOP	28	RBIG	82,292,574	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION AND BULKLINE IN MASIBEKELA/BATSAKATSINI/BULKLINE	MASIBEKELA	14	MIG	-	39,836,953	-
WATER DISTRIBUTION	SIBANGE REGIONAL WATER SCHEME	SIBANGE	16	MIG	5,590,939	15,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE, EXTENTION OF RETICULATION AND ELEVATED TANK AT STEENBOK/BULKLINE	STEENBOK	8	MIG	-	40,000,000	-
SEWERAGE	SANITATION PROJECTS	NKOMAZI AREA	INSTITUTIONAL	MIG	13,000,000	20,000,000	25,000,000
WATER DISTRIBUTION	REFURBISHMENT OF BOREHOLES IN NKOMAZI LOCAL MUNICIPALITY	NKOMAZI AREA	INSTITUTIONAL	MIG	6,682,310	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN SCHOEMANSDAL	SCHOEMANS DAL	27	WSIG	12,000,000	-	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN KAMHLUSHWA EXT 2	KAMHLUSHWA	21	WSIG	-	-	3,626,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
WATER DISTRIBUTION	UPGRADING OF WTW FROM 12 TO 24, UPGRADING OF BULKLINE, CONSTRUCTION RESERVOIR AND RAW WATER PUMPSTATION	KAMHLUSH WA	30	MIG	-	-	106,673,600
WATER DISTRIBUTION	REPLACEMENT OF ASBESTOS / AC PIPELINES TO UPVC IN NKOMAZI AREA	KHOMBASO, SCHOEMANS DAL, MASIBE KELA	12,27	WSIG	-	-	5,000,000
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AT MABUNDZENI, EXTENSION OF RETICULATION AT EKUSULUKENI & THAMBOKHULU/ RETICULATION	MABUDZENI AND THAMBOKH ULU	12,13	WSIG	-	3,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AND RETICULATION IN KHUMBULA EKHAYA/ELEVATED TANK	PHIVA	10	MIG	-	20,432,758	-
WATER DISTRIBUTION	EXTENSION OF RETICULATION IN GOMORA	GOMORA	18	WSIG	8,353,299	8,000,000	-
SEWER	TONGA BULK SEWER UPGRADE (WWTW, SEWER PUMP STATIONS, BULK SEWER LINE)	TONGA	9	MIG	-	-	60,000,000
WATER DISTRIBUTION	EXTENSION OF RETICULATION TONGA B, TONGA C & TONGA D PHASE 2	TONGA	9	WSIG	-	3,000,000	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
WATER DISTRIBUTION	EXTENSION OF RETICULATION AND BULK AT BLOCK B (MNDENI, MASHEKESHENI)	BLOCK B	5	WSIG	-	5,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT GRETANE	GRETANE	4	WSIG	-	8,937,000	-
WATER DISTRIBUTION	UPGRADING OF BULK & EXTENSION OF RETICULATION AT MBANGWANE	MBANGWANE	12	WSIG	-	6,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF RETICULATION, ELEVATED TOWER AND BULK AT NAAS MSHOLOZI	MSHOLOZI	1	WSIG	-	5,000,000	-
WATER DISTRIBUTION	EXTENSION OF RETICULATION, BULK & ELEVATED TANK	ANIVA	24	WSIG	-	-	17,500,000
WATER DISTRIBUTION	CONSTRUCTION OF BULK WATER SUPPLY (BULK LINE, 2ML RESEVOIR, ELEVATED TANK & RETICULATION) AT MZINTI RUTH FIRST & MZINTI	MZINTI	19.2	WSIG	-	11,000,000	19,000,000
WATER DISTRIBUTION	CONSTRUCTION OF MJEJANE WATER SUPPLY ZONE 1,2,3/RETICULATION	EMJEJANE	29	MIG	15,194,282	23,000,000	-
ROADS	CONSTRUCTION OF BUS ROUTE PHASE 1 &2/ ROAD FURNITURE	MGOBODZI	15	MIG	10,000,000	1,000,000	-
WATER DISTRIBUTION	INSTALLATION OF RETICULATION(16KM),2X RESERVOIRS(2.5ML) AND CONSTRUCTION OF	EMJEJANE	29	MIG	3,781,167	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
	WTW(5ML/PER DAY) IN EMJEJANE/CONSTRUCTION OF WTW						
WATER DISTRIBUTION	CONSTRUCTION OF PACKAGE PLANT,RESERVIOR AND RETICULATION /RESERVOIR	MANGWENI	9,17	MIG	-	4,970,000	-
WATER DISTRIBUTION	CONSTRUCTION OF BULKLINE,EXTENTION OF RETICULATION AND ELEVATED TANK AT MAGWENI/BULKLINE	MANGWENI	9,17	MIG	-	10,000,000	-
WATER DISTRIBUTION	CONSTRUCTION OF PACKAGE PLANT,RESERVIOR AND RETICULATION /UPGRADING OF 2MI PACKAGE PLANT	MANGWENI	9,17	MIG	-	3,030,000	-
WATER DISTRIBUTION	CONSTRUCTION OF PACKAGE PLANT,RESERVIOR AND RETICULATION /RETICULATION	MANGWENI	9,17	MIG	-	7,000,000	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/BULKLINE	LOUVILLE	30	MIG	10,000,000	23,000,000	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/UPGRADING PACKAGE PLANT FROM 0.5MI to 1MI	LOUVILLE	30	MIG	-	6,133,047	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/RETICULATION	LOUVILLE	30	MIG	-	6,866,953	-
WATER DISTRIBUTION	EXTENTION OF RETICULATION IN LOUVILLE/FENCING	LOUVILLE	30	MIG	-	3,000,000	-
WATER DISTRIBUTION	EXTENSION OF RETICULATION AT MAGUDU & MGOBODE	MAGUDU,M GOBODE	6	WSIG	7,624,937	-	17,500,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
WATER DISTRIBUTION	EXTENSION OF RETICULATION IN NTUNDA & SIKHWAHLANE	NTUNDA, SIKHWAHLANE	19	WSIG	3,366,240	-	-
WATER DISTRIBUTION	EXTENSION OF RETICULATION IN MAGOGENI	MAGOGENI		WSIG	8,948,674		
WATER DISTRIBUTION	REFURBISHMENT OF WWTW OXIDATION PONDS	HECTOSPRUIT		WSIG	9,706,850		
WATER DISTRIBUTION	CONSTRUCTION OF BUS ROUTE PHASE 1/ROAD FURNITURE	BUFFELSPRUIT	27,29	MIG	380,000		
WATER DISTRIBUTION	CONSTRUCTION OF GOBA BUS ROUTE/CONSTRUCTION OF THE ROAD	GOBA	11	MIG	5,641,739		
WATER DISTRIBUTION	CONSTRUCTION OF ELEVATED TANK AND BOOSTER PUMP TO SUPPLY ZONE 10 , /DISTRIBUTION LINE & RETICULATION	JEPPEES REEF	28,32	MIG	3,800,000		
ELECTRICITY	ELECTRIFICATION PROJECTS	PHIVA/KHUMBULEKHAYA	10	INEP	10,000,000	-	-

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
CAPITAL ITEMS FUNDED FROM INTERNALLY GENERATED FUNDS							
MUNICIPAL MANAGER	10 LAPTOPS, 1 DESKTOP			INTERNAL FUNDING	260,000	-	-
MUNICIPAL MANAGER	SOFTWARE			INTERNAL FUNDING	65,000	-	-
MUNICIPAL MANAGER	FURNITURE (1 MICROWAVE,1 DOUBLE DOOR FRIDGE, 1 URN,1 25L SHREDDER, A3 LAMINATING MACHINE, 1 BAR FRIDGE, BINDING MACHINE)			INTERNAL FUNDING	280,000	-	-
MUNICIPAL MANAGER	7 AIRCONDITIONER				120,000		
COMMUNICATION	PROJECTOR			INTERNAL FUNDING	50,000	-	-
COMMUNICATION	VIDEO CAMERA, CAMERA			INTERNAL FUNDING	60,000	-	-
BUDGET	COMPUTERS (40 LAPTOPS)			INTERNAL FUNDING	1,000,000	750,000	750,000
BUDGET	SOFTWARES (40 LAPTOPS)			INTERNAL FUNDING	380,000	180,000	180,000
BUDGET	FURNITURE (20 OFFICES, FILLING CABINET, GONDOLAR SHELVES, 5 SCRUBBER POLISHER FOR NEWLY CONSTRUCTED STORES)			INTERNAL FUNDING	300,000	300,000	300,000
REVENUE AND PROPERTY RATES MANAGEMENT	12 AIRCON 12 000 BTU(NEW STORES)			INTERNAL FUNDING	240,000	240,000	240,000

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
REVENUE AND PROPERTY RATES MANAGEMENT	UPGRADING OF KOMATIPOORT OFFICES			INTERNAL FUNDING	1,200,000	-	-
SUPPLY CHAIN MANAGEMENT	FORKLIFT			INTERNAL FUNDING	800,000	-	-
HUMAN RESOURCES	AIRCONDITIONER			INTERNAL FUNDING	20,000	-	-
INFORMATION TECHNOLOGY	2 SERVERS			INTERNAL FUNDING	3,000,000	-	-
INFORMATION TECHNOLOGY	8 NETWORK AND CAMERA TOWERS			INTERNAL FUNDING	1,200,000		
INFORMATION TECHNOLOGY	8 INDUSTRIAL SECURITY CAMERA SYSTEM			INTERNAL FUNDING	1,200,000		
LEGAL SERVICES	RECORDING DEVICE			INTERNAL FUNDING	60,000	31,260	45,014
ADMIN AND CORPORATE SUPPORT	FURNITURE (BAR FRIDGE)			INTERNAL FUNDING	60,000	62,520	90,029
OFFICE OF THE DIRECTOR PLANNING AND DEVE	COMPUTERS (24 LAPTOPS)			INTERNAL FUNDING	600,000	200,000	200,000
OFFICE OF THE DIRECTOR PLANNING AND DEVE	SOFTWARES (24 LAPTOP)			INTERNAL FUNDING	144,000	80,000	80,000
LOCAL ECONOMIC DEVELOPMENT (LED)	HAWKERS STALLS			INTERNAL FUNDING	2,500,000	2,541,648	2,541,648
LIBRIARIES & ARCHIVES	COMPUTERS (2 X DESKTOP)			INTERNAL FUNDING	50,000	-	-
LIBRIARIES & ARCHIVES	SOFTWARE (4 X DESKTOP)			INTERNAL FUNDING	12,000	-	-
LIBRIARIES & ARCHIVES	AIRCONDITIONERS X 4 24 000(KOMATIPOORT)			INTERNAL FUNDING	80,000	62,520	90,029

