

KUMNYAMA KUBOMVU SIYANQOBA

EMAKHAZENI LOCAL MUNICIPALITY

IDP REVIEW 2025/26

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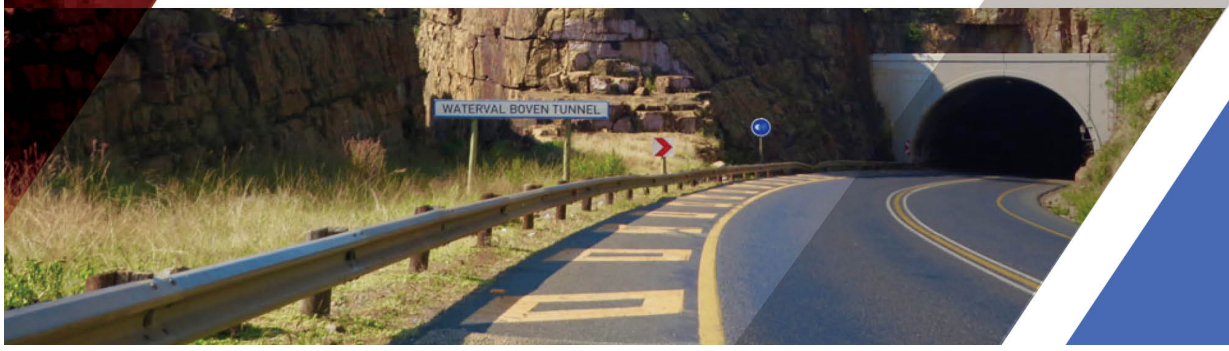


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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organizations
COGTA	Co-operative Governance and Traditional Affairs
DBSA	Development Bank of South Africa
ECD	Early Childhood Development
ELM	Emakhazeni Local Municipality
EMF	Environmental Management Frsopaamework
EPWP	Expanded Public Works Programme
FBE	Free Basic Electricity
FBS	Free Basic Services
FBW	Free Basic Water
GIS	Geographic Information System
HSP	Housing Master Plan
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IIDP	Integrated Infrastructure Development Plan
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LUMS	Land Use Management Systems
MANCO	Management Committee
MDE	Mpumalanga Department of Education
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MMC	Member of the Mayoral Committee
MPCC	Multi-Purpose Community Centre
MSA[1]	Municipal Structures Act 117of 1998
MSA[2]	Municipal Systems Act, Amendment Act 18 of 2003
NDM	Nkangala District Municipality
NEPAD	New Partnership for Africa's Development
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
SDBIC	Service Delivery and Budget Implementation Committee
SDF	Spatial Development Framework

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Foreword by the Executive Mayor



The 2024/2025 marks the third year of the fifth term of local government, following the November 2021 local government elections. This means that the 2022-2027 Integrated Development Plan (IDP) for eMakhazeni Local municipality (ELM) is the strategic document to guide the development agenda over the term. It is setting a binding contract between the council and the communities of the Municipality, committing how the municipality will be able to render services to its constituency. The municipality embarked on the processes for the reviewing of the Integrated Development Plan in line with the Municipal Systems Act (Act no.32 of 2000) and the Municipal Finance Management (Act 56 of 2003). This was done through a consultative approach with the stakeholders and communities to appreciate and understand the socio-economic challenges of the municipality as well as emerging trends. It further inculcates participation of the communities to consolidate their views as required by the policies and prescripts guiding the genesis of Local Governance in the country.

The 2024/2025 IDP serves as a beacon of hope to the communities of the district, directing the municipality in its collective endeavor of building a better life for all. It further serves as a building block for Vision 2030 and the District Development Model "One Plan" introduced by the cabinet in 2019. The Municipality with its stakeholders such as civil society, labour, business, and political parties, identified and recognized the challenges that undermine democracy which are:

- Unemployment,
- Inequality,
- Poverty and
- Gender Based Violence.

Emerging from these consultations the leadership and stakeholders committed in striving towards ensuring "A prosperous, vibrant, innovative and people-centered Municipality". Embracing the broader municipal Vision, the document presents programmes and projects aimed at: - Providing clean quality drinking water and decent sanitation services, improving our roads infrastructure, improving our electricity infrastructure, ensure that our people are living in safe and healthy environment, promoting radical economic transformation and creating vibrant communities, instilling good governance and achieving clean administration and Building stable institution to deliver service delivery in a sustainable and efficient manner.

The IDP then is the building-block towards achieving the Vision 2030 and embracing the District Development Model (DDM) approach. Whilst it realizes the policy principles, commitments, and people's aspiration in driving the Municipal development, it needs to be acknowledged that there are institutional difficulties that need to be addressed. They include low revenue base and lack of efficient systems, aging infrastructure without master plans, cable and electricity theft, and vandalism to Municipal Infrastructure. These matters have been considered by the leadership and strategies are underway to deal with them.

This will be done hand in hand with promoting public participation and improved communication.

_____
CLLR N.A. MASHELE
Executive Mayor: Emakhazeni L.M.

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CHAPTER 1.INTRODUCTION

The Integrated Development Plan is the Municipality's principal five-year strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

Integrated development planning (IDP) is a process whereby a municipality prepares its strategic development plan which extends over a five-year period, directly linked to the term of office of its Council. The Integrated Development Plan (IDP) is a product of a planning process. eMakhazeni Local Municipality's IDP is central to the system of developmental local government and represents the driving force for making the municipality more strategic, inclusive, responsive, and performance-driven in character.

The 2022 – 2027 is the fifth generation IDP, that seeks to address the NDP vision 2030 – spatial transformation, facilitate spatial integration, growth, inclusion and access, alignment and implementation of one plan as well as the IDP that is based on outcomes in line with circular 88.
The Integrated Development Plan –

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning, budgeting, management, decision-making and development, in eMakhazeni Local Municipality;
- It seeks to integrate and balance the economic, ecological, and social pillars of sustainability without compromising the institutional capacity required to implement and co- ordinate the efforts needed across sectors and relevant spheres of government.
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

The main aim of IDP is to facilitate improved quality of life for the people living, socializing, or working in the municipality.

Through the Integrated Development Planning, which necessitates the involvement of all relevant stakeholders, the municipality will:

- Formulate a clear vision, mission and values;
- Identify its key development priorities;
- Formulate appropriate strategies;
- Develop the appropriate organizational structure and systems to realize the vision and mission; and
- Align resources with developmental priorities.

In terms of Section 28 of the Municipal Systems Act (Act No. 32 of 2000) "Each municipality, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan".

Accordingly, all municipalities must undertake an integrated development planning process to produce IDPs. The IDP is a legislative requirement, it has a legal status and supersedes all other plans that guide development at local government level.

Through the IDP, municipalities are required to align with the provincial and national spheres of government in the delivery of national and provincial developmental programmes at local level.
Furthermore, municipalities have to incorporate a wide range of sectoral programmes (e.g. water, environment and municipal spatial planning) into their own municipal development programmes and also comply with the requirements of all national legislations aimed at facilitating development.

This IDP is therefore primarily about continuation of the work the council of municipality which started in 2021, when council assumed office, however it is also informed by the following:

1. The municipality does not have a long-term planning framework and needs to develop one in line with the national and provincial framework. The long-term planning is key and crucial in ensuring the municipality has an over-arching narrative to guide the IDP planning process, long term frameworks and long-term funding plan.
2. Addressing the national and provincial commitments which have an impact in how the municipality delivers its services and which areas it must prioritize, whilst adhering to the national and provincial frameworks, strategies and policies.
3. Project planning and implementation and these projects must continue to be supported in this interim IDP.
4. The need to address the triple challenges, that is, unemployment, poverty and inequalities. This calls for the well planned and coordinated strategy in the development and industrialization of the municipality.
5. The scourge of the Covid-19 pandemic and it's socioeconomic implications on the economy of the municipality and well-being of its citizens.

1.1 Process of the development of the 2022 – 2027 IDP

After the adoption of the District Framework Plan, the local municipality prepare and adopted a Process Plan to guide the planning, drafting, adoption and review of its integrated development plan. The Process Plan sought to provide a mechanism that ensures certain minimum quality standards of the IDP process and a proper coordination amongst and within spheres of government.

In the reviewal of the IDP the municipality considered national and provincial priorities as well as the three-year Medium-Term Revenue and Expenditure Framework (MTREF). The municipality undertook a process that involved all the stages of the IDP review, that is, analysis, strategies, projects, integration, and the approval phase.

The municipality developed a Process Plan that was approved by council on the 29th August 2024 with resolution number 28/08/2024, whilst a draft process plan was approved by Council on the 25th of July 2024,(Council Resolution 40/07/2024) which served as a consultative document with the community and stakeholders, contains clear deliverables and specific timeframes. The purpose of the adopted Process Plan is to indicate and manage the planned activities and strategies that the municipality will follow to review the IDP and ensure that the annual budget is aligned to it.

It also co-ordinates the planning cycle amongst other strategic processes within the municipality such as the budget, SDBIP and the annual report of the municipality. Furthermore, this Process Plan facilitates improved co-ordination with the planning cycles of other spheres of government. It also identifies key role players such as the local communities, ward committees and other key municipal stakeholders that must be involved in the review of the IDP through an extensive process of public participation. This enhances the credibility of the review process and enables the municipality to undertake development plans and render services that are more responsive to the needs and conditions of local communities.

IDP Development Phases

The development of the IDP goes through five phases then followed by implementation. These are arranged in such a way that planning processes are synchronized, duplications are avoided and role of sector departments in the municipal space is clearly distinguished. It must be noted that there is a preparatory phase which is the process plan. This phase was adopted by council as a guiding plan for the development of the IDP. The five phases of the IDP development are as follows:

Pre-Planning Phase

Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the Integrated Development Planning Process. The Plan must be set out in writing in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes stipulated in the Framework Plan of the District. All municipalities must adopt their IDP Process Plans/ Framework Plan by August every financial year.

Analysis Phase

During this phase, the municipality collected data on the level of services and analyzed it to establish the current or actual level of service provided. We have also assessed the last financial year regarding the actual performance. Information on the community service gaps and backlogs has been researched and confirmed. The data source of such data and Community Survey becomes crucial in providing baseline information. However, statistics (administrative data) on the level of municipal development since the publication of Census Community Survey 2016 and STATSSA 2022 is not disregarded, and this information is clearly capture in the status quo. As per the approved process plan, schedule of IDP meetings was developed and submitted to Nkangala District Municipality and Department of Cooperative Governance and Traditional Affairs. eMakhazeni Local Municipality consultation process was in the form of ward-based community meetings and ultimately will be through IDP Representative Forum meeting with sector departments and social partners.

Strategies Phase

We have mapped out the strategic approaches that the municipality will employ to respond to the needs and gaps that exist in this stage. Strategies adopted reflect the long and short-term interventions to tackle challenges identified. The municipality further conducted its strategic session to confirm the relevancy of the municipal vision. Once strategies were developed, developmental objectives were then crafted. National and Provincial development priorities were also considered during this phase.

Projects Phase

In this phase, eMakhazeni has clearly mapped out clear details of each project which will enable addressing the needs identified. These projects clearly depict Five-year targets taken from the 2022 – 2027 IDP (reviewed/affirmed annually) which are also informed by the identified gaps in the statistics, national and provincial priorities as well as the electoral mandate. The identification of projects also informed the allocation of budgets. In the spirit of Inter-governmental Relations, projects to be implemented by other sector departments and social partners have been/will be included in the IDP to prevent duplications.

Integration Phase
Once all projects were identified, the Municipality confirmed that the identified projects will achieve the desired impact in terms of addressing the identified challenges, are aligned with the objectives and strategies, and comply with legislation. Sector departments and social partners projects are also integrated in this stage.

Approval Phase
This stage involved the adoption of draft developed IDP which was subjected through public participation for 21 days for written representation or inputs as guided by the MSA. Once the 21 days have passed, written representations/ inputs that have been received will be incorporated into the IDP which will then be submitted to council for consideration and approval.

1.2 The Planning Process

Table 1: Structures set-up to guide the IDP Review

COMMITTEE/ STAKEHOLDERS	ROLES/RESPONSIBILITY
Council	▪ Approve Process Plan ▪ Adjust IDP to MEC's requirements and adopt ▪ Answerable to the community ▪ Political co-ordination and monitoring ▪ Approves the IDP
Municipal Manager/ Executive Manager: LEDP/ Assistant Manager: IDP	▪ Manage and co-ordinate the process ▪ Implement the IDP ▪ Answerable to council and officials ▪ represents the council at district level in the IDP co-ordination committee ▪ ensure that all HODs and officials are capacitated and involved in the IDP process ▪ chairperson of the Steering Committee ▪ responsible to establish Project Task Team
IDP Management Committee	▪ Chaired by the Executive Mayor ▪ Comprise of all councilors ▪ Consider recommendations made by the technical committee ▪ Makes recommendations to council
IDP Technical Committee	▪ Chaired by the Municipal Manager ▪ Consists of all HODs, officials, Ward Councilor, provides terms of reference for various planning activities ▪ Commission research studies ▪ Consider and comment on inputs from subcommittees and sector departments
IDP Working Group	▪ Led by departmental heads ▪ Consider issues relating to specific priorities and making recommendations to the Technical Committee
Representative forum	▪ Ensures that priority issues of their constituents are considered.

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	▪ Ensures that annual business plans are based on the reviewed IDP. ▪ Participates and be part of the decision-making within the Representative forums. ▪ Is involved in the designing of reviewed projects proposals. ▪ Discusses and comments on the reviewed IDP. ▪ consists of all organized formations including service providers ▪ nominates representatives to the Projects Task Team
Ward Committees	▪ Link the process to their constituencies and/ or wards ▪ Responsible for organizing public consultation and participation ▪ Provide feedback to their respective wards regarding prioritized projects and the councils implementation plan.

The structures set up by the municipality during the drafting of the previous IDP remain relevant and these were still endorsed in the IDP. These structures are set up for the purposes of compiling the IDP, and managing the processes involved in the drafting of the same.
The above organizational structures can further be explained as follows:

IDP Representative Forum
This structure is chaired by the Executive Mayor and comprises of ward committees, business representatives, ward councillors, religious groups and other community stakeholders to:
Inform interest groups, communities and organizations, on relevant planning activities and their outcomes,
Analyze issues, determine priorities, negotiate and reach consensus, and Participate in the identification of projects and/or assess them.

IDP Management Committee
The structure is again chaired by the Executive Mayor and is comprised all councillors, the Municipal Manager and all section 57 managers. Its role is to consider the recommendations made by the technical committee, to ensure that the policy positions of council are reflected in the IDP. This committee then makes further recommendations to council or may commission further research to be done to enrich the document. Matters such as the needs identified by the community have also been presented in this committee.

IDP Technical Committee
This is a committee chaired by the Municipal Manager and is comprised of all section 57 managers. The committee does invite officials from various provincial sector departments to guide on their relevant projects allocated to the municipality. The committee is responsible to align the local, district, provincial and National plans as well as to do the following:

- Provides terms of reference for the various planning activities,
- Commissions research studies,
- Considers and comments on:
  - Inputs from sub-committee/s, study teams and consultants
  - Inputs from provincial sector departments and support services providers, and
- Ensure that the annual business plans, and municipal budget are linked to and based on the IDP.

IDP Working Groups
These working groups are led by departmental managers and their role has been to consider issues relating to specific priorities and then making recommendations to the Technical committee as to what strategies and delivery mechanisms should be considered. Community issues raised during IDP consultative meetings are initially discussed in this committee

Ward Committees
The Speaker of Council leads the process to establish Ward Committees in terms of the MSA (Act 117 of 1998). The municipality has a total of eight Ward Committees. These Ward Committees are consulted during the review and drafting of the IDP. The role of the Ward Committees can be summarized as follows:

- Link the planning process to their constituencies and/ or wards.
- Be responsible for organizing public consultation and participation.
- Provide feedback to their respective wards regarding prioritized projects and the Council's implementation plan.

Furthermore, there are currently 5 Community Development Workers (CDW) deployed in the Municipality to assist with community-based planning.

1.3 Chapter Overview

Chapter 1: Introduces the IDP and also provides a high-level summary of Integrated Development Plan of the municipality.

Chapter 2: This chapter briefly presents the vision, mission, strategic goals, values and principles informing eMakhazeni's approach to service delivery.

Chapter 3: Discusses eMakhazeni Local municipality in a concise manner. It touches on demographics using data obtained from a variety of sources (e.g. StatSA) and various strategic and operational plans.

Chapter 4: Considers the eMakhazeni Strategic Planning Framework. It outlines key inputs into the planning process from national to province and at the municipal level. Key at the municipal level is the need for the development of the Municipal Growth and Development Strategy that focusses on the long-term plans that the municipality will use to change the Growth and Development trajectory of eMakhazeni municipal area.

Chapter 5: Outlines the governance systems, and processes that the municipality must utilize to plan, manage and coordinate its activities to fulfil its mandate. The framework for legislative and executive authority is considered in this chapter.

Chapter 6: Considers the public participation processes that contributes to the justification of the review of IDP for the 2025/26 financial year. A high-level summary of the public participation process and outcomes is outlined. The outcomes of the public participation process embarked upon in preparation is analyzed and finally the needs per ward are also outlined. It also discusses the outcome of community consultation process on the draft IDP review. It provides issues per ward that were raised by communities as part of consulting with them on integrated development plan as required by legislation.

Chapter 7: The chapter is informed by the municipal approach to intergovernmental relations. A large section of the chapter is focused on the MEC's comments on the IDP 2024/25 and eMakhazeni's response to those comments. The chapter also intends to ensure eMakhazeni's alignment with national and provincial initiatives as pronounced in the SONA and Mpumalanga SOPA.

Chapter 8: This chapter constitutes the gist of this document. It provides details of the key deliverables planned for the 2025/26 financial year. The deliverables are presented in line with the key strategic objectives of the municipality. The strategic objectives and the strategic goals are aligned with the national government outcomes, as per the NDP 2030 and provincial outcomes as per the Mpumalanga Vision 2030. To give full expression to the meaning of the 2025/26 IDP review, projects (with a potential to restructure the municipality) currently being done by provincial sector departments, the private sector in conjunction with the municipality are also discussed.

Chapter 9: Discusses the current and future developments of the municipality, focusing on the spatial rationale to give effect and guide the investment into identified priority spatial areas as a means to achieve positive spatial transformation.

Chapter 10: This is the chapter that focusses on the municipal budget to support and give effect to the 2025/26 IDP review. The budget will be presented as a separate document due to its processes, capaciousness and intensity.

Chapter 11: This chapter will present the eMakhazeni sectoral plans and the municipality's approach in addressing sectoral matters. The management functions into the strategic, operational planning and project implementation of all line functions and role players within the municipality against sectoral issues; promotes the integration as well as efficient and effective responses to the challenges in the relevant sectors.

Chapter 12: This chapter covers the municipality's Service Delivery and Budget implementation Plan (SDBIP), which is a draft detailed plan to be approved by the Mayor in line with section 69(3) and section 53(1) of the Local Government Municipal Finance Management Act, No. 56 of 2003. The SDBIP seeks to operationalize the plans contained in this IDP review document.

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CHAPTER 2.VISION, MISSION, VALUES AND PRINCIPLES

2.1 Vision

A developmental local municipality accelerating provision of quality services to the satisfaction of our communities.

2.2 Mission

eMakhazeni Municipality exists to improve the quality of life of its citizens by providing accelerated services and creation of conducive environment for economic growth through good governance, innovation and integrated planning".

2.3 Strategic Goals

1. Provision of sustainable, quality and accessible basic services to all
2. Promote a diverse and inclusive economy that ensures growth and job creation
3. Promote a sustainable, safe and heathy environment
4. To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

2.4 Core Values

1. Integrity
2. Accountability
3. Professionalism
4. Efficiency
5. Quality Service

2.5 Principles

The white paper on the Transformation of the Public Service, published on the 24th of November 1995, sets out eight transformation principles in line with government's mandate in transforming service delivery.
eMakhazeni local municipality as a local sphere of government has aligned itself with the same Batho Pele principles as contemplated by National Government:

1. Consultation – eMakhazeni must consult with all community stakeholders by holding meetings with consumers as per chapter 4 of the municipal systems act.
2. Service standards - The municipality must have service standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised
3. Access - all communities within elm must have uninterrupted access to basic quality municipal services and information

4. Courtesy - the staff of elm must empathize with the citizens and treat them as much considerations and respect, as they would like for themselves
5. Information - eMakhazeni must make information available about municipal services, the organization and other service delivery related matters at all the points of delivery for all its people and fellow staff members.
6. Transparency - the community should know more about the way the municipality operates, how well the municipality utilizes the resources they consume, and who is in charge
7. Redress - the municipality must welcome complaints and identify quickly and accurately when municipal services are falling below the promised standard and have procedures in place to remedy the situation.
8. Value for money - Consumers are entitled to commensurate or even reasonably better service standards in relation to the value of the money they pay for the municipal services

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CHAPTER 3.SITUATIONAL ANALYSIS

3.1 EMAKHAZENI – A CONCISE AERIAL VIEW

eMakhazeni is also known as the 'Gateway to the Highlands Meander', just 210km drive from Pretoria, 229 km from Johannesburg and 335 km to Kruger National Park, making eMakhazeni an ideal 'weekend away' for anyone wanting to escape the clamour of Gauteng.
As you come into this Highlands' Town there is an almost theatrical change of scenery. The monotonous flatlands of Middleburg transform into rolling grasslands with rocky hilly outcrops and lush riverine valleys cut by babbling brooks. The area can be covered by a layer of mist during the winter months giving it an enigmatic feel, but undergoes an incredible metamorphism from November to January when the Highlands' flowers spring into life and turn the green grasses into a colourful canvas that has captured many an artist's imagination.

Located on the edge of the Drakensburg escarpment, eMakhazeni is an impressive 2,000 m above sea level and is famed for being one of the coldest, crispest places in South Africa. While the subalpine climate might make eMakhazeni a bit nippy during mid-winter, it ensures the town provides a welcome escape from the sultry heat of the Lowveld during the summer months.

This is when thousands of anglers flock to the town to try their luck at fly fishing. Part of the Highlands Meander's famous 'Trout Triangle', the crystal-clear, ice-cold water that flows through the town's rivers and fills its dams provide the ideal spawning ground for both brown and rainbow trout. The cool water also ensures that anyone brave enough to take a dip in one of the town's many dams, pools and waterfalls will have an invigorating experience!

The town is by no means a one trick pony and like so many of the other Highlands Meander towns there is far more to do here than simply fish. Outdoor enthusiasts can enjoy exploring eMakhazeni and area on horseback, mountain bikes or hiking it on foot. While history buffs can immerse themselves in the regions rich Anglo-Boer War history, from the British concentration camps to the Berg-en-dal monument located just outside the town.

The town is also home to the world's biggest bulb grower and distributor with over 6 million tulip bulbs leaving eMakhazeni every year and every spring enjoys the most impressive display of tulips and daffodils found anywhere in the country. It is also where South Africa's oldest Blue Gum plantation can be found.

eMakhazeni or Belfast as the locals still refer to it, is a cold town with a warm heart, somewhere to enjoy cool misty mornings exploring nature or taking in the historic sites before retreating for a long lazy evening next to a crackling fire!

Formerly known as Highlands Local Municipality, the eMakhazeni LM is located in the Nkangala District Municipality of Mpumalanga province. The seat of the municipality is eMakhazeni, also known as Belfast. The town was named after Richard Charles O'Neill from Belfast, Northern Ireland, who owned the farm on which the town was built. The town, eMakhazeni is renowned for its excellent trout fishing conditions. Sheep and dairy farming take place here as well as maize, potatoes and timber production. Coal and a black granite are also mined around eMakhazeni. Around 6 million tulip bulbs are produced here annually for export; and the flowers are discarded. eMakhazeni is 2,025 m above sea level and one of the coldest and highest towns in South Africa.

3.2 Demographics

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time

are of interest. In this section, an overview is provided of the demography of the eMakhazeni Local Municipality and all its neighboring regions, Nkangala District Municipality, Mpumalanga Province and South Africa as a whole.
This section also identifies the number and distribution of population and households within eMakhazeni Local Municipality. To determine this, the following indicators will be examined:

- Total population
- Population growth
- Total number of households
- Household growth
- Age and gender distribution

3.3 Demographic Information

According to Census 2022, eMakhazeni recorded a slight increase in its population although the total number shows that the municipality still has the lowest number of population size in Nkangala District Municipality. eMakhazeni recorded the second slowest growth in terms of the population size. The population grew by 0.6% (48 149 – 50 165) from 2016 to 2022. This increased figure means that eMakhazeni's population constitutes a total of 3.15% of the total population of Nkangala and 0,97% of Mpumalanga population. The growth presents the municipality with pressure on its infrastructure and this will be increased as the population is expected to grow to about 50 900 by the year 2030. The total number of households grew from 14 633 in 2016 to 19 613 in 2022 and this constitutes to 4.05% of the number of households in Nkangala.

The profile is designed to provide a picture of indicators of population dynamic development in the district council with an effort to give an indication of recent trends. The data used was chosen because of its ability to disaggregate to smaller geographic levels of population. The population census of 2022, just like th provides a platform for district level analysis as it provides individual level and household level information. In the same vein, the 2016 community survey statistic allows for comparisons on changes from 2011 to 20 on key national and provincial indicators.

TABLE 1: DEMOGRAPHIC INDICATORS

The table below presents the summary of eMakhazeni demographics, projections and basic services:

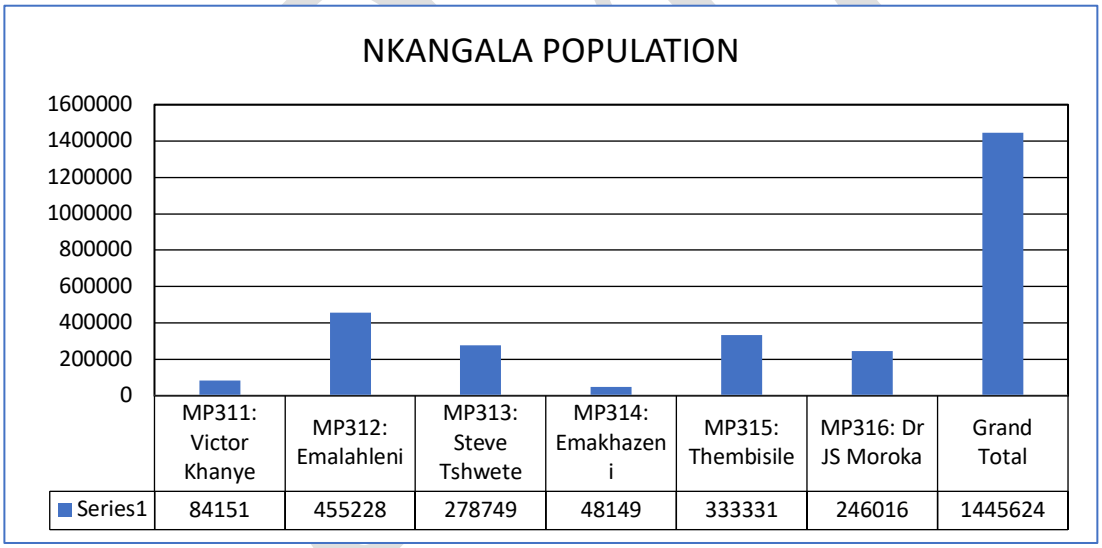
Key indicators	Census 2011	Community Survey 2016	Growth rate 2011-2016	Census 2022	Growth rate 2011-2022	Projected 2030
Population number	47 216	48 149 (2nd smallest)	0.4% p.a.	50 165	0.6% p.a	52 624 (smallest)
Household number	13 722	14 633 (smallest)	1.3% p.a.	19 613	3,5% p.a	24 957 519 (smallest)

Key indicators	Census 2011	Community Survey 2016	Growth rate 2011-2016	Census 2022	Growth rate 2011-2022	Projected 2030
Informal dwellings	1 537	1 694	11.2%	11.6%		(8th worst)
Piped water backlog	642	1 686	4.7%	11.5%		(7th worst)
Toilet backlog	894	756	6.5%	5.2%		(joint 3rd worst)
Flush/chemical toilet backlog	2 941	2 573	21.4%	17.6%		(4th best)
Electricity backlog	2 209	2 074	16.1%	14.2%		(4th worst)

Source: StatsSA

According to the 2016 Community Survey (CS) of Stats SA, the 5 leading challenges facing eMakhazeni as perceived by their households are the lack of safe and reliable water supply in line with Blue and Green Drop reports & scores of Municipalities, lack of/inadequate employment opportunities correlate with poverty driver information of the CS, inadequate housing, lack of reliable electricity supply, inadequate roads.

CHART 1. NKANGALA POPULATION



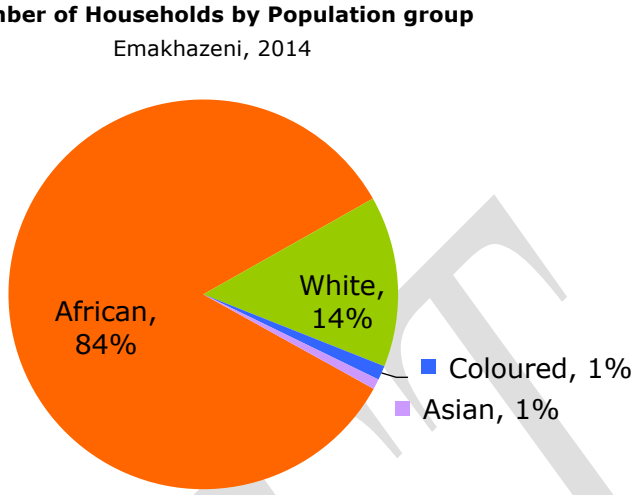
Source: DEDET

3.4 Number of Households By Population Group

The growth in the number of African headed households was on average 1.04% per annum between 2007 and 2017, which translates in the number of households increasing by 1 200 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2007

and 2017 at 20.21%. The average annual growth rate in the number of households for all the other population groups has increased with 1.24%.

CHART 2. : NUMBER OF HOUSEHOLDS BY POPULATION GROUP – EMAKHAZENI LOCAL MUNICIPALITY 2017



Source: IHS Global Insight Regional eXplorer version 969

The above chart indicates a slight increase in the Black African population while there is a noticeable decrease in the Coloureds, White and Indian population. Based on statistics SA 2011 87.2% of the population was Black, 10.8% White, 1.2% Coloureds, Indian and/or Asian 0.7% and other is 0.2%. The percentages have since changed as indicated in CS2016 to 89% Blacks, 0.6% Coloureds, and 0.3% Indian/ Asian and 9.7% Whites.

There could be several reasons regarding this change and among others could be that the other three population groups have decided to move to other areas due to economic conditions or it could be that they decide to move closer to their immediate families in other parts of the country.

The implications for this increase in Black African numbers increasing in eMakhazeni could be an increase in the demand for RDP houses and that could cause additional demand on the bulk infrastructure of the municipality. The above is mainly informed by the fact that the housing demand could be informed by the fact that there have not been any major housing developments (GAP and/or Middle class) hence the reliance on the RDP houses. There could also be additional demand for land as among these people could be those who may intend to build their own houses.

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	Emakhazeni	Nkangala	Mpumalanga	National Total	Emakhazeni as % of district municipality	Emakhazeni as % of province	Emakhazeni as % of national
2007	47,800	1,120,000	3,670,000	47,100,000	*4.3%*	*1.30%*	*0.10%*
2005	48,100	1,140,000	3,710,000	47,600,000	*4.2%*	*1.30%*	*0.10%*
2006	48,300	1,160,000	3,740,000	48,200,000	*4.2%*	*1.29%*	*0.10%*
2007	48,000	1,180,000	3,790,000	48,800,000	*4.1%*	*1.27%*	*0.10%*
2008	47,500	1,210,000	3,850,000	49,400,000	*3.9%*	*1.23%*	*0.10%*
2009	47,000	1,250,000	3,910,000	50,000,000	*3.8%*	*1.20%*	*0.09%*
2010	47,000	1,280,000	3,970,000	50,800,000	*3.7%*	*1.18%*	*0.09%*
2011	47,300	1,310,000	4,050,000	51,500,000	*3.6%*	*1.17%*	*0.09%*
2012	47,600	1,350,000	4,120,000	52,300,000	*3.5%*	*1.16%*	*0.09%*
2013	48,000	1,380,000	4,190,000	53,000,000	*3.5%*	*1.15%*	*0.09%*
2017	48,400	1,410,000	4,260,000	53,800,000	*3.4%*	*1.14%*	*0.09%*
Average Annual growth							
2007-2017	***0.12%***	***2.32%***	***1.49%***	***1.34%***			

TABLE 2: POPULATION PROJECTIONS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014-2019 [NUMBERS PERCENTAGE]

Source: IHS Global Insight Regional eXplorer version 969

With 48 400 people, the Emakhazeni Local Municipality housed 0.1% of South Africa's total population in 2017. Between 2007 and 2017 the population growth averaged 0.12% per annum which is significant lower than the growth rate of South Africa as a whole (1.34%). Compared to Nkangala's average annual growth rate (2.32%), the growth rate in Emakhazeni's population at 0.12% was significant lower than that of the district municipality.

Number of Households

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2014, the eMakhazeni Local Municipality comprised of 14 600 households. This equates to an average annual growth rate of 1.31% in the number of households from 2004 to 2014. With an average annual growth rate of 0.12% in the total population, the average household size in the eMakhazeni Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2004 decreased from approximately 3.7 individuals per household to 3.3 persons per household in 2014.

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TABLE 3: NUMBER OF HOUSEHOLDS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER PERCENTAGE]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	12,800	292,000	937,000	12,700,000	4.4%	1.37%	0.10%
2005	13,200	302,000	961,000	13,000,000	4.4%	1.38%	0.10%
2006	13,600	314,000	993,000	13,300,000	4.3%	1.37%	0.10%
2007	13,900	328,000	1,030,000	13,700,000	4.2%	1.36%	0.10%
2008	14,000	341,000	1,050,000	14,000,000	4.1%	1.33%	0.10%
2009	14,000	351,000	1,070,000	14,200,000	4.0%	1.31%	0.10%
2010	14,100	361,000	1,090,000	14,400,000	3.9%	1.29%	0.10%
2011	14,300	371,000	1,110,000	14,600,000	3.8%	1.29%	0.10%
2012	14,400	383,000	1,130,000	14,800,000	3.8%	1.27%	0.10%
2013	14,500	394,000	1,150,000	15,000,000	3.7%	1.26%	0.10%
2014	14,600	404,000	1,170,000	15,300,000	3.6%	1.25%	0.10%
Average Annual growth							
2004-2014	1.31%	3.30%	2.26%	1.86%			

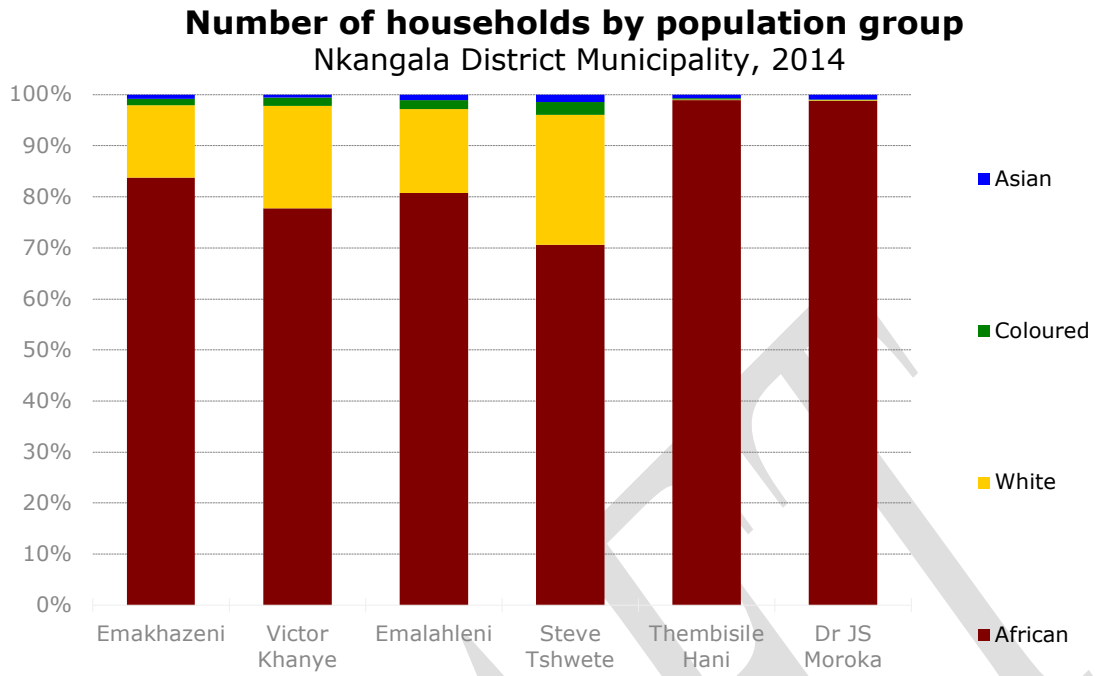
Source: IHS Global Insight Regional eXplorer version 969

Relative to the district municipality, the EMakhazeni Local Municipality had a lower average annual growth rate of 1.31% from 2004 to 2014. In contrast, the province had an average annual growth rate of 2.26% from 2004. South Africa as a whole had a total of 15.3 million households, with a growth rate of 1.86%, thus growing at a higher rate than the eMakhazeni.
The composition of the households by population group consists of 83.8% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 14.2% (ranking second). The Coloured population group had a total composition of 1.2% of the total households. The smallest population group by households is the Asian population group with only 0.9% in 2014.

The growth in the number of African headed households was on average 1.04% per annum between 2004 and 2014, which translates in the number of households increasing by 1 200 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2004 and 2014 at 20.21%. The average annual growth rate in the number of households for all the other population groups has increased with 1.24%.

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CHART 3. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

3.5 Development Indicators

Educational attainment

The table below provides a clear indication regarding the level of educational attainment within the municipality as well as performance of the learners. The table clearly indicates that there are few people with post matric qualifications within the municipality. The implication on this means that the local community members won't be able to take advantage of job opportunities created by the economic sectors and this has a negative consequence on the payment of municipal rates and socio-economic conditions in the area. The municipality should then speed up the process of the establishment of a TVET Campus as agreed with Exxaro mine. This campus will assist a great deal as it will focus in technical skills needed as the main economic activities relates to mining and trade.

TABLE 4: TABLE 6: EDUCATIONAL ATTAINMENT FOR MALES AND FEMALES AGE 20 AND OLDER

	Male	Female	Grand Total
No schooling	5777	4726	10503
Grade 0- 6	5053	4350	9403
Grade 7/Standard 5/ABET 3	883	744	1627
Grade 8-11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	7211	7059	14270
Grade 12-N3	5175	5351	10526
N4/NQF Level 5-N6	101	101	202

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Certificate with less than Grade 12/Std 10	40	-	40
Diploma with less than Grade 12/Std 10	37	-	37
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	163	124	287
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	146	121	268
Higher Diploma/Occupational certificate NQF Level 7	100	33	133
Post-Higher Diploma (Master's	-	68	68
Bachelor's degree/Occupational certificate NQF Level 7	98	141	239
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	96	126	222
Master's/Professional Master's at NQF Level 9 degree	44	41	85
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	35	13	48
Other	59	194	252
Do not know	341	229	570
Unspecified	171	25	196
Grand Total	24705	23444	48149

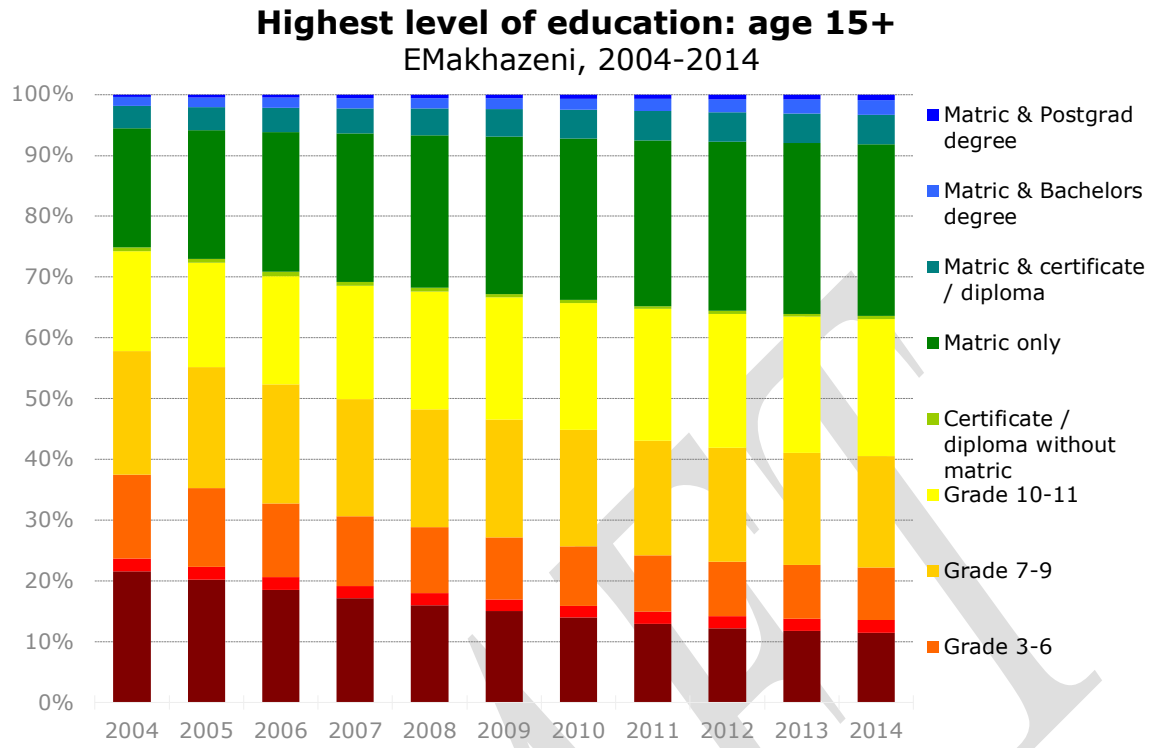
Source: Stats SA, CS2016

Grade 12 pass rate deteriorated from 85.7% in 2014 to 83.5% in 2019. But the pass rate improved in 2019 with 1.3 percentage points. Ranking 6th highest in 2018 and 2019.
Improved admission rate to university/degree studies to almost 30% in 2019.
The challenge is to accommodate the educated young people in the area - inadequate economic opportunities and not always employable due to inadequate skills.
Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community.
Functional literacy (age 15yr+ & completed gr 7 or higher) - the 9th highest in the province and an improving trend.

There is a slight decline in the grade 12 results in so far as the Province and eMakhazeni is concerned when compared to two previous years.
eMakhazeni municipality achieved the highest admission rate to a university degree in 2019. The municipality is also pursuing the development of a Technical and Vocational Education and Training to expand the skills base. The aim is to introduce a TVET campus in Belfast to achieve the above.

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CHART 4. HIGHEST LEVEL OF EDUCATION: AGE 15+ - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

The number of people without any schooling within eMakhazeni Local Municipality, decreased from 2004 to 2014 with an average annual rate of -6.57%, while number of people with a 'matric only', increased from 5,900 to 8,180. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.28%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.59%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

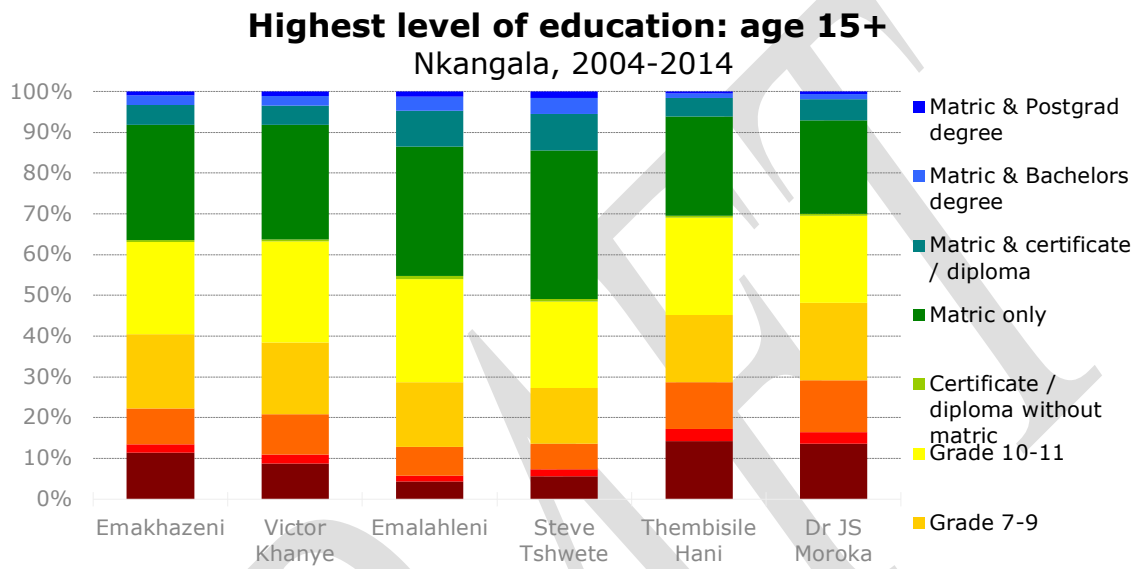
TABLE 5: HIGHEST LEVEL OF EDUCATION: AGE 15+ - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBERS]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
No schooling	3,320	73,500	255,000	2,220,000	4.5%	1.30%	0.15%
Grade 0-2	603	17,700	53,900	686,000	3.4%	1.12%	0.09%
Grade 3-6	2,520	75,500	217,000	3,090,000	3.3%	1.16%	0.08%
Grade 7-9	5,280	137,000	381,000	5,890,000	3.9%	1.39%	0.09%
Grade 10-11	6,530	197,000	532,000	7,670,000	3.3%	1.23%	0.09%
Certificate/ diploma without matric	147	5,130	13,900	191,000	2.9%	1.06%	0.08%
Matric only	8,180	247,000	677,000	9,390,000	3.3%	1.21%	0.09%
Matric certificate/ diploma	1,420	58,000	151,000	2,070,000	2.4%	0.94%	0.07%
Matric Bachelors degree	685	22,000	66,100	1,340,000	3.1%	1.04%	0.05%
Matric Postgrad degree	257	8,850	27,100	615,000	2.9%	0.95%	0.04%

Source: IHS Global Insight Regional eXplorer version 969

The number of people without any schooling in eMakhazeni Local Municipality accounts for 4.51% of the number of people without schooling in the district municipality, 1.30% of the province and 0.15% of the national. In 2014, the number of people in eMakhazeni Local Municipality with a matric only was 8,180 which is a share of 3.31% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 3.12% of the district municipality, 1.04% of the province and 0.05% of the national total.

CHART 5. HIGHEST LEVEL OF EDUCATION: AGE 15+, EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Functional literacy

For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

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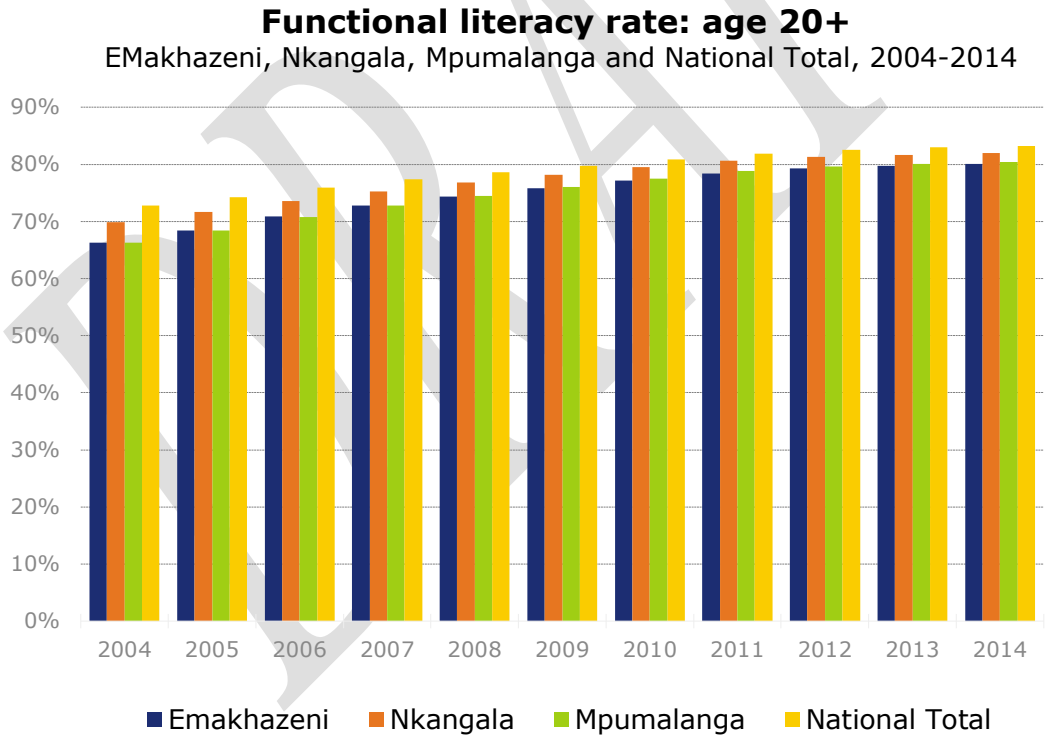
TABLE 6: FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2004	12,363	24,294	66.3%
2005	11,624	25,191	68.4%
2006	10,653	25,874	70.8%
2007	9,706	25,980	72.8%
2008	8,942	25,894	74.3%
2009	8,279	25,897	75.8%
2010	7,778	26,207	77.1%
2011	7,373	26,734	78.4%
2012	7,106	27,161	79.3%
2013	6,987	27,468	79.7%
2014	6,947	27,806	80.0%
Average Annual growth			
2004-2014	-5.60%	1.36%	1.90%

Source: IHS Global Insight Regional eXplorer version 969

A total of 27 800 individuals in eMakhazeni Local Municipality were considered functionally literate in 2014, while 6 950 people were illiterate. Expressed as a rate, this amounts to 80.01% of the population, which is an increase of 0.14 percentage points since 2004 (66.27%). The number of illiterate individuals decreased on average by -5.60% annually from 2004 to 2014, with the number of functional literate people increasing at 1.36% annually.

CHART 6. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

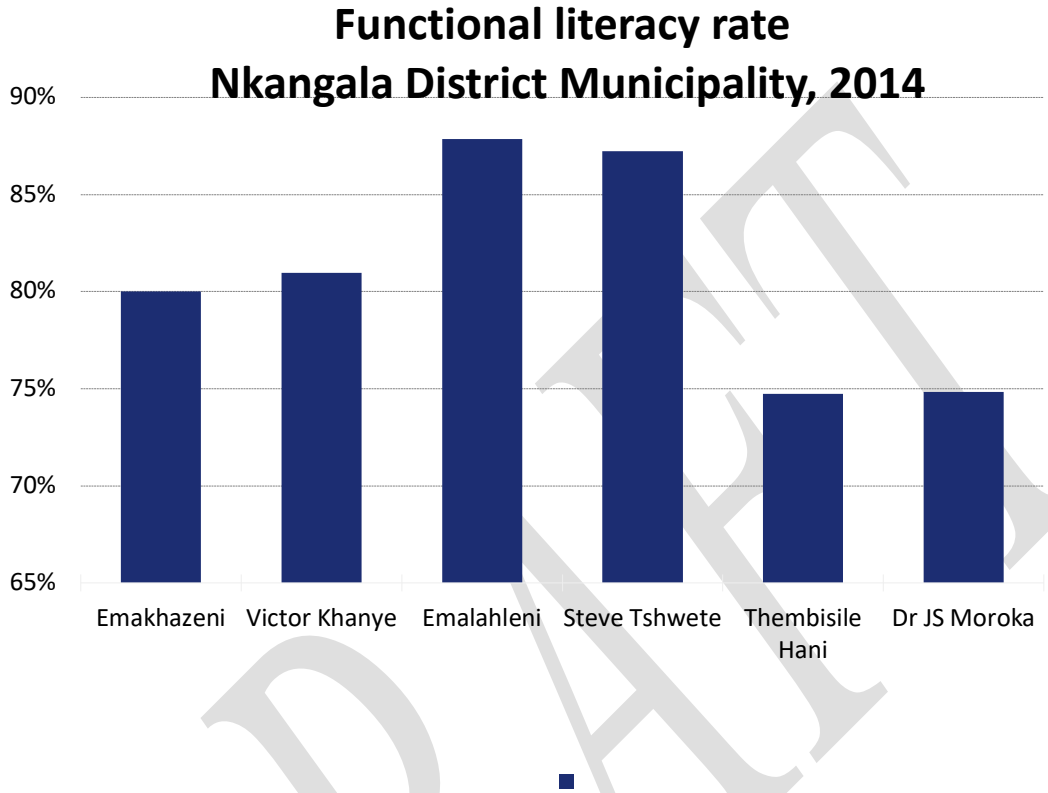


Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality's functional literacy rate of 80.01% in 2014 is lower than that of Nkangala at 81.92%, and is lower than the province rate of 80.42%. When comparing to National Total as whole, which has a functional literacy rate of 83.21%, it can be seen that the functional literacy rate is higher than that of the eMakhazeni Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

CHART 7. LITERACY RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the literacy rate for each of the regions within the Nkangala District Municipality, Emalahleni local municipality had the highest literacy rate, with a total of 87.9%. The lowest literacy rate can be observed in the Thembisile Hani local municipality with a total of 74.7%.

The following is the summary of the grade 12 results 2018;

TABLE 7: 2018 GRADE 12 RESULTS

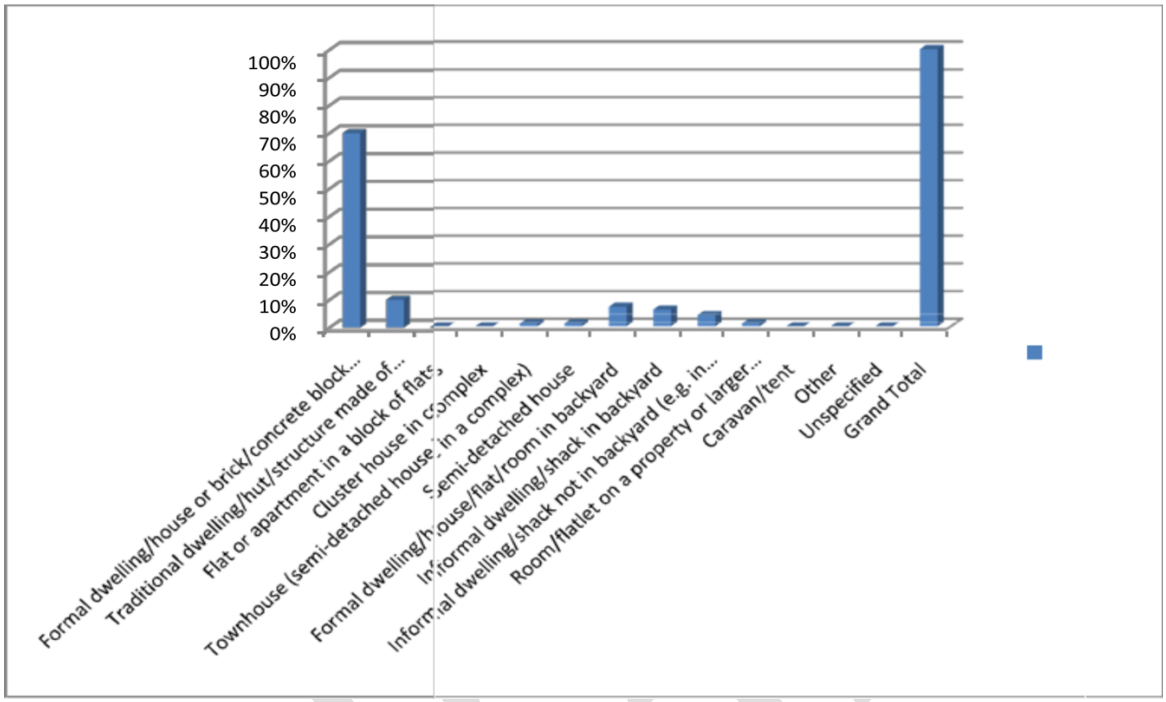
NAME OF SCHOOL	NO WROTE	NO PASSED	NO FAILED	BACHELOR	DIPLOMA	HIGHER CERTIFICATE	PERCENTAGE
Belfast academy	47	46	01	32	11	03	97%
Imemeza	32	31	01	13	12	06	96%
Siyifunile	25	24	01	13	8	03	96%
Khayalami	134	115	19	32	56	27	85%
Klipspriut	41	33	33	10	15	8	80%
Tonteldoos	35	27	07	10	08	09	79%
Emakhazeni boarding school	27	18	09	5	10	03	66%
Skhulile	80	46	34	06	16	24	57%
Morileg	41	20	21	2	9	9	48%

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Total	**462**	**360**	**102**	**123**	**145**	**92**	**82.2%**

Dwelling type

CHART 8. DWELLING TYPE

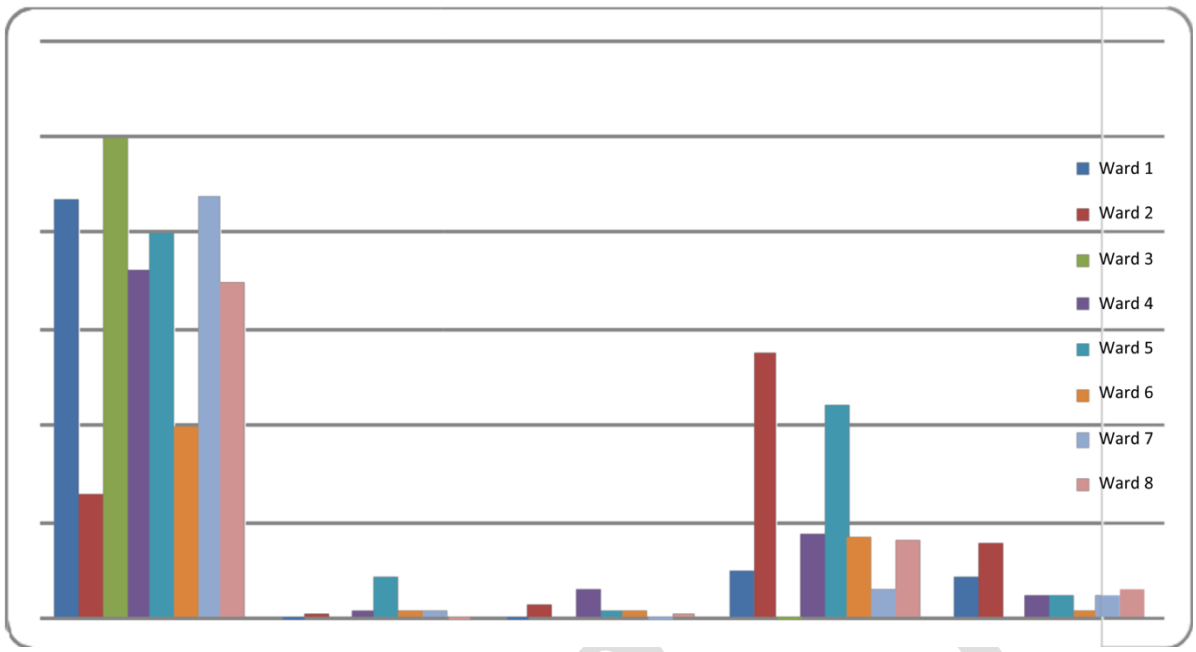


Source: Stats SA, CS 2016

About 70% of household's lives in formal dwelling/ house or brick/ concrete block structure within the municipality while 10% live in traditional dwelling or structure made of traditional mater. This 10% may be households living in rural areas. There is still, however, 4% living in informal settlements and a further 6% living in informal dwelling/ shack in the backyard. This means that the municipality need to prioritize and/or expedite the finalization of township establishments in order to settle these people.

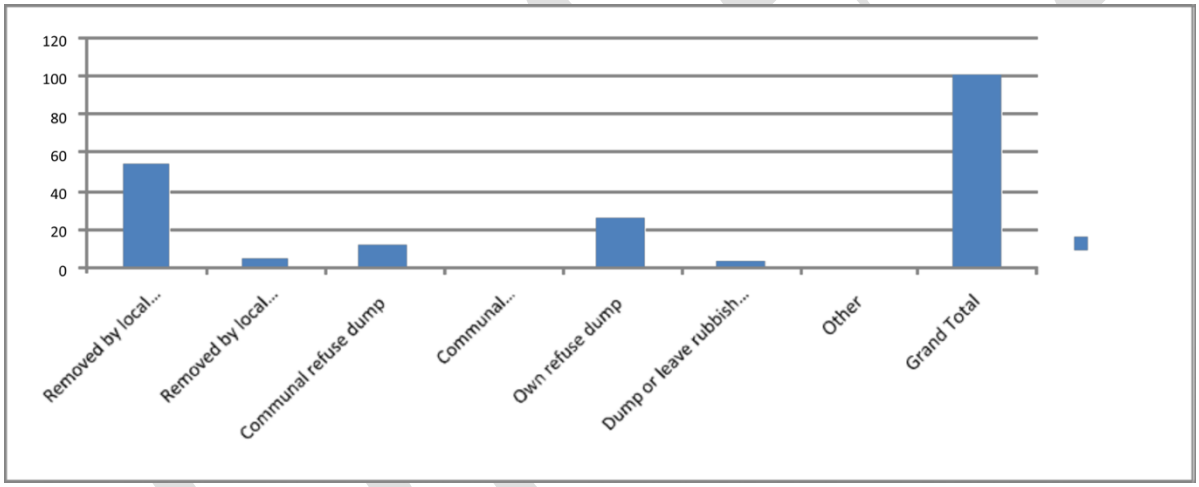
Households by type of refuse disposal

CHART 9. FIGURE 12: PERCENTAGE OF HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL



Source: Statistics South Africa, 2011

CHART 10. FIGURE 13: PERCENTAGE OF HOUSEHOLDS BY TYPE OF REFUSE DISPOSAL



Source: Statistics South Africa, CS 2016

The refuse removal by the municipality has dropped since 2011 census. This means that the municipality has reduced this service rendered to the community. The percentage indicated might be caused by the interruptions due to temporary interruptions of the service as a result of lack of reliable refuse vehicles. The implication was that community members might have revolted against the municipality due to the lack of service rendered. However, new refuse trucks have since been procure and refuse collection have since been increased.

HIV and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any

treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed

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TABLE 8: NUMBER OF HIV+ PEOPLE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER AND PERCENTAGE]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	5,200	122,000	427,000	4,600,000	4.3%	1.22%	0.11%
2005	5,340	127,000	445,000	4,810,000	4.2%	1.20%	0.11%
2006	5,430	130,000	460,000	4,970,000	4.2%	1.18%	0.11%
2007	5,430	134,000	473,000	5,090,000	4.1%	1.15%	0.11%
2008	5,480	140,000	482,000	5,190,000	3.9%	1.14%	0.11%
2009	5,580	147,000	490,000	5,270,000	3.8%	1.14%	0.11%
2010	5,590	151,000	497,000	5,350,000	3.7%	1.12%	0.10%
2011	5,610	154,000	504,000	5,420,000	3.6%	1.11%	0.10%
2012	5,590	156,000	509,000	5,480,000	3.6%	1.10%	0.10%
2013	5,700	162,000	514,000	5,530,000	3.5%	1.11%	0.10%
2014	5,700	164,000	518,000	5,570,000	3.5%	1.10%	0.10%
Average Annual growth							
2004-2014	0.93%	3.00%	1.95%	1.94%			

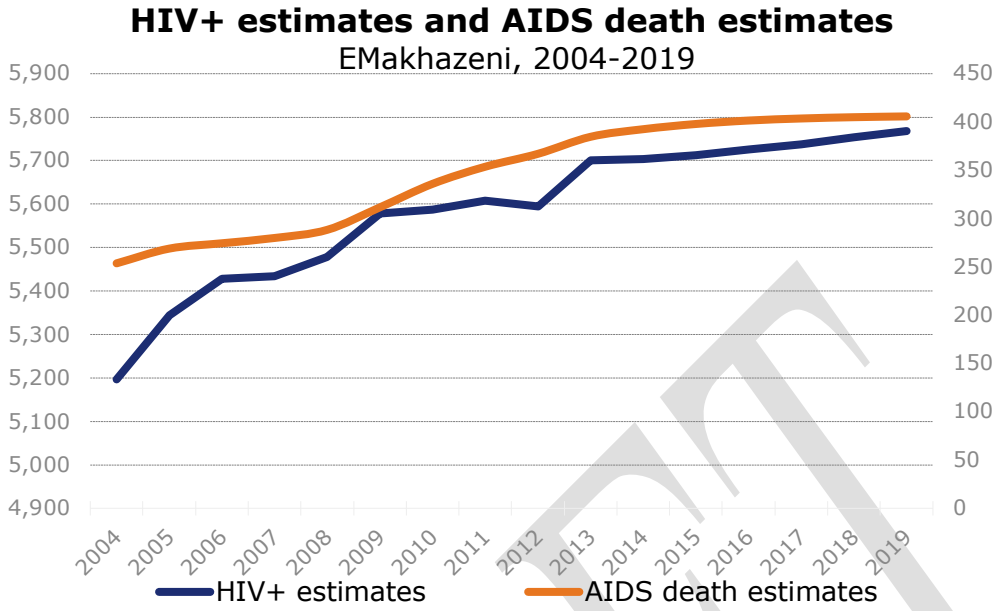
Source: IHS Global Insight Regional eXplorer version 969

In 2014, 5 700 people in the eMakhazeni Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 0.93% since 2004, and in 2014 represented 11.78% of the local municipality's total population. Nkangala District Municipality had an average annual growth rate of 3.00% from 2004 to 2014 in the number of people infected with HIV, which is higher than that of the eMakhazeni Local Municipality. The number of infections in Mpumalanga Province increased from 427,000 in 2004 to 518,000 in 2014. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2004 to 2014 with an average annual growth rate of 1.94%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

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CHART 11. AIDS PROFILE AND FORECAST - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2019 [NUMBERS]



Source: IHS Global Insight Regional eXplorer version 969

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 254 in 2004 and 393 for 2014. This number denotes an increase from 2004 to 2014 with a high average annual rate of 4.46% (or 139 people). For the year 2014, they represented 0.81% of the total population of the entire local municipality.

3.6 Economy

The economic state of eMakhazeni Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Nkangala District Municipality, Mpumalanga Province and South Africa.
The eMakhazeni Local Municipality does not function in isolation from Nkangala, Mpumalanga Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross Domestic Product by Region (GDP-R)
The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

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TABLE 9: GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [R BILLIONS, CURRENT PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total	eMakhazeni as % of district municipality	eMakhazeni as % of province	eMakhazeni as % of national
2004	1.0	38.7	97.9	1,476.6	2.7%	1.06%	0.07%
2005	1.2	43.3	107.6	1,639.3	2.7%	1.07%	0.07%
2006	1.3	49.7	122.7	1,839.4	2.6%	1.04%	0.07%
2007	1.5	59.7	146.7	2,109.5	2.5%	1.04%	0.07%
2008	1.7	68.6	169.5	2,369.1	2.5%	1.01%	0.07%
2009	1.8	73.6	182.5	2,507.7	2.5%	1.01%	0.07%
2010	2.1	81.7	202.9	2,748.0	2.6%	1.03%	0.08%
2011	2.4	92.1	226.8	3,025.0	2.6%	1.04%	0.08%
2012	2.6	106.4	257.9	3,262.5	2.5%	1.02%	0.08%
2013	2.8	110.7	269.1	3,534.3	2.5%	1.03%	0.08%
2014	2.9	117.3	284.2	3,797.1	2.5%	1.01%	0.08%

Source: IHS Global Insight Regional eXplorer version 969

With a GDP of R 2.88 billion in 2014 (up from R 1.04 billion in 2004), the EMakhazeni Local Municipality contributed 2.45% to the Nkangala District Municipality GDP of R 117 billion in 2014 increasing in the share of the Nkangala from 2.69% in 2004. The eMakhazeni Local Municipality contributes 1.01% to the GDP of Mpumalanga Province and 0.08% the GDP of South Africa which had a total GDP of R 3.8 trillion in 2014 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2004 when it contributed 0.07% to South Africa, but it is lower than the peak of 0.08% in 2012.

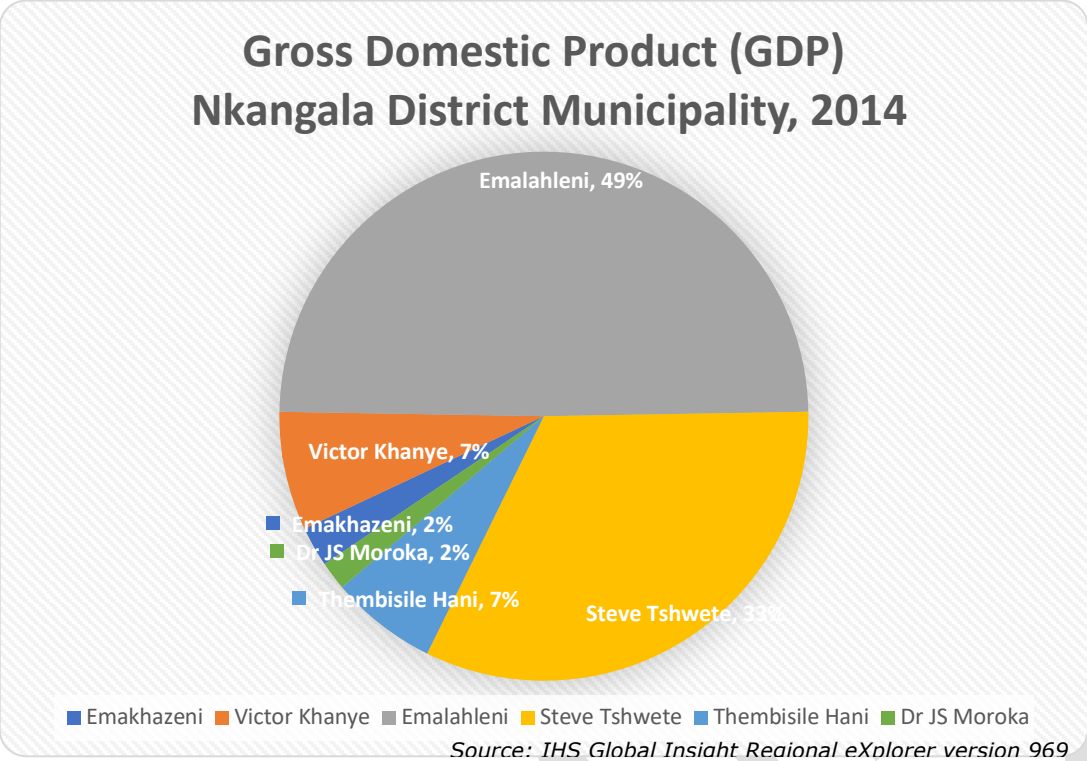
TABLE 10: GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total
2004	-0.4%	5.5%	3.9%	4.4%
2005	3.4%	5.8%	4.3%	5.1%
2006	-2.3%	3.3%	4.2%	5.3%
2007	2.2%	5.5%	4.0%	5.4%
2008	3.7%	-3.7%	1.2%	3.2%
2009	1.3%	-2.7%	-1.4%	-1.5%
2010	8.0%	0.5%	2.6%	3.0%
2011	5.7%	-0.2%	2.1%	3.2%
2012	-0.3%	3.1%	2.1%	2.2%
2013	2.0%	4.7%	1.7%	2.2%
2014	1.3%	4.0%	2.7%	1.5%
Average Annual growth 2004-2014+	2.46%	1.98%	2.34%	2.94%

Source: IHS Global Insight Regional eXplorer version 969

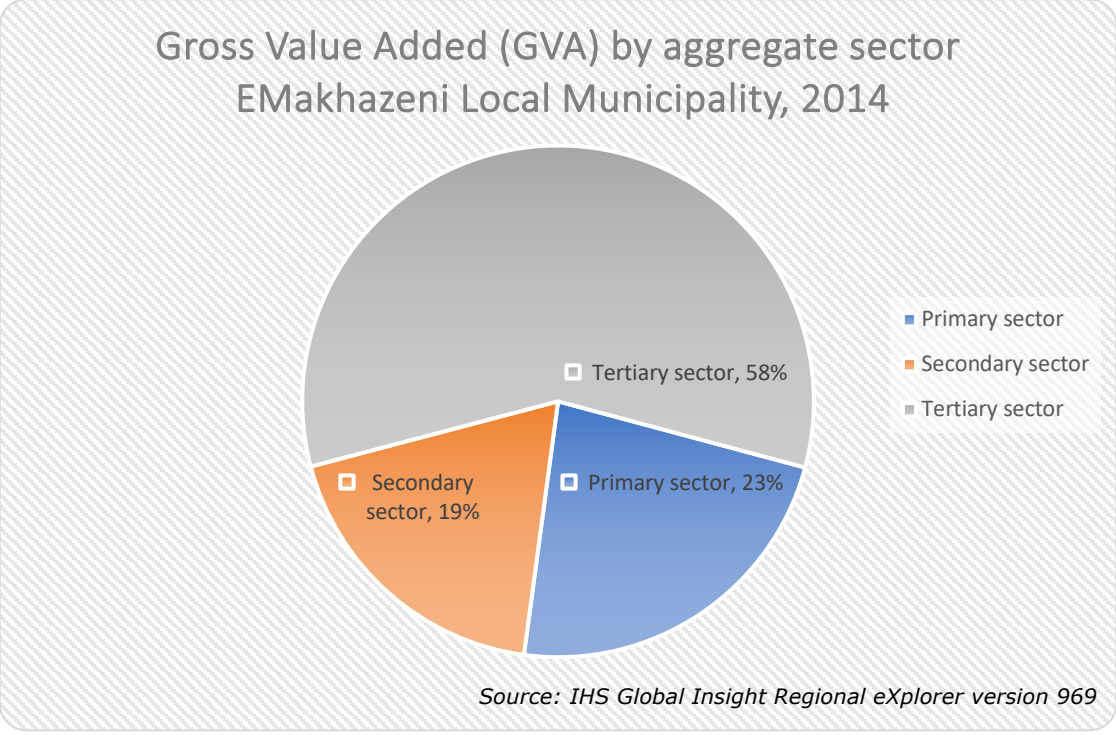
In 2014, the EMakhazeni Local Municipality achieved an annual growth rate of 1.26% which is a significant lower GDP growth than the Mpumalanga Province's 2.65%, but is lower than that of South Africa, where the 2014 GDP growth rate was 1.55%. Similar to the short-term growth rate of 2014, the longer-term average growth rate for eMakhazeni (2.46%) is also slightly lower than that of South Africa (2.94%). The economic growth in eMakhazeni peaked in 2010 at 7.96%.

CHART 12. GROSS DOMESTIC PRODUCT (GDP) - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [PERCENTAGE]



The tertiary sector contributes the most to the Gross Value Added within the eMakhazeni Local Municipality at 58.3%. This is slightly lower than the national economy (68.1%). The primary sector contributed a total of 23.0% (ranking second), while the secondary sector contributed the least at 18.8%.

CHART 13. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]

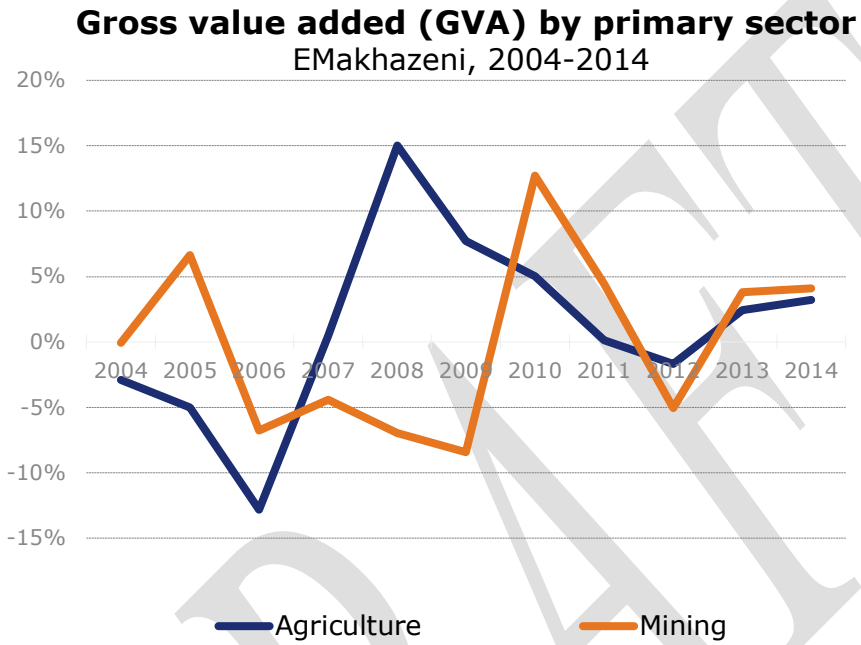


The following is a breakdown of the Gross Value Added (GVA) by aggregated sector

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in eMakhazeni Local Municipality from 2004 to 2014.

CHART 14. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight Regional eXplorer version 969

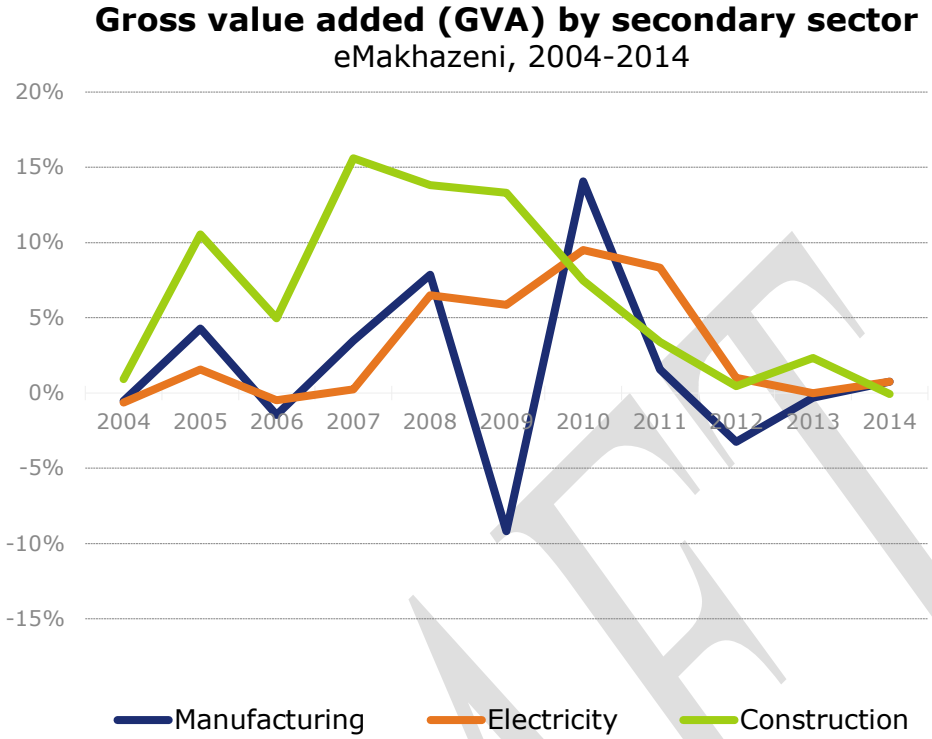
Between 2004 and 2014 the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 15.0%. The mining sector reached its highest point of growth of 12.7% in 2010. The agricultural sector experienced the lowest growth for the period during 2006 at -12.8%, while the mining sector reaching its lowest point of growth in 2009 at -8.4%. Both the agriculture and mining sectors are generally characterized by volatility in growth over the period.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in eMakhazeni Local Municipality from 2004 to 2014.

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CHART 15. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight Regional eXplorer version 969

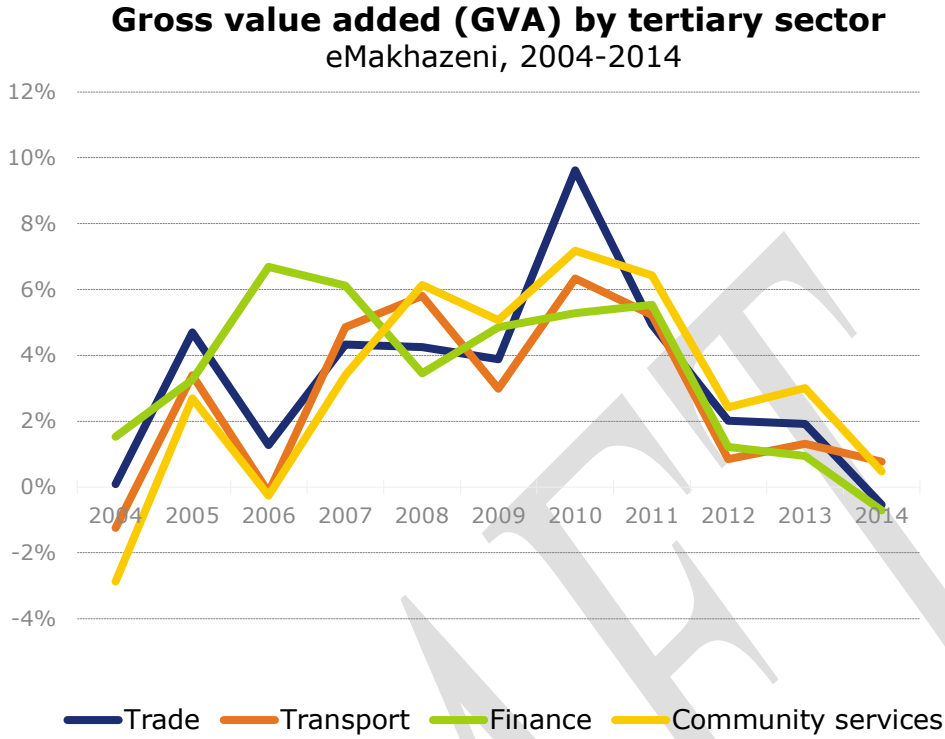
Between 2004 and 2014 the manufacturing sector experienced the highest positive growth in 2010 with a growth rate of 14.1%. The construction sector reached its highest growth in 2007 at 15.6%. The manufacturing sector experienced its lowest growth in 2014 of -9.2%, while construction sector reached its lowest point of growth in 2014 a with -0.1% growth rate. The electricity sector experienced the highest growth in 2010 at 9.5%, while it recorded the lowest growth of -0.6% in 2004.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in eMakhazeni Local Municipality from 2004 to 2014.

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CHART 16. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - EMAKHAZENI, 2004-2014 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Global Insight Regional eXplorer version 969

The trade sector experienced the highest positive growth in 2010 with a growth rate of 9.6%. It is evident for the transport sector that the highest positive growth rate also existed in 2010 at 6.3% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2006 when it recorded growth of 6.7%. The finance sector recorded the lowest growth rate in 2014 with -0.7% growth rate, while the Trade sector also had the lowest growth rate in 2014 at -0.5%. The community services sector, which largely consists of government, experienced its highest positive growth in 2010 with 7.2% and the lowest growth rate in 2004 with -2.9%.

Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

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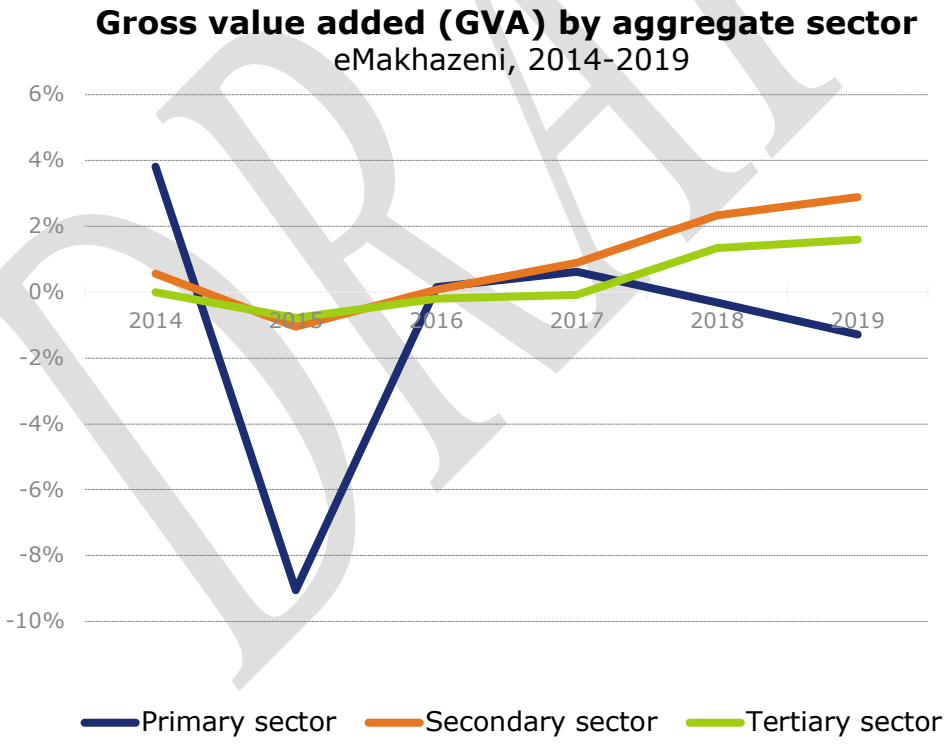
TABLE 11: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014-2019 [R MILLIONS, CONSTANT 2010 PRICES]

	2014	2015	2016	2017	2018	2019	Average Annual growth
Agriculture	179.5	161.6	152.6	152.4	153.9	156.0	-2.77%
Mining	380.8	348.0	357.7	361.1	358.0	349.3	-1.71%
Manufacturing	197.6	195.1	194.6	196.6	202.2	208.9	1.12%
Electricity	56.2	55.1	54.9	55.0	55.8	57.0	0.29%
Construction	77.8	78.0	78.8	79.6	81.0	82.9	1.28%
Trade	355.5	353.5	353.8	354.7	361.8	370.0	0.80%
Transport	235.4	234.1	234.5	235.7	240.3	245.8	0.87%
Finance	236.5	233.8	231.8	229.1	229.6	231.0	-0.47%
Community services	358.6	355.2	354.4	354.0	357.7	361.5	0.17%
Total Industries	**2,077.8**	**2,014.3**	**2,013.2**	**2,018.3**	**2,040.2**	**2,062.4**	**-0.15%**

Source: IHS Global Insight Regional eXplorer version 969

The construction sector is expected to grow fastest at an average of 1.28% annually from R 77.8 million in eMakhazeni Local Municipality to R 82.9 million in 2019. The trade sector is estimated to be the largest sector within the eMakhazeni Local Municipality in 2019, with a total share of 17.9% of the total GVA (as measured in current prices), growing at an average annual rate of 0.8%. The sector that is estimated to grow the slowest is the agriculture sector with an average annual growth rate of -2.77%.

CHART 17. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014-2019 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Global Insight Regional eXplorer version 969 \

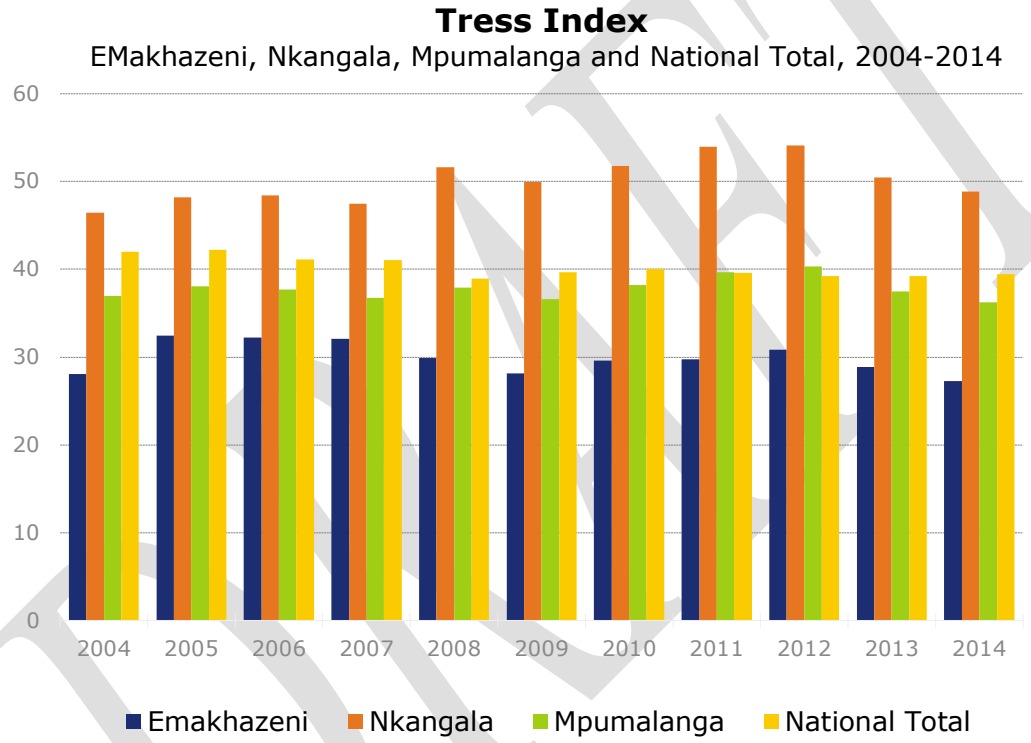
The Primary sector is expected to grow at an average annual rate of -2.04% between 2014 and 2019, with the Secondary sector growing at 1.02% on average annually. The Tertiary sector is expected to grow at an average annual rate of 0.37% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

CHART 18. TRESS INDEX - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni's Tress Index was estimated at 27.2 which are lower than the 48.8 of the district municipality and lower than the 48.8 of the province. This implies that - on average - eMakhazeni Local Municipality is more diversified in terms of its economic activity spread than the province's economy as a whole.

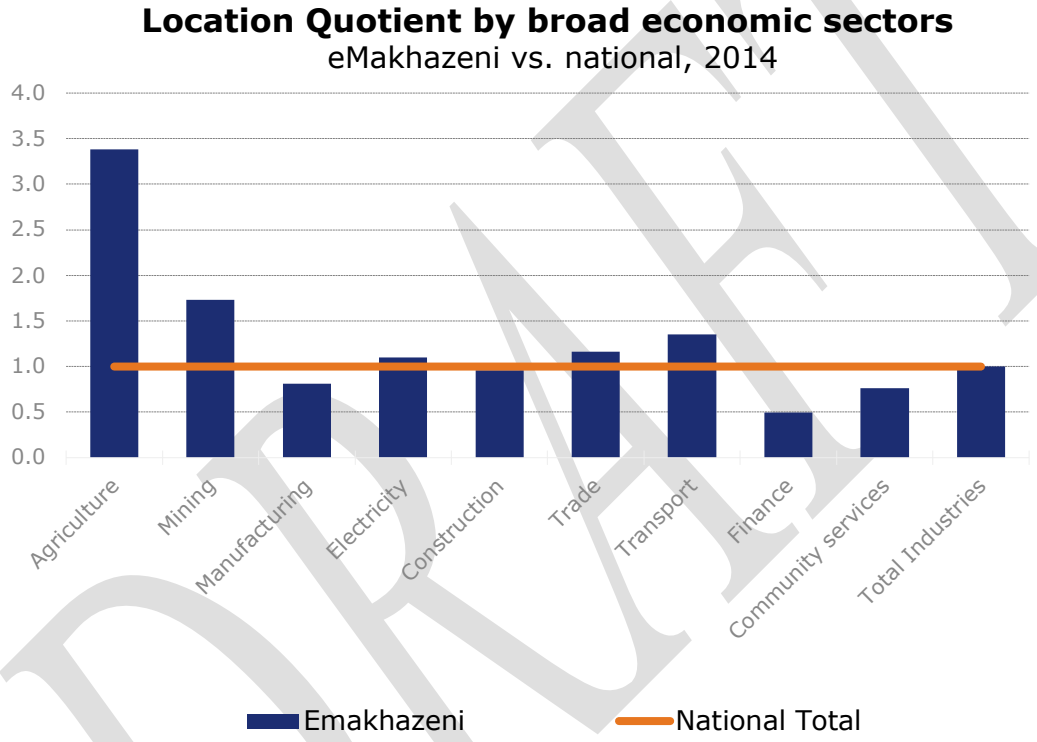
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

CHART 19. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - EMAKHAZENI LOCAL MUNICIPALITY AND SOUTH AFRICA, 2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

For 2014 eMakhazeni Local Municipality has a very large comparative advantage in the agriculture sector. The mining sector also has a very large comparative advantage. The transport also has a comparative advantage when comparing it to the South Africa economy, although less prominent. The eMakhazeni Local Municipality has a comparative disadvantage when it comes to the finance and community services sector which has a large comparative disadvantage. In general mining is a very concentrated economic sector. Mining is very important to the eMakhazeni Local Municipality Area, with a LQ far above the national average, but not like the predominant mining areas such as Rustenburg and Sishen areas.

Tourism

Tourism can be defined as the non-commercial organization plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 12: NUMBER OF TRIPS BY PURPOSE OF TRIPS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]

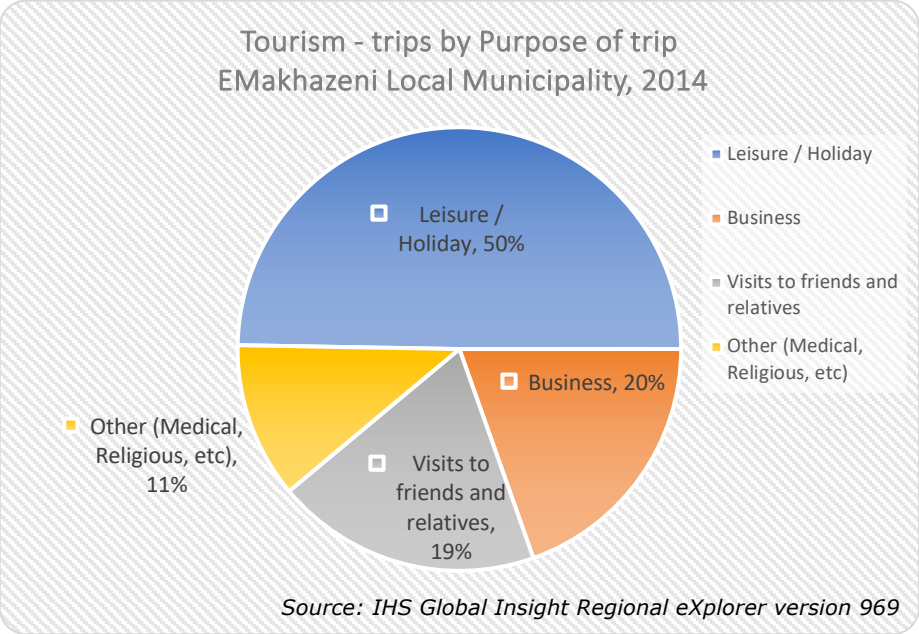
	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2004	20,100	9,410	8,320	11,600	49,400
2005	20,400	9,970	9,010	10,600	50,000
2006	22,100	10,100	9,530	9,380	51,200
2007	25,000	9,790	9,930	8,540	53,200
2008	26,700	9,990	10,900	6,930	54,500
2009	27,500	10,700	11,500	7,060	56,700
2010	30,400	12,600	12,200	7,650	62,800
2011	32,500	13,300	12,900	7,890	66,600
2012	35,200	14,400	13,800	8,190	71,600
2013	36,500	15,000	13,700	8,610	73,900
2014	36,800	14,500	14,300	8,410	74,100
Average Annual growth					
2004-2014	6.27%	4.43%	5.59%	-3.20%	4.13%

Source: IHS Global Insight Regional eXplorer version 969

In eMakhazeni Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2004 (20 100) to 2014 (36 800) at 6.27%. The type of tourism with the highest volume of tourists was also the Leisure / Holiday tourism with a total number of 36 800 annual tourist and had an average annual growth rate of 6.27%. The tourism type that recorded the lowest growth was Other (Medical, Religious, etc) tourism with an average annual growth rate of -3.20% from 2004 (11 600) to 2014 (8 410).

CHART 20. TRIPS BY PURPOSE OF TRIP - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]

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Source: IHS Global Insight Regional eXplorer version 969

The Leisure / Holiday at 49.72% has largest share the total tourism within eMakhazeni Local Municipality. Business tourism had the second highest share at 19.59%, followed by Visits to friends and relatives tourism at 19.35% and the Other (Medical, Religious, etc) tourism with the smallest share of 11.34% of the total tourism within EMakhazeni Local Municipality.

Origin of Tourists

In the following table, the number of tourists that visited eMakhazeni Local Municipality from both domestic origins, as well as those coming from international places, are listed.

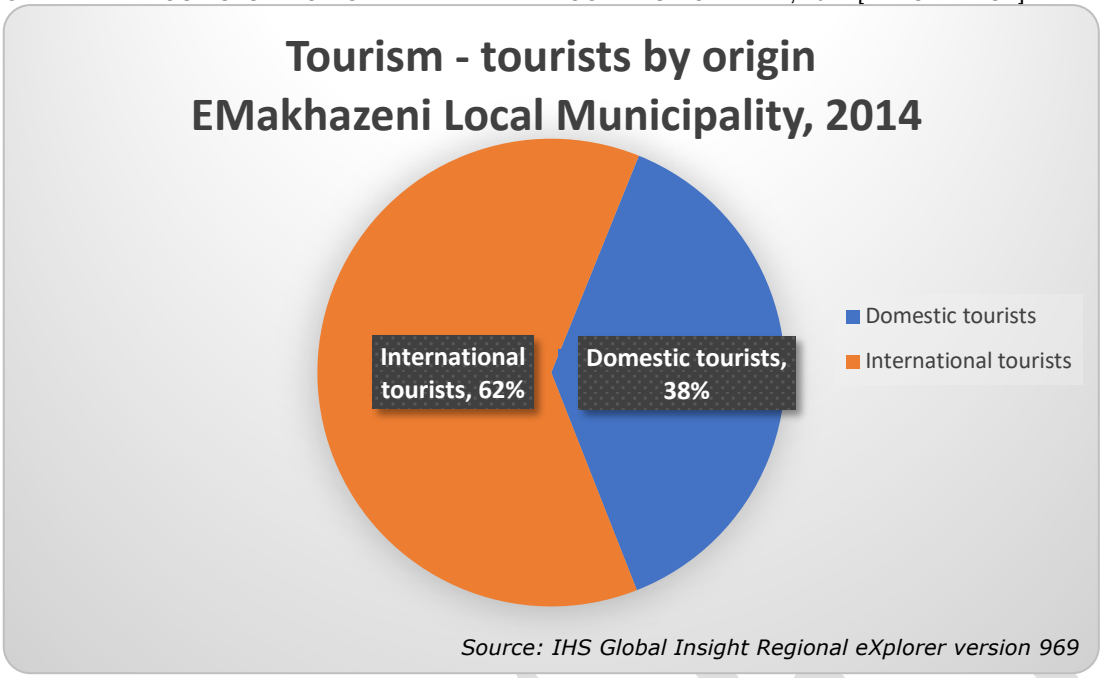
TABLE 13: TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2004	26,900	22,600	49,400
2005	26,200	23,800	50,000
2006	25,000	26,200	51,200
2007	24,700	28,600	53,200
2008	23,900	30,600	54,500
2009	24,500	32,300	56,700
2010	25,200	37,600	62,800
2011	26,300	40,300	66,600
2012	27,300	44,400	71,600
2013	28,000	45,900	73,900
2014	28,100	46,000	74,100
Average Annual growth			
2004-2014	0.45%	7.38%	4.13%

Source: IHS Global Insight Regional eXplorer version 969

The number of trips by tourists visiting eMakhazeni Local Municipality from other regions in South Africa has increased at an average annual rate of 0.45% from 2004 (26 900) to 2014 (28 100). The tourists visiting from other countries increased at a relatively high average annual growth rate of 7.38% (from 22 600 in 2004 to 46 000). International tourists constitute 62.08% of the total number of trips, with domestic tourism representing the balance of 37.92%.

CHART 21. TOURISTS BY ORIGIN - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



3.7 Bednights by origin of tourist

The following is a summary of the number of bed nights spent by domestic and international tourist within eMakhazeni Local Municipality between 2004 and 2014.

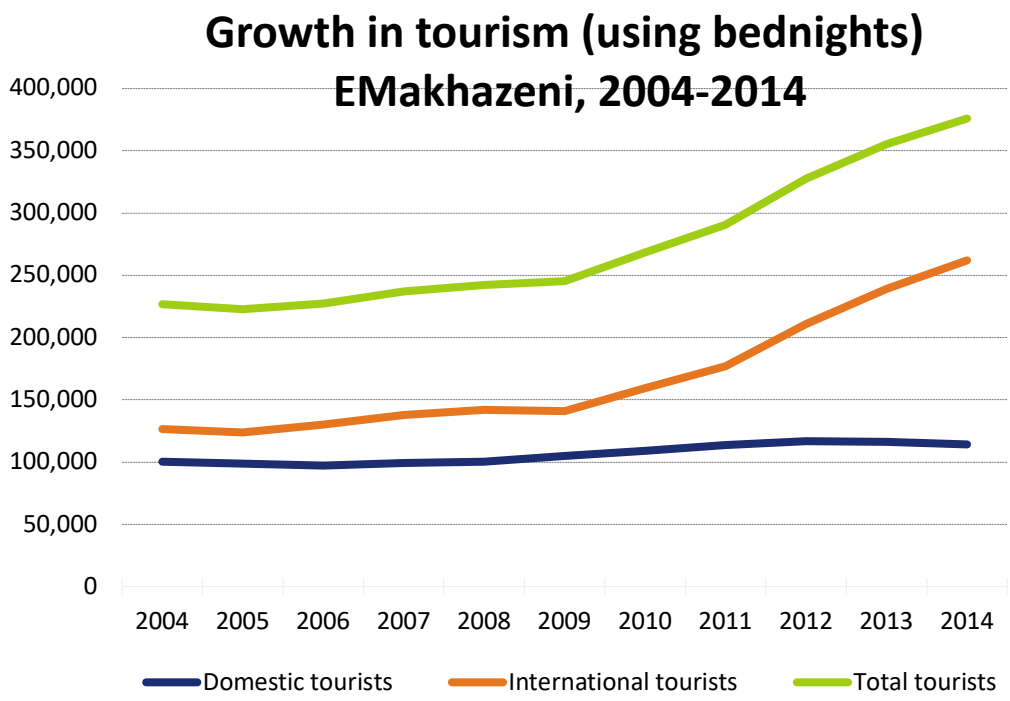
TABLE 14: BEDNIGHTS BY ORIGIN OF TOURIST - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2004	100,000	127,000	227,000
2005	99,000	124,000	223,000
2006	97,200	130,000	227,000
2007	99,300	138,000	237,000
2008	100,000	142,000	242,000
2009	105,000	141,000	245,000
2010	109,000	160,000	268,000
2011	113,000	177,000	290,000
2012	117,000	211,000	327,000
2013	116,000	239,000	355,000
2014	114,000	262,000	376,000
Average Annual growth			
2004-2014	1.31%	7.55%	5.19%

Source: IHS Global Insight Regional eXplorer version 969

From 2004 to 2014, the number of bed nights spent by domestic tourists has increased at an average annual rate of 1.31%, while in the same period the international tourists had an average annual increase of 7.55%. The total number of bed nights spent by tourists increased at an average annual growth rate of 5.19% from 227 000 in 2004 to 376 000 in 2014.

CHART 22. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

3.8 Tourism spending

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 15: TOTAL TOURISM SPENDING - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [R BILLIONS, CURRENT PRICES]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	0.2	1.3	7.2	104.7
2005	0.2	1.3	7.3	107.2
2006	0.3	1.6	8.5	126.9
2007	0.3	1.7	9.4	138.7
2008	0.4	1.9	10.4	152.5
2009	0.4	2.0	10.8	153.4
2010	0.4	2.3	12.0	167.2
2011	0.4	2.5	12.9	174.6
2012	0.5	3.0	15.3	199.9
2013	0.6	3.4	17.0	217.6
2014	0.7	3.8	19.2	238.7
Average Annual growth				
2004-2014	10.41%	11.47%	10.26%	8.60%

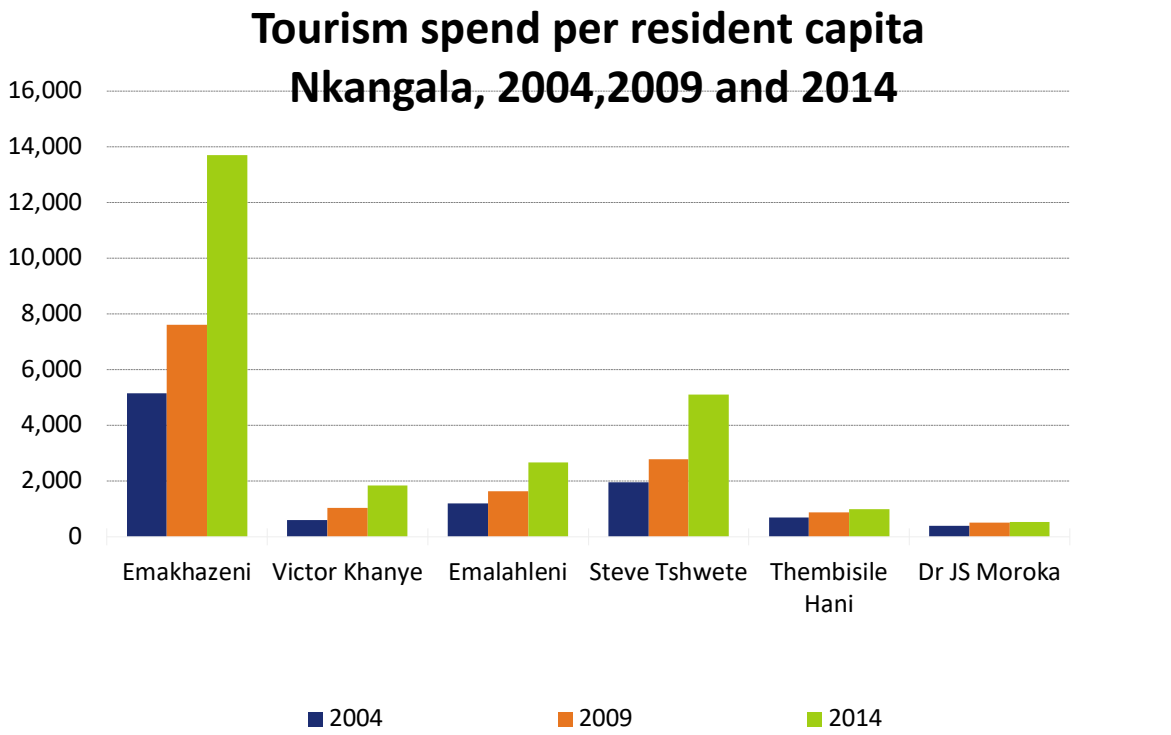
Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total tourism spending of R 663 million in 2014 with an average annual growth rate of 10.4% since 2004 (R 246 million). Nkangala District Municipality had a total tourism spending of R 3.81 billion in 2014 and an average annual growth rate of 11.5% over the period. Total spending in Mpumalanga Province increased from R 7.21 billion in 2004 to R 19.2 billion in 2014 at an average annual rate of 10.3%. South Africa as whole had an average annual rate of 8.6% and increased from R 105 billion in 2004 to R 239 billion in 2014.

Tourism Spend per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

CHART 23. TOURISM SPEND PER RESIDENT CAPITA - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2004,2009 AND 2014 [R THOUSANDS]



In 2014, eMakhazeni Local Municipality had a tourism spend per capita of R 13,700 and an average annual growth rate of 10.28%, eMakhazeni Local Municipality ranked highest amongst all the regions within Nkangala in terms of tourism spend per capita. The local municipality that ranked lowest in terms of tourism spend per capita is Dr JS Moroka with a total of R 532 which reflects an increase at an average annual rate of 3.21% from 2004.

3.3.1. Tourism Spend as a Share of GDP

TABLE 16: TOTAL SPENDING AS % SHARE OF GDP - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	23.7%	3.3%	7.4%	7.1%
2005	21.6%	3.1%	6.8%	6.5%

2006	22.3%	3.1%	6.9%	6.9%
2007	21.1%	2.9%	6.4%	6.6%
2008	20.6%	2.8%	6.2%	6.4%
2009	19.5%	2.7%	5.9%	6.1%
2010	18.8%	2.8%	5.9%	6.1%
2011	18.4%	2.7%	5.7%	5.8%
2012	19.7%	2.8%	5.9%	6.1%
2013	21.4%	3.0%	6.3%	6.2%
2014	23.0%	3.2%	6.7%	6.3%

Source: IHS Global Insight Regional eXplorer version 969

In eMakhazeni Local Municipality the tourism spending as a percentage of GDP in 2014 was 23.05%. Tourism spending as a percentage of GDP for 2014 was 3.24% in Nkangala District Municipality, 6.74% in Mpumalanga Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.29%.

3.9 Trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative Importance of Trade

In the table below, the eMakhazeni Local Municipality is compared to Nkangala, Mpumalanga Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

TABLE 17: MERCHANDISE EXPORTS AND IMPORTS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2015 [R 1000, CURRENT PRICES]

	eMakhazeni	Nkangala	Mpumalanga	National Total
Exports (R 1000)	53,664	4,791,959	18,553,703	1,041,437,998
Imports (R 1000)	951,493	1,670,152	5,944,179	1,075,891,997
Total Trade (R 1000)	1,005,158	6,462,110	24,497,882	2,117,329,995
Trade Balance (R 1000)	-897,829	3,121,807	12,609,524	-34,453,999
Exports as % of GDP	1.8%	4.0%	6.3%	26.0%
Total trade as % of GDP	34.5%	5.4%	8.4%	53.0%
Regional share - Exports	0.0%	0.5%	1.8%	100.0%
Regional share - Imports	0.1%	0.2%	0.6%	100.0%
Regional share - Total Trade	0.0%	0.3%	1.2%	100.0%

Source: IHS Global Insight Regional eXplorer version 969

The merchandise export from eMakhazeni Local Municipality amounts to R 53.7 million and as a percentage of total national exports constitute about 0.01%. The exports from eMakhazeni Local Municipality constitute 1.84% of total eMakhazeni Local Municipality's GDP. Merchandise imports of R 951 million constitute about 0.09% of the national imports. Total trade within EMakhazeni is about 0.05% of total national trade. eMakhazeni Local Municipality had a negative trade balance in 2015 to the value of R 898 million.

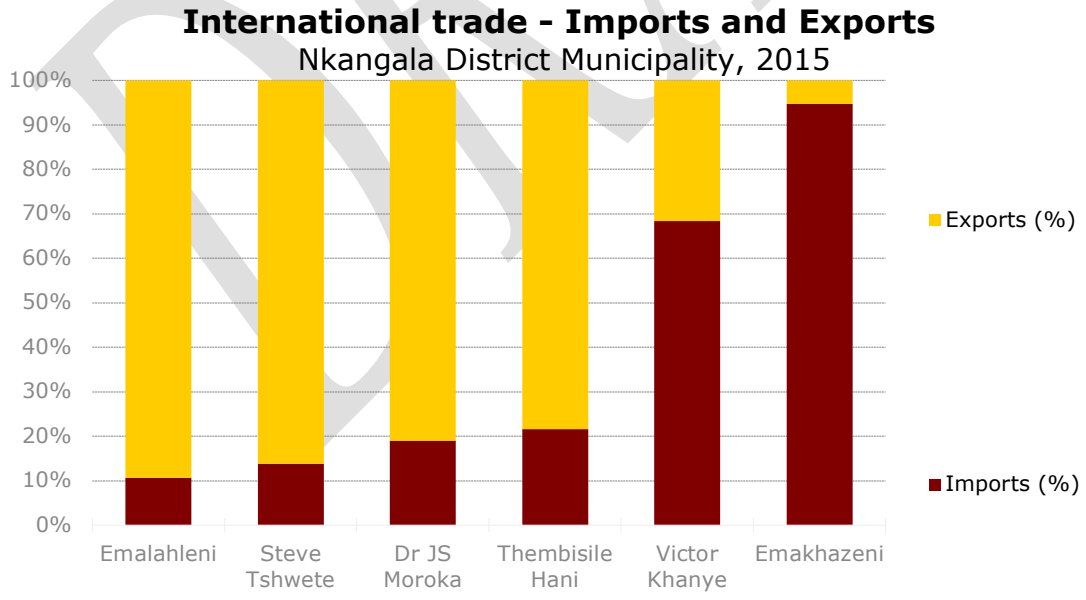
CHART 24. IMPORT AND EXPORTS IN EMAKHAZENI LOCAL MUNICIPALITY, 2005-2015 [R 1000]



Source: IHS Global Insight Regional eXplorer version 969

Analysing the trade movements over time, total trade increased from 2005 to 2015 at an average annual growth rate of 80.97%. Merchandise exports increased at an average annual rate of 43.78%, with the highest level of exports of R 123 million experienced in 2008. Merchandise imports increased at an average annual growth rate of 94.21% between 2005 and 2015, with the lowest level of imports experienced in 2005.

CHART 25. MERCHANDISE EXPORTS AND IMPORTS - EMAKHAZENI AND THE REST OF NKANGALA, 2015 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

When comparing the eMakhazeni Local Municipality with the other regions in the Nkangala District Municipality, Emalahleni has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 3.67 billion. This is also true for exports - with a total of R 3.28 billion in 2015. Dr JS Moroka had the lowest total trade figure at R 295,000. The Dr JS Moroka also had the lowest exports in terms of currency value with a total of R 239,000 exports.

3.10 AGRICULTURE AND MINING

Farming is the dominant economic activity in the eMakhazeni area occupying the largest part of the physical area. Small towns serve as service centres to the agricultural sector. The most dominant activities in the area include field, horticultural, animal husbandry, forestry and some fishing. Agriculture generates and inter-regional income and has a high multiplier effect in the local economy. Belfast, Dullstroom, Machadodorp and Waterval-Boven act as service providers to the surrounding rural areas and provide social services as well as farming and household necessities to the farmers and farm workers in the region. Stoffberg in the west plays a relative important role in the farming community and farming activities of the area.The eMakhazeni Municipal is mainly a rural area with scattered rural settlements situated on farms. These settlements usually consist of the homestead, outbuildings, sheds and farm workers' accommodation. The number of farm workers' units range between one to twenty units per farm.
Leading sectors in terms of % contribution to eMakhazeni economy is mining (27.1%), transport (26%) trade (8.4%) and community services (14.7%). Mining has remained the biggest contributor in GDP in the municipality between.

The tables below show the contribution of each sector to the municipal GDP:

CHART 26. EMAKHAZENI ECONOMIC SECTORS CONTRIBUTION TO THE MUNICIPAL GDP IN 2001

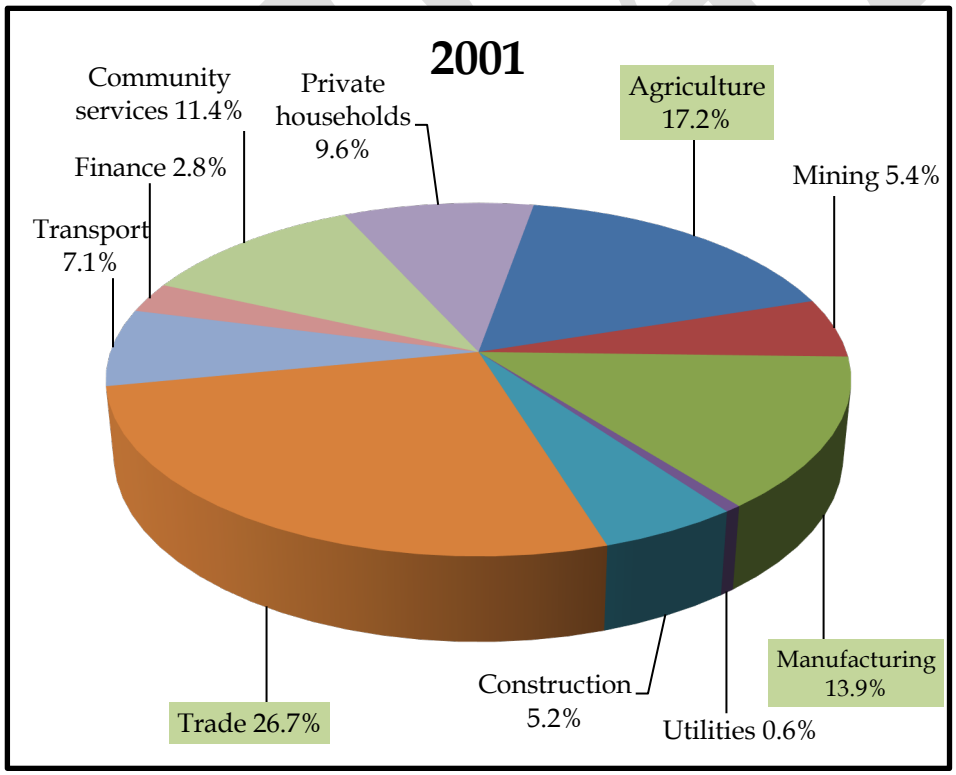
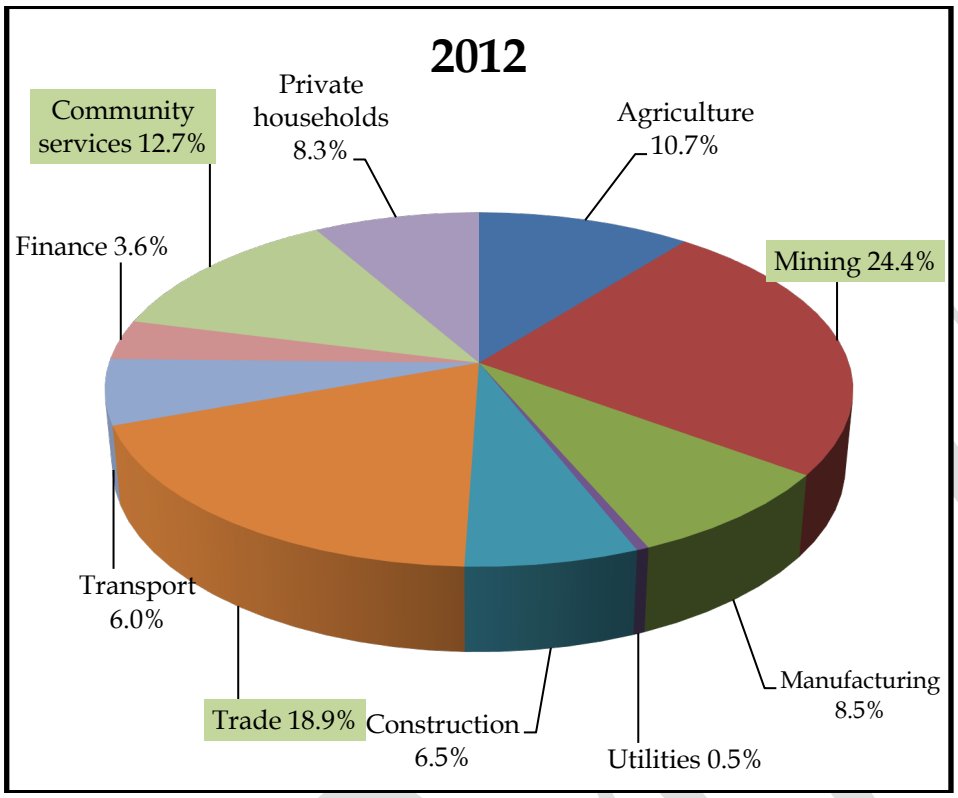


CHART 27. EMAKHAZENI ECONOMIC SECTORS CONTRIBUTION TO THE MUNICIPAL GDP



Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 18: WORKING AGE POPULATION IN EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004 AND 2014 [NUMBER]

	EMakhazeni		Nkangala		Mpumalanga		National Total	
	2004	2014	2004	2014	2004	2014	2004	2014
15-19	5,110	3,990	126,000	117,000	436,000	396,000	4,910,000	4,590,000
20-24	5,270	4,440	123,000	133,000	397,000	412,000	4,910,000	4,940,000
25-29	4,500	4,800	101,000	138,000	319,000	405,000	4,340,000	4,870,000
30-34	3,800	4,120	83,200	119,000	260,000	338,000	3,520,000	4,450,000
35-39	2,970	3,290	72,800	93,800	225,000	263,000	3,070,000	3,550,000
40-44	2,790	2,930	67,100	80,100	198,000	224,000	2,740,000	3,000,000
45-49	2,330	2,440	55,900	74,200	164,000	204,000	2,340,000	2,720,000
50-54	1,970	2,180	45,500	70,700	134,000	185,000	1,890,000	2,480,000
55-59	1,800	1,810	35,000	58,900	101,000	156,000	1,510,000	2,130,000
60-64	1,200	1,640	24,600	47,800	78,200	122,000	1,180,000	1,700,000
Total	31,743	31,631	733,973	932,737	2,312,641	2,704,228	30,398,673	34,425,615

Source: IHS Global Insight Regional eXplorer version 969

The working age population in eMakhazeni in 2014 was 31 600, decreasing at an average annual rate of -0.04% since 2004. For the same period the working age population for Nkangala District Municipality

increased at 2.43% annually, while that of Mpumalanga Province increased at 1.58% annually. South Africa's working age population of 30.4 million in 2004 increased annually by 1.25% to reach 34.4 million in 2014.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

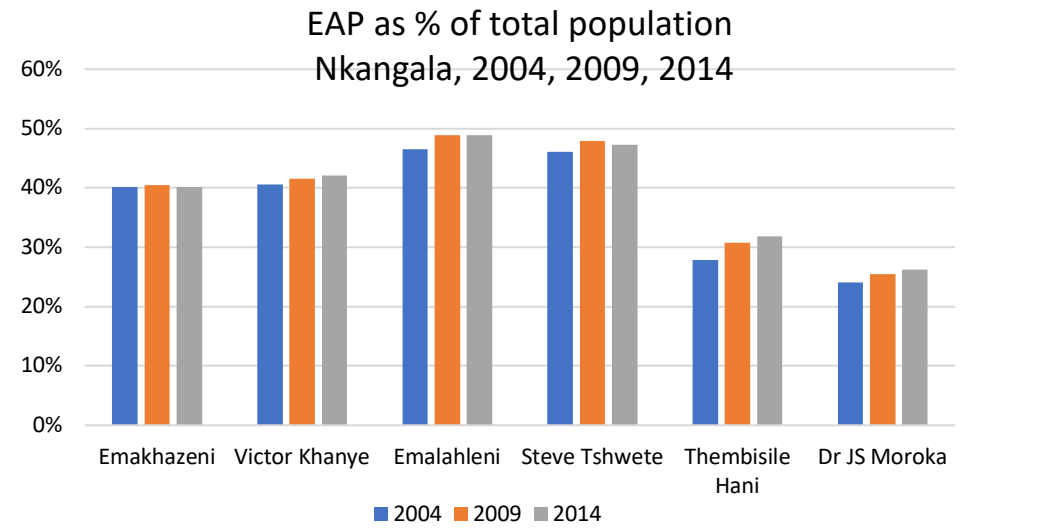
TABLE 19: ECONOMICALLY ACTIVE POPULATION (EAP) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER, PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
2004	19,200	408,000	1,240,000	17,000,000	4.7%	1.55%	0.11%
2005	19,400	421,000	1,270,000	17,300,000	4.6%	1.53%	0.11%
2006	19,700	440,000	1,310,000	17,700,000	4.5%	1.50%	0.11%
2007	19,800	459,000	1,360,000	18,100,000	4.3%	1.46%	0.11%
2008	19,600	476,000	1,380,000	18,300,000	4.1%	1.42%	0.11%
2009	19,100	486,000	1,390,000	18,200,000	3.9%	1.37%	0.10%
2010	18,600	495,000	1,390,000	18,200,000	3.8%	1.34%	0.10%
2011	18,400	506,000	1,410,000	18,300,000	3.6%	1.31%	0.10%
2012	18,600	523,000	1,440,000	18,600,000	3.6%	1.29%	0.10%
2013	19,100	545,000	1,490,000	19,000,000	3.5%	1.28%	0.10%
2014	19,500	564,000	1,540,000	19,500,000	3.5%	1.27%	0.10%
Average Annual growth							
2004-2014	0.13%	3.28%	2.17%	1.43%			

Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality's EAP was 19 500 in 2014, which is 40.20% of its total population of 48 400, and roughly 3.45% of the total EAP of the Nkangala District Municipality. From 2004 to 2014, the average annual increase in the EAP in the eMakhazeni Local Municipality was 0.13%, which is 3.15 percentage points lower than the growth in the EAP of Nkangala's for the same period.

