BUSHBUCKRIDGE
LOCAL MUNICIPALITY

BUSHBUCKRIDGE LOCAL MUNICIPALITY

2024/25

INTEGRATED DEVELOPMENT PLAN

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ACRONYMS

ABET	: Adult Based Education and Training
ASGI-SA	: Accelerated and Shared Growth Initiative of South Africa
BBR	: Bushbuckridge
BLM	: Bushbuckridge Local Municipality
CBD	: Central Business District
CoGTA	: Department of Cooperative Governance and Traditional Affairs
DDM	: District Development Model
DBSA	: Development Bank of Southern Africa
DCSR	: Department of Culture, Sports, and Recreation
DEDP	: Department of Economic Development and Planning
DHSS	: Department of Health and Social Service
DMA	: District Management Area
DoE	: Department of Education
DPWRT	: Department of Roads and Transport
DWA	: Department of Water Affairs
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
ESKOM	: Electricity Supply Commission
FBS	: Free Basic Services
FET	: Further Education and Training
FIFA	: Federation of International Football Associations
GIS	: Geographic Information System
GDS	: Growth and Development Summit
HDI	: Historically Disadvantaged Individual
HRD	: Human Resource Development
ICC	: International Conference Centre
IDP	: Integrated Development Plan
ISDF	: Integrated Spatial Development Framework
ISRDP	: Integrated Sustainable Rural Development Program
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
KNP	: Kruger National Park
KPI	: Key Performance Indicator
LED	: Local Economic Development
LRAD	: Land Reform for Agricultural Development
MAM	: Multi Agency Mechanism
MDG	: Millennium Development Goals
M&E	: Monitoring and Evaluation
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MRTT	: Mpumalanga Regional Training Trust
MSA	: Local Government Municipal Systems Act
NDOT	: National Department of Transport
NEMA	: National Environmental Management Act no.
NEPAD	: New Partnership for Africa's Development
NDPG	: Neighbourhood Development Partnership Grant
NSDP	: National Spatial Development Perspective
PGDS	: Provincial Growth and Development Strategy
PMS	: Performance Management System
RLCC	: Regional Land Claims Commission
SASSA	: South African Social Security Agency

SDF	: Spatial Development Framework
SDI	: Spatial Development Initiatives
SMME	: Small Medium Micro Enterprises
SWOT	: Strength, Weaknesses, Opportunity, and Threat
URP	: Urban Renewal Programme
WSDP	: Water Services Development Plan

FOREWORD BY THE EXECUTIVE MAYOR



It is with great pleasure that I present the 2024/2025 Final Integrated Development Plan (IDP) and Budget for our esteemed Local Municipality. These documents serve as crucial blueprints that guide our municipality's path towards sustainable development and effective governance.

In crafting the IDP and Budget, we have considered the diverse needs and aspirations of our community, ensuring that our initiatives are aligned with the principles of inclusivity, transparency, and accountability. Through extensive consultation with stakeholders, we have sought to address the pressing challenges facing our municipality while capitalizing on opportunities for growth and progress.

Our commitment to service delivery remains unwavering, as we strive to enhance the quality of life for all residents, foster economic prosperity, and promote environmental sustainability. This draft reflects our dedication to prudent financial management and responsible resource allocation, ensuring that every rand is utilized efficiently to maximize its impact on our community.

I encourage all residents, businesses, and organizations to actively engage with the contents of this draft, providing valuable feedback that will help shape the final version of our IDP and Budget. Together, let us forge a future that is inclusive, resilient, and prosperous for generations to come.

Thank you for your continued support and collaboration in our shared journey towards a better tomorrow.

Regards,

_____
Cllr C.S Nxumalo
Executive Mayor

MUNICIPAL MANAGER'S IDP FOREWORD



Municipalities are mandated by the Constitution of South Africa to conduct municipal planning in a manner that is consistent with community participation. The constitution of the Republic of South Africa (1996) chapter 7, section 152 (1) set out the object of Local Government as Follows:

- ✓ To provide democratic and accountable government for the local community.
- ✓ To ensure the provision of services to communities in a sustainable manner.
- ✓ To promote social and economic development.
- ✓ To promote sale and healthy environment and
- ✓ To encourage involvement of communities and community organizations in matters of local government.

The Municipal System Act No. 32 of 2000 further outlines that Integrated Development Planning (chapter 5) must be done in a way that enhances Community Participation (Chapter 4). Bushbuckridge local municipality has done planning guided by the aforementioned pieces of legislation and others to ensure that the IDP is people oriented and seeks to address community needs through provision of basic services in a sustainable manner. This final IDP has been reviewed in an integrated manner with all relevant stakeholders such as sector departments, Non-profit organizations, private sector, parastatals of government, community structures and all relevant role players. The local sphere of government or municipalities use the integrated Development Plan (IDP) as the principal strategic planning instrument which guides and informs all planning, budgeting, management, and decision-making processes in a municipality.

The Country is headed to the 6th Democratic election on the 29 May 2024 as announced by the President of the country. Elections give the newly elected government a new mandate from the people of the country and what they seek to be addressed for the next five (5) years. The outgoing government had the Medium-Term Strategic Framework (2019 -2024) which the municipality was in alignment with the MTSF to achieve the goals that were set. The Municipality has done well in this regard and will continue to strive to achieve the national targets. The government that will be ushered in after the elections will also revise the MTSF to achieve new goals and the municipality will ensure alignment with the set goals.

All the community members that have registered to vote are encouraged to go out in their numbers and vote for their preferred political parties because the government must be chosen by the people.

My sincere appreciation to Council, the administration, and all external stakeholders for your continued contribution in our planning process that produced this Draft IDP for 2024/25.

CHAPTER 1: EXECUTIVE SUMMARY

1. Executive Summary

The Municipal Systems Act 2000 (Act No 32 of 2000) stipulates that each council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality. Bushbuckridge Local Municipality (BLM) integrated development plan (IDP) is the primary strategic planning tool which guides and informs all planning, budgeting, management, and decision making for the municipality. The Municipality covers the 2nd largest population size in Mpumalanga with 750 821 persons as per 2022 Census, which is 34% of the total population of the Ehlanzeni District Municipality and 14% of the Provincial population. It is renowned for its agricultural and tourism attractions.

It was declared a presidential nodal point by the president of the republic in 2001, it is in the north-eastern part of the Mpumalanga Province and is bounded by Kruger National Park in the east, City of Mbombela Local Municipality in the South and Thaba Chweu local Municipality and it covers approximately over 1 000, 000 ha, Kruger National Park forms part of the municipal land. The Municipality consists of 38 wards with 38 ward Councillors and 38 PR Councillors.

This document is the Integrated Development Plan (IDP) of the Bushbuckridge Local Municipality for the 2024/25 financial year. It provides basic key service delivery challenges in areas that have been prioritised for 2024/25 financial year and is reviewed annually. It is also based on the multi-year approach principle to enable Municipal Council to have a multi discipline budgetary process. The Municipality has several challenges which form part of the priorities in the medium-term and certainly the Long-Term Development Strategy. These are high poverty levels, Crime, Unemployment, Back log of service delivery, Skills shortage, High illiteracy, rural nature, HIV/AIDS epidemic and more certainly the lack of adequate access to basic services.

Poverty and unemployment are core development challenges in Bushbuckridge Local Municipality, most people in the municipal area of jurisdiction are unemployed and this poses a big challenge for the municipal economic development. The Municipality has adopted a holistic approach in addressing the inter-related socio-economic factors that can contribute to the quality of life for all the people living in the Bushbuckridge Local Municipality.

1.1. Legislations Framework

Constitution of South Africa

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. The Constitution therefore provides for a new approach to government on national, provincial, and local government levels. The new Constitutional model redefines the relationships between the three spheres of government, by replacing the system of a vertical hierarchy of ties, with three overlapping planning process and sets of plans each relating to a different sphere of government. The focus of cooperative governance is however to ensure that scarce resources are used for maximum impact. The constitution of the republic of South Africa dictates that local government must:

- Provide democratic and accountable government to all communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment; and
- Encourage the involvement of communities in the matters of local government.

Municipal Systems Act

In terms of the Local Government: Municipal Systems Act (2000) requires that Municipalities draw up an integrated Development Plan (IDP) - a Strategic Plan, which all Developments in a municipal area are based upon. The IDP is the principal planning instrument that guides and informs the municipal budget. It is a plan that not only concentrates on other provisions of municipal services, but also seeks to alleviate poverty, boost Local Economic Development, eradicate unemployment, and promote the process of reconstruction and development.

Chapter four (4), section 26 of the Act indicates the core components of an IDP and that such an IDP must reflect the following:

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.
- A Spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- The key performance indicators and performance targets determined in terms of section 41 of the MSA.

Municipal Finance Management Act

In addition to compiling an IDP, it is also a legislative requirement, in terms of the municipal Systems Act and the municipal Finance Management Act (2003) that the municipality's I.D.P be reviewed on an annual basis. The aim of the review is to ensure that the municipal planning considers changing circumstances.

1.2. National and Provincial Alignment

Table 1: Alignment

National Development Plan	State of the Nation Address	State of the Province Address	Medium Term Strategic Framework MTSF (2019-2024) Priorities	Back to Basics (KFAs)	Municipal Strategy
Expanding Infrastructure and creation of Jobs. Rural development Economic growth and creation of Jobs	Revitalization of township economy and rural economy Land reform and rural development. Establishment of an integrated investment Promotion and facilitation capability	Transforming the economy to service the community or the people.	Economic transformation and job creation	Delivering of basic services	Provision of basic services infrastructure and proper maintenance
Integrated Human Settlement and Inclusive planning.	Establishment of the District Development Model Access to basic services	Integrated human settlements and long-term planning. Integrated and coordinated planning	Spatial Integration, Human Settlements and Local Government Social Cohesion and Safe Communities	Delivering of basic services and human settlement	Formalization of rural settlement Human Settlements Provision of basic services
Fight Corruption and building capable state	Advance good governance and democracy Developing a national anti-corruption strategy Strengthen the capabilities of municipalities.	Sound financial management. Provision of services in a sustainable manner Strengthen IGR structures for oversight	A Capable, Ethical and Developmental State	Building of good governance and institutional capacity Financially viable institutions	Strengthen Internal Audit, Risk management and intergovernmental relations. Enhance public participation/consultation
Social Cohesion	Building capable government institutions to foster social cohesion. Strengthening better international relations Promoting peace and security on the continent	Fostering better relations with international partners Provision of services to foster social cohesion. Integrated and coordinated planning	Social Cohesion and Safe Communities A Better South Africa, Africa, and the World	Delivering of basic services	Provision of basic services infrastructure Provision of public amenities

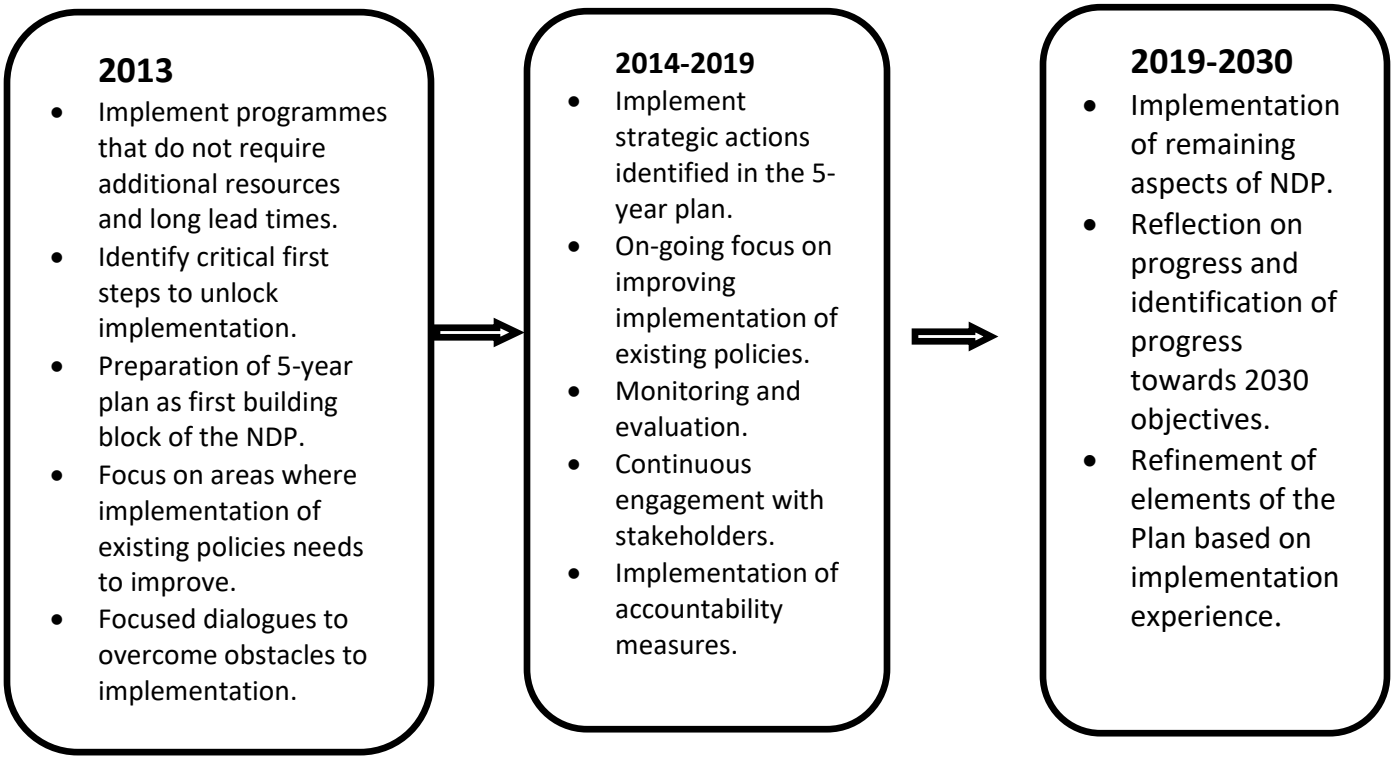
National Development Plan (VISION 2030)

It was soon after the promulgation of the Outcomes Based Planning Approach, the State President restructured his cabinet to conform to the set standards. A Planning Commission which reports directly to the Presidency was one of the structures that were established. Its terms of reference were to give planning support and guidelines to all government institutions. The Commission embarked on a diagnostic process to establish the planning data and realities on the ground. About eight issues all revolving around poverty and inequality were raised during this stage and they are: Poor education, High Disease rate, Exclusive Planning, corruption, Aging infrastructure, Poor job opportunities, Resource intensive economy, Public Services uneven and divided communities.

In a means to address these challenges, the Commission drew up a plan called the 2030 Plan for South Africa which is looking at a total attainment of a prosperous and equity state by the year 2030. This plan proposes several issues that need to be considered when doing our planning if we are indeed to realize the 2030 vision. These areas were all given honest consideration during the developmental stages of our IDP to ensure proper alignment. These planning considerations are as follows:

- Creation of Jobs
- Expanding Infrastructure
- Transition to a low carbon economy
- Transformation of urban and rural spaces
- Education and Training
- Provision of quality Health Care
- Building a capable State
- Fighting corruption
- Transformation and Unity

Implementation phases of the NDP



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

The NDP seeks to address the following development challenges:

- Poverty and unemployment
- Poor quality of education
- Inadequate and poor infrastructure
- Spatial divide
- Unsustainable and stagnant economy
- Poor public health system
- Poor public services
- High levels of corruption
- South Africa remains a divided society.

The National Spatial Development Perspective (NSDP) Guidelines

The ultimate vision of the NSDP in relation to the Municipal spatial development plan will be to: -

- Focus Economic Growth and Employment creation in areas where it will be most effective and sustainable through proper Land Use Management systems. (LUMS)
- Support restructuring and or rezoning of areas that have greater potential to encourage industrial advantage for sustainable living and will assist in facilitating economic growth within the Municipality.
- Foster development for the basis of Local Economic Development potential.
- Ensure that all municipalities can provide for basic needs.

National Spatial Development Perspective (NSDP) is a tool for policy co-ordination regarding the spatial implications of infrastructure programs in National, Provincial, and local government. The aim of the NSDP in South Africa is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative providing basic services to all alleviating poverty and inequality. It also examines the spatial dimension of social exclusion and inequality, recognizing the burden that unequal and inefficient spatial arrangements plan on communities.

Medium Term Strategic Framework (MTSF) 2019-2024

This Medium-Term Strategic Framework (MTSF) is the Government's strategic plan for the 2019-2024 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. The MTSF 2019-2024 supports the objective of the NDP 2030 to address the triple challenges of unemployment, inequality, and poverty. These are central to the transformation that underpins our national development agenda.

The Seven Priorities that form part of the MTSF 2019-24 which the IDP is aligned with:

- **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

Spatial Land Use Management Act (SPLUMA)

SPLUMA provides a framework for spatial planning and land use management in South Africa. SPLUMA:

- Specifies the relationship between the spatial planning and the land use management system and other kinds of planning.
- Ensures that the system of spatial planning and land use management promoted social and economic inclusion.
- Provides for development principles and norms and standards.
- Provides for the sustainable and efficient use of land.
- Provides for cooperative government and intergovernmental relations amongst the national, provincial, and local spheres of government; and
- Redresses the imbalance of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA applies to the whole of South Africa (urban and rural areas) and governs informal and traditional land use development processes. ***See Chapter 6 on Spatial Rationale***

IDP ALIGNMENT TO DISTRICT DEVELOPMENT MODEL (DDM)

In 2019, the Cabinet of the South Africa Government approved the District Development Model (DMM) as a government approach to improve integrated planning and service delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. DDM introduces a new planning instrument in the form of the One Plan. It is expected to strengthen and enhance the IDPs and other plans of municipalities and provide greater certainty and direction for the IDPs. The DDM is an operational model for improving Cooperative Governance at a District/Metropolitan level aimed at building a capable, ethical, sustainable, and developmental state, including improving and enhancing the state of local government. The Model gives provision for One Plan which is an intergovernmental plan setting out a 25-30 years' long-term strategic framework (consisting of short, medium, and long-term intergovernmental actions) to guide the implementation of investment- and delivery-plans in relation to each of the 52 district and metropolitan spaces. The primary objective of the DDM is to ensure government works together and improves communication in the District/Metropolitan areas to synchronize the programmes and projects of different organs of state through the development of One Plan. DDM also ensures inclusivity and a more participatory approach in governance, including oversight over budgets and projects in an accountable and transparent manner. Section 6 of the Revised IDP Guidelines, 2020, DDM is anchored.

1.3. Provincial Strategies

Mpumalanga Economic Growth and Development Plan (MEGDP)

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. The framework describes the province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectoral and related planning interventions in Mpumalanga.

Strategic overview (MEGDP)

- Set high level provincial targets.
- Facilitate decision making and prioritisation.
- Inform choices and trade-offs.
- Locate strategies, programmes, and projects within a focused spatial representation of the content and intention.
- Mpumalanga Vision 2030 includes key targets for the province that are in line with those expressed in the NDP.
- These targets have been developed with due consideration given to the specific demographic, institutional, spatial, and socio-economic advantages, and challenges of the province.

1.4. Powers and Functions of the Municipality

The Municipal systems act 32of 2000 (chapter 3 sub-section 3) requires that the Municipality must exercises its legislative or execute authority by performing the following powers and functions assigned to it in terms of Constitution.

- Developing and adopting policies, plans, strategies, and programmes, including setting targets for delivery.
- Promoting and undertaking development.
- Establishing and maintaining administration.
- Administering and regulating its internal affairs and the local government affairs of the local community.
- Implementing applicable national and provincial legislation and its by-laws.
- Providing Municipal services to the local community or appointing appropriate service providers in accordance with the criteria and process set out in section 78.
- Monitoring and where those services are provided by service providers other than the municipality.
- Preparing approving and implementing its budgets.
- Imposing and recovering rates, taxes, levies, duties, service fees and charges on fees, including setting and implementing tariff, rates and tax and debt collection policies.
- Monitoring the impact and effectiveness of any services, policies, programs, or plans.
- Establish and implement performance management systems.
- Promoting a safe and healthy environment.
- Passing by-laws and taking decisions on any of the above-mentioned matters.
- Doing anything else within its legislative and executive competence.

CHAPTER 2: IDP PLANNING PROCESS

2. Preparation Process

District Framework:
The process plan for the Bushbuckridge Local Municipality is guided by the Ehlanzeni District IDP Framework as adopted by Ehlanzeni District Municipality during a council meeting held in August 2023; the IDP process plan for Bushbuckridge Local Municipality for 2024/25 financial year was also approved and adopted by Municipal Council on the 30 August 2023 with Council resolution**:** BLM01/30/08/23/2023/2024.

2.1. Bushbuckridge Local Municipality's Process Plan

The following process plan was followed during the development of the Municipal IDP for 2024/25 financial year:

Preparation phase

Bushbuckridge Local Municipality developed a process plan for the development of the IDP for 2024/25. The process plan was circulated internally to directorates for comments and inputs before it was adopted by Council. The Municipality advertised the public meetings as per the MSA no. 32 of 2000.Ward councillors were requested to inform all the stake holders in their wards. Traditional leaders, community members, NGOs, Parastatals, and Sector Departments were invited to attend the public meetings.

Analysis Phase
The municipality conducted extensive Community Based Planning. The public participation meetings that were held on the following:

Table 2: Dates for Capacitation of Councilors, ward Committees, CDW, and community members.

Schedule For IDP Community consultations	Ward Numbers	Venue	Time
27/09/2023	01, 02, 03, 04, 05 & 06	Oakley community hall	09:00
28/09/2023	23, 24, 25, 26, 27 & 35	Oakley community hall	09:00
29/09/2023	07, 08, 09, 10, 11, 12, 13 & 37	Maviljan Hall	09:00
0410/2023	10, 22, 28, 29, 31 & 32	Thulamahashe Community Hall	09:00
05/10/2023	14, 15, 16, 17, 18 & 32	Church of the Nazarene-Cottondale	09:00
06/10/2023	19, 20, 21, 30, 33, 34, & 38	Church of the Nazarene-Cottondale	09:00

The process was inclusive of major stakeholders in the municipal area. Ehlanzeni District Municipality officials attended certain sessions or public participations. During this phase, the aim was to get an understanding of the existing circumstances within the municipality (situational analysis). Ward Councillors, ward committees, CDWs and community members were requested to review their Community Based Planning documents in consultation with the broader community.

Community Based Planning and Priority Issues

The following table outlines and summaries the challenges and service delivery priorities per ward:

Table 3: CBP

PRIORITY ISSUE(S)	NEEDS	WARD(S)
1. Water	• Insufficient water • Insufficient Bulk water supply • Water Reticulation • Insufficient Reservoirs	All Wards 1-38
2. Sanitation	• Insufficient sanitation • Lack of bulk sewerage infrastructure • VIP Toilets	All Wards 1-38
3. Roads / Streets and bridges	• Opening of streets • Rehabilitation streets • Re-gravelling and grading. • Tarring of roads.	All Wards 1-38
4. Human Settlement	• Provision of land for housing development • Provision of houses • Rental stock Houses	All Wards 1-38
5. Education	• Provision of Schools. • Renovating schools. • Replacement of mud Schools.	01,2,6,11,12,13,14,15,19,24,25,2730,31,32,35,36,37 & 38
6. Health	• Provision of Clinics. • Provision of Health Centers. • Provision of Mobile Clinics	1,2,4,6,11,12,13,14, 15,18,19,24,25,27,29,30,31,35,36,37.
7. Energy	• Insufficient electrification • Extensions • Power Failure • High mast lights	1,2,4,6,11,12,13,15,18,19,20,24, 25,27,30,32,35,36,37.
8. Economic Growth and Development	• Job creation • Construction of business centers • Upgrading of land tenure • Grazing land • Market Stalls • Farming • Cultural villages • Market opportunities	All Wards 1-38
9. Transport	• Lack of Tasting Stations • Lack of information centers • Lack of Buses • Establishment and upgrading of bus and taxi ranks	1,2,6,7,8,9,11,12,13,14,20,23,25, 27,31.
10. Disabled	• User friendly schools for disabled • Skills development	North, midlands, and South.
11. Waste disposal sites	• Construction of waste disposal sites. • Establishment of Recycling Centers.	All Wards 1-38

PRIORITY ISSUE(S)	NEEDS	WARD(S)
12. Safety and Security	• Provision of Satellite Police stations. • Constriction of police stations.	2,4,12,18,25,27,30.
13. Spatial Planning and Land Use Management	• Formalization of Land Tenure Upgrading. • Servicing of sites. • Fast racking Land Clams.	All Wards 1-38
14. Social Development	• Provision of Pay points.	All Wards 1-38
15. Community Services	• Provision of Sports Facilities. • Provision of recreational Halls. • Provision of Library. • Provision of Thusong Centers.	1,4,6,11,12,19,20,22,25,27,30,31 ;32,35.

Strategy Phase

A strategic session was held on the 04 December 2023 to 07 at Anew hotel (former Ingwenyama Lodge), the first two days was for technical session which comprised of the Municipal manager, directors, managers and selected officials and the last two days which was then a planning lekgotla where the Executive Mayor, Council Speaker, Chief Whip, All MMCs, chairpersons of service and MPAC, were part of the sessions. All directorates (commissions) came up with Strategies on how to address all the needs of the Communities, by prioritising them and came up with projects. The Municipal PEST/SWOT analysis was reviewed to project the status quo of the municipality. Strategic resolutions were the ultimate outcomes where each directorate is expected to implement within a specified time frame.

Project Phase

The IDP/Budget technical committee chaired by the Municipal Manager, inclusive of all directors and managers, met several meetings to deal with the projects and all matters related to the development of the IDP. The technical committee meets in the projects phase to consider project proposals that have been developed to undertake and integrate project planning process to ensure an effective and integrated link between project planning and delivery. The Directorates: technical services have been very critical in providing support to ensure proper, implementation and management for effective service delivery. This process assisted in coming up with multi-year projects and the new ones which must form part of the IDP. All the Technicians were requested cost the projects correctly to avoid the shortage of funds during the implementation. Most of the capital projects were prioritised and budgeted under the MIG grant.

Integration Phase

The BLM has integrated its capital projects as informed by the vision, objectives and strategies developed and resources available for the effective implementation of the project in the IDP. That has been seen as putting more emphasis on the implementation of the management strategic meeting resolutions. Meeting organised by COGTA and office of the premier with sector departments were held to deal with integration and alignment of all the spheres of government. All sector departments present their projects for the next financial year and municipalities can make inputs that inform the finalisation of the sector projects.

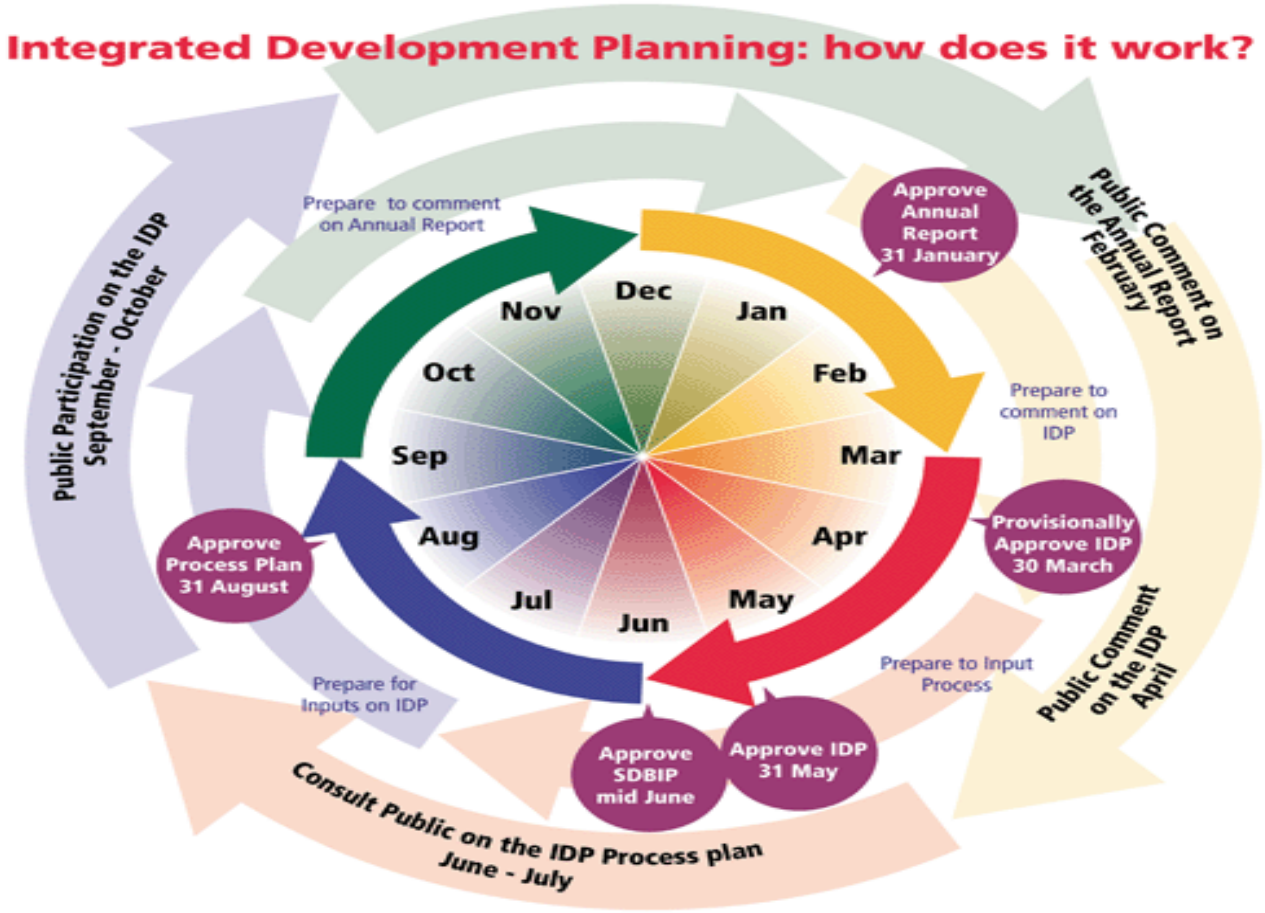
Approval Phase

The 2024/25 (Draft) IDP was tabled on the joint portfolio committee on the 15 March 2024, Mayoral committee on the 15 March 2024 and Council was adopted on the 22 March 2024 with council resolution number **BLM174/30/03/23/2022/2023.** Community consultations on the draft IDP/Budget/Tariffs were conducted in April 2024 and the council portfolios, Mayoral committee and council approved the final IDP with council resolution number: **BLM178/14/05/24/2023/24.**

Evaluation and Feedback

This process is important as it assist with the strengthening of sustainable projects implemented through the IDP. It is proper to evaluate lessons and challenges to improve on the practice.

The below diagram clearly indicates the process plan from the planning stage to the approval and how the evaluation and the feedback on the IDP will be done.



Principles informing the compilation of the IDP requirements of chapter 5 of the Systems Act which requires:

(a) The IDP be compiled, adopted, and implemented.
(b) The municipality monitors and reviews the implementation of the IDP.
(c) The IDP reviewed and adopted annually to the extent that changing circumstances so demand.
(d) The IDP must be aligned with plans of other spheres of Government; and
(e) The IDP must reflect priority development needs of communities.
(f) The IDP must align with the Municipal budget and SDBIPs.

2.2. IDP Consultative structures

Municipal Council

The council is the authority on all aspects of the IDP process. The review process which is guided by the IDP Process Plan is approved before the review starts. After approval by Council, the IDP is submitted to the MEC of Local Government for comments and the provincial treasury. A copy will also be submitted to the Ehlanzeni District Municipality for information and alignment.

IDP Representative Forum

The forum consists of different stakeholders, interest groups and Councilors. The chairperson of the forum is the mayor. It considers the development priorities, objectives, strategies, projects, and the entire plan. Issues are debated and agreed upon for final approval by the Council of Bushbuckridge Local Municipality. The municipality has used the Ehlanzeni district municipality's IDP Rep forums as part of the reviewal cycle. The following are categories of members of the IDP Representative Forum:

- Mayor (Chairperson)
- Speaker
- All Ward Councilors
- PR Councilors
- Municipal Manager
- IDP Steering Committee
- Community Stakeholders
- NGO's and Parastatals
- Traditional Leaders

IDP/Budget Steering Committee

The IDP Steering Committee consists of internal Directors, Managers and Head of sector Departments as well as representatives of the District Municipality. The chairperson of this committee is the Municipal Manager. He often delegates to the IDP Manager. The steering committee met on October 2023 to formulate and align the IDP with the budget and its process for further consideration to the IDP representative forum. The steering committee serves as an advisory committee to the IDP representative forum.

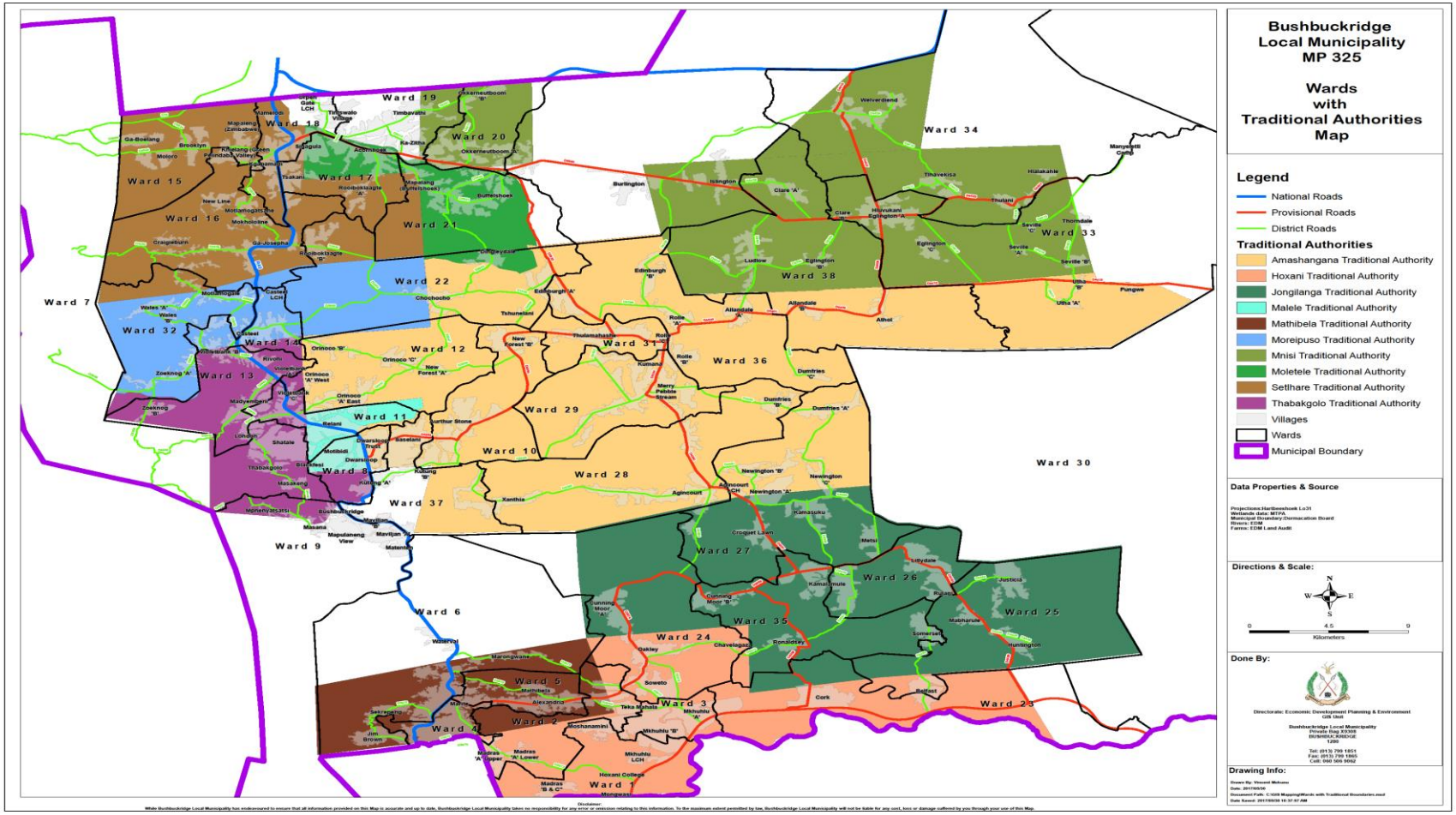
IDP Technical Committee

The Technical Committee consists of all the Directors, Regional Managers, Technicians, Town Planners, and all the Unit Managers. The Municipal Manager is the Chairperson of the Committee, he delegated the IDP Manager to chair the meetings if he is committed. The committee checks the projects, budget, and all the information to see if its properly captured. The committee met on the August 2023 to deal with the process plan and the analysis phase. The Committee also met in February and March 2024 to ensure that all projects in the IDP are correctly costed or priced to avoid shortfalls during the implementation of the IDP. The Committee was chaired by the IDP Manager delegated by the Municipal Manager and was attended by the Directorate: Municipal Works and Water Services, Technicians, Town Planners, and officials from the IDP Unit.

Traditional Mayors Forum (Incorporation of Traditional authorities)

Bushbuckridge Local Municipality is having ten Traditional Authorities; through the Office of the Executive Mayor working relations have been developed with the Traditional Authorities in the form of Bohlabela House of Traditional Leaders housed within the offices of the Municipality. The Traditional mayors' forum was established through these relations. This structure meets to discuss issues of land matters, Local Economic Development, social issues, and Infrastructure Backlog. During the Council sitting on the

15 July 2010, Council has resolved with Council Resolution no. (BLM /01/15/07/2010/11), to formally accord the Traditional Leaders to participate in all council sittings as major stakeholders with sitting allowances paid to Traditional Leaders. This will, however, strengthen the structures in the municipality and involvement of traditional leadership as partners on matters of development, especially with rural communities that live on tribal land. The municipality is conducting workshops to capacitate Traditional Authorities to tackle the issue of land invasion, land tenure upgrading and servicing of sites. Traditional authorities are consulted on IDP related matters throughout the phases of the IDP development or reviewal process. In the analysis phase they are consulted in order to get their needs and are also invited to council meetings when it comes to approval of the IDP.



The municipality has 10 traditional Authorities which are: Amashangana, Hoxani, Jongilanga, Malele, Mathibela, Moreipuso, Mnisi, Moletele, Setlhare and Thabakgolo Traditional Authorities

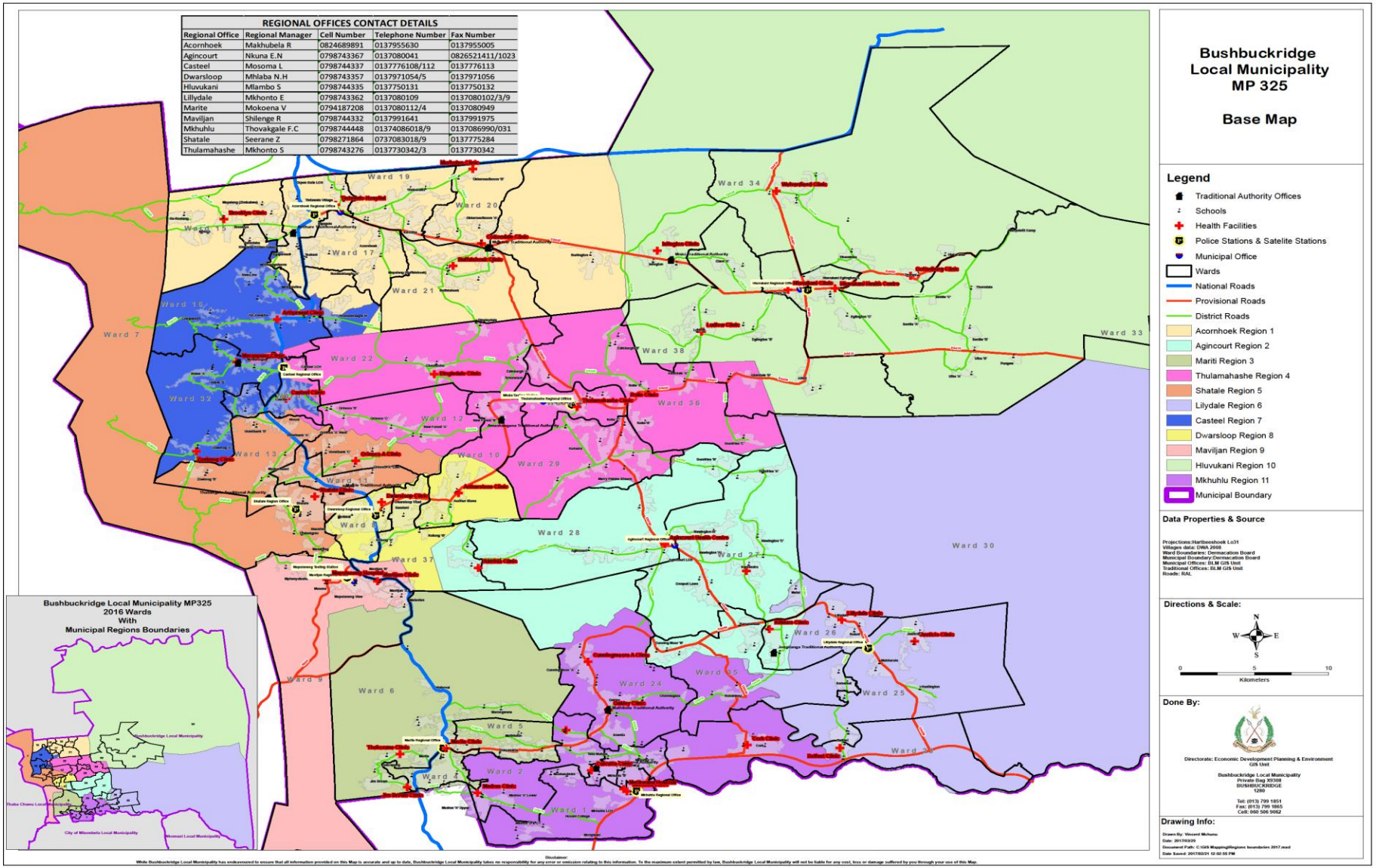
CHAPTER 3: SITUATIONAL ANALYSIS

3.1. Location and Characteristics

Bushbuckridge Local Municipality is a category B municipality that forms part of the four Local Municipalities of the Ehlanzeni District Municipality family in the Mpumalanga Province. It is renowned for its agricultural and tourism attractions, and it was declared a nodal point by the then president of the republic in 2001, it is in the north-eastern part of the Mpumalanga Province and is bounded by Mozambique in the east, city of Mbombela Local Municipality in the South, Thaba Chweu local municipality in the Southwest and Maruleng local municipality (Limpopo) in the north. A part of Kruger National Park (KNP) forms part of the municipality with its main camp; Skukuza camp forms part of the park that is in the municipality.

The Municipal area provides a link to economically viable centres in the Lowveld, particularly Hazyview, Hoedspruit, Pilgrim Rest and Graskop. The R40 national road passes through the municipality starting from Marite to Acornhoek. The Municipal area can therefore be called the gateway to the major tourism attraction points in Mpumalanga and the south-eastern part of the Limpopo Province. It is characterised by high unemployment rate, poverty, unregulated influx that of the Mozambicans, Zimbabweans, Somali, Ethiopian and other foreign nationals. The Municipality has in the past been able to address the issue of social cohesion in ensuring that the setup of placing people along tribal belonging does not exist. The municipality is currently characterised and dominated by Vatsonga, Mapulana tribe (dialect from Sepedi) and Swati speaking people as indigenous inhabitants.

The Municipality has several challenges which form part of the priorities in the interim and certainly the Long-Term Development Strategy. These are high poverty levels, Crime, Unemployment, back-log of service delivery, Skills shortage, High illiteracy, rural nature, HIV/AIDS epidemics and more certainly the lack of adequate access to basic services.


REGIONAL OFFICES CONTACT DETAILS
Regional Office | Regional Manager | Cell Number | Telephone Number | Fax Number
Acornhoek | Makhubela R | 0824689891 | 0137955630 | 0137955005
Agincourt | Nkuna E.N | 0798743367 | 0137080041 | 0826521411/1023
Casteel | Mosoma L | 0798744337 | 0137776108/112 | 0137776113
Dwarsloop | Mhlaba N.H | 0798743357 | 0137971054/5 | 0137971056
Hluvukani | Mlambo S | 0798744335 | 0137750131 | 0137750132
Lillydale | Mkhonto E | 0798743362 | 0137080109 | 0137080102/3/9
Marite | Mokoena V | 0794187208 | 0137080112/4 | 0137080949
Maviljan | Shilenge R | 0798744332 | 0137991641 | 0137991975
Mkhuhlu | Thovakgale F.C | 0798744448 | 01374086018/9 | 0137086990/031
Shatale | Seerane Z | 0798271864 | 07737083018/9 | 0137775284
Thulamahashe | Mkhonto S | 0798743276 | 0137730342/3 | 0137730342
Bushbuckridge Local Municipality MP325
2016 Wards
With
Municipal Regions Boundaries
Bushbuckridge Local Municipality MP325
Base Map
Legend
Traditional Authority Offices
Schools
Health Facilities
Police Stations & Satelite Stations
Municipal Office
Wards
National Roads
Provisional Roads
District Roads
Acornhoek Region 1
Agincourt Region 2
Mariti Region 3
Thulamahashe Region 4
Shatale Region 5
Lillydale Region 6
Casteel Region 7
Dwarsloop Region 8
Maviljan Region 9
Hluvukani Region 10
Mkhuhlu Region 11
Municipal Boundary
Data Properties & Source
Directions & Scale:
Kilometers
Done By:
Drawing Info:

3.2. Demographics

The main purpose of this section is to provide a good understanding of the key social, economic, Physical and environmental features of the municipal area and their impact on spatial and sustainable development.