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
LIBRARIARIES & ARCHIVES	FURNITURE FOR 10 OFFICES			INTERNAL FUNDING	250,000	31,260	45,014
CEMETERIES	3 X BOBCAT			INTERNAL FUNDING	1,000,000	600,000	600,000
CEMETERIES	BRUSHCUTTER X 15			INTERNAL FUNDING	100,000	104,200	150,048
DISASTER MANAGEMENT	1 X FIRE TRUCK			INTERNAL FUNDING	2,500,000	2,000,000	3,000,000
PROTECTION SERVICES (POLICE) TRAFFIC DEP	1 X TRAILER WITH ROADBLOCK SIGNAGE			INTERNAL FUNDING	-	100,000	-
PROTECTION SERVICES (POLICE) TRAFFIC DEP	1 X BAKKIE			INTERNAL FUNDING	600,000	300,000	-
PROTECTION SERVICES (POLICE) TRAFFIC DEP	FENCING WITH PALISADE			INTERNAL FUNDING	200,000	208,400	300,096
PROTECTION SERVICES (POLICE) TRAFFIC DEP	6 X PROLASER 4 & 10 X HANDHELD OUSTANDING TICKET TRACKER			INTERNAL FUNDING	400,000	416,800	600,192
PROTECTION SERVICES (POLICE) TRAFFIC DEP	FURNITURE (5 X DESK , 5 FILLING CABINET,12 CHAIRS			INTERNAL FUNDING	170,000	72,940	105,034
NATURE	RIFFLES				160,000		
NATURE	COLDROOM				980,000		
WASTE MANAGEMENT	SKIPS 6CBM X 30 & 1,7 CBM X 30			INTERNAL FUNDING	1,500,000	1,500,000	1,500,000
WASTE MANAGEMENT	LOCKER X 100			INTERNAL FUNDING	300,000	300,000	300,000
WASTE MANAGEMENT	MOBILE CHANGEROOMS FULLY EQUIPED (MALELANE, KOMATIPPORT , KAMHLUSHWA, HECTOSPRUIT,			INTERNAL FUNDING	800,000	833,600	1,200,384

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
	DRIKOPPIES, KAAPMUIDEN AND MARLOTHPARK						
WASTE MANAGEMENT	6 X 8TON TRUCK			INTERNAL FUNDING	3,000,000	3,126,000	4,501,440
WASTE MANAGEMENT	6 X COMPACTOR TRUCK			INTERNAL FUNDING	4,000,000	4,168,000	6,001,920
WASTE MANAGEMENT	2 X TLB			INTERNAL FUNDING	1,800,000	1,875,600	2,700,864
WASTE MANAGEMENT	TREE SHREDDER X 3			INTERNAL FUNDING	400,000	416,800	600,192
WASTE MANAGEMENT	SKIPLOADER TRUCK			INTERNAL FUNDING	2,000,000	-	-
ARTS AND CULTURE	8 X CHAIRS			INTERNAL FUNDING	10,000	10,420	15,005
ARTS AND CULTURE	1 X LAPTOP			INTERNAL FUNDING	30,000		
ARTS AND CULTURE	1 X SOFTWARE			INTERNAL FUNDING	5,000		
SOCIAL SERVICES	2 X LAPTOP (TRANSVERSAL UNIT)			INTERNAL FUNDING	50,000	-	-
SOCIAL SERVICES	SOFTWARE (TRANSVERSAL UNIT)			INTERNAL FUNDING	12,000	-	-
ROADS	RESEALING ONF NKOMAZI TOWNS			INTERNAL FUNDING	7,500,000		
WATER TREATMENT WORKS	REFURBISHMENT OF WTW, WWTW & RESERVOIRS			INTERNAL FUNDING	6,951,360	4,376,464	4,376,464
WATER DISTRIBUTION	KOMATIPOORT WWTW UPGRADE			INTERNAL FUNDING	4,500,000	2,844,702	-
WATER DISTRIBUTION	2 WATER TANKERS (18 000l), 1 TLB, 1 VACCUM SUPER			INTERNAL FUNDING	7,441,528	109,412	199,687

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
	SUCKER, 1 RWIN CAB MINI TRUCK						
WATER DISTRIBUTION	WORKSHOP TOOLS FOR PUMPS MAINTENANCE , BRUSH CUTTERS (R100K IS FOR BRUSHCUTTER)			INTERNAL FUNDING	1,000,000	1,547,058	2,000,000
WATER DISTRIBUTION	MOBILE WATER PUMPS X2			INTERNAL FUNDING	509,200	530,586	764,044
WATER DISTRIBUTION	BULK FLOW METERS - SCADA CONTROLLED			INTERNAL FUNDING	2,095,600	2,099,630	3,023,467
ELECTRICITY DISTRIBUTION	FURNITURE (STANDBY QUARTERS)			INTERNAL FUNDING	220,000	163,490	235,425
WATER DISTRIBUTION	COMPUTERS AND LAPTOPS (SATELITE OFFICES)			INTERNAL FUNDING	160,000	108,993	156,950
WATER DISTRIBUTION	SOFTWARES			INTERNAL FUNDING	75,000	65,396	94,170
WATER DISTRIBUTION	COMPUTERS AND LAPTOPS (SATELITE OFFICES)			INTERNAL FUNDING	50,000	108,993	156,950
WATER DISTRIBUTION	SOFTWARES			INTERNAL FUNDING	12,000	65,396	94,170
WATER DISTRIBUTION	SUPPLY NEW PUMPS AND MOTORS			INTERNAL FUNDING	3,000,000	3,126,000	4,501,440
WATER DISTRIBUTION	MASIBEKELA PUMPS			INTERNAL FUNDING	3,400,000	3,542,800	5,101,632
WATER DISTRIBUTION	ABLUTION FACILITIES & RESERVOR OPERATOR FACILITIES (WENDY HOUSE)			INTERNAL FUNDING	750,000	729,400	1,050,336
WATER DISTRIBUTION	REPLACE FENCING AT WTW & RESEVOIRS			INTERNAL FUNDING	500,000	217,986	313,900
ELECTRICITY DISTRIBUTION	2 LDV BAKIES AND 1 8 TON CRANE TRUCK			INTERNAL FUNDING	2,196,600	2,288,857	3,295,954

SECTION	PROJECT DESCRIPTION	LOCATION	WARD	FUNDING	ANNUAL BUDGET 2022/23	ANNUAL BUDGET 2023/24	ANNUAL BUDGET 2024/25
ELECTRICITY DISTRIBUTION	MV INFRASTRUCTURE NETWORKS			INTERNAL FUNDING	4,184,000	4,359,728	6,278,008
ELECTRICITY DISTRIBUTION	TOOLS			INTERNAL FUNDING	366,100	381,476	549,326
ELECTRICITY DISTRIBUTION	MARLOTH PARK ELECTRIFICATION			INTERNAL FUNDING	2,092,000	2,179,864	3,139,004
STREET LIGHTS	STREET AND MASS LIGHTS			INTERNAL FUNDING	1,000,000	1,042,000	1,500,480
ELECTRICITY DISTRIBUTION	NKOMAZI SMART METERING/ ESKOM BULK CHECK METERS			INTERNAL FUNDING	3,661,000	3,814,762	5,493,257
ELECTRICITY DISTRIBUTION	SUBSTATION			INTERNAL FUNDING	5,230,000	5,449,660	7,847,510
ELECTRICITY DISTRIBUTION	GENERATORS			INTERNAL FUNDING	1,046,000	1,089,932	1,569,502
ELECTRICITY DISTRIBUTION	SHELTER FOR VEHICLES			INTERNAL FUNDING	156,900	163,490	235,425
ELECTRICITY	ELECTRIFICATION PROJECTS	MIDDLEPLAAS		INTERNAL FUNDING	2,200,000	-	-
				TOTAL INTERNAL FUNDING	92,045,288	60,918,044	78,114,013

3.2. Sector Department Projects and priorities

3.2.1. 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 were affected by disaster.	Mzinti, Tonga etc Madadeni, KaMaquekeza 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	Schulzental, Kamhlushwa, Komatipoort, Hhoyi & Schulzental 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. Building of new secondary school/ combine school Building of staff room and extension of staff rooms	Ngwenyeni, Orlando cromati combined school, Mbobho combine school Magogeni Tonga, Hectorspruit, Aniva, Phosaville, Tsambokhulu Mehlobovu and Thula

		Children walk a long distance to have access to schools	Provision of scholar Transport to assist children travelling along distance to have access to schools	
		Classroom size	Extending number of classes to occupy the increasing number of children enrolling in schools	Ngwenyeni, Cromati combine school and Mbobho combined school
Department of Public Works	Roads	poor quality of Roads in the areas of Nkomazi	Build quality roads to avoid rehabilitation of roads and wastage of resource	Mdladla, Mzinti, Ntunda, Ngwenyeni to steenbok road, road to Shongwe Hospital, Kamhlushwa to plaza
		maintenance of roads	Maintenance of roads to avoid emerging potholes in the areas of Nkomazi	Schoemansdal & Middelpaas Nkomazi Areas
		Overhead Bridges	Building of overhead bridges to reduce high incidents of pedestrians being hit by cars.	Naas, Tonga & Schoemansdal
		Foot bridges	Building of foot bridges to assist pedestrians to cross over water	Schulzental, Kamandoza, Buffelspruit, Langeloop & Mdladla Nkomazi areas
		storm water drainage	Building of storm water drainage to avoid damage of the road by overflowing of water into the road	Kamhlushwa, Mzinti, Naas to Ngwenyeni and Buffelspruit
		High rates of accidents in some areas of Nkomazi	Provision of speed humps to some areas of Nkomazi to reduce the high rate of accidents	Tsambokhulu & Dludluma, Goba, Mgobodzi to Magogeni
		There are few areas with gravel roads around Nkomazi, and the gravel road is very bad cars are getting broken every day.	Construction of tarred road to the worse areas with gravel roads i.e. Dludluma, Goba, Tsambokhulu, Mgobodzi to Magogeni	
Department of Health	Health services	Building of new clinics to reduce congestion in the neighbouring clinics	To Build clinics in needy areas, Such as Vlaktbult (Mdladla)	Mdladla, Block A, Goba, Tsambokhulu
			Clinics to operate 24 hours	

		Extension of clinic's time to operate 24hours Renovation and extension of clinic	To renovate old structures of clinic and extend the clinic's size	Ntunda, Kamhlushwa, Mbuzini, Madadeni, Middelpaas, Schoemansdal & Aniva Sibange, Kamhlushwa, Mangweni. Hhoyi, Phiva,
Department Rural Development and Land Reform	Land ownership	Land invasion Access to land and release of state land	Tribal Authorities must properly outline future commercial development areas/business nodes and future residential areas. Reduction of red tapes in the release of land which will also assist the Municipality to collect revenue.	Nkomazi Areas Mkhwarukhwaru, Stentor, Tonga etc
Eskom	Electricity	Number of 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, Langeloo, 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

3.2.2. Sector Departments Projects

3.2.2.1. Department of Public Works, Roads and Transport

3.2.2.1.1. 2022-2023 Road infrastructure projects

Project planned Output/ Year	2022/23 Target	2022/23 Budget allocation (annual) R'000	Total project cost R'000
Upgrade: road D2952 from Masibekela (D2950) to Tsambokhulu (9.5 km) phase 2	30% completed	21 522	46 000
Rehabilitation: road D2950 from D571 past Mananga (13.5km) phase 1 (6km)	20% completed	18 304	115 000
Gomora culvert on D2946	100% completed	2 500	2 500
Driekoppies Culvert on D2944	100% completed	2 000	2 000

3.2.2.2. Economic Development and Tourism

Project/Programme name/Description	Project Beneficiary	2022/23 Target	2022/23 Budget allocation (Annual) R'000	Total project cost R'000
Nkomazi SEZ	SMMEs in the Province	SEZ barrier fence erected and interim phase of the Nkomazi SEZ finalised	23 000	72 00

3.2.2.3. Department of Community Safety Security and Liaison

Project/Programme Name/Description	Project Beneficiary/WARD Location	2022/23 Target	2022/23 Budget Allocation (Annaly) R'000	Total project cost
Safety promotion				
Educational awareness campaigns 03 human trafficking campaign 03 Border security campaign 01 Sports against crime campaign	Schoemansdal, Mbuzini and Komatipoort Tonga, Mbuzini and Schoemansdal Kamhlushwa	07 Educational awareness campaigns	TBC	TBC
Community Police Relations				