CHART 28. EAP AS % OF TOTAL POPULATION - EMAKHAZENI AND THE REST OF NKANGALA, 2004, 2009, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In 2004, 40.2% of the total population in eMakhazeni Local Municipality were classified as economically active which increased to 40.2% in 2014. Compared to the other regions in Nkangala, Emalahleni local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Dr JS Moroka local municipality had the lowest EAP with 26.2% people classified as economically active population in 2014.

Labour Force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the eMakhazeni, Nkangala, Mpumalanga and National Total as a whole.

TABLE 20: THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

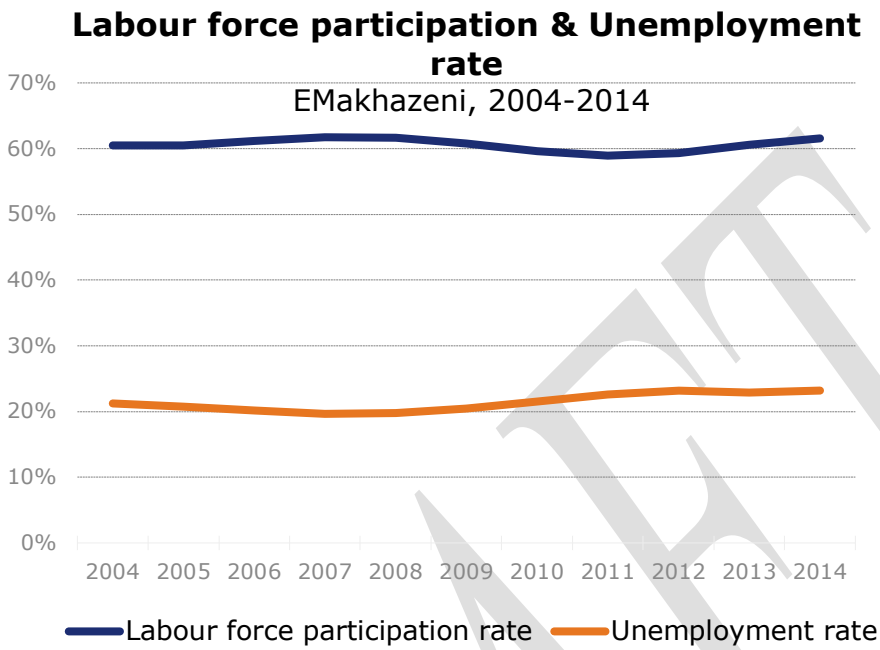
	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	60.5%	55.7%	53.6%	55.8%
2005	60.4%	56.2%	53.9%	56.0%
2006	61.1%	57.4%	55.0%	56.6%
2007	61.7%	58.5%	55.9%	57.0%
2008	61.7%	58.9%	56.0%	56.7%
2009	60.8%	58.5%	55.4%	55.9%
2010	59.7%	58.1%	54.7%	55.1%
2011	58.9%	58.0%	54.4%	54.7%
2012	59.3%	58.5%	54.8%	55.0%
2013	60.6%	59.6%	55.8%	55.9%
2014	61.5%	60.5%	56.8%	56.8%

Source: IHS Global Insight Regional eXplorer version 969

The eMakhazeni Local Municipality's labour force participation rate increased from 60.53% to 61.52% which is an increase of 0.99 percentage points. The Nkangala District Municipality increased from 55.65% to 60.46%, Mpumalanga Province increased from 53.61% to 56.81% and South Africa increased from 55.78%

to 56.75% from 2004 to 2014.The eMakhazeni Local Municipality labour force participation rate exhibited a lower percentage point change compared to the Mpumalanga Province from 2004 to 2014. The eMakhazeni Local Municipality had a higher labour force participation rate when compared to South Africa in 2014.

CHART 29. THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]

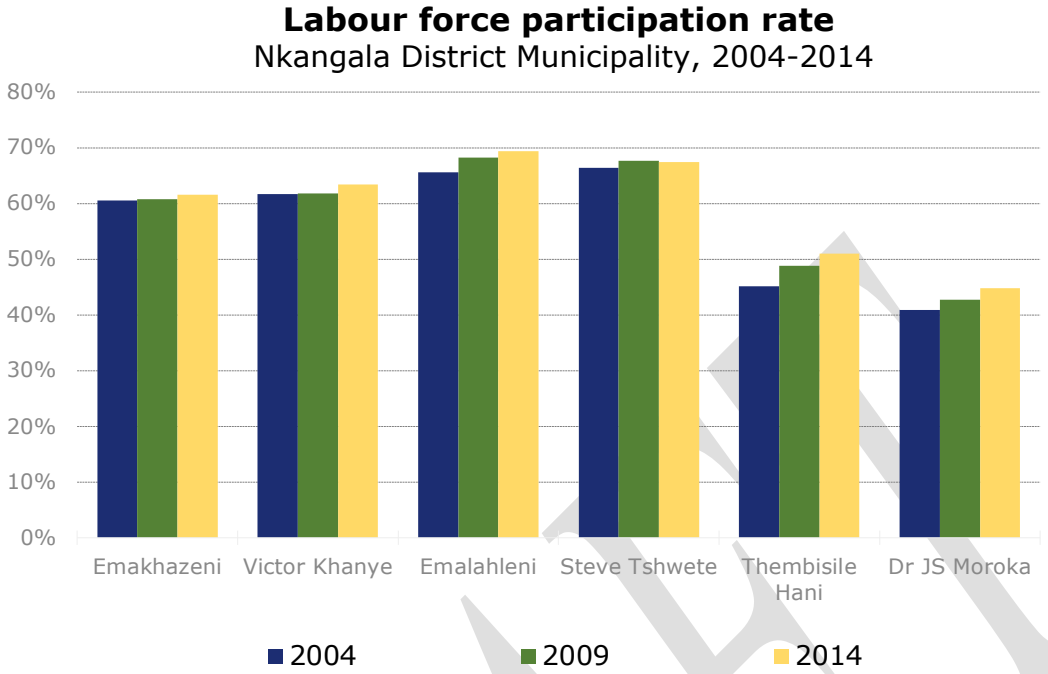


Source: IHS Global Insight Regional eXplorer version 969

In 2014 the labour force participation rate for eMakhazeni was at 61.5% which is very similar when compared to the 60.5% in 2004. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2004, the unemployment rate for EMakhazeni was 21.2% and increased overtime to 23.2% in 2014. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within eMakhazeni Local Municipality.

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CHART 30. THE LABOUR FORCE PARTICIPATION RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2004, 2009 AND 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Emalahleni local municipality had the highest labour force participation rate with 69.4% in 2014 increasing from 65.5% in 2004. Dr JS Moroka local municipality had the lowest labour force participation rate of 44.8% in 2014, this increased from 40.9% in 2004.

Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

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TABLE 21: TOTAL EMPLOYMENT - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBERS]

	eMakhazeni	Nkangala	Mpumalanga	National Total
2004	14,200	243,000	832,000	12,300,000
2005	14,500	255,000	863,000	12,700,000
2006	15,000	272,000	909,000	13,200,000
2007	15,300	289,000	952,000	13,700,000
2008	15,300	301,000	976,000	13,900,000
2009	15,000	308,000	976,000	13,800,000
2010	14,600	312,000	971,000	13,700,000
2011	14,400	319,000	974,000	13,700,000
2012	14,600	330,000	993,000	13,900,000
2013	15,100	347,000	1,020,000	14,300,000
2014	15,400	358,000	1,060,000	14,600,000
Average Annual growth 2004-2014	0.81%	3.95%	2.42%	1.79%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni employed 15 400 people which is 4.30% of the total employment in Nkangala (358 000), 1.46% of total employment in Mpumalanga Province (1.06 million), and 0.11% of the total employment of 14.6 million in South Africa. Employment within eMakhazeni increased annually at an average rate of 0.81% from 2004 to 2014. The eMakhazeni Local Municipality average annual employment growth rate of 0.81% exceeds the average annual labour force growth rate of 0.13% resulting in unemployment increasing from 21.21% in 2004 to 23.19% in 2014 in the local municipality.

TABLE 22: TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBERS]

	eMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka	Total Nkangala
Agriculture	1,940	3,490	4,470	5,230	774	535	16,433
Mining	1,030	2,150	36,800	17,800	332	140	58,305
Manufacturing	1,030	2,130	13,800	9,240	1,320	568	28,091
Electricity	123	236	6,700	3,170	149	103	10,478
Construction	1,050	1,640	14,300	8,160	2,620	1,080	28,811
Trade	3,390	5,450	31,200	20,600	6,200	3,140	69,959
Transport	933	1,570	7,600	4,650	1,580	755	17,092
Finance	1,330	3,170	18,100	13,400	2,580	2,160	40,712
Community services	2,640	3,700	23,800	16,400	5,190	3,330	55,093
Households	1,940	2,520	14,400	10,000	3,030	1,570	33,426
Total	15,400	26,100	171,000	109,000	23,800	13,400	358,399

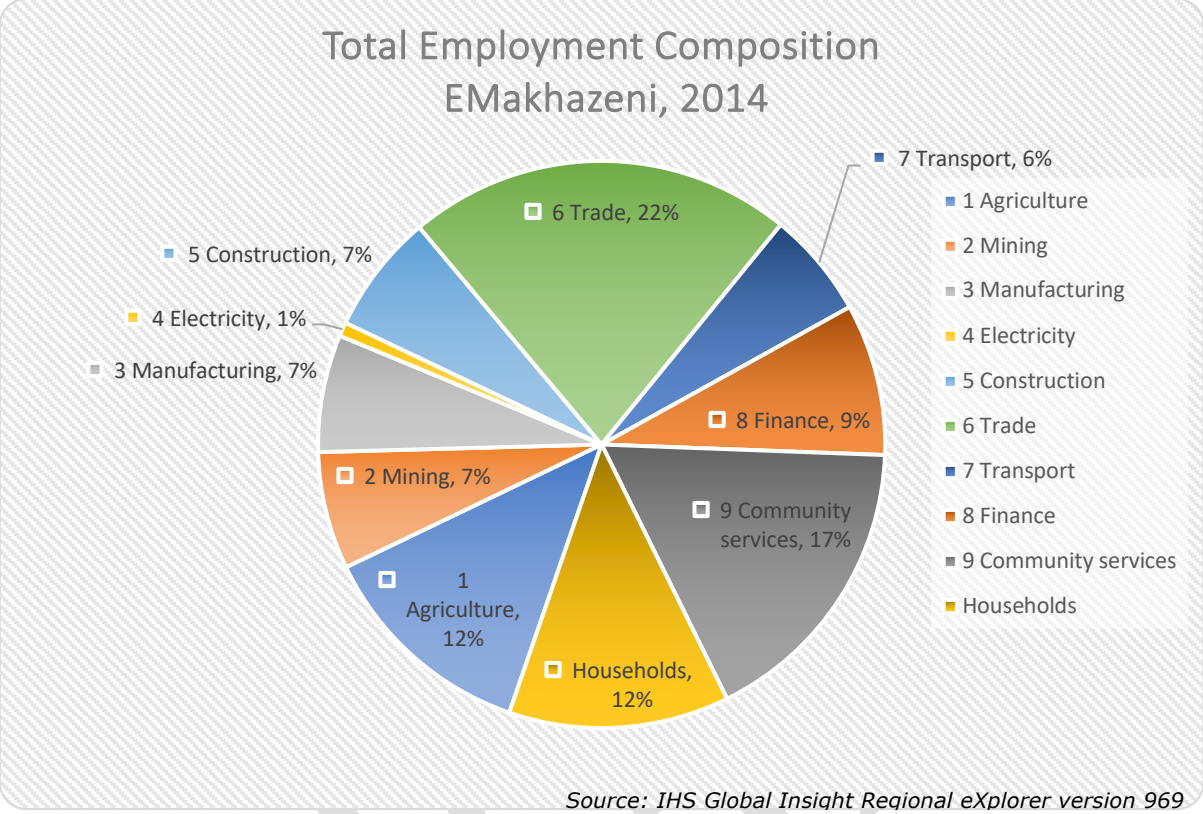
Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality employs a total number of 15 400 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Nkangala District Municipality is Emalahleni local municipality with a total number of 171 000. The local municipality that employs the lowest number of people relative to the other regions within Nkangala District Municipality is Dr JS Moroka local municipality with a total number of 13 400 employed people.

In eMakhazeni Local Municipality the economic sectors that recorded the largest number of employment in 2014 were the trade sector with a total of 3 390 employed people or 22.0% of total employment in the local municipality. The community services sector with a total of 2 640 (17.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 123 (0.8%) is the sector that

employs the least number of people in eMakhazeni Local Municipality, followed by the transport sector with 933 (6.1%) people employed.

CHART 31. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

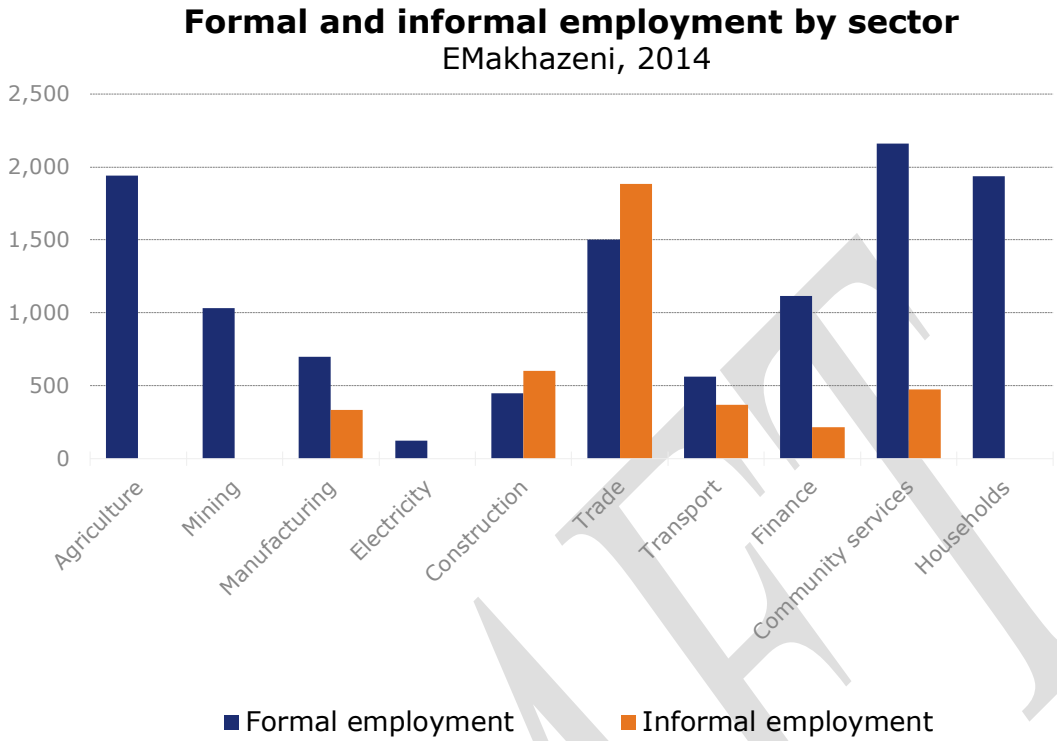
Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in eMakhazeni Local Municipality counted 11 500 in 2014, which is about 74.80% of total employment, while the number of people employed in the informal sector counted 3 880 or 25.20% of the total employment. Informal employment in eMakhazeni increased from 3 360 in 2004 to an estimated 3 880 in 2014.

CHART 32. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [NUMBERS]



Source: IHS Global Insight Regional eXplorer version 969

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2014 the Trade sector recorded the highest number of informally employed, with a total of 1 880 employees or 48.56% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 215 and only contributes 5.54% to total informal employment.

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TABLE 23: FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - EMAKHAZENI LOCAL MUNICIPALITY, 2014 [NUMBERS]

	Formal employment	Informal employment
Agriculture	1,940	N/A
Mining	1,030	N/A
Manufacturing	697	333
Electricity	123	N/A
Construction	447	603
Trade	1,500	1,880
Transport	562	371
Finance	1,120	215
Community services	2,160	474
Households	1,940	N/A

Source: IHS Global Insight Regional eXplorer version 969

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

3.11 Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

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TABLE 24: UNEMPLOYMENT (OFFICIAL DEFINITION) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
2004	4,080	123,000	375,000	4,700,000	3.3%	1.09%	0.09%
2005	4,020	121,000	370,000	4,580,000	3.3%	1.09%	0.09%
2006	3,970	121,000	368,000	4,480,000	3.3%	1.08%	0.09%
2007	3,900	120,000	365,000	4,390,000	3.2%	1.07%	0.09%
2008	3,860	122,000	367,000	4,350,000	3.2%	1.05%	0.09%
2009	3,900	125,000	373,000	4,370,000	3.1%	1.05%	0.09%
2010	4,010	130,000	383,000	4,450,000	3.1%	1.05%	0.09%
2011	4,160	134,000	395,000	4,530,000	3.1%	1.05%	0.09%
2012	4,320	138,000	407,000	4,640,000	3.1%	1.06%	0.09%
2013	4,370	141,000	422,000	4,770,000	3.1%	1.03%	0.09%
2014	4,510	146,000	437,000	4,910,000	3.1%	1.03%	0.09%
Average Annual growth							
2004-2014	1.02%	1.73%	1.53%	0.43%			

Source: IHS Global Insight Regional eXplorer version 969

In 2014, there were a total number of 4 510 people unemployed in eMakhazeni, which is an increase of 435 from 4 080 in 2004. The total number of unemployed people within eMakhazeni constitutes 3.08% of the total number of unemployed people in Nkangala District Municipality. The eMakhazeni Local Municipality experienced an average annual increase of 1.02% in the number of unemployed people, which is better than that of the Nkangala District Municipality which had an average annual increase in unemployment of 1.73%.

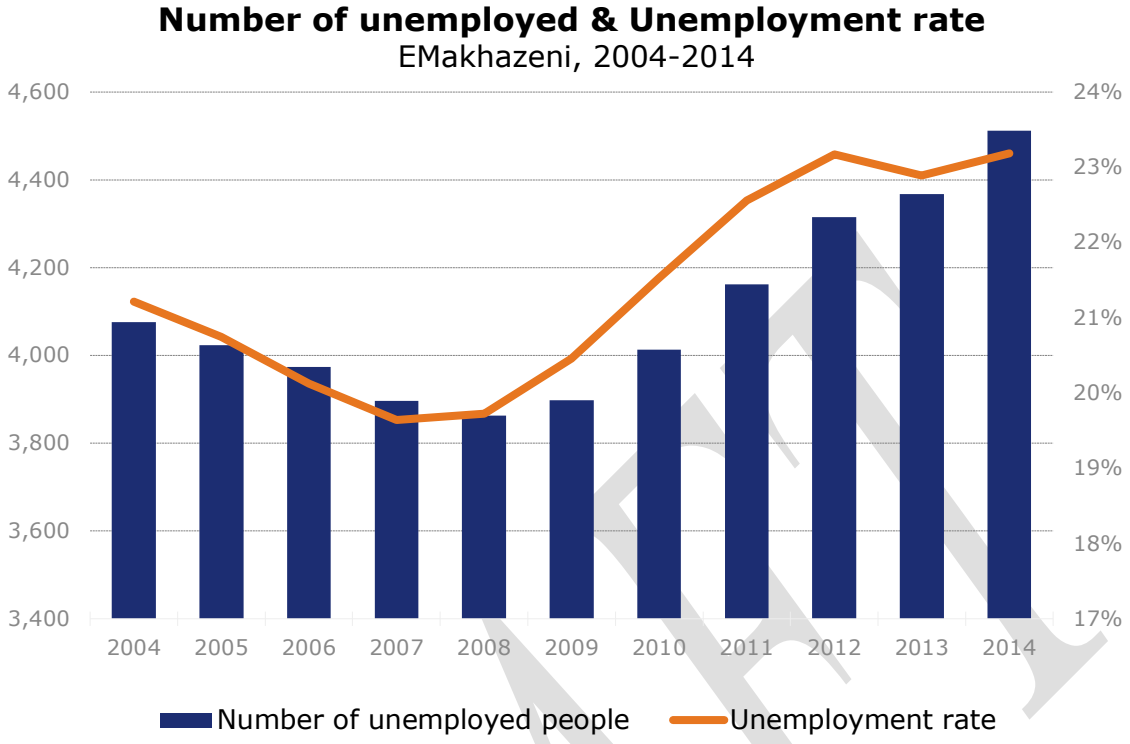
TABLE 25: UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [PERCENTAGE]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	21.2%	30.2%	30.3%	27.7%
2005	20.7%	28.9%	29.2%	26.6%
2006	20.1%	27.4%	28.0%	25.3%
2007	19.6%	26.2%	27.0%	24.3%
2008	19.7%	25.6%	26.5%	23.8%
2009	20.5%	25.8%	26.9%	24.0%
2010	21.5%	26.2%	27.5%	24.5%
2011	22.6%	26.6%	28.0%	24.8%
2012	23.2%	26.3%	28.3%	25.0%
2013	22.9%	26.0%	28.4%	25.1%
2014	23.2%	26.0%	28.4%	25.1%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, the unemployment rate in EMakhazeni Local Municipality (based on the official definition of unemployment) was 23.19%, which is a increase of 1.97 percentage points. The unemployment rate in EMakhazeni Local Municipality is lower than that of Nkangala. Comparing to the Mpumalanga Province it can be seen that the unemployment rate for EMakhazeni Local Municipality was lower than that of Mpumalanga which was 28.44%. The unemployment rate for South Africa was 25.11% in 2014, which is a decrease of 2.62 percentage points from 27.73% in 2004.

CHART 33. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]

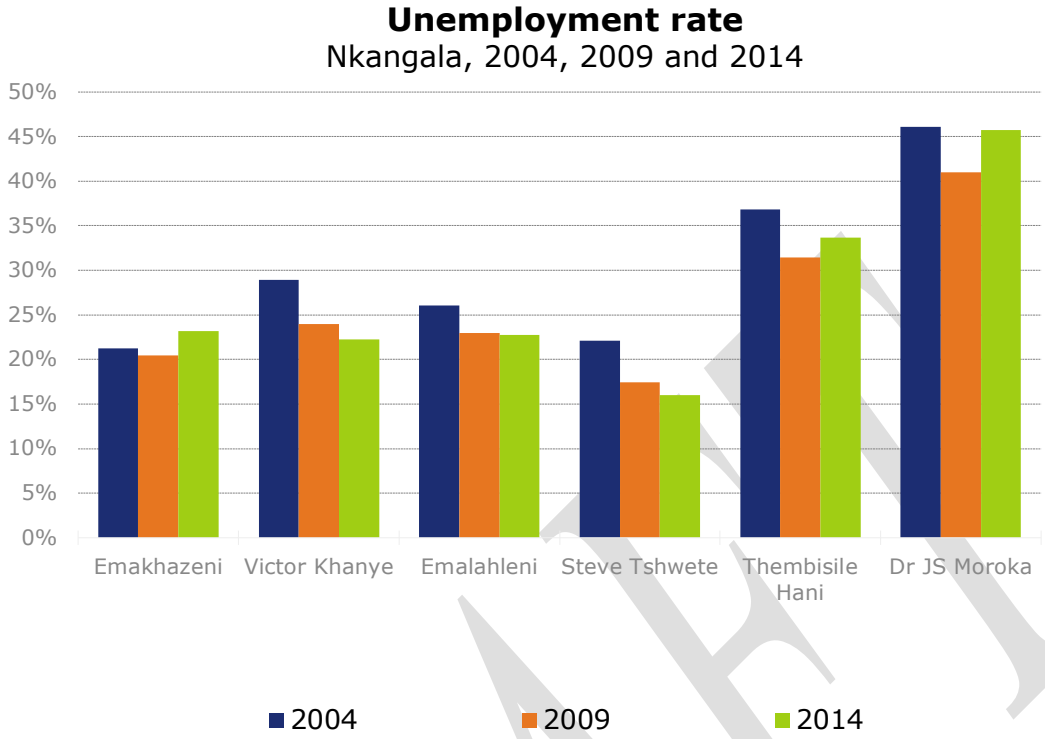


Source: IHS Global Insight Regional eXplorer version 969

When looking at the unemployment rate for the regions within Nkangala District Municipality it can be seen that the Dr JS Moroka local municipality had the highest unemployment rate with 45.8% which decreased from 46.1% in 2004. It can be seen that the Steve Tshwete local municipality had the lowest unemployment rate of 16.0% in 2014, this decreased from 22.1% in 2004.

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CHART 34. UNEMPLOYMENT RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2004, 2009 AND 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

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TABLE 26: HOUSEHOLDS BY INCOME CATEGORY - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER PERCENTAGE]

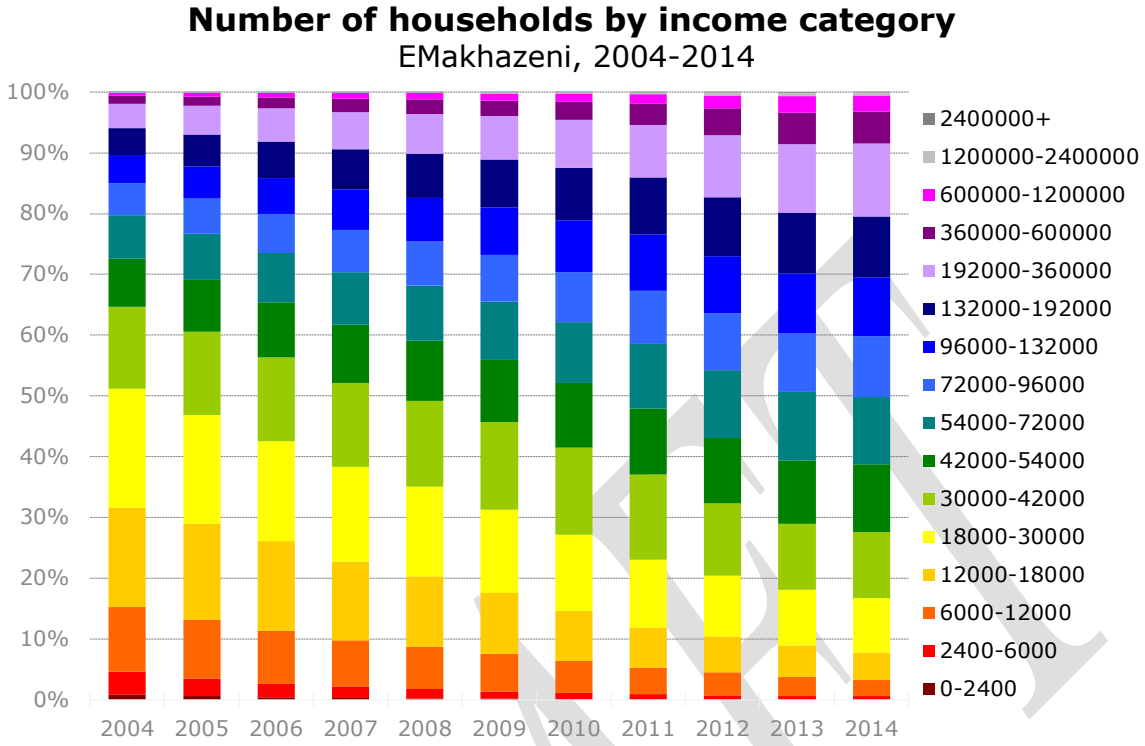
	EMakhazeni	Nkangala	Mpumalanga	National Total	EMakhazeni as % of district municipality	EMakhazeni as % of province	EMakhazeni as % of national
0-2400	7	351	1,040	14,100	1.98%	0.67%	0.05%
2400-6000	78	2,850	9,090	118,000	2.74%	0.86%	0.07%
6000-12000	394	13,800	43,900	585,000	2.85%	0.90%	0.07%
12000-18000	657	20,000	63,600	840,000	3.29%	1.03%	0.08%
18000-30000	1,310	38,500	128,000	1,600,000	3.39%	1.02%	0.08%
30000-42000	1,590	42,600	141,000	1,750,000	3.74%	1.13%	0.09%
42000-54000	1,630	39,400	127,000	1,580,000	4.13%	1.28%	0.10%
54000-72000	1,620	41,600	127,000	1,610,000	3.89%	1.27%	0.10%
72000-96000	1,460	38,400	110,000	1,380,000	3.81%	1.33%	0.11%
96000-132000	1,410	38,000	101,000	1,280,000	3.72%	1.40%	0.11%
132000-192000	1,470	37,600	94,500	1,220,000	3.90%	1.55%	0.12%
192000-360000	1,760	47,600	118,000	1,530,000	3.69%	1.49%	0.11%
360000-600000	769	25,000	62,100	942,000	3.07%	1.24%	0.08%
600000-1200000	383	14,700	35,900	631,000	2.60%	1.07%	0.06%
1200000-2400000	70	3,400	8,180	197,000	2.05%	0.85%	0.04%
2400000+	9	546	1,310	34,600	1.74%	0.72%	0.03%
Total	14,600	404,000	1,170,000	15,300,000	3.61%	1.25%	0.10%

Source: IHS Global Insight Regional eXplorer version 969

It was estimated that in 2014 16.72% of all the households in the eMakhazeni Local Municipality, were living on R30,000 or less per annum. In comparison with 2004's 51.20%, the number is more than half. The 192000-360000 income category has the highest number of households with a total number of 1 760, followed by the 42000-54000 income category with 1 630 households. Only 6.9 households fall within the 0-2400 income category.

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CHART 35. HOUSEHOLDS BY INCOME BRACKET - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

For the period 2004 to 2014 the number of households earning more than R30,000 per annum has increased from 48.80% to 83.28%.

Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

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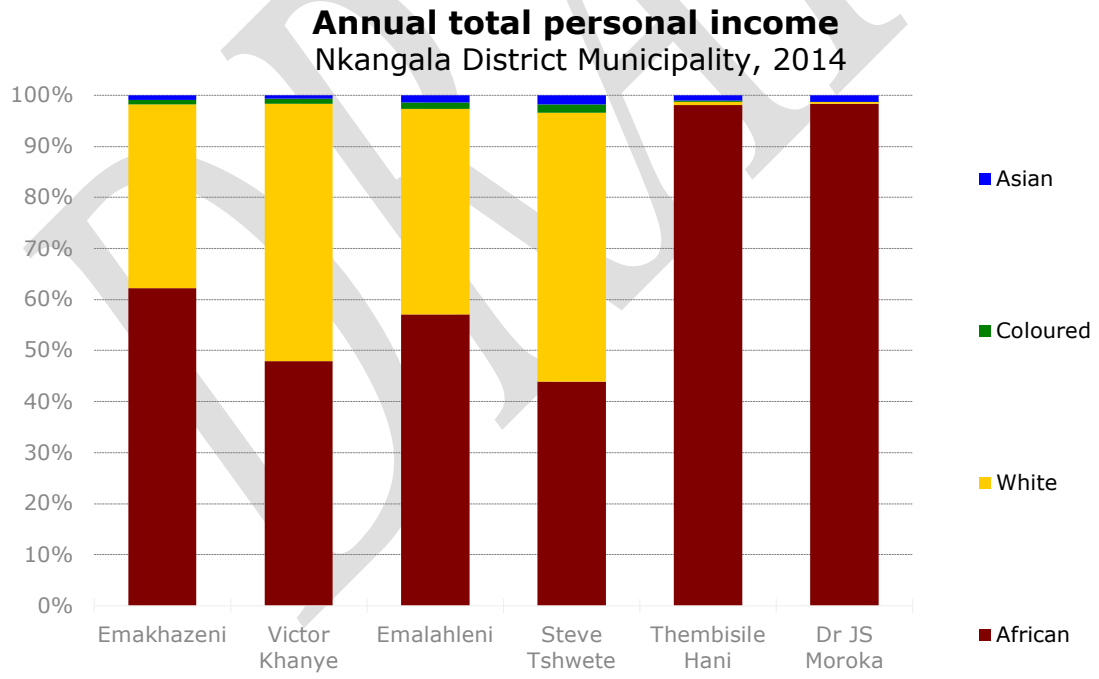
TABLE 27: ANNUAL TOTAL PERSONAL INCOME - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]

	EMakhazeni	Nkangala	Mpumalanga	National Total
2004	0.8	20.4	57.6	1,031.4
2005	0.9	23.3	65.7	1,145.4
2006	1.1	26.4	74.0	1,259.4
2007	1.2	30.8	85.4	1,432.2
2008	1.3	35.0	95.7	1,587.9
2009	1.4	38.1	102.7	1,695.1
2010	1.5	42.5	113.3	1,843.3
2011	1.6	48.4	127.6	2,029.3
2012	1.9	55.1	144.0	2,218.0
2013	2.1	60.7	156.8	2,406.9
2014	2.1	65.5	168.6	2,598.9
Average Annual growth				
2004-2014	9.88%	12.39%	11.34%	9.68%

Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality recorded an average annual growth rate of 9.88% (from R 818 million to R 2.1 billion) from 2004 to 2014, which is less than both Nkangala's (12.39%) as well as Mpumalanga Province's (11.34%) average annual growth rates. South Africa had an average annual growth rate of 9.68% (from R 1.03 trillion to R 2.6 trillion) which is less than the growth rate in eMakhazeni Local Municipality.

TABLE 28: ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - EMAKHAZENI AND THE REST OF NKANGALA [CURRENT PRICES, R BILLIONS]



Source: IHS Global Insight Regional eXplorer version 969

The total personal income of eMakhazeni Local Municipality amounted to approximately R 2.1 billion in 2014. The African population group earned R 1.31 billion, or 62.21% of total personal income, while the

White population group earned R 756 million, or 36.04% of the total personal income. The Coloured and the Asian population groups only had a share of 0.88% and 0.87% of total personal income respectively.

TABLE 29: ANNUAL TOTAL PERSONAL INCOME - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA[CURRENT PRICES, R BILLIONS]

	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004	0.82	1.06	9.25	4.47	2.65	2.13
2005	0.94	1.23	10.62	5.23	2.97	2.34
2006	1.06	1.41	12.02	6.07	3.31	2.56
2007	1.20	1.66	13.92	7.32	3.82	2.93
2008	1.31	1.91	15.58	8.61	4.32	3.29
2009	1.37	2.11	16.73	9.69	4.66	3.54
2010	1.48	2.39	18.60	11.19	5.07	3.81
2011	1.64	2.75	21.15	13.13	5.55	4.13
2012	1.90	3.08	24.34	14.88	6.47	4.48
2013	2.11	3.44	26.73	16.27	7.37	4.74
2014	2.10	3.51	28.73	17.34	8.35	5.50
Average Annual growth						
2004-2014	9.88%	12.70%	12.00%	14.53%	12.17%	9.96%

Source: IHS Global Insight Regional eXplorer version 969

When looking at the annual total personal income for the regions within Nkangala District Municipality it can be seen that the Emalahleni local municipality had the highest total personal income with R 28.7 billion which increased from R 9.25 billion recorded in 2004. It can be seen that the eMakhazeni local municipality had the lowest total personal income of R 2.1 billion in 2014, this increased from R 818 million in 2004.

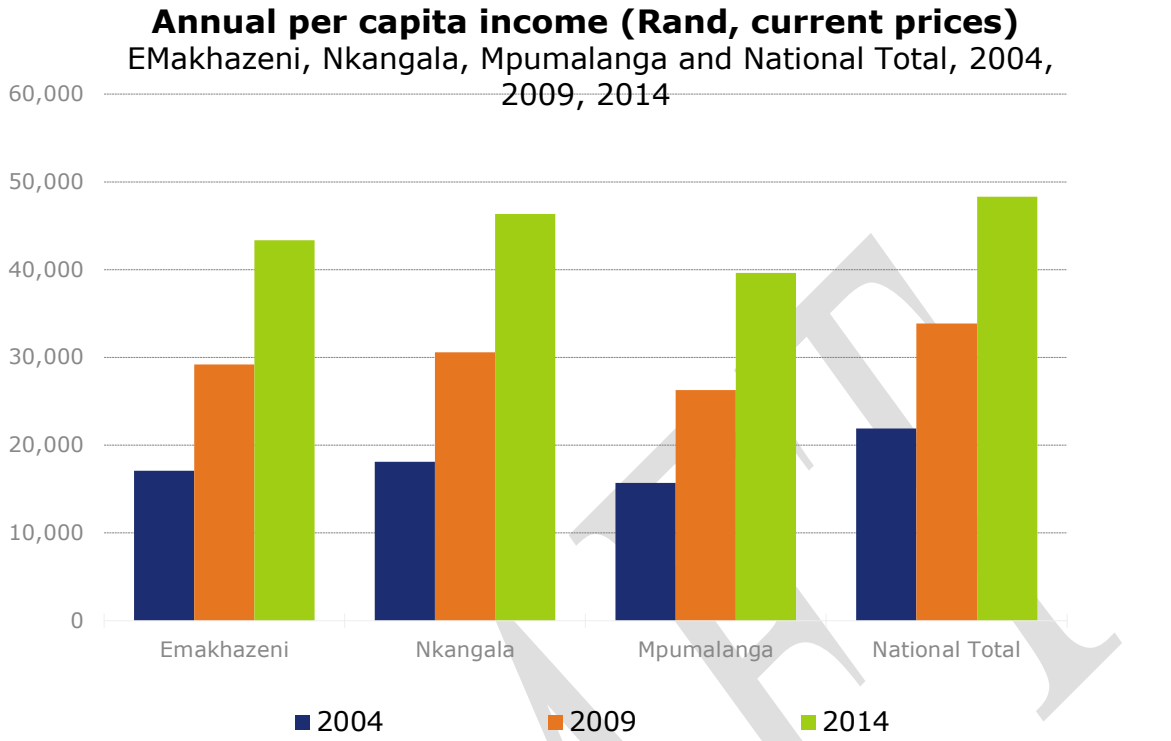
Annual per Capita Income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

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CHART 36. PER CAPITA INCOME - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [RAND, CURRENT PRICES]



Source: IHS Global Insight Regional eXplorer version 969

Although the per capita income in eMakhazeni Local Municipality is R 43,400 which is higher than the Mpumalanga (R 39,600), it is less than that of the Nkangala District Municipality (R 46,400). The per capita income for eMakhazeni Local Municipality (R 43,400) is lower than that of the South Africa as a whole which is R 48,300.

CHART 37. PER CAPITA INCOME BY POPULATION GROUP - EMAKHAZENI AND THE REST OF NKANGALA DISTRICT MUNICIPALITY, 2014 [RAND, CURRENT PRICES]

	African	White
eMakhazeni	31,400	133,000
Victor Khanye	25,700	113,000
Emalahleni	47,100	155,000
Steve Tshwete	41,200	137,000
Thembisile Hani	25,300	N/A
Dr JS Moroka	21,500	N/A

Source: IHS Global Insight Regional eXplorer version 969

Emalahleni local municipality has the highest per capita income with a total of R 65,600. Steve Tshwete local municipality had the second highest per capita income at R 65,400, whereas Dr JS Moroka local municipality had the lowest per capita income at R 21,800. In eMakhazeni Local Municipality, the White population group has the highest per capita income, with R 133,000, relative to the other population groups. The population group with the second highest per capita income within eMakhazeni Local Municipality is the African population group (R 31,400). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

Index of Buying Power

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

TABLE 30: INDEX OF BUYING POWER - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER]

	EMakhazeni	Nkangala	Mpumalanga	National Total
Population	48,412	1,413,021	4,257,905	53,781,908
Population - share of national total	0.1%	2.6%	7.9%	100.0%
Income	2,098	65,518	168,624	2,598,922
Income - share of national total	0.1%	2.5%	6.5%	100.0%
Retail	542,392	16,828,258	43,817,332	807,267,000
Retail - share of national total	0.1%	2.1%	5.4%	100.0%
Index	0.00	0.02	0.06	1.00

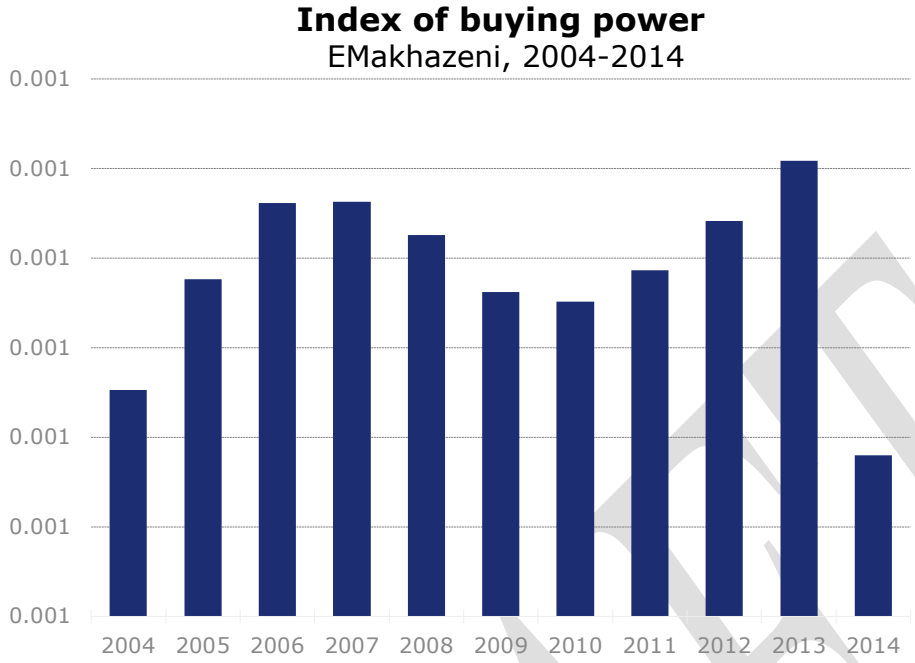
Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality has a 0.1% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.00078 relative to South Africa as a whole. Nkangala has an IBP of 0.024, were Mpumalanga Province has and IBP index value of 0.063 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the eMakhazeni Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Nkangala District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

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CHART 38. INDEX OF BUYING POWER EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

Between 2004 and 2014 the index of buying power within eMakhazeni Local Municipality increased to its highest level in 2013 (0.0008417) from its lowest in 2014 (0.000776). The buying power within eMakhazeni Local Municipality is relatively small compared to other regions and it decreased at an average annual growth rate of -0.19%.

3.12 Development

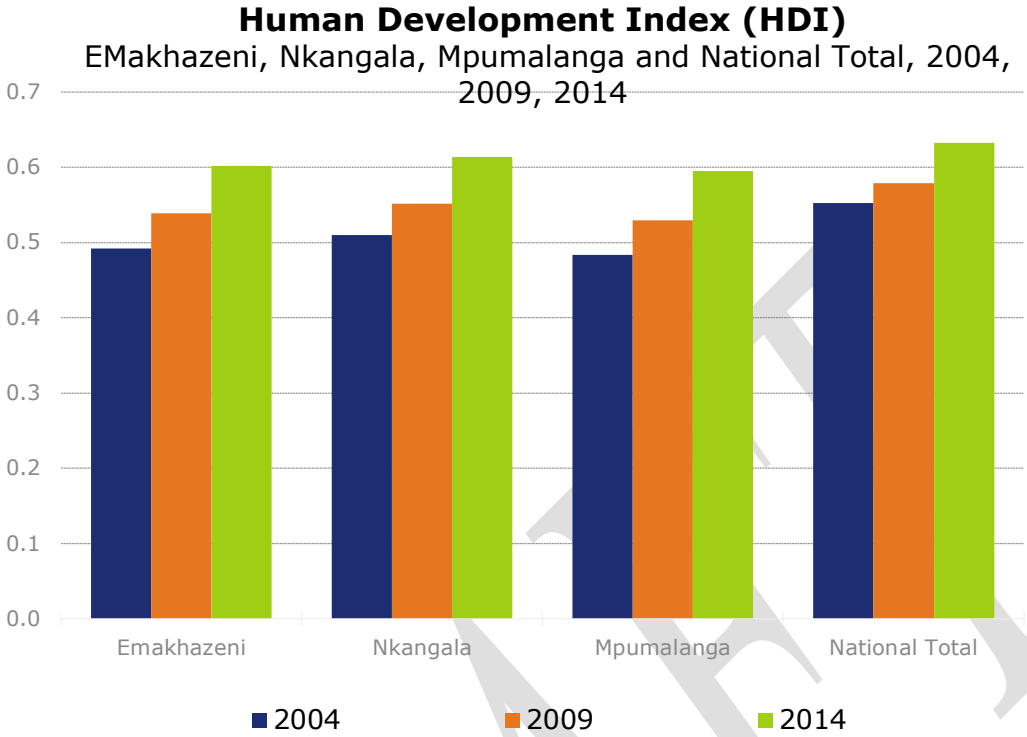
Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human Development Index (HDI)
The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

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CHART 39. HUMAN DEVELOPMENT INDEX (HDI) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004, 2009, 2014 [NUMBER]

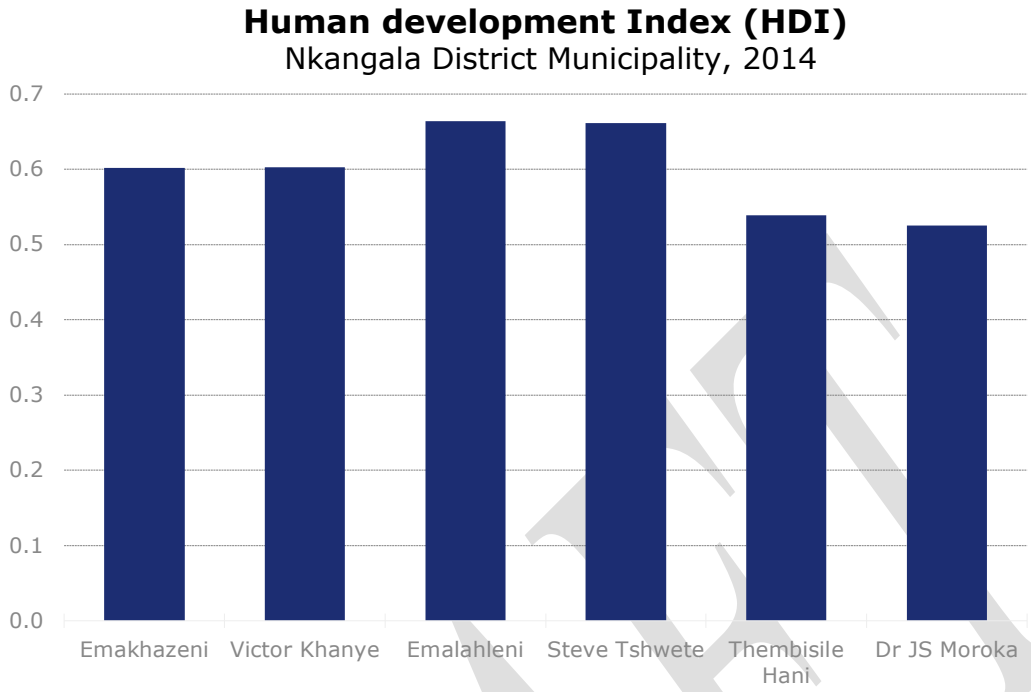


Source: IHS Global Insight Regional eXplorer version 969

In 2014 eMakhazeni Local Municipality had an HDI of 0.602 compared to the Nkangala with a HDI of 0.614, 0.595 of Mpumalanga and 0.633 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2014 when compared to eMakhazeni Local Municipality which translates to worse human development for eMakhazeni Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.37% and this increase is lower than that of eMakhazeni Local Municipality (2.02%).

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CHART 40. HUMAN DEVELOPMENT INDEX (HDI) - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the HDI for each the regions within the Nkangala District Municipality, Emalahleni local municipality has the highest HDI, with an index value of 0.664. The lowest can be observed in the Dr JS Moroka local municipality with an index value of 0.525.

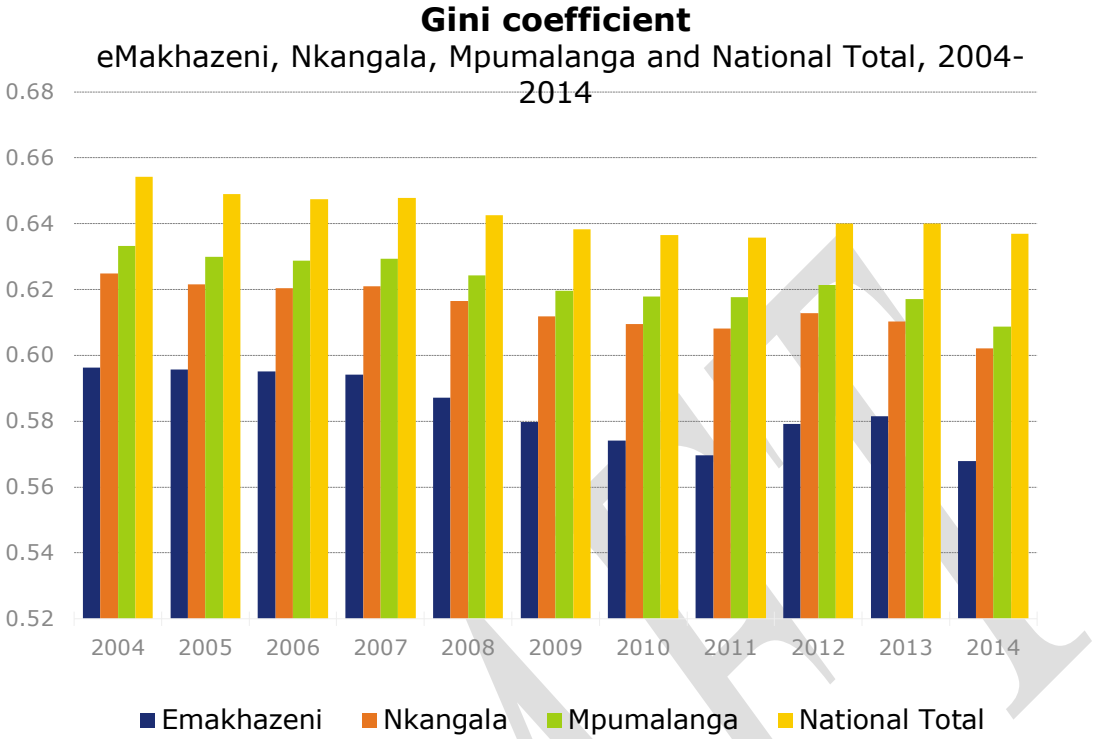
Gini Coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

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CHART 41. GINI COEFFICIENT - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2004-2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, the Gini coefficient in eMakhazeni Local Municipality was at 0.568, which reflects a decrease in the number over the ten-year period from 2004 to 2014. The Nkangala District Municipality and the Mpumalanga Province, both had a more unequal spread of income amongst their residents (at 0.602 and 0.609 respectively) when compared to eMakhazeni Local Municipality.

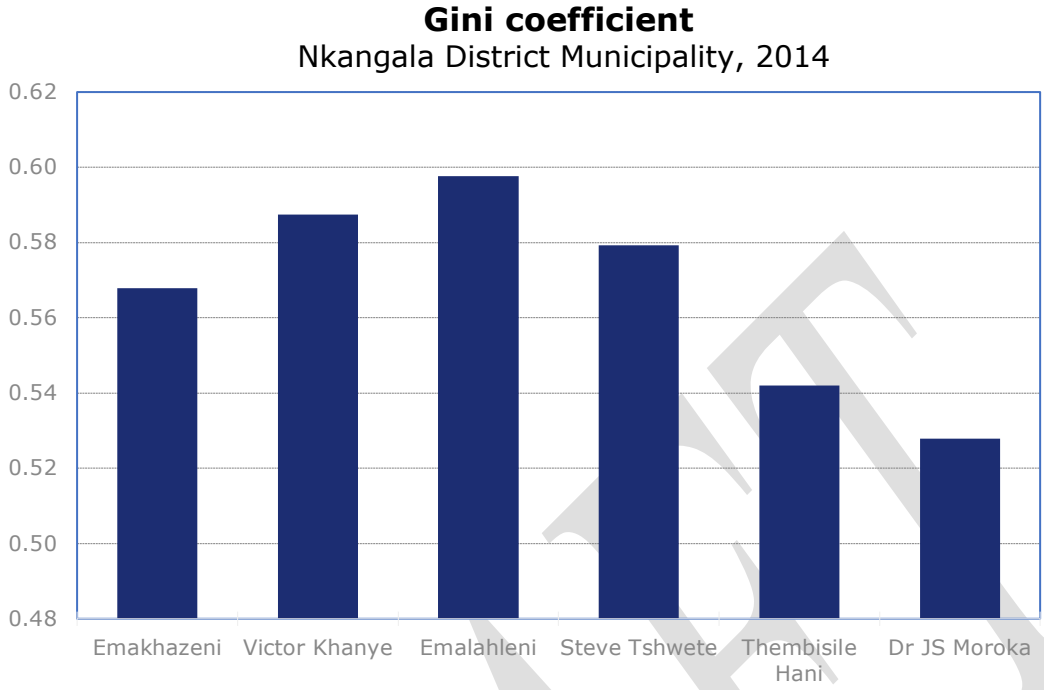
TABLE 31: GINI COEFFICIENT BY POPULATION GROUP - EMAKHAZENI, 2004, 2014 [NUMBER]

	African	White
2004	0.54	0.51
2014	0.54	0.41
Average Annual growth		
2004-2014	-0.03%	-2.15%

Source: IHS Global Insight Regional eXplorer version 969

When segmenting the eMakhazeni Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group decreased the least amongst the population groups with an average annual growth rate of -0.03%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -2.15%. This implies that all the population groups have improved in terms of income equality within its own population group over the period.

CHART 42. GINI COEFFICIENT - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA, 2014 [NUMBER]



Source: IHS Global Insight Regional eXplorer version 969

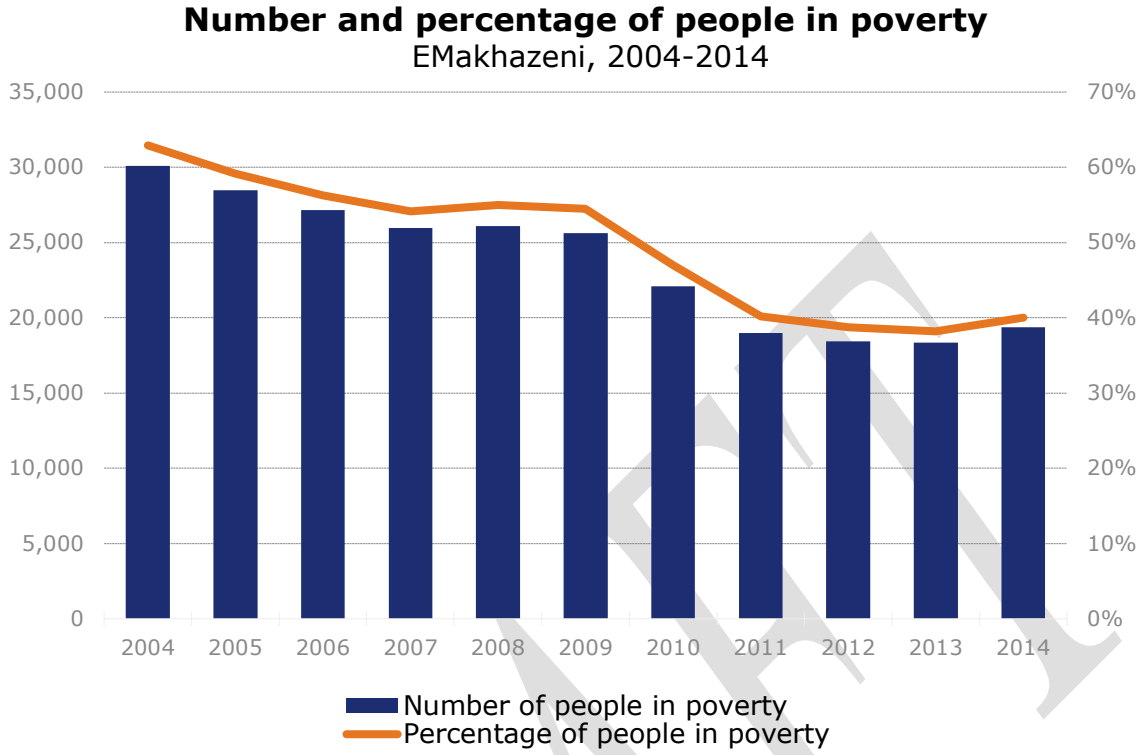
In terms of the Gini coefficient for each of the regions within the Nkangala District Municipality, Emalahleni local municipality has the highest Gini coefficient, with an index value of 0.598. The lowest Gini coefficient can be observed in the Dr JS Moroka local municipality with an index value of 0.528.

Poverty

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

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CHART 43. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, there were 19 400 people living in poverty, using the upper poverty line definition, across eMakhazeni Local Municipality - this is 35.56% lower than the 30 100 in 2004. The percentage of people living in poverty decreased from 62.92% in 2004 to 40.05% in 2014 which is a decrease of 22.9 percentage points.

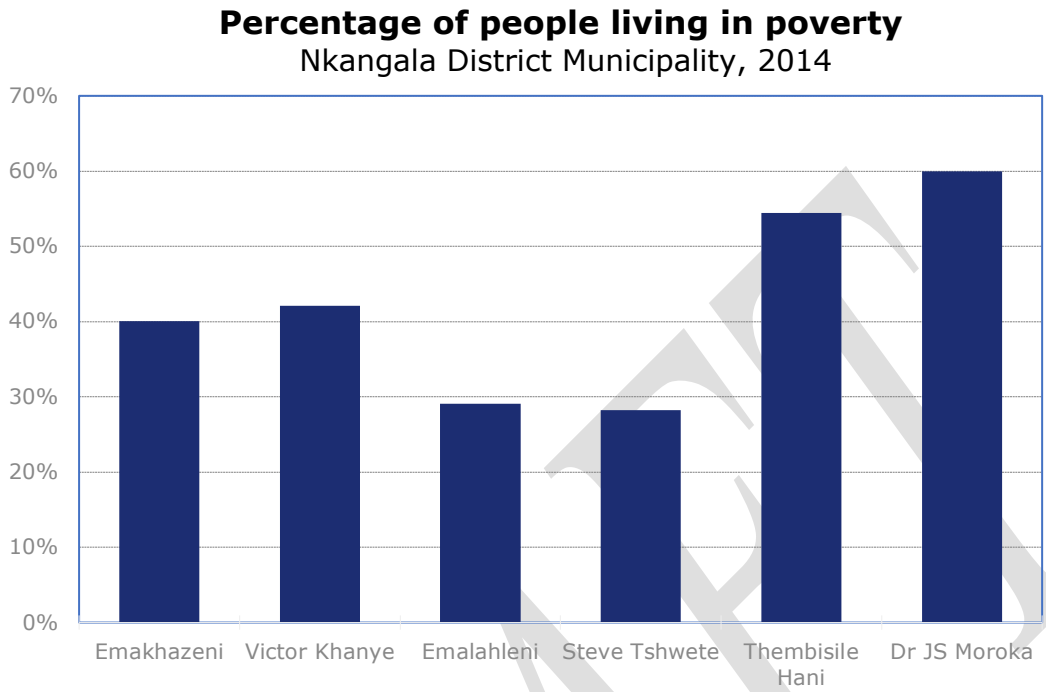
TABLE 32: PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - EMAKHAZENI, 2004-2014 [PERCENTAGE]

	African	White
2004	70.2%	2.5%
2005	66.4%	1.7%
2006	63.3%	1.4%
2007	60.7%	2.0%
2008	61.4%	3.1%
2009	60.9%	3.4%
2010	52.7%	2.2%
2011	45.4%	1.3%
2012	43.9%	1.2%
2013	43.4%	1.1%
2014	45.7%	1.0%

Source: IHS Global Insight Regional eXplorer version 969

In 2014, the population group with the highest percentage of people living in poverty was the African population group with a total of 70.2% people living in poverty, using the upper poverty line definition.The percentage of African population group living in poverty decreased by 24.5 percentage points from 70.23% in 2004 to 45.70% in 2014. In 2014 1.01% of the White population group lived in poverty, as compared to the 2.52% in 2004.

TABLE 33: PERCENTAGE OF PEOPLE LIVING IN POVERTY - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA,2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the percentage of people living in poverty for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality has the highest percentage of people living in poverty, with a total of 60.0%. The lowest percentage of people living in poverty can be observed in the Steve Tshwete local municipality with a total of 28.2% living in poverty, using the upper poverty line definition.

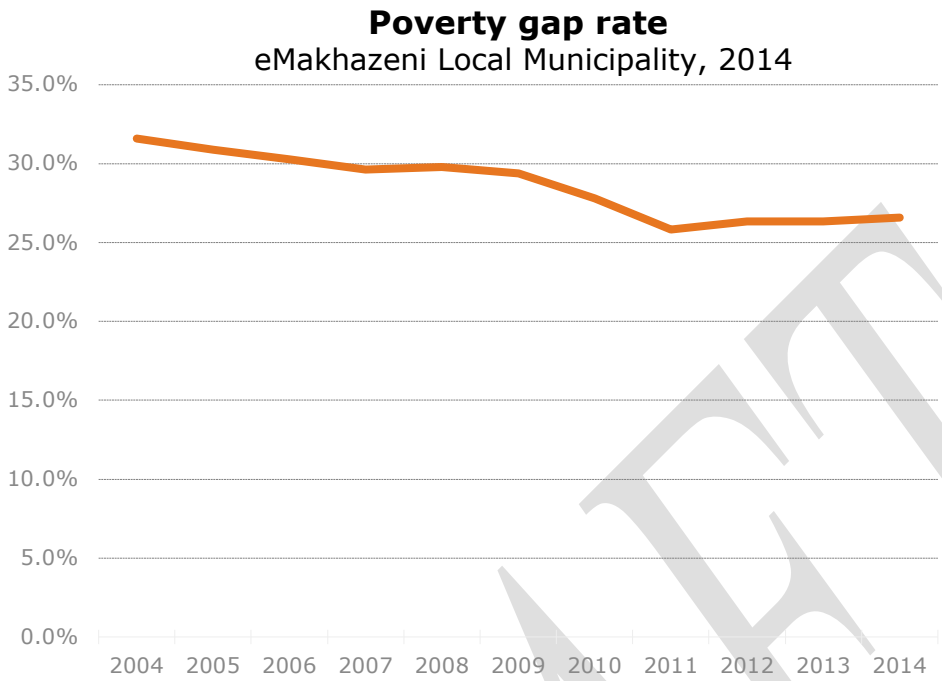
Poverty Gap Rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in eMakhazeni Local Municipality amounted to 26.6% in 2014 - the rate needed to bring all poor households up to the poverty line and out of poverty.

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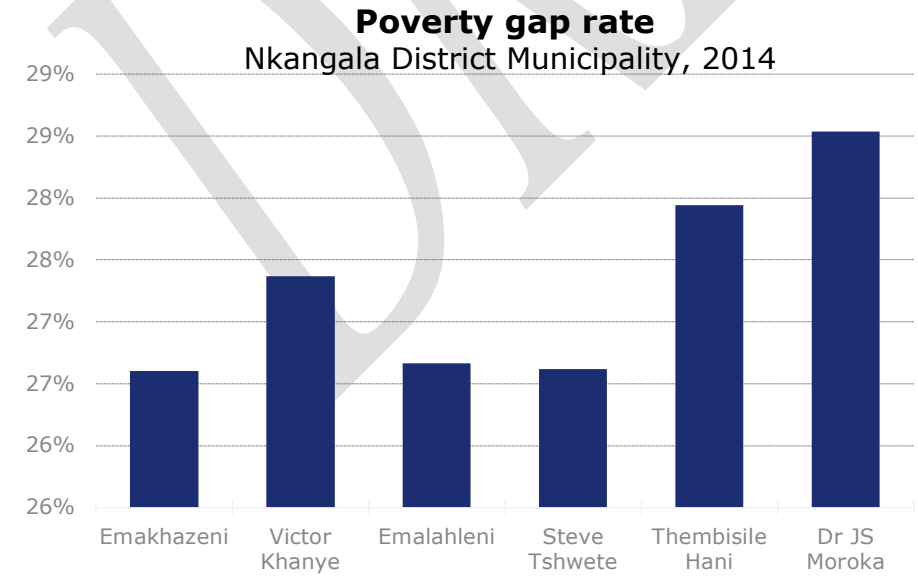
TABLE 34: POVERTY GAP RATE BY POPULATION GROUP - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In 2014, the poverty gap rate was 26.6% and in 2004 the poverty gap rate was 31.6%,it can be seen that the poverty gap rate decreased from 2004 to 2014, which means that there were improvements in terms of the depth of the poverty within eMakhazeni Local Municipality.

TABLE 35: POVERTY GAP RATE - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA,2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

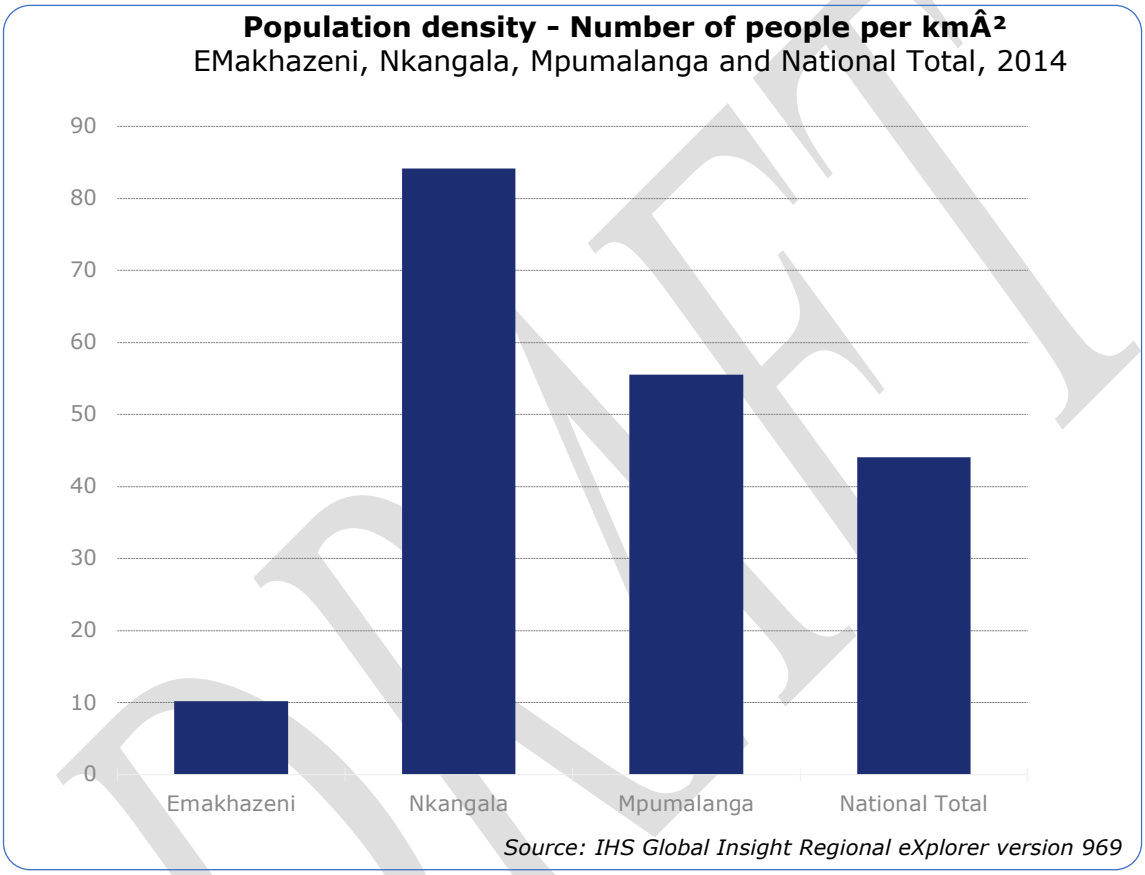
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In terms of the poverty gap rate for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality had the highest poverty gap rate, with a rand value of 28.5%. The lowest poverty gap rate can be observed in the eMakhazeni local municipality with a total of 26.6%.

Population Density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

CHART 44. POPULATION DENSITY - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [NUMBER OF PEOPLE PER KM]



In 2014, with an average of 10.2 people per square kilometre, EMakhazeni Local Municipality had a lower population density than than Nkangala (84.2 people per square kilometre). Compared to Mpumalanga Province (55.6 per square kilometre) it can be seen that there are less people living per square kilometre in eMakhazeni Local Municipality than in Mpumalanga Province.

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CHART 45. POPULATION DENSITY - EMAKHAZENI AND THE REST OF NKANGALA, 2004-2014 [NUMBER OF PEOPLE PER KM]

	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004	10.08	40.12	120.92	41.92	116.00	171.69
2005	10.14	40.86	124.36	43.38	116.94	169.91
2006	10.17	41.73	127.87	45.09	118.31	169.10
2007	10.11	42.78	131.20	47.15	120.38	170.14
2008	10.01	44.05	134.73	49.65	122.99	172.45
2009	9.91	45.39	138.54	52.35	125.55	174.61
2010	9.90	46.83	143.16	55.18	128.00	175.97
2011	9.96	48.36	148.41	58.15	130.19	176.40
2012	10.04	49.84	153.52	61.03	132.32	176.69
2013	10.12	51.31	158.44	63.84	134.46	177.23
2014	10.20	52.75	163.14	66.56	136.58	177.95
Average Annual growth						
2004-2014	0.12%	2.78%	3.04%	4.73%	1.65%	0.36%

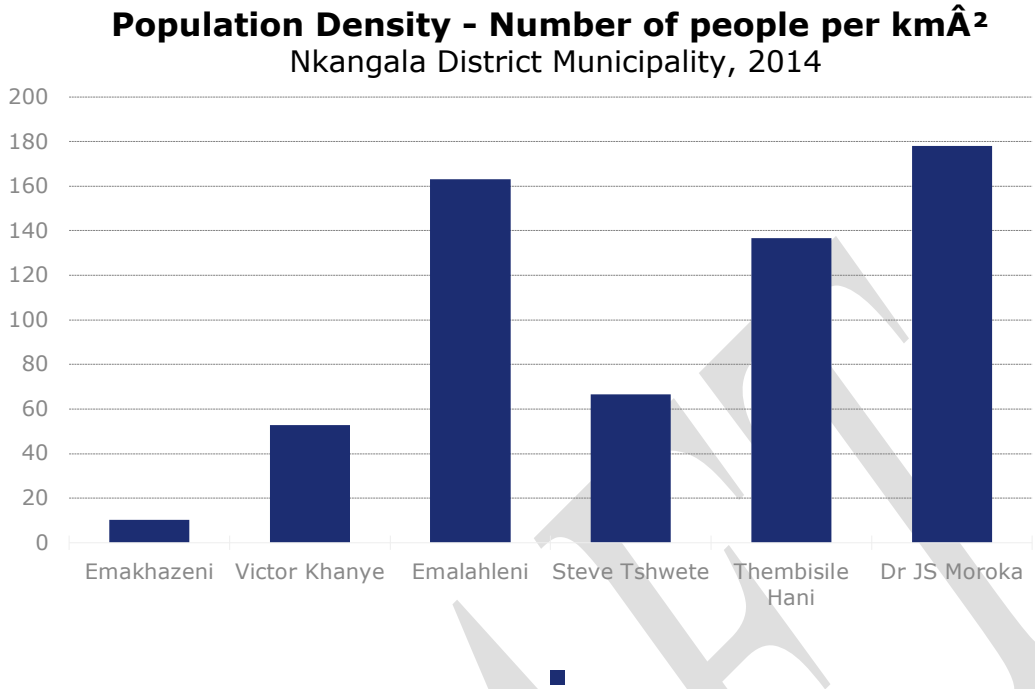
Source: IHS Global Insight Regional eXplorer version 969

In 2014, eMakhazeni Local Municipality had a population density of 10.2 per square kilometre and it ranked highest amongst its piers. The region with the highest population density per square kilometre were the Dr JS Moroka with a total population density of 178 per square kilometre per annum. In terms of growth, eMakhazeni Local Municipality had an average annual growth in its population density of 0.12% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Steve Tshwete with an average annual growth rate of 4.73% per square kilometre., it was also the region with the lowest average annual growth rate of 0.12% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

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CHART 46. POPULATION DENSITY - EMAKHAZENI, VICTOR KHANYE, EMALAHLENI, STEVE TSHWETE, THEMBISILE HANI AND DR JS MOROKA,2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

In terms of the population density for each of the regions within the Nkangala District Municipality, Dr JS Moroka local municipality had the highest density, with 178 people per square kilometre. The lowest population density can be observed in the eMakhazeni local municipality with a total of 10.2 people per square kilometre.

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3.13 Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

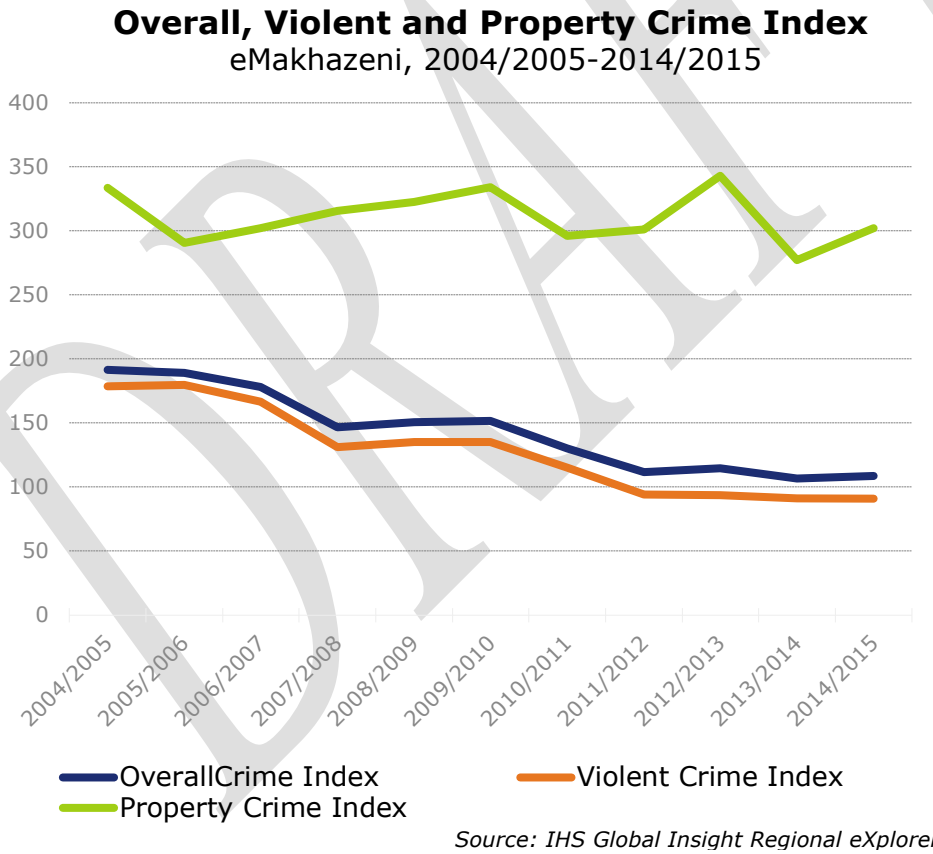
IHS Composite Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

CHART 47. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - EMAKHAZENI LOCAL MUNICIPALITY, 2004/2005-2014/2015 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

For the period 2004/2005 to 2014/2015 overall crime has decrease at an average annual rate of 5.51% within the EMakhazeni Local Municipality. Violent crime decreased by 6.52% since 2004/2005, while property crimes decreased by 0.98% between the 2004/2005 and 2014/2015 financial years.

TABLE 36: OVERALL CRIME INDEX - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2004/2005-2014/2015 [INDEX VALUE]

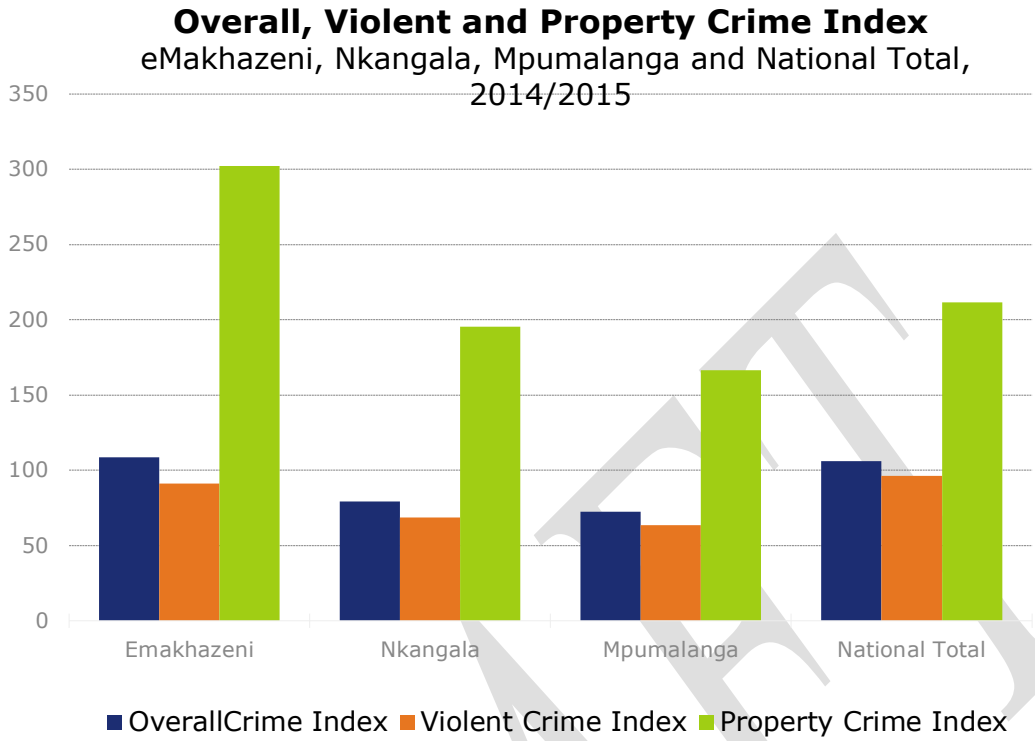
	EMakhazeni	Victor Khanye	Emalahleni	Steve Tshwete	Thembisile Hani	Dr JS Moroka
2004/2005	191.55	176.15	183.68	171.60	127.79	115.89
2005/2006	189.06	149.13	157.68	168.55	117.69	103.79
2006/2007	178.00	147.33	147.78	148.19	106.51	107.24
2007/2008	146.47	154.92	125.91	127.55	89.32	93.40
2008/2009	150.84	145.55	143.36	132.18	96.99	98.33
2009/2010	151.88	158.90	131.43	129.91	84.14	80.84
2010/2011	130.19	129.41	118.81	118.38	79.66	64.77
2011/2012	111.53	109.77	116.54	117.84	68.34	62.93
2012/2013	114.52	94.40	105.44	104.30	57.54	65.40
2013/2014	106.73	85.73	106.59	95.12	47.66	50.49
2014/2015	108.64	98.60	106.33	84.67	50.52	51.38
Average Annual growth 2004/2005-2014/2015	-5.51%	-5.64%	-5.32%	-6.82%	-8.86%	-7.81%

Source: IHS Global Insight Regional eXplorer version 969

In 2014/2015, the eMakhazeni local municipality has the highest overall crime rate of the sub-regions within the overall Nkangala District Municipality with an index value of 109. Emalahleni local municipality has the second highest overall crime index at 106, with Victor Khanye local municipality having the third highest overall crime index of 98.6. It is clear that all the crime is decreasing overtime for all the regions within Nkangala District Municipality. Dr JS Moroka local municipality has the second lowest overall crime index of 51.4 and the Thembisile Hani local municipality has the lowest overall crime rate of 50.5. It is clear that crime is decreasing overtime for all the regions within Nkangala District Municipality. The region that decreased the most in overall crime since 2004/2005 was Thembisile Hani local municipality with an average annual decrease of 8.9% followed by Dr JS Moroka local municipality with an average annual decrease of 7.8%.

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CHART 48. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014/2015 [INDEX VALUE]



Source: IHS Global Insight Regional eXplorer version 969

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime. It is evident that the property crime is a major problem for all the regions relative to rest crime indices.

Property crimes comprise of crimes that are classified as less violent in nature and involve acts against property. The crimes included in this index are as follows: arson, malicious damage to property, crimen injuria, burglary at residential premises, burglary at business premises, theft of motor vehicle and motorcycle, theft out of or from motor vehicle, stock-theft, illegal possession of firearms and ammunition, drug-related crime, driving under the influence of alcohol or drugs, all theft not mentioned elsewhere, commercial crime and shoplifting.

3.14 Household Infrastructure

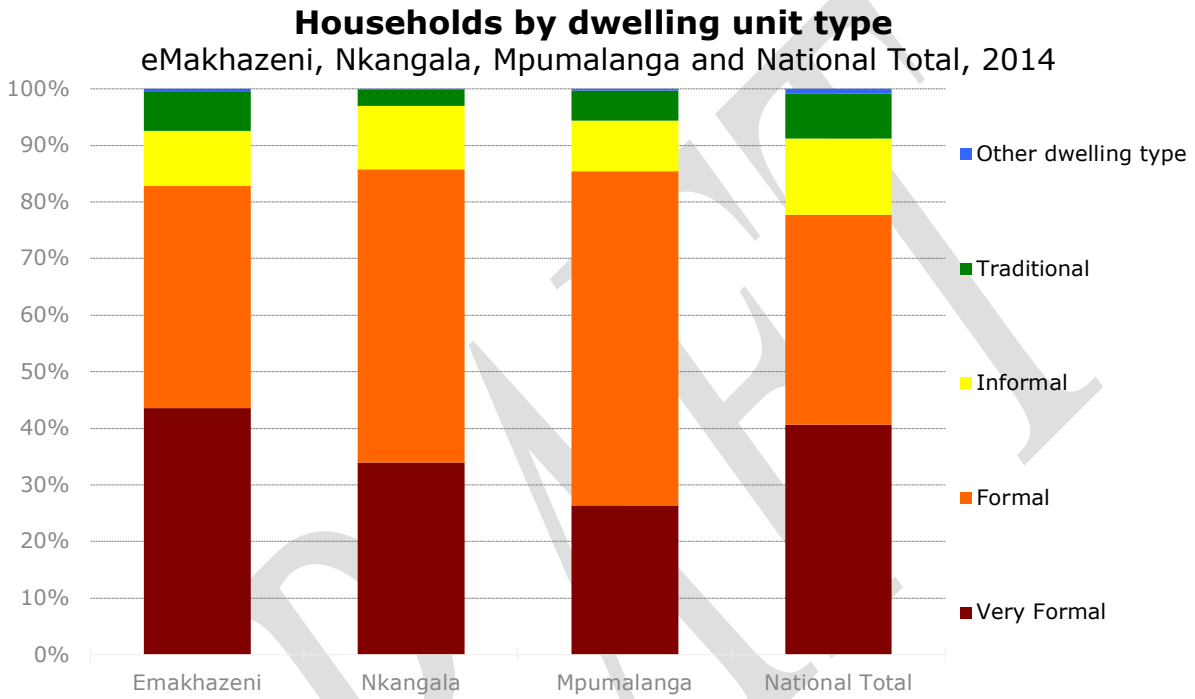
Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore

developed a unique model to capture the number of households and their level of access to the four basic services.
A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.
The next few sections offer an overview of the household infrastructure of the EMakhazeni Local Municipality between 2014 and 2004.

CHART 49. HOUSEHOLDS BY DWELLING UNIT TYPE - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



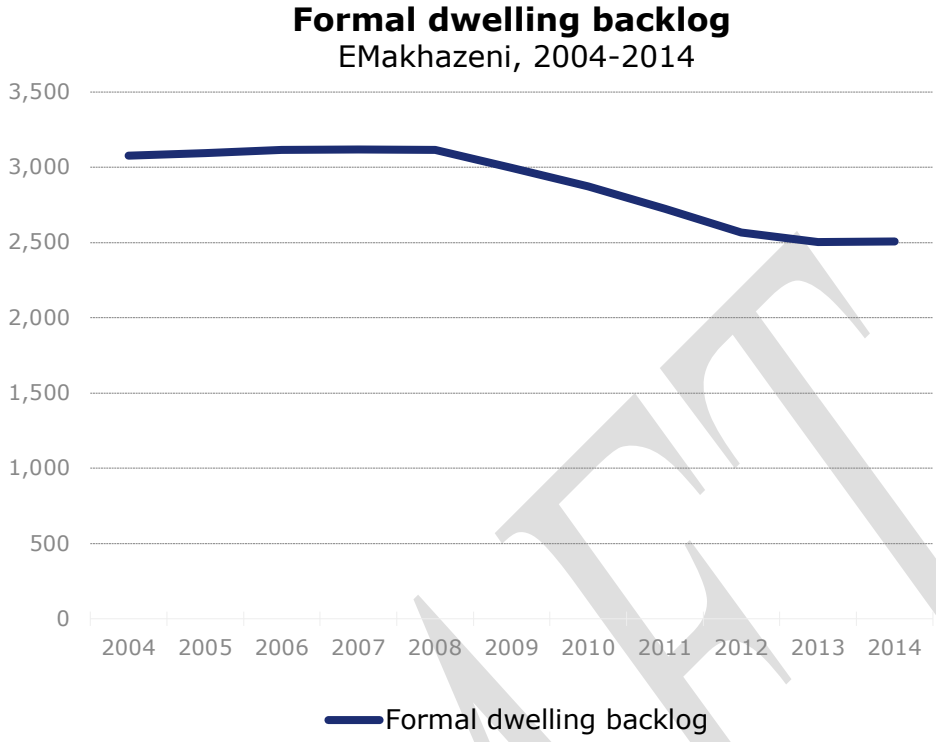
Source: IHS Global Insight Regional eXplorer version 969

EMakhazeni Local Municipality had a total number of 6 370 (43.62% of total households) very formal dwelling units, a total of 5 730 (39.21% of total households) formal dwelling units and a total number of 1 420 (9.73% of total households) informal dwelling units.

The region within the Nkangala District Municipality with the highest number of very formal dwelling units is Emalahleni local municipality with 68 700 or a share of 49.97% of the total very formal dwelling units within Nkangala. The region with the lowest number of very formal dwelling units is Thembisile Hani local municipality with a total of 3 890 or a share of 2.83% of the total very formal dwelling units within Nkangala.

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CHART 50. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS]



Source: IHS Global Insight Regional eXplorer version 969

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2004 the number of households not living in a formal dwelling were 3 080 within EMakhazeni Local Municipality. From 2004 this number decreased annually at -2.02% to 2 510 in 2014.

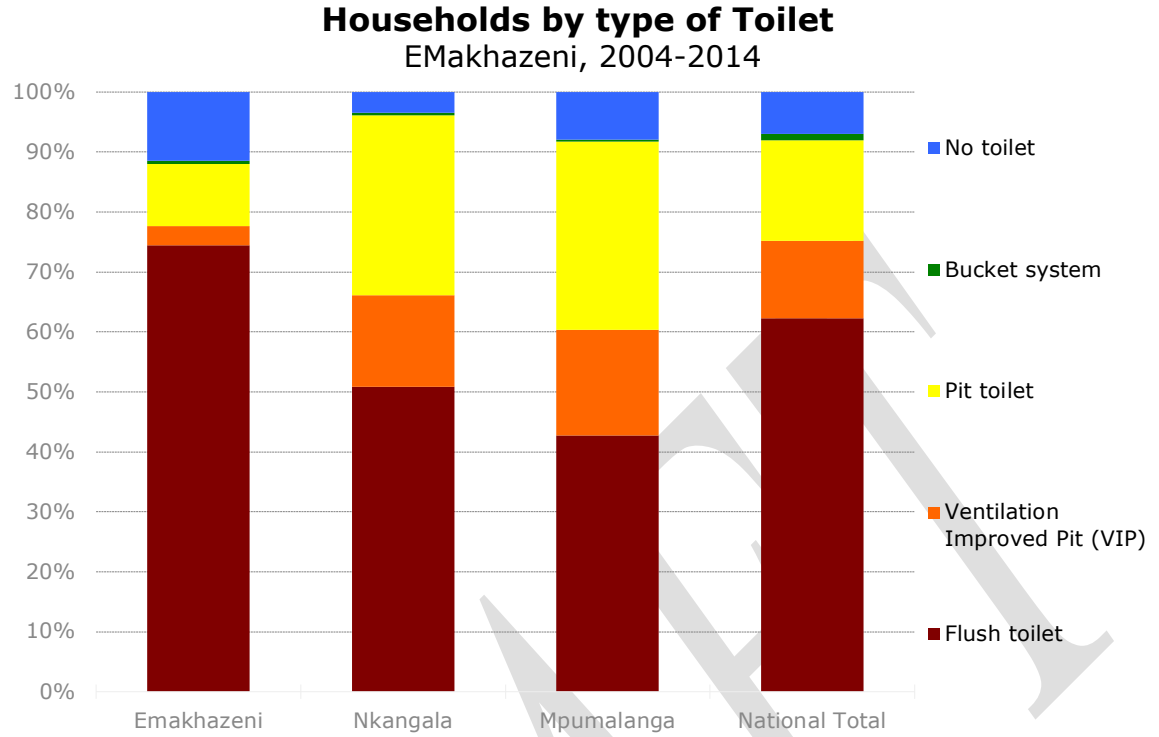
Household by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- No toilet No access to any of the toilet systems explained below.
- Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- Pit toilet - A top structure over a pit.
- Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

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CHART 51. HOUSEHOLDS BY TYPE OF SANITATION - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 10 900 flush toilets (74.47% of total households), 469 Ventilation Improved Pit (VIP) (3.21% of total households) and 1 510 (10.34%) of total households pit toilets.

TABLE 37: HOUSEHOLDS BY TYPE OF SANITATION - EMAKHAZENI LOCAL MUNICIPALITY AND THE REST OF NKANGALA, 2014 [NUMBER]

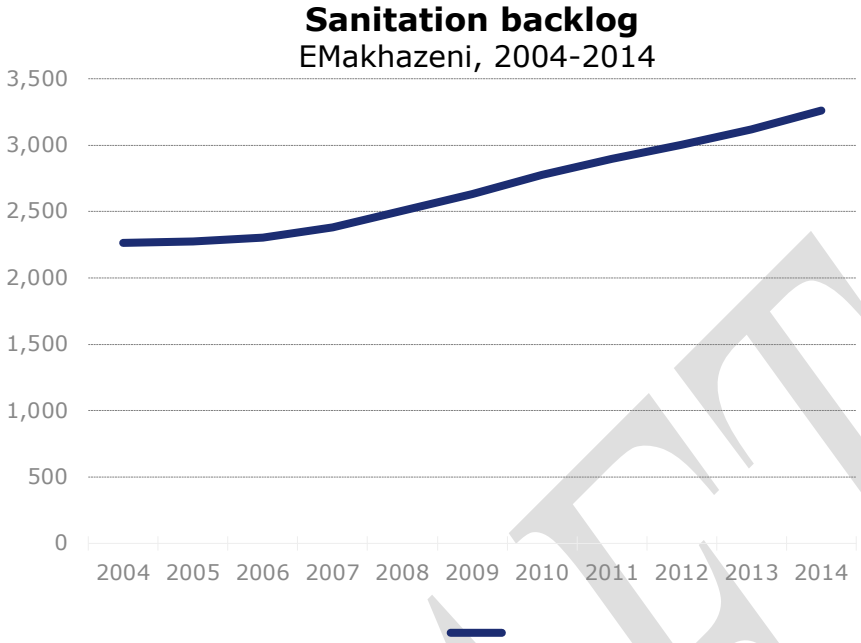
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
eMakhazeni	10,900	469	1,510	71	1,680	14,600
Victor Khanye	19,900	470	2,500	81	790	23,700
Emalahleni	94,300	7,540	31,000	228	5,020	138,000
Steve Tshwete	66,700	4,310	5,410	969	2,470	79,800
Thembisile Hani	6,640	24,900	48,400	232	2,580	82,800
Dr JS Moroka	7,290	23,900	32,500	42	1,520	65,300
Total Nkangala	**205,690**	**61,611**	**121,299**	**1,623**	**14,060**	**404,283**

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of flush toilets is Emalahleni local municipality with 94 300 or a share of 45.85% of the flush toilets within Nkangala. The region with the lowest number of flush toilets is Thembisile Hani local municipality with a total of 6 640 or a share of 3.23% of the total flush toilets within Nkangala District Municipality.

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CHART 52. SANITATION BACKLOG - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



Source: IHS Global Insight Regional eXplorer version 969

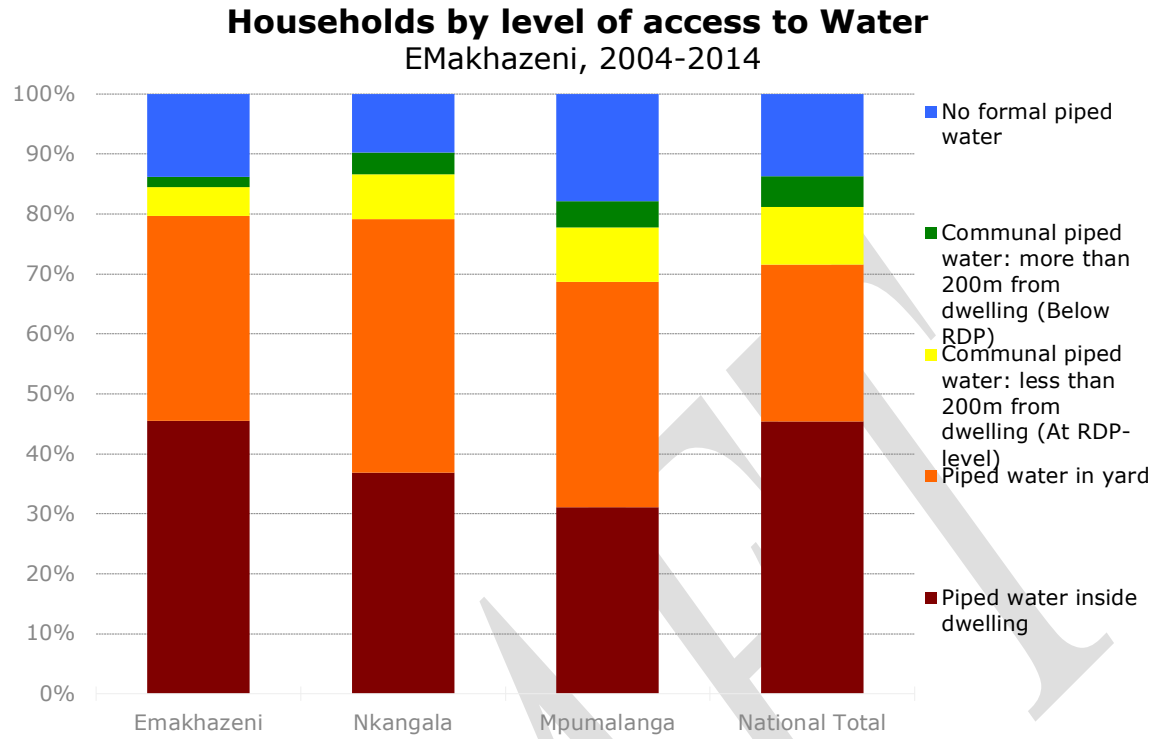
When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2004 the number of Households without any hygienic toilets in eMakhazeni Local Municipality was 2 260, this increased annually at a rate of 3.72% to 3 260 in 2014.
The total number of households within eMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

3.15 Households by Access to water

A household is categorized according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

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CHART 53. HOUSEHOLDS BY TYPE OF WATER ACCESS - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 6 640 (or 45.46%) households with piped water inside the dwelling, a total of 5 010 (34.27%) households had piped water inside the yard and a total number of 2 010 (13.78%) households had no formal piped water.

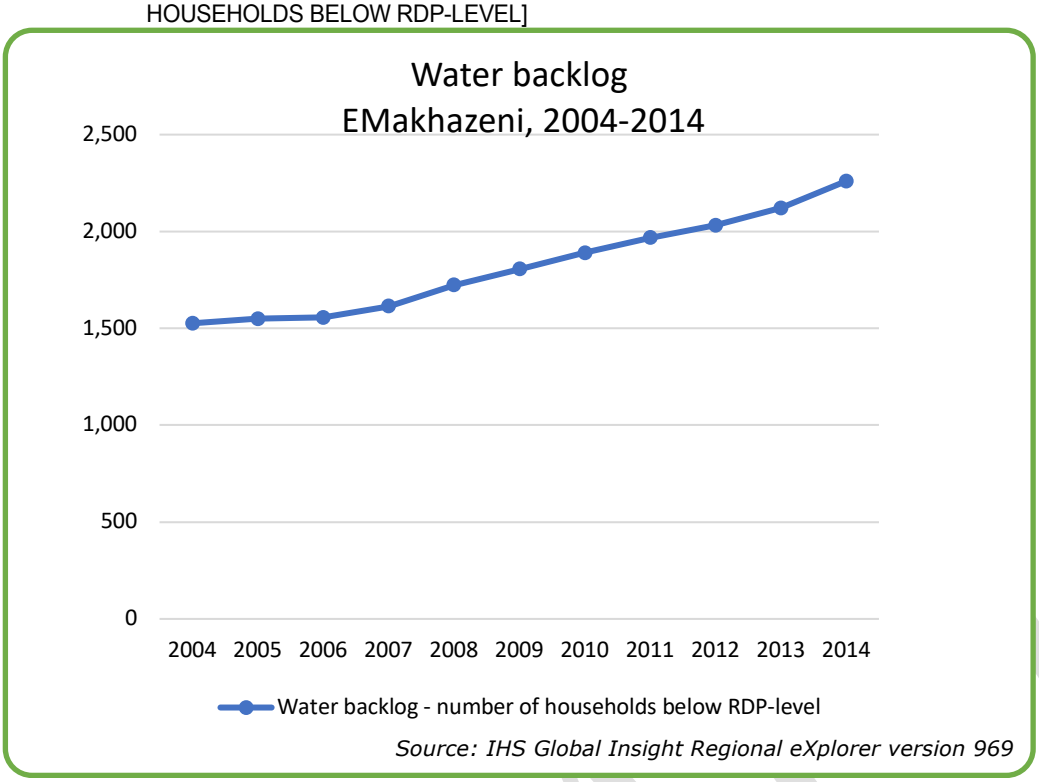
TABLE 38: HOUSEHOLDS BY TYPE OF WATER ACCESS - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
eMakhazeni	6,640	5,010	701	247	2,010	14,600
Victor Khanye	9,540	9,400	1,220	739	2,850	23,700
Emalahleni	69,800	35,500	12,400	7,300	13,100	138,000
Steve Tshwete	44,700	21,400	6,910	3,450	3,320	79,800
Thembisile Hani	10,400	60,000	5,130	1,410	5,880	82,800
Dr JS Moroka	7,790	39,900	3,720	1,370	12,400	65,300
Total Nkangala	**148,890**	**171,170**	**30,115**	**14,512**	**39,597**	**404,283**

Source: IHS Global Insight Regional eXplorer version 969

The regions within Nkangala District Municipality with the highest number of households with piped water inside the dwelling is Emalahleni local municipality with 69 800 or a share of 46.88% of the households with piped water inside the dwelling within Nkangala District Municipality. The region with the lowest number of households with piped water inside the dwelling is eMakhazeni local municipality with a total of 6 640 or a share of 4.46% of the total households with piped water inside the dwelling within Nkangala District Municipality.

CHART 54. WATER BACKLOG - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



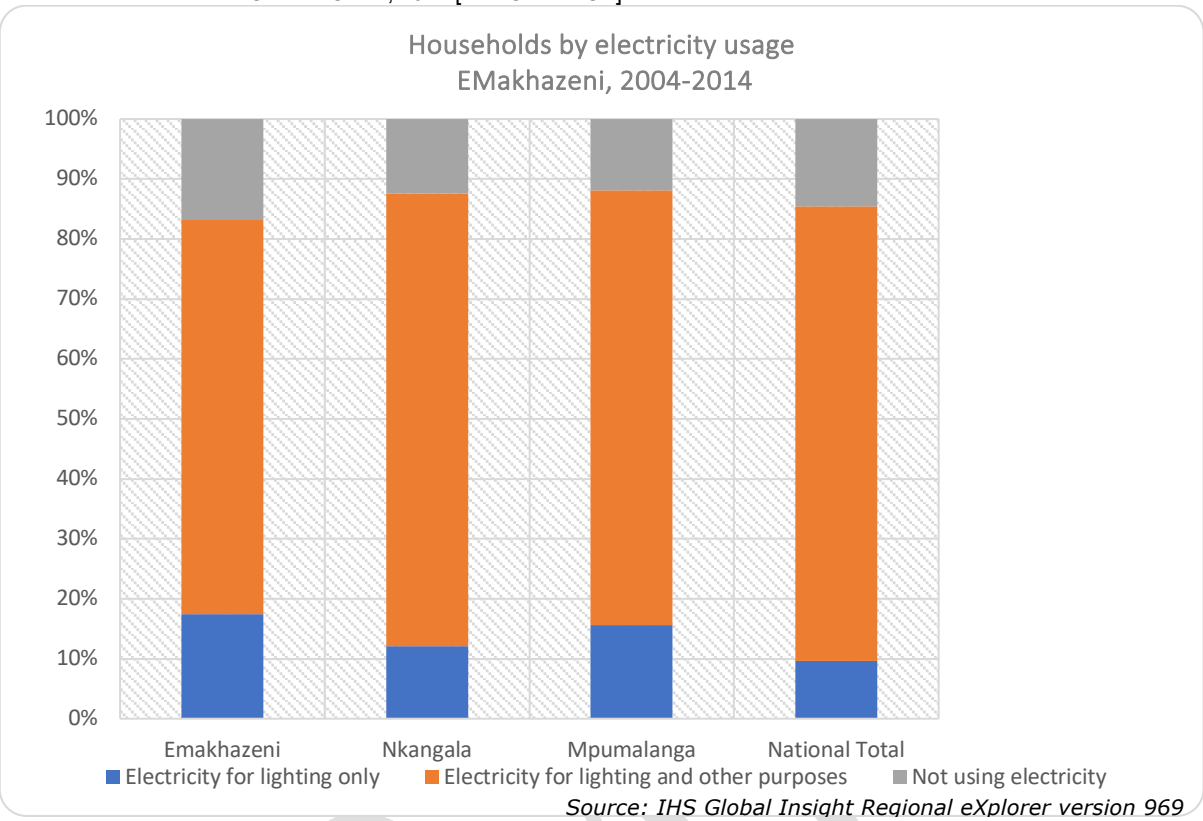
When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2004 the number of households below the RDP-level were 1 530 within eMakhazeni Local Municipality, this increased annually at 4.01% per annum to 2 260 in 2014.
The total number of households within eMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

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CHART 55. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 2 540 (17.40%) households with electricity for lighting only, a total of 9 620 (65.88%) households had electricity for lighting and other purposes and a total number of 2 440 (16.73%) households did not use electricity.

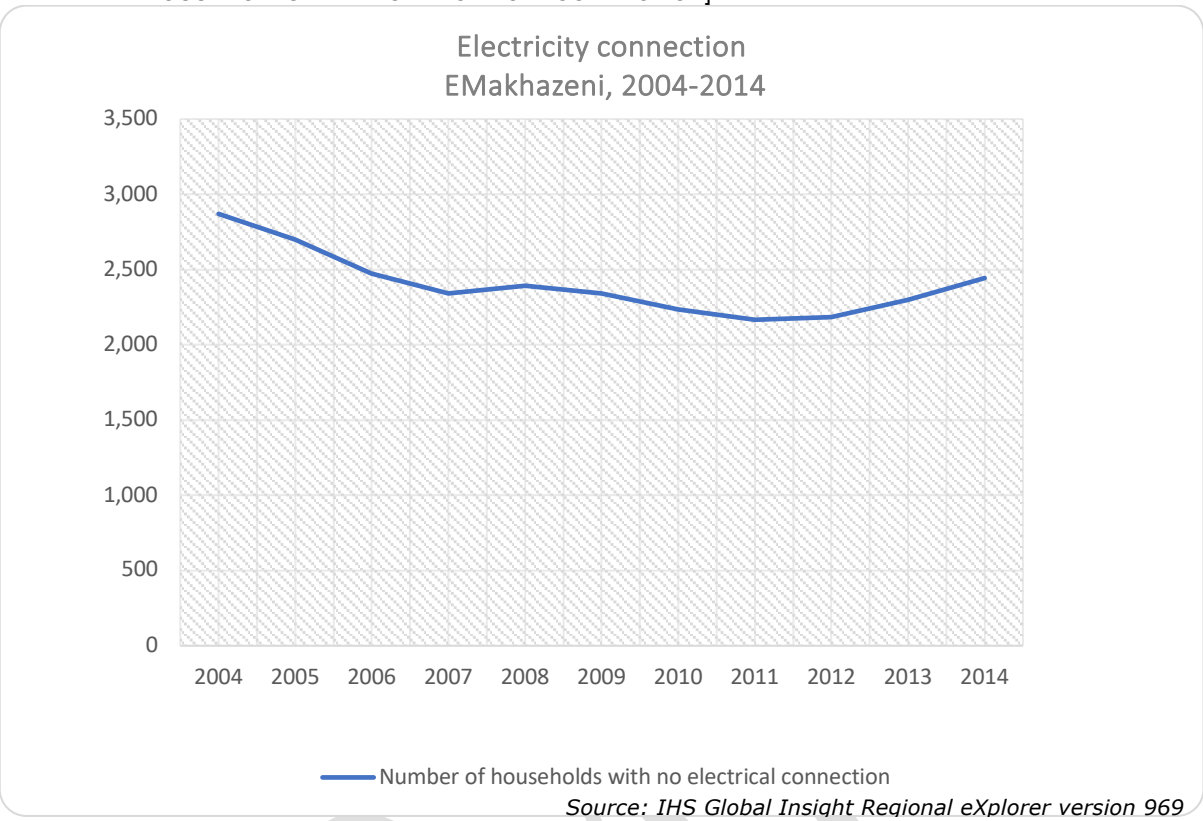
TABLE 39: HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
eMakhazeni	2,540	9,620	2,440	14,600
Victor Khanye	5,800	14,800	3,200	23,700
Emalahleni	2,950	105,000	30,300	138,000
Steve Tshwete	8,560	65,600	5,660	79,800
Thembisile Hani	18,500	58,000	6,350	82,800
Dr JS Moroka	10,500	52,600	2,200	65,300
Total Nkangala	**48,807**	**305,279**	**50,197**	**404,283**

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of households with electricity for lighting and other purposes is Emalahleni local municipality with 105 000 or a share of 34.32% of the households with electricity for lighting and other purposes within Nkangala District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is eMakhazeni local municipality with a total of 9 620 or a share of 3.15% of the total households with electricity for lighting and other purposes within Nkangala District Municipality.

CHART 56. ELECTRICITY CONNECTION - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



Source: IHS Global Insight Regional eXplorer version 969

When looking at the number of households with no electrical connection over time, it can be seen that in 2004 the households without an electrical connection in eMakhazeni Local Municipality was 2 870, this decreased annually at -1.60% per annum to 2 440 in 2014.

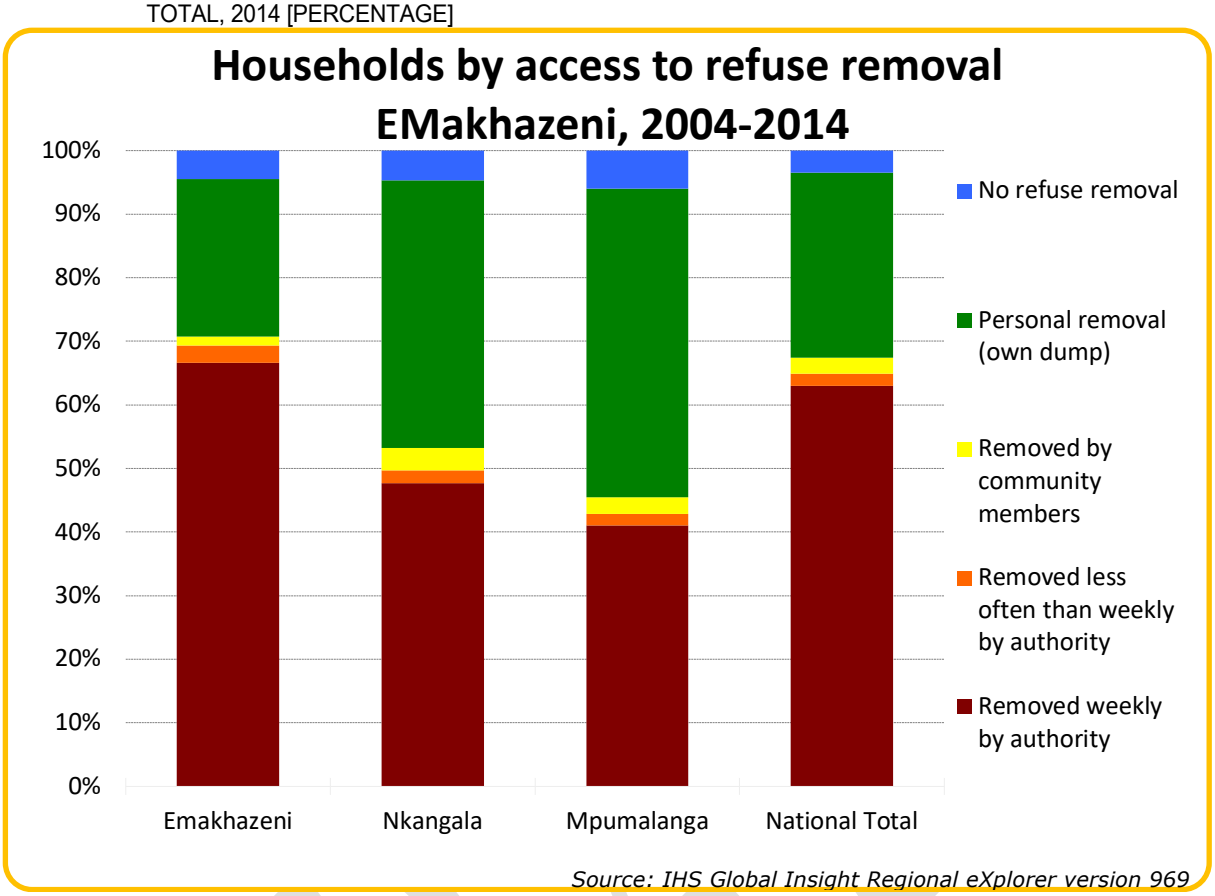
Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

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CHART 57. HOUSEHOLDS BY REFUSE DISPOSAL - EMAKHAZENI, NKANGALA, MPUMALANGA AND NATIONAL TOTAL, 2014 [PERCENTAGE]



Source: IHS Global Insight Regional eXplorer version 969

eMakhazeni Local Municipality had a total number of 9 730 (66.61%) households which had their refuse removed weekly by the authority, a total of 396 (2.71%) households had their refuse removed less often than weekly by the authority and a total number of 3 620 (24.79%) households which had to remove their refuse personally (own dump).

TABLE 40: HOUSEHOLDS BY REFUSE DISPOSAL - EMAKHAZENI AND THE REST OF NKANGALA, 2014 [NUMBER]

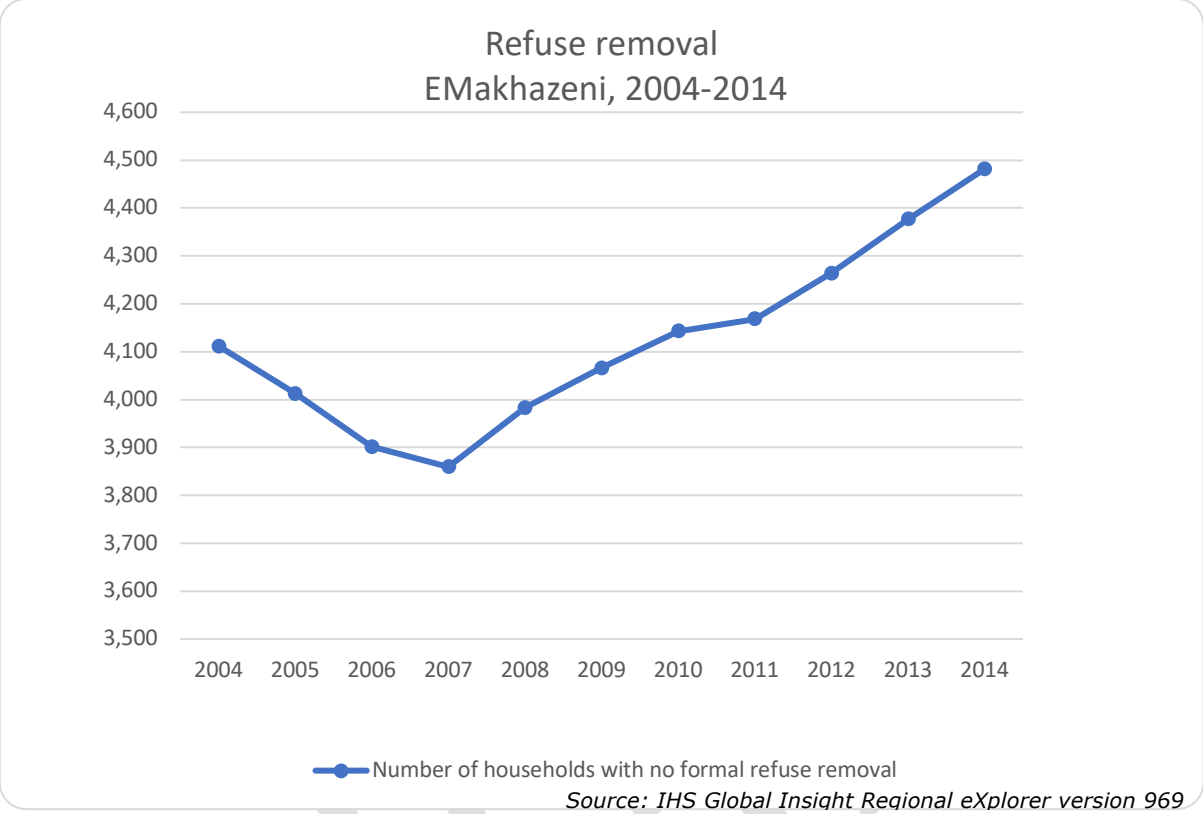
	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
EMakhazeni	9,730	396	213	3,620	647	14,600
Victor Khanye	16,100	796	797	5,190	833	23,700
Emalahleni	89,900	3,180	4,300	34,100	6,600	138,000
Steve Tshwete	65,600	1,930	1,150	9,840	1,300	79,800
Thembisile Hani	3,480	678	6,820	65,100	6,740	82,800
Dr JS Moroka	8,010	967	1,280	52,100	2,860	65,300
Total Nkangala	**192,828**	**7,940**	**14,569**	**169,973**	**18,973**	**404,283**

Source: IHS Global Insight Regional eXplorer version 969

The region within Nkangala with the highest number of households where the refuse is removed weekly by the authority is Emalahleni local municipality with 89 900 or a share of 46.61% of the households where the refuse is removed weekly by the authority within Nkangala. The region with the lowest number of households where the refuse is removed weekly by the authority is Thembisile Hani local municipality with

a total of 3 480 or a share of 1.81% of the total households where the refuse is removed weekly by the authority within the district municipality.

CHART 58. REFUSE REMOVAL - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



When looking at the number of households with no formal refuse removal, it can be seen that in 2004 the households with no formal refuse removal in eMakhazeni Local Municipality was 4 110, this increased annually at 0.87% per annum to 4 480 in 2014.
The total number of households within EMakhazeni Local Municipality increased at an average annual rate of 1.31% from 2004 to 2014, which is higher than the annual increase of 1.86% in the number of households in South Africa.

SWOT ANALYSIS

Based on the situational Analysis the following Strengths, weaknesses, opportunities and threats were identified.

STRENGTHS AND OPPORTUNITIES	WEAKNESSES AND THREATS
• Strategic location in terms of regional and context. • Four local service centres (town) providing services to rural areas. • N4 Maputo Corridor and Road P81- 1 important routes in terms of tourism • Railway lines leading from area to two harbours (Maputo and Richards Bay)	• Vast, sparsely populated area with low population densities • No clear hierarchy of service centre. Poor accessibility to service centres for rural communities. • Poor and uncoordinated marketing efforts

• Proximately to major urban centres – Middelburg and Nelspruit • Environmental assets – Nature Reserves, natural vegetation, wetlands, and rivers: conservation and tourism opportunities • Economic and tourism development initiatives associated with N4 Maputo Corridor and natural assets • Towns offer a variety of business activities and community facilities • Good access to basic infrastructure services in towns • Fishing and fly fishing activities that attracts tourism • Heritage site –Waterboven Attractions from Ndebele cultural sites	• Poor and erratic railway services. Opportunities associated with this railway line not fully explored • Poor public transport • Lack of adequate information regarding these features. Poor protection and management • Low education and skills levels, high levels of poverty and unemployment. • Spatial segregation of towns and township areas. Large distance between rural settlements and amenities offered by towns, with poor public transport. • Lack of a uniform land used management system for the entire EMakhazeni Local area. • Poor access to basic infrastructure services in rural settlements. Remote location of these settlements makes service provision difficult. The municipality has no capacity to collect revenue.