Population size, age, and gender

Table 4: Population according to census 1996, 2001, 2011 and Community survey 2007 and 2017

Census 1996	548 511
Census 2001	500 128
Community Survey 2007	509 970
Census 2011	541 248
Community Survey 2016	548 760
Census 2022	750 821

Sources: Stats SA census 1996, 2001, 2011, 2022 and Community Survey 2007, 2016

The population of Bushbuckridge Local municipality was 545 811 according to the Statistics South Africa 1996 Census, then the 2001 census shows that there was decrease to 500 128 in population. There was an increase in population in the 2011 census as the number rose to 541 248. The latest census that was conducted in 2022 the population of Bushbuckridge Local Municipality drastically grew to 750 821.

Annual growth rate

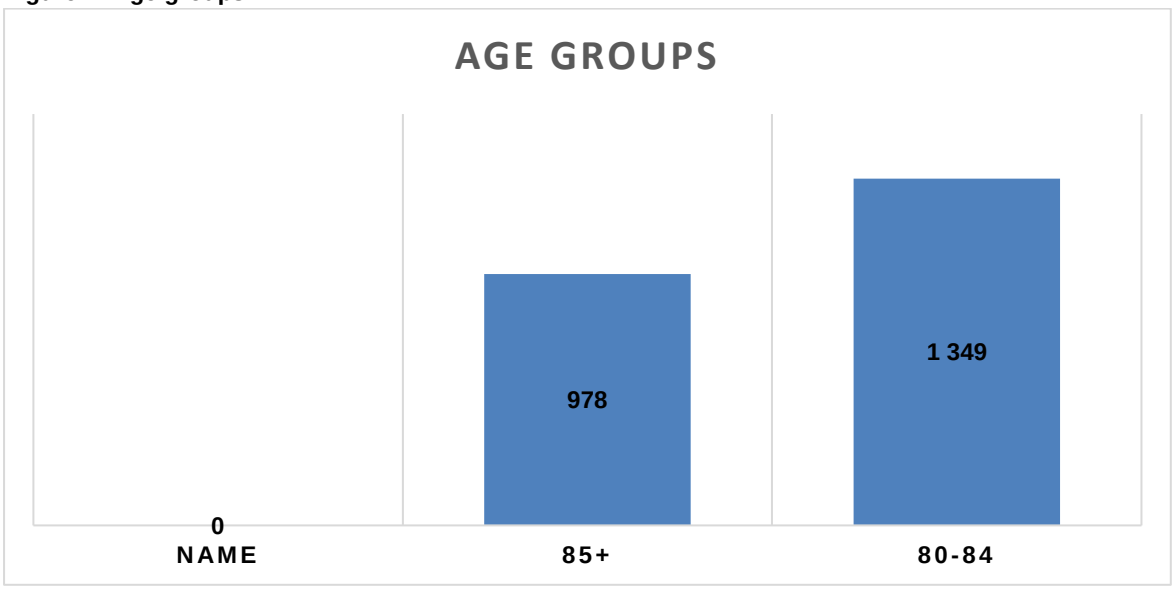
Table 5: Annual growth rate

Annual Population Growth rate (%)	1996-2001	-0.87
	2001-2011	0.79
	2011 - 2022	3.2

Source: Stats SA census 1996, 2001, 2011 and 2022

Between 2011 & 2022, the population grew by only 212 228 and recorded a growth rate of 3.2% per annum which is higher than the average annual economic growth rate in the same period, which is negative.

Figure 1: Age groups.

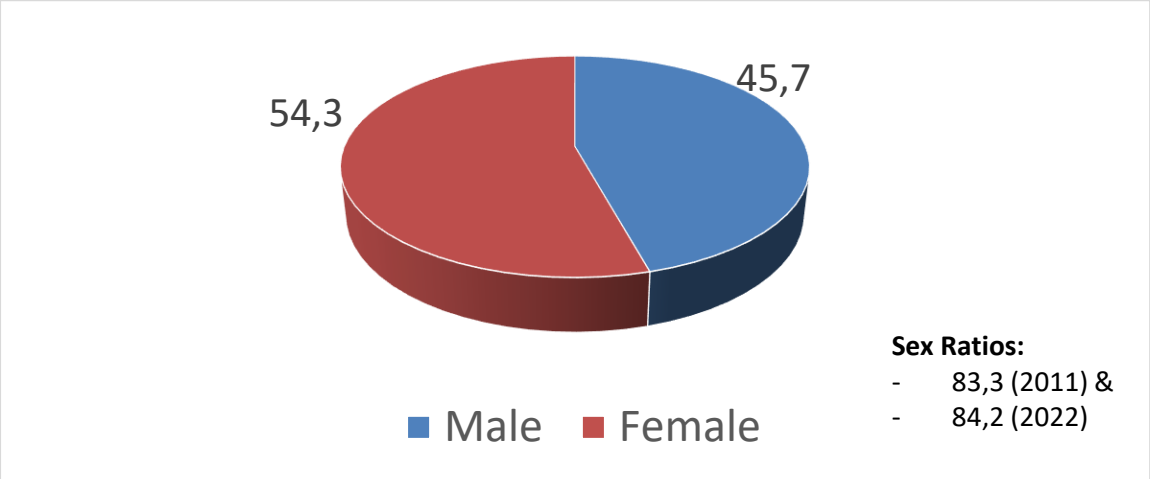


Source: Stats SA census 2022

The highest population in the Bushbuckridge Local Municipality is the working age residents' aged **15 to 64** with 61.90%, followed by the young children aged 0 – 14 years with 35.6% and the elderly aged 65 plus years represent the least group with 5.4.% .

Sex ratio

Table 6: Sex ratio



Source: Stats SA census 2011 and 2022

In sex composition the above figure indicates that there are more females than males in the municipality with 54,3% being females to 45.7% being male. In sex ratio is at 84,2 according to 2022 Census which grew from 83,3 in 2011 census.

Population Groups

Table 7: Population groups

Ethnic group	Persons
Black African	747 021
Coloured	1787
Indian or Asian	1030
White	957
Other	13

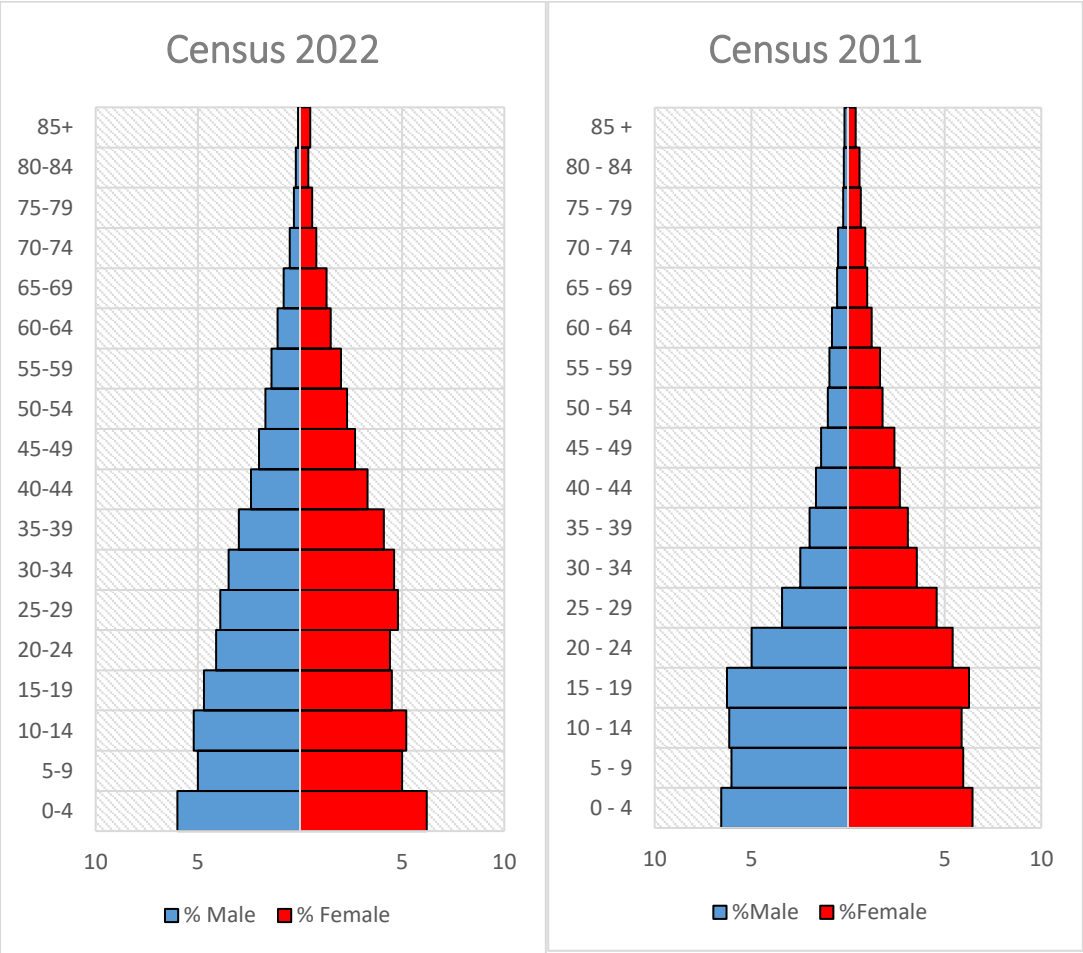
Source: Stats SA census 2022

The population of Bushbuckridge municipality is largely black Africans with 99.55% on 747 021 people followed by whites on 0.19% on 1787 people. Coloured and Indian/Asian groups are at 0.10%.

Population composition

a. Population pyramid

Figure 2: Population Pyramid 2011 and 2022



Source: Stats SA Census 2011 and 2022

The population of Bushbuckridge municipality shows a typical age structure of a very young population distribution. There is strong evidence of declining fertility, which is observable from a steady decline in the population 10-14, 5-9 and 0-4. Also evident is that the population of the municipality is concentrated in younger age groups, with the groups 5-19 being the largest. The distribution is similar for both males and females, except observably larger female population at all age groups.

Percentage of disability

Table 8: Percentage of disability

Disability	Seeing	Hearing	Communication	Walking	Remembering	Self-care
Some difficulty	25 645	11 755	8880	15023	10272	8396
A lot of difficulty	5 234	2 209	1403	5073	2122	2058

Cannot do at all	**543**	**301**	**623**	**1202**	**396**	**1417**
Total	**31 421**	**14 264**	**10907**	**21299**	**12790**	**11872**

Source: Stats SA census 2022

The table above shows statistics on people living with disabilities in the Municipality and shows the different disabilities that people live with. The highest form of disability that people live with in the Municipality is Seeing which stands at 31 421 people following people with walking disability which is at 21 299.

3.3. Socio-economic development

HDI (Human Development Index)

Table 9: Human development Index

HDI level		**HDI level**		
2011	**2014**	**2015**	**2019**	**2022**
0.48	**0.50**	**0.51**	**0.55**	**0.55**

Source: Stats SA Census 2022

HDI is the statistical mark of the life expectancy, educational level, GDP per capita and various factors that decide the common lifestyle. In the socio-economic study conducted in 2020 by the Mpumalanga department of finance the Bushbuckridge Local municipality which indicated that in 2014 the HDI was on 0.50 in 2014 but decreased to 0.55 in 2019 and remained the same in 2022.

Gini-Coefficient

Table 10: Gini-Coefficient

INDICATORS	**Trend**		**Latest figure**	**2016**	**2020**
	2001	**2007**	**2011**		
Gini-coefficient (0 best to 1 worst)	0.65	0.62	0.58	0.58	0.58

Source: Mpumalanga Department of finance 2020- socio economic profile

This indicator measures inequality estimates ranges from 0 to 1 where 1 is an indication of total inequality and 0 is total equality. Gini-coefficient was at 0.58 in 2011 and it's improving & better than province and district.

Poverty Rate

Table 11: Poverty rate

% below LBPL		**% below LBPL**		
2011	**2014**	**2015**	**2019**	**2022**
54.2%	57.3%	57.3%	61.7%	62.1%

Source: 2022 MP SERO Report

Poverty rate was at 57.3% 2014 then increased to 61.1% in 2017 which is an increase in poverty levels which is a result of government being the main employer in the municipality which will be unsustainable in the long run. The poverty rate has increased to 62.1% in 2022. Add number of households

Unemployment rate

Table 12: Unemployment rate

Unemployment rate	
2011	**2022**
50.5%	53.2%

Source: Stats SA census 2011 and 2022

The unemployment rate is a big challenge in the municipality which has seen an unwanted increase from 2011 from 50.2% to 53.2% in 2022. This was affected by the Covid-19 pandemic which resulted with high job losses in the country and province.

Sex of Head of Households

Table 13: Sex of Head of Households

Municipality	**Number of Male-headed households**	**% of Male-headed households**	**Number of Female-headed households**	**% of Female-headed households**	**Total**
Bushbuckridge	79 451	47	88 476	53	167 927

Source: Stats SA census 2022

Most households are headed by females with 53% equating to 88 476 households compared to only 47% which is 79 451 households that are headed by males. This might be like this due to higher mortality rates of males or absent fathers.

Age of Head of Households

Table14: Age of Head of Household

Age Cohorts	**Bushbuckridge**
12 - 17	**1458**
18 - 24	**10159**
25 - 34	**26607**
35 - 59	**93297**
60 +	**36406**
Total	**167927**

Source: Stats SA Census 2022

The highest number of households headed by age group that are 35 - 59 years with 93 297 of households and second being age group of 60 years and above with 36 406 and the least of households which is 1458 are headed by age group 12 – 17 years.

Household income

Table 13: Households income

Income	No. households
R 1 - R 4800	12075
R 4801 - R 9600	20199
R 9601 - R 19 600	29927
R 19 601 - R 38 200	25684
R 38 201 - R 76 400	10962
R 76 401 - R 153 800	6571
R 153 801 - R 307 600	3976
R 307 601 - R 614 400	1504
R 614 001 - R 1 228 800	240
R 1 228 801 - R 2 457 600	102
R 2 457 601 or more	83

Source: Stats SA census 2011

In Bushbuckridge Local municipality's households' income is relatively low in the province as its ranked number 13 as per department of finance 2011 report. An income of R9601 – R19 600 has the most households surviving on it followed income from R19 601 – R38 200 with 29927. The average households' income is R36 569.

Number of social grants recipients (per grant type)

Table 14: Social grant recipients

Number of Grants Inpayment for Bushbuckridge		
Care Dependency Grant		2 257
Child Support Grant		224 819
Disability Grant		14 368
Foster Care Grant		2 095
Grant-In-Aid		5 657
Old Age Grant		44 662
Total number of Grants payment		293 858

Source: SASSA February 2024

In Bushbuckridge Local Municipality there are 224 819 child support grant recipients as the highest followed by 44 662 old-aged grants recipients. There are 14 368 disability grant recipients and there's no war veteran recipients.

Dependency Ratio

Table 15: Dependency ratio

Name	2022	2011
Dependency ratio	61,5	73,4

Source: Stats SA 2011 and 2022 Census

Dependency ratio looks at how the communities look at or depend on the government for grants which is too high and unsustainable in the long run. Looking at the grant receipts it shows that the child support grant is too high for almost half of the population of this municipality. That shows that most young people rely on grants for living which is not sustainable. This means the level of education for the youth residents is low and are mostly unemployable. The unemployment rate shows that the education level must be improved to reduce this rate. The Dependency ratio has decreased from **73.4%** in **2011** to **61.5%** in **2022**.

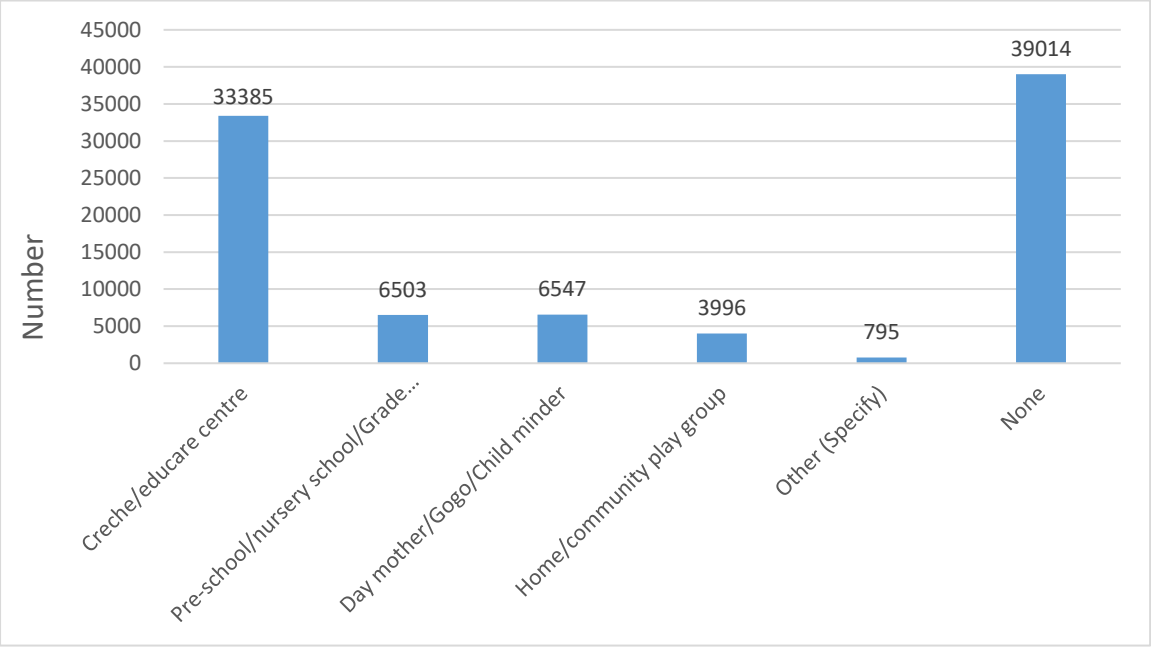
Education

The municipality values education as an important aspect in the developing community and as a result some vulnerable and child headed families find it difficult to access basic education. The municipality is committed to provide psycho-social support programs for learners and educators through the facilities provided by the department of education. The municipal area has 213 primary schools, 119 secondary schools (1 NEPAD e-school), 4 combined schools and further education and training institutions in 2020.

Access to basic education is realized and made possible through the provision of free Learner Support Materials and by also declaring other school no-fee schools for the previously disadvantaged communities. However, higher education remains a challenge since there is no proper higher education institution within the boundaries of the province.

However, serious problems are experienced in many of these schools including overcrowding and high failure rate that could be attributed to poor infrastructure and facilities. There are other educational facilities which are currently not used for education purposes such as Mapulaneng and Hoxani colleges of Education. Currently there are four community libraries to serve the community of Bushbuckridge municipal area and one is planned to be implemented in Acornhoek in this financial year. The Municipality has realized a 37% reduction in illiteracy, an attribute in the access to Adult Basic

Figure:0-4 Years ECD attendance



Source: Stats SA Census 2022

There is big concerning factor when it come to Early Childhood Development in the Municipality as 39 014 children did not attend any ECD which a huge number. Children that attended a formal ECD such as a creche were on 33 385 and Pre-school at 6503. Another concerning factor is that children are left with their grandparents/child minder without attending ECD were at 6547. The municipality together with Department of Education and Social Development need to have a holistic approach in dealing with the ECD issues.

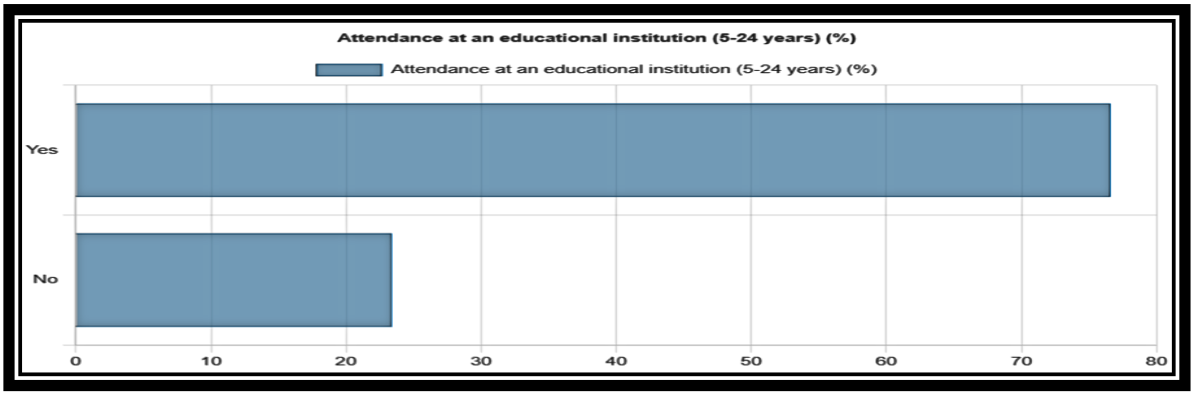
Table 16: Education

Name	2022	2011
No schooling (20+ years)	15,0%	18,7%

Source: Stats SA 2011 and 2022 Census

There has been good improvement with regards to No schooling for people with 20 years plus as it has improved 18.7% in 2011 to 15.0% in 2022 and that is evidence that the programs deployed by the municipality, department of education and other role players are making significant strides in addressing the issue of schooling.

Attendance at an educational institution (5-24 years)



Source: Stats SA 2022

There are 204 775 people representing 76.6% that had enrolled in an education institution and 62 614 (23.4%) that never attendant at an educational institution.

Table 17: Highest level of education (20 + years)

Name	Number of attendees	Percentage
No Schooling	60 019	15,0%
Some Primary	30 604	7,6%
Completed Primary	12 472	3,1%
Some Secondary	109 170	27,3%
Grade 12/Std10	162 789	40,6%
Higher Education	23 430	5,8%

Source: Stats SA 2022

The above table deals with the highest level of education for people who are 20 years and above. The highest number is for those with grade 12 education who are at 162 789 with 40.6% and the lowest with those with higher education sitting at 23 430 with 5.8%. The above stats are concerning and must be addressed as they impact on the social economic lives of people in the municipality.

2020-2023 Matric Results

Table 18: Matric results

FIVE YEAR PERFORMANCE					
Academic Year	**2019**	**2020**	**2021**	**2022**	**2023**
Grade 12	76,0	74.00	73.7%	79.1%	68.2%

Source: Mpumalanga Department of Education

In the Municipality there was a good showing by the grade 12 learners in 2015 where a 76.7 % pass rate was achieved. The next two academic years there was a decrease of 72.3 % in 2016 and 72.4 % in 2017. Through collaboration between the Municipality and the Department of Education by doing learner assistance programs the pass rate improved to 76.9% in 2018 academic year. There was a slight decrease in the 2019 academic year by 0.6% from the previous year to 76% in 2019. These collaborations will continue as a target of 80% + has been set for the 2020 academic year. In 2020 there is a drop of 3% to 74% due to the Covid pandemic that has impacted the academic calendar year. In 2021 the matric pass rate had a slight decrease of 0.3% to 73.7%. The municipality recorded its lowest pass rate in five years, where it achieved 68.2% in 2023 which represents a 11.1% decrease from 2022.

Health Status

Bushbuckridge Local Municipality has 3 equipped hospitals, 3 health centers, 37 operational clinics and 5 mobile teams. The provincial department has started building a regional hospital in in Hospital view close to Bushbuckridge town and the planned completion of the hospital will in 2025. The challenge the municipal faces is inadequate medical services in most clinics due to poor supply of medication. These do not dispute the changes that the department has made in the past years in upgrading the service delivered to the communities in other clinics. There are sufficient programs targeting youth, women and disable people in the communities within the Bushbuckridge Local Municipality's jurisdiction. Health is responded to as a major component of service provided by the municipality.

Table 19: Public health facilities

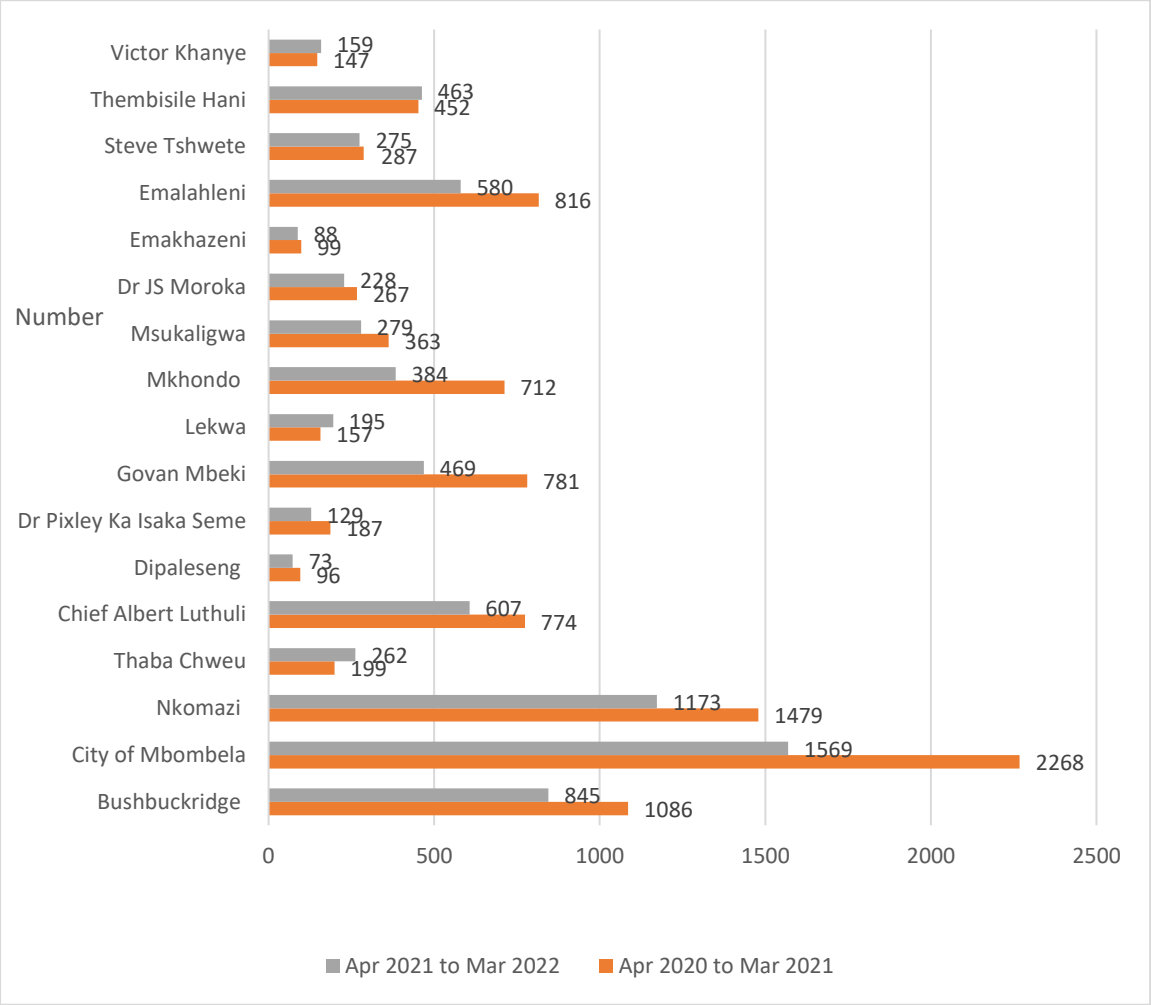
PUBLIC HEALTH FACILITIES	**2023**
Number of clinics	37
Number of community health centers (CHC)	3
Number of hospitals	3
Regional Hospital	1 (under construction)

Source: Department of health

The Municipality through the directorate of community services and IDP forum is continuously engaging the department of Health to have mobile clinics where there are no clinics, or the walking distance is more than a kilometer as this poses a challenge to the sick and elderly. Awareness campaigns on health matters have sufficient budget from the municipality to keep the communities aware and healthy.

HIV & AIDS

HIV prevalence on 15 – 24 Year olds



Source: Department of Health 2022

The Municipality has the 3rd highest number of prevalence on the 15 – 24 year olds in the province with 1086 in 2022 which increased from 845 in 2021. City of Mbombela has the highest number with 2268 in 2022, ironically the 2 municipalities have the highest populations in the province.

Bushbuckridge Local Municipality as a custodian of service delivery has a mandate to respond to HIV and AIDS as a developmental problem. The municipality envisages promoting good behavioral patterns and practices through activities that are aligned and coordinated to enable sustainable socio-economic and human capacity in responding to challenges in addressing the pandemic. Further, the struggle against HIV/AIDS needs all the sectors, formations and stakeholders of our society to be involved.

In the municipality, an estimated infection rate is 29% average. Currently there are 12 service points that are accredited as Ant-Retroviral (ARV) treatment centers. One private clinic (Bhubezi clinic) Mapulaneng & Tintswalo Hospitals, Maviljan Health Centre, Agincourt Clinic, Thulamahashe and Casteel Health Centers are accredited health institutions for providing ARVs. Currently estimations indicate that there are more than 4 200 people taking Anti-retroviral treatment in the Bushbuckridge Municipal area. The most infected are the economically actives groups (women & men) between the age of 18 - 40. The municipality has further developed and adopted workplace policy that is aimed at assisting employees who are affected and infected with HIV/AIDS pandemic.

There are also supporting institutions within the municipal area in the form of Home-Based Care Facilities across Bushbuckridge municipal area, mainly aimed at assisting people and families who daily live with the pandemic. These institutions are supported by the department of social development and welfare as the main sponsor.

Top ten causes of death

Table 20: Top ten causes of death

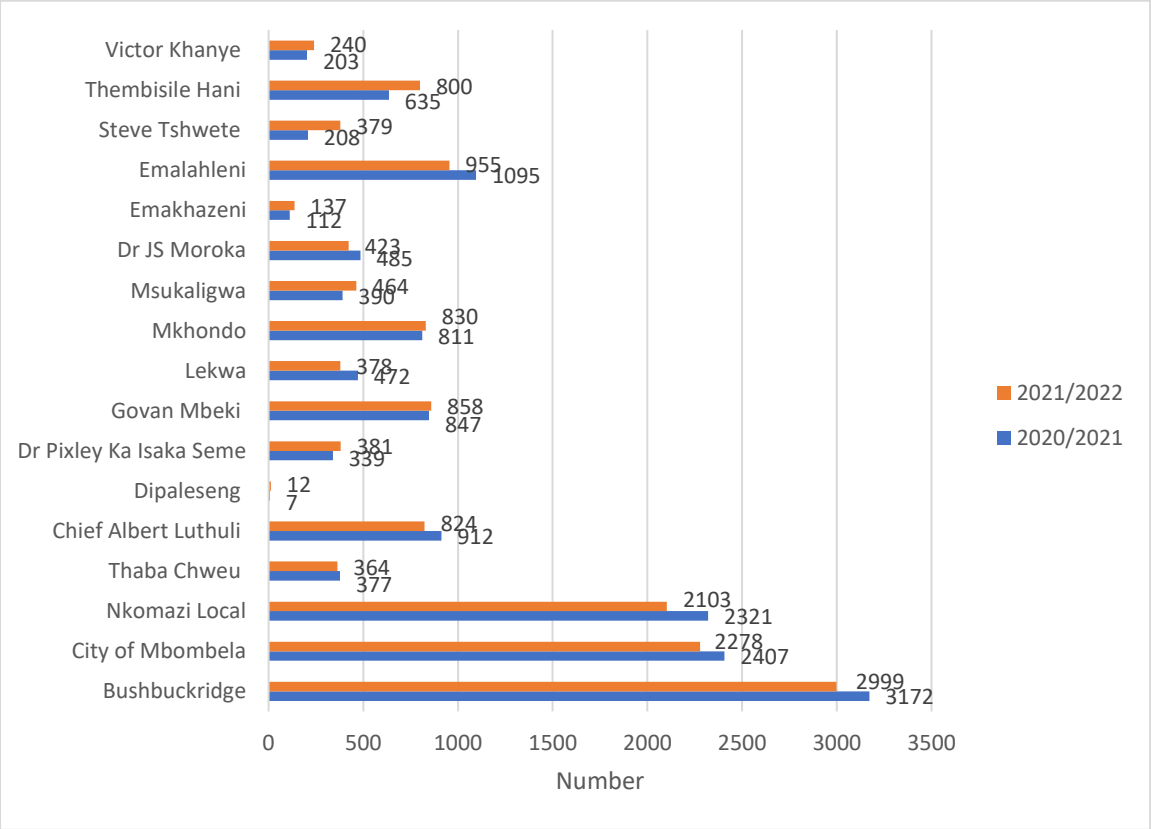
Death causes
Tuberculosis
Gastro Enteritis
Pneumonia/Lower respiratory tract infections
HIV related disease
Cancer
CCF
Hypertension / CVA
Diabetes
Meningitis
Accidental injuries

Source: Department of Health Mpumalanga 2022

In the municipality the highest cause of death is tuberculosis, gastro enteritis diseases follow, and the least cause of death is accidental injuries.

Anti-natal HIV prevalence rate

Table 21: Teenage pregnancies



Source: Mpumalanga department of Health

Bushbuckridge Local Municipality has the highest teenage pregnancies in the province of Mpumalanga from 2020 to 2022 which sat at 2999 in 2020 and 3172 in 2022. This is a concerning issue that must be addressed

through a collaborative effort by the municipality and other stakeholders in order to arrest this consistent increase.

3.4. Household profile and services

Table 22: Dwelling Type

Name	Frequency	%
Formal dwelling	164 787	98,1%
Traditional dwelling	2 140	1,3%
Informal dwelling	812	0,5%
Other	188	0,1%

Source: Stats SA Census 2022

Bushbuckridge Local municipality has the least number of informal dwellings with only 812 representing 0.5% in the province. Out of the 167 927 households in the municipality, 164 787 are formal dwellings with 2140 being traditional dwellings.

Informal Dwellings

Table 23: Informal dwellings

Number of households in informal dwellings		Share of total households	
2011	**2022**	**2011**	**2022**
1 597	812	1.2%	0.5%

Source: Stats SA census 2011 and 2022

The municipality has few informal dwellings with a recorded 0.5% share of total households in 2022.

Number of households

Table 24: number of households:

Number of households	
2011 Census	**2022 Census**
133 559	167 927

Source: Stats SA census 2011 and Census 2022

The Number of households have grown from 133 559 in 2011 to 167 927 in 2022.

Annual growth rate of households

Table 25: Annual households' growth rate

Census	%
1996-2001	-0.23
2001-2011	1.94
2011 - 2022	2.2

Source: Stats SA census 1996, 2001, 2011 and 2022

In Bushbuckridge Local Municipality over a period of five (5) years, the households' growth rate was -0.23 annually between 1996 and 2001. While between 2001 and 2011 the growth rate was 1.94 annually over a period of ten (10) years. There has been an increase in the growth rate of households by 2.2 between 2011 to 2022.

Average households' size

Table 26: Average household size

Census	Average Household Number
1996	4.76
2001	4.48
2011	4.02
2022	4.5

Source: Stats SA census 1996, 2001, 2011 and 2022

In the municipality the number of households' size is decreasing as it's at 4.02 as per 2011 census which is a decrease as it was on 4.76 in 1996 census and 4.48 on 2001 census count. From 2011 to 2022 there has been an increase of 4.5 per average household.

Households with access to water:

Table 27: Households with access to water

Local Municipal area	Number of households without access*		Share of total households	
	2011	2022	2011	2022
Bushbuckridge	28 124	18 771	21.0%	11.2%

Source: Stats SA census 2011 and 2022

Table 28: Access to pipped water

Name	Frequency	%
Piped (tap) water inside the dwelling	43 470	25,9%
Piped (tap) water inside the yard	78 746	46,9%
Piped (tap) water on community stand	26 940	16,0%
No access to piped water	18 771	11,2%

Source: Stats SA census 2022

The municipality has had an improvement when it comes to households with access to water as there were 28 124 houses without access in 2011 and in 2022 there are 18 771 households that translates to 11.2% of households without access.

Main toilet Facilities

Table 29: Main toilet facilities

Name	Frequency	%
Flush toilet	39 326	23,4%
Chemical toilet	4 591	2,7%
Pit toilet	115 155	68,6%
Bucket toilet	3 102	1,8%
Other	1 421	0,8%
None	4 332	2,6%

Source: Stats SA census 2022

Most households in the Municipality utilizes pit toilets which sit at 115 155 (68%) for sanitation purposes followed flush toilets at 39 326 (23.4%) and with the bucket toilet that sits at 1421 (0,8%).

Energy for Cooking

Table 30: Energy for cooking

Name	Frequency	%
Electricity from mains	103 348	61,5%
Gas	23 482	14,0%
Paraffin	276	0,2%
Wood	40 256	24,0%
Coal	92	0,1%
Animal dung	14	0,0%
Solar	9	0,0%
Other	105	0,1%
None	346	0,2%

Source: Stats SA census 2022

Most households utilize energy for cooking from the electricity main line (ESKOM) with 103 348 households which equates to 61.5% of households that utilize it. Wood with 23 482 households utilizing it as the second most used source of energy for cooking with solar the least utilized at 105 households.

Energy for Lighting

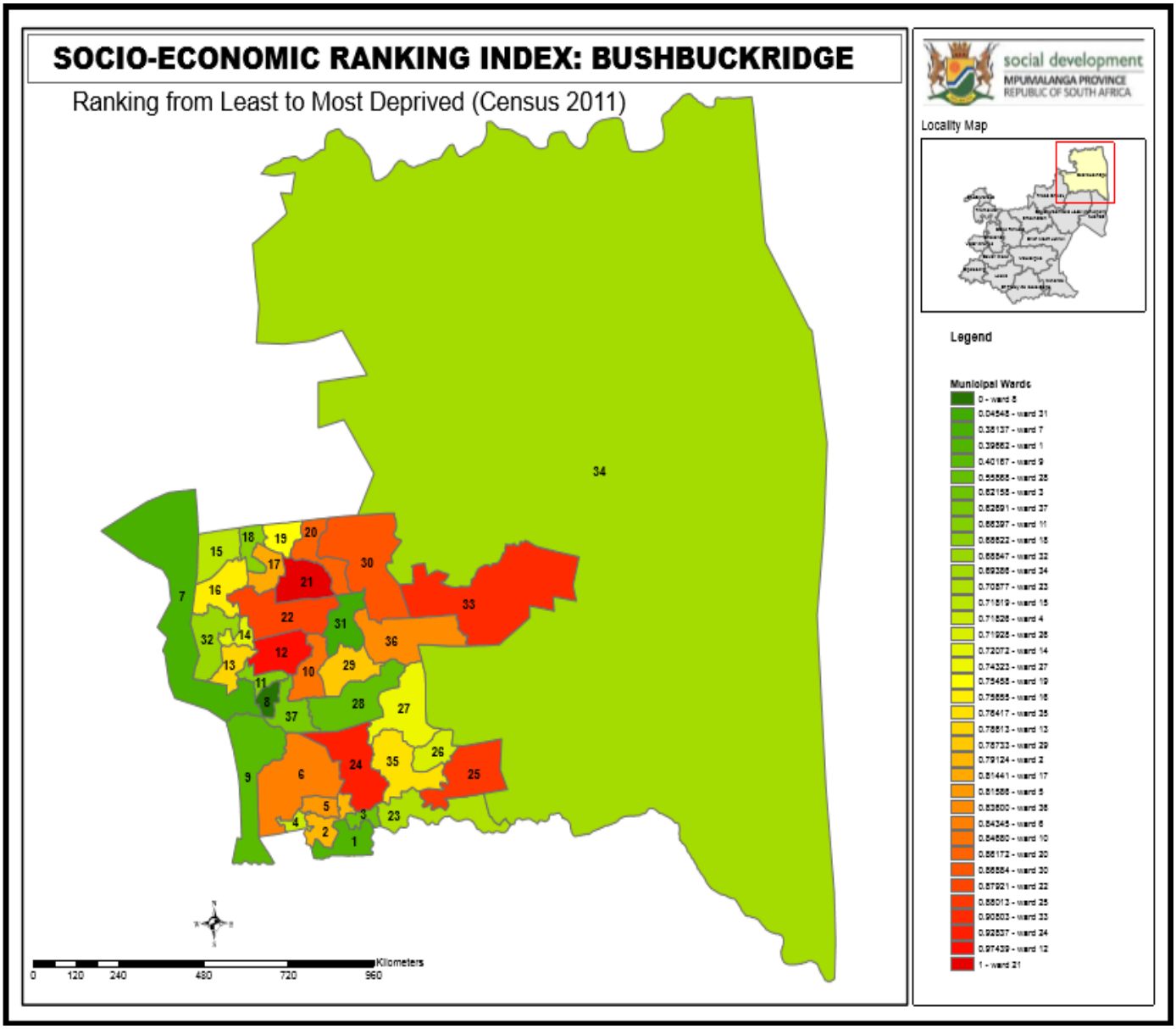
Table 31: Energy for Lighting

Name	Frequency	%
Electricity from mains	165 334	98,5%
Gas	165	0,1%
Paraffin	213	0,1%
Candles	1 560	0,9%
Solar	60	0,0%
Other	145	0,1%
None	450	0,3%

Source: Stats SA census 2022

Most households utilize energy for cooking from the electricity main line (ESKOM) with 165 334 households which equates to 98.5% of households that utilize it. candles with 1560 households utilizing it as the second most used source of energy for lighting with solar the least utilized at 60 households.

Socio-Economic index- Wards



The Map above indicates wards which are most deprived in terms of development to the ward which mostly developed. With ward 1 the most developed to ward 21 with the most deprived

Migration

The Municipality is in proximity with Mozambique, Zimbabwe, and Swaziland. Migration is a norm when a municipality is in such proximity with international borders. The R40 route which passes through the municipality also plays a role in international and local migrants influenced by job opportunities and trade. Migration has a big impact on municipalities as it plays a big part in planning as well as allocation of resources. There are 3 different types of migration that must be taken into consideration when planning namely:

- Non-migrants - those born in Bushbuckridge and have never moved from their location.
- In-migrants - those who moved from elsewhere within Mpumalanga or from other provinces within South Africa
- Immigrants - those who moved from other countries into Bushbuckridge.

3.5. ECONOMY OF THE MUNICIPALITY

The Municipality is predominately rural as it was declared nodal point by the then President Thabo Mbeki in 2001, this was done as this municipality doesn't have towns (base for revenue collection), major industries and mining. The potential sectors are mainly agriculture and tourism aided with having part of the Kruger National Park (KNP) within the boundaries of the municipality. The Municipality has an LED strategy that is under review that has a clear path to grow the local economy and reduce unemployment.

Economic growth

Table 32: Economic growth rate

% Contribution to Mpumalanga economy 2022	Average annual economic growth 1996-2022	Average annual economic growth 2019-2022	Average annual economic growth 2023-2027
4.9%	1.1%	1.6%	2.0%

Source: Stats SA Census 2022

The economic growth rate was 1.1% per annum over the period of 1996 – 2022. The average annual economic growth is projected to growth negatively at 0.8% in the period of 2019-22 due to the Covid-19 pandemic and recession that the country is facing. It is estimated that the economy will increase by 2.0% from 2023 to 2027.

CHAPTER 4: STRATEGIC OBJECTIVES

4.1. Municipality Vision

Bushbuckridge Local Municipality strives for sustainable development and prosperous life for all.

4.2. Municipality Mission

The municipality commits to providing affordable and sustainable services through good governance and community participation.

