

CITY OF MBOMBELA



FINAL INTEGRATED DEVELOPMENT PLAN (IDP) 2017-2022

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ACRONYMS

ABET	: Adult Based Education and Training
ADZ	: Agricultural Development Zone
CoM	: City of Mbombela
CRDP	: Comprehensive Rural Development Programme
COGTA	: Department of Co-operative Governance and Traditional Affairs
DARDLEA	: Department of Agriculture, Rural Development and Land and Environmental Affairs
DBSA	: Development Bank of Southern Africa
DEDP	: Department of Economic Development and Planning
DHSS	: Department of Health and Social Services
DMR	: Department of Minerals and Petroleum Resources
DoE	: Department of Education
DPWRT	: Department of Public Works, Roads and Transport
DSS	: Department of Safety and Security
DWS	: Department of Water and Sanitation
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
FBS	: Free Basic Services
GIS	: Geographic Information System
GDS	: Growth and Development Summit
IDP	: Integrated Development Plan
ISF	: Mpumalanga Integrated Spatial Framework
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
LED	: Local Economic Development
MDG	: Millennium Development Goals
MIG	: Municipal Infrastructure Grant
MSA	: Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
MFMA	: Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
MTSF	: Medium Term Strategic Framework
NDP	: National Development Plan
NDOT	: National Department of Transport
NEPAD	: New Partnership for Africa's Development
NSDP	: National Spatial Development Perspective
PFMA	: Public Finance Management Act, 1999 (Act 22 of 1999)
PGDS	: Provincial Growth and Development Strategy
SDF	: Spatial Development Framework
SERO	: Socio-Economic Review and Outlook
SONA	: State of the Nation Address
SOPA	: State of the Province Address
SPPSU	: Strategic Programmes and Projects Support Unit
STATSSA	: Statistics South Africa

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FOREWORD BY THE EXECUTIVE MAYOR

On behalf of the municipality, it is my pleasure to present the new Integrated Development Plan (IDP) for 2017-2022 for the next financial year. The IDP is responding to the challenges of the municipality which include water, sanitation, electricity, roads and storm-water. In an endeavour to address the challenges, the municipality has prioritised the 2017/2018 – 2019/2020 budget over the medium term as follows:



The municipality will be spending in the next three years R1 401 billion (77 per cent) of the total capital expenditure budget) on social infrastructure development to address backlogs and upgrading of the existing infrastructure in the following priority areas;

- (a) Bulk water and reticulation infrastructure budget allocation will amount to R584 million over the medium-term and the allocation for 2017/2018 is R158 million. The construction of the Karino/Nsikazi South Bulk Water Scheme remains a priority and an amount of R212 million has been allocated for phase 2 and 3 of the project over the medium-term. For the Nsikazi North an amount of R27 million has been allocated as a counter-funding for the project and the Rimers Creek Water Treatment Works will be upgraded at an amount of R17 million in the Southern Region.
- (b) Roads and stormwater management infrastructure budget allocation will be R341 million over the medium-term and the allocation for 2017/2018 is R134 million. The Sanford access busroute will be upgraded to a tar at a budget allocation of R16 million, Daantjie – Foda road will be upgraded to a tar at a budget allocation of R21 million. Paving of Umjindini streets projects will continue at a budget allocation of R48 million over the medium. Mgcobaneni bus route will be upgraded to a tar at budget allocation of R37 million. Several streets at KaNyamazane will be upgraded to tar or paved roads at a budget allocation of R36 million.
- (c) Electricity supply and management infrastructure allocation will amount to R130 million over the medium-term and the allocation for 2017/2018 is R36 million. The upgrade of bulk supply and electrification of Msholozhi will continue and the budget allocated over the medium-term is R57 million. Umjindini Trust electrification project has been allocated a budget of R8 million and Tekwane-North low-cost housing electrification project has been allocated a budget of R7 million.
- (d) Sanitation and sewerage infrastructure allocation will amount to R104 million over the medium-term and the allocation for 2017/2018 is R14 million. The construction of Entokozweni sewer reticulation has been allocated a budget of R24 million over the medium-term. The Tekwane South outfall sewer system will be upgraded at a cost of R43 million over the medium term.
- (e) The allocation for public transport infrastructure over the medium-term will amount to R242 million and the allocation for 2017/2018 is R135 million. The Legogote Public Transport Facility construction has been allocated a budget of R36 million over the medium-term. The construction of the KaNyamazane Public Transport Facility has been allocated a budget of R15 million. The R40/D725 roads interchange and University Public Transport Precinct will continue and the budget allocated for this project is R74 million over the medium-term. A budget of R1 million has been allocated for the construction of the Barberton Public Transport Rank.

Water remains a high priority for the municipality hence the highest budget to address bulk water supply. The municipality is committed to delivering services and thus contributing towards addressing key priority issues of the municipality through the implementation of the 2017-2022 IDP. Furthermore, the municipality will strive to work together with the communities and stakeholders to deliver services, thus in working towards becoming a "*City of Excellence, the ultimate destination*".

The municipality appreciates the strategic programmes and projects that will be implemented in the municipal area prioritised by the Mpumalanga Provincial Government as outlined by the Honourable Premier, Mr DD Mabuza in his State of the Province Address for 2017, namely:

- a) The establishment of the Mpumalanga International Fresh Produce Market to support agricultural production and create a logistics platform for the export of our fresh produce to international markets.
- b) The construction of strategic dams to increase the availability of water supply for development.
- c) The construction of the Cultural Hub to ensure opportunities for private sector investment are explored.
- d) The establishment of the International Convention Centre.

In conclusion, the IDP and Budget is based on an extensive consultation process in compliance with the legislative framework. The consultation process included community meetings at level held from 29 April to 20 May 2017, meeting with the organised business on 10 May 2017 and the meeting with the Traditional leaders on 12 May 2017 respectively.

The inputs and comments received during this engagement process includes, amongst others issues relating to water supply, roads & storm water, electricity, housing, waste management, sanitation and others. All the inputs or comments were recorded and addressed accordingly. The issues that could not be implemented or accommodated in the 2017-2018 financial year will be prioritized in the future depending on the availability of funding. However, operational issues which does not require funding will be addressed in consultation with relevant Ward Councillors, and those that are within the competence of provincial departments will be forwarded to the relevant sector departments.

In light of the above, I hereby present the 2017-2022 IDP as approved by the Council on 31 May 2017.

Regards,



CLLR S P MATHONSI
EXECUTIVE MAYOR

MUNICIPAL MANAGER'S OVERVIEW

The adoption of the Integrated Development Plan (IDP) is a statutory obligation in terms of Section 25 of the Local Government: Municipal Systems Act (Act 32 of 2000) which requires each municipality to adopt a single, inclusive strategic plan that will guide its development initiatives. This is a comprehensive document which details the elected council's development plans and service delivery commitments to its community and spans for a five year circle. The City of Mbombela's IDP 2017-2022 serves as the five year strategic plan adopted by the Council which came into office after the 3rd of August 2016 local government elections.



The IDP is the principle strategic planning instrument which guides and informs the municipal planning and development processes. It enables both political leadership and management to make informed decisions towards efficient and effective service delivery. The IDP 2017-2022 is a product of massive consultation process that took place in the entire municipal area.

The different projects/programmes as identified and prioritised by the community is in line with national and provincial priorities articulated in the various policy frameworks and pronouncements such as State of the Nation Address, Back to Basic document, National Development Plan, Local Government Manifesto, Integrated Municipal Support Plan as well as other types of Municipal Support Grants. This IDP is anchored on a firm baseline laid in the various projects that were successfully implemented over the last five years focused on water, sanitation, electrification, road and storm water systems, public transport, etc. The above mentioned key performance areas will also be the focus of the IDP 2017-2022.

Furthermore this IDP is the inaugural IDP of the City of Mbombela which is an outcome of the Minister directive to amalgamate the former Mbombela Local Municipality and the former Umjindi Local Municipality. The amalgamation of Umjindi Municipality and Mbombela Municipality re-affirms that the world is ever changing. This will result in numerous changes and challenges and will significantly accelerate the process of urbanisation and transformation of the socio economic land scape. However the needs as identified by the community clearly indicate that collectively we will have to move faster in ensuring a better life for all. Transforming the economy and identifying various methods to tackle unemployment, poverty, inequality and other economic challenges that face our Municipality also remains our top priority.

I want to thank all Councillors, Ward Committee members, Traditional Leadership, community members, Municipal officials and various stakeholders that assisted in the compilation of the IDP 2017-2022. It is our commitment that in moving our Municipality forward; we will continue to create a better city that provides all kinds of opportunities as it is our quest to create a better life for all.

A handwritten signature in black ink, consisting of a large, stylized 'M' and 'D' followed by 'P' and 'M'. The signature is written over a horizontal line.

MR DP MSIBI

ACTING MUNICIPAL MANAGER

CHAPTER 1

AN OVERVIEW OF THE IDP PROCESS

1.1 INTRODUCTION

It is required in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) that municipalities must develop a five (5) year strategic planning document popularly known as Integrated Development Plan (Municipal Systems Act, 2000).

Integrated Development Plan (IDP) is a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. The process seek to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government.

The municipality, like any other municipality in the country, continuously faces challenges of service delivery backlog, capital funding as well as institutional capacity problems. Its ability to provide the key infrastructure to achieve sustainable and shared economic growth is therefore at the heart of the IDP and is underpinned by the municipality's long term plan called Mbombela vision 2030. A series of sector plans that have been prepared in previous years by the former Mbombela and Umjindi local municipalities will be reviewed to cover the entire municipal area. The sector plans include the Spatial Development Framework, Local Economic Development Strategy, Integrated Waste Management Plan, Comprehensive Infrastructure Plan (CIP), Water Services Development Plan, Integrated Transport Plan and Environmental Management Plan amongst others.

It must be noted that this IDP has been developed in accordance with the community priorities, provincial and national priorities and is in line with the Medium Term Revenue and Expenditure Framework (MTREF) which is a three year projection of both revenue and expenditure.

1.2 THE SCOPE OF THE IDP

The 2017-2022 IDP comprise of seven (7) interrelated chapters that are mandatory for a credible IDP, in terms of the process followed, actual format and layout, and the content.

The first chapter provides an introductory overview of the process followed whilst the second chapter outlines the municipal development profile in terms of the institutional and external environmental scan. The third chapter is an outline of the key development objectives and strategies that the municipality will implement to achieve its legislative obligations.

The fourth chapter provides a brief summary of the Auditor-General (AG) and MEC for Department of Cooperative Governance and Traditional Affairs (COGTA) findings, and subsequent remedial measures taken to address the findings in compliance with statutory obligations. The fifth chapter is the financial plan of the municipality over the next Medium Term Revenue and Expenditure Framework. The sixth chapter provides an outline of the performance management framework that guides how the municipality will monitor the progress made towards the achievement of the set targets. The last chapter (chapter seven) provides a comprehensive overview of the planned projects over the medium term period as well as projects planned by national or provincial sector departments as well as by the State Owned Enterprises like ESKOM.

1.3 THE IDP PROCESS

The process that was followed to guide the planning, drafting, and adoption of the City of Mbombela's 2017-2022 IDP involved various phases which had their respective outputs. These phases included preparation, analysis, strategies, projects, integration and approval phases. Each of these phases is discussed below.

1.3.1 Preparation phase

When it came into power, the newly elected City of Mbombela Municipal Council, within 30 days, adopted an IDP Process Plan on the 30th of August 2016. The IDP Process Plan outlined the legislative framework, institutional structures to guide, manage and monitor the IDP processes, mechanisms for community participation as well as key deadlines of the activities that led to the approval of the five year IDP.

The IDP Process Plan was developed in line with the Ehlanzeni District Municipality's IDP Framework Plan adopted for the entire district after consultations with the local municipalities, including the City of Mbombela, within the Ehlanzeni District.

The Process Plan was then advertised on the Lowvelder newspaper on the 6th of September 2016 and on Barberton Times on the 7th of September 2016 in order to give notice to the affected stakeholders and the community members at large. The Process Plan was also placed on the Municipality's website and placed in all the Regional Service Centres of the Municipality so as to allow community members to have access to it and its contents.

A briefing session on the adopted IDP Process Plan was also held on 6 September 2016 at the former Umjindi Municipal Offices (Southern Region) and on 7 September 2016 at Mbombela Civic Centre in order to notify the organized IDP stakeholders.

1.3.2 Analysis phase

During this phase, it was critical for the municipality to understand the current existing situation within the municipal area. An in depth diagnosis was done by the Municipality in relation to prevailing levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues (issues that needed to be addressed first), and available resources to help deal with identified challenges or problems.

Sources of information that were used as baseline included annual reports, mid-year performance report, Service Delivery and Budget Implementation Plan (SDBIP) quarterly reports, StatsSA Community Survey 2016, and SERO reports. Sector plans were also used to inform the planning of the IDP in terms what programmes/projects needs to be implemented to address the service delivery gaps within the municipal area. The GIS system was also used in identifying communities that do not have access to municipal basic services within the Mbombela municipal area. The information obtained through this process helped the Municipality in identifying priority issues according to the Municipality's perspective. A further prognosis was done in terms of the internal institutional gaps or needs (i.e. shortage of staff, governance issues, etc.) as well as internal resources (revenue generation capacity, ICT infrastructure, etc.) that may assist in addressing the identified priority issues.

A consultation process also took place during this phase whereby zonal meetings were held in each of the four Regions of the City of Mbombela. This process started on the 8th until the 24th of November 2016 and community members, organized business, CBOs, NGOs, Traditional Leadership and other stakeholders were allowed to raise issues that affect them. The priority issues according to the community and stakeholders' perspective were then blended with that from the municipality's perspective. These priority issues are listed in table 1.4.1 below.

1.3.3 Strategy phase

The City of Mbombela had its strategic planning sessions to devise means to respond to the priority issues identified during the analysis phase. This process started with departmental strategic planning sessions which were held from the 7th of December 2016 until the 25th of January 2017. The broader institutional strategic planning session were held afterwards and this was done through two categories, which include the Technical Lekgotla chaired by the Municipal Manager and the Mayoral Lekgotla chaired by the Executive Mayor.

Once the SWOT analysis has been done for the municipality, the outcomes of the institutional strategic planning sessions included development of a vision, development objectives, and development strategies for the City of Mbombela. Of critical importance, the City of Mbombela has developed a Vision 2030 Strategy which is aligned to the National Development Plan as well as the Mpumalanga Province Vision 2030. All Departments for the City of Mbombela therefore came up with clear, measurable programmes/projects for the five year IDP which directly respond to the identified priority issues and ultimately to the City's Vision 2030.

1.3.4 Projects

As indicated above, all Departments of the City of Mbombela designed five year programmes/projects with clear performance indicators, outputs and targets. The location, beneficiaries, timeline as well as project costing was also done. The projects were designed to respond to the priority issues raised by the community, stakeholders as well as the priorities in terms of the Mbombela Vision 2030. These projects also gave effect to national priorities as indicated during the State of the National Address (SONA) and State of the Province Address (SOPA) delivered by the State President and the Premier respectively. The five year departmental programmes/projects were appraised during the Mayoral Lekgotla.

1.3.5 Integration

During this phase, the municipality aligned the five year programs with its financial resources (Budget/MTREF) and also with its performance management system. During this phase, an operational plan (SDBIP) was also developed to track performance on planned activities in relation to budgeted projects.

A session with sector departments was held on 7 March 2017 to integrate programmes and projects for the next five years. Hence, projects from provincial sector departments and state parastatals are also incorporated into the IDP.

1.3.6 Approval

The Draft IDP for 2017 – 2022 was tabled before Council on 31 March 2017 for consideration and was subsequently presented to communities, Ehlanzeni District Municipality and the MEC for Cooperative Governance and Traditional Affairs for comments. These documents were also placed on the municipal website and a notice was also publicised on the Lowvelder and Barberton Times newspapers on the 11th and 12th of April 2017 respectively. This was to invite comments from affected community members and organisations. Furthermore, community consultative meetings were held between the 29th of April until the 20th of May 2017 at ward level in order to obtain inputs and comments on the Draft IDP and Budget. These consultative engagements also included meetings with the various stakeholders as well as the Traditional Leadership which form part of the planning processes of the municipality. The Final IDP 2017 – 2022 was then tabled before Council on the 31st of May 2017 for approval.

1.4 STAKEHOLDER ENGAGEMENT AND CONSULTATION IN THE IDP PROCESS

Community and stakeholder participation in matters of local government is a cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) put it succinctly that: *“the objects of local government includes, amongst others, the encouragement of involvement of community and community organisations in matters of local government”*. Furthermore the Local Government: Municipal Systems Act (Act 32 of 2000) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its integrated development plan.

In order to give effect to the above legislative provisions, the City of Mbombela has adopted a public participation strategy that outlines the processes, mechanisms, and procedures for community and stakeholder participation. According to the Public Participation Strategy, the participation of communities is driven through a Ward Committee System managed by the Public Participation Unit located in the Office of the Speaker and the IDP Representative Forum arranged through the Office of the Executive Mayor. Moreover, the Municipality's public participation process comprises of community meetings, zonal meetings, Mayoral Imbizo(s), Speakers Outreach programmes, business and commercial stakeholders engagements and traditional leaders engagements.

1.4.1 Community consultation meetings

The first round of community consultation meetings within the municipal area took place from the 08th of November 2016 until the 24th of November 2016. These meetings took place at a zonal level, which included Nsikazi, Mbombela A, Mbombela B, Mbombela C, Hazview and Baberton. The community meetings were chaired by the Speaker of Council, with the assistance of the Executive Mayor, Chief Whip, Members of the Mayoral Committee, Chairperson of Oversight Committees and Councillors. Communities and stakeholders were allowed to raise problems as well as their priority issues and proposed interventions for the next five (5) years.

The second round of the community consultation meetings took place from the 29th of April until the 20th of May 2017. These meetings were held at ward level and were chaired by their respective Ward Councillors with the assistance of their PR Councillors, ward committee members, Community Development Workers and municipal staff from both IDP Unit and Public Participation Unit. The following priorities were reconfirmed:

Table 1.4.1 Community priorities for 2017-2022

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 10 jojo tanks	Shabalala; Sanford
	Need for System to pay for water	Mountainview ;Scotchview ; shabalala
	Need to increase scale and time for water supply	Shabalala Sanford
	Need for infrastructure to yield water	Shabalala ; Sanford
	Short term Need to add water tankers	Shabalala Sanford
	Need for water reticulation	Sanford
	Need for boreholes	Shabalala; Sanford
2. Education	Need for secondary school	Shabalala & Hazyview
	Need for primary school	Sanford
3. Electricity	Need for household connections	New village at Shabalala;

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for high mast lights and street lights	Soweto; Mountain view; Scotchview; Msilaskupe; Sanford; Makotapenini; lower Sanford; entire Hazyview residence
	There is a problem of illegal connections	Entire ward
	Need for street lights	Hazyview R40 from Krugergate to kaMabuza T junction; Numbipark
	Need for a traffic lights	Sanibonani (kaMabuza and 4way intersection in Hazyview residence area). Entrance to Sanford from Jim Brown bridge
	Need for sensor Traffic light	Krugerpark lodge gate
4.Roads & storm water	Need for tar or paved	Shabalala road from European bar to Goromane station; Hazyview residence area
	Need for two (02) speed humps	Cornerhouse and Scotchview
	Need for foot bridges	Shabalala,Sanford
	Need for storm water drainage and fix existing	Shabalala (next to Nini na Nini Tarven, ka Elaija & Ka Mndebele; mountainview esantini; kaMabuza bridge
	Need for foot bridges	Between Soweto heading to Tfolinhlanhla primary and Msilaskupe
	Need for storm water drainage	KaMabuza Bridge, Sandford to makotapenin
	Maintenance of drainage system	at Santini mountain view
	Need for speed humps	Hazyview and Sandford (kaJim Brown
	Need for additional lane	Road from Hazyview heading to Skukuza via Hazyview residents area
	Need for Gravelling of road	KaBhanjane
5. Community facilities	The existing swimming pool must be refurbished	Hazyview
	Need for sport field and parks	Hazyview; Shabalala; Sanford
	Need for multipurpose centre	Hazyview; Shabalala
	Need for a library	Shabalala
	Need for a community hall	Hazyview; Shabalala;Sanford
	Need of cemetery site	Hazyview
	Need for fencing and toilet at cemeteries	Shabalala; Sanford
	Need for a clinic	Sandford
6. Housing	Need for RDP houses	Shabalala; Sanford
7. Sanitation	Need for VIP toilets	Shabalala; Sandford
	Sanitation sewage SYSTEM	Hazyview; Numbipark
8.Transport	Need for public transport (bus & taxi)	Shabalala to Sand River

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for bus shelter	Sanibonani; Tholinhlanhla; Mdluli store
9.LED	Need for job opportunities	Entire ward
	Need for local people to be appointed on projects taking place in the ward	Entire ward
10. Waste management and parks	Need for dustbins	Hazyview CBD; Shabalala; Sanford; Hazyview residence area
	Need for the cleaning of unoccupied sites	Hazyview Numbipark
	Need for the parks to be cleaned	Hazyview ; numbipark area
11. Safety & security	Need for boom gates at all entry & exit points	Hazyview
	Need for fire station	Hazyview

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for extension of Zwelisha & Mluti Bulk Water Supply	Mluti
	Need for a Dam	Old Location and Nkosi City
	Need for water reticulation	Mluti & Mbongeni Area
	Need for maintenance of leaking water pipes	Zwelishana
2. Rural Development	Need for Nkosi City development	Entire ward & surrounding wards
	Need for Agrie Parks programmes	Nkosi City
3. Roads and Storm water	Need for bus route & paving of roads	Gedlembane to kaLubisi bus route, Nkomeni to Foda bus route & Siwerewere to kaLubusi bus route
4. Electricity	Need for street lights	Strategic areas
	Need for 6 high mast lights	Sicelosetfu & Nkomeni
	Need for new substation	Nkosi City
5. Education	Need for a new school	Nkosi City
	Need for additional classrooms (12)	Mbongeni primary school
6. Waste management	Need for waste collection to avoid illegal dumping	Entire ward (Strategic areas)
	Need for a dumping site	Entire ward (Strategic areas)
7. Cemetery	Need for the cemetery to be fenced & maintained	Old Daantjie cemetery
8. Health	Need for health facilities	Nkosi City
	Need for additional staff	Pienaar
	Need for assigned ambulance to Pienaar	Pienaar
9. Community facilities	Need for the upgrading of sports fields (poles)	Entire ward
	Need for a multipurpose centre (incl. library)	Entire Ward
10.Sanitation	Need for a sewer borne system	Nkosi City
11. Safety & security	Need for new establishment of police station	Nkosi City
12. LED	Need for job creation programmes & projects	Entire ward

WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water & Sanitation	Need for water supply	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
	Need for eight (8) boreholes	Dayizenze; Lindokuhle; Nyokeni; Los; Mhlambanyatsi; Elephant ; Eiphumelele
	Need for Jojo tanks	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
	Need for VIP toilets	Entire ward
2. Roads & storm water	Need for pedestrian crossing	Elephant School, Lundanda School
	Need for road to be tarred or paved	Bongani Hospital road, Kamphatseni to Sphumelele, Mhlambanyatsi road Gogodlane to Pentecost and Mahushu to Zakheleni Bemuda road; Mabhakeni; Dayzenza to Mahushu & Road to cemetery.
	Need for footbridges	Overhead bridge at Mahushu and Dayzenza Plaza. Ngobeni to Los, Kamphatseni to Sphumelele; Edibhini to Dayizenza; Mhlambanyatsi to Zakheleni; Hhobotani to Lundanda; Madala to Dayzenza (Theledi) & Mphatseni to Elephant.
	Need for bus road	Gogodlane to Pentecost, Sphumelele to Lindokuhle, Mahushu to Zakheleni & Dayizenza to Mahushu
	Need for speed humps	Kagodlane, Mahushu to Dayizenza & Bus road
	Need for storm water drainage	Siphumelele; Elephant; Mahushu; Dayizenze
3. Education	Need for a primary school	Elephant and Sphumelele
	Need for crèche/pre-school (land is available).	Elephant ; Kiepersol block & Sphumelele
4. Electricity	Need for household connections	Elephant; Los & Siphumelele
	Need for Apollo lights	Nyokeni; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Elephant
	Need for street lights	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
5. Cemeteries	Need for cemeteries to be fenced with palisade	Mahushu
	Need for TLB, VIP toilet & water at cemeteries	Mahushu
6. Housing & Land	Need for RDP houses (land is available).	Mahushu

	Need for a farming infrastructure for farmers(land is available)	Mahushu
7. Health	Need for a clinic (land is available)	Siphumelele(Mahushu)
8.Community facilities	Need for a library	Mahushu Toy Centre
	Need for a community hall	Mahushu Centre
	Need for a sports facilities	Mahushu
	Need for multipurpose centre	Mahushu
	Need for a community park for children	Mahushu
9. LED	Need for job creation programmes (Poultry farm; piggery farming)	Mahushu
10. Safety & security	Need for 24hours visibility of police	Entire ward
11. Waste management	Need for waste removal	Entire ward

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads &Storm water	Need for the completion of the Bermuda road	Zwelisha
	Need for tarring of road	Phakane (From Fundinjobo to Magqujane river). Zwelisha bus route bermuda
	Need for the paving of streets	Siwela street; Love corner to Zwelisha cemeteries. Ndlala street from love corner to Phakane reservoir Street from Zweilsha clinic to Zwelisha community hall
	Need for vehicle bridge	Zwelisha ka Nkosi bridge; Between Phakane & Mafambisa
2. Water	Need for the upgrading of Phakane Reservoir	Phakane
	Need for the upgrading of water supply system	Zwelisha & Phakane
	Need for water reticulation infrastructure	Dingindoda (Phakane); Emathuneni (Zwelisha) & Etikhukhwini (Zwelisha)
	Need for boreholes	Phakane (x1) & Zwelisha (x1)
	Need for jojo tanks	Entire ward
3. Electricity	Need for household connections	Zwelisha & Phakane
	Need for street & high mass lights	Part of Zwelisha next to the community hall & Ka Nkosi bridge
	Need for the maintenance of Apollo high mast & street lights	Zwelisha clinic; Phakane & Zwelisha
4. Sanitation	Need for VIP toilets	Entire ward
	Need for sewerage system	Entire ward
5. Housing	Need for RDP houses	Entire ward

6. Health	Need for mobile clinic (temporary measure)	Zwelisha & Phakane
	Extension of clinic and 24hr operation	Zwelisha Clinic
7. Community facilities	Need for multi-purpose sports field	Phakane
	Need for grading of open grounds	Zwelisha
8. Safety & Security	Need for the 24 hrs visibility of SAPS (to patrol at the area, especially bus stops)	Zwelisha & Phakane
	Need for the upliftment of the CPF	Entire ward
9. Education	Need for a combined school	Zwelisha primary school
	Need for admin block	Phakane primary school
10. LED	Job creation	For youth and women
11. Waste	Need for waste containers	Entire ward

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for the construction of package plant at Phola	Phola, Bhekiswako & Salubindza
	There is infrastructure at Bhekiswako & Salubindza but no water	Bhekiswako; Salubindza & Sibamba
	Need for reticulation	Sukani; Komani; Salubindza (Ematuneni)
	Need for six (06) boreholes	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
2.Electricity	Need for 20 high mast lights	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for 200 street lights	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for household electrification (400 households)	Sukani; Komani; Salubindza (Ematuneni)
3.Roads & storm water	Need for low level bridges	Bhekiswako to Salubindza ;Sukani to Bhekiswako; Sukani to Salubindza
	Need for footbridges	Salubindza to Phakamani crèche; Sukani to Dayizenza plaza; Ngobeni store to Mokoena (Phola); Mthimkhulu to Milazi (Komani)
	Need for the tar or paving of major streets	Engulubeni; Celani primary school & Sukani
	Need for Bermuda bus road to be tarred	Salubindza
	Need for storm water drainage	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for speed humps	Phola ; Bhekiswako; Salubindza
	Need for pedestrian crossing signs	Salubindza
4.Sanitation	Need for septic tanks & flushing toilets (pit toilets)	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
5.Community facilities	Need for the community hall	Salubindza and Bhekiswako Bhekiswako ; Salubindza ; Sibamba;

	Need for park	Sukani; Komani
6. Sports facilities	Need for the upgrading (incl electricity) of Salubindza sport ground	Salubindza
	Renovations & upgrading of sports facilities	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
7.Integrated human settlement	Need for 200 houses	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
8.Cemeteries	Need for the upgrading of the road to the cemeteries	Bhekiswako ; Salubindza ; Sibamba; Phola
	Need for concrete palisade fencing	Bhekiswako ; Salubindza ; Sibamba; Phola
	Need for toilets in the cemeteries	Bhekiswako ; Salubindza ; Sibamba; Phola
9. Waste collection	Need for removal of waste	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
10. LED	Need for skills development programmes on tourism & entrepreneurship	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
11. Education	Need a school	Salubindza & Sukani
	Need for admin block, laboratory & library	Celani
12. Safety & security	Need for 24hours visibility of police	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water supply is very poor. Sometimes, water comes once a month (water tankers)	Entire ward
	Need for water infrastructure	Bhodlindlala, Dingindoda, Sukani, Nkanini, Swalala, Mangozeni, Khanyisani & Magarula
	Infrastructure is there but no households connection	Swalala; Mafifty; part of Sukani; Nkanini & Stadium block
	There is a problem of illegal connections of water	Entire ward
	Need for boreholes	Swalala, Mshadza, Mafifty, Nkanini, Bhodlindlala
	Need for a new package plant	Mshadza
2. Electricity	Need for high mast street lights (crime is very high)	Entire ward
	Need for household connections	Mangozeni, Zamani & Dingindoda
3. Housing	Need for RDP houses	Entire ward
4. Road & Storm water	Need for major streets to be maintained, graded & paved	Entire ward
	Need for vehicle bridges	Nkanini to Khombidlela; Mangozeni to Mafifty; Dingindoda to Dayizenza
	Need for storm water drainage & V drains	Entire ward
5. Sanitation	Need for VIP toilets	Entire ward
6. Education	Need for a primary school	Dingindoda, Nkanini & Mshadza
7. Safety & Security	Need for the 24 hrs visibility of SAPS (to patrol at the	Entire ward

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	area)	
8.Community facilities	Need for a community hall	Entire ward
	Need for Masoyi stadium to be upgraded	Mshadza (Stadium)
9.LED	Need for shopping complex	Swalala
	Need for the Swalala Neighbourhood Development	Swalala
	Need for job opportunities programmes. Most people depend on grants, sewing & beads projects	Entire ward
10. Cemeteries	Need for a new cemetery	Entire ward

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for sufficient water supply	Entire ward
	Need for the installation of rising main pipe to the reservoir to enable the water treatment plant to be functional (the treatment plant has been vandalised, need to be upgraded)	Dibhini (Manzini)
	Need for jojo tanks to be filled with water	Entire ward
	Need for 6 boreholes	Sabiescom, Stadium, Mafifty Zone 1&2, Mthunzini, Chawela (Mthunzini)
	Fixing and re-commissioning of borehole	Lungisani
2.Road & storm water	Need for the road to be tarred	Stadium Block; Manzini road, road to Lungisani Secondary School
	Need for access road	From Manzini to stadium block
	Need for major roads to be maintained & paved	Entire ward
	Need for bus route	Mafifty to Magarula village via Tribal Authority
	Need for speed humps	Main Road
	Need for 10 footbridges	Kasizzle, Lungisani and Kanonyane
	Need for overhead bridge	Manzini & Tsemabanani primary school
	Need for vehicle bridges	- Between Mafifty & Magarula - Between Magarula & Phola - Sabieskom - Stadium Block - From main road to Chawela
	Need for storm water drainage	Entire ward
3. Electricity	Need for households connection	Stadium Block; Mafifty
	Need for additional street lights & high mast lights	Entire ward
4.Sanitation	Need for VIP toilets	Entire ward
5.Housing	Need for RDP houses (including the indigent people)	Entire ward

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Health	Need for the clinic to be renovated & upgraded (need for more staff & Additional consulting rooms)	Manzini Clinic
	Need for the clinic to operate 24hrs	Manzini Clinic
7. Community facilities	Need for a community hall to be completed (the issue of water & sanitation systems must be completed)	Manzini Community Hall
	Need for the caretaker for the hall	Manzini Community Hall
	Need for maintenance of sports facilities	Entire ward
	Need for the local cemetery to be fenced, equipped with toilets & water	Lungisani
8. LED	Need for job opportunities	Entire ward
9. Social Services	Need for food parcels	Area around Stadium Block
10. Education	Need for a primary school	Mthunzini area
	Need for scholar transport	Mthunzini area

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is no water in the ward. Jojo tanks are always empty.	Entire ward
	Need for water supply (sufficient and consistent)	Entire ward
	Need for a Reservoir. Water pipes have been installed but there is no water	Emoyeni Block
	Need for water tankers to be monitored	Entire ward
	Need for additional boreholes	Phelandaba, Newskom, Mountain view, Kanyaka, MaSwazini, Roma and Centre2 ,next to Ka Clr Mlimi, Saint Jones, Centre, kaMngomezulu, Moyeni
	The manual operated must be converted to electricity	Lindani; Maswazini
	Need for Pressure pump and refurbishment of current reticulation system at Jerusalem Steel tanks	Roma, Khalazembe, MaSwazini, Center 1 and centre2)
	Need for water rights application to implement water projects	Entire ward
2. Roads & storm water	Need for roads to be tarred	Riopark, Lindani, Newskom, Roma Maswazi, Phelandaba, Khazemba, Khulani, Khalazembe, Centre 2, Mountain view
	Need for foot bridges	Phelandaba, Newskom esicojeni kaMndawe, Khalazembe, Roma driving school, road to kaShlangu, kaMsimango and Mkhabela, kaMnyambo, Knyaka to Khulani, kaMdluli to enyokeni
	Need for vehicle bridges	Next to Saint Jones, next to kaFakude induna, next to Mildred, New skom to Phelandaba, Lindani to Newskom,

		eMhlumeni
	Need for streets to be paved	Jerusalem High, Sakhile High, Lindani, from Driving school down to ngaka Nduna Fakude
	Need for a bus shelters	Jerusalem, Phelandaba, Newkom, Moyeni
	Need for an overhead bridge	Mganduzweni Taxi rank
	Need for storm water drainage	Roma driving school, kaSono
3. Housing	Need for RDP houses	Entire ward
4. Health	Need for a clinic	Emoyeni & Jerusalem
	Need for a mobile clinic	Emoyeni, Phelandaba
	Need to upgrade the existing clinic	Jerusalem
5. Community Facilities	Need for a community hall and sports centre	Lindani
	Need for a sport Centre	Entire ward
	Need for a crèche	Entire ward
6. Electricity	Need for household connections	Phelandaba; Mhlumeni & Mountain view
	Need for street lights and High mast lights	Entire ward
7. Sanitation	Need for VIP toilets	Entire ward
8. Safety & security	Need for 24hrs visibility of police	Entire ward
9. LED	Need for job opportunities	Entire ward
10. Education	Need for the extension of classes	Legogote primary school
	Need for laboratories & computer centres	Sakhile
	Need for a library	Jerusalem

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is water crisis (insufficient, interruption and constant supply). Jojo tanks are always empty- Local dam need to be used to supply water	Entire ward
	Need for Jojo tanks	Entire ward
2. Roads & Storm Water	Need for main roads to be tarred	Entire ward
	Need for the bus road to be tarred	Mgcobaneni
	Need for Bermuda road to be completed	Mganduzweni
	Need for the gravelling & paving of streets	Entire ward
	Need for speed humps	Mgcobaneni & Mganduzweni
	Need for 7 foot bridges	Mgcobaneni x 2 (next to Nkuna & road to Shawelo Richmond); Mganduzweni x3 (Mabulala; Enkokhokweni) & Ndlunkulu School
	Need for the re-gravelling of all cemetery road	Mgcobaneni & Mganduzweni
	Need for V-drain to all main road	Mgcobaneni; Mganduzweni; eDibhini; Mabulala to Mganduzweni; Mafledini; Richmond; Mgcobaneni primary school; Roman Catholic; Jerusalem Assemblies of God Manzini
3. Electricity	Need for household electrification	Thubelihle
	Need for street lights	Mgcobaneni & Mganduzweni

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for high mast lights	Mgcobaneni & Mganduzweni
4. Housing	Need for RDP houses	Entire ward
5. Sanitation	Need for VIP toilets	Entire ward
	Need for dumping cabins	Entire ward
	Need for the sucking of existing toilets	Entire Ward
	Need for BIN Carbons removals once a week	Entire Ward
6. Education	Need for secondary school	Mgcobaneni & Mganduzweni
	Need for combined school	Mgcobaneni ; Part of Chochocho & Lungisani High School
	Need for ECD centre	Mgcobaneni
	Need for a library and information centre	Entire ward
7. Community facilities	Need for a community multipurpose hall	Mgcobaneni
	Need for recreation facilities	Mganduzweni
	Need for a computer centre	Mganduzweni
	Need for the renovation of sports ground	Mgcobaneni & Mganduzweni
	Need for parks	Mgcobaneni & Mganduzweni
8. Health	Need for a clinic	Mgcobaneni
	Need for the existing clinic to operate 24 hrs	Mganduzweni
	Need for environmental & HIV/Aids campaigns	Mgcobaneni & Mganduzweni
9. LED	Need for job opportunities & food security	Entire ward
	Need for community training on LED to Develop business for unemployed citizens and to capacitate them with required skills that will change their lives	Entire ward
10. Safety and Security	Need for a visibility 24 Hours	Entire ward
11. Waste Collection	No dumping sign to be installed to prevent dumping of rubbish to no dumping areas	Entire ward

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is infrastructure, but yield no water.	Bhayizane; Clau-Clau; Mhlume; Mafambisa; Mkikitweni; Sizane, Bhodlindlimfene, Zombodza, Spelanyane
	Need for proper management of valves	Clau-clau (part); Entire ward
	Need for stand pipes to be maintained	No.3 & No. 4
	Need for additional boreholes	Khalimpama, Mkikitweni, Bhayizane, Mgobampisi
	Need for additional Jojo tanks	Spelanyane; Mafambisa & Clau Clau
	Boreholes are not working (need electricity)	Thulula; Mafambisa & Spelanyane
	Need for a Reservoir/ Package plant	Mafambisa & Clau Clau

2. Electricity	Need for household connections	Mhlume; Bhayizane; Mafambisa; Clau-Clau; Mhwayi; Macamela & Spelanyane
	Need for street lights	Mafambisa; Ngulubeni; Mgobampisi; Mkikitweni; Khalimpama; Bhayizane; Mkhukhwini; & Spelanyane
	Need for existing street lights to be maintained	Entire ward
	Need for high mast lights	Entire ward (crime hot spots)
	The low voltage must be extended for the purpose of in-house connection	Entire ward
3. Roads & storm water	Need for the major roads to be maintained & paved	Mafambisa to Spelanyane, Ngulubeni to Siligane, Sizane to Zombodza, Macamela to Ngulubeni. Main road to Clau-clau clinic.
	Need for storm water drainage system	Thulula; Bhayizane; Mkikitweni; Mafambisa; Ngulubeni & Mkhukhwini
	Need for tarring of main streets	Clau Clau cemetery, Clau-Clau clinic to Mkikitweni
	Need for road signs	Mkikitweni, Ngulubeni and Bhodlimfene
	Need for pedestrian crossings	No. 4
	Need for scholar transport to assist kids	Entire ward
	Need for bus shelter & bus stop signs	Entire ward
	Need for speed humps	Entire ward
	Need for footbridge	Clau-clau, Bhayizane & Mafambisa
4. Sanitation	Need for VIP toilets	Mafambisa; Clau-clau & Spelanyane
	Maintenance of existing VIP toilets. Some are not complete	Clau-clau
5. Education	Need for a library	Clau Clau No 4, Spelanyane, Ngulubeni
6. Community facilities	Need for play grounds to be maintained	Entire ward
	Need for community hall to be maintained	Spelanyana, Clau-Clau & Mafambisa
	Need for multipurpose centre	Entire ward
	Need for cemeteries to be maintained and fenced	Sizani & Mashonisa
	Need for the naming of streets	Entire ward
	Need for community Hall	Mafambisa
	Need old age centre	Clau Clau
7 Housing & land	Need for RDP houses	Mafambisa; Ngulubeni; Clau Clau & Spelanyane
	Need for land for residential purposes	Entire ward
8. Health	Need for the clinic to operate 24 hours service	No.4
	Need for a new clinic	Mafambisa
	Need for maintenance and staffing of the new clinic	Spelanyana
9. LED	Need for job creation	Entire ward

	Need for a youth centre	Clau Clau
	Need for a cultural centre	Ngulubeni
10. Safety & security	Need for satellite police station	Mafambisa
	Need for 24 hours visibility of police	Entire ward
11. Cemetery	Need for cemetery and fencing	Entire ward

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water package supply plant	TV 2 & Magwabaratsane
	Need for the reservoir to be filled with water that will last up to 3 or 4 hours so that all community members can get water.	TV 2, 3, 4 & Success, Clau-Clau, Magwabaratsane, Slovo Park, Nkomeni & Ermelo.
	Need for reviving of water infrastructure into a reservoir to supply water to the community	TV 1 – TV 4
	Need for the reconstruction of Ngodini dam	TV1 (Central)
	Need for Reservoirs	TV1 (Central), TV2,3,4, Clau Clau, Slovo Park, Ermelo, Nkomeni, Success, Magwabaratsane
2. Roads & storm water	Need for bus routes	TV-Slovo park Magwaba Clau Clau bus route, From Nkomeni to Ermelo, TV 2 to Maphakama
	Need for paving of streets	T.V 1 to 4; Slovo; Nkomeni & Ermelo & all entrance streets, Clau-Clau 1 to 3, Magwabaratsane, Madalaskom, Mangozeni & Success
	Need for storm water drainage	Entire ward
	Need for vehicle bridges	Nkomeni to Ermelo, Slovo Park & Magwabaratsane
	Need for a traffic lights	Success T-Junction
3. Electricity	Need for household connections (including the new settlement)	T.V 3; Mashonamini; Mangozeni; T.V 2; Clau Clau; Ermelo, Magwabaratsane & part of Slovo Park
	Need for street lights & high-mast lights	Entire Ward
4. Housing	Need for RDP houses	Entire ward
	Intergrated human settlement with AGRO processing (Mbuyane Development township)	Maphakama area
5. LED	Need for job opportunities (Technical skills training Centre, piggery houses, rural development, cooperatives for waste removal etc)	Entire ward
6. Sanitation	Need for VIP toilets	Success & Mangozeni, Ermelo, Clau-Clau, Slovo Park & Magwabaratsane, TV 1 – TV 4
	Need for sewerage system	Entire ward
7. Education	Need for a FET (Technical college)	Slovo Park \TV 2
	Need for a library	Slovo Park
8. Land	Land for Agricultural purposes	Entire ward
	Need for rural development projects for LED (Fishery)	Ngodini Dam

9. Health	Need for a clinic	TV 2
10. Safety & security	Need for satellite police station	Clau-Clau & TV
11. Community facilities	Need for a park	TV 1 & Clau- Clau 3
	Need for the upgrading of all existing sports facilities	Entire ward
	Need for a multi-purpose centre with all other sporting codes except soccer	Entire ward
	Need for a cemetery	TV4
12. Bus shelter	Need for concrete bus shelter	Bus Stops (TV 1, 3, Nkomeni, Ermelo, Mangozeni, Success.
13. Waste management	Need for waste removal	Entire ward

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply (sufficient and constant)	Elandshoek; Emgababa; KaMashobodo; KaMjalimane; Cairn Trust; Mankele Trust
	Need household connection. A reservoir has been renovated; but water supply pipes have not been installed	Elandshoek; Mgababa
	Need for regular filling of water tankers	Alkmaar; Schaggen; Cairn Trust; Magushede; Mankele Trust
2. Health	Need for 24 hours clinic. The community has a site where it can be built	Elandshoek
	Need for mobile clinics. The existing ones are not reliable- 2 months can go by without operating	Entire ward
3. Sanitation	Need for sewer system	Elandshoek, kaBhamjee, Mashobodo, Schoemanskloof, Cain Trust, Barvale, Mankele, Alkmaar
	Need for VIP toilets	Alkmaar; Schoemanskloof; Elandshoek, Barvale, Ngoanesi, Mashobodo, Cain Trust, Mankele Trust
4. Roads & storm water	Need for a foot bridge (a multipurpose bridge; comprising of both pedestrian & vehicle bridges is recommended)	Elandshoek (overhead bridge)
	Need for tarring/paving of road	Mankele to Ngoanesi (20km road)
	Need for roads to be maintained	Barvale, Mashobodo, Schoemanskloof, Cain Trust, Mankele Trust
5. Education	Need for the upgrading of a school. Currently has grade 1-9 & need to include 10 -12	Ntabamhlophe Combined School
	Need for a crèche	Elandshoek, kaBhamjee, Ngoanesi, Mashobodo, Cain Trust, Mankele Trust)
6. Electricity	Need for Free Basic Electricity	KaBhamjee, Barvale, Ngoanesi, Mashobodo, Schoemanskloof, Cain Trust, Barvely, Mankele, Alkmaar.

	Need for electricity infrastructure	Elandshoek; KaMjalimane (Mizzi), KaBhamjee
	Need for Apollo/high mast lights	Barvale, Elandshoek, kaBhamjee, Ngoanesi, Mashobodo, Schoemanskloof, Cain Trust, Mankele Trust
	Need for household connections	Barvale, kaBhamjee Trust, Ngoanesi, Mashobodo, Schoemanskloof, Cain Trust, Mankele Trust, Alkmaar
7. Housing & Land	Need for RDP houses	Elandshoek; KaMjalimane; Ngodwana; Kabhamjee, Ngoanesi, Schoemanskloof, Cain Trust, Barvale, Mankwele Trust
	Need for formalization/ tenure upgrade/ title deeds	kaBhamjee
8. Waste management	Need for refuse removal services. Dumping holes have been dug as a temporary measure; but not everyone make use of them	Elandshoek, kaBhamjee, Ngoanesi, Mashobodo, Schoemanskloof, Cain Trust, Barvale, Mankele Trust, Alkmaar
9. Sports facilities & cemeteries	Need for a sports/ play ground	Elandshoek; Alkmaar, Mankele Trust, Cairn Trust
	Need for youth centre	Elandshoek
	Need for a cemetery site. The existing site is next to the river where the community consume water	Elandshoek
10. Safety & Security	Need for a satellite police station	Elandshoek & Alkmaar garage
	Need for a police police patrol	Elandshoek
	Need for the establishment of CPF	Schoemanskloof, Alkmaar & Elandshoek
	Need for police visibility (during the morning and night even during knock off time)	KaBhamjee, Alkmaar, Elandshoek
11. LED	Need for business development	Elandshoek, Barvale

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Housing & Land	Need for RDP houses & Disaster houses	Matsulu; Mandela park; Veza; Nazereth
	Need for stands	Entire ward
2. Water	Water is not enough; shortages & interruption	Entire ward
	Need for 24hrs supply	Entire ward
3. Electricity	Need for street lights	OR Tambo & Walter Sisulu road
	Need for maintenance of existing street & high mass lights	Entire ward
	Power cuts need to be upgraded	Entire ward
	Need for Eskom office in the ward (Not to travel to Kanyamazane because it is far)	Entire ward
4. Road & storm water	Need for roads to be tarred/paved & maintained	Moss & Shongwe street; Hue; Protocol; Capital Drive
	Need for surfaced access road	Matsulu to Malelane/Kruger National Park
	Need for a bridge (access road)	Access road to Malelane

	Need for speed humps	Entire ward
	Need for traffic lights at the intersection	Near Spar shopping complex
	Upgrading of road	Road to CODESA
5. Sanitation	Need for sanitation/sewerage	Matsulu; Mandela park; Veza; Nazereth
6. Health	Upgrading of existing clinics	Entire ward
7. Emergency Services	Need for the Ambulance to be available for 24 hours in the clinic	Matsulu local clinic
8. LED	Need for skills development centre and community based businesses	Entire ward for the benefit of women and children
	Support for small businesses (capacitation, funding, etc.)	Entire ward
9. Community Facilities	Need for the renovation of sports ground	Matsulu stadium
	Need for ablution system, change room & palisade fence	Matsuli open ground next to the complex
	Need for parks/upgrading of existing parks	Entire ward
	Need for cemeteries	Entire ward
10. Land availability	Dr Mabuza's land to be converted to an economic development centre	Within the ward

WARD 14		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Roads and storm water drainage systems	Need for tarring and paving of roads and streets	Msholozhi; Phumlane; Hopeville; Phumlane - Steiltes; Matsafeni - Woodhouse; Sterkspruit
	Need for upgrade and maintenance of gravel roads	Matsafeni - Woodhouse; Sterkspruit; Phumlane - Msholozhi
	Need for urgent attention of road intersection	Phumlane - Msholozhi intersection at Katoen
	Need for widening of streets (with sidewalks)	Granite Street and the entire Extension 13
2. Local Economic Development (LED)	Need for shopping malls/complexes	Phumlane-Msholozhi; Agri-village Kankanyisa;
	Need for Wi-Fi hotspots	Phumlane – Msholozhi; Matsafeni - Woodhouse; West Acres Extension 13 and Sterkspruit
	Need for RDP houses	Sterkspruit; Matsafeni-Woodhouse and Phumlane - Msholozhi
	Need for seed funding or start-up funds and mentorship for co-ops	Ward 14
	Need for mentorship for Business forum; Business dialogues and Business Programs	Ward 14
	Need for formalisation	Woodhouse; Hopeville; Phumlane - Steiltes; Mbambo and Kankanyisa.

	Need for training programs	Quarry Operation (Ward 14)
	Assistance with the formation of green scorpions in the ward to curb illegal dumping	Ward 14
3. Water and sanitation	Need for bulk water and reticulation	Newstands; Woodhouse; Mbambo and Kankanyisa
	Need for communal Jojo tanks to be used during events and funeral services	Ward 14
	Need for waste water treatment works and ablution facilities	Msholoji; Hopeville; Phumlane - Steiltes; New stands; Luggedleni; Woodhouse; Sterkspruit (Kankanyisa and Mbambo)
4. Health	Need for satellite clinics (Community Health Centre)	Phumlane - Msholoji and Matsafeni-Woodhouse.
	Need for Mobile clinic	Sterkspruit (Kankanyisa - Mbambo)
5. Community facilities	Need for Multipurpose Halls	Phumlane - Msholoji; Matsafeni Woodhouse; West Acres
	Fencing of cemeteries	Matsafeni; Woodhouse; Phumlane; New stands and Kankanyisa
	Need for Sports facilities	Phumlane - Msholoji; Matsafeni - Woodhouse and Sterkspruit - Mbambo
	Need for public libraries including wi-fi hot spots	Phumlane - Msholoji; Matsafeni - Woodhouse; Kankanyisa - Mbambo and West Acres
	Old age multipurpose centre	Phumlane - Msholoji and Matsafeni - Woodhouse
	Need land availability for churches	Phumlane - Msholoji and Matsafeni - Woodhouse
6. Safety and security	Need for satellite Police stations (Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs)	Phumlane - Msholoji; Matsafeni - Woodhouse
	Need for police visibility (Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs)	West Acres; Sterkspruit
	Need for Disaster Management centre and tools	Ward 14
7. Waste and environmental management	Need for training and funding of Co-Ops for Waste and Re-Cycling	Phumlane - Msholoji; Matsafeni - Woodhouse and Sterkspruit
	Assistance with the formation of green scorpions to curb illegal dumping	Ward 14
8. Education	Need for a primary and high school	Phumlane Msholoji.
	Need for a Special needs school to benefit people with disability	Phumlane Msholoji and Matsafeni - Woodhouse
	Need for Special Boys school	Matsafeni - Woodhouse

	Need for skills development centre	Phumlane - Msholozzi and Matsafeni Woodhouse.
	Need for learnerships, internships and bursaries	Ward 14
	Need for a crèche (Early Childhood Development Centre)	Kankanyisa
9. Electricity	Need for public lighting	Phumlane - Matsafeni; Woodhouse - Matsafeni and Sterkspruit
10. Multipurpose Community Centres (MPCC)	Need for Multipurpose Community Centres (Thusong Centre) including Ward Committee Offices	Phumlane - Msholozzi and Matsafeni Woodhouse

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Education	Need for primary schools	West Acres; Stonehenge & Maggiesdal
	Need for secondary schools	
2. Community facilities	Need for the Van Rieberg Park to be renovated & fenced	Van Rieberg Park
	Need for parks to be maintained	Entire ward
3. Roads & storm water	Need for bus routes & declaration of bus routes	Maggiesdal; Hermansburg; Hilltop; Cromdale & Rademeyer
	Need for bus stop shelter	
	Need for public transport network	
	Need for completion of tar roads & fixing of potholes	Stonehenge
4. Waste management	Need for landfill/ waste disposal sites to be closed	West Acres & Stonehenge
	Need for refuse removal services	
	Need for additional refuse bins	Entire ward
	There is a problem of illegal dumping	Entire ward
5. Social services	Need for the upgrading of existing care facilities	West Acres & Stonehenge
	Need for Crèches/ Child Care Centers	
6. Electricity	There is a problem of power cuts; need for the upgrading of power	West Acres & Bester Last
	Need for streetlights to be maintained	West Acres & Stonehenge
7. Safety & security	Need for a SAPS satellite (Crime is very high in Business Developments)	Stonehenge & Maggiesdal
8. Land	Need for protection of Council Land (Land invasion)	Stonehenge & R40 (Maggiesdal)
9. LED	Need for shopping complex	Stonehenge

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Electricity	Need for the upgrading of electricity network (constant interruptions)	Entire ward
	Need for streetlights	Entire ward
	Ensuring that street lights are working during night time and are switched off during day time	Entire ward

2.Roads & storm water	Need for declared bus route	Bergvlum;
	Storm water pipes need to be functioning correctly	Bergvlam Stream (c/o Kremetart street and Koraalboom Ave)
	A right turn arrow added to the robots of Piet Retief Street and Madiba Drive	Sonpark intersection
	Bus shelters to be painted to reflect the City of Mbombela	Sonpark intersection
	Rubbish bins to be placed at each bus shelter	Entire ward
	Rehabilitation of Bergvlam Stream	Entire ward
3 Waste Management	Need for refuse removal services	entire ward
	Illegal dumping of building waste, household refuse and garden refuse in and around the Bergvlam Stream	Bergvlam Stream (c/o Kremetart street and Koraalboom Ave)
	Placement of pedestrian bins at bus stops & other areas Need to empty dustbins regularly	Entire ward
	Rehabilitation of Bergvlam Stream	Bergvlam Stream (c/o Kremetart street and Koraalboom Ave)
4 Health	Upgrade of Rob Ferreira hospital	Rob Ferreira hospital
	Need for more qualified staff to be trained on how to deal on patients family members	Rob Ferreira hospital
5. Education	Schools to receive all their funding allocating for the period 2017 to 202 financial years	Bergvlam Heer skool & Lowveld high school
	Need for secondary Schools	
	There is a problem of illegal tax rank at Nel Acres	Lowveld high school
6. Safety & security	Crime is very high in business areas	Entire ward
	Illegal taxi rank at Nel Acres	Lowveld high school
	Drug abuse and drug dealing at Van Reibeeck Park	Van Reibeeck Park
7.Community facilities	Upgrade of Van Reibeeck Park (equipment/dustbins/access control fencing)	Van Reibeeck Park
	Renovation and upgrade of Van Reibeeck Park tennis courts and club house (as accepted by council)	Van Reibeeck Park
8.Parks	Rehalitation of Bergvalm Stream	Bergvlam Hoer skool & Lowveld high school
	Upgrade of parks to accommodate families	Entire ward
	Cutting of crass and removal of grass cutting on all parks and sidewalks cutting back of trees/plants which overflow into roads obscuring driver visibility	Entire ward
	Ensuring all parks have sufficient dustbins for refuse removal	Entire ward

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Land	Housing Development/Township Extension	Nelsville/Valencia

	Need for title deeds	Nelsville/Mayfern
3. Electricity	Need for the upgrading of electricity network (Constant interruptions)	Entire ward (Steiltes/Valencia/Nelsville/Uitkyk/The Rest/Mayfern)
	Need for maintenance of street lights	Entire Ward
4. Health	Need for the clinic to operate for 24 hours & be open everyday	Nelsville; Valencia
5. Community facilities	Upgrade of squash court facility	Valencia
	Renovation of swimming pool facilities and fixing of wall	Valencia
	Need for floodlights at sports stadiums	Nelsville
	Fencing of Sport field	Nelsville
	Need for the community hall to be fenced	Nelsville
	Need for the cemetery to be fenced	Nelsville
	Upgrade of parks (equipment/dustbins/access control "fencing")	Nelsville/Valencia/Steiltes/Bergland area
	Construction of Clubhouse in Nelsville (As accepted by council)	Nelsville
	Renovation of changing rooms at soccer field	Nelsville
	Need for family friendly park facility at Soccer Ball	Steiltes
	Renovation of Community hall	Nelsville
6. Roads & storm water	Need for the resealing of roads/need for roads to be tarred	Elizabeth streets (Nelsville) ; Steiltes & Ext 5; Nemizia Valencia
	Removal of paving in Waterbok street at Bergland Laerskool & tar it to make parking in front of the school	Waterbok street (Bergland Laerskool)
	Need for sidewalks to be paved	Rudolf & Cohen streets
	Need for pedestrian bridge	Nelsville & Ghost town
	Need for traffic lights at Dr Enos Mabuza & Valencia Namezia Road	Valencia
	Need for NO TRUCKS sign road going through Valencia	Valencia
	Road sign at Enos Mabuza/Samora M - Indicating entrance to Nelsville	Nelsville
	Uitkyk road to be maintained (URGENT)	Steiltes
	Need for bus shelters	Nelsville; Enos Mabuza drive; Ferreira street & Emkhe street; Aurora drive Steiltes
	Need for bridge to be widened	Valencia
	Need for fencing of the bridge over the canal (URGENT)	Valencia
	Need for storm water drainage	Entire Ward
7. Safety & Security	Safety Features at Soccer Ball (Security/Fencing/Access Control)	Steiltes

	Need for SAPS Mobile Caravan/Satellite police station	Nelsville & Valencia
8. Waste management	There is a problem of illegal dumping. Need for skips at strategic points for people to dispose, & placement of pedestrian bins at bus stops & other areas. Need to empty dustbins & skips regularly	Entire ward
	More fixed dustbins at Soccer Ball	Steilties
	Fixed Dustbins at parks	Entire ward
9. Education	Need for pre-school sites/skills development centre	Valencia; Nelsville
	Need for scholar patrol	Mayfern
	Need for Drop-Zone	Valencia Combined School
10. LED	Need for business development - Basisa primary co-operatives; Sitimele woman project & Valencia paving project	Valencia; Nelsville

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water. Water supply is cut between 09H00 & 17H00	Entokozweni; Tekwane South & Joe Slovo
	Need for a flat rate	Tekwane South
	Stand pipes & water meters are connected at the gate & no connection has been made to the house; residents don't have the required funds to connect into their houses	Tekwane North
	Need for free water to the poor people; particularly those who have received RDP houses	Tekwane North
2. Electricity	Need for house connection	Tekwane North
	Need for lifting of electricity lines. They are currently very low	Tekwane North
	Need for Apollo lights or street lights	Tekwane North; Entokozweni; Tekwane South & Joe Slovo
	Need for traffic light arrow & traffic lights	At Entrance of Entokozweni
3. Roads & storm water	Need for roads to be paved	Tekwane South, Tekwane North, Ntokozweni
	Need for storm water drainage system	Collen Road & Tekwane South
	Need for overhead bridge	Entokozweni to Tekwane South
	Need for speed humps	Kamagugu; Tekwane South main road
	Need for storm water drainage	Entire ward
	Need for additional access roads	Kamagugu

4. Housing & land	Need for RDP houses	Entire ward
	Need for the renovation of existing RDP houses	Entire ward
	Need for re-surveying & pax identification	Tekwane South & Tekwane North
	Need for title deeds	Tekwane South & Entokozweni
	Need for stands for churches	Tekwanec South & Tekwane North
5.Waste Management	Waste collection is a challenge	Entokozweni & Tekwane North (new RDPs)
	There is also a problems of Illegal dumping (causing hazardous to health)	Entire ward
6.Sanitation	Need for a sewer system	Tekwane South & Entokozweni
	Mainline is always blocked	Tekwane North
7. Community facilities	Need for playing fields	Tekwane South & Tekwane North
	Need for floodlights at sports stadium	Kamagugu
	Need for social services offices	Tekwane North
	Need for community hall	Kamagugu
8.Safety & Security	Need for SAPS mobile station	Tekwane South & Tekwane North
9.Education	Need for a primary school	Tekwane North
	Need for land to build a school	Kamagugu
	Need for scholar patrol	Entokozweni
	Need for a library	Tekwane South; Tekwane North & Kamagugu
	Need for free scholar bus transport	Tekwane North
	Need for a crèche	Tekwane North
10. LED	Need for CBP projects (insufficient funds)	All sections
	Need for Women Empowerment programmes	Societies & Home base care
11. Health	Need for a clinic	Kamagugu & Tekwane North
12. Other	Need for the Palisade fencing of Mgwenya River	Tekwane South

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Water is not always available & sometimes it's not clean	Entire ward
	Need for water reticulation	Pholani, East Partial Mahhala, Emathangini, Part of Dlamini, ZB Mountain View, Thandulwazi, Partial Ekuzoleni, Kgotso, Thembeke & Park number 2277 Partially Nazarene,Eureka partially Mgwenya
	Variation in High water bill; a flat rate is proposed	Entire ward
	Need additional reservoir	Entire ward
	Need for ten (10) jojo tanks	Entire ward
2.Electricity	Need for household connection	Z.B, Part of Dlamini, Emathangini, Kgotso, East Partial Mahhala, Pholani, Thandulwazi, Partial Ekuzoleni, Park number 2277 ,Partial

		ema 18 partially Nazarene,Eureka & partially Mgwenya
	Need for street lights/Apollo lights (high mass)	Mgwenya, Masihambisane, ZB, Kgotso, Section 1A, 1B, 2, 7, 8, 9, 10, 11, 18, 20, 21, Mahhala, Dlamini, Long Homes, Eureka, Mountain View, Thembeke, Pholani, East Partial Mahhala, Emathangini, Masihambisane, Khulani Crèche, Partial Nazarene and Park number 2277
	Need for the existing street lights and high mass (Apollo) to be maintained.	Entire ward
	Electrification of 100 houses	Ext 3 Entokozweni
3.Roads & storm water	Need for all streets to be paved.	ZB ,Section 2 : Hornet ,Gecko, Mbalane, Inkonzane, Umvemve,Imbabala,Twig, Ligiboli,Bumble bee,Silkworm,Carterpillar ,Complete Bhemuda roads, Muggy Street, Umtfonjeni, Luxoxo & Umkhuhlu, Bushigwane, Bubesini
	Need for a foot bridge	Thandulwazi
	Need for car bridge	Mgwenya section
	Need for storm water drainage system	Section 1A, 1B, 2, 7, 8, 9, 10, 11, 18, 20, 21, Mahhala, Emathangini, East Partial Mahhala, Thembeke, Ekuzoleni, Mgwenya, Long Homes, Dlamini, Kgotso, Pholani, Z.B, Mountain View, Partial Nazarene ,Eureka & Park number 2277
	Need for access roads	ZB, Pholani, Kgotso, Dlamini, Partial Nazarene, Thandulwazi, Thembeke, East Partial Mahhala, Emathangini, Mgwenya, Mountain View, Sections 1A, 1B, 2, 7, 8, 9, 10, 11, 18, 19, 20, 21, Partial Ekuzoleni ,Eureka & Park number 2277
	Need for speed humps	Eureka , Roman catholic Church ,Mgwenya,Loan homes,Moya street ,Buhlebuyeta Primary school ,Catfulane Primary school, Dr. E.J Mabuza, Dlamini, Banana, Ubhejane, Umoya Street , Dragon-Fly, Imphisi, Legogotha, Chris Hani, Umzingeli, . & Sakhile Tarven, Masihambisane Primary School, Sithole Road, Mhlongo Road, Mahhala Road, Mothapo Road, Siboza Road, Phosho Road, Zombas Road, ZB, Mahhala, Section 1A, 1B, 7, 8, 9, 10, 11, 18, 19, 20, & 21
4.Sanitation	Need for sewer system in the newly developed areas	Z.B; Mountain View, Thandulwazi, Thembeke, Kgotso, Dlamini, Partial Nazarene, East Partial Mahhala, Emathangini, Partial Ekuzoleni, Pholani, Partial ema 18,Eureka ,partially Mgwenya and Park number 2277
	Kanyamazane sewerage treatment plant is producing bad odour which affects the community.	Kanyamazane
5.Health	Kanyamazane clinic is always overcrowded, there is a need for additional staff to wok	Entire ward
	Need for another clinic in areas adjacent to the existing clinic	Entire ward
6.Housing, Land & formalization	Old deteriorating houses need to be renovated	Section 1A, 1B, 2, 7, 8, 9, 10, 11, 18,19, 20 & 21
	Need for formalization and a free survey (need for	ZB, Ext 3 Entokozweni, Mountain View,

	stands to be surveyed) Stand Numbers and Title Deeds.	Pholani, Kgotso, Dlamini, Partial Nazarene, Thandulwazi, Thembeke, East Partial Mahhala, Emathangini, Ekuzoleni, Partial ema 18,Eureka ,Partially Mgwenya ,Partially Nazarene & Park number 2277
	Need for RDP houses	Entire ward
	Need for stands	Entire ward
	Need for the maintenance of RDP houses	Entire ward
7.Cemeteries	Cemeteries need to be fenced with palisade and cleaned quarterly.	Z.B & E.J
8. LED	Need for skills development programmes such as youth development centre; chicken broiler; piggery house; recycling plant & solar geysers (Unfinished as from 2014-2016)	Entire ward
9.Waste Management	Need for refuse removal skips	Z.B, Mountain View, East Partial Mahhala, Emathangini, Thembeke, Dlamini, Kgotso, Pholani, Partial Ekuzoleni, Partial Mgwenya, Thandulwazi, Partial Nazarene, near Buhlebuyeta Primary School, Park number 2277 ,Eureka & some parts of the ward.
	Need for dust bins	ZB,Mountain View, Pholani, Kgotso, Dlamini, Thembeke, Thandulwazi, East Partial Mahhala, Buhlebuyeta Primary School, Section 10, Partila Ekuzoleni, Mgwenya, Emathangini, Thandulwazi, Partial Nazarene, Park number 2277,Eureka and some parts of the ward
	Need for extra-large dust bin	Z.B, Mountain View, Thembeke, Dlamini, Pholani, Kgotso, East Partial Mahhala, near Thandulwazi Primary School, Emathangini, Ekuzoleni, Mgwenya, Sections 1A, 1B, 2, 7, 8, 9, 10, 10 near Buhlebuyeta Primary School, 11, 18, 19, 20, 21, Mahhala, Park number 2277, Partial Nazarene, near Kanyamazane precinct development and some parts of the ward
	Need for truck to collect cutting trees, old mattresses like in Kabokweni	Entire ward
10. Community Facilities	Need for a swimming pool	At ZA
	Need to create a park	At ZA ; Next to Kanyamazane courts/hospital
	Need for maintenance of existing parks	Entire ward

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads and Storm water	Roads to be paved and storm water drainage (15 kilometres)	Muco street ,Siter Street, Hlabela Street, Umculo street, Penny whitsle street, panflute stret, Banjo street, twist street, Trombone street, harp street, Bass street, Alto street, Sihlenge street, Lullbay street, Barrington Crescent street, Shonalanga Sihlenge street, Sunrise street, Lingedla street, llanga street, Simbaal Street, Cello crescent, Ulufu street, Ingwe street,Ingwe street, Soprano street & polka street
	Need for speed humps	Entire ward

	Need for street to be widened to reduce encroachment	Entokozweni
2. Sanitation	Need for sewerage system	Entokozweni and all informal settlement
3. Waste Management	Need for refuse removal skips to be placed at a strategic position	Belladonna Entokozweni Extension 1,2 &3
4. Water	Insufficient water supply	Entokozweni, Sikhulile & Belladonna
5. LED	Need for job opportunities	Entire Ward
	Need for financial assistance for Co-ops in the ward	Entire Ward
	Need for training of Small business and for small business to be capacitate	Entire ward
6. Electricity	Need household connection	Part of Entokozweni ,Belladonna & Sikhulile
	Need for 3 high mass lights	Sikhulile; Belladonna Section; Entokozweni Ext 2 &3
	Need for Apollo lights to be maintained	Ema 31, Ema 38 & Ema 05
7. Housing	Need for RDP houses	Entire ward
	Formalisation of informal settlements	Entire ward
	Individual subside of RDP	Entire ward
8. Community Facilities	Need for parks to be maintained and be monitored	Entire ward
	Need for multi-purpose centre	Entire ward
9. Education	Need for addition classrooms	Sivulamasango Primary school
10. Health	Need for a clinic	Entokozweni

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	No house connections & insufficient water supply	
	There is no infrastructure, no legal house connections & metering	Portia B & C, Kgotso and Pholani
	There is no infrastructure & an extra stand pipe is required for time being	Enyokeni
2. Roads & storm water drainage	Need for the streets to be paved; installation of speed humps & storm water drainage.	Emhlumeni (all streets connecting to Chris Hani and Impala roads, Tsitsa street connecting to Thomo street, Jackal connecting to Imphla street, Phola and Kgotso, Portia B & C road connecting to Emhlotseni and Shangane Hill, pavement of Pharaphara, Busuku Sihlengale, Hoerse Fly, Enyokeni, Miyani, 15, 16, 17, 18, Section 5 Inner Thwala, Msweli and Zulu Street.
	Need for construction of foot bridges to link communities	Kanyamazane complex to Ema 15 & 16; construction of footbridge connecting Tsomo and Tsitsa street, upgraded of footbridge in Tshitsa street, footbridge connecting Portia B & C.
3. Electricity	Need for bulk electricity supply	Enyokeni & Portia B & C, Mhlume 1 & 2
	Need for street lights	Spot 5, Manana Street, Hansie Street, Kgotso / Pholani / Unit 6 Impala Street, Tsitsa Street, Mhlume 1 & 2, Kanyamazane complex to Dutch Reformed Church via Differ's place; Elshaddai church via Former bus depot to main street.
4. Sanitation	Need for sewerage	Kgotso, Pholani, Ephameni and Portia A & B
5. Human Settlement	Need for the upgrading of the former Hostel	Kanyamazane- Section 5 emergency
	Need for RDP houses	Entire ward emergency

6. Community facilities	Need for the renovation of community hall	Kanyamazane emergency
7. Education	Need for Foundation Phase School	Emhlume
8. Health	Need for clinic site	Kanyamazane, Section 5 mobile clinic

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 24 hours water supply (Insufficient water/ interruptions)	Entire ward
	Need for infrastructure	Baptist street; Eduma
	Need for the repair of water leaks	Entire ward
	Water Network & reticulation	Zamokuhle & Nkomeni church
	Need for Jojo tanks	Entire ward
2. Roads & storm water	Need for major streets to be maintained & paved	Main road (From Bus Stop No. 1 to Masinga & Entokozweni) ,Kamashego road to join Esigubini & the road to Mkhabela area
	Naming of streets	Entire ward
	Roads that needs to be maintained	Msogwaba till down the cemeteries
	Bhemuda road that needs urgent attention	From Kamkheyi to Ematjeni lamhlophe
	Need for paving	Old bus route to kaMkhwanazi household
	Need for the road to be tarred	Main road (From Bus Stop No. 1 to Masinga & Entokozweni) & Kalalitswele down to Mlangeni
	Need for foot bridges	Mganweni & Mashego area; Kamkoena pre-school by pass to Kankambule, Madonsela Store; Kabenjamini (Maseko)
	Need for storm water drainage system	Entire ward
3. Electricity	Need for bulk supply & reticulation	St Jones & Shishila
	Need for household connection	Masinga, Petaneng (Sikhulile), Nkomeni church & Zamokuhle
	Need for high mass lights	Entire ward (10)
	Need for streetlights (crime is very high)	Entire ward
4. Health	Need for 24 hours service at the clinic	Eziweni
	Need for additional staff and standby ambulances	Entire ward
	Need for a mobile clinic	Mashego hall
5. Community Facilities	Need for sports grounds	Entire ward
	Need for palisade fence	Old Kanyamazane cemetery
6. Safety & Security	Need for SAPS (there is high level of crime)	Entire ward
7. Housing & Land	Need for 600 RDP houses	Entire ward
	Need for formalization/ tenure upgrade/ title deeds	Entire ward
8. LED	Need for CBD projects and women empowerment for job creation.	Entire ward

	Need for neighbourhood development & industrial development	Entire ward
9. Sanitation	Need for VIP toilets	Entire ward
	Need for the sucking of existing toilets	Entire ward
10. Waste management	Need for containers in the dumping site (to be removed once a week)	Entire ward
11. Social Services	Need for food parcel or feeding scheme	Entire ward

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Road & storm water	Need for bus route	Zakheleni to Pholani Primary School Bermuda road; Khekhe to Apollo Bermuda road; Thembisa Sports ground to Pholane School; Khekhe to Apollo;
	Need for connector road	Sgcinekile pre school down to main road; Mzamane to Enduneni
	Need for storm water drainage system	Entire ward
	Need for 1 car bridge	Gobhoza
	Need for 3 foot bridges	Mkheyi; Mzamane; Jericho & Gobhoza
2. Water	Insufficient water supply (interruption, insufficient and unhygienic water)	Entire ward
	Need for house connections	Thembisa; New settlement (Bhubhushini) & Gobhoza
	Need for Jojo tanks	Thembisa (1) & Gobhoza (3)
	Need for 24 hour supply	Eziweni & the Entire ward
	Need for water network	Gobhoza, Mkheyi & Mzamane
3. Electricity	Need for high mast lights & street lights	Tembisa, Clean job, Gobhoza and Mkheyi (strategic positions)
4. Housing	Need for RDP houses	60 RDP's
	Need for the renovation of RDP houses	All those built in all the sections of the ward
5. Education	Need for a new secondary school	Gobhoza
	Renovation of school	Sibuyile Primary School & Sibambisene
	Need for Library and a school hall	Sibambisene Primary School
	Additional of six class rooms	Sibambisene Primary School
	Need for toilets at the school	Tiboneleni Primary School
	Need for additional admin blocks and fencing of the school	Sibuyile Primary School, Sibambisene Primary School, Tiboneleni Primary school, Pholane Primary School
6. Sanitation	Need for VIP toilets (600)	Tembisa, Gobhoza, Mzamane and Mkheyi
	Need for BIN Carbons removals once a week	
	Need for the suctioning of existing toilets	
	Need for dumping cabins	
7. Community Facilities	Need for parks and recreational facilities	Daantjie/Thembisa & Gobhoza
	Need for upgrading of sports ground and court	Thembisa
	Need for cellphone network	Gobhoza
	Need for Post box & telecommunication	Sibuyile & Pholani
	Need for renovation of existing halls	Tembisa

	Need for Community hall, Library and sport centre	Pholani school; Thembisa or Tribal Authority
8. Safety & security	Need for 24 hours police patrol	Entire ward
9. Waste management	Need for waste collection to avoid health hazards	Entire ward
	'No dumping' signs to be installed to prevent dumping of rubbish	Daantjie
10. Land	Need for formalization/ tuner and upgrading/ title deeds	Daantjie
11. Health & social services	Need for a new clinic (fully equipped)	Centre of the ward
	Need for 24 hours service of clinic	For the existing ones & the new one
	Need for additional staff in the clinic	
12. LED	Need for CBP projects & women empowerment programmes	All existing societies & home based care within the ward
	Need for community training on LED to develop business for unemployed citizens and to capacitate them with required skills that will change their lives	Entire ward

