

2017 -2022



# **EHLANZENI DISTRICT MUNICIPALITY'S FINAL IDP AND BUDGET**

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ABET	: Adult Based Education and Training
ASGI-SA	: Accelerated and Shared Growth Initiative of South Africa
CBD	: Central Business District
CITP	: Comprehensive Integrated Transport Plan
CDW	: Community Development Worker
COGTA	: Cooperative Governance and Traditional Affairs
CRDP	: Comprehensive Rural Development Programme
DRDLA	: Department of Agriculture, Rural Development and Land Administration
DBSA	: Development Bank of Southern Africa
DCSR	: Department of Culture, Sports and Recreation
DED	: Department of Economic Development
EDDP	: Department of Economic Development and Planning
DSD	: Department of Social Development
DHS	: Department of Human Settlement
DMA	: District Management Area
DME	: Department of Minerals and Energy
DMP	: Disaster Management Plan
DOE	: Department of Education
DPWRT	: Department of Public Works Roads and Transport
DSS	: Department of Safety and Security
DWS	: Department of Water and Sanitation
ED	: Economic Development
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
ESKOM	: Electricity Supply Commission
FBS	: Free Basic Services

FET	: Further Education and Training
FIFA	: Federation of International Football Associations
GDP	: Gross Domestic Product
GIS	: Geographic Information System
GDS	: Growth and Development Summit
HDI	: Historically Disadvantaged Individual
HRD	: Human Resource Development
ICC	: International Conference Centre
IDP	: Integrated Development Plan
ISDF	: Integrated Spatial Development Framework
ISRDP	: Integrated Sustainable Rural Development Program
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
KNP	: Kruger National Park
KPA	: Key Performance Area
KPI	: Key Performance Indicator
KPR	: Key Performance Results
LED	: Local Economic Development
LRAD	: Land Reform for Agricultural Development
MAM	: Multi Agency Mechanism
MDG	: Millennium Development Goals
M&E	: Monitoring and Evaluation
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MLM	: Mbombela Local Municipality
MPCC	: Multi-Purpose Community Centre
MRTT	: Mpumalanga Regional Training Trust
MTPA	: Mpumalanga Tourism Parks Agency
MStrA	: Local Government Municipal Structures Act
MSA	: Local Government Municipal Systems Act

MTEF	: Medium Term Expenditure Framework
MSIG	: Municipal Systems & Implementation Grant
MTSF	: Medium Term Strategic Framework
NDOT	: National Department of Transport
NEMA	: National Environmental Management Act
NEPAD	: New Partnership for Africa's Development
NSDP	: National Spatial Development Perspective
PDI	: Previously Disadvantage Individuals
PGDS	: Provincial Growth and Development Strategy
PPP	: Public Private Partnership
PMS	: Performance Management System
RDP	: Reconstruction Development Programme
RLCC	: Regional Land Claims Commission
RSCL	: Regional Service Council Levies
SAPS	: South African Police Services
SASSA	: South African Social Security Agency
SDBIP	: Service Delivery Budget Implementation Plan
SDF	: Spatial Development Framework
SDP	: Skills Development Plan
SDI	: Spatial Development Initiatives
SMME	: Small Medium Micro Enterprises
SOPA	: State of the Province Address
SONA	: State of the Nation Address
SWOT	: Strength, Weaknesses, Opportunity and Threat
WSDP	: Water Services Development Plan
WPSP	: White Paper on Strategic Planning

## EXECUTIVE MAYOR'S FOREWORD



*HONOURABLE CLLR J SIDELL:  
EXECUTIVE MAYOR*

The 2016 local government elections in South Africa meant two significant chapters to the sector's planning cycle. It meant the completion of a second decade of municipal planning cycle while at the same time ushering in the beginning of a third decade of a democratic municipal governance in South Africa with each cycle running over a period of five years. Practically speaking, this particular plan marks the 20<sup>th</sup> anniversary of a formalized local government sector in the country.

Compiling this document has by no means been an easy task. It required for an in-depth analysis on how we fared for the past fifteen years, taking into account all achievements so far made, areas which still need strengthening and taking clear consideration on all the lessons learnt over these past few years. The Ehlanzeni case remains a good story not just to tell but a story which can be replicated elsewhere in the country. We have been hugely honoured and graced by the support of both our social and strategic partners in ensuring quality leadership at both an executive and legislative level. This leadership ensured that enough priority is given to the performance of the municipality and as such the district has for the past seven years been clinching clean audit outcomes from the Auditor General's office, such is indeed a blue print worth emulating.