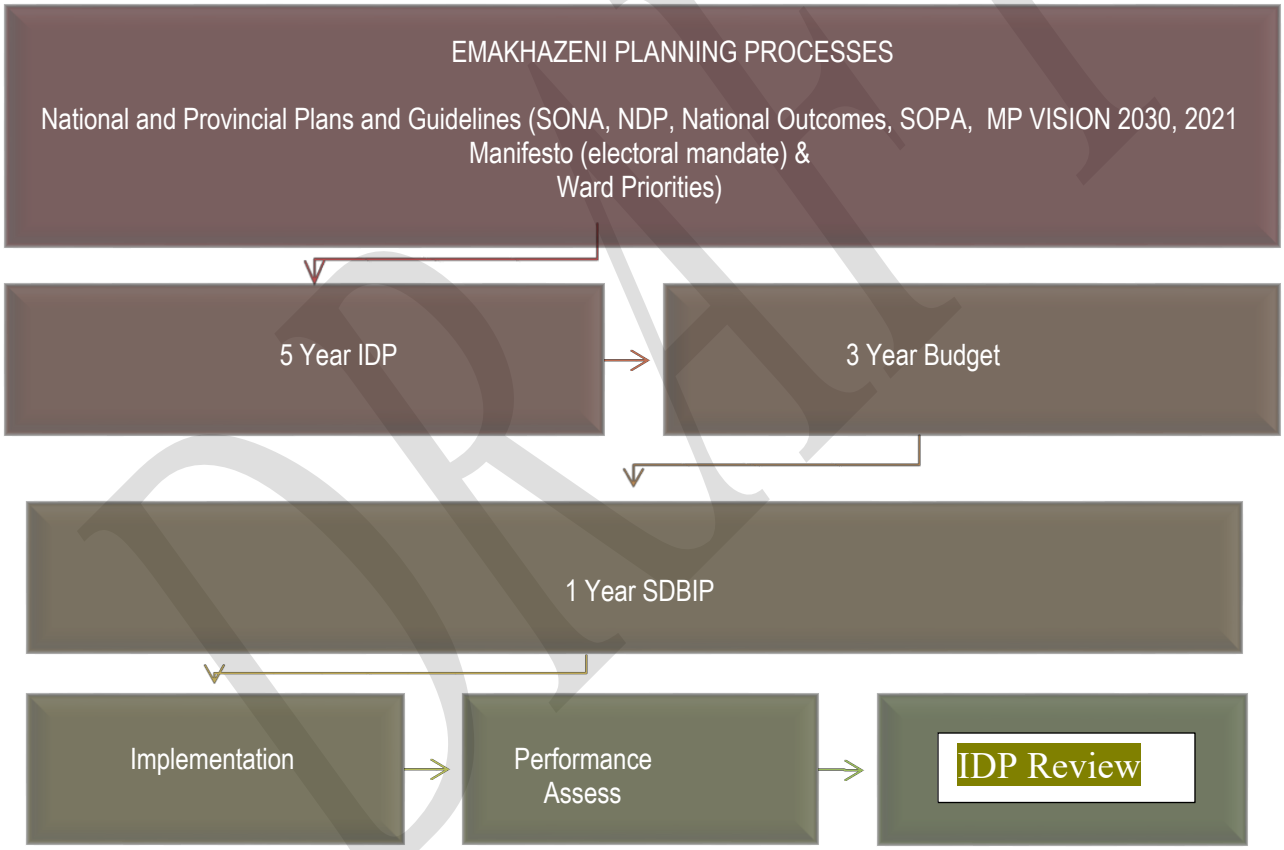
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CHAPTER 4.STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

5.1 INTRODUCTION

This considers eMakhazeni's strategic planning and performance management process. Planning in eMakhazeni does not happen in a vacuum or in isolation. It is part of an integrated strategic planning framework that includes national and provincial government frameworks. eMakhazeni is in a process of developing its own long-term strategic framework, the eMakhazeni Growth and Development Strategy Vision 2050. The chapter will also consider the Medium-Term Revenue and Expenditure Framework (MTREF), the Integrated Development Plan (IDP) and the annual Service Delivery and Budget Implementation Plan (SDBIP). The planning process is as depicted below:

GURE 5: PLANNING PROCESS



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5.2 FRAMEWORKS

5.3 NATIONAL STRATEGIC FRAMEWORK

Sustainable Development Goals

When reflecting on the National Strategic Framework, it is inevitable to briefly reflect on an international framework that government or municipal planning must align to. In 2015 when the Millennium Development Goals came to the end of their term, the United Nations adopted the Sustainable Development Goals (SDGs) as the post-2015 agenda, comprising of 17 Sustainable Development Goals. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030.
These goals are mapping a universal, holistic framework to help set the world on a path towards sustainable development, by addressing all three dimensions of economic development, social inclusion, and environmental sustainability.

The 17 Sustainable Development Goals:

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The intention of the SDG's is to present a universally shared, common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. In the development of the SDG's each of the goals are conceived as both ambitions and challenges to countries and more so cities. It is further noted that each of the SDG targets and goals are applicable to both developed and developing countries alike. The universality of the targets and goals represent

differing degrees of challenges and ambitions for different countries depending on their current developmental trajectory and circumstances. The goals are also flexible enough to allow for differentiated approach through all

levels of government. One of the departure points in developing the SDG's was that countries would need to ensure that there is a balance between the economic, political, social and environmental effort required to ensure that these goals are achieved. While sustainable development goals (SDGs) are universal in character, they need to be adapted to national contexts, according to specific sets of constraints and opportunities. eMakhazeni Local Municipality will in the review of the IDP in the 2019/20 financial year seek to integrate and institutionalize the SDG's more in the planning processes of the municipality.

African Union Agenda 2063

Related to the SDGs in the African Continent, the African Union (AU) (former OAU) is looking ahead towards the year 2063. The Agenda 2063 is a strategic framework for inclusive growth and sustainable development. It is comprised of the following three dimensions:

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- Vision for 2063: based on AU Vision & seven aspirations emanating from consultations with stakeholders
- Transformation Framework: detailed milestones in the journey to 2063, including: goals, priority areas & targets
- Making it happen: outlines plan to get there – implementation, monitoring & evaluation, finance, partnerships, communication & institutional capacity to implement

African aspirations for 2063

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideal Pan Africanism and the vision of Africa's Renaissance
3. An Africa of Good Governance, Democracy, Respect for human rights, Justice and the Rule of law
4. A Peaceful and Secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values and ethics
6. An Africa where development is people-driven, unleashing the potential of women and youth
7. Africa as a strong, united and influential global player and partner

National Development Plan 2030

Locally in South Africa the NDP 2030 represents the overarching national development agenda to facilitate the transition to the AU Agenda 2063 and sustainable development goals (SDGs).
Nationally, government must work together to realize the objectives of the National Development Plan (NDP 2030). The NDP defines the destination the country wants to be at by 2030 and also identifies the roles, different sectors of society need to play in reaching that goal. The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

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eMakhazeni local municipality as local government is directly in contact with the communities, thus represents the face of service delivery and assumes responsibility for the majority of the above-mentioned deliverables. Consequently, its strategies, goals and objectives are aligned with those of the NDP. They form part and are incorporated into existing activities of eMakhazeni's service delivery departments. To ensure implementation and follow through of the NDP, national government elaborated the governing party's electoral mandate of 2019-2024 into 7 priorities. The electoral mandate, inter alia, seeks to achieve radical economic transformation, rural development and access to adequate human settlements and basic services. In addition, it prioritized access to quality education, health care and social security including fighting corruption and crime, and contributing to building a better Africa and a cohesive South Africa.
The National Development Plan was drafted by the National Planning Commission in May 2010. The commission was an advisory body consisting of 26 people drawn largely from outside government, chosen from their expertise in key areas.
The commission diagnostic Report, released in June 2011, set out South Africa's achievement and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of school's education for black people is poor.
- Infrastructure is poorly located, inadequate and under maintained
- Spatial divides hobble inclusive development
- The economy is unsustainable resource intensive
- The public health system cannot meet demand or sustain quality
- Public service is uneven and of poor quality
- Corruption level are high
- South Africa remains a divided society

The NDP is a framework to accelerate economic growth, eliminate poverty and reduce inequality. It was widely canvassed and endorsed by the South African public prior to its adoption by Cabinet, and is being implemented by government. The plan aims to reduce the costs of living and of doing business, resulting in improved consumer and business confidence, rising levels of private investment, and higher growth and employment. The government is acting on key NDP proposals, including:

- Making sustainable investments in competitive economic infrastructure
- Increasing the pace of job creation, particularly for young job seekers
- Encouraging the expansion of businesses and the development of new enterprises, including small and medium-sized companies
- Transforming human settlements and developing a functioning public transport system
- Providing policy certainty to encourage long-term investment in mining and other sectors
- Increasing economic integration within sub-Saharan Africa in areas such as energy production, finance, tourism, communications, infrastructure building and customs administration.
- Creating export markets for local products and foreign investment in key sectors and infrastructure development

The National Development aims to eliminate poverty and reduce inequality by 2030. It is quite evident that government places a high priority on the implementation of the plan and it can be expected that the NDP will be the compass by which the national government is going to steer the development path of South Africa into the future. The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030.

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Medium Term Development Plan 2024 – 2029

At this historic juncture, South Africa must entrench constitutional democracy and the rule of law, build an inclusive and growing economy, and root out corruption in all its forms. The people of South Africa will work together to achieve a new era of peace, justice and prosperity for all.

The 7th Administration commits to upholding the fundamental principles agreed to by the ten political parties in the Statement of Intent of the Government of National Unity (GNU):

- Respect for the Constitution, the Bill of Rights, a united South Africa, and the rule of law;
- Non-racialism and non-sexism;
- Social justice, redress and equity, and the alleviation of poverty;
- Human dignity and the progressive realisation of socio-economic rights;
- Nation-building, social cohesion and unity in diversity;
- Peace, stability and safe communities, especially for women and children;
- Accountability, transparency and community participation in government;
- Evidence-based policy and decision-making;
- A professional, merit-based, non-partisan, developmental public service that puts people first; and

Integrity, good governance and accountable leadership.

The main objective of the Medium Term Development Plan (MTDP) 2024–2029 is to strategically guide the work of the 7th Administration to achieve the goals set out in the Statement of Intent of the GNU and the National Development Plan (NDP).

The MTDP 2024–2029 aligns with the goals and objectives of the NDP and the minimum programme of priorities of the GNU. The NDP remains South Africa's long-term country plan towards 2030 and is aligned with its international commitments. The MTDP 2024–2029 is the medium-term development plan towards the achievement of the NDP, replacing the Medium Term Strategic Framework (MTSF) by aligning with international naming conventions and emphasising development outcomes.

Government has set five goals for the next five years, which are:

- A dynamic, growing economy;
- A more equal society, where no person lives in poverty;
- A capable state delivering basic services to all citizens;
- A safe and secure environment; and
- A cohesive and united nation.

To achieve these goals, the MTDP 2024-2029 identifies three Strategic Priorities which will be implemented across the state:

- Strategic Priority 1: Drive inclusive growth and job creation.
- Strategic Priority 2: Reduce poverty and tackle the high cost of living.

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- Strategic Priority 3: Build a capable, ethical and developmental state.

Strategic Priority 1: Drive inclusive growth and job creation

Inclusive growth and job creation is the Apex Priority for the 7th Administration. All spheres of government, clusters and sectors must prioritise interventions to stimulate more rapid and inclusive growth. The MTDP 2024–2029 focuses on nine outcomes to achieve this Strategic Priority:

- Increased employment and work opportunities;
- Accelerated growth of strategic industrial and labour-intensive sectors;
- Enabling environment for investment and improved competitiveness through structural reforms;
- Increased infrastructure investment, access and efficiency;
- Improved energy security and a just energy transition;
- Increased trade and investment;
- A dynamic science, technology and innovation ecosystem for growth;
- Supportive and sustainable economic policy environment; and
- Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society.

Strategic Priority 2: Reduce poverty and tackle the high cost of living

The MTDP 2024–2029 focuses on six outcomes to achieve the goals and objectives of Strategic Priority 2 in reducing poverty and tackling the high cost of living:

- Reduced poverty and improved livelihoods;
- Improved coverage of social protection;
- Improved access to affordable and quality healthcare;
- Improved education outcomes and skills;
- Skills for the economy; and
- Social cohesion and nation-building.

Strategic Priority 3: Build a capable, ethical and developmental state

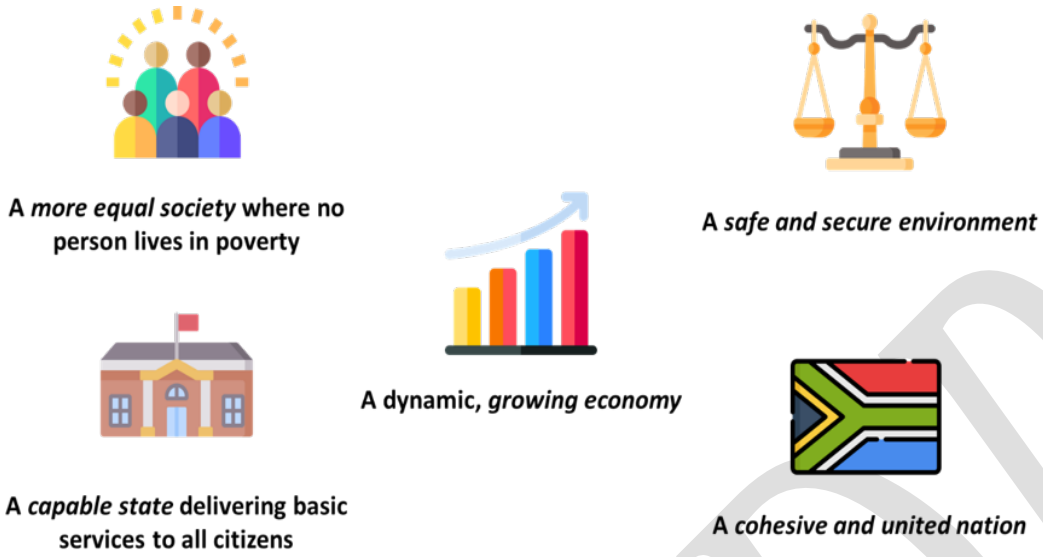
Twelve outcomes were identified to achieve the goals and objectives of Strategic Priority 3: Build a capable, ethical and developmental state:

- Improved service delivery in the local government sphere;
- Improved governance and performance of public entities;
- An ethical, capable and professional public service;
- Digital transformation across the state;
- Mainstreaming of gender, empowerment of youth and persons with disabilities;
- A reformed, integrated and modernised Criminal Justice System;

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- Effective border security;
- Secured cyber space;
- Increased feelings of safety of women and children in communities;
- Combat priority offences (economic, organised crime and corruption);
- Advance South African foreign policy for a better world; and
- Enhanced peace and security in Africa.

Five goals of government



Source: The Presidency, 2024

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5.4 PROVINCIAL MEDIUM TERM DEVELOPMENT PLAN

BACKGROUND

The President announced and confirmed the Strategic Priorities and priorities for the 7th Administration of Government.

- **Strategic Priority 1:** Drive inclusive growth and job creation
- **Strategic Priority 2:** Reduce poverty and tackle the high cost of living
- **Strategic Priority 3:** Build a capable, ethical and developmental state

During the Opening of the Mpumalanga Legislature on 31 July 2024 the Premier also confirmed the **three Strategic Priorities for the Seventh Administration** as was outlined by the President which informed the Provincial MTDP

APPROACH TO ALIGNING THE SOI, NDP & MTDP PRIORITIES

Statement of Intent	National Development Plan	MTDP Strategic Priorities
1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.	Chapter 3: Economy and employment Chapter 4: Economic infrastructure Chapter 5. Ensuring environmental sustainability and an equitable transition to a low-carbon economy Chapter 6: An integrated and inclusive rural econom	**STRATEGIC PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION**
4. Investing in people through education, skills development and affordable quality health care. 2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights. 8. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and	Chapter 9. Improving education, training and innovation Chapter 10: Promoting health Chapter 11: Social protection Chapter 8: Transforming human settlement and the national space economy Chapter 15: Transforming society and uniting the country	**STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING**
5. Building state capacity and creating a professional, merit based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals. 3. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework.	Chapter 13: Building a capable and developmental state 6. Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities.	Chapter 12: Building safer communities

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STRATEGIC PRIORITY 3:
BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

8. Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world.

Chapter 7: Positioning South Africa in the World

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FIVE GOALS THAT GUIDE 2024-29 MTDP

- The MTDP has set out ***five goals*** for the term, which are intended to guide the government's actions in pursuing the goals of the NDP 2030.
- The MTDP places ***Inclusive Growth and Job Creation*** at the center and seeks to transform the economy and society towards increased prosperity and equality for all citizens and to build social cohesion and unity



A *more equal society* where no person lives in poverty



A *safe and secure environment*



A dynamic, *growing economy*



A *capable state* delivering basic services to all citizens



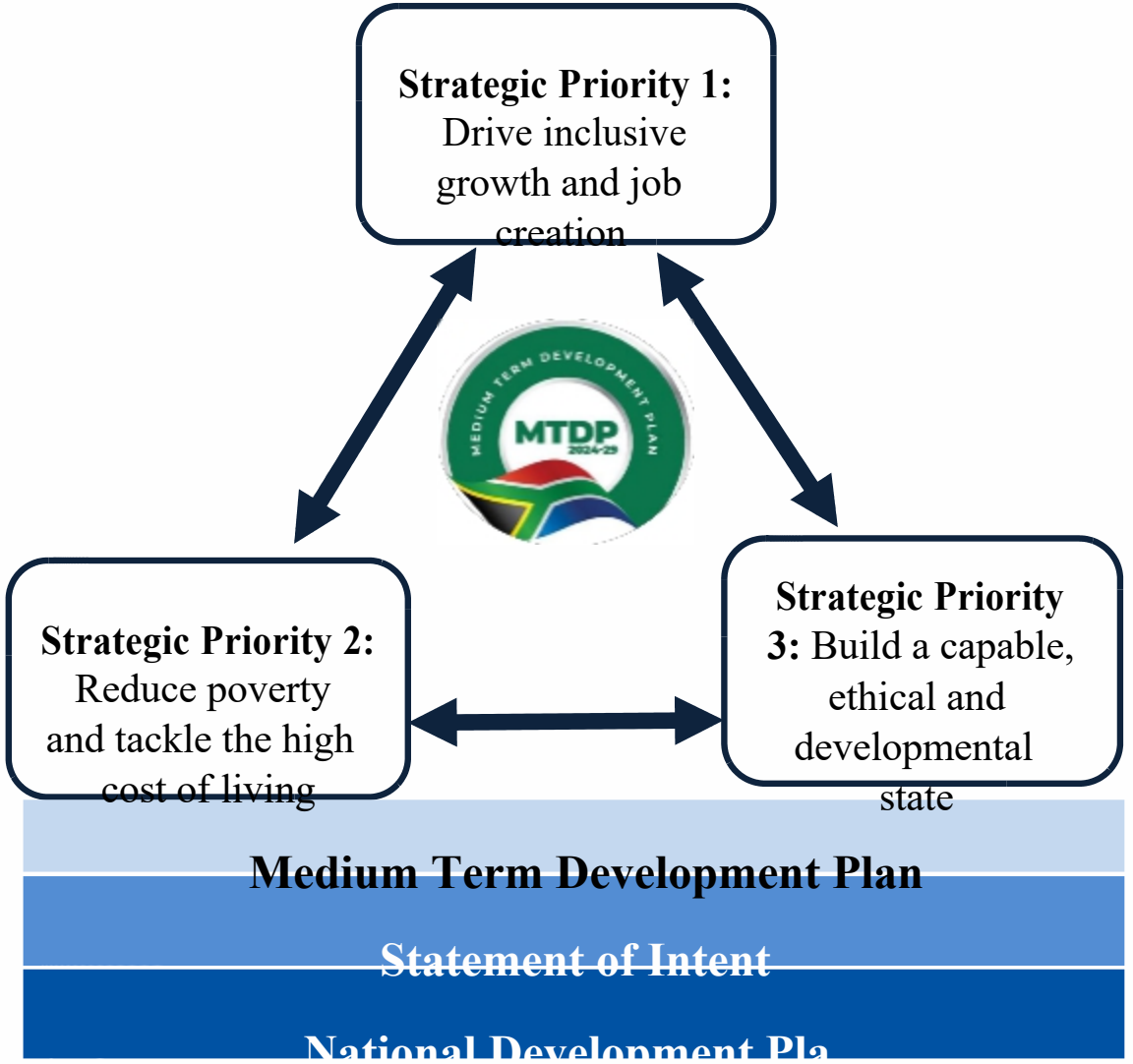
A *cohesive and united nation*



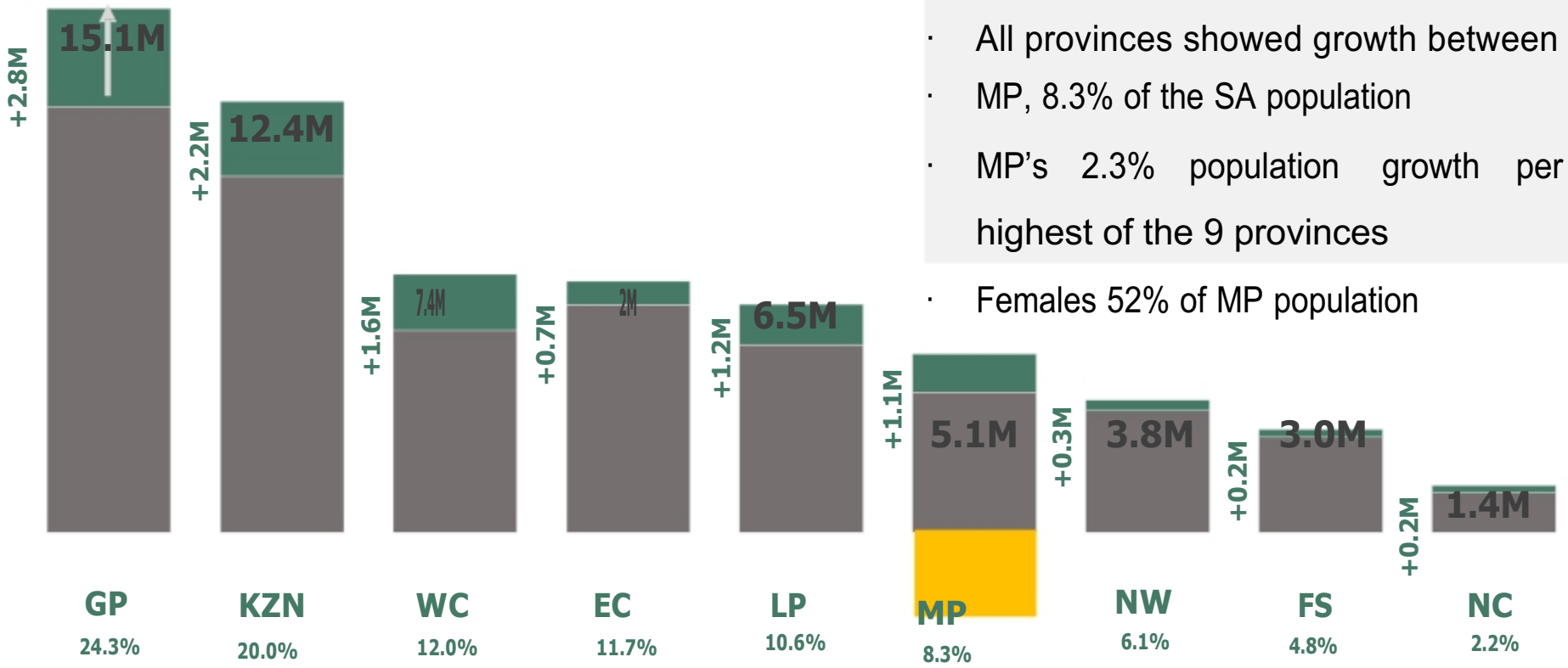


MTDP STRATEGIC APPROACH

- **Driving *inclusive growth and job creation*** is viewed as an Apex priority. All spheres of government, clusters and sectors will prioritise relevant economic interventions.
- However, the **three strategic priorities are interrelated and interlinked**.
- The ***social protection*** is a key instrument for poverty reduction and is a safety net for the vulnerable.
- A ***capable state plays a key role*** (direct and indirect) within the economy through regulation, network industries, and by creating an enabling environment where law and order are maintained



MPUMALANGA POPULATION: 2011 – 2022



- All provinces showed growth between 2011 and 2022
- MP, 8.3% of the SA population
- MP's 2.3% population growth per annum, the 2nd highest of the 9 provinces
- Females 52% of MP population

In 2022, Mpumalanga was the province with the 6th largest population - 5.1 million people
64% of Mpumalanga population below 35 years

Source: Stats South Africa – Census 2011 & Census 2022

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MPUMALANGA SOCIO-ECONOMIC PROFILE



- **Provincial growth of less than 1% pa** in 2022, 2023 & 2024 (forecast)
- Slightly lower than national growth



- High **poverty rate** (LBPL – lower bound poverty line) of **51.2%** (4th highest)
- LBPL based on **R1 058** per person per month



- Q4 2024, strict unemployment rate **47.2%**
- (4th highest of the 9 provinces)
  - Female rate = **38.1%**
  - Male rate = **34.5%**
- Youth (15-34 years) rate **49.2%**
  - Female youth **52.7%**
  - Male youth **46.1%**
- Bachelor graduate's rate **19.3%**

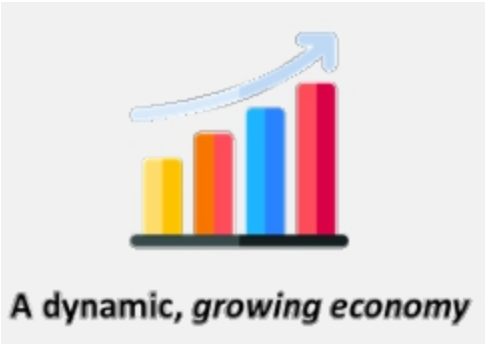


- High income inequality, poorest **40%** of households only **7.7%** of income
- Gini-coefficient of **0.60** (2nd lowest/best)

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IDEAL MPUMALANGA ECONOMIC VISION

- Growth economic growth rate to ***3 percent***
- Unemployment rate reduced to ***25 percent***
- Investment target of ***R50 billion*** in the MTDP
- Poverty rate less than ***35 percent***
- Employment target ***60 000 jobs*** per annum
- Improve income inequality (poorest 40% of household, contributing more than ***10% of income***)

Strategic Priority 1: Drive inclusive growth and job creation (9 Outcomes)  	**1. Increased employment opportunities:** *Enable 300 000 new employment and work opportunities through the private sector and public employment programmes* **2. Accelerated growth of industrial and labour-intensive sectors:** *Promoting the growth of priority sectors by targeting 3-5% contribution to provincial GDP through manufacturing and agriculture. Tourism: targeting* 8% tourism spend as % of the provincial GDP **3. Enabling environment for investment and improved competitiveness :** *Develop and implement Red Tape Reduction Strategy and Comprehensive integrated SMME strategy* **4. Increased infrastructure investment, access and efficiency:** *Increase public infrastructure investment to 10% of the provincial GDP* **5. Improved energy security and a just energy transition:** *Additional generation capacity of and the share of renewables in support of the Energy Action Plan and JET IP* **6. Increased investment, trade and tourism:** *25% share of international arrivals and increase intra-Africa exports from the province* **7. A dynamic science, technology and innovation ecosystem for growth:** *Target increased expenditure on research, development and commercialization of Intellectual Property (IP)* **8. A supportive and sustainable economic policy environment:** *target enhanced Macro Economic, Trade, Industrial and Innovation Policy/Plan to support economic growth – review of MEGDP* **9. Economic transformation for a just society:** *Mainstream WYPD towards economic inclusion and targets : 60% of the Value of contracts awarded to women; 30% of the Value of contracts awarded to youth; 7% of the Value of contracts awarded to PWD and 7% of the Value of contracts awarded to MVs*

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
Increased employment opportunities	Unemployment rate	34.7% (Q4 2024)	30%	25%	▪ Public Employment Programmes ▪ Private Sector Employment Programmes	-All Depts -All LMs
	Number of jobs created (public and private sector) and Percentage of employment opportunities disaggregated per designated group/ Employment equity percentages	177 188 Work opportunities through EPWP (2019-2024) <u>Designated groups</u> ▪45% - youth ▪65% - women ▪1% - PWD	95 866 <u>Designated groups</u> ▪60% - youth ▪50% - women ▪7% - PWD	191 733 <u>Designated groups</u> ▪60% - youth ▪50% - women ▪7% - PWD	**Public Employment Programmes** ▪ Expanded Public Works Programme (EPWP)/ Community Works Programme (CWP) *Contribution by all departments and municipalities (30 public bodies)*	**DPWRT** -All Depts -All LMs
		Net job creation of 38 968 provincial jobs (Q3 2023-Q3 2024)	60 000 new, sustainable and decent jobs	300 000 new, sustainable and decent jobs	**Private Sector Employment Programmes** ▪ Provincial Short-term Employment Strategy ▪ Provincial Economic Diversification Strategy ▪ Green Economy Development Plan ▪ SMME Development: Financial and Non-Financial Support ▪ Mpumalanga Industrial Development Plan (MIDP): - Revitalization of infrastructure, e.g. Industrial parks and shopping centres - Petrochemical Industrial centre - Agriculture and Forestry Industrial centre	- Mining and Metal Industrial centre - Mpumalanga International Food Market (MIFM) operationalised

MEGA DARDLEA

DEDT

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
Accelerated growth of industrial and labour intensive sectors	GDP Growth rate	0.6% provincial GDP growth (2023)	2%-3% GDP provincial growth per annum	3 - 5% provincial GDP growth per annum	▪ Mpumalanga International Fresh Produce Market (MIFPM) ▪ Agro-Processing Production Units expanded ▪ District Agri-hubs ▪ Mpumalanga Industrial Development Plan (MIDP) ▪ Tourism Development Strategy ▪ Tourism Marketing Strategy ▪ Mpumalanga Green Economy Development Plan ▪ Township small/ light Industrial parks revitalised ▪ Mpumalanga Infrastructure Master Plan	DEDT MTPA MEGA DARDLEA DPWRT
	Gross Domestic Fixed Investment (GDFI)	R63.6 billion (2022)	Increased domestic and FDI to R1-R2 billion pa investment in various economic sectors	Increased domestic and FDI to R50 billion investment in various economic sectors		
	Percentage increase in growth and employment contribution per relevant sector	**Agriculture** - provincial growth of -4.5% (2023) and employment share of 8.8% (Q3 2024)	2%-3% provincial growth per annum and 9.4% employment share	3%-5% provincial growth per annum and 10% employment share		
		Manufacturing - provincial growth of 0.4% (2023) and 8.5% employment share (Q3 2024)	2%-3% provincial growth per annum and 9% employment share	3%-5% provincial growth per annum and 10% employment share		
		Tourism sector - tourism			spend 5.7% of the	

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provincial GDP (2023) and employment share of 6%	7% tourism spend as % of the provincial GDP and 7% employment share	8% tourism spend as % of the provincial GDP and 8% employment share

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets (Outcome)	Five Year Targets (Outcome)	Priority Programmes/ Interventions	Lead Dept
Enabling environment for investments and improved competitiveness	Ease of Doing Business	New Indicator	Improve investment to R5 billion	Improve investment to R50 billion	▪ Red Tape Reduction Strategy - Mpumalanga red tape reduction unit ▪ Comprehensive Integrated SMME strategy ▪ Trade & Investment strategy -Establishment of the Invest SA One-Stop-Shop ▪ Implement the fourth (4th) Casino development	**DEDT** MEGA MER

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
Increased infrastructure investment, access, efficiency	Public infrastructure investment as a % of provincial GDP	2% (2023)	Increased public infrastructure investment to 5% of the provincial GDP	Increased public infrastructure investment to 10% of the provincial GDP	1. Mpumalanga Infrastructure Master Plan (MIMP): 2060 · Water and Sanitation - Loskop Regional Bulk Water Scheme; Crocodile Dam · Solid Waste Management · Climate Change · Logistics and Supply Chain - Operationalize the Mpumalanga International Fresh Produce Market; and Nkomazi SEZ · Immovable Asset Management - High Altitude Training Centre · Road infrastructure - Coal Haulage Road Rehabilitation Programme - 3 ring roads · Energy Infrastructure · ICT infrastructure · Social infrastructure - Lina Malatjie Tertiary hospital and Mpumalanga Psychiatric Hospital 2. Climate-Smart Agriculture and Precision Farming	3. Strengthen Mechanisation Support 4. Agricultural Infrastructure Development: Irrigation, Pack houses, Agri hubs, Agro-processing facilities

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
Increased energy security and a just energy transition	Total megawatt capacity of renewable energy installed the province	750MW	Additional renewable energy generation capacity	Additional renewable energy generation capacity	▪ Accelerated Coal Transition Investment Plan - Retiring and replacing coal-based generation capacity - Mpumalanga community development projects - Energy efficiency, distributed generation and community generation project - Renewable Energy Development Zone (REDZ), Mining supplier park next to Komati - Eskom micro grid roll out programme ▪ Mpumalanga Green Economy Development Plan ▪ Mpumalanga Infrastructure Master Plan	**DEDT/ MGCA** OTP DPWRT

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Term Targets	Priority Programmes/ Interventions	Lead Dept
Increase investment, trade and tourism	Provincial market share of international arrivals	21.6% share of international arrivals (2023)	23% share of international arrivals	25% share of international arrivals	Mpumalanga Tourism Development Strategy - Panorama route Cable car at Blyde River Canyon - Sky-walk PPP project - Barberton Makhonjwa Mountain-WHS - Mariepskop (Mohololoholo) mountain - Loskop development cluster - Bourke's Lurke - Effective and sustainable management of the biodiversity conservation	**MTPA** DEDT
Increased tourist visitor numbers	Number of international tourist arrivals	1 800 000	1 900 000	2 300 000	· International Expos & initiatives: · WTM London · ITB Germany · Tiland Initiative · SATTE India Road shows	
Increased tourist visitor numbers	Number of domestic, domestic trips	3 100 000	3 200 000	3 700 000	· Domestic Expos & Initiatives · Africa's Travel Indaba · WTM Africa · Meetings Africa	

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
A dynamic science, technology and innovation ecosystem for growth	Number of provincial IP registered	New target	Increased expenditure on research, development and commercialization of Intellectual Property (IP)	Increased expenditur on research, development and commercialization of Intellectual Property (IP)	▪ Leverage on partnerships with Agricultural Research Council, CSIR, Universities for research ▪ Modern mechanisation support services to farmers ▪ Support and encourage ICT Automated farming technologies	**DARDLEA** DEDT
A supportive and sustainable economic policy environment	GDP Rate (Provincial economic policy and plans)	0.6% GDP - MERRP - MEGDP - MIDP	Enhanced Macro Economic, Trade, Industrial and Innovation Policy/Plan to support economic growth	Enhanced Macro Economic, Trade, Industrial and Innovation Policy/Plan to support growth	▪ Review of the Mpumalanga Economic Growth and Development Path ▪ Skills development and training aligned to the demand and economy ▪ Business incubators and artisan development	**DEDT**

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PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Outcome	indicator	Baseline	Mid Term Targets	Five Year Targets	Priority Programmes/ Interventions	Lead Dept
Economic Transformation	% equity WYPD and MVs on economic empowerment	Women -19.71% Youth -16.21% PWD - 0.17% MV - 0.88% Overall 36.97%	▪56% of the Value of contracts awarded to women ▪28% of the Value of contracts awarded to youth ▪3% of the Value of contracts awarded to PWD ▪3% of the Value of contracts awarded to MVs	▪60% of the Value of contracts awarded to women ▪30% of the Value of contracts awarded to youth ▪7% of the Value of contracts awarded to PWD ▪7% of the Value of contracts awarded to MVs	▪ Preferential Procurement Policy ▪ Mpumalanga Premier's Youth Development Fund ▪ Agricultural and land reforms ▪ Agricultural and land reforms ▪ Comprehensive farmer development support	**All Depts** **-All LMs**

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STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Strategic Priority 2: **Reduce poverty and tackle the high cost of living (6 Outcomes)**  	**1. Reduced poverty and improved livelihoods:** *Indigent policies implemented across all municipalities, VAT exemptions for new basic foods implemented, the review of administered prices implemented, over 20 000 title deeds registered for subsidized housing, and 11 827 individual units constructed* **2. Optimized social protection and coverage:** *1.7 million beneficiaries supported through the different Social Grants, including 213 336 Child Support Grant, 292 663 through the Old Age Grant and 82 214 through the Disability Grant, in addition to optimizing and improving the Social Relief of Distress Grant* **3. Improved access to affordable and quality healthcare:** *Improving average life expectancy for South Africans to 70 years, reduced maternal, infant and child mortality, and promoting affordable access to universal health coverage.* **4. Improved education *outcomes and skills:*** *75 887 children accessing ECD programmes, proportion of Grade 3s reaching required literacy levels increased by 50% and 75% of learners taking STEM subjects.* **5. Skills for the economy:** *Increased access to higher education and training through development of skills needed in the workplace (MRTT)* **6. Social cohesion and nation-building:** *Programmes to promote social cohesion through sports, arts and culture and to combat racism, sexism and other forms of intolerance.*

PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes /Interventions	Lead Department
Reduced Poverty and Improved Livelihoods	Integrated urban and rural planning and management	New Indicator	8% investment of the total human settlements allocated to Priority Development Areas	15% investment of the total human settlements allocated to Priority Development Areas	Investment of the Human Settlements Development Grants in PDAs	COGHSTA
	Upgrade informal settlements by completing Phases 1, 2 & 3 of the National Housing Code	11 Informal settlements upgraded to phase 3	10 informal settlements upgraded to phase 3	20 informal settlements upgraded to phase 3	Informal settlements proclaimed or formalized as townships	
	Improved delivery of affordable quality housing	302 subsidies disbursed	200 subsidies disbursed	400 subsidies disbursed	Provision of housing opportunities to the gap market for beneficiaries earning between R 3 501 – R 22 000 per month	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes /Interventions	Lead Department
Reduced Poverty and Improved Livelihoods	Improved delivery of affordable quality housing	29 229 sites serviced	13 000 sites serviced	25 000 sites serviced	Servicing of sites (Upgrading of Informal Settlements & Integrated Residential Development Programme)	COGHSTA
		9 parcels of land acquired	3 parcels of land acquired	5 parcels of land acquired	Acquisition of land in well located areas within close proximity of economic opportunities for human settlements development	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes /Interventions	Lead Department
Reduced Poverty and Improved Livelihoods	Increased access to adequate housing through various programmes	18 045 units constructed	6 431 constructed	11 827 units constructed	Provision of Individual Units (Top Structures)	COGHSTA
		72 CRU's constructed	50 CRU's constructed	100 CRU's constructed	Provision of Community Residential Units	
		10 social and economic facilities constructed	5 social and economic facilities constructed	10 social and economic facilities constructed	Provision of social and economic facilities in integrated human settlements thereby ensuring that communities have access to places of worship, communal events and early childhood development.	
		12 286 title deeds registered	5 000 title deeds registered	10 000 title deeds registered	Ensuring security of tenure through the issuing of title deeds to beneficiaries	
	Improved levels of access to equal opportunities and redress	125 housing opportunities	75 housing opportunities	140 housing opportunities	Deliver housing opportunities that are accessible to persons with disabilities	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes /Interventions	Lead Department
Optimised social protection and coverage	Improved coverage of social assistance provided	**1 669 948 beneficiaries** 298 663 old age grant beneficiaries 82 214 disability grant beneficiaries 1 213 336 child support grant beneficiaries 7 801 child support grant Top Up beneficiaries	**1 708 416 beneficiaries** 317 942 old age grant beneficiaries 83 629 disability grant beneficiaries 1 217 467 child support grant beneficiaries 11 932 child support grant Top Up beneficiaries	**1 730 662 beneficiaries** 327 588 old age grant Grant, beneficiaries 84 398 disability grant beneficiaries 1 219 973 child support grant beneficiaries 14 438 child support grant Top Up beneficiaries	Provision of optimized social protection and coverage through the following grants:· Child Support · Foster Care grant · Old age grant, · Disability grant, · Care Dependency Grant Grant in Aid · Social Relief Distress Grant (Disaster & School Uniform	DSD

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37 676 gran in aid beneficiaries	49 769 gran in aid beneficiaries	54 659 gran in aid beneficiaries
11 516 foster care beneficiaries	7 220 foster care beneficiaries	8 435 foster care beneficiaries
13 293 care dependency grant beneficiaries	14 669 care dependency grant beneficiaries	15 410 care dependency grant beneficiaries

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes /Interventions	Lead Department
Optimised social protection and coverage	Improved coverage of social assistance provided	5 499 social relief distress grant (Disaster & School Uniform) beneficiaries	5 761 social relief distress grant (Disaster & School Uniform) beneficiaries	5 761 social relief distress grant (Disaster & School Uniform) beneficiaries	Provision of optimized social protection and coverage through the following grants: · Child Support Grant, · Foster Care grant · Old age grant, · Disability grant, · Care Dependency Grant · Grant in Aid · Social Relief Distress Grant (Disaster & School Uniform)	DSD
	Increased support to Community Owned Enterprise (COEs)	2	3	6	· Capacity building on COEs · Linking COEs with partners · Lobby partners for skills development, mentoring and coaching programmes	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Reduced poverty and improved livelihoods	Reduced proportion of people living below the LBPL	50.8%	1.5%	3%	Social Relief Distress Grant recipients linked to sustainable livelihoods programmes	DSD
	Increased beneficiaries linked to Poverty reduction initiatives	6 000	1 500	3 000	Household supported through sustainable livelihoods initiatives and economic opportunities	
	Increased support to Non-Profit Organisations	570	579		Comprehensive support provided through: · Capacity building · Awareness campaigns and or Roadshows · Provision of funding	
Reduced levels of poverty, inequality, vulnerability and Social ills	Khuseleka one stop centre established and operationalised (GBV-F and human trafficking Victims)	-	1		· Finalise the transfer of the property from the National Department of Public Works and Infrastructure to Mpumalanga Department of Public Works, Roads and Transport · Upgrading and renovation of the facility	

- Operationalisation the One Stop Centre

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Reduced levels of poverty, inequality, vulnerability and Social ills	Increased Government Owned Residential facilities for the elderly	-	1	3	· Planning and Design · Construction of facilities · Commissioning of facilities	DSD
Empowered, resilient individuals, families and sustainable communities	Increased family members reached through family enrichment programmes	45 000 family members	19 300 family members	38 758 family members	· Family preservation programme · Parenting programmes · Family Reunification	DSD

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Empowered, resilient individuals, families and sustainable communities	Increased placement of children in alternative care	7 163 children	1 820 children	3 640 children	· Assessment and placement to foster care · Adoption · Admission to Child and Youth Care Centres · Awareness campaigns	DSD
	Improved coverage of children reached through community-based care services (RISIHA & Drop-in centres)	31 002 children	14 000 children	28 340 children	· Rendering Door to door services which are prevention services, capacity, life skills and support groups. · Registration of children in Child Headed Households · Public awareness and education on OVCs & services available · RISIHA Community-based care model	
	Increased number of children reached through		a d v o	c a c y	c aigns a m p	

1 000 children	28 000 children	54 585 children	· Awareness campaigns on children's rights · Promote a multi-sectoral approach to enhance the rights of women and children · Referral to relevant stakeholders for services and programmes

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Reduced levels of poverty, inequality, vulnerability and Social ills	Reduced victims of crime and violence receiving victim empowerment support	245 000	110 612	221 225	· Sheltering · Psychosocial support · Education and awareness and human trafficking	DSD
	Reduced prevalence of substance abuse	12 400 service users who accessed substance abuse disorder	5 463 service users who accessed substance abuse disorder	10 925 service users who accessed substance abuse disorder	· Treatment and Rehabilitation services · Medical services · Aftercare services	
	Increased persons reached through prevention programmes (social crime, Substance abuse)	430 000	265 500	531 130	· Education and awareness campaigns	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved access to affordable and quality healthcare	Increased Life expectancy	65 F, 63 M	67 F, 67 M	70 F, 70 M	· Strengthen services that address communicable and non-communicable diseases; · Strengthen linkage to and retention in care for all conditions including HIV. · Expand the implementation of NHI. · Community mobilisation on operation Checka-Impilo campaigns.	DOH
	Reduced Maternal mortality rate	114.5/100 000 live births (MM)	90/100 000 live births	70/100 000 live births	· Strengthen antenatal care services; · Increase percentage of ANC booking before 20 weeks; · Upskill staff especially in Midwifery; · Increase postnatal visits within 6 days; · Increase access to contraceptive services	
	Reduced Inpatient neonatal death rate per 1 000 births	10.5/1000 live births	<10/1000 live births	<9/1000 live births	· Strengthen antenatal care service; increase percentage of ANC booking before 20 weeks upskill staff; · Increase number of critical neonatal care beds in tertiary hospitals	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved access to affordable and quality healthcare	Increased HIV status awareness, treatment and viral suppression rate	95-84 93		95	· Linking HIV positive clients to care services; · Implementing differentiated models of care to strengthen linkage, adherence and retention in care.	DOH
	Increased Percentage of clinics obtaining ideal clinic status rating	98%	100%		· Ensure compliance for health facilities (clinics) to comply to the ideal clinic ratings	
	Increased Percentage of hospitals obtaining Ideal Hospital status rating (OHSC)	63%	71%	100%	· Ensure compliance for health facilities (hospitals) to comply to the ideal hospital ratings	
	Increased Percentage of facilities accredited to provide healthcare under the NHI fund	Clinics -66% Hospitals-63%	80% 80%	100% 100%	· Facilitate accreditation of health facilities to provide health care under NHI. · Implement National Quality Improvement Plan	
	Increased health		p r	o f	e s sionals	

34 doctors recruited	40 doctors recruited	50 doctors recruited	· Training of doctors as specialists through universities

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved access to affordable and quality healthcare	Increased health professionals	70 nurses	250 nurses	350 nurses	· Training of professional nurses through the Mpumalanga Nursing College	DOH
	Improved access to hospitals providing full tertiary healthcare services through infrastructure development	0	1	2	· Construction of Linah Malatji (Witbank)Tertiary Hospital · Expansion of tertiary hospital services (Oncology Unit)) for Rob Ferreira · Establish Radiology centers in both Rob Ferreira and Witbank hospital · Catheterization Laboratory in Rob Ferreira hospital · Dental Laboratory in Linah Malatji (Witbank) hospital	
	Increased access to primary health care services	292	298	304	· Construction of twelve new clinics	
	Improved provision of mental healthcare services				0 1	

MPUMALANGA PROVINCIAL GOVERNMENT

- Construction of mental health hospital

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved access to affordable and quality healthcare	Increased Percentage of facilities implementing Health Patient Registration System (HPRS)	91%	95%	100%	· Patient Electronic Information System (PEIS) with HPRS · Connect all PHC facilities to broadband · Implement electronic medical records and integrated patient health record information system.	DoH
	Increased Immunisation coverage <1 year	89.1%	90%	95%	· Immunization outreach campaigns to increase number of children under 1 receiving vaccination services	
	Increased Measles 2nd dose coverage	97%	96%	98%	· Measles immunization outreach campaigns to increase number of children receiving vaccination services	
	Increased TB Drug Susceptible client treatment success		rate			

56.3%	90%	95%	· Strengthen adherence treatment programmes

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy	Improved the ECD facilities registration system	The following registration systems are currently been used: · Provincial data base registration system. · Vanagasale Registration system. · Banapele registration system · SASAMS	Full implementation of the Pilot of the E-Care Registration system to modernize management systems and reduce red tape for the mass registration of ECD Facilities	Full implementation of E-Care Registration System across the Province.	· Build Capacity for System Coordinators on E-Care programs and processes. · Introduce and integrate E-Care systems with the Provincial data registration system and database of ECD centers in Municipalities and	DOE

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy Implement reforms to modernize management systems and reduce red tape for the mass registration of ECD facilities	Improved access to ECD for 0-4yrs Cohort	79%	83%	86%	· Identifying the areas in communities without access to ECD services	
	Improved access to ECD for 5-6yrs Cohort (Grade R)	94%	97%	98%	· Roll out ECD with a focus to rural areas and informal Settlement (vulnerable children)	
	Increased percentage of practitioners on NQF - L 4	80%	85%	87%	· Implement an online training and introduce the program into TVETs and Universities in the Province	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy	2030 Strategy for the ECD programme implemented	79%	83%	86%	· Implement the 2030 Strategy for the ECD programme according the implementation plan	DOE
	Improved access to ECD subsidies for children	70 887 children	73 887 children	75 887 children	· Improve registration policies . · Reform the children's act for certification. · change CSD requirement	
	Proportion of Grade 3 learners reaching the required competency levels in reading and numeracy skills as assessed through the new Systemic Evaluation by 2029	20% of learners reading at the required competency level	40% of learners reading at the required competency level	100% of learners reading at the required competency level	· Roll out Mother Tongue Based Bilingual education · Provision of Grade 3 Home Language workbooks	
		34% of leaners reaching the required numeracy level	54 % of learners reaching the required numeracy level	100% of leaners reaching the required numeracy level	· Roll out Mother Tongue Based Bilingual education · Provision of Grade 3 Mathematics workbooks	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy	Increased number of schools implementing the 3- stream model in Grade 8 - 9 and year 1 to 4 curriculum	14	17	19	· The Three-Stream Model implementation expanded through the offering of Vocational and Occupational subjects in the schooling sector	DOE
		228	250	300	· Implement coding and robotics	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Skills development linked to the demand of the economy	Increased access to higher education and training through development of skills needed in the workplace	1 674	2 000	2 100	· Work with private sector to increase funding. · Rehabilitate old and idle public infrastructure to provide post school programme · Task team to engage DHET on expanding University campuses in the province	DOE
	Increased number of technical schools	44 Technical high schools established	54	71	· Work with Private sector to establish schools of specialization such as Mining School, performing arts, Sports Excellence and agricultural schools. · Convert high schools offering technical subjects to technical high schools	
	Increased skilled labour force		1 500	3 000	· Use MRTT to train and avail opportunities for skilled labour force including for Just Transition. · Collaborate with SETAs and other key stakeholders to expand training opportunities. · Green Energy, Solar Panel energy · Train learners in Hospitality and tourism, trade testing, artisan development and engineering	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved throughput rate	Increased throughput rate	65%	75%	85%	· Provide scholar transport for learners ‘ · Provide school nutrition to alleviate hunger and starvation · Provide girl child with sanitary towels · Provide learners with LTSM · Accommodate vulnerable /farm learners in boarding schools	DOE
	Increased matric pass rate	85%	90%	93%	· Increase funding for the LPIP · Implement the Provincial reading strategy. · Train educators on content and methodology · Provide coaching and mentoring for individual educators · Conduct accountability sessions for underperforming schools · Conduct quarterly review sessions for districts · Roll out e-Learning in Grade 10 quintile 1-3 school	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy	Increased schools that offer previously marginalized official South African languages	82%	92%	100%	· Promote and protect South Africa's diverse languages through Curriculum implementation' · Implementation of the Incremental Implementation of African Languages (IIAL) in public schools that did not offer a previously marginalized official African Language · Implementation of Mother Tongue Based Bilingual Education in the Intermediate and Senior Phase.	DOE
	Increased school community engagements	4 school community engagements annually (1 per district)	12 school community engagements	20 school community engagements	· Promote programmes to combat racism, sexism, hate speech, GBV and other forms of intolerance and address inter-generational violence and trauma across society.	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved education outcomes and skills Skills for the economy	Reduced overcrowding in schools	1634 schools	10 new schools, 200 classrooms, Replace asbestos in 16 schools and maintenance of infrastructure	20 new schools, 402 classrooms Replace asbestos in 34 schools and maintenance of infrastructure	· Construction of new schools and classrooms and replacement of community-built schools · Replacement of asbestos structures and Maintenance of infrastructure	DOE
Improved equitable access to services and opportunities by WYPD and Military Veterans	Increased access to education for learners with special education needs	19 schools			· Construct the School for the Deaf and Blind (including Autism) · Increased boarding capacity in special schools · Provision of scholar transport · Training of teachers	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Promoting social cohesion through increased interaction across space and class	Number of initiatives and campaigns coordinated	8	4		· Implement of social cohesion dialogues to combat racism, sexism and other forms of intolerance · Implementation of signature events such as MP Cultural Xprience, Metro FM Awards and support Art of Legends and Innibos National Festival. · Financially support community based structures that implement social cohesion programmes in all Districts · Preservation of living Culture through financial support of Cultural events linked to the four kings (2 Nkangala, 1 KZN & 1 Eswatini) · Coordinate national commemorative days and Gold panning championships · Resistance & Heritage Liberation Route projects undertaken & geographic names reviewed	DCSR

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Promoting social cohesion through increased interaction across space and class	Number community active recreation events	48	120	240	· Coordinate and participate in District, Provincial tournaments for Big Walk, Aerobics, Youth Month, Women in Sport ,and Sport and Active Projects on Sport Festivals · Schools, hubs and clubs provided with equipment and / or attire to enable participation in sport and/or recreation · Financially support recreational initiatives of community sport structures and sport events that contribute to sport tourism	DCSR
	Increased schools participating in school sports programs	75	187	375	· MOU between DCSR & DoE finalized · Coordinate and participate in school sport programs at District, Provincial for winter and summer codes in partnership with DoE · School sport Programs supported at District and Provincial School Sport Leagues, School Sport Championship ,School Sport Festivals and School Sport Galas	

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Promote multilingualism in the Province as per MP Language Act No 3 of 2014	Number of Provincial and local language units established	0	39		· Establishment Provincial Language Unit within DCSR and local language units in all provincial organs of state · Provide language services on translation, editing, interpreting for all official languages and literature development for IsiNdebele and Siswati · Collaborate with Department of Education in development and promotion of IsiNdebele and Siswati in schools · Financially support language structures such as PanSALB and collaborate in implementation of programmes that advance development and promotion of indigenous languages in the Province	DCSR

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Increased investment in cultural and sport institutions	Established cultural institutions	6	7	7 (multi-purpose Arena established)	· Establishment of the Multi-Purpose Arena at Mbombela Stadium. · Operationalization through stadium management to cater for indoor sport activities, conferences, gala events, political rallies, religious events and others · Maintenance of the existing museums & cultural villages · Cultural Hub & High High Altitude Training Center PPP processes finalization with National Treasury · Implementation of Bulk services for the HATC · Fencing of the Cultural Hub site	DCSR

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PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Equal opportunities and redress in information services	Increased access to public library services	122	127	132	· Build new public libraries through Implementing Agent (DPWRT) · Internet and Wi-Fi Installation in all public libraries · Procure library material (books & e-books) made accessible in all public libraries · Coordinate public libraries offering service to the blind · Provision of mobile library services in all regional libraries · Provision of Library Management Services	DCSR

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PRIORITY 3 IMPACT STATEMENT: ENHANCING THE CAPACITY OF THE STATE

The success of the MTDP depends on having a *capable, ethical, and developmental state.*

These are **some of the contributions that help create an enabling environment**

- Enable environment conducive for sustained economic growth, poverty reduction, and overall human development.
- Pro-active measures to reduce corruption
- Aligning priorities through policies that are inclusive and reduce inequalities (WYPD & MV)
- Skilled and competent civil servants
- Efficient use of public resources
  Clean Audit Outcomes
- Effective governance structures
- Build trust between government and citizens

MPUMALANGA PROVINCIAL GOVERNMENT

30 YEARS OF FREEDOM

MPUMALANGA
THE PLACE OF THE RISING SUN

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STRATEGIC PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Strategic Priority 3: Build a capable, ethical and developmental state (10 outcomes)  A *capable state* delivering basic services to all citizens  A *safe and secure environment*	**1. Improved trust in the public sector:** *50% improvement in the score for public trust and confidence in the Public Service* **2. Improved trust in local government:** *50% improvement in the score for public trust, confidence and performance in local government and Improve financial management capability at local and provincial government* **3. A capable, ethical and professional public service:** *Framework for the professionalisation public service implemented; underperforming departments subject to an institutional review in terms of their service delivery model and skills* **4. Digital transformation across the state:** *Digital transformation with citizen facing services progressively prioritized; 50% improvement in the Global Digitization Index (GDI) score in 2029* **5. Reformed, integrated and modernized CJS:** *Implement Integrated Crime and Violence Prevention Strategy (ICVPS)* **6. Increased feelings of safety communities** *: Implementation of the Mpumalanga Provincial Strategy on GBVF (MPSP-GBVF)* **7. Reduced priority offences:** *Implement Integrated Crime and Violence Prevention Strategy (ICVPS) and Road Safety Programmes* **8. Promote South Africa within the regional and globally :** *International diplomacy and partnerships; Strengthen regional and international partnerships* **9. Enhanced peace and security in Africa:** *Support implementation of Border safe guarding strategy; promote peace & security within the region* **10. Mainstreaming of gender, empowerment of youth ands persons with disabilities:** *All spheres of government and*

all organs of state to adopt and implement WYPD-responsive planning and budgeting, including integration of the NSP on GBVF

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved trust in the Public Sector (Provincial Government levels)	% Change in score for public trust and confidence in the performance of Provincial Government	· GCIS Tracker: **@38%** Institutional Trust at Provincial Government level	**60% improvement** in the score in public trust and confidence in public service	**80% improvement** in the score in public trust in public service	Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management · Strengthen cluster system and follow-up on implementation of resolutions · Implement Service Delivery Monitoring Tool · Coordinate Izimbizo/EXCO Outreach Programmes · Commission Public perception survey	OTP

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/ Interventions	Lead Department
Improved trust in the Public Sector (Local Government levels)	% change in score for public trust and confidence in Local Government	· GCIS Tracker: **36%**	**50% improvement** in the score for public trust, confidence and performance in local government	**65% improvement** in the score for public trust, confidence and performance in local government	· Strengthen the capability of Livi Lemphakatsi Mobile APP Complaints Management Tool · Commission public perception survey	COGHSTA

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Improved trust in the Public Sector (Local Government levels)	% of municipalities that are at high risk and in distress	**12 of 20 (60%)** Municipalities	**5 of 20 (20%)** Municipalities	**3 of 20 (15%)** Municipalities	Strengthen the ability of local government to intervene in municipalities which fail to meet minimum norms and standards	COGHSTA
	% of MIG allocated to water and sanitation infrastructure maintenance	**<10% of MIG** to water and Sanitation Infrastructure maintenance	**10% of MIG** to water and Sanitation Infrastructure maintenance	**10% of MIG** to water and Sanitation Infrastructure maintenance	Improved allocation on 10% maintenance budget towards bulk infrastructure	COGHSTA
	% of Local Municipalities supported to provide basic services to communities in a sustainable manner, within the financial and administrative capacity of Councils	**17 of 17 (100%)** Local Municipalities supported to improve the management of Free Basic Services	**17of 17 (100%)** Local Municipalities supported to improve the management of Free Basic Services	**17of 17 (100%)** Local Municipalities supported to improve the management of Free Basic Services	Strengthen implementation of the National Indigent Policy by Municipalities · Accelerate the Implementation of basic infrastructure · Assessment of Indigent Policies	COGHSTA

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	Outcome indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service	Improve financial management capability at local and provincial government	**4 PFMA Clean audit outcomes** (**2** Departments and **2** SoE's)	**8 PFMA Clean audit outcomes**	**8 PFMA Clean audit outcomes**	Strengthen local and provincial government functionality and financial stability · Operation Clean Audit PFMA · Review UIF&W Expenditure · Reduce ESKOM Debt · Reduce Rand Water and DWS debt · Reduce Government and state owned entities debt to Municipalities	PT COGHSTA
		· **6 Municipalities** reduced Unauthorized Expenditure. · **14 Municipalities** reduced Fruitless and Wasteful Expenditure. · **10 Municipalities** reduced Irregular Expenditure.	**60% reduction** UIF&W	**85% reduction** UIF&W		
		R 25.2 billion ESKOM debt	**10 Municipalities** on debt relief fund	**10 Municipalities** on debt relief fund		
		R 1.9 billion Government debt to Municipalities	**60%** reduction of government and state owned entities debt			

80% reduction of government and state owned entities debt

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service cont.	Improve financial management capability at local and provincial government cont.	**MFMA Audit Outcome** **2 MFMA Clean Audit Comes** with no findings (**2** District Municipalities) **8 Unqualified** with findings **10 Qualified**	**4 Clean Audit Outcomes** **14 Unqualified** with findings **2 Qualified**	**6 Clean Audit Outcomes** **14 Unqualified** with findings	Strengthen local and provincial government functionality and financial stability cont… · Operation MFMA clean audit · District Development Model to improve service delivery	PT COGHSTA
		3 DDM One Plan				

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service cont.	Improve financial management capability at local and provincial government cont.	**20** Municipalities Performance reviewed	**20** Municipalities Performance reviewed	**20** Municipalities Performance reviewed	Strengthen local and provincial government functionality and financial stability cont… · Municipal Performance Review · Back to Basic Profiling · Municipal budget performance · Municipalities supported with analysis of tariff structures	PT COGHSTA
		17 Local Municipalities profiled	**17** Local Municipalities profiled	**17** Local Municipalities profiled		
		11 Unfunded budgets	**0 unfunded** budgets	**0 Unfunded** budgets		
		New Target	**75% of municipalities** with cost reflective tariffs	**100% of municipalities** with cost reflective tariffs		

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service cont.	Improve financial management capability at local and provincial government cont.	**20 municipalities** with incomplete billing database	**10 municipalities** supported with improvement on completeness of revenue database	**20 municipalities** supported with improvement on completeness of revenue database	Strengthen Local government functionality and financial stability cont. · Municipalities supported with improvement on completeness of revenue database · Strengthen revenue collection and resource mobilization · Strengthen LED Initiatives	PT COGHSTA
		45% revenue collection	**65%** revenue collection	**95%** revenue collection		
		18 Municipalities supported to improve capacity on local economic development initiatives	**20** Municipalities supported to improve capacity on local economic development initiatives	**20** Municipalities supported to improve capacity on local economic development initiatives		

PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service	Professionalised Public Service	**79%** Provincial Government Performance	**80%** Provincial Government Performance	**80%** Provincial Government Performance	Implement the National Professionalisation Framework of the Public sector to promote ethical conduct, integrity, professionalism and service delivery · Departmental Performance Assessment · Skills Audit to ensure that State institutions are execution driven in line with mandates and Public Service values · Establish Mpumalanga Research Institute and Innovation (MRII) · Mid-term & end-term review of Provincial MTDP · Standardize and professionalize filling of SMS vacancies at Provincial Government sphere	OTP
		8% Departments conducted skills audit	**60%** Departments conducted skills audit	**100%** Departments conducted skills audit		
		New Target	**MRII** fully functional			
		2019-2024 Provincial MTSF Close out report	**2024 -2027** Mid-Term Provincial MTDP Review Report	**2024 – 2029** Provincial MTDP Review Report		
		311 of 380 (81.8%) SMS vacancies at Provincial Government filled	**387 of 387(100%)** SMS posts at Provincial Government filled	**387 (100%)** SMS posts at Provincial Government filled		

PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service cont.	Professionalised Public Service cont.	**98 of 124 (79%)** SMS posts at Local Government filled	**124 (100%)** SMS posts at Local Government filled	**124 (100%)** SMS posts at Local Government filled	· Standardize and professionalize appointment of SMS at local government sphere · Recruitment and signing of Performance Agreements of Heads of Department (HODs)	OTP COGHSTA
		09 of 11 (81.8%) HOD posts at Provincial Government filled	**11 (100%)** HOD posts at Provincial Government filled	**11 (100%)** HOD posts at Provincial Government filled		
	Ethical Public Service	Provincial Anti-Corruption Implementation Plan	**100%**		Implement the Provincial/National Anti-Corruption Strategy · Implement Provincial Anti-Corruption Implementation Plan · Monitor compliance with DPSA Directives/Circulars on ethics management · Investigate reported forensic cases and provide feedback	OTP
		100% lifestyle reviews conducted	**100%**			
		86 forensic cases investigated	**100% forensic cases reported** investigated	**100% forensic cases reported** investigated		

PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
A capable, ethical and professional Public Service cont.	Ethical Public Service cont.	**51.6%** SMS vetted	**100%** SMS vetted		Implement the Provincial/National Anti-Corruption Strategy cont. · Implement vetting of designated officials	OTP
Digital transformation across the state	Functional efficient and integrated government	**New target**	% improvement in the global digitization index	% improvement in the global digitization index	· Digitalisation of Governance/government services	PT
Reformed, integrated and modernized CJS	Building safer communities	**New target**	Implementation of the four pillars of the ICVPS JCPS cluster value chain	Implementation of the four pillars of the ICVPS to strengthen the JCPS cluster value chain	Implement Integrated Crime and Violence Prevention Strategy (ICVPS)	DCSSL
Successful planning, execution, and completion of projects within scope, on time, and within budget	**(Provincial outcome)**	% of projects completed on time, within scope, and within budget		**New target** PMU established and functional	PMU established and functional	Leverage investment,

mobilisation of resources, attraction and project funding	OTP

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PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets	Five Year Target	Priority Programmes/Interventions	Lead Department
Increased feelings of safety in communities (Women and Children)	% Population/ citizens (Women and Children) feeling safe	**New target**	**20% Population** / citizens (Women and Children) feeling safe through the functionality of community safety structures	**50% Population** / citizens (Women and Children) feeling safe through the functionality of community safety structures	Integrated Crime and Violence Prevention Strategy (ICVPS) Implement Mpumalanga Provincial Strategy on GBVF (MPSP-GBVF)	DCSSL OTP
		Mpumalanga Strategy on GBVF	Mid Term Review Report on the MPSP-GBVF	**100%** implementation of the Mpumalanga Strategy on GBVF		
Safer roads (Provincial outcome)	Reduction of road crashes by 5%	**30 240** road crashes	**5%** reduction of road crashes	**5%** reduction of road crashes by	Road Safety Programmes	DCSSL

PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Outcome	indicator	Baseline	Mid Term Targets (Outcome)	Five Year Target (Outcome)	Priority Programmes/Interventions	Lead Department
Promote South Africa regionally and globally	Number of international engagements and partnerships	**2** MoUs implemented	**1** MoU implemented	**3** MoUs implemented	Strengthen regional and international partnerships	OTP
Mainstreaming of gender, empowerment of youth, persons with disabilities and MVs	% equity access to services and opportunities by WYPD & MVs	**% EE Plans** that are partially WYPD & MV responsive	**50% EE Plans of** provincial government, organs of state and municipalities partially responsive	**100% 50% EE Plans of** provincial government, organs of state and municipalities ' plans responsive	Implement policy/ legislation on WYPD & MVs responsive planning and budgeting	OTP
Mainstreaming of gender, empowerment of youth, persons with disabilities	% equity access to employment opportunities by WYPD	**126 of 380 (33.2%)** filled SMS positions are held by women	**45% Women** @ SMS level	**50% Women** @ SMS level	Implement employment equity legislation/ policy	OTP
		4 of 380 (1.1%) SMS positions filled by Youth. PS: there is no set aside for Youth	**10% Youth** SMS positions filled by	**30%** SMS positions filled by Youth		
		4 of 380 (1.1%) SMS				

positions filled by Persons With Disability (PWD)	**3% PWD** @ SMS positions	**7% PWD** @ SMS positions

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INSTITUTIONAL MECHANISMS TO SUPPORT MTDP IMPLEMENTATION

1. Successful implementation of the MTDP will be demonstrated through ***achievement of its set targets*** and improving the living conditions of citizens.
2. The ***MTDP Results Frameworks*** outlines interventions, indicators, baselines, as well as mid- and end-term targets, and implementing institutions.
3. Effective service delivery will enhance citizens' trust and confidence in government institutions
4. Implementation will be monitored through a "***programme of action***" for clusters to ensure integrated implementation and service delivery.
5. OTP will monitor cluster plans and address lagging through corrective action: including institutional reviews and process alignment and targeted interventions.
6. DPME will support the ***spatialization of the MTDP*** to ensure that they target regional development priorities (rural and urban development).
7. ***Strategic partnerships and collaboration*** with social partners (business, labour and civil society) will be built to support MTDP implementation.

INSTITUTIONAL MECHANISMS TO SUPPORT MTDP IMPLEMENTATION

- Policy coherence and priority setting
- Fostering quality in the public service
- Alignment of planning and budgeting
- Resource mobilization
- Institutional arrangements and delivery interventions
- Performance monitoring and evaluation
- Effective public engagements

INSTITUTIONAL MECHANISMS TO SUPPORT MTDP IMPLEMENTATION

Institutional mechanisms:	Specific details:	Relevant institutions
Policy coherence and priority setting	· Strategic priorities · Cluster Agenda-Setting and annual "programmes of action" · Inter-cluster engagements to resolve cross-cutting matters/blockages	· Cluster Chairs; EXCO Secretariat; OTP
Fostering quality in the public service	· Promote culture of service excellence through targeted campaigns · Modernise and digitise key service delivery points · Unannounced site visits/ spot checks by senior leaders	· DPSA/ CPSI; Proudly SA · DPME Minister; All Premiers, Ministers & Mayors
Alignment of planning and budgeting	· Integrate MTDP priorities into the MTEF · Align institutional planning and budgeting processes	· DPME; National Treasury; OTPs

INSTITUTIONAL MECHANISMS TO SUPPORT MTDP IMPLEMENTATION

Institutional mechanisms:	Specific details:	Relevant institutions
Resource mobilisation	· Leverage government catalytic financing · Strengthen Public-Private Partnerships (PPPs) · Engage Development Finance Institutions (DFIs)	· National Treasury · Presidency
Institutional arrangements and delivery interventions	· Apply lessons from past practice (Covid-19, flood interventions, etc.) · Continue Operation Vulindlela reforms in priority areas · Address red-tape eradication via Minister performance agreements · Targeted intervention support to resolve service delivery challenges (citizen feedback /complaints; Imbizos; Presidential Hotline)	· Presidency · All Ministers, Premiers, Mayors · OTP; DCoG; National Treasury
Performance monitoring and evaluation	· Strengthen quality of programme performance data · Quarterly and Bi-Annual reporting on MTDP targets · Annual Development Indicators and evaluation reports	· All departments · DPME
Effective public engagement	· Responsive and timely communication in accessible language/format · Promote transparency to foster public trust	· GCIS · Presidency

NDP chapter 3: Economy and development

The objective of the NDP relates to the implementation of public employment programmes, with which the municipality aligns to through its Expanded Public Works Programme (EPWP) and the Community Works Programme (CWP) implementation. The municipality also has close working relations with the social partners in ensuring that the locals are prioritized through employment when implementing capital programmes. The municipality is prioritizing the development of a brickmaking plant as one of the key interventions in boosting employment prospects within the municipality. The project is extremely labour intensive as it will supply bricks (interlocking pavers and bricks) to for municipal roads, RDP and community members in and around Emakhazeni. There are other projects such as Bakery and Chemical Manufacturing projects. The municipality is in a consultative stage of modeling its Economic Development Agency around THALITHA, which is one of the most successful agencies of a municipality in the country. The agency will ensure proper running of the projects and economic growth.

NDP chapter 4: Economic infrastructure

This objective relates to the provision and sustainability of quality services such as water, electricity and public transport, and the establishment of a fibre-optic network that can provide competitively priced and widely available broadband. In order to meet this objective, the municipality continuously strives to maintain and invest in its water and electricity infrastructure. There are a number of bulk water projects implemented by the municipality as well as on electricity.

NDP chapter 5: Environmental sustainability and resilience

This objective also relates to the implementation of public employment programmes, and the municipality is aligning through its Expanded Public Works Programme (EPWP) implementation.

NDP chapter 6: Inclusive rural economy, and chapter 7: South Africa in the region and the world

This objective relates to a differentiated rural development strategy which touches on agricultural development based on successful land reform, employment creation and strong environmental safeguards. Introduction of industries such as agro-processing, tourism, fisheries and small enterprise development should be developed. Quality basic services especially education, health care and public transport. A programme for additional mobile classrooms at Morelig (farm school) was completed through a social partner project. The municipality is currently sourcing funds for the procurement of 4 farms for use by smallholder farmers

NDP chapter 8: Transforming human settlements

The objective is on how the municipalities should spatially enable the densification of cities to promote a better mix of human settlements, which will allow people to live closer to their places of work, and the implementation of a better

public transport system, which will in turn facilitate integration. The Breaking New Ground, which is an integrated human settlement, is directly aimed at responding to this objective

NDP chapter 9: Improving education, training and innovation

This objective relates to early childhood development, while also ensuring that artisans enter the job market. The municipality, through Breaking New Ground, has developed early childhood centres and also put aside land for further development of such centres. The planned development of a TVET College aims to respond in the development of artisans.

NDP chapter 10: Health care for all

This objective relates to access to primary health care by improving tuberculosis (TB) prevention and cure, reducing maternal, infant and child mortality, and reducing injury, accidents and violence.

NDP chapter 11: Social protection

This objective relates to the need for all children to have proper nutrition, employment opportunities to be created through skills development, and for all people, especially women and children, to feel safe. The municipality has a programme that comprises of awareness raising, improving child safety, meeting wellness and nutrition needs. The municipality, together with Exxaro has resolved to the development of a TVET College in order to increase the skills base within the municipality. The implementation of learnerships through LGSETA and social partners is also another contribution to the NDP by the municipality.

NDP chapter 12: Building safer communities

This objective relates to the need for all people, especially women and children, to feel safe at home, at school and at work, and to enjoy an active community life free of fear.

NDP chapter 13: Building a capable and developmental state

This objective relates to the state playing a developmental and transformative role. It entails that staff at all levels should have the competence, experience and authority to perform their jobs, and that the relationship between the spheres of government should improve and be managed more proactively.

NDP chapter 14: Fighting corruption

This objective relates to achieving a corruption-free society, high adherence to ethics throughout society, and a government that is accountable to its people. The municipality aligns with this objective through its shared audit committee (external).

NDP chapter 15: Nation building and social cohesion

This objective relates to the need for citizens to accept that they have both rights and responsibilities, and, most critically, the pursuit for a united, prosperous, non-racial, non-sexist and democratic South Africa. To achieve this outcome, the municipality's objective to ensure increased access to human settlements for those who need it, and providing community facilities, will make citizens feel at home. Strengthening community capacity to prevent crime and disorder.

5.5 EMAKHAZENI'S LONG TERM PLANNING

eMakhazeni local municipality currently does not have a long-term Growth and Development strategy. This is the strategy that should systematically analyze eMakhazeni's history, the development challenges and from these, continue to systematically outline the desired growth development trajectory. This strategy should also focus on the municipality's planned industrialization, development of factories and all strategies aimed at dealing with the high unemployment rate, inequalities and poverty.

The municipal long-term planning framework needs to look at the growth and developmental strategy of the municipality and the current economic activities as well as the impacts and imperatives that are brought by the existing economic activities including but not limited the following frameworks:

- Urban Core Investment Framework: to develop a business case for the redevelopment of the urban core area including the formulation of an appropriate hierarchy of public services functions and development schedule to 2030 which is based on the locational accessibility and centrality of nodal points, with due regard to the positioning of eMakhazeni unit as the highest order public services node and the main (Capital) unit of the municipality, the retail and services developmental potential and assessment of the development potential and modalities for the release of well-located mining land with due regard to land release, the funding, timing and the duties and responsibilities of the mining industry in regard to remediation of land, water and air system
- Municipal Industrialization Framework: this framework to focus on the industrial space demand profile for eMakhazeni Local Municipality, including special requirements in regard to farming, infrastructure, road, rail and air access, joint utilities, green technology, clustering, development, packaging and identification of suitable areas for industrial development and redevelopment, including rejuvenation of existing light and heavy industries.
- Logistics and Transportation Framework: to facilitate the desired road, rail and transfer points in the context of overall and value chain efficiencies and current and emerging technologies and modalities of freight and cargo management and possible intelligent municipal wide logistics systems and approaches.
- Municipal metabolism framework: to identify high level process and transfer synergies in relation to the flows of water, waste, energy and materials including off-grid options for public and private investment considering the major developments like the high altitude training centre.
- Settlement and transport framework: to develop business cases for the developmental priorities as identified in the municipal spatial development framework, including land development and acquisition requirements, density and public transport performance requirements, infrastructure development and investment requirements and measures to facilitate high density housing development and redevelopment typologies and appropriate incentive and subsidization modalities
- Municipal Growth and Development Management Framework: specifying the location, timing and financing of desired growth scenarios, including high level risk management measures.

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5.6 ANNUAL PLANNING FRAMEWORK

While the IDP extends over a period of 5 years in line with the term of office of Council, it is operationalized on an annual basis through the development of the Service Delivery Budget Implementation Plan (SDBIP). It is a management, implementation and monitoring tool since it expresses goals and objectives set by Council as quantifiable outcomes that can be implemented. Therefore, it provides the basis for measuring performance in service delivery against in year and end of year targets. eMakhazeni's delivers services and implements its annual budget based on its SDBIP. All the plans combine together to allow for measurement of performance against the set key performance indicators.

The eMakhazeni 2019/20 IDP review serves as its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into planning statements covering the objectives, key performance indicators and targets for implementation which directly inform the SDBIP. The whole process is structured around supporting and working towards contributing to the achievement of the programmes and goals set out in the local, provincial, national and international planning framework.

In terms of Section 34 of the Municipal Systems Act, 32 of 2000, the Council must annually review its IDP in terms of a predetermined process. This process was adopted by Council on 30 August
2018.

The review of the IDP in terms of the Municipal Systems Act is guided and informed by the following:

- It must support and work towards achieving the vision and mission of the eMakhazeni Local municipality;
- It must work towards the achievement of the set goals and strategic framework;
- Address the national outcomes set by Cabinet, as per the NDP 2030;
- Focus on basic service delivery in terms of the eradication of backlogs and the maintenance of existing infrastructure and community needs; and
- Applicable provincial plans and programmes. Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

All departments were part of the IDP and SDBIP reviewing process. The IDP/SDBIP for
2019/2020 is organized and aligned to the national and provincial programmes and sub-programmes. This approach allows for continuity from the previous financial year and clearly demonstrates the linkage with National Development Plan. The overall planning methodology of the eMakhazeni is results-based; therefore, the focus is on the key results and not activities and outputs in the IDP. The strategic activities and associated outputs are detailed in the departmental SDBIPs, to assess the overall implementation both the municipality-wide
SDBIP and the departmental SDBIP must be read together.

Enormous effort is put into changing the lives and circumstances of our people. However much still has to be done in discharging the 2019/20 IDP/SDBIP. This IDP/SDBIP provides a chance to continue the developmental processes of the institution. It provides an opportunity to improve efficiencies and

effectiveness, thereby providing services to all community and fulfilling the mandate held by the Municipality.

5.7 PERFORMANCE MANAGEMENT FRAMEWORK

The performance management system adopted by the municipality supports the statutory requirements set out by various legislation and as set out by the National Treasury. The system is also adapted to the national government and the local government planning cycle in order to promote compliance with relevant legislation.

The municipal performance management system aims to achieve the following roles:

- Intra-municipal Performance Management: To ensure that there are appropriate internal controls to monitor the extent to which the municipality is achieving the development objectives set out in the Intergraded Development Plans, Service Delivery and Budget Implementation Plans and other strategies of national and provincial government. This requires an ongoing monitoring of progress or lack thereof on the implementation of programmes and projects in order to create early warnings and activate the implementation of corrective improvement plans. It also requires a periodic evaluation and review of the programmes or interventions implemented using the best available evidence collected through the monitoring and evaluation system.

- External-municipal Performance Accountability: To ensure that the municipality adheres to the statutory requirements that seek to promote corporate governance. In this regard, the municipality has an obligation to communicate performance for the purposes of governance and accountability to its stakeholders which amongst others include provincial and national government, external oversight bodies (Office of the Auditor General, National Treasury etc.) and the general public.

Therefore, simple and manageable processes, clear guidelines and standards, customized controls, the right discipline and culture are the key success factors for any performance management sysems.

5.8 LEGISLATIVE INSTRUMENTS GOVERNING PERFORMANCE MANAGEMENT

Performance management in local government is governed by a series of legislation and policy guidelines, which include but not limited to the following:

- Municipal Structures Act, 117 of 1998
- Municipal Systems Act, 32 of 2000
- Municipal Finance Management Act, 56 of 2003
- Municipal Planning and Performance Regulations, 2001
- Framework For Managing Programme Performance Information

MUNICIPAL STRUCTURES ACT

TABLE 41: TABLE 1: MUNICIPAL STRUCTURES ACT

DESCRIPTION	APPLICATION
The Local Government Municipal Structures Act, 117 of 1998 provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities. It also provides for an appropriate division of functions and powers between categories of municipalities as well as the regulation of the internal systems, structures and office-bearers of municipalities.	Not only does the Structures Act place an obligation on municipalities to achieve the objects set in section 152 of the Constitution, but it unequivocally sets the responsibility for establishing Key Performance Indicators (KPIs) and attaining the standards set by them, at the highest level in municipalities. That is why the executive mayor is tasked with the duty to identify and develop criteria for KPI's. Section 56(3) directs that the executive mayor has a duty to evaluate and review progress on an ongoing basis.

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MUNICIPAL SYSTEMS ACT
TABLE 42: TABLE 2: MUNICIPAL SYSTEMS ACT

DESCRIPTION	APPLICATION
The Act provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all. It is important to note that it establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilization and organizational change which underpin the notion of developmental local government. The Act also gives very specific attention to performance management as a whole chapter is devoted to it, indicating the concern of parliament with the question of local government accountability for service delivery. In addition the Act makes provision for the additional assignment of functions and powers to municipalities and prescribes the submission of annual performance reports by municipalities.	The Act requires the development of a performance management system. It in fact places a legal obligation on all municipalities to: Establish a performance management system; Set targets, monitor and review performance based on indicators linked to their IDP; Publish an annual report on performance for the council, staff, the public and other spheres of government; Incorporate and report on a set of general indicators prescribed nationally by the minister for Local Government. Have their annual performance report audited by the Auditor-General; and Involve the community in setting indicators and targets and reviewing municipal performance. It is important to note that performance management in the context of this Act does not refer to performance of employees only, but includes management. While the two are related and the Act requires that senior officials are appointed on performance contract, there is no legal requirement that a municipality should have a performance management system for its employees. Performance Management in Chapter 6 of the Act refers to management of the municipality as an organization Sec 46 of the Act states that a municipality must, for each financial year, prepare a performance report that reflects: The performance of the municipality and of each service provider during that financial year; A comparison of the performance in relation to targets set in the previous financial year. The development of service delivery priorities and the performance targets set by the municipality for the next financial year; and Measures taken to improve performance.

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PERFORMANCE REGULATIONS

TABLE 43: TABLE 3: PERFORMANCE REGULATIONS

DESCRIPTION	APPLICATION
The Regulations were published in terms of Section 120 of the Systems Act to regulate the matters listed in Section 49 and were meant to set out the requirements for performance management systems in more detail. The regulations include: The national Key Performance Indicators (KPIs) on which all municipalities are required to report; The requirements for both internal and external audit processes of	The regulations form a very important part of the establishment and sustainability of the performance management system. Regulations set certain criteria which the municipality's performance management system must comply with. These include amongst others: Procedures for the adoption of the system; The procedures and guidelines for setting of KPIs; The listing of the seven national KPIs as determined by national government; The reviewing of the KPIs; The setting of performance targets for officials, Councillors, service providers and administrative

MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

TABLE 44: TABLE 4: MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

DESCRIPTION	APPLICATION
The Municipal Finance Management Act (MFMA) establishes a very clear and strict framework to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. It establishes sound treasury norms and standards for performance measurement and reporting and provides for action against responsible persons for non-compliance. The MFMA reinforces the provisions on municipal performance management as set out in the Systems Act by introducing a performance element into budgeting and financial reporting within the local government sphere	It is important to note that the Systems Act focuses on establishing processes and procedures for strategic planning and performance management in municipalities. This is complemented by MFMA provisions relating to the broader framework for integrating strategic planning, budgeting and performance management within a municipality. The MFMA's requirements in terms of performance management starts with the budgeting process as the annual budget is one of the most important management tools of any municipality. Section 17(3) of the MFMA starts off the whole process by requiring the setting of measurable performance objectives in the early stages of the budgeting process. While other legislation prescribes the procedures and requirements for a performance management system, the MFMA focuses heavily on reporting on financial issues and performance with very clear instructions and guidelines with regard to roles and responsibilities of the mayor, chief financial officer and the accounting officer

Strategically, the organizational performance management system used by the municipality focuses on supporting the achievement of the predetermined results and promoting compliance with the statutory requirements. This is guided by the municipal IDP and other relevant planning instruments as well as the applicable legislative framework. Such a strategic intent is pursued through planning focusing on effective alignment of resources (budget) to the

intended deliverables (targets). Emphasis is placed on promoting simplified plans that are technically sound and responsive to the development needs of the communities.
Operationally, the functioning of the organizational performance management system is informed by the policy on organizational performance and information management. In this regard, the performance management system prioritizes the following and these are undertaken within the cycle of organizational performance management (as per the municipal planning cycle):

1. Technical planning support

Providing technical rigour in the planning processes with the aim of ensuring that the plans (content, indicators and targets) are adequately responsive, SMART and sound is the main objective of the planning component of the performance management system. Operationally, the following are engaged on:

2. Content Development:

Focused participatory community engagements used to gather community needs and priorities for inclusion in the service delivery and budget implementation plan assist in refining the planning contents and ensuring that the content in the plan is responsive to the needs and priorities of the various communities served by the municipality. Administratively, this entails implementing tailored approach and effective measures of gathering community needs, priority setting and aligning priorities with available budget. While this is a technical planning issue, it also serves as a way of expressing responsiveness to the needs of the community and serves as an indication of the municipality's commitment in adopting people-centered development planning and execution.

3. Selecting and Developing SMART Indicators and Targets:

This entails using conceptual, logical and practical techniques to influence the quality of indicators developed and targets set against specific development objectives and service delivery commitments. This process also considers the programme content to select what must be measured in line with the priorities and needs gathered in relation to the desired results (outputs and outcomes). A process of rigorous consultation with programme managers or line function departments and entities is followed as part of the technical refinement of both content (service focus and baseline), performance indicators and targets.

4. Ongoing Monitoring

The monitoring component of the performance management system focuses on tracking the implementation of commitments, progress made and observations on what is not going according to plan for early warning signals. In the main this functional area focuses on:

- Strengthening of the frontline service delivery monitoring and institutionalization of onsite monitoring visits to identify service delivery bottle necks for early warnings and implementation of tailored interventions as corrective measures where necessary;
- Institutionalization of and building of effective project management functions and capabilities to support the completion of capital projects and achievement of the intended project results;
- Strengthening of oversight reporting as a monitoring mechanism to improve accountability and transparency; and
- Tracking whether the commitments emanating from participatory community engagements and community priority setting are carried through as intended in order to express responsiveness

5. Improvement of performance reporting

The performance reporting component of the performance management system facilitates early warning and improvements. It also serves as a mechanism to express accountability and transparency. In pursuit of achieving this objective, the performance reporting component of the system focuses on:

- Developing customized organizational performance reporting protocols supported by detailed clarification of reporting requirements and standards;
- Supporting business units to account adequately for performance in their respective functional areas in order to improve the usefulness and reliability of performance reported to Council, communities and other external oversight bodies;

- Formalization of the process for collecting, collating, verification, transcription, analysis and auditing of performance data. This includes defining the processes, developing monitoring standards for data quality, defining the reporting protocols, clarification of roles and responsibilities throughout the performance management value chain;
- Ensuring that the reporting timelines and quality reporting requirements for compliance reports are met consistently;
- Ensuring that the information reported is useful and reliable at all times
- Providing evidence-based information in order to support the decision-making processes of the municipality

The strengthening of reporting mechanisms contributes significantly in promoting participatory development. This is expressed through transparent reporting to communities and other interested groups including other external oversight bodies thus promoting accountability.
As a service delivery organization, the municipality commits to making evidence not just useful but usable and also commits to increasing the uptake of evidence in both practice and strategic decision-making processes. Therefore, the institutionalization of programme evaluations as part of the performance management system has become a preoccupation of the municipality. Evaluations promote critical reflection and review of policy and programmes through a process of determining the worth and significance of programmes or interventions. As the municipality improves its integrated development planning, budgeting, implementation and reporting, evaluations are also made an integral part of its efforts that support its performance management system.

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.
South Africa will be holding the national and provincial elections in the year 2019, this marks the last administration of the 2015 -2019 term, thus will necessitate a careful consideration of the evolve on the Medium Term Strategic Framework and the new phase of its democratic transition. This year South Africans have improved, through new laws, better public services, expansion of economic opportunities and improved living conditions.
The challenges still facing our country are immense. As the Twenty Year Review and the National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow and education lags behind our requirements. The weak state of the economy impedes our efforts to reach our development goals.
The next phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

5.9 SUMMARY OF MUNICIPAL PERFORMANCE PER KEY PERFORMANCE AREA

In the 2018/19 financial year, the municipality had 127 targets which were on the Service Delivery & Budget Implementation Plan. The municipality achieved 103 targets which is 81% of the total targets, this reflects an improvement from the 2017/18 financial year, where the municipality achieved 75% of the total 131 targets which were set.

Below is a summary of performance per Key Performance Area:

KPA	TOTAL TARGETS	ACHIEVED	NOT ACHIEVED	% PROGRESS
Service Delivery and Infrastructure Development	20	17	3	85%
Local Economic Development	6	6	0	100%
Financial Viability	24	18	6	75%
Good Governance and Public Participation	51	44	7	86%

Institutional Development And Transformation	21	14	7	67%
Spatial Rationale	5	4	1	80%
Total	**127**	**103**	**24**	**81%**

TABLE 45: KEY PERFORMANCE AREAS

CHAPTER 5.GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

5.1 INTRODUCTION

The purpose of this chapter is to reflect on the governance framework for eMakhazeni Local Municipality, in the main, to create independent oversight and accountability mechanism for the effective achievement of the municipal mandate which according to Section 152 of the Constitution is to:

1. Provide democratic and accountable government for local communities;
2. Ensure the provision of services to communities in a sustainable manner;
3. Promote social and economic development;
4. Promote a safe and healthy environment;
5. Encourage the involvement of communities and community organizations in the matters of local government.

This chapter reflects on eMakhazeni Local Municipality governance model with details on the roles and responsibilities of various role players in the model. The administrative structure or arrangements of the municipality in terms of the departments is also briefly discussed.

5.2 EMAKHAZENI MUNICIPAL COUNCIL

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly as well as facilitating political debate and discussions. Apart from their functions as policy makers, Councillors are also actively involved with community work and in the various social programmes in the municipal area.
eMakhazeni Local Municipality is represented by 15 councillors, of whom 08 were elected directly as ward councillors. The rest of the councillors were elected on the basis of the proportion of votes cast for the different political parties. The political composition of the Council is as follows:
Below is a table that categorises the Councillors within their respective political parties and wards.

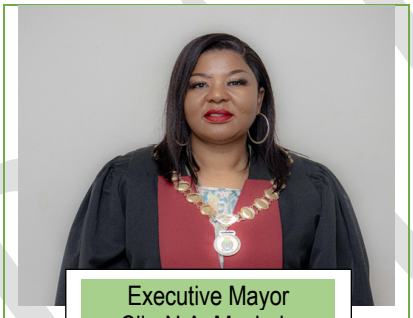
Political Party	Number of Councillors
ANC (African National Congress)	10
EFF (Economic Freedom Fighters)	3
DA (Democratic Alliance)	2
Total	15

No.	Name of Councillor	Capacity	Political Party	Ward or Proportional Councillor
1	Cllr. N.A. Mashele	Executive Mayor	ANC	Proportional Councillor (PR)
2	Cllr. S.L. Ndinisa	Speaker	ANC	Proportional Councillor (PR)
3	Cllr. J.M. Mabila	May. Com. Member	ANC	Ward Councillor: Ward 2
4	Cllr. S.S. Mthimunye	May. Com. Member	ANC	Ward Councillor: Ward 4
5	Cllr. N.B. Nkosi	May. Com. Member	ANC	Ward Councillor: Ward 5

6	Cllr. A.T. Lukhele	Chief Whip	ANC	Ward Councillor: Ward 8
7	Cllr. D.M. Mahlangu	Part-Time	ANC	Ward Councillor: Ward 3
8	Cllr. S.P. Mthimunye	Part-Time	ANC	Ward Councillor: Ward 1
9	Cllr. S.C. Nkosi	Part-Time	ANC	Ward Councillor: Ward 6
10	Cllr. S.S. Ndimande	Part-Time	ANC	Ward Councillor: Ward 8
11	Cllr. S.I. Skhosana	Part-Time	EFF	Proportional Councillor (PR)
12	Cllr. Z.E. Mthimunye	Part-Time	EFF	Proportional Councillor (PR)
13	Cllr. F.N. Nhlapo	Part-Time	EFF	Proportional Councillor (PR)
14	Cllr. D.M. Hepburn	Part-Time	DA	Proportional Councillor (PR)
15	Cllr. D.J. van Rensburg	Part-Time	DA	Proportional Councillor (PR)

Executive Mayor and Mayoral Committee (MayCo)

The Executive Mayor of the Municipality, Cllr. N.A. Mashele, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in the executive mayor to manage the day-to-day affairs. This encompasses an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, in addition to the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in consultation with the Mayoral Committee.



Executive Mayor
Cllr. N.A. Mashele



MayCom Member:
IPSD
Cllr. J.M. Mabila



MayCom Member:
Corporate Services
Cllr. N.B. Nkosi



MayCom Member
Finance & LED
Cllr. S.S. Mthimunye



Council Speaker
Cllr. S.L. Ndinisa

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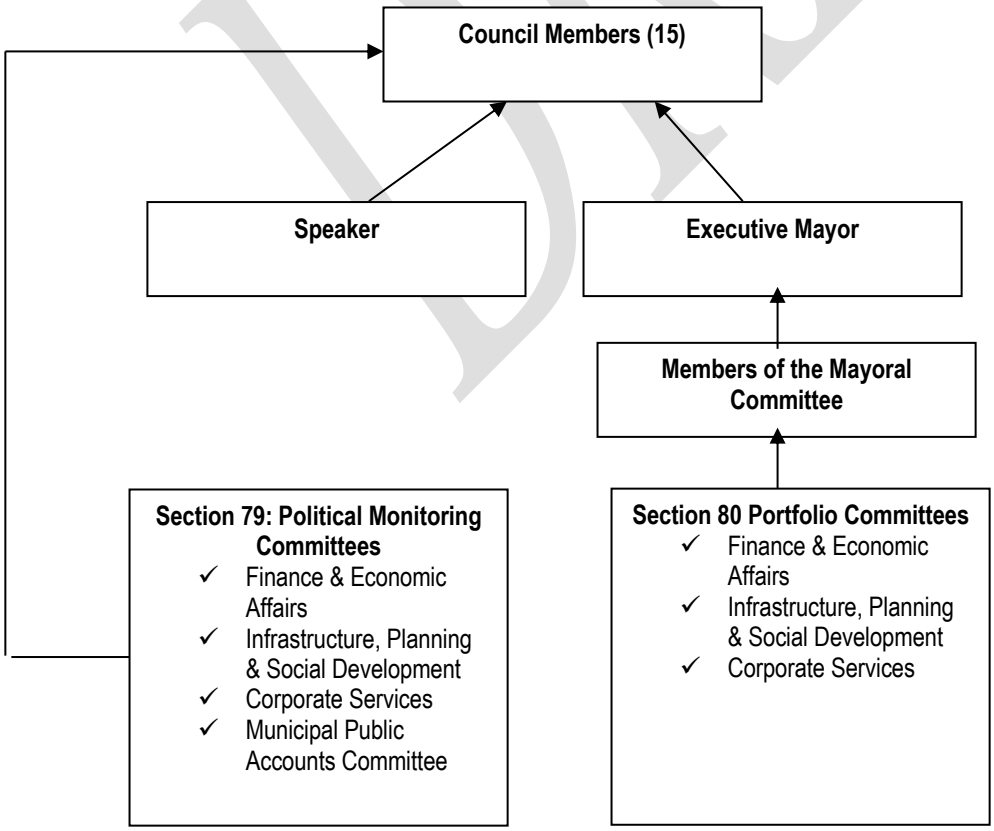


5.3 EMAKHAZENI LOCAL MUNICIPALITY GOVERNANCE MODEL

Emakhazeni Local Municipality is an Executive Mayoral System comprising of the Executive Mayor, Speaker and Members of the Mayoral Committee. The municipality has established its Committees in terms of Section 79 and 80 of the Municipal Structures Act, such Committees are indicated in the structure below; in addition to the Section 79 and Committees, Council has also established the Rules & Ethics Committee.

In terms of the eMakhazeni governance model, the Executive authority of Council is delegated to the Executive Mayor and the members of the Mayoral Committee, collectively referred to as the Executive, who are responsible for day-to-day decision-making and are departmental executive authorities. The key role of Council in the current structure is to focus on its Legislative authority of by-law making, community participation and oversight. The other key role is to facilitate political debate and discussion.

The illustration below reflects the governance model of eMakhazeni Local Municipality:



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In eMakhazeni Local Municipality there is clear separation of powers between its political and administrative governance systems. This assists in creating checks and balances to ensure that state power is not abused, and that there is independent oversight of the effective achievement of the constitutional mandate. It further establishes an appropriate level of accountability, representation and participation and is expected to benefit the municipality through:

- Increased achievement of the statutory objective of Section 38 of the Municipal Structures Act which provides that a municipality must:
  - "promote a culture of performance management among its political structures, political office bearers and councillors in its administration; and
  - "administer its affairs in an economical, effective, efficient and accountable manner."
  - Strengthened the role of Council as a legislature and policy maker whilst enhancing its role in oversight and effectively promoting community participation in local government affairs;
  - Ensure improved and meaningful debate on matters that affect the municipality and are reserved for consideration by the Council; and
- The creation of independent oversight of the effective achievement of the municipal mandate.

Separation of powers can only have significance if it is implemented by means of a comprehensive governance framework that defines appropriate roles, responsibilities and accountabilities, not only for political structures and political office bearers but also for the Municipal Manager and Municipal Administration

5.4 LEGISLATIVE POLITICAL LEADERSHIP

The legislature is made up of Council, the Speaker of Council, The Chief Whip of Council, and the Council Committee, namely Section 79 Portfolio Committees.

THE COUNCIL

The municipality comprises 15 councilors, consisting of the 08 directly elected ward councilors and 07 proportional representatives elected through political party lists. Each of the 08 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation to community levels. Ward Committees for all the 08 wards were established and ward committee members elected.

Ward councillors play a central role in the communication process between the communities they represent and the Municipality, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes.

SPEAKER OF COUNCIL

The Municipal Structures Act provides that each municipal council must have a chairperson who is called the Speaker of Council. The Speaker is elected by the Council from among the councillors at the first sitting of the council after the local government elections.

The Speaker acts as chairperson at council meetings and ensures compliance with the councillor's code of conduct and the council's rules and orders. Other responsibilities of the Council Speaker include, amongst others, ensure

functionality and resourcing of Ward Committees, functionality of Section 79 Committees, leadership and governance of the institution and effective participatory democracy in the work of Council and its structures.

CHIEF WHIP OF COUNCIL

The Chief Whip of Council is responsible for, amongst others, maintaining cohesiveness amongst all political parties represented in Council and assists Speaker in ensuring that councillors conduct themselves in an orderly manner.

CHAIRPERSONS OF SECTION 79 COMMITTEES

The Oversight Committees are engines through which Council scrutinizes reports from departments, and proposed policies & by-laws; and then report back to Council with recommendations.

Part time Chairpersons have been appointed to lead and co-ordinate the work of Section 79 Committees, whose responsibility is to oversee the work of related departments in respect of the Oversight Committees.

ADMINISTRATIVE STRUCTURE

eMakhazeni's executive leadership manages the municipality along best practice principles, implementing the strategies and plans needed to meet the organization's strategic goals. Day-to-day management and administration of the municipality is carried out by the Municipal Manager and his staff, organized into three departments, led by Heads of Department, supported by deputy managers and unit manager, as well as supervisors for operational levels of management.

The Municipal Manager, who is the Accounting Officer, as defined by the Municipal Structures Act, has the responsibility to manage the municipality, including managing the financial affairs and service delivery in the municipality.

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CHAPTER 6.COMMUNITY PARTICIPATION

6.1 IDP PROCESS PLAN FOR 2022 – 2027: WARD CONSULTATIONS

Introduction

This chapter provides an outline of the legislative framework guiding community and stakeholder involvement in the IDP process plan of eMakhazeni Local Municipality. It also discusses processes followed especially the outreach activities that were part of establishing the draft 2022 – 2027 IDP. This chapter also provides, in listed fashion, the ward needs as gathered from the different IDP consultative meetings.

The newly elected Council that assumed office from 9th November 2022, has its work cut-out, to set the tone for the new 5-year IDP process. As a newly elected council takes office, the previous one has provided an opportunity to understand the challenges and strengthen the achievements of government by working together with local communities, labour, business, religious, youth and other stakeholders. The IDP serves as a single broad strategic guide of the broader community and residents of ELM priority issues that government should implement in this term of Council. It also assists administration to prepare a medium-term finance framework and annual budget that seek to allocate resources to address all these needs. In developing the 5-year IDP plan, it is important to be mindful of alignment with all National, Provincial and Local Government imperatives. The IDP is not only a local government programme, but the delivery plan of entire government in a particular space. Meaning, this 5-year IDP should be seen a government plan, not only of eLM.

Government perspective of IDP is that of addressing all service delivery, with a particular interest in addressing and eradicating the inequalities of the past. The scale of the challenges are enormous in ELM, however, all efforts are focused on previously disadvantaged areas. The objectives is therefore of a developmental state and developmental local government where the state actively intervenes in raising
the quality of life of citizens through creating environment and deployment of resources to realize objectives it sets for itself.

The eMakhazeni Local Municipality hereby present its five-year IDP which is a single inclusive strategic document encompassing all planned development within the municipality. The development of an IDP is a legislated process prescribed by Section 26 of the MSA which outlines the core components of the IDP as follows:

- 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.
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

6.2 LEGISLATIVE FRAMEWORK

Legislatively, it is the South African Constitution Act 108 of 1996, the Municipal Structures Act 117 of 1998 and the Municipal Systems Act 32 of 2000 that provide guidance on processes to be followed by municipalities in the development of the IDP. In particular the Municipal Systems Act takes its cue from the principles contained in the Constitution on participatory democracy. The Constitution enjoins municipalities to encourage participation by communities and community organizations in local government. Among the basic values and principles the Constitution advocates for public administration and governance that is responsiveness to community needs and public participation in policy making. The Municipal Systems Act provides for that in the consideration and adoption of the draft plan, the local community to participate in the drafting of the integrated development plan.

Section 34 of the Municipal System Act prescribes annual review and amendment of the IDP in accordance with certain processes. Section 29 (1) (b) of Chapter 5 of the Municipal Systems Act of 2000 states that municipalities, through appropriate mechanisms, processes and procedures established in terms of public participation; allow for communities to be consulted on their development needs and priorities; and the local community should participate in the drafting of the IDP.

Public participation framework and approach

The eMakhazeni public participation policy framework for public participation in the eMakhazeni Local Municipality is built on the commitment of the democratic government to deepen democracy, accountability and access to information as embedded in the Constitution, Municipal Structures and Municipal Systems Acts, and with the call for a social contract between the municipality and the community.

The policy gives effect to the Constitution and legislation, eMakhazeni local municipality formulated its own Public Participation Policy. In the policy the municipality commits itself to co-implementing formal representative government with a system of participatory governance. It recognizes the municipalities' obligation to establish mechanisms, processes and procedures for participation of the local community in its affairs. Further to this it outlines the mechanisms by which the public may participate in the municipalities' affairs.

The policy in the main seeks to achieve the following:

1. To establish appropriate mechanisms, processes and procedures for public participation in local municipal affairs,
2. To outline the roles, responsibilities and attitudes of the Council, the Municipal Manager, administration and the community in deepening participatory democracy, accountability, accessibility, responsiveness and a social contract with communities,

These role players include the Executive Mayor, the Speaker, the Ward Councillors, Ward Committees, the Municipal Manager, the Community and the individual. In terms of mechanisms, the policy recognizes the different levels of public participation such as informing, consulting, collaborating and empowering. Meetings of the municipality on the IDP are mentioned in the policy as an example of participating at the level of consultation. The municipality uses the ward committees as a mechanism for the purpose of engaging and consulting communities on their needs and priorities. The IDP review meetings were held in all 08 wards, with ward committees. These meetings took place between the November 2018 and 28 November 2018.

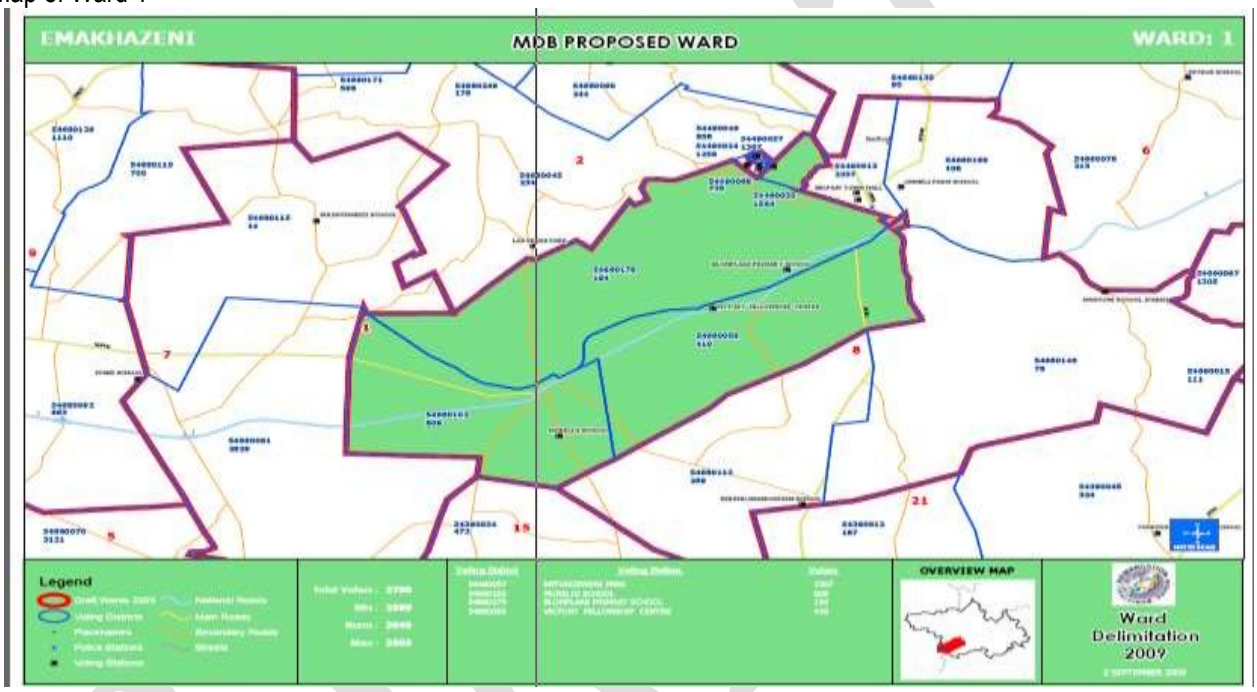
6.3 REPORT ON THE IDP CONSULTATIVE MEETINGS HELD IN NOVEMBER 2022

WARD 1-8

WARD 1 : (Cllr A.T. Lukhele)

The war on poverty programme report commissioned by the department of Social Development reflects a descriptive summary of information collected from about 4 477 individuals in 1 166 households in eMakhazeni Local Municipality Ward 1, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 1



The map above covers a portion of Siyathuthuka and a vast number of farm areas. The ward is led by Cllr. A.T. Lukhele.

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance of the IDP Consultative Meetings:

The table below depicts issues raised in the ward 1 IDP Consultative Meetings:-

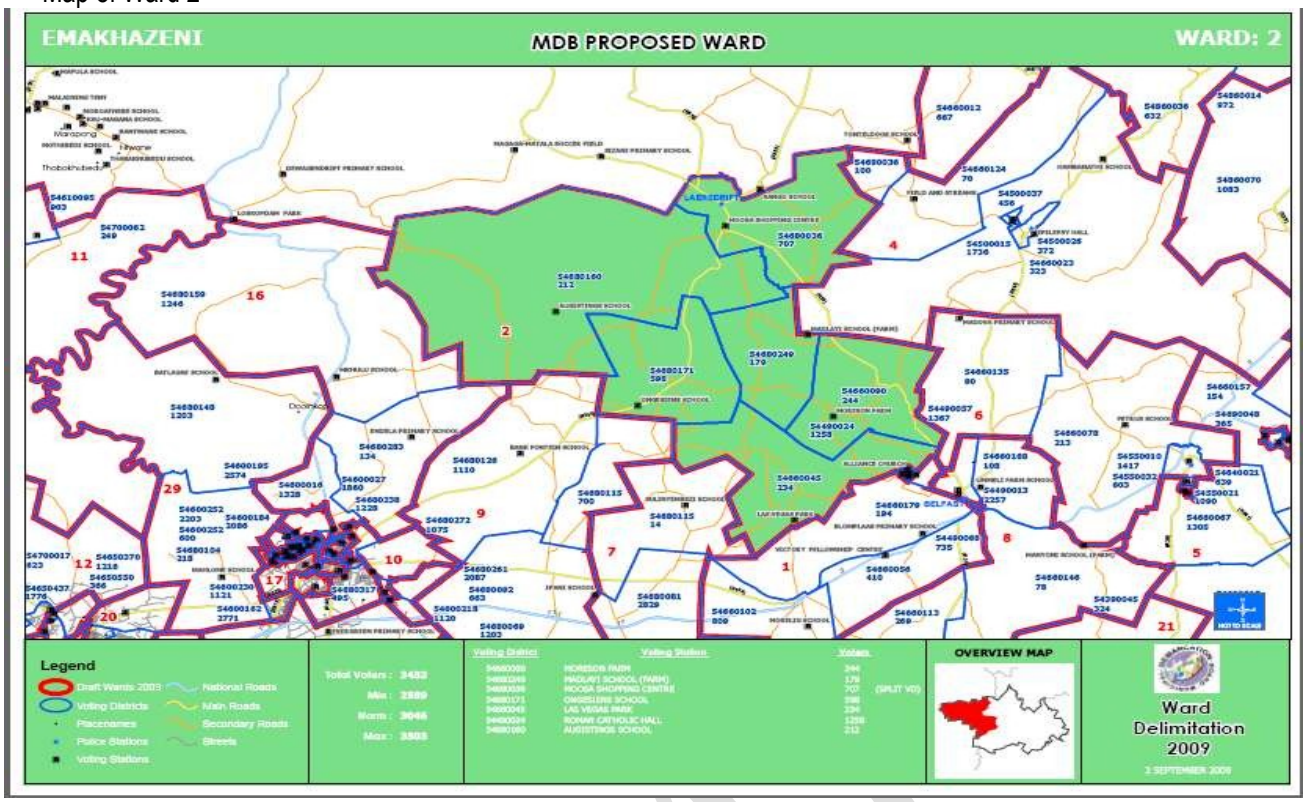
PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA/S
Water& Sanitation	• Eloit Radebe	0799052387	• What can be done to address the sewer spillages at Glisa as it is flowing back to his house?	Stand no: 1992, Siyathuthuka
Electricity	• Busi Mahlangu	0716426983	• Danger box to be fixed.	Stand No; 4145, Siyathuthuka
	• Sipho Nkosi	0791671148	• Electricity issue in Extension 6&8 (Enkanini) needed to be resolved.	Stand No: 1988, Siyathuthuka

			• When it is raining, some of the underground electricity cables get exposed and posed a danger to public safety.	
Roads& Stormwater	• Banele Sibanyoni	079797370	• Request streets to be paved and upgraded in extension 3.	Stand No: 3887, Siyathuthuka
	• Dan Mahlangu		• Request that some of Siyathuthuka streets which are not paved must be graded. • Those streets which are not paved must be paved.	Stand No: 1087,Siyathuthuka
Local Economic Development	• Eloit Radebe	0799052387	• Wanted to be assisted with work opportunities. • Belfast Exxaro Coal mine though providing the youth with learnerships but the youth remain unemployed.	Stand No: 1992, Siyathuthuka
	• Roslina Nkosi	0760958401	• There are firms in eMakhazeni Local Municipal jurisdiction, such firms if they can be resuscitated can assist with regard to the issue of unemployment. • The municipality can assist in checking if such firms can be re- opened again and why do they close.	Stand No; 2377,Siyathuthuka
	• Michael Maduna	0796645227	• Request for an RDP house	Siyathuthuka
	• Eliya Ndlovu	0760267719	• Request for the job/work opportunities to be created so that the youth can be assisted.	Stand No: 1948, Siyathuthuka
	• Bennie Shabangu	0714380209	• For available work/job opportunities, employment structures should always consider poor households.	Stand No: 3996, Siyathuthuka
	• Busi Mahlangu	0823335980	• Work opportunities are given to the youth, if you are 40 years old and above you are unable to get a job. That must be corrected. • EPWP is considering them.	Stand No: 4145, Siyathuthuka
Land & Human Settlement	• Joseph Ngangezwe	0716426983	• The 79 year old Mr. Ngangezwe is requesting to be assisted with the RDP house.	Stand No: 3954, Siyathuthuka
	• Michael Maduna	0796645227	• Request for employment opportunities.	Siyathuthuka
	• Josphina Mthethwa	0722630458	• Request that they should be relocated to another stand as the one they occupy is in a wetland	Stand No: 2774, Siyathuthuka
	• Bennie Shabangu	0714380209	• Request to be assisted with the land for agricultural purposes.	Stand No: 3996, Siyathuthuka
	• Eliya Ndlovu	0760267719	• Request to be assisted with the land so that she can able to start a business that can assist the youth.	Stand No: 1948, Siyathuthuka
	• Banele Sibanyoni	079797370	• Request that the youth must be assisted with work opportunities.	Stand No: 3887, Siyathuthuka

WARD 2 : (Cllr J.M. Mabila)

The Social Development report reflects a descriptive summary of information collected from about 2 777 individuals in 675 households in Emakhazeni Local Municipality Ward 2, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 2



The map, as shown above, also includes a portion of Siyathuthuka and farming areas as well. The biggest community from this ward is from the farms. The ward councillor is Cllr J.M. Mabila

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance of the IDP Consultative Meetings:

The table below depicts issues raised in the ward 2 IDP Consultative Meetings:-

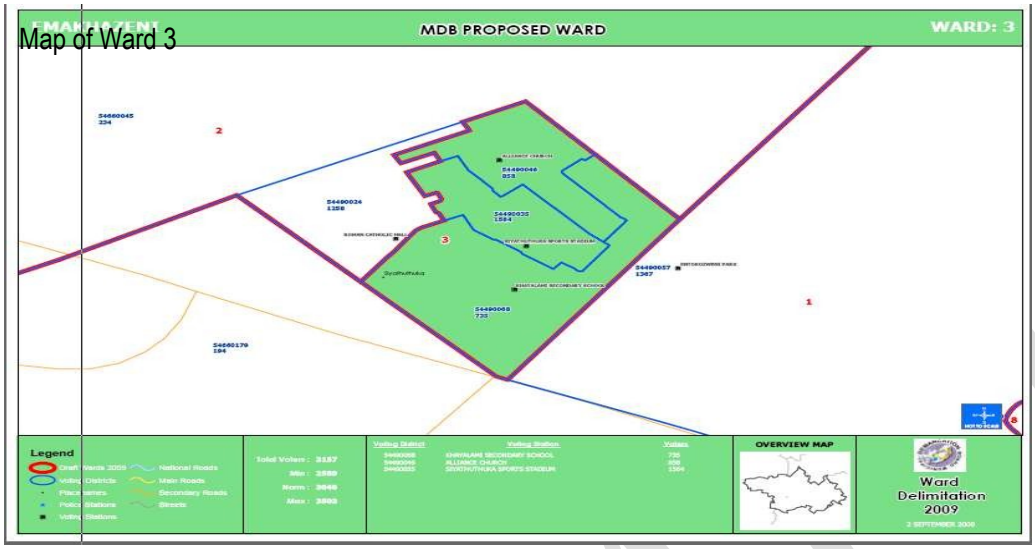
PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA
Land & Human Settlement	• Sizwe Maseko	0649267899	• The human settlement project in Extension 7 has been stalled.	Siyathuthuka
	• Nelly Maimela	0796129530	• Request the construction of RDP houses that were not previously constructed/ supposed to be constructed.	Stand No: 1626, Thula Street, Siyathuthuka
	• Nomvula Ndlovu	0664032928	• When will be the RDP houses be constructed in extension 13?	Stand No: 1173, Mandela section, Siyathuthuka
Water & Sanitation	• Sizwe Maseko	0649267899	• The sewer pumpstation is not functional.	Siyathuthuka
	• Johanna		• She raises a concern about the faulty water meter that is not attended to and results in the escalation of the municipal rates /water bill.	Stand No:919, Siyathuthuka
Traffic Management & Public Safety	• Jabulani Petros Nkosi	0673220545	• The municipality must provide security to avoid vandalism of the infrastructure.	Siyathuthuka
	• Johanna		• Security must be provided in Siyathuthuka Stadium.	Stand No: 919, Siyathuthuka
	• Yaya Mokgomogane	0796341666	• There must be an enforcement of By-Laws for illegal dumping.	Stand No: 49, Siyathuthuka

			• Livestock are wondering around as they pose danger to traffic flow. • There must be a provision of traffic lights in Belfast/eMakhazeni town.	
Roads & Storm Water	• Tshepo Mohlakwana	079499071	• There must be a provision of the new storm-water system at Mandela section.	Stand No: 1235; Siyathuthuka, Mandela section
Local Economic Development	• Jabulani Petros Nkosi	0673220545	• He is concerned about the appointment of non-local contractors on infrastructure projects. • Spaza shops regulations must be enforced. • There must be an adoption of regulations to support SMMEs not the grading policy.	Siyathuthuka
	• Mr. A.A. Mthombeni	0818446462	• Request the support for livestock owners.	Stand No: 1347, Siyathuthuka, Mandela section
	• Sizwe Maseko	0649267899	• Appointments of Community Liaison Officers must be made transparent.	Siyathuthuka
Electricity	• Sizwe Maseko	0649267899	• High-mast lights must be provided with day light switch in Extension 7.	Siyathuthuka
	• Philisiwe Nkosi	0764501172	• There is an exposed electricity cable which poses danger to the people.	Stand No: 147, Khumbula Street, Siyathuthuka
	• Yaya Mokgomogane	0796341666	• Request the provision of the high-mast lights in Ward 2.	Stand No: 49, Siyathuthuka
Municipal Services, Parks & Grounds General comments	• Sizwe Maseko	0649267899	• Request the maintenance of the community halls. • Request the replacement of the computers in Belfast/Emakhazeni Enterprise Development Centre.	Siyathuthuka
	• Nelly Maimela	0796129530	• Request that the cemetery must be paved. • There are illegal dumping sites.	Stand No: 1626, Siyathuthuka, Thula Street
	• Johanna		• There is no gate at Siyathuthuka stadium.	Stand No: 919, Siyathuthuka
	• Emily Mongwe	0732050185	• Nyaope smocking people vandalize the streets at night.	Stand No: 885, Siyathuthuka, Khayalami street

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The Social development report reflects a descriptive summary of information collected from about 4 562 individuals in 1 268 households in eMakhazeni Local Municipality Ward 3, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 3



The area as depicted in the map above is that of Siyathuthuka. The entire population from this ward is only from Siyathuthuka and this is also an area where the majority members of Emakhazeni Municipality residents stay. The ward is under the leadership of Cllr. D.M. Mahlangu

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance of the IDP Consultative Meetings:

The table below depicts issues raised in the ward 3 IDP Consultative Meetings:-

PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA
Land & Human Settlement	• Sizwe Maseko	0649267899	• The human settlement project in Extension 7 has been stalled.	Siyathuthuka
	• Nelly Maimela	0796129530	• Request the construction of RDP houses that were not previously constructed/ supposed to be constructed.	Stand No: 1626, Thula Street, Siyathuthuka
	• Nomvula Ndlovu	0664032928	• When will be the RDP houses be constructed in extension 13?	Stand No: 1173, Mandela section, Siyathuthuka
Water & Sanitation	• Sizwe Maseko	0649267899	• The sewer pumpstation is not functional.	Siyathuthuka
	• Johanna		• She raises a concern about the faulty water meter that is not attended to and results in the escalation of the municipal rates /water bill.	Stand No:919, Siyathuthuka
Traffic Management & Public Safety	• Jabulani Petros Nkosi	0673220545	• The municipality must provide security to avoid vandalism of the infrastructure.	Siyathuthuka
	• Johanna		• Security must be provided in Siyathuthuka Stadium.	Stand No: 919, Siyathuthuka

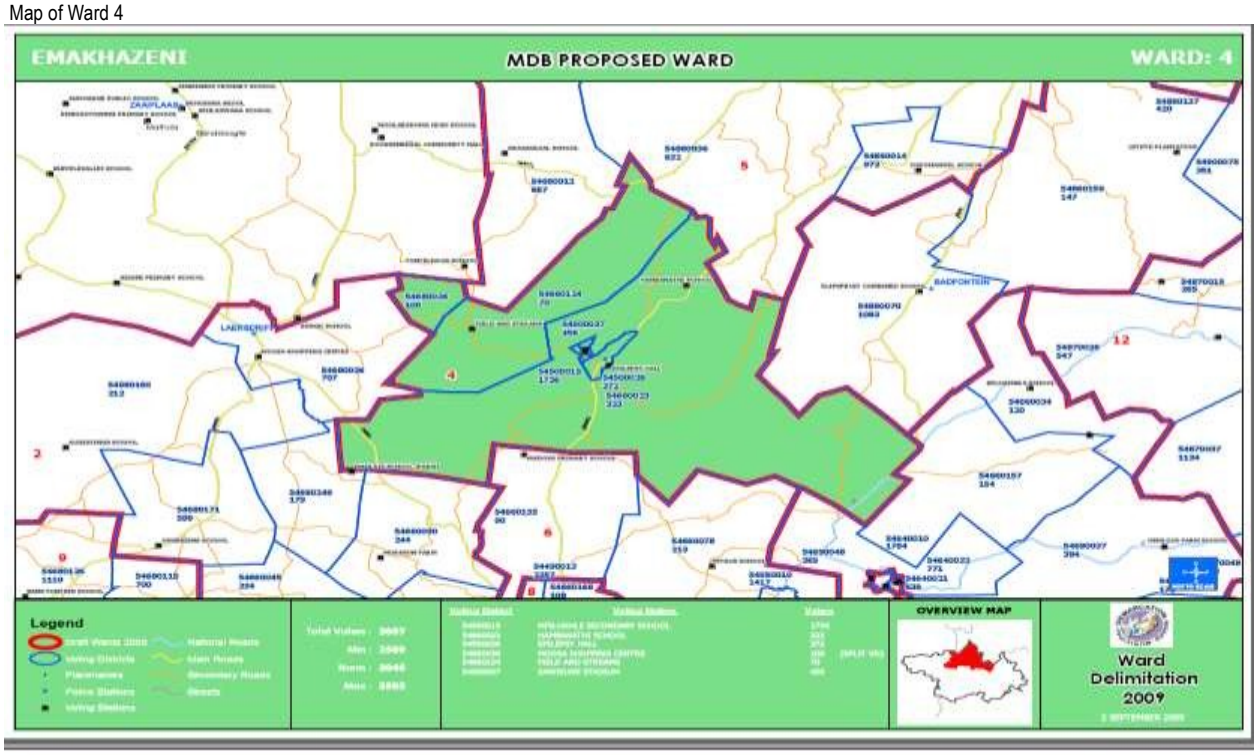
	• Yaya Mokgomogane	0796341666	• There must be an enforcement of By-Laws for illegal dumping. • Livestock are wondering around as they pose danger to traffic flow. • There must be a provision of traffic lights in Belfast/eMakhazeni town.	Stand No: 49, Siyathuthuka
Roads & Storm Water	• Tshepo Mohlakwana	079499071	• There must be a provision of the new storm-water system at Mandela section.	Stand No: 1235; Siyathuthuka, Mandela section
Local Economic Development	• Jabulani Petros Nkosi	0673220545	• He is concerned about the appointment of non-local contractors on infrastructure projects. • Spaza shops regulations must be enforced. • There must be an adoption of regulations to support SMMEs not the grading policy.	Siyathuthuka
	• Mr. A.A. Mthombeni	0818446462	• Request the support for livestock owners.	Stand No: 1347, Siyathuthuka, Mandela section
	• Sizwe Maseko	0649267899	• Appointments of Community Liaison Officers must be made transparent.	Siyathuthuka
Electricity	• Sizwe Maseko	0649267899	• High-mast lights must be provided with day light switch in Extension 7.	Siyathuthuka
	• Philisiwe Nkosi	0764501172	• There is an exposed electricity cable which poses danger to the people.	Stand No: 147, Khumbula Street, Siyathuthuka
	• Yaya Mokgomogane	0796341666	• Request the provision of the high-mast lights in Ward 2.	Stand No: 49, Siyathuthuka
Municipal Services, Parks & Grounds General comments	• Sizwe Maseko	0649267899	• Request the maintenance of the community halls. • Request the replacement of the computers in Belfast/Emakhazeni Enterprise Development Centre.	Siyathuthuka
	• Nelly Maimela	0796129530	• Request that the cemetery must be paved. • There are illegal dumping sites.	Stand No: 1626, Siyathuthuka, Thula Street
	• Johanna		• There is no gate at Siyathuthuka stadium.	Stand No: 919, Siyathuthuka
	• Emily Mongwe	0732050185	• Nyaope smocking people vandalize the streets at night.	Stand No: 885, Siyathuthuka, Khayalami street

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WARD 4 : (Cllr S.S. Mthimunye)

The Social Development report reflects a descriptive summary of information collected from about 3 165 individuals in 1 030 households in eMakhazeni Local Municipality Ward 4, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 4



The map of ward 4 represents the areas of Sakhelwe, Dullstroom and a number of surrounding farms. Cllr S. Mthimunye is the ward councillor.