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Insufficient water supply	Entire ward
	Need for provision reservoir	Luphisi
	Need for house connections. Multi water connections are there but they are not working	Entire ward
	Need for water purification and a 24 hours supply	Entire ward
	Need for still tanks and its maintenance	Mpakeni
2. Road & storm water drainage	Need for roads to be tarred	Kagogo Lalubisi via Mhlabane Section to eAwasa; to Emanjeza road Mpakeni
	Need for two footbridges	Mhlabane Section and Tiga Primary School; Pentecoastal Church to Ntimane Church.
	Need for the re-construction of the road	OG to Mbebe (main road).
	Need for speed humps	Manzinin, Ntekati, Ncakini, Ka Vera and Kancabane.
	Need for paving	From main road (Clinic road), Sibuyile & Mpakeni; Bernard, Vera street, Pastor Ally street, Mhlahleki Street, Ntekati, Julius street, Kamamba Emateksini Street , Ncakini to cemeteries street, Mahumane Street, Emagamsini at Mpakeni, KaMavelebalini to Ncakini, Emambayini road.
	Need for storm water drainage system	Entire ward
3. Community facilities	Need for library	Entire ward
	Need for a park	Entire ward
	There is a problem of illegal connection	Daantjie
	Need for sport facilities (multipurpose center, a community hall)	Mpakeni
4. Housing	Need for RDP houses	Daantjie, Mpakeni & Luphisi
	Need for formalization/tenure upgrade/title deeds	Entire ward
	Need for the renovation of existing RDP houses	Entire ward

5 Sanitation	Need for VIP toilets	Entire ward
6. Electricity	Need for household connections	Entire ward
	Need for street lights/ highmust lights	Entire ward
	There is a problem of illegal connection	Daantjie
	There is a problem of problem of power cut	Entire ward
	Need for an Upgrade of Transformer at Mdedeleni	Mpakeni
7.Safety & security	Need for 24 hours police patrol	Entire ward
8. Waste management	Need for waste collection to avoid health hazards	Entire ward
	There is a problem of illegal dumping areas	Daantjie
9. Community facilities	Need for a library	Entire ward
	Need for a park	Entire ward
	Need for sports facilities (multipurpose centre, incl. a community hall)	Mpakeni and Entire ward
10. Health	Need for the clinic to be extended; maintained & upgraded	Sibuyile & Mpakeni
	Need for 24 hours service	Sibuyile & Mpakeni
	Need for additional staff	Sibuyile & Mpakeni
	Need for Standby Ambulance	Entire ward (strategic areas)
11. LED	Need for CBP projects & women empowerment programs	Entire ward
	Need for a shopping complex	Mpakeni
12. Education	Need for a primary school and crèche	Ncakeni
	Need for a library	Mpakeni
	Need for additional class rooms & palisade fence	Siyakhula
13. Other	Need for a mobile Home Affairs, SASSA and SAPS Department	Entire ward
	Need for a cellphone mast (for cellphone network coverage)	Entire ward

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
Water	Need for water supply at all times (additional reservoir)	Entire ward.
	Infrastructure maintenance	Mpunzane and Enkunzi
	Need for infrastructure	Comprehensive primary school, Hazypark, part of Sibukosetfu and Bongani
2.Roads & storm water	Need for streets to be maintained	Entire ward
	Need for major bus routes to be tarred	Madala Skom – Majika; Main road from Tribal office to Makhubela; Malangeni
	Need for foot bridge	Between Mthimba & Comprehensive
	Need for speed humps	Hazypark, Twin college, Shabalala clinic and KaMazweni

	Need for vehicle bridge	Between Mthimba and Comprehensive and Engcuge
	Need for storm water drainage system	Entire ward
	Need for paving of roads	Bongani hospital. Shabalala clinic to RDP section
3.Electricity	Need for electrification of houses	Comprehensive new stands,Hazypark, part of Sibuko setfu
	Need for high mass and street lights	Entire ward
4. Community facilities	Need for maintenance of existing sports field	Entire ward
	Need for a community hall	Sand river
	Need for sports field	Sand river
	Need multipurpose centre	Sandriver and Hzypark
5.Sanitation	Need for VIP toilets	Entire ward
	Need for a dumping sites	Entire ward
6.Housing & formalization	Need for RDP houses	Entire ward
	Need for housing allocation for communities as outlined in the waiting list	Entire ward
	Need for maintenance of RDP houses as are cracking.	Entire ward (Constructed houses)
	Need for formalisation (title deeds)	Entire ward
7.Health	Need for a clinic	Mthimba
8.Safety & security	Need for police visibility (crime is very high)	Entire ward
9. Waste management	There is a need for waste removal	Entire ward
10.LED	Need for job opportunities	Entire ward
	Projects implemented within the ward should create jobs for the local residents	Entire ward
11.Cemeteries	Need for cemeteries	Regional cemetery Kamajika. Need for the existing cemetery to be fenced
12. Office	Need for effective services at Home-Affairs (Need for additional staff)	Entire ward
13. Education	Need for primary school	Comprehensives new stands and Hazypark
	Need for High school	Shabalala

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water is insufficient & some areas does not have infrastructure	Entire ward
	Need for Jojo tanks	Kahlophe; Maminza & Section 1; 2 & 3
	Need for free water to the poor people; particularly those who have received RDP houses	Kahlophe; Maminza; Section 1,2,&3
	Need for water reticulation	Hillaria

2. Electricity	Need for households connection	Maminza
	Need for the installation of 60 street lights	Msogwaba
	Need for high mast lights	Msogwaba
	Need for the existing high mast lights to be maintained	Ka-Sbhomela & others areas in the ward
3. Roads & storm water	Need for the maintenance of roads. During rainy season, access to schools is very difficult	Entire ward (7km of street to be paved)
	Need for footbridge	Entire ward
	Need for vehicle bridges	Between Hillaria & Duma Schools
	Need for bus road needs to be completed	Tjuma
	Need for tarring/paving of all roads	Entire ward
	Need for bus shelters	Entire ward
	Need for storm water drainage systems. There are houses directly affected by storm water/ culvert pipes to be installed.	Entire ward
4. Sanitation	Sewer bone toilet systems	Ward 26 A
5. Housing, land & formalisation	Need for 500 RDP houses	Entire ward
	Incomplete houses need to be completed	Entire ward
	Need for land for further extension of the residential area	Hillaria
	Need for formalization of informal settlements	Msogwaba Resort & Hillaria new village
	Need for services in the newly established village	Hillaria village
6. Community facilities	Need for the renovation of a community hall and sports facility.	Msogwaba
	Need for a multipurpose centre	Msogwaba
	Need for a new police station	Msogwaba
7. Education	Need for a crèche	Msogwaba
8.LED	Need for job opportunities	Entire ward
	Local labour employed in the implementation of projects must be given certificates.	Entire ward
	Need for the establishment of cooperatives	Msogwaba
9.Waste Removal	Need for waste removal	Entire ward
10. Health	Need for health facilities. Assign ambulance to Pienaar	Entire ward
	Clinic hours need to be extended to 24hrs	Msogwaba Clinic
11. Safety & security	Need for a satellite police station	Msogwaba
12. Cemeteries	Need for cemeteries to be fenced with palisade	Msogwaba

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is infrastructure but no water is coming out	Khutsong; Gugulethu; Nkwinyas; Section 10;Ekukhanyeni; Gijmani; Beirut;One Family;Robben Island & Matsulu Entrance

	Need for additional Jojo tanks	Thulani; Mountain view; Mathangini; Ekukhanyeni & Khutsong
	There is a problem of illegal connections	Mountainview & Mathangini
	Need for household connection	Entire ward
	Need for the installation of stand pipes	Thulani; Matsulu Entrance; Mountain view; Mathangini & Railway-infill
	Need for a Reservoir	Matsulu West & Matsulu entrance
	Insufficient water supply	Nkwalini clinic
	No Infrastructure	Sun City; Thulane section
	Leaking water pipes	Within the ward
2. Electricity	Need for household connections	Khutsong; Mathagani; Matsulu entrance; Magamusi; Thulani; Unit centre; Mountain View & informal settlement
	Power cut; need to upgrade power	Matsulu West; Matsulu entrance
	Illegal connections	Matsulu entrance; Mountain View & Mathagani
	Need for high mast lights	Entire ward
	Need for streetlights	Entire ward
	Need for street lights to be maintained	Entire ward
3. Formalization	Need for formalization	New stands; Mountain View; Matsulu entrance & Khutsong
4. Housing	Need for RDP houses	Entire ward
	Need for the completion of incomplete RDP houses	Section 10; Robben Island & Gijmani
	RDP houses are cracking (Damaged)	Ekukhanyeni
	Need for hostel for Old Age & Orphans	Matsulu West
5. Roads & Storm water	Storm water drainage system	Entire ward
	Need for tarring of roads	Matsulu entrance – Nkululeko; Matsulu West - Nkwalini clinic; Frank to New cemetery; Lomshiyo – The local Circuit
	Need for access road	Road to Mountain View
	Roads that cannot be accessed during rainy seasons	Nkwalini clinic road & Nkululeko circuit road
	Need for foot & pedestrian bridges	Entire ward & Across railway line
	Need for road signs	Entire ward
	Need for maintenance & upgrading of roads	Entire ward
	Need for bus stop & shelters	Entire ward
	Need for a bus shelter	Entire ward
6. Sanitation	Need for VIP toilets	Entire ward
	Need for sewer system	Entire ward
	There are no toilets- communities utilize bushes or railway line	Matsulu-C; Thulani; Mathangini; Mountain view & Matsulu entrance
7. Health	Need for clinic hours to be extended to 24 hrs	Nkwalini clinic
	Need for clinic toilets that are user friendly to people with disabilities	
	Need for the extension of clinic (additional staff & sufficient furniture)	

	Need for mobile clinic	Matsulu Entrance
8. Social welfare	Need for office of Social Worker	Nkwalini clinic
9. LED	Need for empowerment & job creation through projects implemented in the ward	Entire ward
	Need for business development skills/Support for SMMEs (capacity, funding, etc.)	Entire ward
	Need for sufficient funds for CBP	Entire ward
	Need for a new Mall	Matsulu West
	Need for market stalls	Matsulu West; & Matsulu Entrance
10. Community facilities	Need for post office	Matsulu West
	Need for SASSA offices	Matsulu West
	Need for Home Affairs offices	Matsulu West
	Need for Eskom offices	Matsulu West
	Need for Parks & Recreational facilities/upgrading of existing parks	Entire ward
	Need for Sports facilities-upgrading of sports field	Entire ward
	Need for multi-purpose sports complex	Matsulu West
	Need for the fencing of old & new municipal cemeteries	Matsulu Entrance & Matsulu West
	Need for the fencing of Traditional council cemeteries	Lomshiyo
	Need for water & ablution facilities at Cemeteries	Matsulu West & Lomshiyo
	Need for emergency services i.e. Fire station	Matsulu B
	Need for the maintenance & installation of outside light	Imbokodo hall
	Need for a library	Matsulu West
11. Waste management	Need for the removal of refuse removal services	Mountain View; Mathangini; Matsulu Entrance & Railway infill
12. Education	Need for scholar transport	Matsulu entrance to Matsulu A;B & C
	Need for a secondary school	Matsulu West
	Need for a primary school	Entire ward
	Need for a combined school	Sbongile primary school
13. Safety & security	Need for 24 hours SAPS availability	Entire ward
	Need for Satellite/ Mobile Police Station	Entire ward
	Need for the recruitment of local volunteers	Entire ward
	Upgrading of existing Police Station / Need for additional SAPS staff	Matsulu Police station
14. Land demarcation	Tenure upgrading/issuing of title deeds	Entire ward
	Land availability for farming	Entire ward

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads and Storm	Need for streets to be paved / tarred	Hambavangeli street; Days & Paradise (Emfuleni)

Water	Need for speed humps and pedestrian crossing	From Funindlela, Paradise and police station road.
	Need for pedestrian paving	From Spar to Funindlela
	Need for bus shelter and stop signs	Entire ward
	Need for drainage system & resealing	Entire ward
	Need for access roads to public facilities	Mashonamini; Zola Park; Matsulu C; Nkululeko & Takheleni
2. Electricity	Need for household electrification	Mashonamini; Zola Park; Matsulu C; Nkululeko & Takheleni; Ka-Ngwenya & Hambavangeli
	Need for street lights & Apollo lights/ Poles	Entire ward
	Need for existing Apollo lights to be maintained	Newscom; Zola; Takheleni, Habi-Tech; Bizz Corner & Sibusisiwe
	There is always a problem of power failure	Zola & Newscom
3. Water & Sanitation	Need for water supply	Sibuyile; Takheleni; Mashonamini; Khokhoba & Sibusisiwe
	Need for a Reservoir	Vodacom Park
	Need for water infrastructure	Mashonamini; Sibuyile & Vodacom Park
	Need for water borne sewer	Zola Park; Mashonamini; Newscom; Funindlela; Vodacom Park; Takheleni & Sibuyile
	Need for a sewerage system	Newscom; Funindlela; Vodacom Park; Mashonamini; Zola Park; Takheleni & Sibuyile
4. Housing and Land	Need for RDP houses and vacant stand audit	Entire ward
	Need for formalisation (title deed)	Entire ward
5. Education	Need for a primary school	Mashonamini
	Need for a FET college and a library	Entire ward
	Access to bursaries for matric students	Entire ward
	Need for community involvement in education matters	Entire ward
	Access to ABET programme	Entire ward
	Need for crèches to prepare children for formal education	Entire ward
6. LED	Need for job creation programmes for women, youth & shelter for vendors	Sibusisiwe/Days
	Need for sustainable livelihood programme for vulnerable groups	Entire ward
	Need for a new shopping complex	Matsulu C
	Need for job opportunities	Entire ward
	Support for small businesses (SMMEs) (Capacity, funding, etc.)	Entire ward
	Access gate to Kruger National Park	Matsulu
7. Health	Need for access to medication at the clinic for chronic patients	Entire ward
	Need for educational awareness and campaigns on HIV & Aids	Entire ward
	Need for a clinic	Matsulu C
8. Social services	Need for satellite office of Home Affairs to address issues of birth certificates; identity documents; foreign nationals; SAPS & Mbombela Office.	At the new Fire Station Building
	Need for satellite offices (Department of Public	

	Works, SASSA and Magistrate court)	
9. Safety & Security	Need for visibility of SAPS & upgrading of the existing station	Entire ward
	Need for a police station and extra vehicle	Entire ward
10. Waste management	Inconsistence removal of waste & shortage of dust bins	Entire ward
	Need waste removal	Entire ward
	Need for signs for dumping sites	Entire ward
	Need for local co-operatives to be prioritised in waste management projects	Entire ward
11. Sports field	Need for sports field & upgrading of existing stadium	Masitakhe sports field; Vodacom park & Zola
12. Community facilities	Need for new parks/ Upgrading of existing parks	Mashonamini & Matsulu C

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Upgradind of Aldie Reservoir and Gedlembane Reservoir	Aldie, Faith, Gedlemmbane, Somcuba, Ekukhanyeni, Ekuphileni, Emphakatsi and Shamina
	Need for 2 boreholes	Gedlembane, Aldie and Ekuphileni areas
	Water connections (90 households)	Gedlembane, Ekuphileni areas, Emathumbini
2. Roads & storm water	Roads are badly damaged. Need for the reconstruction of Gedlembane Mluti bus route	Gedlembane; Somcuba ,Mluti ,29 & 02
	Need for streets to be paved	Tsila to Thithi; Mandlaphones to Mazambane; Sindzawonye Eloi to Kuwait; Julius via 123 to Jojo; Ekukhanyeni to Gudlungwenya; Gedlembane to Reservoir; Xhamina to Bridge KaKhoza; Ngoma to Mhlanga; & Ekukhanyeni to Mnisi via old Postol street; Bus Stop to KaNyalunga via Gedlembane High School; Thwala to Sifundza; Somcuba to Thithi; Etjanini to Somcuba; KaMaliki to Kuwait.
	Need for foot bridges	Thela Stream; Jane stream; Mbuyane stream; Skhanda; Etinkukhwini (Mathebula); KaFready, Ka Stuff; Eziweni; Faith; Emhlumeni; Sawotini (x1 KaFready and x1 KaSibiya); Beauty Side
	Need for vehicle bridges	Tsila to Thithi; Mphakatsi 21 stream (Nyoni); Vero Nkosi Ekukhanyeni & Eloi Kuwait road, KaFready; Emhlumeni; and Ka Stuff.
	Need for the maintenance & upgrade of roads	Gedlembane to Mluti & Dladlu to Mkhumlakheza
	Need for the sidewalks to be paved	Dladlu to Mkhumlakheza road and Mbebe Daantjie Nkomeni
3. LED	Need for job creation opportunities	Entire ward
4. Health	Need for clinics/ health care facilities	Gedlembane; Somcuba; Zwelishana & Sawotini
	Need for upgrade of clinic	Ziweni Clinic
	Need for clinic to operate 24 hours	Ziweni and Msogwaba Clinics
5. Electricity	Need for infrastructure & households connections	Ekuphileni 30; Ekukhanyeni 20; Sawotini 05; Mkhumlakheza 05 & Eziweni 05
	Need for 13 high mass lights	Ekuphileni (1); Sawotini (2); Shamina (2);

		Gedlembane (1); Somcuba (1); Thithi (1); Shishila (1); Eziweni (1); Tsila (1); Emphakatsini (2)
	Need for 100 street lights (most needed)	Dludlu to Mkhumlakheza road (20); Somcuba road to Thithi road (20); Xhamina to Zwelisha road (20); Shell Garage & Gedlembane to Mluti road (40)
6. Waste management	Need for refuse removal	Entire ward
	Need for dumping site management	Kagudlulane; Gedlembane; Emphakatsini; Ka Julius, kaTsila; One Bus Stop; Eziweni; Kacaba; Somcuba; Thithi; Shishila Primary School; Old cemetery; Somcuba road next to vehicle bridge.
7. Community Facilities	Need for parks & recreation facilities	Entire ward
	Need for sports facilities	Entire ward
	Need for fencing (pallisades) cemetery	Msogwaba old cemetery
8. Housing	Need for 10 RDP houses for collapsible structures	Entire ward
9. Education	Need for a primary school ground and a grading fence around the school	Shishila Primary school
	Fencing (with pallisades) and grading of school sports ground	Shishila Primary School
10. Sanitation	Need for VIP toilets (2 500)	Entire ward
11. Safety & security	Need for police patrol	Entire ward

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need upgrading refurbishment of existing water infrastructure including raw water storage and increased resource allocation to cater for proposed addition housing development. Need better management of water treatment and reticulation.	White River
2. Sanitation	Need public toilets	White River CBD
	Need upgrading of existing sewer system and improved operation of the waste water treatment works, as well as better equipment for sewer maintenance team(s). This is under stress now and will be totally inadequate for proposed additional housing development.	White River;
3. Roads & storm water	Need for better sidewalk maintenance and better quality workmanship on what is done.	White River
	Need for Impala street access to be restricted to prevent heavy truck traffic – 17 tonne limit to be enforced.	
	Need for roads all the roads to be listed in the White River Map	Golden Berry & Boegerberg streets
	Need for the linkage between the road from industrial area to the R40	White River
4. Transport	Spoornet railway should be re-instated and considered and used as an alternative mode of transport.	White River
5. Electricity	There is a problem of power cuts and additional capacity must be provided to cater for proposed additional housing and needed additional commerce / industry.	White River
6. Fire and Emergency Services	Need for fire facilities to be upgraded (Equipment to be upgraded according to SABS standards)	White River
7. Waste management	Need for transfer station to be better organised to facilitate recycling	White River;
	Need for the CBD to be cleaned & other building need to be renovated	
8. Education	Need for additional school capacity to cater for projected new housing populations	White River

	Need for additional pre- and after-school facilities to cater for projected new housing populations	
9.Health	Need for the upgrading of existing health care facilities, which are already overloaded, to cater for projected new housing populations	White River;
10. Social services	Need for Orphanage; Old aged homes & hospices to cater for projected additional population.	White River
	Need for crèches/ child care facilities to cater for projected additional population.	
11.Community facilities	Need for parks & recreational facilities to cater for projected additional population.	White River
	Need for sports facilities to be renovated / maintained and new fields developed to cater for projected additional population.	
	Need for the community hall to be fully renovated to cater for projected additional population.	
	Need Police Station to be increased / renovated to cater for projected additional population.	
	Need Magistrates' court to be enlarged / refurbished to cater for projected additional population.	
12. LED	Need co-ordinated and consolidated industrial area development to assist in job creation to cater for projected additional population.	White River
	Need for a space of trading for the hawkers and for this to be allocated once public toilets have been provided.	
WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Need for the tarring & paving of street	Entire ward including Gutshwa Traditional Council
	Need for foot bridges	Gutshwa to Sibhule School; Gutshwa to Edibhini;Bhuga; Bhuga to Half way; Bhayizani to Gutshwa Primary School & Bhayizane old sewerage to Halfway
	Need for road maintenance	Entire ward
	Need for speed humps	On the main road kaGorden.Nkohlakalo from eMganwini kaGiven to emaBM. Another one needed next to Mkhandawire's house on the road from Maphakama school to Mbombela bricks.
	Need for road signs	Bhuga to Ngulubeni & Khumalo Tribal Authority road
	Need for overhead bridge	Sbhulo; Edibhini; Mhlanga; Lomangcingci; Kamagagula & Maphakama
	Need car bridge	Between Sifunindlela & Gutshwa; between Zikode and Maseko cemetery
	Need for the access road and bridge to cemeteries	Road to the cemetery, Gutshwa cemetery
	Need for storm water drainage	Thulula; Nkohlakalo
2. Water	Insufficient water supply	Entire ward
	Need for a dam	Gutshwa
	Need for the upgrading & maintenance of the existing infrastructure	Entire ward
	Need for new house connection	Bhuga; Lucia Park & Gutshwa.

	Need for boreholes	Poponyane area; next to the sports field, Lucia Park; Bhayizane, Julukane; Bhuga Nkomeni, Gutshwa Tadtional Council, Nkohlakalo & Halfway next to Mbombela bricks, Gutshwa Farms
	Need for Jojo tanks	Mkheiyi; next to Ngobe in Bhayizane; Silubane & Bhuga, Gutshwa, Poponyane, city spoilers ground
3. Electricity	Need for house connections	The area next to the old sewerage; area next to Mbombela bricks; the area next Lucia park next to cemetery.
	Need for street lights/Apollo	From Magagula to Poponyane & from the road to Sbhulo school and from Bhejukufa road to kaLomangcingci
4. Sanitation	Need for VIP toilets	Entire ward
5. Housing	Need for RDP houses	Entire ward
6. Waste Management	Need for dumping sites and garbage trailer	Halfway, Mbombela bricks and next to Sbhulo hall
7. Community facilities	Need for a community hall	Gutshwa
	Need for youth centre	Bhuga
	Need for playing park	Gutshwa
	Need for sports field	Gutshwa
	Need for furniture (chairs) in community facilities	Gutshwa Traditional Council, Gutshwa Cultural Centre
8. Education	Need for additional classes & admin block	Gutshwa (Zikode secondary) & Gutshwa primary
	Need for comprehensive school (crèche & primary)	Poponyane
9. Safety & security	Need for 24 hours visibility of police	Entire ward
10. LED	Job opportunities	Entire ward
11. Health	Need for additional staff	The existing clinic
	Need for 24 hours service	
	Need for maternity room	
	Need for kitchen	
12. Cemetery	Need for the fencing of cemetery	Bhuga; Bhayizane & Gutshwa
13. Rural Development	Need for piggery houses	Gutshwa
	Need for infrastructure development women and young children people in agriculture	Gutshwa
	Need for broiler house	Gutshwa Traditional Council

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS

1. Water	Need for water supply	Sincobile; Mhlume; Thembelihle; Phola Park; Mashonamini; Dwaleni & Teka Takho
	Need for water tanks/Jojo tanks and three (3) boreholes	Entire ward
2. Electricity	Need for households connection	Thembelihle; Part of Phola Park; Mhlumeni & Dwaleni section; Teka Takho & Gutshwa
	Need for street light (Strategic positions)	Entire ward
3. Roads & storm water	Need for major roads to be paved & tarred	Entire ward
	Need for a bus route	Dwaleni; Teka Takho & Gutshwa
	Need for foot bridges	Teka-takho; Gutshwa; Dwaleni & Phola park
	Need for speed humps	Dwaleni; Gutshwa; Teka takho & Phola park
	Need for robots	Teka Takho Four way stop
4. Waste Management	Need for waste removal	Entire ward
5. Sanitation	Need for sewerage management system. VIP toilets must be provided as a short term solution	Phola Park; Teka Takho; Part of Thembelihle & Dwaleni
6. Community facilities	Need for the upgrading of sports field	Dwaleni; Gutshwa; Phola Park & Sincobile
	Need for a community hall & library	Entire ward
	Need for a new cemetery & fencing of the existing cemetery	Entire ward
7. LED	Need for technical skills training centre	Entire ward
8. Housing & Land	Need for RDP houses	Entire ward (excl. Teka Takho)
	Need for land for agriculture purposes	Gutshwa; Dwaleni & Teka Takho
	Need for formalization	Masakhane; Teka Takho; Thembelihle & Mhlumeni
9. Health	Need for additional staff at the clinic	Dwaleni & Gutshwa
10. Safety & security	Need for a satellite police station	Dwaleni & Gutshwa & Phola Park
11. Education	Need for a primary school & creche	Teka Takho
	Need for transport to assist kids	Entire ward

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water is scarce (only available in the morning from 5h00 am to 7h00 am)	Entire ward
	Pressure of water is very low & higher areas are unable to get water. Need for boreholes	Maporo; Bhejukufa (Mphotholozu) & Milliland Barcelona & Sandzile area
2. Electricity	Need for Apollo lights	Nkohlakalo; Bhejukufa; Milliland
	Need for street lights	Milliland; Nkohlakalo; Barcelona; Maporo; Damini to Themba Hospital; Ngodini High; Mthonjeni; Sandzile & Phumla Majaji
	Need for the existing Apollo lights to be maintained	Entire ward
	Need for household electrification	Sandzile; Nkohlakalo & Majaji village
3. Roads & Storm water	Need for major streets to be paved	Milliland; Maporo, Loan homes
	Need for foot bridges	Talukwatini leading to Kabokweni Complex;

		Barcelona
	Need for a vehicle bridge	Nkohlakalo to Bhejukufa & Shikisha bridge
	Need for speed humps	Nkohlakalo, Maporo & Sandzile area
	Need for traffic lights & traffic signs	Kabokweni Complex
	Need for storm water drainage	Entire ward
4. Waste management	Need for a dumping site & collection of waste	Bhejukufa
5. Education	Need for community library to be extended	Kabokweni library
6. LED	Need for job opportunities	Entire ward
7. Community facilities	Need for the upgrading of sports ground	Maporo & Nkohlakalo grounds
	Need for the renovation of community hall	Kabokweni community Hall
	Need for fencing to prevent illegal dumping	Maporo ground
	Need for the renovation; extension of municipal offices & construction of guard house	Municipal Offices; Cemetery & Community hall at Kabokweni
	Need for the fencing of cemetery	Kabokweni
8. Housing	Need for RDP houses	Entire ward
	Need for sites	Entire ward
9. Health	Need for the extension & renovation of Kabokweni clinic	Kabokweni
10. Formalization	Need for formalization	Bhejukufa & Kabokweni (new settlement)

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Need for main roads to be tarred	Makoko to Mashonisa bus route (Bermuda); Phameni bus route (Bermuda); Numbi bus route (Bermuda); Chweni Spieonkoop road; Malekutu to Chweni bus route (Bermuda)
	Need for main streets/roads to be paved	Chweni (Gwegwenene); Phameni (road between Jacob secondary school & Kusile primary school); Makoko Bus Route to Mashonisa
	Need for main roads to be re-gravelled	Makoko Mashonamini road, Phameni from Jacob Mdluli till to Numbi road.Chweni (from Mganwini to Gwegwenene, Mganwini to Vukuzenzele, from e-bottle store to edvumaneni
	Need for ring road	Chweni (T-Junction from Manzini ,and road to White River down to Khumbula)& Phameni ,Crossing to Chweni from Makoko)
	Need for vehicle bridges	Phameni to Makoko bridge
	Need for foot bridges	Phameni (Jacob Mdluli Secondary School x1); Paulos bridge leading to Masilela Cemeteries, Mjejane road and Skombantwane (Chweni road), Stream saka Ndvuna Xulu to

		Skombantwana, Makoko, Royco to Simanganyathi
	Need for existing foot bridge to be upgraded	Chweni (Scom- Bantwana x2; Gwegwenene x1)
	Need for V drains	Chweni (road from Mganwini down to kaMhaule Genga the stream to Khoza cemetery), Road from kaMafuku to Chanchela stream.,From kaMathemba via Seya, kaNgalala via Siponath,makako to Ben via Magagule to Masilela and Matsane to Fredy Fankomo
	Need for storm water pipes	Chweni (road between kaMpintji and Mcoshwa Mavundla down to the stream to Khoza cemetery)
2. Water	Need to expand reticulation system (do away with water tankers & replace them with boreholes)	Chweni; Makoko & Phameni
	Need to increase/upgrade capacity to reservoirs & borehole to be installed	Chweni; Phameni
	Need for boreholes	(Malekutu (Skombantwana
3. Electricity	Need for household connections	Chweni (Scom-Bantwana & Chicken Farm); Phameni; Makoko (Nelson Mandela Unit) & Musa Mbuyane Unit (next to Makoko Community Hall)
	Need for additional street lights	Entire ward
	Need for the existing street lights to be maintained	Entire ward
	Need for the upgrading of electricity capacity to increase power	Phameni; Chweni; Makoko & Malekutu (Mabuza Improvers)
	Need for additional street lights and High mass lights	Chweni, Makoko, Phameni and Part of Malekutu
4. Community services	Need for community halls	Chweni; Malekutu (Mabuza Improvers)
	Need for renovation of community hall	Makoko
	Need for ablution facilities & fencing of cemeteries	Entire ward
	Need for parks	Phameni & Makoko Nelson Mandela
	Need for park maintenance	Makoko (Existing park)
	Need for ablution facilities & fencing of cemeteries((Chweni, Makoko, Phameni and Malekutu
	Need for name changing of Spionkop road	(Chweni)
5. Health	Need for new clinics	Phameni; Chweni
	Need for the upgrading of the existing clinic to operate for 24 hrs	Makoko
	Need for mobile clinics	Phameni; Chweni and Malekutu
6. Education	Need for primary school	Malekutu- Skombantwana
	Need for Administration Block	Chweni (Chweni Primary School) & Makoko Primary School

	Need for safety in schools	Entire ward
	Need for FET college for matriculants	Phameni
	Need for the renovation of schools	Chweni and Makoko Primary School
	Need for building of clases	Chweni Primary School, Makoko (Livelethu Primary School)
	Need for safety (Security gaurds) in schools	Chweni,Makoko, Phameni and Part of Malekutu
7.Social services	Need for old age centre	Makoko
8. Housing & Land	Need for RDP houses	Chweni, Makoko, Phameni and Malekutu
	Need for formalization (tenure upgrading)	Chweni, Makoko, Phameni and Malekutu
9. Sanitation	Need for VIP Toilets	Entire ward
10. LED	Need for skills development to community members; entrepreneurship & tourism.	Entire ward
	Need for brick laying factory & embroidering & printing factory	Makoko
	Need for a shopping mall	Makoko –Mdluli Tribal Authority
11. Safety & security	Need for 24 hours visibility of SAPS	Entire ward
	Need for Satellite Police Station	Chweni & Makoko (next to the Traditional Authority area)
	Need for police visibility (patrol) as we have more bushes	Chweni,Makoko ,Phameni and Malekutu
12. Waste management	Need for waste removal	Entire ward
	Need for 08 big waste bins	Chweni, Makoko ,Phameni and Malekutu

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Insufficient water supply	Entire ward
	Need for Jojo tanks (for interim relieve)	Thembisa, Siligane; Tycoon; Lindela; Maswirijini; Matangaleni; KaMabopha Ermeloand halfway
	Need for boreholes	Siligane; Tycoon; Lindela; Maswirijini; Matangaleni; KaMabopha Mvangatini,Buyelani,Siligane,Tycoon,Lindela,Maswiritjini ,Matangaleni,Kamabophe,Ermelo,Kamabophe and halfway
	Need for the boreholes need to be fixed	Mvangatini,nkohlakalo,Sifunindella build it and Buyelani
	Need for a Reservoir	Nkohlakalo & Bhuga
	Main pipe line need to be reconnected where it was disconnected	Siligane,Mvangatini,Sifunindlela and Tycoon
2. Electricity	Need for household connections	Halfway; Bhuga; Mtangaleni; Bhaburi; Part of Siligane; Sifunindlela; Skonkwane; Maswirijini; Matangaleni; Tycoon and Mvangatini
	Need for streets lights or high mast lights	All the crime hot spots i.e. KaMagagula to the clinic in Matangaleni; Mpompoli to Maseko ring road; Siligane to Tycoon; Sifunindlela to Siligane; Elijah Mango to Ermelo

3. Roads & storm water	Need for the roads to be paved/tarred	Thembisa- Maria road; Nkohlakalo-Mpompoli road; Halfway-Mabuza to cemetery road; Sifunindlela – Built It road to hholo 7 road ; Siligane school road; Mvangatini road,Sifunindlela sewridge road Tycoon-Maria road to cemeteries,Tembisa Malele road and Tembisa Motaung road
	Need for foot bridges	Siligane to Tycoon; Matangaleni to Siligane;Sifunindlela to Gutshwa; Sifunindlela to Losana
	Need for overhead bridge	Main road to Mpompoli primary school and Sifunindlela primary school
	Need for road signs	Ngulubeni to Bhuga road & tribal authority road.
	Need for bus shelter	Entire ward (all bus routes)
	Need for access road to cemeteries.	Siligani & Matangaleni (to be paved) Sifunindlela,buyelani and Mvangatini
	Need for storm water drainage	Siligane; Sifunindlela; Matangaleni; Ermelo; Tembisa; Part of Nkohlakalo & Half Way
	Need for speed humps	Matangaleni (x2); Build it (x1); Siligane (x1) & Magagula (x1)
4. Housing	Need for RDP houses	Entire ward
	Private land acquisition for community	Entire ward
5. Community facilities	Need for a community hall	Sifunindlela community hall
	Need for a library; with access to internet	Entire ward
	Need for sport field to be upgraded	Entire ward
	Need for a multipurpose centre	Entire ward
	Need for the maintenance and fencing of cemetery	Matangaleni, Nkohlakalo, Siliga, Mvangatini, Buyelani & Sifunindlela.
	Need for water & ablution facilities at cemeteries	Siligani,Buyelani ,Mvangatini & Matangaleni
	Need for a park to minimize the youth from going to tavern	Next to Build it soccer ground
6. Sanitation	Need for VIP toilet	Entire ward (All sectors from Ward 35)
7. Health	Need for another clinic (the population has grown tremendously)	Old sewerage (Sifunindlela)
	Zozo's must be placed at the clinic to reduce congestion	Bhuga CHC
8. LED	Need for market stalls	Kamagagula
9. Education	Need for a primary school	Siliga & Matangaleni
	Need for a crèche	Entire ward
	Need for Elijah Mango College to be converted to TVET college	Elijah Mango
10. Safety & security	Need for 24 hours visibility of police	Entire ward

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Road & storm water	Need for the tarring/ paving of roads	Mthombo high school to Newscom steel tank; Newscom Ka Tsila; Emoyeni kaSilinda; Sunshine to Magagane Bottle store; Nkanini; Zomba cemetery; Zomba tar to Masjid, Zwelisha Reservoir to Mzamani Café street; Chakaza Primary School to Moyeni pedestrian bridge, Magagane Café to Newscom Taxi Rank
	Need for foot bridge	Emoyeni , Zomba and Newscom Ka Mbombi; Sabane Secondary School to Emoyeni; Newscom Ezembeni to Newscom Steel Tank; Thotho to KaMaphanga
	Need for vehicle bridge	Emoyeni and Zomba, Newscom to Emoyeni
	Need for storm water drainage	Sunshine street next to sunshine cafe from KK Bus Stop; Street from KK Bus Stop; Nkanini & Mthombo high school street
	Need for clearing of roads	Entire ward
2. Water	Need for 2 Reservoirs	Zomba & Newscom
	Need for water reticulation	Zomba, KaLukhuleni, Dingindoda, Newscom Ezembeni
	Need for connection of pipes	Newscom
	Need for refurbishment scheme	Entire ward
	Need for boreholes	Zomba and Moyeni
	Need for water conservation (formalisation of illegal connection and supply jojo tanks to car washes)	Newscom KaTsela, Newscom Cable craft, Newscom Midas, Newscom Taxi rank, Newscom Mthombo, Newscom Bagdad, Emoyeni kaMarcos
	Need for jojo tanks	Zomba and Moyeni
3. Electricity	Need for electricity infrastructure	Newscom Ezembeni
	Need for Apollo/high mast lights	Newscom; Nkanini; Mthombo High school; Zomba next to Mthunzi primary school; Thembaletu; Sunshine street & all crime spots & Emoyeni KaMagagula; Newscom next to Mlimi Cemetery, KaTsela; Newscom Eplazini, Newscom Magagane
	There is a problem of illegal connection	Entire ward
4. Sanitation	Need for VIP toilets	Zomba & Emoyeni
5.Housing	Need for RDP houses	Entire ward, Newscom KaTsela, Newscom Eplazini, Emoyeni KaMkhonto
6. Health	Need for a clinic	Zomba
	Need for HIV/AIDS awareness campaigns	Entire ward
7.Community facilities	Need for a library	Entire ward
	Need for a community hall	Newscom Eplazini
	Need for a crèche & pre-school	Newscom
	Need for sports ground	Zomba KaLukhuleni
8.Safety & Security	Need for satellite police station	Newscom
9. Cemeteries	Need for fencing & cleaning of cemeteries	Emoyeni; Newscom & Zomba
10. LED	Need for projects to create jobs	Zomba and Moyeni
	Need for market stalls	Newscom, Emthombo, Newscom KaTsela,

		Newscom Taxi Rank, Zwelisha kaMarcos, Emoyeni kaBen
	Youth skills development centre	Zwelisha, emoyeni, Newscom
11. Waste Management	Need for bulk refuse bins & collection of waste	Emoyeni kaMandlazi, Emoyeni ka Mkhonto, Zomba Bridge, Newscom Bongamlambo, Newscom eMthombo
12. Education	Need for ablution facilities	Sabane Secondary, Mthombo Secondary, Mthunzi Primary, Chakaza Primary
13. Social Development	Need for old age centre	Emoyeni KaGinindza, Newscom
	Need for ECD	Zombe, Newscom, Emoyeni

WARD 37		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for and sufficient constant water supply	Khumbula,Zwide,Dingindonda,Emvakwentsaba,Ephondweni and Block 4 ER
	Need for Jojo tanks	Malekutu; Part of Khumbula (Zwide & Riverside)
	Need for upgrade of a borehole	Malekutu (5 boreholes) ,Makoko,Chweni,Mjekejeke Riverside-Khumbula (1)
	Need for boreholes	Phondweni,MjeaneChweni,Gwegwenene,and Mtungwa section
	Need to repair the existing borehole next to the football ground & in Grumbela's place	Mashonisa
2. Roads & storm water	Need for roads to be tarred	Mjeane to Malekutu;
	Need for the roads to be paved	Malekutu; Zwide; Riverside; Mashonisa, Emavilini,to Khumbula clinic
	Need for foot bridges	Malekutu, Khumbula; Mjeane to Buyelani,Mjeane 2,Malekutu 4,Khumbula 3
	Need for bus shelter	Mjeane
3. Electricity	Need for households electrification	Mashonisa; Mjeane; Part of Khumbula; Part of Malekutu.,Mjeane, Part of Khumbula,Part of Malekutu and Phondweni the new stands
	Need for street light and maintenance of existing street lights	Mashonisa, Malekutu aqnd Zwide River side.
	Need for high mass lights	Malekutu 6,Khumbula 5 and Mjeane 2
	Need for the upgrading of electricity to increase power	Khumbula & Malekutu
4. Housing	Need of RDP houses	Entire ward
5. Sanitation	Need for 750 VIP toilets	Malekutu (600); Khumbula(150); Mjeane
6. Health	Need for a new clinic	Malekutu
7. Education	Need for recreational facilities	Jacob Mdluli High School – School Ground
	Levelling of sports field	Jacob Mdluli High School & Makoko primary
	Need for extensions of class-rooms	Mandundu Primary School & Vutselani Primary School
	Need for access to ABET programme	Mjeane
	Need for crèches to prepare children for formal education	Mjeane
	Need for safety in schools	Malekutu & Malekutu Primary School

8. Community services	Need for the renovation of stadium	Ntsikazi stadium (Khumbula)
	Need for a community hall	Malekutu
	Need for cricket sport field	Malekutu
	Need for maintenance of a park	Malekutu park
	Need for park	Phathumetshiso
9. LED	Need for skills development programmes on entrepreneurship & tourism	Makoko
	Need for brick laying factory & embroidering & printing factory	Malekutu
	Need for job opportunities	Entire ward
10. Safety & security	Need for Satellite Police Station and 24 hour monitoring	Malekutu
11. Social services	Need for old age pay point	Khumbula

WARD 38		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply (upgrade phase 3) & boreholes	Mbonisweni; Backdoor; Makotapenini; Buyelani & Phathwa
2. Electricity	Need for households connection	Bhongindlala; Backdoor; Phathwa & Mbonisweni
	Need for upgrading of electricity	Hillsview
	Need for street lights	Phathwa; Backdoor & Mbonisweni
3. Roads & storm water	Roads are in bad conditions, need to be tarred/ paved	Hillsview; Mbonisweni Clinic road & Pathwa (Road to grave yards)
	Need for speed humps	Hillsview; Phathwa & Mbonisweni
	Need for traffic circle	Backdoor intersection and at Plaston and airport road
	Need for bus shelters	Entire ward
	Need for side walks	Mbonisweni
4. Community facilities	Need for a community hall	Mbonisweni
	Need of centre for the disabled	Entire ward
	Need for crèche	Entire ward
5. Sports facilities	Need for the upgrading of existing sport fields	Hillsview; Phathwa; Mbonisweni & Backdoor
6. Land & Housing	Need for land for residential development	Hillsview & Mbonisweni
	Need for RDP houses	Hillsview; Mbonisweni; Backdoor & Phathwa
7. LED	Need for employment. Many people are not working	Entire ward
8. Education	Need for a secondary school	Hillsview
	Need for scholar transport to assist kids	Entire ward
	Need for a library	Hillsview
9. Health	Need for a clinic	Hillsview & Backdoor
10. Sanitation	Need for VIP toilets	Phathwa

	Need for the upgrading of sewer infrastructure	Hillsview & Backdoor
11. Safety & security	Need for SAPS to be visible	Entire ward
12. Parks and cemetery	Need for land and fencing of existing cemetery	Entire ward

WARD 39		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need to expand reticulation system, do away with water tankers & replace with boreholes	Mashonamini
	Need for Jojo tanks	Nyonganex5 & Numbi; Mashonaminix4;
	There is infrastructure, but no water. Water comes out once in a life time.	Nyongane; & Numbi
2. Road & storm water	Need for the road to be tarred	Ifaletu via Gerald tarven eMathankeni to national bar lounge; entrance road from tar to eBhontshisini; KaMshwane to Inkunzi secondary school & Nyongane via Gravel yard to KaNkosi's store (1;2km)
	Need for Bermuda roads to be completed	Numbi
	Need for the Ring road	Numbi
	Need for foot bridges	Mashonamini to Numbi George Mhaule school;
	Need for vehicle bridge	Edibhini eNyongane; from Mthimba emhlangeni to cemetery eNumbi.
	Need for 4 speed humps	2Nyongane & 2Numbi
	Need for traffic signs & pedestrian crossing	Numbi & Nyongane
	Need for public transport	Kruger National Park
	Need for bus shelter & bus stop signs	Kruger National Park
	Need for V-drains	Entire ward
3 Electricity	Need for household connections	Numbi(Esantini and Mashonamini); Nyongane (Madushula Block); Mbongolweni Block ; Rockville zone2
	Need for apolo and street lights	Numbi ; Nyongane
4.Community services	Need for a community hall/ multi-purpose centre	Numbi & Nyongane
	Need for community park	Numbi
	Need for cemeteries	Nyongane
5. Housing	Need for 430 RDP houses	Numbi and Nyongane
6. Sanitation	Need for VIP toilets & Sewerage system	Entire ward
7. Health	Need for a clinic	Nyongane & Numbi
	Need for a satellite clinic	Berg-en-Dal; Pretoriuskop & Skukuza

	Maximise HIV & Aids Centre for educational purposes	Entire ward
8. Education	Need for a primary school	Nyongane & Numbi
	Need for a secondary school	Mashonamini
	Need for an Admin block & additional classrooms	George Mhaule
	Need for a library	Numbi & Nyongane
	Need for access to bursaries (for matric students)	Entire ward
	Need for access to ABET programme	Entire ward
	Need for Day Care Centres	Nyongane
	Need for FET or TVET college	Entire ward
9. Sports facilities	Need for the maintenance of existing sports ground	Entire ward
	Need for sports facilities New sports	Kruger National Park Mashonamini Numbi
10. LED	Need for job opportunities	Entire ward
	Need for skill development on entrepreneurship & tourism	Entire ward
	Need for shelters for vendors	Nyongane & Skukuza
	Need for market stalls	Kruger National Park; Nyongane
	Need for sustainable livelihood programme for vulnerable groups (Marula Project)	Entire ward
	Need for Pig project	Entire ward
	Need for chicken farm project	Numbi
	Need for assisting Home Base Care	Entire ward
	Need for site development	Entire ward
11. Safety & security	Need for the 24 hrs visibility of SAPS	Entire ward
	Need for fire station	Numbi
12. Offices	Need for Department of Public Works Offices	Nyongane
	Need for Department of Agriculture Offices	Numbi
	Need for municipal offices	Numbi
13. Waste Management	Need for waste removal	Entire ward

WARD 40		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 24 hours water supply	Entire ward
	Need for Jojo tanks	4 at Msogwaba clinic; Maphakama &

WARD 40		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
		Gedlembane;
	Need for 3 circulating Jojo tank	Entire ward
	There is a challenge of water leakages and illegal connections	Entire ward
2. Roads & Storm water	Need for foot and vehicle bridges	Nkanini; Mphakatsi; Maphakama & Emoyeni
	Need for foot bridge	Nkanini
	Need for roads to paved	Maphakama; Lihawu; Mphakatsi; Mamelodi
	Need for access roads	Entire ward
3. Education	Need for a primary school	Maphakama
	Need for a pre-school	Maphakama
4. Electricity	Need for household connections	Gedlembane (Emathangini)
	Need for street & Apollo lights	Maphakama; Mphakatsi; Mafemini section
	Need for new street lights and maintenance of existing street lights	Entire ward
	Need for Apollo lights(power cuts)	Entire ward
5. Housing	Need for emergency RDP houses	Entire ward
6. Waste management	Need for waste collection to avoid illegal dumping	Entire ward
7. LED	Need to empower small enterprenues	Entire ward
	Need for women empowerment programmes	Home Based Cares, Orphanages & Old Age Homes
8. Safety and security	Need for a mobile police station	Emoyeni
	Need for SAPS 24 hours visibility	Entire ward
	Need for CPF upliftment	Entire ward
9. Community Facilities	Need for a community hall	Lihawu
	Need for a sports ground	Maphakama
10. Sanitation	Need for VIP toilets	Msogwaba clinic
11. Transport	Need for a public transport facility	Lihawu
12 Health	Need for a clinic to operate 24 hours	Msogwaba
	Need for a mobile clinic	Mamelodi

WARD 41		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Water	Insufficient water reticulation as a result of ever increasing number of household	Enkomeni, KaMadakwa Ndlovu
	There is the problem of water interruption	Ext8, Ext3, Ext 14, Ext15, Ext 16, Ext 10B, Emjindini Trust, KaMadakwa Ndlovu
	Need for boreholes	Ext13, Ext15, Ext16, Ext14, Ext10B, KaMadakwa Ndlovu

	Need for stand pipe& water meter connection	KaMadakwa Ndlovu,Emjindini Trust,Ext 15,16
	Need for new dams to cater for increasing demand	Emjindini Trust,KaMadakwa Ndlovu,Ext8 Ext13,Ext14,Ext15,Ext16
	Need for free water	Entire ward
	Non functional fire hydrant to assist during fire disaster	Ext13,10B
	Increasing demand of water which exceeds the current water capacity	Entire ward
	Illegal water connection	Entire ward
	Water insufficient and some areas does not have infrastructure	KaMadakwa Ndlovu
	Need for boreholes	Entire ward
	Need for Jojo tanks	Entire ward
2. Electricity	Insufficient supply of high mast light in rural areas and location	Enkomeni, Egushede, Moddies, Mangozeni,Monrose, Extension , 10B, Ext 13, 14, 15,16,8.
	Lack of household connection in rural areas	Kempstone, Enkhomeni, KaMadakwa Ndlovu,Monrose, KaDundu (new settlement)
3. Education	Need for a secondary school	Ext 13
	Need for a combine school	KaMadakwaNdlovu
	Need for school libraries and halls	Sikhutsele Primary School, Khanyisile Primary School, Moodies Primary School, Funwako Secondary Secondary.
4. Roads& storm water	Poor condition of road infrastructure which Serve as a barrier to effective transportation/streets (internal) in bad condition especially during rainy season	Main Road from Barberton to Emjindini Trust,KaMadakwa Ndlovu,Extensions 8,13,14,15,16, Road linking Ext 10B with Prison Farm to KaMadakwa Ndlovu
	Need for a footbridge	KaMadakwa Ndlovu,Kempstone,
	Need for a vehicle bridge	Between Ext.11 and Ext.16,
	Need for upgrade of vehicle bridge	Between Ext.10 and Greyville
	Need for bus shelter	Emjindini Trust,KaMadakwa Ndlovu,Ext 13,Ext 14,Ext8,Ext 10B
	Need for speed humps	Whole ward
	Need for footbridge between KaMadakwa Ndlovu and Khanyisile Primary	KaMadakwa Ndlovu, Kempstone
	Need road traffic sign	Emjindini Trust,KaMadakwa Ndlovu
	Lack of tarring and paving of road	Ext 8, Ext13, Ext 14, Ext 15, Ext 16, Emjindini Trust,KaMadakwa Ndlovu, Ext 10B
5. Human Settlements	Insufficient supply of adequate housing in rural areas	Entire ward
	No title deeds issued	Emjindini Trust & KaMadakwa Ndlovu
	Need stands for middle income eaners	Entire ward
	Need for formalization in of informal settlements	Emjindini Trust& KaMadakwa Ndlovu
	Need for the completion of incomplete RDP houses	Emjindini Trust ,KaMadakwa Ndlovu Ext 13, Ext 14, Ext15, Ext 16
	Need for church stands	Entire ward
	Need for RDP houses	Emjindini Trust, KaMadakwa Ndlovu, Ext 15, Ext 16
6. Sanitation	Lack of bulk sewer and reticulation system within the ward	Emjindini Trust ,KaMadakwa Ndlovu,Ext 15, Ext 16
	Constant leak/burst of sewerage pipe and overwhelmed drainage system due to decline in capacity to cater the new extension	Ext. 8, 10B,
	Need for upgrade of the sewer pump station	Ext.10B
	Need for Flushing toilet	Emjindini Trust,KaMadakwa Ndlovu,Ext 15, Ext 16
7. Health & social service	Lack of primary health care facilities In new Extension and rural areas	Extension14,KaMadakwa Ndlovu, Emjindini Trust
	Need for the clinic to be extended maintained&upgraded	Emjindini Trust (Kempstone)
	Need site for collection of medicine for chronic medication diseases	Kamadakwa Ndlovu, Emjindini Trust, Ext.16
8. Community facilities	Lack for public library to cater for the information needs of the ward residents	Ext 14,KaMadakwa Ndlovu,Emjindini Trust, Ext 13
	Lack of community hall within the ward	KaMadakwa Ndlovu,Emjindini Trust,Ext 13
	Lack for youth centre	KaMadakwa Ndlovu
	Need for SASSA& Home Affairs office	Ext13,KaMadakwa Ndlovu,Emjindini Trust
	Need for multipurpose centre	Ext 16,Emjindini Trust, KaMadakwa Ndlovu
9. Local Economic Development (LED)	Need centre for Physically challenge people	Ext 13, Emjindini Trust, KaMadakwa
	Lack of site to attract domestic and international tourist	Emjindini Trust(Emangozeni) KaMadakwa Ndlovu

	Higher unemployment rate in rural areas	Whole ward
10.Social service	Lack of early childhood development Facilities	Emjindini Trust(Enkomeni),KaMadakwa Ndlovu
	Lack of drop in centre within the ward	Ext14,KaMadakwa Ndlovu, Emjindini Trust
	Need for skills development centre and community based business	Emjindini Trust ,KaMadakwa Ndlovu, Ext 14
11. Sports& recreation	Lack of recreational facilities for the youth in rural areas/Lack of play parks	Emjindini Trust,KaMadakwa Ndlovu Ext 13,Ext 16,Ext 15
	Maintenance and fencing of sports fields	Emjindini Trust, Kamadakwa Ndlovu, Ext.13,14,15 &16
12. Safety & Security	High rate of Crime	Entire ward
	Need for satellite police station	Ext 13, Emjindini Trust, KaMadakwa Ndlovu
	Problem of illegal Miners & immigrants	Ext 15, Ext 16, KaMadakwa Ndlovu, Emjindini Trust
13.Cemetry	Lack of cemetry in certain in rural areas	Emjindini Trust(Enkomeni)& KaMadakwa Ndlovu
	Need for ablution facilities at the cemeteries	Kamadakwa Ndlovu, Emjindini Trust
	Need for maintenance and fencing of cemeteries	Greyville, Kamadakwa Ndlovu, Emjindini Trust
14. Service pay point	Lack of electricity vending machine in New extensions	Ext13 (Aerodrome building) , Emjindini Trust & KaMadakwa Ndlovu
15. Waste Management	Absence of waste deposit facilities in rural areas	Emjindini Trust, KaMadakwa Ndlovu
	Need for bulk bin to avoid illegal dumping	Entire ward
16. Rural Development	Need for deep tanker for livestock farming	Emjindini Trust, Kamadakwa Ndlovu

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Water	Increasing demand of water which exceeds the current water supply capacity	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Major Leaks on the reservoir above Pilgrim & president street	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Need for the placement of the telemetric system	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Lack of fire hydrant to assist during fire disasters/ Non-functional fire hydrant to assist during fire disasters	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Higher instances of water loss and non-payment thereof	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
2. Electricity	Deteriorating lighting as a result of outdated and non-functioning street lamp posts	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Outdated and hazardous electricity infrastructure	Burgerville, Cathyville, CBD, Industrial Area, Lomas, New Village, Spearville, Family Units, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park, Mkhize Park & Erf. 829 & 831
	Lack of street lights on the walkway between	Cathyville, Burgerville, Family Units, Ext. 5 &

	Cathyville and New Claire	6, New Claire, White City, Lomas, New Village, Spearville, Highway View, Rimers Park, Keller Park, Phola Park, & Erf. 829 & 831
	Electricity substations too exposed which is hazardous to residents	Burgerville, Cathyville, Industrial Area, Lomas, New Village, Spearville, Family Units, Ext. 5 & 6, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park & Erf. 829 & 831
	Electricity loss due to illegal connections	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Old infrastructure and rotten poles	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Floodlights needed	Emjindini Soccer Stadium, Multipurpose Centre (Spearville), Tennis Court
	High mast lights needed	2 Burgerville, 3 Cathyville, 1 Highway view, 1 New Claire, 1 New Village, 1 Lomas Area, 1 Erven 829, 1 Family Units, 1 Ekucathuzeni Primary School (Outside the Yard), 1 White City, 1 Mkhize Park, 1 Ext. 6, Keller Park
	Streetlights needed	Erven 829 & 831, Family Units, Rimers Park, Keller Park, Phola Park, Mkhize Park.
3. Sanitation	Dilapidated ablution facilities at Keller Park	Emjindini Soccer Stadium, Tennis court, Indoor sports Centre, Phola Park, Keller Park, Rimers Park.
	Hawker's facilities not utilized and therefore become redundant	No need for hawkers, the current ones in general street made public toilets to accommodate the able and disable
	Ablution facilities at the information Centre do not accommodate disabled people using wheelchairs	Barberton – CBD, Burgerville - Swimming Pool, Cathyville - Swimming Pool
	Sewerage pipes too old, as a result, constant bursts are experienced	New Village, Spearville, Santa View, White City, New Claire, Burgerville, Erven 829 & 831, CBD, Cathyville, Family Units & Lomas
4. Waste management/ refuse removal	Insufficient supply of bulk bins which leads to illegal dumping	Burgerville, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Streetlight bins	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
5. Roads and Storm water	Dilapidated roads/ street within the ward which negates effective commuting	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831.
	Need for maintenance and upgrading of storm water drainage systems	CBD, Spearville, New Village, White City, New Claire, Family Units, Highway View, Ext. 6, Erf. 829 & 831, Lomas Area, Burgerville, Cathyville
6. Pedestrian Walkways	No pedestrian walkways which leads to people walking on the road intended for traffic Dilapidated walkway	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831. Schools: Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School & Barberton Secondary School
7. Human Settlements	High demand for rental stock which is in short supply	Upgrading of the Family Units (Spearville)
	Dilapidated housing structures which are not suitable for human inhabitation and lack of title deeds	Burgerville, New Village, White City, New Claire, Spearville
	Dilapidated housing structures not suitable for human habitation	Spearville, New Village, White City, New Claire, Family Units, Burgerville
	Higher backlogs in the provision of housing for middle income earners	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Maintenance of municipal flats and buildings	Bob's centre, Lomas Area, CBD, Family

		Units, Spearville, Erven 831, Thandanani Centre, Ekujabuleni Disable Centre.
8. Land ownership/ title deeds	Need for title deeds to be issued to beneficiary households	Burgerville, Spearville & New Village, White City, New Claire & Cathyville
	Insufficient supply of residential stands to meet current demands	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Recommended areas for human settlement	Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU, Portion 27 of the Farm Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barbeton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 1539 Barberton, Erf.769 Emjindini Ext. 6, Erf. 2404, Portion Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand)
9. Sports and Recreation	Dilapidated public swimming pools which affects recreational activity	Barberton CBD, Burgerville, Cathyville, Construction of swimming pool Mkhize Park.
	Lack of maintenance of play parks	Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park & Mkhize Park, Coronation Park, Empire-Crown Street Park
	Poor/lack of proper infrastructure in the soccer field (i.e. Grass, Grand stand, fence, lights)	Spearville (Indoor Sports Centre, Emjindini Stadium & Tennis court), Cathyville tennis court, CBD Multipurpose centre & Burgerville.
	Lack of integrated sports facilities in identified schools	Ngwane Combined School, Ekucathuzeni Primary School, Mountain View Combined School, Barberton Secondary School (Cathyville), Emjindini High School, Barberton Primary School.
	Dilapidated facility as a result of lack of maintenance	Coronation Park, Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park, Mkhize Park, Emjindini Stadium, Indoor Sports, Tennis Court, Empire-Crown Street Park
	Poor maintenance of park and lack of proper recreational facilities	Coronation Park, Keller Park, Burgerville Park, Phola Park, Rimers Park, Cathyville & Mkhize Park & Family Units, Empire-Crown Street Park
	Poor storm water drainage system and insufficient lights	Spearville (Emjindini Stadium), White City, New Village, New Claire, Erven 829 & 831, Highway View, Ext. 6
	Construction of Sports City (Multi-purpose centre) e.g Tennis court, Cricket field, rugby field, basketball etc.	Land next to Barberton Golf course.
10. Community facilities	Shrinking and lack of enclosure on cemeteries	Cathyville, Town Residential & Emjindini cemeteries
	Dilapidated community hall structure which needs upgrading	Spearville (Emjindini Community Hall), Cathyville Community Hall, Barberton Town Hall
	Lack of office space for Ward Committee	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831.
11. Access routes	Lack of proper route from Burgerville to Town cemetery	From Burgerville to Town cemetery
	Lack of access route to mitigate travelling long distances to nearby health facility	From Spearville to Santa Hospital
12. Transportation	Lack of speed control which endangers the lives of learners crossing the street from their respective schools	Between Cathyville and Burgerville (General Street); New Village to Emjindini Secondary School; New Village to Ngwane Combined School; Spearville to Ekucathuzeni Primary School; Cathyville to Barberton Secondary School. Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School& Barberton Secondary School.

	Lack of speed humps to ensure safety of children from speeding motorists	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831.
	Insufficient stop signs and marking of roads	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	High instances of removal of street name plates	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Lack of bus shelters to accommodate people who make use of public transport	CBD, Cathyville, New Village, Spearville, Burgerville, Ext. 5 & 6
	Lack of street names to ensure ease of direction to various addresses/destinations	New Village, Spearville, Santa View, Ext. 5 & 6, White City & New Claire, Erven 829 & 831.
13. Local Economic Development (LED)	High unemployment rate amongst the youth	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Need for a Mining Academy	Barberton, Emjindini
	Need for Agriculture and Forestry Academy	Barberton, Emjindini
	Support development of cooperatives	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Construction/Development of Technical College	Portion 36 of the farm Barberton Townlands 369 JU
14. Health and Social Services	Clinics too small to cater for the growing population and need upgrading of infrastructure.	Cathyville, Construction of the gate clinic, upgrading of municipal offices clinic.
	Need for the extension of the TB Hospital	Emjindini
	Lack of facility to cater for women suffering from domestic violence	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Insufficient supply of early childhood development center in the ward.	Spearville (Ext. 3), Burgerville.
15. Education	Lack of tertiary education facilities	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 6, Erven 829 & 831.
	Dilapidated school infrastructure and lack of enabling facilities	Spearville (Emjindini Secondary School), New Village (Ngwane Combined School), Ekucathuzeni Primary School, Burgerville (Mountain View Combined School), Cathyville (Barberton Primary School), Barberton Secondary School
	Early Childhood Centre	Spearville & Burgerville
16. Town Planning	No township establishment/ formalization in certain areas	Erven 829 & 831, Kathyville (behind the General Hospital), Current Soccer Field, all Department of Public Works sites and Spoornet sites, Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing Ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barberton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 1539 Barberton, Erf. 769 Emjindini Ext. 6, Erf 2404, Portion Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand)
	Current site sufficient for reconstruction of a bigger clinic	Cathyville
17. Safety & Security	Need for more traffic control and additional staff	New Village, New Claire, Highway View, White City, Spearville, Town Residents & CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Upgrading of the local police station and satellite police station	CBD & Emjindini Spearville.

	Construction of a fire station	Barberton Townlands 14/369 JU
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WARD 43		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Electricity	Lack of bulk electricity and reticulation	Silver Creek, Madubula, Gaza, Mlambongwane, Noordkaap, Honeybird
	Lack of high mast lights in rural areas which makes these areas too dark at night	Dikbas, Sheba Siding (x4), Dixie (x2), Mashayane (x3), Esperado (x1), Madubula (x2), Silver Creek (x2), Shelangubo (x4), Castelpop (x1), Mlambongwane (x4), Noordkaap (x2)
2. Roads and storm water	Dilapidated main street which negates effective commuting	Verulam, Sheba Siding, Dixie, Mandela, Shelangubo, Mlambongwane, Noordkaap, Gaza
	Need for vehicle bridge (x3)	Sheba Siding (x3), Mlambongwane (x1), KaGazi (x1)
	Need for access roads	Sheba Siding (x3), Madubula, Mlambongwane
	Need for footbridges in rural areas	Madubula, Sheba Siding, Shelangubo, Mandela,
3. Land Acquisition	Privately owned land/State owned which makes it difficult to install basic municipal services	Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi
	Insufficient allocation of non-residential stands (i.e. schools, churches, clinic,)	Sheba Siding, Verulam
4. Community facilities	Need for integrated sport facilities	Sheba Siding, Low's Creek, Dixie, Verulam, Dikbas
	Conversion of old school at Madubula to Community Hall and Multi-purpose centre	Madubula
5. Multi-purpose Community Centre (MPCC)	Lack of facility to provide integrated government services (i.e. health services, social services, etc.)	Low's Creek, Dixie, Esperado, Madubula, Dikbas, Mashayane, Shelangubo, Mlambongwane
6. Health & Social Services	Lack of satellite primary health care facilities in rural areas	Sheba Siding, Verulam, Esperado
	Need for mobile Clinics	Noordkaap, Dixie, KaGazi, Madubula, Mashayane, Esperado, Shelangubo, Castelpop
	Insufficient knowledge and higher prevalence of HIV/AIDS within the ward	Entire ward
	Conversion of the Hallman shop to clinic	Esperado
7. Safety & Security	Need for satellite police station	Sheba Siding, Verulam
	Need for mobile police station/ 24 hour police visibility	Dixie, Noordkaap, Mandela, KaGazi, Shelangubo, Madubula, Esperado, Mashayane, Shelangubo, Dikbas
8. Human settlements	Insufficient supply of adequate housing in rural areas	Noordkaap, Mlambongwane, Low's Creek
	Insufficient allocation of residential stands in formalised areas	Verulam, Sheba Siding/Entire Ward
	Formalisation and allocation of residential stands in rural areas	Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, Dixie
9. Local Economic Development (LED)	High level of unemployment as a result of lack of skills in rural areas	Entire ward
10. Education:	Need for a combined school	Sheba Siding (Combined School)

	Need for a primary school	Dikbas (Primary School)
	Upgrading of school	Fairview Primary School
11. Sports & Recreational Facilities	Need for maintenance of soccer field	Entire ward
	Need for a multi-sport facility	Low's Creek, Shelangubo, Sheba Siding, Verulam, Dixie
	Need for renovation of dressing rooms	Sheba Siding Sports Ground
12. Land ownership	Higher backlog in allocation of residential stands for human settlements	Sheba Siding, Dixie, Noordkaap, Gaza, Mashayane, Mlambongwane, KaBrown
13. Community facilities (Cemetery)	Poor condition and lack of maintenance of cemeteries in rural areas	Castlekop, Gaza, Mlambongwane, Esperado, Noordkaap
	Need for allocation of cemetery site	Verulam
14. Waste management and refuse removal	Lack of access to fully fledged waste removal services in rural areas	Entire ward
	Lack of dumping sites in rural areas/ Absence of waste deposit facilities in rural areas	Sheba Siding and surrounding areas, Verulam, Mlambongwane & Low's Creek and surrounding areas
15. Sanitation	Higher backlogs of ablution facilities in rural areas (Need for water borne ablution facilities)	Sheba Siding, Castlekop, Dixie, Gaza, Mlambongwane
16. Service pay-point facilities	Lack of electricity vending machines in rural areas	Dixie, Sheba Siding, New Consort, Verulam, Shelangubo, Esperado, Castlekop
17. Land invasion	High incidences of illegal occupation of land	Entire ward (excluding Dikbas and Castlekop)
18. Water	Need for bulk water and reticulation	Shelangubo, Gaza, KaBrown
	Completion of water projects	Mlambongwane, Noordkaap, Madubula, Esperado, Mashayane, Silver Creek
19. Town planning	Need for extension of township establishment in rural areas	Sheba Siding, Verulam, Dixie, Esperado, Castlekop
20. Rural development	Need for support on small scale farming	Shelangubo, Esperado, Madubula, Mashayane, Sheba Siding, Gaza, KaBrown, Noordkaap, Mlambongwane, Dixie Verulam, Castlekop

WARD 44		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
11. Roads and storm water	Poor condition of roads/streets and lack of water flow which negates effective commuting	Dindela, Ext. 7, 9&10, Phumula, (road towards cemetery), Ext.7
	Blocked and small size of storm water pipes which negates effective water flow	Phumula, Ext.7,10,
	Reconstruction of P10 road	Ext.9
12. Electricity	Insufficient supply of high mast lights in certain extensions	Ext.7,9&10, Phumula, Next to Kamhola Primary Schools; P10 road

13. Human settlements	Poor roof structures which cause health and safety hazards	Dindela
	Rehabilitation of and construction of additional RDP houses	Ext. 7, 10
14. Sanitation	Upgrading of the Waste Water Treatment Works	Barberton/Ext.9
15. Local Economic Development (LED)	Lack of an entrepreneurial one-stop centre to cater for the needs of aspirant entrepreneurs	Whole ward
	Higher unemployment rate within the ward	Whole ward
16. Safety & Security	High rate of crime within the ward	Whole ward
	High instances of crime	Whole ward
17. Sports & recreation	Dilapidated and under-resourced play parks within the ward	Longhomes, Phumula, Ext.7,9,10
18. Transportation	Lack of street names to ensure ease of direction to various addresses /destinations	Whole ward
	Lack of bus shelters to accommodate people who make use of buses as a mode of transport	Dindela, Phumula, Longhomes, Ext.10
	Poor observation of traffic signs which affects other law-abiding road users	Dindela (Zanini Four-way intersection)
19. Service pay-point facilities	Lack of municipal service pay-point facility within the ward	Whole ward
20. Access routes	Lack of link routes (Footbridge) between learners' homes and their schools	Between Ext.10 and Ext10B (towards Sikhutsele Primary School); between Greyville and Dindela (towards Kamhola Primary School); Between Ext. 9 and Ext.12 (Amon Nkosi Primary)
21. Multi-purpose Community Centre (MPCC)	Lack of facility to provide integrated government services (health and social services)	Whole ward
22. Health & Social services	Insufficient knowledge and higher prevalence of HIV/AIDS within the ward	Whole ward
	Upgrading of M'Africa Clinic (including fencing with palisades)	Dindela/Ext.9

WARD 45		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Water	Insufficient water supply for rural areas	Hanging Stone, Uitval, Stella Mine
2. Sanitation	Lack of water borne ablution facilities in rural areas (No sewer bulk and reticulation)	Hanging Stone, Uitval, Stella Mine
3. Electricity	Lack of household connection in rural areas and insufficient lighting	Hanging Stone, Uitva, Stella Mine
4. Roads & storm water	Lack of proper link routes between neighbouring extensions	Road linking kaKopper and Ext. 11
	Dilapidated streets in various extensions which negates effective commuting	Ext.11&12

5. Land acquisition	Privately owned land which makes it difficult to install basic municipal services	Lurex Farm
6. Electricity	Insufficient supply of high mast lights in new extensions	Extensions 11&12
7. Social services	Lack of drop-in centre within the ward	Ext.11
8. Sport & recreation	Lack of play parks in certain extensions	Ext.11&12
9. Community facilities	Lack of community hall within the ward	Entire ward
	Lack of working space for the Ward Committee	Entire ward
	Lack of public library to cater for the information needs of the ward residents	Ext.12
10. Sanitation	High instances of sewerage blockages as a result of ever-increasing population	Ext.11
11. Health & social services	Lack of primary health care facilities in various extensions	Ext.11&12
12. Human settlements	Poor roof structures which cause health and safety hazards	Ext.11
13. Land ownership	Insufficient allocation of non-residential stands (i.e. business stands)	Entire ward
14. Social services	Lack of facility to cater for women suffering from domestic violence	Entire ward

1.4.2 Inputs received from Organised Business and other Formal Structures (NGOs, CBOs)

After the Draft IDP was approved on 31 March 2017, consultative meetings with key stakeholders and Traditional Leaders were arranged on 10 and 12 May 2017 respectively to afford them an opportunity to comment on the document. Some of the key issues raised are outlined in table 1.4.2 and 1.4.3 below.

Table 1.4.2: Inputs or comments received from the stakeholders

STAKEHOLDER	ISSUE RAISED	INTERVENTION
Barberton Rates Payers Association	There is a problem of immigrants & illegal mining, especially around Umjindi area.	The problem of illegal mining is rife around the area of Mashayane which cannot be easily regulated by the Municipality since the area falls under Nkomazi Municipal boundary. However, this problem will be raised with Nkomazi Municipality since it has a negative impact on the City of Mbombela municipal area. This issue will also be elevated to the relevant provincial structures to be addressed. The Department of Public Safety to also investigate and assist with the matter.
	Projects from Barberton Mine must be included in the IDP.	All SLP projects as per the Mining Indaba held in November 2016 have been included in the final IDP 2017-2022.
	Tourism projects must be prioritised.	The proposal is noted. There are projects that are funded to promote tourism in the municipality. For example, Makhonjwa World Heritage site project. Refer to Chapter 7 for the list of projects.

	Need for a dam (s).	The municipality is currently conducting feasibility studies on the construction of a dam within the municipal area.
	Tourism projects must be prioritised.	The proposal was welcomed. There is a budget allocation for the Makhonjwa World Heritage Site project in the IDP 2017/22 that speaks to tourism in the area.
Mbombela Economic Development Partnership (MEDP)	Need for a dashboard to reflect on the performance of the IDP over the years.	The proposal is noted. A dashboard has already been created through the electronic performance management system which incorporate the performance of the IDP and Budget (SDBIP).
	Need for alignment of SDF & LED strategy.	The municipality is currently reviewing its sector plans including the SDF and LED strategy. The review process will ensure that the SDF and LED are aligned.
	The municipality must work together with MEDP to identify key priority partnership projects.	The municipality will indeed partner with MEDP in devising priority LED projects within the municipal area.
	Inclusion of skills development centres & incubation hubs (pilot).	The proposal is noted. The project has been included in the IDP as unfunded. It will be implemented as soon as funding is available.
	Special attention must be given to bulk water security & storage.	The highest percentage of the municipality's budget is allocated to bulk water infrastructure projects in order to ensure sustainability of water supply.
	Need to prioritise environmental & Conversation projects e.g. Greater Riverside Biodiversity & Crocodile Green Belt Initiative. MEDP is willing to drive the initiative.	The proposal is noted. The project has been included in the IDP as unfunded. It will be implemented as soon as funding is available.
Kruger Lowveld Chamber Business & Tourism (KLCBT)	The area is not conducive to tourists due to inadequate traffic police visibility.	The comment is noted. Special attention will be given to the traffic department when prioritising critical vacant positions to be filled in the 2017/18 financial year.
	KLCBT logo must be corrected.	The matter has been addressed.
	Replace LED forums with MEDP	The matter has been addressed.
	The allocation for marketing material & support for Chambers not sufficient.	The proposal is noted. It will be considered in the future financial years depending on the availability of funding.
	There is a need for the inclusion of real local economic development projects & interventions.	The proposal is noted. There are projects that are funded to promote local economic development in the municipality. For example, Tekwane South Economic Hub, Job linkage centre etc. Refer to Chapter 7 for the list of projects.
	Need to allocate funds to assist local tourism organisations as set out in the RTO framework agreement.	The proposal is noted. It will be considered in the future financial years depending on the availability of funding.

Table 1.4.3: Inputs or comments received from the Traditional Leaders

STAKEHOLDER	ISSUE RAISED	INTERVENTION
Kwa-Khumalo Traditional Authority	The matter of Vodacom Tower payment must be resolved between the Traditional Council & the municipality.	The issue surrounding the Vodacom Towers to be referred to the GM's Office for further handling and processing.
	Request for a representation of Mbonisweni in the newly elected ward committee.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.

	The municipality must assist to issue proof of residence coming from Traditional Councils	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	A presentation must be done on SPLUMA to the Traditional Councils.	Presentation on SPLUMA will form part of the consultations on the partial release of land.
Mdluli Traditional Authority	The Traditional Council need to be represented in the ward committee.	Every Traditional Authority has a representative in the ward committee.
	Request for a stamp to issue proof of residence.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	A summit on ward committees together with Traditional Leaders must be addressed.	The proposal is noted.
Mpakeni Traditional Authority	Households towards the Traditional Kraal need electrification.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	The Municipality is requested to introduce to the Traditional Authority the Councillor and the contractor when a project is due to commence in order to observe the criteria for the appointment of labour.	The Traditional Authority will be informed of all the projects to be implemented in their area of jurisdiction, including the introduction of the contractors.
	There is a water problem (shortage) in the clinic that is being built.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	Request that a reservoir be constructed at Mpakeni.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	It is proposed that Traditional Leadership form part of council committees or forums where they can play a meaningful role by fully participating in discussions.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.
	The City of Mbombela to benchmark with Mkhondo and Gert Sibande Local Municipalities on how the working relationship with their respective traditional leaderships are structured and governed.	The matter will be investigated & feedback will be given to the Traditional Authority in due course.