The National Development Plan (Vision 2030) is putting a lot of emphasis on municipalities. As such, municipal performance will be central to government's agenda from now onwards. It is for that reason that we can use our previous performance record as a baseline in strengthening our efforts moving forward. With the current systems in place, it is all systems go and surely I see nothing that can hold us back from taking Ehlanzeni forward.

While there has been significant strides in the political landscape since the inception of the democracy in 1994 in South Africa and the subsequent formalization of the Local Government Sector in 1998, the socio-economic profile of our communities remain characterized by squalid life, inequality and lack of employment opportunities. This has been a reality which has been on our score cards over these past years and they are realities which were inherited from the dispensation of apartheid. These triple challenges will still haunt us for some few years to come. We, however have a plan to address each and every one of them conclusively, the National Development Plan being the main strategy to bring about radical socio-economic changes. Like our previous plans, this one too was heavily

aligned to most legislative prescripts, policies governing the local government sector and the economic growth strategies of the province. The processes followed in the development of this IDP does not fall outside the stipulations set out in Section 25 of the Local Government: Municipal Systems Act, Act 32 of 2000 with the main focus drawn to Section 25 (2) of the Act.

This plan is to a larger extent being informed by the Provincial Gazette 2558 of 16 September 2015 Notice Number 429 of the Municipal Demarcations Act of South Africa on the re-determination of municipal boundaries in which Umjindi and Mbombela were amalgamated. This strategic development therefore leaves the district with four out of the previous five local municipalities and these are the City of Mbombela, Bushbuckridge, Nkomazi and Thaba Chweu Local Municipalities. Apart from the National Development Plan and the actual Act governing the running of municipalities, enough consideration has been given to the cost containment and cost curtailment measures instituted by government. With the little resources at our disposal, we have to ensure an improved delivery of services to our communities. As you will note, this five year plan is still characterized by the delivery of services like:

- I. Water*
- II. Sanitation*
- III. Electricity*
- IV. Roads and Storm water drainage*
- V. Refuse removal, Municipal Health Services and Disaster Management*

These, notwithstanding strategic programmes like planning, strengthening of our stakeholder engagement programme and the mainstreaming of transversal programmes like HIV and AIDS, support to the most vulnerable groups in society, strengthening our economic programmes through agricultural development and SMME development remain crucial initiatives. Enough support will be given to the two the former CRDP municipalities which are Nkomazi and Bushbuckridge municipalities with an aim of aligning our programmes with those of national government. We will not rest until our communities move out of the poverty to better and sustainable livelihood standard of living.

As a district, together with our local municipalities we committed ourselves to fully implement the requirements of the Integrated Municipal Support Plan (IMSP). This programme together with the “Back to Basics” initiative will ensure a streamlined delivery of services to our communities. We are also committed to providing the necessary support to all our municipalities with an aim of enhancing municipal performance in line with our constitutional obligation and legislative mandate.

With the powers entrusted on me as the Executive Mayor of Ehlanzeni District Municipality, allow me to present to you the five year Ehlanzeni District Wide Integrated Development Plan (IDP) as approved by our Council on 30 May 2017.

I thank you.

---

**J SIDELL**  
**EXECUTIVE MAYOR**

## OVERVIEW OF THE MUNICIPAL MANAGER



*MR. FRANCE SGANANDA SIBOZA*  
*MUNICIPAL MANAGER*

The New Council of Ehlanzeni Municipality is required in terms of Section 25 of Local Government Municipal Systems Act, Act 32 of 2000 to adopt a single, inclusive and strategic plan for the development of the municipality.

In line with the National Development Plan, emphasis is on addressing and crafting strategies that are aimed at solving the triple challenge which is, poverty, unemployment and inequality. These attributes are really undermining the gains of democracy and must be attended to without further delays. Role players in their sectors are called upon to contribute their resources and knowledge in the fight against the triple challenge. The National Development Plan supported by the Mpumalanga Economic Growth and Development Path maps out the five pillars which are sector specific and essential in the growth of the economy in Mpumalanga Province and these are: Job Creation, expand infrastructure, transition to low carbon economy, transform urban and rural space education and training.

Ehlanzeni District Municipality has completed the consultative engagements with local municipalities through the clusters and IDP representative forum platforms to appraise the communities about the trends of development and priorities. The ultimate IDP and Budget document /plans have been adopted by Council on 30 May 2017, which is 30 days before the start of the new financial year.