4.3. Municipal Goals and Strategic Objectives

Table 33: Municipal goals and Strategic objectives

Strategic Objectives	
Goal 1: Ensuring integrated development planning and integrated Human settlement.	• Strengthen existing IDP structures. • Improve the IDP and budget planning process. • Ensure implementation of IDP priorities • Allocate available funds to identified priorities on a Multi-Year Plan • Promote Public-Private-Partnerships Ensure implementation of LED strategy
Goal 2: Provision of basic services	• improve provision of basic services (water, Electricity, Sanitation and Refuse removal)
Goal 3: To build a capable and high performing municipality.	• Implement performance management system. • Create awareness and buy-in to BLM strategy. • Improve communication strategy. • Continuous assessment and staff development through PMS
Goal 4: Sound Financial Management	• Implement AG action plan. • Improve audit outcome to clean audit. • Ensure all National Treasury regulations. • Increase revenue collection by 10%. • Ensure spending of all allocations
Goal 5: Sustainable economic growth and job creation	• Reduce unemployment by 3%
Goal 6: Mobilise resources for improved and conducive environment, public safety, and community welfare.	• Improve awareness on public safety. • Implementation of recreational programs • Tackle social issues

4.4. Municipality Core Values

- Accountability
- Openness and Transparency
- Responsiveness
- Honesty
- Service standards.
- Diligence
- Effective and efficient governance

4.5. Municipal PEST and SWOT Analysis

1. **Table 34: PEST and SWOT Analysis**

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)			
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATHS**
Stable Council and Section 79 and 80 Committees Stable Council, MPAC and public participation structures Conducive political environment for investor confidence	Social distance between politician and the community	Easy decision making	Community unrests
Provision of Paved/Tarred Roads network in all Towns and Villages Financial viability Kruger National Park Maputo Sub-Corridor (R40 Road) Railroad Agriculture (Subtropical climate) Existence of the Agri hub Multi-cultural indigenous tourism points Retail and manufacturing Stable financial Position.	Insufficient budget for infrastructure maintenance. High Water losses Low revenue collection system Lack of beneficiation to businesses Lack of by-law enforcement Lack of LED Forum Lack of by-law enforcement Insufficient support for SMME's (including free wi-fi access services) Insufficient resources (budget) for proper implementation of policies Lack of land ownership Lack of access to the market (agricultural produce) Poor infrastructure to support development and attract investment. The non-existent LED forum hampers economic growth.	Creation of jobs through infrastructure development projects Development of SMMEs through subcontracting Increasing revenue base through establishment of new township Replacement of old water meters to improve revenue in formalised areas (Townships) Proximity and linkages with Blyde River Canyon and being part of the Kruger to Canyon Biosphere (K2C) Existence of tourism attractions points Agricultural potential (food security) Sound relations with business Sound relations with Sector Departments Build partnership with other stakeholders. Increased GDP through land development Use of smart water meters	Loss of potential revenue High level of unemployment Land invasion Non-compliance to legislations Poor infrastructure to enable economic growth. Crime Land Invasion Global Economic Meltdown Resistance to pay for services. Adverse Covid-19 impact on businesses and individuals.
Adequate Performance Management System (PMS) Internal bulk water provision Effective stakeholders' engagement (structures) Cultural diversity Youthful population Highly qualified personnel	Poor organizational culture Weak relationship with traditional leaders High unemployment rate Lack of utilization of social amenities Lack of indigent numbers within the municipality.	Awareness campaign on local government legislation The participation of traditional leaders in Council sittings Multi-cultural events Recruit highly qualified energetic young personnel.	Unvaccinated employees Rising death rate of officials High HIV / AIDS rate Land invasion Loss of life: Covid -19, GBVF, climate change Social ills: drug abuse High crime rate Loss of municipal property Crime High poverty rate

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)			
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATHS**
			High substance abuse migration
Availability of internet connectivity Sound Land Development Management System Sound Financial Management System	Inadequate ICT infrastructure Unstable and unreliable network connectivity.	ICT Strategy Automated filing system and implementation of online payment platforms Installation of telemetric system and leak detector system Automation of boreholes Electronic Complaints Management System (ECMS) Automated filling system and implementation of online payment platforms. TPAMS BPAMS GIS Dashboard	Information security (Viruses, hacking, etc.) Lack of back-up system Loss of data due to technological failures. Delay in issuing of operating/user licence for Inyaka WTW by DWS Inability to compete in the world stage in terms of 4IR. Delays in service delivery and economic growth SPAM and Load Shedding
Public Participation PMS cascaded to the lowest level. Community – Based Plans (CBP) Compliance to Grants Conditions Approved Budget and IDP Availability of sectoral plans and policies	Inadequate adherence to schedules and statutory timelines. Inadequate compliance to legal prescripts High number of litigations Lack of enforcement Non-adherence to some regulations: Irregular Expenditure minimal implementation of sectoral plans.	Implementation of WC/WDM Clean Audit Outcome Adherence and compliance to legislation Improved enforcement of bylaws and compliance with legislation	Land invasion around Hoxane WTW Negative Audit Outcomes
Availability of water sources (Surface and Underground) Availability of land for development Natural vegetation Availability of waste collection resources Rich Biodiversity	Wasting and loss of water Poor planning and release of land for development {Town planning} Insufficient enforcement of by-laws Climate Change Impacts	Availability of water sources (Surface and Underground) Solar Energy system Opportunities for development through land tenure upgrading, capital investment projects. Implement paperless technologies including electronic filling technology. Development Green Economy	Land invasion around Hoxane WTW Load Shedding Dirty, polluted and harmful environment loss of biodiversity Illegal Dumping Climate change Environmental degradation

The Current Challenges facing the Bushbuckridge Municipality include the following:

- Poor road network to enable easy movement for the community that will facilitate economic development.
- Lack of a development strategy for the municipal area based on a proper land audit.
- Lack of sufficient bulk water supply, reservoirs, and reticulations.
- Lack of strategy to attract skilled labour force and to retain the skilled personnel.
- Inadequate health facilities and poor supply of medicines to clinics.
- Lack of a reliable and structured waste management plan for waste disposal in the area.
- Lack of effective debt collection and revenue generating strategies

4.6. Developmental Strategy Priority Issues (outcome based)

The municipal objectives and strategies should focus on the strategic intent of the municipality in achieving the vision and mission in line with the identified priority issues and program.

Table (s) 35: Outcome based objectives- All KPAs

Municipal KPA	**Corporate Services**								
Problem statement and root causes per KPA:	**Poor internal control and non-adherence to statutory timelines** **Relationship between community and politicians leads to community unrest.**								
One Plan Transformation Area									
2019-24 MTSF Priority	**A Capable, Ethical and Developmental State**								
Municipal Priority	**Good governance and Institutional**								
Strategic objective	**To build a capable and high performing municipality**								
Impact statement: Accessible services to communities				**MTSF Target: 100% access to piped water, sanitation, electricity and 75% to weekly waste removal**					
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Audit Outcome	Improved Audit Outcome	Unqualified with matters of emphasis	The social distance between politicians and the community results in community unrests	Clean Audit	Improve interaction with communities	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Poor organizational culture and inadequate adherence to statutory timelines leads to poor quality work and decision making which results in poor service delivery		Enforce adherence to statutory timelines and schedules. Change management.	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Lack of a back-up system leads to loss of information which affects business operation.		Improve data security.	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit

Municipal KPA	**Corporate Services**									
Problem statement and root causes per KPA:	**Poor internal control and non-adherence to statutory timelines** **Relationship between community and politicians leads to community unrest.**									
One Plan Transformation Area										
2019-24 MTSF Priority	**A Capable, Ethical and Developmental State**									
Municipal Priority	**Good governance and Institutional**									
Strategic objective	**To build a capable and high performing municipality**									
Impact statement: Accessible services to communities				**MTSF Target: 100% access to piped water, sanitation, electricity and 75% to weekly waste removal**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
			Inadequate compliance to OHS policies and regulations which may results in loss of life, injuries, and litigations		**I**mprove implementation of internal controls	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Poor implementation of internal controls		Improve implementation of internal controls	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			High number of litigations		Reduced litigation amount	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Relationship between organized labour and management partially satisfactory		Regular engagement with labour	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Not all employees have vaccinated.		Encourage all employees to vaccinate.	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			Loss of public trust Deaths and injuries due to non-compliance with OHS regulations.		Restoration of public trust Improved implementation of internal controls	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit

Municipal KPA	**Corporate Services**								
Problem statement and root causes per KPA:	**Poor internal control and non-adherence to statutory timelines** **Relationship between community and politicians leads to community unrest.**								
One Plan Transformation Area									
2019-24 MTSF Priority	**A Capable, Ethical and Developmental State**								
Municipal Priority	**Good governance and Institutional**								
Strategic objective	**To build a capable and high performing municipality**								
Impact statement: Accessible services to communities				**MTSF Target: 100% access to piped water, sanitation, electricity and 75% to weekly waste removal**					
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**			
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
			Delays in finalizing job evaluation. Inadequate communication tools resulting in poor service provision.		Finalized job evaluation. Improved provision of communication tools	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
			High number of litigations		Reduced litigation cases	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit
Audit Outcome	Improved Audit outcome	Misaligned planning with spheres of government and other stakeholders	Unintegrated planning	Integrated planning	DDM/Stakeholder interventions or programmes	Unqualified Audit Outcome	Unqualified Audit Outcome	Clean Audit	Clean Audit	Clean Audit

Outcome	**Outcome Indicator**	**KPI**	**5-year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Audit Outcome High performing organization	Improved Audit Outcome Improve organizational performance	Records management system developed. Improved implementation of internal controls	Records management system developed	Records management system developed	Improve record management	Improve record management	Improve record management	Improve record management
		Finalized job evaluation	Finalized job evaluation	Finalized job evaluation				

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Upgraded ICT infrastructure	Upgraded ICT infrastructure	Procure server room UPS system, Network Backup system, Data backup System	Integration of cloud system and on-premises system	Continuous maintenance of the ICT Infrastructure and technology enhancement	Continuous maintenance of the ICT Infrastructure and technology enhancement	Continuous maintenance of the ICT Infrastructure and technology enhancement
Audit Outcome High performing organization	Reduce overtime, standby and shifts spending	Enforce adherence to statutory timelines and schedules	6.4 M	1.28	1.28	1.28	1.28	1.28
High performing organization	To improve organizational performance	Improve interaction with communities. Number of mayoral Imbizo conducted. Number of public participation programmes	20 60	4 12	4 12	4 12	4 12	4 12
High performing organization	Training of officials and politicians	Improved skills of officials and politicians that will result in provision of services.	750	150	150	150	150	150
High performing organization	Reduced litigations	Less number of litigations will lead to minimal spending.	Reduced number of litigations	Unqualified audit outcome	Unqualified audit outcome	Clean Audit	Clean Audit	Clean Audit
High performing organization	DDM stakeholder engagement	Integrated planning with all stakeholders.	Good governance structures that are operational and efficient.	Unqualified audit outcome	Unqualified audit outcome	Clean Audit	Clean Audit	Clean Audit

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
More decent jobs created and sustained	Create decent and sustainable jobs	17099 jobs have been created	53.2% (399 436) unemployment rate from an estimated population of 720 821 currently in the municipality due to lack of economic growth	66 139 jobs created (Reduce unemployment by 26%)	• Revitalization of economic nodes • Reactivation Agri-hub • Resuscitation of key economic sectors • Support for informal economy and SMMEs • Forster partnership with the public, private sector (MEGA)	9000 jobs created	11000 jobs created	13800 jobs created	15000 jobs created	16839 jobs created

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Competitive and accessible markets	Create competitive market access for SMMEs and Cooperatives	1393 SMMEs supported	Lack of market access for SMMEs and Informal Sector	1000 SMMEs/Informal Sector Supported	Support for SMMEs and Informal Sector	200	200	200	200	200
Industrialisation, localisation and exports	Create a conducive enabling economic environment	40 Agric Cooperatives supported	Underdeveloped potential existing agricultural projects which contribute to lack of food security, economic growth and job creation	45 Agric projects/ Co-operatives supported	Support for Agricultural projects	9	9	9	9	9
	Create a conducive enabling	76 tourism projects supported	Underdeveloped potential existing tourism attractions which contribute to	40 tourism projects supported	Support and monitor tourism projects	8	8	8	8	8

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
	economic environment		lack of economic growth and job creation							
Improved ecological infrastructure.	Number of disposal sites with license for closure & WWTW complying to environmental legislations, degraded sites identified and rehabilitated, development projects complying with environmental	7 Disposal sites with license for closure 8 WWTW assessed in 2020/2021 FY. 3 degraded sites rehabilitated (Utah, Sommerset & Lillydale)	Negative audit findings. Negative audit findings (Housekeeping and safety) Land degradation (sand mining)	7 Disposal sites with license for closure complying to environmental legislations. Quarterly compliant assessment of the 8 WWTW 5 Degraded sites identified and rehabilitated	• Assess compliance of the disposal sites with license for closure • Assessment of the 8 WWTW • Reactivation of the Environmental Youth Clubs • Encourage “Adopt a Spot Programme”	1 disposal sites complying 4 compliant assessments of the 8 WWTW 1 degraded site identified and rehabilitated	2 disposal sites complying 4 Compliant assessments of the 8 WWTW 1 degraded site identified and	2 disposal sites complying 4 Compliant assessments of the 8 WWTW 1 degraded site identified and rehabilitated	1 disposal sites complying 4 Compliant assessments of the 8 WWTW 1 degraded site identified and rehabilitate	1 degraded site identified and rehabilitated

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
	authorizations monitored						rehabilitated		d1 disposal sites complying. 4 Compliant assessments of the 8 WWTW	
Improved ecological infrastructure		14 development applications received, and EIA comments were made	Developments projects not complying with environmental authorization	70 developments projects complying with environmental authorization	Create Database and monitor development projects complying with environmental authorization	14 Development projects complying with environmental authorization	14 Development projects complying with environmental	14 Development projects complying with environmental	14 Development projects complying with Environmental	14 Development projects complying with environmental

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
							authorization	authorization	authorization	authorization
Municipal preparedness to deal with Climate Change adaptation		Climate Change Workshops and events held in 7 wards. 84 trees planted in 12 schools. Shatale Community Park. Distributed Waste Wheelie Bins to 5 schools	Insufficient knowledge of climate change adaptations and mitigations by communities Insufficient tree planting initiatives and deforestation Insufficient budget to procure trees for greening projects	Communities in 31 wards having knowledge of climate change adaptations and mitigations 1500 trees planted Development and operation of a Municipal Nursery	Conduct education and awareness in all wards. Tree planting initiatives Establish Municipal Nursery (Shatale) Establish 5 School recycling Stations	6 wards on education 100 Trees Conversion of the Shatale Community Park into a Nursey (including infrastructure and equipment)	6 wards 200 Trees Operation of the nursery 1 School recycling station	6 wards 300 Trees Operation of the nursery 1 School recycling station	6 wards 400 Trees Operation of the nursery 1 School recycling station	7 wards 500 Trees Operation of the nursery 1 School recycling station

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
			Illegal Dumping	5 School Recycling Stations established		1 School recycling station				
Effective waste collection service	Reduce the backlog on waste collection services	31% on waste collection	69 % of backlog on waste collection and illegal dumping	Reduce the backlog from 69% to 50% (19%)	Distribution of skip bins, household bins and main street collection in villages and new settlements, compactor and skip truck.	2 300 HH receiving services (9%) 1,67%	3 300 HH (13%) 2,4%	5 000 HH (19%) 3.6%	7000 HH (27%) 5%	8 000 HH (31%) 5.8%
Improve access to basic services Improve economic	Number of HH (household) with access to waste collection services	43 102 HH with access to waste collection	Township with HH collection once per week, Skip bins, skip bins in villages collected once per week (one bin	Provision of waste collection services to 25 600 HH	Distribution of skip bins, household bins and main street collection in villages, fleet management and provision, landfill site	2 300 HH	3 300 HH	5 000 HH	7000 HH	8 000 HH

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
growth and job creation			catering 70 HH) 95 000 of backlog on waste collection		and transfer station construction, and closure of old landfill sites					
	Number of EPWP jobs created	6 EPWP projects and 329 EPWP beneficiaries	Insufficient and inconsistent reporting on EPWP to NDPW affecting the financial assistance	1250 jobs	Proper reporting to National Department of Public Works (NDPW) and implementation of EPWP policy in the municipality	350	400	450	500	550
Sustainable Economic Development	No. of Projects linked to Injaka Business Plan, Mkhuhlu Business Plan,	Spatial Development Framework (SDF), Precinct Plans,	Lack of infrastructure to support development and attract Investment	100% of project implementation linked to SDF and Sector plans	• Public Participation of Plans for Development.	Public Participation and Marketing strategy	- -	- -	- -	- -

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
	and Precinct Plans	Business Plans			Development incentives linked to Town Planning Controls and Directives.	Development Incentive Policy linked to Land Use, Revenue and Technical	-	-	-	-
				100% of project implementation linked to SDF and Sector plans	SDF alignment with Technical Services Projects and Master plans.	Development of alignment mechanism/tool for IDP and SDF projects.	25% of 100% projects aligned	25% of 100% projects aligned	25% of 100% projects aligned	25% of 100% projects aligned
				Implementation of a Funding Model Policy for the municipality	Develop a Funding Model Policy for the municipality	Terms of Reference and Funding Model Policy adopted by Council	-	-	-	-

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Sustainable Human Settlements	Number of public participation engagements with communities, community structures, and Tribal Authorities	Land Use Scheme and Land Invasion Committee.	Unplanned/sporadic settlements and Land invasions.	20 engagements and workshops	Public Participation and awareness on planning tools.	4 engagements and workshops	4 engagements and workshops	4 engagements and workshops	4 engagements and workshops	4 engagements and workshops
Sustainable Human Settlements	No. of Greenfield Township Establishments, Insitu-Township Establishments, Formalization,	30 settlements (34 000 households) with registered cadastral.	The demand of residential sites outweighs the municipality's ability to develop new townships; due to	20 new townships (surveyed and registered).	Township Establishment/ Bulk Site Demarcation	4 New settlements/ formalization /upgrading	4 New settlements/ formalization /upgrading	4 New settlements/ formalization /upgrading	4 New settlements/ formalization /upgrading	4 New settlements/ formalization /upgrading

Municipal KPA	**ECONOMIC DEVELOPMENT, PLANNING AND ENVIRONMENT**									
Problem statement and root causes per KPA:	**High levels of unemployment and economic activity**									
One Plan Transformation Area										
2019-24 MTSF Priority	**Economic transformation and job creation** **Spatial planning, Human Settlement and Local Government** **Infrastructure; Rural Development; and Human Settlements** **Land Use Management and Spatial Transformation**									
Municipal Priority	**Economic growth and Job creation** **Safe and healthy environment**									
Strategic objective	**To reduce high levels of unemployment and the promotion of economic activities** **Just transition to a low carbon economy** **Effective and sustainable waste management services** **To improve the standard of living**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
	and Tenure upgrade.		financial limitations and access to land.	Land Summit	Land Summit/ Indaba (Unlocking Land access for Human Settlements)	Hosting the Land Summit/Indaba	-	-	-	-

Outcome	Outcome indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Economic transformation and Job Creation	Create a conducive enabling economic environment.	Number of informal traders and SMMEs supported	200 Informal traders and SMMEs supported	40 Informal traders and SMMEs supported	40 Informal traders and SMMEs supported	40 Informal traders and SMMEs supported	40 Informal traders and SMMEs supported	40 Informal traders and SMMEs supported
		Number of agricultural co-operatives supported	40 Agric projects/cooperatives supported	8 Agric projects/cooperatives supported	8 Agric projects/cooperatives supported	8 Agric projects/cooperatives supported	8 Agric projects/cooperatives supported	8 Agric projects/cooperatives supported
		Number of tourism projects supported	40 tourism projects supported	8 tourism projects supported	8 tourism projects supported	8 tourism projects supported	8 tourism projects supported	8 tourism projects supported
		CWP/EPWP Programme Support	Number of jobs created	100% support	100% support	100% support	100% support	100% support
Spatial Integration, Human Settlements and Local government	Just transition to a low carbon economy	Number of waste treatment works assessed	8 WWTW	1 compliant assessment of WWTW	1 compliant assessment of WWTW	2 compliant assessments of WWTW	2 compliant assessments of WWTW	2 compliant assessments of WWTW
		Number of disposal sites complying (with license for closure)	7 disposal sites with license for closure	1	2	2	1	1

Outcome	Outcome indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Number of environmental youth club functional	38 Wards identified	7	7	7	7	8
		Number of adopt a spot identified	5	1	1	1	1	1
		Number of climate change awareness programmes conducted	31 climate change awareness programmes conducted	6 wards	6 wards	6 wards	6 wards	7 Wards
		Number of trees planted	1500 trees planted	100 trees	200 trees	300 trees	400 trees	500 trees
Improved access to basic services	Effective and sustainable waste management services	Landfill sites developed	Development of landfill sites	Phase 3	Phase 3 completed	Rehabilitation	Rehabilitation	Transfer station establishment
		Increased and optimization of waste collection	50% (40 000 HH) coverage of waste collection achieved	5000 Households	7000 Households	8000 Households	9000 Households	10 000 Households
Sustainable Human Settlements	No. of projects identified in economic nodes	Social housing developments completed. Social amenities developed.	14 social housing developments 11 social amenities	- - -	4 3 6	4 3 6	4 3 6	2 0 6

Outcome	Outcome indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Business/ commercial sites disposed and developed	24 business and commercial sites					
	No. of precinct plans developed	Draft precinct plans	6 precinct plans	6	-	-	-	
	No. of Infrastructure projects planned	Water infrastructure plan, Road infrastructure plan, Sewer infrastructure	3	-	3	-	-	
	No. of applications deployed from the GIS strategy	Review GIS Strategy Implementation of the GIS Strategy	8 applications deployed from the GIS Strategy	3	5	-	-	

Municipal KPA	**Financial Viability**									
Problem statement and root causes per KPA:	**Low Revenue generation and Collection** **Lack of Consequence Management for poor performance and transgressions and slow responses by management**									
One Plan Transformation Area										
2019-24 MTSF Priority	**A Capable, Ethical and Developmental State**									
Municipal Priority	**Financial viability**									
Strategic objective	**Sound Financial Management**									
Impact statement: Reduced unemployment and poverty				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Improved revenue collection	Revenue collection	R240 million (revenue collection)	Outstanding debt has increased rapidly to over 2bn, and collection of debt is proving to be a very challenging task.	R1,5 billion	Debt Collection	R250million	R275 million	R300 million	R320 million	R355 million
Improved Audit Outcomes	Audit Opinion	Unqualified Audit Opinion with emphasis of matter	All governance structures did not provide sufficient levels of Assurance to the Auditors	Clean Audit	Implementation of Clean Audit Strategy	Unqualified Audit Opinion	Clean Audit Opinion	Clean Audit Opinion	Clean Audit Opinion	Clean Audit Opinion

Outcome	**Outcome Indicator**	**KPI**	**5-year Target**	**ANNUAL IMPLEMENTATION**				
				2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Clean Audit Opinion	Elimination of Audit findings	Number of Audit Findings	45	40	0 Findings	0 Findings	0 Findings	0 Findings

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Collection and Protection	A decrease in the amount of historical debt	Rand value of debtor's balance	R1 billion	R 1.750 billion	R1,500 billion	R1,250 billion	R 1, 000 billion	R 750 million
Increased revenue	Increased sale of water	% Increase in water revenue	30% increase in water revenue	5% increase on prior year revenue.	5% increase on prior year revenue.	5% increase on prior year revenue.	5% increase on prior year revenue.	5% increase on prior year revenue.
Improved turnaround times for SCM processes	Shortened SCM turnaround times.	% Requests processed within stipulated timelines	100% requests processed within stipulated timelines	90% requests processed within stipulated timelines	90% requests processed within stipulated timelines	100% requests processed within stipulated timelines	100% requests processed within stipulated timelines	100% requests processed within stipulated timelines

Municipal KPA	**Technical Services (Service Delivery and Infrastructure Development)**									
Problem statement and root causes per KPA:	**Inadequate and ineffective infrastructure resulting in poor service delivery, rapid deterioration of infrastructure and increase service delivery protects**									
One Plan Transformation Area	**None**									
2019-24 MTSF Priority	**Economic Transformation and Job Creation- Improved access to basic services**									
Municipal Priority	**Provision of service delivery**									
Strategic objective	**Provision of service delivery**									
Impact statement: Improve Distribution of Municipal Services				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Improve Access to Basic Services	% of households with access to water	76 654 HHs	The areas receive waters through rationing, borehole, water tankers, aging infrastructure and have a backlog of 71 673 HHs	71 673 HHs	Water reticulation, Refurbishment, and upgrade of WTW, Replacement and upgrade pipelines, Reservoirs	14 328 HHs	14 328 HHs	14 328 HHs	14 328 HHs	14 328 HHs
	% of households with access to sanitation	137 870 HHs	Household have below basic level services of sanitation	22 500 HHs	Construction of VIP Toilets, Refurbishment and upgrading of WWTW, Replacement and upgrade of sewer network	4 500 HHs	4 500 HHs	4 500 HHs	4 500 HHs	4 500 HHs
	Number of public lights	172 high mast lights	High level of crime	190 High mast lights	Installation of High Mast lights	38 high masts	38 high masts	38 high masts	38 high masts	38 high masts
	Number of Kilometers of roads	432 Kms surfaced roads / streets	Most of the roads are gravel and are inaccessible during rains	200 Kms	Paving / Tarring of Internal Streets, rehabilitation of tarred streets	40 Kms	40 Kms	40 Kms	40 Kms	40 Kms

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve Access to Basic Services	% of households with access to water	Water reticulation,	31 673 HHs	6 334.6 HHs	6 334.6 HHs	6 334.6 HHs	6 334.6 HHs	6 334.6 HHs
		Refurbishment and upgrade of WTW	20 000 HHs	4 000 HHs	4 000 HHs	4 000 HHs	4 000 HHs	4 000 HHs
		Replacement and upgrading pf pipelines	15 000 HHs	3 000 HHs	3 000 HHs	3 000 HHs	3 000 HHs	3 000 HHs
		Reservoirs	5000 HHs	1000 HHs	1000 HHs	1000 HHs	1000 HHs	1000 HHs
	% of households with access to sanitation	Construction of VIP Toilets	7 500 HHs	1500 HHs	1500 HHs	1500 HHs	1500 HHs	1500 HHs
		Refurbishment and upgrading of WWTW	10 000 HHs	2 000 HHs	2 000 HHs	2 000 HHs	2 000 HHs	2 000 HHs
		Replacement and upgrade of sewer network	5 000 HHs	1 000 HHs	1 000 HHs	1 000 HHs	1 000 HHs	1 000 HHs
	Number of public lighting	Installation of High Mast lights	190 High mast lights	38 high masts	38 high masts	38 high masts	38 high masts	38 high masts
	Number of Kilometres of roads	Paving / Tarring of Internal Streets	125 kms	25 Kms	25 Kms	25 Kms	25 Kms	25 Kms
		Rehabilitation of tarred streets	75 Kms	15 kms	15 Kms	15 Kms	15 Kms	15 Kms

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Number of Culverts /Bridges	Construction of culverts / bridges	140 culverts / bridges	28 culverts / bridges	28 culverts / bridges	28 culverts / bridges	28 culverts / bridges	28 culverts / bridges

Municipal KPA	Community Services									
Problem statement and root causes per KPA:	High number of people dependent on government support (high unemployment) high level of social ills and illiteracy level High crime rate									
One Plan Transformation Area	DDM Universal safe communities									
2019-24 MTSF Priority	Social security, education, Skills, and Health (3 & 4)									
Municipal Priority	Improve sound public safety and community welfare									
Strategic objective	Mobilize resources for improved and conducive environment, public safety, and community welfare									
Impact statement: safe communities, increased life expectancy and social cohesion through sports, arts, and culture.				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL TARGETS				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Transformed Social Welfare	Reduced Substance abuse	High level of substance abuse	High level of substance abuse, and teenage pregnancy	70% reduction in substance abuse Elimination of teenage pregnancy	Awareness campaigns	30 % of the population	40 %	50%	60%	70%
Safety in communities	Elimination of GBVF	High levels of GBVF	High levels of contact crimes and deaths due to GBVF		Awareness campaigns Rapid Response task team on GBVF	40%	50%	60%	70%	80%

Municipal KPA	**Community Services**									
Problem statement and root causes per KPA:	**High number of people dependent on government support (high unemployment) high level of social ills and illiteracy level** **High crime rate**									
One Plan Transformation Area	**DDM** **Universal safe communities**									
2019-24 MTSF Priority	**Social security, education, Skills, and Health (3 & 4)**									
Municipal Priority	**Improve sound public safety and community welfare**									
Strategic objective	**Mobilize resources for improved and conducive environment, public safety, and community welfare**									
Impact statement: safe communities, increased life expectancy and social cohesion through sports, arts, and culture.				**MTSF Target:**						
Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention/ Programme**	**ANNUAL TARGETS**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Progressive improvement in total life expectancy	Refocus on HIV/AIDS, STIs and TB programmes	High Percentage of HIV/AIDS	High level of HIV/AIDS and TB	80% elimination of new HIV/AIDS infections	Inter-departmental awareness and intervention programmes	30%	60%	70%	75%	80%
Safe communities	Reduce contact crimes and safe municipal properties	Loss of property and violation of human rights	Theft, vandalized and loss of municipal property	Zero percent tolerance to contact crimes and protection of municipal services	Municipal security and protection, strategy, and policy	Development and implementation of strategy	100% reduction	100% reduction	100% reduction	100% reduction
Law Enforcement and revenue collection	Road safety	High road accidents Non-compliance to road regulations	Unacceptable number of road accidents. 60 million outstanding traffic fine	Low road accidents and compliance to road regulations 90% collection of traffic fines	continuous awareness and roadblocks Integrated traffic revenue collection system	30%	50 %	70%	80%	90%

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Transformed Social Welfare	Number of awareness programmes to minimize substance abuse	Reduction of abuse illegal substance	20 programmes	4 programmes	4 programmes	4 programmes	4 programmes	4 programmes
Safety in communities	Elimination of GBVF	GBVF intervention programmes conducted	20 Programs	4 programmes	4 programmes	4 programmes	4 programmes	4 programmes
Named and identifiable settlement in line with spatial planning	Number of geographical areas named and renamed	Number of settlements given names.	Complete naming and renaming of in all villages clustered in three zones (south, midland, and north)	36 villages	36	36	36	36
Youth Skills Development	Number of youths offered with bursary.	High number of bursaries given to youth	600 youths	40	40	40	40	40
safe communities	Number of roadblocks and patrols and awareness programs conducted	Reduction of road accidents	60 Roadblock and Awareness campaigns	12	12	12	12	12
Improved revenue collection	Revenue on traffic infringement	Number of traffic fines issued and improved revenue base.	Compliance to MSCOA and Road Traffic Management Act	2 000 000	2 000 000	1 000 000	1 000 000	1 000 000

CHAPTER 5: INSTITUTIONAL TRANSFORMATION AND GOOD GOVERNANCE

This chapter shows the institutional framework of Bushbuckridge Local Municipality and the effectiveness of municipal strategies when dealing with governance issues.

5.1. Municipal Institutional Structure

To deal with challenges of service delivery and performance of certain powers and functions, Bushbuckridge Local Municipality has developed a structure, which caters for the following stakeholders:

- **Municipal Manager – Mr. J Ngobeni**
  Units under this directorate: All directorates, IDP, PMS, Internal Audit, Risk Management, Communications and 11 Regional offices
- **Chief Financial Officer (CFO)- Mrs. T Mathabatha**
  Units under this directorate: Budget and Treasury office (BTO), Income, Supply Chain Management, Assets, Expenditure and AFS
- **Directorate : Corporate Services- L Khoza**
  Units under this directorate: Council Support, Auxiliary, Human Resource, Legal, and ICT
- **Directorate : Community Services- Mr. AM Mnisi**
  Units under this directorate: Transversal, Employee Wellness, DLTC and Traffic
- **Directorate : Economic Development, Planning and Environment- F Timba**
  Units under this directorate: Town Planning, Local Economic Development, Environment, and Waste Management
- **Directorate : Technical services- Vacant**
  Units under this directorate: Roads, Water Authority and Sanitation, Water services, PMU, Human Settlement and Electricity and maintenance

Organizational structure, Staff Component and Appointments

Staff Establishment as per The Approved Organogram or A Period Between January to March 2023

Table 36: Municipal Organogram

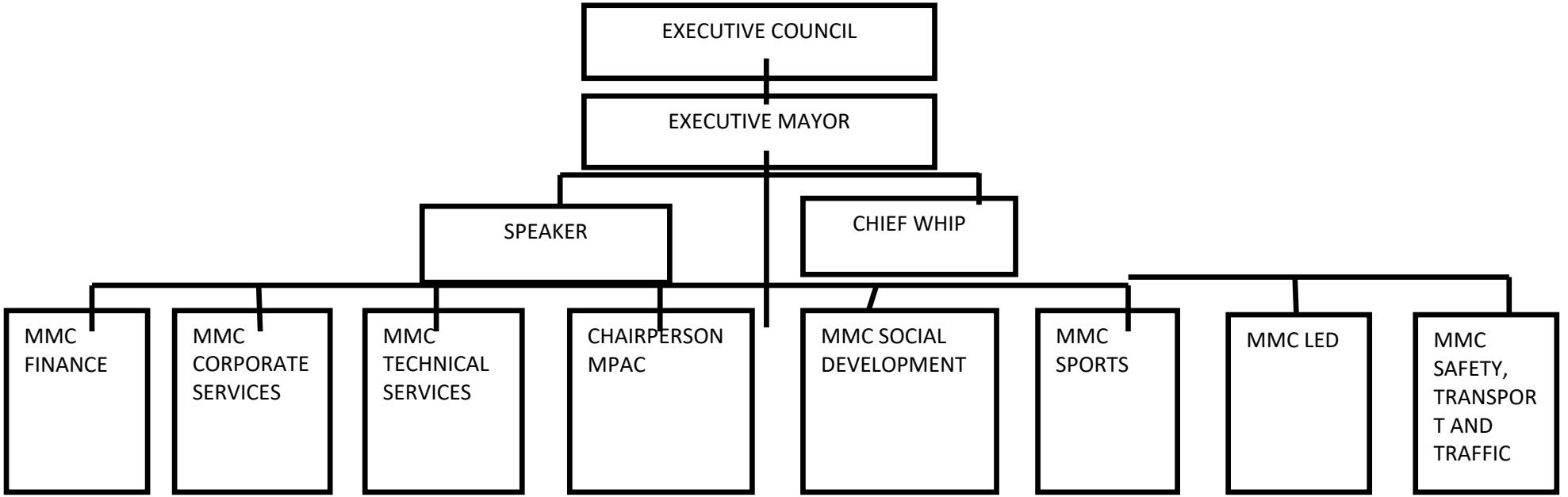
Directorate/Unit	Filled	Vacant	Total	Vacancy rate per Department	Progress towards closing the vacancy rate
Executive Mayor	3	2	05	40%	PA to the Executive Mayor vacant.
Municipal Manager	26	25	51	49%	Municipal Manager is appointed. Junior internal audit was appointed as internal auditor(promotion).
Technical Services Other & water	413	320	733	43,6%	Plant Supervisor was appointed as a superintended (promotion). Twelve (12) general workers were newly appointed. Five (5) heavy duty machines were newly appointed. Two (2) General workers were appointed as Heavy-duty machines operators (promotion). Five employees were terminated due for retirement
Community Services	207	102	309	33%	Management rep VTS was appointed. The examiner was as Management rep DLTC (promotion). One employee passed away

Directorate/Unit	Filled	Vacant	Total	Vacancy rate per Department	Progress towards closing the vacancy rate
Corporate services	126	89	215	41%	The position for Director Corporate Services interviewed is done and waiting for appointment. Human Resource Practitioner was appointed. Three employees are terminated (two employees passed away and one employee was due for pension)
EDPE	196	109	305	35%	
Budget and treasury	122	60	182	32.9%	The Demand accountant was appointed as a Supply chain manager(promotion). One employee resigned.
SUB-TOTAL OF FILLED & VACANT POSTS	**1093**	**707**	**1800**	**39,2%**	

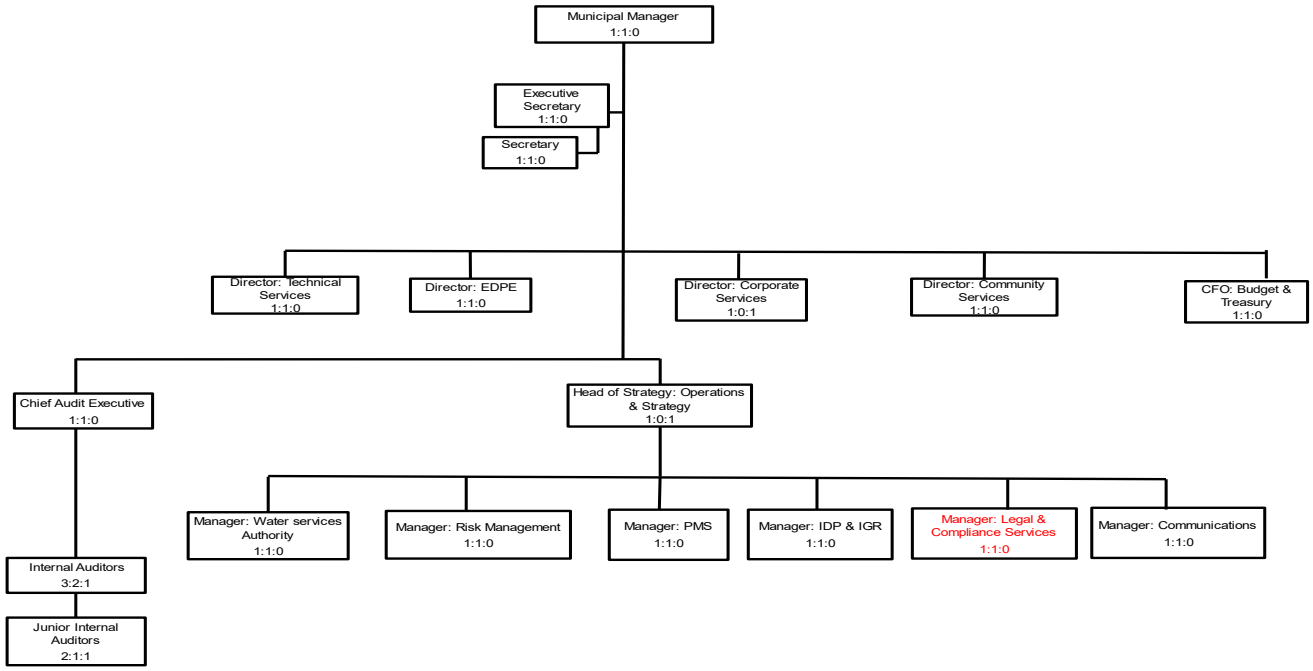
Vacancy rate (Employment equity)

TOTAL POSITIONS	TOTAL FILLED	TOTAL VACANT	VACANCY RATE %	MALE	FEMALE	DISABILITY	UNDER 35 YEARS
1800	**1093**	**707**	**39.2%**	**621**	**472**	**11**	**118**

Organogram
Political structure



MUNICIPAL MANAGER'S OFFICE



5.2. Human Resources (HR) Strategy

The development of HR Strategy and its implementation plan is a requisite of the IDP. The strategy serves as a framework and guide to HR functions. The development and implementation of the HR Strategy is meant to create an enabling environment that will assist towards improving service delivery. An amount of R15 000 000 is budgeted for the development of HR Strategy during 2021/22. However, there will be future financial need for the implementation of HR Strategy imperatives.

Recruitment and Selection

The objective of the Recruitment and Selection Unit is to provide staff the through implementation of the Recruitment and Selection as well as the Promotion and Transfer policies. The unit is also responsible for compliance with the Employment Equity Act 55 of 1998. The structure of the unit comprises of a manager, 11 officials that covers Labour relations, Skills Development and Employment equity. A challenge of an Inability to meet the Employment Equity targets, to deal with the challenge some measures are being employed where all selection panels are encouraged to appoint female employees (on merit).

Occupational Safety

The objective of the Occupational Safety section is to promote health by providing the employees with ongoing education, information, and communication in all health-related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for their own health benefits. The section has a responsibility of ensuring a safe work environment of all the employees at work and safety during operations. This is to comply with the Occupational Health and Safety Act 85 of 1993, Medicine and Related Substances Control Act 101 of 1965, Employment Equity Act 55 of 1998 and the Compensation of Occupational Injuries and Diseases Act 130 of 1993.

Organizational Development

The objective is to provide organizational design services to ensure that BLM has the most appropriate structure and improved work processes to achieve the goals of the organization. This is done through facilitating processes, advising management and departments about the most appropriate structures to be effective at BLM.

For good governance, development of skills and professional service delivery, the municipality develops a workplace plan on a yearly basis and implement and report on it. There are 48 officials being capacitated on MFMA which is facilitated by the University of Northwest and 20 officials that are being trained on an Assessor and Coaching programme which are running until June 2014 as per WSP. There are 4 finance interns appointed as per National Treasury regulations.

The municipality has various learnership programmes that are aimed at equipping the local youth with skills so they can be employable or be able to become entrepreneurs.

Work Skills Plan

The Skills Development Act requires that skills planning, and development takes place with the broadest scope of representative through extensive stakeholder consultation across the municipality. The mechanism to facilitate and consult in skills planning is conducted through the training and employment equity committee, amongst others. The Skills Development Levy is a levy imposed to encourage learning and development in South Africa and is determined by an employer's salary bill. The funds are to be used to develop and improve the skills of employees. Employers must pay 1% of their workers' pay to the skills development levy. The money goes to Sector Education and Training Authorities (SETAs) and the Skills Development Fund to pay for training. The Workplace Skills Plan is the tool outlining the existing skills shortage in the municipality and describes the steps the municipality must take to address the shortage through various training initiatives. The WSP access to the SETAs mandatory grant for skills training. Municipality are required to report against their WSPs in an Annual Training Report (ATR) that shows how they have addressed the priority skills defined in the WSP. WSP is developed annually for the period of 1st of April to 31st of March and submitted to the relevant SETA(LGSETA).

The municipality conducted Skills Audit previous years to assist in the development of the WSP and collecting training gaps analysis from the personal development plan of individual employees to develop the WSP annually. Through submitting the WSP to Local Government SETA, the municipality able to implement trainings, learnerships, internship, work integrated learning, bursaries, skills programme, apprenticeship, and Adult Education Training (AET) through the equitable share budget, Mandatory grants and Discretionary grant which are disbursed to the municipality by Local Government SETA for employed, councillors and unemployed. Other stakeholders play a huge role in the development of the employees, councillors and unemployed in the municipality.

Achievement on the Previous Financial Year 2022/2023

The municipality has trained 73 employees as per the following municipal key performance area:

Table 37: Vacancy

MUNICIPAL KEY PERFORMANCE AREA	GENDER	
	FEMALE	MALE
Good Governance	17	21
Municipal Financial Viability Management	04	03
Basic Service Delivery and infrastructure Development	09	12
Municipal Transformation and Institutional Development	05	02
Sustainable Local Economic Development	00	00
	35	**38**
TOTAL	**73**	

The municipality has provided internship programme, learnerships and work integrated learning for 268 unemployed learners as per the following municipal key performance area:

MUNICIPAL KEY PERFORMANCE AREA	GENDER	
	FEMALE	MALE
Good Governance	08	07
Municipal Financial Viability Management	07	00
Basic Service Delivery and infrastructure Development	136	58
Municipal Transformation and Institutional Development	07	05
Sustainable Local Economic Development	20	20
	178	**90**
TOTAL	**268**	

Planned for the New Financial Year 2023/2024

The municipality has planned to train 370 employees as per the following municipal key performance area**:**

MUNICIPAL KEY PERFORMANCE AREA	GENDER	
	FEMALE	MALE
Good Governance	08	18
Municipal Financial Viability Management	13	1
Basic Service Delivery and infrastructure Development	25	66
Municipal Transformation and Institutional Development	52	83
Sustainable Local Economic Development	53	52
	151	**220**
TOTAL	**370**	

The municipality has planned to implement programmes for **222** unemployed learners as per the following municipal key performance area:

MUNICIPAL KEY PERFORMANCE AREA	GENDER	
	FEMALE	MALE
Good Governance	08	07
Municipal Financial Viability Management	11	16
Basic Service Delivery and infrastructure Development	16	16
Municipal Transformation and Institutional Development	04	03
Sustainable Local Economic Development	71	70

MUNICIPAL KEY PERFORMANCE AREA	GENDER	
	FEMALE	MALE
TOTAL	110	112
	222	

Anti- Fraud and Corruption

The anti-Fraud and corruption Policy is intended to reinforce existing systems, policies, procedures, rules and regulations of BLM by preventing, detecting and reducing the impact of fraud and corruption. The Municipality fosters a zero tolerance to fraud and corruption anti-Fraud and Prevention strategy was approved and adopted by Council during November 2009 Council sitting. Anti-Corruption line was also established to allow members of the public to report on the fraudulent and corrupt activities that includes the misuse of Municipal Vehicles. Anti-Corruption line is managed and controlled by an independent body who takes report on behalf of the municipality.

5.3. Committees

Oversight Committee

Municipal Public Account Committee (MPAC) was established in terms of Section 79 of the Local Government Municipal Structures Act, 1998 to serve as an oversight over the executive obligations of the Council. The committee was established on the 28 June 2011 as per the Council resolution number: BLM/133/28/06/2010/11 and consists of 12 members.

The committee was inducted with the rest of the members throughout Mpumalanga province. It consists of 12 members, which is chaired by Cllr L Lekhuleni. Currently the committee has managed to meet with the Auditor General (AG) to assist with the interpretation of its report coupled with management letter. Questions from the AG's report have been prepared for the executive to give response. The committee meets regularly before each council sits so that they prepare report that will be tabled to the council.