The Draft IDP was also presented to the Audit Committee comments on 24 May 2017. Table 1.4.4 below outline some of the issues raised.

Table 1.4.4: Inputs or comments received from the Audit Committee

ISSUE RAISED	INTERVENTION
A quality assurance must be on the IDP document to address spelling errors & mistakes.	Quality assurance will be done on the IDP after approval prior submission to National Treasury, Auditor General & COGTA
The municipality must ensure that all words that requires Acronyms are included.	The matter has been addressed.
Re-phrase the statement on community consultation meetings.	The matter has been addressed.
The interventions on MEC comments must be	The matter has been addressed

indicated on the document.	
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1.5 THE IDP GOVERNANCE & INSTITUTIONAL ARRANGEMENT

The following institutional structures have been identified in the municipality's public participation strategy as key structures in the development of the IDP. The structure represents a wider audience of stakeholders which include organised business, labour, civil society, ward committees, Traditional Leaders, NGOs, CBOs, as well as members of the public.

Structure	Description	Composition	Terms of Reference	Frequency of Meeting
IDP Representative Forum	Platform for stakeholder engagement	Chaired by Executive Mayor: <ul style="list-style-type: none"> • Members of the Mayoral Committee • Councillors (PR & Ward Councillors) • Municipal Manager • General Managers • Senior Managers • CEO of Parastatals • Office of the Premier • HODs • District Municipality • Traditional Leaders • Secretary of Ward Committees • Organised Business • Labour • NGO • Organised groups 	<ul style="list-style-type: none"> • Represent constituency interest in the IDP process • Platform for discussions • Participate in the process of setting and monitoring “key performance Indicators. • Promote stakeholder integration and alignment • Information assimilation/dissemination. • Capacity development and sharing. • Resource mobilization 	Bi-Annually
IDP/Budget Steering Committee	Coordination and implementation	Chaired by the Executive Mayor: <ul style="list-style-type: none"> • Members of the Mayoral Committee • Municipal Manager • Deputy Municipal Manager • General Managers • Chief Financial Officer • Senior Managers 	<ul style="list-style-type: none"> • Validation of Technical information • Alignment of Sector plans • Sector consultation • Integration of projects • Comments on technical aspects of sector plans 	Quarterly (it is also part of the Joint POB & Executive Management)

Structure	Description	Composition	Terms of Reference	Frequency of Meeting
		<ul style="list-style-type: none"> • Manager: IDP • Manager: Organisational Performance Management System • Manager: Budget 	<ul style="list-style-type: none"> • Information assimilation/dissemination 	
IDP/Budget Technical Committee	Internal technical working team	Chaired by the Municipal Manager/ Deputy Municipal Manager/GM Strategic Planning: <ul style="list-style-type: none"> • General Managers • Senior Managers • Managers • GIS Unit • Town Planners • Sembcorp Silulumanzi • Rand Water • Other relevant stakeholders are invited on an ad-hoc basis 	<ul style="list-style-type: none"> • Facilitate implementation of IDP • Commission research and studies. • Consolidate performance report • Assist the Executive Mayor in discharging the responsibilities as contemplated in Section 53 of the Municipal Finance Management Act no. 56 of 2003. • Co-ordinate the budget preparation process. 	Bi- Monthly
Ehlanzeni (EDM) Cluster Groups	Working committees to be established in terms of municipal Key Focus Areas	Chaired by relevant MMC/Manager: <ul style="list-style-type: none"> • Municipal Officials • Sector Departments • Business • Labour • Civil society • Interest Groups 	<ul style="list-style-type: none"> • Advisory and support for programmes and project implementation. • Advise on IDP Process development 	Quartely

Structure	Description	Composition	Terms of Reference	Frequency of Meeting
Community Meetings (Ward Forums)	Community Platforms to discuss issues affecting communities	Chaired by the Ward Councillor: <ul style="list-style-type: none"> • Members of the Wards Committee in the ward • Community Organizations • Traditional Leaders • Civic Organization • Chairperson of Street Committees • Business Reps • Youth organizations • CDW • (Concern Groups) 	<ul style="list-style-type: none"> • Development of ward plans, programmes and projects • Monitoring Programmes and Project implementation 	At least once every two months.

1.6 CONCLUSION

IDP is a consultative document which details a five year implementation process of the municipality. Integration is central to its annual review and is therefore discussed at the outset. Both in letter and in spirit, local government legislation talks of integration as the golden thread that links strategy, people, process, projects and programmes:

- within the municipality;
- with the needs of the community;
- with provincial and national objectives.

As far as possible, the intention of the municipality's IDP 2017-2022 is to link, integrate and co-ordinate development plans for the municipality. Resources and capacity are aligned with the implementation of the plan, forming the basis for the annual budget.

CHAPTER 2

MUNICIPAL DEVELOPMENT PROFILE (SITUATIONAL ANALYSIS)

2.1 INTRODUCTION

This chapter provides a detailed summary of the municipality's development profile or situation analysis. The chapter is divided into two sections, namely,

- Section A: outlines the institutional profile and
- Section B: outlines the environmental profile.

SECTION A: INSTITUTIONAL DEVELOPMENT

2.2 INSTITUTIONAL PROFILE

2.2.1 Governance

Local government function in a highly sophisticated environment. To be successful in its endeavours to render quality, affordable and sustainable municipal services, it needs to be structured in the best possible way to facilitate effective governance as well as to ensure proper oversight and to measure performance. The municipality has approved the governance model which separates the Legislative and Executive functions.

2.2.1.1 Legislative

This component consists of the following:

- Council (including the Traditional Leaders)
- The Speaker
- The Chief Whip
- Chair of Chairs
- Section 79 Oversight Committees, namely, City Planning and Rural Development; Community Services; Corporate Services; Energy; Financial Management; Public Safety; Public Works and Transport; Regional Centre Co-ordination; Strategic Support and Water and Sanitation
- Section 79 Standing Committees, namely, Chairpersons Committee; Public Participation and Petition Committee; Programming Committee; Rules & Ethics Committee; Municipal Public Accounts Committee & Party Whips Forum.
- Ward Committees.

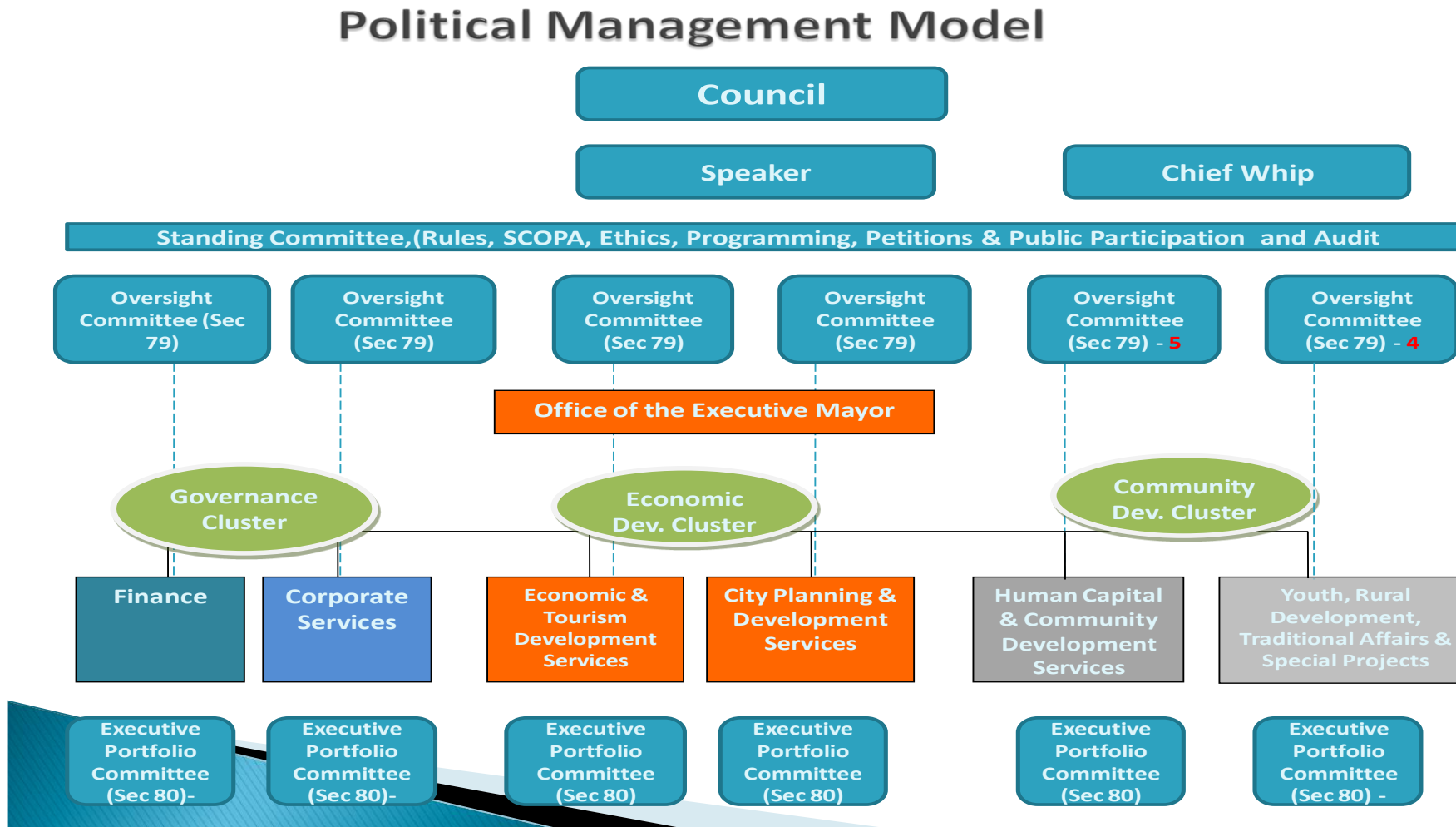
2.2.1.2 Executive

This component consists of the following:

- Executive Mayor (Head of the Executive)
- Members of the Mayoral Committee with delegated powers.
- Mayoral Committee (MMC) comprising of MMC for Water and Sanitation; MMC for Public Works and Transport; MMC for Corporate Services; MMC for City Planning and Development; MMC for Energy; MMC for Public Safety; MMC for Financial Management; MMC for Service Cente Coordination; MMC for Community Services and MMC for Strategic Support.
- Section 80 Committees, namely, Concession Monitoring Committee; Local Geographical Names Committee and Municipal Planning Tribunal Committee.
- Administration with the Municipal Manager as Head. This incumbent also serves as the Accounting Officer of the municipality.

The figure below show the Political Management Model of the City of Mbombela

Figure 2.2.1: Political Management Model

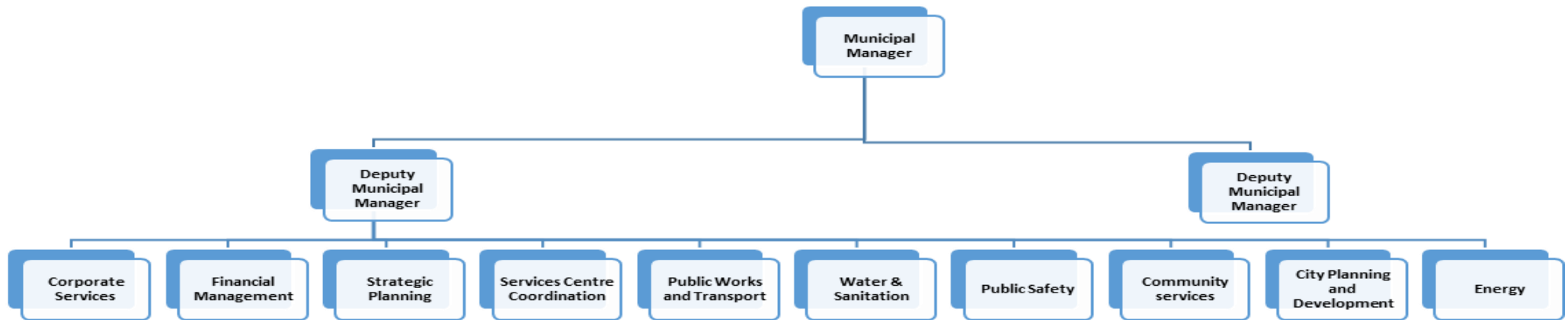


2.2.2 Administration development/arrangement

There is a significant relationship between an IDP and the institutional arrangement. The municipality cannot implement its IDP effectively without proper organisational structure. As a result, the municipality assisted by GIZ has developed an organisational structure which will was approved by Council on 28 September 2016, under item A (3).

Table 2.2.2 below indicates the top layer of the approved organisational structure.

Figure 2.2.2: Top layer of the approved organization structure



The municipality is currently in the process of appointing a qualified service provider to do an overall Organisational Review which will include the development of a comprehensive Human Resources Strategy aligned to the IDP and long-term vision of the municipality. The objectives of the Organisational Review are:

- diagnose and define the status quo of the municipality, its current structure, systems, processes and its alignment to the vision, mission and the IDP.
- confirm defined roles and responsibilities for management and key organizational functions.
- analyze skills and competencies of managerial staff and their placement and utilization.
- analyze possible skills gaps and recommend remedies for same and draft individual Personal Development Plans.
- conduct an organizational culture analyses and develop a change management strategy.
- develop a comprehensive human resource strategy for the city to ensure alignment with the IDP and long-term vision of the municipality.
- analyze internal communication and recommend communication strategies to ensure effectiveness.
- conduct a financial system compliance analysis with the view to bring control to minimize fraud and corruption.

A TASK Job Evaluation project is underway and will ensure that all job descriptions are updated and that all post levels are correctly placed in the organogram and salary curve. On the other hand, a Performance Management System (PMS) for non-section 56/57 employees was developed and is currently cascaded to lower employees on levels 1-7, PMS will be further cascaded to the remaining levels in the next financial years using a phased approach to ensure recognition of good performance and to establish development gaps which might exist.

The municipality through the Training and Skills Development Section has the Workplace Skills plan in place. The plan is aimed at responding to the capacity challenges of the municipality.

The municipality has a draft Retention Strategy that still needs to go through administrative processes before tabled before Council for approval. The purpose of this strategy is to outline the mechanisms, tools and strategies that can be applied at the municipality to retain critical, scarce and high risk skills, whichever is applicable. The primary emphasis of this strategy is to ensure that the Municipality proactively retains employees to ensure that the Municipality has the best, well trained and suitable employees occupy key positions at all times.

The municipality has approved the Recruitment, Selection and Induction policy. The objective of the policy is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.
- Introduction of fair and objective principles and procedures for that staffing of the employer.
- Provision of guidelines for the appointment of candidates to the employer.
- Establishing principles and procedures insuring that the Employer complies with legislative principles in respect of employment equity and affirmative action.

- Setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff of the Employer.

Apart from the above mentioned policies, the municipality has approved the following policies associated with institutional development, namely, employment equity policy, adult basic education policy, promotion policy, internal and external bursary agreement policy, acting allowance policy, long service award policy, sexual harassment policy, experiential training policy, Work attendance and absenteeism management policy and policy on the attendance of Local Labour Forum Meetings by members.

In order to strengthen intergovernmental relations, the municipality has established Intergovernmental (IGR) unit. Its primary objective is to facilitate intergovernmental dialogue with relevant provincial and national government. Moreover, the unit also creates a conducive working relationship of the municipality with the district municipalities and other stakeholders.

2.2.3 Information Communication and Technology (ICT)

The municipality has an Information Technology (IT) and Information Systems (IS) department, collectively known as Information and Communication Technologies (ICT). The department is responsible for providing the necessary tools to the various departments to fast track service delivery while providing citizens and other stakeholders quicker and easier access to municipal services from anywhere and at any time. The following are the key functional areas of the ICT department:

- Corporate ICT Governance and Strategy.
- E-Govt. services including website and intranet.
- Servers, Network Systems & Desktop Maintenance.
- Application Systems Development and Maintenance.
- Infrastructure and Information Management Solutions & Systems including Research and Project.
- MIS/BI/GIS & Networking
- Disaster Recovery, Business Continuity and ICT Security.

2.2.4 Sector Plans and Policies Status Quo

The former Mbombela and Umjindi local municipalities have developed sector plans in order to effectively achieve the desired objectives, and comply with relevant legislation such as MSA, MFMA, NEMA and others. Table 2.2.4 below outlines sector plans that have been developed for service delivery and compliance purposes.

Table 2.2.4: Sector plans and policies

Sector Plan/Strategy	Status Quo	
	Former Mbombela	Former Umjindi
Spatial Development Framework	● Approved, 2012	● Approved, 2014
Local Economic Development Strategy	● Approved, 2016/2016	● Approved 2009
Rural Development Strategy	● The municipality is in process to develop, 2016/2017	● NOT AVAILABLE
Tourism Sector Plan	● The municipality is in process to review, 2016/2017	● NOT AVAILABLE
Housing Plan (Charter)	● Draft, to be approved, 2015/2016	● Approved, 2013
Integrated Housing Plan	● Approved, 2011	● NOT AVAILABLE
Integrated Transportation Plan	● Approved 2010, to be revised, 2015/2016	● Approved, 2015
Land Use Transportation Plan	● Approved, 2011	● NOT AVAILABLE
Integrated Waste Management Plan	● Approved, 2010, to be reviewed in 2015/2016	● Approved 2004, to be revised 2016/2017
Comprehensive Infrastructure Plan	● The municipality is in process to develop, 2015/2016	● Approved 2012,
Master Plan for Water-borne Sanitation	● The municipality is in process to develop, 2015/2016	● Approved 2013, to be reviewed in 2016/2017
Bulk Water Supply Strategy	● Approved, 2015	● NOT AVAILABLE
Water Infrastructure Maintenance Plan	● The municipality is in process to develop, 2015/2016	● NOT AVAILABLE
Water Asset Management Plan	● Asset register is available the municipality is in process to review	● NOT AVAILABLE
Roads Master Plan	● Draft, to be approved, 2015/2016	● Approved 2014,
Asset Management Plan for Roads & Storm water	● Draft, to be approved, 2015/2016	● NOT AVAILABLE
Water Services Development Plan	● Approved 2010. To be reviewed in 2015/2016	● Approved, 2010
Water Master Plan	● Approved, 2010. To be reviewed in 2016/17	● NOT AVAILABLE
Storm Water Master Plan	● Approved 2007. To be reviewed in 2015/2016	● NOT AVAILABLE
Maintenance & Refurbishment Plan	● Approved, 2009. To be reviewed in 2016/17	● NOT AVAILABLE
Maintenance plan & water safety plan	● Approved, 2011. To be reviewed in 2016/17	● NOT AVAILABLE
Consolidated Water Master Plan	● Approved, 2011. To be reviewed in 2016/17	● NOT AVAILABLE
Guidelines for access to street networks	● Approved, 2011. To be reviewed in 2016/17	● NOT AVAILABLE
Maintenance of road reserves	● Approved, 2000. To be reviewed in 2016/17	● NOT AVAILABLE

Sector Plan/Strategy	Status Quo	
	Former Mbombela	Former Umjindi
Environmental Management Plan	● Approved, 2004. To be reviewed in 2016/17	● NOT AVAILABLE
Electrical Infrastructure Master Plan	● The municipality is in process to develop, 2016/17	● NOT AVAILABLE
Electrification Master Plan	● Approved, 2015. To be reviewed in 2016/17	● Approved 2006.
Workplace Skills Plan	● The municipality is in process to develop, 2016/2017	● To be reviewed 2016/17
Disaster Management Plan	● Approved, 2008 to be reviewed in 2016/2017	● Approved, 2014
Fraud Prevention Plan	● Approved, 2013	● NOT AVAILABLE
Development of Migration and management of informal settlements strategy	● The municipality is in the process to develop, 2016/2017	● NOT AVAILABLE
Development of housing gap market strategy	● The municipality is in the process to develop, 2016/2017	● NOT AVAILABLE
Fraud & Corruption Prevention Policy	Approved, 2015/16	● Approved 2012
Human Resources Strategy	● To be developed, 2016/17	● Approved 2012
Public participation Strategy	● Approved, 2011	● Approved, 2015
Paving policy	● Approved, 2003	● NOT AVAILABLE
Provision of Traffic Calming Measures Policy	● Approved, 2012	● NOT AVAILABLE
Supply Chain Management	● Approved, 2015/16	● Approved, 2016
Budget Policy	● Approved, 2015/16	● Approved, 2016
Credit Control and Debt Collection Policy	● Approved, 2015/16	● Approved, 2016
Petty-Cash Policy	● Approved, 2015/16	● Approved, 2016
Indigent Policy	● Approved, 2015/16	● Approved, 2016
Tariffs Policy	● Approved, 2015/16	● Approved, 2016
Investment Policy	● Approved, 2015/16	● Approved, 2016
Funding and Reserves Policy	● Approved, 2015/16	● Approved, 2016
Virement Policy	● Approved, 2015/16	● Approved, 2016
Rates Policy	● Approved, 2015/16	● Approved, 2016
Asset Management Policy	● Approved, 2015/16	● Approved, 2016
Revenue Enhancement Strategy	● Approved, 2015/16	● Approved, 2016
Selection and Induction Policy	● Approved, 2015/16	● Approved, 2015
Acting allowance policy	● Approved, 2015/16	● Approved, 2015
Overtime policy	● Approved, 2015/16	● Approved, 2013
Skills retention policy	● Draft, to be approved, 2016/2017	● Approved 2013
Promotion policy	● Draft, to be approved, 2016/2017	● Approved 2013

Sector Plan/Strategy	Status Quo	
	Former Mbombela	Former Umjindi
Paid work performed outside the municipality	● Approved, 2009	● NOT AVAILABLE
Risk Management Policy	● Approved, 2015/2016	● Approved, 2014
Employment Equity Policy	● Approved ,2011/2012	● Approved ,2011
Housing allocation policy	● Approved , 2011	● NOT AVAILABLE
Housing , management and control of informal settlements policy	● Approved , 2011	● NOT AVAILABLE
Alienation & acquisition of municipal properties policy	● Approved , 2015/16	● NOT AVAILABLE
Attendance and absenteeism Policy	● Approved, 2013	● NOT AVAILABLE

The sector plans and policies listed above, will be rationalised and reviewed in the 2016/2017 and 2017/2018 to cover the entire City of Mbombela municipal area.

SECTION B: ENVIRONMENT PROFILE

2.3 ENVIRONMENTAL PROFILE

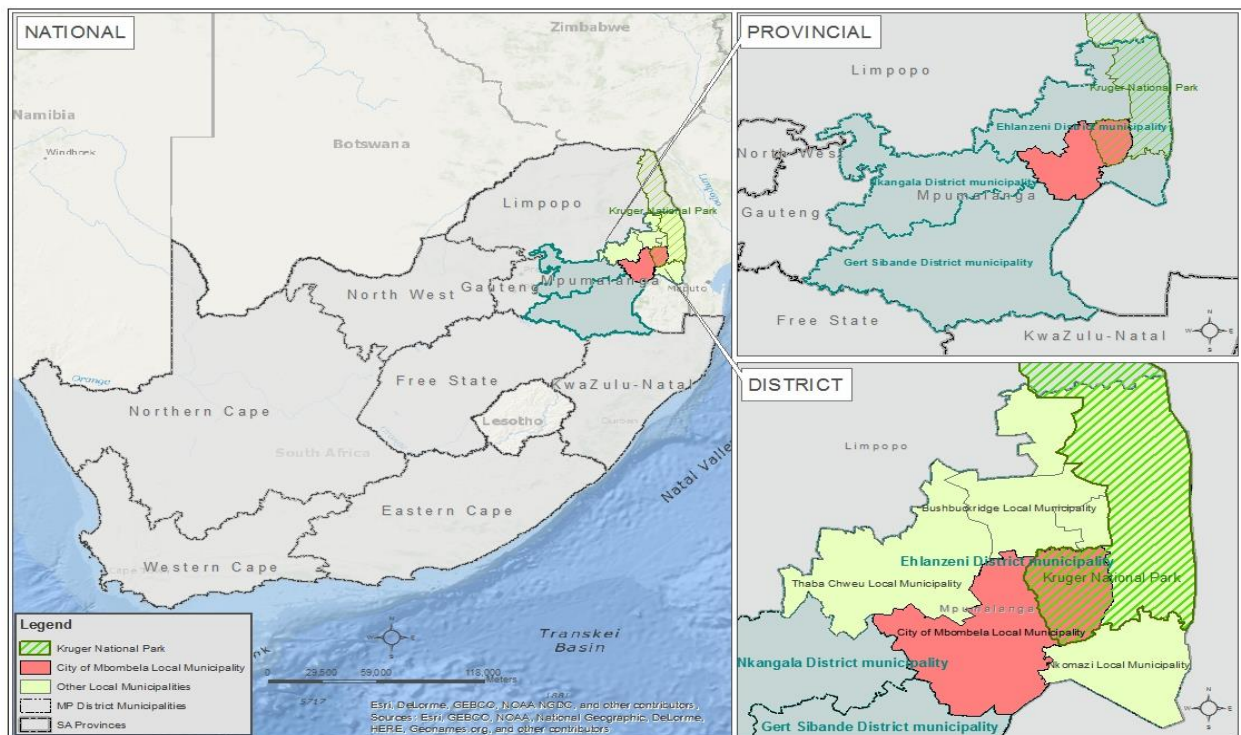
This section provides a situational analysis for the City of Mbombela. The analysis ranges from demographic, social, economic, spatial, environmental as well as service delivery assessment. The aim of this Chapter is to provide detailed information on the status quo of all the various facets or conditions that make up and found within the Mbombela municipal area. The results of these analysis are then used to devise means of intervention with a view to overcome the hindrances of development. This implies that the findings are used to inform future planning and also addresses the challenges and problems that exist within the communities in the municipality. Own research, field studies and statistical resources such as StatsSA Census Surveys and SERO reports, annual performance reports were used in conducting the analysis (situation).

2.3.1 GEOGRAPHIC LOCATION

The City of Mbombela is one of the municipalities of South Africa, located in the Ehlanzeni District Municipality, Mpumalanga province. The City of Mbombela was established in terms of Section 12 of the Municipal System Act (2000) by the MEC for Cooperative Governance and Traditional Affairs in Mpumalanga subsequent to the disestablishment of two municipalities, Mbombela Local Municipality (MP322) and uMjindi Local Municipality (323)

The municipality is situated in the North Eastern part of South Africa within the Lowveld sub-region of the Mpumalanga Province. The geographic coordinates of the Municipality are 25.4° South and 30.9° East. Figure 2.3.1 is a map showing the location of the Municipality's area of jurisdiction.

Figure 2.3.1: National, Provincial and District Context



Source: Mbombela GIS, 2017

The metropolitan areas of Pretoria and Johannesburg are located 320 km inland, with the border post at Komatipoort approximately 120 km to the east and the Mozambican coastline being around 200 km away and 55 km from the famous Kruger National Park. The Municipality is also bordered by Swaziland, situated 167km from the CBD, and 127km from Barberton. Urban areas in the municipality include Mbombela, White River, Hazyview and Umjindi as well as former homelands towns such as Kabokweni, Kanyamazane and Matsulu.

The municipality is the capital city of the Mpumalanga province and the head office of the provincial government (legislature). The location and its status of a capital city provide the municipality with a competitive advantage as a corridor for growth and development. The City has two airports, Kruger Mpumalanga International Airport to the north east, and the general aviation Mbombela Airport to the south west. Kruger Mpumalanga is used for scheduled flights to Johannesburg and, less frequently, to Cape Town and other cities.

It is also a home of the Government Research Institute for Citrus and Subtropical Fruits, and the Lowveld Botanical Gardens. The City of Mbombela is a major stopover point for tourists travelling to the Kruger National Park and to Mozambique.

2.3.2 MUNICIPAL REGIONS AND WARDS

The municipality is made up of 45 wards and 4 regions as per the new municipal demarcation and section of the 12 notice by the MEC for Cooperative Governance and Traditional Affairs. The regions include Central region, Eastern region, Northern region and Southern region. Table 2.3.2 below show the municipal regions and the respective wards.

Table 2.3.2: **Municipal Regions and wards**

No.	Municipal Regions	Wards
1.	Central Region (Mbombela, Kanyamazane, Piennaar, Daantjie, Nelsville, Mataffin, Elandshoek)	12,14,15,16,17, 2, 4, 22, 23, 24, 26, 29 & 40, 18, 19, 20, 21,
2.	Northern Region (Hazyview)	1, 3, 5, 6, 7, 8, 9, 25, 37 & 39
3.	Eastern Region (Nsikazi, White river, Kabokweni, Malekutu)	10,11,30, 38, 31,32,33, 34, 35,36
4.	Southern Region (Barberton, Lows creek, Matsulu)	13, 27, 28, 41, 42, 43, 44 & 45

Source: IDP Unit, 2016

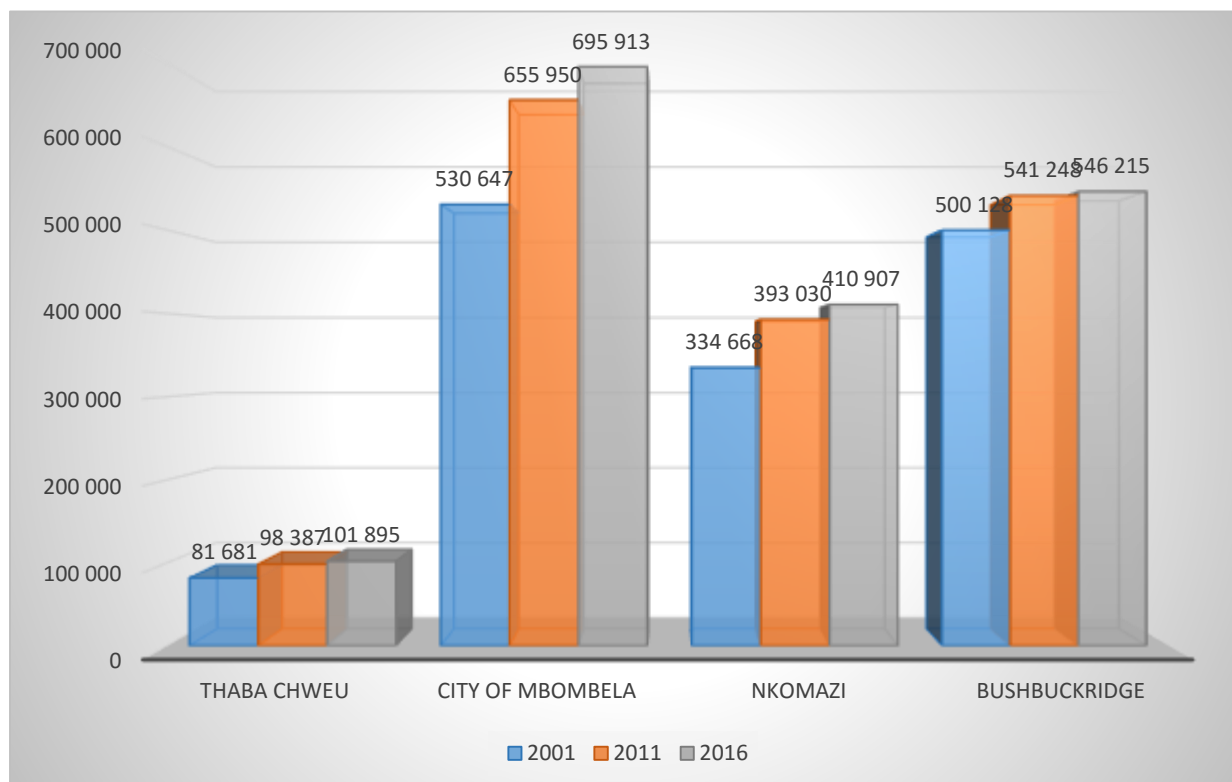
2.3.3 DEMOGRAPHIC OVERVIEW

Demography is the statistical study of human populations. It encompasses the study of the size, structure, and distribution of these populations. Population dynamics constitute a key feature in development planning because one needs to be aware of the composition of the population before embarking on a process of improving the lives of the people making up the population. All spheres of government are entrusted with providing services to the people and thereby improving the livelihood of these people. In doing so, a critical analysis of the structure of the population is necessary. It is necessary to know whether population is predominantly young or old. This helps the government in allocating its resources effectively as people of different age groups may at times require different services from the government. Not only is the different age group important but also other elements such as the size, fertility, mortality, race, health and wellbeing are equally important. The following is a synopsis of the population dynamics of the Mbombela municipal area also known as demographic overview.

2.3.3.1 Population size

According to Community Survey 2016 results which is based on the 2016 municipal boundaries, the Mbombela municipal area had a total population of 695 913. This population constitutes 39.6% of the entire population of Ehlanzeni District. Hence, the municipal area of Mbombela is the most populous within the Ehlanzeni District (Community Survey, 2016). With regards to the municipal area's population trends over the past 15 years, the Municipality has been one of the fastest growing municipalities in the district (refer to figure 2.3.3.1 below).

Figure 2.3.3.1: The population distribution in Ehlanzeni district area (2001 – 2016)



Source: **Stats SA, Census, 2001, 2011 and CS 2016**

The Mbombela municipal area has recorded annual population growth rate 2.3% per annum between 2001 and 2011 (Stats SA, 2011). Between 2011 and 2016, however, an annual population growth rate of 1.2% was observed within the municipal area. These trends can be attributed to the municipality's economic potential to attract people from other countries, provinces and municipalities.

According to Community Survey 2016, the municipal area of Mbombela is a destination for about 35.6% of all immigrants (both from other provinces and other countries) coming into Ehlanzeni District. The City of Mbombela is currently in a process of developing a strategy to manage the challenges of migration.

2.3.3.2 Age and sex composition

Age and sex are the most basic characteristics of a population. Every population has a different age and sex composition. The number and proportion of males and females in each age group have considerable impact on the population's social and economic situation, both present and future (refer to table 2.3.3.2 below).

Table 2.3.3.2: **Age and sex composition**

Description		Years		
		2001	2011	2016
Age	0-14	33.81%	29.58%	32.20%
	15-34 (Youth)	39,03%	40.05%	37.30%
	15-64 (Economically active)	62.25%	66.20%	63.80%
	65+ (Elderly)	3.93%	4.15%	3.90%
Gender	Female	51.75%	51.08%	51%
	Male	48.24%	48.91%	49%
Sex ratio		93	96	98

Source: **Stats SA Census Surveys 2001, 2011 and CS 2016**

The above table shows that the municipality has a relatively young population. This is indicated by the 37.3% compared with the 32.2% of children between the ages of 0-14 as well as the mere 3.9% of the elderly people. It is however evident from the above that there was a decline in the percentage contribution to the total population of the youth, from 40% in 2011 to 37.3% in 2016. An increase in the percentage contribution to the total population of children aged 0-14 was however witnessed, from 29.5 in 2011 to 32.2% in 2016. This presents challenges regarding services like the provision of early childhood development centres, education, sports development facilities. This was also confirmed during the IDP community consultative meetings where the majority of wards raised the need for early childhood centres, schools and sport fields.

The economically active group presents the youth together with adults above 34 years. This component indicates that there biggest chunk of the population are able to work and can take up a job at any time. This is positive sign especially towards the economic growth of the Mbombela municipal area. The downside of it is that it has declined from 66.2% in 2011 to 63.8 in 2016. This could either mean that people are losing hope to seek jobs or that many people die under these age groups.

With regard to sex composition, the Mbombela municipal are has seen females being in majority since Census 1996 to the most recent Community Survey conducted in 2016. This has also been quantified by the sex ratios. There have been fluctuations in sex ration between the three Censuses. In 2001, the

sex ratio was 93 males for every 100 females. This increased to 96 in 2011 and then further up to 98 males per 100 females in 2016.

2.3.3.3 Racial profile

The Community Survey 2016 conducted by Statistics South Africa (StatsSA) indicates that the Mbombela municipal area is dominated by people of African (Black) descent most of whom speak the SiSwati language. The total contribution of the African group has increased between 2011 and 2016, from 89.1% to 95.9%. White people are the second dominant population group with 2.6% contribution to the total population whilst the Asian group remained the least contributing group on 0.4%. This information is indicated on the table below and is based on the 2016 municipal boundaries.

Table 2.3.3.3: Racial profile

RACE/POPULATION GROUP	2016	
	NUMBER OF PEOPLE	PERCENTAGE (%)
Blacks (African)	667 827	95.96%
Whites	18 695	2.69%
Coloureds	6 535	0.94%
Asian	2 855	0.41%

Source: **Stats SA, Community Survey 2016**

Linked to the race, the dominating language is SiSwati, followed by Xitsonga and Afrikaans respectively. The dominance of African people who are speaking SiSwati forced the municipality to approve a language policy which gave provision for the translation of key strategic documents such as IDP, Budget and Service Delivery and Budget Implementation Plan (SDBIP) into SiSwati. The primary objective of this was to ensure that the majority of the people understand the core business of the Municipality through their own language.

2.3.4 SOCIAL ANALYSIS

2.3.4.1 Disability

Disability is a physical or mental condition that limits a person's movements, senses or activities. In development planning, it is also used as a tool to measure the health of the population as well as the ability of persons to execute certain tasks or activities. A healthy population or less disabled population may thus mean more prospects of economic growth and least financial resources on mitigating the effects of disability. Likewise an unhealthy population or population dominated by people with physical impairments will mean that the government must channel more financial resources in addressing these problems.

Table 2.3.4.1: Persons living with disability

Type of disability	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Sight	560574	38180	9927	779	278	253	85923
Hearing	588623	16209	4096	554	256	253	85923
Communicating	598334	8478	2183	695	48	253	85923
Walking	576028	22397	9785	1418	109	253	85923
Remembering	589110	15918	4096	434	180	253	85923
Self-care	592328	12458	3577	1212	60	355	85923

Source: **Stats SA, Community Survey 2016**

In terms of the latest statistics from the Community Survey 2016, the highest form of disability within the Mbombela municipal area was on people who have walking difficulty followed by people who have sight problems. These numbers stood at 1 418 and 779 respectively. According to this Survey, there were also 1 212 people who indicated that they were unable to take care of themselves due to one or more forms of physical impairment. The City of Mbombela under the Transversal Services unit has programmes aimed at assisting and empowering special targeted groups including people with disability.

2.3.4.2 HIV prevalence

There is currently no official statistics on HIV prevalence rate for the City of Mbombela as per the 2016 municipal boundaries. As a result, each former local municipality (Mbombela and Umjindi) will be reflected individually in terms of the status on HIV prevalence. This will be compared with other local municipalities within the Mpumalanga Province. This is indicated in the table below.

Table 2.3.4.2: HIV prevalence rate (2012 - 2013)

Rank	Local Municipal Area	HIV Prevalence rate 2012	HIV prevalence rate 2013
1.	Thembisile Hani	26.4%	30.2%
2.	Dr JS Moroka	25.7%	30.4%
3.	Bushbuckridge	29.9%	31.0%
4.	Govan Mbeki	37.0%	33.1%
5.	Chief Albert Luthuli	42.4%	34.6%
6.	Lekwa	47.4%	35.0%
7.	Thaba Chweu	32.2%	36.4%
8.	Victor Khanye	30.0%	38.9%
9.	Nkomazi	42.7%	40.5%
10.	Emalahleni	40.6%	40.7%
11.	Dr Pixley Ka Isaka Seme	48.0%	42.4%
12.	Mbombela	36.0%	42.7%
13.	Steve Tshwete	52.3%	43.1%
14.	Emakhazeni	40.0%	45.5%
15.	Msukaligwa	34.4%	46.5%
16.	Umjindi	43.6%	48.3%
17.	Mkhondo	42.3%	50.0%
18.	Dipaleseng	31.0%	58.8%

Source: **Socio-Economic Review and Outlook (SERO) Report 2016**

The above table provides the latest available statistics on the HIV prevalence in the Mpumalanga Province. The results are published by the Mpumalanga Department of Finance, Economic

Development and Tourism through its Socio-Economic Review and Outlook (SERO) reports published from time to time. According to the latest SERO Report, the HIV prevalence rate of the former Umjindi municipal area have increased from 43.6% in 2012 to 48.3% in 2013 thereby indicating a 4.7% increase. The former municipal area of Umjindi also ranked the third highest in terms of HIV prevalence rate amongst all the local municipalities in the Province.

The former Mbombela municipal area also saw an increase of 6.7% in the HIV prevalence rate – from 36% in 2012 to 42.7% in 2013. The former municipal area of Mbombela has however ranked the seventh highest amongst all local municipalities situated in the Mpumalanga Province. These increases on the prevalence rate on HIV do not paint a very good picture and requires the City of Mbombela to work in concert with the Departments of Health (National and Provincial), interest groups as well as other NGOs with a view to intensifying intervention programmes such as awareness campaigns, voluntary testing, distribution of condoms, etc. The City of Mbombela through its Transversal Unit has participated and contributed in all HIV/AIDS programmes and has established ward AIDS councils in order to deal with HIV/AIDS related matters.

2.3.4.3 Public Health Facilities

Various health facilities exist within the municipal area and the status quo thereof of indicated in the table below:

Table 2.3.4.3: Public health facilities

Accredited clinic	Linked clinic	Public Hospitals
Kanyamazane CHC	Zwelisha, Msogwaba, Eziweni, Sibuyile, Tekwane, Luphisi, Mpakeni	Rob Ferreira Hospital; Barberton Provincial Hospital; Themba Hospital; Barberton TB Hospital, Bongani TB Hospital
Phola Nsikazi CHC	Hazyview, Skukuza, Mthimba, Sandriver, Shabalala, Manzini, Legogote and Jerusalem	
Matsulu CHC	Nkwalini and Kaapmuiden	
Mbombela CHC	Mbombela mobiles and Valencia/Nelsville	
Bhuga CHC	Clau-clau, Khumbula, Makoko, Mjejane	
Kabokweni CHC	Mbonisweni, Dwaleni, Gutshwa, Kabokweni/ White River Mobiles	
M'Africa Clinic	Kathyville; Barberton Town; Boulders Clinic; Louisville Clinic; Lows creek Clinic; Renee Clinic; Glenthorpe; Kaapsehoop Clinic	

Source: Department of Health, Ehlanzeni District Office, 2015

According to the Department of Health, there were 7 accredited clinics as well as 33 linked clinics within the municipal area of Mbombela. There were however 5 public hospitals within the Mbombela municipal area. When taking into consideration the total population of Mbombela, there exist a huge backlog in the provision of clinics within the municipal area. There is a need to increase access and upgrading of existing clinics and this has been confirmed by various wards during the IDP community consultations. Furthermore, there are only 3 private hospitals within the municipal area which are Nelspruit Medi-Clinic, Barberton Medi-Clinic, and Kiyaat Private Hospital.

2.3.4.4 Employment profile

Employment is one of the indicators that could tell of the municipality's ability to generate revenue. This is so because when people are employed, they are likely to be able to pay for the services they receive

from the Municipality. Likewise, when people are unemployed they are less likely to afford to pay for the services rendered to them by the Municipality. Currently, there are no official statistics on labour indicators for the newly formed City of Mbombela which is made up of the former Umjindi Local Municipality (MP323) and Mbombela Local Municipality (MP322). Therefore the trends on unemployment, depicted below, are presented for each of the former local municipality

Table 2.3.4.4: **Unemployment rates from 2001 to 2015**

Unemployment rate (strict definition)	Age	Former Mbombela		Former Umjindi	
		Years	%	Years	%
	General (15-65 years)	2001	37.7	2001	26.4
		2011	28.1	2011	26.9
		2015	27.6	2015	24.1

Source: **Stats SA Census 2001, 2011 and HIS Global Insight 2015**

Although the unemployment rate for the former Umjindi municipal area has increased by 0.5% between 2001 and 2011, it has however declined to 24.1% in 2015 indicating a reduction of 2.8%. The former Mbombela municipal area has been showing a decline in the unemployment rate, from 37.7% in 2001 to 28.1% in 2011 implying a reduction of 9.6%. By 2015, the unemployment rate for the former Mbombela municipal area stood at 27.6%, indicating a 0.5% reduction.

Even though the unemployment rate for the two former municipal areas remain high, the implementation of the Local Economic Development (LED) programmes, Extended Public Works Programme (EPWP) and Community Works Programme (CWP) helped in creating job opportunities to the communities including women, youth and people with disability. Moreover, it is anticipated that the LED strategy, Spatial Development Framework (SDF), and the Vision 2030 Strategy will also assist in identifying key areas that the City of Mbombela can invest in to create more job opportunities.

2.3.4.5 Poverty rate

Poverty is one of the elements used to measure the level of development within a country. It can be described as a lack of income and productive resources to ensure sustainable livelihoods such as lack or limited access to food, safe drinking water, sanitation facilities, health, shelter, education and information. The United Nations describes people who are affected by poverty as those who live below \$1 a day. In terms of its Millennium Development Goals, the United Nations has set a target of halving the proportion of people whose income is less than \$1 a day by 2015. In as far as poverty is concerned, the only latest statistical data available is for the two former local municipal areas of Umjindi and Mbombela. There is currently no information on the poverty rate for the newly demarcated area of the City of Mbombela. This information is presented below as per the latest SERO Report.

Table 2.3.4.5: **Poverty rate (2011 - 2015)**

Rank	Local Municipal Area	Poverty rate (lower bound) 2011	Poverty rate (lower bound) 2015	Poverty numbers (lower bound) 2015
1.	Emalahleni	19.6%	21.0%	90 494
2.	Steve Tshwete	18.9%	21.0%	53 567
3.	Thaba Chweu	21.2%	21.5%	21 792
4.	Govan Mbeki	24.3%	26.1%	81 481
5.	Emakhazeni	27.9%	27.8%	13 240
6.	Umjindi	28.3%	28.9%	20 375
7.	Dipaleseng	30.0%	29.3%	12 650
8.	Lekwa	28.6%	30.7%	35 801
9.	Mbombela	33.3%	32.6%	202 433
10.	Msukaligwa	30.4%	32.7%	50 964
11.	Victor Khanye	30.1%	34.1%	27 524
12.	Thembisile Hani	44.4%	40.2%	133 169
13.	Chief Albert Luthuli	46.7%	40.8%	74 944
14.	Dr JS Moroka	48.4%	44.8%	112 258
15.	Dr Pixley Ka Isaka Seme	46.3%	47.0%	38 723
16.	Bushbuckridge	53.9%	47.7%	266 620
17.	Nkomazi	50.2%	48.1%	199 827
18.	Mkhondo	50.2%	51.0%	92 577

Source: **Socio-Economic Review and Outlook (SERO) Report 2016**

According to the SERO Report, the former Umjindi municipal area experienced a poverty rate (lower bound) increase of 0.6% between 2011 and 2015. The total number of people in lower bound poverty stood at 20 375. Overall, the municipal area of the former Umjindi ranked sixth lowest in terms of lower bound poverty rate compared to all the other Mpumalanga local municipalities.

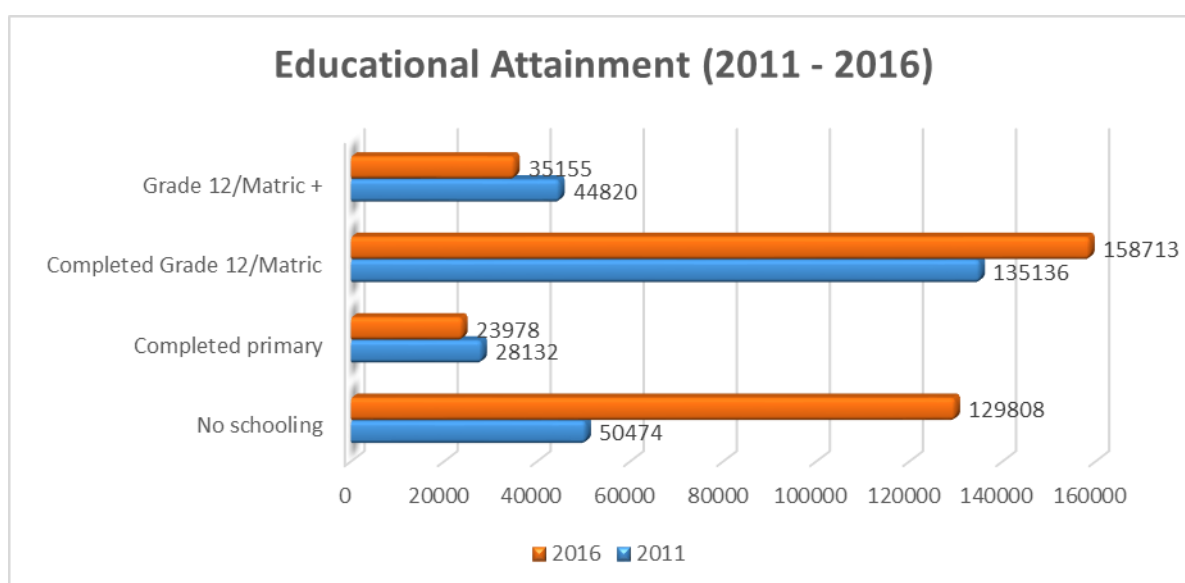
The former Mbombela municipal area, on the other hand, has achieved a decline of 0.7% in the lower bound poverty rate between 2011 and 2015. However, the municipal area of the former Mbombela ranked the ninth lowest in terms of poverty rate and had 202 433 people living in lower bound poverty. The City of Mbombela has in the past devised various means to curb poverty within the municipal area such as job creation, support for small agricultural businesses, and implementation of Food for Waste programmes. It should be noted that there is a need to intensify the poverty alleviation programmes by the City of Mbombela together with other external stakeholders. The Municipality also approves an indigent policy and register annually with a view to assist poor households who cannot afford to pay for basic services at current normal rates.

2.3.4.6 Education attainment

Education is one of the indicators that depict the level of development as well as potential for one to have better chances of employment; hence the contribution to personal capacity as well as development of the Municipality.

In terms of the latest StatsSA Community Survey 2016, there was a significant improvement in the number of persons who have completed their Grade 12/Matric within the Mbombela municipal area. In 2011, there were 135 136 people who completed their Grade 12 and this increased to 158 713 in 2016, recording a 17% increase. It is nonetheless imperative to note that during the same period, a dramatic increase was recorded in the number of people who have not been to school coupled with a decrease in the number of people with post matric qualifications. The results thereof indicated an increase by 79 334 in the number of people with no schooling and a 27.4% decline in the number of people in possession of post matric qualifications as depicted in the figure below (*NB: 2011 results based on a combined 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities whilst 2016 results based on 2016 municipal boundary for the newly formed City of Mbombela*).

Figure 2.3.4.6: Level of education



Source: **Stats SA Census 2011 & Community Survey 2016**

Even though the Provincial Department of Education has introduced ABET programme to address the past injustices where the past system made it difficult for the majority to attend school, it appears that there is a need to intensify this programme particularly in rural areas where such service is in short supply. The City of Mbombela and Mpumalanga Provincial Government have been offering bursaries to learners who have passed matric with a view to encourage learners who come from poor families to further their studies.

Poverty and lack of access to educational facilities are major contributing factors for no schooling as well as the low level of tertiary education. This was confirmed during the IDP consultative meetings when most wards raised the need for additional schools (primary and secondary) and tertiary institutions to increase access to education within the municipal area. The establishment of the University of Mpumalanga in the province specifically within the municipal area will encourage those that have passed matric to further their studies.

According to the Mpumalanga Department of Education, the municipality has 151 public primary schools, 59 public secondary schools, 25 independent (private) schools and 5 tertiary institutions. Comparing the number of educational facilities and the total population of 695 913, it is clear that there is a need for more schools within the Mbombela municipal area. The municipality must allocate land for educational purposes in terms of its Spatial Development Framework and that should also be linked to the infrastructure master plans for water, roads and electricity.

2.3.5 ECONOMIC ANALYSIS

2.3.5.1 Economic indicators

This section seeks to highlight the economic trends within the City of Mbombela municipal area. During planning stage, it is always important to know and understand the nature of the economy one operates in and the growth trends as well as the economic sectors that contributes to this growth. A fast growing economy may as well mean better prospects of employment and improving standards of living. Likewise, an economy that is not growing may not be able to attract additional jobs or contribute to better standards of living for the people. The commonly used method to measure economic growth is the use of gross domestic product (GDP). The following table depicts the rate of economic contribution

by the former Umjindi and Mbombela municipal areas to the economy of the Mpumalanga Province as well as trends on their respective local economies.

Table 2.3.5.1: **Economic contribution and growth**

Local municipal area	% contribution to Mpumalanga economy 2015	Average annual economic growth 1996-2015	Average annual economic growth 2015-2020
Emalahleni	20.9%	2.4%	1.9%
Mbombela	15.4%	2.9%	1.2%
Govan Mbeki	14.8%	1.5%	1.9%
Steve Tshwete	13.4%	2.7%	2.1%
Bushbuckridge	4.3%	0.7%	1.7%
Msukaligwa	4.2%	2.5%	1.0%
Lekwa	3.7%	1.7%	2.3%
Victor Khanye	3.2%	5.2%	2.5%
Thaba Chweu	3.1%	2.7%	1.2%
Nkomazi	3.1%	1.6%	1.5%
Mkhondo	2.7%	3.6%	1.8%
Thembisile Hani	2.7%	3.1%	2.0%
Umjindi	2.5%	2.4%	1.2%
Chief Albert Luthuli	2.4%	2.8%	1.0%
Emakhazeni	1.0%	2.0%	1.1%
Dr Pixley Ka Isaka Seme	1.0%	1.9%	1.3%
Dr JS Moroka	0.7%	-4.7%	0.9%
Dipaleseng	0.7%	1.9%	0.4%

Source: **Socio-Economic Review and Outlook (SERO) Report 2016**

From the above table, it is clear that the former Mbombela municipal area was the second highest contributor to the Province's economy on 15.4% during 2015. Mbombela, as the capital city of the Province, has the ability to attract huge investments and has major economic activities ranging from trade, agriculture, mining and tourism. From 1996 until 2015, the economy of the former Mbombela municipal area has been growing by 2.9% annually. It is anticipated that in the next five years (2015 - 2020), its annual economic growth rate will average 1.2% according to the Mpumalanga Provincial Department of Finance, Economic Development and Tourism.

The former Umjindi municipal area contributed 2.5% to the Province's economy which ranked it the sixth lowest contributor during 2015. An average annual economic growth rate of 2.4% was observed during the period between 1996 and 2015 within the former Umjindi municipal area. The forecast on average annual growth rate for the former Umjindi municipal area also stood at 1.2%.

The top four economic sectors that contribute to substantial employment within the City of Mbombela municipal area as well as their percentage contribution are listed below.

- Government services (22%)
- Finance and business services (17%)
- Trade and communication (17%)
- Community services (16%)

2.3.6 BASIC SERVICES DELIVERY

Section 152 of the South African Constitution requires a municipality to ensure the provision of services to communities in a sustainable manner. The basic services that a municipality must provide include water, sanitation, electricity and refuse removal which are usually provided at a household level. This is

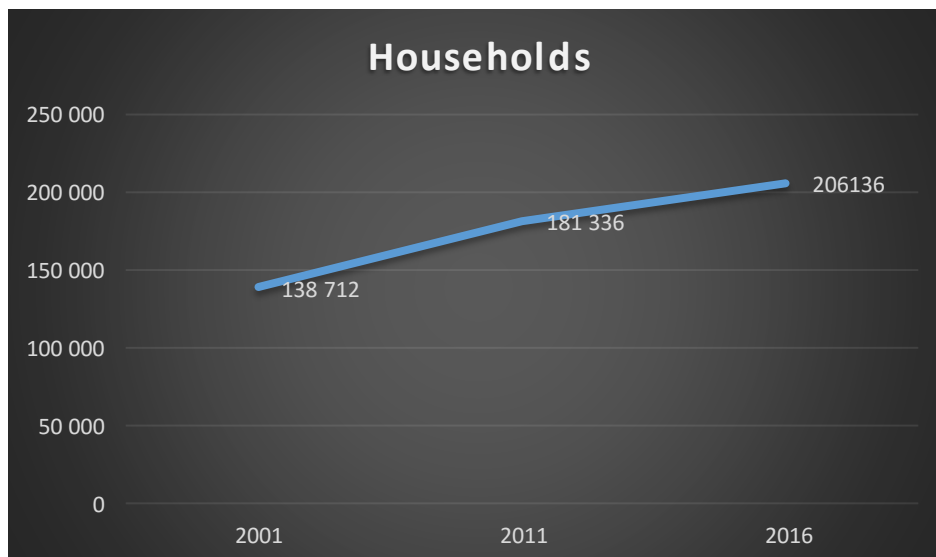
the case with the City of Mbombela. It is therefore necessary to know how many households exist within the municipal area, and of these, how many have access to the basic services provided by Municipality. Other aspects such as household type, location, level of service, growth trends are also critical. The following is an analysis of the trends in households as well as an analysis of the existing level of service within the Mbombela municipal area.

2.3.6.1 Number of households

According to Stats SA Community Survey 2016 results, the Mbombela municipal area has recorded a rapid increase in the number of households in the past 15 years. The results reveal that, as of 2016, the municipal area had a total of 206 136 households. This means an increase of 42 624 between 2001 and 2011, while the number has increased by 67 424 in the past 15 years.

When looking at the average household size, the municipality has recorded a decline from 3.8 in 2001 to 3.6 in 2011 and further down to 3,3 in 2016. This can be attributed to the unbundling of households, which resulted in an increase in the number of households within the municipal area (Refer to figure 2.3.6.1 below).

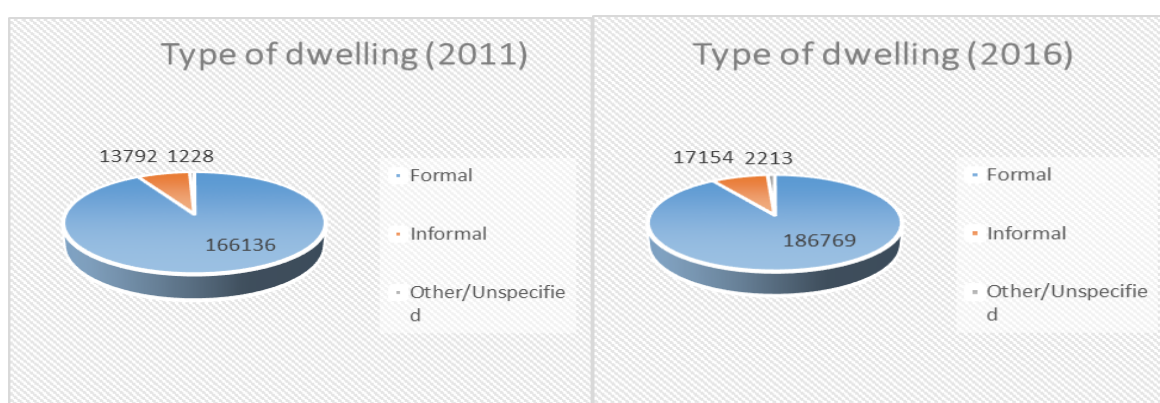
Figure 2.3.6.1: **Number of households from 2001 to 2016**



Source: **Stats SA Census 2001, 2011 and CS 2016**

The increase in the number of households has an impact in the planning and development of the Municipality. This, in other words, means that the municipality must earmark land for residential development in order to accommodate those who will need the space to live in. The increase in the number of households also has a direct impact on the provision of housing as well as basic services like electricity, water and sanitation. The following figure presents a status quo on the type of household dwellings that exist within the municipal area of Mbombela.

Figure 2.3.6.1: **Type of dwelling**



Source: **Statistics SA Census 2011 & Community Survey 2016**

In as far as the type of household dwellings are concerned, the Mbombela municipal area had moved from 166 136 formal households in 2011 to 186 769 formal households in 2016, thus indicating an increase of 12.4%. This was as a result of the concerted effort between the Municipality and the Mpumalanga Department of Human Settlements in ensuring formalisation of new settlements and ultimately providing formal adequate housing and basic services to different categories of beneficiaries. It is also important to note however that the number of informal household dwellings also increased during the same period, from 13 792 in 2011 to 17 154 in 2016. This were the effects of urban sprawling brought about by the number of new settlements established next to centres of economic activity within the municipal area. Furthermore, it was also caused by the growth of the population which was accompanied by excess demand for housing not readily available.

The City of Mbombela, by partnering with the Provincial Department of Human Settlements, will continue to expedite and prioritise the formalisation of new settlements so that provision of formal adequate housing takes place. Through its newly developed Land Use Management Scheme, The City of Mbombela, by working with Traditional Leadership within the municipal area, will ensure that new settlements are in line with the objectives of its revised Spatial Development Framework to ensure that any development that takes place within the municipal area is duly guided, monitored and ultimately responds to its spatial vision.

2.3.6.2 Household access to service delivery

The following table depicts the status quo on household access to service delivery since 2001 until 2016. It indicates the strides made by the Municipality in providing access to basic services within the municipal area as a whole. Like any other municipality in the country, the City of Mbombela is faced with service delivery backlogs as illustrated below.

Table 2.3.6.2: **Service delivery indicators**

BASIC SERVICE INFRASTRUCTURE INDICATORS	STATS RESULTS		2016
	2001	2011	
% of households with no toilets or with bucket system	18.7%	9.0%	5.1%
% of households with connection to piped (tap) water: on site & off site	50.2%	65.8%	66.8%
% of households with electricity for lighting	64.4%	88.7%	92.2%
% of households with weekly municipal refuse removal	28.6%	34.8%	28.9%

Source: **Stats SA Census Survey 2001, 2011 & CS 2016**

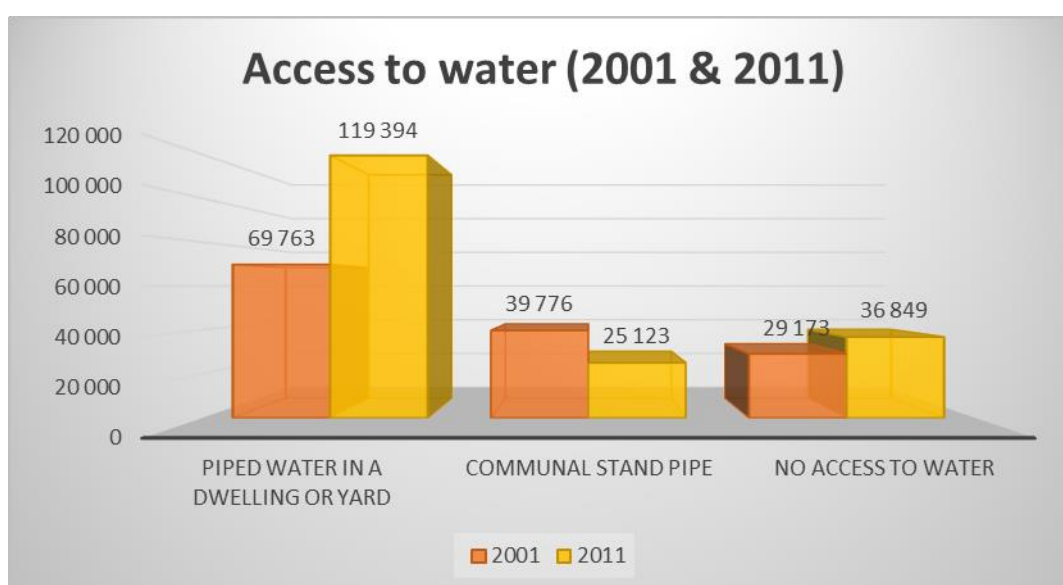
The above table shows is a summary of household service delivery indicators. It portrays that the Municipality has made significant progress in reducing the percentage of households without toilets or those that use bucket system, from 18.7% in 2001 to 5.1% in 2016, indicating a reduction of 13.6%. The Municipality has also showed progress in delivering piped water (on site and off site) to its households, an improvement of 16.6% by 2016 since 2001. This can be attributed to its robust implementation of bulk water and reticulation projects through its own financial resources, Silulumanzi/SembCorp and grants received from provincial and national government departments such as MIG and MWIG.

Through partnership with Eskom and implementation of INEP projects funded by the National Department of Energy, the City of Mbombela has also increased the roll out of access to electricity which stood at 92.2% in 2016, making it the most improved basic service of all. In terms of refuse removal, the Municipality has shown a decline of 5.9% in providing weekly refuse removal as can be observed by the 28.9% in 2016 from 34.8% in 2011. According to the Municipality's own assessment, this decline was as a result of the ever increasing households that have terrestrial restraint to collect refuse within the municipal area and not necessarily the Municipality cutting off some households in the service provision.

2.3.6.2.1 Water

Water is the most basic right a human being is entitled to in terms of the South African Constitution. It is therefore inherent upon the Municipality to ensure the provision of water to its communities in a sustainable manner in order to fulfil its constitutional obligation. The figure below indicate the extent to which the Municipality has been thriving to deliver water services to its communities from the period of 2001 up to 2011.

Figure 2.3.6.2.1 (a): **Access to Water (2001 & 2011)**



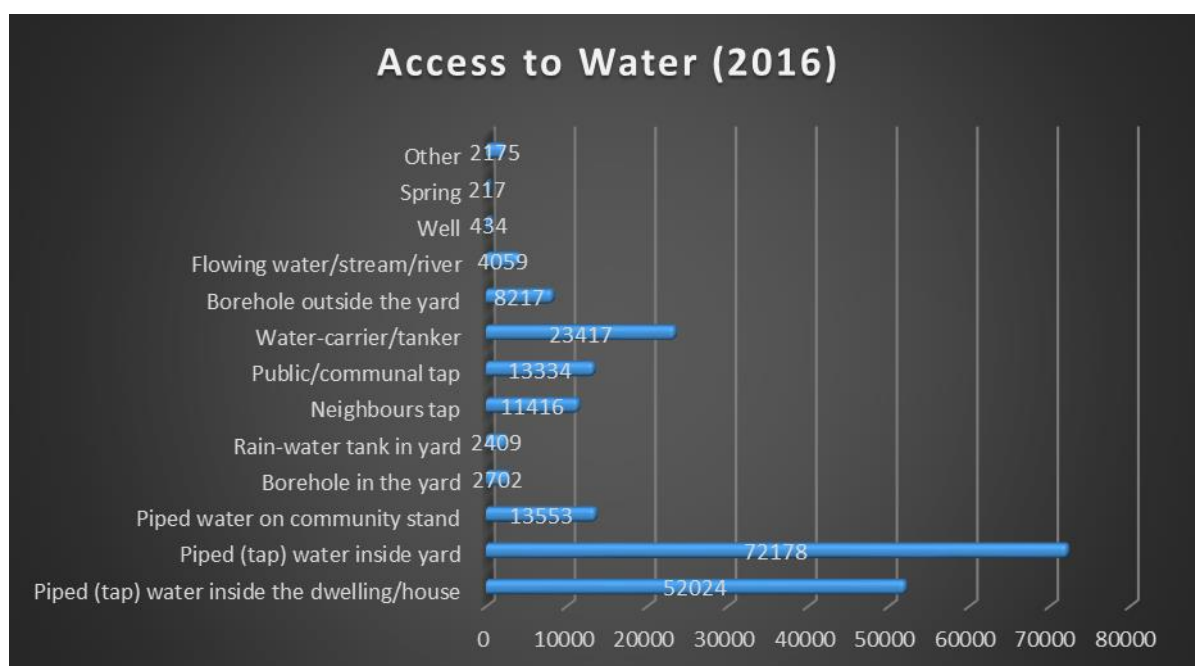
Source: **Stats SA Census Surveys 1996, 2001 & 2011**

During 2001, the City of Mbombela had 69 763 (50.2%) households with access to piped water in their dwelling or yard and 39 776 (28.6%) households which had access to water through communal stand pipes. The number of households with access to piped water increased by 49 631 or 71.1% whilst that of households with access to water through communal stand pipes contracted by 14 653 or 36.8% in 2011. The decline in the number of households which had access to water through communal stand pipes (between 2001 and 2011) was as a result of the Municipality connecting piped water inside dwelling or yard to benefit households that previously relied on communal taps. *(NB: The 2001 and 2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively).*

Whilst the Municipality has shown improvement in the provision of water to its households, it must be borne in mind however that the backlog (households without access to water) in the water service provision has been increasing. This is depicted by the 36 849 in 2011 from 29 173 in 2001, thereby implying a 26.3% increase. The increase in the backlog is closely linked to the sharp increase in the number of households within the municipal area. *(NB: The 2001 and 2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively).*

The following figure depicts the current 2016 status quo with regards to water service provision. The results thereof are reminiscent of the strides the City of Mbombela has made in relation to improving water service provision within the municipal area. The results are depicted separately in that they are not absolutely comparable with the census surveys conducted in the previous years, 2011 and 2001, and are based on the 2016 municipal boundaries.

Figure 2.3.6.2.1 (b): **Access to water (2016)**



Source: **Stats SA Community Survey, 2016**

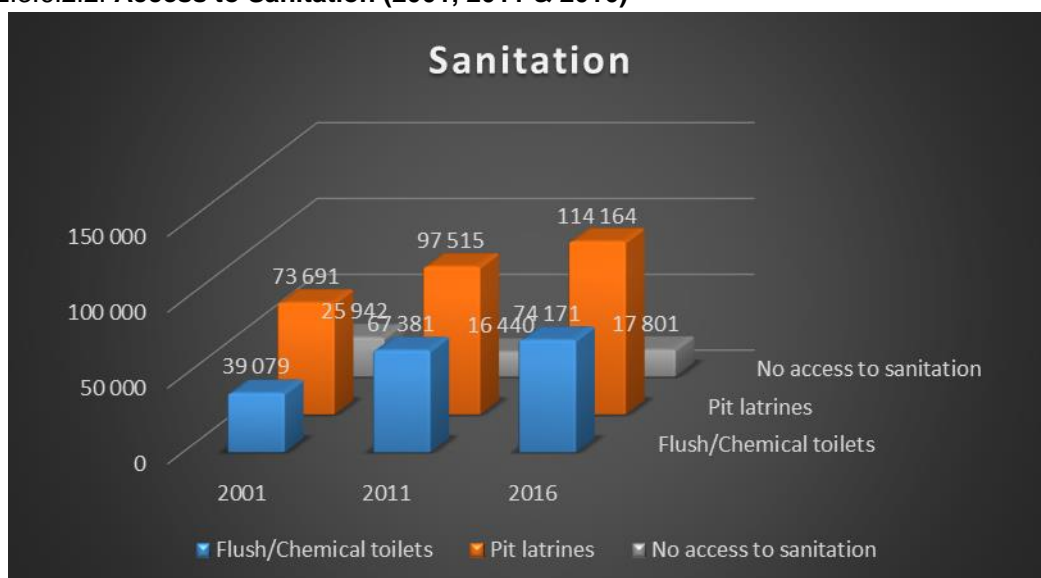
In as far as water service provision is concerned, the acceptable standard of access to water is households that obtains potable water within a radius of 200 metre radius. The figure above seeks to depict household access to water at different levels during 2016. From the figure above, households with access to water through piped (tap) water inside their yard constituted the highest proportion with a total number of 72 178 or 35%. This was followed by households with access to water through piped (tap) water inside their dwelling or house where the total stood at 52 024 or 25.2%. There were also significant number of households which accessed water through water tankers and through piped water on community stand, with the total numbers being 23 417 and 13 553 respectively. This meant that a substantial number of households had their water delivered through municipal trucks daily.

The City of Mbombela still need to do more in terms water infrastructure projects particularly in the most remote communities within the municipal area. Currently, the Municipality's budget is dominated by bulk water and reticulation projects in order to eradicate the existing backlogs within the municipal area. Areas that are mostly affected includes amongst others Nsikazi North, Nsikazi South, Emjindini rural areas, Hazyview, Phumlani, Matsulu and Kabokweni. These areas will receive the great attention during the Mid-term budget of the City of Mbombela.

2.3.6.2.2 Sanitation

In restoring people's dignity, it is of paramount importance that the Municipality provides adequate sanitation services to its communities. It must be acknowledged that this is one area where the Municipality has been struggling. Areas where the Municipality has been doing very well are situated in the urban nodes as well as in the peri-urban nodes of the municipal area. Considerable challenges are mainly witnessed in remote rural areas and these problems are exacerbated by the lack or shortage of piped water supply in these areas. This constraints the Municipality in providing water borne ablution facilities in these areas. The following figure depicts the trends in as far as the provision of sanitation services is concerned within the Mbombela municipal area.

Figure 2.3.6.2.2: **Access to Sanitation (2001, 2011 & 2016)**



Source: **Stats SA Census Survey 2001, 2011 and CS 2016**

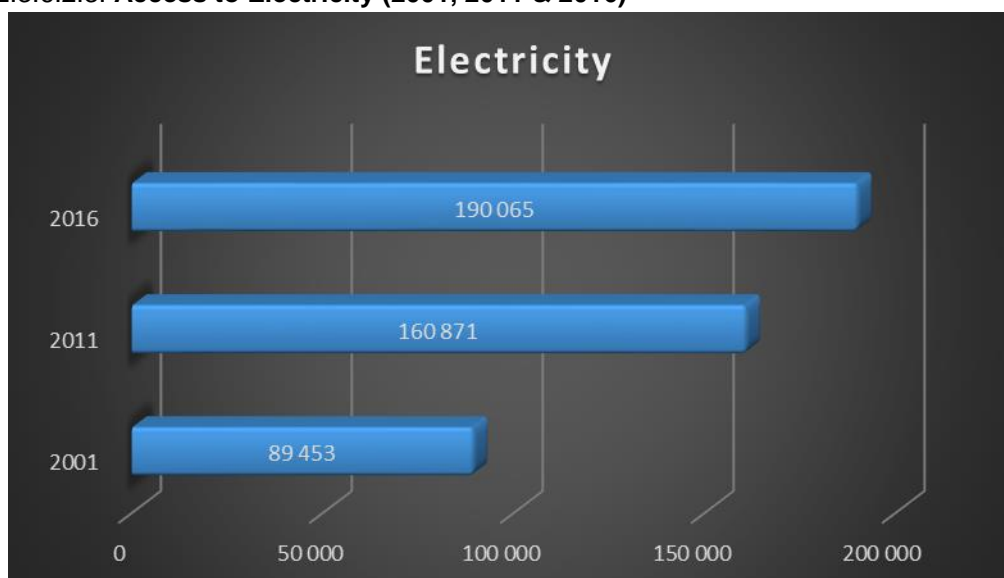
From the above figure, it is easier to point out that there has been a nominal increase in the number of households with access to flush or chemical toilets since 2001. This is indicated by the move from 39 079 in 2001 to 67 381 in 2011, thus indicating an increase of 72.4%. The upward trend continued between 2011 and 2016, although minimal during this period, where an increase of 10% was observed. This could be attributed to the Municipality's implementation of sanitation projects between the periods in question. An upward swing was also recorded with regards to number of households which use pit latrines as basic form of sanitation. This number increased by 16 649 or 17% between 2011 and 2016. The City of Mbombela, through a resolution taken by Mpumalanga Government, has since ceased from implementing pit latrines or VIP toilets within the municipal area as these had the potential to contaminate underground water.

The number of households without any form of sanitation stood at 17 801 in 2016 from 16 440 in 2011, thus indicating an increase of 8.2%. Most of the households with pit latrines or VIP toilets and those without toilets were situated in rural areas. While it is indisputable that the Municipality is not faring very well in the provision of sanitation services, it should also be noted that the pace at which the number of households is growing is another contributing factor towards improving the service access. The City of Mbombela will also fast track the implementation of water borne toilets once it has dealt with the water infrastructure in affected areas. Currently, the sanitation infrastructure projects being implemented revolve around the augmentation of Waste Water Treatment Plants, replacement of dilapidated sewer lines as well as reticulation of settlements where there is existing infrastructure to support the connection of water borne toilets.

2.3.6.2.3 Electricity

Provision of electricity within the municipal area is one area where the Municipality has made considerable progress. Throughout the years, the Municipality together with Eskom and the National Department of Energy have rigorously implemented electrification projects to benefit communities in all the affected area. However it should be noted that the backlog that is still existing is as a result of the additional households within the municipal area thereby causing additional demand. The figure below illustrates the picture in as far as electricity provision within the Mbombela municipal area is concerned.