Community safety forum (CSF) assessed on functionality	Nkomazi Local Municipality	01 community Safety forum (CSF) assessed on functionality	TBC	TBC
Community safety forum (CSF) assessed on functionality	<ul style="list-style-type: none"> • Malelane • Tonga • Mbuzini • Kamhlushwa • Schoemansdal • Komatipoort 	06 community Safety forum (CSF) assessed on functionality	TBC	TBC
Transport regulation				
<ul style="list-style-type: none"> • Safety Engineering • Traffic law enforcement • Road safety education • Transport administration • Overload control 	Nkomazi Local Municipality	05 Transport Regulation programmes implemented	Operational	Operational

3.2.2.4. Department of culture sport and recreation

3.2.2.4.1. 2021/22 progress report

Project name	Ward/Location	2021/22 Target	2021/22 budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial action
New Library	Matsamo	80% complete	12,500	19,500	38% complete	Delayed due to community unrest and excessive rainfall	The project will be accelerated in the 4 th quarter 2022/23 FY

3.2.2.4.2. 2022/23 projects Department of Culture sport and recreation

PROJECT NAME/ DESCRIPTION	Ward/ Location	2022/23 Target	2022/23 budget allocation (Annually) R'000	Total project cost
New Libraries built initiated for completion in two years	Louw's Creek	155 complete	12,500	12,500
Support cultural projects to develop, promote and preserve living culture programmes in partnership with Emakhosi	Young Maidens	Umkhosi Womhlanga supported	100	100
Raise awareness about national symbols conducted in communities	All Local Municipalities within Ehlanzeni	4 campaigns on national symbols and orders conducted	118	118

Structures supported to promote Arts and Culture	All Local Municipalities within Ehlanzeni	4 community structures supported	1,800	1,800
EPWP coordinators to increase scope of implementing Arts and Culture projects in communities	Unemployed Youth, women and people living with disability	41 Arts and Culture EPWP job opportunities	1,333	1,333
Provision of library services that include books	7x	4 731 electronic books purchased	6,663	6,663
Mini library project implemented to increase access to library service for people living with disability	2x KaMaqhekeza and Somuhle	10 libraries offering services to the blind	500	500
New Mpumalanga Library Management System which is an enterprise resource for libraries	7x	All 33 libraries at EDM	4,462	4,462
Developing of reading materials in designated languages of the province through terminology development and literature projects	Writers in Siswati and isiNdebele at EDM	1 SiSwati and 1 isiNdebele	200	200
Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All Local Municipalities at EDM	6 National and historical days	9,000	9,000
Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	8 Arts and craft Cooperatives supported	200	200
Provision of library services that include books	7	4731 electronic books purchased and 33 Public Libraries provided	7,981	7,981
Mini library project implemented to increase access to library service for people living with sight disability	2 KaMaqhekeza and Somuhle	10 lib Libraries for the blind	557	557
People actively participating in organised sport and active recreation events such as indigenous games, Big walk rural sports, golden games and etc	4135 Athletes in each local Municipality	16 544 people actively participating in organised sport	720	720
Refers to athletes that are supported through a sports academy programme support	Athletes at Ehlanzeni	60 athletes supported by the sports academies to access scientific support programme	465	465
Local leagues organised by federations or associations in communities where club development program is established	Local leagues	8 Local leagues supported	6,215	6,215

3.2.2.5. Department of Education

Project	Total project value R'000	2022/23 budget R'000	2023/24 budget R'000	2024/25 budget R'000
Carried over projects Mgobodzi (4 th quarter 2022/23)	882 283	159 914	146 767	104 804
Delayed appointment and carried over Ndindindi (2022/23) Silulu (2022/23)				
Procurement and implementation from 4th quarter and outer year Siboshwa Primary School	4882 971	37 900	202 479	234 258
Procurement and Construction Aniva Primary school Sidlamafa Secondary school	232 169	33 870	127 408	60 33

3.2.2.5.1. Department of Education: Strategic partnership and collaboration

Priority Output	Key intervention	2022/2023 Budget R'000	Total budget for remaining 2 years R'000	Responsible department
School safety	Social crime prevention programmes implemented namely: crime and drug awareness campaigns, prison visits, Symposium/debates, Scholar patrol JPCC and child in traffic	249	261	DCSSL and DoE
	Conduct awareness campaigns on drugs and substance abuse in identified schools (hotspots) in collaboration with DSD	186	215	DSD and DOE
Coding and robotics	Implementation of coding and robotics curriculum and e-learning (piloting in 128 schools)	1 457	2 362	Standard Bank, MTN, Cell C and Vodacom
Improve number of learners passing maths and science	Deployment of unemployed graduates as educator assistant and laboratory assistants for mathematics and science	3 500	3 600	Dept of science and innovation

SECTION: D

Section D: Integration

4.1. Municipal Plans, Policies and Strategies

4.1.1. 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.

4.1.2. 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.

4.1.3. 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.

4.1.4. Sanitation Master Plan

4.1.5. Roads and Storm Water Plan

4.1.6. 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.

4.1.7. 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.

4.1.8. 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

4.1.9. 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 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.

4.1.10. Youth Policy

Nkomazi Municipality is known as poverty and under developed area 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.

4.1.11. 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 new 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.

4.1.12. 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.

4.1.13. 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.

4.1.14. 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)

4.1.15. 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).

4.1.16. 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.

4.1.17. 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.

4.1.18. Integrated Water Resources Management Plan

The purpose of this integrated Water Resource Management Plan (IWRMP) is to facilitate the implementation of Water Resource Management (IWRM) by the Nkomazi Local Municipality. IWRM seeks to reach an appropriate balance between the need to protect and sustain water resources on the one hand, and the need to develop and use them on the other i.e. IWRM enables a Local Authority to provide service to all.

SECTION: E



Annexure: Public Notice

5. Public Notice

Nkomazi Municipality

2022 - 2027 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 Draft IDP/Budget/Policies/Tariffs of Nkomazi Local Municipality for the financial year 2022 -2027 have been Approved by Council, in its Special Council Meeting which was held on 31st of March 2022 through a Virtual platform.

Nkomazi Local Municipality hereby invites the general public to comment and input on the Draft Documents before approval. The documents are available through the Municipal website: www.nkomazi.gov.za and written submissions for comments and inputs.

Any comments or representations on the Draft IDP/Budget & related policies should be submitted in writing from the 4th of April 2022 - 30 April 2022 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.

Consultation Meetings Schedule

WARDS	DATE	VENUE	Officials responsible	TIME
1,2,3,4,5,6,8,11,12,13,14,17	06 May 2022	KaMaqhekeza community hall	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	09H30
07,09,10,15,16,18,19,20,21,22,25	09 May 2022	Kamhlushwa Community Hall	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	09H30
23,24,26,27,28,29,30,31,32,33	10 May 2022	Schoemansdal Community Halls	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	09H30
30-Louwville	11 May 2022	Louwville Thusong centre	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	09H30
15-Magudu/Mgobodzi	11 May 2022	Mgobodzi Community Halls	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	14H00
27-Schoemansdal	12 May 2022	Schoemansdal Community Halls	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	09H30
18-Magogeni/Gomora	12 May 2022	Magogeni Community Halls	Ward Cllrs, PR Cllrs, ward committees, Municipal officials and CDW's	14H00

Enquiries can be directed to the following relevant Municipal Officials:

DIVISION	MANAGER RESPONSIBLE	CONTACT
INTEGRATED DEVELOPMENT PLANNING	MOFFAT MASHELE	013 790 1303/ 0828844419
BUDGET & RELATED POLICIES	THEMBA MASHABANE	013 790 0386/ 0760204526
OFFICE OF THE SPEAKER	SIBUSISO MDLULI	013 790 0245/ 0797903875

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

6. 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
MSHOLOZI	Combine school	There is no School at all, kids travel long distances to attend to other schools
	Water reticulation	There is shortage of water at Msholozhi
	Re-gravelling of street	The Heavy rain damaged most of the streets and holes have emerged.
	RDP houses	Some disadvantaged Community members do not have proper houses and their structures is almost falling
	Mobile clinic	They travel long distances to the clinic at Naas, sometimes they do not even have money for transport
BLOCK C	Re-gravelling of street	Roads have been damaged by heavy rains and storms
	Maintenance of ring road	Streets need to be maintained to avoid emerging of holes and soil erosion as well as emerging of potholes
	Water booster pump	The water does not have pressure to supply the whole Community so a booster pump is required
	Water reticulation	There is a need for a bulk water tank to supply the whole community
	RDP houses and sanitation	Few community members don't have houses and toilets and some their toilets are falling and some are full
	Mobile clinic	The current clinic is too small it cannot accommodate the whole community
	Cemeteries	The old cemeteries are already full, they are using the Cemeteries at Naas
	Job opportunities	Unemployment rate is high
NAAS	Pave and ring road	Ring road is still not paved
	Multi-purpose skills and development centre	Youth need multipurpose centre to obtain different skills
	Reservoir tanker	The bulk water supply cannot supply the whole community so there's a high need for a reservoir
	Cemeteries	The community is sharing cemeteries with Block c they got full so fast, there's a need for new cemeteries
	Street names	Street need to be named at Naas township
	RDP houses and sanitation	Few community members do not have proper houses and toilet.
	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

WARD 2	PRIORITIES	PROBLEM STATEMENT
BLOCK A3	Youth job opportunities	Most of the youth is not working and it increases the rate of crime.
	Home base care centre	There is no home based care at all
	Linking tank	Tank is not in good condition and it damages the street and the nearest houses

	CPF	Those who are going to work at night are not safe at all so a Community Police Forum is needed
	Water interruption	Water tanks are leaking and there is no enough water pressure
	RDP houses	Most people do not have proper houses, some live in shacks
	Removal of waste	Some of the streets and sections in this area are always dirty, there's a need for waste removal
	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
	Community hall	There's a need for a community hall because Residents attend community meetings at playing ground
	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
	Street lights	Installation of street lights is needed because of the high level of crime experienced at night
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 Mycherry.
	Tarred road	The Road requires rehabilitation
	Street lights	Streets lights are needed along the tarred road to Sboekeng because it get very dark at night and there's a high rate of crime
	Re-graveling	Heavy rainfall caused soil erosion there is a need for gravelling on the streets to Joeslovo
	Removal of waste	There is illegal dumping along the Mambane stream, trucks do not collect waste, there's a need for waste removal
	Sanitation	Some households have toilets which are already full, they need about 80 toilets
	RDP houses	Approximately 20 households are in need of proper houses
	Grazing land	The grazing land behind Mambane secondary and Siboshwa Primary school is too small
	Overhead bridge	An overhead bridge is needed in order for kids coming to school from Joeslovo and Block B to cross safely
	Sport facilities	A sport facility or playing ground is needed (tennis court, etc)
PART OF MANGWENI	Tarred road	Road crossing from Mangweni to Steenbok need to be tarred, it is still a gravel road
	Overhead bridge	Kids crossing to Sidlemu primary and the other schools are not safe from speeding vehicles
	New school	Primary school is too far, children walk long distances to school
	Re-gravelling of streets	There's a need for Regravelling of streets as rains has damaged the streets
	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
	Sanitation	Approximately 50 families cannot afford to build their own pit toilets due to poverty
	Removal of waste	Trucks are traveling along the main road, they do not pick up waste

		There is also illegal dumping of waste next to the electric power line
	RDP Houses	About 20 destitute families cannot afford to build proper houses
JOE SLOVO	Sanitation	There is a need for construction of 100 pit toilets
	Re-gravelling of streets	Re-gravelling of streets damaged by heavy rain is needed
	Tarred road	A tarred road is needed from crossing from Sebothomas to Emtomeni kaMyeni
	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
	Water	Water tanks are leaking and there is no enough water pressure
	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
	Community hall	A community hall is needed people attend meetings at sport ground
	Removal of waste	It is needed some parts of the village are very dirty people are dumping everywhere.