The focus of the five years amongst others includes the following priorities; implementing and planning for water and sanitation projects, waste management especially aiming for the reduction of dumping sites, recycling and green economy, job creation, rural and local economic development, management and mitigation of disaster, municipal health and planning, rendering support to local municipalities, supporting the establishment of agri-hubs and integrating systems to the main stream economy of scale. It is required of the district to continue strengthening the collaboration with other stakeholders such Traditional Leaders and Private Sector, Non-Governmental Organisation and Faith Based Institutions.

This five year IDP as approved by Council will implemented and monitored annually through our SDBIP, however we do expect our strategic partners to render and avail their support throughout the phases of subsequent planning, reviews and monitoring.

In doing our work, we continue to commit and to subscribe to the Batho Pele principles by being transparent, accountable, reliable and honest to the people we serve.

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**MR FS SIBOZA**  
**MUNICIPAL MANAGER**

## **CHAPTER 1**

### **1.1 INTRODUCTION**

“Failing to plan is Planning to fail”

Planning is the single most important task of management and leadership of an organisation. Strategic Planning determines where an organisation is moving to over the next five (5) years. It is a systematic process through which an organisation agrees on and builds commitment to priorities that are essential to its mission and responsive to the operating environment.

The Integrated Development Planning (IDP) process is a process through which municipalities prepare strategic development plans for a five year period. An IDP is a principal document for Local Government, used to guide the developmental agenda and municipal budgets, land use development, management and promotion of local economic development and institutional transformation in a consultative and systematic manner.

Strategic alignment of all key processes with the strategic plan is a requirement for successful implementation of the municipal strategy. In the context of local government, the strategic plan is the Integrated Development Plan (IDP) of the municipality. The budget is the provision of resources for the implementation of the strategy (IDP), whilst the Service Delivery and Budget Implementation Plan (SDBIP) is the implementation plan for the strategy. Quarterly Performance review processes provides for the monitoring of the implementation of the SDBIP. Performance agreements signed by the Municipal Manager and the Section 56 Managers, as well as the annual performance appraisal process is used for rewarding performance on implementation of the strategy.

The alignment of IDP processes between different spheres of government are critical to make sure that service delivery is attained and thus planning becomes critical for the District and its local municipalities. The District framework must ensure that planning and IDP processes are not in contrast but rather complementary and aligned with key documents for development in local government. The District Framework gives direction in which the municipalities' IDPs should follow and drive integrated development planning within the District's area of jurisdiction.

The plan must identify the plans and planning requirements binding in terms of national and provincial legislation on the district.

The newly ordained Council of the District Municipality will undertake the preparation of the new five (5) year IDP cycle for the term starting in the FY2017/2018 – 2021/2022.

Ehlanzeni District Municipality has in the past year achieved responsive, credible sets of Integrated Development Plans “hereinafter referred to as IDP’s” in the Province and thus intends to pursue and maintain the excellent state of the province and intends to maintain and pursue the excellent state of performance.

This document sets out Ehlanzeni District Municipality’s five year Integrated Development Plan for the financial years 2017/18 to 2021/22, containing the key municipal goals and priorities within a 5 year implementation cycle.

The IDP is a strategic document of Municipal Council and guides all planning and development in the District Municipality. Preparation of the IDP followed an approved process plan that incorporated extensive stakeholder consultation.

#### Purpose and Process of Integrated Development Planning

The centrepiece of developmental Local Government is the Integrated Development Plan ( IDP). IDP’s provide long term vision for the Municipality, detail the priorities of an elected Council; link and coordinate sector plans and strategies; align financial and human resources with implementation needs; strengthen the focus of environmental sustainability; and provide the basis for annual and medium-term budgeting.

Integrated Development Plans intend to give effect to the constitutionally prescribed role of Local Government of promoting Economic and Social development.

#### Legal Mandate

The Local Government: Municipal Systems Act, No. 32 of 2000, section

## 1.2 EXECUTIVE SUMMARY

This IDP is structured into ten chapters:

- **Chapter 1:** Introduction
- **Chapter 2:** Contains the summary of the district framework, being the main guiding document for aligning the planning process between local municipalities and the relevant district municipality.
- **Chapter 3:** Contains the situational analysis, location of the district, demographics, the district economic profile, rural development.
- **Chapter 4:** Contains the municipal Council’s 5 year strategic objectives
- **Chapter 5:** Contains the District’s wide Spatial Development Framework which provides the basic guidelines for the application of principles that will render the following benefits:
  - Sustainability;
  - Accurate planning;
  - Integrated social and environmental activities; and