Figure 2.3.6.2.3: **Access to Electricity (2001, 2011 & 2016)**



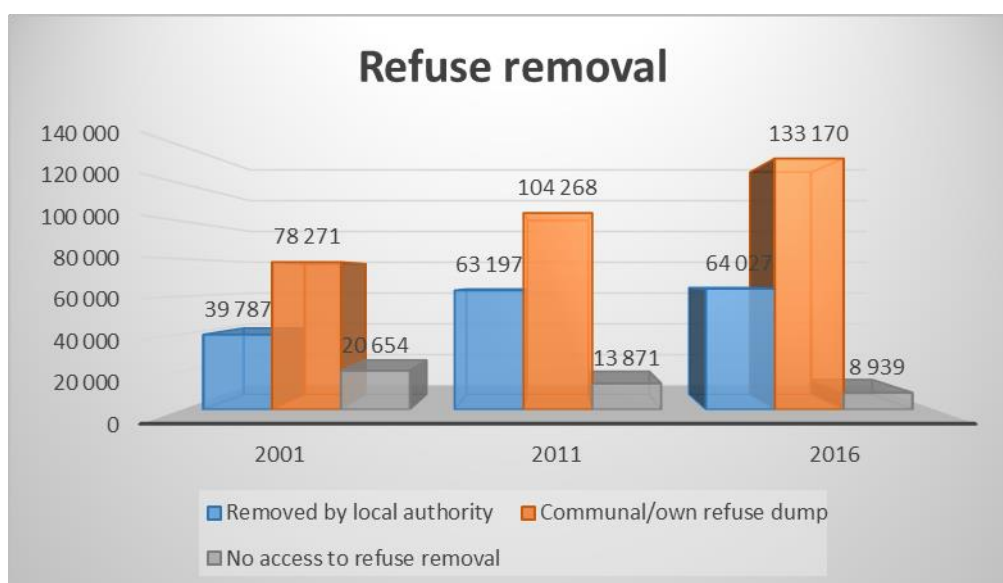
Source: **Stats SA Census Survey 2001, 2011 & CS 2016**

The Municipality has experienced increases in electricity supply for all the periods under review. Between 2001 and 2011, 71 418 (79.8%) households were added into the grid. By 2016, this number further escalated to 190 065, indicating an increase by 18.1%. Although such progress has been made, there are still other areas that still need electricity, particularly in the rural areas. The municipality in partnership with Eskom is in the process of upgrading existing power stations in order to cater for all the areas within the municipal area. Moreover, the municipality is in the process of developing a master plan on streets or public lighting which will address the challenges of street and high masts requested by the communities during the IDP consultative meetings.

2.3.6.2.4 Refuse removal/waste management

The South African Constitution (Act 108 of 1996) states that: “*the objects of local government are, amongst others, to promote a safe and healthy environment*”. It is therefore paramount to note that this is a constitutional obligation entrusted to all municipalities within the country. The City of Mbombela is no exception and will always strive to fulfil this constitutional mandate with a view to create a conducive environment for its community members. The most relevant way a municipality can respond to this mandate is ensuring a clean environment through responsive environmental management, waste management and refuse collection services. Below is a figure indicating how the City of Mbombela has fared in providing refuse collection within the municipal area between 2001 and 2016.

Figure 2.3.6.2.4: **Access to refuse removal services (2001, 2011 & 2016)**



Source: **Stats SA Census Survey 2001, 2011 & CS 2016**

Access to refuse removal services within the municipal area is still a challenge particularly in rural areas where access routes makes it impossible for kerb side refuse collection. This is depicted in the figure above which shows that the number of households using communal or own refuse dump was the highest at 133 170 in 2016 from 104 268 and 78 271 in 2011 and 2001 respectively. An increase in the number of households with access to kerb side refuse collection by local authority/municipality was also witnessed between the 2001 and 2016 period, from 39 787 in 2001 to 64 027 in 2016 – thus implying an increase of 60.9%. During the same period, there has also been a steady decline in the number of households with no access to refuse removal – from 20 654 in 2001 to 13 871 in 2011, and a further decline to 8 939 in 2016. This is an improvement of 56.7% between 2001 and 2016.

The Municipality needs to do more in improving the service access particularly in rural areas as the lack of such service has the potential of promoting illegal dumping and may eventually lead to health hazards or unbearable environmental effects. The municipality is currently in the process of extending the waste collection service to the rural areas and informal settlements, and a feasibility study is underway in this regard. Moreover, transfer stations in White River, Hazyview, Kabokweni and Matsulu are being established.

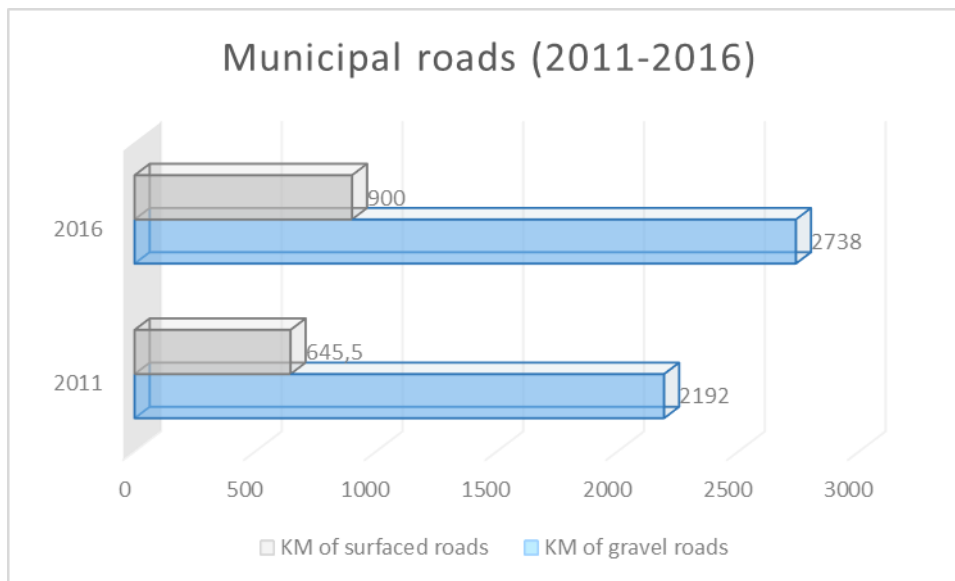
The municipality is currently reviewing the Integrated Waste Management Plan and compiling section 78 investigation reports as per the requirement of the National Environmental Management: Waste Act 59 of 2008. Waste minimization and recycling are being institutionalised to reduce the tonnage of waste reaching the landfill sites and subsequently creates jobs for those who are interested to participate in recycling program.

2.3.6.2.5 Municipal Roads and Storm water

The City of Mbombela's jurisdiction is dominated by a huge backlog of surfaced roads. This may be attributed to the fact that most of its settlements are predominantly rural or informal. However this does not divest the Municipality of the responsibility to ensure provision of adequate access to conducive municipal roads to its communities. As a result, the Municipality has strived to ensure provision of

surfaced roads and to constantly maintain both the surfaced and gravel roads. The figure below provides the status of municipal roads within the Mbombela municipal area from 2011 to 2016.

Figure 2.3.6.2.5: **Municipal roads (2011 & 2016)**



Source: **Municipal PCF Report 2016**

The figure above indicates that 645,5km of the 2 837.5 total kilometres of municipal roads existing were surfaced roads and 2 192km were gravel roads in 2011. Between 2011 and 2016, the Municipality has opened 800.8km of new roads. The new total kilometres of municipal roads became 3 638.3km – of this total, 900km were surfaced roads and 2 738km were gravel roads. This means that between 2011 and 2016, 254.5km were surfaced with either asphalt or interlock block paving and this was made possible through the implementation of Municipal Infrastructure Grant projects, Disaster Relief Grant as well as internal funding. This is another area of service where the City of Mbombela is having huge backlogs and needs to improve. Furthermore, all the municipal roads (surfaced or gravel) are regularly maintained by the Municipality.

The municipality also has a Roads Master Plan (RMP) which is being updated to cater for the Umjindi area and will be reviewed annually to cater for the completed and new developments. The new University of Mpumalanga, ICC, Urban Renewal Project in Tekwane, Nkosi City and the Fresh Produce market will have a significant influence on the traffic flow, therefore the plan will also be updated to cater for such changes.

2.3.7 SOCIAL AND COMMUNITY DEVELOPMENT

2.3.7.1 Community facilities

There is a need to provide more community halls for community meetings and other social functions. Art galleries, cultural centres and theatres are needed for the development and promotion of arts, culture and heritage within the municipality area. Community halls are currently an option for such activities. Moreover, there is a need to develop proper sport fields in the rural areas. In as far as libraries are concerned, Mbombela B has the highest population compared to the other 5 zones but only two (2) libraries are available of which one (1) is under the provincial government. The library that is under the municipality is based at the Matsulu Service Centre. Most of the wards during IDP consultative meetings have indicated the need for more community halls, sports facilities, parks and recreational facilities.

Table 2.3.7.1: Existing public amenities per zone

Amenities	Total Amenities within the Municipality	Conditions of the existing Amenities	Municipal Zones					
			Hazyview	Mbombela A	Mbombela B	Mbombela C	Nsikazi	Umjindi
1.Community Halls	25	10 good, 7 fair, and 8 poor,	2	7	6	5	5	3 (Fair)
2.Cultural Centres	1	Fair	0	0	0	1	0	0
3.Theatres/ Amphi theatre	2	1 fair, 1 poor	0	2	0	0	0	0
4. Art Gallery	1	1good	0	1	0	0	0	0
5. Libraries	10	8 good, 2 fair	2	3	2	0	3	3 (1 good, 1fair, 1 poor)
6. Sports Fields	9	7 fair, 2 poor	1	4	2	0	2	3 (2 Fair, 1 poor)
7.Swimming Pools	5	3 good, 2 poor	2	3	0	0	0	3 (1 good, 2 poor)
8. Multi Purpose Sports Courts	7	2 good, 1 fair and 4 poor.	2	2	3	0	0	4 (1 good, 2 fair, 1 poor)
Total	62	-	9	22	13	6	10	16

Source: IDP Unit, 2016

Eight (8) of the community halls as well as the amphitheatre need major renovations in order to bring them to a good standard that will make them user friendly to the communities. These halls include Elandshoek community hall (which needs reconstruction), Makoko community hall, Luphisi community hall, Daantjie community hall, Nsikazi/Khumbula community hall, Matsulu B community hall, White River community hall and Oewersig hall. The plan is to upgrade 2 of these community facilities per year depending on funding to cover the backlog. The process will involve engagements with the Traditional Authorities, where applicable, through the relevant Ward Councilors since some of these facilities fall under the Traditional Authorities. Six (6) of the community facilities including the Silulu Cultural Centre as well as the Mbombela Civic Theatre are in need of minor renovations.

All the community halls of Umjindi are in fair condition but still need renovations especially Emjindini Community Hall situated Spearville (Ext.3). Two swimming pools, located at Burgerville and Kathyville, needs major revamp as they are in an extremely dilapidated state and not user friendly. There is also a need for a swimming pool for the community of Emjindini Township as such facility does not exist there. Of the three stadia in Umjindi, Emjindini Stadium located in Spearville (Ext.3) needs an upgrade. The

Barberton Public Library needs renovation whilst the Low's Creek Public Library needs a new location as the current location is inconvenient for public use, as a result, a new structure must be constructed. Emjindini Multi-purpose sports court (located in Spearville) needs an upgrade.

2.3.7.2 Sport development

The City of Mbombela has Sports Development Unit which is responsible for the promotion of all sporting codes in collaboration with the relevant stakeholders including the associations. The communities are participating successfully. Currently, the Soccer sporting code is seen to be dominating due to the interests by the communities. The Unit is spending more time in maintenance programs of the infrastructure from sports field, swimming pools, tennis courts etc. This has been identified as a course for concern to be addressed.

The Municipality has been fortunate to inherit the infrastructure which was developed for the 2010 FIFA World cup such as Kabokweni and KaNyamazane Stadiums. It should be outlined that the state of the art Mbombela Stadium was attractive during the world cup and is still well maintained currently. The other associations locally have been working with the municipality on other sporting codes in an uncoordinated manner.

The Municipality is a tourist point for most people visiting the Mpumalanga province. Since the city hosted the World Cup successfully, everybody wishes to visit. Due to that, other associations have expressed interests in investing on sporting codes. Therefore, a strategy on how to explore this investment opportunities to the best interest of the local citizens will be developed. This will be done in a coordinated manner and within the perimeter of the law.

The municipality has been successful to obtain funding from LOTTO to upgrade certain sporting infrastructure. This will create a conducive environment to the youth and those interested to participate in sports. The Council will also develop a strategy which will talk to the systems that must be put in place to deal effectively with Sports Academies and other Sporting Associations without any prejudice.

The Municipality is participating in twining games and inter-governmental activities which involve other municipalities and other countries such as Maputo and Swaziland. Such type of games serve as the yardstick for different government spheres to come together share the work experiences and makes fun through play. In future, the planning for twining games will be coordinated through Communication and IGR offices to involve all departments and to ensure that all interested employees participate. The games will be used for social interaction and cohesion. Furthermore, a strategy will be developed to enable all relevant stakeholders understand the need for the twining games and its impact on their involvement.

Lastly, the municipality will develop a maintenance strategy of all sporting facilities to ensure that facilities are properly maintained and effectively utilized for both Council and the communities.

2.3.7.3 Cemeteries and Open Spaces

The driving forces affecting cemeteries in the municipality are linked to socio-economic situations in the area, interlinked with a high mortality rate. The high mortality rate in the municipality in recent years resulted in most of the cemeteries managed by the municipality reaching capacity sooner than anticipated.

Some cemeteries are located near riverbanks, springs or boreholes used by the communities as potable water. This could impact negatively on the water quality, causing health problems such as diarrhoea. On the other hand, they can be damaged through floods or high rainfall storms.

The majority of the cemeteries are located in Mbombela, Tekwane, Matsulu, Msogwaba, White River, Nsikazi, Makoko, and Phameni areas. Hazyview and Nsikazi zones have a multitude of rural cemeteries, which are mostly full or nearly full, and due to the environmental impacts associated with these cemeteries, the City of Mbombela in partnership with the Traditional Authorities is in the process of identifying suitable land for the establishment of regional cemeteries.

There are three formal cemetery sites at Umjindi located in Barberton, Kathyville and Emjindini Extension 8 (Greyville). All these cemeteries are nearing full capacity as a result there is a need to identify a new integrated cemetery site to cater for all the sections of Umjindi. There is also a need to formalise the cemetery sites for rural areas of Umjindi as currently there is no formal burial sites for all Umjindi rural areas.

Nsikazi and Mbombela B zones do not have any formal or informal cemeteries, and communities are mostly relying on burial plots on farms (which are decreasing as a result of land claims) or they have to go to formal cemeteries managed by the Municipality which are very far from their place of residence. The establishment of the proposed regional cemeteries as outlined previously seek to address some of these problems. The Municipality will also ensure that enough land is earmarked for cemeteries during the development of the Spatial Development Framework (SDF) and Land Use Management Schemes (LUMS).

The municipality is also maintaining closed cemeteries at Sonheuwel, Nelsville, Matsulu, Kabokweni and KaNyamazane. The closed sites will be fenced and be maintained as monument for the protection of the dead and ensuring that they are accessible by the family members for different cultural purposes. In order to ensure that all the graves are properly recorded and accurate information is filed, an electronic system will be introduced and an accurate data for all closed and new cemeteries will be readily available in the system for any related correspondences. It is also anticipated that the by-law on cemeteries which is still a draft will assist to address the challenges associated with cemeteries within the municipal area.

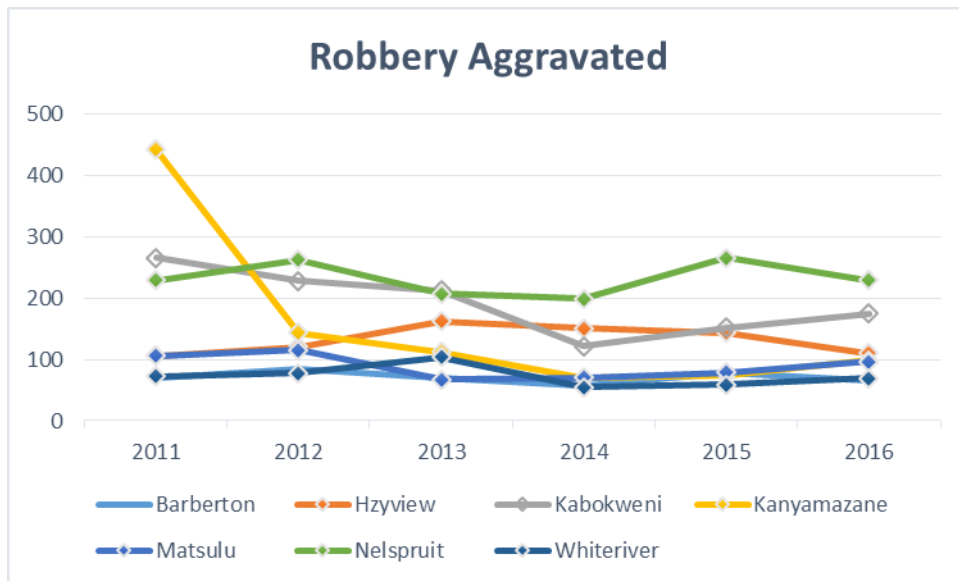
With regard to open spaces, the municipality use open spaces for the creation of parks and conservation of natural resources. Some areas require de-bushing to reduce alien plants and crime hot spots within the municipal area, while sidewalks requires cleaning/clearing and grass cutting. In the case of the open bushy areas, interventions are sought in the form of appointing service providers to assist in this regard.

The Municipality's Parks Section is in the process of conducting an audit of all municipal parks and other parks for data collection. The audit will also cover the information on the availability of the public facilities in all the parks, the number of used graves per area, the amount of space available and the condition of graves.

2.3.7.4 Public Safety (Crime, Road Safety, Fire & Rescue and Disaster management)

2.3.7.4.1 Crime

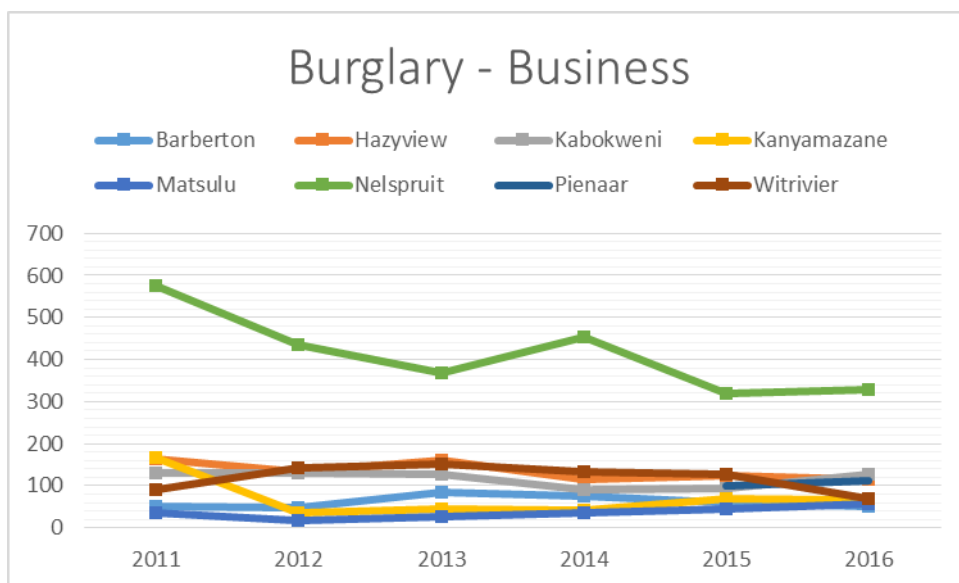
The City of Mbombela envisages a safe and secure City and the municipal area as a whole for all residents and tourist in transit. This idea is derived from the 2015 crime statistics reflecting reduction with regards to robberies and business burglaries as depicted hereunder:



Source: **CrimeStats, 2017**

Crime statistics above indicate significant crime reduction in other areas such as Kanyamazane over the five past years. The decline in robberies with aggravating circumstances substantiates the notion that major towns are becoming safer for investment and business to thrive in favourable conditions. The robberies within the municipal area were under control in 2012 to 2014, whilst a slight increase is again noticeable in 2015 and 2016. It is also important to note that Barberton and Whiteriver were the least affected in terms of robberies with aggravating circumstances.

Below is a graph indicating burglaries to businesses within the municipal area of Mbombela. These varies from area to area and is also depicted for the five year period until the year 2016.

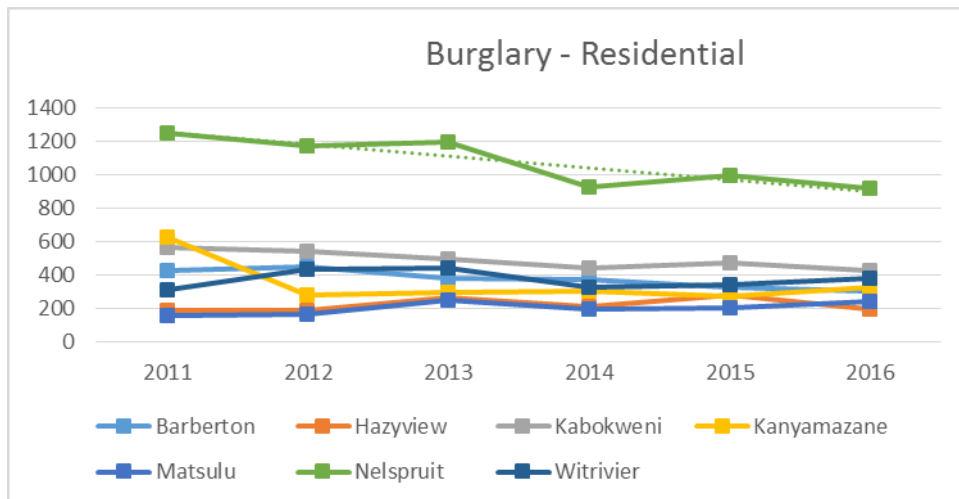


Source: **CrimeStats, 2017**

Level of insecurity has been high in most business especially in the economy driving towns within the Mbombela municipal rea, with Nelspruit leading with business burglary since 2011 to 2016. Business burglary remain an impediment against job creations and in addressing the imbalances of the past. Amid the economic slowdown, the Municipality's developmental duties are eroded by the effects of

crime against business which impacts negatively on economic growth and job creation. Matsulu area was the least affected with regards to burglary to business properties.

Crime has a fundamental impact towards the Mbombela drivers of economy. Economic development is one of the building blocks of addressing the imbalances of the past caused by the then apartheid regime. Business thrive under positive environment but the 2011 to 2016 crime statistics portrays a depressing picture that is counter job creation in line with the National Development Plan 2030 Strategy. Relative to all depicted areas, Mbombela's (Nelspruit) crime against business is declining projecting better prospects for future investment. The following depicts residential house breaking statistics within the municipal area. The following figure depict the status quo on burglary to residential households.



Source: **Crime Stats, 2017**

Although there is a significant crime reduction in most areas of violent crimes, the 2016 crime statistics indicates that house breaking is escalating considerably in the entire Mbombela Municipal area of jurisdiction. This crimes are mostly influenced by poor lighting, overgrown open veld, unused structures and general lack of crime awareness. The highest affected area was Nelspruit and the least affected was Matsulu and Hazyview. There is also a new crime pattern developing, which targets service delivery infrastructure ranging from damaging of infrastructure for scrap metal, illegal connections to water and electricity system.

Crime has reached an unacceptable high level in certain areas of the Municipality with Pienaar area being the highest crime spot in the Ehlanzeni region. This is attributed to the lack of adequate police stations and lack of capacity within the existing police force and inadequate access roads within the area. According to the information received during the IDP consultative meetings, the lack of street lights in most of the villages and certain environmental factors such as un-maintained parks, cemeteries and dilapidated buildings are some of the aggravating factors to crime.

In terms of the report received from the Provincial Department of Community Safety, Security and Liaison (2013), the mostly high reported crime cases in the district are property related at 17.3% followed by social fabric types of crime at 7.4% and lastly violence related crimes at 2.3%. An average 41 021 number of people are served by one police station in the district and one police official serving 1 000 people (ISDF, 2006). This ratio does not take into account other constrains like human resource and other related resources. However, the Department has been embarking on civilian oversight and social crime awareness campaigns during the past financial years in order to advocate against crime.

The Municipality also participate in the Multi Agency Mechanism (MAM) forum established at both provincial and district level to deliberate on issues related to crime.

Moreover, the Municipality has a Draft Safety Plan which outlines ways of dealing with crime within the municipal area. The Municipality has a toll free hot line for the residents to report any crime and corruption related activities.

2.3.7.4.2 Road Safety

There is currently an average of 6 581 accidents per annum and most of these accidents happen during peak hours and after hours. This was confirmed by numerous wards that identified the need for visible traffic policing, pedestrian and overhead bridges to assist in reduction of accidents within the municipal area. There is also a need to deal with the current dilapidated road infrastructure, road unworthy vehicles and poor street lighting as they are main contributing factors to road accidents.

Currently, traffic law enforcement services are delivered through the deployment of Traffic Officers from the following Service Centres:

- Mbombela (16 x Traffic Officers) (2 x Traffic Officers –Municipal Court Duties)
- White River (6 x Traffic Officers)
- Hazyview (6 x Traffic Officers)
- KaNyamazane (7 x Traffic Officers)
- Umjindi (4 x Traffic Officers)

In terms of the criteria set by the CSIR for the employment of Traffic Officers, the City of Mbombela should consist of 426 Traffic Officers to perform this function based on the following:

- Registered Vehicles;
- Population;
- Kilometre Road; and
- Through roads / National and Provincial roads.

The Municipality has managed to appoint 37 Traffic Officers, thus a shortfall of 389 exists. To ensure maximum visibility and to render a sufficient traffic service, more Traffic Officers need to be employed and be provided with equipment such as traffic patrol vehicles, office accommodation, bulletproof vests, firearms, etc.

2.3.7.4.3 Vehicle registration and licensing

The Department of Roads & Transport has entered into an agreement with the Municipality to render the services in terms of the Section 136 of the RSA Constitution. As a result, the Licensing Unit is currently providing services in Mbombela, Umjindi, White River and Hazyview in accordance with the Service Level Agreement. The services are as follows:

- Mbombela Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- White River Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- Hazyview Services: Registering Authority (RA)
- Umjindi Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS)

The Mbombela Centre is the busiest Centre in the Municipality followed by White River and Hazyview. It services not less than 10 000 people per month on various transactions. The Mbombela DLTCs has vigorously put systems in place to curb or reduce fraudulent activities. For example, the electronic Natis System introduced is able to track down the user. The Department of Community Safety, Security & Liaison has provided the following assets to the Municipality with an objective of advancing the service in Mbombela DLTC:

- 4 X Heavy duty vehicle with computers for testing : Code 10 – 14 (C1- EC)
- 1 X Light motor vehicle with computers for testing : Code 8 (EB)
- 15 X computers for the learners testing (Computerized Learners Class)

The learners test is now conducted electronically through a touch screen computer in all official languages whilst the driving test is conducted through a tablet that are attached to the electronic vehicles which are provided at a free cost to the public. The Computerised Learners class has increased the capacity of test conducted on daily basis from 16 applicants to 45 applicants per day. After completion of the test, results are given electronically and are not easily manipulated. It has been observed that since the introduction of the electronic Natis System, the work has drastically improved because the system is consistent. This can be evidenced by the severe reduction of complaints from the public. It must further be noted that the demand of Licensing Services, at least nationally, has increased drastically in the past years. The electronic queuing system was introduced in Mbombela Centre in February 2011 and is working well. There is still a delay in obtaining driving license test booking and currently the waiting period is 42 days.

In order to ease access to license services, the municipality is in the process of decentralising or extending the services to the other Municipal Service Centres in Kanyamazane, Kabokweni and Matsulu. The extension will be achieved through the following:

- Upgrading of White River Testing Centre to meet Best Practice Model Standard;
- Establishment of Satellite offices in Kanyamazane, Kabokweni, Mbombela Civic Centre and Matsulu;
- Establishment of Testing Centre in Kanyamazane,
- Establishment of Testing Centre in Hazyview,
- Extension of queuing system in all centres;
- Eradication of fraud and corruption in the workplace.

Former Umjindi was also a Registering Authority and Driver's Licence Testing Centre which offered Code 2 – 14. The Centre continues to operate and it does implement the eNatis System. There are currently 4 traffic officers working in this Testing Centre and these officers use their own vehicles to discharge their duties as there are no dedicated vehicles for the Testing Centre in the Southern Region. The Testing Centre does not have computerised learners' licence classes and testing for driver's licence is still done manually.

2.3.7.4.4 Fire and Rescue

There are currently four (4) fire stations in the municipality, which are Mbombela, KaNyamazane, White River and Kabokweni. Due to the high volume of accidents, the municipality needs to build more fire stations in order to enhance ease access and create a shorter response time to the accident scene. One fire station has been completed in Matsulu. The other targeted areas are Ngodwana and Hazyview.

The former Umjindi, the now Southern Region, does not have a fully-fledged fire station which is fully equipped with fire-fighting apparatus such as fire engines and other specialised equipment. It does however have 4 fire fighting vehicle, fire hoses and clothing. The fire-fighting service was discharged by 4 people; 2 traffic officers and 1 employee from its former Civil Services Directorate as well as another 1 person who assisted the Municipality on an ad hoc basis from the Department of Correctional Services.

There is also a need for a Fire Station at the Southern Region coupled with communication systems that will assist in alerting the public of any emergency, particularly in rural areas. Road and water infrastructure are of concern, fire fighting vehicles require lots of water to operate (extinguish fire) and a challenge is when the affected area does not have enough water supply. Moreover, there is a need to replace outdated fleet and buy off-terrain vehicles.

2.3.7.4.5 Disaster Management

According to the status quo report of the Disaster Management Unit, about 47 000 households in rural areas are without radio communication system coverage to alert the unit during disasters. Almost 39% of the households have built houses on wet lines and flood lines which is a serious risk.

The unit does not have a fully fleshed Disaster Management Centre, and is relying on the assistance of the District and Provincial centres. However, the Municipality has entered into an agreement with the Provincial Department of Co-operative Governance and Traditional Authorities (COGTA) to upgrade Council's Disaster and Communications Centre.

The Disaster Management Unit in Umjindi was not adequately established as it only had 1 full time employee. The Disaster Management Centre established for the Umjindi had incomplete network system which made it difficult to execute disaster management services effectively. A Disaster Management Plan was developed in 2014 on behalf of Umjindi by the Ehlanzeni District Municipality. The Ehlanzeni District Municipality and the Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) supported the former Umjindi in executing its disaster management functions.

The City of Mbombela participate in the Disaster Management Forum where all issues related to disaster are discussed, and a Disaster Management Plan is currently under review to cater for the former Umjindi.

2.3.8 TRANSVERSAL ISSUES

The City of Mbombela has a "Transversal Services Unit" to deal specifically with issues related to HIV/Aids, women, children, youth, disability, elders (senior citizens), traditional leaders and traditional healers.

The Unit is aimed at achieving the following objectives:

- To bring forth transformation and mainstreaming all transversal issues, programmes and projects (gender, children, disability, elderly, HIV/AIDS, youth and traditional healers);
- Advocate, monitor and evaluate the implementation of all transversal issues;
- Coordination and facilitation of all transversal programmes / projects;
- Manage the budget allocation for all transversal programmes /projects.

In complementing the above objectives, the Unit has identified nine (9) strategic priority areas and these are as follows:

- Governance
- Economic Growth and Development
- Infrastructure Provision
- Social Services and Development
- Cross-Cutting Issues
- Institutional Transformation
- The Gender Management System
- The implementation of Masibuyele Emasimini Programme
- All Transversal Services related calendar events (support)

However, in making sure that Transversal issues are mainstreamed in the municipality's programmes and processes, the Transversal Services Unit have developed a consolidated draft Mbombela Transversal Services Policy informed by the National Youth Policy Framework, South Africa's National Policy Framework for Women's Empowerment and Gender Equality, DPLG Gender Policy and White Paper on an Integrated National Disability Strategy which was circulated in Council Committees for input, but a copy has been send to SALGA Mpumalanga and CGE for correction and input.

2.3.8.1 HIV/ AIDS

HIV/Aids still remain the municipality's biggest challenge. According to the Stats SA, 2011, the municipality has an HIV/AIDS prevalence of 45.1%. It is the second highest in Ehlanzeni District and over 5 000 people are already receiving ARV's.

Moreover, there are 3 000 orphans and 2 000 vulnerable children in the municipal area that need assistance (Department of Health Survey). Hence, the municipality is involved in 32 home based care projects, of which 16 are funded by the Department of Social Services, 15 are funded by the Department of Health and 1 is funded by the Expanded Public Works Programme conditional grant.

The Municipality has an HIV/AIDS Strategy which is aimed at achieving the following objectives:

- To provide awareness and encourage the spirit of using ABC / VCT methods for the prevention of HIV/AIDS;
- Creating a decent understanding of risk activities and the prevention strategy of HIV/AIDS transmission;
- To concoctive and prolong the lives of those already infected to strongly participate on sports activities;
- To promote social welfare on the City of Mbombela employees and the youth, this will hopefully sustain their positive healthy lifestyle;
- To promote the partnership in struggle against HIV/AIDS within government, non-governmental institutions, Traditional leaders, Churches, Unions and other stakeholders for the betterment of the campaign mission statement.

In a move to deal with the HIV/Aids, the Municipality has created a fully-fledged division with Senior Manager, Manager and Coordinators to deal directly with issues of HIV/Aids.

The Municipality has also established the City of Mbombela Aids Council which is chaired by the Executive Mayor. The following are the programmes that the municipality is rolling out:

<p>Programme 'SQ1'</p> <ul style="list-style-type: none"> • Focus on Social and Structural Approaches to HIV and TB Prevention , Care and Impact • Establishment and mentoring of Ward AIDS Councils • Conduct workshop for Traditional Leadership • LAC 	<p>Programme 'SQ2'</p> <ul style="list-style-type: none"> • Prevention of New HIV related, STI and T infections • Conducting Youth dialogues focusing Teenage pregnancy & Substance Abuse • Condom distribution and education • Zazi Campaign • LAC
<p>Programme 'SQ3'</p> <ul style="list-style-type: none"> • Sustain Health and Wellness of the Citizens • Intesify of HCT campaigns • Awareness campaigns – Vulnerable groups (OVC/ sexworkers, women, elderly, disabled) • Positive Living Summit • LAC 	<p>Programme 'SQ4'</p> <ul style="list-style-type: none"> • Human rights and access to Justice • Dialogues focusing (forced marraiges, human trafficking and child labour or slavery); • LAC

2.3.8.2 Youth

The status quo as reflected in the previous sections revealed that the majority of people within the municipal area are youth. In an attempt to address issues affecting youth, the Municipality is in the process of developing youth strategy. The objectives of the strategy are as follows:

- Create health platform for the signing of the Memorandum of Agreement between City of Mbombela and National Youth Agency;
- To promote youth interest in the Municipality;
- To advocate and lobby for young people economic support in South Africa in general, and Mbombela in particular;
- To initiate youth engagement with the cooperate world both government parastatal and private business;
- To initiate and support initiatives that seeks to advance youth economic development;
- To coordinate the implementation of Integrated Youth Development Plan and the both the provincial growth strategy and the National Youth Strategy;
- To provide unemployed youth, young people with disabilities, young school going youth in and around Mbombela with career guidance, counselling, life skill, health and well-being and internet services as an endeavour to create a better future;
- Create an able environment for youth development;
- Assist young people to access sustainable livelihood and obtain employment /self-employment and/or information in, education and training opportunities;
- To assist youth initiatives in tourism and cultural activities
- To assist young people to establish comparatives.

In respect of youth development programmes, the focus of the Municipality is mainly on ensuring that the guidelines of the local government framework on youth development are adhered to. The focus however, is on the following two levels of mainstreaming:

- Internal mainstreaming that begins with all spheres of government developing and implementing youth friendly policies and strategies, setting out clear targets and budgets for youth within their budgetary and programmatic activities. This approach requires that the Municipality looks at its human resources and ensures that its staff component consists of an acceptable proportion of youth, with opportunities for training and development and possibilities for career development within the municipality corporate ladder.
- External mainstreaming is a second level which requires that every line department within a Municipality takes into account the issues affecting young people in communities within municipal areas. The Framework proposes that mainstreaming be considered in areas of Youth Policy, Strategic Plans and Programmes. The Framework identifies lessons from good practice examples in Youth Policy development; from South Africa. Further, it identifies key municipality Programme Priorities, viz; Infrastructure Provisioning; Free Basic Services; Local Economic Development; Integrated Sustainable Development Programme; Urban Renewal Programme; Public Participation; and Skills and Leadership Development Programme for Local Government for the professionalization of youth work.

2.3.8.2.1 Junior Councilors

The Municipality is in a process of establishing a Junior Councilor structure. The rationale behind the establishment of the Junior Councilors is to teach young people how decisions are taken, implemented, evaluated or monitored by council, but most importantly, is to develop second layer leadership both politically and administratively. In responding to this requirement, the Municipality must establish Municipal Junior Council.

2.3.8.2.2 Youth Development

The Municipality was requested to establish a Youth Local Office, to be known as Mbombela Youth Development Agency (MYDA). The agency will work hand in hand with the Provincial Youth Development Agency in creating and promoting coordination in youth development matters. The Youth Local Office position will be at Level a Coordinator. The municipality will develop youth development strategy to address all the issues affecting youth in the municipal area. In addition to the strategy, the municipality will also be rolling out the following programmes:

- Mbombela young ambassadors on tour guide
- Back to school campaign for child headed families
- National youth services recruitment
- Parliament programmes
- 11 March Memorial Lecture
- Masibuyele Emasimini programme
- 16 June celebration
- National youth day celebration
- Youth in agriculture (YARD)
- Recruitment of National rural cooperatives (CORPS)
- Recruitment for South African Navy
- Youth crime prevention
- Dialogue for youth with disabilities
- Mandela day celebration

- High school debates competition
- Children focus week
- Take a child to the work place
- Social Security programmes
- Business Training and Cooperatives establishment
- 16 June tournament
- Allocation of books to 5 high school **libraries**.

2.3.8.3 Gender Development

The Municipality has developed an Employment Equity Plan aimed at eliminating unfair discrimination in employment and to provide for Affirmative Action to redress the imbalances of the past and create equity in employment. The policy specifically ensures that women are considered in the senior positions. The City of Mbombela through its Transversal unit has developed a draft gender policy informed by the DPLG Gender Policy. The overall purpose of this policy document is to provide a framework that will serve as a guide for development of gender responsive programmes, projects, policies, and procedures within the Municipality in transforming the status of women. The key outcome of the policy is to ensure the mainstreaming of gender in the broader planning agenda of the Municipality.

2.3.8.4 Children

Children's Rights are enshrined in the Constitution of the Republic of South Africa. Departments are, therefore, obliged to translate the Constitutional Mandate into legislation, policies and programmes at all spheres of Government to ensure that the human rights of children are meted out to South African children. According to Ehlanzeni District Municipality, the majority of children within the municipal area do not have access to government resources such as clinics, schools, social grants and children who are severely disabled with no access to assistive devices and education.

The strategic children's rights agenda of Government is guided by the Children's Rights Sector's obligation to contribute to national initiatives towards delivery on:

- The Constitutional Mandate
- The National Strategic Objective i.e. "A united, democratic, non-racial, non-sexist and prosperous South Africa"
- The People's Contract or Election Manifesto
- National priorities
- Regional and International obligations

The Children's Rights Stakeholder's Forum was established for the following reasons:

- Is a key structure in enhancing service delivery and equalization of opportunities for children in the Municipality
- Strengthens an enabling environment conducive for Children's Rights delivery in the Municipality
- Promotes the legal and political accountability set out in the United Nations Conventions;
- Contributes in all relevant ways to ensure that children's rights are promoted effectively and to strengthen accountability which is the hallmark of the realization of these rights;
- will put attention to pertinent issues such as worst forms of child labour, hazardous works, trafficking and sexual exploitation;
- Promotes cohesion in relation to NGO's;

- Creates a platform of acquiring data for monitoring children's rights delivery;
- Advocates for and promotes children's rights and responsibilities in society;
- Facilitates and coordinates the Programme of Action and the National Plan of Action for children;
- Promotes constitutional requirements, aspirations of regional and international Children's Rights instrument;
- Ensure effective public private partnerships in order to advance delivery of the Constitutional mandate.

Currently, the Municipality has identified donors to assist in allocating books to 5 primary school libraries. The areas of focus for children's rights issues will be on early childhood development, emphasis on education through the back to school campaigns, orphaned and vulnerable children, substance abuse and social education on teenage pregnancy, career guidance, health education, child trafficking, general safety of children, social services, infrastructure, nutrition and peer counselling.

The Municipality has already compiled a data base for Early Childhood Development Centers (ECD) and thus far they are 108 Centres. According to the Department of Social Development, 106 ECD's are funded and two are still in a process of registration, the total number of ECD learners is 2 713. The Municipality will establish an ECD Forum aiming at creating a platform for ECD Coordinators to engage Council on issues relating to Early Childhood Development issues. The Municipality has visited ECD centres around its area of jurisdiction with an intention of assessing the governmental services which resulted in discovering a shortage of sponges and blankets. The Municipality has resolved to assist through its Transversal Unit in donating 30 sponges and 30 blankets (6 Centres). There is a fundraising conducted by the Municipality through its Transversal Services in partnership with Ligwalagwala Fm and Mpumalanga Land & Agriculture Committee for clothing and grocery whereby orphanage centres will be identified through Ligwalagwala FM to benefit on the programme.

According to the Department of Social Development, the Mbombela municipal area has 7152 children who receive foster care grants and thus far the backlog is approximately 1 500 and 2 363 Orphans. This implies therefore that there is a need to conduct social security programmes.

2.3.8.5 Executive Mayor's programmes

The Executive Mayor will continue to participate in the programmes that are aimed in improving the lives of disadvantaged special groups. Some of the programmes includes:

- Christmas Party for Mbombela First Citizens, Persons with Disabilities, Orphans and Vulnerable Children
- Distribution of food parcels, blankets and intervention to poverty stricken families
- Distribution of variations of sidling's to Primary Schools that provide food nutrition
- Distribution of used clothes/ consignments
- Donation of School uniform to orphans
- Donation of gifts by the Executive Mayor to orphanage centres and Inclusive centres
- Donation of spectacles to children with disabilities Albinisms.
- Umjindi: Service Delivery Fridays: Cleaning campaign
- Umjindi: Community Outreach Programmes

2.3.8.6 Disabled persons

Historically, disability issues have been addressed in a piecemeal, 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 find them in. If the needs of disabled people are to be effectively addressed and the objectives of the RDP are to be met, disability must be fully integrated into the principles, strategies and framework of the programme. This will ensure that the effects of apartheid as they have affected disabled people will be eradicated in a sustainable process of reconstruction.

Thus far the Municipality has managed to employ only 5 disabled persons; 1 male and 4 females. Mbombela Civic Centre building is accessible for persons with disabilities in terms of toilets, packing ramps and lift. In terms of database the municipal area have 6 613 persons with disabilities, 43 centres and one Inclusive School around its jurisdiction.

The municipality does not have a disability strategy, and is currently using Ehlanzeni Disability Strategy. The strategy aim to achieve the following:

- Facilitation of the integration of disability issues into municipal developmental strategies, planning and programmes;
- the development of an integrated management system for the coordination of disability planning, implementation and monitoring in the various line functions at all municipalities in the District;
- the development of capacity building strategies that will enhance municipality's ability at all levels to implement recommendations contained in the Municipal Integrated Disability Strategy;
- Programme of public education and awareness raising aimed at changing fundamental prejudices in Ehlanzeni's societies and communities.

The City of Mbombela will establish a Disability Council which will facilitate and coordinate all the programmes and issues affecting the disable people. The Municipality has further compiled a data base for Albinisms and engaged donors to assist them with spectacles. About twenty (21) Albinisms are undergoing consultation at Value Mat Centre in Dr Stanley and Dekock Surgery. The following are some of the municipal programmes for disability people:

- Masibuyele Emasimini Programme
- Business training workshop and Cooperatives establishment
- Dialogue on the Rights and safety of persons with disabilities
- Awareness campaign on HIV/AIDS
- Empowerment against any form of abuse
- 16 Days of Activism Programme
- Executive Mayors games
- Social security Programmes
- Women's Celebration
- Human Rights Celebration
- Sign language workshop
- Disability wheelchair basket ball
- Awareness campaign on building and transport to be accessible(public and private)
- Supported awareness procurement workshop for people with disability
- Supported Ehlanzeni Executive Mayor's Achievers Awards programme

2.3.8.7 The first citizens of Mbombela

The Municipality has compiled a data base for elderly persons with an intension to create a platform for aged people to be able to engage the Municipality in terms of issues affecting them. According StatsSA Community Survey 2016, there were 27 304 old age persons within the municipal area. The Municipality's programmes on the first citizens are as follows:

- HIV/AIDS workshop
- Rights and Safety of Elderly people
- Masibuyele Emasimini programme
- Elderly Exchange Experiential programme
- Women's Day Celebration
- 16 Days of Activism
- International Women's Day Celebration
- First Citizen Celebration

There are two Old Age Homes in Umjindi which take care of the elderly, one in Barberton and one at Emjindini New Village (Ext.1). The current programmes for the elderly at Umjindi include feeding scheme, agricultural farming (Masibuyele Emasimini) as well as sewing, baking and other hand work activities determined from time-to-time.

2.3.8.8 Traditional Healers

The Municipality is in a process of compiling a data base for Traditional Healers to create a platform for them to raise their issues with the Municipality, also for the alignment of HIV/AIDS related issues.

The Municipality will be coordinating and facilitating programmes for all target groups to fast track development of the previously disadvantaged groups. In making sure that transversal issues are well mainstreamed, strategic planning sessions on transversal issues are held by the Transversal Services Unit.

2.3.9 LOCAL ECONOMIC DEVELOPMENT (LED)

2.3.9.1 Background

Local Economic Development (LED) is an approach towards economic development that allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life for all residents within a specific local area. It is an on-going process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents. This section outlines the Municipality strategy on local economic development. There is currently no single LED Strategy for the newly established City of Mbombela (under development) as well as statistical economic indicators. Therefore the information contained in this Chapter will be for the former two local municipalities (Umjindi and Mbombela)

2.3.9.2 Former Mbombela Local Economic Development (LED)

The economic development of the former Mbombela was premised by its LED Strategy. The mission statement for the LED strategy was as follows:

“Together in partnership, stimulating economic development by providing efficient service delivery, meeting the needs of local communities and creating an enabling environment for business development, economic growth and employment creation”.

2.3.9.3 LED strategy objectives

The following five (5) development objectives have been identified:

- ✓ Development Objective 1: An Efficient and Enabling Municipality with Exceptional Infrastructure
- ✓ Development Objective 2: An Inclusive Municipal Economy
- ✓ Development Objective 3: An Innovative and Technologically Advanced Municipality
- ✓ Development Objective 4: An Education and Skills Development Orientated Municipality
- ✓ Development Objective 5: An Environmentally Friendly and Tourism Centred Municipality

2.3.9.4 Sectoral performance

Table 2.3.9.4 below discusses each economic sector and its performance in the municipal area. Based on this Table, it is evident that some sectors contribute significantly to the local economy and has shown good growth over the last ten years.

It is evident that the economy of the former Mbombela municipal area had not yet recovered from the economic downturn in 2008. Many of the sectors were growing at much lower rates than before 2009.

The sectors with very low growth rates but still make a significant contribution to the local economy included:

- Manufacturing
- Trade and accommodation
- Finance and business services

Table 2.3.9.4 Former Mbombela Sectoral Performance

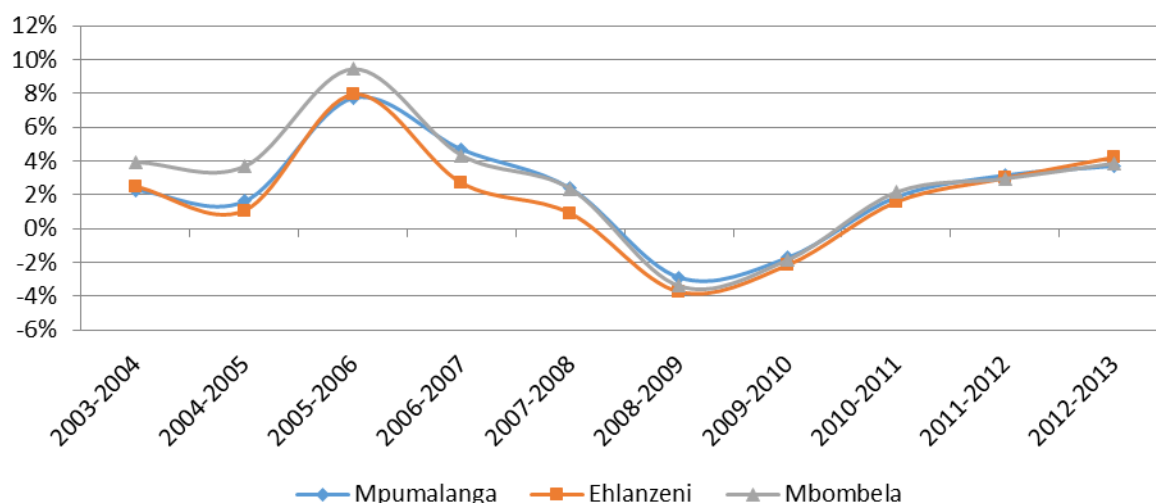
Sector	Contribution to GVA: 2003	Contribution to GVA: 2013	Growth: 2003 – 2013	Growth: 2012 – 2013	Comments
Agriculture	5%	4%	2%	4%	Agriculture contributed little to the local economy compared to other sectors but due to the ideal location of the municipality in terms of exports, tourism, and trade and the opportunities in this sector for employment creation, the agriculture sector has lots of potential for development. New developments such as the Fresh Produce Market will have a positive effect on the local sector by providing smaller, local farmers easier access to a market.
Mining	3%	3%	5%	1%	The mining sector did not contribute much to the local economy due to lack of commodities to mine, however, the mining of sand provided opportunities for brick making and other construction uses.
Manufacturing	19%	17%	3%	0%	Growth in this sector declined but manufacturing had the potential to expand. This sector could contribute to the trading exports, increase exports and stimulate the transport industry.
Utilities	2%	2%	2%	0%	The utilities sector had fluctuating growth rates and made little contribution to the local economy. With new energy technologies (e.g. wind, solar); local municipalities are open to exploring innovative ways for efficient energy use. The municipality could explore and invest in energy infrastructure for short and long term. Growing this sector could also create job opportunities
Construction	3%	3%	6%	2%	The construction sector has shown high average growth rates the last ten years and more developments in the municipal area will expand this sector and create the potential for new employment opportunities. The construction of large projects such as the Fresh Produce Market, the High Court, legal chambers and the ICC provide opportunities for employment and growth of this sector.
Trade and Accommodation	15%	13%	2%	1%	It should be noted that, as trade is a sector which derives its demand from other sectors, its growth can be attributed to growth in sectors such as manufacturing, construction and tourism. Therefore the growth of other sectors will cause the trade sector to grow. The future ICC development will have a positive effect on this sector in terms of employment an increased demand for consumable goods.
Transport and Communication	12%	10%	2%	2%	An enabling environment for growth in other sectors includes a good transport and road network. When the roads are poor and the railway network is weak, it

Sector	Contribution to GVA: 2003	Contribution to GVA: 2013	Growth: 2003 – 2013	Growth: 2012 – 2013	Comments
					has a negative effect on investment in the area as investor would rather choose different locations with more efficient transport linkages
Finance and Business Services	18%	22%	6%	2%	This was the most prominent sector in the municipal area. As other sectors achieve growth, the benefits of that growth will also be experienced in the tertiary sector such as Finance, insurance and trade. Growth in the finance sector is important for access to funding by entrepreneurs and SMME's.
Community Services Sector	9%	9%	4%	3%	Growth in community services indicates self-sufficiency and independence of communities to create own economic opportunities, therefore an enabling environment (basic infrastructure & services, communication technology, linkages to economic nodes, active corridors and training facilities) need to be created to allow communities to function independently.
Government Services Sector	15%	17%	5%	3%	Government investments drive economic development. Prioritisation should be given to growing sectors such as finance and business, trade and manufacturing to further increase their growth and in turn this will trigger an improvement in other sectors.

2.3.9.5 Sectoral employment

Figure 2.3.9.5 below illustrates the growth rate for formal employment in Mpumalanga, Ehlanzeni DM and the former Mbombela municipal area between 2003 and 2013. The former Mbombela municipal area experienced relatively high employment growth rates except for the period between 2008 and 2010. During this period, many sectors had to lay off workers, especially in the construction and manufacturing sectors.

Figure 2.3.9.5: Formal Employment Growth, 2003 – 2013



(Source: Quantec Research Database & Urban-Econ Calculations, 2014)

The sectors that contribute the most to local employment are as follows:

- Government services (22%)
- Finance and business services (17%)
- Trade and accommodation (17%)
- Community services (16%)

2.3.9.6 Level of concentration: Trees index

The Tress Index is a measurement of a region's economic diversification. If the index is zero it indicates that the region's economy is completely diversified, but the closer the index moves to 100 that shows the economy is much more vulnerable to exogenous factors such as climatic conditions and price fluctuations, and that the economy is considered to be more concentrated.

The former Mbombela municipal area was a diversified local economy with a Tress Index of 48 (see Table 2.3.9.6). The local economy depended primarily on the government and community services sector as well as the finance and business sector as well as the trade sector.

Table 2.3.9.6: Tress Index, 2013 (Former Mbombela)

Sector	Contribution (%)	Weight	Weighted Value
Agriculture	4%	4	15.1
Mining	3%	2	5.7
Manufacturing	17%	7	120.6
Utilities	2%	1	1.9
Construction	3%	3	9.6
Trade Sector	13%	6	79.4
Transport & communication	10%	5	50.1
Finance and business	22%	8	172.5
Services	9%	9	235.7
Total	100%		690.7
Tress Index			48

(Source: Quantec Research Database & Urban-Econ Calculations, 2014)

2.3.9.7 Comparative advantage: location quotient

This subsection aims at revealing the sectors in the study area economy that have a comparative advantage. Having a competitive advantage is not the same as having a comparative advantage. In the case of a competitive advantage the definition stems from the possession of a unique set of various assets (includes natural resources, human resources, locational advantages, etc.) what gives the area/region a competitive edge over other areas.

To have a comparative advantage means that this economy has the ability to render or produce a product or service more effectively and efficiently, than its counterparts. The element that determines the comparative advantage of a region is the Location Quotient (LQ) this is used mainly to determine the levels of concentration within the study area. The industry groups that dominate a specific area will have a higher LQ and vice versa.

The calculation used to determine the Location Quotient (LQ) in this analysis is as follows:

$$LQ = \frac{\% (Local\ Employment\ in\ Industry / Total\ Local\ Employment)}{\% (Provincial\ Employment\ in\ Industry / Total\ Provincial\ Employment)}$$

Table 2.3.9.7a: Location Quotient Interpretation

LQ	Label	Interpretation
Less than 0.75	Low	Local needs are not being met by the resident sector. The region is importing goods and services in this particular sector.
0.75 – 1.24	Medium	Most of local needs are being met by the resident sector. The region is both importing and exporting goods and services in the sector.
1.24 – 5.00	High	The sector is serving needs beyond the sector, exporting goods and services from this sector.
More than 5.00	Very High	This is an indication of a very high level of local dependence on a sector, typically a “single-industry” community.

Table 2.3.9.7b: Location Quotient, 2013

Sector	LQ	Label
Agriculture	0.95	Medium
Mining	0.17	Low
Manufacturing	0.93	Medium
Utilities	0.41	Low
Construction	1.13	Medium
Trade & Accommodation	1.10	Medium
Transport & communication	0.90	Medium
Finance and business services	1.35	High
Community Services	1.23	Medium
Government Services	1.23	Medium

(Source: Urban-Econ calculations based on Quantec Research Database, 2014)

Relative to Mpumalanga, the municipal area had a high comparative advantage in the finance sector. The municipal area had a medium comparative advantage in all other sectors except the mining sector and the utilities sector.

2.3.9.8 LED objectives(Former Mbombela LM)

Each of the five (5) objectives will be defined and discussed below, indicating potential projects as well as important issues that are prevalent in the municipality which will have an effect on the successful implementation of the municipality LED Strategy.

2.3.9.8.1 Development objective 1: an efficient and enabling municipality with exceptional infrastructure

An efficient and enabling municipality is dependent on the following points:

- **Proper internal municipal capacity:** this means that the Municipality must have adequate staff with sufficient skills to ensure that the Municipality can function at its optimal level
- **Service delivery & infrastructure:** the Municipality is responsible for providing water, electricity and sanitation services to the communities. These services are necessary for any new developments and assists in creating an enabling environment to attract new investments.
- **Municipal planning:** Policies and by-laws of the Municipality should be able to create an environment that is conducive of growth, that promotes public private partnerships and that is favourable towards private investment in the municipal economy. LED is only successful and sustainable if the private and public sector strives towards development and the municipality should thus be encouraging towards such partnerships and private development in its policies and strategies.
- **Accountability and Transparency:** Accountability and transparency is necessary to create confidence in the local municipality not only for local communities but also for businesses and future investors (Batho Pele Principles)

The provision of electricity, water, sanitation and the availability of a good road network form the basis of any economic development. Road development depends in the necessary funds, space and other environmental factors. Limited space for the expansion of roads in the municipality is a very important factor to consider when planning for new developments. Roads need to be widened to be able to hold to traffic volumes but road reserves are too small for the required width or non-existent due to uncontrolled human settlement in some areas.

In order for new development to take place in the Nsikazi corridor, formal, permanent roads are needed. Currently, the gravel roads need high levels of maintenance due to the damage caused by seasonal rain in the area.

The municipality will also be responsible to ensure that the necessary infrastructure is in place to be able to provide services to new developments such as the National Fresh Produce Market, the Mpumalanga High Court and business chambers, and the International Conference Centre (ICC) as well as the University of Mpumalanga.

- **Municipal Branding**

The branding of the municipality plays an important role in being an efficient municipality in the sense that branding is all about communication with the public. Residents should know that by living in the 'municipality of excellence' that they have access to proper service delivery and infrastructure. Not only is branding important for creating an image of unity for the Mbombela citizens but also for future investors. The municipality brand should invoke confidence in the municipality and the services it provides to businesses. Branding of a municipality should highlight the assets of the municipality and area as well as the services the municipality provides, not create an unrealistic image.

In order to reach this development objective, following should occur:

- Internal human resource management:
 - Internal skills development programme
 - Having the people with the right skills in the necessary positions
- Decrease service delivery backlogs:
 - Focus on water provision and sanitation in areas with the highest need
 - Building new substations for electricity provision
- Provision of infrastructure:
 - Precinct plans as well as infrastructure management strategies
 - Building roads in areas identified for development in precinct plans and reducing the amount of gravel roads in the municipality
 - Upgrading and widening of roads which have large traffic volumes to provide better traffic flow and reduce accidents
 - Public transport infrastructure (taxi ranks and bus terminals)
 - Establishing collaborative partnerships in order to enhance the capabilities of the Municipality in terms of infrastructure provision
- Developing practical implementable municipal strategies and programmes
- Support for City Improvement Districts (CID's)

Problems that must be overcome in order to realise this goal include:

- A critical lack of basic services in areas such as Mahukule A, Mahukube, Lundi and Nsikazi
- New developments will need proper infrastructure for service delivery
- Municipal funds must be allocated to prioritised projects and activities
- Internal skills development programmes should have a specific focus to ensure that skills gaps can be appropriately filled
- Staff in the municipality should be used where they can be most effective
- There should be coordination between departments to ensure a unified focus for the development of municipality.
- In many areas of City of Mbombela, there is infrastructure and basic service provision which is not up to standard
- Crime is a problem in many areas of the municipality
- Electricity theft is a major problem within the municipality

2.3.9.8.2 Development objective 2: an inclusive municipal economy

In order for economic growth in the Mbombela municipal area to be sustainable an inclusive economy is essential. An inclusive economy in the municipal area would mean that there are no barriers to economic opportunity in the local economy whether it is geographic or social.

An inclusive economy in the municipality would thus mean:

- Access to health and education facilities
- Access to infrastructure (transport, energy, communication)
- Access to government services
- An incentivised private sector and partnerships between the private and public sector to enable to create new economic opportunities
- A diversified local economy
- An enabling environment for the creation of economic opportunities
- No barriers to entering the local economy of Municipality (spatial and socio-economic barriers)

Potential projects towards this development objective include:

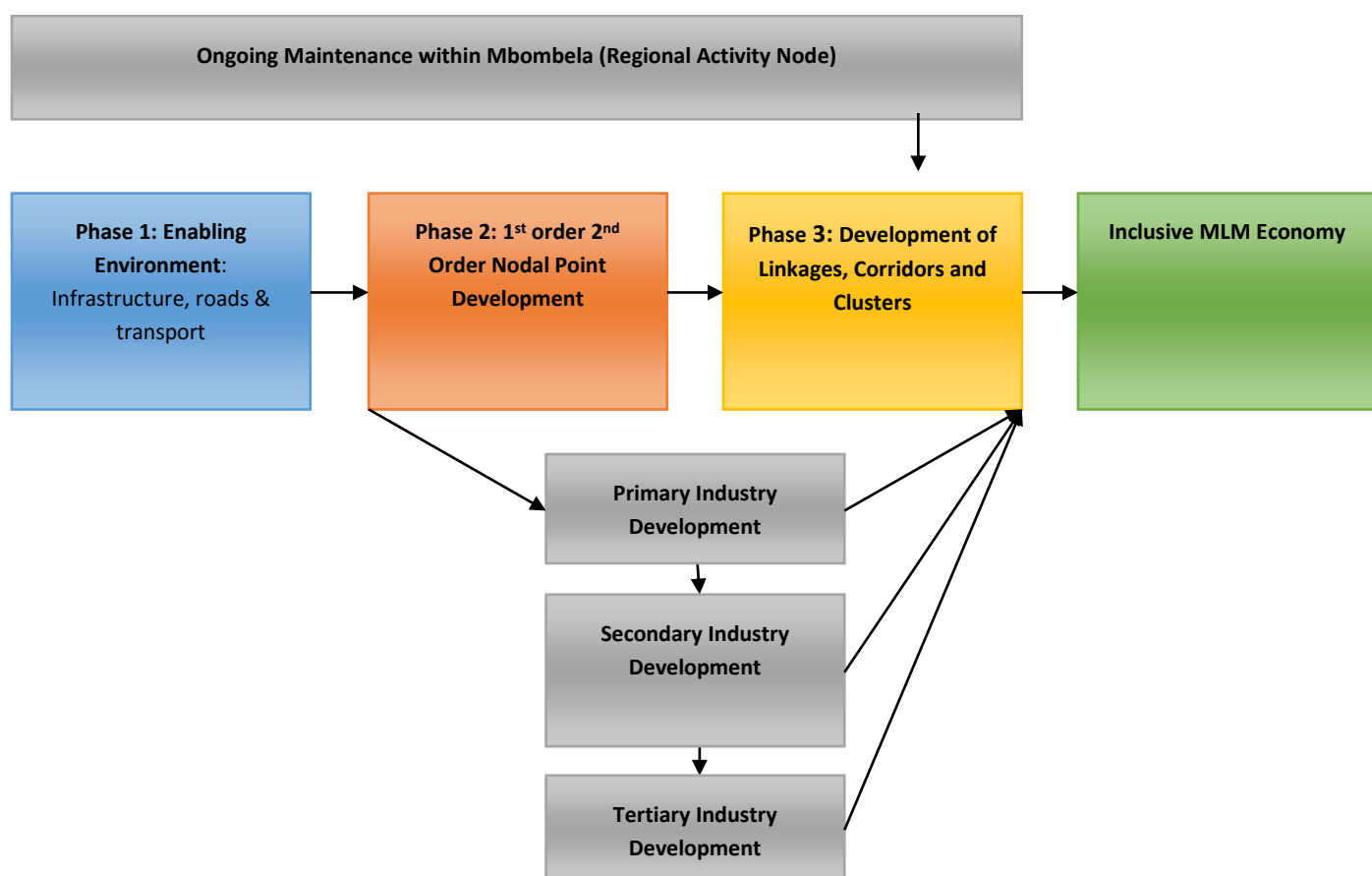
- Creation of new employment opportunities through the development of value chains in certain sectors to enhance the value-added procedures within the municipality (decreasing imports and increasing final product exports) by means of cluster and corridor development.
- Promoting economic activity and in rural areas by providing basic services, infrastructure and creating an enabling environment for investment
- Skills development programmes so that the unemployed can acquire the necessary skills to be employed in the jobs that are being created by the LED strategy
- Transforming the local informal sector
- Aligning LED projects with the spatial planning
- Job linkage centre
- Re-establishment of MEDA
- SMME support in rural areas (SMME incubator)
- Enterprise development strategy

Problems that should be investigated before implementing projects in this development objective include:

- Lack of coordination between IDP, LED and SDF
- Lack of communication between the Municipality, local communities and the private sector
- Large informal sectors in rural areas
- Majority of the population lives far away from economic opportunities
- Lack of compliance and administering of compliance of the local legislative framework in rural and informal settlements

Creating an inclusive economy is a long term goal and ideally development should focus on the economic nodes in the municipality from which corridor and cluster development will follow, to ultimately be an inclusive economy. The first phase of developing an inclusive economy would be to create an enabling environment (Development Goal 1) with a focus on roads and transport development, not only of goods but of people as well. A large obstacle for creating an inclusive economy in the municipality was the distance between employees and their place of employment.

Diagram 2.3.9.8.2: Phased Inclusive Economy Development



The Mbombela municipal area constituted a regional activity node and ongoing maintenance and revitalisation of this node should take place through the development of an inclusive Municipal Economy. Development should first take place in the following 1st order and 2nd order nodal areas as identified in the SDF (2012): **White River, Hazyview, KaNyamazane, Msogwaba, Kabokweni, Swalala and Matsulu**. Once the nodal areas have been developed, there should be cluster and corridor development to other areas in Mbombela. Following this development principle could, in the long run, lead to an inclusive municipal economy.

Phase 1: Infrastructure, Roads and Transport

This phase depends on Goal 1 as well as the availability of a public transport sector. Many residents in the municipal area live far away from the economic opportunities and make use of public transport to get to these locations. Public transport is predominantly the use of bus or taxi services. There are bus routes from numerous rural areas to the nodal points (Mbombela, Umjindi, White River, Hazyview etc.). The transport of goods is mostly done by trucks; the R40 as well as the N4 are important routes

in terms of product transfers. The large volumes of trucks, busses and private vehicles make road safety very important. The roads that are used by public transport systems as well as the bus terminals should be focal points for development as these roads experience large numbers of traffic volumes every day. Investigating the possibility of rail as a form of public transport can also be explored.

Phase 2: Nodal Development

The sectoral overview and opportunity analysis in previous sectors indicated which sectors have development potential. It is therefore necessary to link the appropriate sectors to the areas in which their development will be the most beneficial in terms of growth and employment.

The following sectors were identified for development:

- Agriculture
- Manufacturing
- Utilities
- Trade
- Tourism

The Table below indicates potential sector development projects based on information from the economic analysis and economic potential analysis.

Table 2.3.9.8.2: Potential Sector Development Projects

Sector	Projects	Description
Agriculture	1. Organic vegetable production	Organic vegetables are a recent trend in the agriculture sector. This project can be in the form of a community project where organic produce are produced for local markets as well as exports.
	2. Macadamia nut and oil production	This project would entail establishing new macadamia nut farms to produce nuts for consumption as well as plant to produce macadamia nut oil.
	3. Compost manufacturing from farm waste (SMME)	This project would follow the macadamia nut farm project where shells of macadamia nuts can be used to produce compost for the use of the farm as well as selling to the local markets.
	4. Aquaculture	A community fresh water fish farm can promote SMME development and employment in rural areas.
Manufacturing	6. Packaging plant for fruit exports (KMIA)	Establishing an export market through KMIA for fruits and vegetables would require a packaging plant near the airport where produce can be specifically packed according to the requirements for exports markets.
	7. Juice extraction (citrus, mango)	This project entails establishing a facility where juice can be extracted from local citrus fruits and mangoes for the local and export market as a way of adding value to the local agricultural sector.
	8. Production of essential oil from citrus peel	Citrus fruits are a very prominent crop; this project would entail producing essential oil from citrus peel that would be normally

Sector	Projects	Description
		be waste in the production of other citrus products such as juice.
	9. Cosmetics from essential oils	This project links with the production of producing essential oils. This project develops the citrus value chain by producing cosmetics and soaps from local essential oils extracted from citrus peel.
	10. Eco-friendly packaging material	This project entails producing boxes and other packaging materials from recycled paper and plastic items as collected from local recycling projects.
	11. Food processing for exports	This project can link with the organic food production project where organic produce as processed and sold for the export market (dried, juice, sauces etc.)
	12. Furniture production	This project would provide local communities or SMMEs the opportunity to learn skills and produce furniture from the wood of the local forestry industry.
	13. Arts & crafts manufacturing from recycled items	This project links with local recycling projects whereby arts and crafts from tins, plastic or glass can be produced for the local tourism market.
Utilities	14. Solar panel street lights installation	As a way to save electricity, street lights within the municipality can be powered by solar panels.
	15. Solar geysers in new housing developments	New housing developments for local residents should make use of solar geysers as a way to save energy
	16. Business, schools and household recycling programme	This project entails having special bins or bags for recyclable materials in schools, local business areas and households as well as a plant where materials can be sorted to be distributed to projects for manufacturing (compost, crafts or packaging materials)
	17. Harvesting rain water in communities without water and new business developments	Water availability is a concern and the provision of water tanks to harvest rain water in communities can help decrease service delivery backlogs.
	18. Programme to encourage businesses and households to change to energy saving light bulbs	This project can be in the form of a marketing campaign to enlighten households and business about the importance of saving energy and through this campaign encourage local households and business to use energy saving light bulbs where possible.
Trade	19. Informal Trade Management Programme	Establishing a system to manage informal trade and establishing 'markets' which specifically cater for informal traders is important tools that can help manage informal trade.
	20. SMME retail development	Creating SMME business incubators which are in the business of trade in rural areas
Tourism	* See Development Goal #5	

Phase 3: Corridor and Cluster Development

The third phase of creating an inclusive economy is corridor and cluster development. White River is an existing forestry cluster while Hazyview is an agriculture cluster and Mbombela is a regional commercial cluster. Value chain development will grow existing clusters and create opportunities for new local corridors which will promote a more inclusive economy as employment opportunities will not be limited to the nodal areas.

2.3.9.8.3 Development objective 3: an innovative and technologically advanced municipality

Technological advancement can be in the form of service delivery, communication, energy provision and innovative manufacturing incubators. By ensuring that the municipality is an innovative and technologically advanced municipality can mean that processes, service delivery and economic growth can occur at an optimal level and that there is an enabling environment for technologically advanced cluster developments. Partnerships between private sector and public sector are essential for technological advancements such as broadband and Wi-Fi internet connections in public areas. Mbombela could become a technologically advanced municipality through:

- Creating functioning ICT infrastructure (broadband connectivity)
- Skills development in technological changes in certain sectors, for instance agriculture or manufacturing
- Technologically advanced industrial parks
- A computer literate population
- Using technology to improve service delivery

Projects towards this development goal can include:

- Providing internet connectivity to local schools and skills development institutions
- Wi-Fi Hotspots in the CBD and places such as libraries
- Community computer literate program
- E-services
- 'Smart' crime fighting and emergency management
- Mobile internet cafes in rural areas
- Improving the municipal call centre to be available 24 hours

Problems in the municipality in terms of access to internet and computers include:

- An estimated 32% of the people have access to the internet, of which 57% access the internet via their cell phones and only 17% have access at home.
- Access to a computer is limited to 20% of the population
- Rural areas should not be excluded from technological advancements (inclusive economy).

2.3.9.8.4 Development objective 4: an education and skills development orientated municipality

A university city can be defined as a city whose economy is closely related with the activities at the university and supported by university structures; this would typically include university clinics, libraries, business incubators, etc. A university city is typically a city whose population is dominated by the university population. Many university cities are also centres for technological research and innovative start-ups. University cities in South Africa include Stellenbosch and Potchefstroom.

Conflict can easily arise between local government and higher education facilities, especially if there are a large number of students. Issues that normally arise are due to housing concerns, noise levels, crime concerns and traffic congestions. It is therefore very important that there are open lines of communication between local government and the higher education facilities.

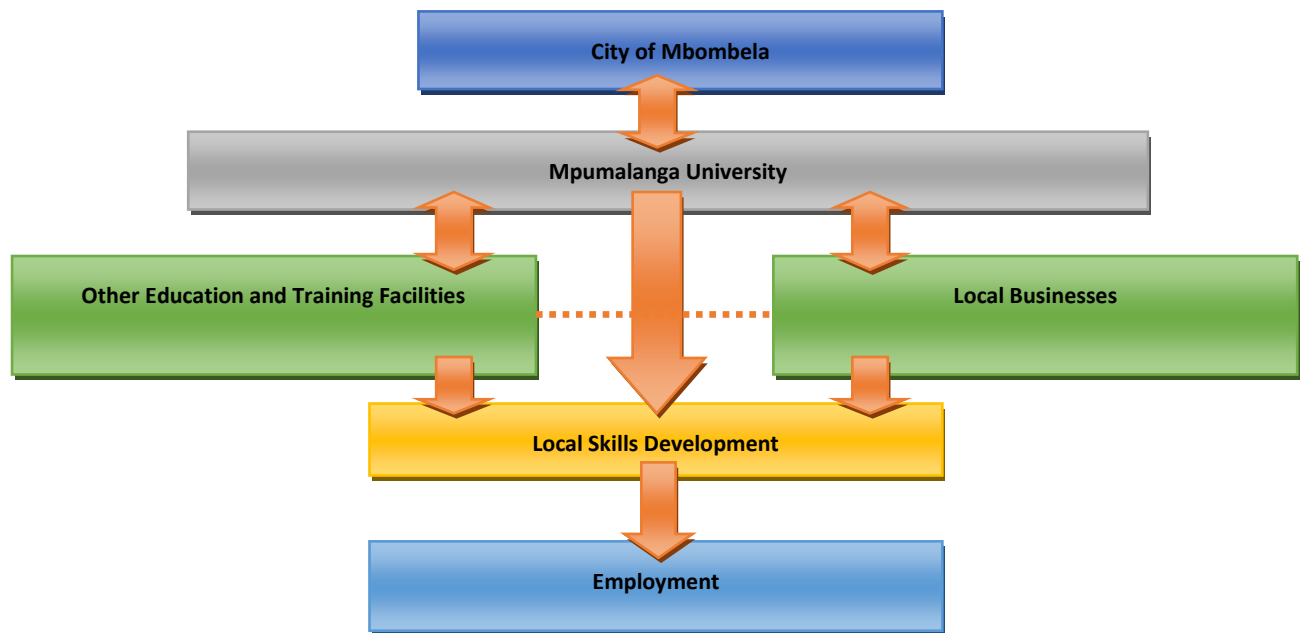
The municipal area had a number of higher education facilities and these education facilities include: a UNISA office, the Ehlanzeni FET College, a Tshwane University of Technology (TUT) Campus etc. as well as the University of Mpumalanga.

The University of Mpumalanga's main campus is situated at the Lowveld College of Agriculture and has two other campuses; the hospitality school in KaNyamazane and the Siyabuswa Education Campus. The Education Campus is not located within the borders of the municipality.

The municipality will not be a traditional university city where the local economy is mostly dependant on the operations of the University but the Mpumalanga University, together with other higher education facilities will assist to fill some of the economic and socio-economic gaps that are prevalent.

The Diagram below indicates the framework with which the partnership between local education service providers, business and the local municipality can work together towards an education and skills development municipality.