WARD 3	PRIORITIES	PROBLEM STATEMENT
BLOCK C	Ring road to be tarred	Road need to be tarred and it links to different sections
	Vehicle bridges	A vehicle bridge is needed to make it easier to access community facilities (Clinics and Schools)
	High mast lights	Installation of high mast lights is needed as it becomes dark at night and results in high crime rates
	Waste removal	Some parts of the area are polluted (Illegal dumping sites)
	RDP houses	Most households do not have proper houses
	Sanitation	Some households do not have pit toilets
	Clinic at Phakama section	People from Phakama travel long distances to access health facilities a mobile clinic maybe of assistance

WARD 4	PRIORITIES	PROBLEM STATEMENT
MAFAMBISA NAAS C	Water pressure	Water pipes are damaged
	Paving ring road	Ring road needs rehabilitation
	High mast lights	High mast lights must be installed, due to the high crime rate experienced at night
	Foot bridges	People cannot cross from Mafambisa to Gritane 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.
KAMAQHEKEZA B	Water pressure	Pipes and valves are blocked
	Paving roads (clinic and primary)	There are a lot of potholes

	Street naming	It becomes hard to get streets when you are not familiar with the township
	Bus shelters	People using public transport cannot stand against stressing environment especially during bad weather conditions (Sun and rain situations)
	Speed humps	Kids are not safe from speeding vehicles
	RDP houses	People are in need for housing
	Re-gravelling of streets	Roads needs to be gravelled; heavy rains caused soil erosion
	Toilets	Most households do not have pit toilets
NHLALAKAHLE NAAS C	Water pressure	Water pipes are damaged
	Paving ring road	There are lot of potholes
	High mast lights	It becomes too dark at night and this leads to high crime rates
	Foot bridges	A foot bridge is needed to cross from Nhlalakahle, Mafambisa and Gritane
GRITANE BANNY MLANGWANE	Water reticulation	Installation of water pipes is needed, there's no water at all community depends on water tanker supply
	High mast lights	It becomes too dark at night
	Paving road	Road crossing needs to be paved

WARD 5	PRIORITIES	PROBLEM STATEMENT
BLOCK	Bulk water supply	No bulk water/ main pipes at Egugwini/ Mashekesheni
	Water reticulation	Water pipes which were installed aged along time ago need to be replaced
	Tarred road	Ring road is damaged
	Electrification of houses	Households are not electrified at Emashekesheni, Egugwini, Mandwadlane, Emndeni and Mshayazafe
	Re-gravelling of streets	Streets were damaged by heavy rains, soil erosion damaged streets in this area
	Clinic to operate 24 hours	The Block B community clinic closes early, 24 hours operation is required.
	Agricultural support	Drips/ Spray irrigation/Tractors/ Seed manure
	Apollo	Apollo is damaged it needs to be fixed and maintained
	Waste removal	Most streets and sections are dirty
	Foot bridge	People from Mshayazafe, Egugwini, Mandwadlane and Mashekesheni are struggling to cross to other villages
	RDP houses and toilets	Many households do not have proper houses and pit toilets
	Old aged home	Elderly people are not taken care off in their homes maybe the department can increase the staff
	Orphanage home	There is a need for an orphanage centre, some orphans are being ill-treated in their homes
	Disability centre	There's a great need for a disability centre
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	

	Fencing of graveyard	Graves and tombstones are being destroyed or damaged by cattle's.
	Mobile police station	Reporting crime and certifying documents is huge difficult because there is no police station around
	Speed humps	Speeding vehicles causes accidents
	Bus shelters	People that are using public transport stand against stressing environment especially during bad weather conditions.

WARD 6	PRIORITIES	PROBLEM STATEMENT
DLUDLUMA	Tarred road	Road connecting from Ngwenyeni needs to be tarred
	Water	Shortage of water and illegal connections
	Electricity	New households are not electrified
	RDP houses	Approximately 100 households do not have proper houses
	Toilets	There is a great need for pit toilets
	24 hours clinic	The current clinic closes early
	High mast lights	Installation of high mast lights is needed as a result of the high crime rate experienced at night
	Waste removal	Most sections are polluted, waste needs to be removed
	Youth development	There is no youth centre at all
NGWENYENI	Tarred road	Road to Steenbok needs rehabilitation
	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
	RDP houses	Most households do not have proper houses some RDP's needs to be renovated because they are cracking.
	Water reticulation	Pipes were installed ages ago needs to be replaced
	Toilets	Destitute households do not have proper houses
	Community hall	A community hall is needed badly, community members attend meetings in an open space
	Waste removal	Land pollution results, there are lots of plastics everywhere people are dumping waste
	Skills development centre	Youth need to be equipped with skills
ORLANDO	Tarred road	Tarred road was destroyed by heavy rain a rehabilitation of the road is required
	Upgrading of vehicle bridge	Vehicle bridge needs to be upgraded vehicles can't cross during heavy rain
	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
	Need for new cemeteries	There are no cemeteries, the old ones are already full
	Sport field and recreational centre	The youth is involved in crime activities because there's nothing that can keep them busy

	RDP houses	Destitute households do not have houses
	Electrification of households	Electricity infrastructure is available but there is a need for house connections
	Upgrading of sewage system	The current sewer infrastructure do not meet the ever increasing number of households which results in overflows
	Skills development centre	No skills development facility
	Job opportunities	There is a need to enable the environment in developing local economy in this area
KOMATIPOORT	Water	Permanent 100% in order back up motors and pumps at the suction pump station and purification sites
		Larger piping feeding water from the stations to the other – to carry larger volumes
		Permanent mounted backup generators at the water suction pump, the purification site and the reservoir site.
		Switch over supply lines from the Sonefe bulk point to also the purification site and reservoir facility.
		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 procurement of at least one transformer to be held and be available in Komatipoort as a back-up measure when it becomes necessary.
		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.
		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.
		A regular fixed date e.g., last Thursday every consecutive calendar month, to attend to preventative tree trimming below 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)
	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 repair. Municipality is in possession of our albums and letters.

		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.
	Refuse	The definite completion of a refuse transit station before end of 2022 Quarterly whole town clean ups with the assistance of the community
	Bylaw officers	The deployment of at least two bylaw law officers to enforce compliance and penalize transgressions of bylaws

WARD 7	PRIORITIES	PROBLEM STATEMENT
MARLOTHPARK	Upgrading of security gates 1 &2	The rate of women rape has increased. These two gates needs to be upgraded, because this area is experiencing high crime levels. Residents use their hard-earned cash to pay for the security system.
	Upgrading security and full-time security guard at Makarios gate/ Mamia farm	There's a need for a security full time guard. Residents cannot afford to pay a security guard monthly. There are lots of foreigners who get into Marloth park illegally and there is illegal dumping of waste at the gate.
	Additional water tower near gate 2 side to increase pressure	The current water tower cannot supply enough water as a result of low pressure
	Transformer and pump for existing reservoir to increase flow to low lying areas	A transformer and a booster pump is needed, because due to layout of this area water supply cannot reach all households as a result of low pressure
	Additional transformer/ electrical supply	Electricity infrastructure is already available but there is a great need for an additional transformer, because the existing transformer is unable to cope with the high demand for electricity which results in power interruptions and low voltage.
	Upgrading of the abattoir at the depot	The abattoir depot needs to be upgraded
	Speed humps on Oliphants already on last year IDP but not yet implemented	Speeding vehicles could hit pedestrians
MDLADLA	Rehabilitation of tarred road	There are potholes which damages vehicles
	Job opportunities	There is a need to enable the environment in developing local economy in this area
	Toilets	Destitute households do not have proper houses
	Electricity	Electricity infrastructure is available but households in the middle of this area still do not have house connections
	Speed humps	Speeding vehicles cause accidents , school kids are not safe at all
	Electricity	Electricity infrastructure is available but there is a need for house connections

	Speed humps	Speeding vehicles cause accidents, school kids are not safe at all
	Foot bridges	Foot bridge is still not yet completed and this could lead to serious danger, kids may drown during rainfall
	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
	High mast lights	Installation of high mast lights is needed because it becomes very dark at night

WARD 8	PRIORITIES	PROBLEM STATEMENT
STEENBOK	Water	Pipes were installed a long time ago they need to be replaced
	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
	Electricity Ebuhleni section	Electricity infrastructure is already there, there's a need for house connections
	Street re-graveling	Heavy rains caused soil erosion; streets need to be re-gravelled
	High mast lights	Installation of high mast lights is needed because it becomes very dark at night
	24 hours clinic	The health 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.
	Job opportunities	There is a need to enable the environment in developing local economy in this area
	Library	This area does not have a community library and this poses a challenge to those who wants to access knowledge
	Cemetery fencing	Graves and tombstones are being damaged by cattle's because they are not fenced
Secondary school	There is a need for a secondary school	

WARD 9	PRIORITIES	PROBLEM STATEMENT
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
	Secondary school	Children attend school at nearby villages such as Block A (DD Mabuza Comprehensive School and Inegemabala secondary school) or in other areas.
	Ring road	There are no ring roads at all.
	Electricity	Electricity infrastructure is already there at new section but there's a no households connections. Approximately 1000 households need to be electrified
	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
	Foot bridge	People are experiencing challenges during rainy days, 15-foot bridges need to be constructed

	Maintenance of streets	Streets needs to be maintained
	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
	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.
	Water reticulation	There is illegal connections of pipes on the water pipeline
	Street re-graveling	Heavy rain destroyed streets, it caused erosion streets need to be re-graveled
	RDP houses	Disadvantaged families cannot afford to build their own houses. There is a need for construction of approximately 1500 RDP houses
	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
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
	Electricity	Electricity infrastructure is installed but the problem is that new stands/ households are not electrified at Bhodlindlala. Approximately 2000 houses need house connections
	RDP houses	There is a need for construction of approximately 1000 RDP houses
	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
	Job opportunities	Lack of job opportunities leads to high level of poverty; youth need to be funded with capital to start small scale businesses
	Waste removal	Some parts are polluted, there's too much waste, waste removal is very minimal there is a need to expand such services

WARD 10	PRIORITIES	PROBLEM STATEMENT
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
	Electricity at khumbulekhaya and ZCC	Some households are not yet electrified, there's a need for house 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. c
	Community hall	Community needs a new community hall, meetings and important events are being held at an open space
	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
	RDP houses	Provision of RDP houses to those in need.
	Toilets	Provision of toilets to those in need because some are having toilets which are falling and most are full.
BLOCK A	Community hall	Community needs a new community hall, meetings and important events are being held on an open space.
	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.
	Elevated tank	People travel long distances to fetch clean water, there's a need for an elevated tank.
	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks.
	Toilets	Provision of toilets to those in need because most are unemployed and the rate of poverty is very high.
	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.