- Ensure that spatial priorities are strategically implemented
- **Chapter 6:** An overview of the performance of the District municipality for the last audited financial year
- **Chapter 7:** Contains the district financial plan that is guided by Section 26 (h) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000)
- **Chapter 8:** Contains the Organogram
- **Chapter 9:** Contains the projects of the district and the sector departments
- **Chapter 10:** Contains district wide summary of the sector plans, policies and strategies
- **Chapter 11:** Constitutes the Long Term planning Development Strategy to address the challenges facing the people of Ehlanzeni District

### 1.3 Ehlanzeni Strategic Direction for 2017-2022

#### **Vision**

“An Ideal Municipality of the 21<sup>st</sup> Century”

#### **Mission**

“Ehlanzeni District Municipality shall strive to excel in planning, co-ordination and support for our Local Municipalities in consultation with all stakeholders to ensure the best standard of living for all”

#### **Core Values**

Ehlanzeni is guided by the following values in conducting its business:

- Transparency
- High Quality Service Delivery
- Accountability
- Service Communities with Integrity
- Efficiency
- Professionalism

#### **District Strategic Goals**

EDM derives its mandate and goals from Section 83 (3) of the Local Government: Municipal Structures Act of 1998 which states that a district Municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

- Ensuring integrated development for the district as a whole;
- Promoting bulk infrastructural development services for the district as a whole;

- Building the capacity of local Municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

#### 1.4 MACRO, MICRO POLICY AND PLANNING

##### IDP ALIGNMENT WITH STRATEGIC PLANNING INSTRUMENTS

The following submission aims to illustrate the extent at which the Ehlanzeni District IDP for 2015/2016 has been consulted and aligned with other key strategic planning tools like the Millennium Development Goals, the National Spatial Development Perspective and Principles, the Outcomes Based Planning Approach, the Vision 2030 National Development Plan, 2009 Election Manifesto. Consideration has been given to the United Nations' Millennium Development Goals and the declaration thereof.

The Millennium Development Goals (MDGs) – is a blue print agreed to by all nations of the world and by global leaders of strategic development institutions. This is an ambitious vision ever committed to by governments of the 19<sup>th</sup> to the 20<sup>th</sup> century which aims at among other things, halving extreme poverty, halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2014 – The overall goals are set out as follows:

- Halving extreme poverty and hunger
- Access to Universal Education
- Gender equity
- Child Health
- Maternal Health
- Combating HIV and AIDS
- Environmental Sustainability, and
- Promotion of global partnerships.

The leaders of the world have galvanized unprecedented efforts to meet the needs of the world's poorest by further committing to an action plan which will guide the implementation of the vision. Such an action plan was adopted in the UN Summit of 2010. A lot has been done in an attempt to address these global challenges however there is still more to be done looking at the road ahead which our IDP is mindful of.

## THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective is a guiding tool in ensuring proper alignment with the planning space and dimensions the country intends achieving in the near future. It is a five part document which looks in detail at the following:

PART 1: This part is a preamble which sets out the background leading to the call for proper alignment on the spatial rationale in the country. It addresses all the historical challenges leading to the disparities and segregated settlements we find ourselves in today. It gives clear objectives and outlines the content of the document as a planning tool.

PART 2: Part 2 of the National Spatial Development Perspective document provides for an overview in a narrative form of the changing spatial economy and its impact on government's commitment on social reconstruction, sustainable economic growth, social and environmental justice. Consideration is given to the global spatial trends and infrastructure investment and development spending.

PART 3: The third part of the tool is an interpretation of the spatial narrative form to indicate the hard choices that government has to make in reconciling all its objectives towards a developmental state.

PART 4: This part of the National Spatial Development Perspective is an implementation guideline and procedures towards the effective delivery of the set objectives in terms of the spatial framework in the country. This procedure seeks to bring together planning and policy co-ordination among the three spheres of government. In doing so, government will be ensuring that people in different localities have Greater possibilities of achieving their potential.

PART 5: The last part of the instrument gives a comparative view with other national and transnational spatial planning exercises with an aim of ensuring alignment with the ones that are already ahead of us and at the same time allows for best practice models and information sharing on our recorded achievements.

The planning processes leading to the formulation of the Ehlanzeni District Municipal IDP did not lose sight of this vital planning tool, all its principles and objects thereof were highly adhered to.