Diagram 2.3.9.8.4: Skills Development Framework



Focus points for developing Mbombela into an education and skills development focused municipality include:

- There is a large majority of the population that have a lack in education
- The University will improve access to higher education for local communities
- High youth unemployment rates are prevalent
- The University will assist in developing the local agricultural and tourism sector
- The University will create employment (temporary and permanent)
- By focussing on tourism and agriculture studies, the university can ensure growth in these sectors
- Future commercial studies at the university can be very beneficial towards to local economy as the municipality is the finance and business hub of the Province
- Together with the municipality and other institutions, skills shortages can be addressed and the importance of an high school education can be promoted
- By working together with other education and training facilities, the University can provide assistance in terms of accreditation of courses, guest lecturers etc.
- Collaboration volunteer programmes between institutions can directly benefit local communities
- Encouraging post graduate research at higher education facilities

The municipality could assist in maximising the benefits from the University by:

- Ensuring that there are basic services and infrastructure at university developments
- Working together with the university to ensure that there is easy access to campus and the necessary facilities for example, shops, libraries, book stores etc.
- Collaborating with university in terms of spatial planning in areas surrounding the municipality
- Creating a job linkage programme with the university and local businesses to facilitate linking graduated with job opportunities or internships to ensure skills are retained within the municipality
- Creating a partnership with the university to create community and volunteer projects in which students can participate and build the local community
- Higher education institutions can collaborate with each other and the municipality to host facilitate courses or classes in the rural areas
- Developing a skills development centre for vocational education and training

Currently, the university is still in its development phase. The municipality could therefore ensure that adequate infrastructure is provided to the University and that the development of the university is part of the municipality's spatial planning. As the university develops and grows, the municipality must collaborate with the University and encourage their participation in local economic development.

- Skills development should be in those sectors which have been identified for development as well as the prominent sectors.
- Not only is it important to improve skills to ensure that sectors have adequately skilled employees and that there is a larger proportion of the population who have higher education

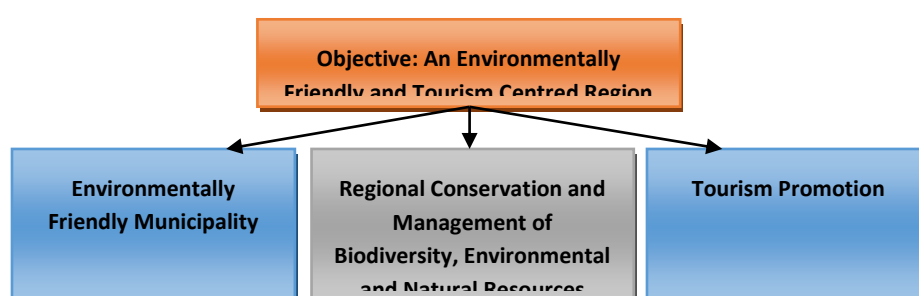
but there should also be a focus on primary and high schools and the importance of obtaining a National Senior Certificate.

- The municipality can assist in ensuring that schools are an environment constructive to learning by ensuring that there are functioning services like running water and electricity. The municipality can also assist in ensuring that schools have books, the necessary equipment and adequate libraries to help learners make the most of their education.

2.3.9.8.5 Development objective 5: an environmentally friendly and tourism centred region

This development objective is based on a two pronged approach:

Diagram 2.3.9.8.5: Development Objective 5 – Approach



a) Environmentally Friendly Municipality

Developing the municipality into an environmentally friendly municipality means that the municipality creates a favourable environment for recycling and waste management activities; encourages sustainable production practices and promotes the use of alternative energy sources.

Mbombela could be transformed into an environmentally friendly municipality by:

- Promoting the importance of 'reduce, re-use and recycle' in local communities
- Encouraging new developments to use products such as solar panels for electricity, solar geysers, energy saving light bulbs and environmentally friendly building materials and water tanks to harvest rain water.
- Encouraging businesses and households to use energy and water more efficiently and to reduce waste
- Creating more environmentally friendly practices within the day-to-day functioning of the Municipality.
- Utilising alternative energy sources to reduce infrastructure backlogs in rural communities (electricity and solar geysers)
- Reducing the carbon footprint of the Municipality
- Lobbying nationally for power to be put back into the grid by residential generation options

Potential projects:

- Recycling programmes (involve schools, businesses and local communities)
- Manufacture products from recycled materials for the tourism sector
- Organic waste to compost programme
- Alternative energy for rural communities
- Support for CIDs/keep Mbombela clean projects
- Waste to energy production
- Advertisement campaign on recycling, water and electricity use to inspire the local communities and businesses to become more environmentally conscious

Community involvement in environmental protection is essential but unfortunately very poor waste management systems are in place in the municipality; 60% of residents use their own refuse dumps to dispose of waste which can have very negative environmental impacts. Addressing this issue should be a priority while transforming Mbombela into an environmentally friendly municipality.

b) Conservation and Management of Biodiversity, Environmental and Natural Resources.

The natural environment in the municipality play a very important role in the local economy of the region. The region is renowned for the Kruger National Park as well as other natural tourist attractions. Conservation and sustainable agricultural methods must thus be of priority to the region.



The increase of the population will have a negative effect on the natural environment. Deforestation, overgrazing, erosion and water pollution as a result of informal human settlements can all have negative effects on the environment which in turn can have a negative result on the regional tourism industry and the rural agricultural sector.

It is therefore necessary that local government, tourism stakeholders and the local community work together to protect the eco-systems and natural environment of the region as it can form valuable linkages to the tourism sector of the region and assist in creating new employment opportunities for the local communities.

Potential projects for conservation and tourism promotion in the region includes:

- Sustainable agriculture programme in rural areas
- Management of rivers, streams, wetlands etc.
- Addressing illegal sand mining in rural areas

It is very important to educate local communities on the importance of conservation and sustainable agricultural practises. Not only for its effect on tourism but also on the livelihoods of future generations

c) Tourism Promotion

As previously mentioned the natural environment of the municipality as well as in the surrounding areas play an important role in local tourism development; but this is not the only aspect to tourism.

The following types of tourism could be developed and promoted:

- Adventure tourism
- Cultural tourism
- Cross-border shopping tourism (Mozambique and Swaziland)
- Events tourism (ICC development, Mbombela Stadium, local festivals, etc.)
- Rural/township tourism

Potential projects in terms of tourism development thus include:

- Developing existing conservation areas into tourism attractions
- Working together with other local municipalities and tourism stakeholders to create regional tourism routes and packages
- Promoting community tourism in areas surrounding the Kruger National Park (rural tours, local arts & crafts manufacturing etc.)
- Creating a Mbombela Tourism Development Strategy which will promote the different types of tourism which are mentioned above as well as marketing and branding of the municipality as a tourist destination

d) Tourism Branding

Branding is an important tool to market an area to potential tourists. Mbombela formed part of the branding area of Kruger Lowveld Tourism that promotes tourism in the following towns and surrounding areas:

- | | |
|-----------------|-----------------------------|
| ● Hoedspruit | ● Schoemanskloof |
| ● Bushbuckridge | ● eManzana (Badplaas) |
| ● Hazyview | ● Malelane |
| ● White River | ● Komatipoort |
| ● Mbombela | ● Kruger National Park area |
| ● Umjindi | |

It is important when branding the City of Mbombela as a tourist destination and a gateway to the region, to collaborate and align with existing branding of the area – such as the Kruger Lowveld brand. By working together with this brand, together with the Kruger Lowveld Chamber of Business and Tourism (KLCBT), tourism linkages to other areas can be strengthened and there can be collective tourism promotion. It is also important to create a more aligned branding strategy between private and public sectors. 'Kruger Lowveld' should be used to attract tourists to all the activities and attractions in the area and 'the city of excellence' should be true to its description in terms of services delivery and infrastructure, safety and cleanliness to ensure tourists to stay longer and return to the municipality.

2.3.9.9 LED projects (Former Mbombela)

Each project identified in the municipality LED Strategy is classified according to the following of **types** of projects:

- **Quick win projects:** These projects can be implemented within a maximum of 6 months and show a quick success. This will ensure that awareness of the strategy is raised, the commitment of stakeholders is proven and assist stimulate the momentum required to implement a wide reaching economic strategy.
- **Anchor projects:** These projects are flagship projects aimed primarily at facilitating and attaining economic development. These projects should be functionally focused and will represent the primary marketable development drivers in the study area. These projects are generally aimed at the medium to long term.
- **Supportive projects:** These projects will play a supporting role for both the catalytic as well as the community need projects. An example in this regard could be upgrading of roads.
- **Identified need projects:** The needs identified by the local community in the study area are as important as any other project and thus also require facilitation.
- **Skills linkage projects:** These projects relate to opportunities of local economic development service provision such as municipal labour-intensive projects where local community members with the appropriate skills can be employed or up-skilled.

The Table below indicates the priority of each of the LED projects as well as the type of project.

Table 2.3.9.9: Project Prioritisation

Project	Priority	Type
Development Goal 1: An Efficient and Enabling Municipality with Exceptional Infrastructure		
1.1 Reduction of service delivery backlogs through inter-departmental collaboration	1	Anchor
1.2 Building of roads in areas identified for development	2	Supportive
1.3 Creating precinct plans	3	Supportive
1.4 Internal skills development programme	4	Quick win
1.5 Inter-departmental cooperation and teambuilding	5	Quick win
Development Goal 2: An Inclusive Municipal Economy		
2.1 SMME Incubator	1	Anchor
2.2 Macadamia nut and oil production	2	Anchor
2.3 Job Linkage Centre	3	Identified need
2.4 Informal Trade Management Programme	4	Quick win
2.5 SMME retail development	5	Identified need
2.6 Packaging plant for fruit exports (KMIA)	6	Anchor
2.7 Food processing for exports	7	Anchor
2.8 Furniture production	8	Anchor
2.9 Organic vegetable production	9	Anchor
2.10 Aquaculture	10	Anchor
2.10 Compost manufacturing from farm waste (SMME)	11	Anchor
2.11 Juice extraction (citrus, mango)	12	Anchor
2.12 Production of essential oil from citrus peel	13	Anchor
2.13 Eco-friendly packaging material	14	Anchor
2.14 Re-establishment of MEDA	15	Quick Win
2.15 City of Mbombela Corporate Social Investment Scheme	16	Quick win
2.16 Cosmetics from essential oils	17	Anchor
2.17 City of Mbombela Economic Development Partnership	18	Quick Win
2.18 Traffic and public transport strategy	19	Supportive
Development Goal 3: An Innovative & Technologically Advanced Municipality		
3.1 Wi-Fi project (CBD, Schools, Libraries)	1	Quick win
3.2 Community Computer Programme	2	Identified need
3.3 E-services	3	Quick win
Development Goal 4: An Education and Skills Development Orientated Municipality		
4.1 Internship and Trainee Programme	1	Identified need
4.2 Youth Development Programme & Skills Centre	2	Identified need
4.3 Mpumalanga University Service Provision	3	Supportive
4.4 City of Mbombela Higher Education Partnership	4	Quick win

Project	Priority	Type
4.5 Sectoral Skills Audit	5	Supportive
4.6 City of Mbombela Schools Development Programme	6	Identified need
Development Goal 5: An Environmentally Friendly and Tourism Centred Municipality		
5.1 Community tourism projects	1	Identified need
5.2 New tourism development in conservation areas	2	Anchor
5.3 Arts & crafts manufacturing from recycled items	3	Skills linkage
5.4 Recycling programmes (involve schools, businesses and local communities)	4	Skills linkage
5.5 Regional tourism routes and packages	5	Quick win
5.6 City Improvement District (CID) Support Programme	6	Quick win
5.7 Organic waste beneficiation	7	Anchor
5.8 Waste to Energy	8	Anchor
5.9 Sustainable agriculture programme	9	Quick win
5.10 Solar geysers in new housing developments	10	Anchor
5.11 Harvesting rain water in communities without water and new business developments	11	Anchor
5.12 Solar panel street lights installation	12	Anchor
5.13 Programme to encourage businesses and households to change to energy saving light bulbs	13	Quick win

2.3.9.10 Mbombela Economic Development Partnership (MEDP)

The municipality has established the Mbombela Economic Development Partnership (MEDP) to serve as the backbone for identification and implementation of LED projects in the municipality. The MEDP plays an important role in ensuring community members and local stakeholders are informed of economic activities in their local areas and how to benefit and contribute to projects.

The main objective to establishing MEDP is to ensure:

- The participation and input from the local community,
- Businesses and other stakeholders within the local municipality that will enable co-ordination between local stakeholders,
- Mobilisation of resources, obtaining commitment as well as establishing and maintaining a common vision.

In general, MEDP consists of the private, public and community sectors. The municipality could also involve a greater number of representatives from various government departments. This would increase access to resources as well as provide a different perspective on ensuring and enabling economic growth within the local municipality.

2.3.9.11 Former Umjindi LED Strategy

The former Umjindi Municipality was in the process of reviewing its LED Strategy in collaboration with EDM, DEDET and COGTA and other stakeholders prior amalgamation with Mbombela Local Municipality. Barberton Mines had committed itself in funding the review of the LED Strategy. The objectives of the LED Strategy included amongst other things- (i) To investigate the options and opportunities available to broaden the local economic base of the area and attract direct investment in a sustainable manner. (ii) To identify sectoral programmes that could be used as basis for pro-active economic development initiatives. (iii) To investigate the micro-level business opportunities as well as constraints hampering spontaneous development. However with the amalgamation of the former Umjindi and Mbombela, processes were underway to develop a new LED Strategy that will cater for the whole new Municipality.

2.3.9.11.1 Entities/NGOs promoting LED and Tourism in the Former Umjindi

The former Umjindi Municipality had one municipal entity named Umjindi Local Economic Development Agency (UMLEDA) and various NPOs which facilitated essential development mandates within the municipal area. The UMLEDA has been converted to COMDA (City of Mbombela Development Agency) as a result of the amalgamation of the former Umjindi and Mbombela with more or less the same mandate. There municipal area had, and still has, three NPOs promoting economic development; namely:

- Barberton Community Tourism
- Umjindi Resource Centre
- Umjindi Jewellery Project.

These entity and NPOs and their respective mandates are briefly outlined below.

2.3.9.11.2 Umjindi Local Economic Development Agency (UMLEDA)

Umjindi Local Economic Development Agency was born out of the quest of the Municipality to grow the local economy, attract investments into the area, facilitate and create an enabling environment for jobs to be created and sustained, and most importantly to improve the lives of the inhabitants within the municipal area. As per legislative requirements, the former Umjindi Municipality considered various delivery mechanisms, and the establishment of a private company wholly-owned by the Umjindi Municipality was favoured for four main reasons:

- The entity will be governed by the provisions of the MFMA, MSA, MSAA and the Companies Act as a municipal entity therefore there is sufficient governance protocols and regulations;
- Being private company, the entity will unlike the municipality, have flexible yet robust decision making structures, such as the board of directors that can meet easier than the council;
- Funders such as the IDC are willing to fund and support municipal entities that are independent of their parent municipalities and run on commercial oriented principles; and
- Private investors often prefer to work with like-minded commercial, flexible, bureaucracy-free entities that make and implement decisions quicker.

Having a significantly low economic growth and a high unemployment rate, Umjindi is seeking to pursue an effective and efficient economic intervention strategy that will ensure the local economy is developed in order to turn the tide against poverty that the local inhabitants are living under. To this end, the Council of Umjindi Municipality resolved to establish a vehicle that will turn the economy of the area around and set this economy on a sustainable growth trajectory. The most suitable vehicle to

perform this role as recommended by the Municipal Finance Management Act and the Municipal Systems Act is a municipal entity to be incorporated as Umjindi Local Economic Development Agency (UMLEDA).

Umjindi Local Economic Development Agency's principal business was the attraction of investments and facilitation of economic development growth into Umjindi Municipality. With the amalgamation of Umjindi and Mbombela, UMLEDA has come to be known as COMDA, an acronym for City of Mbombela Development Agency.

Objectives of UMLEDA

The broad objectives of the Umjindi Development Agency were as follows:

- To attract investments into Umjindi municipal area.
- To market and promote the Umjindi local economy among potential investors as a good investment destination.
- Economic Growth: Promote investment in jobs, new growth sectors and support for innovation.
- Enterprise Development: Broadening ownership by mobilizing support for small enterprise development, community cooperatives and corporations.
- To foster and strengthen the linkages between local businesses, local government and civil society as well as to attract new external investment.
- To demonstrate the investment opportunities in Umjindi among key audiences.
- To kick-start the implementation of strategic and high-value economic projects.
- To implement large scale economic development projects for the Municipality.

Proposed Projects

The list of projects below is not exhaustive, however, it emanated from the IDP, LED Strategy, and the Investment Prospectus of the former Umjindi Municipality, as well as field and desk-top opportunity feasibility studies that were conducted. The projects that were identified included amongst others the following:

- Film Academy
- Shopping Centre
- Construction of a Hotel
- Transport Hub
- Industrial Park (in partnership with Mpumalanga Economic Growth Agency)
- Gold Mine Museum
- Meat & Food Processing Centre
- Building and Decor Hub
- Warehousing and Logistics Hub
- Botanical Gardens
- Heritage Site at the Geological Sedimentary Rock Formations
- Different energy projects
- Public space management
- Inner-city transformation and precinct planning
- Green economy
- Urban design management
- Economic development
- Infrastructure development
- Rocky Drift Industrial Park
- International Convention Centre

- Facilitation of the Cultural hub
- Facilitate the implementation of the international fresh produce market.

The above mentioned project proposals informed all the business plans submitted to the IDC for approval.

2.3.9.11.3 Barberton Community Tourism

The former Umjindi Municipality has contracted BCT for the attainment of tourism marketing and related objectives, excluding tourism development on behalf of Council. The Umjindi Municipality retained the tourism development function which was implemented in close cooperation and as a joint strategy with BCT.

BCT objectives

The entity has the following objectives and undertakes to:

- Market the entity for fund raising projects;
- Establish and promote the area of Umjindi as a tourism destination by developing and enhancing the particular branding identity and tourism ambience and increasing the market share;
- Pro-actively coordinate and cooperate with all the destination's tourism stakeholders and develop alliances with other business and tourism organisations at regional and local level;
- Strive for a reasonable spread of tourists throughout the year;
- Provide the desired array of services to visitors through consumer-driven, high quality and memorable tourism experiences and an appropriate information service;
- Develop a common culture amongst members through participation, information sharing, training and networking to ensure a cohesive and committed membership;
- In cooperation with Council, inform and educate the community about the importance of tourism, which provides jobs and income for the destination and spreading the benefits of tourism as wide as possible throughout the community;
- Attain a secure funding basis for effective execution of these activities, which shall include but not be limited to the levying of membership fees in accordance with the Company's Articles of Association;
- Manage tourism in balance with the natural and man-made environment, as well as the desired social fabric of the destination;
- Affiliate at their own expense as representative Local Tourism Organisation for the Umjindi area (LTO) to the Kruger Lowveld Regional Tourism Organisation (RTO) or its successor.
- The possibility of negotiating a long term agreement with Council to provide for Councils reviewed objectives for tourism marketing and development and the funding of BCT

Core Project Focus Areas:

- Readiness for Kruger Lowveld Tourism (KLT) amalgamation and Integrated Visitor Services (IVS)
- Communications (Newsletters / Website, etc.)
- Membership
- Tourism Sector Plan as part of LED Strategy
- Office Management & Event Management
- Funding Initiatives

Other Project Focus Areas:

- World Heritage Project (WHS)
- Signage Management Plan
- Safety and Security
- Tourism Node Development

2.3.9.11.4 Umjindi Resource Centre (URC)

The Umjindi Resource Centre is an Independent Non-Governmental Organization (NGO) and a registered Section 21 Company that was initiated between Sappi and the former Umjindi Municipality. It provides access to information, educational resources and basic business services to scholars, students, pensioners, local entrepreneurs, visitors from other countries and adults of all descriptions. The centre has established itself as an affordable, accessible, and trustworthy digital village that empowers people.

The Centre is located on the lower level of the Barberton Public Library and provides educational resources and facilities for the approximately 11 500 learners in the 33 schools situated within a 15 kilometre radius of its location, as well as for educators and the community as a whole. It provides a wide range of facilities and resources for young children, learners, educators and adults alike. A nominal membership fee is charged on a quarterly basis but, where appropriate, financial assistance will be provided to cover membership fees and will be granted according to pre-set criteria.

The Umjindi Resource Centre comprises a Digital Village with computers, a dedicated study centre and a reference library. Duplication, lamination, faxing and bookbinding services are also provided to the community at a minimal cost. The Digital Village comprises 36 computers loaded with sponsored Microsoft software and providing internet and e-mail access through a 1024k ADSL connection. Dell donated 19 new computers to the centre enabling it to operate at full capacity and expanding the digital village from 17 computers to 36. It affords every member of the community to use state-of-the-art information technology, regardless of personal means.

2.3.9.11.5 Umjindi Jewellery Project (UJP)

The Umjindi Jewellery Project (Section 21, Non-Profit Organisation) was established in Barberton, Mpumalanga in 2002. Umjindi Jewellery Project is the largest community development project in Mpumalanga. It creates immediate employment for 11 people and has to date trained 60 jewellery manufacture and design students (previously disadvantaged individuals). The main focus of this project is skills development and poverty alleviation through practical training and mentorship in a manufacturing environment.

Project objectives are the following

- Become the largest Jewellery manufacturing workshop in Mpumalanga.
- Provide employment to the historically disadvantaged youth through on the job training in a Jewellery Production Workshop environment.
- Give employees the opportunity to grow within the Company and/or be placed in the jewellery industry by making use of our industry partners.
- Create an environment where everyone works towards one goal: "The growth and sustainability of the Company into the future", thereby creating job security for all employees.

Benefits of the Project

- Empowering underprivileged communities, and the individuals to realise their full potential.
- Provide quality careers and technological empowerment.
- Forge partnerships based on sound business principles contributing to national goals
- Promote South African skills locally and internationally
- With the development and growth of the project, more employment possibilities will be created.

2.3.10 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The preparation of a spatial development framework gives effect to section 12 of the Spatial and Land Use Management Act (Act 16 of 2013). It also gives effect to section 26 of the Municipal Systems Act (2000) which requires an integrated development plan of a municipality to reflect a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality. The City of Mbombela is currently in the process reviewing its Spatial Development Framework to guide and informs land development and management within the municipal area. It must also be borne in mind that the review will also cater for the former Umjindi municipal area as a result of the amalgamation with the Mbombela Local Municipality.

The SDF must give spatial effect to multi-sectoral projects identified in the IDP as well as assist the Municipality to co-ordinate the implementation of the various sector plans. This section gives a summary of key spatial aspects and development indicators that will inform the development of the municipal area.

2.3.10.1 SPATIAL ANALYSIS

This section outlines biophysical factors that influence where and how people in the municipality settle and organise themselves in space.

• Climate

The City of Mbombela is characterised by a humid subtropical climate with mild winters and warm summers. The average daily temperature fluctuates from 6 °C in winter (June and July) to 29 °C in summer (January, February). Barberton's climate is subtropical and the average day time temperature ranges from 18 degrees centigrade from June to August to the mid 30's from October to February. The average rainfall varies from 10mm during the winter (June, July and August) to 120mm during summer (November, December, January and February). The highest average rainfall is recorded in December and January. The geographic distribution of rainfall is as follows:

- The highest rainfall (800-1500mm) is recorded in the areas surrounding Ngodwana, Kaapsehoop, and Elandshoek to the west and in the area north-west of White River town.
- The Crocodile River catchment area and a north-south belt, including White River, Sabie River, Longmere Dam, Klipkoppie Dam and Da Gama Dam fall within a 700–800mm rainfall zone.
- The eastern areas receive the lowest annual rainfall between 400–700mm.
- The average mean annual precipitation for the Umjindi area varies from approximately 500 to 1700mm with average varying from approximately 450 to 550mm on the eastern areas to 1500mm at the escarpment and higher lying areas (DWAF 2000).

• Geology

The geology types occurring in the municipal area can be summarised as follows:

- A large portion of Umjindi and Mbombela is underlain with the Granite Group which covers most of the central, northern and eastern areas.
- Highly permeable and erodible, colluvial sands and residual soils overlay the granitic bedrock (Potassic Gneiss and Migmatite) in the Kanyamazane area.
- The western part has a variety of geology groups including Shale, Dolomite, Quartzite, Andesite, Ultramafic rocks and Gneiss. Dolomite rocks give rise to caustic features; the most notable in Mbombela is the 1.8km long Sudwala Caves.
- Hazyview is underlain by Granodiorite and Matsulu is underlain by Gneiss.

Economic geology is concerned with earth materials that can be used for economic and/or industrial purposes. These include precious and base metals, non-metallic mineral, construction grade stone, petroleum minerals, coal and water.

Minerals and metal deposits deriving from the geology groups in the municipal area include gold, chrysotile (asbestos) and limestone, mainly located along the escarpment in the western part. The central, northern and eastern sections of the municipality do not contain any minerals worthy of exploitation. The City of Mbombela has limited mining resources worthy of driving the economy as compared to other municipalities within Mpumalanga that have gold and coal mines. The mining deposits are considered noteworthy:

- The mine north of Kaapschehoop is continuously producing asbestos.
- Crusher quarries exist at Alkmaar, Karino, Umjindi, White River and Hazyview.
- In the western part there are various localities where gold deposits occur and where it has already been exploited.
- Two mines situated north and north-east of Kaapsehoop respectively, are abandoned.
- Small scale illegal sand mining is taking place from river beds, mainly in the Nsikazi area (Gutshwa River).
- Mining has played and is still playing a significant role in the development of Umjindi area. It provides for more than 2 000 jobs. The most prominent mines include the three Barberton Gold Mines which are situated in Sheba, New Consort, and Fairview. Other mines known in this area include Makhonjwa Mine and Agnes Mine which are also mining gold.

- **Topography**

The City of Mbombela lies on the eastern edge of the Drakensberg mountain range. The area can be divided into three distinct physiographic regions based on the north-south orientation of the Drakensberg mountain range, namely, Highveld, escarpment and Lowveld. Umjindi area is situated on the Lowveld escarpment with an average elevation of 877m above sea level and altitudes varying from 600 to 2100m. The escarpment and the beautiful Makhonjwa Mountain provide an attractive variety to the landscape promoting scenic tourism.

The topography ranges from mountainous areas in the western parts to gently sloping areas in the eastern parts. The area falls from a height of approximately 1200m above sea level in the southern-western part to 350m in the north-eastern parts. A slope analysis, based on slope data received from the National Department of Agriculture, Forestry and Fisheries, presents areas with slopes that vary between $\leq 2\%$ (level to very gently slope) and $\geq 20\%$ (steep slopes). Accordingly, most of the municipality consists of steep slopes.

The Umjindi area is dominated by high mountains representing 57.34% while low mountains constitute 42.66% of the area. The majority of the area is level (68.44%) with moderate slopes (23.55%) and, thus, potentially fit for urbanisation and agriculture. Steep and very steep slopes occur in only 7.99% of the area.

- **Hydrology**

The City of Mbombela is situated within two sub-catchments that constitute the main Nkomati River catchment area. The two sub-catchments are the Crocodile River catchment area and the Sabie-Sand catchment area. The Crocodile River runs in a west-east direction across the middle of the municipality and the Sabie River runs in a west-east direction along the northern boundary of the municipality. The Elands River, running south-east to north-west, is the main tributary flowing into the Crocodile River. The North Sand River, running north-south, is the main tributary flowing into the Sabie River. Other rivers of note include Ngodwana River, Nels River, White River, White Waters River, Gutshwa River, Nsikazi River, Houtbosloop River, Lupelule River, Rietspruit River and Blinkwater River. Umjindi disposes of the Noordkaap River, the Suidkaap River, Queen's and Fig Tree Creek feeding the Kaap River, the Mtsoli River and Mlumati River, flowing towards the Indian Ocean. The catchments of the rivers determine the respective landscapes for tourism, timber growing and agriculture.

The main dams in the City of Mbombela are Longmere, Ngodwana, Da Gama, Klipkopje, Primkop, Nsikazana, Friedenheim, Kweni (situated outside Mbombela in Thaba Chweu), Witklip (situated outside Mbombela in Thaba Chweu) and Inyaka (situated outside Mbombela in Bushbuckridge). The major dams in the Umjindi area include Shelangubo Dam and Lomati Dam.

- **Geohydrology**

The Kanyamazane area is underlain by a granite aquifer which is estimated to store approximately 5000m of water per km² and receives $\pm 25\,000\text{m}^3$ per annum of recharge from rainfall. Large exploitation of groundwater is limited due to the physical hydraulic nature of granite aquifers. Groundwater quality is good although contamination is taking place. Groundwater drainage is in an easterly direction. The area to the north of the City of Mbombela is typically underlain by un-oxidised residual dolomite soils however some of the areas appear to be oxidised and as a consequence are likely to be very permeable. Other areas may have sinkholes forming as a result of the poor drainage and where the dolomite rock is less than 6 meter deep.

- **Vegetation**

The most dominant vegetation type is the Legogote Sour Bushveld, covering most of the western, central and northern parts. The Highveld regions in the west is characterised by grassland vegetation. Typical plants include red-hot poker, pineapple, lilies, scillas, gladioli, watsonias, brunsvigias and numerous terrestrial orchards and summer rainfall proteas. The Lowveld region is characterised by the Croc Gorge Mountain Bushveld, Malalane Mountain Bushveld and Pretoriusskop Sour Bushveld. The Escarpment is characterised by the Northern Escarpment Dolomite Grasslands, Steenkamsberg Montane Grassland, Northern Escarpment Dolomite Grassland and Long Tom Pass Montane.

According to Acocks (1975), the largest portion of the Umjindi area is categorised as Lowveld Sour Bushveld (47.86%) and North-Eastern Mountain Sourveld (18.89%) types. The Makhonjwa Mountains are a veritable treasure trove of other heritage values of great significance. Biologically, they are home to an incredible variety of native plants and animals, and the area is one of the recognised 'Centres of Biological Endemism' in South Africa. The mountains contain very important high-rainfall mountain catchments, which are protected in terms of several proclaimed Nature Reserves. The crimson hued Pride of de Kaap is another well-known local plant.

- **Biodiversity**

Mpumalanga Biodiversity Conservation Plan (MBCP) is a spatial plan that groups the province's biodiversity assets into six conservation categories based on the measured distribution of hundreds of biodiversity and ecological features throughout the province. The MBCP for Mpumalanga was superimposed on the municipal area. The following is evident from the plan:

- Protected areas such as Kruger National Park, Botanical Garden,
- Irreplaceable areas mainly include the Crocodile Gorge and western escarpment areas stretching from Elandschoek to Kaapsehoop, with a few patches scattered in Schoemanskloof.
- Highly significant areas are predominantly found in the western part of the municipality. It is also found, to a lesser extent, around Barberton Nature Reserve, at Luphisi, Mpakeni, Numbi and between White River and Rocky Drift.
- Important and necessary – includes an area stretching from Numbi to Legogote, an area at Rocky Drift, an area stretching from Mataffin to Schagen and further north-east and a few patches along the southern municipal boundary.
- Least concern – these areas are focused in the eastern part of the municipality, east of the R40.
- No natural habitat remaining – includes the areas that are settled on, forestry areas and areas used for irrigation purposes.
- Ecological and aquatic corridors – The Sabie and Crocodile Rivers are both categorised as ecological and aquatic corridors.

The largest protected area is the Kruger National Park followed by the Mthethomusha Nature Reserve situated on the border of the Kruger National Park. The plateau at Kaapsehoop is an important area for conservation of plants, particularly herbaceous grasslands species. This area also has the third largest breeding population of Blue Swallow in South Africa. The Crocodile Gorge has a high scenic value and a high diversity of habitats and is considered an area of particular ecological and conservation importance.

- **Agricultural capability**

Agricultural land capability is the total suitability for use, in an ecologically sustainable way, for crops, for grazing, for woodland and for wildlife. The land with a very low agricultural capability coincides with the mountainous areas. The land with a low agricultural capability is located in the Kruger National Park, Schoemanskloof, Ngodwana, at Pienaar and Daantjie and north-east of Legogote. The larger extent of the municipality contains land with a medium agricultural capability. The land with a high agricultural capability is located at Kiepersol to the north and along the Crocodile River and its tributary to the west. The weathering of different geology types determine the type of soils (depth, texture etc.), minerals and metals to be found in different areas, which together with other factors, determines mining possibilities, agricultural opportunities and vegetation types.

None of area of the Umjindi area is regarded as high potential agricultural soils. Intensive agriculture takes place on medium, low and very low potential land. The non-existence of high potential soils makes the conservation of the medium potential soils very important.

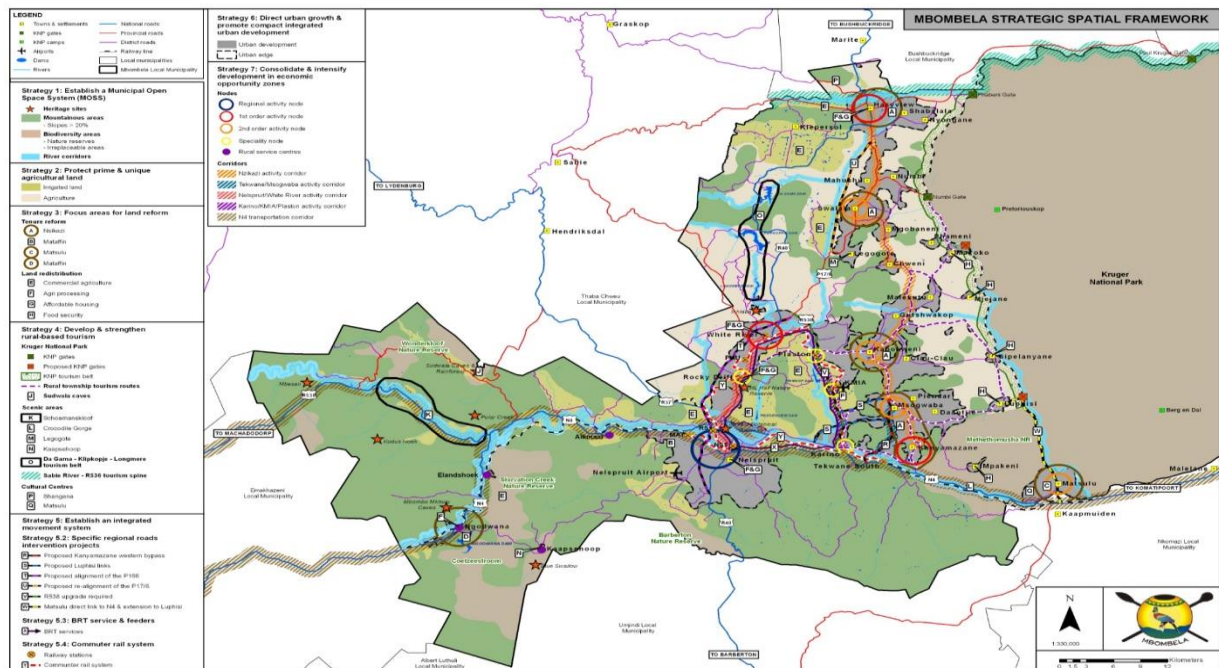
2.3.10.2 STRATEGIC SPATIAL FRAMEWORK

The Municipality's spatial vision is to achieve sustainable development in respect of people, economy and environment. In order to achieve the spatial vision, the Municipality has identified the following 7 spatial strategies:

- Establish a Municipal Open Space System
- Protect prime and unique agricultural land
- Focus areas for land reform
- Develop and strengthen rural-based tourism
- Establish an integrated movement system
- Direct urban growth and promote compact integrated development
- Consolidate and intensify financial year development in economic opportunity zones

The above strategies are the ones that are going to guide the future development. Figure 2.12.2 shows the desired spatial pattern of the municipality informed by the spatial strategies.

Figure 2.3.10.2: The City of Mbombela Strategic Spatial Framework



Source: City of Mbombela SDF, 2012

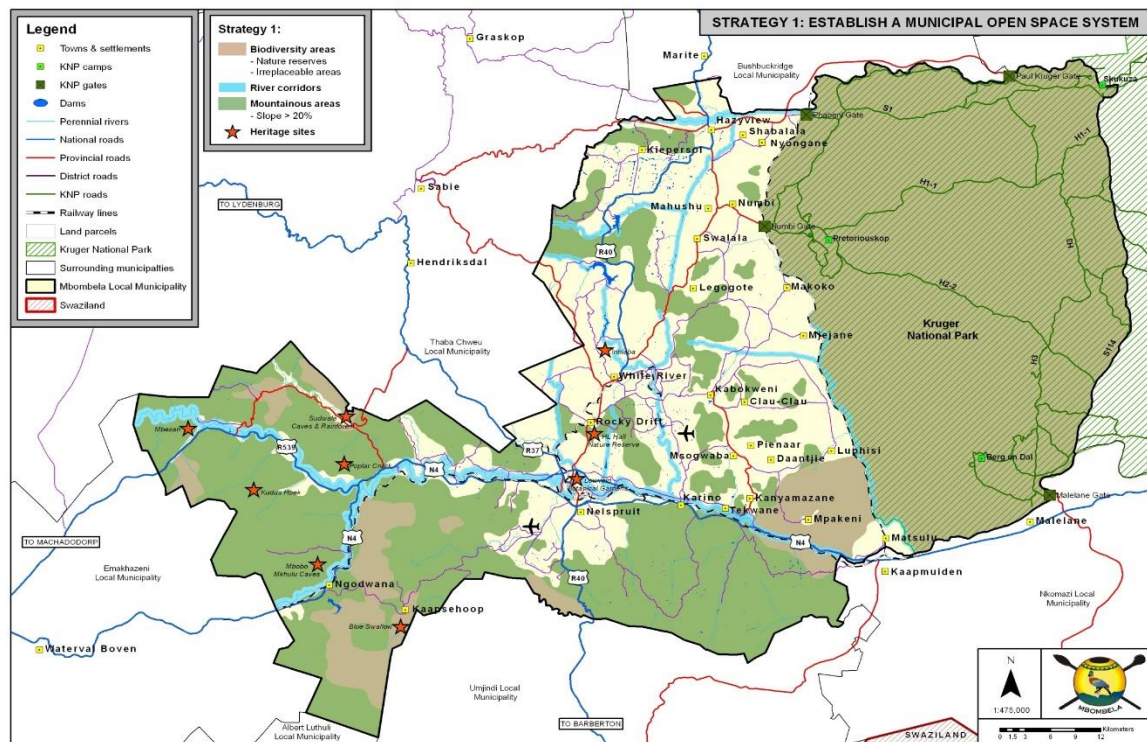
2.3.10.2.1 Establish a Municipal Open Space System (MOSS)

The City of Mbombela's geophysical features (such as mountains and plains), natural resources (such as biodiversity and hydrological systems) and cultural landscapes are central to the way in which residents and visitors can identify within the municipality.

People use natural and more formally developed open spaces for exercise, recreation, and cultural and religious activities, but also derive a sense of well-being from viewing open space, or merely knowing it is there to be used. In addition, by using the ecological services of nature, Mbombela reduces some of its operating costs, e.g. reeds in wetlands help purify storm water, and improve river water quality.

For these resources to be used and enjoyed by present and future generations, it is critical that they are defined and protected. The Municipality's protection-worthy natural resources and assets will determine where urban development should not go in the medium and longer term, and or where the impact of development must be carefully managed. Refer to figure 2.12.2.1 for this strategy map.

Figure 2.3.10.2.1: Strategy 1: **Establish a Municipal Open Space System (MOSS)**



Source: **City of Mbombela SDF, 2012**

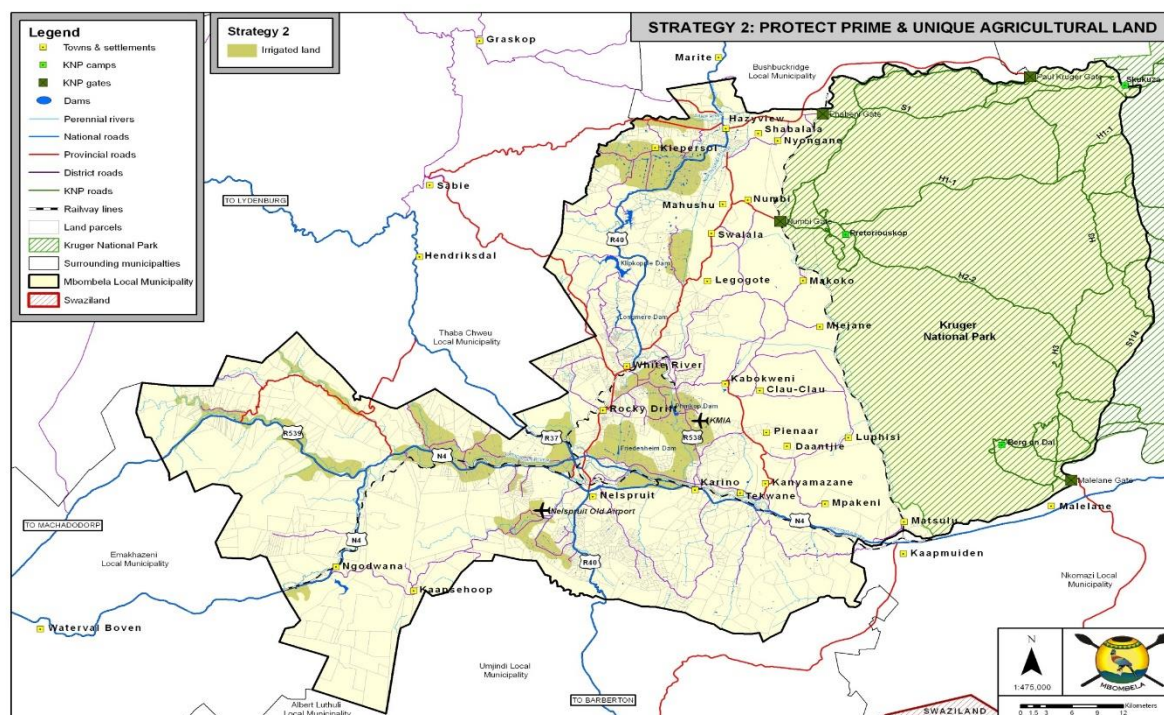
2.3.10.2.2 Protect prime and unique Agricultural land

Economic development and national food security depend on the availability of productive and fertile agricultural land, which is consistently threatened by the demand for land for residential and industrial development.

The Conservation of Agricultural Resources Act (Act 43 of 1983) provides for the conservation of natural agricultural resources through prevention of erosion and the destruction of water resources, and veld protection measures. Currently the retention of productive agricultural land is administered through the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970) which controls the subdivision of agricultural land and its use for purposes other than agriculture. In the near future the use of this scarce resource will be regulated in terms of the Sustainable Utilisation of Agricultural Resource Bill (SAUR). Enshrined in the SUAR is the national policy on the protection of high potential and unique agricultural land (HPUAL). The Bill tasks provinces with the responsibility of ensuring that the principles of the HPUAL policy are incorporated into municipal IDPs and SDFs.

In view of the above, the Municipality will ensure that the development does not compromise the production of prime and unique agricultural land within the municipal area. Figure 2.12.2.2 below show the strategy.

Figure 2.3.10.2.2: Strategy 2: Protect prime and unique agricultural land



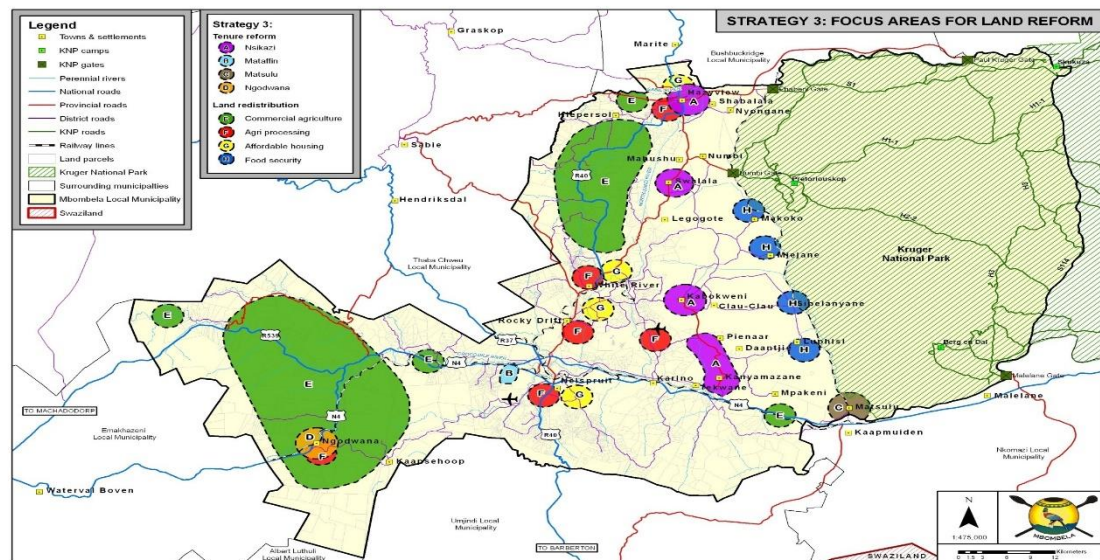
Source: **City of Mbombela SDF, 2012**

2.3.10.2.3 Focus areas for land reform

Although the municipality is not the key agent for land reform, the municipality has an obligation to identify focus areas for land reform. The Department of Rural Development and Land Reform should work closely with Mbombela to prepare an Area Based Plan (ABP) in order to incorporate land and agrarian reform projects into its IDP and SDF.

This strategy aims to identify land reform focus areas in the municipality in order to achieve the government objectives of providing tenure security that creates socio-economic opportunities of people living and working on farms and in communal areas, providing land for sustainable human settlements, industrial and economic development, providing efficient land use and land administration services and providing skills development framework for agrarian land reform to all relevant stakeholders. Figure 2.12.2.3 show the map of this strategy.

Figure 2.3.10.2.3: **Strategy 3: Focus areas for land reform**

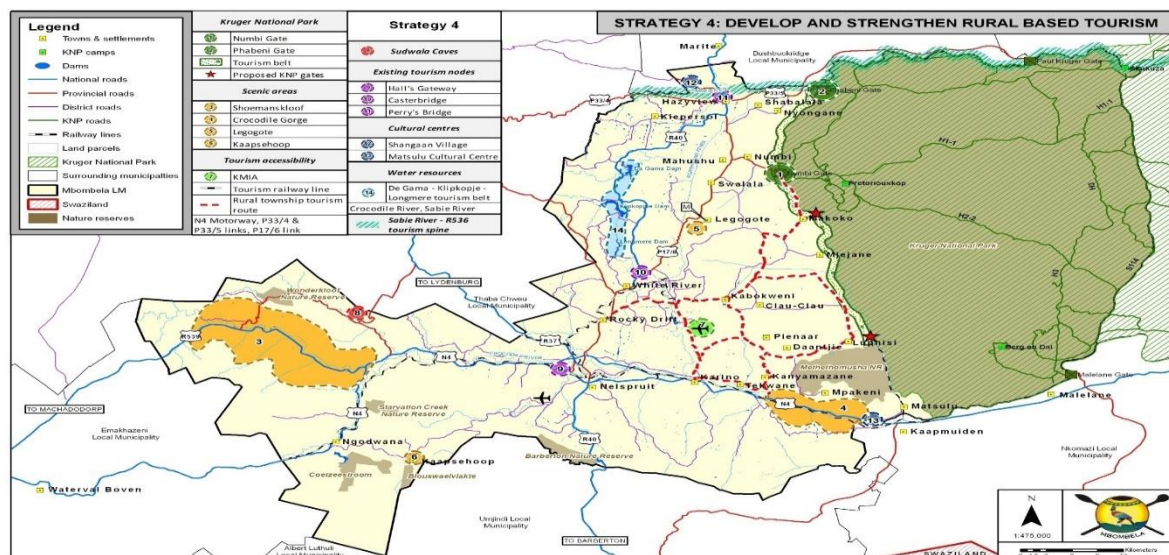


Source: City of Mbombela SDF, 2012

2.3.10.2.4 Develop and strengthen rural-based tourism

The scenic environment (natural resources), coupled with numerous attractions, rich cultural heritage and Kruger National Park, being one of the top ten tourist attractions in South Africa, make Mbombela a sought after destination to tourists. These attractions need to be consolidated into a municipal wide tourism destination network and need to be made even more accessible. Such a network should form an integral part of the broader Mpumalanga Tourism Growth Strategy. Refer to figure 2.3.10.2.4 for the map of the strategy.

Figure 2.3.10.2.4: **Strategy 4: Develop and strengthen rural-based tourism**



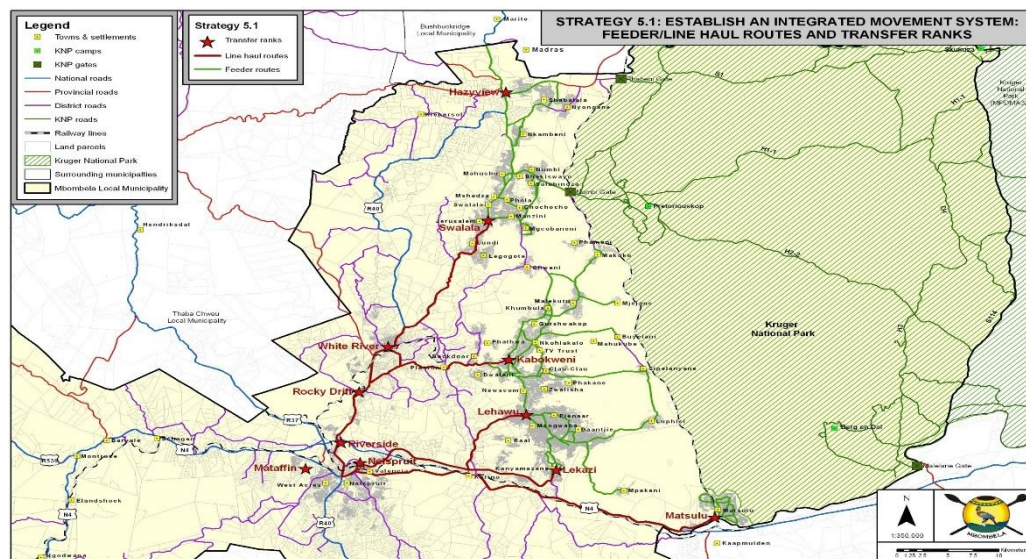
Source: City of Mbombela SDF, 2012

2.3.10.2.5 Establish an integrated movement system

The Municipality must have a movement system that provides all residents with convenient and affordable access to the resources and amenities. This movement system have a profound impact on spatial development patterns and accessibility, and hence on economic and social opportunity. The aim of this strategy is improve mobility and linkage between the eastern and western built-up areas of Mbombela and to promote spatial reconstruction and integration.

In line with the City of Mbombela's Integrated Transport Plan (ITP) and Land Use Transportation Strategy (LUTS), the movement system cannot simply be reactive to existing demand patterns but must be structured to cater for possible future demands. The Municipality therefore will focus on taxi feeder (line haul system), regional roads interventions, bus rapid transit system and commuter rail system. Refer to figure 2.3.10.2.5 for the map of this strategy.

Figure 2.3.10.2.5: **Strategy 5: Establish an integrated movement system**



Source: City of Mbombela SDF, 2012

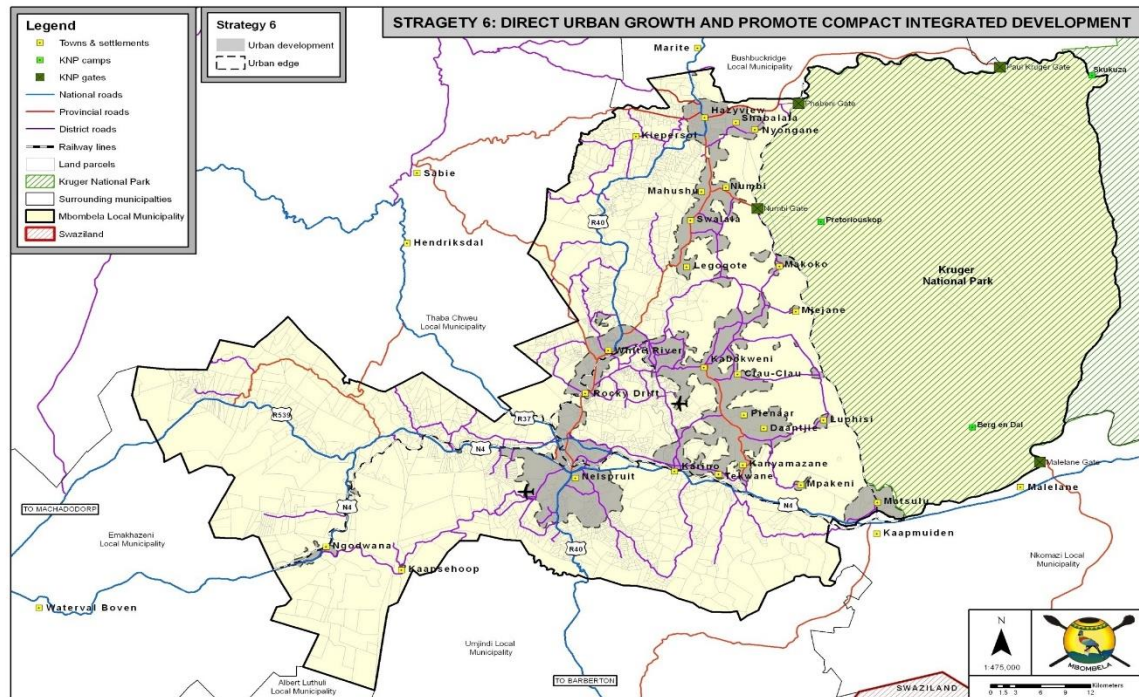
2.3.10.2.6 Direct urban growth and promote compact integrated development

The Municipality needs actively to pursue a compact form of development, where growth is directed towards areas suitable for development, and away from important resource areas and hazards. The future spatial development of the municipality needs to be efficient; needs to make the most of existing infrastructure investments and capacities, and the resources required for the adequate maintenance of these systems, before creating new infrastructure and maintenance demands.

Land is a scarce resource in the Municipality and a delicate balancing act is needed to deal with competing needs for conservation, productive land and urban development. The Municipality will improve its efficiency and sustainability by helping to protect the environmentally sensitive land by reducing demand for this land, making better use of the Municipality's limited resources for infrastructure investments and maintenance and supporting more transport options, as higher densities will provide the required thresholds to make public transport viable and offering a better, more convenient lifestyle for people who cannot drive, such as elderly, very young and disable people, as a greater number of facilities and opportunities will be accessible by foot, bicycle or public transport.

Compact settlements will be achieved through introducing planning tools that contain the settlement footprint (through urban edges) and encourage responsible densification (through strategic infilling and the intensification of land uses within the existing footprint, aligned with concentrations of economic activity, public transport, infrastructure and amenities). Refer to figure 2.3.10.2.6 for the map of this strategy.

Figure 2.3.10.2.6: **Strategy 6: Direct urban growth and promote compact integrated development**



Source: **City of Mbombela SDF, 2012**

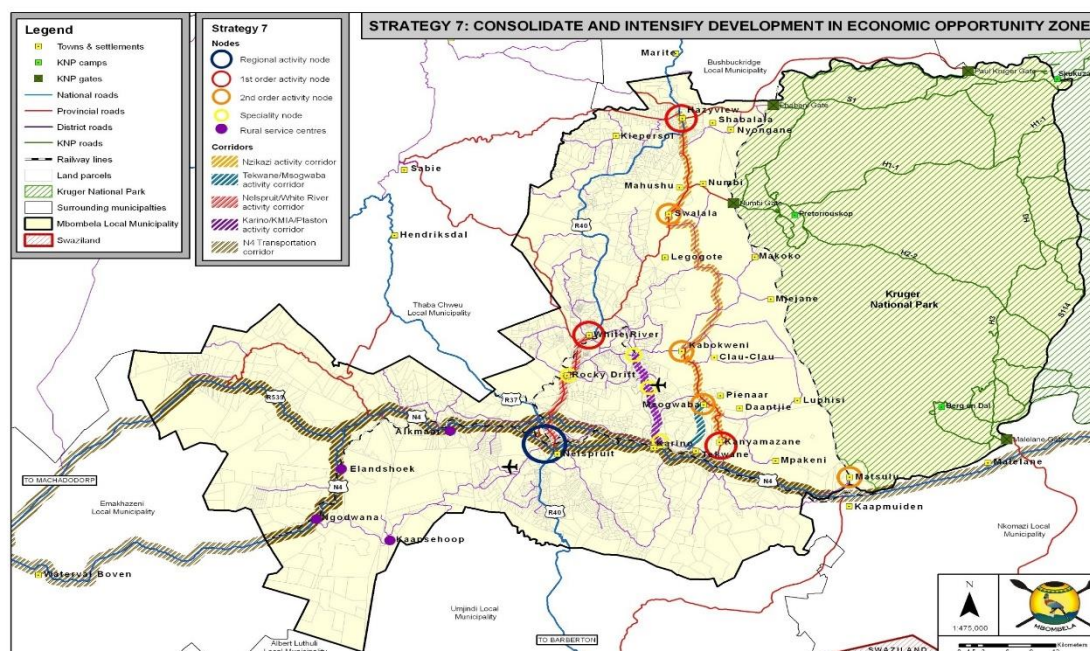
2.3.10.2.7 Consolidate and intensify development in Economic Opportunity Zones

This strategy is advocating that economic activity (formal and informal) be encouraged to locate within economic opportunity zones across the Municipality, related to the accessibility grid. These opportunity zones will be focal points for enabling public sector infrastructure investment (information communication technology, upgrade of roads and utility services). Public infrastructure investment and proactive land management strategies will provide a measure of certainty and direction to private investors.

Such economic opportunity zones should therefore serve as logical investment locations, given their higher thresholds associated with higher densities and concentrated flows of people, are convenient and accessible, as they are served by public transport and public amenities and facilities and are supported by mobility routes that facilitate relative ease of movement of people and freight.

The Municipality economic opportunity zones are envisaged on the accessibility grid of nodal development and corridor development. The nodal development involves areas where a higher intensity of land uses and activities are supported and promoted. On the other hand, corridor development entails links between nodes, along which an increased intensity of development and activities may be encouraged. Depending on the intensity of activity, the width of the strip could range from half a street block to two or more street blocks. Refer to figure 2.3.10.2.7 for the map of this strategy.

Figure 2.3.10.2.7: Strategy 7: Consolidate and intensify development in Economic Opportunity Zones



Source: City of Mbombela SDF, 2012

2.3.10.3 DESIRED SPATIAL PATTERN

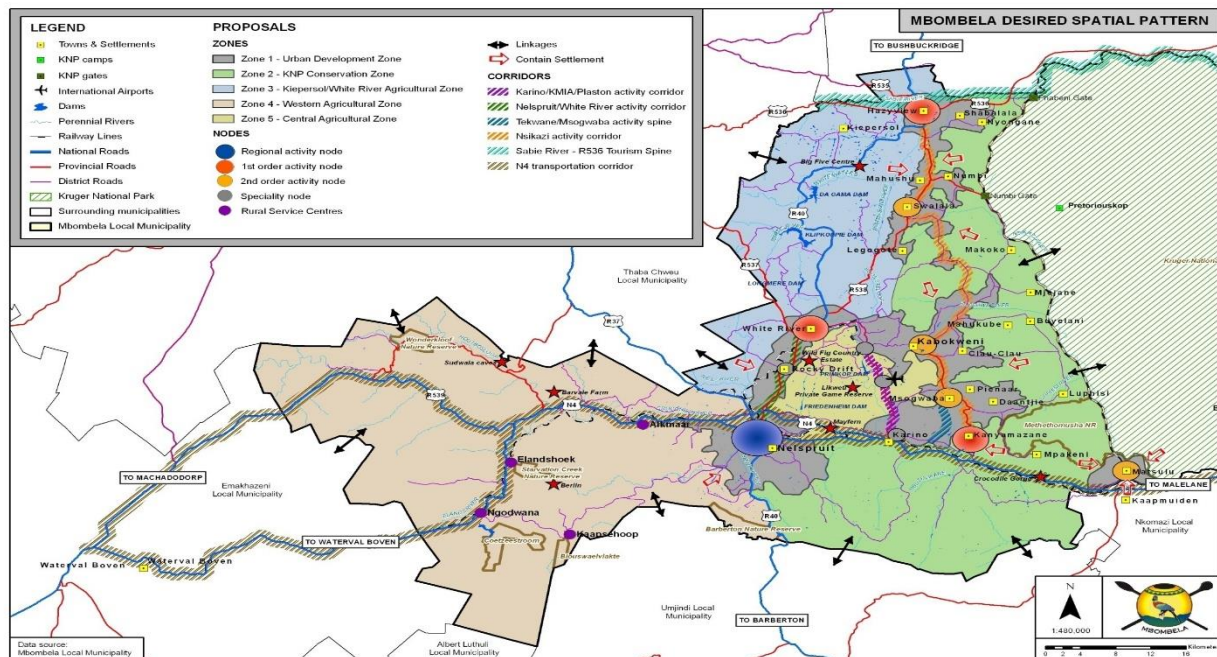
The desired spatial pattern basically distinguishes between urban and rural development areas by means of an urban edge, where rural areas are typically characterised by primary economic activities i.e.: agriculture, agri-processing, agri-villages, road related purposes including accommodation and vehicle related services, regional services (cemeteries, waste sites, reservoirs, electricity lines), tourism and other uses such as quarries and mining. On the other hand, urban areas are typically characterised by secondary and tertiary economic activity with some primary i.e.: urban agriculture, building materials, resource extraction.

Urban-rural distinction in the Municipality is made by dividing the municipality into 5 zones, where zone 1 is mainly urban and zones 2 to 5 are mainly rural in character. Zone 1 is Urban Development Zone (UDZ), zone 2 is Kruger National Park Conservation Zone, zone 3 is Kiepersol-White River Agricultural Zone, zone 4 is Western Agricultural Zone and zone 5 is Central Agricultural Zone

By nature, Zones 2-5 are not “development areas”, so the interventions in these areas should be minimized to aspects such as utilizing certain assets (e.g. high potential agricultural land to promote intensive agriculture and environmental assets to promote tourism), creating rural service centres where rural communities can access day-to-day services, creating rural residential settlements to provide housing opportunities for people who are involved in the rural economy and ensuring sufficient linkages between the rural and urban environments.

Each zone is briefly described below, including strategic objectives and development directives (*Note: The demarcation of these zones is conceptual and not cadastral specific*). Refer to figure 2.3.10.3 below for the desired spatial pattern.

Figure 2.3.10.3: Mbombela Desired spatial pattern



Source: City of Mbombela SDF, 2012

- **Urban Development Zone**

Urban development zone includes all land situated within the urban edge, including existing built-up areas, areas earmarked for future urban development (next 20 to 30 years) as well as undevelopable land (due to topographical, environmental or any other constraints). The main objective of this zone is to create a more compact municipality that will improve its efficiency and sustainability and to consolidate and intensify development in economic opportunity zones as required in terms of the spatial strategies 6 and 7 respectively.

- **Kruger National Park Conservation Zone**

This zone is located along the length of the Kruger National Park and stretches from the northern to the southern municipal boundary, from Sabie River to Mbombela. It includes the Mthethomusha Nature Reserve, Crocodile Gorge, Crociver Mountain Conservancy, Legogote Mountain and the existing rural settlements of Luphisi, Mpakeni, Sipelanyane, Buyelani, Mahukube, Mjeane, Makoko and Phameni. Mayfern is an existing agricultural village located east of Mbombela.

The Sabie, Crocodile, Gutshwa and Nsikazi Rivers are the main rivers traversing this zone. Minor districts roads, mainly gravel, characterise this zone with the exception of the N4 highway and road R536 to Phabeni Gate.

The Maputo railway line is located in the southern part with another railway line running parallel along the length of the KNP. Numbi and Phabeni Gates are two existing gates to the park, two alternative gates are proposed at Makoko and another at Luphisi.

The zone aims to achieve the internationally competitive tourism and conservation initiatives are supported in this zone to strengthen the Tourism Biodiversity Conservation Initiative between Swaziland and Mpumalanga; the feel and experience of the Kruger National Park is projected into the

Municipality, which need to be retained and strengthened as it serves as a distinguishing feature and has excellent marketing potential; improve access to the Kruger National Park, especially from the Kruger Mpumalanga International Airport, N4 highway and railway line running parallel to the park's border; exploit the tourism potential provided by the existing Kruger Park Gates and north-south railway line running along the KNP boundary and the use of land in this zone should be in support and complimentary to the Kruger National Park and should serve as an interface between the park and the Urban Development Zone.

- **Kiepersol-White River Agricultural Zone**

This area roughly stretches from Sabie River in the north to the R37 Lydenburg road in the south, the North-Sand River in the east and the municipal boundary in the west. Commercial farming dominates the area (mainly subtropical farms along the Sabie River and in the Kiepersol area) and forestry plantations. The Kiepersol and Big 5 Centre provide day-to-day services to surrounding farming communities. Sabie, North-Sand, White River, Sandspruit and Nelsriver are prominent rivers crossing this zone including 3 dams namely Da Gama, Longmere and Klipkopje.

The area is backboneed by the R40 route, which is the main road from Mbombela to Hazyview. The R538 is a major collector road linking White River with Hazyview through Swalala. Regional access roads include the R37 to Lydenburg and the R536 and R537 to Sabie.

Tourist developments opt to locate along the R537 road between Hazyview and Sabie, around the 3 dams and along the R538 road between White River and Legogote. The zone aims to utilise tourism facilities for permanent or long-term residential use needs to be restricted; develop rivers, natural forests and wetlands is restricted and shall only be allowed after legal environmental procedures have been conformed with; promote sand mining and discourage urban encroachment.

- **Western Agricultural Zone**

This zone is located in the western part of the municipal area, west of the R40 road and characterised with steep slopes, high rainfall and various localities where mining took place in the past. Today this area is dominated by commercial agriculture including forestry plantations on the higher lying areas and intensive agriculture in the valleys along the Elands and Crocodile Rivers and their tributaries. Rural service centres includes Ngodwana, Kaapsehoop, Elandshoek and Alkmaar.

A number of small industries have established in the area. Forestry villages are located at Houtboschoek (SAPPI) and Berlin (Komatiland Forest). Food processing factories are located at Barvale Farm (SAD), Solomon's Farm and Alkmaar. Numerous tourist facilities are situated along the N4 highway, including restaurants, tea rooms, hotels, guest houses, lodges, fruit stalls and curios shops. The Sudwala Caves, Schoemanskloof and Kaapsehoop are the most prominent tourist attractions in the area.

The N4 highway and Gauteng-Maputo railway line are the main linkages traversing the area. Other important links include the R539 to Sabie via Sudwala caves and the Ngodwana-Kaapsehoop-Mbombela link

The zone aim to achieve the following:

- Regional access provided by the N4 Maputo Development Corridor needs to be exploited by focusing on strategically placed tourism developments as well as agri- and forestry industries. The mobility function of the N4 should however not be impeded.
- The Sudwala Caves, known to be the world's oldest dolomite caves needs to be promoted as a tourism attraction point, together with Kaapsehoop, Schoemanskloof and surrounding archaeological sites, heritage sites and nature reserves.

- The existing rural service centres of Kaapsehoop, Ngodwana, Elandshoek and Alkmaar should not be viewed as focus areas for future growth.
 - High potential agricultural land along the Crocodile River catchment area needs to be protected and be used for commercial farming. Linkages should be improved to market areas.
 - Small scale downstream beneficiation of agricultural products should be actively promoted, as these activities can contribute to the growth of the local economy.
 - To optimise and further develop the agricultural, forestry and tourism potential of this area.
- **Central Agricultural Zone**

This triangular piece of land is centred between the N4, R40 and R538 surrounded by Mbombela, White River, Plaston, KMIA and Karino. Mountainous areas and high potential agricultural land constitutes the area and includes developments such as Wild Fig Country Estate and Likweti Private Game Reserve.

Prominent rivers traversing the area include White River in the east and the Crocodile River in the south including the Primkop and Friedenheim Dams. Minor district roads are located the northern part of this zone.

The zone aims to achieve the regional access provided by the N4 Maputo Development Corridor, proximity of the KMIA, R538 and R40 roads needs to be exploited by focusing on strategically placed tourism developments as well as agri-industries; the mobility function of the N4, R538 and R40 should be protected by any development in this zone; high potential agricultural land needs to be protected and be used for commercial farming and land uses in this zone shall support the development envisaged around the Kruger Mpumalanga International Airport and IDZ along the Karino-KMIA-Plaston activity corridor.

2.3.11 HUMAN SETTLEMENTS AND LAND ADMINISTRATION

The Municipality is faced with housing shortage or backlog. This problem has been exacerbated by the lack of suitable land for residential development; shortage of serviced stands and inadequate supply of housing subsidies by the Provincial Department of Human Settlements.

According to the Human Settlement Unit, the Municipality is experiencing an estimated housing backlog of 32 554 units. However, since 2009 new applicants were never taken as the national government has introduced a new system of capturing applicants on the waiting list. The new waiting list is now called *National Demand Data Base [NDDB]*, which means that municipalities no longer own such, but national would be controlling the process of allocation of units according to the database. Accordingly, the waiting list would be phased out to allow the national demand database to its full course in this financial year.

The Municipality has developed a Housing Chapter which among other things highlights the housing demand database or waiting list information for the entire municipality. The housing waiting list as per the Housing Charter was prepared in consultation with the ward councillors, ward committees, community development workers (CDW's) as well as municipal officials, specifically from Human Settlement Unit. The table below indicates the housing waiting list per ward.

Table 2.3.11: The Housing waiting list per ward

WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11
550	1400	600	600	710	380	800	875	670	870	650
WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22
625	910	207	23	12	780	1705	1760	1900	780	1010
WARD 23	WARD 24	WARD 25	WARD 26	WARD 27	WARD 28	WARD 29	WARD 30	WARD 31	WARD 32	WARD 33
1150	1040	750	1350	1800	1080	765	400	400	575	2200
WARD 34	WARD 35	WARD 36	WARD 37	WARD 38	WARD 39	WARD 40	WARD 41	WARD 42	WARD 43	WARD 44
650	1100	650	475	310	710	745	2420	150	1680	1050
WARD 45										
1380										

Source: **City of Mbombela Housing Charter, 2016**

According to the above table, the total number of registered applicants on the waiting demand database was 33 522 applicants, and 1325 applicants have benefitted from the housing schemes.

The shortage of housing problem is also linked with the rapid population growth caused by the migration of people in search of better job opportunities. The majority of these people come from the two neighbouring rural municipalities such as Nkomazi Local Municipality and Bushbuckridge Local Municipality. This has been exacerbated by the lack of a migration plan by the Municipality, which the Municipality is currently preparing.

However, the Municipality has identified suitable land for housing development around Mbombela City, Tekwane South, Tekwane North, Plaston, and White River. The suitable identified land is owned by the private sector, and the owners have already made offers to the Municipality. Hence the only challenge is funding. The Municipality has engaged other sister Departments to assist financially to acquire such land for integrated human settlements.

Moreover, three (3) portions of land have been acquired by the Department of Human Settlements and Rural development and Land Reform. The properties will be used for the development of integrated sustainable human settlement with full services. The properties include Friedenheim (Casa da Lua) (will provide approximately 500 stands); White River (will provide approximately 400 stands) and Maggiesdal (will provide approximately 800 stands). The Municipality has also identified land at Tekwane North Extension 1 (will provide approximately 500 stands) and Tekwane South Extension 2 (will provide approximately 500 low cost housing , 222 gap housing and 1000 walk-ups rental stock) for human settlements. Casa da Lua and Maggiesdal have not been serviced as yet.

The Provincial Department of Human Settlements has also purchased four farms and these are Portion 2 of Farm Biggar 664 JT, Farm Mona 659 JT, Farm Adelaide 339 JU, Farm Brangham 340 JU and Farm Hulley's Hill 338 JU for residential development. The four farms were initially zoned for agricultural purposes but due to the high demand of housing, the four farms are going to be rezoned for residential purposes. The Department of Human Settlements has finalised the township establishment of the four farms on behalf of the former Umjindi and about 1 100 stand are ready for allocation as per the waiting list. The former Umjindi, through the assistance from the Department of Human Settlements was also in the process of acquiring land for business and residential development purposes. The following pieces of land were identified:

- Acquisition of Portion 2 of Farm Biggar (Lurex) from the Department of Human Settlements.
- Acquisition of Brooklyn Farm (between Lindokuhle and Phola Park) from the Department of Public Works and Portion 67 of Barberton Town Lands at Ext 12.
- Acquisition of Portion 24, 45, and 87 Barberton Town Lands, 369JU (behind Barberton Hospital)

Currently, the implementation of the housing projects is done by the Provincial Department of Human Settlement and there is nothing that the municipality can do to fasttrack the delivery of houses. However, the Municipality has been accredited with level status, and should the capacity of the Municipality be strengthened, the Municipality will apply for level two status to administer all the housing related projects and it is expected that the accreditation will assist the Municipality in addressing its housing backlog.

In a bid to address the housing challenge, the Municipality is in the process of drafting an Integrated Housing Plan for the entire Municipality. This will be done concurrently with the land audit, since it is impossible to separate housing provision with land. Moreover, the Municipality has approved Alienation Policy that seeks to regulate the disposal and acquisition of municipal land. The challenge is that the Municipality does not have a Rapid Response (Reaction Unit) Unit that is legislatively empowered to deal with illegal occupation immediately. The newly established Law Enforcement Unit is not empowered to deal with such cases; they can only accompany peace officers to deliver notices. It is important that the issue of the establishment of a rapid response unit be investigated or the powers vested to the Law Enforcement Unit be revised in order to deal with this matters urgently.

2.3.12 ENVIRONMENTAL MANAGEMENT

The integrity of ecosystems is compromised by biodiversity loss, change of land-use, ozone depletion, acidification of streams, depletion of freshwater aquifers, urbanization and climate change. The Environmental Management section is thus faced with a challenge to protect and preserve the ecosystem functions and improve the ecological infrastructure amid societal and economic pressures. In view of the mammoth task bestowed upon the Environmental Management section, the following units are in place to ensure city-wide environmental sustainability.

- **Environmental Compliance Monitoring**

The Environmental Compliance Monitoring unit is tasked with a duty to monitor compliance to all environmental statutes. Their function goes beyond policing adherence to procedural requirements to addressing essential considerations such sustainable use of resources and environmental justice. This unit is also responsible for the development of environmental by-laws to mitigate/prevent environmental risks.

- **Environmental Impact Management**

EIA (Environmental Impact Assessment) is a legislated tool used to assess the positive and negative environmental impacts of a proposed project and its alternative options; and to propose measures to mitigate its potential negative impacts and enhance the positive impacts.

EIA aims to assist the authorities in deciding whether the proposal is economically, socially and environmentally sustainable. The EMS (Environmental Management System) is the structure and framework used to manage environmental impacts on a continuous basis. In essence, an EIA enables the formulation of the EMS through which the impacts during implementation are to be managed. It is very much important to use these tools to ensure maximum protection of the environment pre and post project implementation phase.

- **Biodiversity Management**

There are two key mandates of the Biodiversity Management Unit. It is meant to improve the city's ecological infrastructure and enhance ecosystem services. Key to the manner in which it improves the city's ecological infrastructure and enhance ecosystem services is the creation of 'green' jobs. Most of the green jobs to be created by the Environmental Management section will be through the rehabilitation of wetlands. The wetlands rehabilitation program is planned to take place over a five year period commencing in the 2017/2018 financial year with a wetlands inventory. In addition, the Biodiversity Management unit has to implement both ecosystem- based and biome based adaptation projects in line with the City's Climate Change Strategy.

- **Climate Change Adaptation and Air Quality Management**

Air quality management

Section 24 of the Constitution of the Republic of South Africa (1996) granted everyone 'a right to an environment that is not harmful to their health and well-being'. However, industrialization, urban growth, population growth, and change in consumption patterns lead to activities that infringe on this constitutional right of the citizens of South Africa. Consequently, the atmosphere is under enormous threat due anthropogenic activities that lead to the release of greenhouse gases into the atmosphere. There are several health risks associated with poor air quality. They include illnesses such as chronic bronchitis, eye, nose and throat irritations, asthma attacks, heart attacks (in extreme cases), lung infection/inflammation and increased susceptibility to respiratory and cardiovascular illnesses. Acidification of streams and nutrient depletion in soils and water bodies are some of the environmental impacts of air pollution.