WARD 11	PRIORITIES	PROBLEM STATEMENT
ERRICSVILLE	Water booster pump	Water supply cannot reach all households as a result of low pressure, there's a need for an installation of a water booster pump
	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 (Hhoyi).
	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks. There is a need for construction of RDP houses at least in 50 households
	Community hall	There's a need for community hall because meetings are held in an open space.
	Street re-graveling	The bad rain has ruined a lot of streets, there's a need for regravelling of streets.
	Street 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

	Waste removal	Some parts are polluted, there's too much waste, waste removal is very minimal there is a need to expand such services
	Toilets	The toilets are ageing and some have cracks, some full, there's a need for construction of toilets
GOBA	Water reticulation (Booster pump)	Water pipes are already installed but the problem is that water supply cannot reach all households as a result of low pressure, there's a need for an installation of a water booster pump
	Clinic	There is a need for community health facility in this village, people who need medical attention use public transport to Mbangwane. A mobile clinic is available once a month maybe the department can increase the number of days that the mobile clinic visits the area
	Community hall	Meetings are held in an open space it is challenging during rainy days
	Sanitation	Destitute households do not have proper pit toilets. There is a need for construction of about 60 toilets
	Sport facilities	Sport facilities are needed to keep children away from substance abuse
	RDP houses	Due to high level of poverty people are unable to build their own house they stay with children in 1 room while they are 8, There is a need for construction of 60 RDP houses
	HHOYI	Ageing infrastructure leads to insufficient water supply
RDP houses		Some families cannot afford to build proper houses, there is a need for construction of about 150 RDP houses
Toilet		some of this toilets have aged, they are already full there is a need for construction of 150 pit toilets
Tarred road		Tarred road needs to be rehabilitated; it has many potholes
Upgrading of community hall		There's a need for upgrading the community hall to accommodate all community members because it is ageing.

WARD 12	PRIORITIES	PROBLEM STATEMENT
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
	Electricity	Electricity infrastructure is already there but new households are not electrified, there's a need for house connections
	Community hall	Community needs a community hall, meetings are held on an open space.
	Tarred road	Ring road is damaged
	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
	Street 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

	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.
	Sanitation	Destitute households do not have proper pit toilets
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
	Electricity	Most households need house connections
	Storm water	There's a need for water channeling pipes
	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
	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.
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
	Electricity	Most households need house connections, electricity infrastructure is installed
	Secondary school	There is no School at all, kids travel long distances to school
	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks
	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
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
	Community hall	Community needs a new hall, meetings and important events are being held on an open space. People cannot stand against stressing environment
	Electricity	Most households need house connections, electricity infrastructure is installed
	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
	Secondary school	There is no School at all, kids travel long distances to other areas to attend school, some walk to those 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
	RDP houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks
	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
	Sanitation	Destitute households do not have proper pit toilets
NXABENI	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced
	Electricity	Most households need house connections, electricity infrastructure is installed
	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

	Community hall	There's no community hall meetings are held at an old creche
	Job opportunities	Lack of job opportunities in this area is a major cause of poverty and an ever increasing level of crime
	RDP Houses	People cannot afford to build proper houses due to high level of poverty, some of them live in shacks
	Sanitation	Destitute households do not have proper pit toilets
	Sport facilities	Sport facilities (Playing grounds) are needed to keep young people busy
	Primary and secondary School	There is no School at all, kids travel long distances to school
MANDULO	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced
	Community hall	There's no community hall meeting are being held at an open space sometimes it becomes difficult during rainy days.
	Storm water	Water needs to be channelled accurately so that the roads don't get damaged the streets
	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
	Electricity	Most households need house connections, electricity infrastructure is installed
	Secondary school	There is no School at all, kids travel long distances to school
	Foot bridge	People cannot easily cross to other villages/units especially during rainy season
	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
	Job opportunities	Lack of job opportunities in this area is a major cause of poverty and an ever increasing level of crime
	Sport facilities	Sport facilities are needed to keep children away from substance abuse

WARD 13	PRIORITIES	PROBLEM STATEMENT
BHAXA	RDP houses	There is a great shortage of RDP houses
	Electricity	About 250 households have no electricity, there's a need for electrification of households
	Speed humps	There is high accident rates in the main road
	High mast light	It becomes too dark at night in most areas this leads to an ever increasing crime rates.
	Water tanker and fencing of graveyard	There is no water at the graveyard, and also the graveyard needs to be fenced
MABUNDZENI	Construction of school	The one available is too old, it needs to be renovated
	Water	There's no 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.

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
	Community hall	there's no community hall in this area meetings are held at tribal office
	Speed humps	Vehicles are speeding at the new road this causes accidents, there's a need for speed humps
DURBAN / DEBELE	RDP houses	Most households do not have proper houses
	Speed humps	It's not safe for kids to cross, vehicles are speeding there's a great need for speed humps
	High mast light	Installation of high mast lights is needed as a result of high crime rates experienced at night
	Old age home	Elderly people are not taken care off
NEW VILLAGE	RDP houses	There is a need for houses there
	Water	New households have no water pump, water supply cannot reach all households as a result of low pressure
	Speed humps	Speeding is too high which causes accidents
NKUNGWINI	Community hall	There's a great need for a community hall
	Construction of Sigayo	Sigayo is needed since most people are farmers
	Shopping complex	A shopping complex is needed to avoid travelling with public and personal transport to Naas because it is too far.
MBUZINI	Boarder post	A boarder post is needed to control an incoming of foreigners through the fence
	RDP houses	RDP houses are needed in this section
	Satelite police station	Crime rate is too high
EKUSULUKENI	Road	This area needs a tarred road
MABHIDOZINI	RDP houses	Many households do not have houses
	Boarder post	A boarder post is needed to control the incoming of foreigners in South Africa
	Water	Many households have no access to water
SAMORA PARK	Electricity	Most households are not electrified
	Water	Water supply cannot reach all households, this is caused by low pressure
	RDP houses	Most households do not have proper houses
	High mast light	Installation of high mast lights is needed to minimize the rate of crime
	Community hall	There is no place were community meetings and events are held
	Water dam	Farmers need a dam for their livestock
	Permanent structure for social services	Most people have social problems, social serves offices should be around
	Old aged home	Most old people are not well taken care of in their homes
Satelite police station	To certify documents and report cases to the nearest police station	

WARD 14	PRIORITIES	PROBLEM STATEMENT
SIBHANDULE	Toilets	Most households/ stands do not have proper pit toilets
	RDP houses	Most households do not have proper houses
	Water reticulation	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced
	Electricity	Some households are not electrified due to an ever increasing number of households some houses still need house connections
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark
	Shortage of water	Water supply cannot reach all households, this is caused by low pressure
	Re-gravelling of streets	Heavy rains causes washing of the surface which results in soil erosion, most streets are eroded.
SILOLWENI	RDP houses	Most households do not have proper houses
	Shortage of water	Water supply cannot reach all households, this is caused by low pressure
	Electricity	Some households are not electrified due to an ever increasing number of households some houses still need house connections
	Toilets	Most households/ stands do not have proper pit toilets
	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late
	Water	There is a need for replacement of water pipes
NEW VILLAGE	Electricity	Some households are not electrified due to an ever increasing number of households and still need house 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.
	Toilets	People are in need of VIP/Pit toilets, the level of poverty is too high they cannot afford to build their own toilets.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark
	Water	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark
MTHATHA	Water	Ageing infrastructure and pipes which were installed ages ago are already blocked, they need to be replaced
	RDP houses	some households there's no one working they depend on social grants.
	Toilets	The toilets have aged.
	Apollo	Installation of an Apollo is needed to minimize the rate of crime especially at night because it becomes too dark
	Electricity	Electricity infrastructure was installed, but most houses are still not electrified
	Community hall	There's no community hall, community meetings are held in open spaces under trees
TOWNLAND	Water	Ageing infrastructure and pipes which were installed are blocked, they need to be replaced
	Ring road	Ring road still not tarred the road is still a dust road which is mostly destroying a lot of cars.
	Re-gravelling of streets	Heavy rains causes washing of the surface which results in soil erosion, most streets are eroded.

	RDP houses	Families have grown so much that their living condition is not conducive provision of RDP house may reduce the pressure.
	Toilets	People are in need of VIP/Pit toilets, the level of poverty is too high they cannot afford to build their own toilets
	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late
HLAHLEYA	Apollo	Installation of an Apollo is needed to minimize the rate of crime people coming from work very late
	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
	RDP houses	Some families their houses are cracking so provision of RDP houses maybe of assistance because those houses may fall on them.
	Ring road	Road needs to be tarred/ paved

WARD 15	PRIORITIES	PROBLEM STATEMENT
MGOBODZI	Tarred road	Road crossing from Mgobodi to Magogeni needs to be tarred the road is very old.
	Fencing of cemetery and 2 toilets	Graves and tombstones are being destroyed by cattle as there is no fence to protect them
	Primary school	Children end up traveling long distances to school, because the schools in this area are full
	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.
	Foot bridges	There's a need for a footbridge people are unable to cross to nearby villages especially during rainy seasons.
	Fencing of farming plots	Farming plots need to be fenced because people, farmers cannot afford to fence their plots
	Electricity	Some units/sections are not electrified
	Speed humps	Speeding vehicles cause accidents, there's a need for speed humps
	Water	Some places do not have water at all, the water supply cannot reach all households as a result of low pressure
	Stadium	Community members are in need of a Stadium to accommodate the entire community during important community events.
MAGUDU	Clinic 24 hours operation	There's no clinic at all provision of mobile clinic maybe of assistance
	Electricity	There's a need for electrification of households at Matsetsa section and Sibovini.
	Community hall	The community is in need of a community hall
	Job opportunities	Lack of job opportunities results in high levels of poverty
	Ring road	Ring road from Gonkontso to taxi rank needs to be constructed
	Fencing of farmers plots	Commercial and Subsistence farmers cannot afford to fence their farming plots

	Fencing of cemeteries	Tombstones are being damaged by cattle
	RDP houses	Some of the households do not have proper houses, some of them do not have houses at all.
	Toilets	Some of the households in this area do not have pit toilets at all, there's a need for VIP toilets

WARD 16	PRIORITIES	PROBLEM STATEMENT
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
	Community hall	There's no community hall.
	Toilets	Some families cannot afford to build their own pit toilets
	Primary school at Lona	There is no School at all, kids travel long distances to school
	Re-gravelling of streets	Heavy rains causes washing of the surface which results in soil erosion, most streets are eroded and damaged.
	Ring road	Ring road connecting to main road is not constructed
	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
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.
	Community hall	There's no community hall.
	Multipurpose centre	There is a great need for a multi-purpose centre, for community members to gain skills
	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
	Toilets	Some families cannot afford to build their own pit toilets
	Speed humps	Speeding vehicles causes car accidents and kids crossing the road are hit by cars all the time.
	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.
	Upgrading of clinic and operate 24 hours	The health 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.

WARD 17	PRIORITIES	PROBLEM STATEMENT
MANGWENI	Water infrastructure reticulation and connection	Pressure pump and infrastructure is needed
	Electricity at Bhodlindlala and Joyce	Household electrification
	Community hall	No community hall
	Re-gravelling of streets	Street damaged by heavy storms
	Clinic extension	To be renovated to accommodate the number of patients who visit the clinic.