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance for the 3 IDP Consultative Meetings:

The table below depicts issues raised in the ward 4 IDP Consultative Meetings:-

PRIORITY	NAMES&SURNAMES	CONTACTS	PROBLEM STATEMENTS	AFFECTED ARREAS
Land & Human Settlement	• Solly Mokgola	0774081150	• Need a stand as he's is residing with his parents. • The municipality needs to cater for those people who do not qualify for RDP houses.	Stand No: 374, Sakhelwe
	• Maria Ntswane	079767879	• They were promised that they are going to be moved out from Ezibayeni. • When are the commitments of relocating community to stand realized?	Stand No: 532, Sakhelwe
	• Abednigo Mashele	0729303033	• Concern on the phasing approach of the RDP houses where allocation must be done all at once.	Stand No: 964, Sakhelwe
	• Joseph Mthimunye		• Applied for an RDP house but no response to date.	Windhoek Farm

	• Simon Tau	0790901857	• Applied for an RDP house but no response to date. • He has been called by the municipal officials to come and re-apply.	Santa Estate Farm
	• Simon Malaza		• His brother who passed away is the owner of the stand as the stand has been given to someone else. • There must be a follow-up on the deceased stand owner where tenant area staying.	Stand No: 111, Sakhelwe, Shushumela
	• Maite Sarch Letswalo	0818188266	• Request that there must be an extension of the boundary line from Extension 2. • They must provide them with the site numbers. • There is an unsuitable site/stand next to Vusi Motha as they have no stand numbers, require pegging; require temporary stand numbers.	Stand No: 363, Sakhelwe
	• Sophie Mthombeni	0728382237	• Need an RDP house as she applies but no response she receive so far. • Their livestock has been limited by the farm owner.	Santa Farm
	• Johanna Tau	0795727819	• The manager with his people broke down her 3 room shack house, so she needed it to be fixed by the manager and his people.	Santa Estate Farm
	• Nelly Ntsoane	0791635968	• Needs a residential stand in Sakhelwe Township.	Lunsklip Farm
	• Nomhle Mthimunye	0719308603	• Need residential stand or an RDP house.	Windhoek Farm
	• Willem Skhosana	0798857366	• Need a residential stand in Sakhelwe Township.	Karel Kraal, Kruisfontein Farm
Electricity	• Solly Mogola	0774081150	• They need some additional high-mast lights in Sakhelwe Township.	Stand No: 374, Sakhelwe
	• Seun Mahlangu	0638883292	• Streets lights must be upgraded from Dullstroom town to Sakhelwe Township. • There must be an installation of 2 additional high-mast lights. • Stand 453 requires pegging as there is a low line power supplying next door.	Stand No: 453, Sakhelwe
	• Letty Makua	079767879	• She has a problem with her electricity meter box which is faulty.	Stand No: 1089, Sakhelwe
	• Nomhle Mthimunye	0719308603	• Need electricity.	Windhoek Farm
	• Sibusiso Madalane	0766902176	• Needs electricity.	Santa Estate Farm
	• Lucky Mthimunye	0657272382	• Need electricity.	Windhoek Farm
	• Thulani Skhosana	0760785618	• Needs electricity.	Santa Farm Estate
	• Thomas Ndimande	0795794126	• Needs electricity since he claim but never receive the farm so far.	Santa Estate Farm
	• Chief/ • Ndabezitha Skhosana	0710704646	• Need electricity.	Graai Kraal, Kruisfontein Farm
	• Lazarus Ledimo	0790729617	• Need electricity.	Palmerfontein Farm
Roads & Stormwater	• Seun Mahlangu	0638883292	• Zambie Street paving work has been called off.	Stand No: 453, Sakhelwe
	• Nomhle Mthimunye	0719308603	• To be assisted with the access roads.	Windhoek Farm
	• Anton van Wyk	0662854001	• What is the municipal plan with regards to the road maintenance in Dullstroom, since the grader as well as the T.L.B. is broken down?	Nail Stram Farm, JT 128, Wergevonden

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			• Does the municipality do have the budget for the fixing of the potholes on the tar roads because most of the work is done by DDD? •	
	• Chief/ Ndabezitha Skhosana	0710704646	• He request to be assisted with re-gravelling of the access road.	Graai Kraal, Kruisfontein Farm
	• April Makuwa	0763116557	• Request to be assisted with the T.L.B. in Saturdays to come and assist in fixing the access roads.	Lunsklip Farm
	• Abednigo Mashele	0729303033	• Contractor who never provided subcontracting work has left Sakhelwe Township to finish some work in Gugulethu (Ward7) • Request paving next to Sakhelwe Community hall.	Stand No: 964, Sakhelwe
	• Abel Masango		• Request paving of Payena/Paile road. • Street paving must be 50m.	Stand no: 386, Sakhelwe
	• Jan Motau		• Request to be assisted with the re-gravelling of access road.	Lunsklip Farm
Water & Sanitation	• Betty Mthimunye	0764185001	• There was a hand pump, and it is no longer working. • Windmill is also not working as well. So they have no water.	Windhoek Farm
	• Anton van Wyk	0662854001	• Pertaining to the replacement of pre-paid water meters, what is the progress so far? • How long will it take to remove the pre-paid water meters and replace them with the old ones? • How far is the maintenance of the sewer plants so far? • What is the progress? • With regard to the water project in Dullstroom town, is it going to be completed? • What is the progress regarding the honey-sucker truck?	Nail Stram Farm, JT 128, Wergevonden
	• Liezel van Niekerk	0823709194	• There is a lack of continuous upgrading of the bulk infrastructure. • Is the municipal bulk service infrastructure upgrade policy been approve? • Is there such a policy in the municipality? • Is it applied? • What is the status of the municipal SPLUMA policy? • What is the progress of its implementation? • Does the municipality have a Spatial Framework? • Where is it now? • Can they be provided with the time-line on how far is it and when is it going to be completed?	75, Naledi Street, Dullstroom
	• Nunro Deysel	0820754060	• There is a leaking of water on the dam wall for 7 years and 7 days and nothing has been done so far. • They wanted to be updated since they have submitted an engineering report to the municipality which was conducted and paid for by the home-owners association. • Has the municipality receive a decision from Water and Sanitation Department on what action needed to be taken on the lower dam wall?	ERF: 712, Ooklane Estate, Dullstroom

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	• Johannes Bhembe		• Need a toilet.	Lunsklip Farm
	• Thomas Ndimande	0795794126	• Need a toilet.	Santa Estate Farm
	• Vency Mahlangu	0632554307	• Need water. • Since January 2024, water has not been delivered to them.	Wetland Farm
	• Sophie Mthimunye	078860763	• Has a Jojo tank but water has not been delivered so far.	Karel Kraal, Kruisfontein Farm
	• Phillmon Skhosana		• Has a Jojo tank but water has not been delivered so far since January 2024.	Windhoek Farm
	• Willem Skhosana	0798857366	• Need a toilet.	Karel Kraal, Kruisfontein Farm
	• Chief/ Ndabezitha Skhosana	0710704646	• The water has not been delivered though he has a Jojo tank.	Graai Kraal, Kruisfontein Farm
	• Jan Motau		• Request a T.L.B. to come and assist them with the digging of toilets. • Windmill has broken down long ago, so it must be attended to as a matter of urgency.	Lunsklip Farm
	• Lazarus Ledimo	0790729617	• Need toilet. • Jojo tank does not have a stand as the municipality fail to deliver.	Palmerfontein Farm
	• Lucky Mthimunye	0657272382	• Needs a Jojo tank. • Needs a toilet.	Windhoek Farm
	• Thulani Skhosana	0760785618	• Water is not delivered to them by the municipality.	Santa Farm Estate
Parks& Grounds	• Sibusiso Madalane	0766902176	• Needs cemetery and burial site.	Santa Estate Farm
	• Anton van Wyk	0662854001	• The new refuse/waste truck has been delivered and received but there is no waste removal strategy. • What is the plan for skip bins? • Does the municipality have a plan for waste management strategy? • Has the municipality identified a new dumping site for Dullstroom or is continuously using the current dumping site. • Is it feasible to continue with the old one? • Can they be provided with detailed information on the project completion for cemetery on toilets and fence?	Noil Stram Farm, JT 128,Wergevonden
	• Makom Diebet	0832507033	• Why the railway line not be used for a bulk refuse removal?	Stand No: 336, Dullstroom
General Comments& Social Amenities	• Lucky Tau	0795961062	• Request a meeting with the farm owners, the Ward Councillor is requested to facilitate such meeting.	Santa Estate Farm
Traffic Management & Public Safety	• Anton van Wyk	0662854001	• What is the way-forward and progress so far regarding the street trading By-Laws? • Has it been approved/ promulgated or not? • Since there is a budget from Nkangala District Municipality about the informal trading By-Laws, can such budget be used? • On the 7th May 2024, they receive By-Laws from DBTA and it only needed the signature from the municipality. • Can they be assisted with progress so far? • There are complains about By-Laws for noise pollution.	Noil Stram Farm, JT 128,Wergevonden

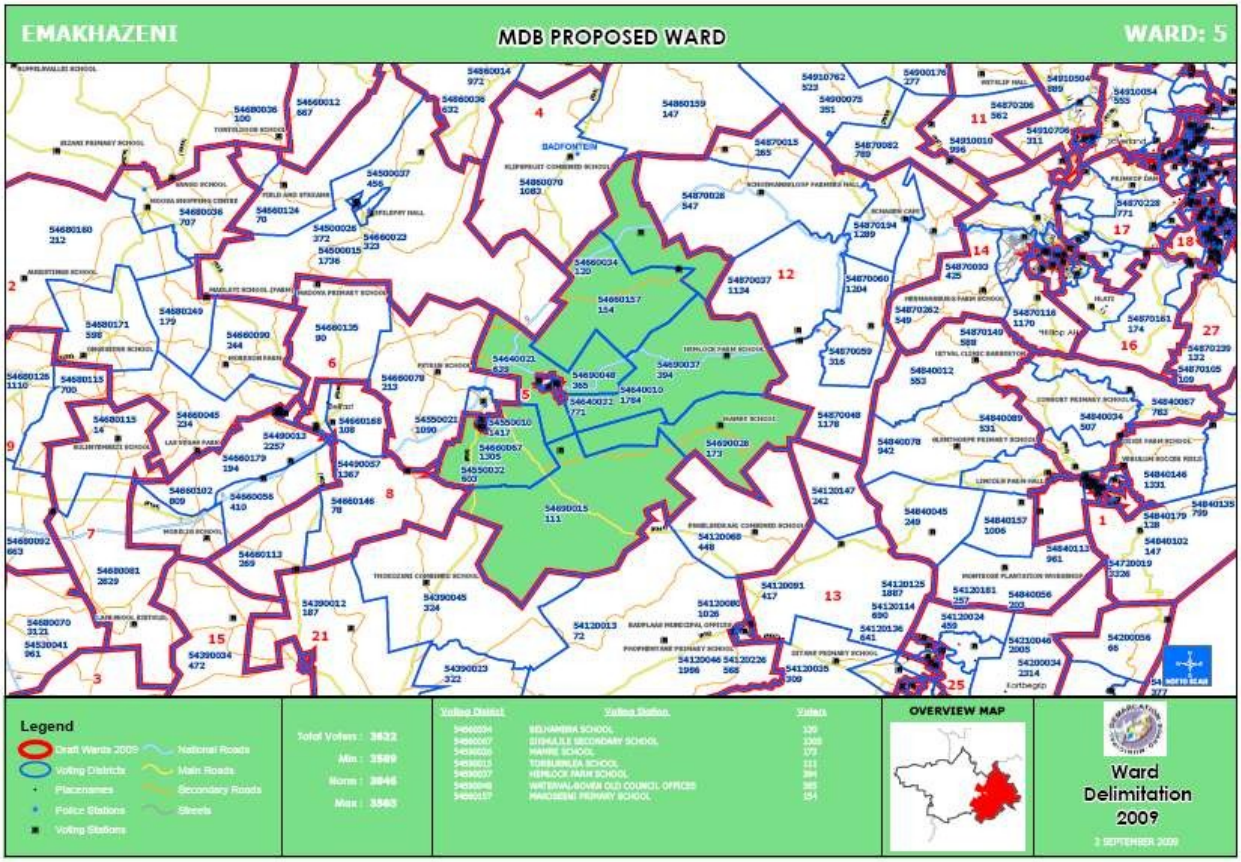
			• Does the municipality have By-Laws for noise pollution? • When is the time-lines for the approval and promulgation of the municipal By-Laws?	
	• Conrad Klengeld	0824900633	• Needed a time-line on the municipal By-Laws, street vendor as well as the noise By-Law policy. • Noise in the cricket/Soccer fields and urinating in the bushes next to the houses as there are no ablutions facilities, what will the municipality do about that? • Is there an agreement between the municipality and the DDD about the usage of the oval cricket field? • What is the relationship of the municipality with the DBTA because as the business people they were misled as they contributed with their money for the signage/signs and now the municipality is saying those signs are illegal? • Does the municipality pay for the floating pump or was it donated to them by the DBTA?	475 ERF 351-1, Dullstroom
	• Makom Diebet	0832507033	• There are some illegal signs in town.	Stand No: 336, Dullstroom

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WARD 5 : (Cllr N.B. Nkosi)

The Social Development report reflects a descriptive summary of information collected from about 2 730 individuals in 1 262 households in eMakhazeni Local Municipality Ward 5, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 5



The area above is that of a portion of Emthonjeni and Entokozweni (Formerly known as Machadadorp) and surrounding farms.. The ward is under councillor N.B. Nkosi.

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance for the 2 IDP Consultative Meetings:

The table below depicts issues raised in the ward 5 IDP Consultative Meetings:-

PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STAEMENT	AFFECTED AREA
Water and Sanitation	• Mandla Mahlangu	0761200874	• The employees of the municipality which are working on the sewer and water must maintain the sewer spillages.	Stand No: 458, eMthonjeni
	• Patrick Nkosi		• Requesting delivery of water in their farm.	Sycamore Farm
	• Bongani Chitentje	0715498467	• Wanted to know about the new water meter box at Thembisa section because the old ones are leaking.	

	• Priscilla Mazibuko		• Request the fixing of their windmill. • Request to be provided with another Jojo tank.	Schoonwater Farm
	• George Hlatshwayo	0725877293	• Request the delivery of water.	Boshoek Farm
	• Mduduzi Mdluli	0712108989	• Request to be assisted with the installation of the toilet because they are staying with an elderly whom they fear might fall into the pit toilet they are currently using.	Earlie Farm
	• Sonto Malinga	07229299175	• Jojo tank needed to be fixed. • Water is not delivered in their farm.	Schoonwater Farm
Roads& Stormwater	• Bongane Chitentje	0715498467	• Request that the phase 3 paving of Tembisa road be completed and continued with as the road as the road is in the bad status.	Stand No; 36, eMthonjeni
	• Priscilla Mazibuko		• Request the re-gravelling of their road.	Schoonwater Farm
	• Patrick Nkosi		• Their road is in a bad condition, it must be graded.	Sycamore Farm
	• Layton Malinga	0768424534	• Request the re-gravelling of their road.	Uitkom Farm
	• George Hlatshwayo	0725877293	• Requesting the grading of their road since it is in a bad condition.	Boshoek Farm
	• Matthew Mhlanga	0782974966	• Request that the bridge next to the railway line be fixed.	Stand No; 479, eMthonjeni
	• Cain Masina	0829719833	• Request that the speed hump to be erected next to eDumezizweni Primary School.	Stand No: 466, Emthonjeni
Electricity	• Cain Masina	0829719853	• Request high-mast lights at Group 3 and Ndofaya section to be fixed. Because it is too dark.	Stand No: 466, eMthonjeni
	• George Hlatshwayo	0725877293	• Request electricity.	Boshoek Farm
	• Mduduzi Mdluli	0722108989	• Request the installation of electricity which was cut off by Eskom 2 years ago.	Earlie Farm
	• Winny Mkhonza	0764281875	• Request high-mast lights to be installed for them in eMpumelelweni section because it is too dark at night.	Stand No: 27, eMthonjeni
Land& Human Settlement	• Sydney Nkosi	0784630113	• Request to be provided with the title deed because it is too many years now without the deed as the house owner.	Stand No: 694, eMthonjeni
Local Economic Development	•		•	
Traffic Management & Public Safety	• Christopher Masina	0722740262	• Request the security personnel to be deployed at the cemetery.	Stand No: 690, eMthonjeni
	• Matthew Mhlanga	0782974966	• Request for the speed limit sign to be installed next to the cemetery.	Stand No: 479, eMthonjeni
Parks& Grounds	• Nomcebo Nkosi	0661325415	• The cemetery needs paving, fencing and toilets.	Stand No: 736'eMthonjeni

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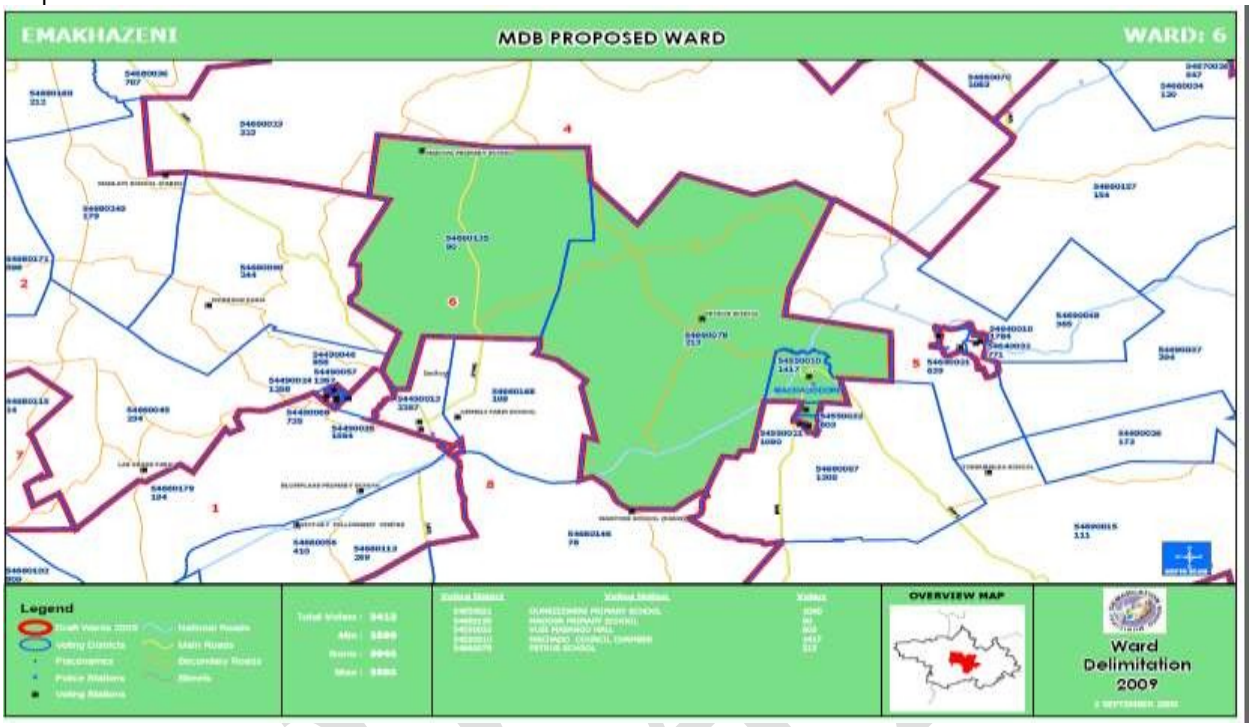
Municipal Services &General Comments	• Elliot Mkhonza	0799984148	• Request for the municipal office building in eMthonjeni Township to be fixed or alternatively container to be installed / or a 4 room house to be used as a temporary office to render municipal services to the people.	Stand No: 983, eMthonjeni
	• George Hlatshwayo	0725877293	• They needed to be clarified on which Ward they belong to.	Boshoek Farm

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WARD 6 : (Cllr S.C. Nkosi)

This report reflects a descriptive summary of information collected from about 4 441 individuals in 1 287 households in eMakhazeni Local Municipality Ward 6, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 6



The area above is that of a portion of Emthonjeni, Entokozweni (Formerly known as Machadadorp) and surrounding farms. The ward is under councillor S.C Nkosi

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance for the 3 IDP Consultative Meetings:

The table below depicts issues raised in the ward 6 IDP Consultative Meetings:-

PRIORITY	NAMES AND SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA/S
Land & Human Settlement	• Xolani Lekhuleni	0814019582	• There is a challenge of spaces in the township because of overload/growing population size.	Stand No: 1106, eMthonjeni
	• Eric Nkosi	0722020909	• Request to be assisted with an RDP house. • Fencing along the road	Geluk Farm
	• Penelope Nkosi	0648550272	• They have a problem with allocated stands by the municipality which is used as scrapyards.	Stand No: 1774, eMthonjeni
	• Patricia Masina	0715691383	• She appreciates the new model used to construct the RDP houses as well as the	Stand No: 1332, eMthonjeni

			participation of women to the construction of RDP projects. • Request allocation of church stands as they are currently using Vusi Masango Community Hall which belongs to the municipality as their church service site.	
	• Siyabonga Shabangu	0763811035	• Request to be assisted with an RDP house in eMthonjeni Township.	Stand No: 1673 Ext 3, eMthonjeni
Water& Sanitation.	• Nomsa Mbuyane	0820615373	• Need toilet.	Schoongezicht Farm
	• Veli Msibi	0793103582	• Request for the installation of borehole since the last time the farm owner did not want it to be installed.	Skoemanskloof Farm
	• Raymond Motau	0764644082	• They request to be assisted with the installation of toilets as they are currently using the pit toilet.	Winnaarspoort Farm
	• Nomsa Shongwe		• Request the delivery of water into their farm.	Farrefontein Farm
Electricity	• Michael Mncina	0799395420	• Raised a concern regarding the smart meter cut-off date which is 24th November 2024. Request that the municipality should consider the date.	Stand No: 993, Emthonjeni
	• Nomsa Shongwe		• Request electricity.	Farrefontein Farm
	• Eric Nkosi	0722020909	• Request the installation of electricity.	Geluk Farm
	• Raymond Motau	0764644082	• Eskom does not want to install pre-paid meters for them.	Winnaarspoort Farm
	• Clara Mokhola	0646460940	• Eskom has not installed electricity in the farm.	Rietfontein Farm
Parks & Grounds	• Xolani Lekhuleni	0814019582	• Request graveyard to be fenced.	Stand No: 1106, eMthonjeni
	• Barry		• Request the erection of the fence along the road to prevent their livestock not to go to the road.	
	• Nomsa Shongwe		• Request to be assisted with fence which will prevent their livestock not to go onto the road.	Farrefontein Farm
Roads and Storm Water	• Nelisiwe Mpofa	0672616908	• The storm water drainage used to block during the rainy season.	Stand No: 1259, eMthonjeni
	• Manqoba Nkosi	0793654320	• Request that their windmill should be fixed.	Rietvlei Farm
	• Mandla Mngomezulu	0826318723	• They are having problem with water in Ndofaya section as they need a proper drainage system.	Stand No: 312, eMthonjeni
	• Nomsa Shongwe		• Request the re-gravelling of their road.	Farrefontein Farm
	• Raymond Motau	0764644082	• Their drains are blocked.	Winnaarspoort Farm

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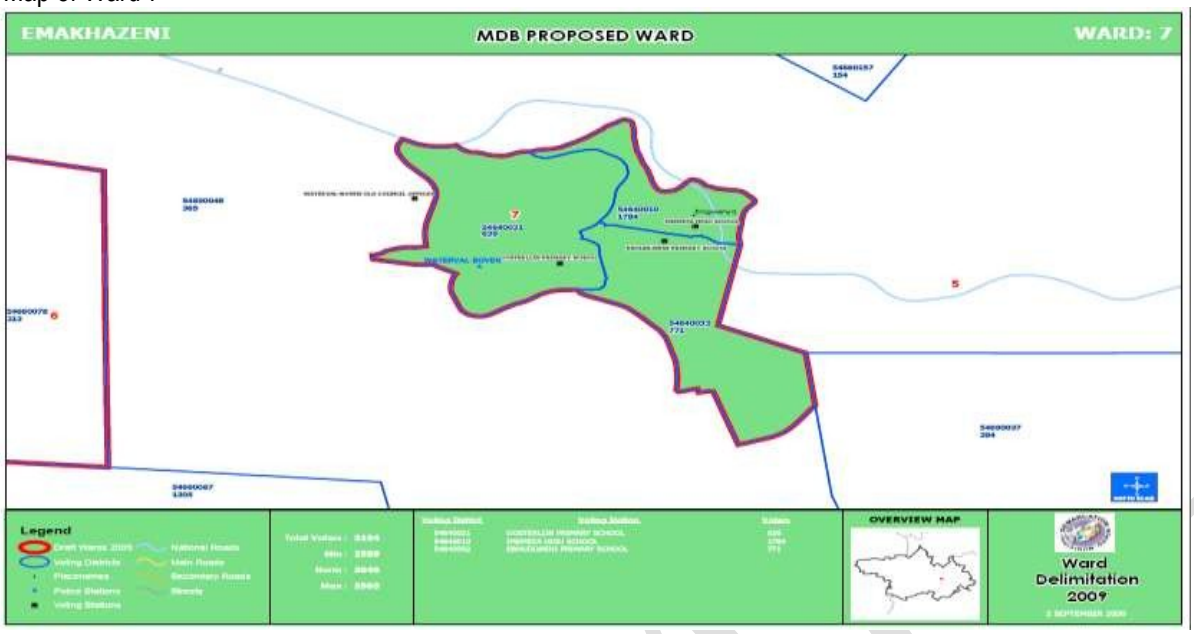
	• Manqoba Nkosi	0793654320	• Request the re-gravelling of their road.	Rietvlei Farm
	• Lindokuhle Sibande	0792763582	• Their road needs to be attended to because is bad. • The Stormwater drainage was not directed correctly.	Stand No: 160, eMthonjeni
	• Nomsa Mbuyane	0820615373	• Request for the grading of roads in the farms.	Schoengezicht Farm
Local Economic Development	• Lindokuhle Sibande	0792763582	• Request with the agricultural projects which should be implemented in the township.	Stand No: 160, eMthonjeni
	• Patricia Masina	0715691383	• She request the brick making plant project to be implemented to assist in job creation and community benefit.	Stand No: 1332, eMthonjeni
	• Manqoba Nkosi	0793654320	• Tenders are given to the same people. • Only a few benefit when there are job opportunities.	Rietvlei Farm
General Comments& Municipal Services	• Raymond Motau	0764644082	• White farmers are mistreating them.	Winnaarspoort Farm

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WARD 7 : (Cllr S.S. Ndimande)

This report reflects a descriptive summary of information collected from about 4 589 individuals in 1 541 households in eMakhazeni Local Municipality Ward 7, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 7



This ward covers Emgwenya, which is formerly known as Waterval Boven. It is under the leadership of councillor S.S. Ndimande.

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance for the 2 IDP Consultative Meetings:

The table below depicts issues raised in the ward 7 IDP Consultative Meetings:-

PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA
Roads & Storm Water	• Cllr S.S.Ndimande	0727415861	• EMgwenya residents demands at least 4 roads infrastructure projects. • Emgwenya road infrastructure has been neglected for quit long.	B118,Slahla section, eMgwenya
	• Alzabeth Mostert	0725134808	• Fix the road between the old age home and the hospital.	School house No: 3, Suid-Heuwel, eMgwenya
	• Amanda Botha	0828033722	• Brug Street, Steil street, 6th Avenue, Stasie Street, 4th Avenue, 2nd Avenue, 7th Street, Plantasie Street and Botha Avenue need to be tarred and paved. • All the streets are in horrible conditions because of the water pipe project. • They dug-up roads, sidewalks and driveways. • The municipality never implemented phase two. • The municipality has to take the account since it is the one who appointed the contractor. • Oversite was not done by the managers on the basis that they have to pay till-fees to visit the site.	7th Brug Street, eMgwenya

			• The municipality must restore the road.	
	• Tegwaan Country Getaway	0660049988	• We request the maintenance work to be done on the Slaaihoek road from Elandskraans to Tranquilities Adventure farm.	Tegwaan Country Getaway, Slaaihoek road, eMgwenya
	• Lizelle Makovini	0828908514	• On the corner of 7th Avenue and Rand Avenue road, the municipality dug up the road and never smoothen the surface. That t is blocking off the vehicle access. • This bump needs to be flattened because Gogo Lorna is battling to drive through the veld in order to access her house. • Dennelaan, Steil, and Sixth Avenues by Kosmos street needs resurfacing and repairs.	14 Dennelaan Avenue, eMgwenya
	• Alta Crafford	0835909663	• Roads to be repaired.	20 Rack Avenue, eMgwenya
	• P.J. Van Eeden	0632570209	• Roads need an urgent upgrade.	33 Third Avenue, eMgwenya
	• Viv Brown	0606855765	• Request for municipal services and infrastructure improvement in Waterval Boven/ eMgwenya.	30 ZASM Avenue, eMgwenya
Land & Human Settlement	• Cllr S.S.Ndimande	0727415861	• EMgwenya residents request to be prioritized as eMakhazeni/Belfast and Dullstroom when it comes to the building of RDP houses.	B118,Slahla section, eMgwenya
Water& Sanitation	• Cllr S.S.Ndimande	0727415861	• Residents of eMgwenya demand that the water pump stations must be cleaned as they are drinking dirty water from their taps. • Those who are employed to look after the water (process controllers), are not disciplined and they do as they wish. • Their supervisors are not monitoring them and not found when needed for service provision. • It has been 7 years now since the people of eNtabeni section suffers from the sewer spillages. • Pipes are leaking and there is no help from the municipal side, according to the residents. • The Honourable Executive Mayor as well as the Honourable Speaker of the Council came and promised to assist in dealing with the challenges but nothing has been done.	B118,Slahla section, eMgwenya
	• Amanda Botha	0828033722	• The quality of their drinking water is questionable. • Their water must be tested, regularly. • They need stand-by pumps at all pump stations. • They need extra supervision especially over the weekends at the water reservoirs and pump stations to ensure that the work is done. • The top water reservoir that feeds the big part of eMgwenya Kosmos and Dennelaan Avenues is having water outages on the weekends. • Supervirsors must regularly check the water levels. • Water pressure is a serious problem in many sections of the town especially when the water level is low. • There must be an urgent intervention on the water leakages.	7Th Brug Street, eMgwenya

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			• Water department team must have all the required tools (clamps, pipes) that are needed when there is a challenge. • They need a store in eMgwenya as the team cannot always drive to Belfast store when there is a need of parts to fix the problem. • They need 2 stand-by pumps for water. • They need adequate chemicals to purify water as well as the professional process controller who can do the work. • New water meters were installed without the stop taps. • They need 2 stand-by generators for the 2 pump stations in Ward 7. • Sewer system must be upgraded. • Storm-water drains must be cleared of any debris. • The team needs a vehicle.	
	• George Kemp	0810858130	• Coal and Chrome dust blown from the trucks and land pollute the water system. • Fish and birds are dying because of these. • Contamination from raw sewage coming from Ward 6 into Elands creates cancer and kills people. • Department of Health must do serious investigation. • Was the EIA done on the chrome site? • Residents staying next to the chrome site are in danger because they drink the contaminated water which is sucked from the pump station. • Green scorpions must be involved.	6th Eendray Street, eMgwenya
	• Lizelle Makovini	0828908514	• A fire hydrant is leaking on the corner of Kosmos and Dennelaan Avenue. • The town needs a water pump back-up.	14 Dennelaan Avenue, eMgwenya
	• Alzabeth Mostert	0725134808	• They always experience challenges with regard to water shortages when there is a power outages.	School house no: 3, Suid-Heuwel, eMgwenya
	• P.J. Van Eeden	0632570209	• Supply of water is very much unstable and the butchery cannot be cleaned. • Water pressure is very poor and dirty and products cannot be produced.	33 Third Avenue, eMgwenya
	• Alta Crafford	0835909663	• The standby water pump ,must be strong and to be in a good working condition.	20 Rack Avenue, eMgwenya
	• Viv Brown	0606855765	• Request to have an installation of a new town water pump.	30 ZASM Avenue, eMgwenya
Electricity	• Cllr S.S.Ndimande	0727415861	• Power supply infrastructure must be urgently maintained, according to the residents of eMgwenya. • EMgwenya community is experiencing power outages due to old transformers and electricity cables. • They also requested to be provided with the cherry-picker. • They also demand an urgent response from the electricians when faced with power outages. • Streets/high-mast lights must be fixed.	B118,Slahla section, eMgwenya
	• Amanda Botha	0828033722	• We urgently need a cherry picker. • Electricians need full kit like long stepladder, multimeters. • The municipality must appoint another electrician.	7th Brug Street, eMgwenya

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			• 1 electrician cannot be stand –by between eMgwenya and eNtokozweni. • We need chain-saw to cut trees down which touches the overhead electrical cables that lead to the unnecessary power outages. • The team needs bakkie. • All sub-stations need padlocks and to be fenced. • All ring- feeds need to be fixed. • All the falling down electrical poles needed to be fixed urgently since the matter was raised 15 years ago. • Security cameras must be installed in all the sub-stations. • Crime is escalating due to the non-existent of the street lights. • The municipality must immediately fix the existing street lights.	
	• Alzabeth Mostert	0725134808	• Fix and replace all the street lights.	School house no:3, Suid-Heuwel, eMgwenya
	• P.J. Van Eeden	0632570209	• Electricity is unreliable and the Cold –rooms are not working. • Due to electricity failure, the water cannot be pumped even with the electricity the water supply is non-existent over the weekends. • Street lights are not working.	33 Third Avenue, eMgwenya
	• Lizelle Makovini	0828908514	• Street lights in front of 14 Dennelaan avenue are not working	14 Avenue, Dennelaan Street, eMgwenya
	• Alta Crafford	0835909663	• Street lights to be repaired. • Sub-stations to be serviced and locked. • They request a cherry picker.	20Rack Avenue, eMgwenya
	• Viv Brown	0606855765	• We urgently request the provision of a cherry picker to facilitate the repair and the maintenance of overhead electrical cables. • Frequent power outages area due to the aging and poorly maintained electrical infrastructure.	30 ZASM Avenue, eMgwenya
Parks and Grounds	• Cllr S.S.Ndimande	0727415861	• EMgwenya community needed to be provided with a new cemetery site because there is no sufficient space to the current site. • Soccer field to be upgraded to support sporting events.	B118,Slahla section, eMgwenya
	• Alta Crafford	0835909663	• Tree branches growing on the power lines must be cut down/off. • Stop people from dumping waste by the train disaster site as it must be maintained. • There should be trash bins placed on the streets. • Maintain and clean the old cemetery. • Residents who are littering must be fined.	20Rack Avenue, eMgwenya
	• Amanda Botha	0828033722	• The town is very dirty with illegal dumping sites all over. • Inspectors must be done weekly and illegal dumping sites must be cleared. • The supervisors and the managers need to do monitoring. • State of the town show that there is no consequence management in place. • The graveyard in town need to be city and cleaned regularly and need to be fenced as well.	7th Brug Street, eMgwenya

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			• No dumping signs. • Notices must be issued to all community members and business owners about the illegal dumping and its consequences. • The municipality must give clarity on the current dumping site on the Slaaihoek road. • Refuse bags must be given to the indigents. • There must be more tools for grass cutting, (tractor, bush-cuts and chain- saws). • They need trash bins all over the town. • Business owners must be reprimanded to clean around the town and shops and put their waste in the trash bags for refuse removal. • The team needs a bakkie.	
	• Lizelle Makovini	0828908514	• Vegetation encroaching on the side of the road in Dennelaan Avenue to be cut back.	14 Dennelaan Avenue, eMgwenya
	• Tegwaan Country Getaway	0660049988	• We urge the municipality to take swift action in closing the illegal dumping site situated across the cemetery on the Slaaihoek road.	Tegwaan Country Getaway, Slaaihoek road, eMgwenya
	• Alzabeth Mostert	0725134808	• Clean and cut out all the trees between the school, the school house as well as eMgwenya town and the location because they cause a big security issues.	School house no: 3, Suid-Heuwel, eMgwenya
	• Viv Brown	0606855765	• The dumping site in Slaaihoek dirty road has been declared illegal and poses serious illness, health and environmental risks.	30 ZASM Avenue, eMgwenya
Local Economic Development	• Cllr S.S.Ndimande	0727415861	• The resident of eMgwenya wanted to be informed about the progress made on the re-operation of eMgwenya bakery because advert was issues out, people went for training and there was an amount of R 1 million rand that is budgeted for the bakery but it is still not opened. • The residents also demand the replacement of those former municipal employees who either deceased or went to the pension to be replaced to address the shortage of staff personnel o the ground.	B118,Slahla section, eMgwenya
	• eMgwenya/ Waterval Boven Heritage Centre	0660049988	• Currently both the ZASM Tunnel and the Elands Valley Waterfall are hard to be accessed which make difficult to be used in drawing tourists into the area. • There is a dangerous waterfall viewing deck with missing planks and handrails. • Dilapidated building that cannot be repaired or renovated due to road restrictions. • The waterfall viewing deck is in disrepair, posing a safety concern for visitors. • Residents of eMgwenya currently have no safe passage across the N4, and they must cross illegally to access transportation. • Conduct comprehensive tourism analysis. • Prioritize actions based on budget, safety impact and potential to enhance tourism. • Position eMgwenya as a safe, welcoming, and historically rich destination for tourists, while supporting local economic growth.	eMgwenya
Traffic Management & Public Safety	• Cllr S.S.Ndimande	0727415861	• Rate payers of eMgwenya raises a concern with regard to coal trucks who are entering the railway line loading facility and generate large amount of dust and damages the tarred road.	B118,Slahla section, eMgwenya

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	• Lizelle Makovini	08289085514	• The town needs street names signs.	14 Dennelaan Avenue, eMgwenya
	• Amanda Botha	0828033722	• They urgently need a fire brigade with a very big water tank and enough pressure with trained staff and all the tools needed to extinguish fire. • Residents need help during wind storm when their roofs are blown up/off. • By-laws need to be implemented. The Police and the community need to be updated which ones were promulgated especially on safety. • Noise, alcohol, fireworks and business hours must be promulgated. • When you want to lay charges, the Police refer you back to the municipal By-Law officers because they do not know which By-Laws is in place. • By-Laws unit must urgently liaise with Police Captain as the festive season usually have its own set of problems. • Notices must be given out that the fireworks are restricted and shops that sell it must be inspected. • They need satellite licence department as eMgwenya residents. • The community cannot afford to travel to eNtokozweni/Machadodorp and stand in the long ques to renew their licenses. • At times they travel in vain because of the offline issues. • The matter of the satellite offices must be prioritized because it fall under the provincial department but the municipality can fast-track the request.	7th Brug Street, eMgwenya
Municipal Services& Finance	• Cllr S.S.Ndimande	0727415861	• EMgwenya community and rate payers association request the urgent maintenance and repair of the municipal building.	B118,Slahla section, eMgwenya
	• Amanda Botha	0828033722	• We need the building inspectors to come and do frequent inspections for illegal buildings and renovations. • The infrastructure was not developed to carry extra load. • Nicholus Ndlovu Hall needs to be urgently maintained and be upgraded as it displayed the bad image on the main street. • The library needs an urgent upgrade as the lights have to be repaired and the roof as well.	7th Brug Street, eMgwenya
General Comments	• Cllr S.S.Ndimande	0727415861	• Nicholus Ndlovu town hall and the swimming pool is damaged as the toilets and the windows has been broken down. • The request is to give the facilities to eMgwenya Climbing Club which has done a presentation and requested to lease those facilities from the municipality. • There is a reluctance to lease those facilities out from the side of the municipality/ to grant eMgwenya Climbing Club an approval letter. • The club wants to resuscitate those facilities as they are not used.	B118,Slahla section, eMgwenya
	• Amanda Botha	0828033722	• They need 24 hour clinic with trained staff and medicine. • Health inspectors must inspect all shops and do regular blue and green drops test for water.	7th Brug Street, eMgwenya

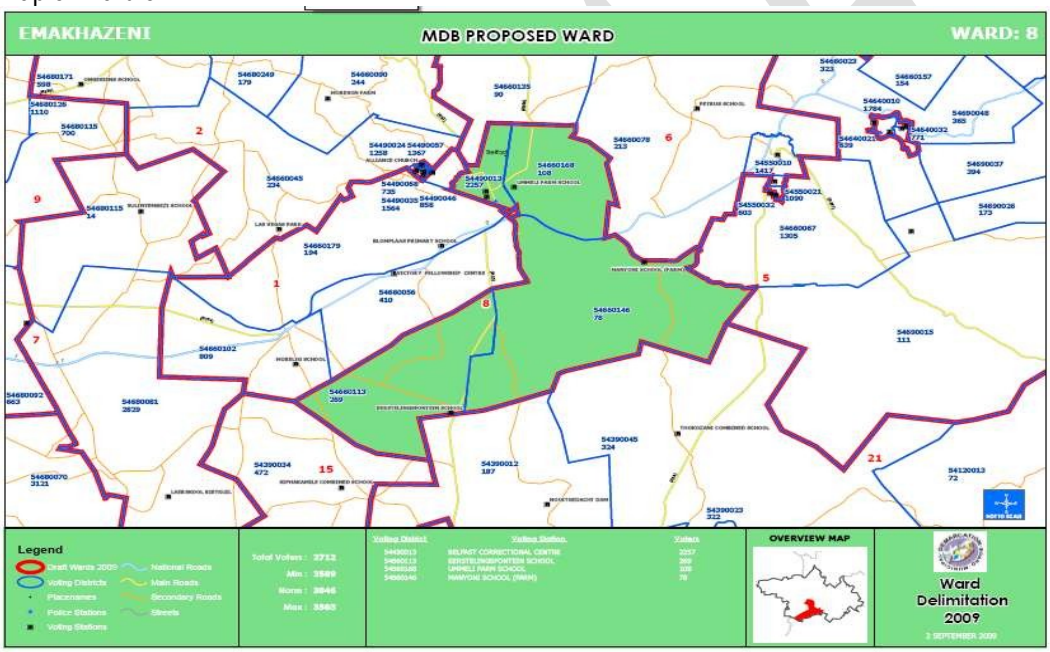
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			• The municipality must urgently get the company who can do the soup kitchen which is sustainable. • Social services cannot cope with the growing demand in eMgwenya and the town. • There is a school feeding scheme, what about the adults and the pre-school children?	
	• Alzabeth Mostert	0725134808	• Please fix the police station landline.	School house no: 3, Suid-Heuwel, eMgwenya
	• Frances Strychaz	060049988	• Request for the establishment of a 24/7 Medical Clinic in eMgwenya. • The clinic must be equipped with basic diagnostic tools such as X-ray machines and staffed with qualified healthcare professionals.	44, 4th Avenue, eMgwenya

WARD 8 : Cllr S.P. Mthimunye

This report reflects a descriptive summary of information collected from about 1 748 individuals in 589 households in eMakhazeni Local Municipality Ward 8, as part of the Provincial Household Profiling Project undertaken in Mpumalanga from December 2012 to October 2013 (63% of households, as per Census 2011 were covered).

Map of Ward 8



The above map is that which covers areas such as Emakhazeni (Formerly known as Belfast), Madala and a number of surrounding farms. It is under the leadership of councillor S.P. Mthumunye

The IDP seeks to promote inter-governmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. The IDP Consultative meetings in the Municipality were scheduled between 24 October 2022 and 08 November 2022. The attendance register below reflects the attendance for the 3 IDP Consultative Meetings:

The table below depicts issues raised in the ward 8 IDP Consultative Meetings:-

PRIORITY	NAMES&SURNAMES	CONTACT NUMBERS	PROBLEM STATEMENT	AFFECTED AREA/S
Land & Human & Settlement	• Vusi Mthethwa	0760359110	• RDP houses in Madala Old Location are for the local people not for every ward.	Stand No: 471, Madala Old Location
	• Simon Moloko	0826358644	• Stands in the industrial area are vacant and not serviced. The municipality need to take care of that. • Vacant stands must be advertised by the municipality.	Stand No: 455 Madala Old Location
	• Steffaas Mnguni	0726892750	• There are 6 kids who live in a shack.	kamaJamela Farm
	• Thuli Manzini	0663699136	• She first time register for an RDP house and get nothing.	Madala Old Location
	• Nomvula Maseko	0711075256	• Old people from kamaJamela need RDP houses.	Stand No: 564,Madala Old Location
	• Ntokozo Sello	081827125	• They wanted the RDP beneficiary list be pasted for everyone to see. • Dingindoda people's applications were verbally declined.	Stand No: 581, Madala Old Location
	• Busisiwe Shabangu	0649738706	• The surveyor must come and assist with stand boundaries.	Stand No: 827, Madala Old Location
	• Kgomotso Motha	0649824914	• She needs an RDP house as it has been 7 years now since applied but no response. • At home, none received the RDP houses.	Stand No: 500 Madala Old Location
	• Percy Jele		• Request a surveyor to come and assist him with boundary of his stand.	Stand No: 543, Madala Old Location
	• Samuel Zulu	0661945685	• The 40 RDP houses that are going to be built are for Madala Old Location people only.	Stand No: 485, Madala Old Location
Water & Sanitation	• Sarel Morgan	0677107939	• They have a sewer problem. • They have a water problem.	29 Van Kraayenburg Street, eMakhazeni
	• Mary-Anne Visser	0763423803	• They have a sewer problem. • They have a water problem.	29 Van Kraayenburg Street, eMakhazeni
	• Sipho Skhosana	0737008771	• Water does not have power.	33, Van Riebeeck Street, eMakhazeni
	• Vusi Mthethwa	0760359110	• There is sewer spillage and water leaks in Madala.	Stand No: 471, Madala Old Location
	• Maryka Bothma	0662336565	• They have a water problem.	24, Duplooy Street, eMakhazeni
	• Jackie Daniels	0742548889	• They have problem with water.	13, Smith Street, eMakhazeni
	• Elsie Mbokane	0606561485	• They have a water problem.	7 Giraffe Street, eMakhazeni

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	• Inna Stroud	0829554972	• They have a water problem.	De Clerq Street, eMakhazeni
	• Susan Sanders	0793441314	• They have a water problem.	eMakhazeni
	• Pieter Steyn	0836516760	• They have a water problem.	Kerk Street, eMakhazeni
	• Tanya Scheepers	0827470405	• They have a water problem.	Primula Street, eMakhazeni
	• Dan Maseko	0839656680	• There have a problem with water supply.	29 Smith Street, eMakhazeni
	• Percy Jele		• His household is not connected to the sewer, so he needs help from the municipality.	Stand no: 543, Madala Old Location
	• Mr Snyman	0833275328	• Water problem. • Problem with water pressure	eMakhazeni
	• Bongani Jele	0661271406	• Water from the tanker is affecting people because they are dirty.	Stand No: 257, Madala Old Location
	• Pieter Steyn	0836516760	• They have problem with honey-sucker truck.	Kerk Street, eMakhazeni
	• Nikky Smith	0828940475	• They have a water problem.	Scheepers Street, eMakhazeni
	• Andries Botes	0652785634	• They have a problem with water pressure.	34 Coetzee Street, eMakhazeni
	• Sessy Jiyane	0760332556	• Water cracks the house; Anza Nefale said he will send people.	Stand No: 308, Madala Old Location
	• Edson Mahlangu	0836956988	• They have a water leakage.	Leyds Street, eMakhazeni
	• Calvin Miya		• They are drinking dirty water from the tank. • The 2 tanks/communal taps which were provided to the people must be removed. •	Madala Old Location
	• Eric Shabangu	0773926627	• There is no water connection at stand number: 486, officials wanted him to buy fittings which could cost him R200.	Stand No: 285, Madala Old Location
	• Seun Mthimunye	0693213367	• They are paying for water as they are getting help from their neighbours and the municipality has not help about that. • There are sewer spillages.	Madala Old Location
	• Elizabeth Botes	0685281617	• They have a water problem.	34 Coetzee Street, eMakhazeni
	• Sheridan Joubert	0646032732	• They have a water problem.	90 Kerk Street, eMakhazeni
	• Geanqe Breel	0679409532	• They have a water problem.	90 Kerk Street, eMakhazeni
	• Nico Meyer	0792312163	• Water problems.	76C, Van Kraayenburg Street, eMakhazeni

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	• Tilly Madalane	0721789086	• They have a problem with water.	17 Van Riebeeck Street, eMakhazeni
	• Alle Weweje	0733436180	• Water problems.	34, Leyds Street, eMakhazeni
	• Marie Weweje	0713188682	• They need a sewer truck on a monthly basis.	eMakhazeni
	• Cynthia Gota	0722372386	• They need sewer truck at Bottom-end.	eMakhazeni
	• Wicus Van Heerden	0613006209	• They have a problem with water supply. • Drain pipe must take water to wetland.	13, Smith Street, eMakhazeni
	• Samuel Zulu	0661945685	• There is a water leaks at Madala Old Location.	Stand No: 485, Madala Old Location
Electricity	• Tilly Madalane	0721789086	• They have a problem with electricity. • Their street lights must be fixed. • They also need additional streetlights.	17 Van Riebeeck Street, eMakhazeni
	• Maryka Bothma	0662336565	• They have a problem with electricity.	24 Du Plooy Street, eMakhazeni
	• Elsie Mbokane	0606561485	• Street lights are not working. • It is not safe at night.	7 Giraffe Street, eMakhazeni
	• Oupa Ngomane	0722519586	• Electricity matter has to be rectified	Stand No: 284, Madala Old Location
	• Thulani Mnguni		• Needed to be assisted with electricity since their electricity is always at fault and that affects their electric appliances.	Madala Old Location
	• Tanya Scheepers	0827470405	• They have problem with power.	eMakhazeni
	• Susan Sanders	0793441314	• They have problem with power.	eMakhazeni
	• Mr Snyman	0833275328	• Street-lights are not working.	eMakhazeni
	• Ina Stroud	0829554972	• They have a problem with power. • Streets lights are not working.	De Clerq Street, eMakhazeni
	• Pieter Steyn	0836516760	• They have a problem with power. • Streets lights are not working.	Kerk Street, eMakhazeni
	• Dan Maseko	0839656680	• Their electricity is trapping every now and then. • Streets lights not working.	29 Smith Street, eMakhazeni
	• Calvin Miya		• 2 high-mast lights must be added.	Madala Old Location
	• Percy Jele		• Their electricity is weak.	Stand No: 546, Madala Old Location
	• Ntokozo Sello	081827125	• Request their high-mast lights to be fixed.	Stand No: 581, Madala Old Location

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	• Eric Shabangu	0773926627	• His electricity is blocked.	Stand No: 285, Madala Old Location
	• Angel Joubert	0727710240	• Street lights are not working. • They have a problem with electricity.	90 Kerk Street, eMakhazeni
	• Elizabeth Botes	0685281617	• They are having a problem with electricity.	34 Coetzee Street, eMakhazeni
	• Nico Meyer	0792312163	• They have electricity problems. • Street lights are not working.	76C Van Kraayenburg Street, eMakhazeni
	• Marie Weweje	0713188682	• Electricity must be upgraded.	34 Leyds Street, eMakhazeni
	• Mrs. HG. M. Strydom	0829203626	• Electricity must be upgraded.	21 De Clerq Street, eMakhazeni
	• Tsilo Motloung	0674172758	• They need street lights.	1157, Gemsbok Street, eMakhazeni
	• Sarel Morgan	0677107939	• They have electricity problem.	29 Van Kraayenburg Street, eMakhazeni
	• Wicus Van Heerden	0613006209	• They have electricity problem.	13 Smith Street, eMakhazeni
	• Seun Mthimunye	0693213367	• High- mast lights should be fixed. • Electricity meter shows spanner.	Madala Old Location
	• Geanqe Breel	0679409532	• They need street lights to be fixed.	90 Kerk Street, eMakhazeni
Roads & Stormwater	• Vusi Mthethwa	0760359110	• Request the paving of Mathibela, Mavisto and Ngwenya road to be paved.	Stand No: 471, Madala Old Location
	• Nikky Smith	0828940475	• Streets up to Dullstroom full of rubbish. • Workers sleep on streets than working and you find that at times only 1 worker is working the other 20 are watching.	Scheepers Street, eMakhazeni
	• Elizabeth Coetzee	0685281617	• Conditions of the road are bad.	34 Coetzee Street, eMakhazeni
	• Angel Joubert	0727710240	• Roads are in bad conditions.	90 Kerk Street, eMakhazeni
	• Sheridan Joubert	0646032732	• Roads are in bad conditions.	90 Kerk Street, eMakhazeni
	• Pieter Steyn	0836516760	• They have bad roads.	Kerk Street, eMakhazeni
	Wicus Van Heerden	0613006209	• Streets need to be upgraded.	13 Smith Street, eMakhazeni
	Sarel Morgan	0677107939	• Streets need to be upgraded.	29 Van Kraayenburg Street, eMakhazeni
	Maryka Botman	0662336565	• Streets need to be upgraded.	24., Duplooy Street, eMakhazeni

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	• Mrs H.G.M. Strydom	0829203626	• They need upgrade on their streets. • Sidewalks in town to be cleared of hawkers and be upgraded.	21, De Clerq Street, eMakhazeni
	• Cynthia Gota	0722372386	• They request that their street be tarred.	eMakhazeni
	• George Breel	0679409532	• Roads are in bad conditions.	90 Kerk Street, eMakhazeni
	• Elsie Mbokane	0606561485	• Roads are in bad conditions.	7 Giraffe Street, eMakhazeni
	• Poppy Ranta	0732315105	• They need roads in Extension 3.	9 Giraffe Street, eMakhazeni
	• Tilly Madalane	0721789086	• Roads are in bad conditions.	17 Van Riebeeck Street, eMakhazeni
	• Calvin Miya		• Paving of road must be completed.	Madala Old Location
	• Dan Maseko	0839656680	• Street not graded for the past 2 years.	29 Smith Street, eMakhazeni
Local Economic Development	• Nelly Repinga	0726597139	• Still waiting for the surveyor on the business site. • Needed to be protected from the main contractor/ site agents who are abusing them.	Stand No: 285, Madala Old Location
	• Thulani Mnguni		• They needed projects to be completed like those in town.	Madala Old Location
	• Dumisani Mavuso	072072577	• On the road project in town, people from Madala Old Location were inducted but are not working as only the foreigners get employed. • They need the municipal Asset Manager to help with the business stands.	Stand No: 493 Madala Old Location
	• Samuel Shongwe	0608144255	• Need that the people of Madala Old Location be employed when there are available work/job opportunities. • Request to be assisted with a business site because foreigners are the ones who are given preferential treatment.	Stand No: 516, Madala Old Location.
Parks& Grounds	• Vusi Mthethwa	0722519586	• Request the graves to be fenced.	Stand No: 471, Madala Old Location
	• Tsilo Motloung	0674172758	• Trees lying around cause unsafety to those who are using Extension 3 road. • They need parks for their kids to be used as a playground.	1157, Gemsbok Street, eMakhazeni
	• Samuel Zulu	0661945685	• Request to be assisted with dust bins.	Stand No: 485, Madala Old Location
	• Calvin Miya		• Request that the graves should be fenced.	Madala Old Location
Traffic Management & Public Safety	• Mr. Snyman	0833275328	• There is a lack of implementation in terms of the municipal by-laws. • People are drinking on the streets. • Urinating on the streets.	eMakhazeni

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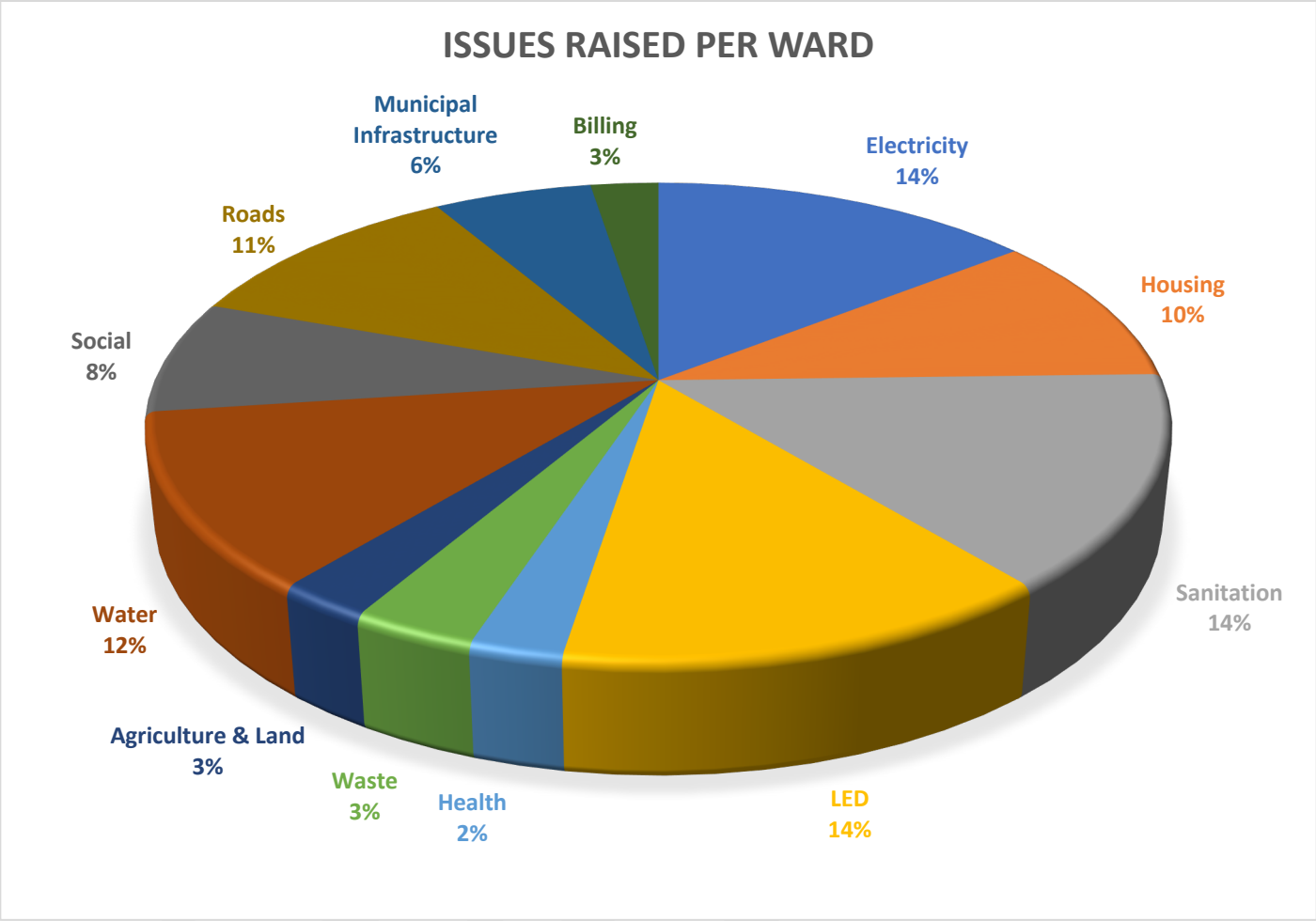
			• Littering on the streets.	
	• Nico Meyer	0792312163	• They have problems with stop signs.	76C Van Kraayenburg Street, eMakhazeni
	• In Stroud	0829554972	• They have a problem with big trucks.	De Clerq Street, eMakhazeni
	• Pieter Steyn	0836516760	• They have a problem with big trucks.	Kerk Street, eMakhazeni
General Comments& Municipal Services	• Kevin Harvey	0748929359	• There are random figures added to the rates. And he cannot buy R4000 prepaid electricity unless paid.	68, Lizana Magagula Street, eMakhazeni

Matrix of community issues raised during IDP consultative meetings:

	Community needs	Wards								No of Wards per needs
		W1	W2	W3	W4	W5	W6	W7	W8	
1.	Stands for houses, churches & agriculture	✓			✓		✓		✓	**4**
2.	Need for police station & vehicle registration services							✓		**1**
3.	Noise from taverns				✓			✓		**2**
4.	Clinic to open for 24 hours							✓		**1**
5.	Request for mobile clinic							✓		**1**
6.	Electrification in farms & townships. Alternatively community request solar energy				✓	✓	✓			**3**
7.	Constant electricity outages/danger boxes& cables that must be fixed	✓		✓	✓			✓	✓	**5**
8.	Request for streetlights/ high-mast lights		✓	✓	✓	✓		✓	✓	**6**
9.	Upgrading/ Repair of the reservoir							✓		**1**
10.	Maintenance & construction of roads & speed-humps	✓			✓	✓	✓	✓	✓	**6**
11.	Job opportunities	✓	✓	✓			✓	✓	✓	**6**
12.	Budget for farming areas by the municipality				✓	✓	✓			**3**
13.	Maintenance of graveyard, stadium & other municipal properties for revenue generating		✓	✓		✓		✓	✓	**5**
14.	Grading of football fields							✓		**1**
15.	Billing challenge/ Incorrect billing		✓					✓	✓	**3**
16.	Sewerage problems	✓	✓	✓	✓	✓	✓	✓	✓	**8**
17.	Water is dirty (water quality) and they request for water							✓	✓	**2**
18.	Assistance to access to the cemetery			✓		✓				**2**
19.	Request for sanitation				✓	✓	✓			**3**
20.	Need for houses	✓	✓	✓	✓	✓	✓	✓	✓	**8**
21.	Lack of enforcement of by-laws & appointment of law enforcement officers				✓			✓	✓	**3**
22.	Learnership request/ progress	✓					✓	✓		**3**
23.	Project updates in consultative meetings						✓	✓		**2**
24.	Need for a cemetery				✓			✓		**2**
25.	Electrical pole blocking access/ falling							✓		**1**
26.	Ambulance to be stationed at the fire house. The fire house need to be functional							✓		**1**
27.	Progress on a bakery project							✓		**1**
28.	Farm owner denying them access. Not allowed to build in the dam				✓	✓	✓			**3**
29.	Request for skills development	✓	✓	✓	✓			✓	✓	**6**
30.	Storm water pipes are blocked		✓			✓	✓	✓	✓	**8**
31.	Electricity pre-paid meters not compliant & installation not inspected				✓				✓	**2**
32.	Illegal dumping site			✓	✓		✓	✓		**4**

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Table above depicts the summary of the municipal priorities in terms of the IDP consultative meetings held in November 2024.



The above graph depicts the representation of the issues raised in community consultative meetings held in November 2024 per ward

6.4 CONSULTATION ON THE DRAFT IDP

This draft 2022 – 2027 IDP review for the 2025/26 will be tabled before Council by the 31 March 2024, for adoption as a draft document, which is thus subsequently be subjected to public comments in April 2025. The draft IDP will consequently presented to council for adoption by the end of May 2025. During the period for public comments the document will be made available in hard copies at all eMakhazeni local Municipality libraries as well as on the ELM website supported by a dedicated email where comments could be submitted.

6.5 LOCAL COUNCIL OF STAKEHOLDERS

Operation Vuka Sisebente is the provincial initiative to provide a model for service delivery in a bid to improve service delivery at a ward level (war room). The model seeks to ensure vibrant, equitable and sustainable socio-economic communities thus ensuring a fully integrated service delivery model.

Problem Statement

- Triple challenges of poverty, unemployment and inequality
- The provincial development indicators and outcomes are not where the Province wants them to be and we risk missing our Vision 2030 and NDP targets;
- Mpumalanga's poverty rate of 36.9% is worse than the national average of 35.9%. The Vision 2030 target is to reduce the poverty rate to 5%.
- The Province has the 2nd highest HIV prevalence in the country (35.6%).

Rationale for Operation Vuka Sisebente

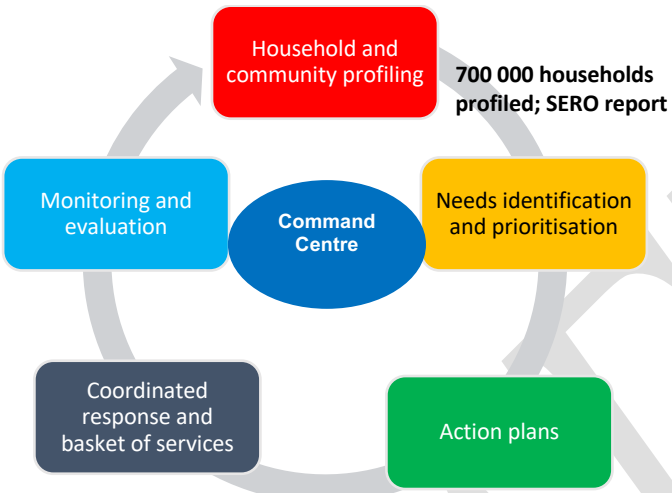
- The provincial responses have not been fully integrated to the required level – some responses are still at 30 000 feet and not 3 feet level
- Sections of our communities feel left out in the provincial development dialogue (resulting in service delivery protests, increasing inequalities, marginalisation)
- The provincial flagship programme, CRDP, has experienced challenges and critical gaps have been identified
- Tackling HIV, poverty, and other social ills requires a multi-sectoral approach to improve the quality of life for the citizens of Mpumalanga
- There is a need for the development of a governance model to support the coordinated implementation of interventions aimed curbing the spread of HIV and Aids

Legislative Framework

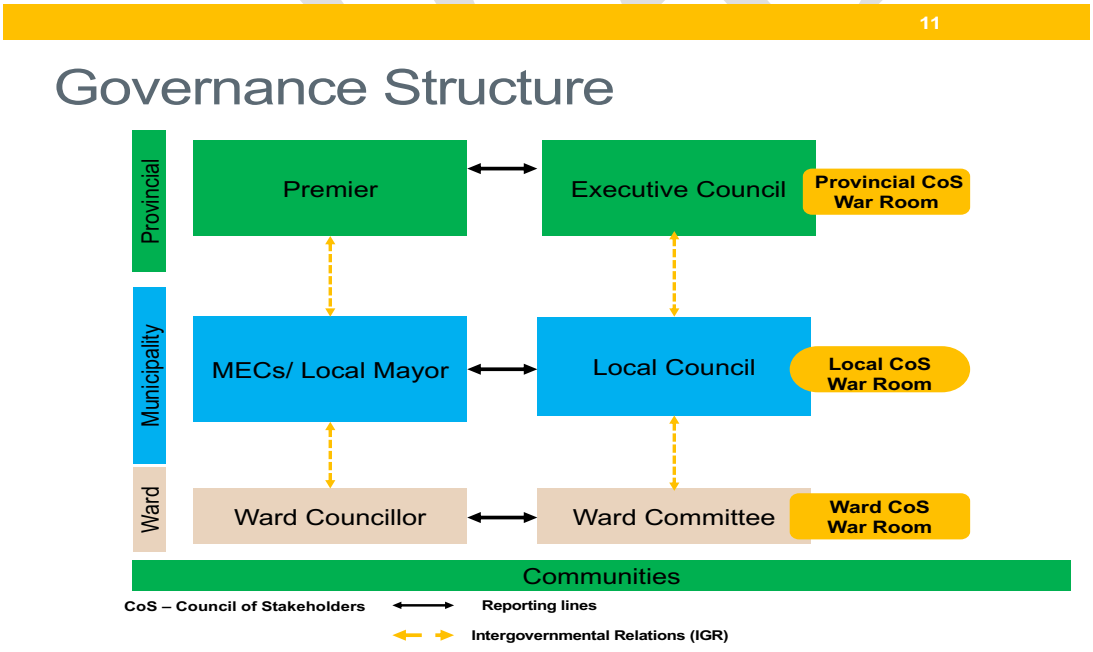
- Chapter 3 of the South African Constitution recognises three (3) distinct spheres
- Section 41(1) outlines principles by which the spheres should co-exist
- Section 41(2) requires Parliament to pass an Act that provides for structures and institutions that foster co-operative government and intergovernmental relations – Intergovernmental Relations Act 13 of 2005 (as amended)
- IGR Act is intended to promote and facilitate co-operative decision-making and make sure that policies and activities across all spheres encourage service delivery and meet the needs of the citizens in an effective way
- Part 3, Section 16: There is a Premier's intergovernmental forum to promote and facilitate intergovernmental relations between the province and local governments in the province
- The importance of integration and coordination is a critical requirement for effective service delivery

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Operation Vuka Sisebente Virtuous Cycle



OVS Governing Structure



Ward Council of Stakeholders (Ward War Room)

The chairperson of the ward war room is the Ward Councillor, the Secretariat is the Community Development Worker and Members are Traditional Leaders, Ward Committee, Ward AIDS Committee, All Heads of Institutions in the Ward,

Community Fieldworkers, Civil Society Organisations, Faith-Based Organisations, Private Sector, Local Business, Key sectors (health, safety and security, education, social development, municipal services etc.)
Roles & Responsibilities:
Local level of coordination and planning
Conduct household and community profiles
Collate and categorize the needs and allocate to appropriate sector and level
Use the multitude of field workers available in different sectors incl. non-government sector to identify needs of the people
Provide feedback to respective communities

Local Council Of Stakeholders (Local War Room)

The chairperson of the Local Council of Stakeholders is the Mayor, whilst the secretariat is the Municipal Manager and the members are Provincial Departments and Municipal HOD, Civil Society Organizations, Faith-Based Organizations, Private Sector, Local Business, etc.
Roles & Responsibilities:
Provide support to the WCoS WR in terms of interventions and referrals
Technical analysis of the needs from the people relative to the profiles
Collate and categorize the needs and allocate to appropriate sector and level
Prepare and carry out implementation through war rooms and report back

eMakhazeni Local Council of Stakeholders

The OVS model was adopted by the council of the municipality, the public participation unit facilitated the launching of the ward war rooms and the meeting of the Local Council of Stakeholders has been revived under the new leadership, all the meetings do take place as contemplated by Council, in terms of the Council resolution, quarterly.

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CHAPTER 7.INTERGOVERNMENTAL ALIGNMENT

7.1 Introduction

This chapter focusses on the eMakhazeni Local Municipality's participation and enhancement of relations with other spheres of government in pursuit of integrated planning and sound intergovernmental relations. It reflects on the state of the nation and of the province addresses and articulates eMakhazeni's alignment with these as reflected on the work of the municipality and also pronounced in the State of the Municipal address. This chapter also outlines the projects and programmes which will be implemented by the Mpumalanga Provincial Government and Nkangala District Municipality in eMakhazeni Local Municipality. These projects will be included in the Final IDP as they may not be available at the time of tabling this draft.

7.2 Intergovernmental relations

Intergovernmental Relations (IGR) refers to complex and interdependent relations amongst the national, provincial and local spheres of government as well the coordination of public policies amongst the three spheres. This essentially means that governance, administrative and fiscal arrangements operating at interface between national, provincial and local governments must be managed to promote the effective delivery of services. These relations between the various spheres of government are guided by the principle of co-operative government as set out in the Constitution and the relevant legislations. This is further emphasized in the Municipal Systems Act that states that planning of local government must at all times be integrated and aligned to the planning and strategies of the national and provincial spheres of government.

7.3 State of the nation address, 2025

The State of the Nation Address (SONA) is an important political and economic statement by the President which outlines the Government's economic and social investment programme, and is a precursor to the National Budget.
President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) on Thursday, 6 February 2025.

The President Cyril Ramaphosa began by honouring the fallen soldiers who served with dedication and congratulating the Class of 2024 on their academic achievements, recognising them as the foundation of the country's future prosperity. He reaffirmed South Africa's commitment to shared humanity over competition, strengthening global trade relations, and leveraging diverse international alliances to build a resilient and inclusive economy.

In the address, the President outlined government's key policy objectives and deliverables for the year ahead, flag challenges and outline interventions to unlock the country's potential.

SONA 2025 PRIORITIES

Economic Growth and Job Creation

The President Ramaphosa underscored the urgency of revitalising the economy to create jobs, reduce poverty, and improve the lives of all South Africans. He set a target of achieving a 3% GDP growth, acknowledging the challenges but emphasising the necessity of this goal.

Land Reform and Sovereignty

The President reaffirmed the nation's right to implement land reforms aimed at equitable distribution, asserting that these policies are designed to benefit the public and include legal safeguards against arbitrary seizures.

Infrastructure Investment

The President announced a significant investment of $50 billion over the next three years to enhance the country's infrastructure. This initiative aims to stimulate economic growth, create employment opportunities, and improve service delivery across various sectorsRecruit a further 50 000 participants for the next phase of the Social Employment Fund to undertake work for the common good

Global Leadership and Diplomacy

The President highlighted South Africa's upcoming role as the host of the G20 Summit in Johannesburg, marking a new era for the nation on the global stage. He emphasised the importance of strengthening international partnerships and leveraging these alliances to foster economic resilience and inclusivity.

Economic Reconstruction and Recovery Plan

During his address, the President also highlights what has been achieved since his last address in 2024. He also reflected on the progress made in implementing the Economic Reconstruction and Recovery Plan (ERRP

Job Creation

The number of South Africans in employment increased from eight million in 1994 to over 16.7 million now. Over the last two years, the number of jobs being created has been increasing every quarter, and we now have more people in employment than before the pandemic. Yet, our unemployment rate is the highest it has ever been. Even as employment is growing, more people are entering the job market each year than jobs are being created.

Promoting a green economy

Government is going to set up a Special Economic Zone in the Boegoebaai port to drive investment in green energy. There is a great deal of interest from the private sector to participate in the boom that will be generated green hydrogen energy projects. Government has decided to support electric vehicle manufacturing in South Africa to grow the automotive sector, which provides good jobs to thousands of workers. It has decided to give special focus to regions like Mpumalanga to enable the creation of new industries, new economic opportunities and sustainable jobs.

Infrastructure Development

Investment in infrastructure is gaining momentum. New and innovative funding mechanisms will be used to increase construction of infrastructure.

Government is taking steps to unlock massive value for poor households by processing the backlog of title deeds. To ensure water security now and into the future, the Department of Water and Sanitation is leading the process of investing in major infrastructure projects across the country. One of the greatest obstacles to infrastructure investment is the lack of technical skills and project management capacity.

- Expedite the issuing of title deeds for subsidised housing.
- As part of the Umzimvubu Water Project, begin construction of the Ntabelanga Dam and irrigation infrastructure, and the distribution of water to communities
- Begin full-scale construction for Lesotho Highlands Phase Two
- Infrastructure SA to expand support for project preparation in rural and under-resourced areas

Improving Water Supply

The Department of Water and Sanitation aims to enhance water resource management by initiating infrastructure projects to secure water supply and diversifying water sources to reduce dependence on surface water. Bulk water projects are under construction across the country to improve water supply to millions of residents in villages, towns and cities. In the Eastern Cape, the Msikaba and Mtentu bridges are beginning to rise over the landscape, and will be among the highest in Africa once complete. The steel used for part of the project is fabricated in Mpumalanga and the iron ore comes from the Northern Cape.

Poverty Alleviation

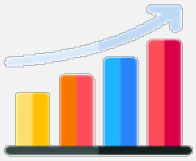
Government's policies and programmes have, over the course of 30 years, lifted millions of people out of dire poverty. Today, fewer South Africans go hungry and fewer live in poverty. In 1993, South Africa faced a significant poverty challenge, with 71.1% of its population living in poverty. However, under the democratic government, there has been a consistent decline in these numbers. By 2010, the poverty rate had dropped to 60.9%, and it continued to decrease, reaching 55.5 % in 2020, as reported by the World Bank. This progress has been made possible by extensive support to those in society who need it most.

Five years ago, government introduced a further measure to tackle poverty by introducing National Minimum Wage as envisaged in the Freedom Charter. The decision by key role players, being business and labour and communities to introduce the minimum wage immediately, raised the wages of over six million workers. In the midst of the pandemic, government introduced the special Social Relief of Distress Grant, which currently reaches some nine million unemployed people every month. Government has seen the benefits of this grant and will extend it and improve it as the next step towards income support for the unemployed. These grants and subsidies do much more than give people what they need to live. They are an investment in the future. Social assistance has been shown to increase school enrolment and attendance, lower drop-out rates, and improve the pass rate.

7.4 State of the province address, 2025

The State of the Province Address (SONA) is an important political and economic statement by the Premier which outlines the Government's economic and social investment programme, and is a successor to the State of the Nation Address.
The 2025 SOPA as delivered by the Premier on the 28th of February 2025 emphasised the implementation of the Medium Term Development Plan as approved by cabinet.

SOPA 2025 HIGHLIGHTS

MTDP GOALS	MTDP PRIORITIES	SOPA COMMITMENTS (61)
 A dynamic, *growing economy*	MTDP Strategic Priority 1: Drive inclusive growth and job creation (9 Outcomes)	34 SOPA Commitments
 A *more equal society* where no person lives in poverty **A cohesive and united nation**	MTDP Strategic Priority 2: Reduce poverty and tackle the high cost of living (6 Outcomes)	22 SOPA Commitments
 A *capable state* delivering basic services to all citizens A safe and secure environment	MTDP Strategic Priority 3: Build a capable, ethical and developmental state (10 outcomes)	15 SOPA Commitments

MTDP Priority 1: Drive Inclusive Economic Growth and Job Creation

1. Soft launch the Mpumalanga International Fresh Produce Market by April 2025 (par 25): DARDLEA
2. Engagements with international partners, including Oman and China, to build trading relations and explore markets for agricultural products (par 25): OTP and DARDLEA.
3. 1 600 SMMEs, four (4) per ward supported to start their own businesses that will trade their products with the market (par 25): DARDLEA.
4. To empower smallholder farmers, the introduce new and indigenous technologies to enhance productivity (par 25): DARDLEA.
5. Provincial infrastructure masterplan 2060 in line with the NDP (par 28): DPWRT
6. 75% of road network attaining a minimum classification of 'good' by 2031 (par 41): DPWRT
7. Eradicate ARMCO culverts by 2031 (Par 42): DPWRT
8. Construction of a bridge over a railway line in Emalahleni (par 44) DPWRT
9. Increase public and private infrastructure investments, through key tourism infrastructure programmes which include amongst others; the development of a cable car in Mariepskop Mountain, water waves, the Barberton Makhonjwa World Heritage site, and many others (par 58) MTPA.
10. Support Just Energy Transition (par 63): DEDT
11. Support a research on carbon capture which is being explored in its viability towards mitigating carbon emissions in the region (par 65): DEDT
12. Operationalize the Mpumalanga International Fresh Produce Market (par 78): DARDLEA
13. Support Black Commercial Farmers (par 79): DARDLEA

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14. Invest in large scale irrigation infrastructure projects to expand agricultural production (par 80).
15. Agri-hubs: Repairs at Mkhondo Agri-hub, complete the building of Dr JS Moroka and plans to build the last Agri-hub in Nkomazi Local Municipality (par 81): DARDLEA
16. The Draft of Mpumalanga Government Nutrition Sourcing Bill, 2024 (par 82), DARDLEA
17. Signing of a Memorandum of Agreement with the Land Bank and other financial institutions to activate Blended Finance Schemes (par 83): DARDLEA
18. Mariepskop Cable Cart Mountain project - budget for feasibility study (par 84) MTPA/ DEDT
19. Accelerate the God's Window Skywalk Public-Private Partnership Project (par 85), MTPA
20. Private Sector to partnership to build the Barberton Makhonjwa World Heritage Site (par 86), MTPA
21. Conceptualize, initiate, plan and implement the Water-based entertainment theme park (water waves) (par 87): MTPA.
22. Fast track the funding model and Public Private Sector Partnership in implementing the International Conference Centre (ICC), (Par 88): DPWRT
23. Identify Private Sector Partnerships and implement Mining and Metal Technology Park (Supplier Park) (par 90): DEDT
24. Enhance and extend the Metal Incubation Programme (par 91): DEDT
25. Fast track the implementation of the first phase of Nkomazi SEZ (logistics hub) (par 92): DEDT
26. Conduct a study on how to hasten the implementation of the township and rural economy including the resuscitation of the Industrial park (par 93)
27. Revisit revitalization of the Social Enterprise Development Programme and implement it in all government infrastructure programmes (par 94), DPWRT.
28. Engage SASOL once more on the Petro-chemical Industrial Park (Par 95), DEDT.
29. Repurpose and productively use government buildings, like Elijah Mango (par 96) DPWRT.
30. Maintain Rural and Agriculture Feeder roads used by our farmers and our rural communities (par 97): DPWRT.
31. Maintain Coal haulage roads (par 99)
32. Prioritize corridors that support Tourism Industry and pay attention on the corridors that link the Province with other Provinces (par 100)
33. Embark on Public Private Partnership (PPP) for those provincial projects which designs are completed but have no funds for construction (par 109): DPWRT.
34. Open up the bid and request proposals for the fourth casino licence in the province (par 112): DEDT and MER

MTDP Priority 2: Reduce Poverty and High cost of living

1. Working with the private sector, launch the micro-grid (solar system) at Siphosensimbi Clinic in Emalahleni (Par 33): DoH
2. Operationalise Mkhondo Boarding School in the second school term (Par 38) : DoE
3. Commence the construction of the school for learners with disability in the next financial year 2025/26, (Par 37) : DoE
4. Prioritise the eradication of 53 Old Schools which were built by communities and the re-roofing of 81 asbestos schools (Par 38): DoE
5. Installation of the micro-grid solar system for Blinkpan Primary School in Middelburg, donated by ESKOM, (Par 39): DoE
6. Constructing 29 schools: Long-tom Secondary, Rockdale Extension 24 Primary, Chayaza Secondary School, Tidimalo Primary School, New Perdekop Secondary School, New Ermelo Secondary School, Silulu Secondary School, Mokibe Secondary and George Mayor School and others. (par 72): DOE
7. Provision of Additional Classrooms in overcrowded areas (40 Classroms in Mbombela),
8. Increase access to education for learners with special educational needs and fast track the building of the school for learners with disability (par 114): DOE
9. Work towards the establishment of schools of specialisation including but not limited to mining schools performing arts, sports excellence in technical and agricultural schools (par 115): DoE.

10. Support the popularization of schools sports to promote participation in sports activities as a career, healthy lifestyle and social cohesion (par 116): DoE
11. Fast track the establishment of a Multi-Purpose Arena with a 5000 sitting capacity at Mbombela Stadium (par 117): DCSR.
12. Improve access to library and information services in rural areas including providing mobile libraries where structures are not feasible (par 118): DCSR
13. Facilitate the registration of all privately owned Early Child Development Centres to create a provincial database (par 118): DOE.
14. Rollout eLearning Programme in Grade 10 and connectivity for teaching and learning to Quintile 1, 2 and 3 - children will start to receive tablets from Grade 10 on this financial year (par 119), DoE.
15. Ideal health facilities and accreditation to provide healthcare under the National Health Insurance (par 123), DoH
16. Commitment to achieve 95/95/95 UNAIDS targets for people living with HIV/AIDS (par 124), DoH
17. Plans to make sure that HIV/AIDS programmes are sustained and our people get the services they deserve (par 126): DOH
18. Construction of health facilities and the Province is planning to build the following 7 clinics amongst others: Siyabuswa CHC, Lebahang Clinic, Alexander Clinic, Langkloof Clinic, (upgrading) Lefisoane Clinic, Kinross and Barberton Clinic (par 129): DoH
19. Establishment and operationalisation of the Khuseleka One stop Centre to provide protection to victims of GBV and Femicide and Human Trafficking (par 134), DSD.
20. Construction of government owned residential facility to provide care and protection for the elderly (par 134), DSD
21. Coordinate a provincial social cohesion dialogue that is necessary for the people of Mpumalanga to unite behind one vision and common interest (par 146), DCSR
22. Continue to support all signature events irrespective of their social orientation or interest (par 147), DCSR

MTDP Priority 3: Build a Capable, Ethical and Developmental State

1. Improve access to clean water (par 46) COGHSTA
2. Major water projects implemented to address shortage of water (par 49)
3. The construction of the Loskop Regional Bulk Water Supply Scheme, to supply bulk water to villages in Thembisile Hani Local Municipality at the cost of R2 Billion to be completed in the 2025/26 financial year (par 50)
4. Amsterdam and Sheepmore Bulk Water Supply Scheme at Mkhondo Local Municipality (par 51)
5. Resume construction of Driekoppies Bulk Water Supply Scheme phase 1a, which was halted (Par 52)
6. Planning is at an advanced stage for a number of bulk infrastructure projects to be implemented:
    - Rust de Winter Bulk Water supply, Msukaligwa bulk Water Supply Cluster 1, upgrading of Mkhuhlu Waste Treatment water works (Par 54)
    - The feasibility studies on the proposed construction of the Mbombela Dam at Mountain View is at an advanced stage (par 55).
    - The budget allocation for Water and Sanitation Infrastructure Grant (WSIG) for the 2025/26 financial year is R585 992 million (par 56)
7. For us to build a capable state, as a matter of urgency (par 113) :
    - Elevate the Project Management Unit in the Office of the Premier.
    - Establish a central planning forum in Co-operative Governance Housing and Traditional Affairs (COGHSTA).
    - Coordinate regular investment programmes through MEGA, MER assisted by a specialist investment company

- Anchor Mpumalanga Research Institute with tertiary academic institutions (OTP)

8. Access to basic services (par 135 -138), COGHSTA
9. Implementation of DDM (par 139), COGHSTA
10. Improve audit outcomes (par 141), PT and all departments
11. Support municipalities on their financial recovery plan, improve their audit outcomes and assist them to implement their revenue collection strategies (par 142), PT
12. Continue to monitor the functionality of the VFR to provide professional support to victims of crime and violence (par 150), DCSSL
13. Continue to roll out Road safety education programmes targeting public transport sectors such as taxi association, taverns, Pubs, schools and any other community-based formations (par 153), DCSSL
14. Intensify the implementation of Integrated Crime and Violence Prevention Strategy so that we can make our people feel safe and also be safe (par 157), DCSSL
15. Establish a provincial technical committee that will contribute to the review of the funding model for municipalities to change the face of local government (par 159), COGHSTA

7.5 Local Government Manifesto

Subsequent to the local government elections on the 1st of November 2021, of the 15 seats of the municipal council, the African National Congress obtained 10, the Democratic Alliance obtained 2 and the Economic Freedom Fighters obtained 3 seats. Accordingly, the majority party is the African National Congress.
The following is the Manifesto of the African National Congress moving to the 2021 local government elections;

The ANC in it's efforts of creating a better life for all remains committed to the Vision 2030 as set out in the National Development Plan and will continue to prioritise the following areas of work for intervention, namely,

- Transform the economy to serve the people
- Advance social transformation
- Build a safe and healthy environment
- Fight corruption and promote integrity
- Strengthen Governance and Public Institutions
- Build National Unity and Embrace our Diversity

1. TRANSFORM THE ECONOMY TO SERVE THE PEOPLE

We aim to transform the economy to ensure it serves the people. Our Manifesto builds on the recently announced stimulus and recovery plan and sets out our key commitment to change the structure of the economy. Too many people are unemployed, particularly among the youth and too many jobs are lowly paid and insecure.
Working with the private sector, public sector and communities, we will create many new job opportunities by building sustainable SMMEs through supply chain and value chain.

We will:

- Allocate atleast 30% of both public and private sector procurement opportunities to small business and cooperatives.
- Ensure conducive environment for creation of additional 2 000 job opportunities each year by boosting local demand for goods, investing more in mining, manufacturing, tourism industrial development and agriculture.

- Collaborate with government departments to ensure that national and provincial programmes benefit local communities including infrastructure development.
- Reduce the cost of data and extend free Wi-Fi to all municipal jurisdiction areas.
- Mobilise R100 million in new investment over 5 years.
- Scale up support for Micro, Small, and Medium Enterprises, Co-operatives and ownership for farming community enterprises, including through rapid implementation of measures contained in the Competition Amendment Bill. Support for these enterprises will include enterprise development, public and private sector procurement, access to funding and enterprise and supplier development.
- Continue and strengthen a non-financial and financial support programme of SMMEs and set aside R50 million over the next five years.
- Work with the financial sector to increase loans and investment in small businesses, black industrialists, cooperatives and strengthen township economy.
- Ensure acceleration of land reform, land claims and provide greater support to emerging farmers by setting aside at least R10 million in the next five years.
- Remove work experience as a requirement for employment of young people, especially in the public sector, as it robs the youth of employment opportunities.
- Set bold but achievable targets for youth internships in the public and private sector, in particular mines and other economic sectors.
- Increase participation in public employment programmes such as the Expanded Public Works Programmes through a guaranteed placement of TVET graduates and increasing private sector placement for beneficiaries of public sector employment programmes.
- Strengthen local economic development forum and ensure it meets regularly.
- Review LED strategy and ensure it covers all key economic sectors in eMakhazeni.
- Conduct economic potential study to clearly identify new economic opportunities.
- Ensure the Mining Charter provisions benefit local communities and mines are held accountable by the host communities.
- Ensure skills development and training programme by public and private sectors prioritise skills required by both sectors as immediate skills and resources are made available.
- Ensure there is significant localization of new technology and ensure that SMMEs and cooperatives are drawn into digital economy.
- Accelerate construction of High-Altitude Training Centre in Siyathuthuka
- Ensure building of EMakhazeni Mall at Ward 8
- Ensure the growing of fish projects in ward 7
- Continue with contractor development programme to grade contractors from grade 1 CIDB to grade 4 CIDB.
- Ensure successful implementation of the new Mining Charter and ensure that community Trust are established.
- Continue with bursary support scheme to deserving students.

2. ADVANCE SOCIAL TRANSFORMATION

Our Manifesto builds on the achievements made over the last 25 years of democracy and 20 years of local government.

On Human Settlement

While we have improved the lives of millions of South Africans through provision of housing and associated basic services, the spatial patterns of apartheid have not been addressed. Through the National Development Plan we seek to advance a coherent programme to transform human settlement and to ensure that the delivery of housing is used to restructure towns and cities and strengthen the livelihood prospects of households and overcome apartheid spatial patterns.

We will:

- Release land at the disposal of the municipality for site and service to afford households the opportunity to build and own their own homes in all the wards.
- Construct new low cost houses in all wards where land has been serviced in ward 1, 4, 7 and ward 8.
- Complete the 199 incomplete and abandoned housing project at ext 7, Siyathuthuka in ward 3
- Continue to install services such as water and sanitation where township establishment has been completed in ward 1, 4, 6, and ward 8.
- Continue with township establishment programme in all the wards.
- Identify and purchase land for human settlement and development in all wards.
- Fight against illegal occupation of land and contravention of land use.
- Sell serviced land to middle income earners annually and ringfence revenue generated therefrom to service another land.
- Building of community hall in Madala location, ward 8
- Upgrading community hall of ward 7 and 6
- Building community halls for farming communities where land is available.
- Upgrading of stadia at ward 4, 7, 5 and 6.
- Ensure expansion of cemeteries or building new cemeteries.
- Improve public amenities through construction of community parks.
- Ensuring a sustainable environment through investment in cultural events and activities
- Building of library in Sakhelwe, Ward 4
- Identify and upgrading some of informal settlements in all the units.

On Water and Sanitation

Providing access to clean water for all has been the goal of the ANC since 1994 and we are proud of the progress we have made and we wil continue to expand our water infrastructure. Sustainable use of our water resources and making water affordable are central to achieving this goal. While progress has been made in the provision of sanitation services, more work must be done to eradicate the honey sucking in some of the areas in eMakhazeni and Dullstroom.

We will:

- Continue to prioritise roll out and provision of water infrastructure to ensure availability of clean water to all residents of eMakhazeni inclusive of the farming communities.
- Replace all asbestos water pipes with PVC pipes in the entire municipality.
- Raise a dam wall in Dullstroom
- Reconstruct a dam at Entokozweni in ward 6

- Construct new water storage facilities in line with population growth and new township establishment.
- Increase water use licence based on demand and growth of the population.
- Review annually the policy on minimum free basic water to help further cushion the poor.
- Continue to prioritise roll out and provision of sanitation infrastructure to ensure waterborne sanitation for all inclusive of the farming communities.
- Installation of water borne sanitation in down town, ward 8 and Dullstroom, ward 4.
- Continue to install services such as water and sanitation where township establishment has been completed in ward 1, 4, 6, and ward 8.
- Continue to install services such as water and sanitation where township establishment has been completed on new sites.
- Ensure there are no sewerage spillages.
- Development of water Master Plans to inform water priorities
- Improve on blue drop water status
- Improve on green sanitation status

On Roads and Storm Water
We will:

- Ensure that all new roads have storm water drainange.
- Continue building new roads with pavers
- Ensure that all roads are constructed in accordance to the prescribed standards.
- Continue with repairs and maintenance and budget for 8 % as per financial norm.
- Ensure that the private sector in particular, mines directs all Social and Labour Plans commitments towards road infrasture development.
- Procure 4 graders
- Procure 1 heavy duty lowbed
- Ensure that the Department of Public Works, Roads and Transport grades roads on the farms.
- Ensure all gravel roads are regularly graded.
- Construct an alternative road between Watervalboven and eNtokozweni (Ward 6)

On Electricity
We will:

- Review annually the policy on minimum free basic electricity to help further cushion the poor.
- Replace all old mini substations to ensure safety and security for all.
- Procure 6 cherry pickers
- Installation of solar highmast lights in all the towns to fight against crime.
- Replacement of all electricity street lights with solar street lights
- Installation of solar energy in all municipal offices
- Upgrading of all Electrical Medium Voltage Network in all units.
- Installation and commissioning of a new 132/11 KVA 20 MVA for eMakhazeni and Siyathuthuka.
- Constructionof ring feed lines for all units.
- Electrification of all RDP houses in all the units

- Continue electrifying the farm dwellers houses.
- Apply to Eskom and increase Notified Maximum Demand for ward 5, 6 and 7

On Environmental and Waste Removal
We will:

- Build a legislative compliant or licenced land fill sites in ward 4, 7, 5 & 6
- Procurement of 4 compactor trucks
- Ensure effective management of land fill sites and do away with all illegal dumping sites.
- Conduct awareness campaigns on illegal dumping and climate change
- Ensure municipal capacity to deal with disaster risks

3. BUILD A SAFE AND HEALTHY ENVIRONMENT

GENDER BASED VIOLENCE

Gender based violence has reached crisis proportions. It affects every community in our country and touches the lives of most families in one way or another. Women are being violated and murdered in the worst manifestation of patriarchal relations. This is not acceptable. The ANC says the fight against gender based violence must be intensified, and we welcomethe growing, diverse number of voices that are joining the fight against gender based violence.

The ANC believes in a multi-sectoral approach that responds to the need to step up the fight against gender based violence and strengthen the broader interventions that address the causes and effects of such violence, particularly issues of patriarchy, economic relations and changing the way of thinking about gender relations.

We will:

- Work with all stakeholders to take foward the outcomes of the 2018 Presidential Summit on Gender Based Violence, though among others, a local plan of action against gender based violence.
- Speed up educational programmesaimed at offering physcological and social support to vulnerable learners and work with young children to change social attitudes.
- Call for stricter bail conditions for and harsher sentences in combating violence against women and children, particularly in cases of domestic violence and sexual offences.
- Embark on campaigns for national government to capacitate and equip the police and the court system to support survivors of gender based violence and sexual assault.
- Sacle up the network of victim empowerment centres for a more effective response to incidents of violent sexual acts against women and children, reduction of victimization and improved conviction and conclusion of cases.

- Conduct awareness campaigns
- Convene workshops with male counter parts including young boys.

PREVENTING CRIME

High levels of crfime pose a serious threat to the freedom and dignity of South Africans, with drugs, violent crime and gangsterism wreaking havoc in our communities. The causes of crime are rooted in unemployment, poverty and inequality and a comprehensive response to crime is required.
The ANC government has given national priority to crime prevention, involving all public institutions of justice and security and promoting community mobilisation and participation.
Undocumented immigrantion has an adverse impact on national security. We should ensure that those who come to South Africado so legally and that the country knows what they do while in the country.

We will:

- Work with Commuity Policing Fora and Civil Society Organisations to advocate that law enforcement officers are adequately trained to investigate cases to improve success rates.
- Work with SAPS to ensure increase in police visibility in our communities by increasing the number of men and women in uniform.
- Strenthen Community Policing Forums and Community Safety Forums. Members of the communities must know their neighbours and be concerned about their lives.
- Advocate for the reduction of crime, especially violence against vulnerable groups.
- Raise awareness and fight against drugs and substance abuse and work with appropriate centres.
- Work with law enforcement agencies and various organisations to fight the abuse by young people of substances like nyaope, tik, wunga etc.
- Conduct campaigns to build respect for the rule of law
- Regulate the location of tarvens and liquor retailers away from schools and religious establishments.
- Advocate for tough measures against undocumented immigrants involved in criminal activities including those involved in illegal trading and selling adulterated food in townships and villages.

4. FIGHT CORRUPTION AND PROMOTE INTEGRITY

Corruption has negative consequence on our economy and society, impacting on the integrity of our institutions, our leaders and undermining the very moral and ethical basis of our young democracy. Ethical and moral leadership in both the public and private sector will be critical if our collective fight against corruption is to succeed.
We are committed to consolidating our resolve to crack down on corruption and state capture involving the public and private sector, including collusion, price fixing, tender fraud, bribery, illicit financial flows, illegal imports and misuse of tax havers. We will comprehensively fight corruption, both prevention and punishment.
We will actively promote a culture of integrity, throughout the state, society and within our people's organisation – the ANC. We will ensure that leaders and members of the ANC and the broader movement and those entrusted with public responsibilities are uncorrupted, honest and self disciplined with clear values who can resist moral pressures. We will not tolerate practices that harm the public interest. We will hold people accountable and those who loot public resources must face the might of the law.

The ANC has given priority to maintaining and enhancing the integrity off public institutionsand public representatives and tackling corrupt practices in the private sector. We have taken firm action to deal with the problems of corruption, state capture and the types of misconductthat have not given rise to a public outcry but have also impacted negativelyon the economy and society.
These actions include the establishment of the Zondo Commission of Inquiry into Allegations of State Capture, cleaning up state Security agencies, authorising hundreds of investigations by the Special Investigating Unit, dismissing those who have abused positions of authority and cancelling major state contracts. All these actions represent significant progress in restoring integrity and public trust.
We will:

- Strengthen the Municipal Public Account Committee, Audit and Risk Management Committee and Section 79 Committees to be effective in exercising political oversight.
- Develop a fraud and corruption hotline for the municipality
- Follow up on all issue raised by community members through Presidential and Premiers Hotlines
- Strengthen and promote public whistle blow through appropriate mechanisms.
- Enforce the provision of Audit Generals Act
- Ensure the speedy implementation of lifestyle audit and broaden vetting and financial monitoring to curb corruption.
- Enforce legislation that prevent public servants from conducting business with the State
- Develop systems to ensure that we build a more transparent and more open tender system as mitigation against fraud, bribery and corruption.
- Build and strengthen a social compact on anti corruption that will include initiatives that discourage those that turn blind eye to corruption

5. STRENGTHEN GOVERNANCE AND PUBLIC INSTITUTIONS

RENEWING A CAPABLE AND DEVELOPMENTAL STATE

We are building a capable developmental state that has improved the lives of millions of our people. Few countries in the world have succeeded in expanding vital services such as water, sanitation, electricity, roads and housing to so many people in such a short time.

This has been achieved by national and provincial government working together with local government. However, far too many municipalities are distressed or dysfunctional. They lack the financial, technical or administrative capacity to meet the needs of their residents.

Integrated planning and implementation across departments and spheres of government must be improved through DDM.

The social compact between government, business, labour, civil society and traditional leaders must be strengthened.

The institutions established by the Constitution such as Parliament, the Judiciary and Institutions supporting democracy are discharging their duties with distinction.

Many political leaders and civil servants are hardworking, honest, competent, committed and accountable. Unfortunately, too many have been seduced by greed and succumbed to corruption and the arrogance of power and have become unresponsive and unaccountable.

The National Development Plan sets out clear recommendations to build a capable, accountable developmental state.

On a responsive and accountable government or public participation

We will:

- Work to improve the way government interacts with communities by conducting regular forums, izimbizos and make effective use of communication technologies to address community problems and empower communities to organise themselves
- Step up public service performance inspections and unannounced visits as part of improving the municipal performance in putting people first.
- Implement accountability and consequence management
- Convene regular community feed back or mandatory meetings
- Convene regular community consultative meetings on municipal IDP and Budgets
- Invite communities to Council or committees meetings
- Convene workers council regularly
- Convene youth council regularly
- Convene women council regularly
- Establish ward committees in all the wards
- Ward committees meet regularly and are fully functional
- Establish WAR rooms and are effective
- Use various measures such as SMS, Whatsap, loudhail or face book to communicate with communities
- Conduct civic education on critical municipal themes.

On Good Governance
We will:

- Continue to improve capacity or skills base by enforcing compliance with appropriate standards for senior officials and building capacity through deployment request to District or provincial support teams consisting of engineers, planners, financial and governance experts.
- Ensure that all governance structures are established and efficient and effective, namely, MPAC, Section 79 Committeees, Audit Committee, Risk Committee, Internal Audit and Disciplinary Boards
- Actively participate in intergovernmental relations forums without failure
- Ensure legislative compliance by all municipal officials and avert Unauthorised, Irregular, Fruitless and Wasteful Expenditure
- Ensure improved Audit outcomes from Adverse to Clean Audit
- Ensure all meetings of Council and committees are held regularly without failure
- Ensure reports free from material misstatements are produced by municipal officials regularly.
- Improve record keeping management and use electronic means
- Ensure legislative compliance by all municipal officials to avert Unauthorised, Irregular, Fruitless and Wasteful Expenditure
- Apply Consequence Management to ensure legislative compliance.

On Sound Financial Management

We will:

- Improve revenue collection to 95%
- Ensure all staff members have operational manuals to follow daily
- Ensure staff members reconcile daily and capture information electronically
- Invest more on revenue generating capital projects such as smart metres
- Build capacity to resolve customer queries to improve payment of services to 95%
- Ensure Eskom account is paid monthly without failure to avert penalties levied on arrears
- Ensure municipality fully comply with all financial norms to improve financial health
- Ensure all conditional grants are spent according to their conditions and not for any other purpose.
- Pay service providers within 30 days of receipt of invoices and certification thereof by user Department
- Review Valuation roll regularly and ensure correct classification and values of properties
- Prepare post Audit Action Plan and execute without failure
- Ensure review, promulgation and implementation of financial related By Laws and policies annually.

On Building Capable Institutions and Administration
We will:

- Improve and enhance the institutional capacity by appointing competent and qualified officials in all positions
- Fill all positions within three months from the date of vacancy
- Provide regular skills development and training to officials and councillors to improve capacity and service delivery. The training to cover among others, financial management, Governance, legislations etc
- Ensure the progressive cascading of performance management to all staff members over the next five years.

6. BUILD NATIONAL UNITY AND EMBRACE OUR DIVERSITY

The ANC is a political movement dedicated to building a united and democratic South Africafree from all forms of racism, sexism, xenophobia and hate crime.

The struggle for non racialism requires overcoming the legacy of inequalityleft by colonialism and apartheid' It also means promoting the values of non racialism and tackling incidents of racism.

The ANC has passed a generation of legislations to help achieve racial equality, including creating institutions to fight racism and support democracy. We appreciate that we are stronger in our diversity as one nation. We have a proud history of championing the cause for gender equality, the rights of people with disability and the LGBTQI community.

We will:

- Promote values of non racialism and non sexism through the promotion of arts, culture, sports and interfaith activities

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- Mainstream gender equality and the needs of people with disability into all facets of planning, budgeting, monitoring and accounting, including performance indicators and targets in municipal programmes.
- Ensure attainment of a 2% target of employment of people with disability is achieved.
- Ensre national holidays are celebrated on an intercultural basis and are fully inclusive of all South Africans, black and white.
- Ensure Moral Regeneration events are held annually.
- Promote municipal heritage and cultural sites in order to market the municipality as a tourist destination of choice
- Encourage youth and elderly to participate in sports and recreation activities aimed promoting nation building
- Promote a culture of dialogue as part of efforts to build a social compact for local growth and development
- Organise cultural and heritage activities for celebration

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CHAPTER 8.MUNICIPAL PERFOMANCE AND PRIORITIES

8.1 MUNICIPAL STRATEGIC OBJECTIVES

The municipality's strategic objectives, which are aimed at achieving the municipal strategic goals, vision and mission, are as follows:

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	PRIORITY AREA
Basic Service Delivery and infrastructure development	To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment	1. Water and Sanitation 2. Electricity Supply 3. Roads and storm-water 4. Environmental and waste management 5. Municipal Amenities
	To co-ordinate and facilitate public safety	6. Emergency services 7. Traffic Safety and Security

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	PRIORITY AREA
Local Economic Development	To promote social and economic development	8. Economic growth and Development
Financial Viability And Management	To ensure sound and sustainable financial management, compliance and accountability	9. Financial Management & Reporting
Good Governance and Public Participation	To encourage and ensure cooperative governance for the achievement of municipal objectives To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/ AIDS and related diseases To encourage the involvement of communities and community organizations in the matters of local government To promote and support the provision of quality education To add value to the operations of the municipality in relation to technogical systems, internal control, risk management and governance processes	10. Culture, Sports and Recreation 11. Youth Development 12. Health, HIV and AIDS, Transversal and Special programmes 13. Education 14. Inter-Governmental Relations 15. Customer Care 16. Information Communication Technology 17. Communications & Stakeholder Engagement 18. Performance Management 19. Risk Management 20. Auditing
Institutional Transformation and Organizational Development	To ensure adherence with legislation and implementation of systems that will result in service excellence	21. Legal Services & Labour Relations 22. Human Resources Management & Administration
Spatial Rationale	To ensure sustainable rural and urban planning in order to meet the needs of the community	23. Land Reform and Restitution 24. Human Settlement and Property Development 25. Land-use Management

8.2 DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

8.2.1 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRAGTEGIC GOALS:

- Provision of sustainable, quality and accessible basic services to all
- Promote a sustainable, safe and heathy environment

8.1 Priority Area 1: Water and Sanitation

WATER
Background and Problem Statement

Emakhazeni local municipality is a Water Service Authority and Water services provider. To that end, 88,47% of the 14 633 (Stats SA 2016) households have access to water when compared to 93% of 13721 households (Above RDP) as per Stats SA 2011. The majority of 11,52% water backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 (Shushumela) Townships. Presently nearly all the urban households in the Municipality have access to safe portable water in all Wards. For the financial year 2015/16 the municipality reduced the water backlogs by 0.33%. The municipality also serviced new township establishments, Enkanini and Emthonjeni Extension 4 as well as Madala Township for the relocation and provision of newly serviced stands to eradicate the backlogs. Four windmills, jojo tanks on tank stands and reticulation was concluded in the 2015/16 financial year by the municipality in dealing with the backlogs in the rural areas.

The Water Services Development Plan was adopted by council as a final document in the 2014/15 financial year.
In all eight (8) wards of Emakhazeni Local Municipality, there are areas without water particularly farm areas of the respective wards. These households receive water supplied in a water tanker by the municipality.
In terms of ELM Spatial Development Framework the following developments which need to be serviced with water: 1 human settlement BNG projects, 2. Mpumalanga High Altitude Training Centre in Siyathuthuka, 3. Emthonjeni extension 04 and Enkanini, 4. Gugulethu in Emgwenya, 8. Sakhelwe extension 02 housing project and 9. Madala Township. In farm areas the municipality is installing windmills equipped with jojo tanks on tank stands, reticulation and stand pipes. The main challenge is maintenance budgetary constraints for the rural water infrastructure.
The municipality has 4 towns and townships and each town and township share a Water Treatment Plant. The capacity of Water Treatment Plants are as follows:

LOCATION	CURRENT PLANT CAPACITY
Belfast and Siyathuthuka	4ml/day
Machadodorp and Emthonjeni	2.7ml/day
Watervaal Boven and Emgwenya	3ml/day
Dullstroom and Sakhelwe	3ml/day

Challenges:

- The aging infrastructure and the associated high cost of maintenance.
- Capacity of raw water resources particularly in seasons with low rainfall.
- Compliance of process controllers to the regulations relating to compulsory national standards for process controllers and water service works in line with the water services act, 1997.
- Increasing demand and exceedance of the design capacity of the plant due to growth and increasing demand as the municipality addresses the water backlogs.
- This highlight the necessity for a detailed water master plan for all towns and townships projecting 10 – 15 year horizon to allow capital expenditure to be estimated and applied for to allow water systems to be upgraded to ensure the network capability is always in front of the demand.
- The municipality requires water master plans and has insufficient bulk water in some of the towns
- The municipality has an approved Water Services Development Plan (WSDP).
- The status of the bulk storage for water in Emakhazeni Local Municipality is good with minor challenges of leaking reservoirs, which are receiving attention. All facilities such as schools, clinics and police stations have access to purified water.

Objectives:

NDP Chapter: Economic Infrastructure

NDP Objective

Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water.

Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies:

1. Ensuring adequate sustainable water resources through detailed and pro-active master planning.
2. Provision of sustainable basic services by upgrading and providing new infrastructure

Outcomes:

- Water master plan
- Upgraded water infrastructure to meet current and future demand
- Eliminating water backlogs
- Achieving blue drop status
- Institutional efficiency

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SANITATION

Background and Problem Statement

Emakhazeni Local Municipality places a high priority on sanitation services and one of the Municipality's greatest challenges regarding sanitation is to expand the infrastructure to meet future development requirements. The Municipality is responsible for maintenance; refurbishment and upgrading of the wastewater treatment works associated networks and provision of new sewer network connections for new developments. Most of the installed sewer pipes are aged and block regularly, in order to allow free flow sewer they need to be maintained regularly, refurbished and upgraded. The department of water and sanitation has developed a standard (SANS 241) for all Municipalities to comply with, on the discharge of wastewater effluent. The municipality has equally a responsibility to comply with all the plants licence conditions. Treated wastewater has to be monitored on regular basis, including testing at different levels.

Currently, 82,41% of the 14 633 (Stats SA 2016) households have access to sanitation services compared to 79% of 13721 households (Above RDP) as per Stats SA 2011. The majority of 17,58% backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 (Shushumela) Townships. Presently nearly all the urban households in the Municipality have access to saniation in all Wards. For the financial year 2015/2016 the municipality targeted to reduce the backlog by 0,8%. The municipality managed to service new township establishments, Enkanini and Emthonjeni Extension 4 as well as Madala Township for the relocation and provision of newly serviced stands to eradicate the sanitation backlogs. In line with the Premier's coordinating forum, the municipal has discontinued the installation of VIP toilets and engaged on plans to provide waterborne sanitation for rural areas. Currently more than 20 waterborne sanitation has been constructed in the Ongesiens farm in ward 2.

- ✓ The municipality has 1 honey sucker truck that is used to empty all the conservancy tanks in the municipality.
- ✓ The status of the sewer treatment plants in Emakhazeni Local Municipality is fair and the infrastructure is maintained, refurbished and upgraded to ensure effectiveness and efficiency of the treatment works.

Challenges include the aging infrastructure and the related high cost of maintenance, refurbishment and upgrading of the wastewater treatment works. In all areas of ELM there are major housing developments and other projects like schools, community halls commercial developments and densification. All these are adding the load on the existing network and in some treatment works, the plant design capacity is exceeded. This highlight the necessity for a detailed sanitation master plan for all towns and townships projecting 10 – 15 year horizon to allow capital expenditure to be estimated and applied for to allow sanitation systems to be upgraded to ensure the network capability is always in front of the demand. The municipality requires sanitation master plans and new bulk infrastructure.
The municipality has the following types of sanitation systems in the following areas:

LOCATION	TYPE OF SANITATION UTILIZED
Siyathuthuka	Waterborne sanitation system
Belfast	Waterborne sanitation system and conservancy tanks
Emthonjeni	Waterborne sanitation system
Machadodorp	Waterborne sanitation system and conservancy tanks
Emgwenya	Waterborne sanitation system
Watervaal Boven	Waterborne sanitation system
Dullstroom	Waterborne sanitation system and conservancy tanks
Sakhelwe	Waterborne sanitation system
Farm areas (All wards)	VIP toilets in some farm areas and waterborne sanitation in Ongesiens farm.

Objectives:

NDP Chapter: Economic Infrastructure
NDP Objective
Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.

Municipal Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Ensure adequate treatment of wastewater through detailed and pro-active sanitation master planning.
- Provision of sustainable basic services by upgrading and providing new infrastructure

Outcomes

- Sanitation master plan
- Upgraded sanitation infrastructure to meet current and future demand
- Eliminating sanitation backlogs
- Achieving green drop status
- Institutional efficiency

2.2 Priority Area 2: Electricity Supply

Background and Problem Statement

85.83% of the 14 633 (Stats SA 2016) households have access to electricity compared to 83% of 13721 households as per Stats SA 2011. The majority of 14.17% backlogs of households reside in the rural farming areas and a small portion in the former informal areas of Emthonjeni Ext 4 & Enkanini and Sakhelwe Ext 2 Townships. Presently nearly all the urban households in the Municipality have access to electricity in all Wards. For the financial year 2016/2017 the municipality targeted to electrify the Siyathuthuka integrated human settlement, the 21 Exxaro funded housesholds and to increase the nominated maximum demand for Emgwenya, Emthonjeni, Entokozweni and Emakhazeni. The municipality is also in the processes of upgrading the network in Belfast, Entokozweni and Emgwenya.

- The energy master plan is required to replace the outdated 2006 electricity master plan. The municipality is in the process of mobilizing support to develop an Energy Master Plan.
- The national target is that 100% of residents must have access to electricity by no later than 2025.
- Some areas in ward 1,2,3,4,5,6,7 and 8 still have no access to electricity.
- The electricity network is being continually monitored to eliminate challenges of repetitive outages and to designs solutions for the aging infrastructure and justify capital expenditure.
- All urban areas in ELM have either street lighting or high mast lighting. The availability of the lighting systems in none day light hours has improved. In general the rural areas where the individual housing and small clusters there is no public lighting infrastructure in areas without electricity suppy. The municipality is working with Department of Energy and Eskom for the electrification of all rural areas.
- In all areas of Emakhazeni Local Municipality, there are major housing developments and other projects like schools, community halls commercial and densification. All these are adding to load on the existing network and in most areas, the municipality is exceeding the nominated maximum demand. This highlight the necessity for a detailed electrical master plan for all towns and townships projecting 10 – 15 year horizon to allow planning on capital expenditure and electricity reticulation system to be upgraded to ensure the network capability is always in front of the demand.

- In the 2016/17 financial year the municipality has initiated pre-feasibility studies in the construction of a new municipal substation. The building of a substation will go a long way towards building the capacity for the current and future demands in Emakhazeni.

Objectives:

NDP Chapter: Economic Infrastructure
NDP Objective
The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest

Municipal Strategic Objective

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Maintenance, refurbishment and upgrading of existing electrical network.
- Electrification of informal settlements where township development has taken place to facilitate access for more households to achieve universal access by 2025.
- Partnerships with private sector to explore alternative energy sources

Outcomes

- Electricity master plan
- Upgraded electricity network to meet current and future demands
- Eliminating electricity backlogs and achieve universal access
- Institutional efficiency

2.3 Priority Area 3: Roads and Storm Water

One of the main characteristics of Emakhazeni Local Municipality is that the N4 runs through the three units, Emakhazeni, Entokozweni and Emgwenya which obviously has its advantages and disadvantages. From an economic perspective it serves as a main artery of economic stimulation to the area and positions the municipality strategically as the gateway to the Kruger National Park and Mozambique as well as the Swaziland. It does however increase the volume of traffic significantly, particularly with the second most expensive toll gate in the country, Machado Toll Plaza, hence more traffic diverting into the municipal units resulting in more regular maintenance to be undertaken on the municipal roads. A by-pass has been proposed in IDP meetings as an alternative route to link the two units, that is Entokozweni and Emgwenya.

The municipality has 1159km of road network and there is a 44% backlog. Most of the road infrastructure has exceeded its life span, equally the municipality as one of the mining towns has experienced an increase in the number of heavy duty vehicles using our roads, these factors are negatively impacting on our roads, particularly the light duty roads.
The municipality has an old and outdated roads master plan. The Mining houses do not contribute to maintain the municipal roads damaged by their haulage as there are no weighbridges. The municipality needs to develop a storm water management master plan to address inadequate storm water infrastructure.

Objectives:

NDP Chapter: Economic Infrastructure
NDP Objective
The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user friendly, less environmentally damaging, cheaper and integrated or seamless

Municipal Strategic Objective
- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment.

Strategies
1. Maintenance, reconstruction and upgrading of existing road network.
2. Implementation of an Integrated Transport Plan (ITP) that will facilitate effective & efficient public transport systems as well as safe non-motorized transport initiatives

Outcomes
- Roads & storm water master plan
- Upgraded roads & storm water network to meet current and future demands
- Eliminating roads & storm water backlogs
- Institutional efficiency

8.4 Priority Area 4: Environmental and Waste Management

Environmental Management

Background and Problem Statement

Various pieces of legislation strive towards meeting the constitutional right as contained in section 4 of the Constitution of South Africa, 1996. These include but not limited to the following:

- National Environmental Management Act no 107 of 1998
- The National Environmental Management: Air Quality Act 39 of 2004
- The Protected Areas Act no 57 of 2003
- The Biodiversity Act no 10 of 2004
- The National Water Act no 36 of 1998
- The National Water Services Act 108 of 1997
- The National Waste Act no 59 of 2009
- Environmental conservation Act no 73 of 1989

The rise in mining applications for prospecting rights in the area, especially coal mining, adds extra pressure on environmental degradation and water quality issues. The municipality is not an Air Pollution licensing authority and therefore relies on the Department of Economic Development Environment and Tourism regarding complaints pertaining to pollution. The municipality also lacks an Air Quality Management Plan for the area.

The sensitive biodiversity areas within the municipal jurisdiction were identified in 2009 during the development of an Environmental Management Framework for the municipality. Global warming and climate change is a reality and government has since taken measures to raise awareness on climate change. As Emakhazeni Local

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Municipality, the need for the development of the climate change response strategy has been identified together with having more awareness campaigns to reach as many citizens as possible.

The municipality is in the process of investigating the possibility of waste to energy solutions through private service providers in order to lessen our carbon foot print. The Air Pollution and Waste Acts also prescribe that designated personnel be allocated these responsibilities. At this stage, the Environmental Management unit currently relies on one personnel member to deal with environmental and waste management issues. This unit will need to be adequately staffed.

Introduction of the Blue, Green and NO Drop Certification programs compels the municipality to have a water quality monitoring program which is costly and the sampling of especially the waste water treatment plants according to the license conditions or general standards are time consuming. Currently the municipality relies on the assistance of the Nkangala district Environmental Health Practitioners for the compliance sampling. The municipality needs to have a fully-fledged water monitoring unit that can assist with all the requirements of the Blue, Green and No drop program.

Waste Management
Problem Statement

An Integrated Waste Management Plan (IWMP) has been developed for Emakhazeni Local Municipality during 2009 and adopted by Council as per resolution number: 13/03/2010. The municipality still has major challenges to meet the goals and objectives of the WMP at this stage. The municipality has four (4) landfill sites that were inherited through the merging of the four towns. These facilities unfortunately do not comply with the minimum standards guideline documents. The municipality needs to review the plan in the 2019/20 financial year.

Only the Emgwenya site was in possession of a legal authorization. The municipality through MIG Funding budgeted for the licensing of the Emakhazeni site, the final approval is awaited for construction work to commence.

The municipality was also fortunate to benefit from the landfill site licensing project implemented through National Department of Environmental Affairs. The licenses for Dullstroom continued operations and Entokozweni closure and rehabilitation were obtained in September 2014. Licenses are valid for a period of three (03) years, thereafter such will lapse and new applications will be required. Funding is urgently needed in order to meet the license conditions. Priority is to be given to the securing of the landfill sites through proper fencing infrastructure as a commencement.

In 2012, the rehabilitation, closure and establishment of all landfill sites required approximately R 51 152 799.88 million (based on an estimation as per the required funding for the Emakhazeni site that was conducted by Bapedi Consulting Engineers) in order to deal with the backlogs to obtain the relevant authorizations. The challenge of extending refuse removal services to the farming communities is proven to be a daunting task because of lack of access as many farming communities reside on privately owned land, as well as the lack of equipment and personnel. The 2011 census statistics information has revealed that 4, 29% of households (589) have no rubbish disposal whereas 71, 74% of households (9 844) receive a weekly collection, 19, 38% of households (2 659) make use of their own refuse dump and 4,59% have refuse disposal by other means less than a weekly collection service which equates to 630 households. It was further noted in the 2016 Community Survery that refuse collection decreased from 71,7 % to 56,3%. The decrease can be attributed to the break-down of refuse collection fleet and the lack of back-up fleet.