Section 15 of the Air quality Act (2004) imposes a great responsibility on local municipalities to ensure effective monitoring, enforcement and licensing of air pollution activities. Some of the pollutants that require local level management include sulphur dioxide, nitrogen oxide (NO), nitrogen dioxide (NO₂), carbon monoxide (CO), benzene (C₆H₆), VOCs, POPS and particulate matter. Some of these pollutants undergo chemical transformation in the atmosphere and form secondary pollutants such as sulphuric acid (H₂SO₄) and ozone (O₃). The City of Mbombela is set to develop an Air Quality Management Plan in the 2017/2018 financial year. The rationale for developing the plan is:

- To comply with section 15(2) of the Air Quality Act (Act 39 of 2004).
- To minimize the adverse impacts of air pollution on humans and the natural environment.
- To promote a clean and healthy living environment for all Mbombela residents.
- To reduce the emissions of greenhouse gases with a view to support the city's climate change adaptation/mitigation initiatives.

- To achieve acceptable air quality levels throughout the city.

When the entire air quality management system is set-up, the City of Mbombela will report air quality related data through the South African Air Quality Information Systems (SAAQIS) to ensure that air quality management decisions and interventions are informed by current and accurate information.

Climate Change Adaptation and Mitigation

There are several climatic and scientific factors that make South Africa vulnerable to climate change. The exposure index differs from area to area. This therefore calls for public/private institutions and communities to initiate activities to reduce vulnerability, strengthen resilience and build adaptive capacity. The City of Mbombela has developed a Climate Change Policy and is currently finalising its Climate Change Strategy. The key intention of the policy and strategy is to guide the municipality's future responsive actions to manage climate change effects, drive the municipality's transition to a green economy and to mitigate and manage the risks associated with climate change. In addition, the Policy and Strategy will assist the City to align its activities to meet international commitments, national and provincial climate change related policies and legal requirements. Both the policy and strategy are underpinned and guided by the national climate change strategies in that they are underpinned by the following strategic priorities:

- Strategic Priority 1:** Reduce human vulnerability and build human adaptive capacity
- Strategic Priority 2:** Reduce economic vulnerability and build economic adaptive capacity
- Strategic Priority 3:** Ensure resilient physical capital
- Strategic Priority 4:** Ensure resilient natural capital
- Strategic Priority 5:** Improve our understanding of climate change impacts and their development implications.
- Strategic Priority 6:** Build capacity and the awareness necessary for effective action.

- **Environmental Education and Awareness**

The City approaches environmental education and awareness from both a sustainability and a marketing point of view. Education and awareness activities are meant to leave a lasting legacy. For all environmental campaigns, the team undertake extensive research and build community structures that are meant to ensure post-event sustenance. This approach ensures longevity and inclusivity of environmental projects at grass-root level. There is an Environmental Management Forum that has been in existence in the City for many years. It is a Forum comprising of a multitude of professionals and expertise within the environmental management arena. The Forum guides and challenge the Environmental Management section to do more. Both print and electronic media is used to disseminate environmental information. The City also took an initiative to use mobile advertising as a means to reach out to the community. This is done by using the advertising space on refuse trucks. The working relationship between the Environmental Management section and WESSA ensures that environmental education reaches all schools within the municipal area.

A key challenge of the Environmental Management section is the shortage of personnel. Despite having a staff complement of seventeen, there is only two people fully employed and they are assisted by three interns.

2.3.13 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Expanded Public Works programme (EPWP) is a nationwide programme covering all spheres of government and state owned enterprises. It originates in the Growth and Development Summit 2003. It aims to draw significant numbers of unemployed, unskilled people into productive work so that they increase their capacity to earn an income. It further serves as an opportunity to address social welfare gap.

It was launched in April 2004 to promote economic growth and create sustainable development. The EPWP Phase 1 was to help alleviate unemployment by creating at least work opportunity, of which 40% of beneficiaries will be women, 30% youth and 2% people with disabilities. The EPWP Phase 2 aimed at creating 2million Full Time Equivalent (FTE) jobs for poor and unemployed people in South Africa so as to contribute to halving unemployment by 2014, through the delivery of public and community services. Drawing on the success and lessons of this programme over the past five years, R4 billion was added to this programme to incentivise the creation of long term more stable employment in the province, municipalities and non- governmental organisations. Unfortunately the EPWP Phase 2 was completed on 31 March 2014 thereafter EPWP Phase 3 approach was introduced with effect from 01 April 2014 until 31st March 2019.

City of Mbombela is a new municipality which was formed after the amalgamation of Umjindi and Mbombela municipalities. The Municipality came into existence after the 2016 municipal elections (3rd August 2016). The new Municipality came with new dynamics such as review of the organisational structure and realignment of certain functions to enhance service delivery. Since the Municipality is new it will be exploring systems which might have worked somewhere and make improvements in the process. It should be noted that the City of Mbombela is preparing itself to be a first Metro Municipality in Mpumalanga Province. The trial and error methods may prevail until the best method in running the EPWP programme in municipality is discovered.

The new organisational structure has a fully-fledged division within a Public Works & Transport Department responsible for the management of the EPWP as a programme. The proposed system to make the division effective will be discussed in detail in this document.

EPWP Phase 3 approach commenced on the 1st April 2014 and will be in the implementation phase until 31st March 2019. This approach has improved from EPWP phase 2. EPWP Phase 2 focused on the number of jobs created with little emphasis in terms of the impact on the outcome. EPWP Phase 3 emphasises on the results more than the number of jobs created (sustainability). It therefore requires that each project must provide its profile stating its intention and providing evidence in the form of pictures the situation before the project commences; during implementation (progress) and after the project is completed. This information forms part of the project profile which indicates the number of participants and the budget proposal.

The EPWP Division as the internal custodian of the programme would request participating departments to be issued with a Project profiles. In order to ensure compliance with EPWP National and local Policies, the Monitoring and Evaluation system would be introduced and regular reports be produced based on the targets. All projects should adhere to the profile for verification audit purposes. The simplified form designed by National Department Public Works will be attached in this document for discussion.

To ensure adherence to the national expectations, the regular meetings are held at different levels where the matters of EPWP as a programme are discussed and directives be issued. The continuous meetings and workshops attended by the EPWP division nationally and provincially to learn more about the EPWP Phase 3 brings new ways of addressing common experienced challenges. This therefore requires that the EPWP division should communicate the latest information progressively.

- **Main purpose of the EPWP**

The Expanded Public Works Programme is one of government's array of programmes aimed at providing poverty and income relief through temporary work for the unemployed. The National Department of Public Works provide the lead into the implementation of Phase 3 of the programme towards achieving its target of creating 6 million work opportunities by 2019. R150 billion have been allocated to the implementation of the EPWP over the next 5 years (2014/15-2018/19) to create 6 million job opportunities nationally.

The National Department is responsible for the overall co-ordination of the EPWP across all spheres of Government in four different sectors, namely Infrastructure, Social, Environment and Culture and Non-State Sector. As the Department's flagship programme, this Programme has made significant progress. Since the commencement of Phase I on 01 April 2004, over 4 million work opportunities and 1.1 million Full Time Equivalents (FTEs) have been created. During the course of the 2013/14 financial year, the EPWP created 1 017 265 work opportunities where, the average annual income for each work opportunity was R 4,884 per person. Beneficiary surveys indicated that the majority of the participants in the EPWP were poor with sixty per cent (60%) of the respondents living below the poverty line prior to working in the EPWP. The survey also showed that 32% of these respondents had income levels of less than half of the figure quoted for the poverty line. For the poorest group, the EPWP doubled their annual household income.

EPWP reports are divided into Sectors namely. EPWP creates work opportunities in four sectors namely:

- **Infrastructure Sector:** Increase the Labour intensity of government funded projects through Municipal Infrastructure Grant (MIG);
- **Non-state Sector :** Creates work opportunities through Non-government organizational Programmes (NPO) and Community Works Programme (CWP);
- **Environment & Culture Sector:** Creates work opportunities in public environment and culture programmes;
- **Social Sector:** Create work opportunities in public social programmes such as security services.

The key approach for Phase 3 is to drive Public Employment Programme (PEPs) through community participation to ensure that poor people become actively involved in government programs within their communities. Government has committed itself to ensuring six (6) million public employment work opportunities by 2019. This target is in line with that set in the National Development Plan (National Vision 2030).

- **Policy Principles for EPWP Phase 3**

The National Development Plan 2011 outlines two key objectives for EPWP in that context namely:

- Contribution to reducing unemployment by creating temporary employment by being responsive to the number of unemployed. The public employment programmes should target the creation of 2 million opportunities annually by 2020 or earlier, if possible. The main opportunities will lie in community based services and the roll out of social sector initiatives;
- Contribution to social protection for the unemployed by providing them with income support. In the New Growth Path, EPWP is seen as an important contributor in Jobs Driver 1 (Infrastructure Development) through increasing the labour intensity of government

infrastructure investments and Jobs Driver 4 (Social Capital) through expansion of the Community Work Programme.

Council has recently approved the revised EPWP Policy for the Municipality incorporating the EPWP phase 3 principles in order to ensure that the participating departments comply with all policy prescripts and provide correct reports for the submission to the national Department of Public Works (DPWP). This Policy was revised and approved by council on the 31st March 2016. Since the document was finalised before amalgamation it will be reviewed and be resent to council for approval with new amendments.

- **The importance of participating in EPWP as a public body**

The former Council had in terms of council resolution A (6) (a) dated 26 July 2012 approved Council to participate in EPWP including the Mbombela EPWP Strategy. Council approved the EPWP Policy on 13 December 2013. This policy has been developed to provide good practice guidelines to all sector departments within Council involved in EPWP in respect of working conditions and any other matters related thereto, to ensure that all EPWP projects are reported as required by the EPWP guidelines.

To ensure that the identified EPWP patron from each Council department provide the necessary information to the EPWP coordinator for compilation of EPWP incentive reports, a report was tabled before council for the need to have departmental EPWP Patrons who would serve as EPWP Ambassadors. The approval of the EPWP Policy in 2016 was as a result of the introduction of EPWP Phase 3 approach. This policy was therefore developed to ensure that the municipality adhere to all EPWP Phase 3 approaches as it deliver on the programme and ensuring that the EPWP projects make impact in the community and they are implemented correctly, taking into consideration the element of sustainability.

For the EPWP to be effective and achieve the vision set out in the NDP, it is stated that the EPWP must have a *clear and limited mandate*. *“To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development.”* THEME “EPWP changing lives for the better”.

The EPWP Phase 3 approach requires that all participants must be trained to identify the potential skills and be graduated to another level where they will find themselves having a sustainable employment and participate in the economy of the country. This programme requires strategies to deal with specific approaches such as the strategy to ensure that those skills unleashed are properly utilised for the improvement in service delivery. Subsequently the municipality put systems in place to enable those skills to be utilised in the procurement of goods and services. This is why the EPWP Phase 3 focuses specifically on the following fundamental issues:

- ☐ For all the EPWP sectors, project based training aimed at capacitating EPWP participants remains an important part of EPWP.
- ☐ At the same time, it is recognized that the role and importance of training varies considerably from sector to sector, and sub-programme to sub-programme, and each sector will have to develop its own distinct training policy and strategy;
- ☐ Strong collaboration with the National Skills Fund and Sector Education and Training Authorities (SETA's) will be continued to source funding for training of participants. EPWP Sectors will also be encouraged to dedicate a portion of their implementation budgets for training of beneficiaries.
- ☐ Where possible the graduation of EPWP beneficiaries into formal employment will be promoted through various initiatives including cooperatives and small enterprise development.

Mbombela has already committed itself to participate in EPWP by signing the declaration (March 2014). All the IDP capital projects will be registered under EPWP and will be reported accordingly to the department of Public Works. The reporting model is available in the system and is user friendly.

The unit coordinating the EPWP projects will in collaboration with IDP office ensure that all IDP projects indicate the estimated number of jobs to be created to ensure that EPWP projects are properly coordinated and the reporting of jobs created improved. The prescripts of the EPWP policy will be implemented for compliance with all National EPWP policy guidelines. The policy is clear on the number of jobs to be created; this approach will serve as a tool for council to monitor itself against the national targets.

All EPWP officials will offer the accredited Training programme to enable them to acquire skills which will help them when they look for permanent jobs elsewhere. Every Friday the Political Principals (Councillors) will visit the projects in all Planning areas. This day will be declared as EPWP Friday. The deployment of EPWP beneficiaries in all corners of Mbombela will make the Mbombela City with its small towns clean and healthy.

The EPWP Phase 2 term expired on the 31st of March 2014 and replaced by EPWP Phase 3 which commenced from 1st April 2014 until 31st March 2019 (five year National Programme). During the road show on awareness and education for the EPWP Phase 3 it was learnt that municipalities will have to adhere to the DORA (Division of Revenue Act) in terms of grant allocation and account on the actual grant expenditure. The EPWP Division in collaboration with the Department of Finance will ensure that the reporting of EPWP jobs and expenditure thereof is done according to Public Finance Management Act 1999 read in conjunction with Municipal Finance Management Act 2003. The implementation of the Municipal EPWP Policy will be intensified to ensure that all jobs created are reported appropriately, including the personal details of the beneficiaries. Quarterly meetings were held with all Departmental EPWP Patrons to improve on the reporting of jobs to the National Department of Public Works.

- **EPWP Phase 3 Principles**

EPWP Phase 2 focused on the number of jobs created whereas EPWP Phase 3 put emphasis on the output in terms of the main objective of the project. It therefore requires that the project profile must clearly explain all deliverables with targets. Such targets must be supported by the tangible evidence in the form of pictures from the onset, during the construction and when the project is completed (three sets of pictures).

Furthermore EPWP Phase 3 approach requires that the public bodies identify projects and ensure that the project managers take pictures before, during the development and after the project is completed to form part of the project profile. The project must contribute in enhancing service delivery. This phase compels all project managers to ensure that they keep project profiles with the following compulsory information:

- Detailed Project profiles
- Simplified Form (Business Plan)
- The personnel contracts
- The certified ID copies for all workers with personal details for individuals
- Attendance registers
- Pay roll for all employees.
- Monthly progress reports with pictures for monitoring and evaluation.
- Expenditure report for the entire project.

The office of the EPWP Division is available at all times to ensure high level of compliance with national norms and standards. This intervention could be through training and workshoping the

departments on the compliance matters. The above mentioned information is a legislative requirement since it is used by the responsible section to process performance reports for the municipality, monthly and quarterly as well annually. The fundamental role of the EPWP Section is to coordinate the implementation of the EPWP as a programme in ensuring that all service delivery projects are reported as EPWP projects and they comply with EPWP Phase 3 principles and provide technical support where necessary. The section is also responsible to monitor the compliance as far as the EPWP policy implementation is concerned. Furthermore the EPWP Division is internally responsible to consolidate the report which is submitted to national department of Public Works monthly/quarterly electronically. This type of reporting has an influence on the allocation of the incentive grant based on the number of jobs reported accurately.

The municipal departments have EPWP personnel, and it is assumed that they are effectively utilised. These departments provide reports in the form of time sheets every month so that the office of the Chief Financial Officer is able to pay the stipend. Parallel to that, the appointed service providers (outsourced services) are expected to ensure that all required documentation as mentioned above are processed and filed in a safe place for easy access by the EPWP Division for monitoring and evaluation purposes and during performance audit services. In future council will explore the utilisation of the cooperatives in creating job opportunities for those coming from the poor communities as the graduation from ordinary participants. The EPWP will as well work hand in hand with Local Economic Development to ensure that the previously appointed EPWP participants are upgraded through cooperatives and those cooperatives are registered and recognised by the City of Mbombela.

In 2014 Council took a resolution that all infrastructure projects are EPWP projects therefore they must be reported as such. The reporting of all projects by the municipality is an advantage in the sense that the municipality obtains the incentive grant on the basis of the number of jobs created and these projects must produce a meaningful full time equivalent (FTE) which is determined by the length of the project term. As the municipality report more jobs nationally, the incentive grant increases and create an opportunity for council to appoint more people in the process thus reducing poverty. These projects need to be six to twelve months or above. The main objective of EPWP Phase 3 is ***“To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development.”*** This focused mandate of the EPWP Phase 3, emphasises the three main outputs, namely ***employment creation, income support, and the development of community assets and the provision of services.***

The municipality will in terms of this policy be required to prepare and submit all reports as expected by the National Department of Public Works as the programme custodian ensures the adherence to the time frames while reports are accurate. EPWP phase 3 approach is implemented on the basis of the following principles:

- a) The increased focus on community-driven programmes such as the CWP, which through the transfer of wages will provide an economic stimulus
- b) The introduction of a set four of (4) core principles to improve compliance to, provision of public goods and services as well as adherence to a minimum level of labour intensity.
- c) Fostering synergy and convergence amongst sectors and intra/inter-sectoral collaboration.
- d) Systematic approach in the measuring impact to be included in the design of the sector programmes, with an explicit intention to strengthen their development impacts and multipliers.
- e) Strengthening the ability of public bodies to identify and provide quality assets and services that have transformative impacts on community development.

- f) Training interventions to be specific to the operational needs of the different sectors. Collaborations with FET Institutions and SETAs to be enhanced to work towards accredited training.
- g) Enterprise development interventions to be limited to sub-programmes that use small and medium enterprises in the delivery of services and assets.

During 2015/16 financial year, the former Council (Mbombela) appointed 532 (including former Umjindi) participants to participate in the EPWP Phase 3 approach. These participants are involved in different projects. They are assisting the departments in the improvement of service delivery especially in areas where there are personnel shortages.

2.3.14 CONCLUSION

This chapter focused on the demographic structure as well as the social, economic, spatial, and environmental analysis of the Mbombela municipal area. This was to give a detailed analysis of the situation existing within the municipal area to inform future planning. It has been observed that the population of Mbombela municipal area has been growing rapidly from 2001 until 2011. A similar trend was also observed in the number of households during the same period. Even though the Municipality has made considerable strides in delivering basic services, the growth in the number of people and households has also placed tremendous pressure on the Municipality in eradicating the existing backlogs. The Chapter also gave a detailed information on the existing infrastructure pertaining to community services (i.e. libraries, community centres, parks, cemeteries, public transportation, sports fields, and fire stations) and social services (i.e. early childhood centres, schools, clinics, hospitals, police stations). A synopsis of the spatial development framework was also given which explained how the Municipality intended to use and manage its land for development.

CHAPTER 3

MUNICIPAL DEVELOPMENT STRATEGIES

3.1 INTRODUCTION

Section 25 of the Municipal Systems Act (2000) requires that each municipal council must within a prescribed period after the start of its elected term adopt a single, inclusive and strategic plan, commonly known as Integrated Development Plan (IDP). The IDP must guide and inform all planning, development, budgeting decisions of the municipality.

Section 26 (a) of the above said act also requires that the IDP must reflect the municipal council's vision for the long term development of the municipality. This chapter outlines the municipal vision, mission, motto, development objectives and priorities.

3.2 VISION

A vision is defined as a statement that outlines what the organization wants to be in future. The municipality's vision is set out as follows:

“City of Excellence, the ultimate destination”

3.3 MISSION STATEMENT

A mission can be defined as a written declaration of an organisation core purpose and focus that normally remains unchanged over time. The municipality has derived the following mission which serves as a guide in delivering on its mandate and towards the fulfilment of its vision. The municipality's mission statement is as follows:

“Together in partnership spatially transforming the city, providing effective local governance and rendering competitive municipal services and sustainable development for living, working, investing and leisure”

3.4 CORE VALUES

In order to maintain a high level of service, the municipality adopted a set of values to guide the behavior of all people towards the achievement of the mission and ultimately, the vision of the municipality. The values seek to develop a culture that informs both the administrative as well as the political components, to achieve the municipality's vision.

The values, commonly known as “**THE PEACESS**” as be outlined as follow:

- **T**: Transparency
- **H**: Honesty
- **E**: Excellence to Communities
- **P**: Passion
- **E**: Efficiency
- **A**: Accountability
- **C**: Commitment
- **E**: Empathy
- **S**: Sustainability
- **S**: Selflessness

3.5 MOTTO

In addition to the core values, the municipality has adopted the following statement as a Motto:

“We never forget, we work with the communities”

3.6 DEVELOPMENT PRIORITIES

The municipality has adopted the following 14 priorities to be implemented within the period of 5 years (2017-2022):

- **Water supply**
- **Road infrastructure development and storm water**
- **Electricity supply and management**
- **Integrated human settlement**
- **Good governance and public participation**
- **Sanitation/sewerage**
- **Community development**
- **Rural development**
- **Economic development**
- **Waste and environmental management**
- **Financial management and viability**
- **Public transport**
- **Public Safety**

- **2010 legacy**

3.7 IDP DEVELOPMENT OBJECTIVES

In order to achieve the above development priorities, the municipality has adopted the following 7 objectives:

- **To provide infrastructure and sustainable basic services**
- **To provide sustainable social amenities to the communities**
- **To strengthen the delivery of sustainable integrated human settlement and environmental management**
- **To initiate a strong and sustainable economic development**
- **To build a strong good governance and institutional development**
- **To ensure legally sound financial viability and management**
- **To maintain and sustain the 2010 legacy projects**

3.8 SERVICE DELIVERY TARGETS FOR THE NEXT 5 YEARS

Table 3.8 below gives a summary of the service delivery targets for the next five years.

Service	Old target (2011-2016)	New target (2017-2022)
Water	21,2%	45%
Sanitation	10%	25%
Roads	45km	60km
Electricity	10%	95%
Refuse Removal	Feasibility study to extend waste collection to un-serviced areas.	Roll-out waste collection services to un-serviced areas.

3.9 ALIGNMENT OF IDP DEVELOPMENT OBJECTIVES AND PRIORITIES

Table 3.9 below shows the alignment between the Key Performance Areas, IDP development objectives and development priorities.

KEY PERFORMANCE AREA (KPA)	IDP DEVELOPMENT OBJECTIVE	IDP DEVELOPMENT PRIORITY
1. Service Delivery and Infrastructure Development	To provide infrastructure and sustainable basic services	Water supply
		Roads infrastructure development and storm water
		Electricity supply & energy management
		Sanitation / sewerage

KEY PERFORMANCE AREA (KPA)	IDP DEVELOPMENT OBJECTIVE	IDP DEVELOPMENT PRIORITY
		Public transport
		Rural development
		Waste and environmental management
	To provide sustainable social amenities to the communities	Community development
	To strengthen the delivery of sustainable integrated human settlement and environmental management	Integrated human settlement
		Public Safety
2. Local Economic Development	To initiate a strong and sustainable economic development	Economic development
3. Good governance and public Participation	To build a strong good governance and institutional development	Good governance & public participation
4. Institutional Development and Transformation	To maintain and sustain the 2010 legacy projects	2010 legacy
		Community development
5. Financial viability and management	To ensure legally sound financial viability and management	Financial management

Source: IDP Unit, 2016

3.10 IDP ALIGNMENT WITH GLOBAL, NATIONAL, PROVINCIAL AND OTHER PRIORITIES

3.10.1 Global Development Dictates

3.10.1.1 Sustainable Development Goals (SDGs)

Goal 1: No Poverty

Goal 2: Zero Hunger

Goal 3: Good Health and Well-being

Goal 4: Quality Education

Goal 5: Gender Equality

Goal 6: Clean Water and Sanitation

Goal 7: Affordable and Clean Energy

Goal 8: Decent Work and Economic Growth

Goal 9: Industry, Innovation and Infrastructure

Goal 10: Reduced Inequalities

Goal 11: Sustainable Cities and Communities

Goal 12: Responsible Consumption and Production

Goal 13: Climate Action

Goal 14: Life Below Water

Goal 15: Life on Land

Goal 16: Peace, Justice and Strong Institutions

Goal 17: Partnerships for the Goals

3.10.1.2 Nepad Imperatives

- Strengthening mechanisms for conflict prevention, management and resolution at the sub-regional and continental levels, and to ensure that these mechanisms are used to restore and maintain peace;
- Promoting and protecting democracy and human rights in their respective countries and regions, by developing clear standards of accountability, transparency and participatory governance at the national and sub-national levels;
- Restoring and maintaining macroeconomic stability, especially by developing appropriate standards and targets for fiscal and monetary policies, and introducing appropriate institutional frameworks to achieve these standards;
- Instituting transparent legal and regulatory frameworks for financial markets and the auditing of private companies and the public sector;
- Revitalising and extending the provision of education, technical training and health services, with high priority given to addressing the problem of HIV/AIDS, malaria and other communicable diseases;
- Promoting the role of women in social and economic development by reinforcing their capacity in the domains of education and training; by developing revenue generating activities through facilitating access to credit; and by assuring their participation in the political and economic life of African countries;
- Building the capacity of the states in Africa to set and enforce the legal framework, and to maintain law and order; and
- Promoting the development of infrastructure, agriculture and its diversification into agro-industries and manufacturing to serve both domestic and export markets.

3.10.2 IDP alignment with the national and provincial imperatives

One of the key objectives of IDP is to ensure that there is alignment between the local, district, provincial and national priorities. Table 3.10.2 below shows how the municipal development priorities are aligned to the development objectives.

Table 3.10.2: IDP Alignment with strategic imperatives and priorities

NATIONAL PRIORITIES (MANIFESTO)	OUTCOMES	NATIONAL DEVELOPMENT PLAN PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	10 POINT PLAN	COMMUNITY PRIORITIES	IDP PRIORITIES
Creation of decent work & sustainable livelihoods	Decent employment through inclusive economic growth	Job creation	Economic growth & job creation	LED	LED	LED	Economic development
	An efficient , competitive and responsive economic infrastructure network		Energy & mining				
Education	Quality Basic Education	Education & training	Skills development	Institutional transformation & development	Capacity building	Education	Good governance & public participation
	Skilled & capable workforce to support an inclusive growth path						
Health	A long and healthy life for all South Africans	Provide quality health care	Environment	-	-	Health	Community development & good governance & public participation (transversal services)
						Waste management	Waste management & greening
Rural development, food security & land reform	Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Expand infrastructure	Strategic infrastructure	Basic water & infrastructure development	Improve municipal basic services	Water	Water supply
	Sustainable human settlements & improved quality of life	Transform urban & rural space	Agriculture	-	-	Roads & storm water	Roads infrastructure development & storm water
						Electricity	Electrical

NATIONAL PRIORITIES (MANIFESTO)	OUTCOMES	NATIONAL DEVELOPMENT PLAN PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	10 POINT PLAN	COMMUNITY PRIORITIES	IDP PRIORITIES
							supply & energy management
						Sanitation	Sanitation
						Community facilities	Community development
						Housing	Integrated human settlement
						Social services	Rural development
Crime & corruption	All people in SA are and feel safe	Fight corruption	-	-	Fraud & corruption	Safety & security	Good governance & public participation & community development
							Public Safety
Others	Responsive , accountable, effective and efficient Local Government System.	Transition to a low carbon economy	Social cohesion	-	Good governance	-	Good governance & public participation
	An efficient, effective and developmental orientated public service and an empowered, fair and inclusive citizenship.	Build a capable state	Tourism, biodiversity & cultural heritage	Financial management	Democracy	-	Financial management & viability
	Create a better South Africa, a better Africa and a better World	Transformation & unity	-	-	Credible IDP	-	-

NATIONAL PRIORITIES (MANIFESTO)	OUTCOMES	NATIONAL DEVELOPMENT PLAN PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	10 POINT PLAN	COMMUNITY PRIORITIES	IDP PRIORITIES
	Protect and enhance our environmental assets and natural resources	-	-	-	Stability, Integrity	-	-

Source: IDP Unit, 2016

3.10.3 National Development Plan 2030

The National Development 2030 provides a national vision for the entire country which requires all government institutions to take into consideration during the planning and subsequent implementation of development programs. As a result, the municipality aligned the 2017-2022 IDP planning process with the strategic imperatives set out in the National Development Plan. Table 3.10.3 shows the alignment of IDP strategies and programmes with the policy directives.

Table 3.10.3: **Alignment of IDP strategies and programmes with the policy directives**

National Development Plan strategic thrust	State of the Province, 2017	Back to basics strategy, 2015	Municipal Strategic Objectives	Municipal Programs
<ul style="list-style-type: none"> Economic growth Expand infrastructure Rural development 	<ul style="list-style-type: none"> The implementation of bulk water and sanitation infrastructure projects through MEGA 	<ul style="list-style-type: none"> Delivery services basic 	<ul style="list-style-type: none"> To provide infrastructure and sustainable basic services 	<ul style="list-style-type: none"> Water Supply Sanitation Roads and Stormwater Electricity
<ul style="list-style-type: none"> Social cohesion 	<ul style="list-style-type: none"> Disaster Management 	<ul style="list-style-type: none"> Delivery services basic 	<ul style="list-style-type: none"> To provide sustainable social amenities to the communities 	<ul style="list-style-type: none"> Community Halls Sports Facilities Parks and cemeteries
<ul style="list-style-type: none"> Integrated Human settlement Spatial arrangement 	<ul style="list-style-type: none"> Integrated human settlement 	<ul style="list-style-type: none"> Delivery services basic 	<ul style="list-style-type: none"> To strengthen the delivery of sustainable integrated human settlement and environmental management 	<ul style="list-style-type: none"> Human settlement Environment management
<ul style="list-style-type: none"> Economic growth and job creation 	<ul style="list-style-type: none"> Job creation 	<ul style="list-style-type: none"> Delivery services basic 	<ul style="list-style-type: none"> To initiate a strong and sustainable economic development 	<ul style="list-style-type: none"> LED

<ul style="list-style-type: none"> • Building a capable state • Fithing corruption • Transformation and unity 	<ul style="list-style-type: none"> • Improving public participation • Enhancing financial viability • Operation clean audit • Back to basics 	<ul style="list-style-type: none"> • Putting people first • Sound financial management • Good governance • Building capacity 	<ul style="list-style-type: none"> • To build a strong good governance and institutional capacity • To ensure legally sound financial viability and management 	<ul style="list-style-type: none"> • Corporate Services • Public Safety • Public Participation • Risk Management • Financial Management • Internal Audit
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Source: IDP unit, 2016

3.10.4 Mbombela Vision 2030

The Municipality has a draft Vision 2030 to be known as Mbombela Vision 2030 which will provide a comprehensive overview of the alignment and cascading of the goals and target set in the National Development Plan.

The plan also serve as a gateway development strategy document that will take advantage of the location of the City of Mbombela. It is envisaged that the process will draw on the background studies that have either been done by the municipality or the provincial government. Once it has been approved, all key municipal strategic plans such as IDP, SDF, Budget and other sector plans will be informed by the plan. The plan together with the SDF will serve as the key strategic documents that will guide and inform the future development of the municipality.

The Mbombela Vision 2030 is a strategy and plan to respond strategically and decisively to growth and development dynamics. The Vision 2030 aims to achieve the following:

- Shape and manage the growth of the City of Mbombela
- Meet the demands for housing, services and jobs
- Position Mbombela as an attractive destination

Figure 3.10.4: Mbombela Vision 2030 Framework



Source: SPPSU, 2016

3.10.4.1 Mbombela Vision 2030 Goal

The Mbombela Vision 2030 is as follows:

"To be the best City in South Africa by 2030 for living, working, playing and investing".

3.10.4.2 Pillars of the Mbombela Vision 2030

The above goal rests on the following two (2) pillars:

Pillar 1: Building and configuring **Integrated Sustainable Human Settlements** where all communities live in quality neighbourhoods with good infrastructure and basic services offering a variety of housing options and close and easy access to community and social services, mobility and economic opportunities.

Pillar 2: Developing a **Competitive Economy** through spatial restructuring and optimal contribution from each city region that attracts high levels of investment, generates jobs and raises income of households significantly.

These pillars will also form part of the measures by which the work towards the 2030 goal will be assessed on a continuous basis. Vision 2030 is partly a disruptor to the way things may have been done in the past by the City administration and the various stakeholders and sectors of society. It is a template for the future and will require a renewed commitment to raising the bar in performance excellence across all sectors of society.

3.10.4.3 Objective of the Mbombela Vision 2030

The desired future described above is one in which all the people and communities of Mbombela are living in Integrated Sustainable Human Settlements and where there is a competitive economy in which the unique selling points and competitive positions of each region and its people is

strengthened towards city-wide synergy and economic advantage. Both urban and rural spaces are transformed, developed and enhanced with appropriate linkages.

The City of Mbombela will thus be the best City in South Africa by 2030 for living, working, playing and investing. This goal will be achieved in a systematic way by simultaneously pursuing 4 interrelated strategic objectives identified by analyzing the gaps highlighted in the diagnostic process and the aspirations contained in the desired future. The strategic objectives are Spatial Transformation, Economic Growth, Service Provision and Governance as set out below:

Goal: To be best City in South Africa by 2030 for living, working, playing and investing	
Strategic Objective 1 (SO1): Spatial Transformation	To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities
Strategic Objective 2 (SO2): Economic Growth	To establish a competitive economic position that attracts high levels of investment to raise economic growth substantially in order to create targeted number of jobs
Strategic Objective 3 (SO 3): Service Provision	To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: <ul style="list-style-type: none"> • transformed spatial structure • economic growth objectives • universal access to basic services, • differentiated service requirements of households and human settlements
Strategic Objective 4 (SO 4): Governance	To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency

3.10.4.4 Strategies of the Mbombela Vision 2030

Each strategic objective is elaborated in terms of the envisaged or expected outcomes and a set of key strategic actions or strategies providing a clear direction and guidance for implementation.

3.10.4.4.1 Strategy 1: Spatial Transformation

The reorganisation of space would unlock hidden opportunities in the local economy, while the inclusion of all residents would drive competitiveness of the City to greater heights thereby creating the best City in South Africa. The strategy's envisaged outcomes are:

- Adequate housing and overcome poor planning and informal settlement
- Integration of race and social classes, and spatial justice
- Overcome sprawl and make more efficient use of space and land, and mix of land uses
- Open up more investment, economic growth and job opportunities
- Better capability to provide infrastructure more effectively and efficiently
- Better spatial governance and revenue enhancement

Strategic Objective 1 (SO 1): Spatial Transformation	
To transform the spatial structure of the City towards an equitable, inclusive and comparatively efficient form consisting of a series of integrated and well connected economic corridors, nodes and mixed-use/mixed-income sustainable human settlements	
Strategy 1: City Centres Expand the capacity of the City Centres to enable more commercial and mixed-income residential development	Target: 39 542 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 2: New Urban Nodes Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City	Target: 55 376 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 3: Communal Areas/Regional Upgrades Undertake upgrading and formalisation, and institute better spatial governance working in partnership with traditional leaders	Target: 5 750 new mixed typology housing units by 2030 with access to services and amenities according to agreed norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 4: Economic Nodes Identify and activate key economic nodes and high impact projects that promote the City's competitiveness as a regional hub and administrative centre, and supports key growth sectors such as agriculture, agro-processing, tourism, and renewable energy	Target: Develop economic transformation concepts, undertake feasibility studies, and coordinate delivery of key high impact projects working with government and industry stakeholders

3.10.4.4.2 Strategic Objective 2: Economic Growth

It is possible for the City of Mbombela to double its economic output by having a long range view and stimulating the local economy with investment in infrastructure and by attracting investments to the area. The economic size of Mbombela, alongside two other Mpumalanga cities (Govan Mbeki and eMalahleni) is just below the top ten of the country. The top five metros account for 50% of South Africa's Gross Domestic Product (GDP). Mbombela accounted for R20 billion in 2010. However, this has moved to over R30 billion in 2013.

The current economic growth rate is estimated to have absorbed 143 724 people in formal employment. The growth in formal employment has been 2% per annum. This can be doubled through investments and facilitating job creation in the economy. The strategy's envisaged outcomes are:

- Unemployment, poverty and inequality significantly reduced
- Differentiated and unique contribution of each of the 4 regions of the City strengthened
- Stronger and more inclusive local economy with greater opportunities for small businesses
- Improved rates base and higher revenue generation for the City
- Greater infrastructure investment capacity and improved quality of life of residents

Strategic Objective 2: Economic Growth	
To establish a competitive economic position that attracts high levels of investment to raise economic growth substantially in order to create targeted number of jobs	
Strategy 1: Economic Sectors Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector	Target: <ul style="list-style-type: none"> • Unemployment at 6% by 2030 (NDP) • Achieve sector targets for investment and job creation set with each economic sector
Strategy 2: Land Development Accelerate preparation, approvals and release of land for development supporting integrated human settlement, economic sector and regional economic targets	Target: <ul style="list-style-type: none"> • Convert over 3600 Ha of land for new mixed-use and mixed-income housing (integrated human settlements) • Strategic land negotiation capability and incentives • Integrated land-use decision-making with maximum 3 month turn around time
Strategy 3: Skills Development Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector	Target: <ul style="list-style-type: none"> • Upgrade skills and/or place into jobs 110 000 unemployed, support small businesses and traders with facilities, business services, and value chain integration • World-class Incubation Hub
Strategy 4: Safe and Smart City Create a safe, conducive and efficient environment for investment and for living	Target: <ul style="list-style-type: none"> • Safer and technologically enhanced communities and places
Strategy 5: Place Marketing Raise the confidence levels in the City of Mbombela as a place to live, work, invest and play. Undertake a rigorous and consistent investment facilitation and place marketing programme underpinned by strongly positioned and managed Brand.	Target: <ul style="list-style-type: none"> • Global outreach of the City of Mbombela brand underpinned by well packaged catalogue of investment and work opportunities, lifestyle and tourism offerings.

3.10.4.4.3 Strategic objective 3: Service Provision

All cities provide public goods and services on water, electricity and energy, refuse removal, attend to land use permissions, health and safety, transport and mobility connectivity and bulk infrastructure connections. Basic Services are the foundations on which the City exists and the future pathways depend on the robustness of infrastructure and services provided. In turn, infrastructure planning cannot be done without strategic planning directing it. And, the economy will not be stimulated unless there is adequate infrastructure, regular and universal services and active land use management. The strategy's envisaged outcomes are:

- A productive and equitable City with high and affordable levels of mobility
- High levels of private investment and economic growth
- Good quality of life for residents, visitors and investors
- Long term adequacy of infrastructure and universal service provision capability
- Sustainable municipal revenue and life-cycle infrastructure management
- Safe, healthy and productive communities

Strategic Objective 3: Service Provision To plan for, install, maintain and operate infrastructure, as well as provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives, universal access to basic services, and differentiated service requirements of households and human settlements	
Strategy 1: Basic Services Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner	Target: Connect all existing households and planned new households, and community, social and economic sites by 2030 (water, sanitation, electricity, waste management, and roads and storm water) <ul style="list-style-type: none"> • City Centre and CBDs • New Urban Nodes • Communal Areas
Strategy 2: Community Services Provide and operate community services according to sustainable human settlement norms and standards	Target: <ul style="list-style-type: none"> • Plan for and provide full range of community services according to access norms in all existing and new settlements • Operate and maintain facilities and provide quality services (Libraries, Community centres, Telecommunications, Safety, Parks, Cemeteries, Public squares, Fire stations, Public transportation)
Strategy 3: Social Services Work with provincial and national government for adequate provisioning of social services	Target: Determine and direct adequate provisioning of social services by national and provincial government according to access norms and standards: <ul style="list-style-type: none"> • Schools • Clinics/hospitals • Police stations
Strategy 4: Production Provide necessary infrastructure for economic production purposes including city-wide as well as regional connectivity	Target: Package infrastructure and services to support industrial and export growth and activate identified nodes and projects: <ul style="list-style-type: none"> • Eastern Belt – KMIA Agricultural Corridor • Fresh Produce Market • International Convention Centre • Rocky Drift Industrial Park & Incubation Hub • Cultural Hub • Energy Hub • Public Works Precinct • Commercial Mixed-Use Precincts

3.10.4.4 Strategic Objective 4: Governance

To bring about spatial transformation and economic growth and development, a performance excellence work ethic and culture based on productivity, co-ordination and integration of functions at a horizontal and vertical level is required. This must lead to the integrated systems that are geared for delivery and guide the provision of infrastructure, basic services and community services. The renewed institutional system of integration, co-ordination and provision of service to people will be configured into the DNA of the municipality through a performance excellence culture and community impact performance measures. The strategy's envisaged outcomes are:

- Spatial transformation, economic growth and sustainable service provision
- Robust relations with stakeholders, business sector and communities
- Strong and growing rates base and municipal revenues
- Fit for purpose municipal administration and highly operationally efficient organisation
- Model city ranking with good quality of life and high community/customer satisfaction

Strategic Objective 4: Governance	
To lead, direct and manage spatial and economic growth of the City robustly, enhance revenue generation and improve operational efficiency	
Strategy 1: Spatial Governance Regulate the entire City space according to a common spatial development vision and single land use management system	Target: All land across the City to be covered by a Land Use Scheme and all development to comply with such scheme <ul style="list-style-type: none"> Communal Areas partnership with traditional authorities, special Land Use Schemes (peri-urban, rural responsiveness) All formalisations and proclamations completed Enforcement measures balancing growth, environment, and social factors
Strategy 2: Financial Sustainability Expand the rates base and grow revenue collection	Target: <ul style="list-style-type: none"> Register and accurately and efficiently bill all households, commercial, industrial, institutional customers Achieve and maintain financial indicator targets as per National Treasury guidelines All municipal functions undertaken in a cost efficient and effective manner
Strategy 3: Performance Excellence Develop human resource capability; improve institutional systems and capability for budget prioritisation, integrated work, project execution, communications and marketing, long-range planning, research, and performance management; and create conducive and attractive work environment.	Target: <ul style="list-style-type: none"> Achieve and maintain operational efficiency indicator targets Efficient organisational structure and all critical vacant positions remain filled (managerial, professional, operational) Talent attraction and management strategy Continuous Learning programmes, on the job training and individual performance and personal development plans Communications and marketing capacity, systems and platforms Performance excellence organisational culture
Strategy 4: IGR and Stakeholder Relations Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth	Target: <ul style="list-style-type: none"> IGR & Stakeholder relations strategy Effective participation in relevant structures and forums Manage relations with dedicated capacity IGR and Sector agreements
Strategy 4: Community Satisfaction Focus on making a measurable impact on the quality of life of communities	Target: Establish a monitoring and evaluation system that links organisational performance and community satisfaction <ul style="list-style-type: none"> Community satisfaction surveys Business confidence index Strategic management dashboard IDP milestones and targets

3.10.4.5 Vision 2030 Implementation Plan – Making it Happen

Vision 2030 is a measurable plan. The packaging of the vision 2030 strategies and targets in the above section provides the measures. These strategies will be implemented via projects configured to achieve the 2030 targets by breaking them down into sets of 5-year objectives and targets guiding the successive IDP cycles, that is:

- IDP (2017 – 2022)
- IDP (2022 – 2027)
- IDP (2027 – 2032)

The Vision 2030 projects are listed per strategic objective further on in this section. Each project will be led by a lead department with an appointed official to chair and drive the project task team. Project task teams will consist of officials from across all relevant departments to ensure that all necessary inputs for project success are covered and that there is no working across silos towards agreed outcomes.

Each lead department will be responsible for managing the compilation of a project plan with the task team. The project plan will outline contribution to the overall strategy and target, key activities, allocation of responsibilities for activities, time frames for completion of activities, phasing strategies, budget requirements, and funding strategies towards achieving the set targets.

3.10.5 The Provincial Growth and Development Strategy (PGDS)

The PGDS takes its mandate from provincial stakeholders to define shared growth and integrated development targets and objectives for the entire province. The initiative focuses on strengthening growth sectors, the management of resources, and the implementation of strategies. It is important to note that the manner in which government invests in infrastructure lays the foundation for the location, form and type of economic activity that consequently develops. The municipality with its strategic location as a gateway also offers that opportunity of being a one stop shop for investment and economic growth, and this has been the guiding principle in the municipal SDF.

3.10.6 Medium Term Strategic Framework (MTSF)

The MTSF (MTSF 2014–2019) is essentially a statement of intent by government that identifies the development challenges facing South Africa and outlining the medium-term strategy for improvement in the conditions of life of South Africans and for enhanced contribution to the cause of building a better world. The MTSF gives effect to the electoral mandate. In supporting the implementation of the MTSF priorities, the municipality has formulated its development objectives and priorities in line with the MTSF objectives. Issues around job creation, health, education, crime and rural development are also covered as part of the priorities.

3.11 CONCLUSION

The municipal strategy is informed by government policy directives as well as the community priority needs. All the programmes and projects outlined in this document have been designed to achieve the municipal strategy for the next five (5) years and beyond.

CHAPTER 4

AUDITOR GENERAL (AG) REPORT AND MEC'S COMMENTS

4.1 INTRODUCTION

Section 126 of the Municipal Finance Management Act (Act 56 of 2003) stipulates that the accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relates, submit the statements to the Auditor General for auditing. This Chapter seeks to highlight and address the issues raised by the Auditor General in relation to the annual financial statements (IDP/Budget implementation) for the 2015/16 financial year. It also give an overview of the issues raised by the MEC for Cooperative Governance and Traditional Affairs in the Province. The Municipality has to this end developed action plans to respond to the issues raised by the Auditor General in terms of section 131 of the Municipal Finance Management Act (2003) which requires the municipality to address issues raised by the Auditor General in an audit report. The audit reports are for the former Umjindi and Mbombela Local Municipalities as these two were separate entities during the 2015/16 financial year.

4.2 AUDITOR GENERAL'S (AG) REPORT

The municipalities received unqualified audit reports in the 2015/16 financial year. The AG has raised certain issues that need to be addressed, and table 4.2 below outlines the issues raised by the AG and how the municipality is going address them.

Table 4.2: **Matters raised by AG and the municipality intervention plan**

FORMER MBOMBELA LOCAL MUNICIPALITY				
No.	Audit Matters	Audit Findings	Remedial Action Plans	Completion Date
1.	Emphasis of Matters: Restatement of corresponding figures	The corresponding figures for 30 June 2015 have been restated as a result of an error discovered during 2016 in the financial statements of the municipality	1.1 Implementation of a year-end financial statements work plan	30 April 2017
			1.2 Conduct departmental workshop on the year-end financial statements work plan.	15 May 2017
			1.3 Monitoring of adherence to the approved year-end financial statements work plan	Weekly
			1.4 Implementation of invoices and other payment document tracking system	Weekly
			1.5 Implementation of invoices management procedure manual	15 February 2017

			1.6 Conduct Departmental workshops on the approved invoice management procedure manual	24 February 2017
			1.9 Compilation of a new asset register in accordance with the GRAP framework	31 July 2017
2	Emphasis of matters: Material losses- Electricity	Material losses of R 67 864 434 (2015: R 54 013 532) were incurred as a result of electricity distribution losses, which represent 12.7% (2015: 11.7%) of the total electricity purchased.	Implementation of revenue enhancement strategy	30 June 2017
3	Emphasis of matters: Material impairments	The receivables balance was significantly impaired. The impairment of consumer debtors amounted to R122 764 779 (2015: R61 705 396), which represented 41% (2015: 27%) of the total consumer debtors. The contribution to the provision for debt impairment was R61 863 053 (2015: R58 551 102)	3.1 Implementation of revenue enhancement strategy	30 June 2017
			3.2 Enforcement of credit control and debt collections measures	Daily
			3.4 Handover of outstanding municipal debts to the appointed debt collectors and write off irrecoverable debts	31 March 2017
		Material impairments relating to receivables. The other receivables balance was significantly impaired. The impairment of traffic fine debtors amounted to R101 759 879 (2015: R81 930 708), which represented 96% (2015: 97%) of the total traffic fine debtors. The contribution to the provision for debt impairment was R19 829 171 (2015: R19 992 062).	3.5 Implementation of the revenue enhancement strategy	Daily
			3.6 Conduct road blocks using the number plate recognition vehicle (ANPR Bus).	Daily
4	Compliance with legislation: Material misstatements and subsequent adjustments to the financial statements and annual	The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of property, plant and equipment, current liabilities and capital commitments identified by	4,1 Reconciliation of expenditure, creditors control accounts and ledger accounts	Monthly
			4,2 Reconciliation of revenue, debtors control accounts and ledger accounts	Monthly
			4,3 Compilation of a new asset register in accordance with the	31 July 2017

	performance report	the auditors in the submitted financial statements were subsequently corrected	GRAP framework	
			4,4 Update and maintenance of the operating and capital commitment registers	Bi Annually
			4.4 Quality and compliance review of annual financial statements	20 August 2017
			4.5 Review and Reconciliation of the financial statements with the audit working files and trial balance by Internal Audit	20 August 2017
			4,6 Monitoring of implementation of annual financial statements annual work plan	Weekly
		Material misstatements in the annual performance report for water supply, roads infrastructure development and storm water which was subsequently corrected.	4,7 Implementation of the electronic performance management system	31 March 2017
			4,8 Revise the performance indicators and targets to be in line with the SMART principles after the approval of the 2016/2017 adjustments budget	31 March 2017
			4,9 Audit of the quarterly performance reports and the portfolio of evidence	Quarterly
			4.9 Audit of annual performance report and the portfolio of evidence	20 August 2017
			4.10 Verification of reported projects	20 August 2017
			4.11 Monitoring of implementation of the recommendations by Internal Audit and Audit Committee	Monthly
5	Compliance with legislation: Procurement and Contract Management	Goods and services with a transaction value above R200 000 were procured without inviting competitive bids, contrary to supply chain management regulation 19(a)	5.1 Implementation of supply chain management policy and procedures	Daily

			5.2 Establish of interface of the municipality financial system with the National Treasury Central Supply Database	Daily
			5.3 Update and maintenance of a SCM contract register	31 March 2017
			5.4 Implementation of the approved SCM sourcing Strategy.	30 June 2017
			5.6 Establishment of a contract and performance management unit	30 June 2017
			5.7 Development of credible demand management plans	30 June 2017
6	Compliance with legislation: Expenditure management	Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.	6.1 Implementation of cash flow management system	31 January 2017
			6.2 Implementation of departmental cash flow management system	28 February 2017
			6.3 Implementation of revenue enhancement and cost curtailment strategies	28 February 2017
			6.5 Adjustment of 2016/2017 budget to factor in cash flow improvement measures	28 February 2017
			6.4 Review the liquidity management policy	31 March 2017
		Reasonable steps were not taken to prevent unauthorised, irregular as well as fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA	6.5 Implementation of consequence management in accordance with Section 32 of the MFMA	30 June 2017
		Unauthorised expenditure	6.6 Improve budget maintenance controls by analyzing and reporting of departmental spending trends	Monthly
			6.7 Implementation of the budget virement policy	Daily

			6.8 Establishment of grant funding dedicated sub-bank account	31 March 2017
			6.9 Reconciliation and reporting of the grant funding transfers and expenditure, and the dedicated sub-bank account	31 March 2017
		Irregular Expenditure	6.10 Implementation of a plan to phase out contracts extended not line with Section 116 of the MFMA	28 February 2017
			6.11 Subject all deviations from normal SCM processes in line with Section 32 of the SCM policy for audit	Quarterly
			6.12 Conduct regular SCM awareness campaigns	Quarterly
			6.13 Subject all irregular expenditure to the Section 32 of the MFMA process, including consequence management.	30 June 2017
		Fruitless and Wasteful Expenditure	6.14 Implementation measures to prevent incurring of fruitless and wasteful expenditure will include payment of creditors on time (Eskom, Telkom, SARS etc.) and SCM sourcing strategy	31 January 2017
			6.15 Subject all fruitless and wasteful expenditure to the Section 32 of the MFMA process, including consequence management.	30 June 2017
7	Consequence Management	Irregular incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32 (2) (b) of the MFMA and municipal budget and reporting 75 (1).	7.1 Conduct investigations on any irregular, unauthorised, fruitless and wasteful expenditure incurred.	30 June 2017
		Policies and procedures for consequence management aligned to the relevant legislation were not developed to ensure that	7.4 Development of policies and procedures for consequence management aligned to the relevant legislation.	31 March 2017

		prior year irregular expenditure was investigated timeously.	7.5 Sitting of the disciplinary board established by Council at its meeting held 31 March 2016 under item B(2)	Quarterly
8	Internal control: Leadership	The municipality did not have sufficient monitoring controls to prevent unauthorised, irregular as well as fruitless and wasteful expenditure	8.1 Implementation of the Section 32 of the MFMA process with regard to unauthorised, irregular as well as fruitless and wasteful expenditure, including consequence management	30 June 2017
			8.2 Reporting of any unauthorised, irregular, fruitless and wasteful expenditure to General Manager's Forum on a monthly basis.	Quarterly
			8.3 Reporting of unauthorised, irregular, fruitless and wasteful expenditure to Council through quarterly budget statements reports to be referred to MPAC for investigation.	Quarterly
			8.4 Conduct a fraud and corruption prevention awareness campaigns	30 June 2017

FORMER UMJINDI LOCAL MUNICIPALITY				
No.	Audit Matters	Audit Findings	Remedial Action Plans	
1	Emphasis of Matters: Restatement of corresponding figures	The corresponding figures for 30 June 2015 have been restated as a result of an error discovered during 2016 in the financial statements of the municipality	1.1 Implementation of a year-end financial statements work plan	30 April 2017
			1.2 Conduct departmental workshop on the year-end financial statements work plan.	15 May 2017
			1.3 Monitoring of adherence to the approved year-end financial statements work plan	Weekly
			1.4 Implementation of invoices and other payment document tracking system	Weekly
			1.5 Implementation of invoices management procedure manual	15 February 2017

			1.6 Conduct Departmental workshops on the approved invoice management procedure manual	24 February 2017
			1.9 Compilation of a new asset register in accordance with the GRAP framework	31 July 2017
2	Emphasis of matters: Material losses- Electricity	As disclosed in note 49 to the financial statements, material losses of 33 075 270 units (2014-15: 29 974 490 units) were incurred as a result of electricity distribution losses, which represented 34% (2014-15: 32%) of the total electricity purchased.	Implementation of revenue enhancement strategy	30 June 2017
3	Emphasis of matters: Material impairments	As disclosed in note 7 to the financial statements, the receivables balance was significantly impaired. The impairment of consumer debtors amounted to R78 374 369 (2014-15: R61 326 676), which represented 63% (2014-15: 58%) of the total consumer debtors. The contribution to the provision for debt impairment was R20 380 846 (2014-15: R7 115 622).	3.1 Implementation of revenue enhancement strategy	30 June 2017
			3.2 Enforcement of credit control and debt collections measures	Daily
			3.4 Handover of outstanding municipal debts to the appointed debt collectors and write off irrecoverable debts	31 March 2017
			3.5 Implementation of the revenue enhancement strategy	Daily
			3.6 Conduct road blocks using the number plate recognition vehicle (ANPR Bus).	Daily
4	Compliance with legislation: Material misstatements and subsequent adjustments to the financial statements and annual performance report	The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected	4,1 Reconciliation of expenditure, creditors control accounts and ledger accounts	Monthly
			4,2 Reconciliation of revenue, debtors control accounts and ledger accounts	Monthly
			4,3 Compilation of a new asset register in accordance with the GRAP framework	31 July 2017
			4,4 Update and maintenance of the operating and capital commitment registers	Bi-Annually

			4.4 Quality and compliance review of annual financial statements	20 August 2017
			4.5 Review and Reconciliation of the financial statements with the audit working files and trial balance by Internal Audit	20 August 2017
			4,6 Monitoring of implementation of annual financial statements annual work plan	Weekly
		Material misstatements in the annual performance report for basic service delivery and infrastructure development. As management subsequently corrected only some of the misstatements. I raised material findings on the usefulness and reliability of the reported performance information.	4,7 Implementation of the electronic performance management system	31 March 2017
			4,8 Revise the performance indicators and targets to be in line with the SMART principles after the approval of the 2016/2017 adjustments budget	31 March 2017
			4,9 Audit of the quarterly performance reports and the portfolio of evidence	Quarterly
			4.9 Audit of annual performance report and the portfolio of evidence	20 August 2017
			4.10 Verification of reported projects	20 August 2017
			4.11 Monitoring of implementation of the recommendations by Internal Audit and Audit Committee	Monthly
5	Compliance with legislation: Procurement and Contract Management	Goods and services with a transaction value above R200 000 were procured without inviting competitive bids, contrary to supply chain management regulation 19(a)	5.1 Implementation of supply chain management policy and procedures	Daily
		Awards were made to bidders other than those recommended by the bid evaluation committee without ratification by the Accounting Officer, contrary to supply chain management regulation 29 (5)(a)(ii) and 29	5.2 Establish of interface of the municipality financial system with the National Treasury Central Supply Database	Daily

		(5)(b)(i).		
		Contracts were awarded to bidders that did not score the highest points in the evaluation process, in contravention of section 2 (1)(f) of the Preferential Procurement Policy Framework Act of South Africa, Act 5 of 2000	5.3 Update and maintenance of a SCM contract register	31 March 2017
		The performance of contractors or providers was not monitored on a monthly basis as required by section 116(2)(b) of the MFMA	5.4 Implementation of the approved SCM sourcing Strategy.	30 June 2017
		Good and services with a transaction value above R200 00 were procured through multiple extensions of contracts rather than by inviting competitive bids, contrary to SCM regulation 19 (a)	5.6 Establishment of a contract and performance management unit	30 June 2017
			5.7 Development of credible demand management plans	30 June 2017

Source: **Auditor General (AG) Report, 2015/16**

4.3 MEC COMMENTS ON THE IDP

In terms of Section 32 (2) of the Municipal Systems Act (2000), the MEC for Local government in the province may, within 30 days after receiving a copy of an IDP or an amendment to the plan, or within such reasonable longer period as may be approved by the Minister, request the relevant Municipal Council to adjust the plan or the amendment in accordance with the MEC's proposals. This section seeks to respond to the proposals made by the MEC assessment of on the Draft IDP for 2017-2022

Table 4.3: **MEC comments and interventions**

ISSUE / COMMENT	PROPOSED INTERVENTION FROM COGTA	MUNICIPAL RESPONSE
SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE		
The SDF vision is the IDP vision which is not the spatial vision of the SDF.	The municipality must make provision in the IDP for the development of these policies if even the full and successful implementation of SPLUMA is to be realised.	The municipality is in the process of developing a new SDF for the City of Mbombela formed after the amalgamation of the former Umjindi and Mbombela Local Municipalities.
The SDF projections on future demand for land and infrastructure not clearly catered for in the IDP. The Land acquisition projects in the current IDP are only targeted to address the current backlogs without consideration of future demand as reflected by the SDF.	A provision should be made in the IDP for projects that will cater for increased demand in land, social facilities and engineering infrastructure as identified by the SDF.	The issue raised will be catered for in the new SDF and ultimately be catered for in the next budget years.
SDF projects not addressed in the IDP	The SDF needs to be reviewed and a new CIF with new projects that are relevant developed.	The comment is welcome and will be incorporated accordingly once SDF has been approved by

		Council.
No provision made in the IDP for Bulk Service Contribution Policy, Land Use Enforcement Policy and Naming of Streets and Townships Policy	A provision should be made in the IDP for the review/development of Bulk Service Contribution Policy, Land Use Enforcement Policy and Naming of Streets and Townships Policy	The Municipality is in the process of rationalising all by-laws, policies and sector plans. Thus the proposed intervention will be covered through this process of rationalising.
No chapter on rural development in the IDP	IDP must include a chapter on rural development reflecting the strategies and proposals for the development of rural areas.	The Municipality is in the process of developing a Rural Development Strategy for the City of Mbombela.
No projects from the Ehlanzeni Rural Development Plan are reflected in the IDP	The projects to support the Farmer Production Support Unit proposed for Mbombela by the Ehlanzeni Rural Development Plan should be reflected in the IDP.	The proposal is welcome and has been incorporated accordingly.
WASTE DISPOSAL		
The municipality is unlikely to reduce backlogs and address landfill site capacities in the next 5 years as only 2 capital projects for solid waste have been prioritised. 10 projects identified in the draft IDP are not funded.	The municipality must source funding for the development of a new IWMP as a result of the amalgamation. The IDP must cover projects for the 5 year period in line with its lifespan.	The IWMP still under development and the Municipality is currently undertaking a feasibility study on waste management and refuse collection in un-served areas. Projects for the next 5 year will thereafter be identified.
LOCAL ECONOMIC DEVELOPMENT		
Phase 3 EPWP targets should be integrated into the IDP.	Municipality to include integrated EPWP targets, budget, wards and number of beneficiaries	The proposal is welcome and has been incorporated accordingly.
CWP should be clearly defined with targets, budget, wards affected and beneficiaries.	Municipality to include integrated CWP targets, budget, wards and number of beneficiaries	The proposal is welcome and has been incorporated accordingly.
STRATEGY DEVELOPMENT		
Strategic goals have not been included.	To support municipality during the development of development of 2016-21 IDP.	The proposal is welcome and has been incorporated accordingly.
The strategic objectives have been expressed at the high level output, while there is also level of outcome/impact	To support municipality during the development of 2016-21 IDP.	The proposal is welcome and has been incorporated accordingly.
No 5 year target and baseline.	To support the municipality to set 5 years targets	The proposal is welcome.
DISASTER MANAGEMENT		
The DMP developed in 2013 was an initiative from EDM and is considered a generic plan which is not specific to the disaster prone characteristics of the local municipality.	It is recommended that CMLM develop a single inclusive and integrated DMP covering both former municipalities, i.e. Mbombela and Umjindi.	The Municipality has already developed its Disaster Management Plan and has been approved by Council. The required information from the DMP will be included in the Final IDP 2017/22.
Due to the lack of disaster management information in the draft IDP and no review of the DMP, no progress could be recorded on how the risks have been mitigated, reduced or eliminated.	A summary of the reviewed or new plan must be integrated in the IDP and copy of the plan attached to the final IDP an Annexure.	The proposal is welcome and has been incorporated accordingly.
STATISTICS AND RESEARCH		
Economic profile of the area	Identify major sectors to be empowered to ensure that employment is created.	The proposal is welcome and has been incorporated accordingly.

4.5 CONCLUSION

The Chapter dealt with issues pertaining to compliance with legislation. This refers particularly with the oversight role played by other organs of state as well as other spheres of government with vested authority over local government. An audit report from the Auditor General was highlighted followed by the action plans to address issues raised in the report. MEC comments relating to the Draft IDP 2017-22 for the City of Mbombela as well as how the Municipality will respond to the MEC proposals have also been discussed in this Chapter.

CHAPTER 5

FINANCIAL PLAN (2017-2020)

5.1 INTRODUCTION

The 2017/2018 – 2019/2020 Budget and Medium-Term Revenue and Expenditure Framework (MTREF) was prepared on the basis of the municipal developmental priorities contained on the Integrated Development Plan (IDP). The following are the municipal developmental priorities which the budget has responded to in terms of prioritization and allocation of funds and resources:

- (a) Water supply;
- (b) Road infrastructure development and storm water;
- (c) Electricity supply and management;
- (d) Integrated human settlement;
- (e) Good governance and public participation;
- (f) Sanitation;
- (g) Community development;
- (h) Rural development;
- (i) Economic development;
- (j) Waste and environment management;
- (k) Financial management and viability;
- (l) Public transport;
- (m) Revenue enhancement
- (n) Public Safety; and
- (o) 2010 legacy.

The guidelines and assumptions in accordance with the Municipal Finance Management Act, its Regulations and Circulars as well as other relevant legislations have also been taken into consideration, including the prevailing macro and internal environment factors. This budget is prepared in the time when our country and the municipality is faced with the following challenges:

- (a) The country is faced with an economic downturn and higher inflationary pressures, depreciation on the Rand exchange rate, possible downgrade of the credit rating by the rating agencies, and low investors or business and consumer confidence.
- (b) As the economy is not growing, there is a possibility of increase in the cost of borrowings due to the possible downgrade of the credit rating, job losses and dwindling of revenue generation and collection capacity by all spheres of governments.
- (c) The spending or expenditure would require to be rationalise and reprioritise to ensure funds are allocated to high priority programmes and the principle of doing more with less resources will need to be adopted to ensure the municipality is able to carry its mandate effectively during this turbulent economic environment.
- (d) The country is faced with drought situation which requires attention.
- (e) The municipality is required to comply with the municipal Standard Chart of Accounts Regulations (MSCOA) on 01 July 2017.
- (g) The municipality is still faced with a constrained cash flow situation coupled with a weak liquidity position resulting in the municipality not able to service its obligation and commitments promptly.
- (h) The municipality is encountering substantial losses on revenue on property rates, services charges such as electricity, water and refuse removal and this is a result of operational and administrative inefficiencies.

- (i) The provision of basic municipal services to all households still remains a challenge due to lack of social infrastructure.

5.2 MACRO ENVIRONMENT FACTORS – ECONOMIC OUTLOOK

From a macro environment perspective, the economic performance over the medium-term looks bleak as a slow economic growth trends has been forecasted and the reflections of this unfavourable economic growth condition will impact negatively on all spheres of government. The revenue base of the City will be under pressure as no new revenues will be derived at the moment due to the slow economic growth and local circumstances.

As the economy is not growing, there is a possibility of increase in the cost of borrowings due to the possible downgrade of the credit rating, job losses and dwindling of revenue generation and collection capacity by all spheres of governments therefore a conservative approach will need to be adopted when projections are made for expected revenues cash receipts in the next medium-term.

On the expenditure side - careful analysis and evaluation of the current spending patterns need to be conducted so that the allocation of funds in the next medium-term is in line with the key municipal priorities and non-priority spending is eliminated (austerity measures need to be implemented).

The South African economic growth outlook measured in terms of real Gross Domestic Product (GDP) in 2016 to 2022. According to the 2017 National Budget and other sources, the Consumer Price Index (CPI) is projected stay above the South African Reserve Bank CPI targeting band of 3 – 6 per cent in 2017/2018 financial year. However, it will decrease to fall within the target band from 2018/2019 financial year. The table below depicts the CPI and economic growth measured in real Gross Domestic Product (GDP) movement over the five (5) period until 2021/2022 financial year.

The forecasted headline inflation for medium-term will be as follows:

Description	Estimate					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Economic Outlook:						
Consumer Price Index (CPI) %	6,4%	6,4%	5,7%	5,6%	5,5%	5,5%
Real Gross Domestic Product (GDP) %	0,50%	1,3%	2,0%	2,2%	2,3%	2,4%
Annualised Nominal Price Rate Increase %	6,93%	7,78%	7,81%	7,92%	7,93%	8,03%

5.3 REVENUE ENHANCEMENT ASSUMPTIONS

- (a) Grants allocations

Due to the national fiscal consolidation process, the allocation on the three main conditional grants namely; Municipal Infrastructure Grant, Public Transport Network Grant, and Water Services Infrastructure Grant is reduced to fund urgent national priorities. National Treasury has introduced the following reforms on the infrastructure conditional grants:

- (i) The introduction of performance incentives for urban infrastructure grants, as well as a new dispensation for large cities other than the metros, that better respond to built-environment challenges and growth opportunities;

- (ii) The refinement of grant allocation rules to encourage budgeting for routine maintenance. This will complement changes that are already in place to permit grants to fund the refurbishment of infrastructure; and
- (iii) Introducing greater differentiation between urban and rural areas. Secondary cities in particular will see changes to their planning requirements.

The reforms on the local government conditional grants are introduced at the time when the City is struggling to keep up with the maintenance and refurbishment requirement of the infrastructure in the peri-urban and rural areas due to inadequate financial resources and also where this social infrastructure is built there is absolutely no cost recovery or the social infrastructure built is not revenue generating in nature.

It is therefore recommended that the two Departments namely; Public Works and Transport, and Water and Sanitation undertake a process of ensuring the aforementioned reforms on the infrastructure grants are implemented in particular, the development of business plans for the routine maintenance and refurbishment of the social infrastructure located in the peri-urban and rural areas where there is absolutely no cost recovery. The business plans should be submitted to the respective transferring departments for approval during 2017/2018 financial year so that the approved projects for the routine maintenance can be implemented in 2018/2019 financial year.

The total grants allocated to the City in terms of the 2017 Division of Revenue Bill (DoRB) amounts R3 969 billion over the medium-term and the grants allocated for 2017/2018 budget year is R1 293 billion, showing a slight decrease from 2016/2017 allocation of R1 294 billion and further to increase to R1 391 billion over the medium-term.

The table below provides details regarding the 2017/2018 grants allocation over the medium.

CITY OF MBOMBELA GRANT	Estimate 2016/2017	Estimate 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022
OPERATING GRANT		9%	9%	8%	6%	6%
Equitable Share	R 556 020 000	R 608 678 000	R 662 052 000	R 712 545 000	R 751 734 975	R 793 080 399
Municipal Systems Improvement Grant (MSIG)						
Financial Management Grant (FMG)	R 3 250 000	R 3 400 000	R 3 656 000	R 3 916 000	R 4 131 380	R 4 358 606
Municipal Demarcation Transition Grant	R 13 428 000	R 4 566 000				
Electricity Demand Side Management	R 10 000 000	R 7 000 000	R 8 000 000	R 10 000 000	R -	R -
Expanded Public Works Programme	R 5 686 000	R 6 714 000	R -	R -	R -	R -
TOTAL OPERATIONAL ALLOCATION	R 588 384 000	R 630 358 000	R 673 708 000	R 726 461 000	R 755 866 355	R 797 439 005
Growth (%)		9%	6%	8%	4%	5%
CAPITAL GRANTS		3%	6%	6%	6%	6%
Municipal Infrastructure Grant (MIG)	R 330 659 000	R 339 939 000	R 360 701 000	R 382 612 000	R 403 655 660	R 425 856 721
Water Services Infrastructure Grant	R 115 372 000	R 40 000 000	R 40 000 000	R 45 000 000	R 47 475 000	R 50 086 125
Neighbourhood Development Partnership Grant	R 48 637 000	R 40 000 000	R 60 000 000	R 60 000 000	R 60 000 000	R 60 000 000
Public Transport Network Grant	R 200 058 000	R 211 673 000	R 120 412 000	R 127 356 000	R 134 360 580	R 141 750 412
Integrated National Electrification Programme	R 11 000 000	R 31 000 000	R 30 000 000	R 50 000 000	R 52 750 000	R 55 651 250
TOTAL CAPITAL ALLOCATION	R 705 726 000	R 662 612 000	R 611 113 000	R 664 968 000	R 698 241 240	R 733 344 508
Growth (%)		-6%	-8%	9%	5%	5%
TOTAL ALLOCATION	1 294 110 000	1 292 970 000	1 284 821 000	1 391 429 000	1 454 107 595	1 530 783 513
Growth (%)		0%	-1%	8%	5%	5%
IN-KIND ALLOCATIONS						
Regional Bulk Infrastructure		R 40 254 000	R 24 042 000	R 39 396 000	R 41 562 780	R 43 848 733
Integrated National Electrification Programme		R 57 154 000	R 55 136 000	R 58 334 000	R 61 542 370	R 64 927 200
Neighbourhood Development Partnership Grant		R 1 890 000	R 1 250 000	R 1 200 000	R 1 266 000	R 1 335 630
TOTAL IN-KIND ALLOCATION	R -	R 99 298 000	R 80 428 000	R 98 930 000	R 104 371 150	R 110 111 563

The City will experience increase on the equitable share by average of 9 per cent per annum over the medium-term. The infrastructure conditional grants such as Water Services Infrastructure Grant and Public Transport Network Grant have been reduced significantly during the medium-term by 61 per cent and 37 per cent respectively.

(b) Revising of rates, tariffs and other charges

The revision of the rates, tariffs and other charges for the 2017/2018 budgets and MTREF should take into account the labour (i.e. the wage agreements with unions) and other input costs of services provided by the municipality, the need to ensure financial sustainability, local economic conditions and the affordability of services, taking into consideration the municipality's indigent policy.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges at levels that reflect an appropriate balance between the interests of poor households, other customers and ensuring the financial sustainability of the municipality.

To ensure the municipality continue to efficiently deliver services, eradicate backlogs in term of services and social infrastructure, maintain, upgrade and renewal of the existing infrastructure as well as ensuring financial stability and long-term sustainability, the increase of rates, tariffs and other charges over the medium-term is proposed to be as follows:

Rates and Services Charges Tariffs Increase %:	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Property Rates	6,40%	6,40%	5,70%	5,60%	5,50%	5,50%
Electricity	7,63%	2,12%	7,82%	7,43%	7,73%	7,37%
Water	37,00%	7,78%	7,81%	7,92%	7,93%	8,03%
Refuse Removal	6,93%	7,78%	7,81%	7,92%	7,93%	8,03%
Sewerage	-18,00%	7,78%	7,81%	7,92%	7,93%	8,03%
Concession Area - Water and Sanitation	11,82%					
Average Increase - Non-Concession Area	7,99%	6,37%	7,39%	7,36%	7,40%	7,39%
Average Increase - Concession Area	8,20%	5,43%	7,11%	6,98%	7,05%	6,97%
Sundry charges tariffs and fees	12,00%	10,00%	10,00%	10,00%	10,00%	10,00%

There will be a significant relief to the consumers during 2017/2018 financial year as the electricity tariffs are estimated to increase by 2,12 per cent, subject to approval by the National Energy Regulator of South Africa (NERSA). Overall the fees and tariffs for property rates, services and sundry charges will increase an average by 6,37 per cent in 2017/2018 financial year and by an average of 7,38 per cent in 2018/2019 financial year in the non-concession areas.

Sembcorp tariffs increase is determined in accordance with tariff model stipulated on the Service Agreement Three (4) which takes the current consumer price indexes (CPI) per commodity plus a margin of 4,3 percent and other economic factors into account.

As a result of the amalgamation process, the City will have to undertake a process of remodeling of the cost and tariffs from the current financial year and over the next two financial years in the different functional areas such as electricity, water, sanitation, refuse removal and other critical services delivery functional areas to ensure the tariffs and fees charge for rendering such services is a true reflection of the cost. The former Mbombela Local City has undertaken such a process since 2014/2015 financial year however the process has become irrelevant due to the amalgamation process.

(a) The ability of City to collect revenue (payment levels)

The estimated payment level trends for the current financial and the forecast for the next mid-term including is as follows:

Financial Performance Indicators or Ratios	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Collection on currents - Rates and Services charges	95%	96%	96%	97%	97%	97%

The collection rate in 2017/2018 is expected to drop by 1 per cent due to the current economic situation and it will then pick up in the outer two years as the economic conditions improves.

The debtors factoring mechanisms be explored and considered as a debt collection mechanism to increase the ability of the City to collect outstanding debts.

(b) Revenue enhancement strategy

The major challenge faced by the City is that the current revenue base is fully committed and therefore there is a need to first prevent revenue losses, secondly to explore the opportunities of increasing the revenue base and thirdly to explore new revenue streams.

The City of Mbombela has developed a revenue enhancement strategy to address revenue generation, collection and protection potential risks and challenges that impact on the financial governance and sustainability of the municipality. The strategy was approved with this budget at the Council meeting held 31 May 2017 under item A (4) for implementation 1 July 2017.

5.4 OPERATING EXPENDITURE GUIDELINES AND ASSUMPTIONS

The operating expenditure will increase by an average of 6,13 per cent in 2017/2018, 6,92 per cent in 2018/2019 and 6,46 per cent in 2019/2020 with an exception of the key cost or expenditure drivers stated on the table below:

Operating Expenditure:	2016/2017	2017/2018	2018/2019	2018/2020	2018/2021	2018/2022
Employees Related Cost	6,00%	7,36%	6,70%	6,60%	6,50%	6,50%
Councillors Remuneration	4,00%	6,40%	5,70%	5,60%	5,50%	5,50%
Contracted Services	4,05%	5,25%	5,25%	4,55%	4,45%	4,35%
Bulk Purchases: Electricity	7,86%	0,31%	8,00%	8,00%	8,00%	8,00%
Bulk Purchases: Water	9,90%	8,10%	8,10%	7,40%	7,30%	7,20%
Other Materials	5,33%	6,33%	6,33%	5,63%	5,53%	5,43%
Transfers and Grants	6,40%	7,90%	7,90%	7,20%	7,10%	7,00%
Other Expenditure	5,42%	7,42%	7,42%	6,72%	6,62%	6,52%
Average Increase %	6,12%	6,13%	6,92%	6,46%	6,37%	6,31%

5.5 CAPITAL EXPENDITURE OVER THE MEDIUM-TERM

The funding of the capital expenditure budget will be sourced from conditional grants allocations and internal reserves. No new external loans (borrowings) will be sourced during the medium-term.