	Mobile clinic at Joyce section	Mobile clinic will start operating soon at Bhodlindlala
	Primary and Secondary school	Congestion of the current schools
	LED projects (Vendor stalls, Library and Sasol projects)	Street vendors do not have shelters, Need for the LED projects
	Storm water drainage and foot overhead bridge	Water during rainfall are 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
	Waste removal	Need for waste removal to keep our place clean

WARD 18	PRIORITIES	PROBLEM STATEMENT
SKOONPLAAS	Water	There's a need for an installation of a reservoir as there are no enough underground water pipes
	Clinic	There's a need for health facility, people use public transport to access health facility.
	RDP houses	There's a need for construction of 100 RDP houses, 100 households do not have proper houses
	Sanitation	100 households do not have pit toilets
	Re-gravelling of streets	Streets were damaged by heavy rains, they are not yet gravelled
	Electricity	Few houses are not yet electrified
	Vehicle bridge to the graveyard	Soil erosion and big hole due to heavy rain
	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.
MAGOGENI	Water	There is no water infrastructure, people do not have water at Khandlela and New village and mahhol behind school
	Community hall	There's no community hall.
	RDP houses	There's shortage of proper shelter, about 300 households do not have proper houses
	Sanitation	About 300 disadvantaged households do not have pit toilets
	Electricity	About 10 households are not electrified
	Bridge of ring road Nkomeni	The 2010 heavy rain damaged Nkomeni ring road
	Refurbishment of ring road	There are too much potholes

WARD 19	PRIORITIES	PROBLEM STATEMENT
SIKHWAHLANE	Water	Water cannot reach all households, due to low of pressure a booster pump is needed

	Ring road	There are no ring roads at Sikhwahlane
	Community hall	There's no community hall
	Job opportunities	Lack of job opportunities leads to high level of crime
	RDP houses	High poverty rate that community members are unable to build their own houses.
	Toilets	About 100 disadvantaged households do not have pit toilets
	Library	There is no public library.
	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
	Apollo	it becomes very dark at night a lot of crime occurs
	Foot bridge	There's a need for 1 foot bridge to be constructed
	Re-gravelling streets	Streets damaged by heavy rainfall need to be gravelled
	Fencing of cemeteries	Graves and tombstones are destroyed by livestock, because they are not fenced
	Job opportunities	Lack of job opportunities lead to high level of crime and poverty
	Tarred road	Road to the grave yard needs rehabilitation because it becomes a huge challenge when community members are attending funeral
	Fencing of grazing land	Grazing land need to be fenced to protect livestock
NTUNDA	Water supply	New stands/households do not receive tap water at all, a booster pump is needed to increase pressure
	Rehabilitation of tarred road	Road from crossing from Mzinti (Londoloza to Sikhwahlane) need rehabilitation Tarred road to gravesite is damaged it has many potholes
	Job opportunities	Lack of job opportunities lead to high level of crime and poverty
	Community hall	Sometimes municipal meetings are held at a nearby pre-school, there is a need for a community hall
	RDP houses	There's a need for RDP houses
	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
	Re-gravelling of streets	Streets destroyed by heavy rain needs to be gravelled
	Clinic to operate 24 hours	The current clinic operates from 7:00am to 19:00 pm, community needs a 24 hours operating clinic
	Fencing of grazing land	Grazing land need to be fenced in order for livestock to be protected

MZINTI	Catchment dams	Many farmers are in need of catchment dams for watering their crops and for their livestock
	Foot bridges	Crossing to other units during heavy rain becomes a problem there is a need for construction of foot bridge
	Ring road	Ring road need rehabilitation the ring road has many potholes.
	Repairing of tarred road	Tarred road to the cemeteries has too much potholes
	Storm water drainage	Water during rainfall are channelled straight to people's houses, this causes streets to be muddy
	Fencing of grazing land	Grazing land needs to be fenced to protect livestock
	Repairing road to cemetery	Road to cemeteries needs to repaired and maintained.
	Pressure water	There's a need for pressure pump to increase the provision of water to other sections.

WARD 20	PRIORITIES	PROBLEM STATEMENT
MZINTI	Waste removal extention	Truck not picking all street and it cause air pollution
	Insufficient water supply	New extension resident they walk distances
	Clinic 24 hours operation	Problematic if one gets sick at night
	Job opportunities	High unemployment rate
	High mast lights	More crime since the village is dark
	Community hall	No proper place where the community meets
	Ring road	To eliminate regravelling time and again
	RDP houses	Still people are short of proper shelter
	Ongoing Regravelling of streets	Rainy days streets the soil get washed away
	Toilets	There is still families without proper toilet
	Bus shelter	During rainy season people get wet when waiting for buses
MDLADLA	Proper clinic structure	Set light clinic structure do not have space
	Rehabilitation centre	Many youth need rehabilitation
	Job opportunities	Most young people are unemployment
	RDP houses	There are families without shelter
	Toilets	Other families still don't have pit toilets
	Electricity	Some sections in this village are not electrified
	Foot bridges	It becomes difficult to cross to other villages during rainy day
	Bus shelters	There are no bus shelters at bus stations

	High mast lights	It becomes very dark at night and this leads to crime
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WARD 21	PRIORITIES	PROBLEM STATEMENT
PHOSAVILLE	Water reticulation and reservoir	The reservoir needs to be extended, the current one is too small
	Electricity	There's illegal connections of electricity at Nkandla section
	Road and storm water drainage	storm water drainage are blocked
	Community hall	There is no community hall to host community meetings and other important events
	Library	There's a great need for a community library for kids as well as adults to access knowledge
	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.
	Secondary school	The current secondary school cannot cater all kids around the area, it is already full.
	Dam fencing	The dam needs to be re-fenced, it was fenced a very long time
	RDP houses	100 households are in need of RDP houses
	Regravelling of streets	Streets are damaged by heavy rains, there's a need for re-graveling
Fencing of cemeteries	Graves and tombstones are being destroyed by livestock, because they are not fenced	
PHOSAVILLE XT2	Water supply	Water has no pressure, there is a great need for a booster pump
	Re-graveling of streets	Streets were damaged by rain, they need to be re-gravelled
	Foot bridges	3 foot bridges are needed for water streams
	High mast lights	Installation of high mast lights is needed to minimize high crime rate
	Shopping centre	No nearby shops, only spaza shops exists
	Youth centre	Youth need place to access internet connection

WARD 22	PRIORITIES	PROBLEM STATEMENT
KAMHLUSHWA	24 hours water supply	There's insufficient water supply
	Roads and storm water drainage	The roads gets damaged because there's lack of storm water drainage
	Construction of new clinic	The current clinic has became to small to accommodate the patients visiting the facility because there's also people from other areas coming to visit the clinic.
	Construction of a new community hall	The current community hall is ageing it requires upgrade
	Water reticulation of East gate south	There's no reticulation

	Fencing of Kamhlushwa old and new cemetery	Cows walk and break tombstones because it is not fenced.
	Construction of toilets old and new cemetery	There's no toilets into the cemeteries
	Installation of high mast light	There's 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.
MAHHUSHE	Reconstruction of mega shopping centre	To minimise community members into going into malls
	Construction of foot bridge	Children are unable to pass through to school when it is rainy days.
	Rehabilitation of mega industrial park	It has aged, it requires rehabilitation.
	Rehabilitation of bus route	Potholes have emerged and it is breaking cars
	Upgrading of Kamhlushwa stadium	The stadium it has got ageing infrastructure.
	Upgrading of tennis and basketball court	The tennis court has ageing infrastructure
	Reconstruction of Kamhlushwa /Langelooop provincial road	The road is badly damaged it requires rehabilitation.
	Regravelling of streets	The heavy rains has damaged our streets

WARD 23	PRIORITIES	PROBLEM STATEMENT
BOSCHFONTEIN	Insufficient water supply	Ageing infrastructure and damaged water pipes leads to low water supply
	Foot bridge	People cannot cross to other villages during heavy rainfall
	Job opportunities	Lack of job opportunities leads to high level of poverty
	Sanitation	Most households do not have proper sanitation.
	Speed humps	Speeding vehicles leads to accidents, people crossing the road are not safe at all.

WARD 24	PRIORITIES	PROBLEM STATEMENT
NHLABAVILLE	Insufficient water supply	Water pressure/ booster pump is needed to supply the entire village
	Re-gravelling of streets	Streets connecting to main roads were damaged by rain, there's a need for gravelling
	Vehicle bridge	It becomes a challenge to cross to other villages
	Sanitation	There's a great need for pit toilets
	RDP houses	Most households do not have proper houses
	Job opportunities	Youth unemployment leads to high level of poverty
	Clinic 24 hours	People walk long distances at night to access health facilities
	Library	People need a community library to access knowledge

	Pension pay point	Elderly people are easily robbed, there is a need for a pension pay point
	Facilities	There is a need for sport facilities
	Upgrading of Mlumati bridge	Mlumati bridge is not yet upgraded
ANIVA	Clinic	People are struggling to get their medication, they have to travel long distances to access health facilities
	Bus ring road	A bus ring road is needed to make it easier for public transport (buses) to cross to other villages
	Apollo	Installation of Apollo is needed badly to reduce crime
	Community hall	Community meetings are attended on an open space because there is no community hall.
	Youth centre	To keep youth away from drugs
BONGANE	Insufficient water supply	The ever increasing number of households causes the current bulk to be unable to cope with water demand
	Foot bridge	It becomes a challenge to cross to other sections when it is raining
	Sanitation	Most households do not have proper toilets
	RDP houses	Due to high level of poverty, most people cannot afford to build proper houses
	Clinic operating 24 hours	People end up travelling long distances at night to access health facilities
	Job opportunities	The scarcity of job opportunities leads to high levels of poverty

WARD 25	PRIORITIES	PROBLEM STATEMENT
MOUNTAIN VIEW	Electricity	Some households do not have house connections. There are illegal connections
	Foot bridge	It becomes a challenge to cross to streams when it rains, there's a need for construction of three foot bridges
	Water	Installation of reservoir in this section is needed badly
	Electricity	Few households need electric/ house connections
	Re-gravelling	Heavy rain caused soil erosion, streets need to be re-gravelled
	High mast light	Installation of high mast lights is needed because there people who are coming from work at night
	Toilets	A lot of households doesn't have toiles, about 500 households need pit toilets
	RDP houses	People do not have proper houses, 200 houses should be built by the department of human settlement
SIBUKENG	Water reticulation	The current reservoir is too small to meet the water demand they supply, there are no water pipes
	Water supply	There are no water pipe, the community depends on water reservoir.
	Re-gravelling of streets	Heavy rain caused soil erosion, streets need to be re-gravelled

	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.
	High mast light	Installation of high mast lights is needed because there are a lot of people coming from work at night
	Toilets	Approximately 200 households do not have pit toilets
	RDP houses	100 households do not have proper houses, they need RDP houses
	Electricity	People do not have electricity, there are illegal 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
	Water	There's no water pipeline, the community depends on water tankers
	Toilets	About 150 pit toilets need to be constructed
	Re-gravelling of streets	Streets need to be gravelled, they were damaged by heavy rain
	Electricity	About 10 houses at Sidzakaneni are not electrified
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	RDP houses	About 150 RDP houses need to be built, people do not have proper houses
GOMORA	Foot bridge	There is a need for construction of a foot bridge linking Gomora and Bhekisisa. The entire village needs 5 foot bridges
	Pipe line	There's a shortage of getting water by the section, there's no pipe line
	Water reticulation	There's no water pipeline, the community depends on water tankers
	Re-gravelling	Streets damaged by heavy rain need to be gravelled
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	Toilets	About 200 toilets need to be constructed at Gomora, people do not have proper toilets
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 150 households need RDP houses
THEMBISA	Community hall	Community meetings are attended on an open space because there is no community hall at all.
	Sports centre	There is no sport centre, which will keep children away from harmful substances such as alcohol and drugs
	Re-gravelling of streets	Streets damaged by heavy rain need to be gravelled
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	Electricity	There's illegal connection of electricity because some households are not electrified

	RDP houses	Disadvantaged families cannot afford to build proper houses. About 50 households need RDP houses
LUSAKA	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be gravelled
	Water reticulation	The current bulk water supply cannot supply or reach all households, as a result of low pressure
	Re-gravelling of streets	Heavy rain caused soil erosion; streets need to be gravelled
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	Toilets	Approximately 70 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP houses
	Electricity	Electricity infrastructure is available but there is a need for house connections
TEKA	Electricity	There are illegal connections in the last section at Teka
	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	Ring road	Ring road is still not yet constructed at Bhekisisa, Teka and Lusaka
	Re-gravelling of streets	Heavy rain caused soil erosion, streets need to be graveled
	High mast lights	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 200 households need RDP houses
THULANI	Insufficient supply of water	Due to layout of this area water supply cannot reach as a result of low pressure in elevated areas
	Foot bridge	It becomes a challenge to cross from Thulani to Teka during rainy seasons, the community is in need of 5 foot bridges
	Re-gravelling of streets	Heavy rain caused soil erosion, streets need to be graveled
	Toilets	Approximately 70 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP houses
	Electricity	Electricity infrastructure is available but there is a need for house 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
BHEKISISA	Electricity	Electricity infrastructure is available but there is a need for house connections
	Foot bridge	People cannot cross to other sections of the village when it is raining, a footbridge is needed