There is definitely a need to conduct a feasibility study within the municipality to obtain insight as to the most appropriate strategy to deal with the backlogs in terms of refuse collection. Waste management issues are not as widely prominent during IDP consultative meetings which make prioritization for available funds a challenge. The municipality renders a weekly household collection and twice weekly to the business communities.

CURRENT CHALLENGES

Additional funds are urgently required for all the rehabilitation work to be done at the Emakhazeni (Belfast) landfill site. Unfortunately, waste management has not, historically been regarded as a basic infrastructure or priority in South Africa and hence, major challenges are experienced particularly around the following issues:

All landfill sites in Emakhazeni are not operated as per the permits/guideline documents. Legalization of landfill sites are an expensive and lengthy exercise due to EIA studies that need to be conducted.

All landfill sites require durable fencing. There are no weighbridges on the sites to collect data on waste disposed on the sites. However, the Emgwenya site has benefitted with a weigh pad and site office through the youth on waste programme. Training is needed from the Youth on waste service provider to the beneficiaries on the weigh pad.

Planning for waste management is through limited information especially regarding the waste generation, characterization, air space quantities and quantities of waste disposed. No Waste Information System is available.

Landfill sites are poorly situated especially when considering the tourism branding by the municipality and the existing and planned extensions of residential areas. There is a lack of equipment for the management of landfill sites and cleaning of illegal dumping sites. Illegal dumping is also a serious concern in all units, however, programmes were developed for the CWP to assist on these projects. The Waste Management by-laws have been promulgated. There is a need to appoint peace officers for enforcement of promulgated by-laws. The municipality is lacking resources to extend services into the rural communities. Break-down of collection vehicles hampers schedules from being addressed, due to lack of back-up vehicles. Two new compactors were procured in December 2016 to help alleviate some of the challenges on collection.

It must be noted that the enactment of the new National Environmental Management: Waste Act, in 2010 obliges municipalities to ensure that landfill sites are permitted or licensed. Further the Act requires that waste information systems need to be established. The lack of urgency in prioritizing waste management can unfortunately lead to matters of emphasis during audits as these can fall into the category of legal compliance considering the applicable legislation hereto.

The EPWP and CWP initiatives to assist with cleaning of illegal dumping hot spots is also proven to be a successful programme to date and should continue however, challenges have occurred with limitation of equipments and machinery. The implementation of the youth on waste project is also positive in terms of raising awareness.

There is a need to establish a recycling /buy back centre in the area which will be a more effective programme than ad hoc recycling initiatives.

Strategic Objectives

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment

Strategies

- Procuring, maintaining and upgrading of infrastructure associated with waste management services.
- Development of waste management, water quality monitoring and climate change response programmes.

PERFORMANCE OUTCOMES/OBJECTIVES

- Clean and healthy environment created in the municipal area by a reduction of illegal dumping sites and an improvement in the general condition of the landfill sites

8.5 Priority Area 5: Municipal Amenities

STADIUMS AND COMMUNITY HALLS

Background and Problem statement

The National Sport and Recreation Act, Act No 110 of 1998, the White Paper on Sports and Recreation of 1998 read together with the ELM policy on Sports and Recreation of 2010 gives the municipality the responsibility to deal with all sports related functions.

The provision of sports and recreation infrastructure has not met all the aspirations of sports loving people. Sporting codes such as soccer has benefitted more than any other sporting code in terms of infrastructure. Belfast has an altitude of 1850m which is ideal for a High Altitude Training Centre. The World Class High Altitude Training Centre is a project by the Mpumalanga Department of Culture, Sports and Recreation (DCSR) that is located in ELM. The infrastructure will accommodate different sporting codes for the sports community. In the 2015 State of the Province Address Honorable Premier D.D. Mabuza alluded to the project being at a stage that is ready for private sector investment which is still an issue that is pending with the DCSR for acquiring an approved investor.

Many young people have been denied access to sports and recreation simply because they do not have the necessary equipment that will enable them to be active participants.

To cater for other sporting codes such as netball and tennis the municipality has over the years invested considerable amount of funds towards upgrading and provision of new infrastructure in Siyathuthuka, Sakhelwe, Emgwenya and Emthonjeni. Important things like planting of new grass, installation of fence around soccer pitch, renovation of ablution block, and construction of change rooms, tennis and volleyball courts were done. All visible openings in the pre-cast wall fence at Vusi Masina stadium at Emgwenya were closed and the ablution facility renovated which has since been vandalised again. Community education is needed to prevent such vandalism of facilities.

All units have community halls with the exception of the Dullstroom/Sakhelwe area; however, the matter is receiving attention by Nkangala District municipality. The Funda Community hall in Emakhazeni town needs to be reconstructed after it was burnt down in 2010. The community also raised the need for a hall in Siyathuthuka of which was funded through the Nkangala District municipality and has been completed during the 2012/13 financial year. The community in the Wonderfontein area has also raised a need for recreational facilities of which currently will be funded through social partners. During the arts, culture and heritage summit the youth raised the concern of the lack of facilities free of charge for practice and rehearsals. Based on merit the Accounting officer has the right to consider applications from the community in terms of availing the facilities. Council has approved tariffs for the lease of community facilities which are adjusted during the annual budgeting process. There is a draft policy on the leasing of community halls which was reviewed during the 2017/18 Strategic Lekgotla.

The community in ward 1 raised a need for a park to be developed for various sporting codes during the 2013/14 IDP consultation meetings. This park is being constructed in phases by Nkangala District municipality.

MUNICIPAL LIBRARIES

Legislation such as the National Council for Library and Information Services Act 6 of 2001 assists libraries to contribute to the promotion of the culture of learning amongst our community members. They however, are enriched with the reading materials that are relevant for adults, since they are public libraries and not necessarily, school libraries.

The advancement in technology has prompted DCSR to install internet services in all libraries. This is a free service to the community. Emthonjeni community raised the challenge of access to the library facilities during an IDP outreach the facility has been completed during the 2015/16 financial year and staffed by DCSR. A need was also raised for a library facility in Sakhelwe which still requires funding.

PARKS AND GROUNDS

Section 24 of the Constitution of South Africa together with schedule 5 part B requires the municipality to provide well maintained parks and grounds.

Parks and grounds maintenance have for a number of years been done under challenging and difficult conditions.

The situation could be attributed to factors such as staff shortages, inadequate equipment and lack of supervision.

However the municipality has in the prior years invested capital in terms of new equipment and machinery. The EPWP and CWP programmes have since joined the municipality but had started off with their own challenges of inadequate PPE and tools of trade. These issues are receiving attention and programmes have been developed for the CWP by the municipality. Limited financial resources escalate the challenges and the maintenance of flowerbeds also continues to be a challenge.

Maintenance of parks, grounds, cemeteries and recreational facilities is done as per a weekly schedule and areas are prioritized as per weekly service delivery meetings. Grass cutting sessions are done during quarter 2, and the first month of quarter 3.

During the construction period of the above facilities, entertainment facilities for young children in the form of jungle gym equipment were installed at Alfred Mahlangu recreational park in Siyathuthuka and Fano Masina stadium in Emthonjeni and at a rehabilitated illegal dumping hot spot near the Shalom Day care centre in Emgwenya in 2010. Once again vandalism over these facilities is noted, lack of personnel makes monitoring a challenge. Communities must be educated to prevent vandalism and take responsibility for safe-guarding public assets.

CARAVAN PARKS AND CHALETS

Background and Problem statement

The White Paper and Promotion of Tourism in South Africa of 1996 provides amongst others the following principles which are stated as follows;
- Local authorities should provide an enabling environment for tourism to flourish.
- Tourism should support the economic, social and environmental goals of the local authority, and the government as a whole.
- Tourism should be private sector driven.

It is for this reason that the municipality has over the years provided tourism related facilities next to the dams and on other natural areas like mountains. These facilities are four in total and are located in Emgwenya, Entokozweni, Dullstroom and Emakhazeni (Belfast). Management of these facilities is presently a major challenge due to limited personnel and resources.

The Belfast caravan park is situated opposite the main dam on the North Western side of Emakhazeni town. The park has four chalets, twelve caravan sites, seven braai stands and ablution facilities for both males and females. This park on an annual basis attracts less than 1000 tourists.

The park remains largely underdeveloped. Most items in the chalets such as stoves, geysers, mattresses and so forth have passed their lifespan and they therefore need to be replaced.
Further the park is unable to provide a variety of services like many other caravan parks in the Mpumalanga province. For instance there are no conference facilities, swimming pools and braai areas for day visitors. Therefore tourism development in this facility has largely been a missed opportunity, if the municipality had enough financial resources to turn the situation around, the park would probably have been one of the most visited places in the municipality.

As such the potential of these parks to attract more tourists, spark entrepreneurship, create new services (e.g. local entertainment, handicrafts etc) to drive other sectors of the economy, to strengthen rural communities and to create employment has not been realized. These identified challenges present business opportunities to other stakeholders including the private sector to invest financial resources thus improving the park and also make it more attractive.

Strategic Objectives

- To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment.

Strategies

- To improve the quality of municipal amenities and provision of new infrastructure promoting social cohesion.
- By Marketing library facilities and provision of internet services to increase the library users.

Outcome/Impact

- Healthy lifestyles and possible future regional, provincial and/or national sports stars being developed in Emakhazeni

2.6 Priority Area 6: Emergency Services

Background and Problem statement

Disaster Management is the function assigned to the district municipalities as per legislation (Disaster Management Act 57 of 2002). Emakhazeni Local Municipality however, renders fire and rescue services of which the main fire station are in Emakhazeni at the main offices under the Community Services Department. The municipality has a level one Disaster Management Plan which was adopted by Council as a draft. Intervention is also required from the District with regards to ensure the plan meets the required standards. (Detailed information can be obtained under the sector plans section)

These services are legislated under various pieces of legislation such as the Fire Services Act, Act 99 of 1987, National Veld and Forestry Fire Act 101 of 1998, National Building Regulations and Building standards Act 103 of 1997, Hazardous Substances Act, Act 15 of 1973 as amended, Occupational Health and Safety Act 85 of 1993 to highlight just a few.

The increase of the frequency of hazards in the majority of our communities has rendered them vulnerable. This is so particularly when considering hazards such as veld-fires to which the municipality is prone. Without investing in services that will assist in curbing local disasters, many informal settlements will be trapped in the spiral of increasing vulnerability and this is particularly so in Sakhelwe/Dullstroom, Entokozweni and Emgwenya. The municipal response time in these areas has been identified by the municipality as a threat that required

intervention especially because these services were currently being rendered from Emakhazeni and is compounded by a lack of personnel in the fire and rescue section.

The municipality through NDM has invested in the construction of three (3) fire houses one in Emgwenya one in Dullstroom and one in Entokozweni. This is in order that the response to emergency services might be speeded up. Unfortunately a new response vehicle that was allocated to Emgwenya and the fire house was burnt down during community protests in January 2016.

The challenges of improving the response time to emergency services is still prevalent, although the call centre is operational shortage of staff hinders the 24 hour operation. There is a need to appoint call centre agents on a permanent basis and to popularize the 24 hour call centre number 0861110110. The number is not a toll free number, however; it is a shared number whereby the caller benefits with a reduced fee due to the issue of curbing on mismanagement of the service.

The situation of the municipality next to the busy N4 road, with other roads to Badplaas, Carolina, Dullstroom and Stoffberg, has seen our resources stretched to the limit, especially when responding to a number of accidents.

The municipality has over the years invested into capacitating the fire and rescue section by the training of personnel as fire fighters. The district has assisted 05 fire personnel to attend the fire fighting training during the 2015/16 financial year. Fire inspection of premises as well as fire breaks and awareness campaigns are conducted by the fire and rescue section.

Medical Emergency Services (ambulances) is a function of the Province. Emergency incidents are reported to a call centre situated in Steve Tshwete Municipality. Ambulance services are managed by the Department of Health and Social services and the ambulances are stationed only in Belfast and Emgwenya

Strategic Objectives

- To co-ordinate and facilitate public safety

Strategies

- By conducting fire inspections in compliance to OHS Act/Fire regulations
- Conduct fire breaks throughout the municipality to mitigate and prevent fire risks
- Educate the community about public safety by conducting fire awareness campaigns particularly at schools and old age homes
- To service fire extinguishers within the municipal buildings as per fire requirements

Outcome/Impact

- Compliant institutions with regards to OHS and Fire regulations
- Safe and conducive environment with no litigations against the municipality arising from runaway fires.
- Educated youth and elderly about public safety.
- Safe and compliant fire extinguishers within municipal buildings.
- Improved communication and response time to incidents

8.7 Priority Area 7: Traffic, Safety and Security Services

Traffic

Background and Problem statement

This issue deals with three sub-issues namely: Traffic, Safety and Provision of Security Services, which are all critically important and need serious attention.

Traffic & Licensing

The traffic services are a legislated requirement under The National Road Traffic Act 93 of 1996, National Land Transport Act 5 of 2009, and Criminal Procedures Act 51 of 1977 in the main.

The Core function of Traffic Services is to make the roads safe for all users within the municipal jurisdiction. The issue of roaming livestock on the streets is also a challenge to monitor due to limited human resources and the fact that there is a challenge with transport to have these animals pounded. This is done through visible law enforcement, road safety campaigns and awareness programmes such as the Arrive Alive campaign and road blocks. Authorization for speed law enforcement by camera is awaiting approval from the DPP to make roads safer.

The municipality currently has 14 qualified traffic officers and of whom, one is a Chief Traffic Officer. There is a lack of supervision of traffic officers, thus resulting in poor performance. Only the Chief Traffic Officer is available to supervise the other traffic officers. Traffic Officer Grade 1 is qualified as examiners to test on leaner's license and driver's license tests. 2 Grade 3 officers (interns) were appointed in the 2013/14 financial year and attended formal training in 2015/2016.

Law enforcement by the ELM traffic personnel remains a challenge in that visibility of traffic officials in Emgwenya, Entokozweni and Dullstroom is not taking place at a satisfactory rate. This is mainly due to the shortage of traffic officials to enable law enforcement. Our traffic officers have to assist in testing learners and drivers licenses, while on the other hand they are also expected to enforce law on our roads and with this limited capacity, traffic officials are consumed with administrative responsibilities.

Safety

The function of promoting public safety lies within the South African Polices Services (SAPS). Be that as it may, the integrated approach by the Municipality requires that all relevant departments should join hands in dealing with safety. The involvement of the community in the prevention of crime cannot be under estimated.

It is for this reason that CPF structures were established. These forums would assist in ensuring that communications between the SAPS together with the community remains solid and hence the community would feel confident in reporting crime and on engaging in solving cases. Currently, community meetings with the representatives of SAPS are taking place in Entokozweni and Emakhazeni on a regular basis however; these would therefore need to be strengthened in other units.

Community in ward 3 and 7 have raised the need for satellite police stations of which SAPS has responded that due to the close proximity of the current police stations to these townships it will not be possible at this stage to be implemented.

Three community members were appointed as community road safety officials (Entokozweni, Emgwenya and Emakhazeni) through the department of Community Safety and Liaison. A request was also submitted to the Department to consider a community road safety official for the Dullstroom area, no positive response has been received on the request.

The Minister of the Police Honorable Nkosinathi Nhleko released the 2015/2016 financial year's crime statistics. Such statistics include the National, Provincial and Local Stations.

Below is a table per station of areas of concern:

Crime Category				
Belfast Area	2014/2015	2015/2016	Case difference	% Change
Murder	5	4	-1	-20.0%
Sexual Offences	18	16	-2	-11.1%
Robbery with aggravating circumstances	41	59	18	43.9%
Burglary at residential premises	163	203	40	24.5%
Theft out of motor vehicles	53	44	-9	-17.0%
Malicious damage to property	64	67	3	4.7%
Emgwenya				
Murder	2	1	1	50%
Sexual Offences	7	11	4	57.1%
Robbery with aggravating circumstances	18	8	-10	-55.6%
Burglary at residential premises	38	59	21	55.3%
Theft out of motor vehicles	16	10	-6	-37.5%
Malicious damage to property	27	40	13	48.1%
Common robbery	2	8	6	300%
Entokozweni				
Murder	0	1	-1	1 case higher
Sexual Offences	7	3	-4	-57.1%
Robbery with aggravating circumstances	7	8	1	14.3%
Burglary at residential premises	42	66	24	57.1%
Theft out of motor vehicles	15	18	3	20.1%
Malicious damage to property	16	15	-1	-6.3%
Theft of Motor vehicles and Motorcycles	10	11	1	10.0%
Dullstroom				
Murder	1	1	0	0%
Sexual Offences	1	1	0	0%
Robbery with aggravating circumstances	0	12	12	12 cases higher
Burglary at residential premises	58	62	4	6.9%
Theft out of motor vehicles	16	9	-7	-43.8%
Malicious damage to property	21	14	-7	33.3%
Theft of Motor vehicles and Motorcycles	5	3	4	66.7%
Common assault	3	2	-1	-33,3%
Stock theft	34	31	-3	8.8%

The latest statistics show that there is an average increase of 4.6 % with regards to crime related incidents Country wide. With a total personnel strength that stood at 194 852, consisting of 153 116 SAPS members appointed in terms of the Police Act and 41 736 Public Service Act members, 50 966 vehicles and 1 137 Police Stations; 186 active Satellite Police Stations; 52 active Fixed Contact Points and 14 active Mobile Contact Points, that is how the Police have managed to control crime. In the financial year referred to, due to the raising concern on unrest related matters, the Department reported on unrest related cases nationally. The said financial year has also seen an increase in Community protests.

The observation is that in the Emakhazeni Municipality area of jurisdiction the cross cutting crimes that were on the rise in the 2015/16 financial year relate to robbery, burglary and theft related incidents with Emgwenya showing a rise in sexual offences as well. These statistics are a cause for concern and could possibly be linked to the high unemployment rate within the area. Programmes on moral regeneration will also need to be intensified as per the Local AIDS Council plan with special attention in the Emgwenya area. The Community Policing Fora within the municipal jurisdiction need to be strengthened and functioning with the aims of raising awareness in the communities to raise any issues of criminal activities.

Provision of Security Services

Background and Problem Statement
There are two pieces of legislation and ELM guidelines that make the municipality to give issues of security a priority and these are, the Private Security Industry Regulatory Act, Act of 1996, the Security Officers Act, Act No 10 of 2000; guidelines on the Provision of Security Services of 2010

A 24 hour security services has been put in place and monitoring of security services has made the municipality draft a security policy for monitoring of the services, reports are submitted monthly to Council committees. Further departments were requested to submit areas and specifications for the type of security services required for their particular areas of responsibility. Monthly meetings were implemented and monthly reports on security services are a standing item on Council agendas. Security Awareness has also been identified through security risk assessments that were conducted by the Chief of Security.

There is also a need to install surveillance cameras at the municipal buildings and the construction of proper fencing in a number of areas such as workshops and the Belfast Municipal offices; however, due to limited financial resources this remains a challenge.

Strategic Objectives

- To co-ordinate and facilitate public safety

Strategies

- Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.
- Promotion of safer roads by maintaining road markings and traffic signage
- Provision of a safe working environment

Performance Outcomes

- Efficient and effective traffic law enforcement making the municipal area safer.

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8.2.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC GOALS:

- Promote a diverse and inclusive economy that ensures growth and job creation
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.8 Priority Area 8: Economic Growth and Development

Background and Problem Statement

The primary objective of Local Economic Development (LED) is to ensure accelerated growth and generate employment opportunities. In order to achieve this, it is necessary for the economy within the municipal space to become more productive, competitive and diversified. This requires increased levels of investment in order to create an enabling economic environment and the provision of support for key industries. It is also very important for the municipality to ensure that the current businesses are retained. The purpose of this section is to provide an overview of the Emakhazeni LM economy and employment situation. This overview will enable the identification of mines, tourist attractions, key industries and opportunities to be examined in further detail later in this status quo. The overview also provides a baseline against which to measure economic outcomes and improvements

Composition of the economy

The composition of an economy refers to the relative level of output from each of the ten economic sectors. Understanding economic composition in a study area is important for several reasons. Firstly, it allows for the identification of key industries, where economic growth and employment creation is likely to occur. Secondly, the economic composition of a region is a clear indication of the demand for diversification into new industries. Emakhazeni Local Municipality economy is relatively and considerably diversified with three key production sectors mining, tourism, trade as well as community services contributing 55%. The average economic growth rate of Emakhazeni lies at 2.0% and this was measured between the period 1996 – 2015 and the forecasted average annual gross domestic product for 2015 – 2020 is a lowly 1.1% per annum.

According to latest report, the unemployment rate within the municipality decreased from 25.9% in 2011 to 23.8% in 2015. This figure means that the municipality's unemployment rate is the 7th lowest among all the municipal areas in Mpumalanga. However, it is noted with concern that the youth unemployment figure for the youth is 45.1%. This means that the municipality and private sector should strive to create initiatives directly addressing the youth's plight and this also includes skilling them in the areas that respond to the main economic activities in the area. The municipality has therefore established a municipal entity known as "eMakhazeni Development Agency NPO" in order to address the above challenges. Primarily, the objectives of the entity are to take part in income generating activities which will enable it to be self-sufficient and fulfill the following objectives:

- To provide economic and entrepreneurial advantages through alliances, associations and the sourcing and provision of opportunities for natural and juristics persons existing for the benefit of individuals from historically disadvantaged backgrounds within Emakhazeni Local Municipality;
- To offer financial assistance and bursaries to matriculants who completed their matric certificates from schools situated within eMakhazeni Local Municipality who wishes to pursue studies in tertiary education;
- Offer skills development courses programmes targeting the unemployed youth residents within the jurisdiction of eMakhazeni Local Municipality, and in fulfilling this objective the company may apply for accreditation as a training service provider with any recognized statutory body

- Stimulate economic growth within Emakhazeni Local Municipality by offering business management skills training to small business enterprises
- Engage in activities which will create job opportunities for the unemployed residents of Emakhazeni Local Municipality
- Provide bridging finance to SMME's, which shall be subject to a refund to enable the company to provide continuous funding to other SMME's

The agency is therefore, responsible for managing revenue generating projects and implement identified projects in the LED Strategy. The municipality and Exxaro also completed the construction of a Business Incubation Centre through another SLP commitment of Exxaro. This centre is created primarily to ensure that it addresses among other things, sustainability of business as well as offering mentoring. This will serve as a one-stop business centre all business needs.

The municipality has also relaunched the LED Forum which is expected to yield positive economic developments. The forum was previously chaired by a private individual but the terms of reference has since been amended to have the forum chaired by Executive Mayor and deputized by MMC: Finance & LED and includes organized community structures, big business, organized business, labour, sector departments, state-owned entities and the municipality. Emakhazeni Local municipality is currently, though the Agency, implementing LED strategy projects such as the rick manufacturing plant. The strategy outlines the following pillars:

Policy Pillar 1: Building a Diverse Economic Base

The programmes under this pillar focus on growing the local economy through industrial and sector-specific (e.g. Tourism, Mining, Agriculture, Manufacturing, etc) investment and development programmes, and through the spatial targeting of functional economic regions and other areas where economic activity is concentrated or projected (growth points) such as metros and secondary cities. Programmes under this pillar are driven by private sector investment

Policy Pillar 2: Developing Inclusive Economies

The pillar responds to the second of the twin imperatives of the NDP: more inclusive growth, and its notion that to improve the living standards and ensure a dignified existence for all South Africans, the economy must create decent work and sustainable livelihoods. This pillar focuses on economic and spatial inclusivity aspects in municipalities. The programmes in this pillar are underpinned by pro-poor government programmes and interventions that target the second economy, including: support to the informal economy; sustainable livelihoods programmes in communities; inner city economic revitalization, township development, rural economy, youth and women empowerment, and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme.

Policy Pillar 3: Developing learning and skillful economies

One of the principles of the 2006 National LED Framework was that people are the single greatest economic asset in development, and increasing their skills leads to increased opportunities for stimulating local economies. The new Framework gives skills development a distinctive focus due to its centrality, its potential impact on the youth and on women and its impact on developing globally competitive and adaptable local economies. The planned development of a TVET institution respond directly to this principle.

Policy Pillar 4: Enterprise Development Support

This pillar is also necessarily cross-cutting in the sense that it complements programmes within the other pillars: e.g. value chain opportunities from the pillar Building a Diverse Economic Base, and Developing Inclusive Economies. This pillar also has a strong element of Youth and Women Empowerment.

Policy Pillar 5: Economic Governance and Infrastructure

Expanded Public Works Programme (EPWP) is also one of the programmes pursued by the municipality to address unemployment and is currently implemented in all units of the municipality. The municipality is also implementing CWP which creates a safety net for unemployed people. There programme currently employs about people 829 in all ward s of the municipality.

Policy Pillar 5: Economic Governance and Infrastructure

This pillar is the single most important pillar that seeks to strengthen local government's role in economic development. It is directly linked to Outcome 9 in terms of promoting An Accountable, Responsive, Efficient and, Effective Local Government System. It consists of institutional systems and processes that support economic activity. Programmes that are targeted under this pillar include the following: Improving the role of municipal leadership in local economic development in terms of capacity building and lobbying, and advocacy; Efficient provisioning of land and land-use for economic development; efficient provisioning economic infrastructure through such programmes as the Municipal Infrastructure Grant; Mainstreaming Revenue collection into LED

Council has also adopted an Emerging Contractor Development Policy which seeks to develop our emerging Contractors from CIDB level 1-3. This will be achieved by ensuring that opportunities are set aside before implementation of infrastructure projects. The programme is implemented through all MIG and social partners' projects. The review of the investment attraction policy is an invitation to investors to the area. This policy is reviewed due to some clauses which were not so favourable to the investors.

Tourism has been identified as one of the key economic sectors of the municipality. It has recorded the highest tourist arrival in Nkangala District Municipality. It is perceived by many that tourism has potential as a pro-poor strategy, thus promoting community development and sustainability in a manner that is not harmful to communities involved.

According to the Emakhazeni LED strategy, significant development potential exists with regard to development of tourism in the area, however there are constraints that need to be addressed in order to ensure that an enabling environment created to foster tourism development in the area. These constraints, identified in the LED Strategy include the following:

- A lack of high standard tourism product and services
- A lack of adequate signage
- Lack of proper tourism routes in eMakhazeni
- Upgrading of infrastructure for nature-based tourism, adventure tourism, agri- tourism information sharing, and tourism development potential and alternative tourism.

TABLE 46: TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - EMAKHAZENI LOCAL MUNICIPALITY, 2004-2014 [NUMBER]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2004	20,100	9,410	8,320	11,600	49,400
2005	20,400	9,970	9,010	10,600	50,000
2006	22,100	10,100	9,530	9,380	51,200

2007	25,000	9,790	9,930	8,540	53,200
2008	26,700	9,990	10,900	6,930	54,500
2009	27,500	10,700	11,500	7,060	56,700
2010	30,400	12,600	12,200	7,650	62,800
2011	32,500	13,300	12,900	7,890	66,600
2012	35,200	14,400	13,800	8,190	71,600
2013	36,500	15,000	13,700	8,610	73,900
2014	36,800	14,500	14,300	8,410	74,100
Average Annual growth					
2004-2014	6.27%	4.43%	5.59%	-3.20%	4.13%

Source: IHS Global Insight

The above table indicates that Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2004 (20 100) to 2014 (36 800) at 6.27%. The number of trips by tourists visiting Emakhazeni Local Municipality from other regions in South Africa has increased at an average annual rate of 0.45% from 2004 (26 900) to 2014 (28 100). The tourists visiting from other countries increased at a relatively high average annual growth rate of 7.38% (from 22 600 in 2004 to 46 000). International tourists constitute 62.08% of the total number of trips, with domestic tourism representing the balance of 37.92%.

It is noted that although there is an increased level of visitor arrivals in the municipality, the previously disadvantaged are still not benefitting from these arrivals. This implies that the municipality must respond to this by introducing anchor projects located where the previously advantaged stays and these products will then have to be linked to a tourism route.

Strategic Objectives

- To promote social and economic development

Strategies

- Ensuring the functionality of the LED forum and the creation of the annual calendar
- Ensure the reviewal of the LED strategy
- To create an enabling environment for Cooperatives and SMME's to thrive
- To create job opportunities through EPWP & CWP programmes
- Review the Social Labour Plan of mining houses
- To reduce the unemployment rate within the municipality
- To review the contractor development policy.

Performance Outcomes/Objectives:

- Economic growth in all sectors of the economy
- Job creation and improved quality of life for the community
- Development of local contractors through MIG, NDM, Social partners and Sector department projects
- Local SMME's and cooperatives contributing to job creation
- Reduced number of unemployed people

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- Self-sustainable SMME's and cooperatives

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8.2.3 KPA 3: FINANCIAL VIABILITY

STRATEGIC GOALS:

- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.9 Priority Area 9: Financial Viability

Strategic Objective

- To ensure sound and sustainable financial management, compliance and accountability

Strategies

- To establish and implement effective financial management systems
- To ensure effective, efficient and economic use of financial and other resources.
- To provide timely and relevant financial management reports to all stakeholders

Performance Outcome/Objectives

- Funded budget and improved service delivery
- Development and Implementation of Internal Controls and Procedure Manual
- Efficient and effective use of all municipal assets and their safeguarding thereof.
- Submission of all relevant financial management reports on time to all stakeholders in accordance with prescribed standards and formats

Background of the finance department

Emakhazeni Local Municipality has established the Budget and Treasury Office as per the requirements of section 80 of the Municipal Finance Management Act no 56 of 2003, which is administered by the Chief Financial Officer. The main objectives of this office is to ensure , sound financial management, Proper cash management, financial accounting, assets management, recording of financial transaction and compliance with legislation, policies, risk management and internal controls. In order for this department to fulfil its responsibilities 4 sections have been established within the department, which are, Budget and reporting, Revenue section, Expenditure Management and Supply Chain Management,. (Assets Management currently forms part of Supply Chain Management Unit).

REVENUE MANAGEMENT SECTION

The revenue management section is expected to fully comply with section 64 of the Municipal Finance Management Act no 56 of 2003, which states that, the Accounting Officer of a municipality is responsible for the management of revenue of the municipality. The Accounting Officer must for the purpose of subsection 1 take all reasonable steps to ensure:

a) That the municipality has effective revenue collection systems consistence with section 95 of the Municipal Systems Act and the municipal credit control policy

b) That the revenue due to the municipality is calculated on a monthly basis

c) That accounts for municipal tax and charges for municipal services are prepared on a monthly basis, or less often as may be prescribed where monthly accounts are uneconomically

d) That all money received is promptly deposited in accordance with this Act into the municipality's primary and other bank accounts

e) That the municipality has and maintains a management, accounting and information system which:

   I. Recognise revenue when it is earned
   II. Accounts for debtors
   III. Accounts for receipts of revenue

f) That the municipality has and maintains a system of internal control in respect of debtors and revenue as may be prescribed

g) That the municipality charges interest on arrears, except where the Council has granted exemptions in accordance with is budged –related policies and within a prescribed framework and:

h) That all revenue received by the municipality including revenue received by any collecting agent on its behalf, is reconciled at least on a weekly basis.

Revenue management, efficient and effective systems of revenue management are necessary to enable the municipality to collect all monies due in respect of the common sources of revenue such as property tax, electricity, water and refuse collection.

Problem Statement on revenue section

Currently the municipality is operating under serve pressure, where it is unable to collect all the monies owed to the municipality due to the following, amongst others reasons:

a) Incomplete billing information due to non-availability of meter's information

b) Inefficient implementation of the credit control policy

c) Data integrity

d) High number of indigents

e) Reconciliation between the Legacy Valuation Roll and System Valuation Roll

During the audit of 2017/18 financial year, the Auditor General also raised as challenge where revenue was not recognized in terms of GRAP standards. The standard requires that revenue be recognised, if it is probable that the economic benefits associated with the transaction will flow to the entity and that the amount of the revenue can be measured reliable. The municipality had a challenge in complying with the standard especially in accounting for Property Rates and consumption of water and electricity. Another matter that was raised by the Office of the Auditor General was the debt impairment, distribution losses. Provision for debt impairment is done in terms of the Debt Impairment policy.

Expenditure section

The expenditure section is expected comply with section 65 of the Municipal Finance Management Act, which states that the Accounting Officer of a municipality is responsible for the management of the expenditure of the municipality. The accounting officer must for the purpose of subsection 1 take all reasonable steps to ensure that:

a) That the municipality has and maintains an effective system of expenditure control, including procedures for approval , authorization, withdrawal and payment of funds

b) That the municipality has and maintains a management , accounting and information system which :
   i. Recognizes expenditure when it is incurred
   ii. Accounts for creditors of the municipality and
   iii. Accounts for payments made by the municipality
c) That the municipality has and maintains a system of internal control in respect of creditors and payments
d) That payments by the municipality are made:
   I. Directly to the person to whom it is due unless agreed otherwise for reasons as may be prescribed and:
   II. Either electronically or by way of non-transferable cheques, provided that cash payments by way of cash cheques may be made for exceptional reasons only, and only up to a prescribed limit
e) That all money owing by the municipality be paid within 30 days of receiving the relevant invoices or statement, unless prescribed otherwise for certain categories of expenditure
f) That the municipality complies with its tax, levy, duty, pension, medical aid, audit fees and other statutory commitments.
g) That any dispute concerning payments due by the municipality to another organ of state is disposed of in terms of legislation regulating disputes between organ of state
h) That the municipality's available working capital is managed effectively and economically in terms of the prescribed cash management and investment framework
i) That the municipality's supply chain management policy referred to in section 111 is implemented in a way that is fair, equitable, transparent, competitive and cost effective and:
j) That all financial accounts of the municipality are closed at the end of each month and reconciled with its records

Problem Statements on expenditure section

Currently Emakhazeni Local Municipality is experiencing non compliance with sub section (e) of the above section where all monies owing by the municipality are not being paid within 30 days of receiving the relevant invoices or statement, unless prescribed otherwise for certain categories of expenditure. This non compliance is a result of historical creditors like ESKOM.

SUPPLY CHAIN MANAGEMENT UNIT

Supply chain management processes of the municipality must be fair, equitable, transparent, competitive and cost effective, In order for the municipality to effectively implement the fair, equitable, transparent, competitive and cost effective processes, the municipality has developed a Supply Chain Management Policy which guide the processes of procurement.

Problem Statement on Supply Chain Management Unit

The municipality is complying to the approved Supply Chain Management regulations and policy however deviations in terms of Regulation 36 of the SCM regulations remain a challenge .All deviations are approved by Accounting Officer and reported monthly to Council.

ASSET MANAGEMENT UNIT

In terms of section 63 of the Municipal Finance Management Act no 56 of 2003, the Accounting Officer of a municipality is responsible for the management of:

a) The assets of the municipality, including safeguarding and the maintenance of those resources
b) The liabilities of the municipality

The Accounting Officer must for the purpose of subsection (1) take all reasonable steps to ensure:

a) That the municipality has and maintain a management , accounting and information system that accounts for the assets and liabilities of the municipality

b) That the municipality's assets and liabilities are valued in accordance with standards of generally recognized accounting practice and

c) That the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

In order to comply with the above section, the municipality has developed an assets register to ensure that all assets of the municipality are complete, valid and accurate.

Problem Statement on Assets Management Unit

For the 2017/18 financial year audit, Auditor General raised issues in terms of redundant assets on the register, inclusion of incomplete assets on the Asset Register and supporting documents for disposal of assetsThe repairs and maintenance of these assets is costly to the municipality which resulted in a municipality unable to fund other activities of the municipality. The challenge that the municipality is also facing is to efficient budget for repairs and maintenance as the budgeted amount is below the acceptable norm as per National Treasury's guidelines.

In 2018/2019 it was strongly motivated that asset management unit be established to manage and safeguard the municipal asset to the value of over R 1 billion, but the resolution taken in Lekgotla was not favourable. The need is still strong and alive since there is no capacity at the moment.

BUDGET AND FINANCIAL REPORTING

(1) In terms of S71 the accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the Executive Mayor of the municipality and the relevant Provincial Treasury a statement in the prescribed format on the state of the municipality's budget reflecting the following particulars for that month and for the financial year up to the end of that month:

(a) Actual revenue, per revenue source;

(b) actual borrowings;

(c) actual expenditure, per vote;

(d) actual capital expenditure, per vote;

(e) the amount of any allocations received;

(f) actual expenditure on those allocations, excluding expenditure on—

(i) its share of the local government equitable share; and

(ii) allocations exempted by the annual Division of Revenue Act from compliance with this paragraph; and

(g) when necessary, an explanation of—

(i) any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;

(ii) any material variances from the service delivery and budget implementation plan; and

(iii) any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

(2) The statement must include—

(a) a projection of the relevant municipality's revenue and expenditure for the rest of the financial year, and any revisions from initial projections; and

(b) the prescribed information relating to the state of the budget of each municipal entity as provided to the municipality in terms of section 87 (10).

(3) The amounts reflected in the statement must in each case be compared with the corresponding amounts budgeted for in the municipality's approved budget.

(4) The statement to the provincial treasury must be in the format of a signed document and in electronic format.

(5) The accounting officer of a municipality which has received an allocation referred to in subsection (1) (e) during any particular month must, by no later than 10 working days after the end of that month, submit that part of the statement reflecting the particulars referred to in subsection (1) (e) and (f) to the national or provincial organ of state or municipality which transferred the allocation

The municipality must ensure compliance with legislative requirements and supporting legislations, guidelines and budget formats to ensure that the budget is compiled in an accurate and credible manner within the legislative framework.

Budget

The budget office is expected to assist the municipality in full compliance with section 16 of the Municipal Finance Management Act no 56 of 2003, which states that: The Council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. Section 17 of the said Act provide for the content of the budget and supporting documents which must be a schedule in a prescribed format

a) Setting out realistically anticipated revenue for the budget year from each revenue source

b) Appropriating expenditure for the budget year under the different votes of the municipality

c) Setting out indicative revenue per source and projected expenditure by vote for the two financial years following the budget year

d) Setting out

   I. Estimated revenue and expenditure by vote for the current year

   II. Actual revenue and expenditure by vote for the financial year preceding the current year and

(e) A statement containing any other information required by section 215 (3) of the Constitution or as may be prescribed.

Problem statement on Budget and Reporting

The municipality received Qualified Audit Opinion for 2017/18 financial year and an Audit Action plan was developed to address all the issues raised by Auditor General.

Emakhazeni Local Municipality's budget is funded through own revenue; however, the prior year creditors affect the current year budget. The municipality is currently performing, the historical background has direct impact in revenue collection to fund the prior years and the current year budget. The municipality is continuously being advised by the Budget Steering Committee in terms of revenue generation.

8.2.4 KPA 4: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STRATEGIC GOALS:

- Promote a sustainable, safe and heathy environment
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

8.10 Priority Area 10: Culture, Sports and Recreation

SPORTS, ARTS AND CULTURE

Background and problem statement

Legislation such as the National Heritage Resources Act no. 25 of 1999, National Arts Council Act 1996 and the Mpumalanga Arts and Culture Act of 1999; gives a clear guidance as to reasons for spheres of government to support and promote arts, culture and heritage. South Africa is indeed a rainbow nation with multi-cultural societies and value systems, but it would still appear that arts, culture and heritage even in this democracy is still faced with a multitude of challenges that still divide our communities due to a lack of knowledge, tolerance and understanding of these various cultures within our democratic South Africa. Emakhazeni finds itself in a similar situation whereby many young talented individuals are not given good platforms and opportunities to strive in the arena of sports, arts, culture and heritage.

The following challenges were identified as matters that can be addressed by upholding to our way of life.

- Illiteracy
- Immorality
- Unemployment
- Non exposure to opportunities

To deal with the above mentioned points ,our way of life (culture) acts as a bond which ties the people of community together and serve as the founding principles of one's life by promoting and bringing back the following aspects:

- Offer exposure and good opportunities
- Bring back good moral values
- Human resource development

These points are the bases of seeing a need to promote arts, culture and heritage as a way of finding common ground in promoting reconciliation and nation building.

The municipality participates annually on cultural events such as the Kwasimkhulu cultural event and the Mozambique train disaster commemoration event.

The municipality has a good working relationship with the Emakhazeni Arts, Culture and Heritage Forum. The forum is a registered non-profit organization whose mission is to empower arts, culture and heritage practitioners.

It has been highlighted that there is a need for a cultural theater to be established in the municipality.

The eMakhazeni local sports council was elected in order to promote and manage sports and recreation activities of the municipality including those of other developmental agents. Sub-committees to the Sports Federation structure were formed during May 2013. Sporting activities are planned at a quarterly basis. The municipality also participates annually on the District Mayoral games hosted by the Nkangala District municipality. The need to upgrade sporting facilities has been identified and is also highlighted under municipal amenities.

STANDARDISATION OF GEOGRAPHICAL FEATURES

Background and Problem Statement

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The South African Geographical Names Act, Act No 118 of 1998 provides government with the responsibility to standardize geographical features in South Africa.

In terms of naming and renaming of public facilities, a lot of achievements have been done since 2006 and these can be summarized as follows:

TABLE 47: TABLE: SUMMARY OF ACHIEVEMENTS ON NAMING AND RENAMING OF PUBLIC FACILITIES

Geographical Features	Number changed
Streets	73
Community halls	5
Recreational parks	2
Cemeteries	2
Stadiums	3
Libraries	2
Clinics	2

All these remarkable changes have marked a very important transformation era since the establishment of the municipality in December 2000. However, despite numerous attempts by the municipality to name and rename some streets in eMakhazeni, Dullstroom, eNtokozweni and eMgwenya visible challenges around street signage continue to characterize the previously disadvantaged communities. For instance, the eighty unnumbered streets in Siyathuthuka Ext 3 have now been named but no signage has been installed and where signage has been installed it has either been deliberately removed as it is the case with eMthonjeni town.

Therefore to try and embrace our rich cultural heritage and improve service delivery in the previously marginalized communities, most unnamed streets have been named whilst others were renamed since 2006. Out of the four major towns in the municipality three of those towns have been renamed in 2009 and these are Belfast, Machadodorp and Waterval Boven to eMakhazeni, eNtokozweni and eMgwenya respectively. However, to Date SANRAL has not affected the new names especially on the N4 freeway.

There is a need to revive the functioning of the LGNC in order to deal with the request on issues of naming and renaming of geographical features within the municipal jurisdiction.

The Council has established the LGNC committee as per council resolution 24/09/16. The committee will be responsible for the naming and renaming of geographical features.

Strategic Objective/s

- To promote culture, sports and recreational activities

Strategies

- Educate communities on cultural heritage through the hosting of cultural events
- Naming and renaming of geographical features through the LGNC and public participation process
- Facilitate sport and recreational activities

Performance Outcomes

- Informed and knowledgeable communities on the diverse cultural heritage
- Names that reflect the diverse culture and history of the local people gain recognition

8.11 Issue 11 Youth Development

Problem Statement

Youth targeted interventions are needed to enable young South Africans to actively participate and engage in society and the economy. The marginalization of young people is primarily manifested in high youth unemployed. In a job scarce environment, joining the world of work is particularly difficult for young people, this is not just a local problem but it is a National challenge. Youth unemployment rate according to the Census figures is at 45.1%.

In reducing the level of youth unemployment requires the economy to be on a labour absorbing growth path. Programmes to support young entrepreneurs should focus on enterprise education and training but still we are not doing well at business development, mentoring and incubation. Young people living in rural areas often struggle to participate in the economy due to lack of access to or availability of land and poor economic and social infrastructure.

There are many young people who drive community and youth development initiatives and they are committed in transforming the lives of others, however it is true that young people are victims and perpetrators of crime. Young people's risky behaviour leads to high morbidity and mortality rates, they face the highest HIV/AIDS, Teenage Pregnancy and substance and drug abuse

According to the 2016 CS, the population in Emakhazeni aged 20 that completed grade 12, increased from 10 450 in 2011 to 11 834 in 2017 increase of 2.0%. Emakhazeni grade 12 pass rate improved from 74.8% in 2011 to 84.47% in 2016 unfortunately 2017 pass rate gone to 81.6% with a slightly drop in performance of about . Disadvantaged youth has been empowered through effective institutions and those that have fallen out of the educational must be re-integrated through the second chance programme. An external Municipality bursary policy was established to cater for Disadvantaged youth to go for post-matric education after they have passed their matriculation stage well.

It must be noted that the circuit went down again in terms of performance in the last exams of 2017.The municipality had 435 learners who wrote their final exam in 2017, from the total number of learners who wrote the final exam we had 355 learners who passed their exams and that have put the municipality pass rate to 81.6%. The circuit had a slightly decreased in performance of about 2.9% since 2016.

Since the Youth Development Unit was established number of programmes was implemented such as educational support and skills development, job preparedness, entrepreneurship development and life skills. The office also encouraging mass participation of young people in sports, arts and culture activities and this is the only strategy they can use in preventing them from engaging on social ills challenges, through all the programmes the municipality has implemented we are still experiencing the following challenges:

- Growing young entrepreneurs
- Taking young people to school
- High HIV/AIDS prevalence and high rate of substance abuse
- Unemployment and jobless
- Inadequate skills development

Objectives

- To encourage the involvement of communities and community organizations in the matters of local government

Strategies

- Working together with departments, NGO's and social partners to ensure access to quality education, skills development and fight social ills

Outcome/Impact

- Informed and highly skilled youth
- Healthier lifestyle for the youth
- Reduction in teenage pregnancy
- Drug free society
- Reduced AIDS prevalence
- Reduced illiterate youth

8.12 Priority Area 12: HIV & AIDS, Transversal and Special Programmes

Problem Statement

The constitution of the Republic of South Africa, Act 108 of 1996, and Chapter 2: Section 9 emphasizes equality of mankind. It prohibits unfair discrimination against anyone on the basis of race, gender; sex etc. in this section of the Bill of Rights, emphasis is placed on the corrective measures to be taken to promote the achievement of equality. Chapter 7 of the constitution mandates local government to promote social and economic development of communities and community participation in matters of local government. It is against this background that the transversal office as it is tasked with the responsibility to ensure that issues affecting woman, children, elderly person, People With Disabilities (PWD) as well as person infected and affected are taken care of by building capacity of the advocacy groups, supporting their programms and projects as well as monitoring the increase/ decrease of the HIV prevalence in Emakhazeni.

HIV/AIDS remains one of the greatest threats faced by the society. As a Municipality our key focus on HIV/AIDS and TB is to bring awareness programmes on how this scourge can be prevented and decreased rather than cured. The behaviour of most young people is getting riskier due to factors like poverty and unemployment, such causes this segment of the society to be more susceptible to the effects of the disease. According to a research done by GIZ in Mpumalanga Province HIV prevalence among farm workers has increased. However at Nkangala District there's a decrease on the infection of that particular sector. There is no single factor causing the high rate of HIV/AIDS infection on some farming communities but a combination of factors such as multiple and concurrent partnerships, transactional sex, irregular use of condoms, untreated STI's and high level of sexual violence. According to Department of Health, the HIV prevalence rate of Emakhazeni was measured at 45.5% in 2013 – 5th highest of all the municipal areas in the Province. In fighting the scourge of HIV/AIDS in Emakhazeni, the Municipality working in partnership with the Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) and Nkangala District Municipality has established a Local Aids Council (LAC), the LAC has been established primarily to assist the transversal office in the development of a local HIV/AIDs strategy as well as championing of all programmes aimed at defeating the scourge of HIV /AIDS.

In order to stimulate the fight against the scourge of HIV/AIDS it will be important to strengthen the following factors viz;

- ✓ Awareness campaigns, to emphasise the big role that family plays in the fight against HIV.
- ✓ Restoration of values campaigns by encouraging church leaders, community leaders, traditional leaders and schools to play a role in the fight against the spread of HIV and AIDS.
- ✓ Condom distribution campaigns, working with taxi drivers, business owners and other departments to encourage and teach the proper use of condoms.
- ✓ Teen pregnancy campaigns through Motivational talks at schools and to different youth structures.

Historically, issues affecting People with Disability have been addressed in a piecemeal and fragmented way. This has been one of the key factors contributing to the marginalization of disabled people and the dire poverty of the circumstances in which the majority of PWD are faced with. The lack of an advocacy group that champions the matters of PWD is a course for cancers as well.

Moral decay is another challenge that needs urgent attention. The most obvious signs of moral decay are the high prevalence of out-of-wedlock births, the breakup of families, the lack of public education, and eruption of criminal activity. In fighting moral decay the Municipality has an annual programme of hosting a Moral Regeneration Event, which is aimed at addressing the above mentioned challenge (moral decay).

Bringing women together to discuss issues affecting women and discussing about women's rights has been lacking as well and the office intends to improve its focus on working with women issues. In attending to the plight of the elderly and children, Working in collaboration with social partners and sector departments the transversal office has during the month of July each year celebrated the Mandela month, commencing on the 18 of July each year where all community members are urged to give 67 minutes of their time to support a noble course of making a difference in the lives of their communities by helping the destitute and the vulnerable.

During the strategic planning Lekhotla held in November 2016 at White River the Transversal Office odentified the following weaknesses faced by the office.

Weaknesses and proposed mitigating factors

Weaknesses	Proposed mitigation
Accessibility of the Transversal Office is difficult to PWD especially those who are wheel chair bound due to its location.	To relocate the Office to an accessible space
No strategy or policy to guide the role of the Office on HIV/AIDs issues	To develop an HIV/AIDs strategy
Lack of practical activities to assist in minimizing the prevalence of HIV/AID's in Emakhazeni	To draw programs that will talk with minimizing the prevalence of HIV/AID's and recruiting a HIV/AID's coordinator who will strictly focus on this matters
None functionality of ward based AIDS councils	Establishment of ward based AID's councils

Strategic Objectives

- To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases

Strategies

- Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDS and related diseases.
- By bringing diverse sectors of the community together in building moral and positive values to the community.

Impact/Outcome

- Reduced of HIV/ AIDS infected and affected community members.
- Restored dignity and moral fibre to our community.
- Nelson Mandela's legacy restored and promoted
- Gender equality and women empowerment promoted
- A conducive environment for People Living with Disabilities (PLWD) created and promoted

8.13 Priority Area 13: Education

Background and Problem Statement

The Education System is regarded as a central pillar of economic growth and of the fight against poverty and joblessness. The challenge of priority skills shortage can be dealt with the majority of our youth was functionally literate, as a starting point. Although section 29 of the Constitution of the Republic of South Africa states that everyone has the right to basic education, including adult basic education and further education.

The Nkangala TVET campus at Emgwenya is the only campus within the municipal area. However, there is still a challenge with regard to accessibility to the college due to the high toll gate fees separating Emgwenya from the rest of Emakhazeni. In an attempt to ensure access to the TVET, the municipality together with Exxaro, prioritized the development of a satellite campus in Siyathuthuka. The development of the satellite campus could not be accomplished due to the non-availability of an operational budget from Nkangala TVET College. The budget for this project had to be reprioritized to another infrastructure project

In terms of scheduled 4 Part A of the Constitution, education at all levels, excluding tertiary education falls under the function areas of concurrent National and Provincial Legislative Competence . Even though all education related issues in the Municipality are dealt with by the Mpumalanga Department of Education, the new approach of integration of service packages calls the department to consider the Municipal IDP for future delivery of this basic service. Further, because of its potential to uplift the standard of living communities. Education has been elevated from being a departmental issue and/or a governmental issue to being a societal issue that must occupy the minds of all the ELM residents.

The schools outreach programmes has shared light in the course of nonpayment of municipal services by some schools. The poverty index utilized by the MDE to classify schools under various quintiles has left the poor schools poorer. The index utilized, does not take into consideration the indigent policy of the ELSEN School, (school for Education of Learners with Special Educational Needs) which is well positioned for the skilling of the youth. On poverty alleviation, the majority of primary schools are on the NSNP (National Schools Nutrition Programme). We further welcome the proposal by the Department of Education to extend the NSNP to High schools

Strategic Objectives

- To promote and support the provision of quality education

Strategies

- Working together with the community, sector departments and social partners in the promotion of quality education
- By facilitating programs aimed at promoting education

Performance Outcomes

- Educated and well informed community
- Improved learners results and decrease in learners drop out
- Informed career path
- More grade 12 graduates supported
- Increased number of registered learners

TABLE 48: TABLE 20: SCHOOLS TYPES AND THEIR LOCATION

Type of School	Total	Name of school	Area	Ward
Secondary School	5	Khayalami Belfast Academy Siyifunile Imemeza Sikhulile	Siyathuthuka Belfast/ Emakhazeni Sakhelwe Emgwenya Emthonjeni	3 1 4 7 6
Secondary Schools (Farms)	3	Mőrelig Tonteldoos* Klipspruit*	Wonderfontein Tonteldoos Badfontein	1 4 5
Primary Schools	7	Ukhwezi Belfast H.P Mpilonhle Ebhudlweni Dumezizweni Laerskool Machado LaerskoolOosterlijn	Siyathuthuka Siyathuthuka Sakhelwe Emgwenya Emthonjeni Machadodorp/Entokozweni WatervalBoven/Emgwenya	2 3 4 7 6 6 7
Schools for learners with special Education needs	1	Platorand	Emakhazeni (Belfast) town	1
Private Schools	4	Chuzon Emakhazeni Bitchcroft Dullstroom	Entokozweni Emakhazeni Dullstroom Dullstroom	6 1 4 4
TVET	1	Nkangala Campus	Emgwenya	7
Emakhazeni Boarding School	1	Emakhazeni Boarding School	Entokozweni	6
TOTAL	22			

8.14 Priority Area 14: Inter-governmental Relations

Problem Statement

The object of this Inter-governmental Act is to provide within the principle of co-operative government as set out in Chapter 3 of the Constitution a framework for the national government, provincial governments and local governments, and all organs of state within those governments, to facilitate co-ordination in the implementation of policy and legislation, including- (a) coherent government; 15 (b) effective provision of services; (c) monitoring implementation of policy and legislation; and (d) realisation of national priorities, using various inter-action platforms.

Strategic Objectives

- To encourage and ensure cooperative governance for the achievement of municipal objectives

Strategies

- Establishing ward committees and overseeing their functionality
- To hold the IDP Indaba

Outcome/impact

- Accountable and clean local government
- Spheres of government must take concrete steps to realize cooperative government

8.15 Priority Area 15: Customer Care

Problem Statement

In order to achieve the vision 2030 of the National Development Plan to be the most caring and liveable town a Customer Care Policy has been adopted to develop structures to ensure that in our dealing with customers we demonstrate these values. This policy is based upon the National Batho Pele principles which has been translated as "People First" and emphasizes the values of "Customer First".

Whilst Customer Service has been defined as a set of behaviours that a business undertakes in its interaction with its customers, Customer Care is the phrase that is used to describe the taking care of our customers in a positive manner. We see Good Customer Care as:

• Treating people with courtesy, dignity and respect.

• Treating people how they would like to be treated.

• Treating people in their language of preference in accordance with the Municipality's Language Policy.

• Providing a good quality service in a friendly, efficient and helpful manner.

• Giving people the information they need and providing an explanation if the service is not available.

• Keeping the customer informed of progress in addressing their complaints/requests or enquiries.

Strategic Objectives

- To ensure a community centred approach to governance and development

Strategies

- To promote customer care

Outcome/impact

- A healthy and Customer friendly environment

8.16 Priority Area 16: Information Communication Technology

Background and Problem statement

It is vitally important that the information technology development and progress that Emakhazeni LM maintains be kept in pace with external and worldwide ICT developments. The full utilization of information technology will not

only put the local authority on the fine edge of improvement but will also enhance service delivery. This will include spinoffs to the community at large.

The section is responsible for providing ICT related services, namely, ensuring a reliable network with minimal interruptions, communication with internal and external stakeholders through SMS system, data security and backup, maintenance of hardware and software etc.

The municipality developed and approved ICT policies which amongst others include a Disaster Recovery Plan, Business Continuity Plan, ICT Governance Framework and a Change Management and Control Policy, E- mail Policy , Network , PC Hardware and Software Policy , Internet Policy , Anti-virus and Firewall Policy ,Data Management Policy , ICT Security Policy, ICT Asset Management Policy, Web Content Management Policy , User Access Control Standard and Procedure for VIP and Munsoft and ICT Steering Committee Terms of Reference .
The ICT Unit is also responsible for the ICT Steering Committee meetings which operates through its Terms of Reference as approved by the Council.

The municipality still encounters the following problems:

- No stable back up power supply which results in interrupted communication both in telecommunications and computer technology.
- Administrator activities not reviewed by an independent person

User Access Control

- Evidence that the appropriateness of users access tights are periodically reviewed on VIP and Munsoft.
- The system administrator activities (creation of Ids, user ID maintenance, password resets etc) on the Munsoft and VIP systems are not reviewed by an independent person

Objective(s)

- To encourage and ensure cooperative governance

Strategy

- Purchase of standby generators and/or installation of solar power
- Ensure storage of the Disaster Recovery Server, copies of the Business Continuity Plan(BCP) and Disaster\ Recovery Plan(DRP) at an offsite location
- Develop, review and implement ICT Governance Framework, policies, strategic plans and User Access Control Procedure Manuals
- Provide advanced training on administration of VIP & Munsoft systems
- Implement user account management standards and procedures to manage the granting of access to users on VIP, Munsoft and other systems
- Appointment of an Independent person to review administrator activities
- Convene ICT Steering committee meetings
- Development of the municipal intranet service
- Upgrade the IT Infrastructure

Impact/Outcome

- Improved turnaround time, minimal interruptions and improved communication

- Upgraded IT equipment
- Safe data and IT service continuity
- IT operations aligned to business and operational objectives of the municipality
- Ensure proper administration and management of VIP and Munsoft systems
- Controlled and monitored user access
- Controlled and monitored administrator activities

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8.17 Priority Area 17: Communication and Stakeholder Engagement

Problem Statement

Media serves as the key communication tool, helping to project the image of the municipality. Communication challenges in the workplace can have a negative impact on morale, productivity and interdepartmental working relationships and result in possible instabilities. The technological advancement may have unintended consequences at both the workplace and public, thus communication should assist in regulating the above-mentioned challenges.

Strategic Objectives

To ensure that communications across the municipality is well co-ordinated, effectively managed and responsive to the diverse information needs of stakeholders

Strategies

1. Dissemination of information regarding projects, updates and achievements handover
2. Creation of municipal newsletter & loading information on the website
3. To promote corporate or council's image
4. To create one centre of coordination for communication
5. To control the use of social media networks within the municipality
6. To communicate council's activities, decisions and events including media, publicity & branding of such events
7. Invite members of the public to ordinary council sittings
8. To solicit views and inputs of members of the public into the IDP
9. To solicit views and inputs of members of the public into the budget

The municipality is engaging in these processes in order to:

- Promote values of good governance and human rights
- Acknowledge a fundamental right of all people to participate in the governance system
- Narrow the social distance between the community and the municipality
- Recognize the intrinsic value of all of our people, investing in their ability to contribute to governance processes,

Challenges

- The increased number of community protest against service delivery and others resulting in damage of municipal infrastructure.
- Minimal participation by the community in the affairs of the municipality
- Lack of understanding of the role and functions of the municipality

Strategic Objectives

- To encourage the involvement of communities and community organisations in the matters of local government

Strategies

- Invite members of the public to 6 ordinary Council Sittings by 30th June 2017
- To solicit views and inputs of members of the public into the IDP

- To solicit views and inputs of members of the public into the Budget
- Establishing ward committees and overseeing their functionality.
- Organise community capacity building workshops
- Issue invitations to members of the local council of stakeholders

Outcome/impact

- Deepened democracy, accountability and access to information by the public on all matters of local government

8.18 Priority Area 18: Performance Management System

Background and Problem Statement

Emakhazeni regards Performance Management System not only as a system that is linked to human resource development but to the improvement of the overall performance of the institution. Council first adopted the Performance Management System Framework in 2006 and such was reviewed and approved by Council on the 26th July 2018 for implementation in the 2018/2019 financial year.

The Municipal Manager and Managers directly accountable to the Municipal Manager entered into performance agreements with the Municipality as required it terms of the Local Government: Municipal Systems Act, Act No. 32 of 2000. 2018/19 Mid-Year and 2017/18 annual Performance assessments were conducted and a culture of performance assessments is being inculcated.

Challenges:

Seeing that Municipal performance does not lie with senior management only, the municipality has cascaded performance management to Deputy Manager level. The municipality further intends to cascade performance management to level 3 of the organogram. The plan is to cascade performance management to all levels of employees, one level per financial year.

The Internal Audit Unit is assisting with auditing of the quarterly performance of the departments and the risks incurred on each department. The intervention of the risk in a form of implementation of risk treatment plans assists in the enhancement of performance as well.

Strategic Objectives

- To add value to the operations of the municipality in relation to technogical systems, internal control, risk management and governance processes

Strategies

- Review the Municipal Performance Management Framework
- Inculcate a culture of performance management in the institution
- Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe
- Cascading of PMS to levels below senior managers

Performance Outcomes

- Integration
- Open Communication
- Improved Performance

- Accurate reporting
- Clarity of Standards/Requirements
- Compliance with laws and regulations

Possible Projects/Activities

- Develop a Municipal Performance Plan
- Develop Managers Performance Agreements and Plans.
- Develop annual and quarterly reports.
- Cascade Performance Management System.
- Annually report on performance during IDP review sessions
- Conduct workshops and training on PMS for Senior Managers

8.19 Priority Area 19: Risk Management

Risk Management, Anti- Fraud and Anti- Corruption Committee

The Risk Management, Anti-Fraud and Anti- Corruption Committee has been established in Emakhazeni Local Municipality to assist the Accounting Officer to fulfil his/her risk management and control responsibilities in accordance with the prescribed legislation and corporate governance. The RMAAC is an internal Committee of the Emakhazeni Local Municipality to oversee the management of enterprise risks to ensure that all risks are successfully mitigated.
In terms of Paragraph 62 of the King IV Report the governing body should consider allocating an oversight of risk governance to a dedicated committee or adding it to the responsibilities of another committee as is appropriate for the organization.
It is on the above basis that Emakhazeni, in its endeavor to reinforce its internal control system aligned with the best practice, found it imperative to establish a Risk, Anti-Fraud and Anti- Corruption Committee which will coordinate and monitor the implementation of risk management as well as any queries that may be raised by the Council and its Committees.
Risk Management, Anti- Fraud and Anti- Corruption Committee roles and responsibilities
The Risk Management Committee is appointed by the Accounting Officer/Authority to assist him/her to discharge his/her responsibilities for risk management. The Committee's role is to review the risk management progress and maturity of the Municipality, the effectiveness of risk management activities, the key risks facing the Municipality, and the responses to address these key risks.

Background and Problem Statement

South Africa's codes on corporate governance have consistently identified Risk Management as one of the key pillars for good governance practices; and this, as a continuous process, enables constant improvements in strategy design and strategy implementation as well as an organization's systems and operations. The King IV report on corporate governance has identified risk governance as one of the cornerstones that support the organization in setting and achieving its strategic objectives which create and sustain stakeholder value.

The Municipality identified some key developmental challenges that confront its municipality area, its citizens and other stakeholders. In response, the municipality framed its strategic choices and interventions towards becoming a liveable, resilient and sustainable with good governance as one of the strategic outcomes envisaged. In terms of this outcome, the municipality will invest its efforts and resources to ensure that all mitigation strategies are reported to Risk Management Committee and Shared Audit Committee for monitoring. Previously, the municipality didn't have risk management strategy, risk management implementation plan and anti-corruption strategy in place to implement the risk management processes and this was caused by not having dedicated personnel who will drive risk management processes. In response, the municipality has managed to appoint the Risk Officer who

make sure that the risk management committee sit four times a year where existing and undeveloped risk management frameworks are reviewed and developed so that they are recommended to be approved by Executive Authority/Accounting Officer
Risk Management Unit experienced difficulties in developing and finalizing the risk register of the municipality in time due to non-attending of the risk assessment workshop by some role players. The municipality will strive again to invite role players in time by utilizing all the resources in place to ensure that the municipality develops a credible risk register.
ELM has functional Internal Audit Unit, Risk Management Unit, Risk Management Committee, Audit Committees in place and work transparently with all stakeholders in all municipal processes.

Strategic Objective

To add value to the operations of the municipality in relation to technogical systems, internal control, risk management and governance processes

Strategies

- To conduct risk assessment workshops with the aim of minimizing organizational risks.
- To review the Risk Management Enabling Documents
- Submission of quarterly progress reports to Risk Management Committee

Performance Outcomes/ Objectives

In order for the municipality to achieve the above objectives it should, through the risk management process achieve, among other things, the following outcomes needed to underpin and enhance performance:

- More sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- Innovation;
- reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and

Better outputs and outcomes through improved project and programme management

8.20 Priority Area 20: Auditing

Emakhazeni Local Municipality utilizes a shared services established by the Nkangala District Municipality for the Audit and Performance Committee and the Committee is established in terms of the following documents:

Section 166 of the Municipal Finance Management Act No. 56 of 2003
National Treasury MFMA Circular No.65
Audit and Performance Committee Charter

Internal Audit Function
Internal Audit Function provide an independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The function assists the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The function evaluates risk exposures relating to the Municipality's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information.
- Effectiveness and efficiency of operations.

- Safeguarding of assets;
- Compliance with laws, regulations, and contracts.

The function comprises of Senior Internal Auditor and Internal Auditor and co-sourced Internal Audit Services Providers appointed by Nkangala District Municipality and it has been established in line with following legislations:

- Municipal Finance Management Act No. 56 of 2003 section 165.
- Internal Audit Framework (IAF) National Treasury Republic of South Africa March 2009 (2nd Edition) section 3.
- International Standards for the Professional Practice Standards effective January 2017
- King III and IV Code Governance Reports

The following policies and procedures have been approved by the shared Audit Committee:
- Internal Audit Charter
- Internal Audit Methodology
- Three year rolling and Annual Internal Audit Plan
- Combined Assurance Framework

Challenges:

- Delays in implementing internal audit findings/Auditor General
- Delays in submitting management comments on audits conducted
- Delays in submitting report with POE's for auditing purposes

Strategic Objectives:

- To add value to the operations of the municipality in relation to internal control, risk management and governance processes
- To encourage and ensure cooperative governance

Strategies:

- Develop a risk based three year rolling plan and annual plan
- Review the Internal Audit Charter and Methodology
- Review the Combined Assurance Framework
- Implementation of the approved internal audit plan
- Submission of quarterly progress reports to the Audit Committee

Outcomes:

- To have a municipality with effective internal controls, risk management and governance processes
- Entrenched culture of accountability and clean governance
- Guided internal audit activity

Audit and Performance committee

The municipality uses a shared services established by the Nkangala District Municipality for the Audit and Performance Committee. The Committee acts is an independent advisory body that advises council, political office-bearers, the Accounting Officer and the Management of the municipality on matters related to internal control, internal audits, risk management accounting policies and adequacy reliability and accuracy of financial reporting and information, performance management, effective governance compliance with MFMA, the Division of Revenue act and provide comments to MPAC and Council on the Annual Report.

Membership and Independence

The Audit and Performance Committee should be independent and safeguarded from undue influence in exercising its responsibilities in an objective manner. To enhance the Audit and Performance Committee functioning, the following is required:

- The Audit and Performance Committee Chairperson and members should be independent of the municipality or municipal entity;
- The Audit and Performance Committee Chairperson and members should not be biased but exhibit an independence of mental attitude during deliberations;
- All Audit and Performance Committee members should declare private and business interest in every meeting; and
- All members should not carry out any business with the municipality or municipal entity.

Outcomes:

The Chairperson of the Audit and Performance Committee will report on a quarterly basis, or more frequently if required, to the municipal council on the operations of the Internal Audit unit and the Audit and Performance Committee

8.2.5 KPA 5: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC GOALS:

- Promote a sustainable, safe and heathy environment
- To work with communities to promote good, transparent, developmental, responsive and financially sustainable municipality.

STRATEGIC OBJECTIVE

To ensure adherence with legislation and implementation of systems that will result in service excellence.

INSTITUTIONAL ANALYSIS

Section 51 of the Municipal Systems Act makes a provision for a municipality to, within its administrative and financial capacity establish and organize its administration in a manner that would enable the municipality to respond to the needs of the local community.

The municipality has in terms of the above, established three (3) key departments to ensure that its administration is structured properly and resources organized accordingly. These departments are;

- Corporate Services Department
- Financial Services Department
- Infrastructure, Planning and Social Development

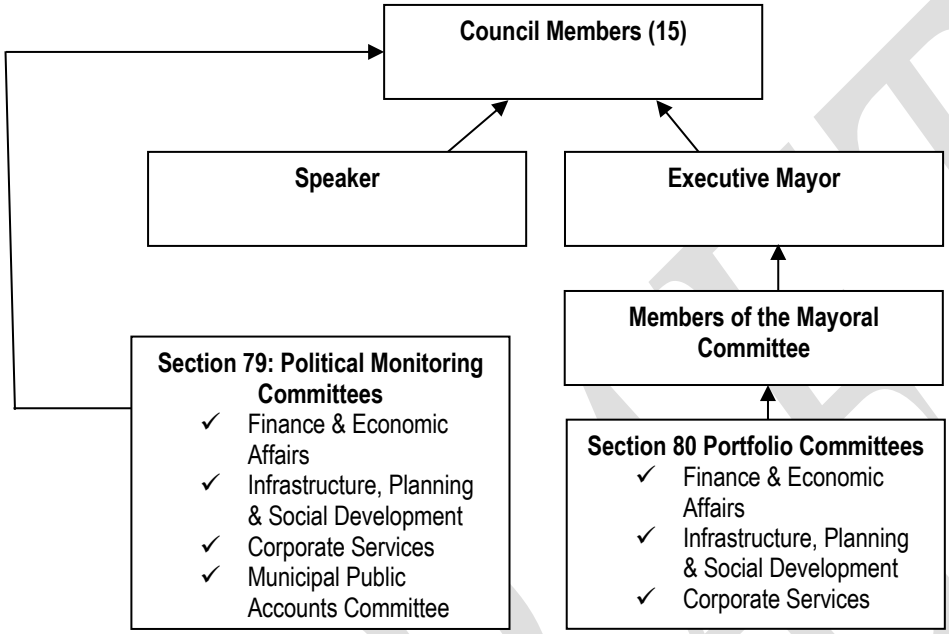
The above departments are supported by the Office of the Municipal Manager which consists of the Internal Audit unit, Performance Management Unit, Risk Management Unit, Public Participation Unit, Youth Development and Transversal/HIV/AIDS Issues Unit.

All these departments are headed by Section 56 Managers who directly report to the Municipal Manager. On a monthly basis, Senior Managers hold Top Management Committee Meetings (MANCO) and Extended Management Committee meeting comprising of Senior Managers and Deputy Managers together with the sections

reporting directly to the Municipal Manager. These meetings take place in terms of the approved municipal calendar of events.

Political Structure

Emakhazeni Local Municipality is an Executive Mayoral System comprising of the Executive Mayor, Speaker and Members of the Mayoral Committee. The Municipal Council consists of 15 members, namely 8 Ward Councillors and 7 proportional members. Committees of Council were n established - in terms of Section 79 and 80 of the Municipal Structures Act, such Committees are indicated in the structure below; - additional to the Section 79 and 80 Committees, Council has also established the Rules & Ethics Committee



Roles and Responsibility of Council Committees

Amongst others; Council is responsible for the following; the passing of by-laws; the approval of budget; the imposition of rates and other taxes, levies and duties; and the raising of loans

Finance & Social Development Section 80 Committee
Responsible for considering reports relating to financial management, internal audit, risk and LED reports and making recommendations to the Mayoral Committee

Corporate Services 80 Committee
Responsible for considering reports relating to human resources management, administration, legal services, labour relations & compliance and ICT and making recommendations to the Mayoral Committee

Infrastructure, Planning & LED Section 80 Committee
Responsible for considering reports relating to infrastructure, and social development reports and making recommendations to the Mayoral Committee

Finance & Social Development Section 79 Committee
To monitor and play an oversight role on the implementation of Council resolutions relating to financial management and social development

Corporate Services 79 Committee
To monitor and play oversight role on the implementation of Council resolutions on human resources, administration, legal services, ICT and labour related issues

Infrastructure, Planning & LED Section 79 Committee
To monitor and play an oversight role on the implementation of Council resolutions relating to infrastructure, LED and planning

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Municipal Public Accounts Committee
To ensure that municipal finances are properly managed and to advice council through the Mayoral Committee on improvements on ways and means whereby utilising and monitoring of municipal expenditure and income management can be improved

Risk Management Committee comprises of a member of the Joint Audit Committee as a Chairperson, Senior Managers, Internal Audit and Risk Officer. The responsibility of the Risk Management Committee is to lay an oversight role on the implementation of remedial actions on risks identified.

Strengths

- Organizational Structure is reviewed every financial year
- Effective Council Committees
- Cooperation between Council and Administration
- Local Labour Forum is sitting on a regular basis to discuss employee/employer related issues.
- Performance Management Framework is in place and Deputy Managers have signed annual performance score cards.

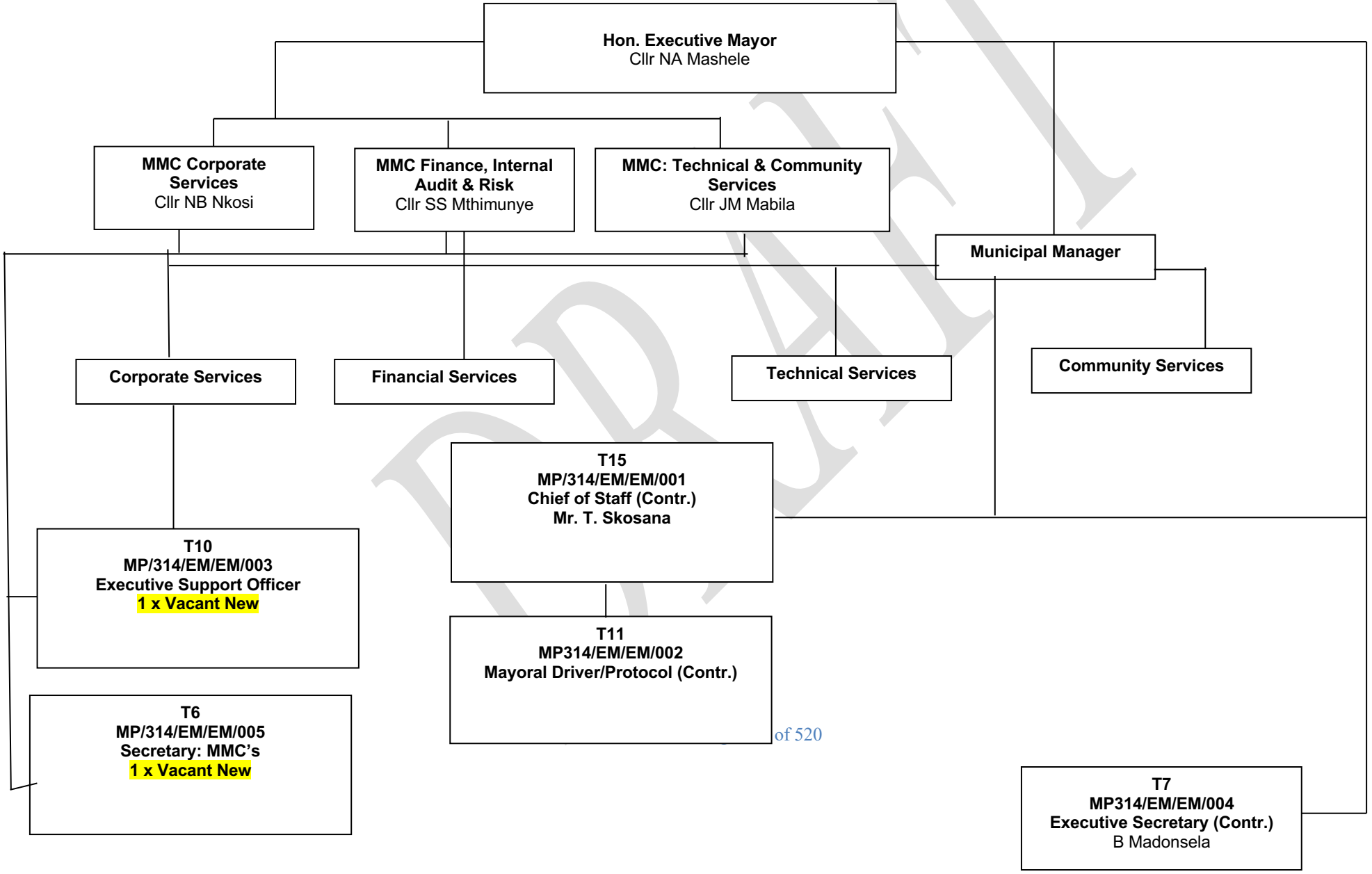
Weaknesses

- Inability to recruit or retain scarce skills and people from designated groups
- Inadequate funding for skills development programme
- Insufficient By Laws
- Inadequate implementation of Employee Assistance Programme
- Performance Management not fully cascaded to all occupational levels

Approved Organizational Structure:

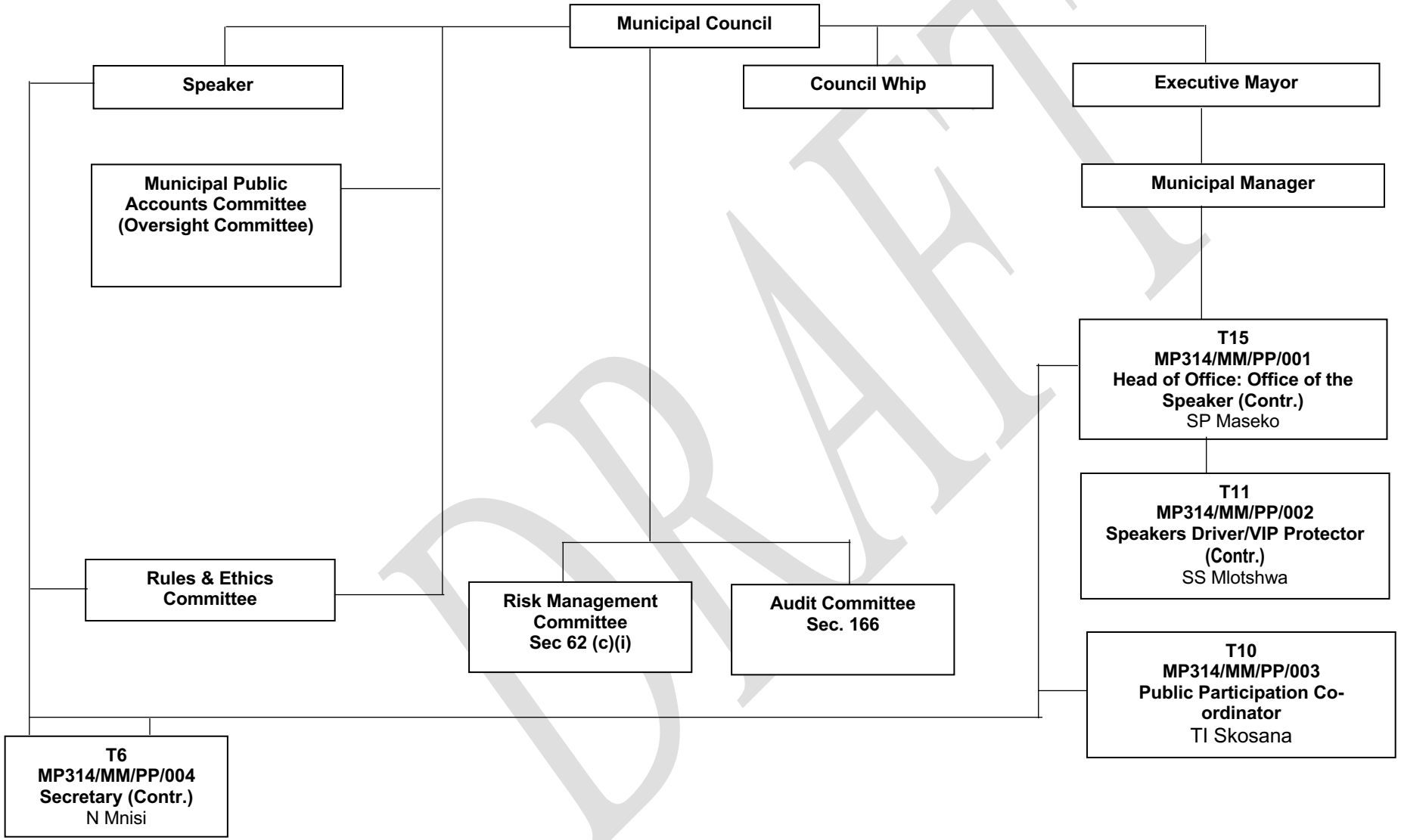
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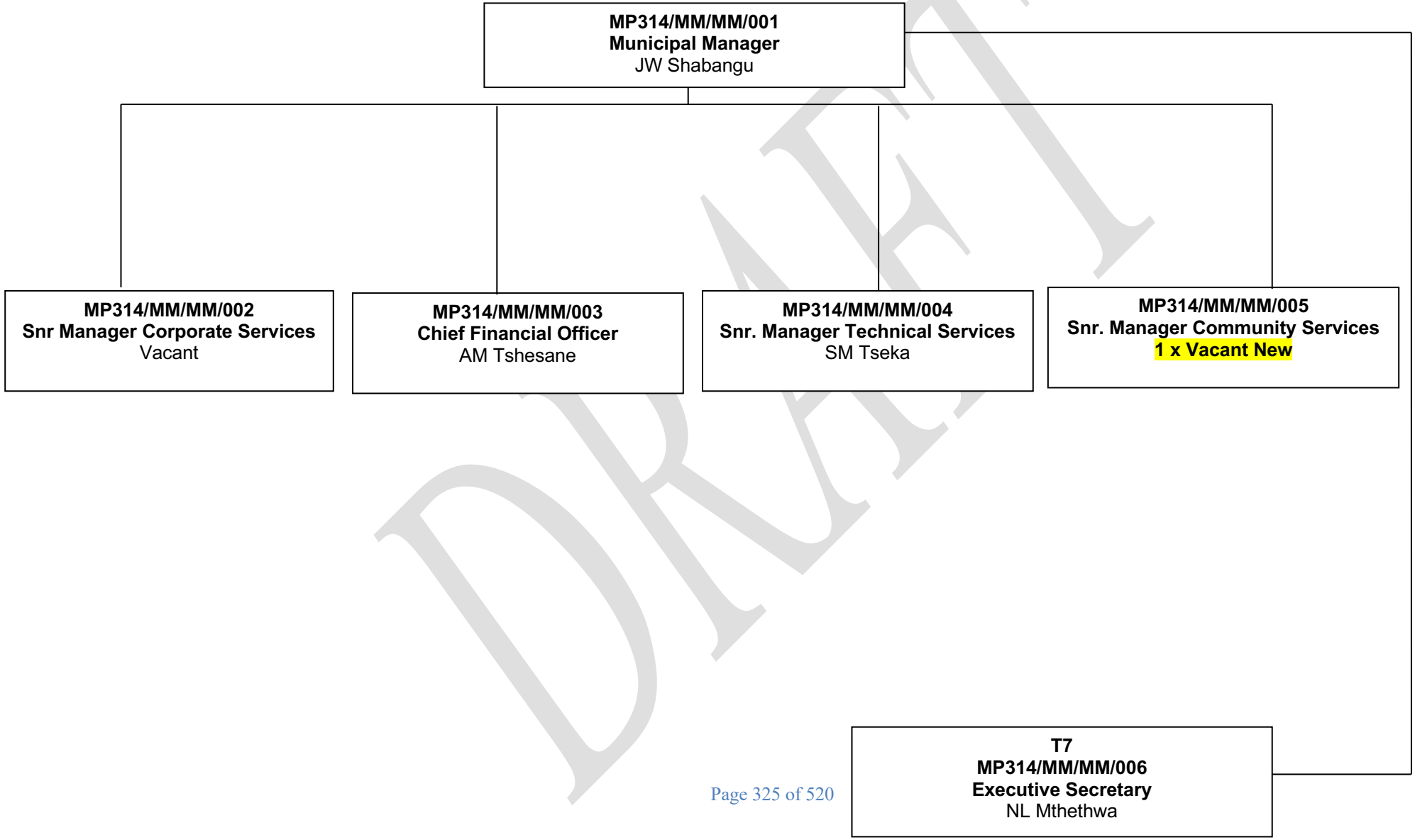
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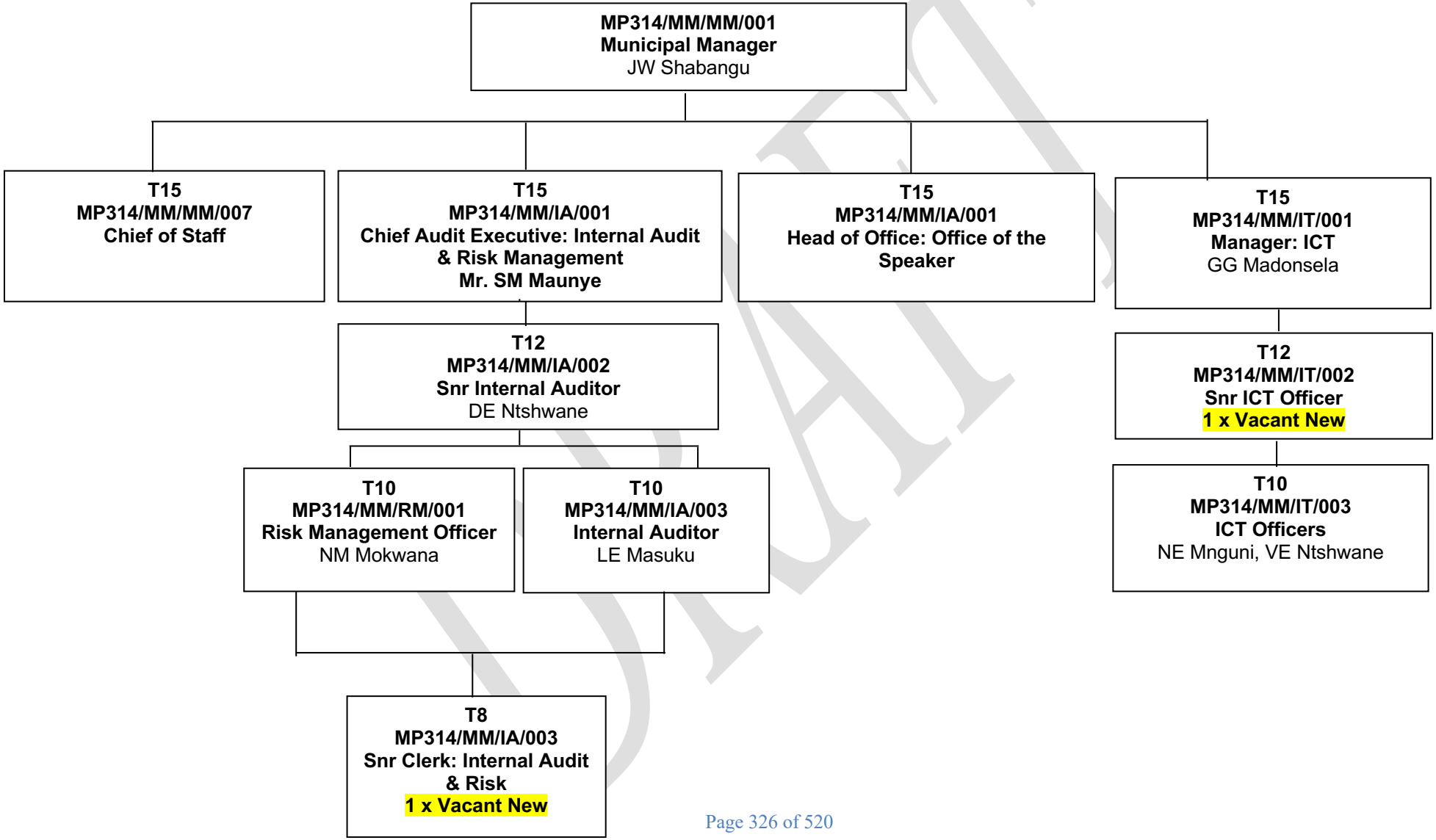
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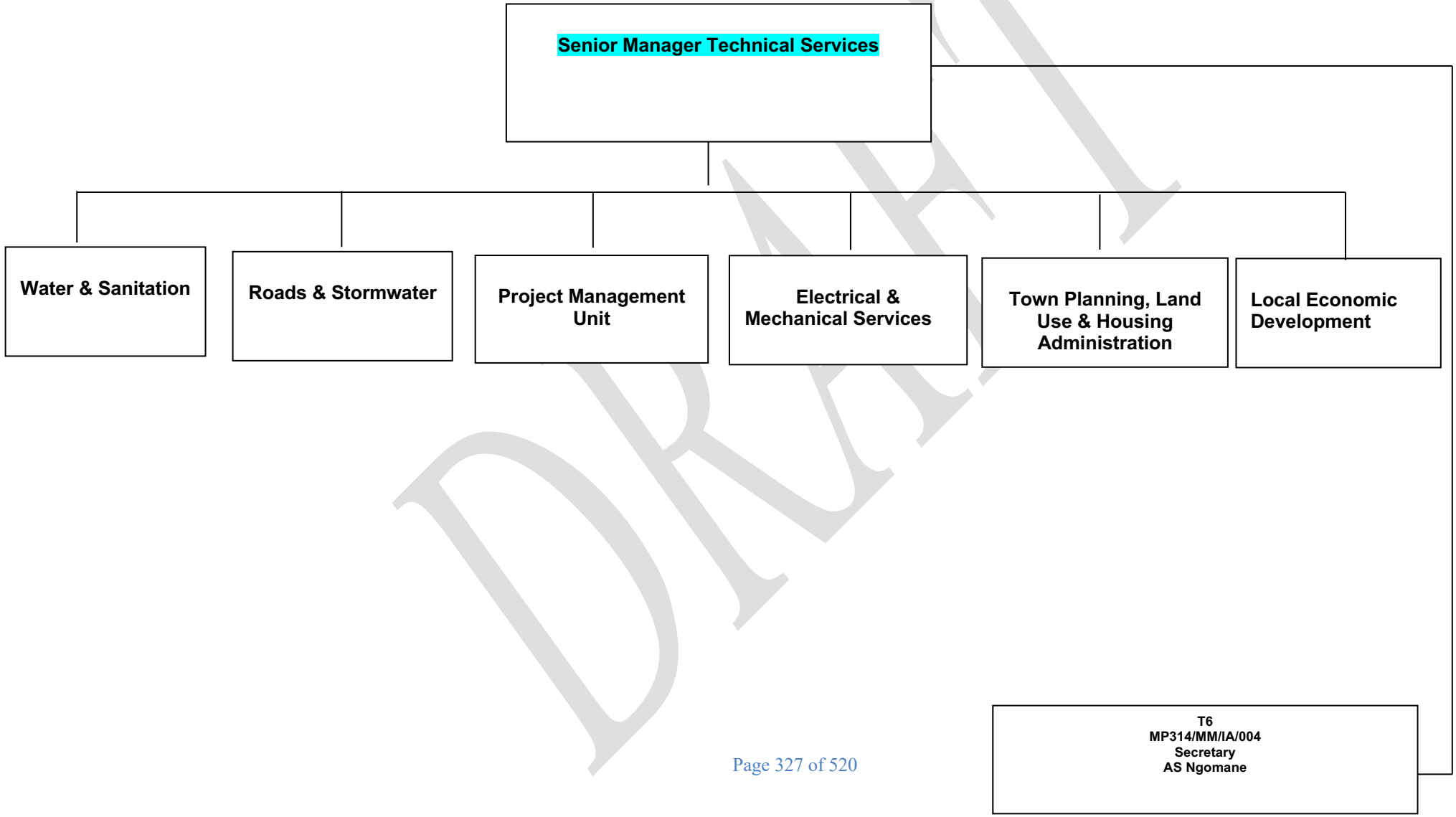
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Office Of the Municipal Manager 2022-2027



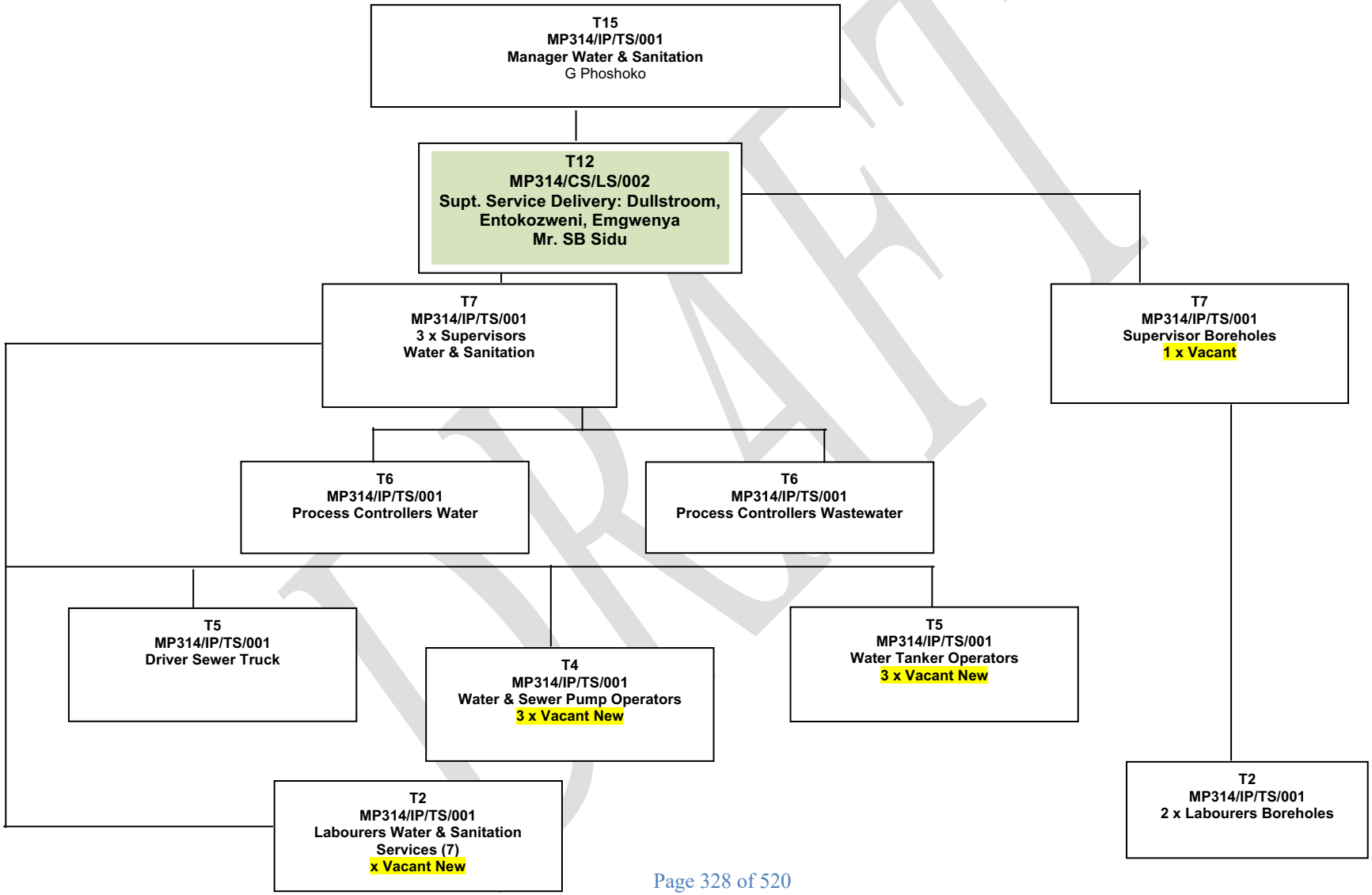
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TECHNICAL SERVICES DEPARTMENT 2022-2027



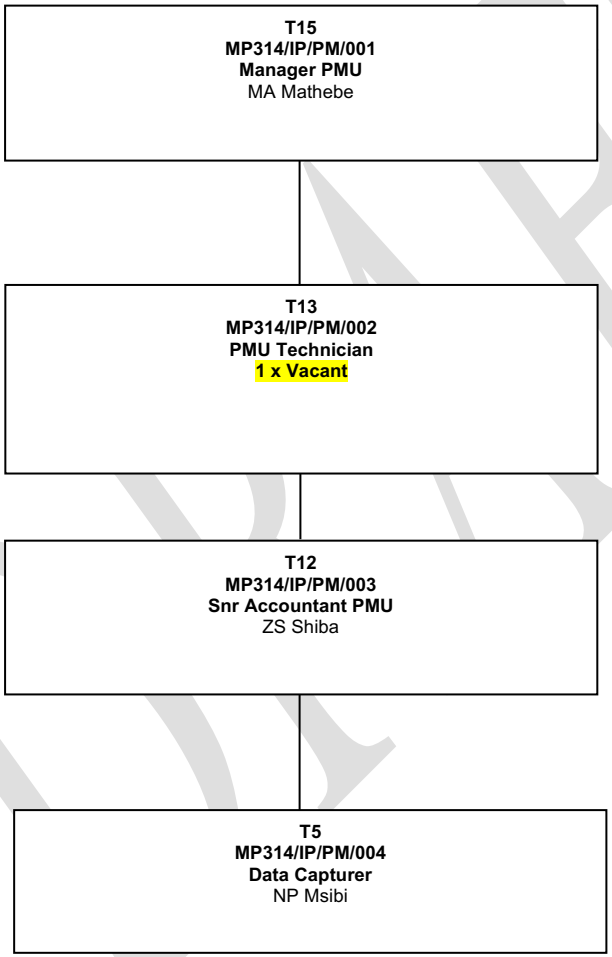
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Technical Services (Water & Sanitation) 2022-2027



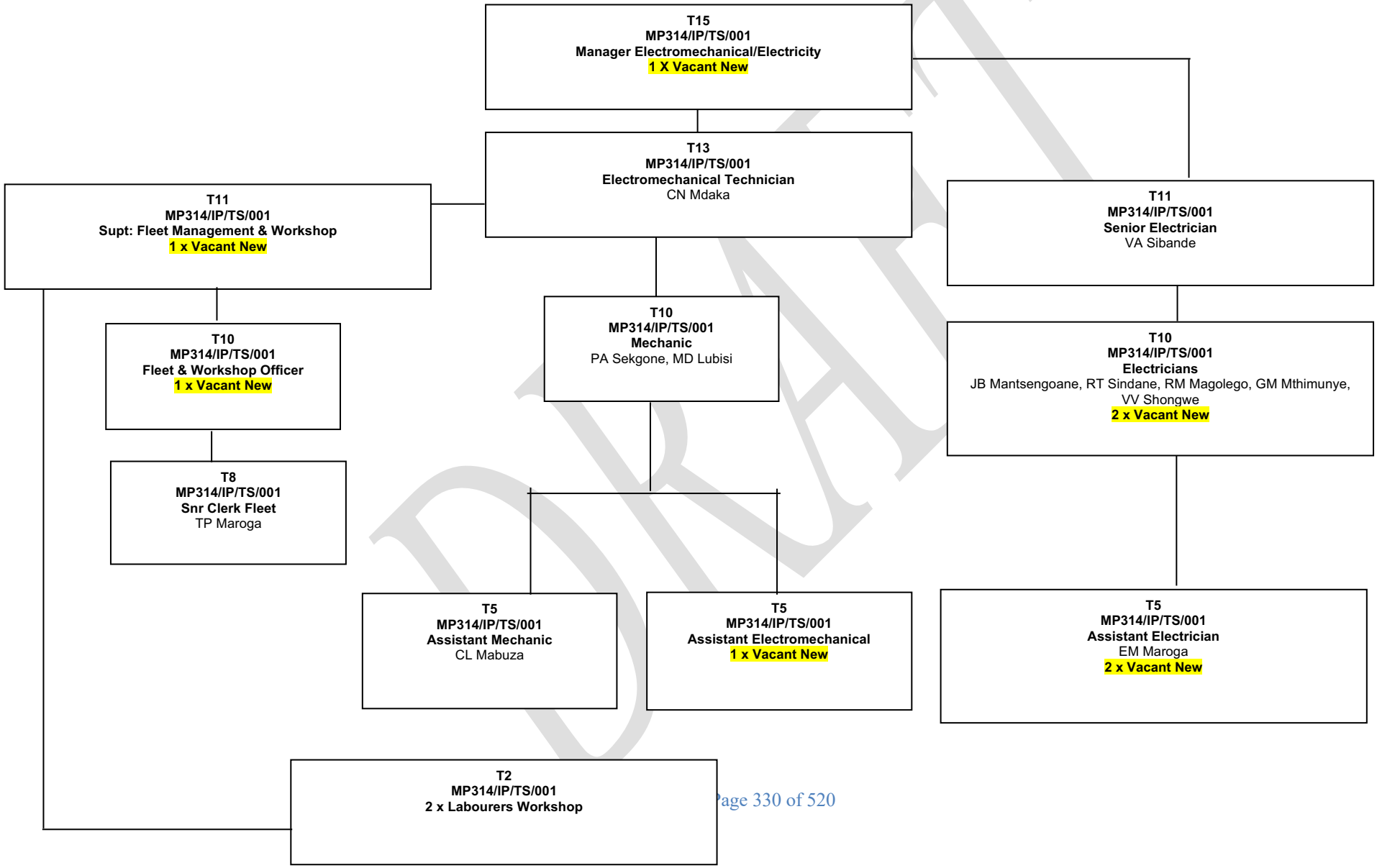
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Technical Services (Project Management Unit) 2022-2027



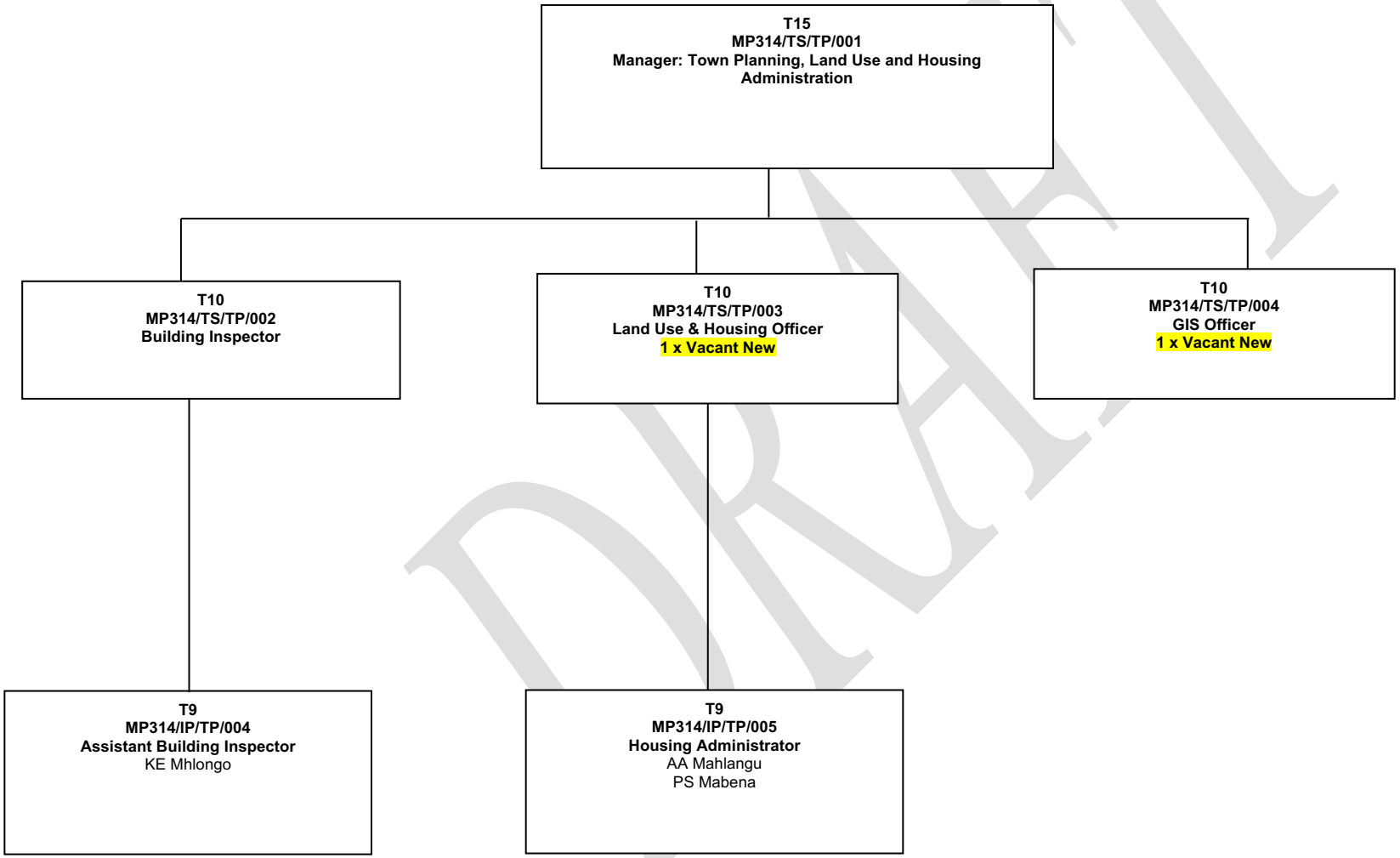
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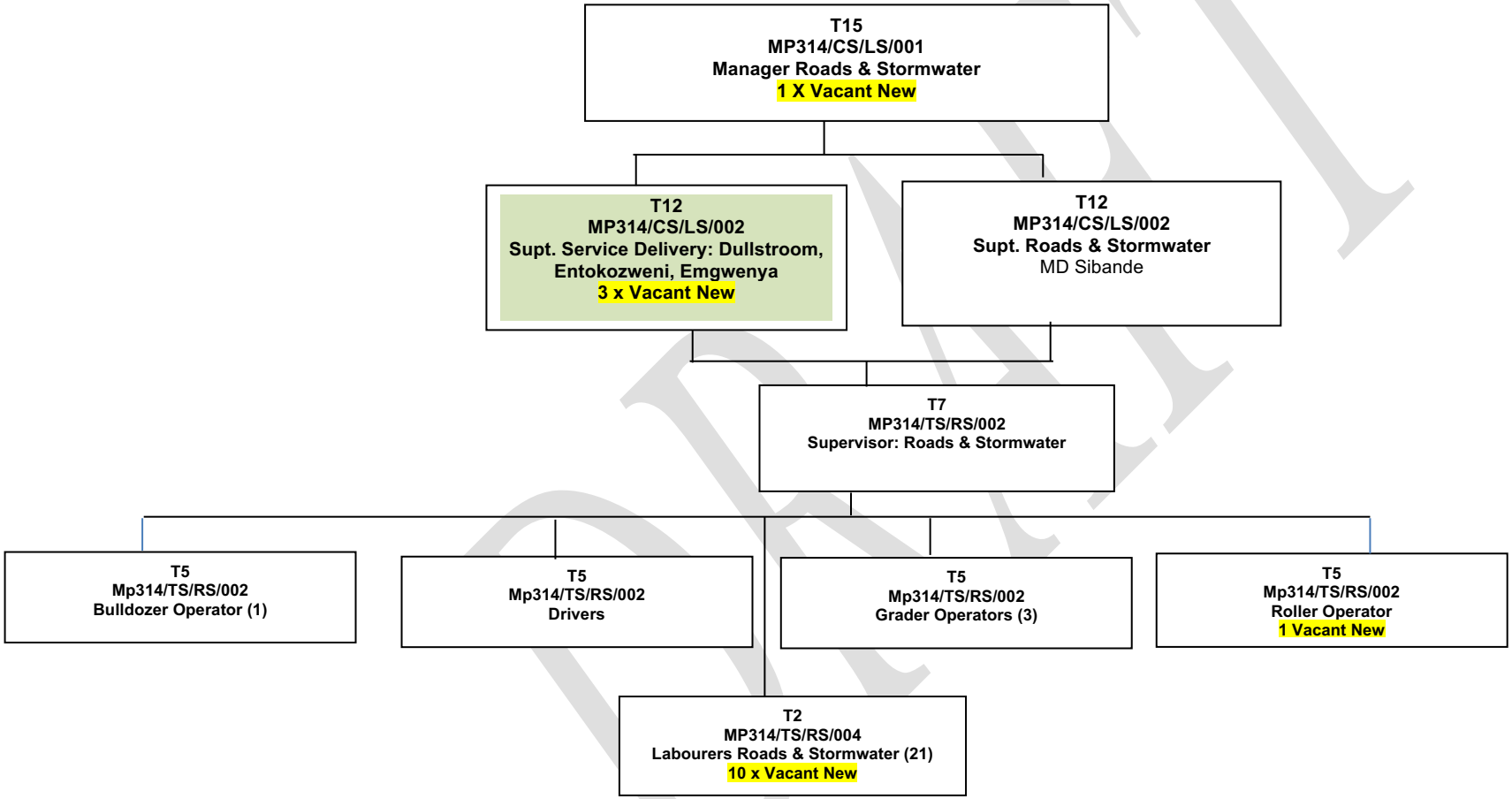
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Technical Services (Town Planning, Land Use Management & Housing Administration) 2022-2027



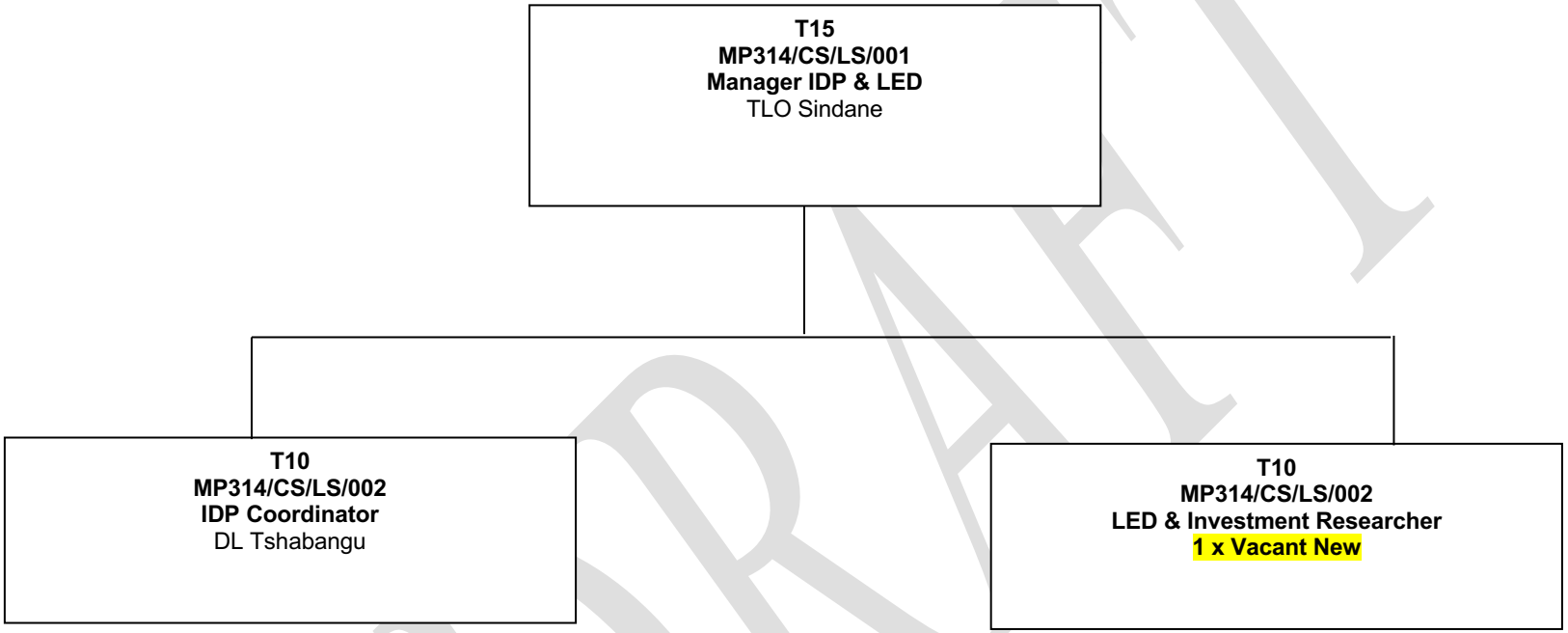
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Technical Services (Roads & Stormwater)2022-2027



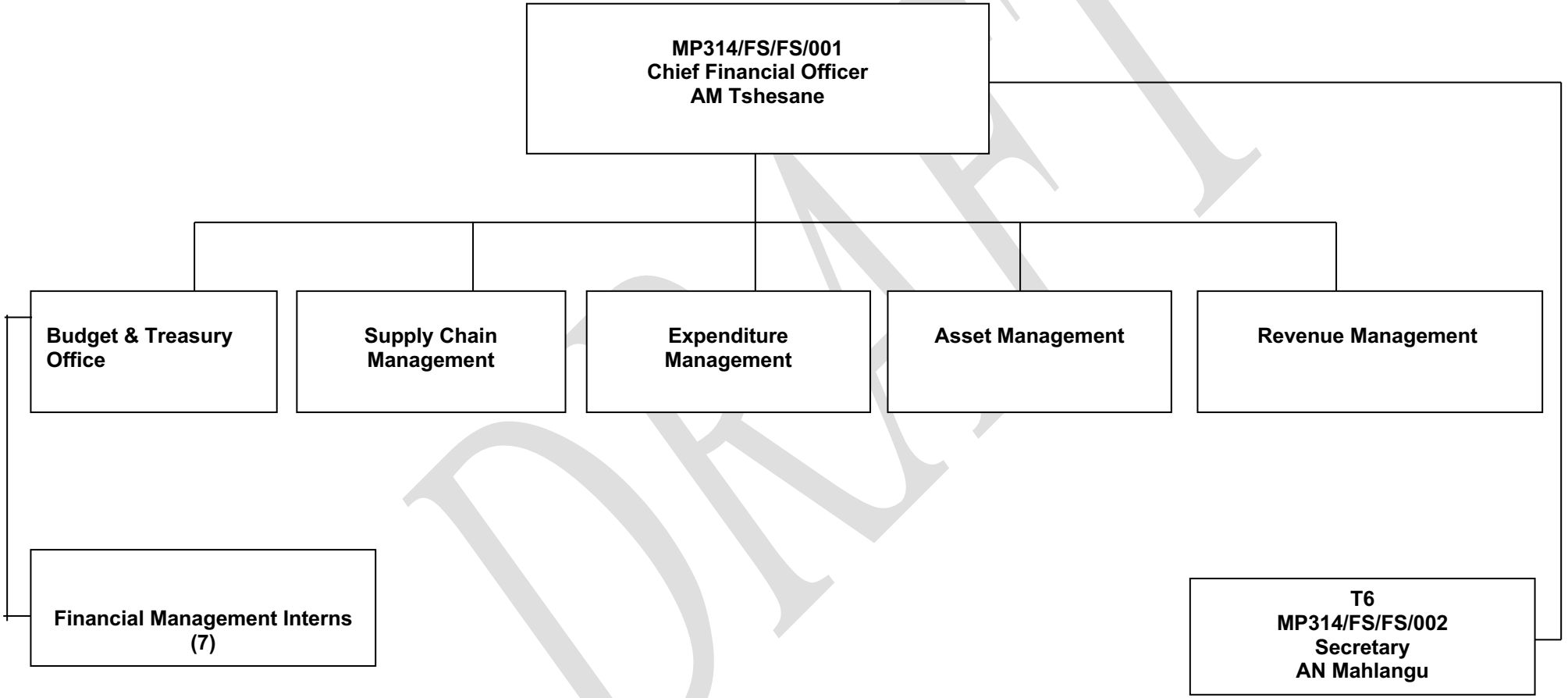
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Technical Services (Integrated Development Planning & LED)2022-2027



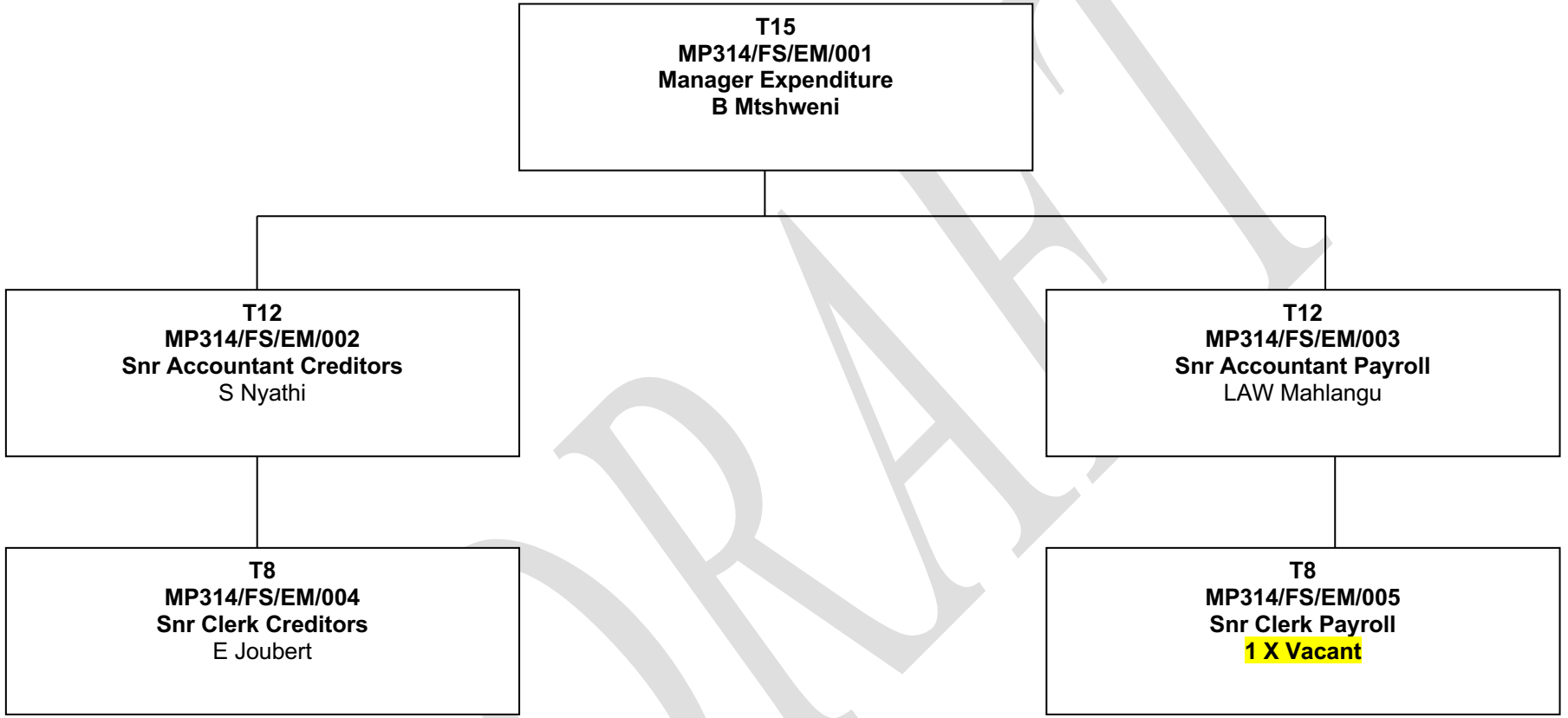
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Financial Services Department 2022-2027



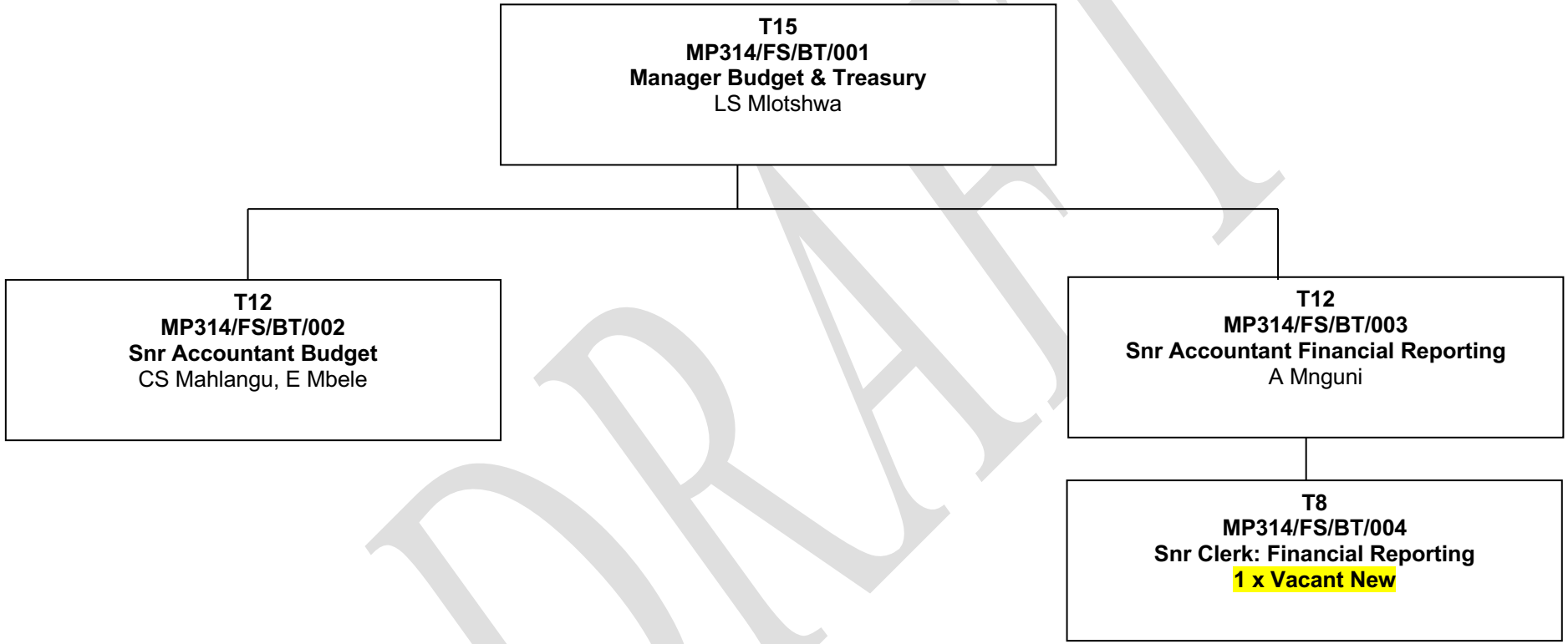
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Financial Services (Expenditure Management) 2022-2027