Council committees

The Municipality has nine council committees which are chaired by members of the Mayoral committee. Five of the committees deal with administration and the other four are for the political wing of the municipality. The committees seat regularly before the sitting of each council meeting. Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the departments' programmes. These committees do not have any delegated decision-making powers. The functions include:

- Reviewing, monitoring, and evaluating departmental policies.
- Reviewing and monitoring of city plans and budgets.
- Considering quarterly and annual departmental reports

The Standing Committees have been established to deal with Council-Related matters. These Committees have decision-making powers as per the Terms of Reference (TOR) and are chaired by Councilors. The committees were established on the November 2021 with the Council resolution number: **BLM62//01/12/21/2021/2022.** Reports are interrogated in the committees before the can be table to the Mayoral Committee and the Municipal Council. The committees are as follows:

List Of Portfolio Committees

Finance Portfolio

Surname & Name	Contact Number
MMC Ngomane Thembinkosi	060 506 3077
1.Cllr Shabangu Goodman	072 855 6667/060 687 3471
2.Cllr Mashego Thabiso	072 455 2285
3.Cllr Mashego Eddy	072 076 1824
4.Cllr Ngomane Roux	072 766 8648
5.Cllr Hlatywayo Shadow Mthunziini	082 487 5034
6.Cllr Qhibi Rhulani	060 504 7086/082 670 6798
7.Cllr Ndlovu Mavis Lorrain	072 535 3121/060 509 8164
8.Cllr Thobagale Hamilton Phillip	082 827 0408

9.Cllr J. Malomane	0726636681

Corporate Services Portfolio

Surname & Name	**Contact Number**
MMC Mathebula Sylvia	082 827 0382/060 506 4051
1.Cllr Mathabula Asnath	060 504 7455
2.Cllr Malomane Jupiter	072 663 6681
3.Cllr Mangani Matthew	081 031 3300
4.Cllr Mashinini Tony	076 672 9676
5.Cllr Mokoena Hellen	076 920 4260
6.Cllr Mkhonto Aupa	076 091 3654/078 512 5807
7.Cllr Nxumalo Take Easy	071 172 3062
8.Cllr Mthombeni Trocia	082 827 0383
9.Cllr. Mbhandze Freddy	060 509 8732
10.Cllr Shabangub Jeanet	079 904 3378
Technical Services Portfolio	
Surname & Name	**Contact Number**
MMC Sambo Prince	0728254112
1.Cllr Mashaba Army	081 452 9547
2. Cllr Ngobeni Busisiwe	072 075 4495
3. Cllr Ngobeni Derick	073 366 2849/083 819 9022
4. Cllr Mpangane Mzwandile	083 573 8707/082 705 1975
5. Cllr Mkhabela Sabelo	060 504 7022
6. Cllr Mdluli Duladula	083 534 8524/060 509 9606
7. Cllr Mngomezulu Phindile	082 623 8649/082 623 8575
8. Cllr Mokgotho Velly	071 689 0293
9. Cllr G Mashego	0716267551
EDPE Portfolio	
Surname & Name	**Contact Number**
MMC Gubayi Patricia	083 795 6532
1. Cllr Sihlabela Helmen Ezekiel	060 504 7322
2. Cllr Makhubele Samson	060 504 6645/079 874 3370
3. Cllr Mashaba Ivy	060 504 7481
4.Cllr Mogane Nnete	072 363 6728
5. Cllr Matihavane Prince	067 628 0410
6. Cllr Sithole Sainah	060 965 1178/071 122 604
7.Cllr Malatjie Selby	072 410 2445
8. Cllr Lubisi Evidence	072 848 0988
9.Cllr C. Mnisi	076 331 9340
Safety And Security, Transversal, Public Transport Portfolio	
Surname & Name	**Contact Number**
MMC Mhaule Luther	060 504 5949
1.Cllr Madalane Jabu	079 375 8025/082 854 1041
2. Cllr Mashile Rems	083 721 3051/076 553 4446
3. Cllr Mashego Mygirl	072 998 4591
4. Cllr Mnisi Venter	072 912 2234
5. Cllr Nukeri Kgopotso	060 505 9564/072 534 9707
6. Cllr L.M Mashile	0791750758
7.Cllr Mpangana Hebert	072 074 5510
8.Cllr G Shabangu	0728556667/0606873471
Social Development Portfolio	
Surname & Name	**Contact Number**
MMC Mzimba Virginia	060 509 8939
1. Cllr Monareng Maria	072 709 2386
2. Cllr Nzima Thomas	082 265 8112
3.Cllr Mashego Rachel	079 680 4326
4. Cllr Nyathi Zinhle	076 895 6613
5.Cllr Malomane Suzen	082 354 9337
6.Cllr Mokoena Abednego	079 129 8969
7.Cllr Moraba Bafedile Festa	060 504 5949/083 729 925
8.Cllr Mokoena Oupa	079 304 7528/064 948 4321
9. Cllr Khumalo Selina	060 509 9794
Sports, Arts, Culture and Heritage Portfolio	

Surname & Name	Contact Number
MMC Gumede Prince	060 505 8432
1. Cllr Mametja Sessy	079 082 2363
2.Cllr Malomane Grace	071 641 3274
3. Cllr Nziyane Given	072 585 1805/066 178 7383
4. Cllr G.Mashego	0716267551
5.Cllr Mbazima Grechard	063 610 1701/072 297 0065
6. Cllr Mahlakoane Thabiso	064 866 9056/068 190 0066
7.Cllr Madalane Jabu	079 375 8025/082 850 1041
8. Cllr Mashele Elizabeth	076 156 1210/081 540 7445
9. Cllr Mashego Thabiso	072 455 2265
10.Cllr Mokoena Hellen	076 920 4260
MPAC (Section 79)	
Surname & Name	**Contact Number**
MMC Lekhuleni Lizah	060 504 6995
1.Cllr Hlatshwayo Welcome	060 504 7556
2.Cllr Mapaila Thomas	076 920 4483
3. Cllr Dube Inkie	060 504 7421
4.Cllr Kubayi Surprise	0799178834
5. Cllr Mabunda Emelda	076 726 0234
6. Cllr Sebatane Grinios	082 696 2067/083 795 1441
7.Cllr Matsie Linky	073 626 8209
8.Cllr Ngomane Roux	072 766 8648
9.Cllr H. Sihlabela	0605047322
Ethics	
Surname & Name Cllr R.B Raganya (Chair)	**Contact Number**
1.Cllr Shabangu Jeanet	079 904 3378
2.Cllr Khumalo Selina	060 509 9794
3.Cllr Mashele Elizabeth	079 156 1210
4.Cllr Mpangana Hebert	072 074 5510
5.Cllr Mashile Lillian	079 175 0758
6.Cllr Mamitja Sessy	079 082 2363
7. Cllr Sithole Sainah	060 965 1178

Troika

1.Executive Mayor Cllr C.S Nxumalo	079 8743386
2.Council Speaker Cllr R.B Raganya	0605816522
3.Council Chiefwhip Cllr B.W Malandule	060 506 4887

Functions of Council committees:

- To monitor the performance of the municipality and their relevant managers including directors to implement or start projects in time to avoid delays.
- Playing of oversight role in preparation and drafting of the IDP, the IDP process plan, community needs register and public participation plans.
- Helping to adopt and review IDP budget and recommend for publication of the final IDP.
- Help communities prioritize projects through public participation.
- Encourage the community to form IDP Rep forums in their wards and in their district.
- Conduct information campaigns on issues affecting the community.
- Communicate activities that promote transparency and promote public involvement in all activities.
- Assist constituents to make formal complaints of petition as may be appropriate for submission to the municipality.
- Handover of new projects and completed projects according to the IDP.
- Ensure that the municipality meets its executive obligations, discharges its developmental duties, and realizes the constitutional objective of local government (section 19 of Structures Act)
- Submission of approved IDP document to the MEC for Local Government
- Approval of SDBIP and submit to National and Provincial treasury.
- Implementation of SDNIP
- Monitor, review and adjust the SDBIP.

BLM proposed schedule of Council Sittings and Committees' Meetings: 2024/2025 Financial Year

DATES	TIME	ACTIVITIES
13 - 14 AUGUST 2024	10H00	All Portfolio Committees' Meetings
21 AUGUST 2024	10H00	Mayoral Committee Meeting
29 AUGUST 2024	**10H00**	**Ordinary Council Sitting**
15-16 OCTOBER 2024	10H00	All Portfolio Committees' Meetings
23 OCTOBER 2024	10H00	Mayoral Committee Meeting
30 OCTOBER 2024	**10H00**	**Ordinary Council Sitting**
14-15 JANUARY 2025	10H00	All Portfolio Committees' Meetings
22 JANUARY 2025	10H00	Mayoral Committee Meeting
24 JANUARY 2025	**10H00**	**Ordinary Council Sitting (Special Budget Adjustment, Annual Report, Mid-Term Report)**
11-12 MARCH 2025	10HOO	All Portfolio Committees' Meetings
19 MARCH 2025	10H00	Mayoral Committee Meeting
27 MARCH 2025	**10H00**	**Ordinary Council Sitting (Draft Budget & IDP)**
13-114 MAY 2025	10H00	All Portfolio Committees' Meetings
21 MAY 2025	10H00	Mayoral Committee Meeting
29 MAY 2025	**10H00**	**Ordinary Council Sitting (Final Budget & Final IDP)**

Labour Forum

The municipality has a Labour forum that has labour party representatives from SAMWU, IMATU and DEMAWUSA. Also, part of the forum is municipal councillors and officials. The structure meets quarterly on a normal basis unless there are pressing issues to attend to that must go to council.

Ward Committees

Ward committees were established in terms of section 72 of the Municipal Structures Act of 1998, to assist the Ward councilors to carry out their duties to the community. Bushbuckridge Local municipality established the ward committees between the periods of November 2021 to December 2021 after the Municipal council resolved to deploy Councilors to lead the establishment of the committees. A report on the establishment of ward committee members was tabled to council on the 01 December 2021 with council resolution: ***BLM6301/12/21/2021/2022.***

All the 38 wards have established their ward committee structures. The municipality together with the department of Cooperative Governance and Traditional Affairs **(COGTA)** provided an induction workshop to all ward committee members over two weeks

where they divided the sessions into three clusters (North, Midlands, and South). The municipality makes out of pocket expenses to all ward committee members as gazzetted by the government.

Operation Vuka Sisebente (OVS)

The main aim of OVS is integrating the services of government to fight the triple challenges of unemployment, poverty and inequality and promote healthy lifestyle, embrace community partnership, thereby creating a better life for the entire citizenry of the municipality. OVS operates through reformed governance structures constituting Ward, Local and Provincial war rooms. A ward-based initiative targeting disease management in the wards with special emphasis on HIV, TB, and poverty.

Strategic goals of OVS

- **Goal 1:** Institutionalization- OVS becoming fully coordinated and integrated.
- **Goal 2:** Partnerships- To have fully functional war rooms as service delivery engines engaging all stakeholders.
- **Goal 3:** Capacity development- to have skilled human resources at all levels.
- **Goal 4:** Performance management- a single integrated M&E system to track integrated service delivery.

In the municipality the OVS was launched in 2015 by the former Premier Hon DD Mabuza. The municipality has managed to launch in all 38 wards with only 3 non-functional. Of the 3 non-functional wards two (2) need CDWs and the last one needs to be relaunched. The OVS is made up of various stakeholders including SAPS, Home affairs, SASSA, Health, Education, etc. where they discuss community issues raised in all villages of the municipality. The unresolved issues are referred to the Local Council of Stakeholders (LCOS) to further find solutions to the raised issues thereafter the report is referred to the war rooms.

Ward Operational Plans

The Office of the Speaker had a public consultation on the three zones of Bushbuckridge which are (South, Midland, and North) where all the ward the three hundred and eighty (380) ward committees were divided as per the following dates for the establishment/ development of ward operational plans to be used as their plans for the entire financial of 2023/2024 financial year:

1. Midland zone held on the 21st of June 2023 at Maviljan community hall
2. North zone held on the 22nd of June 2023 at Oakley community hall
3. South zone held on the 23rd of June 2023 at Cottondale Nazarene church

COGTA has developed a reporting template on the functionality of ward committees, in which the reports should be aligned with their ward operational plans. ward committees submit their monthly reports on issues of service delivery raised by community members to the office of the Speaker, and the issues are consolidated, and the report is submitted to COGTA on a quarterly basis.

5.4. Service Delivery Standards (Bath- Pele Principles)

Bushbuckridge municipality, with all its service delivery challenges, is obliged to develop a Service Delivery Charter and a Service Delivery Improvement Plan to ensure efficiency and good governance. Adherence to Batho-Pele principle is possible if service delivery policies are developed and implemented.

BLM Service standards

We undertake to provide services of high quality; in this regard we aim to:

- Ensure that all municipal employees wear their name tags.
- Ensure that all municipal officials are formally dressed and be presentable.
- Ensure that complaints raised by the public shall be treated as confidential.
- Attend to all queries within 10 working days.
- Answer the telephone calls within 5 rings.
- Process applications within 30 days.
- Deal with written requests within 21 days.
- Pay our creditors within 30 days.

5.5. Communication, Marketing and Events Co-ordination

The Communication, Marketing & Events unit is primarily responsible for the communication between the municipality and the communities within the municipality, through the media (electronic and print) and Community Outreach Programs. The unit works in synergy with the district and other local municipalities within the district (city of Mbombela, Nkomazi and Thaba Chweu) and the provincial departments. This is done daily whenever the need arises and also monthly, through the District Communicator's Forum. This allows all communicators to ensure that they communicate one message in service delivery.

The objectives set out by the unit and indicated on the Communications Strategy as follows:

- To ensure participation and support to Integrated Development Plan (IDP).
- To improve communication mediums internally and externally (website, quarterly newsletter, monthly newsletter, newspapers, and radio).
- To conduct constant monitoring of communications, marketing, and events management.
- To support and participate in the Municipal's programs and activities.
- To implement the Communication Strategy.
- To create platforms for greater public participation through consultative processes and by sharing information with communities.
- To enhance Intergovernmental Relations through the coordination of communication activities, programmes, and projects among the three spheres of government.
- To strengthen and sustain media relations and to communicate proactively with the media.
- To brand BLM at events and activities organized by both the Municipality and the District municipality.

Communication tools to communicate internally and externally:

- Quarterly newsletter (will also include local municipalities and other government departments)
- Internal newsletter
- Radio interviews, advertising and talk shows.
- Website.
- Social Media

Complaints Management Systems

The Office of the Executive mayor and Speaker conducts Imbizos where the community is given the platform to raise their complaints and frustrations in terms of service delivery matters. During the IDP public consultation meetings which are held as per requirement of the Municipal Systems Act, the community also gets a platform to raise their concerns. There are other ways where the community members are given an opportunity: Suggestions boxes at all municipal offices, LED forum, awareness campaigns, Community Radio airplay slot, etc. communities and other stakeholders are also encouraged to submit any petitions that they feel must get the attention of the municipality.

The Municipality has a complaints management committee that was established by the Municipal Manager and has all internal departments represented in the committee and there is a mandatory sitting for each quarter. However, a sitting can be called at any time depending on the number and or urgency of certain petitions. The director of corporate services heads this function together with other directors and the political offices. The committee discusses the petitions then direct it to the directorate that must address whatever issue is raised. There is a petition register that is used to track the petitions on how they are being handled. Petitions can be registered through using municipal call center, social media platforms and physical delivery of the petitions.

5.6. Information Technology

Bushbuckridge Local Municipality established an Information Management Unit with the main objective to manage the planning, development, evaluation, coordination, implementation, and maintenance of Wide Area Network (WAN) Information Technology (IT) system initiatives that support organization in meeting its strategic objectives and goals in service delivery. The unit must ensure the alignment is achieved between the IT initiatives (which is IT Strategy) and business strategy (that is the IDP – Integrated Development Plan). The unit is responsible for building and maintain the network infrastructure. In so doing the data management is inherent together with systems analysis as major functions.

BLM has implemented systems internally at head office and shared others with its regional offices. There are requirements for reporting to National and Provincial government and hence implementation of systems is key to meet these requirements. At minimum, the following systems are implemented at for major business processes and functions:

- Financial Management System (Pastel Evolution)

- Electronic Document Management System
- Geographic Information System (GIS – ArcGIS ESRI)
- Payroll {Human Resource} System (VIP)
- Performance Management System

5.7. Auxiliary

The Auxiliary unit under the corporate services directorate covers fleet, records management, and Administrative Support services for the municipality. The records management is in the process of moving from manual paper records to electronic records with the assistance of the Information Technology (IT) unit that will take approximately three (3) years for full transformation. This will assist in office space as there are many files in the offices. The Municipality is in the process of moving from the normal line telephones to VOIP (Voice over Internal Protocol) which converts outgoing phone calls into data that zips through high-speed internet connection.

The fleet management is fully functional though more fleet is needed to cover all corners of the municipality when it comes to service delivery. In order for the Council to function and execute its core responsibility, a requirement being a support aid in the form of fleet was identified. This is a support aid which requires both acquiring and then maintaining.

The BLM's fleet which can be categorized as follows:

Table 38: Municipal Fleet

Type of vehicle	Number of vehicles
Graders	16
Front Loader	1
TLBs	15
Water tanker	22
Refuse compactor	10
Skip loader	9
LDVs	69
Sedans	10
Trailers	7
Fire fighters' trucks	4
Tipper trucks	12
Refuse supplement trucks	6
Tractors	3
High up truck (Electrical vehicle)	2
Low bed	3
Kombis	4
Honey Sucker	1
Roller	1
Excavators	3
Total	**198**

5.8. Institutional Plans and Sector Strategies

Table 39: Institutional Plans and Sector Strategies

Sector Plan/Strategy	Status	Scheduled date/Review date	Council resolution no.
Spatial Development Framework	Adopted	2017	
Draft Land use management scheme	Adopted	12/05/2016	BLM/119/12/05/16/2015/16

Sector Plan/Strategy	Status	Scheduled date/Review date	Council resolution no.
Local Economic Development Strategy	Adopted	May 2011	
Disaster Management Plan	Adopted	2011	
Water Services Development Plan	Adopted	2010	
Integrated Waste Management Plan	Adopted	2012	BLM/10/05/12/2012/13
Integrated Environmental implementation Plan	Adopted	2010	
Integrated Transport Plan	The municipality is using the District Plan		
Performance Management Policy	Adopted	12/05/2016	BLM/118/12/05/16/2015/16
HIV/AIDS Strategy	Adopted	2009	Under review
Land Use Management Systems	Adopted	01/11/2013	BLM/33/01/11/13/2013/14
Comprehensive Infrastructure Plan	The municipality is using the District Plan		
Riot prevention and management strategy	Not yet developed	To be developed during 2012/13	
Public Participation Strategy	Adopted	2018	BLM178/30/05/18/2017/2018
Anti-corruption strategy	Adopted	2009	
Employment Equity Plan (EEP)	Adopted	December 2009	BLM/17/12/11/2009
Integrated Development Planning (IDP)	Adopted	29/05/2016	BLM/126/26/05/16/2015/16
Integrated Municipal Safety Plan	Adopted	2013	BLM/12/22/08/13/2013/14
Municipal Budget	Adopted	26/05/2016	BLM/138/26/05/16/2015/16
Human Resource strategy	Adopted	12/05/2015	BLM/108/12/05/16/2015/16
Organisational structure	Adopted	26/05/2016	BLM/121/26/05/16/2015/16
Amended Process Plan	Adopted	26/05/2016	BLM/125/26/25/16/2015/16
Work Skill Plan	Adopted	12/05/2016	BLM/111/12/05/16/2015/16

5.9. Institutional Policies

Policy	Status	Council resolution
Training policy	Adopted	
Travelling Allowance Policy	Adopted	BLM/73/24/02/16/2015/16
ICT Policy Development	Adopted	BLM/41/04/11/15/2015/16
Memorial Policy	Adopted	BLM/107/12/05/16/2015/16
Policy on possession of Firearms	Adopted	
Whistle blowing Policy	Adopted	
Relocation Policy	Adopted	
Smoking Policy	Adopted	
HIV/AIDS Policy	Adopted	
Bursary Policy	To be reviewed	
Petty-Cash Policy	Adopted	
Policy on Cellular phones	Adopted	
Supply Chain Management Policy	Adopted	BLM/149/26/05/16/2015/16

Policy	Status	Council resolution
Retirement Policy	Awaiting adoption by Council	
Accounting Policy	Adopted	
Recruitment and Selection Policy	Adopted 2009	
Dress-Code Policy	Adopted	
Sexual Harassment Policy	Adopted	
Information Technology Security Policy	Adopted	
Risk Management Policy	Adopted	
Fixed Assets Management Policy	Adopted	
Probation Policy	Adopted	
Induction Policy	Adopted	
Long Service Recognition Policy	Adopted	
Cell Phone Allowance Policy	Adopted	
Participation in the Motor Vehicle Scheme Policy	Adopted	
BLM Turn Around Strategy		
Occupational Health & Safety policy	Adopted August 2009	
Indigent Policy	To be reviewed	
Property Rates Policy	Adopted	BLM/140/26/05/16/2015/16
Records management Policy	Adopted	
Tariff and rates policy	Adopted	BLM/141/26/05/16/2015/16
By-Laws	Adopted	BLM/34/04/10/2012/13
Customer Care policy	adopted	BLM/66/09/03/2011/12
Annual Financial statement	Adopted	BLM/27/30/08/13/2013/14
GIS policy	Adopted	BLM/32/01/11/13/2013/14
Internal Audit policy	Adopted	BLM/49/01/11/13/2013/14
Cash collection and investment policy	Adopted	BLM/144/26/05/16/2015/16
Credit and debt collection policy	Adopted	BLM/139/26/05/16/2015/16
Virement Policy	Adopted	BLM/137/26/05/16/2015/16

CHAPTER 6: SPATIAL DEVELOPMENT FRAMEWORK

This Chapter looks at how the municipality is spatially divided and where certain projects development will be located.

The spatial vision of the municipality is to **"envisage a well-planned Bushbuckridge Local Municipality leading to sustainable livelihoods for all".** This spatial vision aims to contribute to social stability, economic growth and development in an equitable and sustainable way and address the problem of rural-urban inequality. The Ehlanzeni RDP has identified the BLM as a strategic area in terms of agro-processing and rural development. This is informed by the identification of Mkhuhlu as an area that will accommodate the proposed Agri-Hub which will not only be a transit point for produce and goods in the area, but will also serve the region, going as far as cross-provincial inclusion. The RDP further encourages rural development, which is further emphasized by the municipality's IDP and the NDP 2030. Thus, in achieving its goals, the municipality not only has a role to play in development but must integrate policies in place to achieve set targets. Later in the report, spatial proposals that seek to address these are discussed in detail and further depicted spatially.

The Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA). SPLUMA requires each municipality to develop a Spatial Development Framework (SDF). Section (12) (a) of the SPLUMA requires that Spatial Development Frameworks (SDFs) be compiled by all spheres of government for their areas of jurisdiction, hence the compilation of an SDF for Bushbuckridge Local Municipality is in terms of the Act.

Regarding municipal SDFs, SPLUMA section 20 provides that municipal SDFs be compiled as part of a municipality's Integrated Development Plan (IDP) in accordance with the provisions of the Municipal Systems Act, 32 of 2000, while section 21 details the content of a municipal SDF.

Bushbuckridge Local Municipality's (SDF) is an indicative plan showing the desired patterns of land use, direction of growth, urban edges, special development areas and conservation-worthy areas. The municipal SDF is flexible and able to change thus reflecting the changing priorities of the Bushbuckridge Local Municipality.

The SDF was reviewed and adopted during Council sitting on the 2017/2018 financial year through the assistance of DRDLR. SPLUMA requires that the municipality should review its SDF every five years. The municipality is currently in the process of initiating the SDF reviewal for 2023/24 financial year. The SDF sets the strategic development direction for the area.

The SDF recognizes Bushbuckridge, Acornhoek, Thulamahashe and Mkhuhlu as the main urban nodes of the local municipality. Additionally, primary nodes identified for development are Casteel, Shatale/ Dwarsloop, Hluvukani, Agincourt, Kildare and Marite. Several transportation hubs have also been identified with three main hubs being located at Acornhoek, Thulamahashe, Mkhuhlu and Bushbuckridge CBD. Nodes are identified as areas where development is concentrated.

These nodes are the structuring elements of the municipality and can contain both a mixed and single land use. These Nodes are linked via a number corridor as they are crucial to the development of its area. Corridors contain a variety of transportation modes and intense land uses. Corridors are expected to contribute to the economic development of the municipality and be enabler for service delivery.

All corridors including primary routes, secondary routes, arterial roads, and rail transport are seen to play a significant role in the growth and development of the municipality. It is proposed that development be focused within these nodes, so that they become places where services are rendered at a central point to communities.

It furthermore envisioned that the eastern parts of the municipality should be developed as a tourism belt where Public-Private Partnerships (PPPs) should be encouraged. The Opern Gate Road to the Kruger National Park should also be developed as part of the tourism belt.

The primary aims and objectives of the SDF can thus be summarized as follows:

- To create a spatially based policy framework whereby change, needs and growth in the Bushbuckridge Local Municipal area are to be managed positively to the benefit of everyone. It should focus on how land should be used within the broader context of protecting the existing values of the Bushbuckridge Local Municipal area i.e., tourism destination, rich historical and cultural area.
- To improve the functioning of the local urban and rural areas, as well as the natural environmental systems.
- Identification of local opportunities for future urban/ rural development, and natural environmental conservation, and make recommendations as to where and how development of the open space system should be managed.
- To establish strategies and policies to achieve the desired spatial form i.e., movement and linkage systems, open space system, activity system, overall land use pattern etc.

Table 40: Strategic Development Areas (SDAs)

Bushbuckridge Area
• **SDA1**: The triangular area between Bushbuckridge/Maviljan, Dwarsloop and London C which will act to consolidate the urban structure of these three areas. • **SDA2** and **SDA3**: The vacant land parcels to the north and south of the Dwarsloop-Arthur Stone area.
Casteel Area
• **SDA4**: Located in the area to the north-west of Casteel.
Acornhoek Area
• **SDA5**: Around Route R40 between Rooiboklaagte, Arthurseat, and Tsakani. • **SDA6**: To the north of the Acornhoek business node on both sides of the railway line. • **SDA7**: The vacant land between Moloro and Green Valley. • **SDA8**: The vacant land between Acornhoek and Okkernooitboom.
Burlington Area
• **SDA9**: Infill development between Burlington and Khokhovela.
Hluvukani Area
• **SDA10** and **SDA11**: Infill development in the vacant areas between Clare and Hluvukani (SDA10) and Hluvukani and Tlhavekisa (SDA11).
Thulamahashe Area
• **SDA12**: This infill area is strategically located between the two business areas and adjacent to the south of the link road between the business areas. • **SDA13** and **SDA14**: These two areas pose potential for infill development to the north-west and north-east of SDA12.
Agincourt Area
• **SDA15**: This area represents the vacant land located between Agincourt and Newington.
Kildare Area
• **SDA16**: This area comprises the vacant land between Kildare and Cunningmoore.
Lillydale Area
• **SDA17**: This SDA poses potential for infill development on the vacant land between Lillydale, Justicia, Huntington and Somerset.
Mkhuhlu Area
• **SDA18**: This area already holds a significant number of informal structures and stretches from road R536 in the south up to Oakley in the north. • **SDA19**: This area is located to the south of Calcutta next to road R536 and also holds a significant number of new informal structures. • **SDA20**: The area could accommodate future infill development between Oakley and Alexandria A.
Marite Area
• **SDA21**: Located to the east of road R40 this area could act to consolidate/link development between Marite and Mkhuhlu. • **SDA22**: This represents infill development to the west of route R40 and southwards up to the municipal border.

SPLUMA Implementation

Spatial Planning and Land Use Management Act (SPLUMA) was signed into law by the President on 02 August 2013, and formally published in the government gazette on 05 August 2013. SPLUMA came into operation on 01 July 2015 and its regulations came into operation on 13 November 2015.

The focus on the initial implementation of the SPLUMA has been on the following:

- Development, customization, and gazetting of the SPLUMA compliant Municipal Bylaws,
- Establishment of Municipal Planning Tribunals,
- Development of Delegations and Tariffs and,
- Provision of Training, and
- Development of the Spatial Development Framework

The Act further requires that all Municipalities develop a Single Land Use Scheme within 5 years of the Act coming into operation.

The municipality has tabulated SPLUMA implementation into the tools required and the staff structure required for implementation as follows:

Table 41: SPLUMA Implementation Structure

Position	No. of Employees	Status
Chief Town Planner	1	Occupied
Town Planners	4	Occupied
GIS Officer	1	Occupied
GIS Assistant	1	Occupied
Land Surveyor	1	Occupied
Administrative Clerk	2	Occupied
Tribunal Secretary	0	Vacant
Positions not within the Organogram		
Land Use Inspectors	0	Vacant
Land Use Bylaw inspectors	0	Vacant

Table 42: Tools to Implement SPLUMA:

Tool	Type	Resolution Number	Status
Spatial Planning and Land Use Management Bylaw, 2022	Bylaw	BLM73/25/01/22/2021/2022	Adopted 2022
Land Use Scheme, 2022	Land Use Scheme	BLM132/25/01/23/2022/2023	Adopted 2023
Spatial Development Framework, 2018	SDF	BLM111/29/03/18/2017/2018	Due for review
Unlawful Land Occupation Policy	Policy	BLM150/30/03/23/2022/2023	Adopted 2023
Draft Unlawful Land Occupation Bylaw, 2023	Draft Bylaw	BLM150/30/03/23/2022/2023	Adopted 2023
Site Demarcation Bylaw, 2022	Bylaw	BLM106/25/01/22/2021/2022	Adopted 2022
Advertising and Hoarding Bylaw, 2022	Bylaw	BLM74/25/01/22/2021/2022	Adopted 2022

Land Use Management

In accordance with Section 24 of the Spatial Planning and Land Use Management Act (Act 16 of 2013), each Municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of this Act. Section 27 of the Spatial Planning and Land Use Management Act, in addition states that a municipality may review its land use scheme in order to achieve consistency with the municipal spatial development framework and must do so at least every five years. Lastly, section 25 of the Spatial Planning and Land Use Management Act (Act 16 of 2013), states that the land use scheme must give effect to and be consistent with the municipal spatial development framework and determine the use and development of land within the municipal area to which it relates in order to promote:

a) economic growth;
b) social inclusion;
c) efficient land development; and
d) Minimal impact on public health, the environment and natural resources

BLM adopted a SPLUMA complaint Land Use Scheme (LUS) in 2023. In addition to the LUS, the municipality utilizes the following instruments:

1) Land use electronic management system called Town Planning Application Management System (TPAMS);
2) Land use inspections as a KPA of Town Planners;
3) Contravention notices issued in terms of the LUS;
4) Bylaw enforcement and Legal assistance from the BLM Legal Division; and
5) Bulk Services Contributions Policy (under development).

Land Invasion

The Municipality has noticed a growing concern with illegal occupation of land by community members or individuals who claim to be the rightful owners of land. The illegal occupation disregards the statues of law pertaining to tenure, as well as the town planning legislation and procedures that govern land use.

Several attempts were made to respond to these illegal activities, namely; issuing notices of contravention, bylaw enforcement and court orders. Unfortunately, the current measures of mitigation are insufficient for the magnitude of the problem, thus requiring new and more effective measures of mitigation. It is against this backdrop that the municipality has endeavored to develop legal procedures and systems to curb land invasion.

The municipality has developed the following mechanisms:

Mechanism	Status
Establishment of Land Invasion Committee	August 2022
Adoption of Unlawful Land Occupation Policy By Council	March 2023
Adoption of the Draft Unlawful Land Occupation Bylaw, 2023	March 2023
Adoption of the Final Unlawful Land Occupation Bylaw, 2023	May 2023

Geographic Information System

The mission of the GIS Unit is to provide spatial information and support to all users both internal and external inclusive of all citizens to facilitate informed decision-making and enable users to achieve their objectives.

This GIS Unit provides the technological vision and leadership to deploy appropriate spatial technologies that will contribute towards an enriched community of BLM. It re-invents, re-engineer, and streamlines municipal operations wherever spatial technology can contribute towards increased efficiencies, increased effectiveness, and reduced costs.

The Municipality has adopted a GIS Policy which its aim is to:

a) Ensure standardization on the use of GIS with a view of maximizing its benefits.
b) Provide a process for access to both information contained in the BLM GIS unit as well as map and data products developed by the system.
c) To guarantee compliance to all legislative requirements relating to the handling and dissemination of spatial and related information, Legislations such as *Spatial Data Infrastructure Act, Act no 54 of 2003* and *Promotion of Access to Information Act, Act No.2 of 2000.*

The municipality has made an effort to build and maintain a spatial information system to provide more efficient service to its citizens and clients. It is the intent of the BLM to provide access to spatial information as permitted or required by law. It should be noted that the *Promotion of Access to Information Act, Act No.2 of 2000* requires the organs of the state to make all public records available to the public. Hence the municipality has concluded that the main objectives governing the adoption and use of GIS should be:

- Increased efficiency and effectiveness in the delivery of the municipal service delivery
- Improve data and information integration at all municipal directorates.

Encourage data sharing wherever possible at all levels of government; easy consistent and effective access to geographic information; and promote use of geographic information and tools as widely as possible. In the financial year 2022/23, the GIS division commissioned a Land Audit Report to define the ownership profiles within the municipal boundary which is used as an important strategic and land management tool.

Rural Development

The Municipality has been identified as one of the 2 local municipalities within the district earmarked for the Comprehensive Rural Development Programme which has been introduced to replace the Integrated Sustainable Rural Development Programme. This has resulted in the District Municipality establishing a Rural Development Department mandated to address shortcomings in rural areas. The BLM is extensively rural in its nature and thus stands a good chance of benefiting from District initiatives.

The Ehlanzeni District Municipality, with the assistance of the Department of Rural Development and Land Reform, developed and adopted the Ehlanzeni Rural Development Plan earlier in 2016. The following development objectives guided the formulation of the Rural Development Plan (EDM, 2015):

- Improve food security and household income.
- Develop rural business and community organizations.
- Provide flexible training and education.
- Provide cost effective infrastructure without sacrificing quality of services; and
- Economic sector development to create jobs for especially youths, women, and people with disabilities.

The RDP identified functional areas. Functional Areas are usually understood to be the areas organized by interactions that are maximized within a region and minimized across its borders so that the principles of internal cohesiveness and external separation regarding spatial interactions are met. To a certain extent it can be regarded as a reflection of the spatial behavior of individuals in a geographic space. The RDP identified the following Functional Area within the BLM:

Functional Area 1, which comprises of most of the Municipal Area, with local nodes located in Bushbuckridge (Dwarsloop area), Acornhoek, Mkhuhlu and Thulamahashe. Opportunities in this functional area include:

- The Agri-hub is in Mkhuhlu.
- The proposed tourism node around Injaka Dam.
- Activities related to the tourism value chain – but with opportunities outside the functional area (e.g., people from the functional area working in lodges located in the Kruger National Park or even closes such as Mala Game Reserve; and Forestry activities are located on the western side of the functional area.

The RDP proposes Agri-hubs and farmer production support units at various nodes Mkhuhlu, Casteel, Alexandria A, Kildare, Hluvukani and Thulamahashe.

The Municipality will develop a rural development plan in 2024/25 financial year as currently it is using the Ehlanzeni plan.

Integrated Human Settlement

The Bushbuckridge Local Municipality as a declared nodal point, has in terms of the adopted housing chapter that must be reviewed, prioritized the allocation of housing units to all earmarked wards as per the need on the ground. As the municipality is facing a provision of adequate and sustainable human shelter (housing) backlog, this extensive problem has been exaggerated by the lack of well suitable and located land for the implementation of integrated human settlements development, shortage of serviced stands and inadequate provision of housing subsidies by the Provincial Department of Human Settlements.

The municipality has a Sector Plan called Housing Chapter that was adopted by Council in 2009 of which it needs to be reviewed based on the number of issues such as the new demarcation, number of wards currently, influx and the escalation of needs. Based on the influx and escalating number of people who needs an adequate and sustainable human shelter, the Municipal Human Settlements & Building Unit is experiencing a high number of backlogs through the initiated new waiting list system of capturing the different housing typology of beneficiaries called ***National Housing Needs Register*** (***NHNR)*** of which currently is ***24 624*** for the entire jurisdiction. It is the guideline for all municipalities that is controlling the processes of allocation of units according to the database by National Department of Human Settlements.

The municipality has to work collectively to consolidate the waiting list through consultation of all structures such as *Ward Councilors, Ward Committee's, CDW's and NGO's, Tribal Authorities as well Municipal Officials I.e., Human Settlements & Building and Town Planning* by ensuring that all different housing typologies applicants are accommodated within the NHNR database.

The implementation of Integrated Human Settlements consist of projects of township establishments in Tribal Authority areas; and Densification/ Amendment of general plans in formalized areas.

will address the shortage of an adequate and sustainable human shelter (RDP's), fully serviced sites for high density and Gap Market (Middle Income Housing) with fully infrastructures in the five new township establishment i.e.

Table 43: Integrated Human Settlements Projects

Project Name	Project Type	Tenure Status	Number of Housing Opportunities	SDF Alignment
Township Establishment - Lillydale - A	Greenfields Project	Tribal Authority (Jongilanga TA)	655	Aligned to the SDF
Township Establishment - Lehumo	Greenfields Project	Tribal Authority (Moreipuso TA)	607	Aligned to the SDF
Township Establishment - Burlington - A	Greenfields Project	Tribal Authority (Mnisi TA)	652	Aligned to the SDF
Township Establishment - Kumana	Greenfields Project	Tribal Authority (Amashangana TA)	517	Aligned to the SDF
Township Establishment - Rooiboklaagte - C	Greenfields Project	Tribal Authority (Setlare TA)	654	Aligned to the SDF
Township Establishment - Hospital View	Greenfields Project	Tribal Authority (Thabakgolo)	3500	Aligned to the SDF
A portion of Dwarsloop Township	Insitu	Municipal (Formal)	300	Aligned to the SDF
A portion of Thulamahashe - C Township	Insitu	Municipal (Formal)	394	Aligned to the SDF
A portion of Greenvalley Ext.1 Township	Insitu	Municipal (Formal)	373	Aligned to the SDF
Township Establishment - Acorncity	Greenfields Project	Private	100	Aligned to the SDF

The integrated human settlements projects will consist of the following programmes as per the NHNR:

1. BNG (Breaking New Ground) housing
2. CRU (Communal Residential Units)
3. Social Housing
4. Serviced sites

The BLM human settlements division utilizes the Housing Chapter, NHNR, HSS and Building Regulations Act/ Bylaw to administrate its functions. The staff compliment is as follows:

Position	**Number**	**Status**
Manager Human Settlements	1	Vacant
Building Inspectors	4	Occupied
Human Settlements Officer	1	Occupied
Data Captures	2	Vacant

CHAPTER 7: BASIC SERVICES AND INFRASTRUCTURE

This chapter looks into one of the constitutional mandates which dictate that local government must ensure provision of basic services to the communities.

7.1. Water services

Bushbuckridge Local Municipality has the mandate to provide free basic water service in terms of the National Framework. Water supply to communities remains a challenge. Through the massive program of bulk supply, the municipality aims to improve the lives of the communities and households with provision of multiple sources of water. Linked to water supply problems is poor sanitation, particularly in the densely populated settlements clusters and dispersed small settlements. Through the construction of VIP toilets in households, the Municipality will archive its objective of providing environmentally friendly sanitation services to the people for the promotion of healthy living amongst individuals.

The Municipality is a water service authority which was effective from the 1 March 2006. The actual transfer of assets (infrastructure, staff, and finance) took place on the "effective date" in the Transfer Agreement.

Water Service delivery backlog

Bushbuckridge Local municipality has, 167 972 households as per Stats SA census 2022 with 149 156 households without access to water, 78 746 (46.9%) households have access to water in their yards and households that have Piped (tap) water inside the dwelling is at 43 470 (25,9%). The municipality has completed the Acornhoek bulk as well other major bulks. In terms of the master plans the bulk water is 98% and above completed. To provide the community with water in the short-term basis while awaiting the completion of the bulk and reticulations the municipality is refurbishing and maintaining boreholes to arrest the backlog. The municipality has budgeted more than R300 000, 000 for the 2024/25 financial year to fast track the implementation of the projects identified in the municipal IDP document. The budget is also informed by the resolutions of the PCF where all municipalities in Mpumalanga must budget 65% of the budget to water and sanitation.

Table 44: basic service delivery standards and reasons for lack of service

Ward	Settlement	Type of service	Reasons for lack of service
19	Sigagula,	Bulk supply and water reticulation	Awaiting water reticulation
20	Jameyane, Phendulani	Bulk supply and water reticulation	Awaiting for the completion of Acornhoek bulk water supply
22	Dingledale A&B	Bulk supply and water reticulation	Awaiting for the completion of Acornhoek bulk water supply
25	Lillydale, Summerset	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
28	Agincourt	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
29	Rolle	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
33	Hluvukani, Dixie	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply
34	Gottenburg, Welverdien	Bulk supply and water reticulation	Awaiting for the completion of Injaka bulk water supply

Water Services Development Plan (WSDP)

The municipality has developed water services development plan, which was adopted by council in 2018, this plan is used to address the back log of water supply in various settlements. This is a municipality where the potential exists of regional bulk water supply schemes respectively from the Inyaka dam and Sabie River. The water supply systems are very complex with some short term sub-regional surface water schemes with ground water schemes particularly in the distant rural localities.

Water supply is a dominant problem, especially in rural areas where 30% does not meet RDP standard. Around 24% of the households do not have access to potable water,70% rely on tap water, while 25% rely on boreholes and 5% on natural water (spring and rivers).

Water supply to settlements and townships is still not reliable. On certain days' taps are dry in the townships whereas some settlements go through dry taps for days.

Linked to water supply problems is poor sanitation, particularly in the densely populated settlement clusters and dispersed small settlements. Approximately 80% of the households in the municipal area use pit latrines, 84% of the population do not meet RDP sanitation standards. The extensive use of unlined pit latrines poses a potential pollution threat to the surface and ground water resource. (Page 14 of the WSDP)

The purpose of the water services development plan is to articulate a national vision for the water Services sector for the next ten years. It furthermore stipulates the following core goals:

- All people have access to an appropriate, acceptable, safe and affordable basic supply.
- All people are educated in healthy living practices and the wise use of water.
- Water services are provided equitably, affordably, effectively, efficiently, and in a sustainable manner with gender sensitivity.
- All Water Services Authorities are accountable to their citizens, have adequate capacity to make wise choices and able to regulate services provision effectively.
- The price of water services reflects the fact that it is a social and economic good.
- Basic services would be subsidized.

Blue and Green drop

Bushbuckridge Local Municipality has a responsibility to provide potable water and a basic sanitation service. Blue and green drop programme was developed to monitor the performance of the WSA's in providing (water service). Blue and drop certification programme allows for protective management and regulation of drinking water quality and wastewater management based upon legislated norms and standards. Blue and green drop situation in Bushbuckridge is considered critical from a regulatory view. The Municipality must ensure that it uploads data on the BOS, develop water safety plans for plants that do not have them and ensure that samples are done regularly at the confirmation assessment. Two municipal plants that are critical are under refurbishment and the others were doing route maintenance to maintain the status.

According to the *Blue Drop Progress Report 2022*, Bushbuckridge received a "low" Blue Drop Risk Rating (BDRR). The BDRR in 2014 was "low"; it remained "low" in 2020/21 & was the 5th lowest in Mpumalanga. 11 of the 12 water supply systems held a "low" risk and 1 a "high" risk. According to the *Green Drop Report 2022, Bushbuckridge* received a "high" Green Drop Risk Rating (GDRR). The GDRR remained "high" between 2013 and 2020/21, however, the level decreased/improved and was the 7th lowest/best among the municipal areas. 4 of 6 wastewater treatment works held a "high" risk, 1 a "medium" risk and 1 a "low" risk. Bushbuckridge ranked 14th (4th lowest/worst) in Mpumalanga in the *Out of Order* municipal rankings by News24 in October 2021 - 45/100.

7.2. Sanitation

The municipality has five sewage treatment plants, which are operating. These are Acornhoek treatment, Mkhuhlu treatment plant, Maviljan treatment plant, Dwarsloop treatment plant and Thulamahashe treatment plant. The municipality has budgeted money to expand the sewage treatment plant to cater settlements which has water e.g., R293 towns. Other than the R293 towns the municipality is largely rural therefore Enviro Loo toilets are being constructed. The Mpumalanga PCF has resolved that VIP toilets must be replaced as they pose a challenge of polluting the underground water therefore new technology of toilets called Enviro-loo toilets.

Sanitation Service delivery backlog

Bushbuckridge Local municipality has, 167 927 households as per census 2022 and 36 289 (25%) households do not have access to sanitation. The municipality has a large backlog because of ageing infrastructure where most of the sewerage pipes are asbestos and are being replaced, the other major problem is that treatment plants are operating above design capacity thus the municipality has prioritized upgrading the plants.

The municipality has budgeted R10 500, 000 for the 2024/25 financial to fast track the implementation of the projects identified in the municipal IDP document. In BLM 75% of the residents have access to sanitation. The budget is also informed by the resolutions of the PCF where all municipalities in Mpumalanga must budget 65% of the budget to water and sanitation.

Table 45: Sanitation

Local Municipal area	Number of households without toilets	
	2011	2022
Bushbuckridge	16966	4 332

Source: Census 2022

There has been a significant improvement in the number of households without toilets that has moved from 16 966 households in 2011 to 4 332 households in 2022.