The funding of capital expenditure from internal generated funds will be minimised to the affordability level of the City.

5.6 PROVISION OF FREE BASIC SERVICES

The Indigent Policy of the City as approved by Council on the 28 February 2017 is in line with the National Policy on provision of Free Basic Services with its objective of providing free access to basic services to the poor and enhancing the fight against poverty. This policy will be reviewed on annual basis to be in line with the requirements proposed by the National Department of Cooperative Governance and Traditional Affairs.

The following assumptions were also taken into consideration towards the provision of free basic services;

- (a) Reducing the impact of poverty through free basic service provision;
- (b) Protecting the poor from the harsh economic realities;

The City will be offering the following free basic services:

Free Basic Water	6kl per month
Free Basic Electricity	50kW per month
Free Basic refuse removal	100 % subsidy on tariff
Rebate on property rates	Rebates ranging from 25% to 100% and first R80 000.00 market value being 100% exempted from rates.
Free Basic Sewer	6kl per month

5.7 OTHER CONSIDERATIONS

The municipality has developed a revenue enhancement strategy that will assist to improve the revenue of the municipality. The revenue enhancement strategy has been developed as a result of the prevailing undesirable financial situation being encountered by the municipality. The draft revenue enhancement strategy has been developed as a result of the prevailing undesirable financial situation being encountered by the municipality.

The revenue enhancement strategy has been crafted to address revenue generation, collection and protection potential risks and challenges that impact on the financial governance and sustainability of the municipality.

The revenue strategy also seeks to address ineffectiveness, inefficiency and uneconomical utilization of the financial and operational utilisation of the financial resources as well as improving services delivery to the households of the municipality.

A Revenue Enhancement Task Team comprising of the Chief Financial Officer and General Managers for Infrastructure Development, Water and Sanitation, Community Services and City Planning and Development has been established.

The purpose of the task team is to diagnose revenue enhancement risks and developing a revenue enhancement programme with clear roles and responsibilities, key performance indicators and targets to mitigate those identified revenue enhancement risks, which are:

- Low or no purchase of prepayment electricity by customers due tampering and faulty meters
- Faulty of power and load factors in electricity sub-station and distribution networks
- Faulty and tampered conventional water and electricity meters
- Substantial water losses at water treatment works and distribution networks
- By-passing of electricity meters by electrical division employees (Electrician)
- Unsuitability of Unique Umbane electricity meters installed in Valencia Park.
- Outdated municipal by-laws.
- Inadequate traffic fines collection mechanisms
- Inadequate meter reading services
- Legally occupied properties not billed for solid waste services.
- Inadequate internal controls on the billing system – compromising the integrity of the municipal accounts
- Property rates not levied due to incorrect registration of the properties in the name of the municipality in the deeds office.
- Government properties not listed on the general valuation roll located in the state trust and communal land.

5.8 2017/2018 – 2019/2020 FINAL BUDGET AND MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK PROPOSAL

Taking into consideration the amendments aforementioned, the proposed final budget and Medium Term Revenue Expenditure Framework for the 2017/2018 to 2019/2020 financial year is summarised as per the table below.

MP326 City of Mbombela - Table A1 Budget Summary										
Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Financial Performance										
Property rates	-	-	-	427,805	403,218	403,218	403,218	513,667	561,354	592,790
Service charges	-	-	-	1,145,387	1,029,440	1,029,440	1,029,440	1,178,526	1,281,973	1,378,490
Investment revenue	-	-	-	9,735	7,682	7,682	7,682	8,946	9,840	10,824
Transfers recognised - operational	-	-	-	707,415	475,524	475,524	475,524	695,668	743,053	800,086
Other own revenue	-	-	-	335,086	294,248	294,248	294,248	337,271	347,454	358,891
Total Revenue (excluding capital transfers and contributions)	-	-	-	2,625,428	2,210,112	2,210,112	2,210,112	2,734,077	2,943,674	3,141,081
Employee costs	-	-	-	664,987	616,263	616,263	616,263	731,161	795,751	864,904
Remuneration of councillors	-	-	-	38,920	33,466	33,466	33,466	39,598	41,855	44,199
Depreciation & asset impairment	-	-	-	257,872	219,424	219,424	219,424	260,361	269,123	279,538
Finance charges	-	-	-	47,393	30,720	30,720	30,720	25,770	23,467	21,310
Materials and bulk purchases	-	-	-	691,956	571,534	571,534	571,534	695,779	750,556	809,000
Transfers and grants	-	-	-	188,453	34,020	34,020	34,020	37,196	35,208	37,743
Other expenditure	-	-	-	786,014	898,064	898,064	898,064	892,993	964,927	1,015,157
Total Expenditure	-	-	-	2,675,595	2,403,491	2,403,491	2,403,491	2,682,858	2,880,887	3,071,850
Surplus/(Deficit)	-	-	-	(50,167)	(193,379)	(193,379)	(193,379)	51,219	62,787	69,230
Transfers and subsidies - capital (monetary allocation)	-	-	-	581,285	710,063	710,063	710,063	597,302	541,768	591,343
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574
Capital expenditure & funds sources										
Capital expenditure	-	-	-	751,719	741,424	741,424	741,424	607,134	570,027	640,865
Transfers recognised - capital	-	-	-	605,106	604,286	604,286	604,286	515,929	466,719	509,681
Public contributions & donations	-	-	-	10,423	6,422	6,422	6,422	8,759	5,000	6,050
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	136,190	130,716	130,716	130,716	82,446	98,308	125,134
Total sources of capital funds	-	-	-	751,719	741,424	741,424	741,424	607,134	570,027	640,865
Financial position										
Total current assets	-	-	-	509,832	592,765	554,704	554,704	650,363	901,215	1,316,982
Total non current assets	-	-	-	6,027,115	6,027,115	7,512,094	7,512,094	7,815,439	8,066,709	8,365,340
Total current liabilities	-	-	-	560,967	510,970	542,793	542,793	525,648	544,899	561,201
Total non current liabilities	-	-	-	640,843	640,843	578,927	578,927	561,477	542,872	528,684
Community wealth/Equity	-	-	-	5,335,137	5,468,067	6,945,078	6,945,078	7,378,677	7,880,152	8,592,437
Cash flows										
Net cash from (used) operating	-	-	-	824,758	890,634	890,634	890,634	370,223	474,514	694,627
Net cash from (used) investing	-	-	-	(727,898)	(741,424)	(741,424)	(741,424)	(267,242)	(215,649)	(272,285)
Net cash from (used) financing	-	-	-	(22,362)	(22,362)	(22,362)	(22,362)	(20,410)	(21,596)	(17,209)
Cash/cash equivalents at the year end	-	-	-	247,330	193,654	127,296	127,296	209,867	447,137	852,269
Cash backing/surplus reconciliation										
Cash and investments available	-	-	-	265,228	211,552	146,464	146,464	230,376	469,082	875,750
Application of cash and investments	-	-	-	156,312	(18,654)	59,542	59,542	34,053	26,207	39,877
Balance - surplus (shortfall)	-	-	-	108,916	230,205	86,922	86,922	196,323	442,875	835,873
Asset management										
Asset register summary (WDV)	-	-	-	6,009,218	6,009,218	6,009,218	7,794,930	7,794,930	8,044,764	8,341,859
Depreciation	-	-	-	257,872	219,424	219,424	260,361	260,361	269,123	279,538
Renewal of Existing Assets	-	-	-	445,527	361,326	361,326	361,326	436,463	404,861	388,185
Repairs and Maintenance	-	-	-	230,100	230,100	230,100	267,445	267,445	313,585	368,797
Free services										
Cost of Free Basic Services provided	-	-	-	136,849	136,849	136,849	37,196	37,196	34,004	35,275
Revenue cost of free services provided	-	-	-	404,454	404,454	404,454	412,354	412,354	444,967	480,138
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	179	179	179	179	179	179	180

The proposed final budget and Medium Term Revenue Expenditure Framework for the 2017/2018 to 2019/2020 financial year is summarised as follows:

The total budget for 2017/2018 financial year will amount to **R3, 290 billion** from a total budget of R3 301 billion in 2016/2017, showing a decrease of 0.3 per cent or R11 million and further increases to **R3, 713 billion** over the medium-term.

The operating expenditure budget for 2017/2018 financial year will amount to R2 683 billion, shows an increase of 12 per cent or R280 million from the 2016/2017 budget of R2 403 billion.

The capital expenditure budget which is 18 per cent of the total budget, will amount to R607 million in 2017/2018 financial year, shows a decrease of 18 per cent or R134 million from the 2016/2017 budget of R741 million and will increase to R641 million over the medium-term.

The operating revenue budget will amount to R2 734 billion, shows an increase of 24 per cent or R524 million from the 2016/2017 budget of R2 210 billion and further increases to R3 141 billion over the medium-term.

The operating revenue from property rates and services charges increase by 18 per cent from R1 433 billion in 2016/2017 financial year to R1 692 billion in 2017/2018 financial year and further increases to R1 971 billion over the medium-term. The total grants allocation in 2017/2018 will amount to R1 293 billion, showing a slight decrease from the 2016/2017 allocation of R1 294 billion and further to increases to R1 391 billion over the medium-term.

5.9 DETAILED OPERATING REVENUE AND EXPENDITURE BUDGET

The detailed operating revenue and expenditure budget for 2017/2018 – 2019/2020 budget and medium-term revenue and expenditure framework is as follows:

MP326 City of Mbombela - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	427,805	403,218	403,218	403,218	513,667	561,354	592,790
Service charges - electricity revenue	2	-	-	-	933,229	841,302	841,302	841,302	941,132	1,024,045	1,100,126
Service charges - water revenue	2	-	-	-	91,244	74,544	74,544	74,544	96,812	104,377	112,641
Service charges - sanitation revenue	2	-	-	-	20,565	23,683	23,683	23,683	29,581	31,892	34,419
Service charges - refuse revenue	2	-	-	-	100,348	89,911	89,911	89,911	111,002	121,659	131,298
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	-	28,855	18,185	18,185	18,185	22,876	25,163	27,680
Interest earned - external investments		-	-	-	9,735	7,682	7,682	7,682	8,946	9,840	10,824
Interest earned - outstanding debtors		-	-	-	13,690	19,650	19,650	19,650	26,235	28,859	31,745
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	32,740	24,301	24,301	24,301	29,944	32,938	36,232
Licences and permits		-	-	-	4,734	4,207	4,207	4,207	4,924	5,417	5,959
Agency services		-	-	-	172,797	154,902	154,902	154,902	189,601	208,561	229,418
Transfers and subsidies		-	-	-	707,415	475,524	475,524	475,524	695,668	743,053	800,086
Other revenue	2	-	-	-	82,271	72,685	72,685	72,685	63,690	46,515	27,858
Gains on disposal of PPE		-	-	-	-	318	318	318	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	-	-	2,625,428	2,210,112	2,210,112	2,210,112	2,734,077	2,943,674	3,141,081
Expenditure By Type											
Employee related costs	2	-	-	-	664,987	616,263	616,263	616,263	731,161	795,751	864,904
Remuneration of councillors		-	-	-	38,920	33,466	33,466	33,466	39,598	41,855	44,199
Debt impairment	3	-	-	-	96,169	81,288	81,288	81,288	57,987	61,861	47,576
Depreciation & asset impairment	2	-	-	-	257,872	219,424	219,424	219,424	260,361	269,123	279,538
Finance charges		-	-	-	47,393	30,720	30,720	30,720	25,770	23,467	21,310
Bulk purchases	2	-	-	-	640,974	517,378	517,378	517,378	640,935	692,243	747,407
Other materials	8	-	-	-	50,982	54,156	54,156	54,156	54,844	58,313	61,593
Contracted services		-	-	-	406,903	548,209	548,209	548,209	442,303	465,524	486,705
Transfers and subsidies		-	-	-	188,453	34,020	34,020	34,020	37,196	35,208	37,743
Other expenditure	4, 5	-	-	-	282,941	268,568	268,568	268,568	392,703	437,542	480,876
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Expenditure		-	-	-	2,675,595	2,403,491	2,403,491	2,403,491	2,682,858	2,880,887	3,071,850
Surplus/(Deficit)		-	-	-	(50,167)	(193,379)	(193,379)	(193,379)	51,219	62,787	69,230
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	581,285	710,063	710,063	710,063	597,302	541,768	591,343
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, All Transfers and subsidies - capital (in-kind - higher)	6	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		-	-	-	531,118	516,684	516,684	516,684	648,521	604,555	660,574

The impact of the main operating expenditure drivers on the final budget is follows as:

The employees' remuneration cost will amount to R771 million in 2017/2018 financial year due to an annual increase of 7,36 per cent for employees related cost and 6,4 per cent for remuneration of councillors. The remuneration cost to the total operating expenditure budget is 29 per cent. The employees remuneration cost will increase to R838 million in 2018/2019 financial year and the expenditure to the total operating budget will be 29 per cent as well.

The bulk purchase expenditure is mainly expenditure for bulk electricity purchase from Eskom and the bulk water purchase and will increase to R641 million due to an average increase of 0,31 per cent granted to Eskom by the National Energy Regulator of South Africa, the increase will come into effect from 01 July 2017 and bulk water increase of 8,1 per cent. The bulk purchase expenditure make up 24 per cent of the total operating expenditure budget.

The depreciation cost will be R260 million and contributes 10 per cent of the total operating expenditure and is about 3 percent of the total assets carrying value of R7 439 billion. The depreciation costs represent the rate at which the assets of the City are utilized in rendering services and therefore the cost should be provided for/included on the budget to ensure the current ratepayers and users of the municipal services are able to contribute towards the refurbishment, upgrade and renewal of the assets.

The cost curtailment measures has been applied in line with the National Government directives on contracted and other expenditure. The cost curtailment will result in reprioritization and reducing the expenditure by R54 million (6 per cent) in 2017/2018. The contracted services and expenditure makes up 30 per cent of the total operating expenditure budget.

Included on this expenditure items is IDP operating projects amounting to R101 million in 2017/2018 financial year and increase to R146 million in 2019/2020 financial year. The breakdown of the total expenditure for operating projects per municipal priorities is as tabulated below.

DESCRIPTION	Sum of 2017/2018 BUDGET ESTIMATE	Sum of 2018/2019 BUDGET FORECAST	Sum of 2019/2020 BUDGET FORECAST
City Planning and Development	R 29 500 000	R 38 582 000	R 52 259 920
Economic Development	R 5 800 000	R 6 722 000	R 7 748 320
Good Governance and Institutional Development	R 2 200 000	R 1 060 000	R 561 800
Integrated Human Settlement	R 8 500 000	R 17 120 000	R 22 247 200
Revenue Enhancement	R 11 600 000	R 11 680 000	R 19 252 600
Rural Development	R 1 000 000	R 1 500 000	R 1 850 000
Economic Development	R 400 000	R 500 000	R 600 000
Community Services	R 6 624 051	R 10 559 791	R 11 040 261
Community Development	R 5 370 000	R 8 400 500	R 9 640 261
Waste and Environment Management	R 1 254 051	R 2 159 291	R 1 400 000
Corporate services	R 9 700 000	R 9 960 000	R 10 637 200
Good Governance and Institutional Development	R 9 700 000	R 9 960 000	R 10 637 200
Deputy Municipal Manager: Auxiliary Services	R 4 650 000	R 5 273 588	R 5 508 925
Good Governance and Institutional Development	R 4 650 000	R 5 273 588	R 5 508 925
Energy	R 12 095 223	R 15 774 709	R 18 223 987
Electricity supply	R 10 473 094	R 13 389 225	R 15 729 964
Revenue Enhancement	R 1 622 129	R 2 385 484	R 2 494 023
Financial Management	R 11 240 000	R 19 790 000	R 20 500 000
Financial Management	R 500 000	R 1 500 000	R 2 000 000
Revenue enhancement	R 10 740 000	R 18 290 000	R 18 500 000
Municipal Manager	R 10 000 000	R -	R -
Good Governance and Institutional Development	R 10 000 000	R -	R -
Public Safety	R 3 871 252	R 4 356 867	R 3 940 146
Community Development	R 3 871 252	R 4 356 867	R 3 940 146
Public Works and Transport	R 3 613 569	R 5 750 000	R 5 000 000
Roads and Stormwater Management	R 3 613 569	R 5 750 000	R 5 000 000
Strategic Management Services	R 3 065 000	R 5 265 500	R 5 413 880
Good Governance and Institutional Development	R 3 065 000	R 5 265 500	R 5 413 880
Water and Sanitation	R 6 526 443	R 8 673 612	R 13 696 489
Good governance and Institutional Development	R 4 026 443	R 5 646 902	R 8 951 328
Revenue enhancement	R 2 000 000	R 1 526 710	R 2 245 161
Water Supply	R 500 000	R 1 500 000	R 2 500 000
Grand Total	R 100 885 538	R 123 986 066	R 146 220 809

The City has allocated an amount of R37 million in the 2017/2018 financial year for provision of free basic services. The free basic services will be provided in accordance with the criteria set on the indigent policy of the City.

MP326 City of Mbombela - Table A10 Basic service delivery measurement										
Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	73,455	73,455	73,455	73,551	73,646	73,742
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	41,691	41,691	41,691	41,774	41,858	41,942
Minimum Service Level and Above sub-total		-	-	-	115,146	115,146	115,146	115,325	115,504	115,684
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	115,146	115,146	115,146	115,325	115,504	115,684
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	55,588	55,588	55,588	55,699	55,810	55,922
Flush toilet (w/ith septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (v entilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	87,352	87,352	87,352	87,352	87,352	87,352
Minimum Service Level and Above sub-total		-	-	-	142,940	142,940	142,940	143,051	143,163	143,274
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	142,940	142,940	142,940	143,051	143,163	143,274
Energy:										
Electricity (at least min.service level)		-	-	-	178,675	178,675	178,675	179,033	179,391	179,749
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	178,675	178,675	178,675	179,033	179,391	179,749
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	178,675	178,675	178,675	179,033	179,391	179,749
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	65,514	65,514	65,514	65,645	65,777	65,908
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	113,161	113,161	113,161	113,387	113,614	113,841
Below Minimum Service Level sub-total		-	-	-	178,675	178,675	178,675	179,033	179,391	179,749
Total number of households	5	-	-	-	178,675	178,675	178,675	179,033	179,391	179,749
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	198,528	198,528	198,528	198,528	198,528	198,528
Sanitation (free minimum level service)		-	-	-	198,528	198,528	198,528	198,528	198,528	198,528
Electricity/other energy (50kwh per household per month)		-	-	-	12,037	12,037	12,037	12,037	12,037	12,037
Refuse (removed at least once a week)		-	-	-	12,037	12,037	12,037	12,037	12,037	12,037
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	48,314	48,314	48,314	9,126	9,126	9,126
Sanitation (free sanitation service to indigent households)		-	-	-	48,314	48,314	48,314	9,126	9,126	9,126
Electricity/other energy (50kwh per indigent household per month)		-	-	-	5,850	5,850	5,850	5,832	5,832	5,832
Refuse (removed once a week for indigent households)		-	-	-	34,371	34,371	34,371	13,112	9,920	11,191
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided		-	-	-	136,849	136,849	136,849	37,196	34,004	35,275
Highest level of free service provided per household										
Property rates (R value threshold)					80,000	80,000	80,000	80,000	80,000	80,000
Water (kilolitres per household per month)					6	6	6	6	6	6
Sanitation (kilolitres per household per month)					6	6	6	6	6	6
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)					50	50	50	50	50	50
Refuse (average litres per week)					1	1	1	1	1	1
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	187,959	187,959	187,959	200,525	211,955	223,824
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	114,437	114,437	114,437	99,566	109,523	120,475
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	10,258	10,258	10,258	11,284	12,412	13,653
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	57,428	57,428	57,428	63,171	69,488	76,437
Refuse (in excess of one removal a week for indigent households)		-	-	-	34,371	34,371	34,371	37,808	41,589	45,748
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		-	-	-	404,454	404,454	404,454	412,354	444,967	480,138

The main operating revenue streams impact on the final budget is as follows:

The municipality will receive most of its revenue from services charge (electricity, water, sewerage and refuse removal services) amounting to R1 179 billion indicating an increase of R149 million (14 per cent) from R1 029 billion in 2016/2017 financial year and increases to R1 378 billion over the medium-term. The revenue from services charge makes up 43 per cent of the total operating revenue budget.

The revenue from property rates will amount to R514 million after taking into account property rates revenue forgone which is rates exemptions and rebates granted in terms of the rates policy amounting to R201 million in 2017/2018 financial year and increases to R593 million over the medium-term. The property rates revenue contributes about 18 per cent of the total operating revenue budget.

Operating grants allocation comprising of equitable share and other small grants contributes 25 per cent to the total operating revenue budget and will amount to R 696 million in 2017/2018 financial year and increases to R800 million over the medium-term

The other revenue amounts to R337 million indicating an increase of R43 million (15 per cent) from the budget amount of R294 million for the 2016/2017 financial year. The other revenue comprises of revenue from agency fees of R190 million, interest from outstanding debtors and investments of R35 million, rental of municipal properties and facilities of R23 million and sundry income of R63 million. The other revenue contributes about 13 percent of the total operating revenue budget.

5.10 DETAILED CASHFLOW STATEMENT BUDGET

The cash flow projections over the medium-term are as follows:

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
R thousand												
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates	1				427 805	427 805	427 805	427 805	493 120	538 900	580 934	
Service charges					1 110 812	947 867	947 867	947 867	1 160 748	1 262 608	1 363 229	
Other revenue					288 656	250 297	250 297	250 297	296 621	318 595	327 146	
Government - operating					707 415	475 524	475 524	475 524	695 668	743 053	800 086	
Government - capital		1				581 285	710 063	710 063	710 063	597 302	541 768	591 343
Interest						23 425	27 332	27 332	27 332	29 934	32 927	37 807
Dividends						-	-			-	-	-
Payments												
Suppliers and employees	1				(2 085 707)	(1 883 513)	(1 883 513)	(1 883 513)	(2 840 203)	(2 904 662)	(2 946 865)	
Finance charges					(47 393)	(30 720)	(30 720)	(30 720)	(25 770)	(23 467)	(21 310)	
Transfers and Grants					(181 540)	(34 020)	(34 020)	(34 020)	(37 196)	(35 208)	(37 743)	
NET CASH FROM/(USED) OPERATING ACTIVITIES			-	-	-	824 758	890 634	890 634	890 634	370 223	474 514	694 627
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE					-	-	-	-	-	-	-	
Decrease (Increase) in non-current debtors									220 632	223 803	242 989	
Decrease (increase) other non-current receivables									119 260	130 575	125 591	
Decrease (increase) in non-current investments					-	-	-	-	-	-	-	
Payments												
Capital assets					(727 898)	(741 424)	(741 424)	(741 424)	(607 134)	(570 027)	(640 865)	
NET CASH FROM/(USED) INVESTING ACTIVITIES			-	-	-	(727 898)	(741 424)	(741 424)	(741 424)	(267 242)	(215 649)	(272 285)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans					-	50 000	50 000	50 000	-	-	-	
Borrowing long term/refinancing					-	-	-	-	-	-	-	
Increase (decrease) in consumer deposits					-	-	-	-	-	-	-	
Payments												
Repayment of borrowing					(22 362)	(72 362)	(72 362)	(72 362)	(20 410)	(21 596)	(17 209)	
NET CASH FROM/(USED) FINANCING ACTIVITIES			-	-	-	(22 362)	(22 362)	(22 362)	(22 362)	(20 410)	(21 596)	(17 209)
NET INCREASE/ (DECREASE) IN CASH HELD												
Cash/cash equivalents at the year begin:	2	-	-	-	74 499	126 849	126 849	126 849	82 571	237 270	405 133	
Cash/cash equivalents at the year end:	2	-	-	-	172 832	66 806	448	448	127 296	209 867	447 137	
					247 330	193 654	127 296	127 296	209 867	447 137	852 269	

The above table reflects that the municipality will be able to improve its projected cashflow position as at 30 June 2018 to R210 million from R194 million as at 30 June 2017 and increases to R852 million in 2019/2020 financial year.

It be noted that the net cash to be generated from operating activities will amount to R370 million in 2017/2018 financial year and will increase to R695 million over the medium-term. The favourable net-cash from operating activities is an indication that the municipality will be able to generate surplus cash from rendering municipal services such as electricity, water, sanitation, solid waste etc.

The surplus cash generated from the operating activities will be utilized to fund the capital expenditure and also the repay the non-current borrowings.

The projected cash of R210 million to be retained at the end of the financial year will be for the following purposes:

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	-	-	-	247 330	193 654	127 296	127 296	209 867	447 137	852 269
Other current investments > 90 days		-	-	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	17 897	17 897	19 168	19 168	20 509	21 945	23 481
Cash and investments available:		-	-	-	265 228	211 552	146 464	146 464	230 376	469 082	875 750
Application of cash and investments											
Unspent conditional transfers		-	-	-	-	101 751	101 751	101 751	88 589	77 072	67 053
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	(126 936)	(126 936)	(126 936)	(126 936)	(119 260)	(130 575)	(125 591)
Other working capital requirements	3	-	-	-	283 249	6 532	84 728	84 728	64 725	79 710	98 415
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		-	-	-	156 312	(18 654)	59 542	59 542	34 053	26 207	39 877
Surplus(shortfall)		-	-	-	108 916	230 205	86 922	86 922	196 323	442 875	835 873

The achievement of the above will depend on strict and prudent financial and budget management discipline and controls to be implemented by the municipality.

5.11 DETAILED CAPITAL BUDGET

The table below provides a summary of the estimate proposals on the capital expenditure budget.

Vote Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital Expenditure - Functional										
<i>Governance and administration</i>	-	-	-	29 411	57 212	57 212	57 212	25 354	21 602	24 645
Executive and council				9 468	19 057	19 057	19 057	9 374	3 703	3 246
Finance and administration				19 943	38 155	38 155	38 155	15 980	17 900	21 399
Internal audit				-	-	-	-	-	-	-
<i>Community and public safety</i>	-	-	-	31 107	23 614	23 614	23 614	46 010	31 041	23 775
Community and social services				9 091	7 985	7 985	7 985	21 729	16 385	13 295
Sport and recreation				10 026	10 026	10 026	10 026	18 271	7 500	1 700
Public safety				9 990	5 603	5 603	5 603	3 821	4 656	5 980
Housing				2 000	-	-	-	2 190	2 500	2 800
Health				-	-	-	-	-	-	-
<i>Economic and environmental services</i>	-	-	-	348 437	292 422	292 422	292 422	325 679	222 160	244 439
Planning and development				14 689	14 835	14 835	14 835	41 877	56 463	73 445
Road transport				333 748	277 588	277 588	277 588	283 802	165 696	170 994
Environmental protection				-	-	-	-	-	-	-
<i>Trading services</i>	-	-	-	342 505	367 916	367 916	367 916	210 091	295 224	348 006
Energy sources				33 593	47 724	47 724	47 724	35 667	36 909	57 123
Water management				259 388	273 151	273 151	273 151	155 646	189 925	229 978
Waste water management				41 875	39 390	39 390	39 390	14 316	44 251	45 500
Waste management				7 650	7 650	7 650	7 650	4 462	24 140	15 405
<i>Other</i>				260	260	260	260	-	-	-
Total Capital Expenditure - Functional	-	-	-	751 719	741 424	741 424	741 424	607 134	570 027	640 865

The table below indicated the capital budget per Department (Municipal Standard Classification segment).

DEPARTMENT		Sum of 2017/2018 BUDGET ESTIMATE	Sum of 2018/2019 BUDGET FORECAST	Sum of 2019/2020 BUDGET FORECAST
City Planning and Development	R	48 142 606	R 64 550 187	R 70 586 036
Community Services	R	9 319 679	R 11 706 599	R 14 718 983
Corporate Services	R	6 700 000	R 6 100 000	R 7 200 000
Deputy Municipal Manager	R	4 000 000	R 5 000 000	R 6 050 000
Energy	R	37 266 895	R 40 608 306	R 59 626 806
Financial Management	R	4 950 000	R 6 400 000	R 8 895 000
Municipal Manager	R	6 347 306	R 5 061 580	R 5 353 889
Public Safety	R	3 820 783	R 4 655 978	R 5 980 028
Public Works and Transport	R	367 459 130	R 258 185 977	R 283 838 785
Regional Service Centres	R	1 000 000	R 1 094 000	R 1 137 400
Strategic Management Services	R	965 323	R 1 000 000	R 500 000
Water and Sanitation	R	117 162 174	R 165 664 500	R 176 978 009
Grand Total	R	607 133 895	R 570 027 127	R 640 864 935

The table below depicts that capital expenditure budget per municipal priority:

Municipal Priority	Sum of 2017/2018		Sum of 2018/2019		Sum of 2019/2020	
		BUDGET ESTIMATE		BUDGET FORECAST		BUDGET FORECAST
City Planning and Development	R	48 142 606	R	64 550 187	R	70 586 036
Community Development	R	5 000 000				
Economic Development	R	37 405 862	R	54 750 187	R	57 066 036
Good governance and institutional development	R	847 000	R	1 300 000	R	2 220 000
Integrated Human Settlements	R	2 189 744	R	2 500 000	R	2 800 000
Rural Development	R	2 700 000	R	6 000 000	R	8 500 000
Community Services	R	9 319 679	R	11 706 599	R	14 718 983
Community Development	R	6 807 880	R	7 566 850	R	7 657 423
Waste and Environment Management	R	2 511 799	R	4 139 749	R	7 061 560
Corporate Services	R	6 700 000	R	6 100 000	R	7 200 000
Good governance and institutional development	R	6 700 000	R	6 100 000	R	7 200 000
Deputy Municipal Manager	R	4 000 000	R	5 000 000	R	6 050 000
Water Supply	R	4 000 000	R	5 000 000	R	6 050 000
Energy	R	37 266 895	R	40 608 306	R	59 626 806
Electricity Supply Management	R	35 667 318	R	38 608 709	R	57 123 100
Revenue Enhancement	R	1 599 577	R	1 999 597	R	2 503 706
Financial Management	R	4 950 000	R	6 400 000	R	8 895 000
Financial Management	R	3 300 000	R	3 500 000	R	1 400 000
Revenue Enhancement	R	1 650 000	R	2 900 000	R	7 495 000
Municipal Manager	R	6 347 306	R	5 061 580	R	5 353 889
Good governance and institutional development	R	6 347 306	R	5 061 580	R	5 353 889
Public Safety	R	3 820 783	R	4 655 978	R	5 980 028
Good governance and institutional development	R	3 820 783	R	4 655 978	R	5 980 028
Public Works and Transport	R	367 459 130	R	258 185 977	R	283 838 785
Community Development	R	23 857 458	R	16 000 000	R	11 000 000
Good governance and institutional development	R	5 800 000	R	-	R	-
Public Transport	R	135 278 070	R	52 099 761	R	54 872 452
Roads and Stormwater Management	R	153 919 108	R	132 319 170	R	122 500 000
Sanitation	R	22 586 798	R	21 716 401	R	43 623 000
Solid waste	R	-	R	20 000 000	R	11 843 333
Water Supply	R	26 017 696	R	16 050 645	R	40 000 000
Regional Service Centres	R	1 000 000	R	1 094 000	R	1 137 400
Good governance and institutional development	R	1 000 000	R	1 094 000	R	1 137 400
Strategic Management Services	R	965 323	R	1 000 000	R	500 000
Good governance and institutional development	R	965 323	R	1 000 000	R	500 000
Water and Sanitation	R	117 162 174	R	165 664 500	R	176 978 009
Revenue Enhancement	R	3 512 105	R	1 999 597	R	2 503 706
Sanitation	R	4 838 596	R	23 750 551	R	10 000 000
Water Supply	R	108 811 473	R	139 914 352	R	164 474 303
Grand Total	R	607 133 895	R	570 027 127	R	640 864 935

5.12 BUDGET RELATED POLICIES

In order to manage the finances, the municipality has prepared financial policies as per the requirement of the Municipal Financial Management Act, 2003 (Act 56 of 2003). This includes the budget policy; funding and reserves policy; credit control and debt collection policy; investment policy; tariff policy; rate policy; asset management policy; virement policy; budget policy; indigent policy and supply chain management policy; economic investment and promotion policy; payroll discrepancy policy; supplier performance monitoring policy; contract management policy and insurance policy.

5.12.1 Budget policy

The municipality has a budget policy which aims to achieve the following:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget;
- The responsibilities of the executive mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget;
- To establish and maintain procedures to ensure adherence to City of Mbombela IDP review and budget processes.

5.12.2 Funding and reserves policy

The municipality has developed a funding and reserves policy that sets out the assumptions and methodology for estimating the following:

- Projected billings, collections and all direct revenues
- Provision for revenue that will not be collected
- Funds that the municipality can expect from investments
- Proceeds the municipality can expect to receive from the transfer or disposal of assets
- Council 's borrowing requirements
- Funds to be set aside in reserves

5.12.3 Credit control and debt collection policy

The municipality has a credit control and debt collection policy which aims to achieve the following objectives:

- Provide a framework within which the municipal council can exercise its executive and legislative authority with regard to credit control and debt collection;
- Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interests of the community, residents and ratepayers and in a financially sustainable manner;
- Outline the procedures that will ensure that the members of the local community is afforded the opportunity to contribute in the decision-making processes of the municipality and that they are informed of the decisions and affairs of the municipality;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms;
- Provide a framework to link the municipal budget to indigent support and tariff policies.

5.12.4 Investment policy

The municipality has an investment policy which aims to achieve the following objectives:

- To ensure the City of Mbombela and its Chief Financial Officer, as trustee of public funds, exercise their obligation to ensure that cash resources are preserved and safe guarded against loss;
- To ensure the investments of City of Mbombela are managed in the most efficient, effective and economical manner possible;

- To ensure that an appropriate level of investment diversification is implemented to achieve the above objectives;
- To ensure the liquidity needs of the municipality are appropriately planned and provided for through the investment process;
- To clearly lay down broad investment parameters to ensure a reasonable return on surplus cash without incurring an unacceptable risk of capital loss;
- To ensure compliance and transparency in all processes

5.12.5 Tariff policy

The municipality has a tariff policy which aims to achieve the following objectives:

- The tariffs approved during the budget process by Council fund services must be consistent with this policy
- The municipal services are financially sustainable, affordable and equitable
- The needs of the poor households are taken into consideration
- There is consistency on how tariffs are applied throughout the municipality

5.13.6 Rates policy

The municipality has a property rates policy which aims to achieve the following objectives:

- Comply with the provision of the Municipal Property Rates Act, specifically Section 3
- Give effect to the principles outlined hereunder
- Ensure the equitable treatment of persons liable for rates
- Determine criteria to be applied for the levying of differential rates for different categories of properties
- Determine or provide criteria for the determination of categories of properties and categories of owners of properties
- Determine criteria to be applied for granting exemptions, rebates and reductions
- Determine how the municipality's powers must be exercised in relation to multi-purposes properties
- Determine measures to promote local economic and social development, and
- Identify financial year which categories of properties the municipality has elected not to rate as provided for in section 7 of the act.

5.13.7 Supply chain management policy

The municipality has a supply chain management policy which aims to provide effective systems for the following:

- Demand management
- Acquisition management
- Logistics management
- Risk management
- Performance management

The policy gives provision for the establishment of committees that are responsible for evaluation of competitive bids. The committees are as follows:

- Bid specification committee
- Bid evaluation committee
- Bid adjudication committee

5.14 CONCLUSION

The implementation of the medium term financial plan will enable the municipality to fulfil its constitutional mandate of delivering basic services to the communities. This plan will be monitored to ensure strict adherence in order to achieve the set budget objectives.

CHAPTER 6

PERFORMANCE MONITORING AND EVALUATION

6.1 INTRODUCTION

Performance Monitoring and evaluation (PM&E) provides decision makers with the ability to draw on causal linkages between the choice of policy priorities, resourcing, programmes, the services actually delivered and the ultimate impact on communities. PM&E provides answers to the “so what” question, thus addressing the accountability concerns of stakeholders and give public sector managers information on progress toward achieving stated targets and goals. It also provides substantial evidence as the basis for any necessary corrections in policies, programmes, or projects. Its main aim is to help improve performance and achieve the desired results, by measuring and assessing performance in order to more effectively manage the outcomes and associated outputs known as development results.

Section 19 (1) of the Municipal Structures Act states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution. Section 19 (2) of the same Act stipulates that a municipal council must annually review its overall performance in achieving the objectives referred to in subsection 19(1). The Performance Management System (PMS) is one of the mechanisms through which City of Mbombela aims to improve organisational and individual performance to enhance service delivery. The performance management framework for Mbombela comprises of two components, namely:

- Organisational Performance Management and
- Individual Performance Management for Section 57 employees

The Organisational PMS is a tool used to measure the performance of the municipality with regard to development priorities and objectives outlined in the IDP. Once the municipality starts to implement its IDP, it is important to monitor that:

- the delivery is happening as planned in the SDBIP;
- the municipality is using its resources most efficiently;
- it is producing the quality of delivery envisaged;

The PMS Framework is currently being reviewed and the municipality's Monitoring and Evaluation Framework (*PMS will be part of the Framework*) will be produced to ensure that the following areas are addressed through monitoring:

- Early warning reports are produced;
- Quarterly analysis reports are produced;
- Municipal Evaluations plan is developed;
- Evaluations are conducted;
- Projects verification is conducted;
- Excellence Awards are bestowed to the best performing Department/ section.

6.2 LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

Legislation that governs performance management in local government includes Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Planning and

Performance Management Regulations, 2001, Local Government: Municipal Finance Management Act 53 of 2003 and Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, Provincial Monitoring and Evaluation Framework 2009, National Evaluation Policy 2011.

6.2.1 Municipal Systems Act, 2000 (Act 32 of 2000)

Chapter 6 of the MSA requires all municipalities to promote a culture of performance through the following:

- Developing a performance management system;
- Setting targets, monitor and review performance based on indicators linked to the IDP;
- Publish an annual report on performance management for the Councilors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance.

6.2.2 Municipal Planning and Performance Management Regulations, 2001 (MPPMR)

The MPPMR, published by the then Department of Provincial and Local Government (DPLG), which requires a municipality to ensure that its PMS complies with the requirements of the MSA, demonstrate the operation and management of the PMS; clarify financial year roles and responsibilities, as well as ensure alignment with employee performance management and the IDP processes.

6.2.3 Municipal Finance Management Act, 2003 (Act 56 of 2003)

The MFMA requires a municipality to develop a Service Delivery and Budget Implementation Plan (SDBIP) based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture. The MFMA further requires the Mayor to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP).

6.2.4 Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

The then DPLG now Cooperative Governance and Traditional Affairs, in August 2006, promulgated Regulations for Section 57 Managers on how the performance of municipal managers, should prepare reports, review, improve and reward performance. The regulations provide for the conclusion of performance agreements and personal development plans.

6.2.5 Implementation and Reporting on the Organisational Performance Management System

The PMS is a tool that reflects the level of the implementation of IDP and the role played by individual staff members in the process. It involves the translation of the IDP and sector plans, into the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP further translate the IDP into the municipal or corporate score cards with quarterly targets. The Municipal Manager is the custodian of the SDBIP Score Cards and agrees with the Executive Mayor, as representative of the Employer, on the delivery aspects of the scorecard.

6.2.6 Provincial Monitoring and Evaluation Framework

The Provincial M&E Framework is a guiding document to ensure that all public institutions in the province develop M&E Framework and establish M&E Units that will monitor the performance of the institution and produce early warning reports.

6.2.7 National Evaluation Policy Framework: November 2011

The Policy Framework seeks to:

- Foreground the importance of Evaluation;
- Provide for an institutionalised system across government linking to planning and budget;
- Provide common language and conceptual base for evaluation in government;
- Indicate clear roles and responsibilities related to evaluations;
- Improve the quality of evaluations;
- Ensure the utilisation of evaluation findings to improve performance.

The purpose underlying is:

- Improving policy programme **performance**, providing feedback to managers;
- Improving **accountability** for where public spending is going and the difference it is making;
- Improving **decision-making**, e.g. on what is working or not working;
- Increasing **knowledge** about what works and what does not with regards to a public policy, plan, programme, or project.

6.3 ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT

The roles players that manage the performance management system of the municipality include the following:

6.3.1 Internal Audit

The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the General Managers in support of their performance achievements.

6.3.2 Performance Audit Committee

The committee monitors the quality and integrity of the Performance Management System, to ensure equity and consistency in the application of evaluation norms and standards. The committee further provides impartial recommendations on performance ratings to the Mayoral Committee, following the completion of objective appraisals.

6.3.3 Evaluation Panel

The Evaluation Panel evaluates the performance of Section 57 employees, including the Municipal Manager's performance, through approval of their final performance ratings.

6.3.4 Executive Mayor and Members of the Mayoral Committee

The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the Municipal Manager and the General Managers.

6.3.5 Council and Section 79 Committees

Section 79 Committees play an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

6.3.6 Community

The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit.

6.4 REPORTS

The legislative framework requires that the municipality should develop reports at particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in the municipality.

Report Type	Description
Monthly reports	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
Quarterly IDP and	The SDBIP is a key management, implementation and monitoring tool, which provides operational

Report Type	Description
SDBIP reporting	<p>content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
Mid-year budget and COGTA report	<p>Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.</p>
Annual Performance report (Section 46)	<p>Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>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.</p>
Annual report	<p>Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as • submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the Accounting Officer of any arrears on municipal taxes • and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;

Report Type	Description
	<ul style="list-style-type: none"> any explanations that may be necessary to clarify financial year issues in connection with the financial statements; any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality; any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; an assessment by the Accounting Officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; an assessment by the Accounting Officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; the annual performance report prepared by a municipality; Any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following:</p> <ol style="list-style-type: none"> The Accounting Officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the Municipal Manager of its parent municipality; The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control; If the Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must: <ol style="list-style-type: none"> submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.
Oversight report	<p>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</p> <p>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:</p> <ol style="list-style-type: none"> has approved the annual report with or without reservations; has rejected the annual report; or has referred the annual report back for revision of those components that can be revised. <p>In terms of Section 132, 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:</p> <ol style="list-style-type: none"> the annual report (or any components thereof) of each municipality and each municipal entity in the province; and

Report Type	Description
	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.

6.5 CONCLUSION

The performance management system links both the organisational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers.

CHAPTER 7

MUNICIPAL PROJECTS

7.1 INTRODUCTION

This chapter outlines the capital and operating projects for the 2017-2022 IDP and 2017/2018 – 2019/2020 Budget and Medium-Term Revenue and Expenditure Framework (MTREF). Sector department projects and ESKOM projects are also outlined in this Chapter. The projects are presented as set out below:

7.2 FUNDED CAPITAL PROJECTS

7.3 FUNDED OPERATING PROJECTS

7.4 SECTOR DEPARTMENTS PROJECTS

7.5 ESKOM PROJECTS

7.6 BARBERTON MINES (PTY) LTD PROJECTS

7.7 MEDP PROJECTS

7.8 UNFUNDED PROJECTS

7.2 FUNDED CAPITAL PROJECTS

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17013C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Upgrading of Masoyi Sports facilities	Masoyi	6	R -	R 6,000,000	R 4,000,000	MI Grant
PTD17014C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Upgrading of Matsulu Stadium	Matsulu	28	R 2,500,000	R -	R -	MI Grant
PTD17017C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Construction of Sifunindlela Community Hall	Sifunindlela	35	R 7,717,357	R -	R -	MI Grant
PTD17018C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Construction of Hazyview-Sandriver Community Hall	Sandriver	25	R 7,453,694	R -	R -	MI Grant
PTD17022C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Upgrading of Umjindi stadium	Barberton	42	R 4,870,619	R -	R -	MI Grant
PTD17023C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Refurbishment and upgrading of high-mast and street lights	Barberton	41, 42, 43,44,45	R -	R 10,000,000	R 7,000,000	MI Grant
PTD17077C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Makoko Community Hall Ward 34	Makoko	34	R 438,596	R -	R -	MI Grant
PTD17078C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Mbonisweni Community Hall Ward 38	Mbonisweni	38	R 438,596	R -	R -	MI Grant
PTD17079C	Service delivery and infrastructure development	Public Works and Transport	Community Development	Numbi Community Hall	Numbi	39	R 438,596	R -	R -	MI Grant
CPD17001C	Local economic development	City Planning and Development	Community Development	Construction of New Stalls	Barberton, Hazyview, N4 Route	Institutional	R 1,000,000	R -	R -	MI Grant

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
		nt								
CPD17002C	Local economic development	City Planning and Development	Community Development	Construction of Msogwaba Job Linkage Centre	Msogwaba	26	R 4,000,000	R -	R -	MI Grant
COD17003C	Service delivery and infrastructure development	Community Services	Community Development	Procurement of Play Park Equipment and small repairs to play equipment	Southern Region, Central Region, Eastern Region, Northern Region,	1,15,30,7,27,42	R 700,000	R 742,000	R 786,520	Internal Funding
COD17004C	Institutional development and transformation	Community Services	Community Development	Purchase of Lawnmowers and Brush Cutters	Southern Region, Central Region, Eastern Region, Northern Region,	1,15,30,7,27,42	R 600,000	R 636,000	R 674,160	Internal Funding
COD17005C	Service delivery and infrastructure development	Community Services	Community Development	Upgrade of Ablution Parks Facilities	Southern Region, Central Region, Eastern Region, Northern Region,	1,15,30,7,27,42	R 1,007,880	R 2,088,850	R 1,646,743	Internal Funding
COD17006C	Service delivery and infrastructure development	Community Services	Community Development	Refurbishment of community halls	Nelsville	17	R 900,000	R 1,000,000	R 1,500,000	Internal Funding
COD17007C	Institutional development and transformation	Community Services	Community Development	Purchase of chairs & tables for community halls	Institutional	Institutional	R 350,000	R 400,000	R 450,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
COD17008C	Institutional development and transformation	Community Services	Community Development	Purchase of vehicles for Arts & Culture	Institutional	Institutional	R 800,000	R 850,000	R 900,000	Internal Funding
COD17009C	Institutional development and transformation	Community Services	Community Development	Moving of Louwscreek library	Institutional	Institutional	R 200,000	R -	R -	Internal Funding
COD17010C	Institutional development and transformation	Community Services	Community Development	Purchasing of vehicles for library section	Institutional	Institutional	R 550,000	R 350,000	R -	Internal Funding
COD17011C	Institutional development and transformation	Community Services	Community Development	Installation of 18 Air conditioners in 4 libraries	Institutional	Institutional	R 800,000	R -	R -	Internal Funding
COD17012C	Institutional development and transformation	Community Services	Community Development	Purchase of vehicles for Sports Development	Institutional	Institutional	R 900,000	R 1,500,000	R 1,700,000	Internal Funding
CPD17003C	Local economic development	City Planning and Development	Economic Development	Welcome and Tourism to Attraction	Institutional	Institutional	R 618,142	R 318,608	R 3,234,457	Internal Funding
CPD17004C	Local economic development	City Planning and Development	Economic Development	Incubation Hub Tekwane South	Institutional	Institutional	R 500,000	R 500,000	R 500,000	Internal Funding
CPD17005C	Local economic development	City Planning and Development	Economic Development	Incubation Hub Dingwel	Institutional	Institutional	R 500,000	R 500,000	R 500,000	Internal Funding
CPD17006C	Local economic development	City Planning and Development	Economic Development	Tourism Infrastructure Route	Nsikazi	Institutional	R 700,000	R 800,000	R 200,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
CPD17012C	Local economic development	City Planning and Development	Economic Development	Upgrade of Luphisi Kabokweni and Plaston Road - Neighbourhood Programme	Areas affected by the Kabokweni to Luphisi road	All wards affected by Kabokweni to Luphisi road	R 35,087,719	R 52,631,579	R 52,631,579	NDP Grant
END17001C	Service delivery and infrastructure development	Energy	Electricity Supply Management	New/Upgrade of Ext 17 2x20MVA 132/22kV Substation	Barberton	41, 42,43,44,45	R 1,500,000	R -	R -	INEP Grant
END17002C	Service delivery and infrastructure development	Energy	Electricity Supply Management	132kV Switching Station and Bulk Supply Line (Barberton Waterworks Sub)	Barberton	41, 42,43,44,45	R 2,800,000	R -	R -	INEP Grant
END17003C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Electrification of 560 Households at Ext 17 (Umjindi) (100+200+260) Urban	Ext 17	45	R 1,550,000	R 3,100,000	R 4,030,000	INEP Grant
END17004C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Msholoji (Mbombela) Bulk Supply	Msholoji	14	R 6,543,859	R 3,865,789	R 16,200,000	INEP Grant
END17005C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Electrification of 2550 Households at Msholoji	Msholoji	14	R 4,499,123	R 11,600,000	R 15,000,000	INEP Grant
END17006C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Electrification of 722 Households at Thekwane South	Tekwane South	18	R -	R 4,650,000	R 6,963,000	INEP Grant
END17007C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Electrification of 500 Households at Emjindini Trust	Emjindini Trust	41	R 3,100,000	R 3,100,000	R 1,666,649	INEP Grant

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
END17008C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Electrification of 530(491 RDP) Households at Tekwane North	Tekwane North	18	R 7,200,000	R -	R -	INEP Grant
END17010C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Montana 132/11kV 2x20MVA Substation	Stonehenge	15	R 1,300,000	R -	R -	Internal Funding
END17011C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Anderson Substation Upgrade to 2X20MVA 132/11kV	Mbombela	16	R 1,000,000	R -	R -	Internal Funding
END17012C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Valencia Substation Upgrade Phase 2: 20MVA 132/11kV Transformer	Valencia	17	R 874,336	R 1,792,920	R 1,763,451	Internal Funding
END17013C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Replace OHL with Underground Cables Phase 1 (Southern Region)	Southern Region	41, 42,43, 44, 45	R 1,100,000	R 1,800,000	R 2,500,000	Internal Funding
END17014C	Service delivery and infrastructure development	Energy	Electricity Supply Management	SCADA Phase 1	Central & Southern Region	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 1,500,000	R 3,000,000	R 3,000,000	Internal Funding
END17015C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Kamagugu 11kV Switching Station	Kamagugu	18	R 1,000,000	R 5,700,000	R 6,000,000	Internal Funding
END17018C	Service delivery and infrastructure development	Energy	Electricity Supply Management	Streetlights Hazyview CDB	Northern Region	1	R 1,700,000	R -	R -	Internal Funding
FMD17001C	Financial viability and management	Financial Management	Financial Management	Implementation of invoice tracking system workflow	Institutional	Institutional	R 300,000	R -	R -	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
FMD17002C	Financial viability and management	Financial Manageme nt	Financial Management	Renovation of municipal stores (Central)	Central region	Institutional	R -	R 800,000	R -	Internal Funding
FMD17006C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of integrated asset management solution	Institutional	Institutional	R 1,500,000	R -	R -	Internal Funding
FMD17007C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of integrated supply chain management system	Institutional	Institutional	R 1,500,000	R -	R -	Internal Funding
FMD17008C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of integrated inventory management system	Institutional	Institutional	R -	R -	R 500,000	Internal Funding
FMD17009C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of integrated contract management system	Institutional	Institutional	R -	R 1,000,000	R -	Internal Funding
FMD17011C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of integrated online clearance application system	Institutional	Institutional	R -	R 500,000	R -	Internal Funding
FMD17015C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of end to end debt collection solution	Institutional	Institutional	R -	R -	R 500,000	Internal Funding
FMD17016C	Financial viability and management	Financial Manageme nt	Financial Management	Implementation of seamless integrated indigent management system	Institutional	Institutional	R -	R -	R 400,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
FMD17017C	Financial viability and management	Financial Management	Financial Management	Implementation of suppliers and creditors payment document tracking work flow system	Institutional	Institutional	R -	R 1,200,000	R -	Internal Funding
PTD17042C	Good governance and public participation	Public Works and Transport	Good governance and institutional development	Upgrading of existing Mechanical workshop	Mbombela	Institutional	R 1,400,000	R -	R -	Internal Funding
PTD17043C	Good governance and public participation	Public Works and Transport	Good governance and institutional development	Upgrading of Hazyview ablution and change rooms facilities	Hazyview	1	R 3,000,000	R -	R -	Internal Funding
PTD17044C	Good governance and public participation	Public Works and Transport	Good governance and institutional development	Mbombela Nursery renovation of ablution and change rooms facilities	Mbombela	Institutional	R 1,400,000	R -	R -	Internal Funding
SMD17001C	Good governance and public participation	Strategic Management Services	Good governance and institutional development	Revamp of the call center	Institutional	Institutional	R 965,323	R 1,000,000	R 500,000	Internal Funding
CPD17013C	Good governance and public participation	City Planning and Development	Good governance and institutional development	Fencing of Municipal properties in the various regions of the municipality- Matsulu, Tekwane South, Tekwane North, Verulem Umjindi, White River, Kanyamazane, Kabokweni, Maggiesdal,	Matsulu, Tekwane South, Tekwane North, Verulem Umjindi, White River, Kanyamazane, Kabokweni, Maggiesdal	13,18,20,21,15,30, 33	R 500,000	R 900,000	R 1,800,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
CPD17014C	Good governance and public participation	City Planning and Development	Good governance and institutional development	Erecting and Installation of Notification boards within the vacant municipal properties	All Wards	Institutional	R 347,000	R 400,000	R 420,000	Internal Funding
CSD17001C	Good governance and public participation	Corporate Services	Good governance and institutional development	Replacement of obsolete HVAC plant and equipment at Civic Centres and Regional Centres	Institutional	Institutional	R 2,000,000	R -	R -	Internal Funding
CSD17002C	Good governance and public participation	Corporate Services	Good governance and institutional development	New / Upgrade End user equipment	Institutional	Institutional	R 1,000,000	R 3,000,000	R 3,500,000	Internal Funding
CSD17003C	Good governance and public participation	Corporate Services	Good governance and institutional development	New / Upgrade Server and Network infrastructure	Institutional	Institutional	R 2,000,000	R 1,500,000	R 2,000,000	Internal Funding
CSD17004C	Good governance and public participation	Corporate Services	Good governance and institutional development	New / Upgrade Software	Institutional	Institutional	R 1,000,000	R 1,000,000	R 1,000,000	Internal Funding
CSD17005C	Good governance and public participation	Corporate Services	Good governance and institutional development	New / Upgrade CCTV System	Institutional	Institutional	R 700,000	R 600,000	R 700,000	Internal Funding
PSD17001C	Good governance and public participation	Public Safety	Good governance and institutional development	Establishment of Security War Room	Institutional	Institutional	R 1,000,000	R 2,000,000	R -	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PSD17003C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Quade Bikes	Institutional	Institutional	R 150,000	R 200,000	R -	Internal Funding
PSD17004C	Good governance and public participation	Public Safety	Good governance and institutional development	Upgrade of VTS equipment	Institutional	Institutional	R 300,000	R 250,000	R 300,000	Internal Funding
PSD17005C	Good governance and public participation	Public Safety	Good governance and institutional development	Installation of Uninterrupted Power Supply Equipments	Institutional	Institutional	R 120,000	R -	R -	Internal Funding
PSD17006C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Traffic Light Controllers	Institutional	Institutional	R 400,000	R 450,000	R 500,000	Internal Funding
PSD17007C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Firearm Safes	Institutional	Institutional	R 500,000	R 300,000	R -	Internal Funding
PSD17008C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Road Marking Machine	Institutional	Institutional	R -	R -	R 3,800,000	Internal Funding
PSD17009C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Bullet Proof Vests	Institutional	Institutional	R -	R 220,000	R -	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PSD17010C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Fire Equipment	Institutional	Institutional	R 150,000	R -	R -	Internal Funding
PSD17011C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Self Contained Breathing Apparatus	Institutional	Institutional	R 150,000	R -	R -	Internal Funding
PSD17012C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Collapsible Structures	Institutional	Institutional	R 150,000	R -	R -	Internal Funding
PSD17013C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Disaster Management Equipment	Institutional	Institutional	R 100,944	R -	R -	Internal Funding
PSD17014O X	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Fire Gear	Institutional	Institutional	R -	R 236,180	R 128,195	Internal Funding
PSD17015C	Good governance and public participation	Public Safety	Good governance and institutional development	Purchase of Vehicles fitted with ANPR System	Institutional	Institutional	R 799,839	R 999,798	R 1,251,833	Internal Funding
RSD17001C	Good governance and public participation	Regional Service Centres	Good governance and institutional development	Purchase of Office Furniture	Southern Region	42	R 50,000	R 49,000	R 53,900	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
RSD17002C	Good governance and public participation	Regional Service Centres	Good governance and institutional development	Renovation of Customer Care Unit(partitioning)	Southern Region	42	R 100,000	R 55,000	R 60,500	Internal Funding
RSD17003C	Good governance and public participation	Regional Service Centres	Good governance and institutional development	Replacement of VOIP System	Southern Region	42	R 300,000	R 330,000	R 363,000	Internal Funding
RSD17004C	Good governance and public participation	Regional Service Centres	Good governance and institutional development	Office furniture and Council Chamber furniture	Central Region	Institutional	R 500,000	R 600,000	R 600,000	Internal Funding
RSD17005C	Good governance and public participation	Regional Service Centres	Good governance and institutional development	Purchase of 2 Overhead Projectors	Central Region	Institutional	R 50,000	R 60,000	R 60,000	Internal Funding
MMD17001C	Good governance and public participation	Municipal Manager	Good governance and institutional development	Feasibility Studies for International Convention Centre	Institutional	Institutional	R 6,347,306	R 5,061,580	R 5,353,889	Internal Funding
CPD17008C	Service delivery and infrastructure development	City Planning and Development	Integrated Human Settlements	Supply and Installation of 80 solar energy geyser	Matsulu	13,27, 28	R 2,189,744	R 2,500,000	R 2,800,000	Internal Funding
PTD17045C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Kaapsehoop Road Widening Phase 2	West Acres	14,16	R 13,100,000	R -	R -	PTN Grant

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17046C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Kanyamazane: PT Transfer Station Facility	Kanyamazane	20	R 15,000,000	R -	R -	PTN Grant
PTD17047C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Matsulu: PT Transfer Station Facility	Matsulu	27, 28	R 1,000,000	R -	R -	PTN Grant
PTD17048C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	R40 Central Section: Gantries, CCTV, Signage, Covered Laybys	CBD	14	R 4,000,000	R 8,000,000	R 9,000,000	PTN Grant
PTD17049C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Legogote Public Transport Facility	Legogote / Swalala	6	R 15,000,000	R 21,000,000	R -	PTN Grant
PTD17050C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Kabokweni Public Transport Facility	Kabokweni	33	R 1,000,000	R -	R -	PTN Grant
PTD17051C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Upgrade of Rail Bridge Over Freidenhiem Road	CBD	14	R 10,000,000	R -	R -	PTN Grant
PTD17052C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Bosch Street Interchange	CBD	14	R 4,454,000	R 2,078,238	R -	PTN Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17053C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Lehawu Public Transport Facility	Lehawu	40	R 500,000	R -	R -	PTN Grant
PTD17054C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Hazyview Public Transport Facilities	Hazyview	1	R 5,000,000	R -	R -	PTN Grant
PTD17055C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Secondary PT Stops Hazyview - Legogote	Hazyview	1	R 9,715,858	R -	R -	PTN Grant
PTD17056C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Secondary PT Stops Riverside	Riverside	14	R 8,000,000	R -	R -	PTN Grant
PTD17057C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Upgrade of D725 University Precinct	Riverside	14	R 13,500,000	R -	R -	PTN Grant
PTD17058C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	University Public Transport Precinct (R40 / D725 Interchange)	Riverside	14	R 9,000,000	R 15,621,523	R 35,872,452	PTN Grant
PTD17059C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Secondary PT Stops Southern Region	Barberton	41	R 1,000,000	R -	R -	PTN Grant
PTD17060C	Service	Public	Public Transport	Southern	Barberton	41	R 1,000,000	R -	R -	PTN Grant

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	delivery and infrastructure development	Works and Transport		Region PT Rank						
PTD17061C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Upgrade of Feeder Routes	Hazyview	1	R 5,000,000	R -	R -	PTN Grant
PTD17062C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Mbombela PT Hub: Phase 3	Mbombela City	15,16	R 6,000,000	R -	R -	PTN Grant
PTD17063C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	White River PT Facility	White River	30	R 1,000,000	R -	R -	PTN Grant
PTD17064C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	Dr Enos Mabuza Widening to Johana Drive	Mbombela	15,16	R 9,008,212	R -	R -	PTN Grant
PTD17065C	Service delivery and infrastructure development	Public Works and Transport	Public Transport	NMT and Pedestrian Safety Projects	Mbombela	15,16	R 3,000,000	R 5,400,000	R 10,000,000	PTN Grant
WSD17017C	Financial viability and management	Water and Sanitation	Revenue Enhancement	Implementation of Water Conversation & Demand Management Programme	All wards	All wards	R 3,512,105	R 1,999,597	R 2,503,706	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
END17017C	Financial viability and management	Energy	Revenue Enhancement	Meter Replacement Programme	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 1,599,577	R 1,999,597	R 2,503,706	Internal Funding
FMD17003C	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of the integrated electronic automated meter reading system	All regions	Institutional	R 500,000	R 600,000		Internal Funding
FMD17004C	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of the City's public web municipal account portal	All regions	Institutional	R 550,000	R 1,000,000	R 3,000,000	Internal Funding
FMD17005C	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Establishment of one stop service center (Barberton, White River, Hazyview)	Southern Region , Eastern Region	Institutional	R 600,000	R 1,300,000	R 1,300,000	Internal Funding
FMD17010C	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of the integrated queuing system in all service centers	Institutional	Institutional	R -	R -	R 1,000,000	Internal Funding
	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of integrated traffic fines system	Institutional	Institutional	R -	R -	R -	Internal Funding
	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of integrated land fill site/ weigh bridge system	Institutional	Institutional	R -	R -	R -	Internal Funding
FMD17012C	Financial viability and management	Financial Manageme nt	Revenue Enhancement	Implementation of pre-paid vending online portal system	Institutional	Institutional	R -	R -	R 1,000,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
FMD17013C	Financial viability and management	Financial Managemen t	Revenue Enhancement	Implementation of integrated sundry revenue systems (Community services)	Institutional	Institutional	R -	R -	R 590,000	Internal Funding
FMD17014C	Financial viability and management	Financial Managemen t	Revenue Enhancement	Implementation of self-help kiosks in all service centers	Institutional	Institutional	R -	R -	R 605,000	Internal Funding
PTD17001C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Mataffin Bus Route	Mataffin	14	R 12,852,479	R -	R -	MI Grant
PTD17002C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pedestrian Bridges in Wards 7,8 & 9 Phase 1	To be identified by Ward Councilors	7,8,9	R 4,000,000	R 8,000,000	R 8,000,000	MI Grant
PTD17003C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pedestrian Bridges in Wards 4, 10 11, 31, 32, & 35 Phase 1	To be identified by Ward Councilors	4, 10 11, 31, 32, & 35	R 4,274,202	R 8,000,000	R 8,000,000	MI Grant
PTD17004C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pedestrian Bridges in Wards 2, 18, 21 & 24	To be identified by Ward Councilors	2,18,21,24	R -	R 7,000,000	R 7,000,000	MI Grant
PTD17005C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pedestrian Bridges in Wards 1, 3 & 5 Phase 1	To be identified by Ward Councilors	1,3,5	R -	R 7,500,000	R 7,500,000	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17006C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pedestrian Bridges in Wards 14, 22, 26 & 27 Phase 1	To be identified by Ward Councilors	14,22,26,27	R -	R 7,500,000	R 7,500,000	MI Grant
PTD17007C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Sand Ford Access Road	Sandford	1	R 8,196,148	R 7,803,852	R -	MI Grant
PTD17008C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Kanyamazane Street - Connies Street	Kanyamazane	18	R 6,800,000	R -	R -	MI Grant
PTD17080C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Pharaphaara Street	Kanyamazane	20	R 2,631,120	R -	R -	MI Grant
PTD17009C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Kanyamazane Streets: construction of Mirage Street	Kanyamazane	21	R 2,670,109	R -	R -	MI Grant
PTD17010C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Kanyamazane Streets: Construction of Shackleton to Red Barron street	Kanyamazane	21	R 4,739,397	R -	R -	MI Grant
PTD17011C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Sibuyile paved road phase 2	Sibuyile	24	R 3,000,000	R 30	R -	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17081C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	TV/Nkomeni Mangozeni Road	TV/Nkomeni	11	R 5,000,000	R -	R -	MI Grant
PTD17015C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Daantjie-Construction of Foda Nkomeni Road	Daantjie-Foda Nkomeni	2	R 16,500,000	R 4,000,000	R -	MI Grant
PTD17016C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Tekwane south-construction of krokodile street	Tekwane South	18	R 2,850,088	R -	R -	MI Grant
PTD17019C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of roads and storm water with interlocking paving road at Verulam	Barberton-Verulam	43	R 5,304,498	R -	R -	MI Grant
PTD17020C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Upgrade of gravel roads to interlocking paving within Umjindi areas	Barberton	42,44	R 10,000,000	R 18,000,000	R 20,000,000	MI Grant
PTD17024C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Mgcobaneni bus route	Mgcobaneni	9	R 1,900,000	R 20,000,000	R 15,000,000	MI Grant
PTD17025C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Tsuma-Mashego Bermuda road	Msogwaba	26	R 1,834,255	R -	R 5,000,000	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17026C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Sandriver- Majika bus route	Sandriver	25	R 5,000,000	R -	R -	MI Grant
PTD17027C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Matsulu Hambavangeli Bermuda road	Matsulu	28	R 4,000,000	R -		MI Grant
PTD17029C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Matsulu Street: Construction of Mfuleni bus route	Matsulu	28	R 1,555,119	R -	R 5,000,000	MI Grant
PTD17030C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Street in Kanyamazane- Lulaby street	Kanyamazane	20	R 2,000,000	R -	R -	MI Grant
PTD17031C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Street in Kanyamazane- Twist street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17032C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Linantji Street	Kanyamazane	21	R 3,200,000	R 3,078,310	R -	MI Grant
PTD17033C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of streets in Kanyamazane: Liphopho street	Kanyamazane	21	R 4,000,000	R -	R -	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17034C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Street in Kanyamazane- Rythme Street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17035C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of streets in Kanyamazane: Panflute Street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17036C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Street in Kanyamazane- Bell Street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17037C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of streets in Kanyamazane: Trombone Street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17038C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of streets in Kanyamazane: Harp Street	Kanyamazane	20	R 1,600,000	R -	R -	MI Grant
PTD17040C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Mkhumlakheza bus route	Daantjie	2	R 6,000,000	R -	R 5,000,000	MI Grant
PTD17041C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Construction of Zakheni- bermuda road	Daantjie	23	R 5,000,000	R -	R -	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17082C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Pedestrian bridge in Ward 3	Mahushu	3	R 438,596	R 6,000,000	R -	MI Grant
PTD17083C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Mphatseni to Siphumelele road upgrade Ward 3	KaMphatseni	3	R 745,614	R 1,000,000	R 14,000,000	MI Grant
PTD17084C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	LoveCorner to Cemetery road	Cemetery road	4	R 745,614	R 14,000,000	R -	MI Grant
PTD17085C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Zwelisha Bermuda bus route	Zwelisha	4	R 701,754	R 1,000,000	R 14,000,000	MI Grant
PTD17086C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Veza road upgrade	Matsulu	13	R 701,754	R -	R -	MI Grant
PTD17087C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Mthonjeni-Mkhuhlu road upgrade	Kanyamazane	19	R 701,754	R -	R -	MI Grant
PTD17088C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Main road bus stop1 to Masinga-Ntokozweni road upgrade Ward 22	Msogwaba	22	R 701,754	R -	R -	MI Grant

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							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17089C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Zakheleni to Pholani School road upgrade	Daantjie	23	R 701,754	R -	R -	MI Grant
PTD17090C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Hercules-Cessna street	Kanyamazane	21	R 300,000	R 2,628,614	R -	MI Grant
PTD17091C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Dakota- Pilot streets	Kanyamazane	21	R 450,000	R 3,629,661	R -	MI Grant
PTD17092C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Cessna street	Kanyamazane	21	R 450,000	R 3,942,921	R -	MI Grant
PTD17093C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Messer Schmidt street	Kanyamazane	21	R 450,000	R 4,235,782	R -	MI Grant
PTD17094C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Mountain view road upgrade Ward 27	Mountain view	27	R 701,754	R -	R -	MI Grant
PTD17095C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Pedestrian bridge Ward 40 at Alliance	Alliance	40	R 438,596	R -	R -	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17068C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Dr Enos Mabuza Drive: Widening to 4 lanes: Upgrading of intersection with Johanna St - Continue [Ph 1a]	Sonheuwel	15	R 4,759,149	R -	R -	Service Contributions
PTD17069C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Upgrading of Ferreira St and Enos Mabuza Dr to address road safety issues	Mbombela	17	R 1,200,000	R -	R -	Internal Funding
PTD17071C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Nel/Rood St: Widening to 4 lanes: Planning & Design	Sonheuwel	16	R 2,023,599	R -	R -	Internal Funding
PTD17074C	Service delivery and infrastructure development	Public Works and Transport	Roads and Storm water Management	Speed humps: 2 per ward [90]	All wards	All wards	R 1,000,000	R 1,000,000	R 1,000,000	Internal Funding
PTD17075C	Institutional development and transformatio n	Public Works and Transport	Roads and Storm water Management	Purchase of Vehicles, Construction Plant and Equipment	Institutional	Institutional	R 3,300,000	R 3,500,000	R 5,000,000	Internal Funding
PTD17076C	Institutional development and transformatio n	Public Works and Transport	Roads and Storm water Management	Purchase of Small plant and equipment	Institutional	Institutional	R 500,000	R 500,000	R 500,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
CPD17009C	Local economic development	City Planning and Development	Rural Development	Construction of Broiler Houses	Gutshwa, Clau-Clau, Makoko, Malekutu, Nyongani, Nkohlakalo, Salubindza, Dwaleni	31, 33, 32, 1, 35, 37, 34,	R 1,000,000	R 2,000,000	R 2,500,000	Internal Funding
CPD17010C	Local economic development	City Planning and Development	Rural Development	Construction of Piggery Houses	Clau-Clau, Khumbula, Numbi, Dayizenza, Makoko, Mataffin	35, 3, 34, 32,	R 1,000,000	R 2,000,000	R 2,500,000	Internal Funding
CPD17011C	Local economic development	City Planning and Development	Rural Development	Infrastructure Development for Women and Young People in Agriculture	All Wards	All Wards	R 700,000	R 2,000,000	R 3,500,000	Internal Funding
PTD17012C	Service delivery and infrastructure development	Public Works and Transport	Sanitation	Mataffin Sanitation structures	Mataffin	14	R 3,800,000	R -	R -	MI Grant
PTD17028C	Service delivery and infrastructure development	Public Works and Transport	Sanitation	Entokozweni sewer reticulation	Entokozweni	18	R 877,193	R 15,000,000	R 8,000,000	MI Grant
PTD17039C	Service delivery and infrastructure development	Public Works and Transport	Sanitation	Tekwane South Outfall sewer	Tekwane South	18	R 17,909,605	R -	R 25,000,000	MI Grant
PTD17096C	Service delivery and infrastructure development	Public Works and Transport	Sanitation	Nelspruit Mataffin Outfall Sewer	Mbombela	14	R -	R 6,716,401	R 10,623,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
WSD17011C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Refurbishment of Waste Water Infrastructure Assets	Mbombela	All wards	R 1,000,000	R 3,200,000	R 4,000,000	Internal Funding
WSD17012C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Construction of 6 ML New Hazyview WWTW	Hazyview; Shabalala	1	R -	R 300,000	R -	Internal Funding
WSD17013C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Upgrade Hazyview WWTW	Hazyview	1	R -	R -	R 1,000,000	Internal Funding
WSD17014C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Refurbishment and Upgrade (7.5 ML) of Rocky's Drift WWTW	Rocky's Drift	14	R 900,000	R -	R -	Internal Funding
WSD17015C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Refurbishment and Upgrade of Coltshill Bulk Outfall Sewer	White River	30	R 438,596	R 8,000,000	R -	WSI Grant
WSD17016C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Refurbishment and Upgrade of Northern Bulk Outfall Sewer	White River	30	R -	R 8,087,719	R -	WSI Grant
WSD17018C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Alternative Sanitation	Institutional	Institutional	R 2,000,000	R 3,662,832	R 5,000,000	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
WSD17019C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	eMjindini x11 Sewer Reticulation	Barberton	41	R -	R 500,000	R -	Internal Funding
WSD17020C	Service delivery and infrastructure development	Water and Sanitation	Sanitation	Construction of a new Kabokweni sewer pump station, outfall sewer and associated infrastructure	Kabokweni	33	R 500,000	R -	R -	Internal Funding
PTD17021C	Service delivery and infrastructure development	Public Works and Transport	Solid waste	Rehabilitation & upgrading of the Umjindi regional solid waste disposal site	Barberton	43	R -	R 20,000,000	R 11,843,333	MI Grant
COD17001C	Service delivery and infrastructure development	Community Services	Waste and Environment Management	Ablution and Change Room Facilities	Hazyview Mbombela	1, 14	R 2,511,799	R 4,139,749	R -	Internal Funding
COD17002C	Service delivery and infrastructure development	Community Services	Waste and Environment Management	Solid Waste Management Fleet	Institutional	All	R -	R -	R 7,061,560	Internal Funding
PTD17097C	Service delivery and infrastructure development	Public Works and Transport	Water Supply	Construction of the Noordkaap Water treatment packaged plant	Barberton	43	R 544,889	R -	R -	MI Grant
PTD17098C	Service delivery and infrastructure development	Public Works and Transport	Water Supply	Provision Of Nsikazi South Via Karino Bulk Water Supply Scheme Phase 2 (Electrical, Mechanical Works and	Karino/Tekwane North	2,4,10,11,18,	R 25,472,807	R 16,050,645	R 40,000,000	MI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
				OMO Reservoir bulk water supply)						
WSD17023C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	MTS - WTW Extension With 6mld	Matsulu	13,27,28	R 438,596	R 30,000,000	R 10,000,000	MI Grant
WSD17026C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Construction of Phumlani Water Scheme	Phumlani	14	R 13,157,895	R 20,000,000	R 5,000,000	MI Grant
WSD17024C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Nsikazi North Water Reticulation Scheme	Shabalala, Manzini, Phola, Salubinza, Sand River, Nyongane	1, 5, 6, 7, 9, 25, Part of 39	R 15,543,849	R 15,607,176	R 30,000,000	MI Grant
WSD17025C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Nsikazi South water reticulation scheme	Nsikazi South	Emoyeni, Lihawu, Daantjie, Msogwaba, Kabokweni, Dwaleni,Zweli sha,Zwelishan a	R 15,543,849	R 15,607,176	R 30,000,000	MI Grant
WSD17027C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Nsikazi North bulk water supply	Nsikazi North	1,3,5,6,7,8,9,2 5,Part of 39	R 20,000,000	R 25,000,000	R 32,000,000	MI Grant
WSD17001C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Water Infrastructure Assets	Mbombela	All wards	R 1,500,000	R 4,000,000	R 4,000,000	Internal Funding
WSD17002C	Service delivery and	Water and Sanitation	Water Supply	Upgrade of Additional 3.5 ML Reservoir in	Hazyview	1	R -	R 500,000	R -	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	infrastructure development			Hazyview						
WSD17003C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Installation of back-up Generators	Institutional	Institutional	R -	R 1,000,000	R 1,500,000	Internal Funding
WSD17004C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Procurement of Plants and Equipment	Institutional	Institutional	R 1,000,000	R 2,500,000	R 2,000,000	Internal Funding
WSD17005C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrade of the Augmentation Scheme Mbombela to White River	Mbombela	30	R 387,572	R 4,000,000	R 6,000,000	Internal Funding
WSD17006C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Noodgedacht Reservoir	White River	30	R -	R -	R 500,000	Internal Funding
WSD17007C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Truck Filling Points	Institutional	Institutional	R 2,000,000	R 2,000,000	R 2,500,000	Internal Funding
WSD17008C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Boreholes Augmentation & Storage Programme	Institutional	Institutional	R 3,000,000	R 700,000	R 1,000,619	Internal Funding
WSD17009C	Service delivery and infrastructure	Water and Sanitation	Water Supply	Refurbishment of Saddleback Tunnel at Lomati Dam	Barberton	42	R 1,590,589	R -	R -	Internal Funding