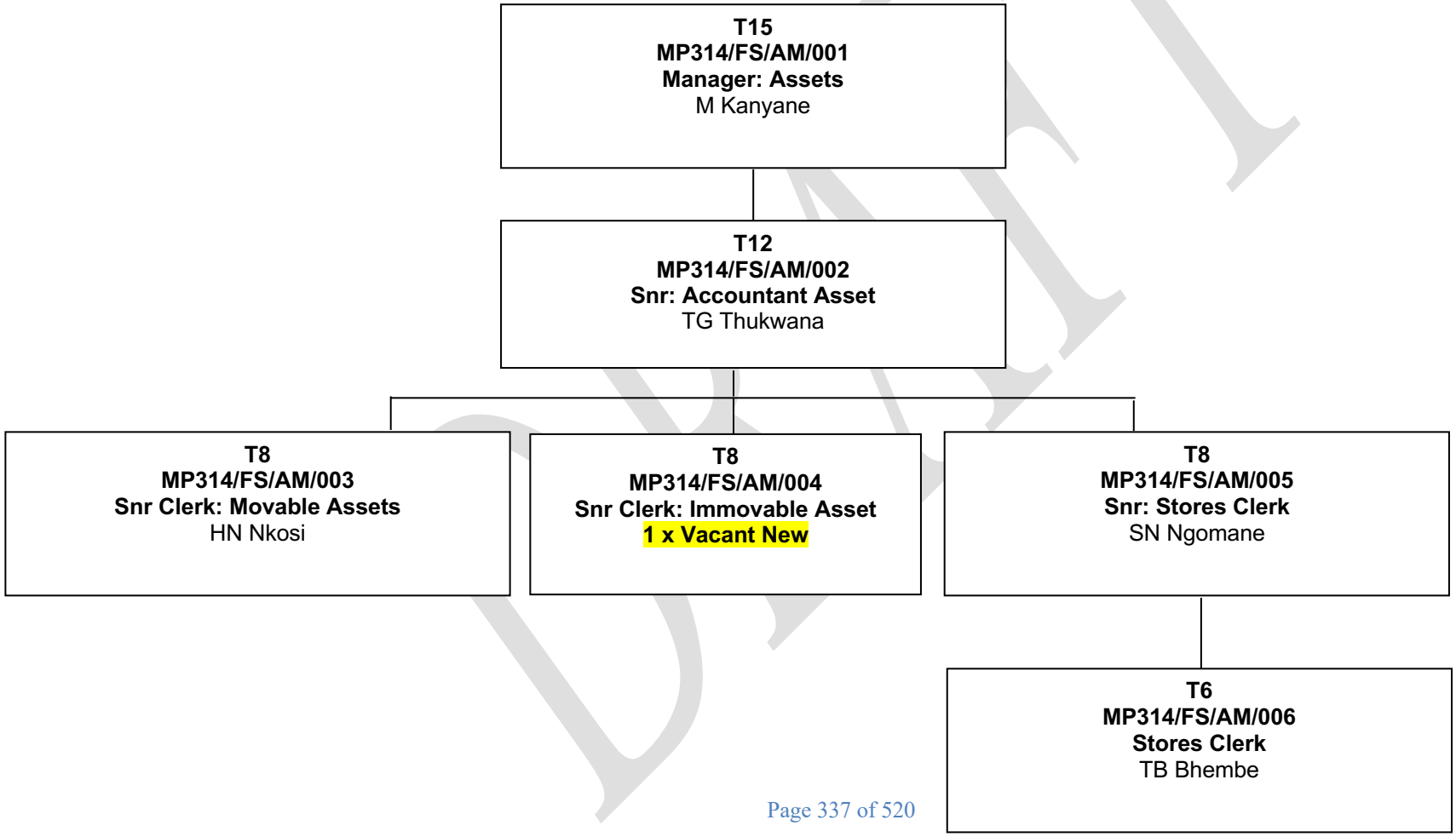
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Financial Services (Budget and Financial Reporting) 2022-2027



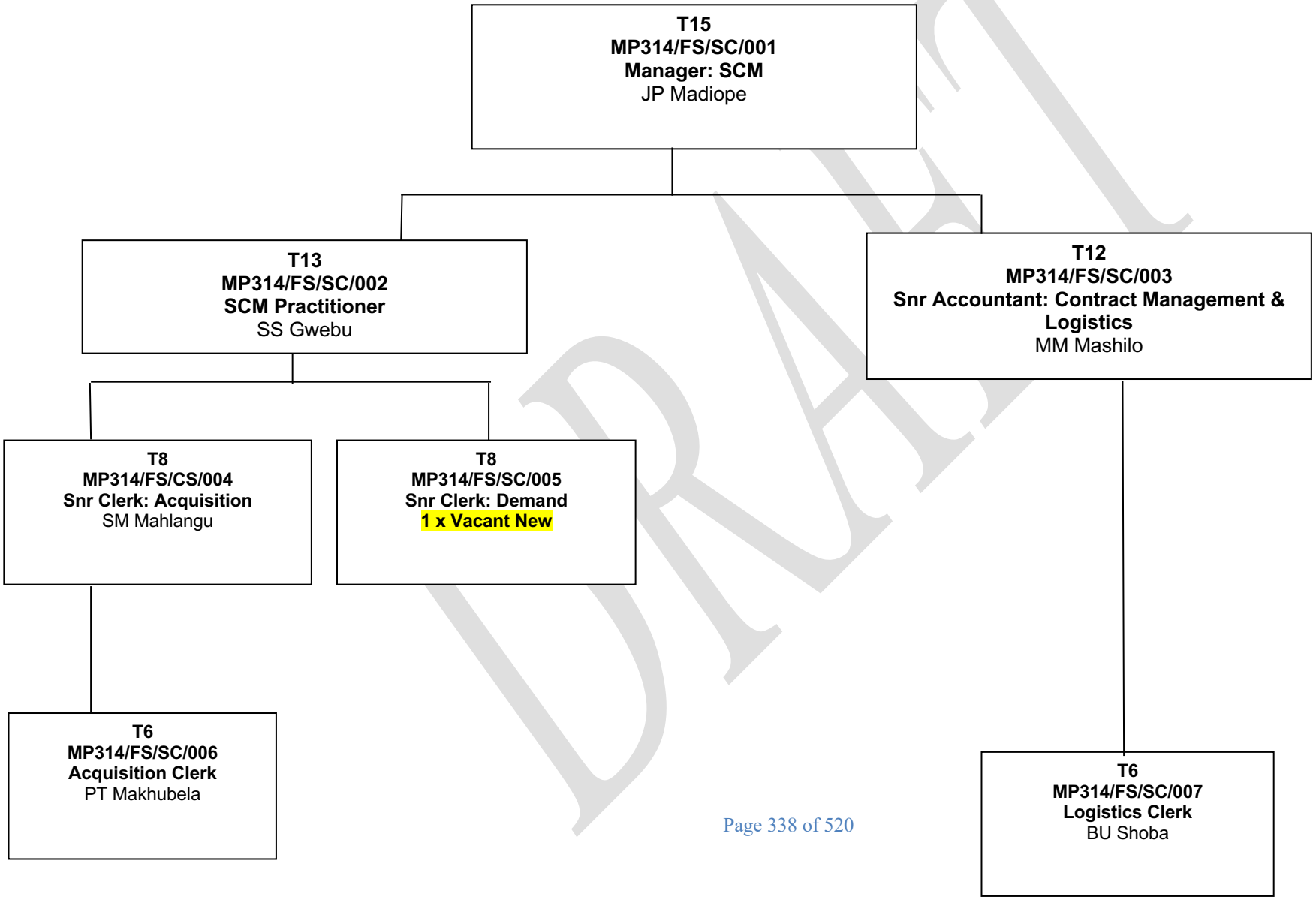
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Financial Services (Asset Management) 2022-2027



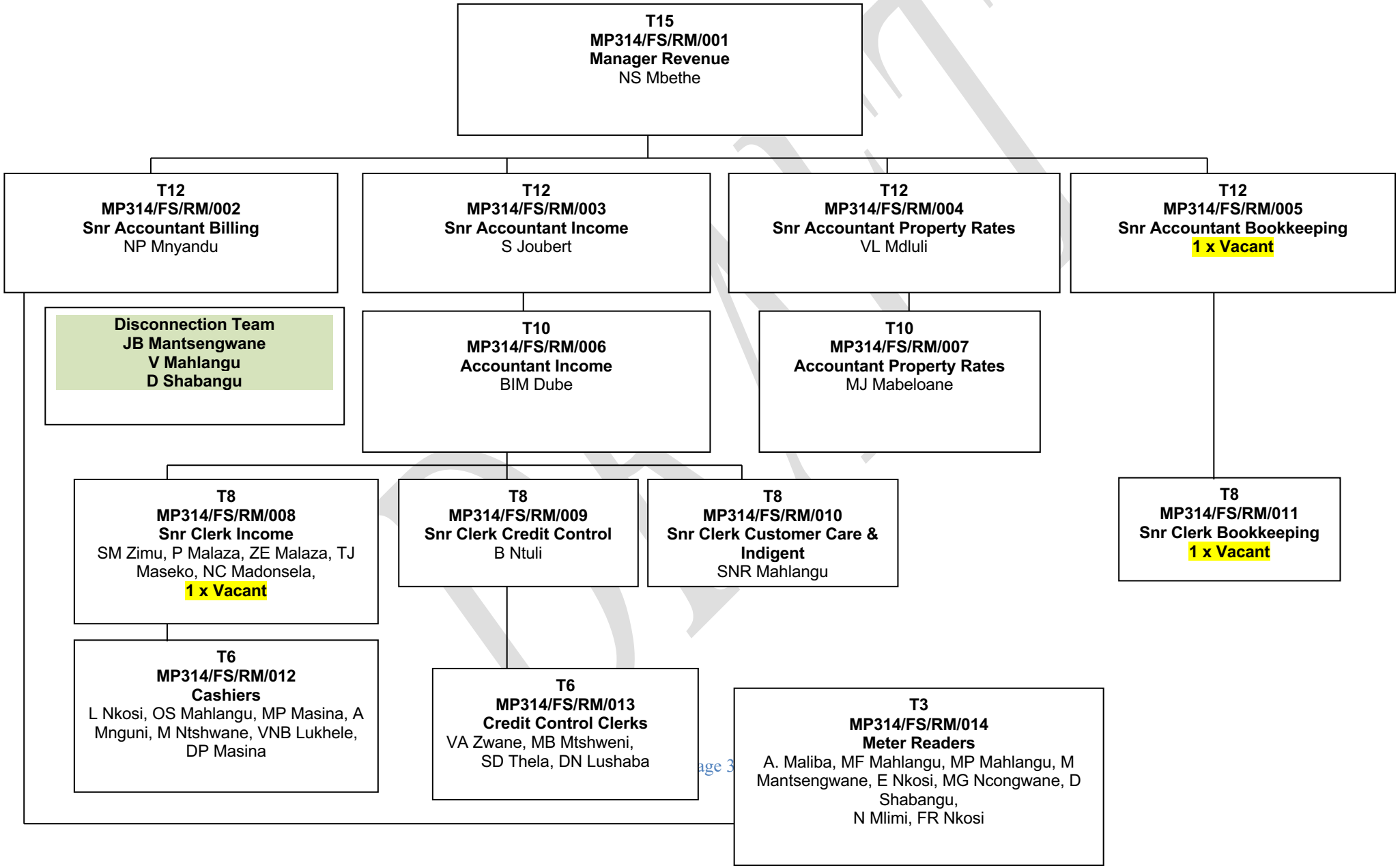
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Financial Services (Supply Chain Management) 2022-2027

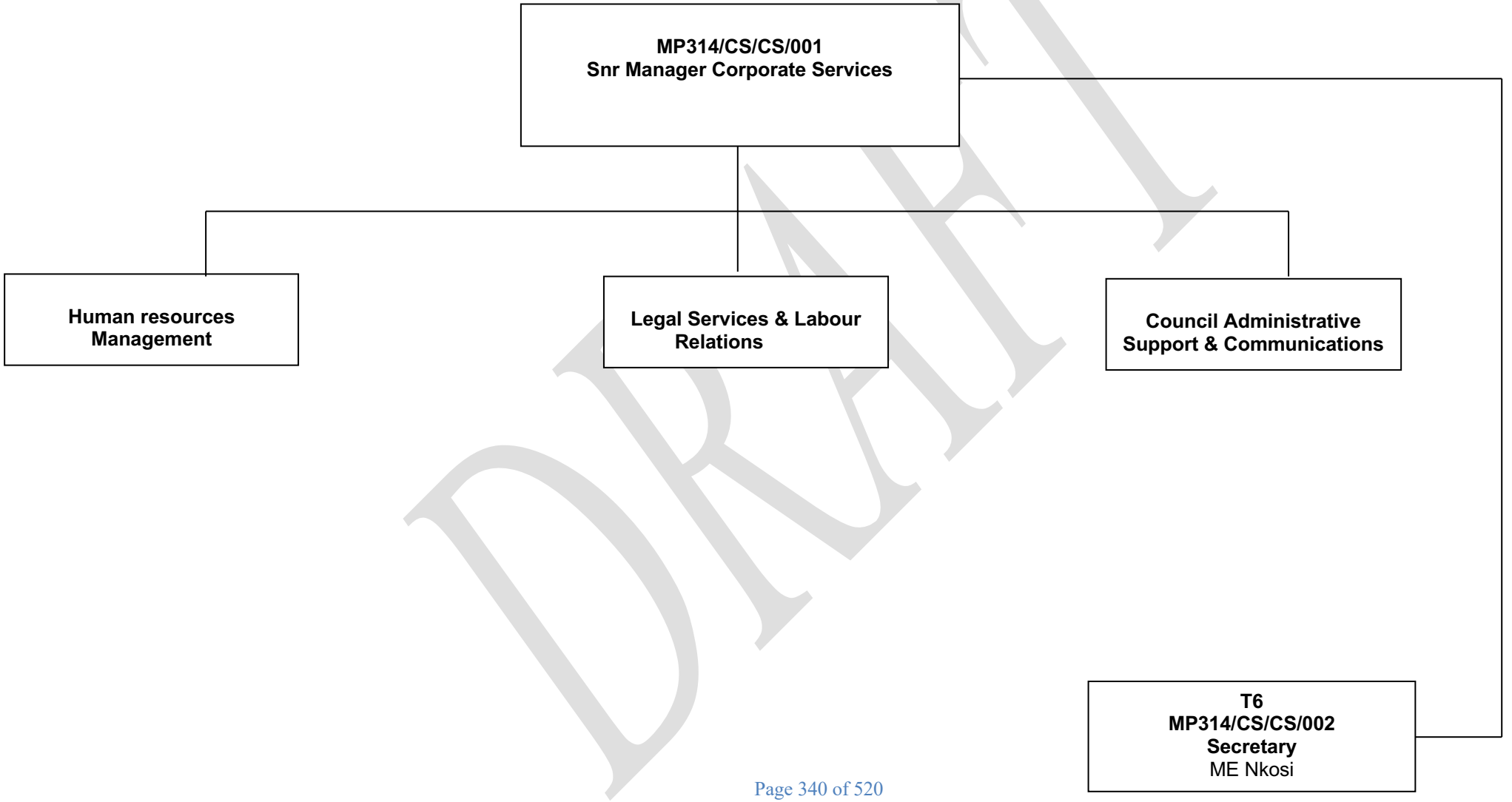


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Financial Services (Revenue Management) 2022-2027

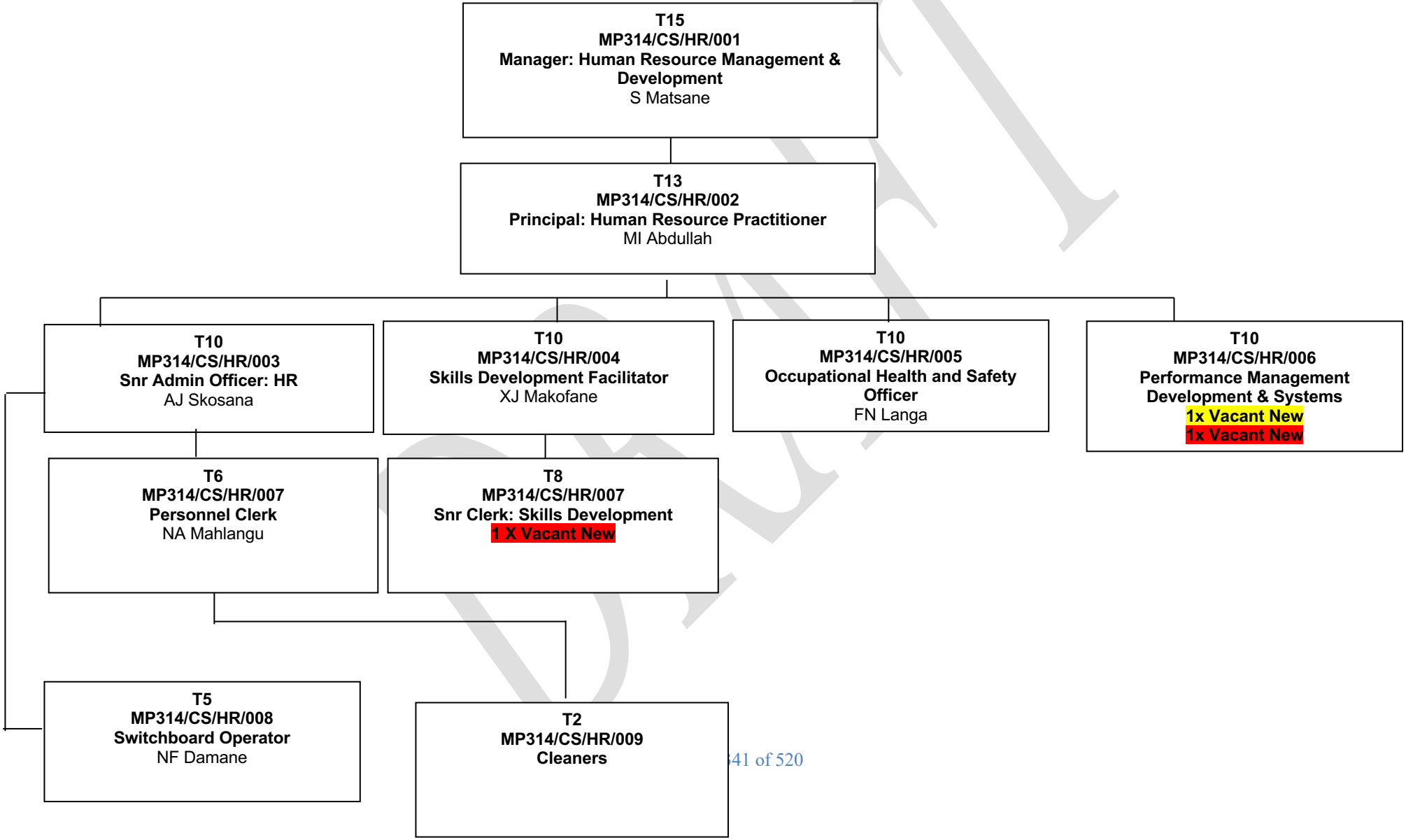


Corporate Services Department 2022-2027

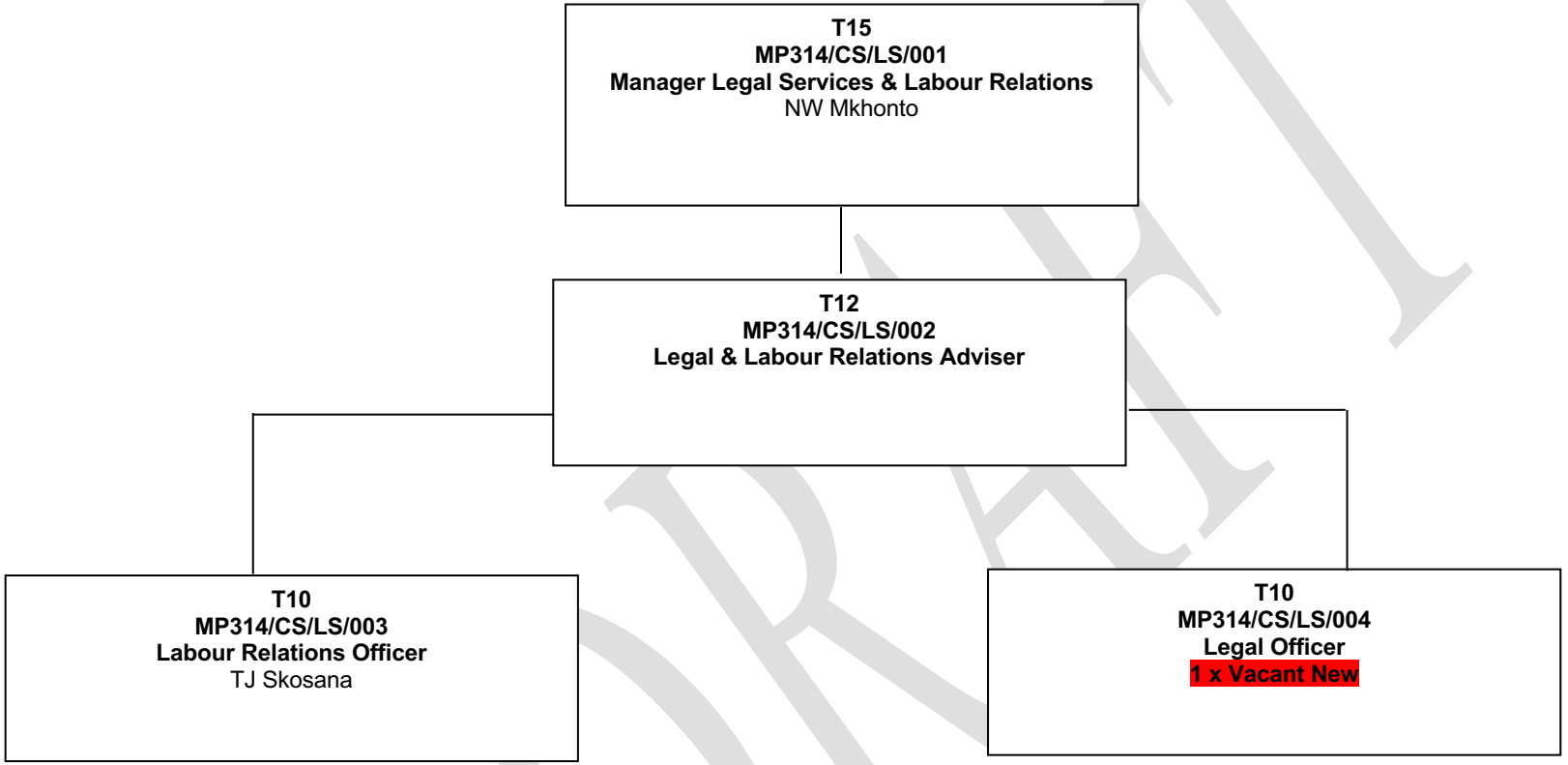


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Corporate Services (Human Resources Management & Development) 2022-2027

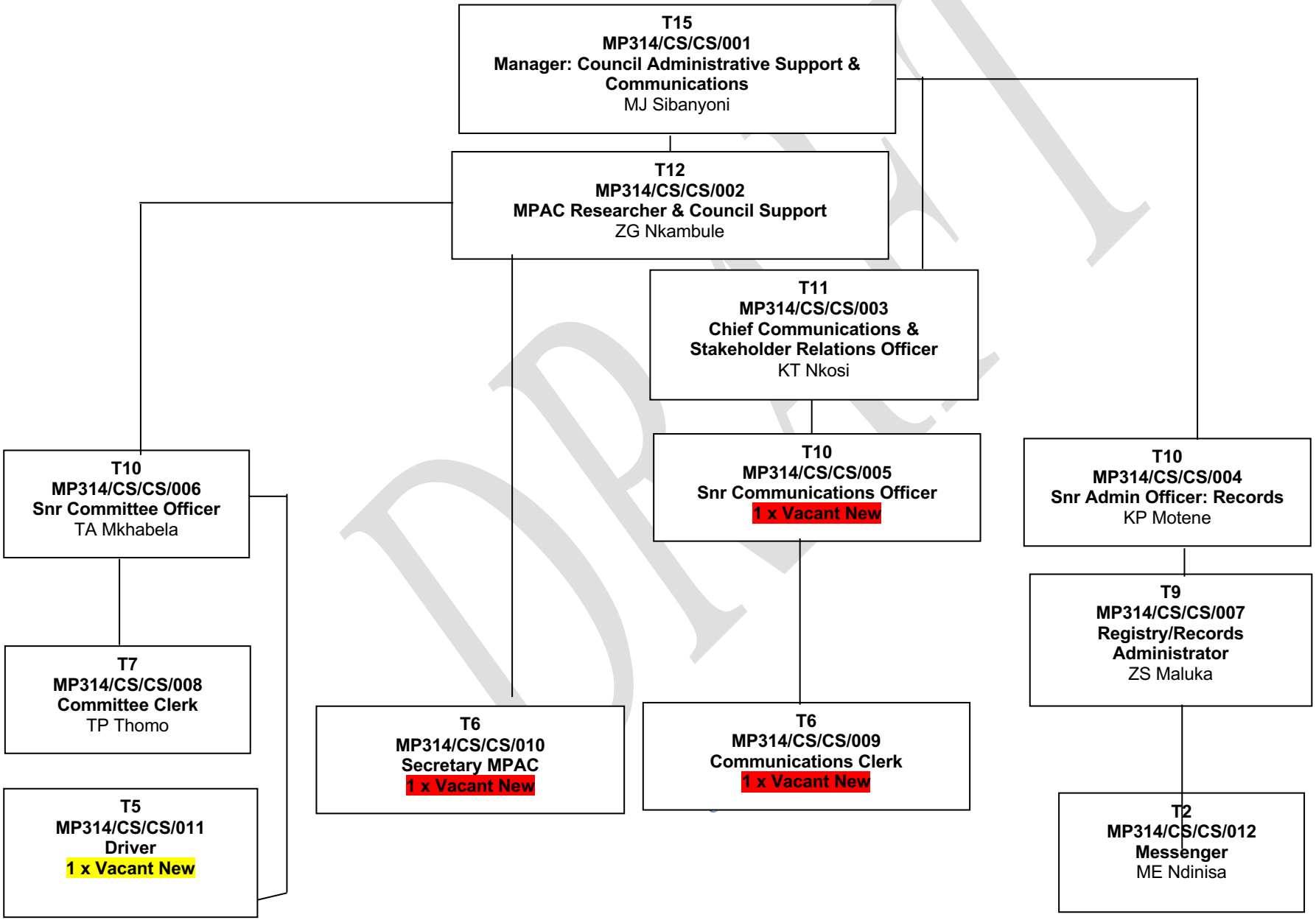


Corporate Services (Legal Services & Labour Relations)2022-2027



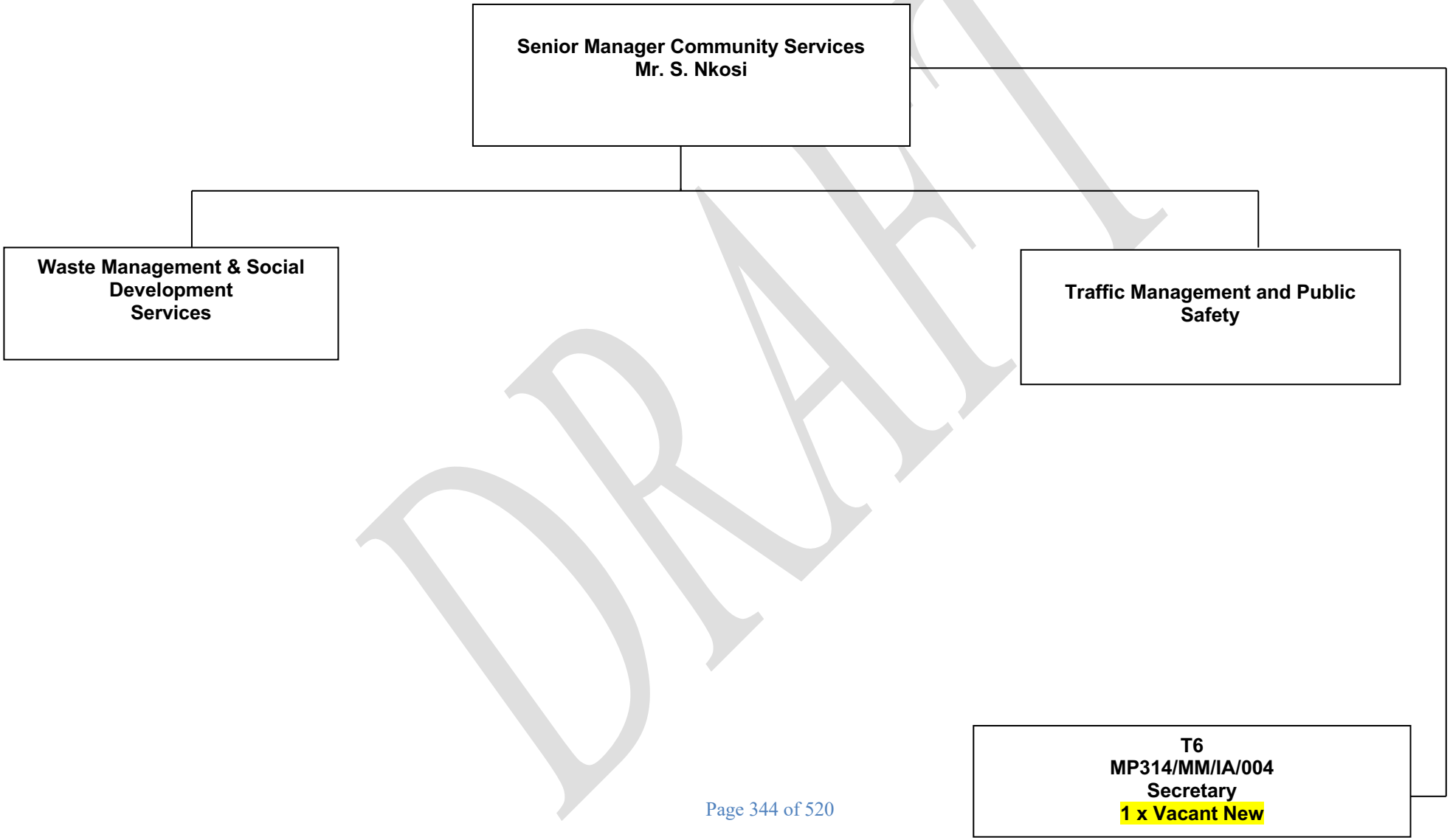
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Corporate Services (Council Administrative Support & Communications) 2022-2027



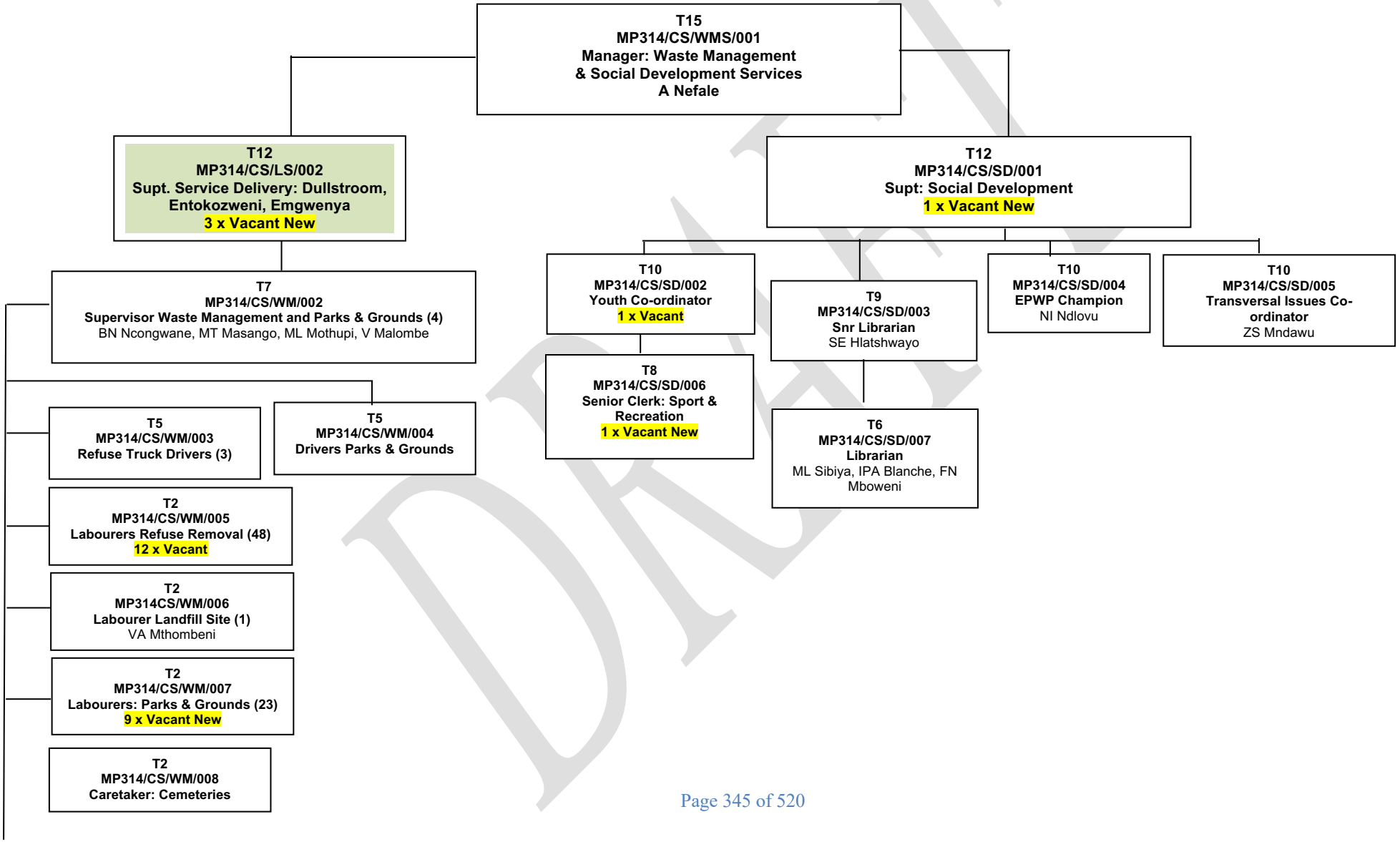
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COMMUNITY DEVELOPMENT SERVICES DEPARTMENT 2022-2027



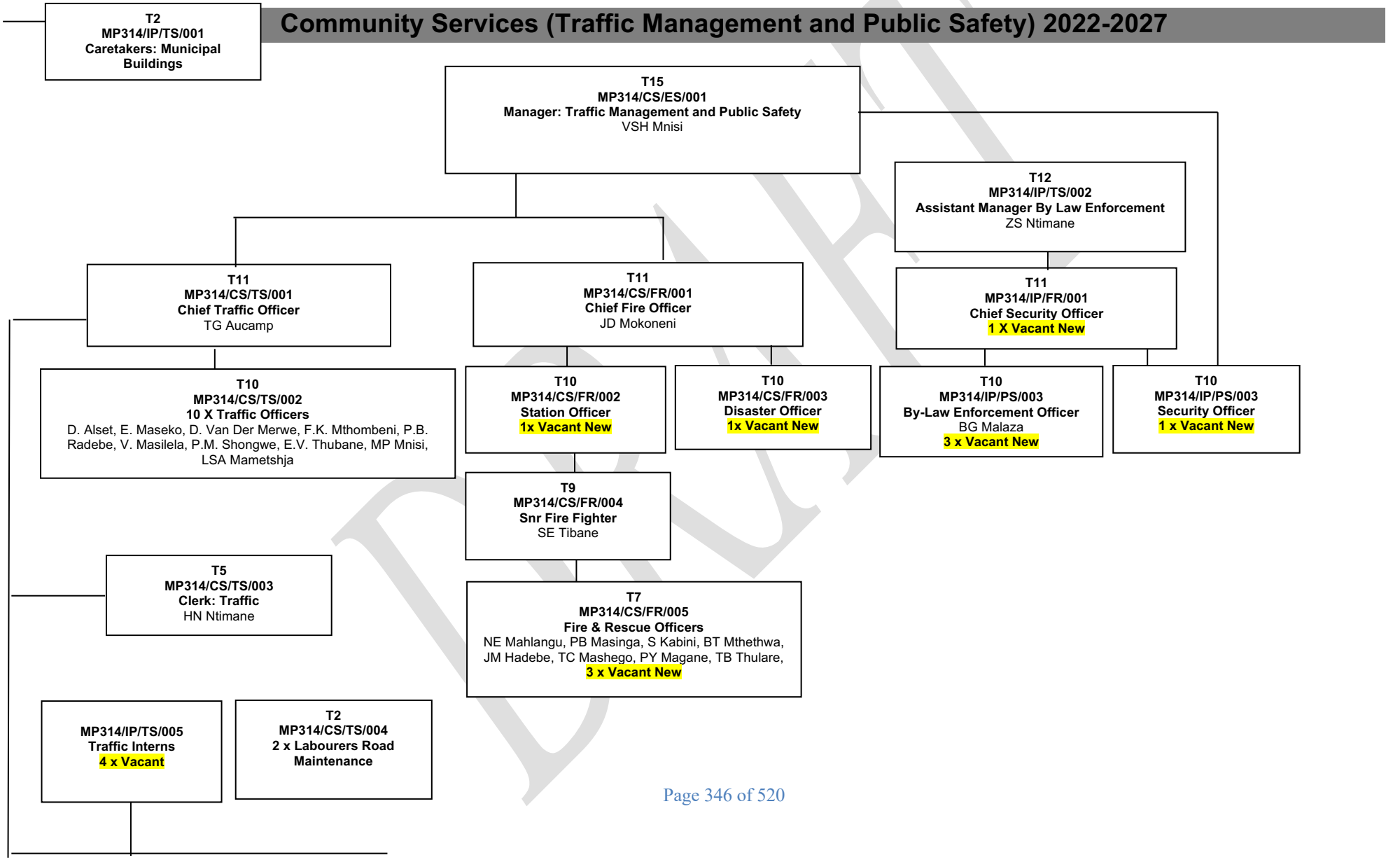
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Community Services (Waste Management & Social Development Services) 2022-2027



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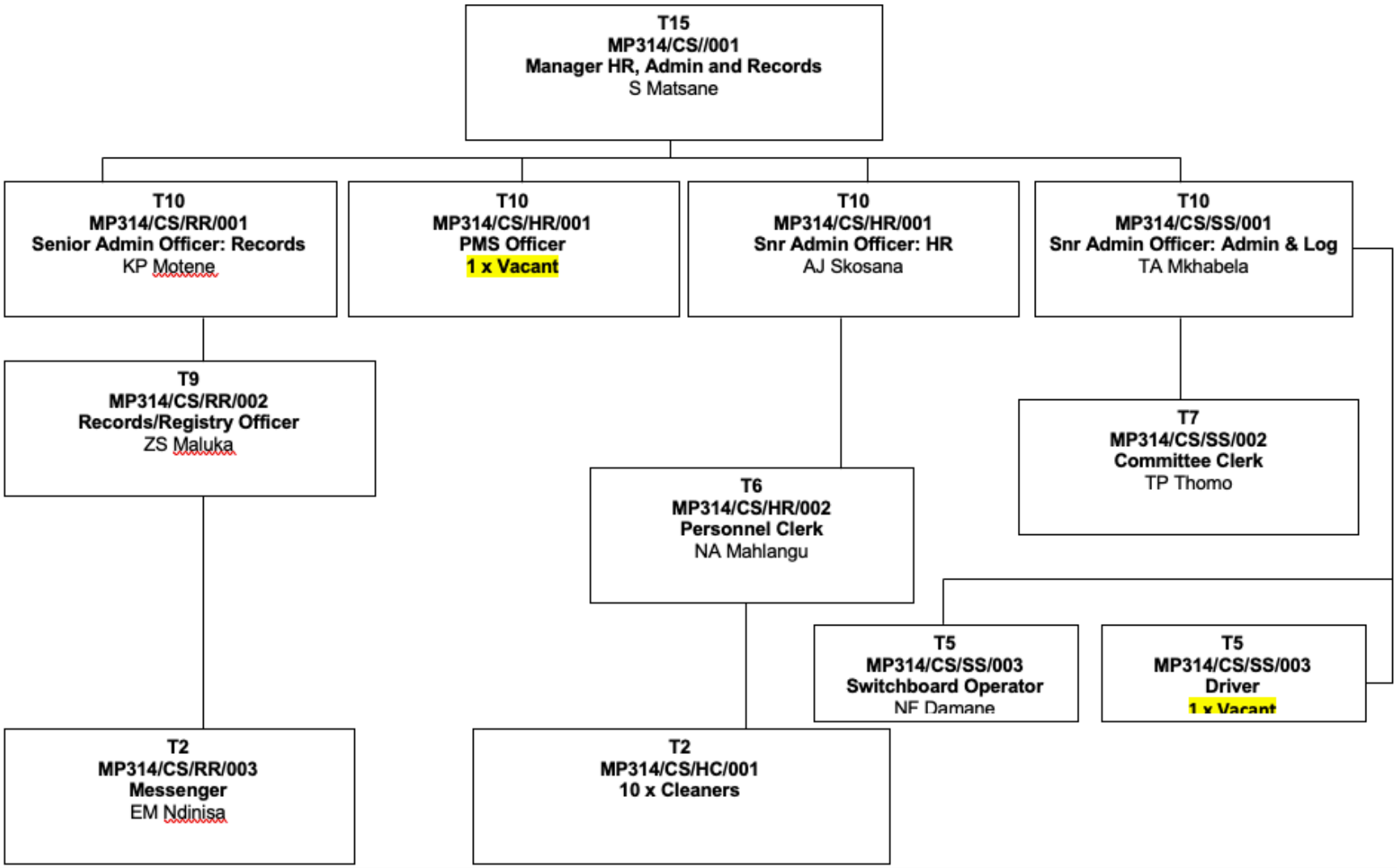
Community Services (Traffic Management and Public Safety) 2022-2027



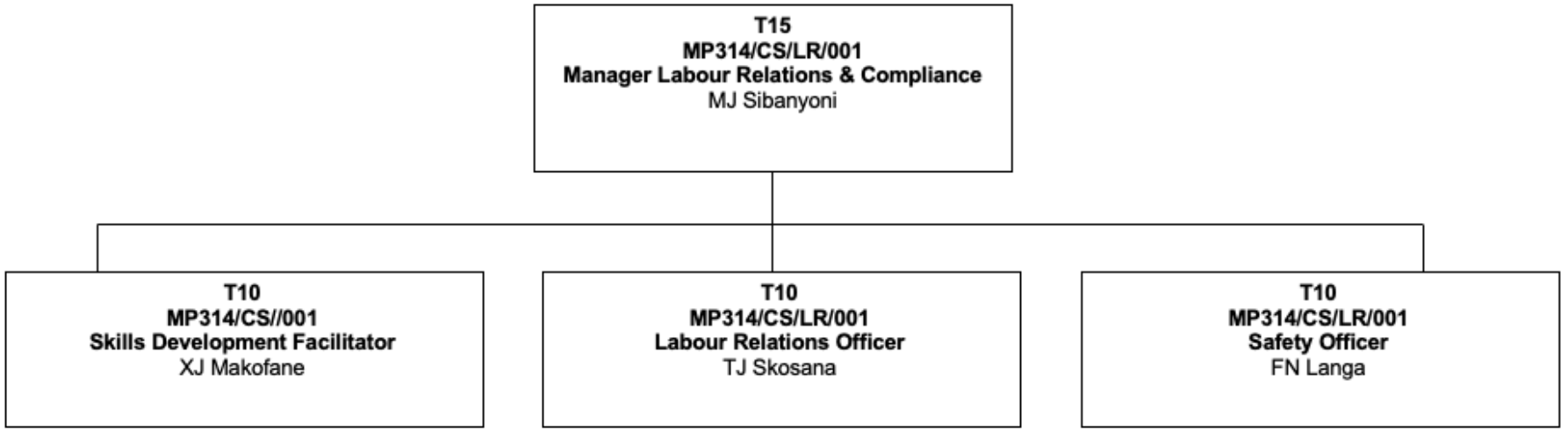
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Corporate Services (Human Resources, Admin and Records) 2022-2023

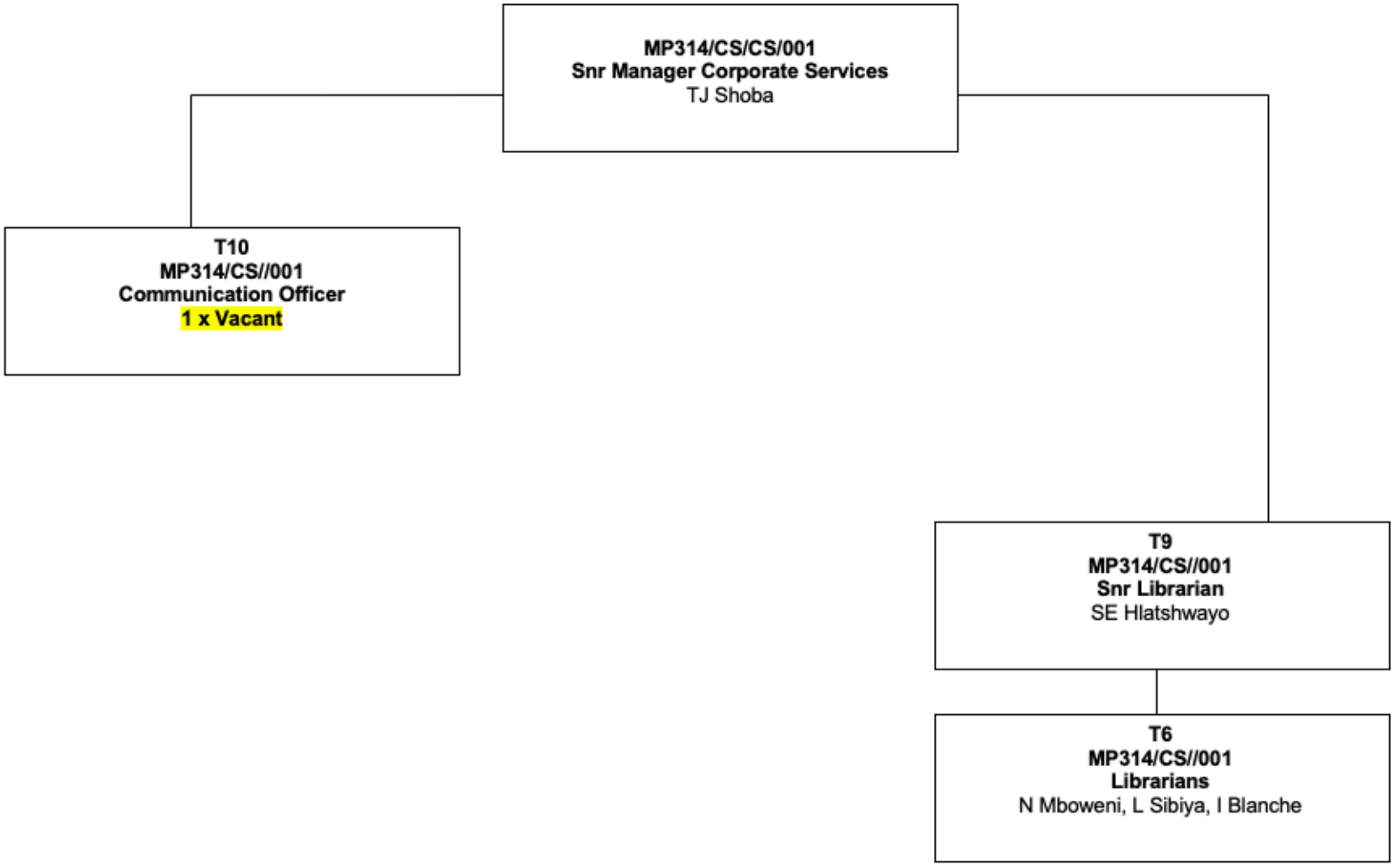


Corporate Services (Labour Relations & Legal Compliance) 2022-2023

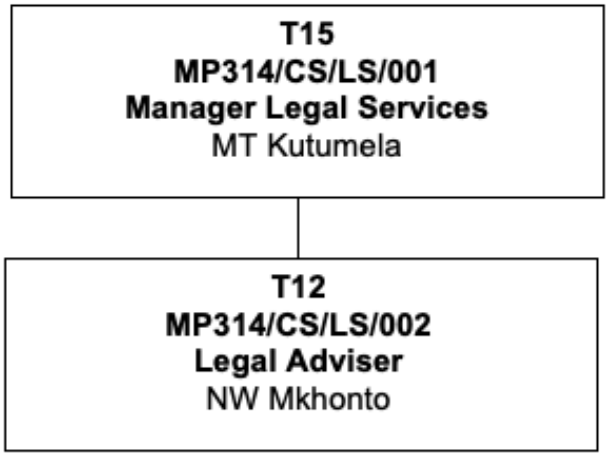


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Corporate Services (Libraries, Communications And Media Liaison)2022-2023



Corporate Services (Legal Services)2022-2023



8.21 Priority Area 21: Legal Services and Labour Relations

Legal Services and Labour Relations

Background

Both the Legal and Labor Relations Units are committed in making sure that Council adheres to the rules of legal and fair administrative justice by executing the following duties;

1. Drafting of contracts
2. Development of by-laws
3. Adherence to code of conduct, collective agreements and policies
4. Attend to and advising Council on legal issues

Up to so far Seven (7) By-Laws were promulgated and the Municipality is in the process of developing and reviewing more By Laws in order to enforce and promote an orderly environment within the jurisdiction of Emakhazeni.

Problem Statement

By-laws play a crucial role in running the business of Council and without them the Municipality could find it difficult to deal with defaulting community that does not respect the rule of law and as such render the community ungovernable.

To ensure that the municipality receives value for money, the institution has to have in place sound Service Level Agreements that provides for remedies for breach by the parties and that are enforceable and in compliant with the relevant legislative frameworks.

The Local Labour Forum (LLF) meetings continue to be held monthly to consider employee demands and grievances though with little progress made on matters requiring financial resources such as danger allowance with the Covid19 pandemic having re-ignited the issue. With regards to certain employee demands which remain unresolved this has often resulted in disruption of municipal services by employees who had embarked on illegal strikes.

The number of litigations/legal cases had reduced however the Municipality remains vulnerable at the moment due to poor infrastructure (eg roads, electricity etc) which could cause accidents thus resulting in third party claims. Termination of contracts for poor performance remains inevitable with fierce resistance from service providers..

Strategic Objective

- To ensure adherence with legislation and implementation of systems that will result in service excellence

Strategy

- Adoption and promulgation of by-laws
- Convene contract management committee meetings.
- Convening of Contract Committee meetings and submission of third party claims to the insurance on time.
- convene Local Labor Forum meetings.

Performance Outcome

- Enforcement of council decisions
- Fulfilled contractual obligations and reduced claims against the municipality
- Improved employer/employee relationship

Occupational Health and Safety

Background

The Occupational Health and Safety Act of 1993 mandate the municipality to deal with issues of health and safety. To ensure compliance with the legislation a Safety Officer and Safety Representatives were appointed whilst a Safety Committee was established and relevant policy adopted by Council.

Despite the provision of protective clothing, Council has made additional resources available to have workstations inspected and reported accidents or employee injuries investigated by the Safety Officer and OHS committee meetings convened regularly.

To further promote a safe working environment, the Evacuation Plan was approved and it provides clear procedure for the safe evacuation of the Municipal buildings in an event of an emergency such as bomb threats, fire and so forth.

The evacuation and simulation exercise is part of the Municipal annual program and that is where evacuation demonstrations are done in case a raging fire.

Strategic Objective

- To promote a safe and a healthy working environment to municipal employees and clients.

Strategy

- Conduct safety inspections in all the work stations in the four towns.
- Convene OHS meetings as required by the Act and as per the Calendar of Events.
- Procurement of first aid kit boxes and health and safety awareness material and distribution of personal protective clothing and personal protective equipment on time.
- Conduct employee medical check- ups on an annual basis

Performance Outcome

- Safe working environment
- Wellness of employees

Employment Equity

Background

Employment equity constitutes one of the transformation agenda of Council by putting in place the necessary Employment Equity Plan with clear equity targets as required by the Employment Equity Act of 1998.

Informing the transformation agenda is the community profile in terms of race and gender which should find expression in the different occupational levels of the Municipality. The race and gender profile of the Municipality is herewith shown below;

Table 1

Group	Total	%
Black	41168	89%
White	5076	0.6%
Asian	330	0.3%
Coloured	563	9.7%
Total	48 149	100%

Source: Statistics SA CS 2016

Black people of African origin are dominant followed by whites and with Asians and Coloreds being the smallest groups. The above population trend is what the different occupational levels should reflect when recruiting new staff.

The table mentioned below reflects EE targets for the current year and those for the 2018/19 financial year;

Table 2

OCCUPATIONAL LEVELS	MALE – 2018/19				FEMALES – 2018/19				TOTAL	TARGET 2019/20
	A	W	C	I	A	W	C	I		
Top management	2	0	0	0	2	0	0	0	4	0
Senior management	9	1	0	0	5	0	0	0	15	1 AM-2AF
Professional qualified and experienced specialists and mid-management	18	1	0	0	15	2	0	0	35	2 AM-2AF 1 FW
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67	3	0	0	29	3	0	0	102	2 AM-3WM 1AF-1WF
Semi-skilled and discretionary decision making	30	1	0	0	4	1	0	0	35	2AM-1WM 2AF- 1CF
Unskilled and defined decision making	104	0	0	0	41	0	0	0	145	2AF-2CM 6AF- 2CF
Total permanent	231	5			94	5			336	
Temporary employees	20				29				49	
Grand total	251	6	0	0	123	5	0	0	385	TL 33

Source: ELM WSP 2018

The top management structure remains gender balanced with a fair representation of female managers at senior management if compared with the composition of 2016/17 which was 14 males to 5 females. Dominating the majority of occupational levels are black males followed by black females and whites including the disabled meter reader. The planned targets for the 2018/19 year are aimed at diversifying the Municipal workforce as required by the Act.

Problem Statement

The top management structure remains gender balanced with disparities being noted at senior management level. Currently there are 10 male managers as compared to 5 female managers. However the same disparities show an improvement if compared with 2017/18 and 2018/19 financial years whereby 14 and 10 males served as senior managers respectively.

In terms of diversity, black males continue to dominate almost all occupational levels followed by black females and whites. Therefore the planned equity targets for the 2019/2020 year are aimed at making the workforce inclusive and fairly representative of the local demographics.
The gap between males and females at occupational levels below management need a special attention and program in order to narrow the existing gap. This situation requires realistic plans with achievable targets and implementation of Affirmative Action measures for the benefit of the designated groups.

The appointment of disabled people has proven to be a challenge and the Municipality is left with no choice other than to declare two of its traffic officers as disabled people because of their impaired hearing and vocal problem which had existed for far too long. The passing away of the only disabled employee was a serious setback to the Municipality.

Strategic Objective

- To promote equal opportunity employment opportunities including candidates within the designated.

Strategy

- Compile and submit the Employment Equity Plan to the department of Labour.

Performance Outcome

- Diverse workforce in terms of gender, race and disability
- Compliance to Employment Equity Act.

Skills Development – Training and Development

Background

Training and development of employees starts at orientation and should continue throughout because of the community demand for better services and intense technological changes.

The training report for the previous financial year provides different categories of people who attended training.

Table1. 2018/19 Training Report

Occupational Levels	Females				Males				PWD	Total
	A	W	C	I	A	W	C	I	0	0
Councillors					2					2
Managers	3				4					7
Professionals	2				3					5
Technicians	2				7					9
Community Service Workers	3				1					4
Clerical and Administrative Workers	10				10					20
Machinery Operators and Drivers	1									1
Elementary Occupations										0
Total	21				27					48

Workplace Trainings

Forty eight employees including councilors and 4 unemployed youth attended the training programs and it be noted that some of the programs were ongoing from 2018/19 financial years and these are;

- GRAP
- Councillor induction program
- Asset Management
- Project Management
- Contract Management
- Fleet Management

- Public Finance and Economic Development
- Supply Chain Management and

For the year 2019/2020 it is anticipated that the following number of category of employees will be afforded the opportunity to attend training.

Table 2

EMPLOYMENT CATEGORY	MALES				FEMALE				TOTAL
	A	W	C	I	A	W	C	I	
Councillors	7				5				10
Top and senior managers	4	1			3				7
Professionals	2				4				6
Technicians and trade workers									
Community and personal service workers	3				1				4
Clerical and administrative workers	1				3				4
Machine operators and drivers	4								4
Labourers	1				4				5
Apprentices									
Total	25	1			20				46

Planned Training Programs

- Project Management
- Chairing Disciplinary Hearings
- Policy Development and Review
- Municipal Finance Management Program
- Basic Computer Skills
- Accident Scene Investigation and
- Plumbing

Planned Training Programs – Unemployed Youth

- Finance-Interns
- Carpenter
- Plumbing
- Finance - Interns
- Brick Laying
- Wall to Floor Tile
- Project Management
- HR and Labor Relations Interns

Problem Statement

The Municipality had always complied with its mandate of developing and submitting the Workplace Skills Plan as prescribed in the Skills Development Act of 1998. However the challenge of inadequate budget allocation is still being

experienced and as a result the Municipality apart from LGSETA grants relies on other training providers to have some of the programs implemented irrespective whether they were planned or not.

In addition it be noted that the Municipality is under tremendous pressure from various training providers to place trained learners who are mostly unemployed youth which is something it is unable to do due to insufficient space and other related resources.

Strategic Objective
- To increase the skills level of municipal officials and that of the unemployment

Strategy
- Compile and submit the Work Place Skills Report and Plan
- Collaborate or enter into partnership agreements with private training providers
- Training of municipal officials including councilors and the unemployed
- Induction of new and existing employees on work policies
- Convene Training Committee meetings

Performance Outcome
- A competent and productive workforce
- Skilled unemployed persons
- Adherence to policies and procedures by staff

8.22 Priority Area 22: Human Resource Management and Administration

Human Resources Management

Background
Emakhazeni Local Municipality is a Category B Municipality and also a Category 2 in terms of payment of salaries as per the approved Task Grades in terms of the South African Local Government Bargaining Council (SALGBC) Wage Curve Collective Agreement.

The Municipal Manager of Emakhazeni Local Municipality, in terms of Section 66 of the Municipal Systems Amendment Act, developed a staff establishment for 2019/2020 financial year and submitted the staff establishment to Council for approval. The structure was approved on the 30th June 2019 with a total number of 435 positions. As at the end of April 2020, the municipality had a total number of 361 employees with a total vacancy of 74 positions (17%). Out of the 354 employees, 112 are female employees and 249 males.

Problem Statement
Non compliance with the set norm for appointment of people living with disability in terms of the Employment Equity Act, as the municipality has; as at the end of April 2020 recorded one person living with a disability in the entire workforce. Additional to this challenge is the inability to attract and retain scarce skills due to perceived uncompetitive salaries.

Strategic Objectives
- To develop human capital resources to maximize organizational performance

Strategy
- Filing of vacant budgeted posts especially critical positions
- Development and review of the organizational structure and HR policies

Performance Outcome
- Adequate human resources.
- Effective and efficient performance of the municipality

Human Resources Policies

Amongst other HR policies, Council has approved the following Human Resources budget related policies;

Policy	Date of Approval	Date of Review	Final Approval
Recruitment and Selection Policy	30 May 2019	May 2020	June 2020
Leave Management Policy	30 May 2019	May 2020	June 2020
Standby Allowance Policy	30 May 2019	May 2020	June 2020
Overtime Management Policy	30 May 2019	May 2020	June 2020
Human Resources Development Policy	30 May 2019	May 2020	June 2020
Cellphone Allowance Policy	30 May 2019	May 2020	June 2020
Subsistence & Travelling Allowance Policy	30 May 2019	May 2020	June 2020

Records Management

Background

Section 13 of the National Archives and Records Services of South Africa Act, 1996, requires every governmental body to manage its records in a well-structured record keeping system and to put necessary policies and procedures in place to ensure that it's record keeping and records management practices complies with the requirements of the Act.

Emakhazeni considers its records to be a valuable asset to amongst others;

(i) Support business continuity in the event of a disaster, as well as promote accountability and transparency
(ii) Support and document policy formation and the municipality's administrative and decision making processes
(iii) Enable the municipality to easily retrieve information for reference purposes.

In this regard, the municipality approved and adopted a File Plan, Registry Procedure Manual, Records Management Policy to ensure that records are kept as per the prescribed norms and standards.

Problem Statement

Still faced by the municipality, is the delays in appraising of the File Plan to enable disposal of records which have reached their limited span in terms of their disposal authorities, hence, the partial decentralization of records which makes it very difficult to monitor records practices in internal departments. The implication this could have is loss or misplacement of records as well as the negative impact on the audit outcome should the municipality not be able to trace and provide supporting documents for transactions which occurred during business operations.

Strategic Objectives

- To ensure good governance through effective and accountable administration

Strategy

- Implementation of proper registry/records management practises
- Convene Records Management Advisory Committee meetings.

Performance Outcomes

- Safe keeping of records/ archives and easy retrieval and access to information

Support Services

Background

For the council to achieve its goal and objectives, it needs effective and efficient support services in relation to committee service & support services. The administration service therefore is committed to render and act as custodian of Council's administration support services to the entire administrative machinery.

Problem Statement

The dependency of the section in other departments for a delivery vehicle causes late or delays in delivery of agendas contrary to the provisions of the Standing Rules of Order.

Strategic Objectives

- To ensure submission of good quality reports and recording and minuting of Council activities.

Strategy

- Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events
- Purchase of a vehicle for delivery of Council and Council Committee agendas.

Performance Outcome

- Effective and efficient performance of the functions and the exercise of powers of the Municipal Council.
- Compliance with the Standing Rules of Order on issuing of agenda

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8.2.6 SPATIAL RATIONALE

2.23 Priority Area 23: Land Reform and Restitution

Background and Problem Statement

In terms of the Municipal Systems Act (Act No. 32 of 2000) Section 26(e), all municipalities are required to prepare an Integrated Development Plan (IDP) for their area of jurisdiction, which must include a Spatial Development Framework (SDF). Section 34 of the Municipal Systems Act determines that the Integrated Development Plan (IDP) must be reviewed and amended annually in accordance with an assessment of its performance measurements (in terms of section 41 of the Municipal Systems Act) and to the extent that changing circumstances demand. The SDF should therefozre also be reviewed in accordance with the annual review of the IDP. Above all, the review of the SDF will facilitate the implementation of the IDP spatially in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The existing Emakhazeni SDF (2010) was compiled in terms of the guidelines contained in Government Gazette No. 22605 dated 24 August 2001, which stipulated that a Spatial Development Framework of a municipality should at least achieve the following objectives:

- Give effect to the principles of the Development Facilitation Act
- Set out objectives that reflect the desired spatial form
- Contain strategies and policies to achieve the above
- Set out guidelines for land use management
- Set out a capital investment framework
- Contain a strategic environmental assessment
- Identify programmes and projects for the development of land
- Provide a visual representation of the desired spatial form of the municipality which representation include:

i. Where public and private land development and infrastructure should take place.
ii. Indication where desired and undesired utilisation of space in a particular area.
iii. Delineation of the urban edge.
iv. Identification of areas where strategic intervention is required.
v. Indication of areas where priority spending is required.

With the promulgation of the Spatial Planning and Land Use Management Act in 2013 (SPLUMA), Municipalities had to develop SDF's which comply with the act (SPLUMA). This legislation puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for national and regional spatial development frameworks as well as provincial and municipal spatial development frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management throughout South Africa. The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration as briefly summarised overleaf:
A Spatial Development Framework (SDF) serves as a long term (20 year) strategic document that guides spatial planning and future development within municipal areas, whereas an Integrated Development Plan (IDP) serves as a short term (5 year) implementation tool to give effect to, and achieve the Spatial Development Framework.

The tenure status gives an indication of the residential home ownership profile of the Emakhazeni LM. The total number of households that own the property they reside in and that is fully paid off increased from 33.0% in 2001 to 46.8% in
2011. The number of households occupying rent-free declined from 28.9% in 2001 to 14.5% in 2011 and similarly the number of households that own the property they reside in but it is not yet fully paid off declined significantly from 18.5% in 2001 to 8.8% in 2011. The municipality is working hard to change the status quo. All properties that need transfer to

their owners have been identified. This includes pre 1994 stock and RDP houses. Conveyancers have been appointed by the Department of Human Settlement to expedite the transfer of these properties.

Strategic Objective

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategy

- Provide necessary support to the Department of Rural Development and Land Reform to finalise land claims

Impact/Outcome

- Farm claimants settled according to their claimed land parcels

8.24 Priority Area 24: Human Settlement and Property Development

Background and Problem Statement

Human Settlement means the totality of the human community, whether city, town or village with all the social, material, organisational, spiritual and cultural elements that sustains it. In terms of the old approach people were settled in terms of their racial groups without a right of ownership of land, which was influenced by legislation such as a Group Areas Act and Separation of amenities. Housing delivery in this Municipality is currently the competency of the Mpumalanga Provincial Department of Housing and the Emakhazeni Local Municipality is only playing the facilitating role.

In terms of the new approach human settlement involves acquiring of land, building proper integrated human settlement with basic services e.g. the current integrated development in Extension 6 and 8 Siyathuthuka. Due to continuous growth patterns in South Africa and specifically the provincial growth development strategy highlighting economic developments that entice and redirect economically active population to follow greener pastures, the need for housing has increased.

These patterns are also evident in Emakhazeni Local Municipality. In Sakhelwe (Shushumela) we recorded 60 shacks, in Emthonjeni (Enkanini) 250 units of informal settlement erupted but that area has since been formalized and caters only for 118 stands with the difference of 132 still residing in the illegal part of the settlement. The formalized part of Enkanini has been reticulated with water, sewer and electricity. The area around Madala Township in Emakhazeni as well as Emgwenya in Etimbileni, Sgwabula and Entabeni showing signs of increased development. Madala has been formalized. The municipality is busy with the installation of engineering services. With the high demand for housing in Emgwenya, Gugulethu will not be enough to address the current housing challenges in Emgwenya. More land need to be identified to deal with this challenge. The municipality has, through human settlement, built Community Residential Units in both Entokozweni and Emgwenya which assist in alleviating the housing challenges in both areas. Emakhazeni as a whole has a backlog of 3 200 housing applications as per the municipal housing database. It must however be indicated that the database has not been updated for quite some time.

The Municipality is experiencing an alarming increase in its population, inter alia, due to the perceived existence of employment opportunities within its area of jurisdiction. This increase in population is creating a huge demand for housing which the Municipality together with both the National and Provincial Department of Housing is unable to cope with the supply. The Municipality has limited control over the land within its area of jurisdiction as most of the land is privately owned and mostly agricultural and environmental sensitive. This makes the planning of new human settlements and the coordinating of housing delivery as well as the planning of the expansion of settlement a serious challenge.

The municipality has beneficiaries who were approved houses but the actual houses have not been built. The

Municipality managed to complete 421 houses in Siyathuthuka ext 6 and 8. Another project for Siyathuthuka extension
8 for 104 units that has been put on hold due to illegal occupation of land by community members will be commencing as all th challenges have been resolved.

The municipality has been relying on Human Settlement Department houses. The focus was on RDP houses. Other housing interventions are required to address the backlog. The municipality aims to implement projects like Finance Linked Subsidy and also make land available for those who want build for themselves

Strategic Objective

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategies

- Conduct inspection in all built environment within ELM in terms of NHBRC and NBR standards
- Assessment of building plans
- To ensure sustainable urban and rural planning

Outcome/impact

- Improved quality of housing delivery in Emakhazeni area of jurisdiction
- Improved standard of living within the Emakhazeni area of jurisdiction
- Reduced number of informal settlements

8.25 Priority Area 25: Land Use Management

The municipality's Land Use Management Scheme was adopted in 2010. With the promulgation of Spatial Planning and Land Use Management Act (SPLUMA) there is a need to review the scheme so as to make it Spluma compliant.

According to the Spatial Development Framework of the municipality, the following areas were identified for Human Settlement in terms of principle of integration, Madala in Emakhazeni, Wonderfontein in Emakhazeni, Siyathuthuka Ext 6, 7, 8,9,10 and 11 at Emakhazeni, Entokozweni (Geluk farm), Emthonjeni ext 4 and Gugulethu at Emgwenya.

Spatial Distribution of Economic Activities

Emakhazeni Local Municipality identified development nodes where it is envisaged that MPCC`s will be developed in the future, such as Emgwenya, Poolzee, Airlie, Hemlock, Slaaihoek and Stoffberg. A study has been completed to identify all areas that are suitable for the establishment of Agri-villages in portion 1 of the farm Wemmershuis 379 JT, portion 5 of the farm Paardeplaats 380 JT, portion 2 of the farm Stynsplaats 360 JT and portion 5 of the farm leeuwfontein 431 JS.
Emakhazeni has introduced a tax rebate incentive to lure development into the municipality, however there is still more to be done to entice development in the area.

By applying and contextualizing the NSDP and MPGDS identified trends, opportunities in the province and District, the following spatial construct emerges for the Emakhazeni Local Municipality from the Mpumalanga Growth and Development Strategy where the mission state as follows; To promote viable economic growth and development, especially where it addresses job creation and poverty reduction in an environmentally sustainable manner within a spatial context and incorporating the principles of good governance.

Emakhazeni Local Municipality has embarked on a process to lure sector departments and private businesses to partner in bringing Infrastructure Projects that will assist or unlock economic growth within the Emakhazeni Local Municipality's area of jurisdiction.

Notably, each theme proposes specific pioneering projects, supporting options and existing government programmes with which to address key provincial priorities identified in the PGDS:

1. Good Governance
2. Economic growth and development
3. Job creation
4. Spatial planning
5. Poverty Reduction and Alleviation
6. Environmental Sustainability

Strategic Objectives

- To ensure sustainable rural and urban planning in order to meet the needs of the community

Strategies

- To ensure sustainable rural and urban planning
- To ensure sustainable greenfield developments within ELM area of jurisdiction
- To align municipal planning with spatial development framework
- To promote efficient use of energy in new developments.

Performance Outcomes

- Efficient land use
- Sustainable and Integrated human settlement
- Improve the quality of life

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CHAPTER 9.PROJECTS AND PROGRAMMES

9.1 CAPITAL/ INFRASTRUCTURE PROJECTS

KPA1: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

KPA 3: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT									
Project	Project Name	Region/ Ward	Strategic Objective	Current / Proposed Project	Target	Costing (Budget Allocation)			Source Of Funding
						2022/2023	2023/2024	2024/2025	
	Construction of Zamvie Street in Sakhelwe	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Roads Infrastructure		R2,500,000.00		MIG
	Construction of Internal Road (ZCC street) at Emthonjeni in	Ward 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure		R2,500,000.00		MIG
	Provision of Water in farms within Emakhazeni Local Municipality	Ward 1, 2, 4, 5, 6 & 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Water Supply in Rural Areas		R3,750,815.00		MIG
	Construction of Mongwe ring road in Siyathuthuka	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure		R3,100,000.00		MIG
	Upgrading of sewer outfall in Emthonjeni	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Sewer Infrastructure		R2, 900,135.00		MIG
	Construction of road (Thembisa street) at Emthonjeni in Ward 5.	Ward 5.	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure		R3,100,000.00		MIG
	Urgent repairs and maintenance of Belfast WWTW		To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Sewer Infrastructure		R2,100,000.00		MIG

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	Upgrading of Emgwenya Wastewater Treatment Works Phase 1	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Sewer Infrastructure		R 21 872 416.24		WSIG
	Upgrading of Madala Sewer Line	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Sewer Infrastructure		R 7 127 583.76		WSIG
	Electrification of Siyathuthuka Ext 6&8 (Infills)	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Electrification		R 835 000.00		INEP
	Construction of a 700m Madala access road in Ward 8	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Roads Infrastructure	R2 633 494,00			MIG
	Construction of internal street in Entokozweni ward 6	Ward 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure	R2 120 112,00			MIG
	Construction of 280m internal street (Julius Nyerere street) in sakhelwe ward 4	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure	R1 700 000,00			MIG
	Construction of Internal road (Thembisa street) at Entokozweni in	Ward 5	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure	R2 118 242,00			MIG
	Upgrading of Roman pump station in Siyathuthuka township	Ward 2	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Sanitation	R3 754 415,00			MIG
	Provision of water in farms Emakhazeni Local Municipality phase 2	Ward 1, 2, 4, 5, 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Water	R5 332 137,00			MIG
	Construction of Entokozweni Hall Street in Siyathuthuka Ward 1	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Roads Infrastructure	R1 600 000,00			MIG
	Upgrading of Emgwenya Waste Water Treatment Works	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Roads Infrastructure	R6 448 971,92			WSIG

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	Upgrading of Madala sewerline	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Sanitation	R13 551 028,08			WSIG
	Construction of Sgwabula roads	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Roads Infrastructure	R2 333 295,84			MIG
	Construction of 450m internal road (Standini Street) in Emgwenya ward 7	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Roads Infrastructure	R2 448 819,70			MIG
	Emthonjeni Extenson 4 and Enkanini Township: Provision of water reticulation for 800 stands Phase 4	Ward 5	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Infrastructure	R2 900 000 – 00			MIG
	Construction of Mathebula and Nyerere Street	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Roads Infrastructure	R 700 000 – 00			MIG
	Paving of Masango Road	Ward 5	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Road Infrastructure	R 600 000 – 00			MIG
	Paving of Shalom Creche Street	Ward 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Road Infrastructure	R 600 000 – 00			MIG
	Provision of water in farms Emakhazeni Local Municipality	Ward 1,2,4,5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Water Infrastructure	R1 076 202,81	R6 600 000 – 00		MIG

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	Electrification of Emthonjeni Township	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Electrification	R1 700 000 – 00			INEP
	Installation and Commissioning of a New 132/ 11KV 20 MVA electricity substation and feeder lines in Emakhazeni	Ward 1,2,3 & 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Electrification	R13 000 000,00			INEP
	Electrification of Empumelelweni Towship	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Electrification	R1 000 000,00			INEP
	Upgrade of medium voltage in Emakhazeni and Emgwenya	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Electrification				INEP
	Construction of Machadodorp WTW, Raising Main and Ground reservoirs	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Water & Sanitation Infrastructure	R18 531 000,00	R3 850 000,00		WSIG
	Raising of Dam wall at Machadodorp and Dullstroom	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Sanitation Infrastructure	R469 000,00	R6 500 000,00		WSIG
	Upgrading of Dullstroom dam and extraction of Water	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Sanitation Infrastructure	R500 000,00	R5 540 000,00	R6 750 000,00	WSIG
	Reconstruction of Machadodorp Dorp-dam wall	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Sanitation Infrastructure	R500 000,00	R5 560 000,00	R7 660 000,00	WSIG
	Supply and Installation of Solar Energized Street Lighting and High Mast Lighting in	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	proposed	Electricity	R5 000 000,00	R5 000 000,00	R5 000 000,00	eLM:Internal Capital
	Construction of Bhekumuzi Masango Phase 2	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Road Infrastructure	R 3 000 000,00	R15 000 000 – 00		eLM:Internal Capital
	Construction of Lizana Magagula	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Road Infrastructure	R 3 000 000,00	R 700 000 – 00		eLM:Internal Capital

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	Construction of eMthonjeni Ring Road	Ward 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Road Infrastructure	R 500 000,00	R1 500 000 – 00		eLM:Internal Capital
	Construction of eMgwenya Park Avenue No. 1 Street	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Road Infrastructure	R 400 000,00	R2 000 000 – 00		eLM:Internal Capital
	Collector to Siyathuthuka	Ward 4, 5, 6 & *	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Waste Infrastructure	R 400 000,00	R2 000 000 – 00		eLM:Internal Capital
	Replacement of AC pipes	Ward 4, 1, 2, 3, 5, 6, 7 &	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Water Infrastructure				eLM:Internal Capital
	Sakhelwe Extenson 2: Re-construction of Modobadoba sewer line	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water & Sanitation Infrastructure	R1 000 000 – 00			eLM:Internal Capital
	Construction of Office Building	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Current & Continuing	Municipal Buildings	R 2 000 000,00			eLM:Internal Capital
	Supply and Delivery of Chery Picker for Emakhazeni Local Municipality	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Electricity	R1 500 000,00			eLM:Internal Capital
	Supply and Installation of Aumatic Back-up Powered Generators at Water Treatment	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Electricity	R 4 000 000,00	R3 000 000,00		eLM:Internal Capital
	Jet Patcher (Mill and replace) Procurement	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Road Infrastructure	R 1 500 000,00			eLM:Internal Capital
	Telemetery System in Water Storage Resevoirs Dullstroom	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Water Services	R 1 000 000,00			eLM:Internal Capital
	Appointment of Service Provider for rental of Hi tech Speed cameras and related equipment	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 2 400 000,00	R 3 500 000,00	R 3 500 000,00	eLM:Internal Capital
	Alarm, CCTV Cameras, System and backup power Phase 1	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Municipal Buildings	R 740 000,00	R 5 000 000,00	R 3 000 000,00	eLM:Internal Capital

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	Supply and delivery of Electrical Fault detecting device for Emakhazeni Local Municipality	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Electricity	R400 000,00			eLM:Internal Capital
	Biometric fingerprint access control system, vehicle electronic access control system and backup power	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Municipal Buildings	R330 000,00			eLM:Internal Capital
	Firearm SABS Cat 2 Strong room door and security doors (As per regulation)	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R38 000,00			eLM:Internal Capital
	Double cab LDV (LDV, canopy, lights and markings) and	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R650 000,00			eLM:Internal Capital
	2 motorcycles: By-Law Enforcement unit	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 200 000			eLM:Internal Capital
	1 set Rescue tools	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 200 000			eLM:Internal Capital
	Rope rescue kit	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 35 000,00			eLM:Internal Capital
	25 Fire hoses and 10 branches	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 77 000,00			eLM:Internal Capital
	Installation and servicing of Fire hydrants (MIG) in all 4 Units	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R 1 000 000,00	R 3 000 000,00	R 2 000 000,00	MIG
	Alarm systems with smoke detection system in all units	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R72 000,00			eLM:Internal Capital
	Procurement of 2 chainsaws	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Social Development	R12 000,00			eLM:Internal Capital
	Procurement of arms, ammunition and reloading equipment	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Law Enforcement	R150 000,00			eLM:Internal Capital

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	eMakhazeni Local Municipality: Replacement of Street lights with Solar lights and energy efficiency programme	All Ward	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Proposed	Electricity Infrastructure		R4 273 850 – 00		INEP
	Emgwenya Cemetery: Provision of Infrastructure	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Social Infrastructure		R4 900 000 – 00		MIG
	Sakhelwe / Dullstroom: Construction of a new waste Disposal Site	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Waste Infrastructure		R3 400 000 – 00		MIG
	Emakhazeni Local Municipality: Construction of new Highmast lights	All Ward	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Electricity Infrastructure		R4 273 850 – 00		MIG
	Sakhelwe Extenson 2: Construction of sewer pump station and rising main	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water & Sanitation Infrastructure	R8 000 000 – 00			WSIG
	eMakhazeni: Upgrading of Belfast waste water treatment works	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Sanitation Infrastructure				WSIG
	Upgrading of Machadodorp WTW ground reservoir and rising mains.	Ward 5&6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Potable Water Infrastructure	R22 000 000 – 00			WSIG
	eMakhazeni: Construction / Upgrading of Bhekumuzi Masango drive	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Road Infrastructure	R12 000 000 – 00			eLM:Internal Capital
	Dullstroom / Sakhelwe Township: Fencing of Landfill Site	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Waste Infrastructure		R1 000 000 – 00		eLM:Internal Capital
	Procurement of a Compactor Truck	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Waste Removal Equipment	R1 600 000 – 00			eLM:Internal Capital

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	Procurement of a Lowbed Heavy Duty Vehicle	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Heavy Duty Transportation Vehicle	R1 700 000 – 00			eLM:Internal Capital
	Construction / Upgrding of internal roads	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Road Infrastructure	R6 000 000 – 00			eLM:Internal Capital
	Acquisition and installation of CCTV Cameras	Municipal Buildings	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Municipal Security	R 700 000 – 00			eLM:Internal Capital
	Procurement of Tipper Trucks X 2	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Municipal Heavy Duty Equipment	R2 500 000 – 00	R1 000 000 – 00		eLM:Internal Capital
	Construction, maintenance / Upgrding of internal roads	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Road Infrastructure				Unfunded
	Sakhelwe Upgrading of WTW and Provision Sanitation Reticulation Infrastructure	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water and Sanitation Infrastructure				MIG
	Upgrading of Siyathuthuka Sports Field	Ward 3	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Sports and Culture				MIG
	Refurbishment of WTW and replacement of AC pipelines in Waterval Boven	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Upgrade				WSIG
	Install Distribution Network: Emgwenya	Extension 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Water Upgrade				WSIG
	Electrification of Emthonjeni Township	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		Electrification	R1 700 000 – 00			INEP
	Installation and commissioning of a new 132/11kv 22 MVA substation	All Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Energy Source	Installed 132/11kv 22 MVA substation	R15 000 000 – 00			INEP

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	Installation of Sewer gravitational line in Madala	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Water Management	1x Installation of sewer gravitational line			-	
FM R 03	Installation of Water & Sanitation Sakhelwe Ext 2 Phase 5	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Water Management	1x Installation of water & sewer line		-	-	
FM R 04	Paving of road in Emakhazeni	All wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Road Transport	1x disposal site rehabilitated		-	-	

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FMR 05	Rehabilitation of waste disposal site in Emakhazeni: Ground & Layer		To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Waste Management	1x Rehabilitated waste disposal site			-	MIG
FMR 06	Water and Sanitation Madala	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water Management	Water and Sanitation Infrastructure		-	-	WSIG
FMR 07	Refurbishment of Belfast WTW phase 02	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water Management	1 Refurbished Belfast WTW		-	-	WSIG
FMR 08	Electrification of Houses: Extension 7 Siyathuthuka	Ward 3	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation				INEP
	Electrification of Houses: Gugulethu	Ward 7	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new	Electricity	Electricity Reticulation				INEP
	Electrification, water and Houses: Extension 2 Sakhelwe (Shushumela)	Ward 4	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation				INEP
	Electrification of Madala (Emthonjeni)	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Electricity	Electricity Reticulation				INEP
	Madala Road (Emakhazeni)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Roads	Roads Infrastructure				MIG
	Community Hall: Madala (Emakhazeni)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Built Infrastructure	Community Hall				MIG

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	Alternative Residential Land (Engwenya)	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Land Provision	Housing				MIG
	Water and Sanitation: Extension 5 Emthonjeni	Ward 5 & 6	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation				MIG
	Water and Sanitation: Extension 12 Siyathuthuka	Ward 1	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation				MIG
	Water and Sanitation (Grootsuikerbos chkop Farm)	Ward 2	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Water & Sanitation	Water & Sanitation				NDM
	Community Hall: Ward 2 Farms	Ward 2	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Built Infrastructure	Community Hall				DHS
	RDP Houses for All Land Reform Beneficiaries	All Rural Wards	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Housing	Low-Cost Husing				DHS
	Reconstruction of Funda Community Hall	Ward 8	To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure	Hall	Community Hall				NDM

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9.2 ANCHOR PROJECTS

KPA 2: LOCAL ECONOMIC DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)		Source Of Funding	
						2022/2023	2023/2024	2024/2025	
ACR1	High Altitude Training Centre	Ward 1, 2 &3	To promote social and economic development	Other	International Sports	-	-	-	Dept Sports, Arts and Recreation
ACR2	Construction of eMakhazeni Mall	Ward 8	To promote social and economic development	Other	New Mall	R150 000 000 – 00	-	-	Malngeni Family Trust
ACR3	Belfast Implementation Project	Ward 8	To promote social and economic development	Other	Job Creation				Exxaro Mine
ACR4	Establishment of a Milk Processing Factory	Ward 8	To promote social and economic development	Other	Local Economy				Internal Capital
ACR5	Resuscitation of Elandskraans Resort & Cable Car	Ward 7	To promote social and economic development	Other	1x resuscitated Elandskraans Resort & Cable Car	-	-	-	PPP

9.3 OPERATIONAL PROJECTS

KPA 2: LOCAL ECONOMIC DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)		Source Of Funding	
						2022/2023	2023/2024	2024/2025	
LED01	Establishment of brick Plant	Ward 3	To promote social and economic development	Other	eMakhazeni Roads & RDP Housing	R1 700 000			ELM
LED02	Mining Charter SLP trust account	Ward 3	To promote social and economic development	Other	Establish trust account for 5% mining charter contributions (EDA account)				ELM

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LED03	IDP Budget Indaba	All wards	To promote social and economic development	Other	All stakeholders for IDP integration	R40 000	R40 000	R40 000	ELM
LED04	EPWP Co-funding	All wards	To promote social and economic development	Other	Implementation of EPWP co-funded projects	R1 200 000	R1 200 000	R1 200 000	ELM
LED05	Economic Reconstruction and Development: SMME Development Fund	All wards	To promote social and economic development	Other	Support Enterprise Development, Job Creation	R13 000 000	R3 000 000	R3 000 000	ELM
LED06	Construction, equipping & Commissioning of Dairy Processing Plant	All wards	To promote social and economic development	Other	Construction, equipment and commissioning of the Dairy Processing Plant			R8 000 000	ELM
LED08	LED Forum	All wards	To promote social and economic development	Other	4 LED Forum meetings	R80 000	R80 000	R80 000	ELM
LED9	Establishment of Bakeries	Ward 5, 6, 7 & 8	To promote social and economic development	Other	eMthonjeni, eMgwenya & eMakhazeni Bakery	R1 700 000	R1 700 000		ELM
LED10	Establishment of Poultry Project	Ward 4	To promote social and economic development	Other	Sakhelwe Poultry	R1 700 000	R1 700 000		ELM
LED011	Business Development Training	All wards	To promote social and economic development	Other	2 Business Development Training	R5460.00	R5790.00	R6 000 – 00	ELM
LED12	Review of LED strategy	All wards	To promote social and economic development	Other	1x review of the LED Strategy	R200.000	R0	R0	Exxaro
LED13	Feasibility study for the establishment of Tyre Manufacturing Factory	Ward 8	To promote social and economic development	Other	1x Tyre Manufacturing Factory	R0	R0	R0	Exxaro
LED14	CWP/EPWP lrc meeting	All wards	To promote social and economic development	Other	4 X CWP/EPWP LRC MEETING	R20 000	R30 000	R35 000	Depart of Public Works Roads & Transport
LED15	Review of EPWP policy	All wards	To promote social and economic development	Other	1 X EPWP POLICY	R0.00	R0.00	R0.00	ELM
LED16	Economic Reconstruction and Development: Job creation	All wards	To promote social and economic development	Other	100 x jobs created	R2 000 000	R3 000 000	R3 500 000	Depart of Public Works Roads & Transport

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LED17	EPWP training	All wards	To promote social and economic development	Other	02 x EPWP Training	R15 000	R20 000	R25 000	Dept of Public Works Roads & Transport
LED 18	Resuscitation of Elandskraans Resort & Cable Car	Ward 7	To promote social and economic development	Other	1x resuscitated Elandskraans Resort & Cable Car	-	-	-	PPP
IDP 19	eMakhazeni Long Term Planning	All Wards	To provide long-term macro planning	IDP	Appoint Service provider to develop the municipal long term plan	R2 000 000	-	-	IDP & LED

KPA 3: FINANCIAL MANAGEMENT AND REPORTING

KPA 3: FINACIAL MANAGEMENT & REPORTING									
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**			**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	
FMR 01	Updating fixed asset register.	All wards	To ensure sound and sustainable financial management	Finance and Administration	1 Asset register that comply with requirements of GRAP	R1,423,000	R1,634,000	R1 718 968	ELM
FMR 02	Compilation of annual financial statements	All wards	To ensure sound and sustainable financial management	Finance and Administration	12 Section 71 reports 4 quarterly report 1 Section 72 report	R	R	R	ELM
					Interim financial statement 1 set of credible Annual financial Statement				
FMR 03	Implementation of the new valuation roll Servicing virgin land and selling of stands	All wards	To ensure sound and sustainable financial management	Finance and Administration	New Valuation with all ratable properties	R 500,000	R 5,000,000	R5 260 000	ELM
FMR 04	Sale of prepaid electricity & prepaid water	All wards	To ensure sound and sustainable financial management	Finance and Administration	Daily and monthly sales of water & electricity	R 445,200	R 471,912	R496 451	ELM

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FMR 05	Cash in Transit Banking	All wards	To ensure sound and sustainable financial management	Finance and Administration	Safeguarding municipal assets	R 381,600	R 404,496.00	R425 529	ELM
FMR 06	Provision of financial system	All wards	To ensure sound and sustainable financial management	Finance and Administration	Implementation of an efficient billing system and financial reporting	R 1,251,940.56	R 1,327,056	R1 396 063	ELM
FMR 07	Printing, supply & delivery of municipal accounts	All wards	To ensure sound and sustainable financial management	Finance and Administration	Timeously delivery of municipal accounts	R 508,800	R 539,328	R567 373	ELM

					Interim financial statement 1 set of credible Annual financial Statement				
FMR 03	Implementation of the new valuation roll Servicing virgin land and selling of stands	All wards	To ensure sound and sustainable financial management	Finance and Administration	New Valuation with all ratable properties	R 500,000	R 5,000,000	R5 260 000	ELM
FMR 04	Sale of prepaid electricity & prepaid water	All wards	To ensure sound and sustainable financial management	Finance and Administration	Daily and monthly sales of water & electricity	R 445,200	R 471,912	R496 451	ELM
FMR 05	Cash in Transit Banking	All wards	To ensure sound and sustainable financial management	Finance and Administration	Safeguarding municipal assets	R 381,600	R 404,496	R425529	ELM
FMR 06	Provision of financial system	All wards	To ensure sound and sustainable financial management	Finance and Administration	Implementation of an efficient billing system and financial reporting	R 1,251,940.56	R 1,327,056.99	R1 396 062	ELM
FMR 07	Printing, supply & delivery of municipal accounts	All wards	To ensure sound and sustainable financial management	Finance and Administration	Timeously delivery of municipal accounts	R 508,800	R 539,328	R567 373	ELM

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KPA 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION

PROGRAMME: TRANSVERSAL UNIT

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**			**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	
03 TV	HIV and AIDS awareness campaign	eMakhazeni LM	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversal	08 X wards to benefit	R200 000	R200 000	R200 000	Internal and social partners
06 TV	Organise the annual Moral regeneration Event	Communit y members/ All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversal	01 MRE per annum	R300 000	R400 000	R500 000	Internal and social partners
07 TV	Disability awareness campaign	PWD in Emakhazeni	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversal	1 sitting per quarter	R50000	R50000	R50000	Internal
08 TV	GBV Awareness campaigns	eMakhazeni LM	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversal	1 sitting per quarter	R80000	R80000	R80000	Internal
WOMEN & MEN'S PROGRAMMES									
13 TV	Co-ordinate Road shows & Workshops to promote women's rights	Women of Emakhazeni	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversa l	4 X per annum	R600000	R600000	R600000	Internal
13 TV	Co-ordinate Road shows & Workshops to promote men's rights	Men of Emakhazeni	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Transversa l	4 X per annum	R40000	R40000	R40000	Internal

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PROGRAMME: COMMUNICATION & YOUTH UNIT

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	Project Name	Region/ Ward	Strategic Objective	Function	Target	Costing (Budget Allocation)			Source Of Funding
						2022/2023	2023/2024	2024/2025	
03 Cm	Coordinating Mandela Month Activities	Elderly, children and PWD	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	08 X wards to benefit	R30 810	R16 679	R17 546	Internal and social partners
06 CM	News letters	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	2x news letters per annum	R100 000	R400 000	R500 000	Internal and social partners
07 CM	Radio slots	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	2x radio slots per annum	R150 000	R5 671	R5 965	Internal
11 CM	Calendars	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	1 x calendars per annum	R20 000	R17 013	R17897	Internal
11 CM	Flags	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	12x flags	R80 000	R17 013	R17897	Internal
11CM	Council photo shoots & Frames	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	1x per annum	R70 000	R17 013	R17897	Internal
11CM	Camera	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	1x per annum	R70 000	R17 013	R17897	Internal
11CM	Gazebo	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	4x gazebos	R40 000	R17 013	R17897	Internal
11CM	Banners	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	2 wall banners and x6 tear drop banners	R40 000	R17 013	R17897	Internal

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11CM	Tv screen reflecting clips on council's achievements	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	All Units	R300 000	R17 013	R17897	Internal
11CM	Council's 5 year Service delivery document/repo	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Communication	All wards	R 290 000	R17 013	R17897	Internal
YOUTH									
11YS	Bursaries	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R1 000 000	R1 000 000	R1 000 000	Internal
11YS	Sourcing additional support for bursaries	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R5 000 000	R6 000 000	R6 000 000	Internal
11YS	Youth month commemoratio n programme	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R150 000	R150 000	R150 000	Internal
11YS	Drug and substance abuse awareness	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R80 000	R80 000	R80 000	Internal
11YS	Teenage pregnancy awareness campaigns	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R60 000	R60 000	R60 000	Internal
11YS	Youth indaba	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R500 000	R500 000	R500 000	Internal
11YS	Local mayoral games	Community members/All wards	To facilitate and coordinate special programmes for the elderly, disabled, social values, HIV/AIDS and related diseases	Youth	All wards	R 250 000	R 250 000	R 250 000	Internal

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PROGRAMME: RISK

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**			**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	
RMU 01	Risk Assessments Workshop	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	5 Risk management workshops	R24000	R28000	R29 500	eLM
RMU 02	Purchasing of Office Furniture	Ward 8	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	Office furniture	R 500 000	R0	R0	eLM
RMU 03	Purchasing of computer and printing equipment	Ward 8	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	1 PC & Printer	R600 000	R0	R0	eLM: Internal Capital
RMU 04	IRMSA Training: Risk Appetite and Tolerance Training	All wards	To add value to the operations of the municipality in relation to internal control, risk management and governance processes	Risk Management	Risk Appetite and Tolerance Training	R10000	R0	R0	eLM
RMU 05	Acquisition of CCTV Cameras	All wards	To add value to the operations of the municipality in relation to security services	Risk Management	Procurement of CCTV Cameras	R700 000	R0	R0	eLM: Internal Capital

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PROGRAMME: PUBLIC PARTICIPATION

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**			**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	
PPU 01	Ward Committee Monthly Meetings	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	12 Meetings per annum	R 16 000	R 18 000	R 20 000	Internal funding
PPU02	Council Sitting	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	6 Council Sitting per annum	-	-	-	-
PPU03	IDP & Budget consultative meetings	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community	Public Participation	Once in the third quarter	R 400 0000	R 60 000	R70 000	Internal funding
PPU04	Capacity Building Workshops	Emakhazeni Local Municipality (all wards)	organisations in the matters of local government	Public Participation	Once in the Second quarter	R 200 0000			Internal funding
PPU04	Stakeholder Forum Meetings	Emakhazeni Local Municipality (all wards)	organisations in the matters of local government	Public Participation	Once in the Second quarter	R 100 0000			Internal funding
PPU04	Budget	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	once in the last quarter	R 50 0000	R 60 000	R70 000	Internal funding
PPU05	Dissemination of information to community members and structures	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Once per quarter	R 10000	R 12000	R14000	Internal funding

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PPU06	War Room or Ward Base Council of Stakeholders e	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	12 per annum	R 25 000	R 30 000	R35 000	Internal funding
PPU07	Community Feedback Mandatory	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Six per annum	R15 000	R70 000	R70 000	Internal funding
PPU08	Mayoral Izimbizo	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Once per Quarter result in four per annum	R 100 000	R 110 000	R 115 000	Internal funding
PPU09	Handing over and Launching of Projects	Emakhazeni Local Municipality (all wards)	To encourage the involvement of communities and community organisations in the matters of local government	Public Participation	Immediately after the completion of the project	R 40 000	R 50 000	R 60 000	Internal funding

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KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

PROGRAMME: LEGAL SERVICES

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**				**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	
ITOD01	Promulgation of By- Laws	All Wards	To ensure adherence with legislation and implementation of systems that will result in service excellence	Legal Services	3 By- Laws promulgated	R450 000	R 250 000	R 250 000	R 250 000	MSIG/NDM
ITOD 02	Renewal of Subscription fees and purchase of books and Ordinances	Administration				R 650 000	R 700 000	R 750 000	R 750 000	Internal Funds
ITOD 03	Litigations and Legal Cases	All Wards				R 4 000 000	R 4 500 000	R 5 000 000	R 5 500 000	Equitable Share

PROGRAMME: LABOUR RELATIONS AND COMPLIANCE

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**				**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	
ITOD 04	Employee Assistance	Administration	To ensure adherence with legislation and implementation of systems that will result in service excellence	Occupational Health and Safety	4 X Medical checkups and	R 100 000	R 110 000	R 120 000	R 130 000	ELM
ITOD 05	Procurement of First Aid				10 x First Aid Kit	R 50 000	R 60 000	R80 000	R90 000	ELM
ITOD 06	Training Programme for	All Wards		Skills Development	15 Beneficiaries	R 1 million	R 1 million	R 1 million	R 1 million	ELM
ITOD 07	LGSETA Internship				20 beneficiaries	R 842 000	R 1 060 000	R 1 116 000	R 1 174 000	LGSETA

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PROGRAMME: HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION

KPA 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**				**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	
ITOD 08	Advertising Costs(Recruitment)	All Wards	To ensure adherence with legislation and implementation of systems that will result in service excellence	Human Resources Management	4 x budgeted vacant positions to	R 180 000	R 200 000	R 230 000	R 250 000	ELM
ITOD 09	Purchasing of New Vehicles	All Wards		Support Services	1 x Vehicle for delivery of Council	R 250 000 R1 million	R 280 000 -	R300 000 -	R300 000 -	ELM
ITOD 10	Rental and Consumption: Photocopy Machines				Rental Fee and consump	R 478 800.00	R 480 000	R 500 000	R 520 000	ELM
ITOD 11	Purchasing of Office	Administration		Administration		R 55 000	R 65 000	R70 000	R75 000	ELM

PROGRAMME: INFORMATION COMMUNICATION TECHNOLOGY

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
Project ID	**Project Name**	**Region/ Ward**	**Strategic Objective**	**Function**	**Target**	**Costing (Budget Allocation)**				**Source Of Funding**
						2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	
ICT 01	Provision of Internet and	Administration	To encourage and ensure co- operative governance	Information Communication Technology	Ongoing.	R233,962.41	R245,660.00	R257,944.00		Internal Budget
ICT 02	ICT Support Program	All Wards			Annual	R 42 564.00	R60,000.00	R75,000.00	R 80 000	MSIG
ICT 03	Provision of Computer Data Line	Administration			Ongoing	R 805 272.00	R900.000.00	R 1 million	R 1 million	Internal Budget
ICT 04	Internal Cap: Computer	All Units			31st December 2019	R 500 000.00	R 520 000.00	R 530 000.00	R 550 000.00	MSIG
ICT 05	Administration telephone	All Units			Annual	R 1 087 452	R 1 900 000	R 1 900 000	R 1 900 000	

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9.4 SOCIAL AND LABOUR PLAN PROJECTS.

Social and Labour Plan Projects as per the engagements with the local mining houses and submitted to DMR

Project Name	SLP ALLOCATION AND SOURCE			
	Budget Allocation			SOURCE OF FUNDING
	2022/2023	2023/2024	2023/2024	
Construction of Municipal Roads in eMakhazeni Town	R6 000 000	R9 000 000	-	Exxaro Mine
Construction of Municipal Roads in Siyathuthuka and eMakhazeni Town	R7 000 000	-	-	uMsimbithi Mine
Construction of Additional Wards and Upgrading of H.A. Grove Hospital in eMakhazeni				Hlagisa Mine
Construction of Municipal Roads in Siyathuthuka	R5 000 000	-	-	Maboko Mine
Reconstruction and Sealcoating of the Municipal Road between Siyathuthuka and eMakhazeni	To be Confirmed	-	-	Northern Coal Mine
Reconstruction of the Bhekumuzi Masango Drive in eMakhazeni	R6 000 000	-	-	Universal Coal Mine
Construction and Surfacing of Municipal Roads in Siyathuthuka	R2 000 000	-	-	Groenvlei Mine
Support for the Municipal Local Economic Projects	-	-	-	Silica Mine -
Reconstruction of Municipal Roads	-	-	-	Malahleni Mine

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9.5 SECTOR DEPARTMENT / DISTRICT PROJECTS.

Sector Department Plans as outlined by the Provincial sector departments

Project Name	NKANGALA DISTRICT MUNICIPALITY			
	Budget Allocation			
	2022/2023	2023/2024	2024/2025	2025/2026
Aids Day: HIV / AIDS Campaigns	70 000	75 000	76 000	-
MHS Education & Awareness Emalahleni	70 000	85 000	90 000	-
Moral Regeneration	90 000	95 000	-	-
Land Audit	500 000	-	-	-
Disaster Management – Awareness Campaigns	90 000	-	-	-
Med Volt Electricity Network Substation Emgwenya - 154173	3 000 000	750 000	2 500 000	-
Medium Voltage Electricity Network Phase2 – 154172	3,000 000	750,000	2,500,000	-
Sanitation Reticulation in Sakhelwe Ext3 - 154184	2,000,000	2,000,000	2,500,000	- -
Development of NEDA	3,000 000	3,000,000	4,000,000	
Job Creation EPWP Security Learnership	5,000 000	5,000,000	5,000,000	-
Mayoral Bursary Fund	3,353 600	3,000,000	-	-
Non-Financial Support to SMME's Cooperatives & Informal Traders	2,000,000	2,000,000	-	-
Procurement of GIS Cadastral data	524,000	500,000	500,000	-
Rural Roads Asset Management	2,332,000	2,341,000	2,427,000	-

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Reticulation: Installation of sanitation reticulation in Gugulethu	7 262 000	-		-
Spatial Planning: Extension of existing cemeteries: Belfast, Siyathuthuka Emgwenya	800 000	1 000 000	1 200 000	-
Spatial Planning: Land Surveying Emakhazeni	400 000	-	445 210	-
Spatial Planning: Opening of Township Register Emakhazeni	650 000	685 750	-	-
Spatial Planning: Review of Land Use Scheme Emakhazeni	71 100	-	-	-
Transport Assets: Light Delivery Vehicle	1 520 000	-	-	-
Transport Assets: Medium Rescue Pumper Emakhazeni		4 500 000	-	-
Transport Assets: Refuse Removal Truck	2 600 000	-	2 800 000	-
Transport Assets: Tractor-Loader-Backhoe TLB	2 200 000	-	-	-

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SECTOR DEPARTMENTS PROJECTS			
DEPARTMENT OF AGRICULTURE			
Project Name	Project Description	Location	Budget
Fortune 40 Youth Incubator Programme	Rehabilitation of 15 farms for incubation of young farmer cooperatives	Emakhazeni	R12 000 000 (Whole province)
DPWRT			
Project Name	Project Description	Location	Budget
Design: Upgrade of Road D4382 between Belfast and Justicia (13.60km)		24.92863, 31.37099 eMakhazeni	R3 212 000
MPUMALANGA TOURISM & PARKS AGENCY - MTPA			
Project Name	Project Description	Location	Budget
Emakhazeni LM (Verloen Vallei Nature Reserve)	Replacement of asbestos roofing in the following Nature Reserves, Manyeleti and Verloren Vallei	Emakhazeni	Unknown

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PROVINCIAL SECTOR DEPARTMENTS PROJECTS			
DEPT OF WATER AND SANITATION			
Project Name	Project Description	Location	Budget
Upgrading of eMgwenya Waste Water Treatment Works and Upgrading of Madala Sewer Line	Refurbishment and upgrading of inlet works, Vortex,degritter, Primar settling tank, Division box, Digester/activated sludbge, sewer pump station, chlorination. Construction of sewer outfall, upgrading and refurbishment of Madala and Bhekumuzi Pumpstation	eMgwenya (Ward 7) Madala Township (Ward 8)	R29 000 000
Upgrading of Machadodorp Water Treatment Works, Ground Reservoir and Water Rising mains	Upgrading of the existing water treatment works, bulk water storage and rising mains	eNtokozweni	R22 000 000
Construction of sewer pump station and rising main at Sakhelwe Ext 2	Sanitation Project for the sewer pump station and the rising mains	Dullstroom	R8 000 000

DEPARTMENT OF EDUCATION			
Morelig Combined School Relocation Project in Wonderfontein with Msimbithi Mine(Glencore)	Application for water use water use license • Complete planning and design • Commence with construction	War	R 30 000
Connectivity of 81 schools in partnership with Dept. of Communication and Digital Technologies (DCDT)	• Conduct need assessment • Scope and budget confirmation • Appointment of service providers • Commence with installation of connectivity infrastructure	All Wards	261 000
School Safety	• Social Crime prevention programmes implemented namely: Crime and drug awareness campaigns, Prison visits, Symposium/debates, Scholar • Conduct awareness campaigns on drugs and substance abuse in identified schools(Hotspots) in Collaboration with DSD	All Wards	R435 000
Coding and Robotics	• Implementation of coding and robotics curriculum and e-learning (piloting in 128 schools)	All Wards	1 457
Improve number of learners passing maths and science	• Deployment of unemployed graduates as educator assistants and laboratory assistants for mathematics and science.	All Wards	R3 500 000

DEPARTMENT OF CULTURE, SPORTS & RECREATION			
High Altitude Training Centre	Provision of Bulk services for the High Altitude Training Center Secure PPP investor for the establishment of High Altitude Training Center	Ward 1,2, 3 & 8	R 79,229 000

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Raise awareness about national symbols conducted in communities	3 campaigns on national symbols and orders conducted	All Ward	R 166 000
Structures supported to promote Arts and Culture	3 community structures supported	All Wards	R 1,350 000
Development of reading materials in designated languages of the province through terminology development and literature projects	One SiSwati and isiNdebele book produced	All Wards	R 216 000
Mini library project implemented to increase access to library service for people living with sight disability	eMthonjeni library offering services to the blind	Ward 5 & 6	R 500 000
5 Public Libraries	libraries supported with maintenance, resources, marketing, internet and WIFI	Ward 3, 4, 6, 7 & 8	R 1 210 256
Schools, hubs and clubs supported with equipment and/attire in an effort to provide opportunities for	Schools, Hubs and Clubs	All Wards	R1,152 000
Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	National and Historical days Celebrated	All Wards	R 1 625 000
Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	1 proposed name changed through LGNC and PGNC	All Wards	R 250 000
People actively participating in organised sport and active recreation events such as indigenous games, rural sports, golden games and Loskop marathon	4136 Athletes in each Local Municipality	All Wards	R 2 034 000
learners participating in school sport tournaments at a district level	390 Learners participating in all Local Municipalities	All wards	R 558 000
COMMUNITY SAFETTY, SECURITY & LIAISON			
Gender Based Violence & Sport against Crime	Educational Awareness Campaign	Ward 4, 5, &6	TBC
Rural Safety Paralegal Workshop	Crime Prevention Inintiative	Ward 1, 2, 4, 5, 6 & 8	TBC
Assess Community Safety Forums (CPFs)	Community Police Relations	All Wards	TBC
Assess Community Police Forums (CPFs)	Community Police Relations	All Wards	TBC
Recruit, Monitor & Support Tourism	21 Tourism Safety Monitors	Ward 4 & 7	TBC
Safety Engineering, Traffic Law Enforcement, Road Safety Education, Transport Administration & Licensing, Overload Control	OS Transport Regulation Programmes Implementation	All Ward	Operational
HUMAN SETTLEMENT			
		2021/2	**2022/23**	**2023/24**

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Integrated Residential Development Programme (IRDP) Emakhazeni Local Municipality	Construction of 900 low-cost houses	Completion of 300 low-cost houses in all Wards			R 20 958 000
Incremental – 2.2c Integrated Residential Development Programme: Phase 2: Top Structure	Sakhelwe & Dullstroom - Construction of 240 low-cost houses Siyathuthuka Ext 7 - Construction of 240 low-cost	35 nits – Sakhelwe & Dullstroom 300 - Siyathuthuka Ext 7			R 2 356 000 R 20 958 000
Incremental – 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	IRDP PH2/BONGELA DEVELOPMENT/SIYATHUTHUKA EXT 7/EMAKHAZENI (245)	Siyathuthuka Extension 8	R 4 200 000		
Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	IRDP PH2/TAURIS GARDEN TRADING/SIYATHUTHUKA/ EMAKHAZENI MUN (309to109to104)	Siyathuthuka Extension 8	R 5 200 000		
Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	PH2 INFOR/AGISANANG/EMTHONJENI & ENKANINI/EMAKHAZENI MUN (470)	Ward 5 & 6	R 14 194 600		
Incremental - 2.2c Integrated Residential Development Programme: Phase 2: Top Structure Construction	PH2 INFOR/KJM BUSINESS/SAKHELWE/DULLSTROOM/EMAKHAZENI (240)	Ward 4 & 8	R 10 000 000		
Construction of a Hall and a Creche	Unfunded Project	Ward 1 & 8	Unfunded		

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DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM 2023/24			
Schoonwaterfarm(Magedula Edamini Communal Property Association): ✓ Programme: Land Development Support Description: livestock project- cattle production	Purchase livestock, erect fencing, build farm house and mechanisation support.	Bheki Shoba	Budget linked to business plan
Acquisition of Portion 0 of the Farm River Cottage 1012 JT	395.0000 hectares of land	Youth farmers	10 000 000
AcquisitionofPortion2(R/E) and 29 of the farm Waterval 251 JT	425.8502 hectares of land	Female farmers	5 950 000
PTN 0 of the Farm Avontuur NO. 319 JT	No target	Katlego Molepo	8 500 000
PTN 4 of the farm Driefontein NO. 377 JT	No target	Sannyboy Mtshimunye	4 200 000
PTN 21, 22, 23, 24, of the farm Lanken Valei NO. 55 JT	No target	Jabulani Maseko	2 500 000
PTN 7 (R/E) of the farm Middelpunt NO. 320 & PTN 1 of the farm Moeilykheid NO. 129 JT	No target	Belfast	14 050 000
PTN 7 (R/E) and 10 of the farm Lakenvalei NO 355 JT	No target	Dullstroom	32 050 000
PTN 5 and 10 of the farm Palmietfontein No. 104 JT	No target	Gakili Magane	3 450 000
PTN 2 (R/E), 21, 37 and 40 of the farm Tweefontein No. 357 JT	No target	Emmanuel Masha	8 951 000
PTN 6 &7 of the farm Valyspruit Nl. 132 JT, PTN 5 (R/E) of the farm Roodeklip NO. 134 JT and PTN 0 of the farm NO. 767 JT	No target	Dullstroom	27 050 000
PTN 0 (R/E) of the farm Rietvlei No. 375 JT	No target	Mister Thwala	1 100 000
PTN 1 of the farm Klipfontein No. 1235 JS	No target	Belfast	2 050 000
PTN 2 (R/E) of the Farm De Roodekop No. 350 JS	No Target	Johanah Zimu	800 000
PTN 19 of the Farm Kwaggaskop No. 359 JS	No Target	Dullstroom	9 850 000
Portion 11 of the Farm Zevenfontein 388 JT	No Target	Paulos Nkosi	2 000 000
Portion 7 of the farm Vlakplaats 317 JT	No Target	Mahlangu Family	2 100 000
Portion 4 (R/E) Paardeplaats 125 JT	No Target	Dullstroom	17 700 000
Portion 0&1 (R/E) Sterkstroom 380 JT	No Target	Schoemanskloof	44 400 000
Portions 11, 12 and 27 of the farm Grootsuikerboschkop 124 JT	No Target	Dullstroom	3 100 000
Portion 0 R/E) Paardeplaats 512 JT	No Target	Dullstroom	5 550 000
Portion 6 (R/E) of the farm Mooiplaats No. 147 JT	No Target	Dullstroom	6 746 000
Construction of Blomplaats Hall and Creche	No Target	eMakhazeni	unfunded

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DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM			
Land Acquisition of De Roodekop 350 JS for securing	Portion 0 (Remaining Extent) of De Roodekop 350 JS Farm	Ward 2	306.8712 Ha
Land Acquisition of Waaikraal farm for securing tenure rights	Portion 27 of the farm Waaikraal	Ward 1d	29.9981Ha
Land Acquisition of Woestallen 477 JS for securing tenure rights	Portion 27 (A Portion of Portion 9) of the farm Woestallen 477 JS	Ward 1	1.0000Ha
Land Acquisition of Elandshoek farm for securing	Portion 3 of the farm Elandshoek 284 JS	Ward	513.9167Ha
Land Acquisition of Pardeplaats farm for securing tenure rights	Portion 29, 34, 35, 36 (remaining extend) & 40 of the farm Paarderplaats 380 JT	Ward 1	475.7743Ha
Land Acquisition of Zwartkoppies farm for securing	Portion 17 of the farm Zwartkoppies 316 JT	Ward 5	21.6274Ha
Land Acquisition of Kliprevier farm for securing tenure rights	Portion 7 of the farm kliprevier 73 JT	Ward	12.0000Ha
Disposal of stateland to farm dwellers and labour tenants	Portion 0 (Remaining Extent) of the farm De Roodekop 350 JS	Ward 2	306.8712
Disposal of stateland to farm dwellers and labour tenants	Portion 2 of the farm De Suikerboschkop 361 JS	Ward 2	605.3526
Disposal of stateland to farm dwellers and labour tenants	Portion 0 of the farm Paardeplaats No 978 JT	Ward 1	256.5307
Disposal of stateland to farm dwellers and labour tenants	Portion 7 of the farm Bloemfontein 399 JT	Ward 6	233.6105
Disposal of stateland to farm dwellers and labour tenants	Portion 0 of the farm Forelwater 410 JT	Ward	132.3359
Disposal of stateland to farm dwellers and labour tenants	Portion 2(Remaining Extent) of the farm De Suikerboschkop 361 JS,	Ward 2	411.6467Ha
Donation of land by Private companies to the farm dwellers and labour tenants	Portion 12 of Leuubank 427 JS Remainder of the farm Paardeplaats 425 Js Remainder of portion 13 of Zooekop 426J	Ward 1	Exxaro Donated Land
Donation of land by Private companies to the farm dwellers and labour tenants	Portion 3 Generaalsdrai 432 JS	Ward 1	243.6348Ha
Rural Infrastructure Development for Rietfontein	Basic infrastructure like Houses , water and sanitation , electricity	Ward 1	R 6 000 000
Land Acquisition through PLAS. Of Onverwacht farm	Portion 3 of the farm Onverwacht 99 JT – 379.921Ha	Ward	R 5 600 000
Land Acquisition through PLAS Of Kaalbooi farm	Portion 10, 11 & 23 of the farm Kaalbooi 368 JT – 718.5001	Ward	R 9 165 000

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DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM			
Land Acquisition through PLAS Of Doornkloof and other farms	Portion 1 of the farm of the farm Hooggenoeg 205 JS, Portion 2 (Remaining Extent) of the farm Hooggenoeg 205 JS, Portion 8 (Remaining Extent) of the farm Kleinfontein 203 JS, Portion 13 (Remaining Extent) of the farm Kleinfontein 203 JS, Portion 0 (Remaining Extent) of the farm Doornkloof 206 JS, Portion 1 of the farm Doornkloof 206 JS, Portion 2 of the farm Doornkloof 206 JS, Portion 5 of the farm Doornkloof 206 JS, Portion 10 of the farm Doornkloof 206 JS, Portion 11 of the farm Doornkloof 206 JS	3513.9196Ha	R49 045 929.53
Land Acquisition through PLAS Of Steynsplaats	Portion 2 and Portion 10 of the farm Steynsplaats 360 JT and Portion 3,5,13 of the farm Hartebeestespruit 361 JT	1513.4934Ha	R 23 005 000
Land Acquisition through PLAS Of Langkloof Farm	Portion 1 and Portion 16 (Remaining Extent) of the farm Langkloof 356 JT	1126.6287Ha	R9 100 000
Land Acquisition through PLAS Of Leeuwkloof farm	Portion 0 (Remaining Extent) of the farm Leeuwkloof 403 JT	331.1868Ha	R 6 250 000
Land Acquisition through PLAS Of Rietvallei farm	Portion 0 of the farm Bospoort 1208 JS, Portion 2 (Remaining Extent) of the farm Klipfontein 385 JS & Portion 0 of the farm By Rietvally 384 JS	1250Ha	R30 000 000
Post Settlement support to restitution project of Goedgelegen 393 JT farm – Magedvula Steenbok CPA	post settlement support(tourism) Build Guest house, Mechanisation Acquire games, Acquire games	209.3164Ha	R 17 307 167.05
Post Settlement support to restitution project of Zevenfontein 388 JT farm – Khobongo Nongoboze CPA	Post Settlement piggery project	400.842Ha	R 11 418 325
Post Settlement support to restitution project of Bloemfontein 399 JT farm – Shonanyawo CPA	Post settlement Support Mechanisation, Electricity Infrastructure Development Irrigation system Planting pasture 111 cattle ,5 bulls ,57 Boer goat	868.1320Ha	R 11 285 751.02
Post Settlement support to restitution project of Mooiplaats 147 JT farm – Madzindza CPA	195 HACTARES MAIZE Infrastructure Development Mechanisation Operational Cost	514.4859Ha	R 8 840 336.10

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CHAPTER 10.MULTI-YEAR FINANCIAL PLAN

The 2023 - 26 Multi-year Financial Plan is contained under a separate cover due to the voluminous nature of the document.

EXECUTIVE SUMMARY

The application of sound financial management principles for the compilation of the Emakhazeni financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The eMakhazeni business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

EFFECTS OF THE ANNUAL FINAL BUDGET (FINANCIAL AND SERVICE DELIVERY IMPLICATIONS).

Grants transfers only make up 29% of the municipality's revenue. This means that the municipality is not grant dependant. The municipality relies on its own revenue sources for service delivery and operations of the municipality.