7.3. Electricity

Table 46: Electricity connections

Local Municipal area	Percentage of households connected*	
	2011	2022
Bushbuckridge	5.8%	1.5%

Source: STATS SA Census 2011 and 2022

The Bushbuckridge Local Municipality is providing the communities with free basic electricity and alternative sources of energy (solar panels & gel). In partnership with ESKOM and the Department of Energy, the Municipality sufficiently provides the community with acceptable standard of electricity, with 98.5% of the households electrified, 0.8% using paraffin, 1.8% uses candles, and 1.0% solar panels. However, provision of energy in the area needs to be upgraded especially in rural areas where interruptions of electricity supply occur. There is a need to improve the current infrastructure to an acceptable level. Currently ESKOM is upgrading some of the sub-stations to accommodate massive reticulation and bulk supply between Ngwarele Sub-station and Hazyview.

7.4. Cemeteries

The municipality envisages constructing municipal owned cemeteries in the rural areas to ensure protection of the cemeteries. Most rural communities prefer to bury their loved ones in their own yards, which do not take into consideration the effects to hydrological impact. The Municipality is committed to providing necessary infrastructure to already existing and newly identified cemeteries. The municipality has formed a team that is currently engaging the traditional authorities to identify land for cemeteries. After that exercise the municipality will come up with an action plan on how to demarcate the identified land.

7.5. Telecommunications Infrastructure

A large section of the municipal area is provided with formal telecommunications facilities, 70% uses Cell phones, 20% uses fixed lines with 10% rely on public phones. Telecommunications is well provided in big institutions such as hospitals, schools, and government departments.

7.7. Municipal Building

The refurbishment and maintenance of Municipal Buildings and Municipal Community Halls to follow National Building Regulation and Building Standards Act 103 of 1977 by promoting a safe and healthy environment by preventing healthy hazardous as per Occupational Health and Safety Act.

7.8. Roads and Transport

The Bushbuckridge Local Municipality aligns with the Ehlanzeni District Transport Plan as per the integrated plan. The Municipality envisages improving the road links network to enable access to service points. The road links network currently doesn't enable viable mobility for economic activities to be performed in the nodal area and as a result, the Municipality has planned a construction of a multi-modal taxi rank facilities through the intervention of National Treasury (NDPG).

Road infrastructure

Bushbuckridge Local Municipality's roads are characterized by poor gravel roads with unclearly defined road network links due to the conditions of the roads. The entire roads infrastructure has limited storm water drainages and poor maintenance strategy and results in some tarred roads are destroyed by rains. There is also limited access to bridges to provide sufficient linkage on communities for economic engagements. The R40 road is the only provincial road which is well maintained by the Department of

Roads and Transport; other provincial roads are not well maintained. The municipality has budgeted money to improve the measure economic road and roads leading to social facilities (clinics and schools).

Table 47: Road infrastructure

Total km	Tarred km	Gravel km
4640	345	4 295

Source: Bushbuckridge local Municipality

Transport

The community of Bushbuckridge Local Municipality depend on buses and taxis as mode of transport. In rural areas only buses are the only mode of transport, transporting people to work, school and shopping complexes for shopping. There is a problem with overloading because the transport is not enough for the communities. Most of the taxis in rural areas are not road worthy and this is a result of poor road infrastructure. Passenger trains no longer pass through the municipality since 2011 and trains only transport goods.

7.9. Operations and Maintenance

The municipality's total requirements for repairs and maintenance on all road's infrastructure is estimated at between R20 million and R30 million annually. The roads that are currently being constructed needs routine maintenance and the old roads needs to be rehabilitated before they get completely into a state of disrepair. There is also a high request for small culvert bridges all over the regions which places additional demands on the amount budgeted for roads. The municipality has many water infrastructure and other assets that needs to be maintained on a regular basis and that needs budget to have the infrastructure in proper working condition. The total amount budgeted for operations and maintenance on Roads for the 2024/25 FY amount to R10.5 million. The allocation is lower than the 8% norm as per regulations. Total requirements for repairs and maintenance on all water infrastructure is estimated at between R100 million and R150 million considering the need to replace the old asbestos pipes, routine maintenance on all water treatment works and refurbishment of sewerage plants, especially the Mkhuhlu Sewerage plant that is very old which has a budget allocated for it in the 2024/25 FY. High level assessment of maintenance requirements conducted by BLM estimated backlog maintenance at R200 million which we believe to be significantly understated. A budget of R61, 5 million has been allocated for operational and maintenance costs of all water and sanitation infrastructure which is also lower than the 8% norm. The municipality has budgeted for R232 million for cash backed Recapitalization Budget for renewal of infrastructure, however a budget has been set aside for development of Infrastructure Asset Maintenance plans. The Maintenance plans are implemented annually. Finance is also currently exploring possible avenues to fund the routine maintenance requirements, especially for the water and sanitation assets, which we believe will greatly improve the lifespan and efficiency of the assets. Savings on all own funded projects will be channeled towards providing additional O&M funds and engagements with other external stakeholders such as DWS and CoGTA to utilize savings on all conditional grants will be pursued. Additional assistance will also be sought from DWS who the owners of the Inyaka Water Purification Plant and a major pipeline are currently operated by the municipality both of which requires substantial repairs and maintenance. There is R18 million budget for maintaining of electricity infrastructure.

CHAPTER 8: LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENT

8.1. Local Economic Development and Environment

This chapter looks into issues of economic development and environment, on how the municipality needs to stimulate economic development and as per Constitution to promote a health and safety environment.

The Bushbuckridge Local Municipality has a potential for developing the local economic hub through our indigenous wealth in the form of agricultural farming and tourism. Amongst other sectors, Agriculture, Tourism and SMME development remain meaningful contributors to the local, district and the provincial Gross Domestic Product (GDP) and have a great potential of creating economic growth and reduce the levels of unemployment.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation (*The World Bank Primer*, 2000). These improved conditions can be brought about through the following:

- Improvements to infrastructure development and service delivery
- Better access to education, finance, and business support
- Creation of an environment that enables and attracts investment.
- Leverage resources by initiating partnerships with the private sector and institutions of higher learning.
- Implementation of specific programmes and interventions aimed at catalyzing growth.

Purpose and output of the LED strategy.

The purpose of the LED Strategy is to investigate the various options and opportunities available to broaden the economic base of Bushbuckridge. The available information will then be packaged to create an environment conducive for economic growth and investment, facilitate business development, revive defunct high impact LED Projects, and to create sustainable job opportunities for the people of Bushbuckridge.

Objectives of LED strategy:

- Stimulate economic growth and promote beneficiation in competitive sectors of the Municipality.
- Revive and retain industries and small businesses, actively recruit new investment and encourage entrepreneurship.
- Initiate and strengthen partnerships between established industries and new market business entrants in order to enhance local supply chains and encourage skills transfers.
- Reduce unemployment and poverty through the creation of sustainable job opportunities.

LED Strategy/Forum

The Municipal LED strategy was adopted in 2020 and has been reviewed as well as adopted by Council in 2020. The strategy is aligned to the Integrated Development Plan and Spatial Development Framework as the master plans of the municipality. The LED Strategy is the compass of the institution in terms of economic development concentrating mostly on poverty reduction and unemployment. It is also aligned to provincial economic strategies or plans. Most of the projects in the strategy are/will be implemented by sector departments. The private sector also plays an integral part in the economy of the municipality thus a high number of employment opportunities come from that sector. It made it imperative for the institution to thoroughly engage the sector when drafting the strategy.

Through the LED Strategy has been reviewed and adopted by Council in 2020, there is a need to further review the strategy so that it can respond to the economic situation caused by the Covid-19 Pandemic and incorporates the Economic Recovery Plans as well as other economic development programmes which were not included such as Expanded Public Works Programme (EPWP) and Community Works Programme (CWP). The Terms of Reference for the establishment of the Local Economic Development Forum (LED Forum) were adopted by the Council and it will be Chaired by the Business Community. The LED forum has been established and has the following members:

- Leonard Malomane – Chairperson
- Shawn Matcheke- Deputy Chairperson
- Jeaneth Chiloane- SMME and Informal Sector
- Tsakani Mathumbu- Manufacturing and Mining
- Justice Madalane- Transport and Infrastructure

- Lucky Mkansi- Agriculture and Rural Development
- Betty Mohlala- Tourism and Conservation
- Isiah Lubisi- Trade and investment Promotion

The main challenges facing the implementation of the LED Strategy are:

- Lack of investor Mobilization.
- Land claims- most areas in the municipality are under land claims and that has halted most projects mostly those funded by the private sector.
- Land Invasion- large part of the municipality's land is under traditional authorities' leadership and that hampers the planned projects as the authorities sell land which is earmarked for economic projects.
- Funding - as mentioned, most of the strategy's projects are implemented by sector departments and funding is a challenge as departments don't only fund this municipality. The municipality is in the process of exploring other funding avenues other than from other sources than sector departments.

8.2. Tourism, Culture and Heritage

The municipality prides itself on rich tourism attractions, culture and heritage. Tourism has a great potential of stimulation of economic growth, considering that Kruger National Park, Mariepskop, Injaka Dam, Bushbuckridge Nature Reserve, Andover Nature Reserve, Manyeleti Nature Reserve, Mangwazi Nature Reserve and various renowned private nature reserves such as Sabi Sands, Londolozi, Mhala-Mhala, Sabie-Sabie and others are within the borders of the municipality. The municipal area also falls within the Kruger to Canyon Biosphere, which stretches northwards via Hoedspruit to Tzaneen. The linkage with Thaba Chweu, Mbombela and Maruleng Local Municipalities gives the municipality a competitive advantage and has a potential to contribute significantly towards accelerating growth in the tourism industry.

The municipality also boast four African cultures namely, Shangaan/ Tsonga, Mapulana/Sepulana, SiSwati and Shangaan from Mozambique who had seek refuge in the eastern part of Bushbuckridge during the 1975 – 1989 Mozambique civil war. Each tribe displays its form of cultural genre at occasions during Sundays' communal traditional dance. This is one aspect of the Bushbuckridge Local Municipality which is not yet fully marketed to both the domestic and international tourist markets. Heritage is also an integral part of the municipality with areas like Mariepskop, where the battle of Moholoholo took place between 1860 – 1864 which involved the Mapulana and the Swati warriors. Other areas of interests with rich culture and heritage include, Mpisane Heritage site, Xilokoxo just, to name a few.

The municipality has ten (10) Traditional Councils representing various tribes with elders who have a wealth of information and indigenous knowledge. The initiation schools which give a passage for boys to manhood is one of the most celebrated events between May and August which can be named Christmas in August when it's time for initiates to return home from the mountains.

The Bushbuckridge Tourism Information Centre is best positioned to market, research and develop the tourism sector to the benefit of the previously disadvantaged individuals and to benefit all communities. The Tourism Information Centre is built as a conduit for education, knowledge, research, and marketing in order to attract tourists and to also promote village tours. Bushbuckridge Local Municipality is entrusted with a transformation mandate considering the Mpumalanga Socio-economic Review and Outlook (SERO report). The municipality must provide administrative support to the Tourism Information Centre for the benefit of all communities in the municipality's jurisdiction in line with section 152 and 153 of the Constitution of the Republic of South Africa.

NB: The Municipality has budget for the Tourism Plan and Growth and Investment strategy in the operational budget for the 2024/25 financial year. The Green economy sector will covered in the LED strategy that is under reviewal.

8.3. Agriculture

Agriculture remains the potential economic development platform for the communities of Bushbuckridge through subsistence and animal farming. The Municipality intends to strengthen the existing programmes that are aimed at improving the local economic development. Agriculture in the municipal area has a strong competitive advantage in terms of the climate, biodiversity, and number of dams. But this advantage is impacted by problems associated with it such as droughts, bush fires, and rural/bad farming practices. Although commercial agriculture provides bulk of the employment opportunities, approximately half of the population, particularly the youth, is unemployed. The constraints and issues related to agriculture in the municipal area are:

- ❖ Access to viable parcels of arable land.
- ❖ Management of communal grazing land; and

- ❖ Conversion from subsistence to commercial agriculture.

The agricultural sector in Bushbuckridge is characterized by six types of primary production:

1. **Scattered micro enterprise broiler producers** who raise less than +-500 chickens per week and market these live to the public or the defunct Champaign Chicken abattoir.
2. **Small holder vegetable producers** who are situated on any of the four irrigation schemes in the area sell fresh produce primarily to the hawker trade and to the local retail outlets or school nutrition programmes.
3. **Small scale fruit growers** – formally out growers participating in the former development corporations' irrigated orchard estates – who trade informally in mangos (for hawker trade or achar).
4. **Small scale macadamia growers** – established under the Mpumalanga Department of Agriculture's Greening Mpumalanga Programme in the past two or three years and not yet of harvesting or marketing maturity.
5. **Dry land farmers** produce maize and sugar beans with low productivity levels and primarily for subsistence purposes but also to an extent for sale to the informal market. Dry land farmers proliferated in the past two years with the expansion of the Mpumalanga Department of Agriculture's Masibuyele Emasimini Project.
6. **Cattle farming** is essentially not beefing production per se since these small, scattered herds serve primarily as a store of wealth and not as a commercial asset.

These herds graze throughout the municipality and provide beef for funerals, festivals and ceremonies. In seeking to target agriculture as an intuitively obvious strategic sector, the potential for each of these production practices to become an economic driver must be clearly understood in the local context. Bushbuckridge, with its population of 750 821 people, is a net importer of food. The over 1500 small holder farmers and vast number of broiler producers as well as the small-scale fruit farmers are seemingly unable to meet the demand of the local population. Previous analysis of the Champaign Chicken Abattoir revealed that, despite significant local supply of broilers, the abattoir is not able to market competitively within the local retail sector and when it did achieve some level of market penetration, the related pricing was below the breakeven cost of production.

Provisional interpretations of the potential for economic development within the sector pointed to the opportunities for beneficiation (in value adding) and for vertical integration (in the value chain). However, from an economic development point of view, these types of specialization tend to be preceded by successful primary production followed by improved productivity, followed by improved efficiency, followed by diversification and then specialization – value adding etc.

To take a structured look at the sector, Bushbuckridge's agriculture can be divided into the following categories:

- **Irrigation schemes** which were established over the past 50 to 60 years and which cover some 5000 hectares of high value land with extensive state sponsored infrastructure. This includes both the small holder vegetable farms and the out-grower fruit farms.
- **Informal micro-production** which collectively covers the macadamia producers, the chicken farmers and the dry-land farmers.
- **Livestock** which essentially covers the cattle owners.

Whilst it may be tempting for theorists to suggest the introduction of new technologies and diversified production regimes, it is far more practical to commence building on the existing core resources and identifying know areas for improvement. The combination of state and local resources determined the viability of any chosen strategy and hence an existing resource base already provides some platform on which to build.

8.4. SMME Development

The municipality identifies SMME development as an important pillar for economic development and job creation. SMMEs has the advantage of tapping into opportunities in various sectors, with the right environment created, SMMEs has demonstrated in the developing and developed economies as vehicle and engines for job creation as well as economic growth. The municipality is in the process to develop policies that can influence the support for SMME development. It is in this context that below the municipality demonstrates SMME development as a pillar of local economic development and challenges faced by SMMEs.

Challenges faced by SMMEs:

- Access to finance and credit
- Poor infrastructure
- Low levels of research and development

- Onerous labour laws
- Inadequate educated workforce
- Inefficient government bureaucracy
- High levels of crime
- Lack of access to markets

8.5. Gross Domestic Product

The Municipality's economic and contribution towards the provincial Growth Domestic Product (GDP) continues to grow at a moderate rate.

8.5.1. Economic sectors performance

It is a worrying factor that community services (government) are the leading industry with employment with 38.0% and finance wit 20.2%. There is a huge concern that the industries with potential, which is Agriculture and Tourism are not contributing as much as expected. The municipality does not have minerals for mining, there's only sand mining activities.

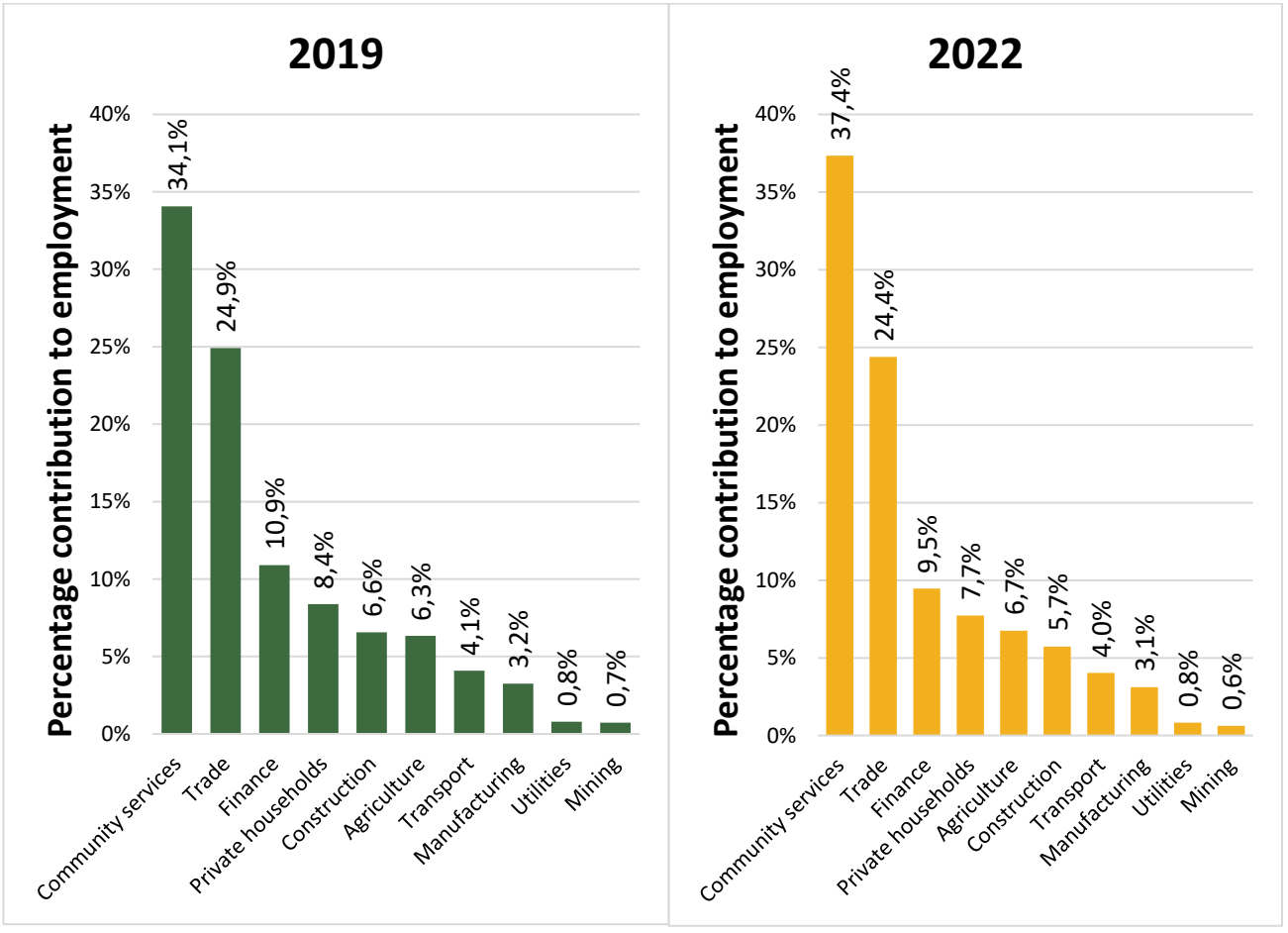
Table 48 Economic sector performance

Municipality	% Contribution to Mpumalanga economy 2022	Average annual economic growth 1996-2015	Average annual economic growth 2015-2020	Average annual economic growth 2023-2027
Bushbuckridge	4.9%	1.1%	1.7%	2.0%

Source: Department of Economic development and Finance Mpumalanga SERO report 2023

The Municipality is number four in the province in terms of contribution to the GDP with a contribution of 4.9% which is an improvement compared to a period from 1996 – 2015 which was on 1.1% contribution. It is projected that for the next five years (2023-2027) it is projected that the contribution will be 2.0%.

Employment by Industry



Source: Department of Economic development and Finance Mpumalanga SERO report 2022

Community Services is the dominant industry in the municipality as it grew from 34.1% in 2019 to 37.4% in 2022 which alludes to the lack of industries or private sector industries that normally dominate the economy in other municipalities. Trade services is the second largest industry with 24.4% in 2022 and it was second in 2019 with 24.9% with a slight decrease due to covid. The municipality does not have mining as an industry with only sand mining that happens on a very small scale.

8.6. Community Works Programme (CWP)

The CWP started in Bushbuckridge, one of South Africa's identified poverty nodes in July 2009 and build up to 3213 participants by January 2019. The work selected was done through a Participatory Rural Appraisal (PRA) village needs assessment in all sub-sites / villages from 28 wards with 48 villages involved. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities. The programme is in four traditional councils:

- Mnisi Traditional Authority
- Malele Traditional Authority
- Setlhare Traditional Authority
- Mathibela Traditional Authority

The work done is divided into 5 subsections:

- Health
- Education
- Environment
- Social
- Agriculture

Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The programme inception was guided by a steering committee which is chaired by the ward councilor and comprises of the ward committee and other relevant parties. The programme works closely with the municipality and had been incorporated in the LED strategy. Through the establishment of a Local Reference Committee with representatives from the Local Municipality and relevant line departments, the CWP hopes to strengthen its projects and continue to develop participant capacity.

Table 49: Participation breakdown

Site	YOUTH >55%			WOMAN >55%		DISABLED PARTICIPANTS >2%			
	Male	Female	Total	Male	Female	Male Youth	Male NY	Female Y	Female NY
BBR	164	789	953	509	2 665	5	12	5	28

Budget

Budget item	Amount	Percentage of total
Wages	R31,563,848	82%
Personal Protective Equipment (PPE)	R 2,280,043	6%

Tools and Materials	R 1,915,236	5%
Training and Technical Support	R2.006.438	5%
UIF/COID	R 946,915	2%
TOTAL	**R 38,712,480**	**100%**

8.8. Expanded Public Works Program

The EPWP is headed by the EPWP champion Mr. L Mokoena

Bushbuckridge Municipality has its EPWP Policy, and the purpose is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the municipality is aimed to achieve the following objectives:

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

The municipality has **R5 000 000** adding to R4 500 000 from DPWRT for 2022/23 financial year with a projected 350 people to be employed. The programme covers the following:

- Road Maintenance
- Parks and beautification
- Refuse removal
- Tourism monitors (safety)

CHAPTER 9: COMMUNITY SERVICES

This chapter looks at all social related issues in the municipality as well community facilities

9.1. Transversal Affairs

The municipality continues to play a significant role on social matters including the fight against the spread of HIV ands AIDS, its effects as well as the fight against Gender Based Violence and femicide (considered a pandemic by the president) and all other social ills inter-alia drugs and other substance abuse and contact crimes. Together with all relevant stakeholders of interest, the municipality shall continue with coordinated programs including not limited to outreach programs, mayoral imbizos, ward-based meetings to fight GBV and protect women, children, the elderly and vulnerable persons against any form of abuse. The municipality has over the years and still continue to budget and prioritise matters of HIV/AIDS and GBV in line with the district development model in terms of planning, budgeting processes and monitoring.

Youth Development

The Municipality has considered the youth category as the cornerstone` for development, given that this category accounts for most of the population in the municipal area. To ensure the transformation process in this category, the municipality further established a youth unit which is responsible for the co-ordination of the Bushbuckridge Youth Council.

Disability affairs

In line with the Employment Equity Plan adopted by Council, Bushbuckridge Local Municipality has also established disability affairs unit that is co-ordinating and championing the interests of people living with disabilities and ensure fairness in the recruitment strategies as a matter of policy. Disability affairs is responsible for Bushbuckridge Disability Forum. The forum is functional and sits on monthly basis. The main aim of the forum is to ensure that the municipality includes people living with disability in their plans. They are consulted when reviewing or drafting the IDP as to cater to their needs when prioritising programmes and projects. The municipality has programmes in the operational budget that covers this group of people.

People living with disability.

A person is regarded as having a disability if they reported any of the following degrees of difficulty in the six functional domains, namely seeing, hearing, communicating, walking/climbing stairs, remembering or concentrating and self-care:

- A person who reported “some difficulty” in at least two domains of functioning.
- A person who reported “a lot of difficulty” in any of the six domains of functioning.
- A person who reported “cannot do at all” in any of the six domains of functioning.

Table 50: People living with disability in the district.

Disability	Nkomazi	Thaba Chweu	Bushbuckridge	City of Mbombela
Eyeglasses	21 494	8 109	**19 817**	51 207
Hearing aid	5 034	1 006	**5 573**	9 102
Walking stick or frame	9 120	1 614	**11 343**	12 755
A wheelchair	4 697	691	**5 234**	5 862
Prosthesis/artificial limb	4 638	773	**4 953**	6 287
Other assistive devices	4 537	695	**5 004**	6 736

Source: Stats SA census 2022

The table above shows people living with disabilities in the Ehlanzeni District Municipality with City of Mbombela having the highest number followed by Bushbuckridge Municipality. This shows that as a municipality there must be programmes aimed at assisting our people with disabilities.

Gender: Women and Men

The municipality has adopted an Employment Equity plan to address the issue equality as most posts are occupied by males. The municipality also has a transversal unit which deals with issues of gender in the communities as to empower women who are

regarded as the previously disadvantaged. Currently the municipality is in the process of developing a sectoral plan that deals with gender.

Bushbuckridge Local Municipality through Transversal Affairs unit under Community Services directorate has developed a Gender Mainstreaming strategy in 2014 which was subsequently reviewed in 2019. The strategy serves as a guiding document for the development as well as implementation of gender plans and programmes. It was developed with the collaboration of Bushbuckridge Men and Women councils and other stakeholders from sector departments and civil society organizations. The aforesaid two councils serve as advisory bodies to the municipality regarding issues of gender in the community of Bushbuckridge.

The strategy consists of the following six strategic priory areas:

Strategic Priority Area 1**: Governance**
Strategic Priority Area 2: **Economic Growth and Development**
Strategic Priority Area 3: **Infrastructure Provision**
Strategic Priority Area 4: **Social Services and Cross-Cutting Issues**
Strategic Priority Area 5: **Institutional Transformation**
Strategic Priority Area 6**: The Gender Management System**

IMPLEMENTED PROGRAMMES
Since the inception of this strategy plans and programmers have been developed based on the above strategic priority areas. Hereunder are the implemented programmes:

- Men's seminar
- Women socio-economic development summit
- Reestablishment of both Men and Women Councils in 2016.
- Induction workshop for both Councils.
- Gender mainstreaming and HIV & AIDS Outreach Programmes; door to door in different communities, campaigns in taxi ranks and business complexes.
- Sanitary Towel Dignity campaign; distribution of M-cups and sanitary towels and information sharing to both boys and girls in schools.
- 16 Days of activism campaigns in different formats.
- Skills Development training for unemployed women.
- Women empowerment workshop.
- Women's dialogue
- Men's Indaba.
- Gender mainstreaming capacity building workshop for senior management and political leadership was conducted by both Ehlanzeni District Municipality and SALGA but cancelled in the process due to power attendance more especially from the administrative arm of the municipality.
- Men and Women councils' meetings
- Radio presentations by the executive mayor and other stakeholders on women empowerment programmes as well as gender-based violence issues
- Gender based violence and femicide community dialogue.

GBVF PLAN

Bushbuckridge municipality like the rest of the country is faced with rising cases of gender-based violence and femicide which are perpetuated by various issues within communities. As a result, a comprehensive and integrated approach is key in addressing such. The following is the plan for 2021-2022 financial year.

- Skills development programme
- Gender based violence and femicide advocacy programmes.
- 16 Days of Activism for no Violence against Women and Children campaign

- 3 Men council meetings
- 3 Women Council meeting

9.2. Safety and Security

The municipality is committed to a free crime environment that seeks to protect the abuse of vulnerable children and women. The Municipality envisages achieving such through the provided facilities in the form of four (4) main police stations, which are strategically located in Thulamahashe, Maviljan, Mkhuhlu, and Acornhoek. Six (6) satellites offices located in Marite, Shatale, Dwarsloop, Lillydale, Casteel and Hluvukani with magistrate courts where main police stations are located. To complement the facilities, each demarcated ward has Community Policing Forums (CPF) that are active.

Through the involvement of the Bushbuckridge Traffic Police, the Municipality plays an important role in the reduction of road fatalities and accidents. The visibility of Safety Officers in the roads and streets of Bushbuckridge has contributed to the awareness programs in educating road users for road safety.

9.3. Drivers Licensing and testing centres

The Municipality has six (6) DLTCs in Hluvukani, Acornhoek, Shatale, Thulamahashe, Bushbuckridge and Mkhuhlu in strategic areas that have been established in terms the E-Natis framework. The DLTCs provide amongst the following services:

- Motor vehicle licensing and renewal
- Driver's license application and renewal
- Motor vehicles change of ownership.
- Motor vehicles testing services.
- Motorcycle licensing and renewal.

9.4. Disaster Management

General Area Description

The Bushbuckridge Municipality covers an area of 25586.76 hectares and has an estimated population of 546 000 with towns and settlements within the region are Acornhoek, Bushbuckridge, Cottondale, Hluvukani, Marite, Mkhuhlu and Lillydale. Disaster Management is a continuous and integrated multi-sectoral and multidisciplinary process of planning and implementation of measures aimed at preventing or reducing the risk of disasters; mitigating the severity or consequences of disasters; ensuring emergency preparedness; enabling a rapid and effective response to disasters and facilitating post-disaster recovery and rehabilitation.

Figure 1 illustrates how the various work streams within Disaster Management increase and decrease in intensity and resource requirements over time as crises approach and are dealt with. The figure demonstrates that Disaster Management involves the simultaneous management of several disaster risks in various stages of the life cycle of disaster risks

The South African Government has responded to negative consequences of disasters by developing legislation (The Disaster Management Act, 2002 – Act No. 57 of 2002) and national policy (The National Disaster Management Framework, 2005) to deal with the management of disaster risk and disaster impact.

The Disaster Management Act (Act No. 57 of 2002) provides for an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery. The Act prescribes the establishment of national, provincial, and municipal disaster management centers. Most importantly in the context of this document, the Act also requires the compilation of Disaster Management Plans in all spheres of government.

Legal requirement for Disaster Management Plan

The Disaster Management Act of 2002 requires each local municipality to prepare a DMP for its area according to the circumstances prevailing in the area; to coordinate and align the implementation of its Plan with those of other organs of state and institutional role-players; and to regularly review and update its Plan. The legal requirements related to Disaster management are further elaborated in the Ehlanzeni District Disaster Management Plan.

The Bushbuckridge Municipality must submit a copy of its DMP, and of any amendment to the Plan, to the DMC of the Ehlanzeni District and the National Disaster Management Centre.

Although Local Municipalities are not legislatively required to have specific Disaster Management coordinating structures, it is unlikely that a local Bushbuckridge Municipality would be able to effectively conduct a participative Disaster Management planning process in the absence of some or other Disaster Management coordinating structure within the Bushbuckridge Municipality. It is recommended that each Bushbuckridge Municipality should at least have an internal Disaster Management coordinating body such as an Inter-Departmental Disaster Management Committee. The additional establishment of an advisory forum is strongly recommended to co- ordinate Disaster Management policy within the Bushbuckridge Municipality and enable stakeholder involvement in Disaster Management matters.

Disaster Management has become one of the key components of an IDP's credibility. Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) lists 'applicable disaster management plans' as core components of an IDP. The next section focuses on the relationship between Disaster Management and the IDP

Linkage with the Integrated Development Plan of the Bushbuckridge Municipality

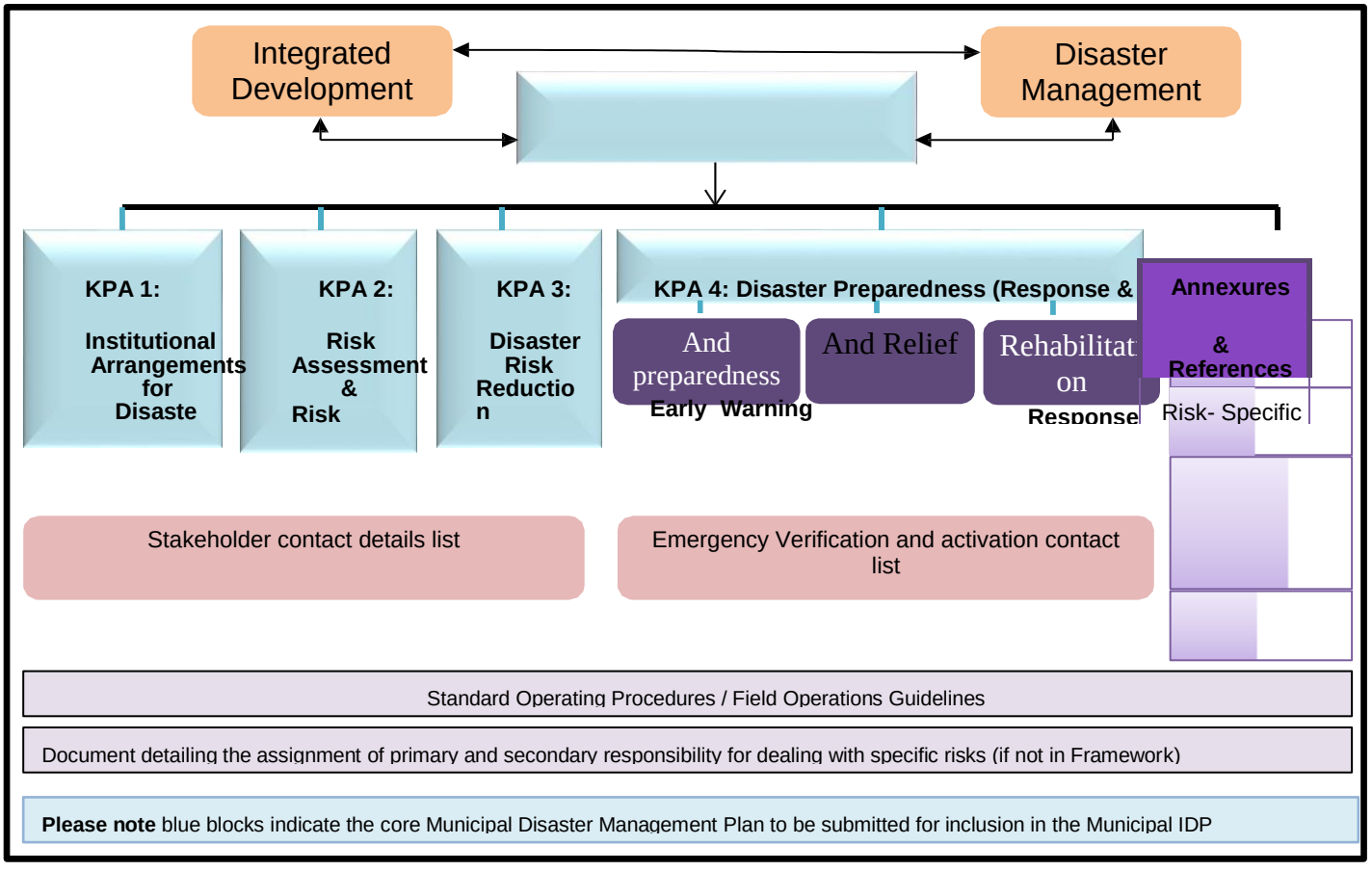
It is strongly recommended that the Bushbuckridge Municipality institutes the compulsory consideration of Disaster Risk Management in the planning and execution stages of all IDP projects. This will ensure the integration of Disaster Management into the IDP and will ensure that all plans and projects are focused on contribution got disaster risk reduction and disaster preparedness – thus receiving the impact of disaster on lives, property, community activities, the economy and the environment in the Bushbuckridge Municipality.

A more detailed discussion of the linkage between disasters and development, and between the IDP and the DMP, is provided in the corresponding section of the Ehlanzeni District Disaster Management Plan.

The Municipal Systems Act and the Disaster Management Act requires the inclusion of the DMP of the Bushbuckridge Municipality into the Integrated Development Plan (IDP) of the Bushbuckridge Municipality.

Structure of the Bushbuckridge Municipality Disaster Management Plan

The Municipal DMP is based on the legal requirements described above and consists of the components. In order to comply with the National Disaster Management Framework (NDMF), the Bushbuckridge Municipality Disaster Management Plan is structured around the four KPA's of the NDMF which is also reflected in the Provincial and Ehlanzeni Disaster Management Framework



of the Municipal Disaster Management Plan

As indicated in the figure, the four key components of the Plan are:

- KPA 1: Institutional arrangements for Disaster Management (Institutional Capacity)
- KPA 2: Risk Assessment and Risk Profile
- KPA 3: Disaster Risk Reduction
- KPA 4: Disaster Preparedness (Response & Relief) Plan

KPA 1: INSTITUTIONAL CAPACITY

This section describes the planning for institutional capacity for Disaster Management within the Bushbuckridge Municipality, in accordance with KPA 1 of the NDMF.

Current Institutional Arrangements within the Bushbuckridge Municipality

The Bushbuckridge Municipality is composed of a political structure (Council) consisting of proportional and ward behavior, supported by an administrative structure of officials.

The Council elects a mayor who appoints a Mayoral Committee with defined responsibilities collected into portfolios for members of the Mayoral Committee (MMCs) as illustrated in the figure below.

The current placement of Disaster Management in the Bushbuckridge Municipality

While there is evidence of a lack of human resources dedicated to Disaster Management within the Bushbuckridge Municipality, it is not easy to correct such a shortage over the short term. A phased approach of increasing dedicated Disaster Management would be a more realistic recommendation.

Emergency preparedness within the Bushbuckridge Municipality is a challenge with so little staff and the following recommendations can be made:

A standby roster should be established where other staff (from the same department, another department within the Bushbuckridge Municipality or even other Local Municipality Disaster Management Staff within the District or District staff) are added as first and second call duty officers for the Bushbuckridge Municipality to ensure that limitations on standby periods are not exceeded and that the function can continue in the temporary absence of the incumbent.

- Persons who are put on the standby list should be provided with adequate training and equipment and must be familiar with this plan.
- Standby lists for the Bushbuckridge Municipality should be linked to standby lists at Ehlanzeni District and Mpumalanga Provincial level, from where assistance could be requested if the Bushbuckridge Municipality's capacity is exceeded.
- Mutual aid agreements with adjoining Municipalities can improve emergency preparedness and should be compiled for approval by the various councils

Bushbuckridge Municipality Disaster Management

This is the department within the Bushbuckridge Municipality assigned with the Disaster Management function. A LM is not legally obliged to establish a DMC, but it is recommended.

The Disaster Management structure / DMC of the Bushbuckridge Municipality must aim to prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters, prepare for emergencies, respond rapidly and effectively to disaster and to implement post-disaster recovery and rehabilitation within the Bushbuckridge Municipality by monitoring, integrating, coordinating and directing the Disaster Management activities of all role-players.

A fully established and functioning Municipal DMC is a key element of this Plan.

Action: The Bushbuckridge Municipality will establish and maintain a fully staffed and resourced DMC.

Figure 5 indicates the suggested behavior design for a Disaster Management Centre which uses a combination of functional behavior and area-based management. This structure is based on best practice and the recommendations contained within the National Disaster Management Framework, taking into consideration existing capacity and that capacity may have to be

built in phases over time. Solid outlined elements refer to the categories of functions to be performed and not individual posts. Depending on resources, each category of functions can be expanded into several post descriptions or rolled up into fewer separate positions. Solid lines refer to lines of authority and reporting within the Bushbuckridge Municipality. Elements with dashed outlines refer to co-ordination, consultation and policy-making structures while dashed connecting lines refer to lines of consultation and collaboration.

Municipal Disaster Management Advisory Forum

Metropolitan or District Municipalities may establish a District Disaster Management Advisory Forum as described in Section 51 of the Disaster Management Act, 2002. Local Municipalities are not required but 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 Bushbuckridge 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 Bushbuckridge Municipality and reviewing Risk Assessments and plans from time to time.

The Terms of Reference of the Forum is its founding statement and will determine its functioning. Alternative existing coordination structures may also be used to perform the functions of an Advisory Forum, thereby reducing administration and costs. Where other existing coordination structures are available to perform the envisaged functions of an Advisory Forum, it would be prudent to reduce costs and administration and use existing structures instead of creating a new dedicated structure.

Action: The Bushbuckridge Municipality will consider the establishment of a dedicated body for interdepartmental Disaster Management coordination or will assign this responsibility to the top management team (of officials) of the Bushbuckridge Municipality. The Bushbuckridge Municipality will also consider the establishment of a Disaster Management Advisory Forum and implement its decision in this regard.

Departmental planning groups

This element relates to planning groups that can be established within departments within the Bushbuckridge Municipality to deal with internal Disaster Management issues such as the compilation of Departmental Disaster Management Plans and contingency plans for facilities and services of the Department. The Disaster Management nodal points of such Departments will be involved in these planning groups. In a less complex design these groups can be integrated with others to become technical task teams.

Action: Nodal points will be empowered and supported by their departments / behaviors to establish, manage, and participate in Departmental planning groups.

Risk reduction project teams

These are multi-disciplinary project team convened to address and reduce a specific disaster risk. The teams are convened by the primary role-player for the risk and supported by Disaster Management. In a less complex design these teams can be integrated with others to become technical task teams.

Action: The primary role-players for specific hazards or disaster risks, in collaboration with Bushbuckridge Disaster Management, will establish and manage risk-reduction project teams as required or when requested by the Disaster Management Advisory Forum. (Existing structures should be used as far as possible to prevent duplication and reduce the meeting burden on role-players.)

Preparedness planning groups

A multi-disciplinary planning group convened to ensure a high level of preparedness for a specific disaster risk. Convened by the primary role-player for the risk and supported by Disaster Management. In a less complex design these groups can be integrated with others to become technical task teams.

Action: The primary role-players for specific hazards or disaster risks, in collaboration with Bushbuckridge Disaster Management, will establish and manage preparedness planning groups as required or when requested by the Disaster Management Advisory Forum. (Existing structures should be used as far as possible to prevent duplication and reduce the meeting burden on role-players.)

Joint response & relief management teams

Mostly flowing from a preparedness planning group, this is a team that is 104ehavior104 to deal with the immediate response & relief required during or immediately after major incidents and disasters. Such teams will normally convene in the Disaster Operations Centre (see description below). In a less complex design these teams can be integrated with others to become technical task teams.

Action: The preparedness planning group for each hazard will detail how the activation of a joint response and relief management team for that specific hazard will be managed, and who will form part of the team.

Recovery & rehabilitation project teams

These are project teams managing recovery and rehabilitation after disasters, mostly on a project-management basis. Disaster recovery and rehabilitation must focus on risk elimination or mitigation. Departments who are responsible for the maintenance of specific infrastructure are also responsible for the repair or replacement of such infrastructure after disasters. In a less complex design these teams can be integrated with others to become technical task teams.

Action: The preparedness planning group for each hazard will detail how the activation of recovery and rehabilitation project teams for that specific hazard will be managed, and who will form part of the teams.

Technical Task Teams

The establishment of task teams that deals with several elements of the disaster management process for a cluster of hazards can ensure hazard specific research, risk prevention and reduction, mitigation, and preparedness measures. A more detailed description of the establishment, responsibilities and possible functioning of these task teams is provided in the corresponding section of the Ehlanzeni District Disaster Management Plan.

Action: The Bushbuckridge Municipality will consider the establishment of Task Teams responsible for clusters of hazards and implement its decision in this regard

Bushbuckridge 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 Bushbuckridge Municipality Disaster Management Communications Centre will liaise closely with the Emergency Control Centers / Groups of other Local Municipalities, the Ehlanzeni District Disaster Management Centre, and other Stakeholders within the Bushbuckridge 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 centers and law enforcement control centers in one facility with the Disaster Management Communications Centre.

Action: Bushbuckridge 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.

Bushbuckridge Disaster Operations Centre (DOC) / Joint Operations Centre (JOC)

The Bushbuckridge DOC is a facility equipped to serve as command and coordination Centre during disasters, where the joint response & relief management team will convene. Alternative facilities should be identified as back-up to the primary DOC. The term JOC for Joint Operations Centre can also be used for this facility.

Action: Bushbuckridge Disaster Management will identify, establish and maintain a fully staffed and resourced Disaster Operations Centre for activation as required and will identify fallback or alternative facilities for the same purpose. Figure 6 illustrates how the components described above would interact with each other. It is important to note that this is a proposed structure, but rather a proposal in terms of lines of communication and collaboration

KPA 2: RISK ASSESSMENT

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 Bushbuckridge Municipality

Various disaster risks have been identified and assessed as set out in detail in the District Risk Assessment Report accompanying the Ehlanzeni District Disaster Management Plan.

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 behavior 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 behavior and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems.