	Re-gravelling of streets	Heavy rain caused soil erosion, streets need to be graveled
	High mast light	Installation of high mast lights is needed as it becomes very dark and there are people coming from work at night
	Toilets	Approximately 100 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	RDP houses	Disadvantaged families cannot afford to build proper houses. About 200 households need RDP house
TB	RDP Houses	Disadvantaged families cannot afford to build proper houses. About 100 households need RDP house
	Sanitation	Approximately 150 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	Electricity	Electricity infrastructure is available but there is a need for house connections Intfutfuko section
	Re-graveling of streets	Heavy rain caused soil erosion, streets need to be gravelled at Intfutfuko section
	Water reservoir	The current water reservoir is too small to meet the water demand it supplies
	Sports ground	There is no sport play ground
Holland	RDP	Disadvantaged families cannot afford to build proper houses. About 70 households need RDP house
	Sanitation	Approximately 150 households do not have toilet facilities, there is a need to provide infields as a form of eradication of sanitation blockage
	Electricity	Electricity infrastructure is available but there is a need for house connections
	Re-graveling of streets	Heavy rain caused soil erosion, streets need to be gravelled at Holland

WARD 26	PRIORITIES	PROBLEM STATEMENTS
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
	High mast light	There's a need for installation of 3 high mast lights to minimize crime at night
	Tarred road and re-graveling	Road needs to be tarred, heavy rainfall damaged streets there's a need for graveling
	RDP houses	Most households are led by orphans and they do not have houses which are in good condition
	Sanitation	Some of households do not have proper houses
	Centre for old age	Helpless old people experience domestic violence
	Library	There is a need for a public library for local people to access knowledge

DRIEKOPPIES A	Water	Repairing of the whole system
	Regravelling of street	Potholes damage during heavy rains
	Waste removal	Need dumping site people dump bottles around the street
	Storm and water drainage	Need two drainage
	Community hall	Renovation of community hall.
	Bus shelter	No shelter during rainy season people they get wet

WARD 27	PRIORITIES	PROBLEM STATEMENTS
SCHOEMANSDAL E	Clinic	No clinic they using mobile clinic
	Water reticulation	There's illegal connection which decreases the level of water supply to other areas.
	Tarred road	No tarred road
	Vehicle bridge	No vehicle bridge
	High mast light	No high mast light
	Skills development centre	No skills development centre
SCHOEMANSDAL B BONGUKUHLE	Insufficient water supply	Water is supplied by water tanker
	Tarred road to graveyard	No tarred road to the graveyard, it needs regravelling
	Skills development	No skills development centre
	High mast light	No high mast light
SCHOEMANSDAL A	Insufficient water supply	The water supplied is insufficient it doesn't reach all other areas.
	High mast light	No high mast light
	Stadium	It was built but not finished and it's been long the stadium has to be completed.

WARD 28	PRIORITIES	PROBLEM STATEMENT
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
	Regravelling and mantanance of Ring road and streets (khethukuthula ,phigogo)	Tarred road / pavement Foot bridge and vehicle bridge
	Clinic	Renovation, upgrading and extension of clinic to operate 24 hours
	RDP houses (Phola, zone 10 ,phigogo and old schoemansdal)	164 houses need to be built for ward 28
	VIP toilets (phola, old schoemansdal, zone 10, phigogo and emhlangeni)	229 toilet to be built

	Multipurpose centre at old Schoemansdal	Short walking distance to access services
	Stadium old Schoemansdal	Community to access sporting codes
	High mast light and street light (old Schoemansdal, Phola, mhlangeeni, phigogo and zone 10)	To eliminate crime
	Job opportunities (old Schoemansdal, Phola, mhlangeeni, phigogo and zone 10)	For empowering women and youth.

WARD 29	PRIORITIES	PROBLEM STATEMENT
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 12
	Community Hall	Community hall cannot accommodate the entire community during community meetings and other events
	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
	Job opportunities	Youth unemployment leads to high level of poverty
	RDP Houses	Most households do not have proper houses
	Fencing cemeteries	Graves and tombstones are damaged by livestock, graves are not in a good condition
	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
	Re-gravelling of streets	The streets have been damaged by the heavy rains.
	Waste removal	Waste is not yet collected by the municipality, but if it can be collected it can prevent illegal dumping of waste
	Library	Kids need access to information which could help them improve in their studies. Residents use Malelane public library.
	Sports ground	No sports ground to entertain kids, being physically and keep them away from criminal activities
	Electricity	People always want new stands now and then, new households need to be electrified
	Mall / plaza	There are no shopping complexes people have to travel to Malelane/ Komatipoort to buy groceries and other stuff
	Youth development centre	The current youth development centre needs to be extended
	Primary school	School kids use public transport to school at Mawelela
Speed humps	Speeding vehicles causes accidents, speed humps are a great need along the N4 route	
High mast lights	Only one high mast light was installed, more high mast lights still need to be installed	
BUFFELSPRUIT	Community hall	A site to build a community hall is vacant, people attend community meetings under a tree

	High mast light	Only one high mast light was installed, more high mast lights still need to be installed
	Job opportunity	Lack of job opportunities lead to high level of poverty
	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
	Library	Kids need access to information which could help them improve in their studies.
	Electricity	Approximately 500 households at new section need to be electrified
	RDP houses	Some disadvantaged families cannot afford to build houses. The department of human settlement must intervene by building atleast 80 RDP houses
	Sanitation	Some households have toilets, the problem is that they are already full. There is a need for construction of about 70 toilets
	Stadium	A community stadium is needed, because it plays a vital role in terms of sport events and other important community events
	Fencing of cemeteries	Tombstones are being damaged by livestock
	Speed humps	Speeding vehicles causes accidents there is a need for installation of 13 speed humps
	High mast light	No high mast light

WARD 30	PRIORITIES	PROBLEM STATEMENT
LOUVILLE	Water	No pressure
	Regravelling of street	Lot of potholes
	Community hall	It is damaged and old requires rehabilitation
	Job opportunities	To empower women and youth
MALELANE	Electricity	Some of the houses does not have electricity
	Regravelling of street	It has lot of potholes
FARMS	Electricity	No electricity at all
	Job opportunities	No jobs

WARD 31	PRIORITIES	PROBLEM STATEMENT
SCHULZENDAL	Water reticulation	Insufficient water supply, there is no enough water to supply the whole community, it is 70% complete Only few households receive water, majority do not have water
	Community hall	There's no community hall
	Foot bridges (5)	No foot bridges

	Clinic	24 hours operational clinic
	Primary school	School is congested.
	Bus shelter (5)	In rainy season people get wet when waiting for bus
	Fencing of cemeteries	Cattle breakdown tombstone
	Job opportunities	Empower youth
	Regravelling of streets	To serve the community with smooth street
	RDP houses	Total need of 50 RDP houses
MIDDELPLAAS	Water reticulation	Booster pump to push water to have pressure
	Community hall	There's no community hall
	Ring road	We need ring road to serve the community
	Electricity	For the new stands (400)
	Foot bridges	For the community to cross
	Clinic	24 hours operation
	RDP houses	Total of 80
	Fencing of cemetery	To prevent tombstone from cattle to break them
	Bus shelters	For rainy and sunny season

WARD 32	PRIORITIES	PROBLEM STATEMENT
SABATHA	Water reticulation	Shortage of planted pipe lines
	Bus route	Create and construct bus routes people walk long distance to catch transport to work.
	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.
ZONE 14	Water	There's no water reticulation it is a new section.
	Electricity	Most households are still not electrified
	High mast light	As a result of high crime rate experienced at night there is a need for installation of high mast lights
	Street lights	There's a need for installation of street lights next to electric infrastructure/ electric poles
	RDP houses	Approximately 200 households do not have houses at all
	Sanitation	Most households do not have pit toilets
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.
	High mast light	There's high level of crime a provision will reduce the number of people mugged
	Street light	Residents applied for street and high mast lights but still they are not installed

	Water reticulation	There's no water reticulation in few areas of the section.
	Foot bridges	Two foot bridges needed
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.
	Sanitation	Covid 19 has left a lot of people unemployed which also contributes to people unable to construct pit toilets for themselves.
	High mast light	There's a need for high mast lights to reduce the high number of crimes taking places into bus stations.
	Street lights	There is a high crime rate
	Foot bridges	Children are unable to pass through during rainy season so there's a need for 3 foot bridges to assist
	Water reticulation	Booster pump is needed for the water to flow easily and pipelines are needed
	KHOSOVO	RDP houses
High mast light		There's high crime rate into bus stations, installation will reduce the number of crimes taking place.
Street lights		Reducing crime rate
ZONE 10	High mast light	Needed to reduce crime
	Bus route	It is required to assist people that are travelling the long distance to reach to where transport is.
	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.
	Mobile clinic	The health facilities are too far to reach.
	Foot bridges	To assist children to pass through 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.
	Foot bridges	To assist children to pass through during rainy days
MATHANGENI	RDP houses	Due to the high level of poverty people are unable to construct their own houses.
	High mast light	To reduce the high level of crime
	Paving to the reservoir	There's a need for paving
	Foot bridges	To assist children to pass through when it is rainy days.

WARD 33	PRIORITIES	PROBLEM STATEMENT
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.
	Regravelling of streets	There's a need for Regravelling of streets after this heavy rains which has cause so much damage into our streets and holes have emerged

	Mobile clinic	People travel a long distance from their households to access a clinic so a mobile clinic is request to assist such situations.
	RDP houses	Due to the high level of poverty people are unable to construct their own houses.
	Water reticulation	The way the area is structured there's a problem on how the infrastructure can be placed.
	High mast light	There's High crime rate
	Foot bridge to Njeyeza	Flooding during rainy season and children are unable to pass through
	Job opportunities	High level of unemployment rate
	Tarred road to Jayedala	High level of flooding during rainy season and soil erosion
ENTOKOZWENI	Regravelling of streets	High level of soil erosion during rainy season
	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
	RDP houses	Some family members are living in households which are not in good condition, some are cracking and some at almost to cracking.
	Sanitation	There's a need for provision some of the toilets are falling and some are full
	High mast lights	To reduce the High level of crime
	Job opportunities	High level of unemployed youth which increases the high rate of crime and use of substance abuse.
	Clinic	24 hours operation c
NKANINI (BUFFELSPRUIT)	High mast light	To reduce the High level of crime for those going to work at night
	Regravelling of streets	High level of soil erosion into our street
	RDP houses	Some family are living into two rooms while they are eight in number and mostly are orphans and they are in need of RDP houses
	Job opportunities	High level of unemployment into youth
	Water supply / proper cleaning of water	The plant is not up to standard it requires upgrade
NCEPHEZANE	Water	No adequate / insufficient water supply
	Foot bridge	No access to another zone
	High mast light	High level of crime
	Closing of dumping sites	Closing of the illegal dumping site because people are dumping everywhere and it causes air pollution
	RDP houses	Some family members struggle to build their own houses due to lack of finances.
EKUPHUMULENI	Regravelling	Soil erosion occurred and holes emerged
	Electricity	Shortage of few households connection
	Clinic activation (structure in place 2022)	Shortage of medication and staff at the clinic

	Water supply (24 hours)	There's shortage of water
	Speed humps main road to plaza from Driekoppies	To reduce the number of high accidents of children being hit by cars
	High mast light	High rate of crime because there's lot of taverns
	Vehicle bridges	No access road during rainy season, cars are unable to pass through to other sections if it has rained.