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

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

The table below shows property rates budget:

Description	**2023/24**	**2024/25**	**2025/26**
R thousands	**000**	**000**	**000**
Property rates	77,476	81,272	85,092

The tables below show Municipal tariffs:

PROPERTY RATES

ASSESMENT RATES TARIFF 2023/2024 Cents per R 1.00 CATEGORY	2021/2022	2022/2023	2023/2024
Residential Properties (For properties above R100,000 with exemption of first R15 000 of assessed market value)	0.0100605	0.0105434	0.0111022
Residential ** / *** (For properties less than R 100,000.00 market value a flat rate will be charged)	860,376	901,674	949,462.72
	71,698	75,139	79,121.89
Informal Settlement (Rebate of 100% as per Property Rates policy will granted)	0.0321	0.0337	0.03552704
Business and Commercial Properties	0.0321	0.0337	0.03552704
Industrial Properties	0.0321	0.0337	0.03552704
Public service infrastructure Properties	0.0025	0.00262	0.00277555
Agriculture Properties	0.0025	0.00262	0.00277555
Vacant Properties	0.0222	0.0232656	0.0244986
Privately owned towns/Business and Commercial (For Properties above R 100 000.00 with exemption of first R 30 000.00 of assessed market value)		0.0337	0.03552704
Privately owned towns/Vacant (For Properties above R 100 000.00 with exemption of first R 30 000.00 of assessed market value)	0.0077	0.0232656	0
Properties owned by organ of state and used for public purposes	0.0322	0.0337	0.03552704
Non Permited Use	0.0352	0.0368896	0.0388447
Multiple Use Properties			

* Rebate may be granted on application as per Property Rates policy

** On registration as an Indigent or retired people a rebate will granted as per Property Rates policy

REFUSE CHARGES

REFUSE TARIFFS (all prices rounded to nearest 10c)		TARIFF CODE	EMGWENYA	EMTHONJENI	SAKHELWE	KWAYATHUTHUKA	BELFAST	DULLSTROOM	MACHADODORP	WATERVAL BOVEN	INCREASE 2023/24	TARIFF 2023/24 VAT EXCL ALL TOWNS	TARIFF 2023/24 VAT INCL ALL TOWNS
RESIDENTIAL													
REFUSE TOWN	PER/MONTH *	801					R135.05	R135.05	R135.05	R135.05	R7.16	R142.21	R163.54
REFUSE TOWNSHIP	PER/MONTH *	805	R96.70	R96.70	R96.70	R96.70					R5.13	R101.83	R117.10
INSTITUTIONS													
CHARGE (STATE OWNED)#	P/REFUSE BIN, P/MONTH*	803	R392.33	R392.33	R392.33	R392.33	R392.33	R392.33	R392.33	R392.33	R20.79	R413.12	R475.09
CHARGE (OTHER)#	P/REFUSE BIN, P/MONTH*	806	R29.09	R29.09	R29.09	R29.09	R29.09	R29.09	R29.09	R29.09	R1.54	R30.63	R35.23
INDUSTRIAL													
CHARGES#	P/REFUSE BIN, P/MONTH*	807	R331.72	R331.72	R331.72	R331.72	R331.72	R331.72	R331.72	R331.72	R17.58	R349.30	R401.70
COMMERCIAL													
CHARGES#	P/REFUSE BIN, P/MONTH*	802	R267.77	R267.77	R267.77	R267.77	R267.77	R267.77	R267.77	R267.77	R14.19	R281.96	R324.26

Water Charges

Water 1

WATER TARIFFS (all prices rounded to nearest 10c)		TARIFF CODE	EMGWENYA	EMTHONJENI	SAKHELWE	SIYATHUTHUKA	BELFAST	DULLSTROOM	MACHADODORP	WATERVAL BOVEN	INCREASE 2023/24	TARIFF 2023/24 VAT EXCL ALL TOWNS	TARIFF 2023/24 VAT INCL ALL TOWNS
RESIDENTIAL													
BASIC CHARGE TOWN	P/MONTH	401					112.47	112.47	112.47	112.47	5.96	118.43	136.20
BASIC CHARGE TOWNSHIP	P/MONTH	407	58.85	58.85	58.85	58.85					3.12	61.97	71.26
FLAT RATE BOREHOLE TOWN	P/MONTH						112.47	112.47	112.47	112.47	5.96	118.43	136.20
FLAT RATE BOREHOLE TOWNSHIP	P/MONTH		58.85	58.85	58.85	58.85					3.12	61.97	71.26
FLAT RATE DUE NON CONNECTION	P/MONTH	704	61.97	61.97	61.97	61.97					3.28	65.25	75.04
CONSUMPTION (CONNETION)	6 KL FREE		5.46	5.46	5.46	5.46	5.46	5.46	5.46	5.46	0.29	5.75	6.61
	7-20KL	701	5.46	5.46	5.46	5.46	5.46	5.46	5.46	5.46	0.29	5.75	6.32
	21-30KL	701	8.73	8.73	8.73	8.73	8.73	8.73	8.73	8.73	0.46	9.19	10.57
	31-40KL	701	11.21	11.21	11.21	11.21	11.21	11.21	11.21	11.21	0.59	11.80	13.57
	41KL and Above	701	14.49	14.49	14.49	14.49	14.49	14.49	14.49	14.49	0.77	15.26	17.55
RESIDENTIAL (UNDEVELOPED)													
BASIC CHARGE	P/STAND P/MONTH	409	118.74	118.74	118.74	118.74	118.74	118.74	118.74	118.74	6.29	125.03	143.90
COMMERCIAL													
BASIC CHARGE	P/STAND P/MONTH	403	204.21	204.21	204.21	204.21	204.21	204.21	204.21	204.21	10.82	215.03	247.29
CONSUMPTION	0-20kl	702	9.95	9.95	9.95	9.95	9.95	9.95	9.95	9.95	0.53	10.48	12.05
	21-30kl	702	12.90	12.90	12.90	12.90	12.90	12.90	12.90	12.90	0.68	13.58	15.62
	31-40kl	702	15.14	15.14	15.14	15.14	15.14	15.14	15.14	15.14	0.80	15.94	18.33
	41-50kl	702	17.76	17.76	17.76	17.76	17.76	17.76	17.76	17.76	0.94	18.70	21.51
	51KL and Above	702	18.85	18.85	18.85	18.85	18.85	18.85	18.85	18.85	1.00	19.85	22.83
COMMERCIAL (UNDEVELOPED)													
BASIC CHARGE	P/STAND P/MONTH	413	251.70	251.70	251.70	251.70	251.70	251.70	251.70	251.70	13.34	265.04	304.80
INDUSTRIAL													
BASIC CHARGE	P/STAND P/MONTH	414	306.34	306.34	306.34	306.34	306.34	306.34	306.34	306.34	16.24	322.58	370.96
CONSUMPTION	0-20kl	707	14.94	14.94	14.94	14.94	14.94	14.94	14.94	14.94	0.79	15.73	18.09
	21-30kl		17.88	17.88	17.88	17.88	17.88	17.88	17.88	17.88	0.95	18.83	21.65
	31-40kl		20.13	20.13	20.13	20.13	20.13	20.13	20.13	20.13	1.07	21.20	24.38
	41-50kl		23.10	23.10	23.10	23.10	23.10	23.10	23.10	23.10	1.22	24.32	27.97
	51KL and Above		25.01	25.01	25.01	25.01	25.01	25.01	25.01	25.01	1.33	26.34	30.29
INDUSTRIAL (UNDEVELOPED)													
BASIC CHARGE	P/STAND P/MONTH	415	292.64	292.64	292.64	292.64	292.64	292.64	292.64	292.64	15.51	308.15	354.37
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Water 2

WATER TARIFFS (all prices rounded to nearest 10c)		TARIFF CODE	EMGWENYA	EMTHONJENI	SAKHELWE	SIYATHUTHUKA	BELFAST	DULLSTROOM	MACHADODORP	WATERVAL BOVEN	INCREASE 2022/23	TARIFF 2023/24 VAT EXCL ALL TOWNS	TARIFF 2023/2024 VAT INCL ALL TOWNS
INSTITUTIONAL													
BASIC CHARGE (STATE OWNED)	P/STAND P/MONTH	**416**	137.94	137.94	137.94	137.94	137.94	137.94	137.94	137.94	7.31	145.25	167.04
CONSUMPTION / STATE OWNED	0-20kl	**708**	15.92	15.92	15.92	15.92	15.92	15.92	15.92	15.92	0.84	16.76	19.28
	21-30kl		18.88	18.88	18.88	18.88	18.88	18.88	18.88	18.88	1.00	19.88	22.86
	31-40kl		19.98	19.98	19.98	19.98	19.98	19.98	19.98	19.98	1.06	21.04	24.19
	41-50kl		22.86	22.86	22.86	22.86	22.86	22.86	22.86	22.86	1.21	24.07	27.68
	51KL and Above		24.66	24.66	24.66	24.66	24.66	24.66	24.66	24.66	1.31	25.97	29.86
BASIC CHARGE (OTHER) Churches / NGO	P/STAND P/MONTH	**417**	R 25.52	R 25.52	R 25.52	R 25.52	R 25.52	R 25.52	R 25.52	R 25.52	1.35	26.87	30.90
											0.00	0.00	0.00
CONSUMPTION (OTHER) Churches / NGO	6 KL FREE	**714**	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	0.00	0.00	0.00
	7-20KL		5.10	5.10	5.10	5.10	5.10	5.10	5.10	5.10	0.27	5.37	6.18
	21-30KL		8.10	8.10	8.10	8.10	8.10	8.10	8.10	8.10	0.43	8.53	9.81
	31-40KL		10.45	10.45	10.45	10.45	10.45	10.45	10.45	10.45	0.55	11.00	12.65
	41KL and Above		13.48	13.48	13.48	13.48	13.48	13.48	13.48	13.48	0.71	14.19	16.32
INSTITUTIONAL (UNDEVELOPED)													
BASIC CHARGE (All institutional)	P/STAND P/MONTH	**418**	324.72	324.72	324.72	324.72	324.72	324.72	324.72	324.72	17.21	341.93	393.22

Sewerage

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SEWERAGE TARIFFS (all prices rounded to nearest 10c)		TARIFF CODE	EMGWENYA	EMTHONJENI	SAKHELWE	SIYATHUTHUKA	BELFAST	DULLSTROOM	MACHADODORP	WATERVAL BOVEN	INCREASE 2023/24	TARIFF 2023/24 VAT EXCL	TARIFF 2023/24 VAT INCL
RESIDENTIAL													
SEWERAGE TOWN	PER/TOILET	601					R111.31	R111.31	R111.31	R111.31	R 5.90	R117.21	R134.79
SEWERAGE TOWNSHIP	PER/TOILET	610	R60.43	R60.43	R60.43	R60.43					R 3.20	R63.63	R73.18
RESIDENTIAL (UNDEVELOPED)(VACANT STAND)													
SEWERAGE	PER/TOILET	608	R117.50	R117.50	R117.50	R117.50	R117.50	R117.50	R117.50	R117.50	R 6.23	R123.73	R142.29
COMMERCIAL													
SEWERAGE	PER/TOILET	303	R202.10	R202.10	R202.10	R202.10	R202.10	R202.10	R202.10	R202.10	R 30.32	R232.42	R267.28
COMMERCIAL (UNDEVELOPED)(VACANT STAND)													
SEWERAGE	PER/TOILET	304	R224.23	R224.23	R224.23	R224.23	R224.23	R224.23	R224.23	R224.23	R 10.76	R234.99	R270.24
INDUSTRIAL													
SEWERAGE	PER/TOILET	602	R303.13	R303.13	R303.13	R303.13	R303.13	R303.13	R303.13	R303.13	R 16.07	R319.20	R367.08
INDUSTRIAL (UNDEVELOPED)(VACANT STAND)													
SEWERAGE	PER/TOILET	305	R352.49	R352.49	R352.49	R352.49	R352.49	R352.49	R352.49	R352.49	R 18.68	R371.17	R426.85
INSTITUTIONAL													
SEWERAGE CHARGE (STATE OWNED) #	PER/TOILET	302	R323.35	R323.35	R323.35	R323.35	R323.35	R323.35	R323.35	R323.35	R 17.14	R340.49	R391.56
SEWERAGE CHARGE (OTHER)	PER/TOILET	605	R25.27	R25.27	R25.27	R25.27	R25.27	R25.27	R25.27	R25.27	R 1.34	R26.61	R30.60
INSTITUTIONAL (UNDEVELOPED)													
SEWERAGE CHARGE (STATE OWNED)	PER/TOILET	606	R387.45	R387.45	R387.45	R387.45	R387.45	R387.45	R387.45	R387.45	R 20.53	R407.98	R469.18
SEWERAGE CHARGE (OTHER)	PER/TOILET	607	R24.66	R24.66	R24.66	R24.66	R24.66	R24.66	R24.66	R24.66	R 1.31	R25.97	R29.86

The Municipality has the following allocations:

	2023/2024	2024/2025	2025/2026
Equitable Share	87,426,000	94,724,000	99,502,000
Finance Management Grant	2,900,000	4,318,000	4,318,000
Expendend Public Works Programme	3,031,000	-	-
Municipal Infrastructure Grant	21,001,000	21,777,000	22,586,000
Water Service Infrastructure Grant	29,000,000	26,125,000	27,248,000
Intergrated National Elecrrification Programme	835,000	15,674,000	16,376,000
	144,193,000	**162,618,000**	**170,030,000**

Operating Expenditure:

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Description	2023/2024 Financial Period		
R thousands	Budget 2023/24	Budget 2024/25	Budget Data 2025/26
Expenditure			
Employee related costs	127,880	134,147	140,451
Remuneration of councillors	8,611	9,033	9,458
Bulk purchases - electricity	94,147	98,760	103,402
Inventory consumed	31,896	33,459	35,031
Debt impairment	51,095	51,095	51,095
Depreciation and amortisation	121,937	127,912	133,924
Interest	10,000	10,490	10,983
Contracted services	44,902	47,102	49,316
Transfers and subsidies	-	-	-
Irrecoverable debts written off	-	-	-
Operational costs	30,407	31,897	33,396
Losses on disposal of Assets	-	-	-
Other Losses	-	-	-
Total Expenditure	**520,875**	**543,894**	**567,056**

Expenditure Assumptions

Employee related cost increased by 5.4%, as per the Municipal Budget Circular 123. This increase has been effected on existing staff only. No additional posts have been added. Employee related cost to operating Expenditure is at 26% which is within the norm of 20% and 40%

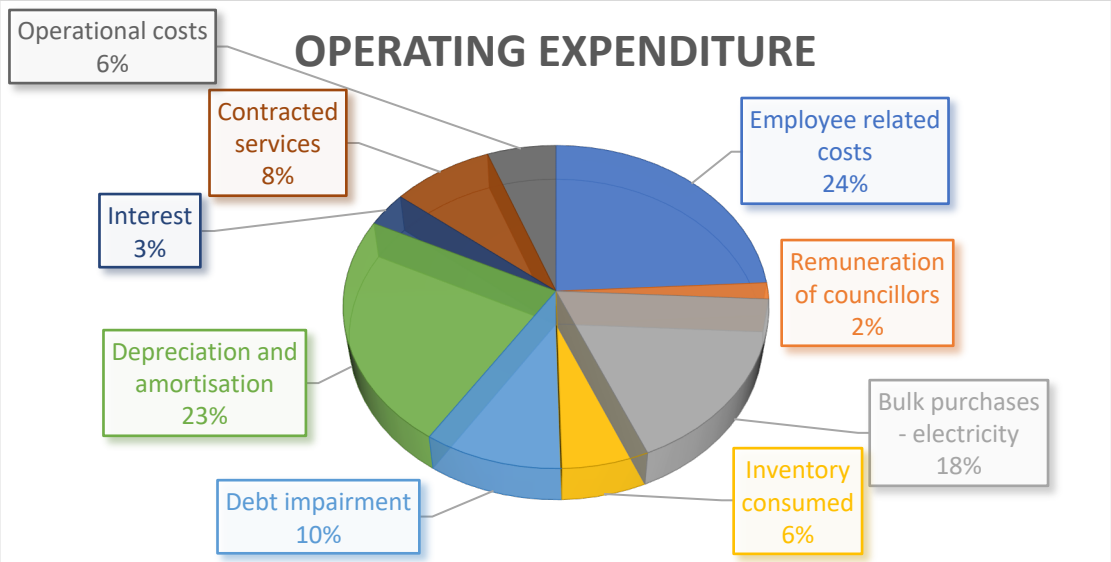
Depreciation has increased from 49 million in the current financial year to 121 million in the Final budget. This due to additional infrastructure assets that were added on during the preparation of the previous years Fixed Asset Register

Inventory consumed (repairs and maintenance) has a budget of 30million. This is based on the needs and projects that were submitted by the various departments. As per Circular 71, Financial ratios and norms, Repairs need to be at 8% of total PPE. Repairs is currently at 2% of Total PPE .Due to Cashflow Challenges the municipality's repairs and maintenance is below the norm.

Contracted Services Expenditure is at 44.9 million. Contracted Services has been captured as per the needs of the department. Contracted services has increased to 44 million there are two contracts that the municipality will enter into in the next financial year. These contracts will bring in revenue for the municipality.

The Table below shows us the percentage each expenditure items contributes to the total operating expenditure. depreciation and debt impairment make up bulk of our expenditure, one also has to take into consideration that these items are non-cash items.

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PAST PERFORMANCE

The Municiaplity did incur unauthorised expenditure in the 2021/2022 financial year

MUNICIPAL PRIORITIES AND LINKAGES TO THE IDP

The Municipal IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2023/24 MTREF. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2023/24 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2023/24 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master

planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

KEY AMENDMENTS TO BUDGET RELATED POLICIES

The Budget Policy has been reviewed and amended, the section on virements has been removed from the budget Policy. A new Budget Policy has been developed as a guidance in transferring of funds between accounts.

A cost containment has also been Developed as per cost containment Regulations that are aimed at ensuring that the resources of municipalities and municipal entities are used effectively, efficiently and economically. Section 168(1)(b) and (p) of the Municipal Finance Management Act (MFMA) provides that the Minister may regulate financial management and internal controls and any other matter that may facilitate the enforcement and administration of the Act

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CHAPTER 11.MUNICIPAL SECTORAL PLANS

11.1 INTRODUCTION

In terms of the Municipal Systems Act (Act 118 of 2003), the IDP must contain sector development plans. These strategies amongst others include the Spatial Development Framework (SDF), a Disaster Management Plan (DMP), Local Economic Development Strategy, etc. These sector plans clearly shows or indicate alignment between the planned projects and strategies for the short and long term. These sector plans are hereby summarized and are available on the municipal website for further reference.

This chapter will therefore tabulate and discuss the sector plans that have been compiled and adopted by the municipality. The following figure, illustrates the functional relationship between the Sector Plans/ Strategies, the Integrated Development Plan and the Priority Areas. The discussion of the following sector plans will be aired towards illustrating the understanding of the impact these plans will have on the strategic vision of the Municipality:

11.2 SPATIAL DEVELOPMENT FRAMEWORK

Section 20 of the Spatial Planning and Land Use Management Act, No 13 of 2016 (SPLUMA) provides that municipal SDFs must be prepared as part of a municipality's IDP in accordance to the provisions of the Local Government: Municipal Systems Act, No 32 of 2000 (MSA).

The content of a municipal SDF is provided for in Section 21 of SPLUMA, 13 of 2016.

A Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of SPLUMA or any other law relating to land development may not make a decision which is inconsistent with a municipal SDF.

A Municipal Planning Tribunal or any other authority mandated to make a land development decision may depart from the provisions of a SDF only if site-specific circumstances justify a departure.

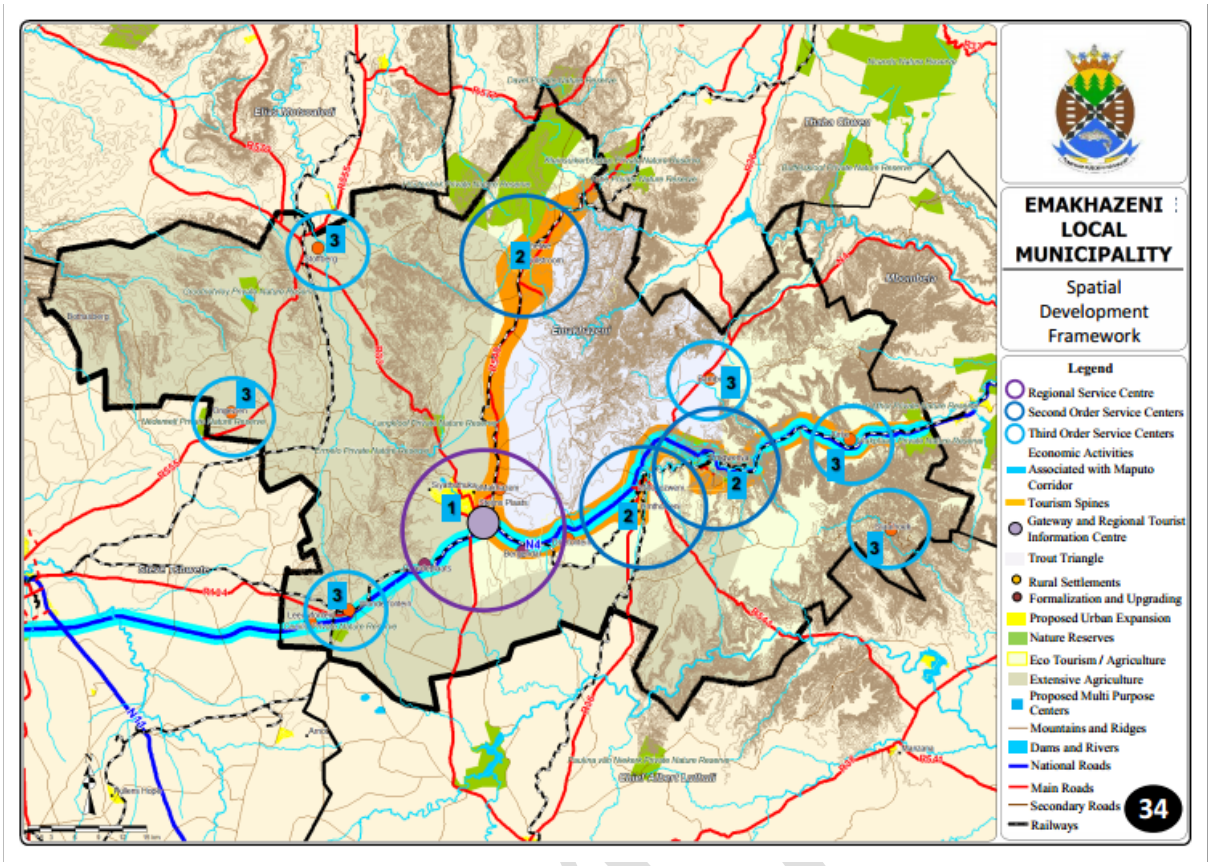
A SDF is a strategic plan and not implementation plan per se, but one will get a fairly good impression whether a municipality values and uses its SDF by assessing the following:

SDF representation in IDP
If the SDF is incorporated into the IDP in terms of the key spatial plan of the SDF, the spatial perspective as well as the short term (5 year) spatial priorities

Development versus the SDF
A SDF should be used to guide municipal decision-making in evaluating land development applications (private and public investment), hence development should occur in line with the SDF proposals

SDF versus Expenditure
If the municipality and sector departments (provincial and national) spend their budgets in accordance to the SDF priority areas

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The Emakhazeni Local Municipal Spatial Development Framework came into effect in 2015 and will be reviewed in 2020/2021 financial year to spatially express developments within the municipal space. The Municipal SDF is based on a set of Development Principles which are elaborated below.

The municipal SDF is based on 10 Development Principles:

Principle 1: Enhance Nature Conservation, Eco-tourism and Agriculture

- The eastern part of the Emakhazeni area is earmarked for eco-tourism and agricultural uses
- There is a need to achieve a balance between environmental conservation and the pressure for agriculture and tourism development
- The extension of the three nature reserves in the municipality, especially the Verloren Vallei and Dullstroom Reserves, which contain endangered species, should be conserved.

Principle 2: Establish Emakhazeni as a Regional Tourism Gateway

- A regional tourism office is proposed at the turnoff from the N4 freeway into eMakhazeni.
- Improvements should be made to the main road into the town (Vermoten Street).
- Land uses in support of the tourism spine should be promoted along Vermoten Street, the eastern section of Voortrekker Street and Road P81-1, specifically hospitality uses

Principle 3: Brand the central tourism area as the “Trout Triangle”

- The area between eMakhazeni, Dullstroom, Lydenburg, eNtokozweni and Emgwenya was earmarked as the “Trout Triangle”.
- This area should be a priority in terms of capital investment spending, upgrading and maintaining basic services such as water, sanitation, electricity and roads.

Principle 4: Strengthen Tourism Spines to Support the Regional Tourism Gateway

- Proposed tourism spines include the N4 Maputo Corridor and Road P81-1 (R540)

- Tourist facilities in the form of tourist accommodation and tourist attractions (e.g. heritage sites) should be supported along these routes
- Tourism uses should promote the character of the area, namely a tranquil, rural area offering vacation/ weekend opportunities for nature-lovers and families.

Principle 5: Establish a Hierarchy of Nodes and Service Centres
The following hierarchy of nodes is proposed in Emakhazeni:

First Order Node: (Regional Service Centre)
- eMakhazeni – Gateway, regional business and service centre, tourism information centre

Second Order Nodes:
- Dullstroom, eNtokozweni and Emgwenya – service centres and tourism nodes.

Third Order Nodes:
- Wonderfontein, Ongezien, Stoffberg, Slaaihoek
- Develop Multi-Purpose Service Delivery Centres at these settlements. These centres should be a one stop service centre for basic services required on a regular basis, such as clinics, satellite municipal offices, post offices etc. These centres should also provide for retail, informal trade, residential uses, and municipal commonage and LED project centres.

Fourth Order Nodes (Rural Service Centres):
- Leeuwfontein, Paardeplaats, Bergendal, Driefontein, Airlie and Bambi
- Land claims were settled in favour of Driefontein and Paardeplaats - upgrading and formalisation of these settlements is priority

Principle 6: Maintain the Regional Movement Network and Enhance Signage
This is a key element to the future economic development of the Emakhazeni area and it is therefore imperative that all roads (national, provincial and local) in the municipal area be continuously maintained:
- N4 freeway which is a sub-continental development corridor;
- P51-2 which is the main link between Middelburg and Burgersfort past Stoffberg;
- Route P81-1 from eMakhazeni, past Dullstroom towards Mashishing and Hoedspruit;
- Route R36 from Machadodorp to Mbombela (Bambi alternative to N4);
- Route R541 to Badplaas and Oshoek Border Post;
- Route R36 between eNtokozweni and Carolina; and
- The route link between eMakhazeni and Carolina

Principle 7: Promote Urban Consolidation and Integration

- The aim of the expansion should be to integrate the former townships of Siyathuthuka, Sakhelwe, Emthonjeni and Emgwenya with the historic towns of Belfast, Dullstroom, Machadodorp and Emgwenya respectively
- The development of Multi-Purpose Service Delivery Centres between these segregated entities could aid in promoting integration.

Principle 8: Formalisation and Upgrading of Rural Settlements

- The rural settlements of Driefontein and Paardeplaats are priority

Principle 9: Promote Extensive Agriculture in Western Rural Areas
- The western part of the Emakhazeni area is reserved for agricultural uses. This is currently prime agricultural land and should be protected as such

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Principle 10: Direct Economic Activities towards the Maputo Corridor

- This route presents opportunities for trading in locally produced goods, specifically fresh produce, processed food, locally produced artefacts and hospitality uses
- The towns and settlements adjacent to the corridor should identify specific projects through a Local Economic Development Strategy to make optimal use of the opportunities associated with the corridor
- eMakhazeni and eNtokozweni specifically pose the opportunity of developing industrial areas around the railway infrastructure.

LAND USE MANAGEMENT SCHEMES (LUMS)

To realise the objectives of the SDF, an eligible land use scheme is required to act as a management tool to implement the strategic plans prescribed by the SDF. A land use scheme is a tool used by municipalities to guide and manage development according to the vision, strategies and policies of the IDP and Spatial Development Framework and the interest of the general public to promote economic growth, social cohesion and sustainable development as well as quality of life.
The link between the SDF and land use scheme is generally to ascertain that land uses on the ground are in accordance with the proposals of the SDF.
The Emakhazeni Land Use Management Schemes (LUMS) was a developed and approved in 2010. It therefore does not comply with the SPLUMA, 2013. Hence it is under reviewed or developed so that it complies with the SPLUMA, 2013 and to incorporate zoning of newly established townships.

Housing

The Municipal Systems Act (MSA) 32 of 2000 calls for all Municipalities to prepare a Housing Sector Plan and/or a Housing Chapter as a component of the Integrated Development Plans. This is further endorsed by the Housing Act of 1997 which states that Municipalities have to plan for housing development as part of their IDP. The objective Housing Chapter, as the component of the IDP is to promote the creation of the sustainable human settlements. The Housing Chapter aims to outline the needs and demands for housing, to respond to issues underlying provision of housing and make proposals for strategic housing interventions resulting in integrated human settlements.

The Municipal Housing Chapter is a summary of the housing planning undertaken by a municipality. Same as the IDP, it is a 5-year plan which needs to be reviewed annually and this should be done with the review of the IDP. The Housing Chapter is done as part of the IDP process and is a chapter in the IDP of a municipality. The main purpose of the Municipal Housing Chapter is as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure that there is a definite housing focus in the IDP and SDF with clear direction for the future housing delivery across all social and economic categories and locations in the municipality. The scope of the Housing Chapter is not just for those people and developments related to government's subsidised housing programmes;
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements;

- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process; and
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.

The Emakhazeni Housing Chapter/ or Housing Sector Plan was adopted in 2009. It will be reviewed by the Municipality with the aid of the National Department of Human Settlement.

The Emakhazeni Local Municipality Spatial Development Framework was prepared and adopted by council in 2015. It is due for review in the financial year of 2020/2021.

The above presents a summary of the Municipal Spatial Development Framework, due to the voluminous nature of the document, it is contained under a separate cover.

UPGRADING OF INFORMAL SETTLEMENT PROGRAMME

The National Department of Human Settlements, in conjunction with the Emakhazeni Local Municipality (ELM) commissioned the "Participatory Based Planning Support for 6 Informal Settlements Upgrading in the Emakhazeni LM" project. The project is undertaken in terms of the National Upgrading Support Programme (NUSP) which is driven by the National Department of Human Settlements (NDOHs) and which is currently being implemented in 63 selected municipalities throughout South Africa.

The programme requires the Minister to ensure that the following key principles form the basis of the Participatory Planning Support Programme:

- Prioritisation of well-located land;
- Negotiated and appropriate basic levels of service;
- Community participation;
- Densification (achieving higher settlement densities);
- Improved spatial efficiency.

With the above as background the Emakhazeni Local Municipality was identified as a priority municipality for the implementation of the NUSP initiative.

The Emakhazeni "Participatory Based Planning Support for 6 Informal Settlements Upgrading" project comprises the following six deliverables:

Deliverable 1: An Implementation Plan for the overall assignment
Deliverable 2: Informal Settlement Assessment and Categorisation
Deliverable 3: Upgrading Plans for Informal Settlements
Deliverable 4: Sustainable Livelihoods Programmes for the Informal Settlements
Deliverable 5: Integrated Informal Settlement Upgrading Programme
Deliverable 6: Close-Out Report

The Informal Settlement Categorisation Model was utilised in categorising the informal settlements:

Category A: Full in situ upgrading
Category B1: In-situ Basic Services
Category B2: Relocate – interim basic services
Category C: Relocate

The Emakhazeni Formalisation Strategy

Shushumela

The settlement has been categorised as B1/B2. 233 Units have been earmarked for relocation to Sakhelwe Ext 2 and 4. The remaining 42 units will be formulised within the existing footprint.

Madala

Madala has been categorised as an A settlement and the municipality is in the process to install the necessary engineering services.

Enkanini
Enkanini has been categorised as B1/B2. Only a small section of the settlement can be formalised while larger sections is affected by a flood line and unsuitable development conditions. The affected properties will be relocated to Emthonyeni Ext 4.

Sgwabula and Etimbileni
Portions of the two settlements have been categorised as C due to a threat of flooding. The remainder of the settlement is deemed to be suitable for formalisation.

Ezintabeni
The settlement has been categorised as B1 and can be formalised

NB: The Municipal Upgrading of Informal Settlements Policy and Strategy will be incorporated into the Municipal Housing Sector Plan/IDP Housing Chapter. It will thus become part of the statutory Municipal Integrated Development Plan (IDP) as contemplated in chapter 5 of the Municipal Systems Act. In this way projects contained in the Upgrading of Informal Settlement Policy and Strategy will also become eligible for funding as part of the municipal budgeting process.
The Department of Human Settlement further proposes the below mechanisms for monitoring and managing of the existing informal settlements in the municipal area:

The right of occupancy by virtue of allocating street numbers and names and recording the details of occupants together with street numbers and names on a database;
The right of occupancy by virtue of numbering the structures and recording the names of the occupants on a database;
A formal lease agreement between the Municipality and the household, and Incremental tenure in which occupants of an upgraded informal settlement are eventually given fulltitle ownership.

The below table provides for the cost estimates for short, medium and long term expenditure framework. Enkanini has been prioritised due to the health and safety risks of the community. Madala also falls within the short term due to the current installation of services taking place. Shushumela falls within the medium term and Sgwabula, Etimbileni and Ezintabeni fall within the long term.

Table 1: MTEF

	Short Term				Medium Term				Long Term			
Settlement Name	**PHASE 1: Total with Interim Services**	**PHASE 2 & 3: Full Services**	**Electrical**	**Total with Full Services & Electrical Services**	**PHASE 1: Total with Interim Services**	**PHASE 2 & 3: Full Services**	**Electrical**	**Total with Full Services & Electrical Services**	**PHASE 1: Total with Interim Services**	**PHASE 2 & 3: Full Services**	**Electrical**	**Total with Full Services & Electrical Services**
Enkanini	R300 000	R1 116 647	R0	R1 416 647								
Madala	R4 091 134	R7 899 601	R5 058 000	R17 048 735								
Shushumela					R3 703 192	R1 655 527	R0	R5 358 719				
Sgwabula									R6 802 158	R8 252 158	R0	R15 054 316
Etimbileni									R1 112 654	R1 064 661	R0	R2 177 315
Ezintabeni									R4 254 176	R6 372 842	R0	R10 627 018
Total	**R4 391 134**	**R9 016 248**	**R5 058 000**	**R18 465 382**	**R3 703 192**	**R1 655 527**	**R0**	**R5 358 719**	**R12 168 988**	**R15 689 661**	**R0**	**R27 858 649**

*Funding can be sourced from MIG, UISP and Municipal Funding. The above presents a summary of the Upgrading of Informal Settlement Programme, due to the voluminous nature of the document, it is contained under a separate cover.

The Municipal Council of eMakhazeni local Municipality approved the by-law on the management and control of informal settlements on the 30th of January 2020 under council resolution code 49/01/2020 as follows:

MUNICIPAL CONTROL AND MANAGEMENT OF INFORMAL SETTLEMENTS BY-LAW

Notice is hereby given in terms of section 13 of the Local Government: Municipal Systems Act, No. 32 of 2000, as amended, read with sections 156 and 162 of the Constitution of the Republic of South Africa Act, No. 108 of 1996, as amended, that Emakhazeni Local Municipality resolved to adopt the following Municipal Management and Control of Informal Settlements By-law.

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10. Application of By-laws
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12. Short title

1. Definitions.

In this By-law, unless the context otherwise indicates—

"authorized informal settlement" means any informal settlement which is recognized by the Municipality as an authorized informal settlement and which is regarded as a transit camp to house landless people who will be ultimately relocated to a formally established township;

"consent" means the express or implied consent of the owner or person in charge to the occupation of land by a resident of a shack irrespective of whether such consent was given in writing or otherwise;

"court" means any division of the High Court or the Magistrate's Court in whose area of jurisdiction the land is situated;

"eviction" means the permanent removal, in accordance with the provision of a court order, of a person and his or her property from occupation of a shack or the land on which the shack is constructed, and includes a demolition and removal from the land of any building materials used to construct the shack, and "evict" has a corresponding meaning;

"head of the household" means—

(a) The father in a household, where the father and mother of the household are legally married;
(b) The single parent, where the household has only one parent with dependants living permanently with him or her in the household; and
(c) Any person in the household who has legal capacity to act and is recognized by the majority of the other persons in the household as the person responsible for the maintenance of the welfare and discipline within the household;

"informal settlement" means one shack or more constructed on land with or without the consent of the land owner or the person in charge of the land;

"land" means any land within the area of jurisdiction of the Municipality, irrespective of whether such land belongs to the National Government, the Provincial Government, the Municipality or a private individual, company or other legal entity;

"land invasion" means the illegal occupation of land or any settlement or occupation of people on land without the express or tacit consent of the owner of the land or the person in charge of the land, or without any other right to settle on or occupy such land;

"Land Invasion Reaction Unit" means a group of officers or workers consisting of any combination of one or more of the following components—

(a) Members of the South African Police Services;
(b) Members of the staff of the bailiff, sheriff or messenger of the court with jurisdiction in the area;
(c) Members of a private security company contractually engaged by the Municipality to perform certain duties on its behalf; and

(d) Any combination of employees of the Municipality, which group is designated by the Municipality to assist the Senior Manager: Housing in the execution of his/her duties and to execute any eviction order contemplated by section 4 to terminate an unauthorized informal settlement;

"Municipal Manager or his representative" means the official assigned in terms of section 2;
"Municipality" means Emakhazeni Local Municipality established in terms of section 12 of the Municipal Structure Act, No. 117 of 1998, and includes any political structure, political office bearer, councillor, duly authorized agent thereof or any employee thereof acting in connection with these By-laws by virtue of a power vested in the municipality and delegated or sub-delegated to such political structure, political office bearer, councillor, agent or employee;
"owner" means the registered owner of land, irrespective of whether such owner is the National Government, the Provincial Government, the Municipal or Private individual, company or other legal entity;
"person in charge", in relation to land, means a person who has the legal authority to give permission to other person to enter or reside on that land;
"shack" means any temporary shelter, building, hut, tent, dwelling or similar structure which does not comply with the provisions of the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) and the regulations promulgated under that Act and which is primarily used for residential purposes; and
"unauthorized informal settlement" means any settlement which is not recognized by the Municipality as an authorized informal settlement which will be demolished and removed in terms of these By-laws.

2. Assigning official to perform functions relating to informal settlement.
The municipality may assign one of its officials from Housing Division to manage and control all the informal settlement in accordance with the provisions of these By-laws, otherwise the duties in these By-laws are executed by the Municipal Manager or his representative.

3. Duties in respect of informal settlements.
The Municipal Manager or his representative must—
(1) Conduct regular survey to determine the location, origin and extent of and the conditions prevailing in each informal settlement;
(2) Monitor and control all informal settlements and take the necessary steps to prevent land invasion within the area of jurisdiction of the Municipality;
(3) Undertake and promote liaison and communication with local communities with a view to obtaining their understanding and cooperation regarding the prevention of land invasion in the area of jurisdiction of the municipality;
(4) Keep a register of all the residents who are entitled to reside in each authorized informal settlement, and in such register the following details must be entered in respect of each shack in each authorized informal settlement—
(a) The number allocated to the stand or site on which the shack is constructed;
(b) The names, and identity number of the head of the household who is entitled to occupy the shack;
(c) The names, identity numbers and relationships to the head of the household of each and every other person occupying the shack as a member of the household;
(d) The reference number of the municipal file that contains a copy of the contractual agreement in respect of the shack;
(e) The number of the shack's rental account;
(f) The number of the shack's municipal services account;
(g) The previous address of the household that is entitled to occupy the shack; and
(h) The names, addresses and telephone numbers, if any, of at least two family members of the head of the household who do not live at the same address as the household that is entitled to occupy the shack;
(5) ensure that all residents living in an authorized informal settlement are registered in the Municipality's Housing Demand Data Base;
(6) submit written report on the control and management of any informal settlement, or the conditions prevailing in the informal settlement, if and when required to do so by the municipality;

(7) for the purpose of informing residents of informal settlements and all other persons visiting informal settlements, ensure that—
(a) the contents of these By-laws are communicated to all residents of every informal settlement; and

(b) a copy of these By-laws is posted and maintained in every informal settlement in a prominent place at the venue where the residents' committee contemplated in section 6 usually holds its meeting;

(8) allocate to each site or stand in an authorized informal settlement an individual number as the temporary address of the site or stand and must ensure that such number is legibly painted or inscribed in a prominent place on the site or stand;

(9) perform any other duty or function which may be necessary to ensure the proper management and control of an informal settlement.

4. Incidents of land invasion.

(1) The Municipal Manager or his representative must, within a period of 24 hours after he or she becomes aware of an incident of land invasion or the existence of a newly established informal settlement, irrespective of whether such informal settlement was established as a consequence of an incident of land invasion or not—

(a) make a determination of the status of the informal settlement as an authorized or an unauthorized informal settlement; and

(b) inform the residents of the informal settlement of the status of the informal settlement in accordance with section 5 or section 7, whichever is applicable in the circumstances.

(2) In the event of the status of an informal settlement completed in subsection (1) being determined as an authorized informal settlement, the Municipal Manager or his representative must deal with the matter in accordance with the provisions of section 5.

(3) In the event of the status of an unauthorized informal settlement, the Municipal Manager or his representative must deal with the matter in accordance with the provisions of section 7.

5. Procedures relating to the management and control of authorized informal settlement.

(1) As soon as a determination of the status of an authorized informal settlement has been made and within the period contemplated in section 4 (1), the Municipal Manager or his representative must, personally or through any other Council official designated by the Municipal Manager to assist him or her for that purpose, visit the informal settlement and notify the residents of the status of the authorized informal settlement in the manner contemplated in section 6 (2) or by means of a letter delivered in the circumstances.

(2) The Municipal Manager or his representative must compile a comprehensive register of all the residents who are entitled to reside in the authorized informal settlement contemplated in subsection (1), and the following details must be entered in respect of each shack in the authorized informal settlement—
(a) the number allocated to the stand or site on which the shack is constructed;
(b) the name and identity number of the head of the household who is entitled to occupy the shack;
(c) the names, identity numbers and relationship to the head of the household of each and every other person occupying the shack as a member of the household;
(d) the reference number of the file of the Municipal Manager or his representative that contains a copy of the contractual agreement in respect of the shack;
(e) the number of the shack's rental account;
(f) the number of the shack's municipal services account;
(g) the previous address of the household that is entitled to occupy the shack; and
(h) the names, address and telephone numbers, if any, of at least two family members of the head of the household that is entitled to occupy the shack.

(3) The Municipal Manager or his representative must ensure that the names, addresses and other relevant details of all residents living in an authorized informal settlement contemplated in subsection (1) are registered in the Municipality's Housing Demand Data Base.

(4) The Municipal Manager or his representative must allocate to each site or stand in an authorized informal settlement contemplated in subsection (1) a unique number as the temporary address of the site or stand and must ensure that the number is legibly painted or inscribed in a prominent place on the site or stand.

(5) The Municipal Manager or his representative must ensure that no new unauthorized shacks are constructed in the authorized informal settlement contemplated in subsection (1) and that no new unauthorized residents take up residence in the authorized informal settlement by implementing

appropriate measure to manage, monitor and control the occupancy of residents in the authorized informal settlement in general.

(6) Any unauthorized occupancy in an authorized informal settlement contemplated in subsection (1) must be dealt with in accordance with the provisions of section 7.

(7) In respect of an authorized informal settlement contemplated in subsection (1), the Municipal Manager or his representative must ensure that—

(a) the Municipality's Finance Department institutes, operates and maintains an appropriate account for services rendered by the Municipality to each registered shack in the authorized informal settlement and for any charges levied for the right of occupation of a particular site or stand in the authorized informal settlement; and

(b) such an account is supplied to the head of the household of each registered shack in the authorized informal settlement.

6. Ward committees.

(1) The Ward Committee and the Manager or his representative, must meet on a regular monthly basis, and at such meetings the Municipality must consult the resident's committee on all matters relating to the authorized informal settlement and communicate matters of general concern to the residents of a collective basis. After such meetings, it is the sole responsibility of the Ward Committee to inform the individual residents of matters discussed at the meetings.

(2) Special meetings of residents may be convened from time to time by the Ward Committee to communicate with and inform the individual residents of matters relating to the authorized informal settlement.

(3) The Ward Committee must give notice of a meeting of the residents of the authorized informal settlement by placing the notice prominently at a venue whose location has been determined by the Ward Committee and communicated to the residents at an official meeting of the residents.

7. Procedures relating to the termination of unauthorized informal settlements.

(1) As soon as a determination of the status of an unauthorized informal settlement has been made and within the period contemplated in section 4 (1), the Municipal Manager or his representative must, personally or through any official designated—

(a) Inform residents of a shack in the unauthorized informal settlement that their occupation of the shack and the site or stand on which it is situated is illegal; and

(b) Request the Municipal Manager to assist him or her for that purpose, visit the informal settlement and notify the residents of the status of the unauthorized settlement by means of a written notice hand-delivered to each shack in the informal settlement.

(2) The written notice contemplated in subsection (1) must notify the residents of the shack to vacate the shack and remove any building materials and other personal property from the unauthorized informal settlement within a period of 24 hours after receipt of the written notice.

(3) If the residents notified in terms of subsection (1) cooperate and vacate their shacks and remove their building materials and other personal property from the site or stand in the unauthorized informal settlement, the Municipal Manager or his representative must take such steps as he or she may deem appropriate to prevent a recurrence of any incident of land invasion or illegal land occupation on that site, stand or unauthorized informal settlement and must regularly monitor the situation to ensure the non- recurrence of such land invasion or illegal land occupation.

(4) If the residents notified in terms of subsection (1) fail to cooperate and vacate their shacks and remove their building materials and other personal property from the site or stand in the unauthorized informal settlement, the Municipal Manager or his representative must immediately institute the necessary legal procedures to obtain an eviction order contemplated in subsection (5).

(5) Within a period of 24 hours after the expiry of the period stipulated in the written notice contemplated in subsection (1), the Municipal Manager or his representative must lodge an application in a competent court to obtain an Eviction Order contemplated in section 4, 5 or 6 of the Prevention of Illegal Evection from and Unlawful Occupation of Land Act, 1998 (Act No. 19 of 1998), against any person or persons jointly or severally, occupying or residing in a shack or on a site or stand in the unauthorized informal settlement.

(6) The Municipal Manager or his representative must, within a period of 24 hours after obtaining the eviction order referred to in subsection (5), deploy the Land Invasion Reaction Unit to execute the eviction order and to terminate the unauthorized informal settlement.

(7) Any costs incurred by the Municipal Manager or his representative for the purposes of executing the provision of these By-laws be borne by the Municipality in accordance with its approved budget.

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8. Disposal of building materials and personal property.
   (1) In the execution of the provisions of section 7 (6), any building materials and other personal property belonging to a resident or occupier of a shack in a unauthorized informal settlement must be removed and stored in a safe place by the Municipal Manager or his representative.
   (2) If the building materials and other personal property contemplated in subsection (1) are not claimed by their owner within a period of three months after the date of the removal and storage, the building materials and personal property must be sold to the best advantage by the Municipal Manager or his representative, or a person designated by the Municipal Manager who must after deducting the amount of any charges due or any expenses incurred, deposit the net proceeds into the Municipality's Revenue Account, provided that—
      (a) subject to the laws governing the administration and distribution of estate, nothing in this subsection contained may deprive the heir of any deceased person of his or her right to the balance of the proceeds of the property; and

      (b) any building materials or other personal property which is, in the opinion of the Municipal Manager or his representatives, valueless and unable to realize any meaningful amount may be destroyed, abandoned, dumped or otherwise disposed of by the Municipal Manager or his representative.
   (3) The Municipal Manager or his representative must compile and maintain a register in which is recorded and appears—
      (a) Particulars of all buildings material or other personal property removed and stored in terms of these By-laws;
      (b) The date of the removal and storage of building materials or other personal property in terms of subsection (1) and the name and site or stand number of the owner of the building materials or personal property; and
      (c) (i) the signature or right thumb print of the person who is claiming ownership and to whom delivery of building materials or other personal property has been made; or

         (ii) full details of the amount realized on the sale of the building materials or other personal property in terms of subsection (2) and the date of the sale; and

         (iii) if building materials or other personal property has been destroyed, abandoned, dumped or otherwise disposed of in terms of subsection (2), a certificate by the Municipal Manager or his representative to the effect that the building materials or personal property was valueless.
   (4) Neither the Municipality nor any of its officials acting within the reasonable scope of their authority are liable for any loss of or damage to property or injury to any resident or occupier of a shack in an unauthorized informal settlement or any other person for any reason whatsoever.
9. Prohibition of receipt or solicitation of consideration in respect of unlawful occupation of land.
   (1) No person may directly or indirectly receive or solicit payment of any money or other consideration as a fee or charge for arranging or organizing or permitting a person to occupy land without the consent of the owner or person in charge of that land.
   (2) Any person who contravenes the provisions of subsection (1) is guilty of an offence and liable on conviction to a fine or to imprisonment for a period not exceeding two years, or to both such fine and such imprisonment.
   (3) The court that convicts any person of a contravention of this section must order any money or other consideration which was received by that person and which has been seized to be forfeited, and the money and the proceeds of the consideration may be paid to the persons from whom the money or consideration was received, and where such person or persons cannot be positively identified, such money or proceeds of the consideration must be paid into the Municipality's Revenue Account.
   (4) If any money or other consideration has been received in contravention of subsection (1), but has not been seized or made available for purposes of confiscation, the court that convicts a person of a contravention of this section may order the amount proved to the satisfaction of the court to have been received by such person to be paid to the person or persons from whom the money or consideration was received, and where such person or persons cannot be positively identified, the money or proceeds of the consideration must be paid into the Municipality's Revenue Account. Such order has the effect of a civil judgment and may be executed against such person who received the money or consideration as if it were a civil judgment in favour of the person or persons from whom the money or other consideration was received or in favour of the Municipality.

10. Application of By-laws.

This By-law applies to all informal settlement within the area of this Municipality.

11. Date of commencement.
This By-law will take effect on the day of publication.

12. Short title.
This By-law shall be called the Emakhazeni Local Municipality Control and Management of Informal Settlements By-law.

11.3 DISASTER MANAGEMENT PLAN

INTRODUCTION

eMakhazeni Local Municipality re-emphasized its position by stating “eMakhazeni Local Municipality exists to improve the quality of life of its citizen by providing accelerated services and creation of conducive environment for economic growth through good governance, innovation and integrated planning”.
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The possibility of this desired state to be attained largely depends on how factors such as risk and hazards are adequately dealt with by means of preparedness; response and rehabilitation of affected areas are dealt with.

PURPOSE

The purpose of this Disaster Management Plan is to provide for expression of administrative decisions and operational activities that involve prevention, preparedness, response, recovery and rehabilitation within the municipal area of Emakhazeni.
This plan serves to confirm the arrangements within the Emakhazeni Local Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.
A DMP (Disaster Management Plan) therefore provides insight as to the municipal position in terms of its response to the legislative requirements which will briefly be discussed. The plans seek to:
Provide a single approach under which disaster management will be dealt with in the municipality.
Highlight the strategic locality of this function internally
Identify the various role players in the functioning of disaster management.
Disasters have a negative impact of cancelling the achievements and strides that the municipality has attained.

THE CONCEPT OF DISASTER MANAGEMENT

Definition

The term disaster management is used extensively in many parts of the world. Therefore, it is firstly necessary to define the concept of “disaster”. A disaster is defined as:
“Disaster” means a progressive or sudden, widespread or localized, natural or human caused occurrence which-
Causes or threatens to cause-
Death, injury or disease,
Damage to property, infrastructure or the environment; or
Disruption of a community; and
Is of a magnitude that exceeds the ability of those affected to cope using only their own resources

“Disaster management” means a continuous and integrated multi-sectoral, multidisciplinary process of planning, and implementation of measures, aimed at-

Preventing or reducing the risk of disasters;
Mitigating he severity or consequences of disasters;
Emergency preparedness;
A rapid and effective response to disaster ;and
Post-disaster recovery and rehabilitation
“Risk” The combination of the probability of an event and its negative consequences
“Risk assessment” A methodology to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend

LEGISLATIVE REQUIREMENTS

In order for the municipality to respond adequately with issues of disaster management, it is crucial that the operationalizing therefore is confide to the legal parameters.
Legislation places the responsibility of disaster management as a District function however, ELM being the closest to local communities, is not exempted from dealing with disasters.
Legislative framework Any Disaster Management activity has to be attended to in terms of the following legislation and other supporting documentation:
Constitution of South Africa section 41(1) (b)
Disaster Management Act 57 of 2002 and the Disaster Management Amendment Act 16 of 2015
National Disaster Management Framework of 2005, published in terms of the Act.
The Local Government Municipal Systems Act, Act 32 of 2000, as amended.
Provincial Disaster Management Framework.
Nkangala District Disaster Management Framework.
The relevant sections of the Safety at Sports and Recreational Events Act, Act 2 of 2010.
Any Directives that from time to time, may be issued by the Municipality, Province or National Government

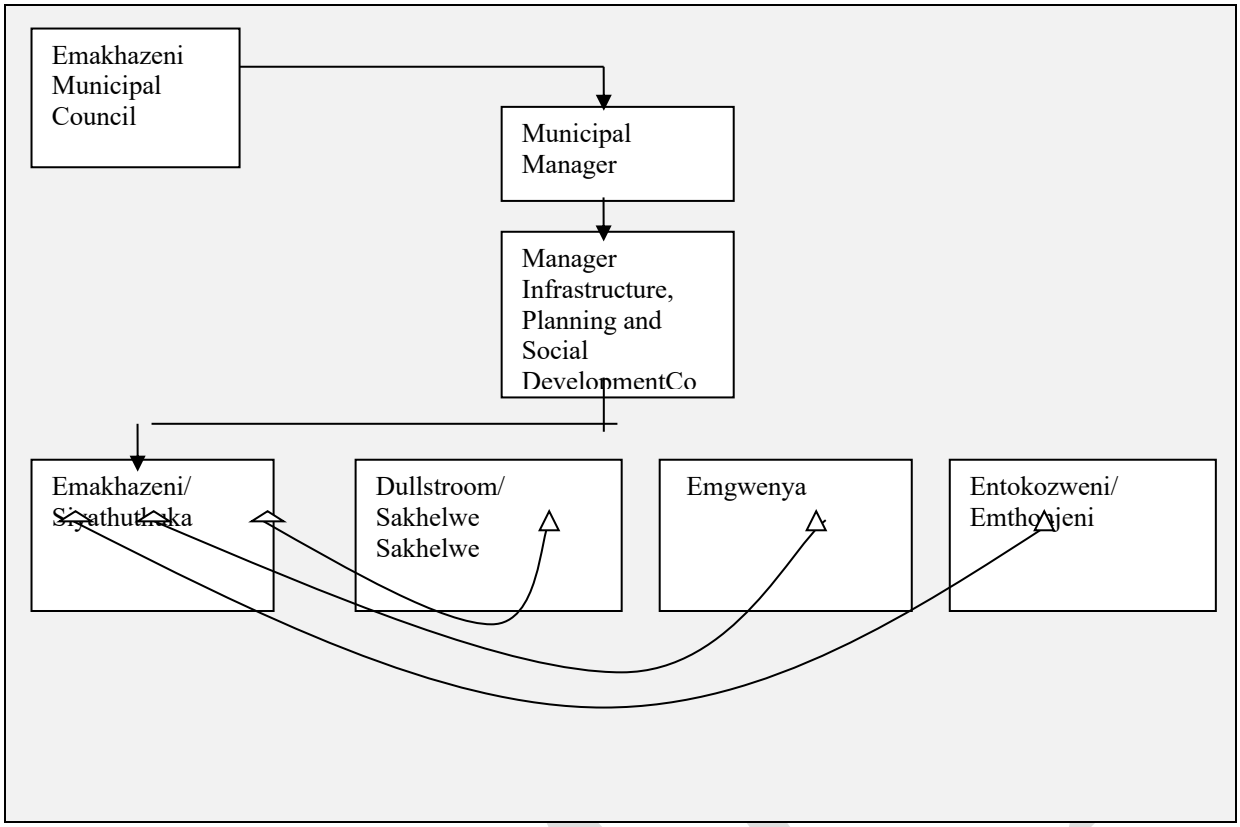
INSTITUTIONAL CAPACITY OF DISASTER RISK MANAGEMENT

A committee on disaster (risk) management will be established in Emakhazeni Local Municipality and will have scheduled quarterly meetings which will be distributed annually to all stakeholders. Each Municipal Department will need to send a representative who will participate in that committee.
Primary responsibility for the facilitation and co-ordination of municipal disaster risk management planning and implementation has been assigned to a representative who has also been designated to participate in the municipal inter departmental structures to ensure mainstreaming of disaster risk management in all municipal departmental plans and programs. Emakhazeni Municipality has full participation in the disaster (risk) management aspects of the integrated development planning process and structures.
Departments or entities playing a supportive role in facilitating and co-coordinating disaster risk management planning and implementation for the municipality have been identified and assigned secondary responsibilities.

The municipality has established interaction channels with the head of the center of the district disaster management center. The functioning of the municipal disaster (risk) management center is supported by the municipality.
Disaster (risk) management functional (nodal/focal point) responsibilities have been identified within the municipality. Functional roles and responsibilities for disaster (risk) management have been identified, assigned, are included in the job descriptions of key personnel (please indicate the specific personnel here) and are being applied effectively. This can be verified in the Performance management system of the municipality.

Community / ward disaster (risk) management structures will be established to support the municipality. Ward structures with responsibility for disaster risk management will need to undergo training and be supported by the municipality.
Mechanisms have been identified and implemented by the municipality to ensure Disaster Management co-operation with other departments / municipalities.
Guidelines have been developed by the municipality for entering into partnerships and concluding memoranda of understanding and mutual assistance agreements.
A liaison mechanism will be been established for an effective cooperation with neighboring authorities
For the purpose of managing disaster, the current institutional arrangements under which Emakhazeni Local Municipality operates is that these operations are located under Community Services Department. The following diagram represents the structure under which these operations are carried forth:

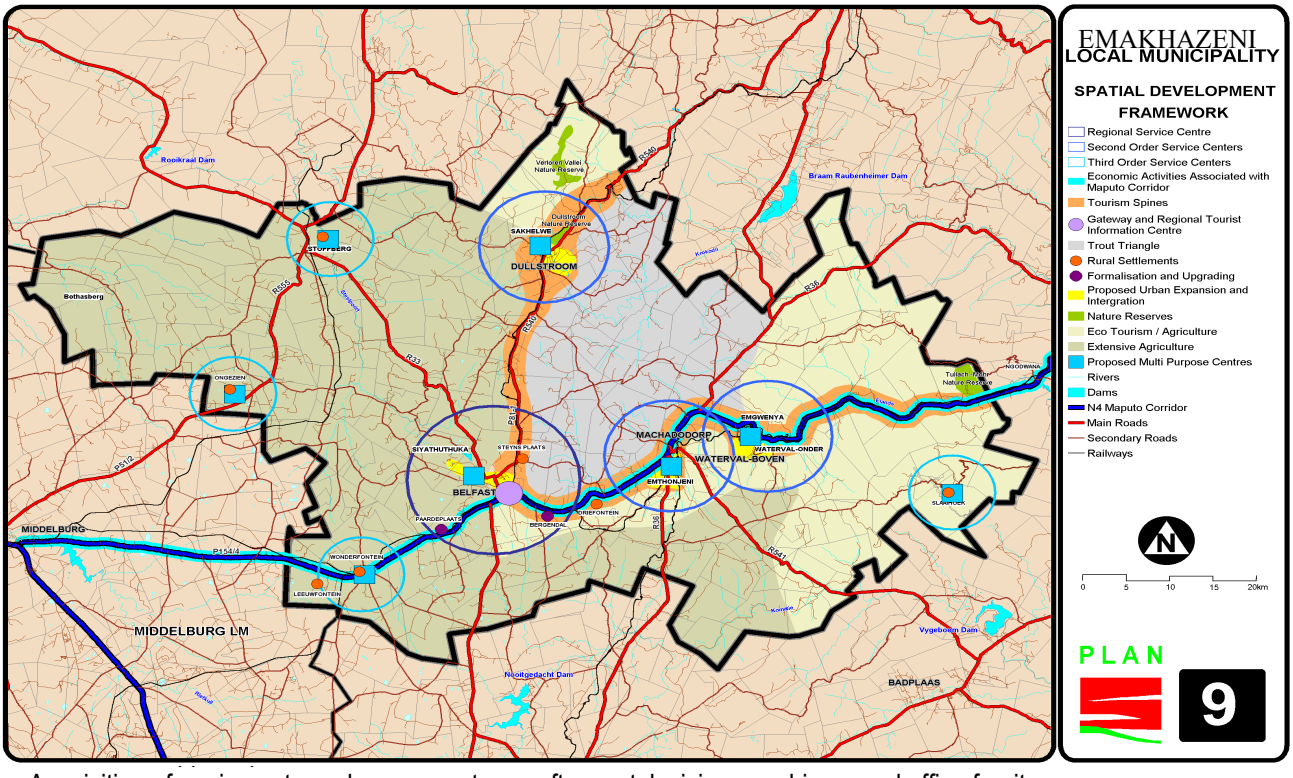
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Municipal disaster response structure

Issues relating to the management and operations of Disaster in the Municipality are presently dealt with through the Infrastructure, Planning and Social Development Department. The municipality has an average size room used to store disaster relief material and a Political Leadership together with Senior Management ready to respond to any disaster incident.

The figure below provides the visual representative of the municipal area as well its boundary.



Acquisition of equipments such as computers, software, television, machinery and office furniture

Communication with stakeholders on disaster management enabling systems for communication.
Conducting further research on hazards, risks and vulnerable groups within the Emakhazeni Municipality.

Against this background, the municipality has captured in its single inclusive planning document called the IDP, the following institutional key performances have set these objectives and indicators:
Disaster prevention and mitigation through proper engineering, spatial planning, community awareness, municipal management and conflict resolution
Ensure safe, prompt, effective firefighting and ambulance services.
Formulate a comprehensive plan to co-ordinate all role players.
Increase community access of emergency services.
To establish an effective, safe, prompt and responsive team that will assist in the prevention, mitigation and prompt and responsive team that will assist in the prevention, mitigation and proper management for during disaster.
In order to attain these objectives, the municipality has given priority to the following strategic elements which provides the basis for proper response to the above challenges. These are namely;
Coordinated planning – through a coordinated effort with private stakeholders strengthen the municipality's ability to respond to emergency services especially those that occur adjacent to the N4 by bringing the service closer to the people.

Collaborations – encouraging and participating in collaborations with the organs of the state, private and community stakeholders, the municipal resources will be strengthened. Fostering relations with other municipalities and external role players will ensure the municipality's ability to handle local disasters. Collaborations give effect to the establishment of bodies and or associations that would enhance the management of disasters.

Education and awareness – investing in prevention measures such which will be attained by educating members of the public, the more a municipality empowers its public to be able to equip to be the first to respond on the scene.

Strengthen communications – A large part of disaster management relies on the systems provide for amongst others communications. Communications provides the space and platform for which disaster matters can be taken.

Monitoring and evaluation – investing in processes wherein monitoring and evaluation of municipal response, handling of previous scenes will it be empowered to be able to assess its learning gaps and hence improve in these areas.

DISASTER RISK ASSESSMENT

Whilst all effort of the municipality through the implementation of the IDP, are geared towards disaster prevention or reduction, over the past years, the municipality has increasingly number of disaster risks which exposes the residents to vulnerability.

Disaster Risk Assessment is the first step in the planning an effective risk reduction program. The assessment process examines the likelihood and outcomes of expected disaster events. This is obviously informed by the number of hazards that have occurred in the municipality.

In line with the National Disaster Management Framework (2005), Disaster Risk Assessment is essential for:

- Effective disaster risk management and risk reduction planning
- Sustainable development planning
- Identifying potential threats that can undermine a development's success and sustainability, making it possible for appropriate disaster risk reduction measures to be incorporated into the project design prior to implementation.
- Shaping focused disaster risk reduction programs for specific threats
- Identifying high risk periods and conditions.

It should be out that whilst the municipality faces different types of risks on a daily basis, including but not limited to financial, environmental etc, in the main, this document will restrict itself to the likelihood or harm or loss due to the action of natural, other hazards or external threats on vulnerable structures, areas, communities and households.

4.1 Hazards and Risks identified and prioritized in the Municipality

In order to assess the level of preparedness to addressing and managing disasters, the following hazards/risks have been identified in the municipal area using the formula below:

$$\text{Risk} = \frac{\text{Hazard x Vulnerability}}{\text{Manageability X capacity}}$$

Risk + Response = Vulnerability

Hazards	Affected area in Wards	Responsible section (s)	Disaster Risk Reduction Projects
Veld Fires	8, 4, 5 & 6	• Implementation veld and forest regulation. • Conduct fire awareness campaigns. • Implementation of veld fire management training and awareness campaigns. • Provision of adequate fire hydrant infrastructure in all areas. • Ensure compatibility of veld fire equipment within the Local Municipality and the land owners. • Strengthen relations with the Fire Protection Association as per legislation. • Improve relations with the Working on Fire Group and Komatiland Forestry	• Conduct Fire Break burns at vulnerable areas • Community education and awareness campaigns.
Road accidents	N4 high way	• Develop a unified incident management system • Ensure compatibility of rescue vehicles and equipment within Local Municipality. • Improve communications with Local Emergency Services stakeholders • Ensure continuous training and refresher causes relating to rescues. Implementation of (SOP's) Standard Operating Procedures relating to Rescue equipment. • Conduct road safety awareness and training campaigns.	• Speed measurement using advanced technology • Conduct Road safety Roadblocks quarterly and as and during festive seasons and long weekends
Severe storms and strong winds	1,2,8,5 & 6	• Effective use of the Land Management scheme • Proper assessment of Building plans	• Budget for Disaster response
Water and Air Pollution	3 & 8	• Ensure continuous monitoring of water and air quality within the Local	• Through the Environmental health section, monitor

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		Municipality through the Environmental Health Section. • Working together with the Environmental Health Section, ensure that there is no contamination of underground water by mines and the protection of wetlands. • Monitor blasting activities in all the mines in the mining areas	underground water, wetlands, dams and air pollution
Hazardous Material incidents	3,6,7 & 8	• Ensure the registration of vehicles transporting hazardous material. • Continuous monitoring of premises handling storage and distribution of hazardous material. • Awareness campaigns and training in the handling storage and distribution of hazardous material. • Ensure competently trained personnel • Strengthen relations with local Mines and inspect magazines on a regular base	• Regular inspections of Hazard vehicles to ensure compliance
Drought	2, 8	• Record keeping of the location of bore holes done by Government. • Controlling of dam water supply. • Protect dams from contaminated water • Ensure the implementation of the water Services Infrastructure Grant (WSIG) even in rural areas • Ensure effective early warning arrangements – SA weather Services and PDMC. • Implement education and awareness campaigns on water saving.	• Ensure implementation of the WSIG Projects (Water supply in rural areas) in Wards 1, 2, 5, 8, 6, 4 •
Structural fires (Formal and informal dwellings)	4, 5,6 & 8	• Implement education and awareness campaigns. • Provision of adequate fire hydrants and water supplies. • Propose for the appointment of sufficient personnel and procure fire fighting equipment. • Provide access roads to informal and rural areas for speedy response • Create a communication system between community members and Emergency services to speed up response.	• Conduct Fire Awareness campaigns in vulnerable areas. • Informal settlement Management strategy •
Poverty	All wards	Municipal Economic Growth Strategy Local Economic Development Department of Public Works Local Mines	Implement the Municipality's Economic Growth Strategy through the Intervention of the Office of The Executive Mayor

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			Investment attraction through the Local Economic Development and the continuous engagements with local Mines Implementation of the Expanded public Works Program (EPWP) Create economic Opportunities in the mining and agricultural sectors
Floods	7	• Implementation of flood awareness campaigns. • Adequate provision for maintenance of storm water systems. • Development and implementation of evacuation plans. • Relocation of residents located close to flood line to safer arrears. • Ensure adequate response. • Improve working relations with the Planning Section in the Municipality to ensure the implementation of land use regulations. • Ensure early warning arrangements – Communications with the SA weather service and PDMC.	• Construction of Low Cost housing at Gugulethu township and relocation of the community of Entabeni (Emgwenya) to Gugulethu township • Procurement of a Fire and rescue vehicle for Emgwenya area • Invite the SA Weather Service to the Municipal Disaster Management Advisory Forum • Informal settlement Management strategy • Establishment of Sakhelwe Ext. 2 to move people from Shushumela

Response plan

Hazards	Responsible section (S)	Activity
Veld Fires	Fire and Rescue Services	Fire fighting services and assist with rescue
	Municipal and Provincial Traffic	Assist with service component where diversion and provision of access route, Evacuation and relocation is required
	Dept. Of Social Services	Provide/ assist with social services to affected communities (Social relief)
	Dept. Of Agriculture, Forestry and Fisheries	Verify and assist with production inputs and rehabilitation. Verify damages and assist with recovery
	Municipal Disaster Management	
Road accidents	Fire and Rescue Services	Dispatch all Emergency services and assist with rescue measures
	Trac	Assist with scene safety Assist with service component where safety measures and cleaning of the road is required.
	Municipal and Provincial Traffic	Assist with service components where Traffic diversion / management is required and mitigate against secondary accidents.

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	Emergency medical Services	Assist with service components where triage, patient treatment and transport to medical facilities are required
	South African Police Service and pathology (Crime scene photographers and detectives)	Assist with specialised services
	Municipal Disaster Management Towing services	Activate local Joint Operations Centre and co – ordinate relevant departments and stake holders and - Liaise with (NDDMC) Nkangala District Disaster Management Centre
Floods, Severe storms, strong winds and structural fires (Formal and informal dwellings	Fire and rescue services	Assist with service components where search and rescue, evacuation, relocation is required
	Municipal Traffic and Provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required
	Municipal finance and Corporate services	Assist with service components in funding and arrangements for the affected Municipal Infrastructure
	Municipal Infrastructure, Planning and Social development	Assist with service components regarding all technical arrangements
	Municipal Disaster management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders
	Emergency medical Services	Provide medical assistance where necessary
Water and Air Pollution	Municipal Infrastructure Services	Assist with service components regarding all technical arrangements
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders.
	Municipal Environmental Health	Assess damage and provide Professional guidance for mitigation
Hazardous Material incidents	Municipal Communications	Co - ordinate activities with political leadership and media
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stake holders
	Fire and Rescue services	Assist with service components where fire and clean- up operations is required
	Municipal and Provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required
	SAPS	Assist with the service components regarding crowd control & law enforcement
	TRAC	Assist with the service components regarding incident management
	Environmental Management	Assist with the service components regarding the protection of the environment
Drought	Infrastructure, Planning and Social development	Implement draught mitigation projects

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DISASTER RISK REDUCTIONS

In keeping with the Act, emphasis on vulnerability reduction and the use of international best practice'in this regard, strategic planning must focus efforts on reducing disaster risks. This according to the Act includes identification of strategies and measures that lessens the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability, as well as those that increase capacity to prepare for and enable timely response and recovery.

The NDMF (2005) identifies core disaster risk reduction principles of disaster prevention and mitigation. These are in essence all efforts that seek to provide measures for disaster prevention and or mitigation.

Disaster prevention

Disaster prevention according to the Act refers to actions that provide "outright avoidance" of the adverse impact of hazards ad related environmental, technological and biological disasters. The land-use planning is one critical area that seek to suggests that with careful planning in the services design and location process that seek to isolate potential hazards would their impact be minimized.

Through the integration of all land use management strategic documents such as Land Use Management, Spatial Development Framework, Environmental Management Plan, IDP,LED strategy and other development related strategies of the municipality would ensure that the disaster prevention component be integrated and elevated to planning.

The above factors need to be taken into account by all Departments both internal and external to the municipality. These factors will have an influence on the planning processes and should therefore be addressed in the day-to-day operations of the municipality.

• The implementation of water projects especially in farms which are prone to water related diseases. Technical services should continue to priorities these.
• Monitoring of prevalence of communicable diseases by both the Primary and Environmental practitioners.
• Public education on matters of water.
• Provision of sanitation related projects.
• The poor conditions of the roads which exposes the public to possible danger.

Disaster mitigation

Disaster mitigation refers to both elements of structural and non-structural measures that are taken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable communities. According to the Act, due to the inherent requirement of equipment and engineering services in dealing with disaster mitigation, hence being referred to as structural mitigation.

Through the implementation of fire breaks during the pre-winter season, the municipality is addressing the mitigation aspects. Grading of roads and cutting of grass during these seasons would enable and strengthen mitigation. The role of the community in these exercises cannot be over-emphasized especially given the limitation of resources.

Mitigation measures must be articulated in line with the identified risks in 4.1 above

Disaster Preparedness

Preparedness basically enables the organs of state and other institutions involved in disaster risk management to mobilize, organize and provide relief measures to deal with an impending or occurrence of disaster, or the effects thereof.

Preparedness includes:

• Planning for seasonal activities such as floods, veld fires and communicable diseases.

Working relationships with Fire Protection Associations

Platorand Area Fire Protection Association (PAFPA) is in existence and operates within the municipal jurisdiction of Emakhazeni. Emakhazeni Local municipality has legislative obligation to be a member of this Association and to meet the financial obligations in terms of the National Veld and Forest Fires Act 101 of 1998 as amended. Emakhazeni has been a member of this Association since (insert date) and is represented by (insert personnel position).

Budget provisions will be made to ensure continued membership and participation in the Fire Protection Association as part of Emakhazeni IDP and SDBIP for 2017-2022

Working relationship with Working on Fire

Working on Fire is an Expanded Public Works Program (EPWP) aimed at providing work opportunities to young men and women. The program resides under and is funded by the Department of Environmental Affairs. Participants are recruited from marginalized communities and trained in fire awareness and education, fire prevention and fire suppression skills. In addition they are also trained in skills such as first aid, carpentry, cooking, health and safety and communications. Working on Fire recruits and train young men and women from across South Africa with a strong focus on marginalized communities and people with disabilities. There are currently more than 5 000 participants in the Programme, 94% of whom are youth, 31% are women (the highest level in any comparable fire service in the world) and 3% disabled. Working on Fire promotes capacity building amongst participants and runs various programmes which helps to develop the social cohesion of these participants. Empowering participants to make informed decisions and also to help them with financial and social related problems makes up a vital part of the program's initiatives. The Working on Fire teams typically consists of a crew of twenty five firefighters who are led by a Crew Leader.

WoF has (number) teams operating within Emakhazeni jurisdiction area located in (specify the areas as per their presentation). Emakhazeni municipality will enter into a Memorandum of Understanding with WoF and make budget provisions in the 2017-2022 plans in order to ensure fire preparedness in the municipal area

Working Relationship with TRAC N4

Trac N4 is a very important stakeholder for Emakhazeni municipality disaster managementas they are responsible for the main National Road that passes through the municipality which contributes to road traffic incidents and chemical spillages as indicated in 4.1.2 and 4.1.6 above.

Emakhazeni Local Municipality shall enter into a Memorandum of Understanding with TRAC N4 which will specify collaboration arrangements with regards to prevention and preparedness for incidents.

DISASTER RESPONSE AND RECOVERY

Disaster response has to do with the provision of assistance or intervention immediately after disaster has occurred. The aim of the response is to attempt to normalize the situation as soon as possible thereby minimizing the effects of disaster.

For the purposes of response, the municipality has identified the following line Departments and institutions as highlighted in the tables that follow for response as the hazards identified. It be noted that because the organs of states exist for the mere prevention and or minimization of disasters, their competencies, although located outside the municipality has been incorporated.

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6.1 Various role players in the event of disasters

Hazard/Risk	Possible Assessment method	Dept of Education	Dept of Health	SAPS	Traffic	Ambulance /EMS	Public Works	Fire Protection Association	Dept of Roads & Transport	Weather Bureau	ELM disaster	Information Technology	Environmental Section	Dept of Water Affairs	NDM Disaster Centre	Dept of Environment	PDMC	Dept of Human settlement
Floods	Weather Bureau		x	x	x	x	x		x	x	x	x	x	x	x		x	x
Wind storm	Weather Bureau		x	x	x	x		x	x	x	x				x		x	x
Train accidents	None		x	x	x	x		x	x				x					
Road accidents	None			x	x	x									x			
Runaway fires & shacks	Weather Bureau		x	x	x	x		x		x	x				x		x	
HIV/AIDS	Research	x	x										x	x				
Cholera	Water sampling	x	x										x	x	x	X		
Chemical spillage	None		x	x	x		x		x		x		x	x		x		
Environmental Threats	Environmental instrumental	x	x	x				x						x	x	x	x	
Collapse of mud houses	None	x	x				x	x				x			x		x	x
Air planes	None		x	x	x	x		x	x	x	x							
Extreme weather	Weather bureau		x	x	x	x	x	x	x	x	x	x	x		x		x	

6.2 CONTACT LIST IN CASE OF EMERGENCY

PROVINCIAL GOVERNMENTAL	CONTACT NUMBER
Office of the Premier	013 766 2027
Speaker	013 766 1061

MEMBERS OF EXECUTIVE COMMITTEES (MEC'S)	
Agriculture	013 755 2717
Economic Affairs, Gaming & Tourism	013 7664544
Public Works & Transport	013 7664080
Education	013 7554979
Provincial Treasury	013 7663317
Human Settlement	013 7526590
Community Safety, Security and Liaison	013 766 4062
Traffic Safety and Control	013 7553300
Social Services	013 7524107
Sports Recreation, arts & culture	013 7665078
Provincial Disaster Management	013 7666415 013 7666477 076 4502733

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NKANGALA DISTRICT MUNICIPALITY	CONTACT NUMBER
Disaster Management – Elmon Nkosi	013 243 1579/ 082 491 2217
Khulekani Ndabezitha	013 243 1579/ 072 866 4196

LOCAL OFFICES	CONTACT NUMBER
Local Municipality - Emakhazeni	013 253 1121
Dullstroom	013 2540151
Entokozweni – Mr. A.B.K. Sidu	013 2560015/068 065 5202
Emgwenya- Mr. W.B. Masha	013 2570057/076 422 4229

POLITICAL OFFICE	CONTACT NUMBER
Executive Mayor : Clr. N.A. Mashele	013 253 7635/ 073 548 2432
Speaker : Clr. S.L. Ndinisa	013 253 7626
MMC: Clr. S.S. Mthimunye	013 253 7635/ 072 364 3448
MMC: Clr. N.B. Nkosi	013 253 7635/ 083 371 8065
MMC: Clr. J.M.Mabila	013 253 7635/ 064 531 6694
Chief Whip: Clr. A.T. Lukhele	013 253 7626/ 082 971 2483
MPAC Chairperson : Clr.D.M. Mahlangu	064 511 7552
Clr. S. Ndimande	072 741 5861
Clr. S.C. Mmola	072 991 1340
Clr. Z.E. Mthimunye	013 253 7626
Clr. N.F. Nhlapho	013 253 7626
Clr. D.M. Hepburn	013 253 7626
Clr. S.I. Skhosana	079 045 7948
Clr. D.J. van Rensburg	082 337 9933
MUNICIPAL OFFICIALS	CONTACT NUMBER
Municipal Manager : Mr. W.J. Shabangu	078 405 6497
Manager: Infrastructure, Planning and Social Development	073 127 6873
Chief Financial Officer	073 206 7345
Manager: Corporate Services	072 863 3848
Public Safety	072 344 9308
Health	083 6937658
Social Development	083 5588267
Technical Assistant	082 438 2069
Rural & Local Development	073 461 4782

OTHER ORGANIZATIONS & ROLE PLAYERS	CONTACT NUMBER
SA Weather Bureau	082 2339800 012 3676041 017 8197316
Ambulance	10177 013 2530114 (eMakhazeni) 082 9093681 (eMakhazeni) 013 2570342 (eMgwenya) 072 247 1435 (eMgwenya)
Medical Practitioners	013 2530627 083 4172262
Working on Fire	071 470 4885 072 380 6801
SAPS	10111 013 2531214 (eMakhazeni)

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	013 2540141 (Dullstroom) 013 2720002 (Laersdrif) 013 2570001 (eMgwenya) 013 2560001 (eNtokozweni)
BLLDTA Taxi's	013 2531290
NBC Exxaro	013 2531151
Marlin Granite	013 2531297
SAPPI	013 734 6956 013 734 6074
Trans Africa Concessions TRAC	083 2278191
Tollgate (eNtokozweni)	013 2560100
Escom	012 421311
Eskom Fire	082 313 5281
Provincial Traffic	013 256 0969 076 383 0988 072 854 7981

Disaster Recovery

Disaster recovery focuses on the actions taken after a disaster has occurred with the aim of restoring the lives of the affected community, services, infrastructure and natural environment. This process mainly includes the rehabilitation of affected areas.

Given the nature of the disaster, various other role players which might include other role players which were not originally involved in the response phase would be involved in the recovery phase. Community Services Department will directly lead the community related and social aspects of the recovery. The role of private sector will also be engaged from this premise.

Regarding the service angle, Technical Services Department would provide the technical support and assistance. The role of Public Works section and other organs of state including intervention from the District and Province might depending on the circumstances be engaged.

The role of media will also be necessary especially in ensuring that communications are carried forth to other areas and surrounding communities. The use of local radio stations would have to be engaged by the Communications Officer under the Municipal Manager.

Emakhazeni Local Municipality shall make provisions for basic equipment that is necessary for immediate relief in case of a disaster incident. A working relationship shall be established with the local SASSA office to ensure easy access to the Social Relief and Distress Grant

ENABLERS FOR EFFECTIVE DISASTER MANAGEMENT

In order for effective management of disaster to be attained, the Act identified three (3) enablers namely; Information management and communication, Education, training public awareness and research and funding arrangements.

Enabler 1: Information Management and Communication

Data needs have been defined and data sources have been identified by the municipality. Data collection and capturing methodologies have been developed and implemented by the municipality. The responsibilities of the respective data custodians have been defined and assigned by the municipality.
Agreements with identified data custodians will be negotiated by the municipality to ensure availability, quality and reliability of data to support the Municipal Disaster Management Center. The following data custodians are in existence within Emakhazeni:

PAFPA
Trac N4
Department of Social Development
Department of Health
Statistics South Africa (STATS SA)

An integrated information management and communication system will be designed and implemented by the municipality in order to support:
integrated institutional capacity
disaster risk assessment
disaster risk reduction programmes and plans
response and recovery operations
education, training, public awareness and research
funding mechanisms and financial controls.

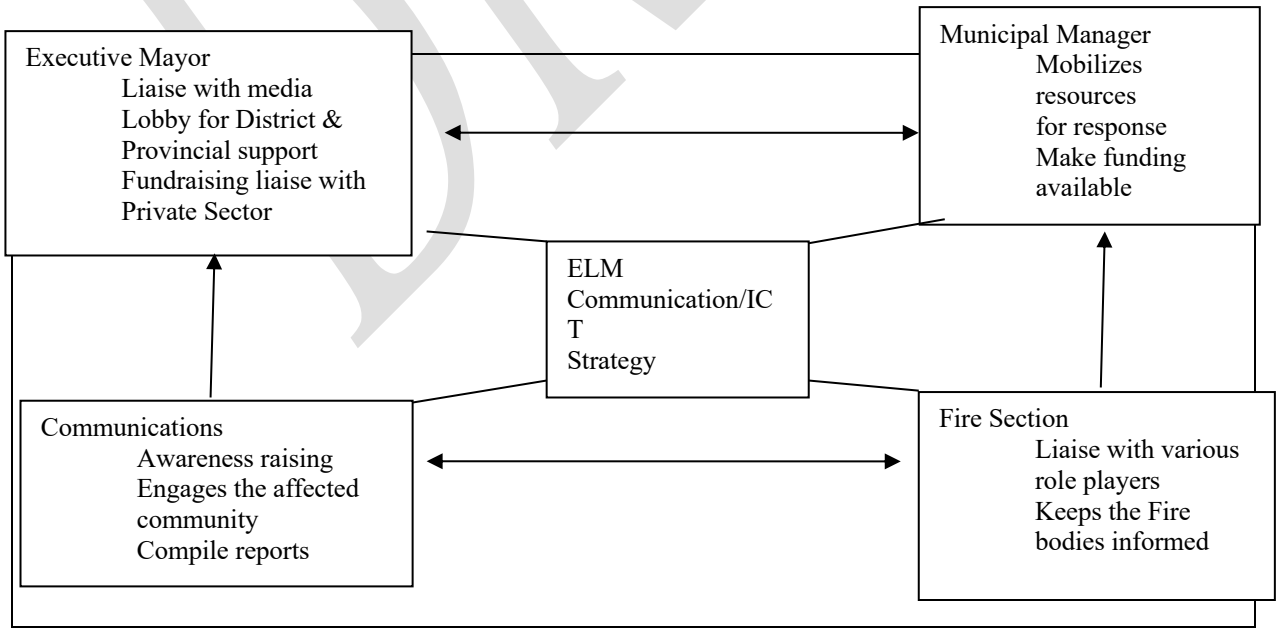
A uniform document management system will be developed, implemented and used by all role players.
A comprehensive, uniform and easily updateable resource and capacity database will be developed, implemented and used by all role players.

Information dissemination programmes and channels of communication between the municipality and all departments/entities, state, communities and the media have been established.

The role of Information Technology (IT) in disaster management can be significantly advancing especially regarding the integration of systems. IT can provide for relation database with spatial interpretation and analysis of information. Through computer programmes, the storing, capturing, analysis and simulation of hazards and the possible impact can be made. IT would enable the presentation of this information in layers and maps that can serve as a database for future research. Geographic Information (GIS) is increasingly being used in this regard.

The absence of an integrated electronic system that flows from Provincial, Districts and local municipalities necessitates that available information will be handled autonomously and therefore inhibit proper information management.

Locally, the flow of information between all the stakeholders as identified requires a simplified and yet comprehensive communication means. For the purposes of this plan, Emakhazeni Local Municipality will be the center of communication. The flow of information will be handled as follows through these role players



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Through this approach, the municipality will manage communications and information within the organization by also utilizing the sms service provided by the municipal ICT section in collaboration with the Community Services department.

Enabler 2: Education, training public awareness and research

Through education and awareness raising, will the municipality make its proactive position made known. The Community Services Department is thus seized with the responsibility to:

Identify structures within the community that can be targeted for education such as schools, private institutions and targeted risk communities.
Raise awareness through road shows and public notices
Establish voluntary capacity within the varicose units
Establish a Fire Protection Association
Establish a cloth bank within the municipal area

Enabler 3: Funding Arrangements

In so far as the Municipal Demarcation Board, the Fire Fighting Services is a shared service between Emakhazeni and Nkangala District. Emakhazeni as such has limited resources and is largely informed by its budget. The municipality on its annual basis needs to budget budget for this service.

Thus, Emakhazeni will continue to fund the operational responsibilities and to some extend capital projects. The need for additional items and fundraising therefore should be championed by the Office of the Executive Mayor through communication with the user department's needs.

In terms of immediate relief; it is also taken into consideration that the Executive Mayor in terms of section 29 of the MFMA (Municipal Finance Management Act 56 of 2003) may in an emergency or other exceptional circumstance authorize unforeseeable unavoidable expenditure for which no provision was made in an approved budget. Cognizance should also be taken of sub section (2) and (3) of this section in terms of the process to be followed thereafter otherwise, this expenditure will be treated as unauthorized expenditure wherein then sec 32 of the Act will apply.

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CAPITAL INVESTMENT

The Disaster Management Plan makes a number of proposals for the implementation and realization of the vision embraced by the municipality. Given the facilities available to prompt management of disaster, the following key projects are required to be implemented in order for the plan to materialize.

The following capital projects which were largely identified in the IDP should be undertaken as part of the implementation of the Disaster Management Plan

Programme: Fire & Rescue Services								
Project Name	**Project Location/ ward**	**Project Beneficiaries**	**Project Objective**	**Key Performance Indicator**	**Period**	**Budget Allocation (Annual) R**	**Source of Funding**	**Implementing Agency**
Procurement of 2 Grass Fire veihles	All wards	All wards	To establish an effective, safe, prompt and responsive team that will assist in prevention, mitigation and proper management during disasters	Number of grass fire vehicles purchased	2019/2020	R1 200 000.00	ELM	ELM
Procurement of Disaster relief Material	4	4	To ensure safe, prompt and effective fire fighting services	Number of relief material purchased	2019/2020	R120 000.00	ELM	ELM

CONCLUSION

This document represents the Disaster Management Plan of Emakhazeni Local Municipality. The Plan is part of statutory requirements as mandated by the Act which makes it compulsory for authorities to develop its plan.

The municipality will be responsible for enforcing and implementing the proposal contained in this Disaster Management Plan.

This document does not seek to replace other existing documents such as the HIV/AIDS strategy, IDP document, LED strategy, Roads Master Plan, Environmental Management Plan and other documents where the municipal strategy on each item is elaborated upon.

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11.4 EMAKHAZENI LOCAL ECONOMIC DEVELOPMENT STRATEGY

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EMAKHAZENI LOCAL MUNICIPALITY
2022 - 2027 LED STRATEGY

ACRONYMS

Abbreviations	Definitions
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BBBEE	Broad Based Black Economid Empowerment
CBO	Community Based Organization
CENLED	Centre for Local Economic Development
CoGTA	Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DEDT	Department of Economic Development and Tourism
DTI	Department of Trade and Industry
EPWP	Extended Public Works Programme
FET	Further Education and Training
GDP	Gross Domestic Product
GGP	Gross Geographic product
GVA	Gross Value Added
IDP	Integrated Development Plan
IPAP	Industrial Policy Action Plan
ISRDS	Integrated Sustainable Rural Development Strategy
LED	Local Economic Development
MEGA	Mpumalanga Empowerment Growth Agency
MEGDP	Mpumalanga Economic Growth and Development Path
NAFCOC	National African Federated Chamber of Commerce
NDM	Nkangala District Municipality
NDP	National Development Plan
NGO	Non Governmental Organization
NGP	New Growth Path
NSDP	National Spacial Development Plan
PGDS	Provincial Growth and Development Strategy
PPP	Public Private Partnership
RIDS	Regional Industrial Development Strategy
SDF	Spacial Development Framework
SLP	Social and Labour Plan
SMME`s	Small Medium and Micro Enterprise
ELM	Steve Tshwete Local Municipality

1.2. Situational, SWOT and Sector Analysis

a) To provide the current overview of the Municipalities' economy including sectoral performance for manufacturing, mining tourism, agriculture, etc.;
b) Current overview of LED in eMakhazeni Local Municipality;
c) Demand and supply analysis of existing economic activities in the Municipality and the identification of key economic role players and drivers, identification of any further opportunities;
d) Developing and understanding of current and past economic development initiatives and projects, their successes and failures and contributing reasons;
e) Formulation of SWOT analysis, including an evaluation of identified strengths and opportunities and analysis of weaknesses and threats;

f) A socio-economic analysis must determine the impact of diseases such diabetic, HIV/AIDS, TB, etc.;
g) Research into the trends on Municipalities' economy for the past 5 years, and this should include statistical analysis

Strategic Development Framework;

a) Identify areas of intervention for the Municipality and develop strategies, which target the weaknesses and build on the opportunities identified;
b) Develop appropriate strategy which is directed at creating an enabling environment;
c) Identify relevant tools for identified potential opportunities within each Municipality

Develop a database of all Cooperatives, Informal Traders and SMMEs in the Municipality;

a) Formulate a clear database of all registered SMMEs and Cooperatives and business opportunities for future projects identification;
b) Consolidate and package the projects to form an informative and user friendly database (economic profile for the website);

Implementation Plan with clear milestones

a) Identify strategic funding partners for the identified programs and projects;
b) Develop an implementation plan for all the identified opportunities

The LED Strategy will be undertaken with due cognizance of the existing information and current strategic planning initiatives of eMakhazeni Local Municipality. The strategy will also align with the district, provincial and national spatial and economic development initiatives with implications for eMakhazeni Local Municipality.

1.3 INTENDED PROJECT IMPACT

The LED Strategy will generate the following benefits for the eMakhazeni Local Municipality.

- Sustainable development - ensuring that future actions achieves the balance between economic, social, environmental and institutional needs.
- Improved Private Sector Investment – it will be promoted by clearly defined opportunities.
- Job Creation- which will be increased by the number of private sector investments within the eMakhazeni Local Municipality.
- Improved access to social facilities- which will be appropriately guided by the clearly defined needs.

1.4 OUTLINE OF THE LED STRATEGY

This section assists provides a brief outline of the sections which are contained within the report. The sections are as follows:

Section 2 - Policy Review and Alignment: the purpose of this section is to review all the relevant policies, plans and legislation that affect LED. This allows for the identification of guidelines that need to be considered in drafting the LED Strategy.

Section 3 - Situational Analysis: the purpose of this section is to provide a comprehensive background on the Steve eMakhazeni LM in terms of the socio-economic and economic characteristics of the local municipality.

Section 4 - LED Framework: this section will identify the economic vision, mission and objectives identified in the Integrated Development Plan (IDP) for eMakhazeni Local Municipality.

Section 5 - Project Prioritisation and Spatial Allocation: the opportunities identified in section five will be prioritised in this section using a list of criteria. In addition the area in which the projects could potentially be implemented is indicated in this section.
Section 6 – Green Economy: this section examines the factors that improves human well-being and social equity, while significantly reducing environmental risks and ecological scarcities that would results in an improve in LED Strategy
Section 7 – Implementation Plan: this section provides a plan that will be implemented in the development of the LED Strategy within the local municipality.
Section 8 - Monitoring and Evaluation: the final section of the LED Strategy relates to the identification of a monitoring and evaluation framework. This framework will assists in determining the impact of implementing the LED Strategy within the local municipal area.

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SECTION 2: POLICY REVIEW AND ALIGNMENT

2. INTRODUCTION

This section examines the various policies, plans and legislation that affects and should guide Local Economic Development with the eMakhazeni Local Municipality. This is necessary to ensure that the various spheres of government work towards attaining the same goal and follow similar approaches towards achieving their goal. In addition, the local municipality is likely to obtain greater support (financially or otherwise) if the municipality's plans and programmes are aligned with those from the different government spheres.

As such this section will examine the various government policies and plans at the national, provincial, district and local municipality. The approach followed in reviewing the relevant documents will be to provide summary/highlights of the relevant document and to indicate the implication of the strategy.

Local Economic Development (LED) strategy cannot stand alone, but need to, within its larger context, conform to and take into consideration many national, provincial and local government policies, programmes and initiatives. Below is the broad legislative framework within which Local Economic Development on a local level should be conducted. The policies and programmes discussed are by no means the only legislative frameworks to be considered, but gives a general indication of legislation that is linked to matters of employment, poverty eradication and economic growth. Taking these frameworks into consideration when formulating and implementing Local Economic Development initiatives will ensure wider government support and easier access to grants and other funding from government and donor organisations.

2.1 National Policies and Programme

The most relevant policies and legislation to the LED process are:

- The Constitution of the Republic of South Africa (Chapter 7)
- The National Development (NDP)
- The National Framework for LED
- The New Growth Path
- Industrial Policy Action Plan
- The National Spatial Development Perspective
- Local Government Municipal Systems Act (Act 32 of 200)
- Regional Industrial Development Strategy
- Municipal Integrated Development Plan
- Municipal Spatial Development Framework

2.2.1 The Constitution

The most important legislation is the Constitution of the Republic of South Africa (Act 108 of 1996). Section 152(1) outlines the objectives of local government as follows:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment

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- To encourage the involvement of communities and community organisations in the matters of local government

Implications for LED in eMkhazeni Local Municipality
eMakhazeni Local Municipality is legally compelled to promote social and economic development in its area of jurisdiction. This development should be focussed on addressing the basic needs of the population, reflecting the importance of service and infrastructure provision, community services, educational components and business support to all the areas where there is a lack thereof or where improvements are required.

2.2.2 National Development Plan

The National Development Plan (NDP) was adopted in 2011.The plan looks forward to fully transform economy by 2030. The NDP forecasts and plans for an economy without poverty. The percentage of those who live under R 418 per month should decrease from 39% in 2011 to 0 in 20130. Inequlity be reduced from 0.7% in 2011 to 0.6%. Central to this plan is the development of skills as a key objective. According to NDP, skills development incude education , decent accommodation, nutrition, safecommunities, ocial security, transport and job creation. Most of these are service delivery tasks. However, efforts will be expected from the private sector to facilitate access through absorption of labour force.

The NDP relatesto the NGP objectives (see below). The NDP identifies 9 bottlenecks in the national economy as follows and the proposed interventions are juxtaposed

Challenges and interventions of the National Development plan

No	**Identified challenges**	**Proposed interventions**
1.	High level of unemployment	Creating jobs and livelihoods
2.	Poor quality of education	Improving education and Training
3.	Poor infrastructure	Expanding infrastructure
4.	Exclusive spatial patterns	Transoforming rural and urban areas
5.	Overreliance on resources	Transitioning to a low carbon economy
6.	Poor public health serives	Providing quality health care
7.	Uneven and poor quality public servies	Building a capable state
8.	Coruption	Fighting corruption
9	Inequality	Transforming society

Sources: National Development Plan (NDP :2011)

The NDP goes on to identify high levels of unemployment and education as the most critical needs for the National Economy. The solution to job creation especially lies in a list of 8 proposals.

The bulk of the challenges relate to National government, but the following three are relevant to local government:

(a) support small businesses through efficient agencies, development finance institutions and public private incubators.
(b) Reduce red tapes
(c) Improve state capacity

According to NDP, Rural development interventions should include increased agricultural irrigation, maximasing social investments by mining companies, basic service delivery, food security and empowerment of farm workers, agro-processing and tourism development mainly through utalization and renovations of open spaces.

2.2.3 The 2018-2028 National Framework for LED

The National Framework for LED 2018 – 2028 is a guide and strategic implementation approach for all bodies involved in improving local economies.

The framework focuses on the role of the state in assisting and supporting local municipalities, leaders and communities in realising own collective objectives. The 2018-2028 National LED Framework is based on six Core Policy Pillars that will influence the design, development and implementation of LED:

- Building diverse & innovation-driven local economies;
- Developing inclusive economies;

Implications of NDP for Emakhazeni Local Municipalities
The NDP relates to Emakhazeni Local Municipality in the following manner:

- Diversification of Emakhazeni Local Municipality's economy
- Consider irrigation of agricultural land through construction of boreholes.
- Repairs of boreholes on farms and dams which are in a state of dysfunctionality
- set up agro- processing industries and support the existing ones and
- Department of Education procures vegetables planted by local farmers for school feeding scheme
- Look into the contracts on farm leases given to farmers
- Form Partnership with agricultural colleges
- Improvement of farm roads to enhance of transportation of goods from farms
- Establishment of incubation programmes for small businesses
- Reduce red tapes for business registration and application of land
- Support programmes which enhance community livelihoods
- Provide skills development through establishment of skills development hub.
- Establishment of spatial equity and equality
- Monitor and improve performance of social investment programmes .

- Developing learning and skilful economies;
- Enterprise development and support;
- Economic governance and infrastructure;
- Strengthening local systems of innovation.

The adopted revised 2018-2028 National Framework for Local Economic Development is built upon the achievements and lessons gained in the implementation of the 2006-2011 LED Framework. The 2018-2028 LED Framework sets out an expanded vision for LED which identifies with high levels of certainty what needs to be done in order to move towards a more successful form of LED, which is underpinned by the need to advance and deepen our understanding of LED and its function in national, regional development, and growth in South Africa.

The National LED Framework provides a vision for the planning and implementation of LED in South Africa. It delivers a guide to various sectors about the role they can play in driving innovation-led Local Economic Development.

The 2018-2028 National Framework for LED reveal how Science, Technology and Innovation (STI) and other forms of innovation will be used to achieve better development outcomes and identify systemic interventions, which can improve the performance of LED. It emphasizes that LED is a territorial approach to development, an inclusive and innovative process, and should result in stronger local economies.
Implementation of the National Framework for Local Economic Development:
The Integrated Township Economic Development Programme:
The Revised National framework for Local Economic Development identifies the creation of inclusive economies as one of its key pillars – with a view to integrate township economies into the mainstream economic landscape. As part of the implementation of the framework, the LED unit has initiated a process to develop an Integrated Township Economic Development Programme to respond to the imperative of

developing thriving local economies and position township economies as focal points of government interventions and further design and package specific interventions that will be implemented by different role players.

The approach to focus on townships is informed by the reality that South African townships are characterised by the highest levels of unemployment, poverty and inequality. In order to respond to the problems of high unemployment and poverty in townships, township economies have been identified as a critical vehicle to drive the South African economy to upward trajectory.

The construction of this programme will be anchored on the following strategic pillars:

- Spatial Transformation of township economies.
- Mapping and profiling of townships.
- Exemption incentives for township economies.
- Image enhancement of township economies.
- Investment strategies of township economies.
- Eco-systems for township economies.
- Economic Infrastructure and technology development.
- The R61 Regional Corridor Development Initiative

In the Revised National Framework for Local Economic Development one of the pillars that feature in the Framework talks to diverse and innovative economies, which also proposes the promotion of regional LED approach. Similarly, there is a responsibility to implement Local Economic Development beyond geographical and political boarders, where there are competitive advantages, and similarities within a particular region.

The Department of Cooperative Governance (DCOG) joined forces with the Department of Science and Technology (as they are the custodians of implementing innovation across the country) and the Tshwane University of Technology (TUT) also came on board to assist with testing science, technology and innovation to pilot the R61 Regional Corridor Development Initiative.

The R61 is a provincial route in SA that connects Beaufort West with Port Shepstone via Graaff-Reinet, Queenstown, Mthatha and Port Edward within the Eastern Cape the route covers Alfred Nzo, OR Tambo and Chris Hani District Municipalities.

There are numerous programs and initiatives that have made significant progress, for instance, the revitalization of industrial parks in Mthatha and Komani, the Agri-Parks programme led by the Department of Rural Development and Land Reform, and the Department of Trade and Industry (DTI)-led programme of the Wild-Coast Special Economic Zone (SEZ). However, many of these initiatives and programmes undertaken in this space were uncoordinated, and measuring impact proved to be a challenge. This initiative seeks to leverage on the existing public investment and undertake implementation in a coordinated manner.

Revitalisation of distressed mining towns and labour sending areas

In October 2012 the former President led the signing of a Social Accord with Government, Business and Labour referred to as the Special Presidential Package (SPP), which amongst other commitments was to address socio-economic challenges in the mining towns and labour sending areas. Before the signing of the social accord, an Inter-Ministerial Committee (IMC) for the Revitalisation of Distressed Mining Communities was established to address Part 3 of the Social Accord (SPP): Addressing socio-economic challenges in mining districts and their labour sending areas.

DCOG through the office of the Director-General signed a grant agreement for Tirelo-Bosha Public Service Improvement Grant, supported by the Belgian Development Agency. The fund was part of DCOG's programme for the implementation of the "Revitalisation of distressed mining towns and labour sending areas, through capacity building of frontline municipal officials.

The primary objective of the project was to develop a tailor-made Municipal Mining Guideline document that provides basic guidance for municipal frontline officials to be able to engage successfully with their stakeholders and management., in order to strengthen partnerships with mining houses in their jurisdiction.

Currently the DCOG is collaborating with GIZ and Goldfields to explore building alternative economies in the West Rand leveraging on Social and Labour Plan of Goldfields.

In terms of planning and strategy framework National Framework for Local Economic Development indicates that the LED strategy should highlight the importance of contextualizing, locating and embedding LED within intergovernmental planning and strategy instruments such as the Provincial Growth and Development Strategies (PGDSs), The Integrated Development Plans (IDPs), The Spatial Development Frameworks (SDFs), and various Sector Plans (Tourism, Manufacturing, Green Economy, Agriculture, Transport and others). At this level, the pertinence of individual business/project/ implementation planning plus monitoring and evaluation to LED should be highlighted. The revised National LED Framework has been underpinned by the need to advance and deepen the understanding of LED in South Africa, and to mobilise the country around one common agenda and one collective response towards stimulating competitive and inclusive local economies. In addressing the question: "What is LED?" the document makes the point that the implementation of policies and programmes of government to stimulate economic development are realised at the local level. As such, the framework adopts a whole-of-government approach and considers all the policies, frameworks, strategies, and programmes that are intended to develop the economy. As a Framework, document provides guidance to municipalities to look beyond traditional economic sectors such as tourism. The framework also dispels the myth that LED is only about social-poverty-alleviation interventions that have no economic sustainability beyond grant funding. This is done by offering a Framework package that is extensive in its scope and application. All of this is drawn from national programmes. Additionally, the framework emphasises the integrated outlook in economic development. For instance, infrastructure development is an inherent component of the revised framework. The Framework is designed to entrench LED as primarily a territorial discipline informed by the unique characteristics of localities; an approach to development; a local government-led, multi-stakeholder driven process; and an outcome, which is grounded on progressive partnerships.

The below section will provide a summary of the key policy pillars of the framework.

Policy Pillar 1: Building a Diverse Economic Base

This pillar responds to the twin imperatives that will create more jobs, as stated in the National Development Plan: faster, more inclusive growth. From a local government perspective, in order to increase and sustain the revenue base of municipalities, local economic developed strategies must be underpinned by a robust, sustainable competitive diverse economic base as set out in the New Growth Path; the Industrial Policy Action Plan and other sector focused programmes of the state. Therefore, the programmes under this pillar focus on growing the local economy through industrial and sector-specific (e.g. Tourism, Mining, Agriculture, Manufacturing, etc) investment and development programmes, and through the spatial targeting of functional economic regions and other areas where economic activity is concentrated or projected (growth points) such as metros and secondary cities. Programmes under this pillar are driven by private sector investment. The primary role of local government is to provide strong economic governance through a supportive and enabling business environment, unblocking constraints to investment and providing regulatory certainty.

Policy Pillar 2: Developing Inclusive Economies

The pillar responds to the second of the twin imperatives of the NDP: more inclusive growth, and its notion that to improve the living standards and ensure a dignified existence for all South Africans, the economy must create decent work and sustainable livelihoods. This pillar focuses on economic and spatial inclusivity aspects in municipalities. The programmes in this pillar are underpinned by pro-poor government programmes and interventions that target the second economy, including: support to the informal economy; sustainable livelihoods programmes in communities; inner city economic revitalization, township development, rural economy, youth and women empowerment, and leveraging economic opportunities from the Expanded Public Works Programme, including the Community Work Programme.

Policy Pillar 3: Developing learning and skilful economies.

One of the principles of the 2006 National LED Framework was that people are the single greatest economic asset in development, and increasing their skills leads to increased opportunities for stimulating local economies. The new Framework gives skills development a distinctive focus due to its centrality, its potential impact on the youth and on women and its impact on developing globally competitive and adaptable local economies. Local Growth and Development Strategies must be supported by clear skills plans.

Policy Pillar 4: Enterprise Development Support

Based on the potential impact of a growing and well supported SMME sector, the Department has maintained this as a core pillar, from the 2006 National LED Framework (this was before the new Department of Small Business Development was announced). The programmes contemplated under this pillar are intended to strengthen the DTI's Integrated Approach to SMME & Co-operatives Development: Action Plan and will focus on the role of local government in such areas as incubation support; provision of enabling infrastructure for SMMEs; provision of advisory and referral support to cooperatives, etc. This pillar is also necessarily cross-cutting in the sense that it complements programmes within the other pillars: e.g. value chain opportunities from the pillar Building a Diverse Economic Base, and Developing Inclusive Economies. This pillar also has a strong element of Youth and Women Empowerment.

Policy Pillar 5: Economic Governance and Infrastructure

The 2014-2019 Framework seeks to position local government as a significant contributor to national development goals. This pillar is the single most important pillar that seeks to strengthen local government's role in economic development. It is directly linked to Outcome 9 in terms of promoting An Accountable, Responsive, Efficient and, Effective Local Government System. It consists of institutional systems and processes that support economic activity. Programmes that are targeted under this pillar include the following: Improving the role of municipal leadership in local economic development in terms of capacity building and lobbying, and advocacy; Efficient provisioning of land and land-use for economic development; efficient provisioning economic infrastructure through such programmes as the Municipal Infrastructure Grant; Mainstreaming Revenue collection into LED; developing Local Economies as Distinct Brands; Improving the regulatory environment and Reducing Red Tape, and Promoting Public-Private Dialogue. Unlike other pillars, the successful implementation of this one is primarily the role of municipalities

The revised Framework offers a set of Enabling Policy Pillars, without which the implementation of the core Policy Pillars will not be possible:

- Organisational Development and Institutional Arrangements
- Research, Planning and Strategy
- Funding and Finance
- Human Resources and Capacity Development
- Monitoring and Evaluation; and Knowledge Management

According to (Junior R. Davis, 2006, p6) acknowledged that South Africa government has made a tremendous effort in building a legal and regulatory framework to support LED annexure 1 shows the role and function of key institutions in LED. It has established a decentralized system of government and institutional arrangements to encourage local level growth and development through Integrated Development Programmes (IDP). Successful local economic development requires the collaborative effort of public (governmental), private (business) and non-governmental (NGOs, trade unions, social, civic, religious) sectors. The strategic planning process begins by identifying the people, public institutions, businesses, industries, civic organizations, professional organizations, think-tanks, training institutions and other groups that comprise and/or impact the local economy. The strategy proposed that further institutional arrangement required that can be utilised for formation of partnerships between the Municipality's LED unit and the District LED unit, as well as between the local LED unit and various support organisations.

These partnerships will need to be formed at both the Programme and Project level. However, consultants are correct when they say that "Successful LED initiatives rarely exist in a vacuum". They work best when they work in tandem with a clearly articulated national economic development agenda. In addition to complementary efforts, having LED connected to a broader national agenda gives LED greater visibility, greater opportunity to draw rely on human, if not financial, resources at the national level, and a connection with national government offices and businesses.

Implications for LED in eMakhazeni LM

LED in eMakhazeni has to identify its competitiveness and comparative characters in order to exploit economic opportunities for growth and job creation The LED strategy has to consider economic clustering and promotion of the "arts &craft" economy. The strategy also has to work towards ensuring that infrastructure developments are in place to support enterprise and business growth.

2.2.4 The New Growth Path (Vision 2030)

The New Growth Plan (NGP) is government's action towards targeting mass joblessness, poverty and inequality. The growth plan identities where employment creation is possible with success indicators being jobs, equity growth and environmental outcomes. The short to medium term outcomes are to support labour absorbing activities especially in infrastructure, agriculture values chain and light manufacturing services. Whilst also promoting Small Micro Enterprises (SMEs), Black Economic Empowerment (BEE), education and skills development.

The NGP aims to create five million jobs by the year 2020 with contributions from various government sectors and private sectors. The job drivers with potential for mass employment creation identified in the growth plan are:

- Infrastructure for employment and development; infrastructure including energy, transport, water, telecommunication infrastructure and housing
- Improving job creation in economy sectors; agricultural value chain, agro processing and mining value chain, manufacturing sectors, tourism and certain high level services
- Seizing potential of new economies; green economy and growing knowledge in this industry
- Investing in social capital and public services
- Spatial development, especially in rural development

The identified job drivers will influence provinces and localities in a different manner due to different factors, therefore localities must adopt the broad drivers in the NGP to their circumstance and locality.

Implications for LED in eMakhazeni LM

eMakhazeni Local Municipality should identify LED projects that are in line with NGP job drivers and create employment opportunities in these sectors. The job drivers should be tailor made for the Local Municipality to accommodate local resources. LED projects must target development in rural areas, seizing opportunity in the green economy and manufacturing sectors.

2.2.5 The Industrial Policy Action Plan

The Industrial Policy Action Plan (IPAP) 2011/12 – 2013/14 is Department of Trade and Industry (Dti) efforts to continuously build on industrial development and IPAP is the core contributor. IPAP addresses South Africa's economic challenges through industrial development, identifying key sectors that can generate employment and Dti investment towards the sectors.

The IPAP's contributes to the NGP through identifying sector clusters that can contribute towards job creation in the country.

The identified sector clusters are:

- Metal fabrication, capital equipment and transport equipment
- Green and energy saving industries
- Agro-processing
- Automotives, components and medium and heavy commercial vehicles
- Plastics, pharmaceuticals and chemicals
- Clothing, textiles, leather and footwear
- Bio fuels

- Forestry, paper, pulp and furniture
- Cultural industries, crafts and films
- Tourism
- Business process services
- Advance manufacturing

Implications for LED in eMakhazeni LM
LED projects within the Municipality must consider identified sector clusters and how to exploit or enhance sectors in Local Municipality. Employment opportunities should be created in these sectors by the LED strategy.

2.2.6 The National Spatial Development Perspective

In order to address the distortions of the past apartheid space economy, the National Spatial Development Programme (NSDP) was adopted in 2003. This perspective programme provides an indication of potential in different geographic spaces across the country and is used as an instrument that informs the respective development plans of the national, provincial and local government, which include Integrated Development Plans, Provincial Growth and Development Strategy and the Medium Term Strategic Framework.

The NSDP is to fundamentally reconfigure apartheid spatial relations and implement spatial priorities that meet the Constitutional imperative of providing basic services and alleviating poverty and inequality. It provides a set of principles and mechanisms for guiding infrastructure investment and development decisions. The NSDP serves as a tool for identifying key areas of tension and/or priority in achieving positive spatial outcomes.

The NSDP identified six categories of development potential which cover the spectrum of economic functions in a modern economy:

- Innovation and experimentation
- High value, differentiated goods
- Labour-intensive, mass-produced goods
- Public services and administration
- Retail and services
- Tourism

Implications for LED in the eMakhazeni LM
LED projects must consider spatial relations that meet the imperative of alleviating poverty and inequality.

2.2.7 The Municipal System Act

The Municipal Systems Act (Act 32 of 2000) lists the duties of a municipal council, within its financial and administrative capacity, as follows in Section 4(2):

- Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interest of the local community.

- Provide, without favour or prejudice, democratic and accountable government.
- Encourage the involvement of the local community
- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner.
- Consult the local community about
  - The level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider; and
  - The available options for service delivery.
- Give member of the local community equitable access to the municipal services to which they are entitled.
- Promote and undertake development in the municipality.
- Promote gender equity in the exercise of the municipality's executive and legislative authority.
- Promote a safe and healthy environment in the municipality.
- Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

Implications for LED in eMakhazeni LM
Section 26(c) of the Municipal Systems Act further specifies that the Integrated Development Plan of a Local Municipality must contain its Local Economic Development aims. This gives the municipal LED Strategy legal status as part of the Integrated Development Planning process.

2.2.8 The Regional Industrial Development Strategy

The Regional Industrial Development Strategy (RIDS) calls on all regions to build their industrial economies based on local competitive advantage and opportunities. It aims to bridge the first-second economy gap in South Africa based on the spatial development principles of the NSDP.
Such a strategy focuses fundamentally on addressing the key obstacles to the functioning of the economy, primarily through infrastructural interventions which will better enable all regions to access markets and resources.
The strategic objectives may be summarised as follows:

- Attempt, as far as possible, to reduce economic disparities between regions, address the needs of both the first and second economies, and narrow the gap between them.
- Pay particular attention to the needs of those regions which are lagging behind the national norms.
- Enhance current regional strengths and lead sectors of the economy.
- Promote sustainable economic growth and employment in provinces and municipalities.
- Build regional competitive capabilities and firm-level support measures.
- Enhance regional performance in attracting foreign direct investment.

Implications for LED in eMakhazeni LM
LED projects must promote local competitiveness. Projects in the manufacturing sector should take advantage of various industrial programmes and resources on national level.

2.3 Provincial Policies and Programmes

At provincial level, relevant policies and legislation that influence LED process are:

- Mpumalanga Economic Growth Development Path 2011
- Mpumalanga Provincial Growth and Development Strategy
- Mpumalanga Rural Development Programme
- Mpumalanga Tourism Growth Strategy

2.3.1 Mpumalanga Economic Growth Development Path (MEGDP) 2011

The MEGDP is a growth path customised to the Province's environment from the National Growth Path. Thembisile Hani's LED strategy will have to promote the identified opportunities and ensure the strategic interventions are implemented in identified projects. Priority Sectors for job creation in Mpumalanga Province, as spelled out by the priorities of the growth path are:

- Agriculture and Forestry
- Mining and Energy
- Manufacturing
- Tourism and Cultural industries

The opportunities identified in the mining sector are strategic procurement, corporate social investment, including Social Labour Plans (SLP), beneficiation (centralised mining refinery), re-treatment of sub economy deposits and dumps and lastly mining of dimension stone. The growth plan wants to create 39 000 jobs in the mining sector by 2020, Steve Tshwete Local Municipality can contribute significantly to the number of jobs due to the presence of the mining, manufacturing and Tourism sectors in the area.
Manufacturing is a key sector that creates massive jobs and employment in the country. Mpumalanga has identified the following areas for growing the manufacturing sector: Tools, bio-fuels and plastic and chemicals. The key interventions to grow the manufacturing sector are:

- Investment in industrial infrastructure to encourage enterprise development
- Enhance skills development, especially in areas of engineering, artisan and business programmes

The tourism and cultural sector is a growing industry nationwide, with the Mpumalanga Growth Path identify opportunities in:

- Wildlife and nature tourism
- Activity and adventure tourism
- Resort tourism
- Sport tourism
- Residential tourism
- Conference and meeting

- Leisure and entertainment
- Township tourism and cultural heritage

The Mpumalanga Growth Path also identifies employment opportunities in the green economy, where employment can be created in the construction, alternative energy, and manufacturing and operations section. Expansion of the public employment schemes is also seen as an opportunity for economic development.
The province employment target in the green economy is 15,000 jobs in construction and operation and 7,000 jobs in the knowledge economy. The local economy can significantly contribute to these targets especially in the construction sector and mining activities taking place in the Local Municipality and other potential sectors like Tourism
The strategic interventions principles of the MEGDP are based on:

- Broad Based Black Empowerment
- Focus on youth
- Beneficiation and partnering with department of science and technology as well as other institutions such as higher learning university to research areas of the economy which can benefit communities.
- Support cooperative through financing as well as making available on lease underutilized government buildings and land for use by cooperatives
- SMME Development
- Increase competitiveness, by offering business incentives, reducing rates and taxes
- Finance and funding through PPP and Social Labour Plans funding
- Procurement

Implications for LED in eMakhazeni LM The strategy has to promote the identified sectors for job creation and ensure the strategic interventions are encouraged when implementing projects, as these are crucial on local level.

2.3.2 Mpumalanga Provincial Growth and Development Strategy

The Mpumalanga Provincial Growth and Development Strategy (MPGDS) 2004-2014 outlines the growth plan for the province, ensuring alignment of plans between the different spheres of government and working towards achieving a common goal.
The vision of the Mpumalanga PGDS is:
"Reconstruction, development and sustainable growth with employment and redistribution" and the mission statement is to "Improve quality of life for all people of Mpumalanga". [1]
The MPGDS has identified six key development priorities as areas of intervention based on the social, economic and developmental needs of the province. The key development priorities are:

- Economic Development; focussing on maximum exploitation of agriculture potential and opportunities. Increasing level of value added in mining, forestry and manufacturing sectors. Promotion of the arts and culture industry, tourism, export promotion and SMME development.

- Development of Infrastructure; since access to infrastructure is important to fight against poverty. The focus is on developing road network in rural areas, provision of safe and adequate transport as well as increased access to public transport.

- Social Development; the focus is on development in rural areas, with the aim to spread social security net across the province. Preservation of both cultural and natural significance is highlighted in this priority, as well as increase in the number of community sport and recreation programmes.

- Sustainable Environmental Development; where localities find innovative ways of preserving and developing the environment, for example, Agro-business, new technologies, hydroponics, solar etc

- Good Governance; enhancing institutional capacity of public sector to ensure effective service delivery

- Human Resource Development; this element is important for sustainable economic development and growth. The skill needs to be improved in order to promote economic empowerment and job creation.

Implications for LED in eMakhazeni LM
LED projects should prioritise projects in identified sectors such as agriculture, manufacturing, tourism, culture and SMME development as this is echoed in various national programmes as well. The LED projects must be aligned with key development priorities in order to promote the Provinces development vision.

2.3.3 Mpumalanga Tourism Growth Strategy

The Mpumalanga Tourism Growth Strategy 2007 is a detailed framework to guide tourism initiatives and development in the province. The focus area is to increase revenue in the tourism sector creating additional economic activity which will benefit people in Mpumalanga. Increasing revenue in the tourism sector will require more visitors, increase in spending per capita and longer stays.
The framework outlines the need for new products, destination marketing and human resource development. The outputs of the strategy are:

- An integrated tourism marketing plan

- A tourism product development plan

- A tourism human resource plan

- Proposal for an appropriate institutional framework

- Action plan for implementation

All localities in the province have to contribute to the above outputs. The flagship projects are to act as nucleus around which other smaller development would be clustered. These smaller developments would include restaurants, arts/cultural studios, museums, spas, etc.

Implications for LED in eMakhazeni Local Municipality
Identified LED tourist projects must be in line with the provincial outputs and should be innovative, attracting new products and various tourism customers.

2.4 DISTRICT POLICIES AND PROGRAMMES

At district level, relevant policies and legislations that influence LED process are:

- Nkangala Integrated Development Plan
- Nkangala Local Economic Development Perspective
- Nkangala Spatial Development Framework

2.4.1 Nkangala Integrated Development Plan

The Nkangala District IDP is a policy and planning instrument which informs planning and development in the District, identifying priority needs for Local Municipalities and focus areas. The IDP also guides duties of official bodies involved in the implementation processes. The IDP of the Nkangala District indicates that it has embarked on a process to formulate a Local Economic Development (LED Strategy that will through implementation place the District on the envisaged higher economic development trajectory). Currently the NDM has identified nine anchor projects. The identified anchor projects are: Victor Khanye Cargo International Airport, Highlands Gate & Estate Development; Catalytic Converter; Agro-Processing; Moloto Rail Corridor Development; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor.

Furthermore, the 2012/13 IDP of the District makes mention of nine key pillars aimed at improving the economic landscape of the District economy, these are;

Pillar 1: Good Governance and Capacitation: This pillar aims to address the internal operations of the various local municipalities to improve their impact on the above mentioned location considerations. The re-alignment and capacitation of the institutional structures, especially local government, can only be performed through a systematic approach to the problems currently experienced. It is emphasised that the role of local government in the development process is extremely important in influencing the location decision of private firms.

Pillar 2: Human Resource and Community Development: The main aim of this pillar is to facilitate an improvement of the accessibility of skills development programmes for communities in a manner that is conducive to the improved availability of skilled labour. It also gives communities the opportunity to participate in local initiatives that will enhance their livelihoods.

Pillar 3: Industrial and Big Business Development: This pillar focuses on the activities that should be undertaken to support the development of existing as well as potential businesses and industrial developments throughout the NDM.

Pillar 4: SMME Development and Support: The focus of this pillar is to support the existing SMMEs and the emerging entrepreneur in the initial phases (as well as other phases) of the business cycle. Development of a mechanism to ensure that a certain proportion of project value is allocated to local SMME when contracting big companies should be considered in the procurement of projects.

In terms of job creation, it is envisaged that small and expanding firms will become more prominent, and generate the majority of new jobs created. They will be stimulated through Public and Private procurement, improvement, improved access to equity finance, a simplified regulatory environment, and support services.

Pillar 5: Agricultural Development: Agriculture as a sector is largely undeveloped. This pillar aims to integrate employment creation with the stimulation of this sector. Traditional commercial farming is included and the potential growth in agro-processing activities must be investigated and exploited.

Pillar 6: Tourism Development: This pillar focuses on the extension of tourism spending and job creation through promoting tourism development in the District on all levels.

Pillar 7: Rural Development: This pillar aims at the utilisation, protection and enhancement of the natural, physical and human resources that are needed to make the long-term improvements in rural living conditions, provide jobs and income opportunities and enrich cultural life, while maintaining and protecting the environment of rural areas.

Pillar 8: Sustainable Environmental Development: This pillar focuses on sustainable development which seeks to balance social, economic and ecological requirements in a long term perspective. Any economic development must consider environmental aspects, inter alia, as needs for development and conservation are often competing, industrial development usually implicates pollution or other

environmental challenges and environmental management awareness is still lacking in the public and private sector.

Pillar 9: NEPAD and International Cooperation: The focus of this pillar lies on the promotion of trade and investment opportunities including possibilities for enhanced international cooperation.

Based on the above-mentioned strategic intervention areas, the NDM has established LED Working Groups with the aim to fast-track implementation of the NDM LED strategy and additional LED sector strategies. The following Working Groups were reformulated and meet quarterly:

- Rural, Land reform, Agriculture and Tourism.
- Business development and Economic empowerment.

In order to proactively address the economic challenges that confront the NDM, several additional initiatives have been undertaken in 2007; inter alia, Mining Indaba, Growth and Development Summit, Skills Summit, Moloto Rail Corridor Initiative Workshop and Expanded Public Works Programme (EPWP) Conference. The NDM Growth and Development Summit held in 2009 further strengthened the economic trajectory of the district. 2011 has been declared the year of job creation and NDM convened a job summit to further explore and exploit job opportunities as a response to facilitate creation of more jobs. The recommendations emanating from these initiatives will facilitate the process of creating a shared understanding of the economic issues and challenges confronting the region as well as determining the pace and path of economic growth in order to fast-track the implementation of the LED Strategy.