To identify the typical hazards in the Bushbuckridge Municipality a checklist was compiled which was completed by all Municipalities during the consultative workshops. These checklists were returned to the Project Team listing the hazards as indicated in the following table

Table 52: Identified hazards in EDM

Natural Hazards	
Hydro Meteorological Hazards	
Drought	Hail storms
Erosion	Severe storms
Fire	Violent wind/Tornado
Flood	Mist
Biological Hazards	
Human diseases	Veld fires
Animal disease	
Geological Hazards	
Landslide	
Technological Hazards	
Sewerage and drainage Infrastructure failure	Hazardous material by road
Road accidents	Industrial accidents
Illegal Dumping	
Environmental hazards	
Air pollution	Water pollution
Soil contamination	

The above lists illustrate the types of disasters that pose the highest risks within the area of the Bushbuckridge Municipality and their possible effects. The communities at risk can be derived from the risk lists and are also shown in the risk assessment that was conducted for the area. More detailed risk descriptions, inclusive of hazards, vulnerability, and capacity descriptions, are available in the detailed Risk Assessment document which accompanies the Ehlanzeni District Disaster Management Plan.

Total Risk Maps

The total vulnerability, hazard, and risk maps of the Bushbuckridge Municipality within the context of the Ehlanzeni District are illustrated in the Ehlanzeni District Risk Assessment Report. The vulnerability maps include the total societal, environmental, economic, and critical facilities vulnerability, which were overlaid and recalculated to produce the total vulnerability map.

Risk Summary

In this section the results of the Risk Assessment conducted within the EDM behavior.

The table below provides a district-wide view of which hazards were found to be most prevalent within the district, influencing most local municipalities.

Common Hazards

Hazards are typically classified into:		
Geological Hazards: Geological hazards include internal earth processes, such as earthquakes and related geophysical processes such as mass movements, landslides, rockslides, surface collapses, debris or mud flows.	Earthquake-related Slope instability-related Coastal zone process-related Cosmic-related	Landslides, rock fall and mudflow
Hydro-Meteorological Hazards: Natural processes or phenomena of atmospheric, hydrological or oceanographic nature.	Atmosphere-related Water-related	Severe storms (hail and snow) Floods Strong wind Tornadoes Thunderstorms and lightning Mist (fog) Heat waves
Biological Hazards: Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro- organisms, toxins and bioactive substances.	Animal diseases Human diseases Veld fire risk	*Human diseases:* Cholera Malaria HIV/Aids Tuberculosis (TB) *Animal diseases:* Foot and Mouth Disease (FMD) African Swine Fever (ASF) Rabies (Animals) *Veld fires*
TECHNOLOGICAL HAZARDS: Technological hazards are defined as 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.	Transport Incidents Urban and/or Industrial incidents Critical infrastructure disruption Key national points Socio-economic disruption	HAZMAT (fire/spill/leak/explosion/road spills) Transport accidents (aircraft, rail, and road) Structural collapse (failure) Fire structural (formal and informal) Sink holes (dolomite) Slime dams (tailing dams) Floods (storm water) Dam failure *Service delivery failure or disruption:* - Sewerage and drainage. - Solid waste disposal and refuse removal services. - Electricity supply disruption. - Water supply (rural/informal settlements); - Telecommunications and IT.
ENVIRONMENTAL HAZARDS: These are processes induced by human 107ehavior and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems[2].		Ground/soil pollution Air pollution Water pollution (surface and groundwater) Desertification Deforestation Erosion Overgrazing Endemism Land Degradation

KPA 3: DISASTER RISK REDUCTION

Disaster Risk Reduction involves focused activities to reduce vulnerability, increase capacity and resilience, and avoid or reduce hazards that may affect specific elements at risk.

Disaster Risk Reduction plans providing for prevention and mitigation strategies have been compiled based on best practice and capacity within the Bushbuckridge Municipality.

The risk reduction plans outline in this document and its annexure which are implementable must be considered for inclusion with the IDP projects of the Bushbuckridge Municipality and if included must be budgeted for in terms of the operating and capital budget of the Bushbuckridge Municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said projects. The Disaster Management Department of the Bushbuckridge Municipality must assist in this regard.

Where the proposed project falls outside the mandate of the Bushbuckridge Municipality, the Bushbuckridge Municipality should establish a lobbying and monitoring mechanisms to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the Bushbuckridge Municipality responsible for service delivery partnerships should take the lead with support from the Bushbuckridge Municipality DMC.

Risk Reduction Process

The success of risk reduction efforts will rely heavily on the results of a thorough Disaster Risk Assessment (hazard and vulnerability assessment). The completion of a detailed Risk Assessment is a prerequisite for this process. Community-based risk mapping and Risk Assessments can also provide valuable information to base Risk Reduction Planning on.

Using the Risk Assessment, the first step in Risk Reduction will be to identify priority risks. For each

priority risk, the following process should be followed:

- Analyze the risk, through consultation if required.
- Determine stakeholders who can influence the risk (hazard / vulnerability / capacity).
- Convene stakeholders meeting.
- Determine primary and secondary responsibility on a consensus basis (this might already be in place – see Institutional Capacity chapter).
- Develop risk reduction strategy options in a participative manner.
- Evaluate the developed risk reduction strategy options.
- Decide on most viable risk reduction strategies and describe these in detailed project proposals.
- Submit project proposals to DMAF.
- Upon project approval from the DMAF, perform project initiation (if the project is within the mandate of the district it can be submitted to the IDP office at this stage for inclusion in the IDP process).
- Convene a project team:
  - Appoint a project manager (from discipline with primary responsibility for the hazard, vulnerability, or capacity).
  - Appoint an internal project facilitator / manager within the Bushbuckridge Municipality's DMC.
  - Confirm project team (Stakeholders).
  - Confirm project sponsor.
  - Confirm project champion.
- Perform project scoping:
  - Develop work breakdown structure.
  - Determine milestones and objectives.
  - Confirm critical path.
  - Establish monitoring & evaluation mechanism.
  - Determine budget required.
- Project implementation:
  - Implement, monitor & evaluate.
  - Project review and change control; and
  - Project close-out

Risk Reduction Proposals for the Bushbuckridge Municipality

Risk Reduction Project Proposals for priority risks are listed in the tables below. This risk reduction process is summarized in the previous sub-section. It is important that these proposals are shared with the relevant planning and implementing agencies.

Disaster Risk Project Proposals: Sewerage and Drainage and/or Refuse Removal

Risk Reduction Category	Risk Reduction Project Proposals

Engineering & Construction Measures	1. Build bigger diameter pipes under low-water bridges and ensure proper design
	2. Treat waste before discharging
Economic Measures	3. Budget for infrastructure and maintenance
Management & Institutional Measures	4. Keep rivers clean and cleared (flotsam can block pipes under bridges)
	5. Outsource cleaning or waste treatment services. In addition, focus on employment of local community
Societal Measures	6. Education (understanding of sanitation and hygiene)

Disaster Risk Project Proposals: Water Supply Disruption

Risk Reduction Category	Risk Reduction Project Proposals
Engineering & Construction Measures	1. Build bigger diameter pipes under low-water bridges and ensure proper design. Definition of measures to be included in the mitigation plan, such as: retrofitting projects, improvement of watersheds, and evaluation of foundations and structure
	2. Identification and quantification of hazards that can affect the system, whether they are natural or derive from human activity
	3. Estimation of the susceptibility to damage of components that are considered essential to providing water in case of disaster
	4. Review and implement water saving techniques i.e. rainwater harvesting, building dams and treating raw water (i.e. sand filtration systems or desalinization technology).
Economic Measures	5. Budget for infrastructure and maintenance
Management & Institutional Measures	6. Keep rivers clean and cleared (flotsam can block pipes under bridges)
	7. Identification of measures and procedures for developing an emergency plan. This will assist the water service company to supplement services
	8. Determination of critical assets that might be subject to malevolent acts that could result in undesired consequences,
Societal Measures	9. Education (of water saving techniques)

Disaster Risk Project Proposals: Groundwater Pollution and/or Ground/Soil Pollution

Risk Reduction Category	Risk Reduction Project Proposals
Physical Planning Measures	1. Reduce density of pit latrines (requires reducing the density of informal settlements)
	2. Protect springs, rivers and other water sources.
Engineering and Construction Measures	3. Ensure sufficient number of refuse bins available
	4. Provide water supply schemes
	5. Construct drinking troughs for livestock
	6. Line VIP pits
	7. Pit content removal or chemical treatment (Issue of affordability, chemicals may also affect ground water)
	8. Lining of graves
	9. Urinal diversion / bio digesters / anaerobic process. Left with fertilizer
	10. Construct water reservoirs.
Management & Institutional Measures	11. Conduct a geo-hydrological study of the high-risk areas.
	12. Law enforcement and monitoring and investigation of illegal dumping
	13. Ground Water Pollution Management Plan – includes taking water samples and testing it.
	14. Improve solid waste removal services
	15. Control and monitor agricultural pollution using fertilizers
	16. Monitor and evaluate the treatment of water drinking sources on a regular basis.
Societal Measures	17. Education (understanding of water pollution)
	18. Promote health and hygiene education
	19. Promote waste management and recycling.
	20. Promote utilizing organic fertilizer.

The risk-specific Risk Reduction project proposals mentioned in the table above will, if properly planned and implemented, contribute towards the reduction of disaster risk within the Bushbuckridge Municipality.

The Risk Reduction Plans outlined here which are implementable must be considered for inclusion within the IDP projects of the Bushbuckridge Municipality and if included must be budgeted for in terms of the operating and capital budgets of the Bushbuckridge Municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project. The Disaster Management Department of the BLM must assist in this regard.

Where the proposed project falls outside the mandate of the Bushbuckridge Municipality, the Bushbuckridge Municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the Bushbuckridge Municipality responsible for service delivery partnerships should take the lead with support from the Ehlanzeni Disaster Management Centre.

Risk reduction capacity for the Bushbuckridge Municipality

The organizational structure for risk reduction within the Bushbuckridge Municipality includes Disaster Management, the Disaster Management Advisory Forum, the top management team of the Bushbuckridge Municipality, the nodal points for Disaster Management within Municipal Departments within the Bushbuckridge Municipality, departmental planning groups, risk reduction project teams and preparedness planning groups.

The total structure of the Bushbuckridge Municipality, with every member of personnel and every resource should also be committed to Disaster Risk Reduction.

On-going capacity building programmes will be required to ensure the availability of adequate capacity for Risk reduction.

Preparedness Capacity for the Bushbuckridge Municipality

The organizational structure for preparedness within the Bushbuckridge Municipality includes Bushbuckridge Municipality Disaster Management, Disaster Management representatives of the Ehlanzeni District and adjoining local municipalities, the Disaster Management Advisory Forum, the top management team of the Bushbuckridge Municipality , the focal points for Disaster Management within departments within the Bushbuckridge Municipality, departmental planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Disaster Management Communications Centre.

The total structure of the Bushbuckridge Municipality, with every member of personnel and every resource can potentially form part of preparedness capacity.

On-going capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness.

The Bushbuckridge Municipality Disaster Management Communications Centre is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. The Bushbuckridge Municipality Disaster Management Communications Centre and the Bushbuckridge Municipality top management team are jointly responsible for the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Bushbuckridge Municipality.

9.5. Environmental and Waste Management

Geographic Overview

The Bushbuckridge LM covers an area of approximately 10 248 km2 and is the largest local Municipality in the Ehlanzeni District Municipality (Municipalities SA, 2017). The Bushbuckridge LM displays typical undulating highveld topography with height above sea level ranging from 1100m in the west to 180m in the east. Bushbuckridge Local Municipality (previously known as Lowveld Local Municipality) is a category B municipality that forms part of the four Local Municipalities of the Ehlanzeni District Municipality in the Mpumalanga Province. It is renowned for its agricultural and tourism attractions, and it was declared a nodal point by the president of the republic in 2001, it is located in the north-eastern part of the Mpumalanga Province and is bounded by Mozambique in the east, city of Mbombela Local Municipality in the South and Thaba Chweu local municipality in the Southwest. Bushbuckridge Local municipality comprises of 135 settlements and 38 wards. The municipality is the largest local municipality with the inclusion of the Kruger National Park. It can be accessed via R40 and R533 national roads from the southern part of the district.

Waste Management

Legal context

Waste act (National Environmental Management: Waste Act (Act No. 59 of 2008)
It is the core law that deals with the waste management plans. The NEMWA is being implemented through the National Waste Management. Strategy (NWMS) which was approved by DEA cabinet in 2011ns. Section 2 of the Act describes the objectives of the Act as follow: To protect health, well-being, and the environment by providing reasonable measures for:

i. Minimizing the consumption of natural resources.
ii. Avoiding and minimizing the generation of waste.
iii. Reducing, re-using, recycling, and recovering waste.
iv. Treating and safely disposing of waste as a last resort.
v. Preventing pollution and ecological degradation.
vi. Securing ecologically sustainable development while promoting justifiable economic and social development.
vii. Promoting and ensuring the effective delivery of waste services.
viii. Remediating land where contamination presents, or may present, a significant risk of harm to health or the environment.
ix. Achieving integrated waste management reporting and planning.

The Act requires each municipality to produce an Integrated Waste Management Plan (IWMP) and to submit this plan to the MEC for approval. The approved IWMP must be included in the municipal Integrated Development Plan (IDP). Before finalizing the IWMP the municipality is required to follow the consultative process as defined in section 29 of the Municipal Systems Act.

The National Waste Management Strategy (DEA, 2011) NWMS is a legislative requirement of the Waste Act, 2008 (Act No. 59 of 2008).

The purpose of the NWMS (DEA, 2011) is to achieve the objects of the Waste Act. Organs of state and affected persons are obliged to give effect to the NWMS.
The overall purpose of the strategy is to give effect to the objects of the Waste Act, which are to protect health, well-being and the environment through sound waste management and application of the waste management hierarchy. The strategy provides a plan to give practical effect to the Waste Act, and as such it seeks to ensure that responsibility for waste management is properly apportioned.

Municipal System Act

All municipalities must draft integrated development plans (IDP's) in terms of the Municipal System Act, 2000. The resultant integrated environmental programmes must be aligned and in accordance with provincial and national plans, policies and strategies.

The National Domestic Waste Collection Standards (2011)

The setting of these standards was informed by various documents, including the constitution of South Africa and Waste Act. These standards outline the level of waste collection services from the separation at source, collection of recyclable waste based on these principles: – Equity – Affordability and availability of resources within municipalities – Clarity and ease at which the standards can be implemented – Practicality – Community participation in design of applicable and appropriate collection systems.

Polokwane Declaration of waste management (2001)

In 2001 representatives from all three government levels, civil society and business met at Polokwane to formulate a declaration on waste management. In its preamble the declaration realizes that there is a need for urgent action to reduce, reuse and recycle waste. Furthermore, the represented sectors recommitted themselves to the objectives of an integrated pollution and waste management policy. A goal was set to reduce waste generation and disposal by 50% and 25% respectively by 2012 and to develop a plan for zero waste by 2022.

White Paper on Integrated Pollution and Waste Management (2000)

One of the fundamental approaches in terms of the White Paper's policy is to prevent pollution, minimize waste and to control and remediate impacts. Waste management is to be implemented in a holistic and integrated manner, extending over the entire waste cycle from cradle to grave. The White Paper advocates a shift from the present focus on waste disposal and impact control (i.e., end of pipe) to integrated waste management and prevention as well as minimization. In terms of legal changes this will entail national government drafting legislation requiring the prevention and minimization of waste.

Minimum requirements for waste disposal by landfill

This document presents the procedures, actions and information which may be required from an applicant when permitting a landfill, or written into a permit as conditions, are set out in the form of Minimum Requirements. The objective of setting Minimum Requirements is to take pro-active steps to prevent the degradation of water quality and environment, and to improve the standard of waste disposal in South Africa to ensure practical and affordable environmental protection, graded requirements are applied to different classes of landfill.

Guidelines for the Development of Integrated Waste Management Plans (IWMPs)

The IWMP Guidelines document from DEA provide a comprehensive detail for the compilation of Integrated Waste Management Plans which includes an overview of current waste management processes within the municipality, also presents the demographics, challenges, and also future projections on waste management.

Current Waste Management status within BLM

Bushbuckridge Local Municipality is currently providing services on refuse removal at least once a week in the CBDs areas which include the areas around its 11 regions.

Table 53: Waste removal

Name	Frequency	%
Removed by local authority at least once a week	34 618	20,6%
Removed by local authority less often	891	0,5%
Communal refuse dump	3 101	1,8%
Communal container/central collection point	835	0,5%
Own refuse dump	121 133	72,1%
No Rubbish Disposal	6 190	3,7%
Other	1 160	0,7%

Source: Stats SA Census 2022

BLM has 167 928 households and out of that number only 34 618 has refuse removed at least once a week which is provided by the municipality and it mostly in the urbanized areas. 121 133 households rely on their own refuse dumps with 6 190 have no rubbish disposal.

Table 54 Refuse removal

Refuse Removal	2022	2011
Weekly refuse disposal service	20,6%	7,5%

Source: STATS SA Census 2011 and 2022

There has been an increase in refuse disposal or removal where in 2011 it covered 7.5% households which has risen to 20.6% households.

Waste Types

a. Household Waste

Households are one of the sources of waste generated within the municipality. Household waste generated has a major impact on the total amount of waste going to the dumpsites and it requires to be quantified in order to be managed and plan for future projections. Quantifying waste has huge challenges in places where there are no facilities like weighbridges to determine the amount of waste that goes to the landfill. The weighbridge method is the most accurate method that the municipality should use to record the quantity of waste entering the site.

b. Hazardous Waste (Medical Waste)

There are three public hospitals within the municipality namely Mapulaneng Hospital, Tintswalo Hospital located in Acornhoek and Matikwana Hospital in Mkhuhlu area. A private company called Buhle Waste cc is responsible for collecting medical waste in these hospitals and clinics and other health facilities for the whole Mpumalanga Province. Buhle Waste collects all medical waste within the municipality on Monday, Wednesday, and Fridays. Then the municipality collects general waste twice a week and other times delays to collect.

c. Waste Minimization and Recycling Initiatives

Bushbuckridge Local Municipality lacks effective recycling initiatives programmes, however other private recycling organization like Tombson from Sappi and Monti Recycling do collect recyclable waste (boxes and cardboards) in the central complexes such as Twin City in ward 9 and other complexes. Recovering of recyclable waste by informal recyclers at the landfill sites. Municipality is having plans to formalize the sector and assist on PPE equipment.

d. Waste Treatment and Buy Back Facilities

No waste treatment facilities within the municipality, however, it was noted that there are areas such as in Dwarsloop Shopping Centre where the separation at source is being applied which is a good initiative to reduce the amount of waste that goes to the landfill sites. There is only one buyback facility located in Acornhoek Village where segregation of waste occurs and being transported to recycling facilities.

BLM Waste Disposal Facilities

Bushbuckridge Local Municipality has 8 disposal sites namely Maviljan, Dwarsloop, Shatale, Casteel, Acornhoek, Thulamahashe, Regional and Mkhuhlu Landfill, situated across 11 of its regions. 4 of the Disposal sites are operational and 4 do not include the Regional Disposal in Thulamahashe which is under construction. All of these disposal sites started as illegal dumping hot spots where the community dumps their waste and eventually the municipality formalized it as the formal dumping sites. None of the disposal sites has a weighbridge either access control or daily cover of waste. There is a Regional Waste disposal site that has been recently completed in Edinburg and the municipality is in the process of upgrading the aforementioned 8 disposal sites to be transfer stations that will feed the regional disposal site.

Littering and Illegal Disposal

Littering and illegal disposal is a serious challenge in the municipality with the open spaces being targeted the most. These are anthropogenic issues that are being influenced by several possible factors that are occurring both internally and in public domains. Internally it is a requirement of the municipality to ensure that it provides adequate waste management to the society within its jurisdiction as collection delays and poor services leads to illegal dumping and littering in the open environment. Shortage of awareness and education in waste management issues of the public leads to illegal dumping within the municipality. In BLM these challenges were most noted where littering alongside national and other roads, more dumping of building rubble and other in open spaces. All the dumping hotspots that were noted during the site visits were mapped to help the municipality clear them and be able to plan for future waste initiatives.

Recycling

Recycling initiatives are mainly informal, and plans are in place to formalize recycling initiatives by establishing a recycling center. The intervention will assist the municipality in improving landfill space-saving targets for the proposed permitted landfill site and will reduce the burden on the current illegal dumpsites which are to be decommissioned and rehabilitated. Separation at source pilot projects will be conducted throughout the municipality to support the recycling facilities and meet waste minimization targets.

Air Quality Management

The NEM: AQA 2004 aims to provide reasonable measures to prevent air pollution and give effect to Section 24 of the Constitution (South Africa, 1996). Section 15(2) of the NEM: AQA 2004 states that local authorities are required to develop AQMPs which should be included in their Integrated Development Plans (IDP) (Act No. 39, 2005) as required in terms of Chapter 5 of the Municipal Systems Act (Act No. 32, 2000).

The Act makes provision for the setting and formulation of national ambient air quality standards for 'substances or mixtures of substances which present a threat to health, well-being or the environment' (Act No. 39, 2005). More stringent standards can be established at the provincial and local levels. The control and management of emissions in the NEM: AQA relates to the listing of activities that are sources of emissions and the issuing of emission licenses. In 2014, the National Environmental Management: Air Quality Amendment Act (Act No. 20, 2014) was published.

Listed Activities are defined as "activities which result in atmospheric emissions, which have or may have a significant detrimental effect on the environment, including health, social conditions, economic conditions, ecological conditions or cultural heritage." The South African Listed Activities were initially promulgated in 2010 (Government Notice No. 248, 2010), amended in 2013 (Government Notice No. 893, 2013) and further amended in 2015 (Government Notice No. 551, 2015). Any activity that falls within this list is required to have an Atmospheric Emissions License (AEL) to operate. Consequences of unlawful conduct of a Listed Activity are set out in the National Environmental Management: Air Quality Amendment Act (Act No. 20, 2014). The issuing of emission licenses for Listed Activities is the responsibility of the metropolitan and District Municipalities. Municipalities are required to 'designate an air quality officer to be responsible for coordinating matters pertaining to air quality

management in the Municipality' (Act No. 39, 2005). The appointed Air Quality Officer will be responsible for the issuing of AELs. The current list of Listed Activities includes combustion installations, the petroleum industry (the production of gaseous and liquid fuels as well as petrochemicals from crude oil, coal, gas or biomass), carbonization and coal gasification, the metallurgical industry, mineral processing, the storage and handling organic chemicals industry, inorganic chemicals industry, thermal treatment of hazardous and general waste, pulp and paper manufacturing activities (including by-products recovery), and animal matter processing.

The Municipal Systems Act as read with the Municipal Financial Management Act (Act No. 56, 2003) requires Municipalities to budget for and provide proper atmospheric environmental services. In terms of the National Health Act, Act 61 of 2003 (Act No. 61, 2004), Municipalities are required to appoint a health officer who is required to investigate any state of affairs that may lead to a contravention of Section 24(a) of the Constitution. Section 24(a) states that each person has the right to an environment that is not harmful to their health or well-being.

Local Air Quality By-Laws

Section 156(2) of the Constitution of the Republic of South Africa makes provision for a Local Municipality to make and administer by-laws for the effective administration of the matters which it has the right to administer as long as such by-laws do not conflict with National or Provincial legislation.

The Bushbuckridge LM has not established an air quality by-law. The Department of Environmental Affairs (DEA) has developed a generic air pollution control by-law for Municipalities (Government Notice No. 579, 2010) which deals with most of the air quality management challenges expected in South Africa. The aim of the generic air quality management by-law is to assist Municipalities in the development of their own air quality management by-law within their jurisdictions. Furthermore, use of the generic by-laws as a template will help ensure uniformity across the country when dealing with air quality management challenges.

Temperature

The Bushbuckridge LM is situated in the eastern region of the Mpumalanga Province and therefore experiences typical Lowveld climate conditions which is characterized by hot and humid summers while the winters are cold and dry. The seasonal averages for Bushbuckridge LM were calculated using hourly data from the SAWS weather stations. These averages contain the daily minimum and maximum temperatures.

Precipitation

Daily precipitation amounts for Hoedspruit and Skukuza weather stations as well as seasonal averages were calculated using hourly data from the SAWS Meteorological Stations. The highest recorded rainfall at Hoedspruit weather station occurred during April 2017 and at Skukuza weather station occurred during January 2017 at both weather stations, the season with the highest average daily rainfall and the highest proportion of rainy days is Summer.

Status Quo of the Ambient Air Quality

No ambient air quality monitoring data is available for the Bushbuckridge LM area. The transport network in Bushbuckridge consists of the R40 and the R533 in the west and several smaller roads connecting the rest of the Municipality as well as the Kruger National Park (Figure 11). The R40 connects Hazyview and the South-Eastern parts of Mpumalanga Province to Limpopo Province. Key places the R40 passes through (from South to North) are Marite A, Bushbuckridge, Shatale, Casteel and Rooiboklaagte. The R533 connects Bushbuckridge to Graskop and Pilgrims rest.

Biomass Burning

Bushbuckridge LM is classed as having high to extreme veldfire risk. The vegetation types throughout the Municipality, combined with the climatic conditions, result in the potential for a high number of veld fires to occur. Each open fire, be it a veld fire or burning of garden refuse, adds CO, NOx, SO2, non-methane volatile organic compounds (NMVOCs), PM, ammonia (NH3) and GHG to the atmosphere.
Air pollution in the Bushbuckridge LM is exacerbated in the winter months when the incidences of veld fires (together with the increased use of domestic fuel burning for heating) coincides with an inversion layer (warmer air trapped under a layer of colder air) that prevents the vertical dispersion of pollutants from escaping into the upper atmosphere.

Mining
No major mining activities take place in Bushbuckridge LM. According to SANRAL the only mining activities in the Bushbuckridge LM is stone aggregate sand used in the construction of houses by local people (SANRAL, 2018). There are no companies producing sand or aggregate in Bushbuckridge LM (DME, 2003).

Domestic Fuel Burning

Domestic fuel usage for cooking, heating and lighting comprises a wide range of sources including animal dung, candles, coal, electricity, gas, paraffin, solar power and wood in the Bushbuckridge LM. To quantify emissions from these various fuel sources, the total number of households utilizing each source was determined. Population data per urban area and non-urban areas as a group from the Stats SA Census 2011 was used (Stats SA, 2011). The census data indicates that the total number of households using domestic fuel burning in the Bushbuckridge LM was 15 528 in 2011.

The 2011 census data provides the number of households that utilized each fuel type for cooking, heating and lighting. The three dominant fuels which have quantifiable emissions were paraffin, wood and coal. All other fuels used, except electricity, are consumed in small quantities, thus making their impact relatively insignificant. Households can use one type of fuel for more than one purpose. To avoid overestimation of emissions, it was assumed that the maximum number of households using a specific energy source for either cooking or heating was the actual number of households that used the energy source. The emissions from lighting were regarded as negligible.

For cooking, electricity is the most used domestic energy source used for cooking in 49.6% of the settlements in Bushbuckridge LM. Wood accounts for the other 50.4% of the settlements. For heating, 61.2% of settlements have electricity as the most used energy source, while 37.4% mainly use wood and 0.7% mainly use gas. For lighting, electricity is the most used energy source in 61.2% of settlements in Bushbuckridge, while 37.4% mainly use candles and 0.7% mainly use gas. After electricity, wood is the preferred energy source used for cooking and heating in households in the Bushbuckridge LM and candles are the preferred energy source used for lighting in the Bushbuckridge LM.

Governance

The Department of Economic Development, Planning and Environment is responsible for air quality management functions within Bushbuckridge LM.
As per Schedule 4, Part B, Section 156 of the Constitution, air pollution is an exclusive function of Local Municipalities (Government Notice No. 919, 2013). Air quality functions are, therefore, primarily the responsibility of the Local Government, with support to be provided from Provincial and National Government. Support is provided to Bushbuckridge LM by the Ehlanzeni DM and Mpumalanga Province.

For the Bushbuckridge LM AQMP to be effective, co-operative governance and political buy-in across all spheres of government will be required, as well as the capacity to enforce compliance with new legislation. It is recognized that air quality management and control is primarily a function of District Municipalities. Emission licensing functions are currently undertaken by Ehlanzeni DM. To increase capacity in Local Government, authorities need to invest both time and capital. For Municipalities to fulfil their regulatory role in terms of air quality, dedicated Air Quality Officers and personnel need to be appointed. All newly appointed Air Quality Officers should be sent to undergo relevant training.

Municipalities are also required to undertake monitoring, data analysis and reporting on ambient air quality as per their mandate as air quality authorities. Training on calibration and maintenance of analyzers in the ambient monitoring stations will be required, as well as training on data acquisition and analysis. For this task, technical personnel will need to be appointed. Alternatively, this function needs to be outsourced.

According to legislation (Act No. 39, 2005), Municipalities are required to appoint an Air Quality Officer. Currently, no dedicated Air Quality Officers have been appointed within Bushbuckridge LM, with air quality functions forming part of other Environmental Health Officers' responsibilities.

The Bushbuckridge LM should collaborate with Industry and other Municipalities which are actively involved in air quality matters. Inter-governmental co-operation and co-ordination will support information sharing and dissemination.

Climate Change

World over, the threat of climate change and its impact on livelihoods has become increasingly real and imminent calling for swift attention by policy makers. The debate has now shifted from whether climate change is happening, to how better to manage its impacts and be prepared for it- mitigation and adaptation. Climate change is not weather change (short term e.g., daily) but refers to the long-term changes in the climate (long term, >50years). Increasing temperature and changing rainfall patterns because of the global warming phenomena caused by Greenhouse Gas emissions (GHG), continues to cast a shadow of uncertainty on global economies. Carbon Dioxide equivalent emissions are rising at a rate of approximately 2.5% per annum and left unchecked, this rate may go higher as the population continues to rise and economic activity increases (IPCC, 2014); (World Bank, 2014). It is projected that mean global temperature will increase from 3.7oC to 4.8oC by 2100. Increases in GHG emissions have been attributed to human activity (industrialization, population increase, use of fossil fuels etc.). National and local governments are thus faced with the challenge to ensure that their areas of jurisdiction are informed, equipped, and well prepared to adequately respond to the impacts of climate change.

The latest global climate assessment report (AR5) compiled by the Intergovernmental Panel for Climate Change (IPCC, 2014), indicates with high confidence that there is a growing threat to global food security as a result of changing climatic patterns. The report also highlights variations of impacts across regions thus calling for tailored approaches for mitigation strategies.

Floods and draughts in different geographical locations are increasingly becoming the trend due changes in the rainfall patterns and extreme weather events (DEA, 2012). Other manifestations of climate change are wildfires, increasing temperatures and increasing dry periods leading to the subsequent reduction in water availability.

Africa is one of the most vulnerable continents to climate variability because of multiple stresses and low adaptive capacity (Meadows, 2004). Davis (2010) indicates that by 2020 a large portion of Africa's population will be exposed to increased water stress and yields from rain-fed agriculture could be substantially reduced in certain areas. These impacts will directly affect people's livelihoods as well as their ability to adapt to climate change as the extent of the impact is linked to the local environmental conditions, the general health status of the community and the socio-economic status of the area. People living in informal settlements (which are densely populated, highly dispersed settlements with high concentrations of poverty and limited access to employment and socio-economic services) are the most vulnerable, particularly to extreme events (flooding, drought, severe storms) and health (direct and indirect) impacts (Davis, 2010).

While climate change is a global phenomenon, its impacts are more localized and specific to geographical areas. This puts the onus on governments and local municipalities to spearhead efforts to ensure that their localities are prepared for the impacts of climate change. The White Paper on Climate Change (DEA, 2012) highlights that bottom-up approaches by local authorities provide more detail and deliver solutions to a better degree of confidence. The White Paper further articulates those local authorities are central to building climate resilience in their localities through:

- Human settlements planning
- Urban development
- Providing municipal infrastructure and services.
- Water and energy demand management.
- Local disaster response

Responding to climate change involves, among other things, presenting a tailored adaptation strategy for the local municipality, who are the primary respondents to the needs of their communities (DEA TNC, 2017). Municipalities should then integrate the climate change strategy into their planning tools such as the Integrated Development Plan (IDP), Spatial Development Framework (SDF) and Water Services Development Plan (WSDP) among others.

Role of Government

All spheres of government have a varying degree of roles in the implementation of the NCCR White Paper. The NCCR White Paper indicates that local government plays a crucial role in building climate resilience through planning human settlements and urban development; the provision of municipal infrastructure and services; water and energy demand management; and local disaster response, amongst others. Given this responsibility and the fact that climate change impacts are felt most directly at the local level, there is a great need for proactive efforts to build climate resilience in all municipalities in the country.

The Bushbuckridge LM has developed a **climate change adaptation and mitigation strategy** that help the municipality to identify and respond to current and future Climate Change risks.

Historical climate trends in Bushbuckridge Municipality

Climate data in Bushbuckridge LM is very limited. Some climate data was obtained from ARC-ISCW who have a network of stations throughout South Africa. Many of the stations are old rain gauge stations and only have rainfall data for a limited number of years. To investigate trends, it is more appropriate to have long term data. A few stations with long term rainfall data were selected (Welgevonden-bos 1940-2004; Allandale 1963-2003; Jan Wassenaar Dam 1963-1999). Since none of these stations had data all the way to 2017, station data for the more recently established site at Thulamahashe (data from 2006 to present) was obtained. This station was also the only one that had temperature data.

Figure 11 shows the annual rainfall data from the four selected stations. Long term trends from Jan Wassenaar dam show a small overall positive trend, with annual rainfall slowly increasing over the years. The station at Welgevonden-bos shows a very slight positive trend, while the station at Allandale shows a very slight decline in rainfall. There is annual variability, and these trends are not significant, therefore show little change over this time period. No trend could be determined for Thulamahashe due to the limited time period of the data.

Rainfall peaks between Oct and February, with rainfall being the lowest during May to August. The 10-year average monthly rainfall data shows variation, but no specific trend is evident suggesting that this pattern has not changed significantly over the last 50 years.

Bushbuckridge LM GHG Emissions

There are no GHG emission estimates for Bushbuckridge LM, however an investigation of activities in the region suggests that agriculture, forestry, land use change, transport, energy use and generation are the likely sectors that would contribute to emissions in this region. The Forest Resource Assessment that was recently conducted in Bushbuckridge LM provides the

municipality with a unique data set which could be used to determine the land use change and forestry emissions. Due to the uniqueness and detail of this data set, the information could even be used to provide data for the provincial and national inventories. It is therefore highly recommended that this data be utilized to develop a FOLU inventory for the region.

Mpumalanga province has completed a vulnerability assessment (Mpumalanga Climate Change Vulnerability Assessment, 2015) and the Local Government Climate Change Support Programme Inception Report (2016) provides overviews of the vulnerabilities in each of the Mpumalanga districts. In the Ehlanzeni District where Bushbuckridge LM is located, the vulnerabilities identified were related to agriculture, biodiversity and environment, human health, human settlements, and water.

The Mpumalanga Province Department of Agriculture, Rural development, Land and Environmental Affairs (DARDLEA) has developed adaptation strategies for the province through the Local Government Climate Change Support Program (LGCCSP). Key provincial vulnerable sectors were identified as follows (EDM CCVAR, 2016):

- Agriculture
- Forestry
- Rural/Urban livelihood and settlements
- Terrestrial and aquatic ecosystems
- Tourism
- Water Supply
- Human Health
- Disaster management
- Extractives

CHAPTER 10: ORGANISATIONAL PMS, INTERNAL AUDIT, IDP AND RISK MANAGEMENT

10.1. Organisational PMS

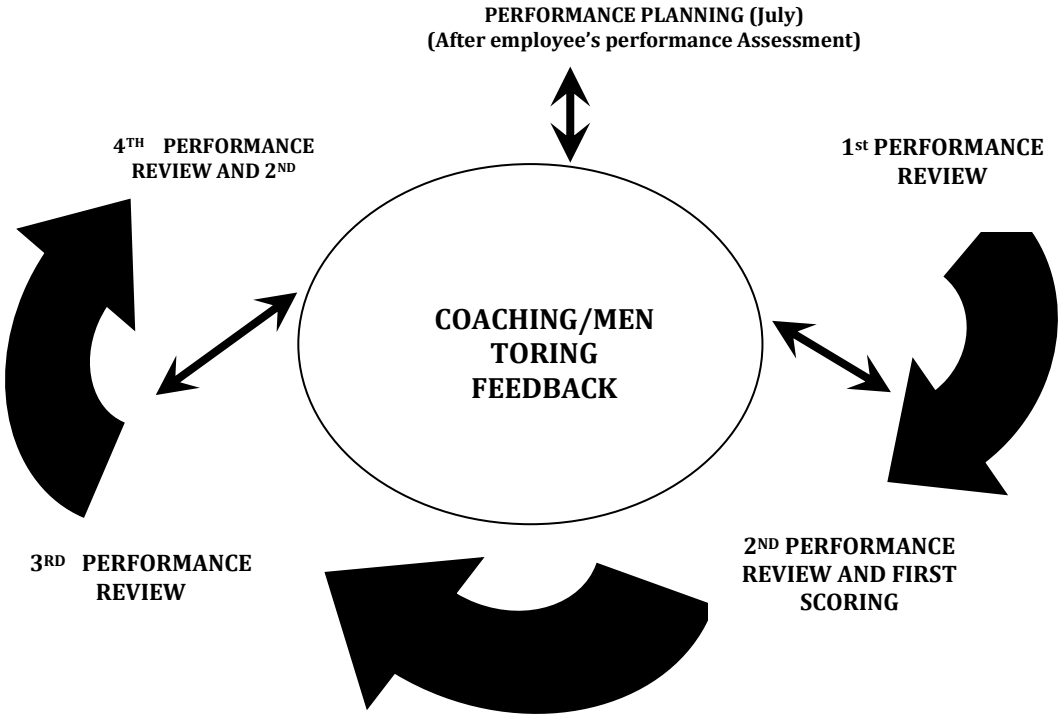
A Performance Management system framework/policy was adopted by June 2013 and review during the Council sitting that was held on the **22 August 2013 (Council resolution no. BLM/02/22/08/13/2013/14.** This is a milestone towards adequate service delivery with a purpose of providing a system that each employee's individual performance can be measured against the performance of the institution. It is therefore designed to ensure that the Municipality delivers on its mandate as per the municipal Integrated Development Plan (IDP). Currently it is under review and will be adopted by the municipal council before new financial year.

The system is also driven by the following principles:

- Productivity.
- Co-operation.
- Consistency.
- Objectivity.
- Self-enhancement.
- Recognition.
- Development.

Progress review, feedback sessions as well as annual evaluation session take place on the following dates every year. This is in line with the requirements of the MSA of 2000.

Performance Management Cycle



A formal review session is scheduled about half-way through the performance cycle. This session is handled the same way as an Assessment interview. The objective of this review is to update the Performance Plan and adjust any performance expectations that may not be attainable due to external factors beyond the control of the manager or the employee.

10.2. Service Delivery Budget Implementation Plan (SDBIP)

The SDBIP is developed within 14days of the adoption of the municipal Budget and IDP and signed by the executive Mayor within 28 days. It is mandated to reflect the implementation on the IDP on a yearly basis. The SDBIP is designed to reflect the quarterly projections as a way of monitoring the progress of the implementation of the IDP throughout the year.

10.3. Role players and stakeholders of PMS

Table 55: PMS

PROCESS	STRUCTURES FOR CONSULTATION/ ACTIVITIES	RESPONSIBLE PERSONS	TARGET DATE
Performance Planning	• IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum • Cascading performance	• Ward Councillors • Municipal Manager • PMS Manager • Union Reps • Directors and unit managers	During the development or review of the IDP
Performance assessments	• Management • Internal Audit • Audit committee. • Directors • Manager	• Municipal Manager • MMC`s • Audit committee	July –Sept (October) Oct- Dec (January) Jan- March (April) Apr- Jun (July)
Performance Measuring	• IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum	• Ward Councillors • Municipal Manager • PMS Manager	During the development or review of the IDP

10.4. PMS structures

Table 56: PMS Structures

PROCESS	STRUCTURES FOR CONSULTATION/ROLE	RESPONSIBLE PERSONS	TARGET DATE
Performance Monitoring	• IDP Structures • PMS Task Team • Mayoral Committee • Management • Local Labour Forum	• Ward Councillors • Municipal Manager • PMS Manager	Continuously
Monitoring and evaluation	• Annual report • Projects	• MPAC • PMU	After the adoption of annual report Continuously
Performance Reviewing	• Council • PMS Task Team • Performance Audit Committee • Internal Audit Unit	• Municipal Manager • COGTA • Auditor General	Quarterly • July – Sept. • Oct. – Dec. • Jan. – March • April - June
Performance Reporting	• Council • Performance Audit Committee • Internal Audit Unit	• Municipal Manager • PMS Manager • COGTA • Auditor General	Quarterly and annually • July – Sept. • Oct. – Dec. • Jan. – March

PROCESS	STRUCTURES FOR CONSULTATION/ROLE	RESPONSIBLE PERSONS	TARGET DATE
	• PMS Task Team		• April – June

10.5. Municipal Performance Report

Quarterly reports are used to monitor the performance though out the year and they are in line with legislation. In accordance with Section 46 of the Municipal Systems Act, the Municipality prepares for each financial year, an Annual Report aimed at reflecting on the performance of the municipality against its strategic plan which is the IDP as also supported by Municipal Finance Management Act, section 88.

The municipality has adopted its Performance report during Council sitting that was held on the **24 January 2014 (Council resolution no. BLM 63/29/01/2012/13)**

10.6. INTERNAL AUDIT

The internal audit process provides oversight to obtain reasonable assurance regarding management's assertions that objectives outlined in the IDP against Budget and SDBIP are achieved especially for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations. Internal audit unit proactively partners with management in undertaking financial, compliance, information technology, operational and performance audits, as well as consulting reviews, to maximize value added contributions from the process.

Internal Audit Mandate

The Internal Audit Unit`s mandate emanates from Section 165(1) of the Municipal Finance Management Act, No.56 of 2003 (MFMA) which states:

(1) Each municipality and each municipal entity must have an internal audit unit.
(2) Internal Audit unit of a municipality or municipal entity must:
- Prepare a risk-based audit plan and an internal audit program for each financial year;
- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
  - Internal audit.
  - Internal controls.
  - Accounting procedures and practices.
  - Risk and risk management.
  - Performance management.
  - Loss control; and
  - Compliance with this act, The annual Division of Revenue Act and any other applicable legislation

Strategic Approach

A risk based strategic approach is adopted which considers the results of a risk assessment and subsequent discussions with management. This approach involves a focus on understanding the work of each focus area and identifying risks associated with that focus area. It further includes a process of linking risk analysis to assigned planning and audit program development. This approach aligns the priorities of internal audit work with the objectives and goals of the Municipality.

Flexibility of Approach

Internal Audit develops an internal audit plan to determine the timing of internal audit projects to be undertaken during a financial year. The plan incorporates:

- A three–year strategic rolling Internal Audit plan; and
- An Annual Internal Audit Plan for each financial year.

The approach to the Internal Audit plan is flexible and where necessary the planned approach can be adjusted to take account of any special requests by management. Detailed scope and timing of the work and the focus of planned internal audit projects can be amended and/ or the projects removed from the plan to take account of special requests.
Risk areas identified and not audited in year one will be taken over to year two and the audit plan adjusted accordingly. Any amendments to the plan would be subject to approval of the Audit Committee and the Accounting Officer.

Internal Audit Operational Plan

Definition of the various Internal Audit Reviews
In planning and executing the internal audit plan, the various risks identified are reviewed through various approaches. Set out below are the various reviews that Internal Audit conducts for each financial year. The detailed Internal Audit plan is made up of all these types of reviews. All various internal audit projects in the detailed plan fall under these type of reviews. These reviews are undertaken to address various risks identified.

Table 57: Audit Plan

Type of Review	Main Objective
Financial Review	Validation of internal controls to facilitate the integrity and reliability of financial information and safeguarding of assets.
Compliance Review	To verify the level of compliance with policies, procedures, standards and relevant legislation.
Operational Review	To review the activities in relation to the adherence to or achievement of the relevant control and business objectives.

Type of Review	Main Objective
Pre-determined objective Review	The review of the adequacy and effectiveness of the application of generally accepted management principles in achieving the desired objectives of the municipality. To ensure the completeness, accuracy, validity and timely reporting of the entity performance achievements against the KPI and strategic plan.
Governance Review	To review and evaluate the adherence to corporate governance practices and principles.
Follow up Reviews	To determine the progress made by management with the implementation of the action plans agreed upon with the internal audit activity.
Annual Financial Statements Review	Review of the Municipality`s Annual Financial Statements

Interface with the Audit Committee

Internal Audit operates and reports functionally to an Audit Committee established in terms of Section of the Municipal Finance Management Act, No.56 of 2003 (MFMA). The Committee is established to advice municipal council, the political office-bearers, the accounting officer, and the management staff of the municipality on various matters including internal financial control and internal audit.

To ensure its effectiveness, the Committee yearly adopts a Charter which sets out its fundamental roles and responsibilities. The Charter gets approved by council and the Committee discharges its responsibilities as per the Charter and the requirement of Sec 166 of the Municipal Finance Management Act (MFMA). The Audit Committee (the Committee) consisted of five (5) members. The same members also constituted the Performance Audit Committee.

Members of the Audit committee are:

- Petego Mogope- Chairperson
- Adv. Geraldine Khoza
- Patience Ntuli
- Kenneth Mhlongo

Internal Audit also has a responsibility to report to the Committee at least once in every quarter of the financial year on matters relating to the execution of the audit plan, status of internal controls, risk and risk management, performance management, governance processes and compliance with various legislation.