6.1. Community Priorities vs Problem Statements.

BASIC SERVICES	PRIORITIES	PROBLEM STATEMENT
Water	Bulk supply	This is mainly attributed to the ever increasing number of households, of which the current bulk supplies are unable to cope with water demand.
	Reservoir	Reservoirs in the identified areas are either ageing and need refurbishment or non-existent and need construction. In other instances they are there but too small to meet the water demand they supply.
	Booster pump	The identified areas have the water infrastructure readily available, but due to the layout of such areas water supply cannot reach all households as a result of low pressure in elevated areas.
	Reticulation	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. There is a need to replace such pipes. In other cases there are new extensions in the existing areas where network pipes have not been installed.
	24 hours water supply	The identified areas do have water but have to be shared with other neighbouring areas and this calls for the supply to be distributed equally at different times. This is used as control measure as these areas do not pay for water services, which results in the misuse of water.
	Boreholes	Some areas do have boreholes which do not provide water because they are not maintained. The ever increasing water demand exceeds the supply by the boreholes.
	Purification	These 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.
	Repairing of infrastructure	The identified areas require the rehabilitation of the existing water infrastructure which is no more able to supply water. Some of these areas experience severe water linkages due to the infrastructure which is damaged and require repairing or replacement.
Roads and Storm water	Tarring	Though most of the areas in Nkomazi have access to roads, some areas still need bus roads, tarring of streets and road which connect them to other areas.
	Re-Gravelling	Due to the number of kilometres which need to be tarred in Nkomazi, it is currently not possible to cover all these areas. Re-gravelling of streets becomes an alternative; however it is still not possible to re-gravel all the streets which have not been gravelled before or all those that need to be gravelled because they are in bad condition.

	Footbridges and access roads	Some villages experience challenges in connection with community facilities and neighbouring areas which cannot be accessed during rainy seasons.
	Vehicle bridges	Other areas which are within close proximity cannot be accessed as a result of unsafe links with those areas and have to travel long distances which can be shortened by constructing bridges
	Storm water drainage	Most of the roads that were constructed some time ago did not make provision for storm water drainage, which reduces the quality of the roads; some of the roads direct water to the nearby households which cause damage to the houses during rainy seasons
	Repairing of roads	Most of the roads in the area are not being repaired and tend to wear easily and cannot be used by the general public and even pose danger to the road users
Electricity	New infrastructure	Electricity bulk infrastructure has become a challenge in some section of Nkomazi Municipal area. The existing bulk infrastructure is unable to cope with the high demand for electricity which results in power interruptions and low voltage. Due to the ever increasing unplanned new households bulk infrastructure become a challenge, as these new households necessitate the upgrading of the existing infrastructure.
	House connections	In other instances electricity infrastructure is available but there is a need for house connections. In other existing establishments households within electrified existing areas requires infields.
	Solar energy	Due to the poverty levels in these areas where households members do not have any source of income paying for electricity become a challenge, this therefore calls for the use of solar energy as the most affordable source.
	High mass and streets lights	The listed areas 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
Sanitation	Sewer	The current sewer infrastructure in areas such as Komatipoort do not meet the ever increasing number of households which result in overflows. Some of these areas have high densely populated households which require the use of sewer system than pit latrines which tend to overflow within a short space of time and become a health hazard to the household within close proximity.
	Pit Latrines	These areas in the municipality are experiencing sanitation backlogs in the form of pit latrines. The sanitation backlog in Nkomazi stands at 56 717. In some other areas communities are still using the unhygienic form of sanitation.
	VIP toilets	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.
Health and Social Services	Clinics	The identified areas do not have health care facilities within close proximity; they are forced to walk/travel over long distances to access such facilities. Some people in these areas even loose lives because they cannot afford transport costs to the nearby clinics or hospitals.

	Mobile clinics	Some of the listed areas are serviced by mobile clinics which visits these areas on specific days. This also causes a problem because some people may require medical attention when the mobile clinics are not there. Some of these areas need mobile clinics because of the distance to the nearby health facilities.
	Additional Staff	Due to the big numbers of patients visiting the health facilities, the current staff does not cope which such big numbers and this lead to poor or low service
	24 hours service	The identified health care facilities operate within a limited number of hours of the day and cannot be accessed after hours. Any person who needs medical attention after hours has to be transported to the nearby facilities for medical attention. Those who cannot afford transport are left helpless.
	Crèches	The identified areas do not have access to crèches 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.
	HIV/AIDS centres	Most of the areas in Nkomazi have community members who volunteer to provide assistance in giving care to sick members of community. Home base care facilities remain a challenge in these areas as the care givers do not have a decent place to store or care equipment's and care for patients.
	Home based care	No community facility
Housing and Land ownership	RDP Houses	The identified areas are experiencing housing shortages as a result of housing backlog within the municipal area. Housing units have been allocated to these areas in the past and could not meet housing demand. There is a need to provide additional houses to these areas in order to close the housing backlog.
	Renovation	Some of the RDP houses in these areas do not meet basic standards for housing. This is due to poor workmanship which results in cracks and other housing related problems there is a need for the department of human settlement to intervene.
	Formalization	Due to the nature of the housing settlements in these areas, land allocation is the primary responsibility of the traditional authorities. These results in the areas not formalized and make it difficult for people to acquire title deeds and for the municipality to rollout services, as there is no proper planning in the establishment of these townships.
Community facilities	Community halls	The identified areas either do not have community halls or some do have but cannot access them due to various reasons. This requires an intervention in the construction, renovation and easily of access to these facilities as they are community facilities. Some of the areas do have community halls but the problem is people have to walk over long distances to access halls.
	Libraries	Very few areas in Nkomazi have access to libraries. There is a huge backlog in the provision of community libraries.
	Recreation facilities, Sports facilities	The identified areas do not have recreational facilities. The problem is that they are not maintained. Some of those who have require renovation or upgrading.

	Post offices	Some of the identified areas do have post offices but the available post office does not accommodate the huge number of households. This requires an intervention of adding more post offices in these areas. The services that are available in the stations are limited and as such people have to travel over long distances to access the unavailable service.
	Pension pay-out points	These communities experience problems during pension pay dates as there are no shelters against the sun or rain. Other pensioners even lose their lives due to long queues and excessive heat.
	Multi-purpose centres	The areas identified have no access or do not have multipurpose centres as a result they are deprived the opportunity to engage in various community activities which can be effectively be accommodated in the multipurpose centre
	Cemeteries	The identified areas need the installation of water taps or water tanks in the cemeteries for the communities to use when they are in the cemeteries.
		These areas do not have toilets in the cemeteries and becomes problematic when people are burring their loved ones and have to either use the bush or leave the funeral services before time.
	Fencing of cemeteries	Graves and tombstones are being destroyed by livestock as there is no fence to protect them. There is a need to fence these areas for access control by both human beings and animals.
		The identified areas experience challenges to access cemeteries as a result of bad roads.
		The following areas need land to establish new grave yards.
		The following areas need electrical points in their graveyards in order to use equipment and machinery.
Transportation	Public transport [Bus& Taxis]	The identified areas have a serious problem with public transport as they have to walk over long distances to access public transport. There is a need to intervene and ensure that public transport is accessible to them and can be found within close proximity.
	Bus shelters	Some of the identified areas do have shelters, but they are limited. People that use public transport cannot stand against stressing environment especially during bad weather conditions so there is need to add more shelters in these areas.
	Taxi ranks	The following areas have identified taxi ranks as their priority areas. This is due to the fact that a taxi rank provides transport to different destinations without having to connect in other areas.
	Overhead bridge	Congestion is mainly a problem as a result of shortage of road space, and lack of such facilities to satisfy the needs of passengers and travellers. The problem not just remains the same but also increases other external problems such as "accidents, noise annoyance and environmental pollution, which all together contribute to an excessive social pressure. Overhead bridges will also assists in averting accidents to pedestrians as they normally compete for space with vehicles.
	Signage	No signage and inadequate signage for tourists. No drawings such as pedestrian crossing Stops etcetera

	Speed humps	High speed driving in these areas have resulted in many fatalities in the identified areas, this necessitates the construction of speed humps to assist in the reduction of accidents caused by speeding vehicles.
Education	Primary schools	Some of the areas identified do have primary schools but there is a problem of overcrowding whereas some of them do not have primary schools within close proximity and children have to walk over long distances.
	Secondary schools	Most of these areas do have secondary schools but overcrowding remains a challenge, therefore there is a need to upgrade the existing schools or to construct new schools to accommodate the learners. Some of the areas do not have secondary schools and need construction of new schools.
	Scholar transport [primary]	Peoples from these areas have to walk over long distances to the nearby schools which affects their education as there are no schools within close proximity of the areas where they live, therefore there is a need to provide scholar transport for them
	Administration blocks	Some of the schools do have administration blocks but are in a state which require attention and some do not have school admin blocks at all
	Renovations of schools	The following schools are experiencing ageing infrastructure as they were built years ago, and are no more providing safe environment for learning and teaching.
	School furniture	Some of the schools have furniture which is not enough for all kids and require additional furniture.
Waste management /removal	Trucks for Waste removal	Waste removal in these areas is very minimal and to an extent none existence, there is a need to expand the service.
	Dumping sites	There is a long distance between these areas and the land fill sites, provision has to be made for transfer stations so that there can be waste disposal control.
	Recycle centres	These areas have recycle centres but are not fully utilised due to their poor conditions.
	Dust bins	These areas need dust bins to assist in the collection and control of waste.
Safety and security	Satellite police stations	These areas are experiencing high crime levels while they are far from the police stations and the response from the police usually comes after the criminals have flatted the area. These communities either need a police station or a satellite police station for prompt response when there is a crime reported in the areas.
	Police station	This police station is fairly small and needs upgrading in terms of human resources and infrastructure as is services quite a number of communities.
	Fire stations	These areas are far from the Nkomazi fire stations where in terms of response it takes a while for the fire rescue department to act and combat the fire before it causes major damage.
	Police officers	This is a nature conservation residential area or holiday township which attracts criminals and poachers, therefore there is an influx of criminals to the area, and there is a need for police visibility and additional rangers.
	SAPS and CPF patrol	Policing forum structure in these areas need to be strengthened as some are in active and in other instances have collapsed. Police visibility is also a challenge which gives criminals a free role to torment these communities.

	Parking space	This police station is experiencing a serious parking problem for the public vehicles as it is found within the residential area of Malelane where there is no parking space.
LED	Job opportunities	These areas experience high unemployment rate as a result of lack of job opportunities which results in high levels of poverty. There is a need to enable the environment in developing local economy in these areas.
	Shopping complexes	These areas are far from the main shopping complexes in the municipal area. Therefore are in need of shopping complexes which are within close location.
	Market stalls/ Vendor stalls	These communities have a potential to produce or manufacture goods which can be sold to the general public and alleviate poverty. Due to the lack of market stall and vendor stalls there is no space to sell their products. T
	Skills development and training	The following areas require skill development and training in a number of market related fields which can assists in job creation and alleviating poverty by creating employment to the communities.
	Farming projects	No or insufficient communal land for farming or grazing and no fencing. Dams, funding, projects , equipment

6.2. 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-SIBOSHWI)

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.

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.

Physical Address

21 Impala Street, Malelane 1320

Postal Address

Private Bag X101, Malelane 1320

Contact Number (Office of Municipal Manager)

013 790 0245

Contact Number (Planning and Development)

013 790 1303

Website

www.nkomazi.gov.za

**Email Address: Office of Municipal Manager
Mm municipal -manager-office @nkomazi.gov.za**