Implications for LED in Emakhazeni Local Municipality

Alignment is critical in order for every government sphere to work towards the same goal with the resources available. In case of the LED Strategy, it is no different, the priorities mentioned by the District IDP are to a higher degree relevant to the economic challenges facing the economy of Thembisile and so need attention

LOCAL LEVEL

eMakhazeni Local Municipality Integrated Development Plan (IDP)

The Municipal Systems Act as described alongside, mandates that every municipality prepare an IDP which is a five year strategic plan which determines the issues and hence priorities of the municipality based on local conditions and factors such as population, poverty, skills etc. The IDP will also direct investment into the potential areas of need and focus and maps out where these initiatives will be located. The IDP consists of sector plans and one of them being the LED Strategy. Therefore the LED Strategy needs to align with the IDP.

The local Municipality IDP has to then align with the District Municipality IDP of **Nkangala District Municipality**. The priorities identified for the local municipality have to be aligned to and taken into consideration when preparing the local IDP and therefore the LED strategy. The reason for this is that the district IDP will provide strategies within which the local IDPs have to adhere to in order to meet provincial and national goals and initiatives.

Purpose of Emakhazeni IDP (Final 2022 – 2027) is to:

- 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 and community organisations in matters of local government.
- guides and informs all planning and development, and all decisions with regard to planning, management and development

- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- Seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by co-ordinating actions across sectors and spheres of government.

Synopsis of the highlight of policy framework

The above mentioned policies all relate to local economic development, explicitly. Policy, legislation and strategies set out the legal requirements for development of all kinds. The objectives and principles set out within them need to be adhered to and followed in order to keep with national goals and the strategies within which to work to implement such goals. Therefore it is within this context that this Local Economic Development Framework is set out. The most important economic development principles that emerge from the above mentioned policies and legislation are as follows:

- Poverty alleviation through local economic development and employment creation
- Skills development and training needs to be prioritized
- Promotion of sustainable small business and medium enterprise
- Improve on institutional arrangements of the municipality
- Aligning the principle set out for the provincial strategies such as PSEDS to the LED Strategy, such as promotion of the key sectors identified, that is, tourism, manufacturing etc.
- The understanding of the influence by traditional leadership
- Creating a conducive environment to economic growth
- Enhancing the capacity of local government to facilitate LED needs
- Development of diversified and robust local economies which meets the needs of the local population
- Focus on infrastructure development.

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SECTION THREE: SITUATIONAL, SECTOR AND SWOT ANALYSIS

3. INTRODUCTION

The following section aims to quantify the economic, demographic and socio-economic environment of Emakhazeni Local Municipality in context of its neighbouring regions, the district, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

The situational analysis provides an analysis of the existing economic and socio-economic situation of the region. The economic analysis provides an analysis of the existing economic situation of each of the economic sectors in the region. The situational analysis provides a solid foundation for which the LED strategy needs to be aligned to. It identifies the key strengths, weaknesses, opportunities and threats within

Emakhazeni Local Municipality, based on research undertaken to gain an in-depth understanding of the social, economic, environmental and institutional dynamics of the study area, Emakhazeni local Municipality in relation to its broader context, Nkangala District Municipality. The situational analysis comprises of a contextual understanding, a demographic analysis, a physical analysis, institutional structure analysis, an economic analysis and key sector analysis and sums up with a S.W.O.T analysis based on the aforementioned components.

3.1 UNDERSTANDING EMAKHAZENI LOCAL MUNICIPALITY

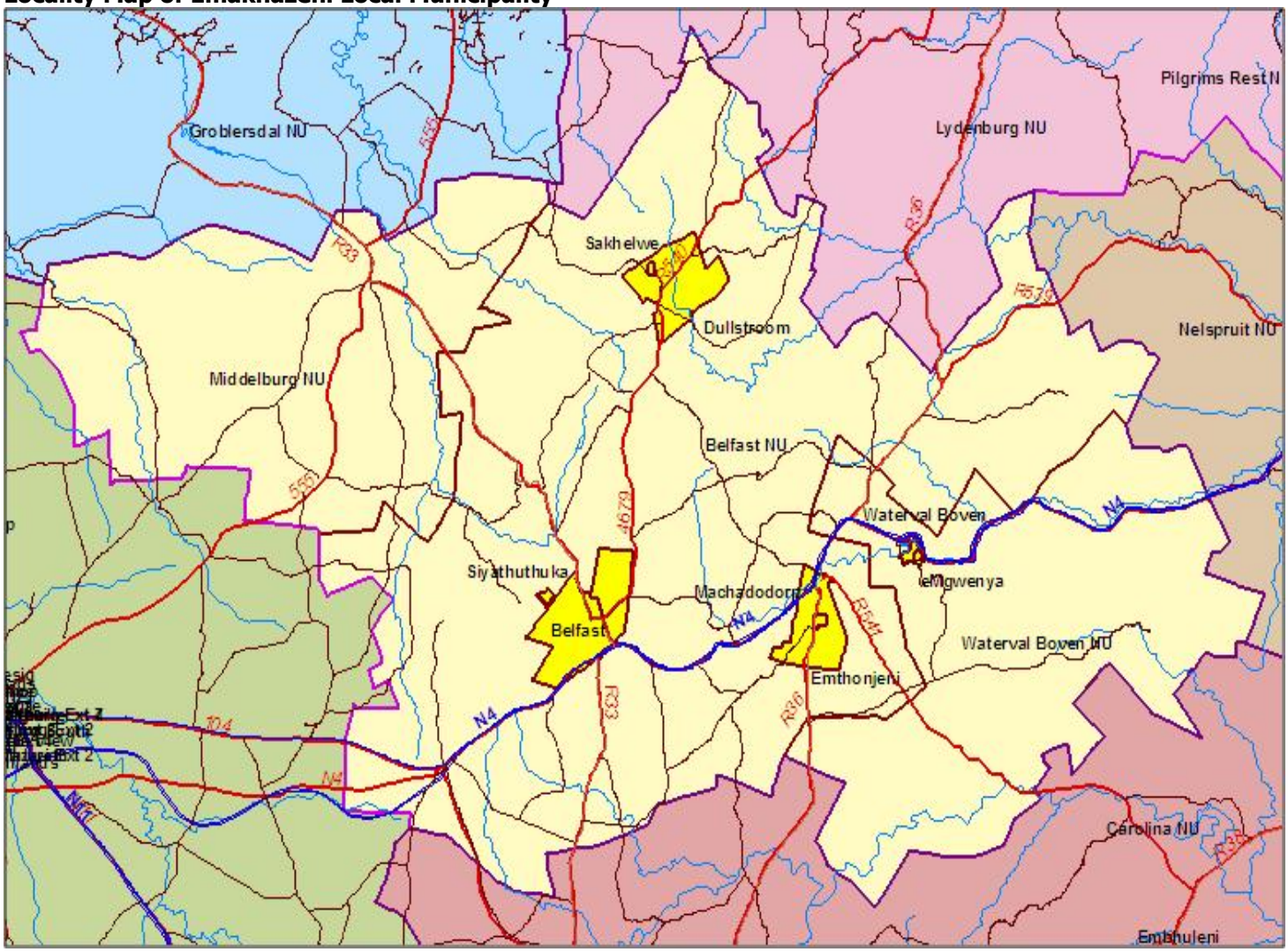
eMakhazeni local municipality is situated in the heart of Mpumalanga province, it is bordered by Mbombela local Municipality on the east and Steve Tshwete local municipality on the west. It is one of the six municipalities that fall within the Nkangala District municipality. The area is a nature lover's paradise, South Africa's premier fly fishing mecca, hosts some of the sub-continent's rarest birds, offers the best rock climbing, and most spectacular wild flower displays – all just two-hours from the metropolitan centres of Gauteng and Mozambique. It is one of seven tourism regions in Mpumalanga and has become a popular tourist destination, attracting nature lovers, fly-fishers and adventure seekers to the mist and scenery of the Trout Triangle area

The N4 Maputo corridor which transverse the region from west to east, R555 from Middelburg to R33 from Emakhazeni (Belfast) which converge at Stoffberg Road in the northwest , are the main connecting Roads which form part of the major roads for the municipality.

The area is located on the highest part of the Steenkampsberg Plateau at approximately 2 072m above Sea level, with the Dullstroom station being the highest point in Mpumalanga. The Suikerboschkop koppies are situated in the west of the area. The landscape declines from the plateau towards the Escapement and the Lowveld to the Mozambique Coast in the east.

There are various rivers and watercourses traversing the area, the most prominent is the Crocodile river in the north and Komati river in the south. There are numerous wetlands and sensitive environmental areas associated with these rivers. There are four nature reserves in the area, namely Tullach-Mohr reserve on the eastern boundary of the area, the Dullstroom nature reserve situated in the north of Dullstroom, the Verloren Valley Nature reserve situated in the north of Emakhazeni and the Ntsinini Nature reserve situated east of Emgwenya (Waterval Boven).

Locality Map of Emakhazeni Local Municipality



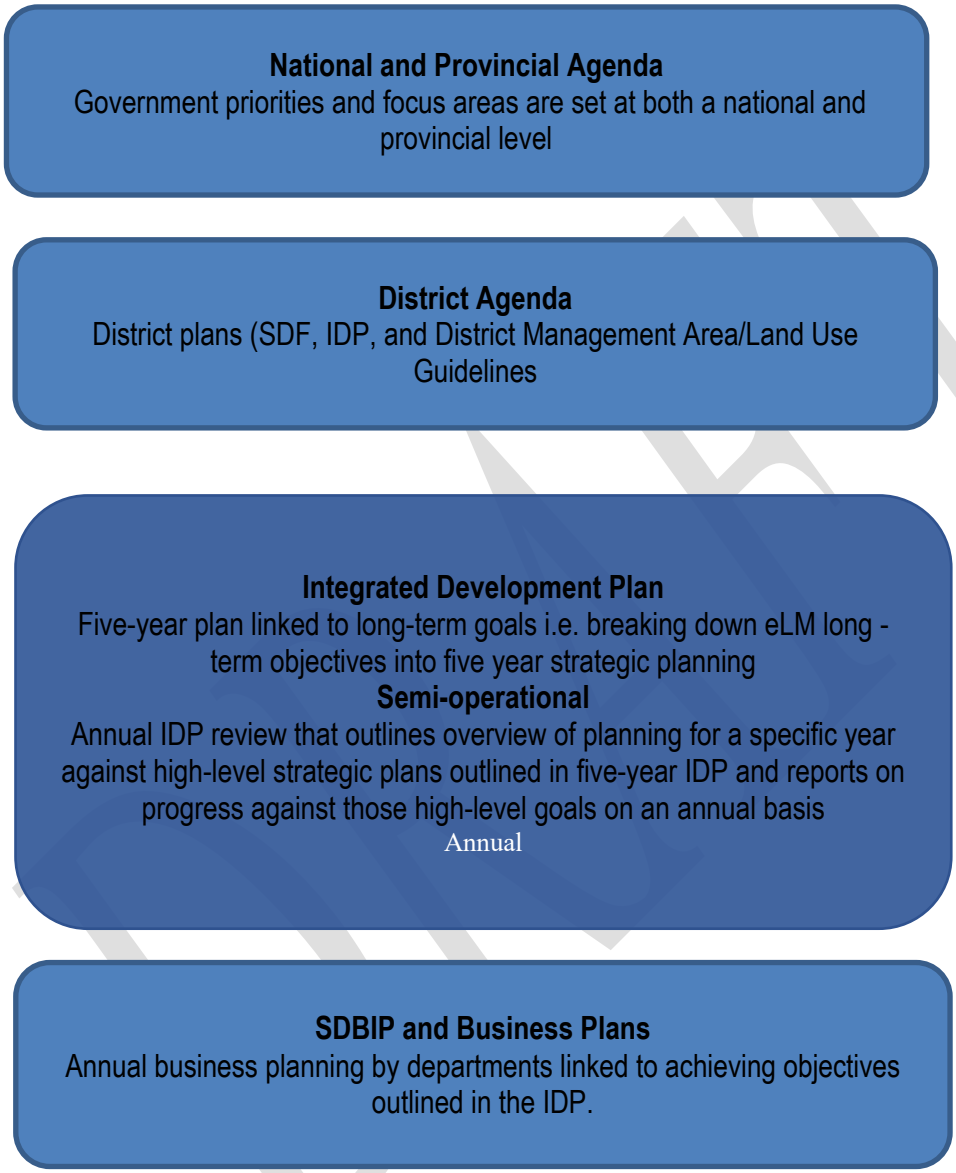
Source: Emakhazeni Local Municipality Website

SECTION FOUR: STRATEGIC FRAMEWORK

The purpose of this section is to identify a framework that will assist in the development of this strategy. Through communication with local stakeholders the vision and objectives within the local municipality had been identified.

In order to come up with a clear vision for eMakhazeni Local Municipality and hierarchy of plans informing eMakhazeni local Municipality service delivery agenda is used.

4. HIERARCHY OF PLANS FOR EMAKHAZENI LOCAL MUNICIPALITY



4.1 STRATEGIC DIRECTION

eMakhazeni Local Municipality vision

The vision of ELM is to have a secure environment with sustainable development to promote service excellence, unity and community participation resulting in a caring society.

In striving towards accomplishing the vision ELM will focus on the continuous improvement of the following key focus areas:

- Good governance
- Power, duties and functions

- Financial viabilities
- Community participation
- Inter-Governmental Relations

Mission

eMakhazeni Local Municipality is a category B municipality and a tourist destination within the Nkangala District, its main mission is to:

- Provide sustainable basic municipal services to the local community and the visitors
- Creating a conducive environment for socio-economic development
- Promoting democracy, accountability and public participation in the municipality's affairs

Values

The following are the values for ELM :

- Transparency
- Accountability
- Professionalism
- Efficiency
- High quality services
- Service Community with Integrity

KEY STRATEGIC THRUSTS

The four key strategic thrusts include the development of the tourism sector, SMME development and support, agriculture beneficiation, expansion, and integration as well as the establishment of an educational and specialized training hub.

Programmes and projects under these thrusts have been identified in terms of their ability to relieve poverty, job creation as well as the development of priority skills. The following table indicated the specific projects as identified under each of the four strategic thrusts.

Four Strategic Thrust

Thrust 1: Tourism Development, Support and Integration	
1	Establishment of a Regional Tourism Association
2	Develop a historical tourism route from Entokozweni to Emakhazeni
3	Develop a fly-fishing tourism route between al four urban nodes
4	Publish a tourism route map for the whole region
5	Development of mining tourism in Emakhazeni's coal and nickel mines
6	Development of flower farm tourist attraction at Hadeco Tulip Farm
7	Marketing and investment of adventure and adrenaline tourism in Emgwenya
8	Development of a affordable fly fishing chalet complex in Entokozweni
9	Development of accommodation, recreational and sport facilities at Emakhazeni Dam
10	Development of historical tourist attraction at the Nzasm Tunnel near Emgwenya
11	Establishment of a Tourism Events Co-ordinating Body
12	Technology based tourism Call Centre System
13	Development of a interactive tourism database
Thrust 2: SMME Development and Support	
1	Investigate alternative funding resources available for SMME's

2	Establish and distribute a database on different funding options available for SMME's
3	Develop database and network of experienced business mentors to support emerging entrepreneurs
4	Development of Mentorship Guest Lodge at Dunkeld Country Estate
5	Develop Business Development Centres in the area
6	Attract and establish SMME support services & offices in the area
7	Develop a SMME information exchange platform at the municipality
8	Develop a database of the number and size of SMME's in the region
Thrust 3: Agriculture Beneficiation, Expansion and Integration	
1	Expand existing maize and grain production
2	Expand existing Soya Beans production
3	Investigate potential for diversification of vegetable and fruit production to supply local needs
4	Expansion of flower production
5	Expansion of forestry
6	Expansion of trout fishing activities for commercial purposes
7	Diversify horticulture in the form of organic farming
8	Diversify existing game farming activities
9	Establish a maize milling cluster
10	Investigate possible value-adding activities to horticulture production
11	Establish a meat processing cluster
12	Establish a bio-diesel processing plant
13	Expansion of existing piggery farming
14	Develop agri-villages in rural areas
15	Support emerging livestock farmers
16	Increase the number of local farmers on the LRAD programme
17	Establish regional farmers Association
Thrust 4:Education and Specialized Training Hub	
1	Develop an international standard secondary school
2	Develop a labour-based training programme in accordance with the tourism SETA
3	Develop a track and long distance athlete sports academy
4	Develop a bicycle riders sports academy
Thrust 5: Big Business	
1	Act as an advisory board to the Executive Mayor on issues of economy and other related matters

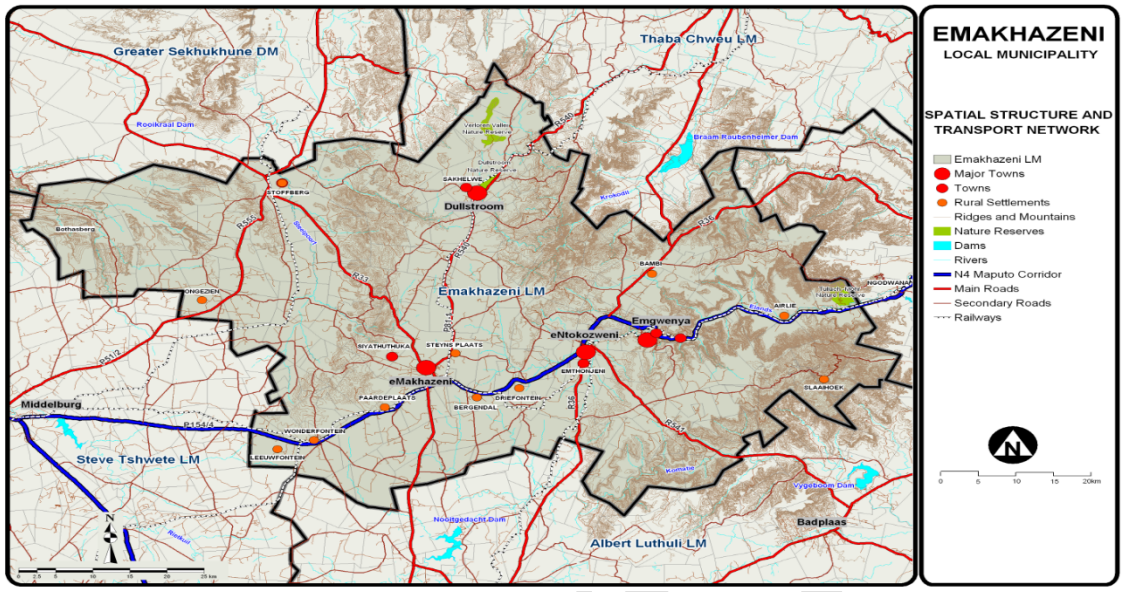
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SECTION FIVE: PROJECT PRIORITISATION AND SPATIAL ALLOCATION

5.1 spatial analysis

The N4 Maputo Corridor which traverses the region from West to East. The R555 from Middelburg and R33 from eMakhazeni which converge at Stoffberg Road in the northwest; are the main connecting roads which form part of the major roads of the municipality.

Spatial Structure and transport network



Source: ELM Spatial Development Framework

Figure above, reflects the Spatial Structure of the eMakhazeni area. The area is a vast rural area with an undulating landscape and high environmental and aesthetical value. Settlements in the area are sparsely distributed with residential densities increasing towards towns in the area as well as rural settlements, such as Wonderfontein, Paardeplaats and Driefontein.

The area is situated on the highest part of the Steenkampsberg Plateau at approximately 2 072 m above sea level, with the Dullstroom station being the highest point in Mpumalanga. The Suikerboschkop koppies are situated in the West of the area. The landscape declines from the plateau towards the escarpment and the Lowveld to the Mozambique Coast in the East.

There are various rivers and watercourses traversing the area, the most prominent of these being the Crocodile River in the north and Komati River in the south. There are also numerous wetlands and sensitive environmental areas associated with these rivers, particularly around Dullstroom. These rivers are also popular for fly-fishing, attracting large number of tourists to the area.

There are four Nature Reserves in the area, namely the Tullach-Mohr Reserve on the eastern boundary of the area, the Dullstroom Nature Reserve situated north of Dullstroom and the Verloren Valley Nature reserve situated in the north of eMakhazeni. Lastly the Ntsinini Nature Reserve situated East of Emgwenya.

Farming is the dominant economic activity in the Emakhazeni area occupying the largest part of the physical area. Small towns have developed throughout the area, which serve as service centres to the agricultural sector. These towns are:

- eMakhazeni and Siyathuthuka;
- Dullstroom and Sakhelwe;
- Entokozweni and Emthonjeni; and
- Waterval-Boven and Emgwenya.

The spatial structure of these towns is typical of towns formed during the apartheid era, where the former white and black areas are physically separated.

The road network and railway lines are defining elements in the spatial structure and the location of town in the area. The major elements in the transport network are:

- P81-1(R540) which connects eMakhazeni and Dullstroom with Lydenburg north of the eMakhazeni area;
- Road R216 which connects Dullstroom and Entokozweni;
- Road R36 linking Entokozweni with Carolina to the southwest;
- R541 linking Entokozweni with Badplaas to the southeast;
- R36 linking Entokozweni and Waterval-Boven with Lydenburg;
- R33 linking eMakhazeni with Ermelo;

The railway line from Gauteng to eMakhazeni. The main line continues to the east, through Nelspruit to the Maputo harbour. From this main line there are two lines going south (one from eMakhazeni and one from Entokozweni), through Ermelo to the Richards Bay harbour. There is also a railway line going north from the Emakhazeni station, running parallel to Road P81-1 through Dullstroom towards Lydenburg.

The Emakhazeni Municipality is therefore linked to many of the major economic centres within the region and the continent. Further the above Spatial Analysis, eMakhazeni Local Municipality has reviewed its Spatial Development Framework and it is summarized later in this document.

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SECTION SIX: GREEN ECONOMY

6. Defining Green Economy

United Nations Environment Programme (UNEP) defines a green economy as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It has low carbon emissions, resource efficient and socially inclusive.
A municipality with 'a green economy' will therefore be characterised by:

- Reduced dependence on fossil fuels.
- Introduction of cleaner fuels and renewable energy.
- Increase in energy and transport efficiency.
- Efficiently managed resources in the pursuit of economically and environmentally sound development.
- Prevent the loss of biodiversity and ecosystem services

6.1 CHALLENGES of Transition to Green Economy in elm

The local economy is dominated by the manufacturing and mining industries as well as a presence of several power stations. All of these manufacturing and power plants are coal-fired, which has significant implications on the carbon footprint of the municipality. The neighbouring municipality has twice the number of mining companies and power stations and therefore contribute further to the degradation of the local environment.

6.2 ALIGNMENT with Policies and Plans

The current municipal strategies as detailed in 2016 / 2017 IDP, 2006 LED (under review) are crafted within the context of the national policies (NDP), provincial (Mpumalanga Economic Growth and Development Strategy) and the district's IDP.
The current review of the LED is a transition to a low carbon emission with the municipality implementing a green policy in its building. The review strategy is identifying environmentally friendly developmental programs:

- Recognition of the importance of conserving the natural environment and water resources;
- Tourism development,
- Promotion of agricultural activities, including protecting the available agricultural land-base, supporting commercial farming and agro- processing.
- Encouraging private investment, including the view of industrial and Big business development as a key growth lever;
- SMME support and development;
- Job creation through CWP and EPWP, especially with regard to environmentally beneficial projects;
- The need for developing the local human resource base;
- The need for an effective and efficient public transport systems that serves both rich and poor;
- Align the legal framework to create a favourable regulatory environment to enable a transition to low carbon emission economy, eg flexible property rates (Municipal Property Rates Act).

6.3 RECOMMENDED Strategies for Transition to Green Economy

The following are the recommended steps and action plans for the implementation of green economic development strategies:

- Safeguard the economic potential of the natural resource base in order to reduce the dependency of the local economy on manufacturing and mining. It is key for the municipality to find a balance when planning land allocation between agriculture and mining. Furthermore, post-mining activities should entail rehabilitating mined areas back to its original state for agricultural use.

- Mine Water Rehabilitation is becoming critical as it provides for the re-use of mine water for industrial purposes. The municipality is a water scarce municipality and this is further aggravated by the acid mine drainage. Some of our exported agricultural products will be affected by this if we use poor water quality. The water reclamation plant establishment jointly with Shanduka aims at rehabilitating the mine contaminated water for re- use by industries. This improves water security and helps reduce the negative impact of mining activities.
- Construction of wetlands is a once off investment that reduces acidity and heavy metal concentrations. Working for Water Program of the Department of Water Affairs aims at preserving wetlands for the purpose of rehabilitating acid water. This is done through the EPWP as managed by Public Works.
- Creating secondary industries out of the mine dumps and rehabilitated mine areas, for example, converting coal waste into briquettes and pellets, cement manufacturing, recycling, etc.
- Improve railway infrastructure and public transportation systems to reduce reliance on road transportation
- Explore alternative energy sources in order to reduce dependency on the use of electricity, coal and biomass by working in partnership with the private sector to implement waste to energy projects (landfill sites, waste water treatment plants).
- Introduce incentives for companies/ industries employing cleaner production systems (wrt waste generation, water usage, energy use, harvesting of rain water).
- Incorporate aspects of the green economy in new developments. (e.g all building plans to be installed with solar power system before approval).

6.4 A SUMMARY OF KEY INDICATORS: TRANSITIONAL STEPS TO GREEN ECONOMY

Recommendations/Outcomes	Proposed Actions	Economic Transition Outcome Indicator
Use the full potential of natural resources	Increase agricultural activities to diversify local economy	Reduce reliance on mining and manufacturing sectors for economic growth
Identify skills gap and promote relevant skills and education	Working with training institutions to train candidates on green economy (waste management)	Developed green economy course at school levels(including FETs) Labour force skilled in green economic initiatives
Improve freight and transport systems	Improved rail infrastructure to increase use of off-road transport mode Lobby Transnet to allow private siding on their rail infrastructure	Reduced emission from trucks and heavy duty vehicles Alternative mode of transport other than road
Improve regulatory measures	Lobby DMR to implement post mining pledges (rehabilitation of mined areas)	Enable the re-use of mined land (agriculture, commercial, tourism attractions)
Establishment of SMMEs	Lobby developmental agencies and sector departments to assist in establishing of SMME in the green economy sector	SMMEs to identify opportunities in waste management, water reclamation, cement manufacturing, briquette making.

SECTION SEVEN: IMPLEMENTATION PLAN

This section presents an implementation plan for the Local Economic Development Strategy. An implementation plan is a management tool designed to illustrate, in detail, the critical steps in developing and starting a project. It is a guide or map that helps program or project staff to be proactive rather than reactive in implementing specific projects or programmes. The strategic clusters mapped out in section seven are only meaningful if broken down into specific programs and projects. Only then can these strategies be effectively implemented. This section therefore identifies projects and sketches out a work plan for these projects. Before this is done, it is important to consider the main development stakeholders. The stakeholders listed below are not exhaustive. The list contains the most strategic, and man stakeholders who are central to Local Economic Development in Nkangala District. These stakeholders will be useful to engage, for the purpose of partnerships around LED. They are the following:

7.1 MAIN Development Stakeholders

7.1.1 Land Bank

Land Bank is a specialist agricultural bank guided by a government mandate to provide financial services to the commercial farming sector and to agri-business, as well as avail new, appropriately designed financial products that would facilitate access to finance by new entrants to agriculture from historically disadvantaged backgrounds.

The objective of Land Bank is:

- To develop and provide appropriate products for commercial and development clients.
- To leverage private sector investment into the agricultural sector. To develop partnerships with intermediaries for on lending.
- To develop techniques for financing high-risk agriculture and new business areas.
- To support programmes of the Ministry of Land Affairs and Agriculture by aligning the Bank's products with these programmes.
- To contribute to rural development by linking up with government structures and activities.

The Land Bank can actively contribute in partnerships which relate to Land Redistribution for Agricultural Development (LRAD), Agricultural Sector Plan development and the government's Integrated Sustainable Rural Development Strategy (ISRDS). As a development finance Institution, the Bank also provides support to farmers who contribute towards development without focusing exclusively on profits. The contact details of Land Bank offices closest to Nkangala District Municipality are as follows:

ERMELO	NELSPRUIT
29 De Clercq Street	16 Ferreira Street
Ermelo; 2350	Nelspruit, 1200

Tel: (017) 811 0800	Tel: (013) 754 2400
Fax: (017) 811 6553	Fax: (013) 752 6134

7.1.2 Small Enterprise Development Agency (SEDA)

SEDA was established in December 2004 as an agency under the Department of Trade and Industry. The establishment was done by merging three organisations; Ntsika Enterprise Promotion Agency, National Manufacturing Advisory Centre (NAMAC) and the Community Public Private Partnership Programme (CPPP). The objectives of the Small Enterprise Development Agency is to:

- Design and implement development support programmes
- Promote a service delivery network that will increase the contribution of small enterprises to the South African Economy and promote economic growth, job creation and equity
- Strengthen the capacity of service providers
- Strengthen the capacity of small enterprises to compete domestically and internationally

SEDA's specific functions are to:

- Implement government policy for small enterprise development
- Design, develop and implement small enterprise development support programmes
- Facilitate access to non 'financial resources
- Facilitate market access
- Foster partnerships
- Develop service delivery network
- Minister can extend services provided by SEDA to include financial services

An important aspect of the Agency is the technology programme. The GODISA Trust and the Technology Programmes were integrated into SEDA in April 2006, becoming SEDA Technology Programme (STP).

The overall purpose of the STP is to stimulate SMME's and cooperatives in creating a new paradigm of Quality & Excellence, so that enterprises are able to compete and benchmark themselves with the best in the global arena. This is achieved through three dimensional **approaches.**

(a) Development: The unit provides well designed, researched and tested support programmes on Quality and Excellence methodologies. This is achieved through workshops for the awareness of Quality principles, trainings that are designed to introduce the enterprises to local and international standards. Publications that are well package to inform and expose all stakeholders to global competitiveness trends.

(b) Competitiveness: Enterprises are encouraged to apply and implement Quality management systems to have an edge in the market. Different Quality systems are provided that suits small enterprises of all sectors. Enterprises by using Quality principles will be able to understand and be able to compete anywhere in the world.

(c) Sustainability: In order to remain in business the enterprises needs to continuously improve. Reviews, assessments and evaluation of processes, procedures and policies have to be an ongoing exercise. Monitoring of organizational strategic objectives needs to be measured in meeting customer's expectations.

The specific role of the STP is to:

- Promote the importance of quality and Standards as key drivers of South Africa's competitiveness;
- Enhance the quality & standard of products and services produced by South African entrepreneurs for export markets through providing advice and technical support;
- Develop technical skills needed to create a broader understanding of national and international compliance standards;
- Provide systems support to South African firms to upgrade their industrial capabilities through standards and Quality assurance with a key focus on Small Medium & Micro Enterprises;
- Provide conformity assessment support to Small Businesses in South Africa and helping them to overcome technical barriers to trade

The contact details of the offices which could serve Nkangala District are as follows:

SEDA NKANGALA BRANCH
Witbank, Mpumalanga
23 Cnr Botha Ave & Rhodes Str, Hi-Tech House, Witbank, 1035
PO Box 1494, Witbank, 1035
Landline: (013) 655 6970
Fax Number: (013) 655 6986
E-Mail: sndwandwe@seda.org.za

7.1.3. Shanduka Black Umbrellas

Shanduka Black Umbrellas is a non-profit enterprise development incubation organisation partnering with the private sector, government and civil society to address the low levels of entrepreneurship and high failure rate of black owned emerging businesses in South Africa. The programme focuses on promoting entrepreneurship as a desirable economic path, and nurturing 100% black-owned businesses in the critical first three years of their existence through the provision of nationwide incubators.

Shanduka Black Umbrellas is also a multi-stakeholder collaboration programme with the purpose of achieving economic and social change through action, inspiration and support. In order to create a sustainable programme to harness and strengthen South Africa's black entrepreneurs, Shanduka Black Umbrellas works through a platform of co-operation between civil society, the private sector and government so that the correct resources, skills development, mentoring and access to markets are in place to support development at all levels.

This is done by providing a structured and subsidised programme, using a national footprint of business incubation offices. Clients are afforded the expertise, office infrastructure and resources over a 3 year period to create the important foundations to achieve sustainable businesses. After three years incubation, businesses are expected to graduate and become owners of independent and viable businesses. This programme links big business to smaller suppliers thus increasing the economic opportunities that arise out of enterprise development.

7.1.4 Small Enterprise Finance Agency

Small Enterprise Finance Agency (SOC) Ltd commonly known as SEFA was established on 1st April 2012 as a result of the merger of South African Micro Apex Fund, Khula Enterprise Finance Ltd and the small business activities of IDC. SEFA's mandate is to foster the establishment, survival and growth of SMMEs and contribute towards poverty alleviation and job creation. SEFA has a regional footprint of 9 offices around the country.

SEFA offers Direct Lending Products to emerging enterprises.

Direct Lending Products are loans provided to Small and Medium sized Enterprises as well as co-operatives operating in all sectors of the economy. The facilities range from a minimum of R50 000 to a maximum of R5 million.

To Cooperatives, SEFA provides the following loan products:

Start-up loans	Loans offered through Direct-Lending to survivalist non-financial co-operatives for working capital e.g. for small orders from government departments, municipalities and private sector.
Business Loans	Loans offered through Direct Lending to all types of co-operatives for funding enterprise projects e.g. purchasing production machinery etc. and working capital.
On-Lending loans	Loans offered through Wholesale Lending to Financial Co-operatives and Co-operative Banks to on-lend to their members.

On institutional strengthening, SEFA provides the following institutional support:

- R500, 000 grant for Financial Co-operatives start-ups aimed at subsiding operational costs. The following expenditure items are excluded:

-Furniture;

-Rental; and

-Stipends.

- Mentorship is provided to non-Financial Co-operatives. This is an indirect expenditure as it is paid directly to the Mentor.

The nearest SEFA office is contactable on the following address:

Unit U5, Nelcity Centre
Cnr Paul Kruger & Samora Machel Drive,
Nelspruit, 1200
Tel: 013 755 3923
Fax: 013 755 5086

7.1.5 Mpumalanga Agri-Skills Development and Training (MASD&T)

MASD&T was established in 2005 with the mandate to promote sustainable agricultural empowerment, development and entrepreneurship of primarily previously disadvantaged individuals and communities.

The organization takes into account that Mpumalanga is largely rural, and previously disadvantaged individuals lack basic factors of production such as land, machinery and capital. As such, the organization aims to develop people and skills, through funding of viable agricultural enterprises and development of people's capacity by means of business advice, counselling, training and access to markets. The critical objectives of the MASD&T are to:

(a) Create sustainable small agricultural enterprises and to lower the risk for financiers, thereby making funding more accessible.

(b) Alleviate poverty through the creation of job opportunities, uplift social structures and finally, bridge the gap between communities and government policies.

The organization is contactable on:

Agricultural capacity building
Nelspruit, Mpumalanga
Tel: (013) 754 1144
Fax: (013) 755 4028
www.masdt.co.za

7.1.6 Mpumalanga Stainless Steel Initiative (MSI)

The Mpumalanga Stainless Initiative (MSI) is situated in Middelburg, and it provides entrepreneurs from previously disadvantaged backgrounds the opportunity to enter the stainless steel industry. The MSI aims to create an environment where new and emerging enterprises are able to set-up business, and with professional support and development, become sustainable on the long term.

The South African stainless steel industry has experienced a steady annual growth over the past few years, except that access to world-class manufacturing capacity and working capital is a major challenge for new SMME's. The MSI therefore provides a range of infrastructure and facilities, similar to those found in well-established businesses, at extremely affordable rentals to the participating entrepreneurs. MSI's support also includes qualified expert personnel who are able to guide the emerging enterprise effectively to ensure a high rate of success. In addition, emerging enterprises are able to utilise equipment at the MSI that enable them to manufacture quality products without expensive investment into equipment and infrastructure.

One of the critical success factors identified by the MSI, is the ability to assist the enterprises in the marketing and promotion of their products. Few South Africans who enter the manufacturing field, have the necessary skills or experience to market and administer their enterprise over and above the manufacturing of their products. The typical emerging entrepreneur is enthusiastic, but lacks the multi-faceted experience to be the worker, manager, marketer and accountant all in one.

The MSI therefore offer a range of administrative and accounting assistance is also offered to the enterprise, as well as regular training in a variety of facets of business.

- Serviced floor space
- Relevant machinery and equipment in a centralised workshop
- Provision of know-how and technical expertise
- Skills training
- Support and guidance in business management, marketing and financial management
- Establishment of export markets

The most challenging aspect of this programme is the identification of viable products, which could be manufactured by the SMME's. However, a whole range of marketable products have already been identified and marketed, and includes the following:

- Corporate Gifts
- Furniture and Household products
- Braai Accessories

- Office and Industrial Equipment
- Enclosures & Security Fences
- Signs and Boards
- Catering and Health Equipment

This initiative is useful especially as far as the manufacturing industry in Nkangala is concerned. The contacts for the MSI are as follows:

The Mpumalanga Stainless Initiative
Tel: (013) 246-1528
Fax: (013) 246-1641
Website: www.mpstainless.co.za

7.1.7 The Mpumalanga Economic Growth Agency (MEGA)

The Mpumalanga Economic Growth Agency was formed on the 1st April 2010 by merging the old Mpumalanga Economic Growth Agency, Mpumalanga Housing Finance Company and Mpumalanga Agricultural Development Corporation.

MEGA's main objective is to provide integrated economic growth solutions in support of sustainable development contributing to economic development in Mpumalanga Province.

In terms of Section 3(1) of the Act, the mandate of the new MEGA is:

- To provide funding in respect of property development including the granting of housing loans as well as in respect of approved enterprise and agricultural development focusing primarily on previously disadvantaged individuals within the Province.
- To focus on project management, development and management of immovable property; and
- To promote foreign trade and investment so as to ensure enterprise and agricultural development that will significantly contribute to economic growth and development within the Province with specific emphasis on BEE.

The services offered on enterprise development are;

(i) Loan funding, through term loans of between R10 000 and R1 million

(ii) Bridging finance, linked to an existing contract

(iii) Facilitation of mentorship to funded enterprises

(iv) Development of co-operatives

(v) Development of strategic partnerships with e.g. the IDC, Seda and the Umsobomvu Youth Fund.

Enterprises must fulfil the following criteria for support.

Applicants must comply with a number of qualifying criteria.

- Enterprising individuals who are 18 years and older, preferably from a historically disadvantaged background, are considered.
- The business must be located in the Mpumalanga province.
- The business must be registered as a close corporation or (Pty) Ltd co-operative.
- It is recommended that applicants should fall within the priority sectors.
- The applicant must operate the business on a full-time basis. Where the business is owned by more than one shareholder, one member must be involved in the business in a full-time capacity.
- The business must have a BEE shareholding of at least 26.1%.

There are two offices in Nkangala District: Middelberg as well as in Siyabuswa.

Contacts: Middelberg office
Street Address: 333 Prestige Street
Ekandustria, Nkangala
Tel: +27 13 933 3421
Fax: +27 13 933 3009
Contacts: Siyabuswa Office
Bruin Street, Siyabuswa. Fax: +27 13 973 1049
Telefax: +27 13 973 1049

7.2 Implementation Guideline

7.2.1 GUIDELINES TO ENABLE LED IMPLEMENTATION

In addition to providing guidelines to assist in the implementation of the identified opportunities, this section also provides guidelines on the steps that need to be taken in order to enable the implementation of the identified opportunities. These steps have been informed by the preceding sections and are presented in Figure below.



These steps are the initial actions that would need to be taken. Each of the above mentioned steps are briefly discussed below:

7.2.1.1Strengthen LED Unit

This relates to creating a more efficient and effective LED institutional structure. The steps to improving this unit have been highlighted in section 5 of this report and therefore the following would need to be ensured:

- Sign a memorandum of understanding between the local municipality and other support structures
- Implement the project by using social networking sites to communicate more frequently to local stakeholders,
- Restructure the LED unit whilst trying to minimize potential costs in so far as possible
- Amend recruitment policies and practice in order to allow for the identification of the most suitable candidates for the job
- Ensure that the existing LED unit members have the required level and skill to enable them to effectively carry out their stated mandates

7.2.1.2 Create more informed/educated local residents

Residents within local communities have varied and sometimes misinformed information regarding the functioning of government and particularly local governments‟ role in LED. It is understood that steps (workshops) had been previously being implemented in order to address this issue. Such steps should continue as it had been indicated that attendance at these workshops was not very high.

7.2.1.3 Inform residents about the potential opportunities.

One of the key factors to ensuring the implementation of the LED Strategy is to ensure that local stakeholders buy-in into the strategy and will look to implement the identified opportunities. As a result these stakeholders would need to be aware of the LED Strategy and the main opportunities identified within the strategy. Furthermore, the local municipality can also be made of the potential opportunities within the local municipality (as indicated by the LED Strategy and other sources) through the compilation of a trade leads brochure.

Implement the investor attraction plan In addition to informing local residents about the opportunities within the local municipal area, other potential investors from outside the local municipal area would also need to be approached. These investors should be approached in line with the recommendations provided in section 8 of this report.

7.2.1.4 Creation of an enabling environment

A key requirement in the implementation of the LED Strategy would be to ensure that an enabling environment is created for business development. Many of the public sector projects seek to create this environment.

The provision of basic services is a key element to create an enabling environment. According to the 2015-2016 IDP, a number of challenges have been identified which relate to basic services, these include inter alia, the following:

- Backlogs in the provision of infrastructure, this relates to water and roads,
- Power supply and reliability, and
- Access to basic household and community services.

Whilst the LED unit cannot provide basic services within the local municipal area, as this is not its mandate, it could support and lobby for the provision of basic services. The support that the local municipality can provide would be to identify areas in need of the relevant services/infrastructure through consultations with stakeholders and approach the relevant institution/department to assist in mitigating the problem.

7.3 GENERAL GUIDELINES

This sub-section indicates the general guidelines that are applicable to the opportunities identified. Seven general guidelines have been identified and are briefly discussed below.

Projects have been prioritised using the project prioritisation model. These prioritised projects need to be confirmed as a high priority project by the local municipality and its stakeholders. Once this step has been conducted the next step would be to integrate the LED Strategy projects into the IDP.

This is necessary due to the following:

- Municipal funds can therefore be allocated to some of the projects
- External stakeholders (for example mines) use the IDP to inform their SLP and corporate social responsibility initiatives. If the LED projects are included in the IDP all stakeholders will be working towards a common goal rather than working individually.

Step 2: Finalisation of location

After examining the SDF for the local municipality a spatial allocation/component had been provided for the projects. This assists in indicating the potential location for the projects. This however, does not indicate the exact site in which the projects are to be located. The final identification of the location for the projects should occur by communicating with the spatial planning unit within the municipality and through communication with the local stakeholders.

Step 3: Pre-feasibility and feasibility study

The LED projects have been identified through a number of processes which includes the identification of gaps within the value-chain, improving on existing strengths, working and supporting stakeholder initiatives and so forth. The processes assisted in partially examining the feasibility of the projects, however before the projects are implemented, an in depth analysis of the feasibility of the projects is required. As a result a pre-feasibility and/or a feasibility study will need to be conducted.

A pre-feasibility study is generally required for some of the larger projects identified. The purpose of this study will be to determine if there is a sufficient basis to conduct a feasibility study. A pre-feasibility study should be conducted if there is limited information regarding the projects and if conducting a feasibility study would be too expensive.

On the other hand a feasibility study relates to an in depth analysis of the proposed project. The key objective of a feasibility study is to provide investors with information regarding the viability of the project. It should indicate if the projects anticipated return. This return on investment should be informed by the market demand and supply. The key elements that should be contained within the feasibility study include the following:

- location analysis
- technical processes and requirements
- financial analysis
- ownership
- organisational structure

- risks and opportunities

In summary a feasibility study should provide a detailed analysis of the viability of the project and it should serve as a justification for moving forward with the implementation of the proposed project. This step assist in managing the risks associated with project implementation.

Step 4: Identification of partnerships

This step relates to the identification of partners and beneficiaries who will eventually be solely responsible for the project if it is a private sector project. For example, the municipality may have been involved in conducting research on the viability/feasibility of establishing a stainless steel manufacturing plant within the local municipal area but it would need to identify partners/potential investors who would actually manage the business.

If the project is a public sector project the municipality will establish partnerships with various organisations that could support and enable the development of the project. An example of this would be the development of a skills programme within the local municipality, in which institutions involved in training programmes will be approached. Establishing partnerships for public sector projects will not only increase the resources available to the LED unit, but it would also assist in mitigating the challenges associated with the institutional structure.

Step 5: Development of business plans

In order to enable a clear understanding of the steps that will be involved in the establishment and operation of the business, a business plan needs to be formulated. A business plan is also generally a key requirement for banks and funders and is thus a key document if external funding is required. The business plan should be informed by the feasibility study that may have been compiled. The key elements which should be included in the business plan are the following:

- Description of the Proposed Project
- Background Information about the Location and Beneficiaries
- Market Strategy
- Management and Human Resources
- Operation Plan
- Expected Effect of the Proposed Project
- Strategic Implementation Timeline
- Potential Risks
- Summary
- Monitoring and Evaluation Plan
- Financials

In summary the business plan should serve as the principal source of guidance regarding the implementation of a project and should assist in obtaining the relevant external funds for business development.

Step 6: Funding and other support

One of the pitfalls of most projects is obtaining the necessary funding and support to implement the projects. There are however a number of institutions/structures that could assist with the implementation process. Awareness regarding these institutions is however limited. Some of the institutions that assist in the funding process are listed in section 7.1 above.

IMPLEMENTATION PLAN AND SCHEDULE TABLE OF THE PROJECTS IDENTIFIED

TABLE 49: **IMPLEMENTATION PLAN AND SCHEDULE**

PROJECTS	ESTIMATED BUDGET	MAIN STAKEHOLDERS	TIMELINE				
			2015	2016	2017	2018	2019

LED Strategy	R750 000	NDM					
LED Forum	R20 000	ELM					
Workshop on accessing funding by SMMEs & Cooperatives	Not yet confirmed	ELM					
Business plan & feasibility study for small scale mining	Not yet confirmed	NDM.ELM					
Business plan & feasibility study for the Sawmill plant	Not yet confirmed	NDM,ELM					
Business plan & feasibility study for a shopping mall in Emakhazeni	Not yet confirmed	NDM,ELM					
Renovation of the visitor centre (arts & craft) at the Zasm tunnel	Not yet confirmed	NDM,ELM					
Establish Multi-Purpose Community Centres	R 3 Million Per unit	NDM; EMKLM					
Construction of a Catalytic Converter	R 290 Million	DTI;					
Develop strategy for procurement of land close to existing economic development zones	R200,000 in each local municipality	NDM; ELM					
Implement Highland Gates and Estate Development	R 150 Million	PPP					
Initiate registration of potential Housing beneficiaries and publish a notice list in the local newspapers	In house	NDM; ELM					
Renovate and renew unused buildings and use them as incentives for foreign businesses	R 1.2 million	DPW; NDM; ELM					
Set up cereal milling factories	R 5 million per factory	DTI; NDM; ELM					
Establish at least 3 Leather tanning factories	R 5 Million per unit	DTI;					
Establish at least 2 saw milling factories	R 10 Million per unit	DTI;					
Establish a paper processing industry	R 30 Million	DTI;					
Set up at least 2 fruit processing industries	R 2 Million per industry	DTI; DoA;					
Develop Mining Value Chain development strategy	R 1.5 Million	DMR; NDM;DTI;					
Establish smelting and refinery factory	R 20 Million	DMR; NDM; DTI;					
Establish of a Jewellery manufacturing factory	R 10 Million	DMR; NDM; DTI					
Establishment of a metal fabrication initiative	R 5 million	DTI; DMR; NDM					
Monitor the rehabilitation of mines	In house	NDM					
Establish a mining sector working group	In house	NDM					

Create a database for all manufacturing and Agriculture SMMES	In house	NDM; ELM					
Simplify registration procedures for SMMES	In house	NDM; ELM					
Establish Business Incubators for manufacturing (1) and agriculture (1) SMMEs	R 10 million per incubator	DEDET;					
Establishment of Manufacturing and Agriculture Cooperatives	In house	DoA;					
Conduct annual customer satisfaction surveys	R 1.5 Million annually	NDM; CoGTA					
Conduct Bi-annual Business Confidence Index surveys	R 600 ,000 per survey	NDM; CoGTA; DTI					
Conduct annual impact study on LED projects	R 1.2 Million	NDM					
Conduct an annual socio-economic impact assessment on all Social Labor Plans	R 300,000	NDM					
Conduct a feasibility study on the establishment of industrial hubs	R 250 000	NDM; MEGA; ELM					
Conduct a Value Chain assessment on wool production and implement recommendations	R700,000	NDM; ELM					
Development a Marketing strategy for ELM	R 400 000	DEDET; NDM					
Develop an Investment Promotion Strategy	R 1 Million	DTI; DEDET; MEGA					
Put up signages to all tourism sites	R 350 000	NDM; DEDET					
Establish Tourism Information desk in ELM	LMs	NDM; ELM					
Compile a guide book to tourism in ELM	R 500,000	NDM; DEDET, ELM					
Zone all tourism sites in the District	R 200 000 Million	NDM; DEDET; MEGA					
Revive Local Tourism and Regional Tourism Associations	In house	NDM; ELM					
Provide on-going Training on business development among the LED staff	R 150,000 Annually	SEDA; NDM					
Facilitate establishment of cooperatives based greenhouse tunnels	R 30,000 per tunnel	NDM; DRDLR; ELM					
Establish waste collection and separation initiatives	R 500 000	DTI; NDM; CoGTA; ELM					
Develop a forest management strategy	R 170 000	NDM; DEDET					
Develop a commonage farms policy	R 170 000	DoA; NDM;ELM					
Implement the Land Use Management MoU	In house	DM's; ELM					
Implement the District Land Tenure Strategy	In house	NDM's; ELM					
Compile and review an annual database of land claims	In house	NDM; DRDLR; ELM					

Create a database of all micro-credit bodies in the province and in the District	In house	NDM					
Facilitate bi-annual forums where SMMES interact with Micro-finance stakeholders	R 200,000	SEDA; NDM					
Conduct skills audit across the municipality for both formal and informal businesses	R 300,000	NDM;ELM; CoGTA;					
Establish bi-monthly mentorship forums	R 200,000	SEDA; NDM;					
Organize SMMEs and train them on business management skills and innovations	R 500 000	SEDA; NDM					
Review property rates in favour of business growth	In house	NDM; ELM					
Liaise with local municipalities to provide reasonable rebates for businesses	In house	NDM; ELM					
Provide long term land leases for investors	In house	DRDLR; ELM					
Assess red tapes and impact on businesses	In house	NDM; ELM					
Establish a one stop shop for business information and registration	In house	NDM; ELM					
Facilitate establishment of at least two Car wash businesses in each Local Municipality	R 150,000 per business	NDM; ELM; Private Sector					
Facilitate establishment of at least two Shisa Nyama businesses in each Local Municipality	R 300,000 per business	NDM; ELM; Private Sector					

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SECTION EIGHT: MONITORING AND EVALUATION

In order for the municipality to effectively plan and implement this LED Strategy, the following should be developed:

- Approval of the LED Strategy and terms of reference for the establishment of the LED Forum
- Appointment of LED Advisors.
- Establishment of the LED Forum.
- The priority projects and development facilitation focus areas, prioritised through stakeholder consultation and through the use of a project prioritisation matrix required for the 5-year period of the strategy.
- Implementation plan of the strategy along with actions plans, timeframes, financial and other resource requirements, for example a spatial plan framework aligned to the LED process.
- An effective monitoring and evaluation system in order to assist the LED unit in tracking the progress with regards to economic development.
- Align the LED Strategy to internal policies, budget processes and risk strategies.
- Establish an LED Forum to monitor the implementation of the LED Strategy, aligning it to economic trends and development.
- Improve the capacity of the LED unit to effectively implement the strategy.
- Establishment of a partnership model with other key stakeholders (both private and sector institutions).

8.1 Framework of roles

Economic Cluster Department	Macroeconomic policy development, legislative and regulatory frameworks and support
COGTA and SALGA	Strategy development, national coordination and support, monitoring and evaluation
Province MPG	Strategy development, national and provincial coordination and support, monitoring and evaluation
Distric Nkangala	District and local coordination and implementation support
Local Government Emakhazeni LM	Coordination and strategy implementation
Private Sector	Financial, information, training, technical support and partnerships

8.2 RECOMMENDATIONS

Local Economic Development is an important instrument that will assist in the expansion of economic growth to any local municipality. In order for eMakhazeni Local Municipality to grow economically there is need to have a clear and effective LED management structure so that there is effective communication as well as clear distribution of roles thus a clear chain of command.

For eMakhazeni Local Municipality to have an effective LED there is need to implement the proposed projects such as the establishment of at least two Shisa Nyama businesses in the local municipality this will contribute in an increase in the local income since most individuals will be using their local shisa nyama.

As the population of eMakhazeni local municipality is continually increasing according to global insights statistics, there is need to have projects that will assist in reduction of poverty and inequality rate and that can promote local economic development for instance there is need to promote the expansion of all the economic sectors for instance the establishment of Manufacturing and Agriculture Cooperatives (SMMEs),

this will assist in the creation of job opportunities thus reducing unemployment rate, this will in turn be beneficial in achieving the objectives of the National Development Plan (NDP).
In order to effectively support the SMMEs there is need to establish a national network of local services centre (LSCs) which will be responsible accessing and providing critical skills training as well as providing on site hand holding for the development of larger and more sustainable businesses in the local Municipality.
There is need to encourage youth engagement in the development of the local municipality as the youths are the leaders and heirs to all economic endowments of tomorrow.

8.3 CONCLUSION

The LED Strategy is reviewed in order to effectively and successfully create an economic framework within which broader sectoral opportunities will be identified, prioritized and implemented.
It aims at translating the IDP into economic principles and strategies for further implementation. It has to be continuously aligned with ever changing economic trends.
It finds its context within the framework as created and provided for by other spheres of government.

11.5 INTERGRATED WASTE MANAGEMENT PLAN

The municipality has revised the Integrated Waste Management Plan, below is the executive summary of the draft IWMP:

Executive summary

This is the review of the Emakhazeni Local Municipality IWMP, it has been done in collaboration with National Department of Environmental Affairs (DEA), and it has been reviewed using the DEA IWMP portal.

The following provides a summary of the status and recommendations made for the various waste management aspects in the Emakhazeni Local Municipality:

Waste Disposal infrastructure

The Emakhazeni Local Municipality has four operational solid waste landfill sites, those are: Belfast, Dullstroom, Waterval Boven and Machadodorp, and one closed landfill site: Old Belfast landfill site. All the landfill sites have got waste disposal licence. Although, Machadodorp waste disposal site has been issued with a closure permit.

The Emakhazeni Local Municipality's landfill sites are generally not well operated and should be upgraded and the operations be improved to comply with landfill licence.

In the case of the Machadodorp landfill site, the site should be upgraded by establishing ablution facilities and the guard house. The operations should be improved (until closure) by controlling access, filling all voids and regularly compacting and covering the waste. A new site for Machadodorp must be identified, licensed and constructed. Once the new site has been constructed, the old site should be properly closed and rehabilitated in accordance with the Minimum Requirements for Closure, Rehabilitation and End-Use.

In the case of the Belfast landfill site, construction of working cells is almost finished and the site has all the required facilities as per the licence condition, i.e established guard house with ablution facility. The operation of the site should be improved by regularly compacting and covering the waste to ensure compliance with the licence conditions and the Minimum Requirements. The old landfill site should be properly closed and rehabilitated in accordance with the Minimum Requirements for Closure, Rehabilitation and End-Use.

In the case of the Dullstroom landfill site, the site should be upgraded by equipping the guard house with an ablution facility, improving the operations in accordance with the landfill site licence and the Minimum Requirements (by controlling access, recording incoming waste volumes, regularly compacting and covering waste and operating the site in general in accordance with a proper operational plan).

The Waterval Boven landfill site should be upgraded by establishing an ablution facility, and improve operations by controlling access, regular compacting and covering the waste (prevent burning) and upgrading the site development by establishing proper disposal cells with storm water management controls.

The municipality has the service provider who is responsible for management of all the landfill sites within Emakhazeni Local Municipality.

Waste collection infrastructure
The Emakhazeni Municipality does not have sufficient equipment to deliver an effective service in the existing municipal area. The Municipality is however experiencing a problem with the age and dependability of some of the current waste collection vehicles. 35% of the vehicles are older than 14 years and generally needs repairs to keep it running. The replacement of the old waste collection vehicles is therefore a definite need of the Municipality. Although, one brand new compactor truck was purchased in February 2019 to assist with refuse collection in Machadodorp Unit. However, with the proposed inclusion of the new developments in the municipal area and the extension of services to the un-serviced areas couple with frequent breakdown of the current waste management fleet, the following additional waste collection vehicles will have to be purchased as well:

- 2 x REL Compactor truck
- 4 x tractor with trailer systems

The compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

Financial Resources
The payment of services in certain areas of the Municipality is low due to various reasons. A pre-paid system should be investigated to be implemented where non-payment of fees is present. It is also recommended that a detail financial investigation be done by the Municipality to investigate the most cost effective and efficient service delivery mechanism.
Objectives of the IWMP

- As part of the 3rd generation deliverables, the recommendations from the MSA section 78 study, which includes projects such as development of composting plants, waste tariff model and separation at source, will be implemented.
- The development of the landfill site, waste transfer stations, recycling facilities and drop–off facilities is some of the capital projects that will be implemented over the next 5 years to maximize landfill site airspace.

More emphasis will be placed on the provision of basic waste management services, including informal areas and backyarders.

Challenges
As much as the municipality is striving to provide 100% of households with access to waste collection services, there are still challenges experienced with the provision of waste collection services to informal and yard dwellers due to inaccessible roads by compactor trucks. This ultimately contributes to challenges such as increased illegal dumping of waste.

To improve the current situation, the Municipality can also deploy additional skips or bulk bins at strategic locations across the towns and settlements to minimize illegal dumping. The Municipality can also introduce adopt a spot programme that will aim to prevent illegal dumping within their specific area.

Illegal dumping areas should be cleared and the waste taken to the relevant town's disposal site. The Municipality should launch clean-up campaigns to assist with clean-up operations. Skips should be placed in "illegally dumping hot spot areas", as well as notice boards to try and prevent further illegal dumping in these areas once cleaned. Waste management by-laws must be promulgated and penalties associated with illegal dumping of waste must be strengthened to deal with illegal dumping within the municipality.

Waste characterization
Emakhazeni Local Municipality, Nkangala District Municipality, Department of Agriculture Rural Development Land and Environmental Affairs, Department of Environmental Affairs, CWP and recyclers, completed a waste characterization study at Belfast landfill site. The study was conducted in November 2019 and is representative of waste generated at Emakhazeni Local Municipality. The samples were taken from refuse bags that were put out for collection. The main categories for the results are split into organics, recyclables and non-recyclables.
The combined results of the characterization study are shown below. The results are shown below and used for the purpose of IWMP.

WASTE STREAM	PERCENTAGE
PAPER AND CARDBOARD	9%
GLASS	10%
METAL	1%
PLASTICS	15%
POLYSTERENE	3%
OTHER PLASTIC	1%
TEXTILE	0%
FOOD WASTE	26%
GARDEN WASTE	0%
GENERAL ASH	0%
MIXED ORGANICS	0%
E-WASTE	0%
MIXED GENERAL CONTAMINATED	29%
SANITARY WASTE	7%
Total	100%

Waste quantities

The Emakhazeni Local Municipality's landfill sites do not have weighbridge for estimation of the waste quantities sent to the landfill sites. The landfill site's official uses volume estimates to determine the amount of waste disposed at the landfill sites. Volume estimate for all the landfill sites of Emakhazeni yield a total of 11 981 300, 52 tones of waste per annum before measured diversion. This total would then be the best estimates of waste generated in the Emakhazeni Local Municipality area.

Waste Minimization
A recycling initiative with Petco Recycling has already been started with residents of Emgwenya. However, the Municipality is currently not offering any recycling incentives. The feasibility of establishing recycling, buy-back centers and composting facilities across all the units should be investigated. An Environmental Committee will be established in each town to focus on recycling and separation of waste. The Municipality should promote the above initiatives.

General
The Municipality has registered all its functioning landfill sites with SAWIS, currently the municipality do report the waste data collected and disposed in all the landfill sites started with the waste record of January 2019 to SAWIS. A Waste Information System should be always updated. The aim of this information system will be to provide all the necessary detail information pertaining to waste management i.e. permit/licence status of disposal facilities, volumes disposed off, condition of the landfills/transfer station, number and type of equipment, date of purchase, operating and maintenance cost, replacement date, type of service, number of service points (domestic, commercial and industrial), the number of personnel involved, etc. Decisions concerning new equipment or services can then be made based on accurate information provided by the above system. Awareness campaigns should be implemented to educate the communities on responsible waste management.

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Monitoring and review

The IWMP and its implementation must be regularly reviewed and updated. The IWMP will be monitored quarterly through the solid waste management SDBIP and reviewed annually through the annual business plans.

11.6 WATER SERVICES DEVELOPMENT PLAN (WSDP)

The water services developmental plan is a five-year plan in line with Section 12 of the Water Services Act 108 of 1997.

The municipality's as a water authority has developed a WSDP which was approved by Council in 2014, the municipality needs to review the WSDP in 2019/20 financial year.

Due to the voluminous nature of the document, it is contained under a separate cover.

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CHAPTER 12.SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The table below indicates the municipal institutional service delivery and budget implementation plan for the 2022/23:

EMAKHAZENI LOCAL MUNICIPALITY

DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2022/23 FINANCIAL YEAR

1. EXECUTIVE SUMMERY

The Emakhazeni Local Municipality presents its 2021/2022 Service Delivery and Budget Implementation Plan (SDBIP) which gives effect to the reviewed Integrated Development Plan (IDP) approved on the 27th May 2021 and budget that was adopted by Council on the 27th May 2021.

The SDBIP is legislated in terms of the Municipal Financial Management Act 56 of 2003 (MFMA) to give effect to the IDP and Budget of the Municipality. Section 53(1) (c) (ii) of the municipality's service delivery and budget implementation plan is approved by the Mayor within 28 days after approval of the budget".

The Service Delivery and Budget Implementation Plan is a management, implementation and monitoring tool that will assist the Mayor, Councillors as well as the Community in understanding what has been planned as well as the progress that is being made. The Performance Agreements signed by the Municipal Manager and Managers accountable to the Municipal Manager will assist in ensuring the implementation of the SDBIP.

The SDBIP can be accessed in:

- The Municipal Website (www.emakhazeni.gov.za)
- Municipal Offices (Dullstroom, Emakhazeni, Emgwenya and Entokozweni)
- Community Libraries

2. PURPOSE OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The purpose of SDBIP is to:

- Give effect to the Integrated Development Plan (IDP) and the Budget of the municipality.
- It also provides the vital link between the Mayor, Council and the administration, and facilitates the process for holding management accountable for its performance.
- It enables the Municipal Manager to monitor the performance of Senior Managers, the mayor to monitor the performance of the Municipal Manager, and for the community to monitor the municipality.
- Should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers of every financial year and approved by the mayor.

The SDBIP will also ensure that appropriate information is circulated internally and externally to inform all stakeholders/partners on progress in terms of municipal service delivery. The Service Delivery and Budget Implementation Plan (SDBIP) aims to illustrate how the adopted IDP and budget for the 2021/2022 financial year are aligned and how it will be implemented.

3. KEY PERFORMANCE AREAS

- KPA 1 – Service Delivery and Infrastructure Development
- KPA 2 – Local Economic Development
- KPA 3 – Financial Viability
- KPA 4 – Good Governance and Public Participation
- KPA 5 - Institutional Development and Transformation
- KPA 6 – Spatial Rationale

4. MUNICIPAL STRATEGIC GOALS

The municipality's strategic goals, which are aimed at achieving the municipal vision and mission, are as follows:

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	PRIORITY AREA
Basic Service Delivery and infrastructure development	To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment	23. Water and Sanitation 24. Electricity Supply 25. Roads and storm-water 26. Environmental and waste management 27. Municipal Amenities
	To co-ordinate and facilitate public safety	28. Emergency services 29. Traffic Safety and Security
Local Economic Development	To promote social and economic development	30. Economic growth and Development
Financial Viability And Management	To ensure sound and sustainable financial management, compliance and accountability	31. Financial Management & Reporting
Good Governance and Public Participation	To encourage and ensure cooperative governance To encourage the involvement of communities and community organizations in the matters of local government To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes	32. Culture, Sports and Recreation 33. Youth Development 34. Health, HIV and AIDS, Transversal and Special programmes 35. Education 36. Inter-Governmental Relations 37. Customer Care 38. Information Communication Technology 39. Communications & Stakeholder Engagement 40. Performance Management 41. Risk Management 42. Auditing
Institutional Transformation And Organisational Development	To ensure adherence with legislation and implementation of systems that will result in service excellence	43. Legal Services & Labour Relations 44. Human Resources Management & Administration
Spatial Rationale	To ensure sustainable rural and urban planning in order to meet the needs of the community	26. Land Reform and Restitution 27. Human Settlement and Property Development 28. Land-use Management

5. BUDGET AND SDBIP

In terms of Section 15 of the MFMA, a municipality may except where otherwise provided in this Act, incur expenditure only in terms of approved budget and within the limits of the amounts appropriated for the different votes in an approved budget.

Immediately in Section 16, the MFMA prescribes that the Council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.

An annual budget must be a schedule setting out realistically anticipated revenue for the budget year from each revenue source;

- Appropriating expenditure for the budget year under the different votes of the municipality.
- The budget must also set out the estimated revenue and expenditure by vote for the current year, as well as actual revenue and expenditure by vote for the financial year proceeding the current year.

- Lastly, the budget should provide a statement containing any other information required by Section 215 (3) of the Constitution or as may be prescribed. According to Section 24(2) (a), the budget of a municipality must be approved by Council before the start of the budget year.

According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

6. THE ROLE OF THE EXECUTIVE MAYOR IN CONTEXT OF SDBIP

The Executive Mayor bears ultimate responsibility for guidance on budget processes, political leadership and service delivery in the municipality. This section highlights key roles of the Executive Mayor with regards to the SDBIP as indicated in Section 53 of the MFMA

- Provide general political guidance over the budget process and the priorities that guide the budget process (Section 53(1));
- Ensure Council approves the annual budget before the start of the financial year;
- Oversee Accounting Officer and CFO;
- Ensure adherence to the time schedule for budget;
- Ensure that the SDBIP is approved (by the Executive Mayor) within 28 days after the approval of the budget;
- Ensures that annual performance agreements are linked with measurable performance objectives in the IDP and the SDBIP; and
- Make the SDBIP public no later than 14 days after approval.

7. ROLE OF THE ACCOUNTING OFFICER IN RESPECT OF SDBIP

In terms of Sections 68 and 69 of the MFMA, the accounting officer bears the following responsibilities:

- Assist the Executive Mayor to perform budgetary functions and provide the Executive Mayor with administration support, information and resources;
- Implementation of the budget;
- Spending in accordance with budget and ensure that it is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the SDBIP;
- Ensure that revenue and expenditure is properly monitored;
- Prepare adjustments budget when necessary; and
- Submit draft SDBIP and draft annual performance agreements for the municipal manager and all senior managers to the Executive Mayor.

8. REPORTING ON THE SDBIP

Regular performance reporting should be done in terms of the SDBIP.

The MFMA outlines a series of reporting requirements. Both the Executive Mayor and the Accounting Officer have clear roles to play in preparing the reports to monitor performance in terms of the SDBIP. Section 79 Oversight Committees also have an important role to play in this regard.

8.1 MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the Accounting Officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- Actual revenue, per source
- Actual borrowings,
- Actual expenditure per vote
- Actual capital expenditure per vote,

- The amount of any allocations received

If necessary, an explanation of the following must be included in the monthly reports:

- Any material variances from the municipality's variance by source, and from the municipality's expenditure projection per vote
- Any material variances from the service delivery and budget implementation plan and
- Any remedial or corrective taken or to be taken to ensure that the projected revenue and expenditure remain within the municipality's approved budget

8.2 QUARTERLY REPORTING

Section 52 (d) compels the Mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end each quarter. The quarterly's performance projections captured in the SDBIP forms the basis for the Executive Mayor's quarterly reports.

8.3 MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid- year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

(i) The monthly statements referred to in section 71 of the first half of the year

(ii) The municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;

(iii) The past year's annual report, and progress on resolving problems identified in the annual report; and

(iv) The performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the municipality accountable to the community.

8.4 PERFORMANCE REPORTING

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:

- The performance of the municipality and of each external service provided during that financial year;
- A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and
- Measures to be taken to improve on the performance

The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.

8.5 ANNUAL REPORTING

Section 121 of the MFMA provides that every municipality and every municipal entity must prepare an annual report for each financial year, and that the council of the municipality must within nine months after the end financial year concerned, deal with the annual report of the municipality and the annual report of any municipal entities under the municipality's sole or share control.

8.6 OVERSIGHT REPORTING

The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:

(a) Has approved the annual report with or without reservations;

(b) Has rejected the annual report; or

(c) Has referred the annual report back for revision of those components that can be revised.

In terms of Section 132 of the MFMA, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:

(a) The annual report (or any components thereof) of each municipality and each municipal entity in the province;

(b) All oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

9. KEY COMPONENTS OF THE 2021/22 SDBIP

In terms of Circular No. 13 of the MFMA No. 56 of 2003, the Service Delivery and Budget Implementation Plan should indicate the responsibilities and outputs for each of the senior managers in the top management team. This must include inputs to be used and the time deadlines for each output. It must provide a total picture in terms of service delivery areas, budget allocations and monitoring and evaluation.

10. MONTHLY PROJECTIONS OF REVENUE & EXPENDITURE

Choose name from list - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source	-															
Property rates		5 524	5 524	5 524	5 524	5 524	5 524	5 524	5 524	5 524	5 524	5 524	5 524	66 288	69 603	73 083
Service charges - electricity revenue		7 786	7 786	7 786	7 786	7 786	7 786	7 786	7 786	7 786	7 786	7 786	7 786	93 435	98 058	103 063
Service charges - water revenue		1 685	1 685	1 685	1 685	1 685	1 685	1 685	1 685	1 685	1 685	1 685	1 685	20 219	21 230	22 291
Service charges - sanitation revenue		1 089	1 089	1 089	1 089	1 089	1 089	1 089	1 089	1 089	1 089	1 089	1 089	13 074	13 728	14 414
Service charges - refuse revenue		952	952	952	952	952	952	952	952	952	952	952	952	11 424	11 996	12 595
Rental of facilities and equipment		700	700	700	700	700	700	700	700	700	700	700	700	8 404	8 824	6 364
Interest earned - external investments		265	265	265	265	265	265	265	265	265	265	265	265	3 181	3 340	3 507
Interest earned - outstanding debtors		317	317	317	317	317	317	317	317	317	317	317	317	3 804	3 994	4 194
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		214	214	214	214	214	214	214	214	214	214	214	214	2 567	2 695	2 830
Licences and permits		3	3	3	3	3	3	3	3	3	3	3	3	30	32	33
Agency services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	77 219	80 726	81 073
Other revenue		1 439	1 439	1 439	1 439	1 439	1 439	1 439	1 439	1 439	1 439	1 439	1 439	17 270	18 005	59 083
Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**26 410**	**316 915**	**332 229**	**382 529**

Expenditure By Type																
Employee related costs		9 493	9 493	9 493	9 493	9 493	9 493	9 493	9 493	9 493	9 493	9 493	9 493	113 912	119 607	125 588
Remuneration of councillors		685	685	685	685	685	685	685	685	685	685	685	685	8 217	8 543	8 927
Debt impairment		5 734	5 734	5 734	5 734	5 734	5 734	5 734	5 734	5 734	5 734	5 734	5 734	68 808	71 904	75 140
Depreciation & asset impairment		4 327	4 327	4 327	4 327	4 327	4 327	4 327	4 327	4 327	4 327	4 327	4 327	51 919	54 255	56 697
Finance charges		167	167	167	167	167	167	167	167	167	167	167	167	2 000	2 100	2 205
Bulk purchases - electricity		5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000	64 904	67 825
Inventory consumed		1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	1 339	16 066	17 919	18 815
Contracted services		3 757	3 757	3 757	3 757	3 757	3 757	3 757	3 757	3 757	3 757	3 757	3 757	45 084	50 436	52 958
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure		2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	2 719	32 625	34 261	33 706
Losses		54	54	54	54	54	54	54	54	54	54	54	54	647	676	707
Total Expenditure		**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**399 277**	**424 605**	**442 566**
Surplus/(Deficit)		**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(6 864)**	**(82 362)**	**(92 376)**	**(60 037)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	72 094	53 258	20 046
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(10 268)**	**(39 118)**	**(39 991)**
Taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	**1**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(10 268)**	**(39 118)**	**(39 991)**	

Choose name from list - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Novem ber	Decem ber	January	Februar y	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	-															
Vote 1 - EXECUTIVE AND COUNCIL		7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	87 702	93 510	54 466
Vote 2 - FINANCE AND ADMIN		7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	86 944	91 096	95 611
Vote 3 - PLANNING AND DEVELOPMENT		998	998	998	998	998	998	998	998	998	998	998	998	11 978	11 126	11 847
Vote 4 - HEALTH		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY AND SOCIAL SERVICES		118	118	118	118	118	118	118	118	118	118	118	118	1 417	1 488	(1 339)
Vote 6 - PUBLIC SAFETY		2	2	2	2	2	2	2	2	2	2	2	2	21	22	23
Vote 7 - SPORTS AND RECREATION		1	1	1	1	1	1	1	1	1	1	1	1	11	12	13
Vote 8 - WASTE MANAGEMENT		952	952	952	952	952	952	952	952	952	952	952	952	11 424	11 996	12 595
Vote 9 - WASTE WATER MANAGEMENT		1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	13 097	13 752	14 439
Vote 10 - ROAD TRANSPORT		526	526	526	526	526	526	526	526	526	526	526	526	6 312	6 627	6 959
Vote 11 - WATER		3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	40 219	41 230	47 291
Vote 12 - ELECTRICITY		10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	129 884	114 630	160 671
Vote 13 - OTHER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Total Revenue by Vote		**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**389 008**	**385 487**	**402 575**
Expenditure by Vote to be appropriated																
Vote 1 - EXECUTIVE AND COUNCIL		13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	156 238	163 733	169 101
Vote 2 - FINANCE AND ADMIN		637 5	637 5	637 5	637 5	637 5	637 5	637 5	637 5	637 5	637 5	637 5	637 5	646 67	913 68	269 72
Vote 3 - PLANNING AND DEVELOPMENT		294 2	294 2	294 2	294 2	294 2	294 2	294 2	294 2	294 2	294 2	294 2	294 2	524 27	995 30	539 32
Vote 4 - HEALTH		431	431	431	431	431	431	431	431	431	431	431	431	178 5	437 5	709 5
Vote 5 - COMMUNITY AND SOCIAL SERVICES		261	261	261	261	261	261	261	261	261	261	261	261	138 3	295 3	459 3
Vote 6 - PUBLIC SAFETY		286	286	286	286	286	286	286	286	286	286	286	286	430 3	594 3	774 3
Vote 7 - SPORTS AND RECREATION		731	731	731	731	731	731	731	731	731	731	731	731	772 8	210 9	671 9
Vote 8 - WASTE MANAGEMENT		756	756	756	756	756	756	756	756	756	756	756	756	069 9	190 9	646 9
Vote 9 - WASTE WATER MANAGEMENT		791 1	791 1	791 1	791 1	791 1	791 1	791 1	791 1	791 1	791 1	791 1	791 1	494 9	644 9	125 10
Vote 10 - ROAD TRANSPORT		730 1	730 1	730 1	730 1	730 1	730 1	730 1	730 1	730 1	730 1	730 1	730 1	764 20	960 21	058 23
Vote 11 - WATER		498 5	498 5	498 5	498 5	498 5	498 5	498 5	498 5	498 5	498 5	498 5	498 5	979 17	192 23	327 24
Vote 12 - ELECTRICITY		718	718	718	718	718	718	718	718	718	718	718	718	618 68	944 73	315 77
Vote 13 - OTHER		119	119	119	119	119	119	119	119	119	119	119	119	427 1	499 1	574 1
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure by Vote		**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**33 273**	**399 277**	**424 605**	**442 566**
Surplus/(Deficit) before assoc.		**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(856)**	**(10 268)**	**(39 118)**	**(39 991)**
Taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Surplus/(Deficit)	1	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(856)	(10 268)	(39 118)	(39 991)

Choose name from list - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional																
Governance and administration		**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**14 554**	**174 646**	**184 606**	**150 077**
Executive and council		–	–	–	–	–	–	–	–	–	–	–	87 702	87 702	93 510	54 466
Finance and administration		7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	7 308	6 550	86 944	91 096	95 611
Internal audit		7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	7 245	(79 698)	–	–	–
Community and public safety		**647**	**647**	**647**	**647**	**647**	**647**	**647**	**647**	**647**	**647**	**647**	**647**	**7 761**	**8 149**	**5 655**
Community and social services		–	–	–	–	–	–	–	–	–	–	–	1 417	1 417	1 488	(1 339)
Sport and recreation		118	118	118	118	118	118	118	118	118	118	118	(1 287)	11 333	12 649	13 982
Public safety		1	1	1	1	1	1	1	1	1	1	1	6 322	6	6	6
Housing		528	528	528	528	528	528	528	528	528	528	528	(5 805)	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**998**	**998**	**998**	**998**	**998**	**998**	**998**	**998**	**998**	**998**	**998**	**998**	**11 978**	**11 126**	**11 847**
Planning and development		–	–	–	–	–	–	–	–	–	–	–	11 937	11 937	11 121	11 762
Road transport		995	995	995	995	995	995	995	995	995	995	995	(10 902)	41	5	84
Environmental protection		3	3	3	3	3	3	3	3	3	3	3	(37)	–	–	–
Trading services		**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**15 267**	**26 691**	**194 624**	**181 607**	**234 997**
Energy sources		–	–	–	–	–	–	–	–	–	–	–	129 884	129 884	114 630	160 671
Water management		10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	10 824	(78 842)	40 219	41 230	47 291

Waste water management	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	3 352	(23 770)	13 097	13 752	14 439
Waste management	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	1 091	(581)	11 424	11 996	12 595
Other	**952**	**952**	**952**	**952**	**952**	**952**	**952**	**952**	**952**	**952**	**952**	**(10 472)**	**–**	**–**	**–**
Total Revenue - Functional	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**32 417**	**389 008**	**385 487**	**402 575**
		32 417	32 417	32 417	32 417	32 417	32 417	32 417	32 417	32 417	32 417				
Expenditure - Functional															
Governance and administration	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**18 776**	**225 311**	**234 145**	**242 944**
Executive and council	–	–	–	–	–	–	–	–	–	–	–	156 238	156 238	163 733	169 101
Finance and administration	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	13 020	(74 145)	69 073	70 412	73 843
Internal audit	5 756	5 756	5 756	5 756	5 756	5 756	5 756	5 756	5 756	5 756	5 756	(63 317)	–	–	–
Community and public safety	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**3 009**	**8 187**	**41 282**	**43 496**	**45 670**
Community and social services	–	–	–	–	–	–	–	–	–	–	–	3 138	3 138	3 295	3 459
Sport and recreation	261	261	261	261	261	261	261	261	261	261	261	5 895	8 772	9 210	9 671
Public safety	731	731	731	731	731	731	731	731	731	731	731	16 153	24 194	25 554	26 832
Housing	2 016	2 016	2 016	2 016	2 016	2 016	2 016	2 016	2 016	2 016	2 016	(22 178)	–	–	–
Health	–	–	–	–	–	–	–	–	–	–	–	5 178	5 178	5 437	5 709
Economic and environmental services	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**2 294**	**27 524**	**30 995**	**32 539**
Planning and development	–	–	–	–	–	–	–	–	–	–	–	7 084	7 084	8 488	8 912
Road transport	590	590	590	590	590	590	590	590	590	590	590	13 946	20 439	22 507	23 627
Environmental protection	1 703	1 703	1 703	1 703	1 703	1 703	1 703	1 703	1 703	1 703	1 703	(18 736)	–	–	–
Trading services	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**8 008**	**17 077**	**105 160**	**115 970**	**121 413**
Energy sources	–	–	–	–	–	–	–	–	–	–	–	68 618	68 618	73 944	77 315
Water management	5 718	5 718	5 718	5 718	5 718	5 718	5 718	5 718	5 718	5 718	5 718	(44 921)	17 979	23 192	24 327
Waste water management	1 498	1 498	1 498	1 498	1 498	1 498	1 498	1 498	1 498	1 498	1 498	(6 987)	9 494	9 644	10 125

Waste management		791	791	791	791	791	791	791	791	791	791	791	367	9 069	9 190	9 646
Other		**756**	**756**	**756**	**756**	**756**	**756**	**756**	**756**	**756**	**756**	**756**	**(8 313)**	**–**	**–**	**–**
Total Expenditure - Functional		**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**32 842**	**38 019**	**399 277**	**424 605**	**442 566**
Surplus/(Deficit) before assoc.		**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(5 602)**	**(10 268)**	**(39 118)**	**(39 991)**
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	**1**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(424)**	**(5 602)**	**(10 268)**	**(39 118)**	**(39 991)**

Choose name from list - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	**Ref**	**Budget Year 2021/22**												**Medium Term Revenue and Expenditure Framework**		
R thousand		**July**	**August**	**Sept.**	**October**	**Nov.**	**Dec.**	**January**	**Feb.**	**March**	**April**	**May**	**June**	**Budget Year 2021/22**	**Budget Year +1 2022/23**	**Budget Year +2 2023/24**
Capital Expenditure - Functional	1															
Governance and administration		**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**1 277**	**15 322**	**5 800**	**6 000**
Executive and council		–	–	–	–	–	–	–	–	–	–	–	5 000	5 000	–	–
Finance and administration		417	417	417	417	417	417	417	417	417	417	417	5 739	10 322	5 800	6 000
Internal audit		860	860	860	860	860	860	860	860	860	860	860	(9 462)	–	–	–
Community and public safety		**207**	**207**	**207**	**207**	**207**	**207**	**207**	**207**	**207**	**207**	**207**	**207**	**2 485**	**–**	**–**
Community and social services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	1 693	1 693	–	–
Public safety		141	141	141	141	141	141	141	141	141	141	141	(761)	791	–	–
Housing		66	66	66	66	66	66	66	66	66	66	66	(726)	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Economic and environmental services		**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**1 340**	**16 080**	**–**	**–**
Planning and development		–	–	–	–	–	–	–	–	–	–	–	1 000	1 000	–	–
Road transport		83	83	83	83	83	83	83	83	83	83	83	14 163	15 080	–	–
Environmental protection		1 257	1 257	1 257	1 257	1 257	1 257	1 257	1 257	1 257	1 257	1 257	(13 823)	–	–	–
Trading services		**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**5 439**	**6 439**	**66 271**	**74 700**	**78 400**
Energy sources		–	–	–	–	–	–	–	–	–	–	–	38 971	38 971	29 000	30 450
Water management		3 248	3 248	3 248	3 248	3 248	3 248	3 248	3 248	3 248	3 248	3 248	(16 392)	19 331	45 000	47 250
Waste water management		1 611	1 611	1 611	1 611	1 611	1 611	1 611	1 611	1 611	1 611	1 611	(10 751)	6 969	–	–
Waste management		581	581	581	581	581	581	581	581	581	581	581	(5 388)	1 000	700	700
Other		**83**	**83**	**83**	**83**	**83**	**83**	**83**	**83**	**83**	**83**	**83**	**(917)**	**–**	**–**	**–**
Total Capital Expenditure - Functional	2	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**8 346**	**100 157**	**80 500**	**84 400**
Funded by:																
National Government		–	–	–	–	–	–	–	–	–	–	–	**72 094**	**72 094**	**74 000**	**77 700**
Provincial Government		6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	(66 086)	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**72 094**	**74 000**	**77 700**
Borrowing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internally generated funds		–	–	–	–	–	–	–	–	–	–	–	28 063	28 063	6 500	6 700
Total Capital Funding		**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	**6 008**	6 008	34 071	100 157	80 500	84 400

Choose name from list - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Novemb er	Decemb er	January	Februar y	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Cash Receipts By Source													1		
Property rates	4 806	4 806	4 806	4 806	4 806	4 806	4 806	4 806	4 806	4 806	4 806	4 806	57 671	60 554	63 582
Service charges - electricity revenue	6 774	6 774	6 774	6 774	6 774	6 774	6 774	6 774	6 774	6 774	6 774	6 774	81 288	85 311	89 665
Service charges - water revenue	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	1 466	17 590	18 470	19 393
Service charges - sanitation revenue	948	948	948	948	948	948	948	948	948	948	948	948	11 374	11 943	12 540
Service charges - refuse revenue	828	828	828	828	828	828	828	828	828	828	828	828	9 939	10 436	10 958
Rental of facilities and equipment	700	700	700	700	700	700	700	700	700	700	700	700	8 404	8 824	6 364
Interest earned - external investments	265	265	265	265	265	265	265	265	265	265	265	265	3 181	3 340	3 507
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	214	214	214	214	214	214	214	214	214	214	214	214	2 567	2 695	2 830
Licences and permits	3	3	3	3	3	3	3	3	3	3	3	3	30	32	33
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies - Operational	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	6 435	77 219	80 726	81 073
Other revenue	1 436	1 436	1 436	1 436	1 436	1 436	1 436	1 436	1 436	1 436	1 436	1 436	17 233	17 967	59 042
Cash Receipts by Source	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**23 875**	**286 497**	**300 296**	**348 987**
Other Cash Flows by Source															

Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	6 008	72 094	53 258	20 046
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proceeds on Disposal of Fixed and Intangible Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	(1 855)	–	–	–	–	–	–	–	–	–	–	1 855	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	**28 028**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**29 883**	**31 738**	**358 590**	**353 555**	**369 033**
Cash Payments by Type															
Employee related costs	10 177	10 177	10 177	10 177	10 177	10 177	10 177	10 177	10 177	10 177	10 177	10 177	122 128	128 150	134 515
Remuneration of councillors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance charges	167	167	167	167	167	167	167	167	167	167	167	167	2 000	2 100	2 205
Bulk purchases - electricity	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000	64 904	67 825
Acquisitions - water & other inventory	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 415	16 066	17 919	18 815
Contracted services	3 736	3 736	3 736	3 736	3 736	3 736	3 736	3 736	3 736	3 736	3 736	3 986	45 084	50 436	52 958
Transfers and grants - other municipalities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and grants - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	2 670	2 670	2 670	2 670	2 670	2 670	2 670	2 670	2 670	2 670	2 670	3 253	32 625	34 261	33 706

Cash Payments by Type	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 082**	**23 999**	**277 903**	**297 769**	**310 023**
Other Cash Flows/Payments by Type															
Capital assets	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	(8 541)	194 112	100 157	80 500	84 400
Repayment of borrowing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Cash Flows/Payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Payments by Type	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**14 541**	**218 110**	**378 060**	**378 269**	**394 423**
NET INCREASE/(DECREASE) IN CASH HELD	**13 487**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**15 342**	**(186 373)**	**(19 470)**	**(24 714)**	**(25 390)**
Cash/cash equivalents at the month/year begin:	69 961	83 448	98 790	114 131	129 473	144 815	160 156	175 498	190 840	206 181	221 523	236 865	69 961	50 492	25 777
Cash/cash equivalents at the month/year end:	83 448	98 790	114 131	129 473	144 815	160 156	175 498	190 840	206 181	221 523	236 865	50 492	50 492	25 777	387

11. SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of sewer mail lines upgraded in Madala	New Target	WSIG	1 x sewer mail line upgraded in Madala by 30 June 2022	Appointment of Service Provider	-	-	1 x sewer mail line upgraded in Madala	Appointment letters, Progress report & completion certificate	Municipal Manager
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of water treatment works upgraded in Machadodorp	New Target	WSIG	1 x water treatment works upgraded in Machadodorp by 30 June 2022	Appointment of Service Provider	-	-	1 x water treatment works upgraded in Machadodorp	Appointment letters, Progress report & completion certificate	Municipal Manager
Strategic Priority Area 1: Water and Sanitation	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of sewer pump stations upgraded in Siyathuthuka	New Target	WSIG	1 x sewer pump stations upgraded in Siyathuthuka by 30 June 2022	Appointment of Service Provider	-	-	1 x sewer pump stations upgraded in Siyathuthuka	Appointment letters, Progress report & completion certificate	Municipal Manager
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of High Mast Lights installed in Madala Township	New Target	MIG	1 x High Mast Light installed in Madala Township by 30 June 2022	Appointment of Service Provider	-	-	1 x High Mast Light installed in Madala Township	Appointment letters, Progress reports & completion certificate	Municipal Manager
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of High Mast Lights installed in Emthonjeni Extension 4	New Target	MIG	1 x High Mast Lights installed in Emthonjeni Extension 4 by 30 June 2022	Appointment of Service Provider	-	-	1 x High Mast Lights installed in Emthonjeni Extension 4	Appointment letters, Progress reports & completion certificate	Municipal Manager
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni	New Target	INEP	1 x Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni by 30 June 2022	Appointment of Service Provider	-	-	1 x Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni	Appointment letters, Progress reports & completion certificate	Municipal Manager

KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni (ESKOM Connection)	New Target	INEP	1 x Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni (ESKOM Connection) by 30 June 2022	Appointment of Service Provider	-	-	1 x Installation & Commissioning of a New 132/11KV 20 MVA electricity substation and feeder lines in Emakhazeni (ESKOM Connection)	Appointment letters, Progress reports & completion certificate	Municipal Manager
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of households supplied with electricity in Emthonjeni Phase 2	New Target	INEP	250 x households supplied with electricity in Emthonjeni Phase 2 by 30 June 2022	Appointment of Service Provider	-	-	250 x households supplied with electricity in Emthonjeni Phase 2	Appointment letters, Progress reports & completion certificate	Municipal Manager
Priority Area 2: Electricity Supply	Provision of sustainable basic services by upgrading and providing new infrastructure	Number of reports on inspections of electricity tempering submitted to Council	New Target	Opex	4 x Quarterly reports on inspections of electricity tempering submitted to Council by 30 June 2022	1	1	1	1	Quarterly Reports & Council resolution	Municipal Manager
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of internal road paved in Ward 4	New Target	MIG	1 x internal road paved in Ward 4 by 30 June 2022	Appointment of Service Provider	-	-	1 x internal road paved in Ward 4	Appointment letters, Progress report & completion certificate	Municipal Manager
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of meters of access road paved in Madala	New Target	MIG	700 x meters of access road paved in Madala by 30 June 2022	Appointment of Service Provider	-	-	1 x access roads paved in Madala Phase 1	Appointment letters, Progress report & completion certificate	Municipal Manager
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of internal streets paved in Siyathuthuka Ward 1	New Target	MIG	1 x internal street paved in Siyathuthuka Ward 1 by 30 June 2022	Appointment of Service Provider	-	-	1 x internal street paved in Siyathuthuka Ward 1	Appointment letters, Progress report & completion certificate	Municipal Manager
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of internal streets paved in Siyathuthuka Ward 3	New Target	MIG	1 x internal street paved in Siyathuthuka Ward 3 by 30 June 2022	Appointment of Service Provider	-	-	1 x internal street paved in Siyathuthuka Ward 3	Appointment letters, Progress report & completion certificate	Municipal Manager

KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 3: Roads and Storm Water	Maintenance, reconstruction and upgrading of existing road network	Number of roads regravelled	30 roads regravelled	Opex	30 x roads regravelled by 30 June 2022	10	5	5	10	Monthly reports	Municipal Manager
Priority Area 4: Environmental and Waste Management	Procuring, maintaining and upgrading of infrastructure associated with waste management services	Number of reports on illegal dumping sites identified, rehabilitated and penalties imposed	16 sites cleaned illegal dumping sites	Opex	4 x reports on illegal dumping sites identified, rehabilitated and penalties imposed by 30 June 2022	1	1	1	1	Report and pictures	Municipal Manager
Priority Area 4: Environmental and Waste Management	Development of waste management, water quality monitoring and climate change response programmes	Number of water sample analysis reports submitted to Council	12 water sample analysis reports submitted to Council	Opex	12 x Sample analysis reports submitted to Council by 30 June 2022	3	2	4	3	Monthly Reports and Council resolutions	Municipal Manager

KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective :To co-ordinate and facilitate public safety											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 6: Emergency Services	By conducting fire inspections in compliance to OHS Act/Fire regulations	Number of fire inspections conducted	260 inspections	Opex	260 x Fire inspections conducted by 30 June 2022	75	75	75	35	Inspection sheets	Municipal Manager
Priority Area 6: Emergency Services	Educate the community about public safety by conducting fire awareness campaigns	Number of fire awareness campaigns conducted	16 fire awareness campaigns conducted	Opex	16 x Fire awareness campaigns conducted by 30 June 2022	4	5	5	2	Pictures and Attendance Register	Municipal Manager
Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road blocks conducted	12 road blocks conducted	Opex	12 x Road blocks conducted by 30 June 2022	3	3	3	3	Payment Report and Pictures	Municipal Manager
Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are	Number of road safety programmes conducted	6 road safety programmes conducted	Opex	6 x Road safety programmes conducted	1	2	1	2	Attendance register or photos	Municipal Manager

KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective :To co-ordinate and facilitate public safety											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
	adhered to by increasing visibility of Traffic Officers.				by 30 June 2022						
Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of Mayoral roadblock conducted	1 x Mayoral roadblock conducted	Opex	1 x Mayoral roadblock conducted by 30 June 2022	-	1	-	-	Photos & production report	Municipal Manager

KEY PEROFMANCE AREA: LOCAL ECONOMIC DEVELOPMENT											
Strategic Objective : To promote social and economic development											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of CWP LRC Forum Meetings held	4 x CWP LRC Forum Meetings	Opex	4 x CWP LRC Forum Meetings held by 30 June 2022	1	1	1	1	Minutes & Attendance Register	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Reviewal of the Contractor Development Policy	Reviewed Contractor Development Policy	Opex	1 x Review of the Contractor Development Policy by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager

KEY PEROFMANCE AREA: LOCAL ECONOMIC DEVELOPMENT											
Strategic Objective : To promote social and economic development											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 8: Economic Growth and Development	To ensure functionality of the EPWP Forum programmes	Number of EPWP Forums meetings held	New Target	Opex	4 x EPWP Forum Meetings held by 30 June 2022	1	1	1	1	Minutes Attendance Register	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of Investor Attraction Strategy Developed	New Target	TBC	1 x Investor Attraction Strategy Developed by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Poultry projects maintained	New target	Opex	1 x Poultry project maintained by 30 June 2022	-	-	-	1	Report on the LED project	Municipal Manager
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Bakery projects resuscitated	New target	Opex	2 x Bakery projects resuscitated by 30 June 2022	-	-	-	2	Report on the LED projects	Municipal Manager
Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of Brick Plant projects resuscitated	New target	Opex	1 x Brick Plant project resuscitated by 30 June 2022	-	-	-	1	Report on the LED projects	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Reviewal of the EPWP Policy	Reviewed EPWP Policy	Opex	1 x Review of the EPWP Policy by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP job opportunities created	100 job opportunities created	R1 184 000	100 x Job opportunities created by 30 June 2022	86	-	14	-	Appointment letters	Municipal Manager
Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number training / workshop conducted	2 x Training / workshops conducted	Opex	2 x Training / workshops conducted by 30 June 2022	-	1	-	1	Attendance registers	Municipal Manager
Priority Area 8: Economic Growth and Development	Ensuring the functionality of the LED Forum and the creation of the annual calendar	Number of LED Forum meetings held	4 LED Forums held	Opex	4 x LED Forum meetings held by 30 June 2022	1	1	1	1	Attendance registers & Minutes	Municipal Manager

KEY PEROFMANCE AREA: FINANCIAL VIABILITY											
Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter	4 quarterly reports	Opex	4 x quarterly section 52(d) MFMA reports submitted to Executive Mayor within 30 days after the end of each quarter by 30 June 2022	1	1	1	1	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of monthly section 71 MFMA reports submitted to the Executive Mayor within 10 working days after end of each month	12 monthly S71 reports submitted	Opex	12 x monthly S71 MFMA reports submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2022	3	3	3	3	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of financial ratios submitted within 10 working days after end of each month.	12 x monthly financial Ratios submitted to Executive Mayor within 10 working days	Opex	12 x monthly financial Ratios submitted to Executive Mayor within 10 working days after the end of each month by 30 June 2022	3	3	3	3	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Section 72 (midyear) MFMA reports submitted to the Executive Mayor	1 Section 72 Mid-Year Report for 2020/21 Financial year	Opex	1 x Section 72 (midyear) MFMA reports submitted to the Executive Mayor by 30 June 2022	-	-	1	-	Acknowledgement of receipts by the Executive Mayor	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of debtors book analysis reports submitted to Council	New Target	Opex	1 x Debtors book analysis report submitted to Council by 30 June 2022	-	1	-	-	Report and Council Resolution	Municipal Manager

KEY PEROFMANCE AREA: FINANCIAL VIABILITY											
Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Final Budgets approved by Council	One approved budget was adopted by Council in May 2021	Opex	1 x Final Budget approved by Council by 30 June 2022	-	-	-	1	Approved Budget & Council resolution	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage collection rate attained	78% collection rate attained	Opex	78% Collection rate attained by 30 June 2022	78%	78%	78%	78%	Monthly revenue report indicating 78% collection rate	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Finance related policies reviewed	9 finance related policies were approved	Opex	9 x Finance related policies reviewed by 30 June 2022	-	-	-	9	Approved finance policies & Council Resolution	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of Interim financial statements prepared and submitted to Provincial Treasury	2019/20 Interim financial statements were prepared and submitted to Provincial Treasury in March 2021	Opex	1 x Interim financial statements prepared and submitted to Provincial Treasury by 31 March 2022	-	-	1	-	Interim financial statements & acknowledgement of receipts	Municipal Manager
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Annual Financial Statements (AFS) submitted to Auditor General free from material misstatements on or before the 31st August 2021	2019/20 AFS were submitted to Auditor General	Opex	1 x Annual Financial Statements (AFS) submitted to Auditor General free from material misstatements on or before the 31st August 2021	1	-	-	-	Annual financial statement & Acknowledgment of receipts	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Percentage progress towards resolving Audit findings listed on the action plan	Audit Action plan tabled to council	Opex	100% progress towards resolving Audit findings listed on the action plan by 30 June 2022	-	-	50%	100 %	Action Plan, progress report & AG management report	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Procurement/demand management plan compiled and approved by the Accounting Officer	1x procurement plan was developed and approved by Accounting Officer for the 2019/20	Opex	1 x Procurement/demand management plan compiled and approved by Accounting Officer by 30 June 2022	1	-	-	-	Procurement / demand management plan	Municipal Manager

KEY PEROFMANCE AREA: FINANCIAL VIABILITY											
Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
			financial year								
Priority Area 9: Financial Viability	To provide timely and relevant financial management reports to all stakeholders	Number of quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor within 30 days after the end of each quarter	4 x quarterly reports were submitted	Opex	4 x quarterly progress reports on the implementation of SCM Policy submitted to the Executive Mayor within 30 days by 30 June 2022	1	1	1	1	Acknowledgment of quarterly SCM reports by the Executive Mayor	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of days taken to conclude and award tenders above R200 000	90 days after the closure of the tender	Opex	Conclude and award tenders above R200 000 within 30 days by 30 June 2022	30 days after closure	30 days after closure	30 days after closure	30 days after closure	Quarterly report from SCM	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of asset verifications conducted	2 Asset verification conducted	Opex	4 x asset verifications conducted and submitted to Council by 30 June 2022	1	1	1	1	Quarterly Assets verification report Council Resolution	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget consultative meetings held	8 budget consultative held	Opex	8 x budget consultative meetings held by 30 June 2022	-	-	-	8	Minutes and attendance registers	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of budget Indaba's held	1 budget Indaba were held	Opex	1 x Budget Indaba held by 30 June 2022	-	-	-	1	Report & attendance register	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of monthly billing reports submitted to Council	New Target	Opex	12 x monthly billing reports submitted to Council by 30 June 2022	3	3	3	3	Billing report & Council resolution	Municipal Manager

KEY PEROFMANCE AREA: FINANCIAL VIABILITY											
Strategic Objective : To ensure sound and sustainable financial management, compliance and accountability											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of supplementary valuation rolls developed	One supplementary valuation Roll	Opex	1 x Supplementary Valuation developed by 30 June 2022	-	-	-	1	Supplementary Valuation Roll	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council with no non-compliance	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council	Opex	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council by 30 June 2022	3	3	3	3	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Council resolution	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure Reports with supporting evidence submitted to MPAC	New Target	Opex	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure Reports with supporting evidence submitted to MPAC by 30 June 2022	3	3	3	3	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Proof of submission	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	Number of indigent registers approved by Council	1 indigent register approved	Opex	1 x indigent register approved by Council by 30 June 2022	-	-	-	1	Indigent register & Council resolution	Municipal Manager
Priority Area 9: Financial Viability	To establish and implement effective financial management systems	% spent on FMG	100% Spending	Opex	100% expenditure on FMG by 30 June 2022	25%	50%	75%	100 %	Expenditure report	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government. To encourage and ensure corporative government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 11: Youth Development	Working together with Departments, NGOs and Social partners, to ensure access to quality education, skills development and fight social ills	Number of Career Expos held	1 career expo held	Opex	1 x Career expo held by 30 June 2022	-	-	-	1	Report with attendance register and photos	Municipal Manager
Priority Area 11: Youth Development	Working together with Departments	Number of Local youth entrepreneurship development workshop held	02 local youth entrepreneurship development workshop were held	Opex	2 x Local youth entrepreneurship development workshop held by 30 June 2022	-	-	-	2	Report with attendance Register and photos	Municipal Manager
Priority Area 11: Youth Development	Working together with Departments	Number of Life skills workshops held	New project	Opex	2 x Life skills workshops held by 30 June 2022	-	-	-	2	Report with attendance Register and photos	Municipal Manager
Priority Area 11: Youth Development	Working together with Departments	Number of youth football tournaments held	New project	Opex	1 x Emakhazeni youth football tournament held by 30 June 2022		-	-	1	Report with attendance Register and photos	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organisations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDs and related diseases.	Number of Local AIDS Council meetings held	4 LAC meeting held	Opex	4 x Local AIDS Council meetings held by 30 June 2022	1	1	1	1	Minutes and attendance register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and	Working in partnership with sector departments, social partners, NGO's and	Number of HIV/AIDS awareness campaigns held	04 health education held	Opex	4 x HIV/AIDS awareness campaigns held by 30 June 2022	1	1	1	1	Awareness Campaign report &Council Resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organisations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Special Programmes	CBO's in the fight against HIV/AIDs and related diseases.										
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of disability Forum meetings held	02 Disability forum meetings held	Opex	2 x Disability Forum meetings held by 30 June 2022	1	-	1	-	Minutes and attendance register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of disability awareness campaigns conducted	02 Disability awareness campaign was held	Opex	2 x Disability awareness campaigns conducted by 30 June 2022	-	1	-	1	Report, Council resolution & Attendance Register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of elderly Forum meetings held	02 Elderly Forum Meeting held	Opex	2 x Elderly Forum meetings held by 30 June 2022	-	1	-	1	Minutes and Attendance Register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Elderly activities conducted	02 elderly activities conducted	Opex	2 x Elderly activities conducted by 30 June 2022	1	-	1	-	Report, Council resolution and attendance register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of children forum meetings held	4 children forum meetings held	Opex	4 x Children forum meetings held by 30 June 2022	1	1	1	1	Minutes & attendance register	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of women empowerment workshops conducted	New Target	Opex	1 x Women empowerment workshop conducted by 30 June 2022	1	-	-	-	Report, Council resolution & Attendance Register	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organisations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Moral Regeneration events held	1 x Moral Regeneration event held	Opex	1 x Moral Regeneration event held by 30 June 2022	-	1	-	-	Report on Moral Regeneration and Council Resolution	Municipal Manager
Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of empowerment workshops for men conducted	New Target	Opex	1 x Empowerment workshop for men conducted by 30 June 2022	-	1	-	-	Report and Council Resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage and ensure cooperative governance.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of schools motivational programmes held	1 x School motivational programme held	Opex	1 x School motivational programme held by 30 June 2022	-	1	-	-	Report with attendance Register and photos	Municipal Manager
Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of teenage pregnancy awareness conducted	2 x Teenage pregnancy awareness campaign held	Opex	2 x Teenage pregnancy awareness campaigns held by 30 June 2022	-	1	-	1	Report with attendance Register and photos	Municipal Manager
Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of substance and drug abuse awareness conducted	4 substance and drug abuse awareness held and 02 LDAC meetings were held	Opex	2 x Substance and drug abuse awareness conducted by 30 June 2022	1	1	1	1	Report with attendance Register and photos	Municipal Manager
Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of reports on Emakhazeni local Municipality external bursary funding for registrations submitted to Council	1 Emakhazeni local Municipality external bursary funding for registration held	Opex	1 x Reports on Emakhazeni local Municipality external bursary funding for registrations submitted to Council by 30 June 2022	-	-	1	-	Report with Registers	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage and ensure cooperative governance for the achievement of municipal objectives											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 14: Inter-governmental Relations	Establishing ward committees and overseeing their functionality	Number of reports on wards committee functionality submitted to Council	New target	Opex	4 x Reports on wards committee functionality by 30 June 2022	1	1	1	1	Quarterly Reports & Council Resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage and ensure cooperative governance.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 16 : Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of reviews of the ICT Steering Committee Terms of Reference	Developed ICT Steering Committee Terms of Reference	Opex	1 x Review of the ICT Steering Committee Terms of Reference by 30 June 2022	-	-	-	1	Council Resolution	Municipal Manager
Priority Area 16 : Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of reviews of the Disaster Recovery Plan	Reviewal of the Disaster Recovery Plan	Opex	1 x Review of the Disaster Recovery Plan by 30 June 2022	-	-	-	1	Council Resolution	Municipal Manager
Priority Area 16 : Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of reviews of the ICT Backup And Retention Strategy	Developed ICT Backup and Retention Strategy	Opex	1 x review of the ICT Backup and Retention Strategy by 30 June 2022	-	-	-	1	Council Resolution	Municipal Manager
Priority Area 16 : Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control	Number of reviews of the ICT Steering Committee Charter	Developed ICT Steering Committee Charter	Opex	1 x review of the ICT Steering Committee Charter by 30 June 2022	-	-	-	1	Council Resolution	Municipal Manager

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage and ensure cooperative governance.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
	Management Standards & Procedures.										
Priority Area 16: Information, Communication & Technology	Develop, review and implement ICT Governance Framework, policies, strategic plans, succession plan and User Access Control Management Standards & Procedures.	Number of ICT documents reviewed and /or developed	13 ICT Policies were reviewed	Opex	13 x ICT documents reviewed and /or developed by 30 June 2022	-	-	-	13	Council Resolutions	Municipal Manager
Priority Area 16 : Information, Communication & Technology	Convene ICT Steering Committee meetings	Number of ICT Steering Committee meetings held	ICT Steering Committee meetings held	Opex	4 x ICT Steering Committee meetings held by 30 June 2022	1	1	1	1	Minutes & Attendance Register	Municipal Manager
Priority Area 16: Information, Communication & Technology	Development of the Municipal intranet service	Municipal intranet service developed	New	Opex	1 x Municipal intranet service developed by 30 June 2022	-	-	-	1	Functional Intranet	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meetings held	14 IDP consultative meetings held	Opex	14 x IDP consultative meetings held by 30 June 2022	-	-	14	-	Minutes & Attendance	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP Process Plans approved by Council	New Target	Opex	1 x IDP Process Plan approved by Council by 30 June 2022	1	-	-	-	Council resolution	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft 2021/22 IDP Approved by Council	New Target	Opex	1 X Draft 2022/23 IDP Approved by Council by 30 June 2022	-	-	1	-	Council resolution	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Final 2021/22 IDP Approved by Council	New Target	Opex	1 X Final 2021/22 IDP Approved by Council by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft 2021/22 IDP Publicised	New Target	Opex	1 X Draft 2022/23 IDP Publicised by 30 June 2022	-	-	-	1	Public Notice	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP / Budget Indaba held	New Target	Opex	1 x IDP / Budget Indaba held by 30 June 2022	-	-	-	1	Attendance Register	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 17: Community and Stakeholder Engagement	Invite members of the public to ordinary Council sittings	Number of notices of ordinary Council sittings issued	8 council sittings held	Opex	6 x notices of ordinary council sittings issued by 30 June 2022	2	1	2	1	SMS notices issued & attendance register	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meeting notices issued	14 IDP consultative meetings held	Opex	14 x IDP consultative meeting notices issued by 30 June 2022	-	-	14	-	Notices issued	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meetings held	14 IDP consultative meetings held	Opex	28 x IDP consultative meetings held by 30 June 2022	-	-	14	-	Notices issued	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the Budget	Number of Budget consultative meeting notices issued	8 Budget consultative meetings held	Opex	8 x Budget consultative meeting notices issued by 30 June 2022	-	-	-	8	Notices issued	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	Organise community capacity building workshops	Number of civic education workshops on good governance held	4 civic awareness workshop held	Opex	4 x Civic education workshops held by 30 June 2022	1	1	1	1	Report, Council resolution & Attendance Register	Municipal Manager
Priority Area 17: Community and Stakeholder Engagement	Ensure the functionality of the local council of stakeholders	Number of local council of stakeholders meetings held	None	Opex	4 x Local Council of Stakeholders meetings held by 30 June 2022	1	1	1	1	Minutes and Attendance Register	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 18: Performance Management	Review the Performance Management Framework	Reviewal of the Performance Management Policy	Performance Management Framework reviewed	Opex	1 x Reviewal of the Performance Management Policy by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of Mid-Year Performance assessments conducted	1 x Mid-Year performance assessments conducted	Opex	1 x Mid-Year Performance assessment conducted by 30 June 2022	-	-	1	-	Report & Council resolution	Municipal Manager
Priority Area 18: Performance Management	Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe	% of Performance Agreements signed	Performance Agreements for 2021/21 were signed	Opex	100% Performance Agreements signed by 30 June 2022	100 %	-	-	-	Signed Performance Agreements	Municipal Manager
Priority Area 18: Performance Management	Cascading of PMS to levels below senior managers	Number of Performance Scorecard signed with Managers	PMS cascaded to Managers and Strategic Units	Opex	14 x Performance Scorecards signed with Managers by 30 June 2022	14	-	-	-	Signed Performance Scorecards	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	SDBIP approved by Executive Mayor within 28 days after approval of the Budget	2020/21 SDBIP was approved	Opex	1 x SDBIP approved by Executive Mayor within 28 days after approval of the Budget by 30 June 2022	1	-	-	-	Approved 2021/22 SDBIP	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of performance reports submitted to Council not later than 30 days after the end of the quarter	4 x performance reports submitted	Opex	4 x Performance reports submitted to Council not later than 30 days after the end of the quarter by 30 June 2022	1	1	1	1	4 x Performance reports and Council Resolutions	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of MPAC meetings held	MPAC meetings held	Opex	4 x MPAC meetings held by 30 June 2022	1	1	1	1	Minutes and attendance registers	Municipal Manager
Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of Oversight Reports approved	The Oversight Report was approved by Council	Opex	1 x Oversight Report approved by Council by 30 June 2022	-	-	1	-	Oversight Report and Council Resolution	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Charter approved by Council	Risk management Charter 2018/19 was approved by Council	Opex	1 x Risk Management Charter approved by 30 June 2022	-	-	-	1	Council resolution	Municipal Manager
Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Policies approved by Council	The Risk management Policy, Whistle Blowing Policy Fraud and Prevention Policy for 2019/20 was approved by Council	Opex	3 x Risk Management policies approved by 30 June 2022	-	-	-	3	Council resolution	Municipal Manager
Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Strategies approved by Council	Risk management Strategy, Fraud and Corruption Prevention Strategy for 2020/21 was approved by Council	Opex	2 x Risk management Strategy approved by 30 June 2022	-	-	-	2	Council resolution	Municipal Manager
Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk Management Plans approved by Council	Risk Management Plan, Fraud Prevention Plan & Fraud Response Plan and Assurance Plan for 2020/21 was approved by Council	Opex	2 x Risk management Plans approved by 30 June 2022	-	-	-	2	Council resolution	Municipal Manager
Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Number of risk assessment workshops conducted	Risk assessment workshops are conducted on an annual basis	Opex	6 x Risk assessment workshops conducted by 30 June 2022	5	-	-	1	Risk Assessment Reports and attendance register	Municipal Manager
Priority Area 19: Risk Management	To review the Risk Management Enabling Documents	Number of Risk registers reviewed	6 Risk Registers were reviewed in 2020/21	Opex	6 x Risk registers reviewed by 30 June 2022	5	-	-	1	Council resolutions	Municipal Manager
Priority Area 19: Risk Management	Submission of quarterly progress reports to Risk Management Committee	Number of Risk Management, Anti-fraud and Anti-corruption Committee meetings held	4 Risk Management Committee meetings held	Opex	4 x RMAAC meetings held by 30 June 2022	1	1	1	1	Minutes of meetings and attendance register	Municipal Manager
Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Conduct Fraud and Corruption Awareness Workshops.	Risk workshops are conducted on an annual basis	Opex	1 x Fraud and Corruption Awareness Workshop conducted by 30 June 2022	-	1	-	-	Attendance register	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives: To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes.											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Conduct Whistle Blowing Awareness Campaign.	Risk assessment workshops are conducted on an annual basis	Opex	1 x Whistle Blowing Awareness Campaign conducted by 30 June 2022	-	-	1	-	Attendance register	Municipal Manager
Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Conduct Risk Management Awareness Workshops.	Risk assessment workshops are conducted on an annual basis	Opex	1 x Risk Management Awareness Workshop by 30 June 2022	-	-	1	-	Attendance register	Municipal Manager
Priority Area 19: Risk Management	To conduct risk assessment workshops with the aim of minimizing organizational risks	Number of Risk action plans implemented to address Identified Strategic and Operational Risk	Mitigation measures were implemented	Opex	200 x Risk action plans resolved to address Strategic and Operational Risk Identified per quarter by 30 June 2022	50	50	50	50	Progress report on implemented mitigating measures	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objectives : To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 20 : Auditing	Develop a risk based three year rolling plan and annual plan	Internal Audit Plan approved by the Audit Committee	An_Internal Audit Plan was approved by the Audit Committee	Opex	1 x Internal Audit Plan approved by 30 June 2022	-	-	-	1	Audit Committee resolution	Municipal Manager
Priority Area 20 : Auditing	Review the Internal Audit Charter and Methodology	Internal Audit Charter and Methodology approved by the Audit Committee	Internal Audit Charter and Methodology were approved by the Audit Committee	Opex	1 x Internal Audit Charter and Methodology approved by the 30th of June 2022	-	-	-	1	Audit Committee resolution	Municipal Manager
Priority Area 20 : Auditing	Implementation of the approved internal audit plan	Number of audits conducted and submitted to the Municipal Manager	15 audits conducted	Opex	14 x Audits to be conducted by the 30th of June 2022	4	2	5	3	Internal Audit Reports and proof of submission	Municipal Manager
Priority Area 20 : Auditing	Submission of quarterly progress reports to the Audit Committee	Number of Internal Audit quarterly progress reports submitted to the Audit Committee	4 progress reports were submitted to the Audit Committee	Opex	4 x Internal Audit quarterly progress reports submitted by 30th of June 2022	1	1	1	1	Audit Committee minutes and Reports	Municipal Manager

KEY PEROFMANCE AREA: GOOD GOVERNANCE & PUBLIC PARTICIPATION											
Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Priority Area 21: Legal Services and Labour Relations	Convene Local Labour Forum	Number of LLF meetings held	12 x LLF meetings held	Opex	12 x LLF meetings held by 30 June 2022	3	3	3	3	Agenda & Acknowledgment of receipt	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Convene contract management committee meetings	Number of Contract Management Committee meetings held	4 x Contract Management Committee meetings	Opex	4 x Contract Management Committee meetings held by 30 June 2022	1	1	1	1	Minutes and attendance registers	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Compile and submit the Workplace Skills Plan (WSP) and Report	Number of WSP compiled and report submitted to SETA	1 x WSP report compiled and submitted to LGSETA	Opex	1 x WSP report compiled and submitted to LGSETA by 30 June 2022	-	-	-	1	Acknowledgment of receipt	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Compile and submit Employment Equity Plan to the Department of Labour	Number of Employment Equity Plans submitted	Submission of 1 Employment Equity Plans to the Department of Labour	Opex	1 x Submission of 1 Employment Equity Plans to the Department of Labour by 30 June 2022	-	-	1	-	Acknowledgment of receipt	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Convene OHS meetings as required by the ACT and as per the calendar of events	Number of Safety meetings held	4 x Safety meetings held	Opex	4 x Safety meetings held by 30 June 2022	1	1	1	1	Minutes and attendance register	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Conduct safety inspections in all the workstations in the four towns	Number of OHS inspections conducted	12 x OHS inspections conducted	Opex	12 x OHS inspections conducted by 30 June 2022	3	3	3	3	12 Inspection Reports	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Conduct employee medical check-ups on an annual basis	Number of medical check-ups conducted	1 x Medical check-up conducted	Opex	1 x Medical check-up conducted by 30 June 2022	-	1	-	-	1 Medical check-up report and attendance register	Municipal Manager
Priority Area 21: Legal Services and Labour Relations	Training of municipal officials including Councillors and the unemployed	Number of training programmes conducted	training programmes conducted	Opex	6 x training programmes conducted by 30 June 2022	2	1	2	1	Training report & Attendance registers	Municipal Manager
	Convene Training Committee meetings	Number of Training Committee meetings held	4 x training committee meetings held	Opex	4 x training committee meetings held by 30 June 2022	1	1	1	1	Minutes and attendance registers	Municipal Manager

KEY PEROFMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 22: Human Resource Management and Administration	Effective implementation of contract management	Number of RMAC meetings held	6 x RMAC meetings held by 30 June 2020	Opex	4 x RMAC meetings held by 30 June 2022	1	1	1	1	Minutes and attendance registers	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the Calendar of Events	Number of Disposal Committee meetings held	4 x Disposal Committee meetings held	Opex	4 x Disposal Committee meetings held by 30 June 2022	1	1	1	1	Minutes and attendance registers	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the Calendar of Events	Number of Management Committee meetings held	12 Management Committee meetings held	Opex	12 x Management Committee meetings held by 30 June 2022	3	3	3	3	Minutes and attendance register	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the calendar of events	Number of Section 80 committee meetings held	33 x Section 80 Committee meetings held	Opex	33 x Section 80 Committee meetings held by 30 June 2022	9	6	9	9	Agenda & Acknowledgment of receipt	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the Calendar of Events	Number of Mayoral Committees meetings held	11 x Mayoral Committees meetings	Opex	11 x Mayoral Committees meetings held by 30 June 2022	3	2	3	3	Agenda & Acknowledgment of receipt	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees	Number of Council meetings held	6 x Number of Council Meeting held	Opex	8 x Number of Council meetings held by 30 June 2022	2	2	2	2	Agenda & Acknowledgment of receipt	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Develop meeting agendas and arrange meetings of Council and its committees according to the Calendar of Events	Number of Section 79 meetings held	Section 79 Committee meetings held	Opex	16 x Section 79 Committee meetings held by 30 June 2022	4	4	4	4	Agenda & Acknowledgment of receipt	Municipal Manager
Priority Area 22: Human Resource Management and	Induction of employees (new and existing) on work policies	Number of inductions and re-inductions conducted	Inductions and re-inductions conducted	Opex	11 x Inductions and re-inductions conducted by 30 June 2022	3	2	3	3	Induction Report & Attendance register	Municipal Manager

KEY PEROFMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q 1	**Q 2**	**Q 3**	**Q 4**		
Administration											
Priority Area 22: Human Resource Management and Administration	Development and review of the Organizational Structure	Number of Organizational Structure reviews	1 x review and submission of Organizational Structure (aligned to the IDP and Budget) to Council for approval	Opex	1 x review and submission of Organizational Structure (aligned to the IDP and Budget) to Council for approval by 30 June 2022	-	-	-	1	Council resolution on the reviewed Organogram	Municipal Manager
Priority Area 22: Human Resource Management and Administration	Development and review of Human Resource policies	14Human Resource policies developed and reviewed 0n the 30th of May 2019	14 x Policies Reviewed	Opex	14 x Policies Reviewed by 30 June 2022	-	-	-	14	Council resolutions on the approved policies	Municipal Manager

KEY PEROFMANCE AREA: Spatial Rationale											
Strategic Objective : To ensure sustainable rural and urban planning in order to meet the needs of the community											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
Priority Area 24: Human Settlement and Property Development	Conduct inspections in all built environment within ELM in terms of NHBRC and NBR standards.	Number of reports on inspections of compliance with NHBRC & NBR standards submitted to Council	4 reports submitted	Opex	4 x Quarterly reports on inspections of compliance with NHBRC & NBR standards submitted to Council by 30 June 2022	1	1	1	1	Quarterly Inspection reports & Council resolution	Municipal Manager
Priority Area 24: Human Settlement and Property Development	Assessment of building plans	% of building plans received and assessed	100%	Opex	100% building plans received & assessed by 30 June 2022	100 %	100 %	100 %	100 %	Submission register, Proof of payment & approval letters	Municipal Manager
Priority Area 25: Land Use Management	To ensure sustainable urban and rural planning	Number of SPLUMA Certificates issued	New Target	Opex	80 x SPLUMA certificates issued by 30	20	20	20	20	Copies of SPLUMA certificates issued	Municipal Manager

KEY PEROFMANCE AREA: Spatial Rationale											
Strategic Objective : To ensure sustainable rural and urban planning in order to meet the needs of the community											
Strategic Priority Area	**Strategy**	**KPI**	**2020/21 Baseline**	**Budget**	**Annual Target 2021/22**	**Quarterly Target**				**Evidence**	**Accountability**
						Q1	**Q2**	**Q3**	**Q4**		
					June 2022						