10.7. Auditor General's Report and the Action Plan

In the opinion of the Auditor General, the Municipality received an **unqualified report** for the 2022/23 financial year. The report has found gaps on the following: Restatement of corresponding figures, material losses, material impairment, etc.

Table 58: AG Opinions

Value-added tax (VAT) receivable	A system will be developed to ensure that the person who prepares the return is the one who submits it to encourage monitoring and compliance to submission dates
Payables from exchange transactions	Improvement of records keeping and reconciliation of payments document and bank statements Manager expenditure and CFO
Revenue- fines and penalties	The Revenue manager and traffic unit will do traffic fines reconciliation. The correct GRAP principle will be used. Revenue Manager and Chief Traffic Officer
Contracted services	Improvement of records keeping and reconciliation of payments document and bank statements Manager expenditure and CFO

Action Plan Schedule

BUSHBUCKRIDGE LOCAL MUNICIPALITY AUDIT ACTION PLAN 2021/22			
Department	**Number of findings**	**Cleared**	**In progress**
SCM	42	0	42
EDPE	2	0	2
EXPENDITURE	14	0	14
ASSETS	15	0	15
AOPO	5	0	5
TECHNICAL	9	0	9
COMMUNITY SERVICE	2	0	2
CORPORATE	11	0	11
REVENUE	15	0	15
BUDGET	0	0	0
INTERNAL AUDIT	4	0	4
AFS	11	11	0
CFO	0	0	0
MM	5	0	5
Total findings	**138**	11	127

CHAPTER 11: FINANCIAL VIABILITY

11.1. Financial Viability

In terms of the Section 26 (h) of Municipal Systems Act, 32 of 2000, municipalities must ensure that a financial plan which must include a budget projection for at least the next three financial years. This plan must be in line with the Municipal Finance Management Act, 56 of 2003 and treasury regulations in terms of policies and guidelines and procedures to be followed. Bushbuckridge Local Municipality has developed its Financial Plan in 2015 which amongst other things include the following:

- Policy guidelines,
  The following policies have been approved by council:
  - Budget policy
  - Virement policy
  - Asset management policy
  - Cash and investment policy
  - Supply chain management
  - Credit Control and Debt collection policy
  - Property rates policy and by laws
  - Cash and investment policy
- Revenue enhancement strategies,
- Financial risk and metrics,
- Cost recovery strategies and access to capital

The plan further identifies challenges facing municipalities with respect to financial planning and complying with all the acceptable and applicable standards e.g., GRAP 17. The municipality further identifies strategic long-range solutions which will ensure that municipal performance improves accountability and the adequate usage of taxpayer's money. This is for the third time and surely indicates the increased proper financial governance and application of internal risks control measures. The plan also alludes in brief the SCM and how it can be customized such that it benefits local people that are emerging SMMEs and Cooperatives. There is a strong link with LED initiatives as the finance department keeps records of jobs created and the companies appointed for execution.

Financial viability and management

The Municipality has for some-time now, adhered to the regulatory requirements in terms of the MFMA to ensure that it maintains effective, efficient, and transparent systems of financial and risk management and internal control. However, Financial Viability remains a challenge as the municipality has not, to manage thus far to implement the revenue enhancement strategies.

The Municipality further prepares its financial statements on the entity-specific basis of accounting, as set out in accounting policy note 1. Bushbuckridge Local Municipality submits its Financial Statements to the Auditor General in line with **Section 126 of the MFMA** for auditing and compliance purposes. There is a need to develop effective billing and debt collection mechanisms and income generating strategies.

Asset Register

The Municipality has developed comprehensive assets register for both fixed and movable assets to be considered by Council during Council. This is an attempt to adhere to regulatory framework after the Auditor General's report for the 2022/23 financial year having raised the matter as a going concern for the municipality. Bushbuckridge Local Municipality owns Assets worth over R3, 9 billion and with 8% amounting to nearly R 320 million, compliance with the 8% norm is an impossible to achieve now.

The municipality's assets are summarized as below with an abridged infrastructure Fixed Assets register in the format prescribed in the circular hereto attached as an annexure.

Table 59: Assets

Class of Assets	Cost	Accumulated Depreciation	Carrying Amount
TOTAL	R3,970,189,004.55	R489,238,245.72	R3,480,950,758.83
Land	R171,960,982.50	-	R171,960,982.50
Building Assets	R77,952,546.75	R30,535,874.93	R47,416,671.82
Community Assets	R190,603,895.19	R64,928,624.47	R125,675,270.72
Infrastructure Assets	R3,529,671,580.11	R393,773,746.32	R3,135,897,833.79

Tariff Policy
The Municipality has developed a Tariff Policy in line with the provisions of Section 74 of MSA no. 32 of 2000. The Policy is aimed at promoting uniformity and fairness to the communities and shall as far as possibly attempt to recover expenses associated with the rendering of basic services to the communities.

11.2. Supply Chain Management

That the municipality's supply chain management policy is implemented in a way that is fair, equitable, transparent, competitive, and cost-effective: and that all financial accounts of the municipality are closed at the end of each month and reconciled with its records.
The municipality's Supply Chain Management (SCM) Policy seeks to promote an innovative form of targeted procurement, which will encourage socio-economic transformation within municipality.

Functions of the SCM Unit

- To manage and administer the acquisition/procurement of goods and services for the Municipality.
- To manage the tender processes of the Municipality.
- Manages the Municipality's suppliers'/ service provider database.
- Manages possible procurement risks and manages the disposal of municipal goods no longer needed.
- Manages the contracts of the Municipality.
- Ensure compliance to all legislation relating to SCM.
- Develops procurement plans aligned to the budget (Demand Management).

Challenges

- There is a high rate of procurement deviations.
- Then Decentralized procurement system below R30 000 results in weak procurement controls.
- More detailed monitoring of service provider performance is required due to the high level of terminations of suppliers.
- There is overpricing of certain commodities and this needs to be controlled.
- Procurement planning can be improved substantially.
- Supplier development is not structured which leads to SMME's not being sustainable.
- Utilization of service providers that do not appear on the database.
- A manual and paper-based system of procurement increases the risk of fraud and corruption for procurement below R30 000.
- The risk of irregular expenditure is increased when procurement is decentralized.

Supply Chain Committees
The supply chain committees were established according to the Supply Chain regulation of 2005 which states that all municipalities must establish supply chain committees to deal with procurement process of the supply chain units. The municipality has established 3 committees: **Specifications committee, Evaluation committee and the Adjudication committee**. The members that sit in the committees are selected by the Municipal Manager and are requested to sign a memorandum of agreement which binds them for a specified period which normally a period of six months.

11.3. Revenue Management

This unit ensures the collection of revenue and the billing of consumers. BLM is expected to generate and collect revenue optimally from all possible revenue sources to sustain the activities of the municipality and ensuring service delivery to the community.

Revenue management – the key functions of revenue management**:**

Billing - to ensure that all consumers are billed accordingly, and the billing statements are correct.
Data management – to ensure the integrity of the billing information on the system is accurate and complete.

Debtors' management-
Credit control- to ensure that all debt owed to BLM is collected, and consumers not affording to service their debts are then registered for the indigent subsidy.
Cash management and reconciliation – to ensure that all monies received for services rendered are correctly matched and deposited into BLM's primary bank account and ensure compliance of MFMA Circular 50 of 2009.

Challenges

Link between property owner and property occupier.

The approved BLM Credit Control and Debt Collection Policy specifies that the property owner is responsible for all municipal services, hence it is only the property owner who can open a municipal account.

Indigent Registration

The municipality was declared a nodal meaning it is a rural municipality which has high rates of unemployment. Poverty rates are resulting in a high number of indigents. The municipality subsidizes indigents on water, electricity and assist in funerals. The municipality has an indigent register that has been approved by the council. BLM is struggling to measure consumption of free basic services and water distribution losses accurately. The balance between cost recovery to ensure financial viability of the municipality and affordability on the part of the consumer remains a challenge.

What actions have been taken to better this situation?

a. Link between property owner and property occupier.

- The Credit Control and Debt Collection Policy has been reviewed.

b. Indigent Registration

- The ongoing indigent registration campaign aims to assist BLM in ensuring that qualifying indigents within the municipality who cannot afford to pay for services are registered as indigents for them to gain access to the indigent subsidies.
- The Indigent Policy has been reviewed, increasing indigent's household threshold income to three times the government social grant excluding child support grant.

The following initiatives have been undertaken to improve collection rates:
- Billing all billable consumers and issuing monthly statements
- Implementation of the credit control policy
- Engaging an external debt collector to assist with collections for domestic and business consumers.
- By laws have been developed and adopted by Council. The enforcement of these bylaws remains a challenge.

11.4. Budget and Treasury Office (BTO)

Legislation
Chapter 4 of the Municipal Finance Management Act No. 56 of 2003, Section 16 (1) states:

1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.
2) The Mayor of the Municipality must table the annual budget at least 90 days before the start of the budget year.

Budget Unit Responsibilities

The Budget Unit is responsible for preparing the Annual Budget, Adjustment Budget, the unit is also responsible for S72 reporting which entails reporting on the Mid-Year budget and performance assessment during the first half of the financial year. S71 reports entails monthly and quarterly reporting on implementation of the approved annual budget. Budgeting and monthly financial reporting on externally funded and internally funded projects.

Core Functions of the Budget Unit

- To prepare the Annual Budget
- To prepare the Adjustment Budget
- To prepare the Mid-Year budget and performance assessment
- To develop and update Budget Policy in line with the applicable Treasury regulations.
- To assist departments in formulating departmental budgets
- Monthly monitoring of the budget by producing monthly budget versus expenditure report
- To prepare Annual Budget Returns for submission to Treasury
- To submit monthly VAT returns for the institution to SARS
- MSCOA

Key Stakeholders

The Budget unit provides reports to departments relating to expenditure, they are required to scrutinize and correct any misallocations on the reports. The unit is also responsible for sending expenditure reports to National and Provincial Treasury as well as VAT returns to SARS.

11.5. Annual Financial Statements

The accounting and reporting function are responsible for financial reporting monthly, quarterly and annually as well as the coordinating of all reconciliation functions and journal adjustments. The maintenance of the audit file and the compilation of the Annual Financial Statements is part of this function.

Functions of the Accounting and Reporting Unit:

- To maintain accounting records in support of financial reports
- To develop and update accounting policies in line with the applicable reporting framework.
- To prepare annual financial statements and consolidated annual financial statements in accordance with the applicable financial reporting framework for each year end
- To facilitate the preparation of the audit file supporting the annual financial statements

11.6. Asset Management

Asset Management refers to all activities and processes carried out during the cycle of acquisition or construction, maintenance, renewal or refurbishment and disposal of all resources consumed during the provision of services by the municipality to the communities or customers. These resources are consumed on the basis that there is future economic benefit derived from their consumption or their utilization results in economic benefit for the municipality.

These resources range from the water and sanitation infrastructure network used to deliver water and sanitation services to households, vehicles used by personnel to maintain the network, tools utilized in the maintenance of the network, equipment used by field and office staff during the delivery of services, furniture used by staff in support of the services to the communities, materials consumed during the construction of service facilities and work in progress in service infrastructure projects.

Capital Assets are classified into the following categories for financial reporting purposes:

1. **Property, Plant and Equipment** (GRAP 17)
   - Land and Buildings (land and buildings not held as investment)
   - Infrastructure Assets (immovable assets that are used to provide basic services)
   - Community Assets (resources contributing to the general well-being of the community)
   - Housing Assets (rental stock or housing stock not held for capital gain)
   - Heritage Assets (culturally significant resources)
   - Other Assets (ordinary operational resources)

2. **Intangible Assets** (GRAP 102) - Intangible Assets (assets without physical substance held for ordinary operational resources)
3. **Investment Property** (GRAP 16)- Investment Assets (resources held for capital or operational gain)
4. **Assets classified as Held-for-Sale** (GRAP 100) - Assets Held-for-Sale (assets identified to be sold in the next 12 months and reclassified as Inventory.

DIVISION OF REVENUE ALLOCATION

The approved budget decreases by **-2.1%** from **R 2,563,195,000 to R 2,509,343,288** with Operational Expenditure budgeted at **R 1,742,624,228.43** and Capital Expenditure at **R 766,719,000.** Table 1 below shows a summary of budget movements for the last two financial years.

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TABLE 60: SUMMARY OF APPROVED BUDGETS FOR 2022/23 FY AND 2023/24 FY

	2022/23 FINAL BUDGET	2023/24 ADJUSTED BUDGET	2024/25 DRAFT BUDGET	% INCREASE / DECREASE
OPEX	R 1 435 592	1 851 215,00	1 742 624,00	-5,87%
CAPEX	R 789 191	R 711 980	R 766 719	7,69%
TOTAL BUDGET	**R 2 224 783**	**R 2 563 195**	**R 2 509 343**	**-2,10%**
Own Revenue	R 741 769	R 928 609	R 837 075	-9,86%
Grants	R 1 483 014	R 1 634 586	R 1 672 268	2,31%
TOTAL BUDGET	**R 2 224 783**	**R 2 563 195**	**R 2 509 343**	**-2,10%**

ADJUSTMENTS TO GRANTS RECEIVED IN TERMS OF DORA:

GRANT DESCRIPTION	2023/24 FY	2024/25 FY	% Increase/ Decrease
Municipal Infrastructure Grant	421 007 000,00	437 117 000,00	4%
Water Service Infrastructure Grant	53 486 632,00	40 000 000,00	-34%
Expanded Public Works Programme Incentive Grant	3 062 000,00	3 149 000,00	3%
Financial Management Grant	2 650 000,00	2 600 000,00	-2%
Equitable Share Grant	1 054 098 000,00	1 119 258 000,00	6%
Integrated National Electrification programme	16 682 579,00	4 093 000,00	-308%
Energy Efficiency Demand Side Management		5 000 000,00	100%
Regional Bulk Infrastructure Grant	30 000 000,00	30 000 000,00	0%
Neighbourhood Development Partnership Grant	10 499 960,00	20 000 000,00	48%
Municipal Disaster Recovery Grants	43 100 000,00	11 051 000,00	-290%
	1 634 586 171,00	**1 672 268 000,00**	2%

CHAPTER 12: PROJECTS

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW009	15	Reticulation and yard meter connection	Bophelong	Provision of Water		Number of households reticulated			20 000 000	MIG	BLM
9	Basic Services: Water	BLMW013	15	Refurbishment of water reticulation and yard meter connection	Brooklyn	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW288	15	Upgrading of Brooklyn package plant	Brooklyn	Provision of Water	100 % completion of project	Number of households reticulated	7 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW027	19 & 20	Reticulation and yard meter 9connection	Nkomo Ka Zitha	Provision of Water	100 % completion of project	Number of households reticulated	25 000 000			MIG	BLM
9	Basic Services: Water	BLMW420	20	Reticulation and yard meter connection	Jameyane Zombo	Provision of Water	100 % completion of project	Number of households reticulated	25 000 000			MIG	BLM
9	Basic Services: Water	BLM421	20	Reticulation and yard meter connection	Kurhula Tiakeni	Provision of Water	100 % completion of project	Number of households reticulated	25 000 000			MIG	BLM
9	Basic Services: Water	BLM302	20	Reticulation and yard meter connection	Sigagule	Provision of Water	100 % completion of project	Number of households reticulated	25 000 000			MIG	BLM
9	Basic Services Water	BLM303	20	Upgrading of package plant	Sigagule	Provision of Water	100 % completion of project	Number of households reticulated	5 000 000			MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services Water	BLMW285	15	Reticulation and yard meter connection	Sekwatlaneng , Nkotombona, Morele	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW034	18	Reticulation and yard meter connection	Mapaleng Green Valley	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW287	15 & 18	Upgrading of bulk water supply	Mamelodi Kgapamadi	Provision of Water	Availability of water source	Number of households reticulated	14 500 000			MIG	BLM
9	Basic Services: Water	BLMW034	18	Reticulation and yard meter connection	Zimbabwe	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW038	18	Reticulation and yard meter connection	Mohlatsi	Provision of Water		Number of households reticulated			10 000 00	MIG	BLM
9	Basic Services: Water	BLMW039	17	Reticulation and yard meter connection	Mooiset	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW040	15	Reticulation and yard meter connection	Morekeng	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW042	20	Reticulation and yard meter connection	Masingitani	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW041	15	Reticulation and yard meter connection	Morele	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW044	18	Reticulation and yard meter connection	Orpengate RDP	Provision of Water		Number of households metered			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW290	20	Reticulation and yard meter connection	Ti akeni	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW060	15	Construction of Concrete Reservoir	Tsakane (Modlambongolo)	Provision of Water		Completion of reservoir		20 000 000		MIG	BLM
9	Basic Services: Water	BLMW061	15	Reticulation and yard meter connection	Tsakane (Modiambongolo)	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW068	27	Construction of pipeline	Croquetlaw n B	Provision of Water		Completion of bulk pipeline			11 000 000	MIG	BLM
9	Basic Services: Water	BLMW067	28	Reticulation and yard meter connection	Agincourt	Provision of Water		Number of households reticulated		70 000 000	50 000 000	MIG	BLM
9	Basic Services: Water	BLMW081	35	Reticulation and yard meter connection	Ximhungwe	Provision of Water		Number of households reticulated		15 000 000		MIG	BLM
9	Basic Services: Water	BLMW292	27	Reticulation and yard meter connection	Manyakatane	Provision of Water		Number of households reticulated		20 000 000		MIG	BLM
9	Basic Services: Water	BLMW293	27	Reticulation and yard meter connection	Khomanani	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW327	16	Reticulation and yard meter connection	Ga-moreku	Provision of Water		Number of households reticulated			20 000 000	MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW103	14	Reticulation and yard meter connection	Dikwenkweng	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW331	32	Reticulation and yard meter connection	Motlamogale	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW136	33	Reticulation and yard meter connection	Clare B	Provision of Water		Number of households reticulated		5 000 000		MIG	BLM
9	Basic Services: Water	BLMW120	10	Reticulation and yard meter connection	Arthurstone George Bizos	Provision of Water	100 % completion of project	Number of households reticulated	5 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW350	30	Reticulation and yard meter connection	Islington	Provision of Water		Number of households reticulated		2 000 000	15 000 000	MIG	BLM
9	Basic Services: Water	BLMW137	38	Reticulation and yard meter connection	Ka Share	Provision of Water		Number of households reticulated		15 000 000		MIG	BLM
9	Basic Services: Water	BLMW292	38	Reticulation and yard meter connection	Lephong	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW140	33	Reticulation and yard meter connection	Hluvukani PHP	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW265	33	Reticulation and yard meter connection	Hluvukani	Provision of Water		Number of households reticulated			30 000 000	MIG	BLM
9	Basic Services: Water	BLMW379	38	Reticulation and yard meter connection	Athol	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW299	34	Reticulation and yard meter connection	Hlalakahle	Provision of Water		Number of households reticulated			11 000 000	MIG	BLM
9	Basic Services: Water	BLMW351	34	Reticulation and yard meter connection	Thulani (Gottenburgh)	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW352	34	Reticulation and yard meter connection	Tlhavekisa	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW300	34	Water reticulation and bulk supply	Welverdiend	Provision of Water		Number of households reticulated		50 000 000	12 000 000	MIG	BLM
9	Basic Services: Water	BLMW333	33	Reticulation and yard meter connection	Dixie	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW353	33	Reticulation and yard meter connection	Thorndale	Provision of Water		Number of households reticulated			20 000 000	MIG	BLM
9	Basic Services: Water	BLMW354	33	Reticulation and yard meter connection	Seville A, B	Provision of Water		Number of households reticulated			13 000 000	MIG	BLM
9	Basic Services: Water	BLMW149	33	Reticulation and yard meter connection	Utah	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW163	35	Reticulation and yard meter connection	Somerset	Provision of Water		Number of households reticulated		10 350 000		MIG	BLM
9	Basic Services: Water	BLMW166	26 & 35	Reticulation and yard meter connection	Kildare B phase 2	Provision of Water	100 % completion of project	Number of households reticulated	25 773 000			MIG	BLM
9	Basic Services: Water	BLMW167	26	Reticulation and yard meter connection	Kildare A	Provision of Water		Number of households reticulated		5 000 000		MIG	BLM
9	Basic Services: Water	BLMW179	25	Reticulation and yard meter connection	Huntington	Provision of Water		Number of households reticulated		15 860 000		MIG	BLM
9	Basic Services: Water	BLMW301	25 & 26	Reticulation and yard meter connection	Mabarhule, Lilydale A & B	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW302	25	Reticulation and yard meter connection	Justicia	Provision of Water		Number of households reticulated		15 000 000		MIG	BLM
9	Basic Services: Water	BLMW382	1	Reticulation and yard meter connection	Mangwaza	Provision of Water		Number of households reticulated		20 000 000		MIG	BLM
9	Basic Services: Water	BLMW500	4	Reticulation and yard meter connection	Shatleng Butsopi Bhayizani	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW293	37	Reticulation and yard meter connection	Kutung	Provision of Water		Number of households reticulated		1 000 000		MIG	BLM
9	Basic Services: Water	BLMW203	23	Water reticulation and	Thulani	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
				yard meter connection									
9	Basic Services: Water	BLMW213	23	Upgrading of package plant	Cork	Provision of Water	Upgraded capacity of package plant	Number of households reticulated	5 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW204	24	Water reticulation and yard meter connection	Hlangalezwe	Provision of Water	100 % completion of project	Number of households reticulated	2 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW003	6	Water reticulation and yard meter connection	Nkanini	Provision of Water		Number of households reticulated			2 000 000	MIG	BLM
9	Basic Services: Water	BLMW002	6	Water reticulation and yard meter connection	Tsakani	Provision of Water		Number of households reticulated			2 000 000	MIG	BLM
9	Basic Services: Water	BLMW001	5	Water reticulation and yard meter connection	Alexandria	Provision of Water		Number of households reticulated			2 000 000	MIG	BLM
9	Basic Services: Water	BLM221	2	Reticulation and yard meter connection	Hlalakahle	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW337	11	Reticulation and yard meter connection	Relani	Provision of Water		Number of households reticulated			10 000 000	MIG	BLM
9	Basic Services: Water	BLMW250	31	Reticulation and yard meter connection	Misavaneni Dark City	Provision of Water		Number of households reticulated		20 000 000	10 000 000	MIG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW403	31	Reticulation and yard meter connection	New Forest	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW416	36 & 38	Reticulation and yard meter connection	Allandale A & B	Provision of Water		Number of households reticulated		10 000 000		MIG	BLM
9	Basic Services: Water	BLMW258	22 & 36	Reticulation and yard meter connection	Edinburgh	Provision of Water	100 % completion of project	Number of households reticulated	24 533 000			MIG	BLM
9	Basic Services: Water	BLMW280	31	Construction of water service laboratory	Thulamahashe	Provision of Water		Purification of water		2 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMW342	08	Reticulation and yard meter connection	Dwarsloop new sites	Provision of Water	100 % completion of project	Uninterrupted water supply	10 00 000	10 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMW344	07	Upgrading of WTW	Shatale	Provision of Water	100 % completion of project	Uninterrupted water supply	40 000 000			WSIG	BLM
9	Basic Services: Water	BLMW345	22	Upgrade of package plant	Dingledale	Provision of Water		Uninterrupted water supply		10 000 000		WSIG	BLM
9	Basic Services: Water	BLMW346	01 35	Installation of steel bulk line	Hoxane Cunningmoore	Provision of Water	100 % completion of project	Uninterrupted water supply	5 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW347	31	Replacement of asbestos cement pipe with ductile pipe	Thulamahashe	Provision of Water	100 % completion of project	Uninterrupted water supply	20 000 000			NDPG	BLM

WATER PROJECTS													
Outcome Number	**Priority Issues**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMW348	BLM	Installation of water meters	BLM	Provision of Water		Number of water meters installed		10 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMW349	BLM	Water conservation and demand management	BLM	Provision of Water	100 % completion of project	Uninterrupted water supply	4 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW350	BLM	Installation of Lockable chamber	BLM	Provision of Water		Uninterrupted water supply		2 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMW351	28	Replacement of A/C pipes	Xanthia	Provision of Water	100 % completion of project	Uninterrupted water supply	4 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW352	09	Upgrading of Inyaka Bulk pipe from Inyaka to Bushbuckridge	Bushbuckridge	Provision of Water	100 % completion of project	Uninterrupted water supply	5 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW353	22	Upgrading of plant	Sand River	Provision of Water	100 % completion of project	Uninterrupted water supply	3 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMW354	16	Construction of bulk line	Craigburn	Provision of Water	100 % completion of project	Uninterrupted water supply	3 000 000			OWN FUNDING	BLM

SANITATION PROJECTS.													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Sanitation	BLMS000	17	Refurbishment of WWTW	Acornhoek (Mahleve Dam)	provision of Sanitation infrastructure	Operational plant	Refurbished plant	4 179 000	2 000 000		OWN FUNDING	BLM
9	Basic Services: Sanitation	BLMS001	19	Refurbishment of WWTW	Acornhoek Tintswalo	provision of Sanitation infrastructure	Operational plant	Refurbished plant		20 000 000		OWN REVENUE	BLM
9	Basic Services: Sanitation	BLMS005	9	Upgrading of Sewerage Treatment works	Maviljan	provision of Sanitation infrastructure	Operational plant	Completion of sewerage plant	5 000 000			OWN FUNDING	BLM
9	Basic Services: Sanitation	BLMS006	7	Construction of Sewerage WWTW	Shatale	provision of Sanitation infrastructure	Operational plant	Access to proper sanitation		41 000 000		WSIG	BLM
9	Basic Services: Sanitation	BLMS016	31	Refurbishment of sewerage reticulation system	Thulamahashe CBD	provision of Sanitation infrastructure	Operational plant	Number of households with reticulated			1 000 000	MIG	BLM
9	Basic Services: Sanitation	BLMS013	31	Bulk Sewer reticulation	Thulamahashe (New sites)	provision of Sanitation infrastructure	Operational plant	Number of households with reticulated			10 000 000	MIG	BLM

SANITATION PROJECTS.													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Sanitation	BLMS016	37	Sewer bulk pipeline	Hospital View (Boikhutso)	provision of Sanitation infrastructure	Operational plant	installation of sewerage plant		10 000 000		MIG	BLM
9	Basic Services: Sanitation	BLMS017	BLM	Basic Sanitation	Bush North (1 500 Toilets- 13 wards to be covered)	provision of Sanitation infrastructure	Number of Toilets completed	Number of households	5 000 000			OWN FUNDING	BLM
9	Basic Services: Sanitation	BLMS017 A	BLM	Basic Sanitation	Bush South (1 500 Toilets- 12 wards to be covered)	provision of Sanitation infrastructure		Number of households		5 000 000		OWN FUNDING	BLM
9	Basic Services: Sanitation	BLMS018	01	Upgrading of WWTW	Mkhuhlu	provision of Sanitation infrastructure	Operational plant	Completion of sewerage plant	30 000 000	50 000 000	50 000 000	RBIG	BLM
9	Basic Services: Water	BLMS019	31	Upgrading of Thulamahashe sewer network.	Thulamahashe	provision of Sanitation infrastructure		Completion of sewerage plant		13 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMS020	31	Upgrading of Thulamahashe Water Treatment Works	Thulamahashe	provision of Sanitation infrastructure	100 % completion of project	Completion of sewerage plant	4 000 000			OWN FUNDING	BLM

SANITATION PROJECTS.													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Water	BLMS022	08 09 01	Refurbishment of sewer network	Dwarsloop Maviljan Mkhuhlu	provision of Sanitation infrastructure	Operational plant	Completion of sewerage plant	3 000 000			OWN FUNDING	BLM
9	Basic Services: Water	BLMS023	01	Upgrading of Mkhuhlu sewer network	Mkhuhlu	provision of Sanitation infrastructure		Completion of sewerage plant			10 000 000	OWN FUNDING	BLM
9	Basic Services: Water	BLMS024	31	Refurbishment of sewer Network	Thulamahashe	provision of Sanitation infrastructure		Operational plant		20 000 000		OWN FUNDING	BLM
9	Basic Services: Water	BLMS025	08	Lining of Dwarsloop ponds	Dwarsloop	provision of Sanitation infrastructure		Operational plant		8 000 000		OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and	BLMR002	18 & 19	Rehabilitation of road from Bridge way via Tintswalo village	Acornhoek	Provision of Roads, bridges, and Storm	100% completion of 1 KM paved road	Number of Kilometers tarred	5 000 000			OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	Storm water drainage			to Orpen gate phase 3		water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR410	17, 19, 20, 30, 33, 34, & 38	Rehabilitation of road D3930 from Acornhoek to D3932 at Hluvukani (11.80KM)	Acornhoek Cottondale Hluvukani	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of road	Number of Kilometers resealed	9 369 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR115	17	Paving of internal streets Phase 3.	Matsikitsane	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of 2 KM paved road	Number of Kilometers paved or tarred	11 491 000	10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR115 A	17	Paving of internal streets Phase 4.	Matsikitsane	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers paved or tarred		10 000 000	10 000 000	MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR005	20 & 30	Tarring of road From Nkomo to Andover	Nkomo Andover	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred			10 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR007	21	Tarring of Road D3931: Buffelshoek phase 1	Buffelshoek	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		21 000 000	20 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR008	20	Road D4413: Tarring of road Cottondale to Sigagule	Cottondale	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		13 700 000	10 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR009	15 & 18	Rehabilitation of Road D3928 between Green Valley and	Greenvalley Moloro	Provision of Roads, bridges, and		Project completed within agreed		20 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage			Moloro & Repair of Flood damaged Bridge		Storm water Infrastructure		period and budget.					
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0102	18	Rehabilitation of road at Acornhoek mall	Greenvalley	Provision of Roads, bridges, and Storm water Infrastructure	KM Rehabilitated	Project completed within agreed period and budget.	2 000 000			MDRF	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR010	17	Construction of road	Powerline	Provision of Roads, bridges, and Storm water Infrastructure		Completion of road approaches		2 500 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR011	17	Bridge, Rooiboklaagte" A" To Rooiboklaagte" B"	Rooiboklaagte	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge		10 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR020	17	Tarring of road from Maromeng to Champaign	Rooiboklaagte	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		9 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR031	19	Tarring of road from Timbavati to Ka-Zitha	Timbavati	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		4 100 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR132	19	Paving of internal streets	Acornhoek	Provision of Roads, bridges, and Storm water Infrastructure	90% completion of 2KM paved road	Number of Kilometers upgraded	11 500 000			MIG	BLM
09	Basic Services: Roads, Bridges	BLMR132 A	17	Paving of internal streets	Happy Dam	Provision of Roads, bridges, and	90% completion of 2KM paved road	Number of Kilometers upgraded	9 500 000			MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR133	21	Tarring of internal streets	Buffelshoek	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers upgraded		8 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR154	15	Design: Upgrade Boelang Ring Road, Including D3933 & D3934	Boelang	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		3 350 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR013	28 &36	Road D4392. Tarring of road from Rolle A to Dumphries A	Dumphries	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		6 700 000	6 700 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR117	27	Paving of internal streets	Agincourt Region	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers upgraded		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR014	16 & 18	Tarring of road from Arthurseat via Mkhululine to Greenvalley	Arthurseat Mkhululine to Greenvalley	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	10 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR014	16, 17, & 22	Tarring of road from Arthurseat via Champaign, Dingleydale Thulamahashe.	Arthurseat, Champaign, Dingleydale &Thulamahashe.	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		5 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR016	14 & 32	Tarring of road Casteel, Zoeknog & Sofaya	Casteel	Provision of Roads, bridges, and	100% Completion of road project	Number of Kilometers tarred	23 490 000			DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR017	14	Construction of Foot Bridge	Casteel	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge		500 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR155	14	Paving of entrance to Casteel regional offices	Casteel	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers upgraded		1 500 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR118	14	Tarring of road from Casteel	Casteel Region	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers upgraded		10 000 000		MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR118A	14	Tarring of road Tembisa	Tembisa	Provision of Roads, bridges, and Storm water Infrastructure	50% completion of 2 KM paved road	Number of Kilometers upgraded	4 000 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR019	14 & 22	Tarring of road, Casteel to Dingleydale	Casteel Dingleydale	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		12 000 000	15 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR118	14 32	Paving of internal streets	Casteel Wales & Zoeknog	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of 2KM paved road	Number of Kilometers upgraded	10 500 000			MIG	BLM
09	Basic Services: Roads, Bridges	BLMR020	14 & 32	Road 3950: Tarring of road from Wales via	Ga-Mthakathi Wales	Provision of Roads, bridges, and		Number of Kilometers tarred		5 000 000	8 000 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage			Boiketlo to Dospan		Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR021	7, 8 & 13	Tarring of road D3960 (9.2KM) and D4442 (3.6KM)	Ga-Mothibidi Rainbow Dwarsloop Garage	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred	42 466 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR022	10, & 29	Tarring of Road from Xanthia to Merry Pebble Sream	Xanthia T-junction Merry Pebble Stream	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		30 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR125	10,28 & 37	Tarring of road Xanthia T Junction to Agincourt	Xanthia Agincourt	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		50 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR126 (A)	8	Rehabilitation of internal streets phase	Dwarsloop	Provision of Roads, bridges, and Storm water Infrastructure		Number of kilometers maintained		8 750 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR126	10	Paving of internal streets	Arthurstone (Buyisonto)	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of 2KM paved road	Number of kilometers maintained	8 500 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR127	08	Paving of internal streets	Ga-Motidibi	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of 2KM paved road	Number of kilometers maintained	8 500 000			MIG	BLM
09	Basic Services: Roads, Bridges	BLMR127 A	37	Paving of internal streets	Dwarsloop region	Provision of Roads, bridges, and		Number of kilometers maintained		10 000 000		MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR025	34	Construction of Bridge, Clare “A” To Hluvukani	Clare A (New Settlement)	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge		10 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR026	33	Opening of entrance street from main road to Delano (Ka-Shorty)	Delane (Ka-Shorty)	Provision of Roads, bridges, and Storm water Infrastructure		Completion of opening of road		15 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR120	30	Paving of internal streets.	Hluvukani Region	Provision of Roads, bridges, and Storm water Infrastructure	30% completion of 2KM paved road	Number of Kilometers tarred	11 500 000			MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR027	33, &34	Tarring of entrance road To Share Village via Hluvukani	Ka Share	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR028	38	D4406: Tarring of road from Hluvukani to Athol	Athol	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		30 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR112	33	Tarring of road between Hluvukani and Dixie	Hluvukani Dixie	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers Tarred		10 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR041	33 & 38	Tarring from Athol to Garagate	Garagate	Provision of Roads, bridges, and		Number of Kilometers tarred		20 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR029	30 & 38	Tarring of road from Ludlow to Ka Share	Ludlow	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		15 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR030	36 & 38	Tarring of road from Athol to Allandale	Ludlow	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR032	33 &34	Tarring of D4407, DD4409 and D4416 upgrading of road, from Hluvukani to Orpen road via Welverdiend	Welverdiend Hluvukani	Provision of Roads, bridges, and Storm water Infrastructure	100% completion of road	Number of Kilometers tarred	56 650 000			DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR033	38	Construction of road	Ka Share	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge		10 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR034	33 & 34	Road D4418: Gottenburgh via Seville A & B to Utah	Gottenburgh Seville A&B Utah	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		40 000 000	20 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR035	33 & 34	D4419: Tarring of road from Hluvukani to Gottenburgh	Hluvukani Gottenburgh	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		30 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR034 (A)	33	Upgrading of Servile and Dixie Road	Servile Dixie	Provision of Roads, bridges, and		Number of Kilometers tarred		77 000 000		DRDLR	DRDLR

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR036	34	Tarring of road from Welverdiend to Hlabekisa	Welverdiend Hlabekisa	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	30 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR040	25	Paving of streets and storm water drainage	Huntington	Provision of Roads, bridges, and Storm water Infrastructure		Completion of Storm-water channel		15 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR119	25	Paving of internal streets	Lillydale Region Justicia	Provision of Roads, bridges, and Storm water Infrastructure	100% Completion of 2KM paved road	Number of kilometers paved	11 500 000	10 000 000		MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR119 A	27	Paving of internal streets	Lillydale Region Metsi	Provision of Roads, bridges, and Storm water Infrastructure		Number of kilometers paved		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR500	35	Paving of internal streets	Cunningmore	Provision of Roads, bridges, and Storm water Infrastructure	30% Completion of 2KM paved road	Number of kilometers paved	10 500 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR113	35	Construction of foot bridge	Ronaldsey	Provision of Roads, bridges, and Storm water Infrastructure		Number of foot bridge completed		20 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR114	25	Upgrade of Road D4382 between Belfast	Belfast Justicia	Provision of Roads, bridges, and	100% Completion of Bridge	Number of foot bridge completed	43 930 000			DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage			and Justicia (13.60km)		Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR127	5	Construction of bridge	Mathibela	Provision of Roads, bridges, and Storm water Infrastructure		Completion of Bridge		15 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR116(A)	2	Paving of internal streets	Marite Region	Provision of Roads, bridges, and Storm water Infrastructure	30% completion of 2 KM paved road	Number of Kilometers paved		3 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR043	5	Paving of road, Brantan (Alexandria) To Graveyard	Alexandria	Provision of Roads, bridges, and Storm water Infrastructure	30% completion of 2 KM paved road	Number of Kilometers tarred	8 500 000			MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR049	5	Paving of road, Alexandria motseleng primary school	Alexandria	Provision of Roads, bridges, and Storm water Infrastructure	30% completion of 2 KM paved road	Number of Kilometers tarred	10 500 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR045	4	Tarring of road from Cargo Inn to Kalitsatse	Cargo Inn Sandford Shatleng	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	22 000 00000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR046	5	Construction of Bridge Petanenge & Fontana	Fontana	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			15 000 000	OWN FUNDING	BLM
09	Basic Services: Roads, Bridges	BLMR048	2 & 6	Tarring of road from Marongwane to	Thusanang Marongwane	Provision of Roads, bridges, and		Number of Kilometers tarred		20 000 000	15 000 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage			Thusanang Phase 3		Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR054	5	Construction of Bridge Mgiba Skom	Mgiba	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			10 000 000	OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR057	2	Construction of Bridge Makotapenini Sandford to Deep down	Sandford B	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			10 000 000	OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR112	5 & 6	Tarring of road from Carlton via Mathibela to Alexandria	Carlton Mathibela Alexandria	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR059	9	Extension of access road in Maviljaan township to Matengteng	Maviljaan Matengteng.	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		10 000 000	15 000 000	MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR061	9	Paving of internal streets	Maviljan region	Provision of Roads, bridges, and Storm water Infrastructure	100% Completion of 2KM paved road	Number of Kilometers tarred	11 500 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR0612	37	Paving of internal streets	Maviljan region	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges	BLMR631	9 & 37	Relocation of houses (Ring Road)	Maviljan Ramalema	Provision of Roads, bridges, and		Number of houses relocated		10 000 000		OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR063	9 & 37	Construction of Ring Road (URP)	Bushbuckridge	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	20 000 000	SANRAL	SANRAL
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR105	3	Tarring of Calcutta, A to Mapaleng	Mkhuhlu	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		25 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR082	23	Construction of small bridge	Thulani	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge		7 000 000		OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR130	1	Rehabilitation of streets	Malubane	Provision of Roads, bridges, and Storm water Infrastructure		Number of kilometers rehabilitated	4 000 000			MDRF	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR122	23	Paving of internal streets	Cork	Provision of Roads, bridges, and Storm water Infrastructure	30% Completion of 2KM paved	Number of kilometers paved	11 500 000			MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR123	1	Paving of internal streets	Mkhuhlu Region	Provision of Roads, bridges, and Storm water Infrastructure		Number of kilometers paved		3 000 000		MIG	BLM
09	Basic Services: Roads, Bridges	BLMR122A	1	Paving of internal streets	Malubane	Provision of Roads, bridges, and		Number of kilometers paved		10 000 000		MIG	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR070	24 & 35	D3979: Tarring of road from Oakley to Ronaldsey	Oakley Dikoboko bong Ronaldsey	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		25 000 000	15 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR071	13	Paving of road from Dospan to Ma-canget	Dospan	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		9 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR072	13	Construction of bridge between Matlalong and Garden city tavern	Majembeni	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			9 000 000	OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR117	11 & 7	Construction of road	Relani Thabakgolo	Provision of Roads, bridges, and Storm water Infrastructure		Completion of road approaches		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR075	13	Construction of Bridge Madjembeni to Zoeknog	Madjembeni	Provision of Roads, bridges, and Storm water Infrastructure		Completion of storm water drainage system		17 000 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR076	11	D4437: Tarring of road from Voilet Bank A to Tsuvulani	Orinoco A Violetbank Hlamalani	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	15 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges	BLMR078	11	Construction of bridge from Relani C to Baromeng	Relani C	Provision of Roads, bridges, and		Completion of bridge		15 000 000		OWN FUNDING	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR079	11 & 12	Tarring of road from Shalden to Sdlamakhosi	Shalden	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		17 000 000	15 000 000	OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR107	11	Tarring of road from Violetbank(A-Z) to Hlamalani (Orinocco clinic)	Hlamalani	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		18 000 000	15 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR082	7	Tarring of road from London via Thabakgolo to Mphenyatsatsi D3967	Thabakgolo	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		24 000 000	30 000 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR083	11	Tarring of road Violent bank, A to Madjembeni/Rainbow via Thibadibuye	Violet Bank A	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		25 000 000	19 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR108	Shatale Region	Paving of internal streets	Shatale Region	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		3 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR106	7	Paving from Shatale to Thabakgolo	Thabakgolo Masakeng	Provision of Roads, bridges, and Storm water Infrastructure	100% Completion of 2KM paved	Completion of storm water drainage system	11 500 000			MIG	BLM
09	Basic Services: Roads, Bridges	BLMR132	7	Rehabilitation of tarred streets	Shatale	Provision of Roads, bridges, and	KM rehabilitated road	Number of kilometers rehabilitated	4 000 000			MDRF	BLM

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR086	36	Tarring of road from Rolle A via Edinburgh to Burlington	Edinburgh	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		25 000 000	30 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR150	36	Construction of damaged flood culvert bridge on road D4392	Dumphries C	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		1 504 000		DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR087	36 & 38	D4392: Tarring of road from Mzimba High to Dumphries C	Lephong Dumphries C	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		10 000 000	15 000 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR088	30 & 36	Tarring of road from Rolle via Ludlow to Islington crossroad	Rolle A Ludlow Islington	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		30 000 000	30 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR091	Thulamahashe Region	Paving of internal streets	Thulamahashe Region	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR092	31	Paving of internal streets	Thulamahashe Region New forest	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		10 000 000		MIG	BLM
09	Basic Services: Roads, Bridges	BLMR118	36	Construction of two pedestrian bridges	Zola	Provision of Roads, bridges, and		Number of bridges completed		16 000 000		DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage					Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR093	28 & 36	Construction of Bridge: Dumphries A to C	Dumphries A	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			50 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR095	29	Construction of bridge from Thulamahashe to Kumani	Kumani Thulamahashe	Provision of Roads, bridges, and Storm water Infrastructure	100% Completion of bridge	Completion of bridge	27 074 000			DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR109	10,12,14 & 22	Tarring of road from New Forest via Tsuvulani to Casteel	Tsuvulani Casteel	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	15 000 000	DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR110	27, 28 & 29	Tarring of road from MP stream via Dumphries B to Newington	Hokwe Dumphries B Newington	Provision of Roads, bridges, and Storm water Infrastructure		Number of Kilometers tarred		20 000 000	15 000 000	DPWRT	DPWRT
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR111	29	Construction of bridge	MP Stream	Provision of Roads, bridges, and Storm water Infrastructure		Completion of bridge			2 000 000	OWN FUNDING	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR120	09	Construction of pedestrian overhead bridges BBR CBD R533 road between twin city and old complex	Bushbuckridge	Provision of Roads, bridges, and Storm water Infrastructure		Completion of installation of guard rails		20 000 000		OWN FUNDING	BLM
09	Basic Services: Roads, Bridges	BLMR135	36	Upgrading of Bridge on D4400 over Sand River near	Rolle	Provision of Roads, bridges, and	100% Completion of bridge	Completion of upgrading of bridge	17 572 000			DPWRT	DPWRT

ROADS PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Targets**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	and Storm water drainage			Rolle Village (balustrades plus pedestrian cantilever)		Storm water Infrastructure							
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR138	32 17 20 11 01 07	Construction of bridges	Relani C Masingitani Primary Motlamogale primary	Provision of Roads, bridges, and Storm water Infrastructure	3 constructed culvert bridges	Number of kilometers rehabilitated	4 700 000			MDRG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR144	15	Construction of road	Mariepskop	Provision of Roads, bridges, and Storm water Infrastructure	Approved designs	Number of kilometers paved		15 000 000		MIG	BLM
09	Basic Services: Roads, Bridges and Storm water drainage	BLMR148	31	Rehabilitation of tarred streets	Thulamahashe	Provision of Roads, bridges, and Storm water Infrastructure		Number of kilometers rehabilitated		8 750 000		OWN FUNDING	BLM