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	development									
No 2018 Budget	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Procurement of Fleet	Institutional	Institutional	R -	R -	R -	Internal Funding
WSD17010C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Raising of Primkop Dam	Primkop	38	R -	R -	R 500,000	Internal Funding
WSD17029C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	White River WTW Back-Up Raw Water Supply	White River	30	R 414,541	R -	R -	WSI Grant
WSD17030C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrade of Additional 3.5 ML Reservoir and Bulk Water Supply in Hillsview	White River	30	R 438,596	R -	R 10,000,000	WSI Grant
WSD17031C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	White River Complex Reservoir 3 ML	White River	30	R 438,596	R -	R 7,000,000	WSI Grant
WSD17032C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of White River WTW and Country Estate WTW	White River	30	R -	R -	R 2,000,000	WSI Grant
WSD17033C	Service delivery and infrastructure	Water and Sanitation	Water Supply	Refurbishment of WTW in Hazyview	Hazyview	1	R -	R -	R 500,000	WSI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	development									
WSD17034C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Kanyamazane WTW	Kanyamazane	2,4,10,11,18,1 9,20,21,22,23, 24,26,29,31,3 2,33,35,39	R -	R -	R 1,500,000	WSI Grant
No 2018 Budget	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Water Network,AC Replacement and Booster Pump Station in White River and Rocky's Drift	White River	30	R -	R -	R -	WSI Grant
WSD17035C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Water Network, AC Replacement and Booster Pump Station in Hazyview	Hazyview	1	R -	R -	R 3,000,000	WSI Grant
WSD17036C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Package Plants (Mshadza, Majika, Mganduzweni)	Phola, Majika & Mganduzweni and Water Package Treatment works	5, 9, 25	R -	R 5,000,000	R 6,000,000	WSI Grant
WSD17037C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrade of the Crane and Lifting Beams Capacity at Nyongane WTW, Kanyamazane WTW and Raw Water Pump Station and Sabie Raw Pump Station and Extractor Fans	Institutional	Institutional	R -	R -	R 2,000,000	WSI Grant

IDP PROJECT NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
WSD17038C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrade of Phumlani to White river bulk water line	Phumlani	14,30	R 9,410,021	R 8,000,000	R -	WSI Grant
WSD17039C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Refurbishment of Kabokweni Water Network	Kabokweni	33	R -	R -	R 1,473,684	WSI Grant
WSD17040C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrading of Barberton and Verulam Bulk Pipeline and Reservoirs	Barberton	43	R 6,719,298	R -	R -	WSI Grant
WSD17041C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Upgrading of Rimers Creek WTW	Barberton	43	R 17,228,071	R -	R -	WSI Grant
WSD17042C	Service delivery and infrastructure development	Water and Sanitation	Water Supply	Makoko 1.5 ML Package Plant	Makoko	37	R -	R 6,000,000	R 6,000,000	WSI Grant
MAD17001C	Service delivery and infrastructure development	Deputy Municipal Manager	Water Supply	SCW 1701 Upgrade of Water Infrastructure as per Water Masterplan	Central Region	14, 15, 16, 17	R 2,000,000	R 2,500,000	R 3,000,000	Service Contributions
MAD17002C	Service delivery and infrastructure development	Deputy Municipal Manager	Water Supply	SCS 1701 Upgrade of Sewer Infrastructure as per Sanitation Masterplan	Central Region	14, 15, 16, 18	R 2,000,000	R 2,500,000	R 3,050,000	Service Contributions

7.3 FUNDED OPERATING PROJECTS

IDP OPEX NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
COD17002OX	Service delivery and infrastructure development	Community Services	Community Development	Development of Regional Cemeteries	Southern Region, Central Region, Eastern Region, Northern Region,	1,15,30,7,27, 42	R 1,500,000	R 3,000,000	R 3,180,000	Operating Revenue
COD17003OX	Institutional development and transformation	Community Services	Community Development	Invasive Species Control as per Municipal Strategy	Southern Region, Central Region, Eastern Region, Northern Region,	1,15,30,7,27, 42	R 1,200,000	R 2,000,000	R 2,300,000	Operating Revenue
COD17004OX	Institutional development and transformation	Community Services	Community Development	Public launch of new names of geographical features - Community facilities	Institutional	Institutional	R 400,000	R 450,000	R 500,000	Operating Revenue
COD17005OX	Good governance and public participation	Community Services	Community Development	Staging of Mbombela Arts & Culture Forum festival	Institutional	Institutional	R 250,000	R 300,000	R 350,000	Operating Revenue
COD17006OX	Good governance and public participation	Community Services	Community Development	Facilitation of Arts & Culture programmes	Institutional	Institutional	R 500,000	R 1,000,000	R 1,100,000	Operating Revenue
COD17007OX	Good governance and public participation	Community Services	Community Development	Facilitation of standardization of geographical features	Institutional	Institutional	R 500,000	R 550,000	R 600,000	Operating Revenue
COD17008OX	Institutional development and transformation	Community Services	Community Development	Tools and equipments for cleaning and maintenance.	Mbombela Stadium	14	R 200,000	R 300,000	R 1,030,000	Operating Revenue
COD17009OX	Institutional development and transformation	Community Services	Community Development	Purchase of 2 x new Field Marking Machine	Mbombela Stadium	Institutional	R 120,000	R -	R -	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
COD17010OX	Institutional development and transformati on	Community Services	Community Development	Library Programmes	Institutional	Institutional	R 700,000	R 800,500	R 580,261	Operating Revenue
PSD17001OX	Institutional development and transformati on	Public Safety	Community Development	Implementation of Security Master Plan	Institutional	Institutional	R 500,000	R 600,000	R 600,000	Operating Revenue
PSD17002OX	Institutional development and transformati on	Public Safety	Community Development	Community Safety Forum	Institutional	Institutional	R 80,000	R 80,000	R 120,000	Operating Revenue
PSD17003OX	Institutional development and transformati on	Public Safety	Community Development	Leasing of Radio Communication System	Institutional	Institutional	R 923,598	R 1,000,000	R 1,100,000	Operating Revenue
PSD17004OX	Institutional development and transformati on	Public Safety	Community Development	Storage and archiving of Licensing Documents	Institutional	Institutional	R 500,000	R 530,000	R 200,000	Operating Revenue
PSD17005OX	Institutional development and transformati on	Public Safety	Community Development	Disaster Management Assessments	Institutional	Institutional	R 90,944	R 228,554	R -	Operating Revenue
PSD17006OXM	Institutional development and transformati on	Public Safety	Community Development	Maintenance of SCBA	Institutional	Institutional	R 250,000	R 300,000	R 204,735	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PSD17007OX	Institutional development and transformati on	Public Safety	Community Development	Upgrade Traffic Contravention System & Fitment of ANPR System into Traffic Patrol Vehicles	Institutional	Institutional	R 1,526,710	R 1,618,313	R 1,715,411	Operating Revenue
CPD17031OX	Local economic development	City Planning and Developme nt	Economic Development	Infrastructure Development for Makhonjwa Mountain	Barberton	42	R 400,000	R 500,000	R 600,000	Internal Funding
CPD17001OX	Local economic development	City Planning and Developme nt	Economic Development	Mbombela Economic Development Partnership (MEDP)	Institutional	Institutional	R 700,000	R 742,000	R 786,520	Operating Revenue
CPD17002OX	Local economic development	City Planning and Developme nt	Economic Development	Cooperatives Support	Four Region	All Regions	R 500,000	R 530,000	R 561,800	Operating Revenue
CPD17003OX	Local economic development	City Planning and Developme nt	Economic Development	Events Support	Institutional	Institutional	R 500,000	R 600,000	R 700,000	Operating Revenue
CPD17004OX	Local economic development	City Planning and Developme nt	Economic Development	Tourism Route	Eastern Region	R -	R 500,000	R 600,000	R 700,000	Operating Revenue
CPD17005OX	Local economic development	City Planning and Developme nt	Economic Development	Review and Implementation of Informal Strategy	Institutional	Institutional	R 500,000	R 500,000	R 500,000	Operating Revenue
CPD17006OX	Local economic development	City Planning and Developme nt	Economic Development	Community Works Programme	Institutional	Institutional	R 500,000	R 600,000	R 700,000	Operating Revenue
CPD17007OX	Local	City Planning	Economic Development	Incubation Dingwell Hub	Drumrock	Institutional	R 350,000	R 600,000	R 700,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	economic development	and Developme nt								
CPD17009OX	Local economic development	City Planning and Developme nt	Economic Development	Marketing Material	Institutional	Institutional	R 500,000	R 550,000	R 600,000	Operating Revenue
CPD17032OX	Local economic development	City Planning and Developme nt	Economic Development	Barberton Community Tourism	Barberton	42	R 150,000	R 200,000	R 300,000	
CPD17010OX	Local economic development	City Planning and Developme nt	Economic Development	Support for Youth Enterprises	Institutional	Institutional	R 1,000,000	R 1,200,000	R 1,500,000	Operating Revenue
CPD17011OX	Local economic development	City Planning and Developme nt	Economic Development	Support for Chambers	Institutional	Institutional	R 600,000	R 600,000	R 700,000	Operating Revenue
END17018OXM	Service delivery and infrastructur e development	Energy	Electricity supply	Network Protection Phase 2	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 2,000,000	R 4,000,000	R 4,000,000	Operating Revenue
END17019OXM	Service delivery and infrastructur e development	Energy	Electricity supply	Quality of Supply Phase 2	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 832,743	R 1,000,000	R 1,500,000	Operating Revenue
END17020OXM	Service delivery and infrastructur e	Energy	Electricity supply	Power Factor Correction Phase 2	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 500,000	R 1,371,681	R 1,458,034	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	development									
END17021OX	Service delivery and infrastructur e development	Energy	Electricity supply	Electrical Infrastructure Masterplan	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42,43, 44, 45	R 1,000,000	R -	R -	Operating Revenue
END17023OX	Service delivery and infrastructur e development	Energy	Electricity supply	Energy Efficiency and Demand Side Management	All Regions	All wards	R 6,140,351	R 7,017,544	R 8,771,930	EEDSM
FMD17022OX	Financial viability and managemen t	Financial Managemen t	Financial Management	Refurbishment of municipal stores	Southern Region	13,27,28,41, 42,43,44,45	R 500,000	R 1,500,000	R 2,000,000	Operating Revenue
CSD17002OX	Good governance and public participation	Corporate services	Good Governance and Institutional Development	Implementation of HR Strategy & Structure review	Institutional	Institutional	R 1,500,000	R 1,000,000	R -	Operating Revenue
CSD17003OX	Good governance and public participation	Corporate services	Good Governance and Institutional Development	Compilation of Job descriptions	Institutional	Institutional	R 500,000	R 250,000	R 300,000	Operating Revenue
CSD17004OX	Good governance and public participation	Corporate services	Good Governance and Institutional Development	Implementation of Employment Equity Plan and targets	Institutional	Institutional	R 500,000	R 500,000	R -	Operating Revenue
CSD17005OX	Good governance and public	Corporate services	Good Governance and Institutional Development	Medical surveillances of employees	Institutional	Institutional	R 500,000	R 530,000	R 561,800	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation									
CSD17006OX	Good governance and public participation	Corporate services	Good Governance and Institutional Development	Employee wellness programs	Institutional	Institutional	R 500,000	R 530,000	R 561,800	Operating Revenue
CSD17007OX	Good governance and public participation	Corporate services	Good Governance and Institutional Development	Employee wellness interventions	Institutional	Institutional	R 900,000	R 1,000,000	R 1,500,000	Operating Revenue
CSD17008OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	Training of Senior Managers and Managers on matters of disciplinary hearings	Institutional	Institutional	R 500,000	R 530,000	R 561,800	Operating Revenue
CSD17009OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	Skills Audit	Institutional	Institutional	R 500,000	R 530,000	R 561,800	Operating Revenue
CSD17010OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	Qualification Audit	Institutional	Institutional	R 700,000	R 742,000	R 1,000,000	Operating Revenue
CSD17011OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	RPL (Recognition of Prior Learning)	Institutional	Institutional	R 300,000	R 318,000	R 500,000	Operating Revenue
CSD17012OX	Good governance and public	Corporate Services	Good Governance and Institutional Development	Entry Level Management Supervisory Training	Institutional	Institutional	R 500,000	R 530,000	R 1,000,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation									
CSD17013OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	Learnership programme	Institutional	Institutional	R 1,000,000	R 1,500,000	R 1,590,000	Operating Revenue
CSD17001OX	Good governance and public participation	Corporate Services	Good Governance and Institutional Development	Disaster recovery and business continuity plan and systems.	Institutional	Institutional	R 1,800,000	R 2,000,000	R 2,500,000	Operating Revenue
CPD17021OX	Good governance and public participation	City Planning and Development	Good Governance and Institutional Development	Review of Spatial Development Framework	Institutional	Institutional	R 1,200,000	R -	R -	Operating Revenue
CPD17022OX	Good governance and public participation	City Planning and Development	Good Governance and Institutional Development	Implementation of GIS System	Institutional	Institutional	R 500,000	R 530,000	R 561,800	Operating Revenue
CPD17023OX	Good governance and public participation	City Planning and Development	Good Governance and Institutional Development	Precinct Planning Development	Institutional	Institutional	R 500,000	R 530,000	R -	Operating Revenue
SMD17002OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	Metro Status Application Studies	Institutional	Institutional	R 450,000	R 500,000	R 500,000	Operating Revenue
SMD17003OX	Good governance and public	Strategic Management Services	Good Governance and Institutional Development	Appeal Authority facilitation & coordination	Institutional	Institutional	R 350,000	R 400,000	R 420,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation									
SMD17004OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	By-Law and Policy Co-ordination and facilitation	Institutional	Institutional	R 165,000	R 181,500	R 200,000	Operating Revenue
SMD17007OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	Research Co-ordination and Facilitation	Institutional	Institutional	R -	R 450,000	R 470,000	Operating Revenue
SMD17008OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	City profiling (Communication & Marketing strategy)	Institutional	Institutional	R -	R 1,000,000	R 1,000,000	Operating Revenue
SMD17007OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	Facilitation of the twin Agreement	Institutional	Institutional	R 300,000	R 321,000	R 343,470	Operating Revenue
SMD17008OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	Contribution to Umsebe Accord	Institutional	Institutional	R 900,000	R 963,000	R 1,030,410	Operating Revenue
SMD17005OX	Good governance and public participation	Strategic Management Services	Good Governance and Institutional Development	Corporate Identity & Branding	Institutional	Institutional	R 500,000	R 750,000	R 750,000	Operating Revenue
SMD17006OX	Good governance and public	Strategic Management Services	Good Governance and Institutional Development	Co-ordination and Implementation of HIV, STI & TB	Institutional	Institutional	R 400,000	R 700,000	R 700,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation			programmes						
MAD17001OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Development of Water use efficiency strategy	Institutional	Institutional	300,000	R -	R -	Operating Revenue
MAD17002OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Review of Risk Abatement Plans and mitigation of risks	Institutional	Institutional	300,000	318,000	337,080	Operating Revenue
MAD17003OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Review of Water Safety Plans and mitigation of risks	Institutional	Institutional	400,000	424,000	449,440	Operating Revenue
MAD17004OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Conduct general awareness	Institutional	Institutional	400,000	400,000	400,000	Operating Revenue
MAD17005OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Alien species control	Institutional	Institutional	500,000	500,000	500,000	Operating Revenue
MAD17006OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Establishment Self-insurance Fund Research & Advisory	Institutional	Institutional	R 500,000	R 403,588	R 427,803	Operating Revenue
MAD17007OX	Good governance and public	Deputy Municipal Manager: Auxiliary	Good governance and Institutional Development	Mbombela stadium wetland rehabilitation	Institutional	Institutional	R 400,000	R 424,000	R 449,440	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation	Services								
MAD17008OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Mbombela wetlands inventory	Institutional	Institutional	R 500,000	R 530,000	R 345,722	Operating Revenue
MAD17009OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Warning signage	Institutional	Institutional	R 200,000	R 350,000	R 400,000	Operating Revenue
MAD17010OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Environmental education and awareness	Institutional	Institutional	R 300,000	R 650,000	R 750,000	Operating Revenue
MAD17011OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Environmental research	Institutional	Institutional	R 250,000	R 550,000	R 650,000	Operating Revenue
MAD17012OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Environmental management forum	Institutional	Institutional	R 200,000	R 300,000	R 350,000	Operating Revenue
MAD17013OX	Good governance and public participation	Deputy Municipal Manager: Auxiliary Services	Good governance and Institutional Development	Maintenance of overgrown stands	Institutional	Institutional	R 400,000	R 424,000	R 449,440	Operating Revenue
MMD17001OX	Good governance and public	Municipal Manager	Good Governance and Institutional Development	Waste Management Feasibility Study	Institutional	Institutional	R 4,000,000	R -	R -	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	participation									
MMD17002OX	Good governance and public participation	Municipal Manager	Good Governance and Institutional Development	Office Accommodation Feasibility Study	Institutional	Institutional	R 6,000,000	R -	R -	Operating Revenue
WSD17001OX	Good governance and public participation	Water and Sanitation	Good governance and Institutional Development	Development Water & Sanitation Maintenance Plans	Institutional	Institutional	R 972,843	R 1,446,902	R 1,500,000	Operating Revenue
WSD17002OX	Good governance and public participation	Water and Sanitation	Good governance and Institutional Development	Master Planning and Bureau Services for Water & Sanitation	Institutional	Institutional	R 3,053,600	R 3,200,000	R 5,254,839	Operating Revenue
WSD17003OX	Good governance and public participation	Water and Sanitation	Good governance and Institutional Development	Water and Waste Water treatment works audits, review of safety plans and waste water risk abatement plans	Institutional	Institutional	R -	R 1,000,000	R 2,196,489	Operating Revenue
CPD17014OX	Good governance and public participation	City Planning and Development	Integrated Human Settlement	Nkosi City Township Establishment	Msogwaba	2, 24	R 6,000,000	R 15,000,000	R 20,000,000	Operating Revenue
CPD17017OX	Good governance and public participation	City Planning and Development	Integrated Human Settlement	Urban Design Frameworks for new urban nodes	Tekwane, Mattafin, Kwa Khumalo, Nkosi City	18, 14, 35, 2 and 24	R 500,000	R 530,000	R 561,800	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
CPD17018OX	Good governance and public participation	City Planning and Development	Integrated Human Settlement	Hillsview, Casa Du Lua and WR X71 Integrated Human Settlements	Hillsview, Friedenheim, White River	38, 18	R 1,000,000	R 1,060,000	R 1,123,600	Operating Revenue
CPD17019OX	Good governance and public participation	City Planning and Development	Integrated Human Settlement	Collection of data from informal settlements	Matsulu, Kanyamazane, Tekwane South and North, and Kabokweni	13, 18, 19, 20, 21, 31	R 500,000	R 530,000	R 561,800	Operating Revenue
CPD17020OX	Good governance and public participation	City Planning and Development	Integrated Human Settlement	Development of Strategy to prevent land invasion	Institutional	Institutional	R 500,000	R -	R -	Operating Revenue
END17022OX	Financial viability and management	Energy	Revenue Enhancement	Meter Audit and Replacement Programme	Central & Southern Regions	18, 14, 15, 16, 17, 30, 41, 42, 43, 44, 45	R 1,622,129	R 2,385,484	R 2,494,023	Operating Revenue
CPD17012OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Kwa Khumalo Township Establishment	Gutshwa	35	R 2,000,000	R 2,120,000	R -	Operating Revenue
CPD17013OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Mataffin/Woodhouse Land Use Rights	Mataffin	14	R 4,000,000	R 5,000,000	R 15,000,000	Operating Revenue
CPD17015OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Land Use Management Scheme	Institutional	All wards	R 500,000	R 530,000		Operating Revenue

IDP OPEX NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
CPD17016OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Formalization of informal areas	Entokozweni, Kabokweni, Kanyamazane, Tekwane	18, 31, 32, 33, 19, 20, 21	R 2,000,000	R 2,120,000	R 2,247,200	Operating Revenue
CPD17026OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Transfer of Municipal Properties Matsulu, Kanyamazane, Entokozweni, Kabokweni, Teka Takho, Umjindi	Central and Southern region	19,20,21,31	R 1,500,000	R 1,590,000	R 1,685,400	Operating Revenue
CPD17027OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Conduct of Full Audit for Leases of Municipal Properties	Institutional	Institutional	R 300,000	R -	R -	Operating Revenue
CPD17028OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Development of Land Management Strategy	Institutional	Institutional	R 500,000	R -	R -	Operating Revenue
CPD17029OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Implementation of a Land Management Strategy	Institutional	Institutional	R 500,000	R	R	Operating Revenue
CPD17030OX	Financial viability and management	City Planning and Development	Revenue Enhancement	Relocation of stand Beacons and resurveying	Institutional	Institutional	R 300,000	R 320,000	R 320,000	Operating Revenue
FMD17019OX	Financial viability and management	Financial Management	Revenue enhancement	Compilation of property valuation roll	Institutional	Institutional	R 6,740,000	R 6,000,000	R 5,000,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
	t									
FMD17020OX	Financial viability and managemen t	Financial Manageme nt	Revenue enhancement	Development/ Review of the cost structure and cost reflective tariffs (Activity Based Costing)	Institutional	Institutional	R 2,500,000	R 5,000,000	R 5,000,000	Operating Revenue
FMD17021OX	Financial viability and managemen t	Financial Manageme nt	Revenue enhancement	Billing data cleansing	Institutional	Institutional	R 1,000,000	R 5,000,000	R 5,500,000	Operating Revenue
FMD17023OX	Financial viability and managemen t	Financial Manageme nt	Revenue enhancement	Refurbishment of rates hall (One stop customer care centres)	Southern Region , Eastern Region	10,11,13,27, 28,30,31,32, 33,34,35,36, 38,41,42,43, 44,45	R 500,000	R 2,290,000	R 3,000,000	Operating Revenue
WSD17007OX	Financial viability and managemen t	Water and Sanitation	Revenue enhancement	Water Conservation and water Demand Management Program (Revenue enhancement)	Institutional	Institutional	R 2,000,000	R 1,526,710	R 2,245,161	Operating Revenue
PTD17001OX	Good governance and public participation	Public Works and Transport	Roads and Storm water Management	Develop Storm Water Master Plan & Management Strategy	Institutional	Institutional	R 1,000,000	R 1,750,000	R 2,000,000	Operating Revenue
PTD17002OX	Good governance and public participation	Public Works and Transport	Roads and Storm water Management	Determine 1:100 Year Flood Lines (Continue)	Institutional	Institutional	R 750,000	R 1,000,000	R 1,000,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMANCE AREA (KPA)	DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
PTD17003OX	Good governance and public participation	Public Works and Transport	Roads and Storm water Management	Asset Management Plan (AMP) for roads and storm water	Institutional	Institutional	R 488,569	R 1,500,000	R -	Operating Revenue
PTD17004OX	Good governance and public participation	Public Works and Transport	Roads and Storm water Management	Roads Master Plan micro planning to align with SDF and Vision 2030 objectives	Institutional	Institutional	R 1,000,000	R 1,500,000	R 2,000,000	Operating Revenue
PTD17005OX	Good governance and public participation	Public Works and Transport	Roads and Storm water Management	Review need and priorities for pedestrian and vehicle bridges	Institutional	Institutional	R 375,000	R -	R -	Operating Revenue
CPD17024OX	Good governance and public participation	City Planning and Development	Rural Development	Training of Rural Cooperatives	Institutional	Institutional	R 500,000	R 750,000	R 1,000,000	Operating Revenue
CPD17025OX	Good governance and public participation	City Planning and Development	Rural Development	Implementation of the Rural Development Strategy	Institutional	Institutional	R 500,000	R 750,000	R 850,000	Operating Revenue
COD17001OX	Good governance and public participation	Community Services	Waste and Environment Management	Audit of Waste Management Facilities	Barberton Hazyview Tekwane West	1, 18, 42	R 1,254,051	R 2,159,291	R 1,400,000	Operating Revenue
WSD17004OX	Good governance and public participation	Water and Sanitation	Water Supply	Section 78 Assessment for water services	Institutional	Institutional	R 500,000	R 1,500,000	R 1,500,000	Operating Revenue

IDP OPEX NUMBER	KEY PERFORMA NCE AREA (KPA)	DEPARTM ENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	LOCATION	WARD	BUDGET "MTREF"			FUNDING SOURCE
							2017/2018 BUDGET ESTIMATE	2018/2019 BUDGET FORECAST	2019/2020 BUDGET FORECAST	
WSD17005OX	Good governance and public participation	Water and Sanitation	Water Supply	Groundwater Protocol	Institutional	Institutional	R -	R -	R 1,000,000	Operating Revenue

7.4 SECTOR DEPARTMENTS PROJECTS

7.4.1 DEPARTMENT OF WATER AND SANITATION

PROJECT NAME	WARD	ESTIMATED PROJECT VALUE	2017/18 BUDGET ALLOCATION	2018/19 BUDGET ALLOCATION	2019/20 BUDGET ALLOCATION
Upgrading of Barberton and Verulam Bulk Pipeline and Reservoirs (MULTI-YEAR)	42, 43	R 24 960 000.00	R 7 660 000.00	-	-
Upgrading of Rimers Creek WTW (MULTI-YEAR)	42	R 42 050 000.00	R 21 612 575.00	-	-
Upgrade of Phumlani to White river bulk water line	14	R 18 700 000.00	R 10 727 425.00	-	-
Northern Nzikazi Bulk Water Supply	1,3,5,6,7,8,9,25,Part of 39	-	R 38 754 000	R 19 042 321	R 29 395 600
Hoxane Bulk Water Supply (Phase 3 Extension)	39	-	R 41 641 000	R 4 400 000	-
MP Lowveld Feasibility Study	All	-	R 1 500 000	R 5 000 000	10 000 000

7.4.2 DEPARTMENT OF PUBLIC WORKS, ROADS AND RANSPORT

PROJECT DESCRIPTION	PROJECT LOCATION	WARD	2017/18 BUDGET ALLOCATION	PROJECT COST
Rehabilitation: D236 (Umjindi Trust Road) West of Barberton (6.3km) & Upgrade from end paved at 6.3km to km 14.3 (8 km)	Barberton - Emjindini Trust	41,42	R 70 000 000	R 70 000 000
Upgrade: D236 (Umjindi Trust Road) West of Barberton from end paved at 6.3km to km 14.3 (8 km) and patch reseal of 6.3km	Barberton - Emjindini Trust	41,42	R 14 023 000	R 220 908 000
Design: Upgrade of Gedlembane road	Pienaa	29	R 3 500 000	R 3 500 000

PROJECT DESCRIPTION	PROJECT LOCATION	WARD	2017/18 BUDGET ALLOCATION	PROJECT COST
(4km)				
Repair of a Flood Damaged bridge on Road D2968 between between Numbi and Makoko	Numbi and Makoko	34,39	R 25 000 000	R 63 401 000

7.4.3 DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT DESCRIPTION	PROJECT SCOPE	WARD	LOCATION	BUDGET ALLOCATION 2017/18
Tekwane South Ext 2: Integrated Human Settlement	<ul style="list-style-type: none"> 500 low income houses; 222 gap market houses; 500 rental housing units Community Hall and Early Childhood Centre, and Sports Field 	18	Tekwane South Ext. 2	R82 400 000
Tekwane North Ext 1: Integrated Human Settlement	<ul style="list-style-type: none"> 1 400 low income houses; 300 gap market; School facility Clinic, Library Sports field and public open space 	18	Tekwane North Ext. 1	
Emjindini Extension 17,18 Integrated Human Settlements	<ul style="list-style-type: none"> 826 low income houses; 408 Rental housing; 318 gap market housing; 128 bonded housing; and School facility Health facility Sport Field 	45	Emjindini Extension 17,18	
Township establishment: Hillsview Integrated Human Settlement	<ul style="list-style-type: none"> 2 000 stands 	38	Hillsview	R2 000 000
Township establishment: Rocky's Drift (Dingwell and Msholozzi) Integrated Human	<ul style="list-style-type: none"> 16 000 stands 	14	Dingwell, Msholozzi	R6 000 000

Settlement				
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7.4.4 DEPARTMENT OF CULTURE, SPORTS AND RECREATION

PROJECT DESCRIPTION	PROJECT LOCATION	WARD	2017/18 BUDGET ALLOCATION	PROJECT COST
Construction of kaNyamazane Public Library	Kanyamazane	19,20,21	R 10 527 000	R 14 795 000
Upgrading of Mbombela Public Library	Mbombela	16	R 0	R 12 094 000
Cultural Hub	Whiteriver	30	R 45 442 000	R 1 400 000 000

7.4.5 DEPARTMENT OF ENERGY

PROJECT DESCRIPTION	PROJECT LOCATION	WARD	2017/18 BUDGET ALLOCATION
Electrification of 122 households	Msholozhi (Emjindini Ext.17)	45	R 1 769 000
Electrification of 230 households (Phase 7)	Emjindini Trust	41	R 3 565 000
Electrification of 428 households (Phase 2)	Msholozhi (Whiteriver)	14	R 6 206 000
Electrification of 491 households	Tekwane North	18	R 7 119 500
New 132kV Switching Station and Bulk Supply Line (Barberton Waterworks Sub-	Barberton	42	R 3 192 000

Pre-Engineering)			
New Msholozzi Ext.17 132/22 kV Substation (Pre-Engineering)	Msholozzi Ext.17	45	R 1 710 000
Msholozzi Bulk Supply	Msholozzi (Whiteriver)	14	R 7 438 000

7.4.6 DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

PROJECT NAME	PROJECT LOCATION	BENEFICIARY WARD	2017/18 BUDGET ALLOCATION	TOTAL PROJECT COST
Construction of packhouse: Siyachuba Vegetable Project	Emjindini		R 1 000 000	R 3 400 000
Construction of access bridge	Whitehills	45	R 500 000	R 500 000
Construction of access road	Hanging Stone	45	R 450 000	R 450 000
Construction of access bridge and roads	Bellevue	41	R 600 000	R 600 000
Refurbishment of animal health centres (animal clinics)	Malekutu	37	R 375 000	R 2 750 000
Construction of aquaponics: Silwanendlala Youth Cooperative	Nelspruit/Mbombela	14,15,16	R 4 200 000	R12 600 000
Renovation of existing infrastructure: Barberton EC	Barberton	42	R 200 000	R 200 000
Vegetables: Nwababhudvu Cooperative	Sabie river	1	R 833 000	R 2 533 000
Vegetables: Mfanakatiwafanyana Primary Cooperative	Sabie river	1	R 952 000	R 3 352 000
Vegetables: Vumumasemva Primary Cooperative	Sabie river	1	R 733 000	R 2 213 000
Vegetables: Malosibusiso Cooperative	Gutshwa	31	R 728 000	R 2 328 000
Vegetables: Zambukuteli Cooperative	Sabie river	1	R 833 000	R 2 513 000
Vegetables: Mahlomelo	Sabie river	1	R 852 000	R 2 572 000

Cooperative				
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7.4.7 DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

NAME OF PROJECT	LOCATION	2017/2018 TARGET	2017/2018 BUDGET ALLOCATION
Monitoring of Police Stations	Hazyview, Kabokweni, Piennar, Low's Creeek, Matsulu, Nelspruit, Ngodwana, Kanyamazane.	12 Police Stations monitored on policy compliance	Operational
<ul style="list-style-type: none"> Conduct prison visits 	City of Mbombela	Crime Prevention initiatives implemented	
<ul style="list-style-type: none"> School awareness campaigns 	City of Mbombela Local Municipality	Crime Prevention initiatives implemented	
Contact Crime initiative <ul style="list-style-type: none"> Implementation of contact crime 	Kanyanmazane (MLM)	Contact Crime initiative implemented	R91 500
Rural Safety Initiative <ul style="list-style-type: none"> Implementation of rural safety project (paralegal workshop) 	Kabokweni (MLM)	Rural safety Initiative implemented	R122 000
Victim Friendly Facility <ul style="list-style-type: none"> Support victim friendly facility 	Mbombela Local Municipality	Victim Friendly Facility initiative implemented	R122 000
Community Police Relations Support functional community safety forums	Mbombela Local Municipality Ehlanzeni District Municipalty	02 functional community safety forums supported	R50 000
Support functional community police forums	Matsulu, White River, Barberton, Piennar, Kanyamazane, Kabokweni, Ngodwana and Low's Creek	08 functional community police forums supported	R250 000
Transport Regulation			
<ul style="list-style-type: none"> Safety Engineering 	Mbombela Local Municipalty	05 traffic law enforcement programmers implemented	Operational
<ul style="list-style-type: none"> Traffic Law Enforcement 			

<ul style="list-style-type: none">• Road Safety Education			
<ul style="list-style-type: none">• Transport Administration and Licences			
<ul style="list-style-type: none">• Overload Control			

7.5 ESKOM PROJECTS

PROJECT NAME	PROJECT LOCATION	BENEFICIARY WARD	BUDGET
Electrification of 50 households	Sukane	5	R 1 029 742
Electrification of 40 households	Salubundza – Mjoja Frame	5	R 823 794
Electrification of 15 households	Tekwane FET	18	R 308 923
Electrification of 100 households	Dlamini – Pholani	7	R 2 059 485
Electrification of 30 households	Guduza - Kamyanga	11	R 617 746
Electrification of 84 households	Mluti/Nkwaleni	24	R 1 729 967
Electrification of 290 households	Comprehensive New Stand	25	R 6 230 000
Electrification of 80 households	Tekatakho	32	R 1 647 600
Electrification of 55 households	Zombotsa	39	R 1 132 725
Electrification of 50 households	Buyelani	9	R 1 029 750
Electrification of 100 households	kaNyamazane Ext.3	20	R 2 059 500
Electrification of 2 000 households	Mbombela in-fills	Various wards	R11 000 000
Electrification of 100 households	Mbombela LV Extensions	Various wards	R 1 500 000
Electrification of 60 households	Part of Gedlembane	23	R 1 235 700
Electrification of 10 households	Ncakeni	24	R 205 950
Electrification of 14 households	kaMhlabane	2	R 288 330
Electrification of 20 households	Mthethomusha	4	R 411 900
Gutshwa substation	Gutshwa	31	R 2 999 453
Tekwane North substation	Tekwane North	18	R 14 642 665
Nkambeni substation	Nkambeni	8	R 1 000 948
Simunye substation	Simunye	26	R 1 000 000
Pienaar-Daantjie Voltage	Daantjie	24	R 1 000 000
Karino – Tekwane North substation	Karino, Tekwane North	18	R 1 500 000
Ematroksini pre-engineering	Ematroksini	20	R 300 000
Mthetho Section pre-engineering	Mthetho Section	39	R 300 000
Tshotsho pre-engineering	Tshotsho	34	R 500 000
Tekwane North pre-engineering	Tekwane North	18	R 300 000
Hillary Settlement pre-engineering	Hillary Settlement	26	R 300 000

7.6 BARBERTON MINES (PTY) LTD PROJECTS

PROJECT NAME	PROJECT LOCATION	BENEFICIARY WARD	BUDGET
Refurbishment of Emjindini Secondary School	Emjindini Spearville	42	R13 300 000
Sinqobile Life Skills Centre	Sinqobile (Verulam)	43	R 700 000
Umjindi Jewellery Project	Barberton	41,42,43,44,45	R 600 000 (2017/18) R 480 000 (2018/19)
Emjindini Trust Clinic	Emjindini Trust	41	R15 000 000
Expansion of Cathyville Clinic	Cathyville	42	R 5 000 000
Reconstruction of P10 road	Emjindini	44,45	R
Home-Based Care Support	Emjindini	41,42,43,44,45	R 4 500 000

7.7 MPUMALANGA ECONOMIC DEVELOPMENT PARTNERSHIP (MEDP) PROJECTS

PROJECT NAME	PROJECT LOCATION	BENEFICIARY WARD	BUDGET
Greater Riverside Biodiversity Initiative	Riverside (Mbombela)	14,15,16	R 300 000
World of Music, Arts and Dance (WOMAD)	Mbombela	16	R 8 000 000

7.8 UNFUNDED PROJECTS

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Water and Sanitation	Water Supply	Mshadza Package Plant, Bulk Line	6	Mshadza	R -	R -	R -
Water and Sanitation	Water Supply	Upgrade Of Mahushu Water Rising Main And 2ml Reservoir	3	Mahushu	R -	R -	R -
Water and Sanitation	Water Supply	Upgrade Of Majika Water Works	25	Majika	R -	R -	R -
Water and Sanitation	Water Supply	Upgrade Of Ngodini Refurbishment Of Bulkline Supply To TV Reservoir & Water Reticulation	33	Ngodini	R -	R -	R -
Water and Sanitation	Water Supply	Refurbishment Of Existing Reticulation In Bhekiswayo	5	Bhekiswayo	R -	R -	R -
Water and Sanitation	Water Supply	Upgrading Of Bulk Pipeline From Backdoor To Phathwa	38	Phathwa	R -	R -	R -
Water and Sanitation	Water Supply	Refurbishment of Ngodini Dam	11	Ngodini dam	R -	R -	R -
Water and Sanitation	Water Supply	Kamadakwa Ndlovu storage and water reticulation	41	Kamadakwa Ndlovu	R -	R -	R -
Water and Sanitation	Water Supply	Replacement of brass water meters with PVC water meters	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Water and Sanitation	Water Supply	Raising of the Lomati dam wall outflow	42	Lomati Dam, Barberton Mountain Lands	R -	R -	R -
Water and Sanitation	Water Supply	Construction of Moodies dam	41	Kamadakwa Ndlovu	R -	R -	R -
Water and Sanitation	Water Supply	Construction of Tekwani dam (Queens river)	41	Emjindini Trust	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Water and Sanitation	Water Supply	Construction of Bellevue dam (De Kaap Valley)	41	De Kaap	R -	R -	R -
Water and Sanitation	Water Supply	Water reticulation for erven 3030, 831 and 829	42,44	Emjindini Ext.9, New Village, Emjindini Ext.6	R -	R -	R -
Water and Sanitation	Water Supply	Water reticulation at portion 369 JU (next to Verulam)	43	Verulam/Sinqobile	R -	R -	R -
Water and Sanitation	Water Supply	Provision of fire hydrants	42,	New Village, Spearville, Ext.6, New Clare, White City, Kathyville, Burgerville	R -	R -	R -
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	45	Ext.17,18,19	R -	R -	R -
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	41	Ext.15,16	R -	R -	R -
Water and Sanitation	Sanitation	Refurbishment of existing waste water treatment works and pump-stations including back- up generation	42,44	Barberton, Emjindini Ext.9	R -	R -	R -
Water and Sanitation	Sanitation	Re-routing the sewer network to eliminate sewer blockages	45	Emjindini Ext.12	R -	R -	R -
Water and Sanitation	Sanitation	Reconstruction of ablution facilities	42	Barberton (Keller Park)	R -	R -	R -
Water and Sanitation	Sanitation	Sewer reticulation for erven 3030, 829 & 831	42,44	Emjindini Ext.9, New Village, Emjindini Ext.6	R -	R -	R -
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	43	Sheba iding	R -	R -	R -
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	41	Kamadakwa Ndlovu	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	41	Emjindini Trust	R -	R -	R -
Water and Sanitation	Sanitation	Construction of bulk sewer plant system and reticulation	43	Dixie	R -	R -	R -
Water and Sanitation	Sanitation	Upgrading of sewer line from Ext.11 to Waste Water Treatment Works	44	Emjindini Ext.11	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	6 X 4 Ton Tipper Trucks	Institutional	Institutional	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Designs For Replacement Of Collapsed Stormwater Pipes And Culverts In West Acres X 7, 8 & 29 (Phase 2,3 &4)	15,16	West Acres Ext 7,8,29	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Design and construction of New Gabion Structure- West Acres Spruit	15,16	West Acres	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Design of New Parking at Civic Centre - 3 donated stands	15,16	Sonheuwel	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Repair of erosion damage - all streams in Mbombela: Planning & Design	15,16	Mbombela	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Piet Retief St: Upgrading and traffic safeguarding	15,16	Sonheuwel	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Enos Mabuza Dr: Planning & design for widening of road section from Madiba Dr to	15,16	Mbombela	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
		Ferreira St (Construction in 2015/16)					
Public Works and Transport	Roads and Stormwater Management	Upgrade Of Chweni Spienkop Busroute	34	Chweni, Spienkop	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Upgrade Of Mafambisa To Spelanyani Busroute	10	Mafambisa, Spelanyane	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of Hazyview/Emadwaleni Lodge Internal Streets (1.4km)	1	Hazyview	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Upgrading of Makoko/Numbi Gate Road	37	Makoko, Numbi	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Pedestrian bridge (Between Gutshwa & Bhuga)	31	Gutshwa	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Reconstruction and enlargement of P10 road	42,44,45	Emjindini Ext.9,12, Barberton	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of streets with interlock paving and installation of storm water drainage systems	41	Emjindini Trust	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of streets with interlock paving and installation of storm water drainage systems	43	Sheba Siding	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Reconstruction of streets with interlock paving	42	Crescent Avenue & Crown Street (Barberton)	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Public Works and Transport	Roads and Stormwater Management	Construction of new link road with interlock paving, bridge and storm water drainage system	45	Emjindini Ext.11 to 16	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of new link road with interlock paving and storm water drainage system	42	Spearville to Santa Hospital	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of link road with interlock paving from Ext.10B to Prison road and storm water drainage system	41	Emjindini Ext.10B,13,14	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Upgrading of storm water drainage by increasing the size of storm water pipes	42	Burgerville & White City	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Reconstruction of Shongwe street with interlock paving from G-Unit to the power line	44	Ext.10 (Shongwe street)	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road from Prison Farm to Kamadakwa Ndlovu linking to Emjindini Trust and installation of storm water drainage	41	Kamadakwa Ndlovu – Emjindini Trust	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Surfacing and maintenance of De Kaap road to R40	41	De Kaap	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced link road from Emjindini Trust to Tjakastaad/Nhlazatshe	41	Emjindini Trust	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Surfacing and maintenance of the road from Shelangubo to Shelangubo Dam	43	Shelangubo	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Public Works and Transport	Roads and Stormwater Management	Resealing/Upgrading of R38 Road to N4 Road (Kaapmaiden)	42,43	R38 (Barberton to Kaapmaiden)	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Resealing/Upgrading of R40 (14km from Barberton to Saddleback)	42	Barberton, Saddleback	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road from Loueville to Shelangubo	43	Loueville, Shelangubo	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road from TPA via Glenthorpe to Kaapsehoop	41	Glenthorpe, De Kaap	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road from R40 to Kaapsehoop	43	Kaapsehoop	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road (asphalt) from Bulembu road to Piggs Peak	42	Bulembu road, Piggs Peak	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of surfaced road (asphalt) from Barberton to Badplaas	42	Barberton, Badplaas (via Songimvelo Nature Reserve)	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Expansion of Bridge linking Ext. 11 and Ext. 12	45	Emjindini Ext. 11 and Ext. 12	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of vehicle Bridges	41,43	Sheba Siding, Shelangubo, Esperado Mlambongwane, Kempstone, Nkomeni	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Reconstruction of Bridge linking Ext.10 and Greyville	41,44	Extension 10, Greyville	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Public Works and Transport	Roads and Stormwater Management	Construction of Foot Bridges	43	Sheba Siding, Esperado, Mlambongwane, KaGazi;	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of Foot Bridges between KaMadakwa Ndlovu and Khanyisile Primary School	41	KaMadakwa Ndlovu, Kempstone	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Construction of Foot Bridges between Phola Park and Msawawa	41	Phola Park, Msawawa (Ext.15)	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Bridge construction at Spearville and lower Dindela	42,44	Spearville, Dindela	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Footbridge construction that links Phola Park and Ext 11	41,45	Phola Park, Extension 11	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Footbridge construction that links Lindokuhle and Msawawa	41	Lindokuhle, Msawawa	R -	R -	R -
Public Works and Transport	Roads and Stormwater Management	Footbridge construction that links Ext. 11 and Ext. 12	45	Emjindini Ext.11,12	R -	R -	R -
Energy	Electricity Supply & Management	Energy Efficiency Programme	Institutional	Institutional	R -	R -	R -
Energy	Electricity Supply & Management	Substation Maintenance & Refurbishment	Institutional	Institutional	R -	R -	R -
Energy	Electricity Supply & Management	Construction of new bulk supply line from Kamadakwa Ndlovu to Haki Village	41,42	Kamadakwa Ndlovu, Haki Village	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Energy	Electricity Supply & Management	Upgrading of overhead lines and replacement of poles	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Replacement of electricity meter boxes and mini substations	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Implementation of smart meter reading technology	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Provision of bulk electricity and reticulation	41,45	Nkomeni (phase 4), Makepisi, Trio and Hanging Stone	R -	R -	R -
Energy	Electricity Supply & Management	Construction of New 10MW generation plant (Sappi/Lomati)	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Construction of New 5MW kinetic energy plant	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Electricity reticulation	Erven 3030, 829,831	Emjindini Ext.9, New Village, Ext.6	R -	R -	R -
Energy	Electricity Supply & Management	Refurbishment and replacement of high mast and street lights with LED lights	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Energy	Electricity Supply & Management	Installation of new LED lights at P10 road	42,44	Barberton, Emjindini Ext.9,12	R -	R -	R -
Energy	Electricity Supply & Management	Installation of flood light	42	Spearville (Emjindini Stadium)	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Energy	Electricity Supply & Management	Installation of flood light	42	Barberton (Coronation Park)	R -	R -	R -
Energy	Governance and Institutional Development	Upgrade Of White River Moth	30	White River/Institutional	R -	R -	R -
Energy	Governance and Institutional Development	Purchase Of Personnel Carrier Vehicles (Steel Copy)	Institutional	Institutional	R -	R -	R -
Community Services	Waste and Environment Management	Matsulu Transfer station	28	Matsulu	R -	R -	R -
Community Services	Waste and Environment Management	Upgrading of the landfill site to be in compliance with the Environmental Management Act and Water Act	42	Barberton	R -	R -	R -
Community Services	Waste and Environment Management	Extension of the landfill site	42	Barberton	R -	R -	R -
Community Services	Waste and Environment Management	Feasibility study on Refuse Removal and waste management for rural areas	41,43	Sheba Siding, Emjindini Trust and Kamadakwa Ndlovu	R -	R -	R -
Community Services	Waste and Environment Management	Establishment of solid waste transfer stations in distant areas.	41,43	Low's Creek, Emjindini Trust and Kamadakwa Ndlovu	R -	R -	R -
Community Services	Waste and Environment Management	Provision of bulk bins in illegal dumping hot spots.	42,43,44,45	Ext. 9 &10,11,12,17, Verulam, Lurex Farm, Mkhize park, Erf. 831, Family units, New Village, and Spearville	R -	R -	R -
Community Services	Waste and Environment Management	Rehabilitation of Wetlands	42,44,45	Dindela, Emjindini Ext.10,12	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Community Services	Waste and Environment Management	Establishment of a recycling project	41,42,43,44,45	Barberton, Emjindini Extensions	R -	R -	R -
Community Services	Waste and Environment Management	Progressive rehabilitation of the Landfill site	42	Barberton	R -	R -	R -
Community Services	Waste and Environment Management	Construction of Buy Back Centre	44	Emjindini Township	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Purchase of private land Ptn 3 of the farm Katoen (to be incorporated with Msholozzi)	14	Msholozzi	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Development of integrated human settlement	18,26	Tekwane South & North	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Purchase of private land Ptn 77 of the farm Alkmaar 286 (houses invaded)	12	Alkmaar	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Nkosi City development-provision of infrastructure	2	Daantjie	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Development & implementation of Daantjie Precinct Plan	2;22;23;26;29;40	Daantjie	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Formalisation of new settlements	41,43	KaMadakwa Ndlovu, Sheba Siding and Emjindini Trust	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
City Planning & Development	Integrated Human Settlement	Upgrading of land tenure	43	Mlambongwane , KaGaza and Noordkap , Esperado , Madubula, Silver creek, Shelangubo, Uitvaal, Castlekop and Hanging Stone	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Acquisition of land for human settlements	43	Lurex Farm; Noordkaap, Mlambongwane and Ka-Brown	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Acquisition of Portion 692 JT Oorschot, Brooklyn Farm for human settlements	41,45	Oorchot and Brooklyn Farm	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Acquisition of land next to Golf Course for human settlements	42	Barberton	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Acquisition of land for human settlements	41	Former TPA land	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Rezoning and subdivision of park land in Burgerville for RDP houses	42	Burgerville	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Rezoning and subdivision of park land in Kathyville for middle income earners' housing	42	Kathyville	R -	R -	R -
City Planning & Development	Integrated Human Settlement	Township establishment and housing project	43	Dixie	R -	R -	R -
City Planning &	Integrated Human	Township establishment	43	Verulam, Barberton	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
Development	Settlement	of the remainder of Verulam 351 JT and portion 14 of Barberton Town Lands 369 JU					
City Planning & Development	Integrated Human Settlement	Integrated Residential Development Programme	41,42,43,44,45	Verulam, Sheba Siding, Kathyville, New Clare, Stand 829 , 831 & 3030, Ext. 6, 11, 12,13,14,15, 16,17,18&19	R -	R -	R -
City Planning & Development	Economic Development	Rimer's Creek Botanical Garden (to be funded by SANBI)	42	Barberton	R -	R -	R -
City Planning & Development	Economic Development	Mbombela Sunrise Project	All	Mbombela	R -	R -	R -
City Planning & Development	Economic Development	Marula Factory	39	Buyelani, Mdlankomo	R -	R -	R -
Community Services	Community Services	Planning & construction of new community halls	1, 14, 8, 37, 24, 9, 20, 32, 2, 25, 34,36,38, 6, 3, 39, 29	Mpakeni,Hazyview, Mataffin, Jerusalem, Malekutu, Phumulani, Mgcobaneni, ,Numbi,Kanyamazane, Newscom,Dwaleni, Zwelishana, KaMajika, Mbonisweni, Swalala, Mahushu, Nyongane, KaTsela, Shabalala	R -	R -	R -
Community Services	Community Services	Upgrading of community halls	21,37, 30, 15, 23, 19, 10, 31, 33, 31, 38, 14, 28, 27	Makoko hall, White River hall, Oewersig hall, Daantjie hall, Kanyamazane hall, Clau Clau hall, Gutshwa Kop hall, Lumphisi hall, Kabokweni hall, Nsikazi hall	R -	R -	R -
Community Services	Community Services	Erecting Security Wall/ palisade	21,13	Kanyamazane Stadium, Matsulu multipurpose court,	R -	R -	R -
Community Services	Community	Upgrading Of Flood lights	14,16,17, 27,	Kamagugu, Van Reibeeck,	R -	R -	R -

UNFUNDED PROJECTS							
DEPARTMENT	MUNICIPAL PRIORITY	PROJECT DESCRIPTION	WARDS	LOCATION	BUDGET "MTREF"		
					2017/2018	2018/2019	2019/2020
	Services	at sports facilities	28,38,42	Nelsville, Valencia, Emjindini Spearville			
Community Services	Community Services	Purchase of garden maintenance equipment		all	R -	R -	R -
Community Services	Community Services	Planning & construction of new cricket oval at	37A	Malukutu	R -	R -	R -
Community Services	Community Services	Construction of new Kanyamazane Driver Testing Facility	21	Kanyamazane	R -	R -	R -
Community Services	Community Services	Masoyi Driver Testing Facility	6	Masoyi	R -	R -	R -
Community Services	Community Services	Kabokweni Satellite Office-Licensing	33	Kabokweni	R -	R -	R -
Community Services	Community Services	Installation of air condition in Mbombela library	15	Mbombela	R -	R -	R -
Community Services	Community Services	Construction of sport facility	11	Mbombela	R -	R -	R -
Strategic Planning & Executive Support	Good governance	Compilation of Baseline Study	Institutional	Mbombela	R -	R -	R -

7.8.1 OTHER UNFUNDED PROJECTS

1. WATER	
Project Description	Location
Bulk pipe - Upgrade Phola offtake to Manzini / Swalala offtake, Bulk pipe - Upgrade Manzini / Swalala offtake to Mcgobaneni Tee, Bulk pipe - Upgrade Mcgobaneni Tee to Mcgobaneni Reservoir offtake, Bulk pipe - Upgrade Mcgobaneni Res offtake to Mcgobaneni Reservoir, Bulk pipe - Upgrade Phameni Reservoir to Phameni, Bulk pipe - Upgrade Phameni to Makoko Res offtake, Bulk pipe - Upgrade Makoko Res offtake to Mjejane offtake, Bulk pipe - Upgrade Mjejane offtake to Malekutu Reservoir, Bulk pipe - Upgrade Mcgobaneni Tee to Lundi offtake, Bulk line - Upgrade Booster PS – Gutshwa, MIG: NEWSKOM - Upgrade Bulk and network reticulation, MIG: NZK - Msogwaba and Pienaar (ward 22 & 23) water network extensions, Remove Midblocks, Refurbish & Extend network at Backdoor, Refurbish & Extend network at Buyelani (Kiaat), Refurbish & Extend network at Clau-Clau	Chweni, Jerusalem, Khumbula, Legogote, Lundi, Mahushu, Mshadza, Mgcobaneni, Hoxane, Kabokweni, Clau Clau, Kanyamazane, Areas in Nsikazi South & Nsikazi South, Matsulu, Phathwa
Refurbish & Extend network at Gutshwa - New Bulk line, Booster PS, Refurbish & Extend network at Gutshwakop, Refurbish & Extend network at Kabokweni, Refurbish & Extend network at Kanyamazane, Refurbish & Extend network at Mafamphisa, Refurbish & Extend network at Mbonisweni, Refurbish & Extend network at Msogwaba / Aldie / Lehawu Refurbish & Extend network at Newscom, Refurbish & Extend network at Pathwa; Refurbish & Extend network at Siphelanyane, Bulk Pipe: Vodacom Pumpline (Change To Intermediate), Bulk Pipe: Refurbish Intermediate To Matsulu B Bulk Supply; Bulk Pipe from Intermediate reservoir to Matsulu C - Northeast Bulk Supply; Bulk Pipe: New Mains As Per Master Plan, Reservoirs: Maintain Water Quality (Reservoir Roofs), Reservoirs: Build New Reservoirs, Reticulations: Network Extensions at Matsulu west & Matsulu C, Reticulations: Install Networks In Informal Settlements; Reticulations: Remove Midblocks, Refurbishment of bulk infrastructure at Nsikazi Areas; Additional 1ML/D at Msogwaba(old cemetery Kanyamazane), Extension of reticulation at Zomba, Additional 2ML/D reservoir at Phakane, Bulkline connection to TV trust reservoir Phase 2 ; Extension of reticulation network at Mahushu and Bhakiswayo, MIG: NEWSKOM - Upgrade Bulk and network reticulation	Backdoor, Buyelani (Kiaat), Clau Clau, Gutshwa, Gutshwakop, Kabokweni, Kanyamazane, Mafambisa, Mbonisweni, Msogwaba, Aldie, Lehawu, Newscom, Phathwa, Spelenyane, Matsulu B, Matsulu C, Matsulu West and Matsulu C, Msogwaba, Zomba, Phakane, TV Trust, Mahushu and Bhakiswayo, Newscom
Refurbish & Extend network at Nyongane, Refurbish & Extend network at Phameni, Refurbish & Extend network at Phola, Refurbish & Extend network at Salubindza, Refurbish & Extend network at Sandriver / Majika, Refurbish & Extend network at Shabalala, Refurbish & Extend network at Swalala, Refurbishment of Bulk and Internal Services -South Nsikazi, Bulk pipe - Upgrade Kabokweni Reservoir Mpumalanga PS to Mbonisweni Reservoirs, Bulk pipe - Upgrade Clau Clau Reservoir to the College, Bulk pipe - Upgrade Aldie booster pump station to Zwelisha B (Gedlebane) Reservoir, Bulk pipe - Upgrade Main Line & Booster PS to Lehawu West bottom steel tank, Bulk pipe – Upgrade Factories reservoir to (Teka-Takho steel tank), Booster PS, Bulk pipe - Upgrade Clau Clau Reservoir to Dwaleni Pump Station, Bulk pipe - Upgrade Pienaar to Zwelisha to Silulumanzi supply, Bulk pipe - Upgrade Aldie Pump Station to Lehawu West off take, MIG: NZK - Msogwaba and Pienaar (ward 22 & 23) water	Nyongane, Phameni, Phola, Salubinda, Sandriver, Majika, Shabalala, Swalala, Msogwaba, Newscom, Zomba, Phakane, Tekwane North, Phola

<p>network extentions; Refurbish & Extend network at Newscom, Extention of Reticulation at Zomba</p> <p>Additional 2ML/D reservoir at Phakane, Tekwane North Outfall Sewer, Link old Mshadza plant to Phola reservoir</p>	
2. ROADS, STORM WATER AND SEWER	
Project Description	Location
<p>Pedestrian bridges - Ward 1 (14), Ward 2 (8), Ward 3 (5),Ward 5 (16), Ward 7 (12),Ward 8 (18),Ward 9 (24),Ward 10 (9),Ward 11 (10),Ward 14 (2),Ward 17 (5),Ward 18 (3), Ward 21 (8),Ward 22 (8),Ward 24 (5),Ward 26 (8),Ward 27 (24),Ward 31 (3)Ward 32 (15),Ward 33 (3), Ward 35 (4),Ward 36 (3),</p>	<p>Tshabalala,Mzogwaba,Mahushu,Phola/Swalala,Phola,L egogote,Mgcobaneni,Luphisi,Ngodini,Mataffin,Mbombel a,Tekwane,Mzogwaba,Mzogwaba,Mpakeni,TekwaneNor th,Matsulu B,Dwaleni/Teka</p> <p>Takho,Kabokweni,Sbulo/Gutshwa, Newscom, Mashonamini TV3</p>
<p>Rods- Spelenyane to Mafambisa road,Gedlembani Mluti bus route, Makoko to Numbi bus route, KaMphatseni to Siphumelelo road, Numbi bus route (Bermuda), Paradise to Days road, Pholani to Tembisa road, Construction of Bus Route D2967 in Manzini and Bridge,Mcobaneni Loop Bus route,Mashonisa bus route, Mgcobaneni Phameni Link Road, Khumbula ink Roads,Spioenkop road D1411 from D363 To Chweni,Nkambeni link to</p> <p>D2965,Main road to Sbulo school, Shabangu road – Clau Clau No 1-3, TV2-Slovo Park, Newscom Resorvor to Mthombo, Mgandusweni Link,Lundi link road,Nkululeko circuit road, Sehlulile & Sukhumani road, Zwelisha Link,Mzogwaba busroute,Mzogwaba link, Numbi Link 1 & 2,Mahushu Mountain View Link, Mahushu,Phola Link, Roads and Stormwater Shabala Nyongane PH2 (189-192),Roads and Stormwater Legogote PH 4 (94 & 95),Roads and Stormwater Shabalala (153, 54 157),Roads and Stormwater Nyongane (160,161, 167 158 159 162),Roads and Stormwater Hazy View Vakansie Dorp (205-208, 21),Roads and Stormwater Clau-Clau Ph2 (65-68), Roads and Stormwater Clau-Clau Ph3 (228,71,72 & 82), Roads and Stormwater Clau-Clau Ph4 (74, 75), Roads and Stormwater Matsulu PH1 (221,224,226), Roads and Stormwater Matsulu PH2 (222,223,225), Roads and Stormwater Matsulu PH3 (219,220), Roads and Stormwater Kanyamazane Ph4 (199,36,50,51), Roads and Stormwater Kanyamazane Ph5 (41,18,20,22,19,4,59), Roads and Stormwater Kanyamazane Ph6 (25,23,24,7,26,27), Roads and Stormwater Kanyamazane Ph7 (28,14,15,35,203,47), Roads and Stormwater Emoyeni (94,95),Roads and Stormwater Matsulu Ph4 (96), Roads and Stormwater Matsulu Ph5 (97,98), Roads and Stormwater Matsulu Ph6 (99,102,103,104,105), Roads and Stormwater Matsulu Ph7 (100,101), Roads and Stormwater Msogwaba Ph2 (106,-110), Roads and Stormwater Ghutswa (6,111,112), Roads and Stormwater M, hushu mountain view (136), Roads and Stormwater Dwaleni (60,62), Roads and Stormwater Backdoor Mbonisweni (79,80,172,173), Roads and Stormwater MAlekutu (99), Roads to Mbuyane Sec School(63), Roads & Stormwater Clau-Clau Ph4 (70,73,76,77), Stormwater Zwelisha (171,227), Roads and Stormwater Kanyamazane Ph8 (8,45,46,202), Roads and Stormwater Kanyamazane Ph9(117,118), Roads and Stormwater Msogwaba Ph1(81-86), Roads and Stormwater Msogwaba</p>	<p>Phameni,Khumbula,Chweni,Nkambeni,Mgandusweni,Lu ndi,Newscom & Zwelisha,</p> <p>Zwelisha,Mzogwaba,Numbi,Mahushu Mountain View,</p> <p>Mahushu,Phola,Manzini,Mgcobaneni, Shabalala, Nyongane,Legogote, Hazyview CBD, Clau-clau, Matsulu, Kanyamazane,Mzogwana,</p> <p>Ghutswakop,Mahushu Mountain view,Dwaleni,Backdoor Mbonisweni,Malekutu, Emoyeni, Salubinja,Mbekiswayo, Jerusalem, Legogote/Lundi, Mbombela</p>

Ph3 (170,175),Roads and Stormwater Phola (164,165,115,116),Roads and Stormwater Salubinja (149-152), Roads and Stormwater Mbekiswayo(138),Roads and Stormwater Numbi(146-148),Roads and Stormwater Phola (132),Roads and Stormwater Manzini (126-131,110),Roads and Stormwater Manzini Ph 2 (111,112,118-124,166),Roads and Stormwater Phola (113,114,163), Stormwater Mcobaneni (125),Stormwater Swalala (108,109),Roads and Stormwater Jerusalem (96,97,105-107),Roads and Stormwater Cwheni (91), Roads and Stormwater Legogote/Lundi (92,93),Sonata Street Bus Stop and Roudabout		
Riverside Public Transport Facility, White River Public Transport Facility,Rocky Drift Public Transport Facility, Extend 6 lanes R40 (R37 to Nelsriver)		White River, Rocky drift, Mbombela
New Link Road - Nel to Roodt Street, New Link Road - Friedenheim to Van der Merwe Streets,New traffic signals - Cnr Liebenberg and Ferreira Streets, New traffic signals - Cnr Ehmke and Van der Merwe Streets, New Link Road - Ferreira and Du Preez Streets, Existing streets in Mbombela to be increased to four lanes: Enos Mabuza from Hals snoer up to R40, Existing streets in Mbombela to be increased to four lanes: Van der Merwe between Henshall & Ferreira, New links to be provided: Extensions of Van Rooyen, Fig Tree & Percy Fitzpatrick		Mbombela
P166 Western Bypass: Upgrading of remainder of R40 to 6 lanes, R40 Widening Phase 2 (Riverside – D812) (Tech – Dr Enos Mabuza), R40 Widening Phase 3 (Tech – Cromdale); Existing streets in Mbombela to be increased to four lanes: Figtree (alternative to R40), Existing streets in Mbombela to be increased to four lanes: Russel, Existing streets in Mbombela to be increased to four lanes: Geelhout, Existing streets and roads to be increased to six lanes: Piet Retief between R40 & Rodd, Existing streets and roads to be increased to six lanes: Paul Kruger & Andrew – remove parallel parking		Mbombela
Existing streets and roads to be increased to six lanes: Old N4 from Orchards to Friedenheim, Existing streets and roads to be increased to six lanes: Old N4 between R40 and Nel/Brown, New links to be provided: New link between Friedenheim & Van der Merwe/Henshall, New links to be provided: Link Du Preez & Piet Retief, New links to be provided: Boschrand area roads, New Matsulu direct link with N4: Construction of new 2 lanes Matsulu Link direct link with N4; Existing streets and roads to be increased to six lanes: Friedenheim between N4 and Kanyamazane Rd, New links to be provided: Extend Johanna to Sarel Cilliers/Piet Retief (alternative to R40 & Ferreira)		Mbombela, Matsulu, Kamagugu
3. ELECTRICITY		
Project Description	Location	
Public lighting (highmast lights)	All areas within Mbombela municipal area	
Electrification of households	Zwelishana;Zwelisha;Mluti;Mandlesive;Phakane;Siceloseftu vicinity;Los;Elephant and Siphumelele; Mhlume; Bhayizane; Mafambisa; ClauClau; Spelenyane; Luphisi; TV; Mashonamini;Mangozeni;part of ClauClau;eMathuneni;part of Ermelo;Magwabaratsane;Slovo Park; Hillaria Settlement; Mathangini;Matsulu entrance;Magamusi;Thulani;Youth Centre;Mountainview;Informal Settlement;Thembelihle;part of Phola	

	<p>Park;Mhlumeni;Dwaleni;ection;Sandzile;Nkhohlakalo;Halfway;Bhuga;Matangaleni;Bhaburi;part of Siligane;Sifunindlela;Skonkwane;Maswirijini;Tycoon;Bhodlindlala;eMakotapenini & New Stands</p> <p>Nyongane;Mkhukhwini;Ngulubeni;Sibusisiwe;Mazakhele;Mvangatini;Sibuyile;Buyelani;Maphakama;part of Zomba(Ngobiyani);part of Moyeni & Zwelisha;Banda;Zomba next to Sabane High School; Stadium; ;Block;Mdumiseni;Lungisani;maFifty;Thubelihle;eMbolwane;Mountainview;Woodhouse;Sterkspruit;Msholoz;Hopeville;Lug edleni;Daantjie section;Khombaso;Madala;part of Mtimba; Sbhulo vicinity;Lucia Park next to cemetery;Dam vicinity;Mbombela Bricks vicinity;Old Sewerage Plant vicinity; Chweni(Scom-Bantwana & Milungwe); Numbi (Mbolwane area next to cemetery); Khumbula(Clinic/Dingindoda area & Emvakwentsaba);Phameni; Numbi-eDibhini; Mashonamini;Makoko;Phathumetshiso; Mashonisa;part of Khumbula;part of Malekutu</p>
4. COMMUNITY FACILITIES	
Project Description	Location
Construction of New Swimming pools	Matsulu, Nyongane, Nsikazi , Phameni, Mataffin, Hillsviaw
Renovations and upgrading of dilapidated swimming pools	Nelsville, Valencia, White River, Hazeyview, Kathyville, Burgerville
New construction of multipurpose courts and upgrading of stadia	Matsulu, Nsikazi, Nyongane, Masoyi, Zwelisha, Mbombela, Kamagugu, Msogwaba, Spearville (Emjindini Stadium), Kamadakwa Ndlovu, Dikbas, Sheba Siding, Lows Creek, Shelangubo, Dixie, Moodies, New Village (Ngwane Primary School), Burgerville (Mountainview Primary School); Emjindini Ext.7; Fencing of the multi-purpose sport facility at Ext.12
Establishment and maintenance of sports fields	New sports fields at Dikbas, Emjindini Ext. 17, 18 and 19; Upgrading of Indoor Sports Complex at Spearville; Upgrading of Ka-Somhlolo Sports Ground at Emjindini Trust; Renovation of tennis courts in Barberton and Spearville;
Establishment, upgrading and maintenance of Play parks	Upgrading of play parks at Kathyville, Burgerville, Barberton Keller Park, Emjindini Ext.6,7,9,14 ; establishment of new play parks at Verulam, Dikbas, Mkhize Park; Phola Park, Lindokuhle, Emjindini (Nkanini), KaMadakwa Ndlovu; Emjindini Ext.7; 10B; 11,12,13&17;
Upgrading of security fencing at the sports facilities	Van Reibeeck sports complex, Rugby club,Valencia sports complex, Nelsville sports complex, Matsulu complex, Zwelisha sports complex, Kabokweni stadium, White River Sports complex, White river swimming pool, Nsikazi stadium, Nyongane sports complex
Establishment of recreational facilities	Barberton (Keller Park), Spearville, Emjindini Ext.9, sport city at Spearville, KaMadakwa-Ndlovu
Cemeteries (establishment, renovations, ad maintainance)	Expansion and fencing of Emjindini and Kathyville cemeteries; Establishment of new cemetery plot at Kathyville and Barberton; Provision of an integrated cemetery in the Southern Region; Restoration of old Town cemeteries in Barberton; Fencing of cemeteries in Sheba Siding, Dixie, and Shelangubo
Community halls (new and upgrading)	New community hall at Verulam, Emjindini Ext. 9,10,11,12,13,14, Emjindini Trust, Kamadakwa Ndlovu, Sheba Siding, Dixie, Low's Creek, Dikbas, Phola Park, Lindokuhle, Upgrading of Emjindini Community Hall (Spearville), Kathyville Hall,

Multipurpose Community Centres (MPCCs)	Next to Kakoperi sports ground (Erf. 3976, Ext.10), Emjindini Trust, Emjindini Ext.10 (Community Office), Sheba Siding, Verulam, Emjindini Ext.12,13, Kamadakwa Ndlovu, Sheba Siding,
Public Libraries and ICT Resource Centres (new and upgrade)	New Public Library for Emjindini Ext.12, Emjindini Trust (Nkomeni), Sheba Siding; Upgrading of Barberton Public Library; Provision of Emjindini Community Resource Centre/ICT Centre
5. SOCIAL FACILITIES	
Project Description	Location
Satellite clinics and mobile clinics (new and upgrades)	New satellite clinics for Verulam, Sheba Siding, Emjindini Trust, Emjindini Ext.10,11,12,13,14,15,16,17,18,19, ; Expansion Barberton Town Clinic; Reconstruction/expansion of Kathyville Clinic; Provision of Mobile Clinic at KaMadakwa Ndlovu, Shelangubo, Dixie, Noordkaap, Mlambongwane, Nelshoogte, Hanging Stone; Upgrading of Ma Africa Clinic (Dindela); new Frail care centre at Emjindini Ext.18; Disabilitycentre for Emjindini Ext.14, Building of a drugs and alcohol rehab centre at Barberton; Expansion of the existing TB Hospital at Emjindini Ext.3
Place of safety, drop-in centre, early childhood centres, Old-age homes,home-based care centres and Social Development Offices	Place for Safety at Verulam, Spearville (Opposite Family Units), Drop-in Centres at Sheba Siding, Emjindini Ext.11,13,17,; Social Development Offices for Sheba Siding, Old Age Home/Centres for Emjindini Trust, Home-Based Care Centres for Emjindini Ext.15,18, Dixie, Sheba Siding, Lows Creek, Shelangubo, Kamadakwa Ndlovu,; Early Childhood Development Centres for Emjindini Ext.10,11, Spearville (D5), Emjindini Trust (Nkomeni), Kamadakwa Ndlovu, Barberton
Primary, combined, and secondary schools (new and upgrades)	Primary School for Dikbas; Combined School for Sheba Siding, Kamadakwa Ndlovu; Secondary school for Emjindini Ext.13; Progressive upgrade for Emjindini Secondary School in Spearville, Ngwane Primary School in New Village; Additional 16 classrooms and admin block at Amon Nkosi Primary School at Emjindini Ext.12; Special Needs school at Emjindini Ext.10; Expansion of Gateway Christian School in Barberton
Satellite and mobile police stations (new and upgrades)	Satellite Police Station for ward 44, Verulam, Sheba Siding, Emjindini Trust, Kamadakwa Ndlovu, Emjindini Ext.10,13; Mobile police station for Shelangubo, Dikbas, Emjindini Ext. 17,18,19 ; Renovation of the Satellite Police Station in Spearville
6. LAND USE AND DEVELOPMENT	
Project Description	Location
3 X Precinct Plans: Tshabalala; Matsulu/ Kaapmuiden, White River, Hillsview	Tshabalala; Matsulu/ Kaapmuiden and White River
Rezoning and subdivision of portion 15 of 369 JU for reconstruction of Kathyville Clinic (funded by Barberton Mines);	Kathyville

Land provision for the Development of training centre, mini factories and retail	Emjindini, Portion 90 (a portion of portion 40) of the Farm Barberton Townlands 369 JU;
Provision of land for the construction of community and social amenities	Clinic, Police Station, Social Development offices at Sheba Siding; New TB Hospital at Emjindini Portion 94 JU; Early Childhood Development Centres in wards 44,45, Spearville (D5), Kamadakwa Ndlovu and Ext.10, Drop-in Centre at Ext.11; Primary, Secondary & Special Needs schools at Ext.13 (Erven 6935& 6936); Sports facility at Ext.17, sports city for Umjindi and for a swimming pool at Emjindini Township; Disability Centre at Ext.14 (Erf.7717); International Conference Centre (ICC) at Barberton (Portion 64//369 JU); Shopping Complex at Emjindini Ext.2(Erven 1482 & 1483); Showground at Ext.12 (Erven 6894); Technical College at Emjindini (R14/369 JU)
6. HUMAN SETTLEMENTS	
Project description	Location
Provision and completion of RDP houses	Shelangubo, Sheba Siding, Dixie, Esperado, eNkomeni, Moodies Are-Bhobho, Emjindini Trust, KaMadakwa Ndlovu, Lindokuhle, Phola Park, Castlekop, Sussenheim, Burgerville, a, Kempstone,
Rural & Farm Development Programme	Shelangubo, Sheba Siding, Dixie, Esperado, eNkomeni, Moodies Area, Kempstone, Ka-Bhobho, Emjindini Trust, KaMadakwa Ndlovu, Lindokuhle, Phola Park, Castlekop, Arju, Sussenheim, Hanging Stone, Mount Olive, Duncan village, White hills , Uitval and Sunny-mead
Provision of RDP houses for Military Veterans (10 units)	Southern Region
Provision of rental stock (200 units)	Emjindini Ext.6 and Erf.829
Provision of PHP housing (150 units)	Spearville, New Village, Lindokuhle, Phola Park, Ext 7, 10 and ward 41
Replacement of asbestos roofing (60 units)	Dindela and Ext.11
Upgrading and relocation of Family Units to Erf. 831 (137 units)	Spearville
Refurbishment of precast houses and transfer of title deeds (10 units)	Burgerville
Provision of solar geysers on built RDP houses	Southern Region

7. LOCAL ECONOMIC DEVELOPMENT (LED)	
Project description	Location
Skills development centres/SMME centres	Sheba Siding, Low's Creek, Kamadakwa Ndlovu, Emjindini Ext.16, Ward 44, Verulam, Emjindini Trust (Nkomeni)
Support for small businesses (SMMEs and Cooperatives)	All wards
Job creation initiatives	All wards
Former UMLEDA project implementation (Transit node, Hotel, Agricultural produce, Agro-processing, Meat processing, Electricity generation, Industrial park, Shopping centre)	Southern Region
Setor plans and strategies (Development of Tourism sector plan and LED strategy)	Institutional
Implementation of LED projects	Green Livelihood project at Emjindini Tinjojela Medicinal Plant; Tourism Buddies Programme in all Hospitality establishments in the municipality; Facilitation and coordination of the process of registering Makhonjwa Mountain as a world Heritage Site; Cable line project & Shooting Sites at Barberton (Makhonjwa Mountain); cultural village at Emjindini Trust and Barberton; Rural Development Programme within the Municipality;
8. PUBLIC TRANSPORT	
Project description	Location
Provision of bus shelters (PT facilities)	Dindela, Longhomes, New Village, Spearville, Emjindini Ext. 9&10, Phumula, Kamadakwa Ndlovu, Esperado, Dixie, Barberton (Sheba Road),
Bus terminals	Southern Region
Construction of a train station and train line	Barberton to Nelspruit route
Construction of a taxi rank	Barberton CBD, Barberton – Badplaas road intersection,

Provision of three-way stop and raised intersection	Barberton Pick n Pay
Provision of four-way stop and raised intersection	Barberton CBD (Cnr Hillary & General Street)
Provision of Traffic light	Pedestrian crossing between Burgerville and Kathyville (General Street)
Naming of streets	Identified areas
Replacement of street name boards and street name plates	Barberton