ELECTRICITY PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Electricity	BLME 001	1 - 38	Installation of high mast lamps	BLM	Provision of electricity	100% of High mast installed	Number of High masts erected	8 000 000			MIG	BLM
9	Basic Services: Electricity	BLME 004	35	Electrification of households	Croquetlaw n phase 2	Provision of electricity	100% of households electrified	150 of households electrified.	500 000			INEP	INEP
9	Basic Services: Electricity	BLME 005	34	Electrification of households	Welverdien d	Provision of electricity	100% of households electrified	150 of households electrified	500 000			INEP	INEP
9	Basic Services: Electricity	BLME 005	33	Electrification of households	Hluvukani phase 2	Provision of electricity	100% of households electrified	600 of households electrified	500 000			INEP	INEP
9	Basic Services: Electricity	BLME 006	37	Installation of solar system	Bushbuckri dge (Informatio n Centre)	Provision of solar system	100% Completion of solar.	Provision of solar system	1 000 000			OWN FUNDING	BLM

ELECTRICITY PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Basic Services: Electricity	BLME 007	31	Installation of solar system	Thulamahashe (WWTW)	Provision of solar system	Provision of solar system	Provision of solar system	700 000			OWN FUNDING	BLM
9	Basic Services: Electricity	BLME 008	1	Installation of solar system	Mkhuhlu (intersection)	Provision of solar system	Provision of solar system	Provision of solar system	700 000			OWN FUNDING	BLM
9	Basic Services: Electricity	BLME 009	8	Installation of solar system	Dwarsloop Shatale (Intersection)	Provision of solar system	Provision of solar system	Provision of solar system	700 000			OWN FUNDING	BLM
9	Basic Services: Electricity	MLM 0010	18 & 19	Installation of solar system	Acornhoek (intersection)	Provision of solar system	Provision of solar system	Provision of solar system	700 000			OWN FUNDING	BLM
9	Basic Services: Electricity	BLM0 011	31	Installation of solar system	Thulamahashe (intersection	Provision of solar system	Provision of solar system	Provision of solar system	700 000			OWN FUNDING	BLM

HUMAN SETTLEMENTS													
Outcome Number	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrate Human Settlement	BLMH001	36 & 29	Township established (Individual Housing units)	Kumani Rolle	Provision of housing	Provision of houses and land tenure security	Completion of housing		5 000 000		DHS	DHS
8	Integrate Human Settlement	BLMH002	All wards	Land tenure (250 Housing opportunities)	BBR	Provision of housing		Completion of housing		25 750 000		DHS	DHS
8	Integrate Human Settlement	BLMH004	01,35 & 36	Maintenance of Municipal community halls in all regions	Mkhuhlu Ludlow Magreth Manana cunningmore	Provision of housing	Safe and Maintained buildings	Completion of housing	1 500 000 1 000 000 1 000 000 1 000 000	4 000 000		OWN FUNDING	BLM
8	Integrate Human Settlement	BLMH005	08	Completion of Dwarsloop Traffic office	Dwarsloop	Provision of housing	100% completed building	Completion of housing		5 000 000		OWN FUNDING	BLM
8	Integrate Human Settlement	BLMH008	4	Fencing of municipal infrastructure	Marite WTW	Provision of fencing		Completion of fencing	5 000 000			OWN FUNDING	BLM
8	Integrate Human	BLMH009	BBR	Construction of houses	Awaiting Housing list allocation	Provision of houses		Completion of houses		117 095 987		DHS	DHS

HUMAN SETTLEMENTS													
Outcome Number	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
	Settlement												
8	Integrate Human Settlement	BLMH011	BLM	Construction of municipal offices	BLM Head office	Provision of offices	Constructed building	Completion of building	15 000 000	70 000 000		OWN REVENUE	BLM
8	Integrate Human Settlement	BLMH013	29	Bulk services	Kumani	Provision of bulk services		Number of sites serviced		1 548 300		DHS	DHS
8	Integrate Human Settlement	BLMH027	14	400 sites bulk services	Lehumo	Provision of bulk services	Serviced sites	Number of sites serviced	800 000	8 000 000		DHS	DHS
8	Integrate Human Settlement	BLMH028	36, 14, 22,25, 26, 35 &30	1000 sites bulk services	Burlington Rooiboklaagte Lillydale Burlington	Provision of bulk services	Serviced sites	Number of sites serviced	8 000 000			DHS	DHS
8	Integrate Human Settlement	BLMH033	17	Construction of Acornhoek multi-purpose center	Acornhoek	Provision of services	1 building completed	Multi-purpose center built	5 000 000			OWN FUNDING	BLM
8	Integrate Human Settlement	BLMH034	31	Renovation of Traditional offices	New forest Amashangan traditional authority	Provision of services	100% completion of building	Constructed offices	5 000 000			COGTA	COGTA

HUMAN SETTLEMENTS													
Outcome Number	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrate Human Settlement	BLMH035	17	Re-Construction of library	Acornhoek	Provision of services	Approved designs	Multi-purpose center built	2 000 000			OWN FUNDING	BLM
8	Integrate Human Settlement	BLMH036	29	IRDP PH2 Housing units	Kumana	Provision of housing	20 Completed houses	Number of houses built	1 200 000			DHS	DHS
8	Integrate Human Settlement	BLMH037	BLM	IRDP PH2 Housing units	Various areas	Provision of housing	32 Completed houses	Number of houses built	1 766 00			DHS	DHS
8	Integrate Human Settlement	BLMH038	BLM	IRDP PH2 Housing units	Various areas	Provision of housing	20 Completed houses	Number of houses built	1 200 000			DHS	DHS
8	Integrate Human Settlement	BLMH039	BLM	IRDP PH2 Housing units	Various areas	Provision of housing	19 Completed houses	Number of houses built	1 700 000			DHS	DHS

HUMAN SETTLEMENTS													
Outcome Number	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrate Human Settlement	BLMH040	BLM	Military Veterans housing units	Various areas	Provision of housing	4 Completed houses	Number of houses built	933 000			DHS	DHS
8	Integrate Human Settlement	BLMH041	24 & 35	Rural Housing units	Cunningmoore	Provision of housing	27 Completed houses	Number of houses built	2 567 000			DHS	DHS
8	Integrate Human Settlement	BLMH042	BLM	Rural Housing units	Various areas	Provision of housing	34 Completed houses	Number of houses built	2 199 000			DHS	DHS
8	Integrate Human Settlement	BLMH043	BLM	Rural Housing units	Various areas	Provision of housing	11 Completed houses	Number of houses built	2 015 000			DHS	DHS
8	Integrate Human Settlement	BLMH044	BLM	Rural Housing units	Various areas	Provision of housing	39 Completed houses	Number of houses built	2 199 000			DHS	DHS

HUMAN SETTLEMENTS													
Outcome Number	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrate Human Settlement	BLMH045	BLM	Rural Housing units	Various areas	Provision of housing	14 Completed houses	Number of houses built	1 202 000			DHS	DHS

SAFETY AND SECURITY PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
3	Crime and corruption	BLMSS002	9	Construction of new police station	Bushbuckridge	Provision of police station	100% completion of police station	Completion of police station		10 000 000		DSS	DSS

EDUCATION PROJECTS												
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Performance Indicator (S)**	**MTEF 2024/25 (R)**	**MTEF 2025/26 (R)**	**MTEF 2026/27 (R)**	**Source**	**Implementing Agent**
01	Education	BLME001	10	Sanitation	Soshangana Secondary School	Proper learning environment	Completion of school	2 421 000.65			DoE	DoE
01	Education	BLME002	1	Sanitation	Njanji Primary	Proper learning environment	Completion of school	2 645 000.54			DoE	DoE
01	Education	BLME003		Sanitation	Mkhumbini Primary	Proper learning environment	Completion of school	4 185 000.76			DoE	DoE
01	Education	BLME004	10	Sanitation	Buyisonto Primary	Proper learning environment	Completion of school	3 217 000.44			DoE	DoE
01	Education	BLME005	18	Sanitation	Tsakane Special	Proper learning environment	Completion of school	2 218 000.46			DoE	DoE
01	Education	BLME006		Sanitation	Malengeza Primary	Proper learning environment	Completion of school	3 420 000.08			DoE	DoE
01	Education	BLME007	24	Sanitation	James Khosa Secondary	Proper learning environment	Completion of school	5 032 000.63			DoE	DoE
01	Education	BLME008	36	Sanitation	Bombani Secondary School	Proper learning environment	Completion of school	2 633 000.56			DoE	DoE

01	Education	BLME009	36	Sanitation	Charley Mbhungele Primary School	Proper learning environment	Completion of school	4 332 000.61			DoE	DoE
01	Education	BLME010	34	Sanitation	Mtembeni Primary School	Proper learning environment	Completion of school	3 279 000.85			DoE	DoE
01	Education	BLME011		Sanitation	Manyangana Secondary School	Proper learning environment	Completion of school	2 146 000.01			DoE	DoE
01	Education	BLME012	20	Sanitation	Samson Sibuyi Primary School	Proper learning environment	Completion of school	2 062 000.59			DoE	DoE
01	Education	BLME013		Sanitation	Salani Primary School	Proper learning environment	Completion of school	2 633 000.56			DoE	DoE
01	Education	BLME014		Replacement	Phulani Secondary School	Proper learning environment	Completion of school	8 234 000			DoE	DoE
01	Education	BLME015		Upgrades and Additions	Manukuse Secondary School	Proper learning environment	Completion of school	1 966 000			DoE	DoE
01	Education	BLME016		Sanitation	Homuzeya Primary School	Proper learning environment	Completion of school	5 270 000			DoE	DoE
01	Education	BLME017		Upgrades and Additions	Homuzeya Primary School	Proper learning environment	Completion of school	7 957 000			DoE	DoE
01	Education	BLME018		Fencing	Tshokolo Primary School	Proper learning environment	Completion of school	3 577 000			DoE	DoE

01	Education	BLME019	36	Replacement	Godide Secondary School	Proper learning environment	Completion of school	14 267 000.27			DoE	DoE
01	Education	BLME020	24	Replacement	Shanke Senior Secondary School	Proper learning environment	Completion of school	31 428 000.06			DoE	DoE
01	Education	BLME021		Upgrades and Additions	Rhandzekile Primary School	Proper learning environment	Completion of school	1 544 000.60			DoE	DoE
01	Education	BLME022	1	Replacement	Mkhuhlu Secondary	Proper learning environment	Completion of school	4 319 000.14			DoE	DoE

HEALTH PROJECTS												
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
2	Health	BLMH001	37	Mapulaneng Hospital: Fencing and Earthworks phase 3C	Hospital View	Provision of hospital	100% completion of fencing and earthworks	Enhance patient care & safety and improving medical care by constructing Modern hi-tech hospitals	509 531 000			DOH	DOH

HEALTH PROJECTS												
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
2	Health	BLMH004	09	Renovation of Mapulaneng Hospital: Maternity Ward and IBT infrastructure	Oakley	Provision of clinic		Enhance patient care & safety and improving medical care		10 000 00		DOH	DOH
2	Health	BLMH007	21	Buffelshoek Clinic: Rehabilitation, Refurbishment and Repairs	Buffelshoek	Provision of hospital		Enhance patient care & safety and improving medical care			1 930 000	DOH	DOH
2	Health	BLMH008	14	Casteel Clinic: Rehabilitation, Refurbishment and Repairs	Casteel	Provision of hospital		Enhance patient care & safety and improving medical care	15 166 000			DOH	DOH
2	Health	BLMH006	19	Repairs to doctors and nurses' accommodation and underground infrastructure	Tintswalo Hospital	Provision of hospital		Enhance patient care & safety and improving medical care by constructing		595 003 000		DOH	DOH

HEALTH PROJECTS													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
								Modern hi-tech hospitals					
2	Health	BLMH007	28	Construction of new CHC	Dumphries	Provision of hospital	100% completion of clinic	Enhance patient care & safety and improving medical care	16 460 000			DOH	DOH

SPATIAL PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrated Human Settlement	BLMLU038	18	Establishment of Township (state land release and Conveyancing)	Acornhoek CBD	Improve security of tenure	100% Completion of land Tenure project	Tenure security	750 000	1 000 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU015	4	Shopping complex	Marite	Improve security of tenure	100% Completion of land Tenure project	Tenure security		20 000 000		Private sector	Private sector

SPATIAL PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrated Human Settlement	BLMLU019	9	State Land release	Bushbuckridge CBD & Hospital view	Improve security of tenure	100% Completion of land Tenure project	Tenure security	750 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU010	8,9,18, & 31	Establishment of Township	Bushbuckridge. Dwarsloop, Acornhoek, & Thulamahashe.	Improve security of tenure	100% Completion of land Tenure project	Tenure security	2 000 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU069	31	Township establishment	Thulamahashe A, B, & C	Improve security of tenure	100% Completion of land Tenure project	Tenure security	2 000 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU070	BBR	Bulk site Demarcation	BBR	Improve security of tenure	100% Completion of land Tenure project	Tenure security	3 000 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU026	1	State Land release	Malubane	Improve security of tenure	100% Completion of land Tenure project	Tenure security	750 000			OWN FUNDING	BLM

SPATIAL PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrated Human Settlement	BLMLU031	17	State Land release	Matsikitsane/ Sefoma	Enhance the Neighborhoods for socio-economic development	100% Completion of land Tenure project	Tenue security	750 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU040	18	Rezoning of Greenvalley	Greenvalley	Improve Land tenue Upgrading		Land Tenue upgrading		8 000 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU040	08	Servicing of sites	Dwarsloop	Improve Land tenue Upgrading	Number of sites serviced	Serviced sites	5 102 000	8 000 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU045	37	Township establishment	Hospital View	Improve security of land	100% Land tenue upgrading	Land Tenue upgrading	1 500 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU053	1,4,7,8, 9, 18,24,25, 26,28,33, & 35	Precinct Plans	Maviljan Acornhoek Marite Ockley Lilydale Hluvukani	Improve Land tenue Upgrading	100% Land tenue upgrading	Land Tenue upgrading	1 500 000			OWN FUNDING	BLM

SPATIAL PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
					Agincourt Ximhungwe Mkhuhlu Shatale Dwarsloop								
8	Integrated Human Settlement	BLMLU057	BBR	Outdoor Advertisements Audit and Geo Referencing.	BBR	Land tenure Management		Land Tenue upgrading		5 000 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU060	BBR	Vesting of Municipal Assets	BBR	100% Completion of project	100% Completion of project	Infrastructure identification	3 000 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU062	BBR	Reviewal of SDF	BBR	Revenue encashment	100% completion of project	Infrastructure identification	1 200 000			OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU063	BBR	Tenure Upgrading R293 Towns	BBR	Revenue encashment	100% completion of project	Infrastructure identification	4 000 000	500 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU064	BBR	Land use Management system	BBR	Revenue encashment	100% completion of project	Infrastructure identification	2 200 000	500 000		OWN FUNDING	BLM

SPATIAL PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
8	Integrated Human Settlement	BLMLU065	BBR	Reviewal of GIS Strategy	BBR	Revenue encashment		Infrastructure identification		200 000	1 000 000	OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU066	BBR	Assigning of physical address for all rural settlements	BBR	Revenue encashment	100% completion of project	Infrastructure identification	24 000 000	500 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU067	BBR	Geodetic survey	BBR	Revenue encashment		Infrastructure identification		500 000		OWN FUNDING	BLM
8	Integrated Human Settlement	BLMLU068	BBR	Ratification of GP and Rezoning of Township boundaries.	BBR	Revenue enhancement.	100% completion of project	Infrastructure identification	1 500 000			OWN FUNDING	BLM

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML002	17	Resuscitation of Champagne citrus	Acornhoek	Job creation and poverty alleviation		Completion of project		500 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML039	All wards	Agri hub: completion of fresh produce pack houses and red meat abattoir	All Regions	Job creation and poverty alleviation		Completion of Resuscitation of farm				DARDLEA	DARDLEA
4	Economic growth and job creation	BLML	36	Allandale citrus: Development of irrigation scheme and fencing (1000Ha)	Allandale	Job creation and poverty alleviation		Completion of Resuscitation of farm		500 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML010	15	Mariepskop and Salique infrastructure upgrade	Acornhoek	Job creation and poverty alleviation		Completion of project		20 000 000		NDT	NDT
4	Economic growth and job creation	BLML011	15	Development of Mariepskop	Mariepskop	Job creation and poverty alleviation		Completion of project		1 200 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML012	38	Athol Game Lodge (Limbalo Tourism Project)	Athol-Utah	Job creation and poverty alleviation		Completion of project				Private	Private

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML015	34	Mnisi Resort	Welverdiend	Job creation and poverty alleviation		Completion of resort		2 000 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML018	9	Implementation of Inyaka Dam Master plan (Establishment of picnic spots, ablution, and braai facilities)	Maviljan	Job creation and poverty alleviation		Completion of project		5 000 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML024	1	Bohlabela Cultural Village	Mkhuhlu	Job creation and poverty alleviation		Completion of project				NDT	Habitat
4	Economic growth and job creation	BLML025		Bushbuckridge Steel manufacturing project	Bushbuckridge	All regions		Safety for tourism facilities		87 000 000		Private sector	Private sector
4	Economic growth and job creation	BLML027	36	Development of Shopping complex	Zola	Job creation and poverty alleviation		Completion of complex				Private Sector	Investec Revilian

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML028	All wards	Kruger to Canyon biosphere	All regions	Job creation and poverty alleviation		Completion of project				DEA	MTPA
4	Economic growth and job creation	BLML029	All wards	Masibuyele emasimini	Bushbuckridge Farmers	Job creation and poverty alleviation		Completion of project				DARDLEA	DARDLEA
4	Economic growth and job creation	BLML043	25	Lisbon Estate CPP	Lisbon	Job Creation and poverty alleviation		Completion of project		1 000 000		DARDLEA	DARDLEA
4	Economic growth and job creation	BLML044	33	Revitalization of Manyeleti Nature Reserve	Manyeleti	Job Creation and poverty alleviation		Completion of project		53 000 000		SANPARKS/ MTPA	SANPARKS/ MTPA
4	Economic growth and job creation	BLML045	9	Revitilisation of Bushbuckridge Nature Reserve	Bushbuckridge	Job Creation and poverty alleviation		Completion of project		65 000 000		SANPARKS/ MTPA	SANPARKS/ MTPA
4	Economic growth and job creation	BLML047	30	Tip Tap piggery	Hluvukani region	Job Creation and poverty alleviation		Completion of project				DARDLA	DARDLA

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML048	16,33,23 & 30	Bull /Heifer, Poultry Production & Dairy	Rooiboklagte Seville, Ronaldsey, Utha & Clare A	Job Creation and poverty alleviation		Completion of project			2 000 000	DARDLA	DARDLA
4	Economic growth and job creation	BLML049	25	Construction of two ECDC Centers	Justicia Kildare B	Job Creation and poverty alleviation		Completion of Centers			1 000 000	DARDLEA	DARDLEA
4	Economic growth and job creation	BLML055	21	Dry lands Fund Bushbuckridge Village partnership programme (Buffelshoek Trust)	Buffelshoek Trust	Job creation and poverty alleviation		Improved wildlife Economy in the identified villages			3 000 000	Sabie Sand Trust	Sabie Sand Trust
4	Economic growth and job creation	BLML066	25	Communal grazing camp bush encroachment at Mala- Mala (Nwandlamharhi)	Huntington, Justicia, & Lilydale	Job creation and support to small farmers.		Number of farmers having access to grazing camp			2 000 000	Dept of Rural Dev & Land reform	Dept of Rural Dev & Land reform
4	Economic growth and job creation	BLML067	1, 22 & 25	Ezemvelo Direct Farm Programme	Sabie River, Dingleydale, New forest, Hoxane	Identify, develop, and support small-holder farmers		Number of farmers receiving a production			6 000 000	Massmart	LIMA Rural Dev

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
						to supply Massmart with fresh produce		loan from Massmart					Foundation
4	Economic growth and job creation	BLML068	25	Construction of Hydroponic system at Mala-Mala (Nwandlamharhi)	Huntington, Justicia, & Lilydale	Job creation and poverty alleviation		Completion of project			3 000 000	DARDLA	DARDLA
4	Economic growth and job creation	BLML072	1, 4, 28 & 37	Poultry integrated (BBR)	Mkhuhlu Marite Xanthia	Job creation and assist small-scale farmers with production inputs and technical farming advice		Number of new farmers registered, and number of farm worker jobs created			3 000 000	DARDLA	DARDLA
4	Economic growth and job creation	BLML073	17	Renovation of poultry Abattoir at Champagne	Rooiboklaagte	Job creation and poverty alleviation		Completion of project			5 000 000	DARDLA	DARDLA

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML074	25	Establishment of arts and craft enterprise in Mala-Mala (Nwandlamharhi)	Huntington, Justicia, & Lilydale	Job creation and poverty alleviation		Completion of project			6 000 000	DARDLA	DARDLA
4	Economic growth and job creation	BLML075	25	Bio-mite recycling sanitation at Mala-Mala	Huntington, Justicia, & Lilydale	Job creation and poverty alleviation		Completion of project		4 000 000		DARDLA	DARDLA
4	Economic growth and job creation	BLML076	BBR	Bushbuckridge Development Agency	BBR	Job creation and poverty alleviation		Completion of project		2 500 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLML077	25	Tsonga cultural village	Mabarhule	Job creation and poverty alleviation	100%Completion of project	Completion of project	2 500 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLML078	32	Resuscitation of Zoeknog coffee project	Zoeknog	Job creation and poverty alleviation	100%Completion of project	Completion of project	100 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLML080	31	Fencing for co-operatives (Hirhandza Nhluvuko, Xalamukani v aka	Thulamahashe	Job creation and poverty alleviation		Completion of project		2 500 000		DRDLR	DRDLR

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
				hina, xipendapenda									
4	Economic growth and job creation	BLML081	25	Fencing of primary co-operatives	Huntington	Job creation and poverty alleviation		Completion of project		2 500 000		DRDLR	DRDLR
4	Economic growth and job creation	BLML082	22	Chochocho Arts & Craft	Dingledale	Job creation and poverty alleviation		Completion of project		250 000		DRDLR	DRDLR
4	Economic growth and job creation	BLML084	BBR	Marula Cultural Route (Feasibility study, research and layout plan for Xilokoxo Heritage Site)	BLM	Job creation and poverty alleviation	100%Completion of project	Completion of project	500 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLML084	BBR	Implementation of SMMEs programe	BLM	Job creation and poverty alleviation	100%Completion of project	Completion of project	2 000 000			OWN FUNDING	BLM

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML085	01	Mkhuhlu Hub: Construction of admin block, training facility and veterinary clinic	Mkhuhlu	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML086	25	Construction of multipurpose center	Belfast MPC	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML087	31	Construction of Thulamahashe pack house FPSU	Thulamahashe	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML088	25	Huntington tractor Shed	Huntington	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML089	31	Rehabilitation of New Forest irrigation scheme-Canal and dams	New forest	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML090	22	Rehabilitation of Dingledale irrigation scheme-canals and dams	Dingledale	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML091	10,29,22,38,33, &34	Bushbuckridge avmp: drilling and OWN FUNDINGuipping of borehole in Arthurstone, MP stream, Ludlow, share, Athol, Utah and Gottenburgh villages in Bushbuckridge	Arthurstone MP stream Ludlow Share Athol Utah Gottenburgh	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML092	31	Thulamahashe FPSU: Supply and delivery of bakkie	Thulamahashe	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML093	31	Thulamahashe FPSU: Supply and delivery of packaging material for vegetables	Thulamahashe	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML094	25	Huntington FPSU: Payment of maintenance costs	Huntington	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML095	25	Huntington FPSU: Supply and delivery of: 5Ton refrigerated truck	Huntington	Job creation and poverty alleviation		Completion of project				DALRRD	DALRRD
4	Economic growth and job creation	BLML096	01	Pfukani hoxani scheme	Mkhuhlu	Job creation and poverty alleviation	100%Completion of project	Completion of project	1 000 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLML097	25	Saringwa Citrus farm	Saringwa	Job creation and poverty alleviation		Completion of project				OWN FUNDING	BLM
4	Economic growth and job creation	BLML098	01	Agro processing feasibility study	BLM	Job creation and poverty alleviation	100%Completion of project	Completion of project	1 000 000			OWN FUNDING	BLM

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML099	17	Acorn City development	Acornhoek	Job creation and poverty alleviation	100% Completion of project	Completion of project	100 000 000			Private sector	Private sector
4	Economic growth and job creation	BLML100	25	Huntington 1,4 km paved access road.	Huntington	Job creation and poverty alleviation	100% Completion of project	Completion of project	10 000 000			DALRRD	DPWRT
4	Economic growth and job creation	BLML101	25	Construction of a tractor shed at Huntington FPSU.	Huntington	Job creation and poverty alleviation	100% Completion of project	Completion of project	2 600 000			DALRRD	DALRRD
4	Economic growth and job creation	BLML102	31	Thulamahashe FPSU Procurement of production inputs, (01) tractor, payment of operational and maintenance costs, security personnel, branding of a tractor, drilling and equipping of 3 x	Thulamahashe (Varhimi va Bush Secondary co-operative)	Provision of mechanization, production inputs, skills development, operational costs to support food production in the prioritized commodities value chain.	100% Completion of project	Completion of project	8 234 800			DALRRD	DALRRD

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
				boreholes and skills development									
4	Economic growth and job creation	BLML103	25	Huntington FPSU Operational costs (electricity) and payment of security	Huntington	Provision of mechanization, production inputs, skills development, operational costs to support food production in the prioritized	100% Completion of project	Completion of project	1 200 000			DALRRD	DALRRD
4	Economic growth and job creation	BLML104	31	Construction of Thulamahashe Packhouse external works and restraining wall	Thulamahashe	Job creation and poverty alleviation	100% Completion of project	Completion of project	1 000 000			DALRRD	DALRRD
4	Economic growth and job creation	BLML105	TBC	Development of red meat abattoir and Biogas plant for renewable energy generation in	To be identified	Job creation and poverty alleviation	100% Completion of project	Completion of project	2 000 000	7 000 000		DALRRD	DALRRD

LOCAL ECONOMIC DEVELOPMENT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML106	6, 15, 24, 13, 26, 18, 2	General Orchard Management	BLM	Job creation and poverty alleviation	Training and placement of 20 rural youth	Completion of programme	450 000				
4	Economic growth and job creation	BLML107	6, 15, 24, 13, 26, 18, 2	Scouting of Pests and Diseases	BLM	Job creation and poverty alleviation	Training and placement of 29 rural youth	Completion of programme	652 500				
4	Economic growth and job creation	BLML108	6, 15, 24, 13, 26, 18, 2	Spray and Facilitation	BLM	Job creation and poverty alleviation	Training and placement of 26 rural youth	Completion of programme	585 000				

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ENVIRONMENT & WASTE PROJECTS													
Outcome projects	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML046	All wards	Ecosystem rehabilitation and fencing nature reserve	BLM community	Protected area management and Job creation		Proper Park management		5 000 000		DEA	MTPA

ENVIRONMENT & WASTE PROJECTS													
Outcome projects	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLML047	All wards	Environmental management framework	BLM community	Environmental systems support		GIS-based environmental management systems support tool			400 000	OWN FUNDING	BLM
4	Economic growth and job creation	BLML048	All wards	Environmental Policy & Implementation Plan	BLM Community	Environmental Protection		Development of environmental policy and implementation plan		1 500 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLMEW001	All wards	Kruger to Canyon Biosphere	BLM Community	Biodiversity and ecosystem services		Biodiversity conservation of the biosphere		20 000 000		DEA	MTPA
4	Economic growth and job creation	BLMEW002	All wards	Wetland assessment and rehabilitation	BLM Community	Protection of sensitive environments		Identification of biodiversity-rich wetlands and their rehabilitation		1 500 000	2 000 000	OWN FUNDING	BLM

ENVIRONMENT & WASTE PROJECTS													
Outcome projects	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
4	Economic growth and job creation	BLMEW004	18	Buy back center	Acornhoek	Demarcation of waste facilities	1 buy back center	Paving and guard houses constructed		1 000 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLMEW022	25	Working on land (Rehabilitation/ Restoration)	Lisbon Estate	Environmental protection		Completion of project		5 778 000			SANPARKS
4	Economic growth and job creation	BLMEW011	36	Construction of regional waste disposal site	Thulamahashe (Hoxane, Acornhoek and Casteel transfer stations)	Clean and healthy environment	1 waste disposal site constructed	Waste disposal sites	15 700 000	30 000 000		MIG	BLM
4	Economic growth and job creation	BLMEW015	All wards	Purchasing of skip bins	All the regions	Waste management	50 skip bins purchased	Purchased skip bins	1 500 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLMEW019	26	Refurbishment of Lillydale Park	Lillydale	Access to sport, culture, and recreation		Completion of park		1 000 000		OWN FUNDING	BLM
4	Economic growth and job creation	BLMEW026	BLM	Purchase of specialized	BLM	Clean and healthy	Purchased special vehicle	Protected environment	3 000 000			MIG	BLM

ENVIRONMENT & WASTE PROJECTS													
Outcome projects	**Priority issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
				vehicles for waste		environment							
4	Economic growth and job creation	BLMEM027	BLM	Development of nursery	BLM	Clean and healthy environment	Completed designs	Protected environment	400 000			OWN FUNDING	BLM
4	Economic growth and job creation	BLMEM028	BLM	Climate Change Strategy and Environmental Education Strategy Air quality Strategy	BLM	Clean and healthy environment	3 completed strategies	Protected environment	1 200 000			OWN FUNDING	BLM

SPORTS PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
14	Sports and recreation	BLMSP002	17	Sport Facilities	Rooiboklaagte (Champagne)	Access to sport, culture, and recreation		Completion of sport facility		8 000 000	5 000 000	National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP003	17	Sport Facilities	Acornhoek phase 2	Access to sport, culture, and recreation	1 sports facility constructed	Completion of sport facility	8 000 000			MIG	BLM
14	Sports and recreation	BLMSP005	BBR	Identification of Heritage site	All villages	Access to sport, culture, and recreation		Completion of project		10 000 000		National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP006	BBR	Development of Community parks.	Timbavati Casteel Newington MP Stream	Access to sport, culture, and recreation		Completion of park		10 000 000	10 000 000	National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP007	BBR	Greening Bushbuckridge (in Schools, Libraries and Health facilities)	To be identified	Access to sport, culture, and recreation		Completion of project		6 000 000		National Treasury	DCSR

SPORTS PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
14	Sports and recreation	BLMSP008	14	Construction of Sport facility	Casteel	Access to sport, culture, and recreation	1 sports facility constructed	Completion of sport facility	4 000 000			OWN FUNDING	BLM
14	Sports and recreation	BLMSP009	8	Construction of Sport Fields	Dwarsloop	Access to sport, culture, and recreation	1 sports facility constructed	Completion of sport facility	2 000 000	5 000 000		OWN FUNDING	BLM
14	Sports and recreation	BLMSP010	33	Construction of Sport Fields	Hluvukani	Access to sport, culture, and recreation		Completion of sport facility		5 000 000		MIG	BLM
14	Sports and recreation	BLMSP011	4	Construction of Sport Field.	Mathibela	Access to sport, culture, and recreation		Completion of sport facility		10 000 000		OWN FUNDING	BLM
14	Sports and recreation	BLMSP	9	Sports facility	Maviljaan	Access to sport, culture, and recreation		Completion of sport facility		10 000 000		MIG	NDPG
14	Sports and recreation	BLMSP012	1	Refurbishment of Tennis court	Mkhuhlu	Access to sport, culture, and recreation	1 sports facility constructed	Completion of stadium	1 200 000			OWN FUNDING	BLM

SPORTS PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
14	Sports and recreation	BLMSP013	7	Sports facility	Shatale	Access to sport, culture, and recreation		Completion of sport facility		3 000 000	21 000 000	MIG	NDPG
14	Sports and recreation	BLMSP014	31	Construction of basketball, Boxing Hall, Tennis court and swimming pool.	Thulamahashe	Access to sport, culture, and recreation		Completion of sport facilities		10 000 000		National Treasury & MIG	DCSR & BLM
14	Sports and recreation	BLMSP015	31	Refurbishment of new stadium	Thulamahashe	Access to sport, culture, and recreation		Completion of stadium		2 000 000		OWN FUNDING	BLM
14	Sports and recreation	BLMSP016	31	Fencing and electrification of old stadium	Thulamahashe	Access to sport, culture, and recreation		Completion of stadium		10 000 000	1 000 000	OWN FUNDING	BLM
14	Sports and recreation	BLMSP019	3	Construction of Thembheka sport combi-courts	Thembheka	Access to sport, culture, and recreation	1 combi-court constructed.	Completion of sport facilities	1 800 000			OWN FUNDING	BLM

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
13	Social Cohesion	BLMC001	19	Parks	Acornhoek	Provision of parks		Completion of recreational facilities		500 000	1 000 000	OWN FUNDING	BLM
13	Social Cohesion	BLMC002	20	Parks	Cottondale	Provision of parks		Completion of recreational facilities		500 000		OWN FUNDING	BLM
13	Social Cohesion	BLMC005	27	Parks	Newington A	Provision of parks		Completion of recreational facilities		500 000		OWN FUNDING	BLM
13	Social Cohesion	BLMC007	28	Parks	Agincourt RDP	Provision of parks		Completion of recreational facilities		3 000 000		OWN FUNDING	BLM
13	Social Cohesion	BLMC008	35	Libraries	Ximhungwe	Provision of Libraries		Completion of Library			3 000 000	OWN FUNDING	BLM
13	Social Cohesion	BLMC011	14	Parks	Casteel MPCC	Provision of parks		Completion of recreational facilities		500 000		OWN FUNDING	BLM

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
13	Social Cohesion	BLMC014	8	Park	Dwarsloop Township	Provision of parks		Completion of recreational facilities		500 000		OWN FUNDING	BLM
13	Social Cohesion	BLMC017	33	Maintenance of library	Hluvukani	Provision of library		Completion of recreational facilities			500 000	DCSSR	DCSSR
13	Social Cohesion	BLMC019	26	Parks	Lilydale A	Provision of parks		Completion of recreational facilities			1 000 000	OWN FUNDING	BLM
13	Social Cohesion	BLMC020	26	Libraries	Lilydale A	Provision of Libraries		Completion of Hall			10 000 000	DCSR	DCSR
13	Social Cohesion	BLMC021	4	Parks	Waterval	Provision of parks		Completion of recreational facilities			1 000 000	OWN FUNDING	BLM
13	Social Cohesion	BLMC022	4	Libraries	Mariti	Provision of Libraries		Completion of library		1 500 000		OWN FUNDING	BLM

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
13	Social Cohesion	BLMC024	9	Building of Library	College View	Provision of Libraries		Completion of library				DCSSR	DCSSR
13	Social Cohesion	BLMC026	9	Parks	Maviljaan	Provision of parks		Completion of recreational facilities			500 000	OWN FUNDING	BLM
13	Social Cohesion	BLMC029	18 33 14 7	Construction of multipurpose centers	Merriam Mogakane Community Hall & Child Care Centre Hluvukani Community Hall & Child Care Centre Casteel Community Hall & Childcare Centre Shatale Community Hall & Child Care Centre	Provision of parks		Completion of recreational facilities				DHS	DHS

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
			8 10 12 28 35 20		Dwarsloop Community Hall & Childcare Centre Arthurstone Community Hall & Childcare Centre Orinoco Community Hall & Childcare Centre Agincourt Community Hall & Child Care Centre Ximhungwe Community Hall & Child Care Centre Cottondale Community Hall &								

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
			25 24 4 30 21		Childcare Centre Lilydale Community Hall & Childcare Centre Oakley Community Hall & Childcare Centre Mariti Community Hall & Childcare Centre Ludlow Community Hall & Child Care Centre Buffelshoek Community Hall & Child Care Centre								

COMMUNITY SERVICES													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
13	Social Cohesion	BLMC033	31	Disabled centers	Thulamahashe Township	Provision of facilities		Completion of Centre		3 000 000		OWN FUNDING	BLM
13	Social Cohesion	BLMC034	31	development of cemetery	Thulamahashe	Provision of facilities	100% completion of project	Completion of project	8 000 000			OWN FUNDING	BLM

TRANSPORT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
11	Expand Infrastructure	BLMT001	7	Construction of Leaner's license classrooms	Shatale	To promote an effective and affordable transport system		Completion of classrooms		1 200 000	2, 500, 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT002	18	construction of Acornhoek offices and disaster center	Acornhoek	To promote an effective and affordable		Completion of fencing and building		10 000 000		OWN REVENUE	BLM

TRANSPORT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
						transport system							
11	Expand Infrastructure	BLMT016	35	Construction of Taxi Rank	Ximhungwe	To promote an effective taxi facility and affordable transport system	1 taxi rank completed	Completion of Taxi rank	5 000 000			OWN REVENUE	BLM
11	Expand Infrastructure	BLMT002	18	Construction of traffic offices	Acornhoek	To promote an effective and affordable transport system		Completion of building		1 500 000	1 560 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT004	33	Completion of DLTC Hluvukani phase 2	Hluvukani	To promote an effective and affordable transport system		Completion of DLTC		2 000 000		OWN FUNDING	BLM
11	Expand Infrastructure	BLMT006	9	Construction of strong room and filing (VTS): Mapulaneng DLTC	Bushbuckridge	To promote an effective and affordable transport system		Completion of DLTC		1 500 000	1 560 000	OWN FUNDING	BLM

TRANSPORT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
11	Expand Infrastructure	BLMT008	31	Upgrade of VTS: Mhala DLTC phase 2	Mhala	To promote an effective and affordable transport system		Completion of DLTC		1 500 000	1 560 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT009	31	Extension of Mhala DLTC	Mhala	To promote an effective and affordable transport system		Completion of DLTC		1 000 000		OWN FUNDING	BLM
11	Expand Infrastructure	BLMT010	All Wards	Development of Integrated Transport Plan	BLM community	To promote an effective taxi facility and affordable transport system		Safe and reliable transport system		1 000 000		MSIG	EDM
11	Expand Infrastructure	BLMT011	1	Construction of DLTC	Mkhuhlu	To promote traffic system		Completion of DLTC		1 500 000	1 560 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT012	1	Construction public transport offices	Mkhuhlu cattle pound	To promote transport system		Completion of transport project		1 200 000		OWN FUNDING	BLM

TRANSPORT PROJECTS													
Outcome Number	**Priority Issue**	**Project ID**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
11	Expand Infrastructure	BLMT013	31, 09 & 33	Construction of waiting room	Mhala Mapulaneng Hluvukani	To promote traffic system		Completion of DLTC		1 500 000	1 560 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT014	07	Construction of learners' classroom	Shatale	To promote an effective and affordable transport system		Completion of fencing and building		1 500 000	1 560 000	OWN FUNDING	BLM
11	Expand Infrastructure	BLMT015	1,35,34,18,14,28 & 36	Construction of taxi ranks	Mkhuhlu Lillydale Hluvukani Islington Acornhoek Plaza View Casteel Agincourt Mkhuhlu Ludlow	To promote an effective and affordable transport system	11 Taxi ranks completed	Completion of taxi rank				DHS	DHS

SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	**PRIORITY ISSUES**	**PROJECT ID**	**WARD NUMBER**	**PROJECT NAME**	**PROJECT LOCATION (VILLAGE)**	**PROJECT OBJECTIVE**	**ANNUAL TARGET**	**PERFORMANCE INDICATOR (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**SOURCE**	**IMPLEMENTING AGENT**
13	Social Cohesion	BLMSD001	20	Construction of branch offices	Acornhoek	Improve living standards for every member of the community	Mobile offices delivered	Completion of offices	2 000 000	26 000 000		DSD	DSD
13	Social Cohesion	BLMSD002	26	Mobile offices	Agincourt	Improve living standards for every member of the community		Completion of offices				DSD	DSD
13	Social Cohesion	BLMSD003	26	Mobile offices	Belfast	Improve living standards for every member of the community		Completion of offices				DSD	DSD
13	Social Cohesion	BLMSD004	14	Construction of Pay point for grants	Casteel MPCC	Improve living standards for every member of the community		Completion of grant pay point area			7 000 000	DSD	DSD

SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	**PRIORITY ISSUES**	**PROJECT ID**	**WARD NUMBER**	**PROJECT NAME**	**PROJECT LOCATION (VILLAGE)**	**PROJECT OBJECTIVE**	**ANNUAL TARGET**	**PERFORMANCE INDICATOR (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**SOURCE**	**IMPLEMENTING AGENT**
13	Social Cohesion	BLMSD006	4	Construction of pay point for grants	Marite	Improve living standards for every member of the community		Completion of grant pay point area			3 000 000	DSD	DSD
13	Social Cohesion	BLMSD007	9	Construction of Pay point for grants	Bushbuckridge	Improve living standards for every member of the community		Completion of grant pay point area		1 000 000		DSD	DSD
13	Social Cohesion	BLMSD008	1 & 3	Construction of Pay point for grants	Calcutta & Mkhuhlu	Improve living standards for every member of the community		Completion of grant pay point area		10 000 000		DSD	DSD
13	Social Cohesion	BLMSD009	31	Construction of children's homes phase 1 Phase 2	Thulamahashe	Improve living standards for every member of the community		Completion of children's home		5 000 000		DSD	DSD

SOCIAL DEVELOPMENT PROJECTS													
OUTCOME NUMBER	**PRIORITY ISSUES**	**PROJECT ID**	**WARD NUMBER**	**PROJECT NAME**	**PROJECT LOCATION (VILLAGE)**	**PROJECT OBJECTIVE**	**ANNUAL TARGET**	**PERFORMANCE INDICATOR (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**SOURCE**	**IMPLEMENTING AGENT**
13	Social Cohesion	BLMSD010	14	Bushbuckridge Youth Centre	Casteel	Improve living standards for every member of the community		Access to facilities			6 000 000	DSD	DSD
13	Social Cohesion	BLMSD011	30	Ludlow Youth Development Centre	Ludlow	Improve living standards for every member of the community		Access to facilities		10 000 000		DSD	DSD

MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Local Government	BLMM002	All regions	Purchase of office furniture and Equipment	All offices	Effective and efficient Administration	100% Purchase of Office equipments	Number of offices equipments purchased	5 000 000			OWN FUNDING	BLM

MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Local Government	BLMM008	All regions	Development of disaster management plan	All regions	Effective and efficient Administration	1 plan developed	Completion of Disaster Management Centre	2 000 000	5 000 000		OWN FUNDING	BLM
9	Local Government	BLMM011	All regions	Purchase of vehicles Traffic Vehicles	Head office	Effective and efficient Administration	Purchased vehicles	Number vehicles to be purchased	1 000 000 1 000 000	6 000 000	10 000 000	OWN FUNDING	BLM
9	Local Government	BLMM015	All regions	Filing system	Head office	Effective and efficient Administration	Filing system operational	Filing system installed	700 000			OWN FUNDING	BLM
9	Local Government	BLMM017	All regions	PMS auto-machine	Head office	Effective and efficient Administration		Number of Office equipment's to be purchased				OWN FUNDING	BLM
9	Local Government	BLMM018	All regions	Purchase of heavy machine/yellow fleet	Head office	Effective and efficient Administration	Purchased heavy Machines	Number of Office equipment's to be purchased	5 900 000	10 000 000		OWN FUNDING	BLM
9	Local Government	BLMM020	All regions	Purchasing of fire and rescue truck	Head office	Effective and efficient Administration	Purchased emergency trucks	Number of trucks to be purchased	900 000	3 000 000		OWN FUNDING	BLM

MUNICIPAL INSTITUTIONAL TRANSFORMATION													
Outcome Number	**Priority Issue**	**Project Id**	**Ward Number**	**Project Name**	**Project Location (Village)**	**Project Objective**	**Annual Target**	**Performance Indicator (S)**	**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Source**	**Implementing Agent**
9	Local Government	BLMM028	All regions	Refurbishment of fire station	Dwarsloop	Effective and efficient Administration	Operational car fire station	Workshop established	3 000 000			OWN FUNDING	BLM
9	Local Government	BLMM030	All regions	Executive Mayor's Wi-Fi roll out program	BLM	Effective and efficient Administration		Internet accessibility within BLM community		3 000 000		OWN FUNDING	BLM
9	Local Government	BLMM039	BLM	ICT infrastructure (Computers and Laptops)	BLM	Effective and efficient Administration	Upgraded network and storage	Improved ICT system	3 500 000			OWN FUNDING	BLM
9	Local Government	BLMM041	BLM	Network upgrade and UPS system	BLM	Effective and efficient Administration	Upgraded network	Improved ICT system	2 000 000			OWN FUNDING	BLM
9	Local Government	BLMM042	BLM	Disaster recovery	BLM	Effective and efficient Administration	Upgraded network and storage	Improved ICT system	2 000 000			OWN FUNDING	BLM
9	Local Government	BLMM044	All regions	Workshop Equipment	Dwarsloop	Effective and efficient Administration	Operational workshop	Workshop established	4 000 000			OWN FUNDING	BLM
9	Local Government	BLMM045	All regions	Electronic Filing system	Head office	Effective and efficient Administration	Filing system operational	Filing system installed	1 500 000			OWN FUNDING	BLM
9	Local Government	BLMM046	All regions	Telemetric water system	BLM	Effective and efficient Administration	Operational system	Water detection	4 000 000			OWN FUNDING	BLM