## THE OUTCOME BASED PLANNING APPROACH

In its effort to speed up service delivery to the general public, cabinet adopted a much smarter planning approach called the OUTCOME BASED APPROACH on 27 May 2010. It is a systems approach which seeks to ensure a structured manner to respond to the community needs on the ground. This planning approach is aimed at being a management, co-ordination and learning tool than a punitive measure to failing institutions. The twelve delivery outcomes have each been given clear targets for proper reporting, monitoring and support by all institutions of government. These Outcomes are summarized as follows:

- Improve quality of basic education
- A long and healthy life for all South Africans
- All people in South Africa are free and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant equitable and sustainable rural communities with food security for all
- Sustainable human settlements and improved quality of household life
- A responsive accountable, effective and efficient Local Government System
- Environmental assets and natural resources that are well protected and continually enhanced
- Create a better South Africa and contribute to a safer Africa and the World
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Critical consideration has been given to this particular instrument during the compilation of EDM's IDP for the purposes of ensuring alignment with a clear consideration on the fact that the Executive Mayor has already signed her performance agreement with COGTA based on such a document.

## THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

It was soon after the promulgation of the Outcomes Based Planning Approach, the State President restructured his cabinet to conform to the set standards. A Planning Commission which reports directly to the Presidency was one of the structures that were established. Its terms of reference were to give planning support and guidelines to all government institutions.

The Commission embarked on a diagnostic process in an effort to establish the planning data and realities on the ground. About eight issues all revolving around poverty and inequality were raised during this stage and they are: Poor education, High Disease rate, Exclusive Planning, corruption, Aging infrastructure, Poor job opportunities, Resource intensive economy, Public Services uneven and divided communities.

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

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

## **2 THE INTEGRATED DEVELOPMENT PLANNING PROCESS**

### **2.1 THE IDP FRAMEWORK PLAN**

Each municipality council must, within a prescribed period after the start of its elected term. Adopt a single, inclusive strategic plan for the development of the municipality which –

- a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- c) Forms the policy framework and general basis on which annual budgets must be based;
- d) Complies with the provision of this chapter; and
- e) Is compatible with the national and provincial development plans and planning requirements binding the municipality in terms of legislation

In terms of the Department of Corporative Governance and Traditional Affairs, the IDP Evaluation Framework plan is explicitly designed to improve the quality of IDP's the overall objective of the IDP assessment session is to:

- Improve the delivery of Services;
- Support and improve the content of the MEC commenting process so as to ensure we move towards sustainable environmental; and
- Influence good governance and the municipal planning processes so that communities are at the centre of municipal planning.

The development process of the 2016/17 IDP was undertaken in terms of Section 25 (1) (a) (b) (c),(d) (e) and (2) of the Local Government: Municipal Systems Act 32 of 2000. Provisions of these sections require that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

## 2.2 Structure of the IDP

Table 1: Structures of the IDP

STRUCTURE	FUNCTIONS / ROLES & RESPONSIBILITIES
<b>IDP Representative Forum</b>	<p>The IDP Representative Forum is composed of interest groups, communities and organisations. It has the following functions:-</p> <ul style="list-style-type: none"> <li>• represent interests on relevant planning activities and their outcomes;</li> <li>• analyses issues, discuss, negotiate and reach consensus (through decision-making process); and</li> <li>• participates in the designing of project proposals</li> </ul>
<p><b>IDP Managers Forum</b></p> <p><b>IDP Cluster Fora (Technical, Economic Growth, Governance &amp; Administration, Community Services, Finance, Environmental Planning &amp; Spatial Development Forums)</b></p>	<p>The IDP Managers Forum is composed of the district IDP Manager and IDP Managers/Coordinators from local municipalities in the district:-</p> <ul style="list-style-type: none"> <li>• facilitates and coordinates IDP activities in the district;</li> <li>• ensures horizontal alignment between the district; municipality and local municipalities; and</li> <li>• Ensures vertical alignment between municipalities in the district and</li> </ul> <p>IDP Cluster Forums are composed of departmental heads and senior managers of the district and local municipalities. IDP Cluster Forums have the following functions:</p> <ul style="list-style-type: none"> <li>• provides technical input to the district IDP process;</li> <li>• promotes the alignment of strategies in the district; and</li> <li>• Contributes to the prioritization of district priorities.</li> </ul>
<b>Traditional Leaders Forum</b>	<p>The District family of municipalities engage with the Local House of Traditional Leaders periodically to discuss and incorporate developmental issues as proposed by the Traditional Leaders.</p>

### 2.3 THE IDP DEVELOPMENT PROCESS

Figure 1: Integrated Development Planning

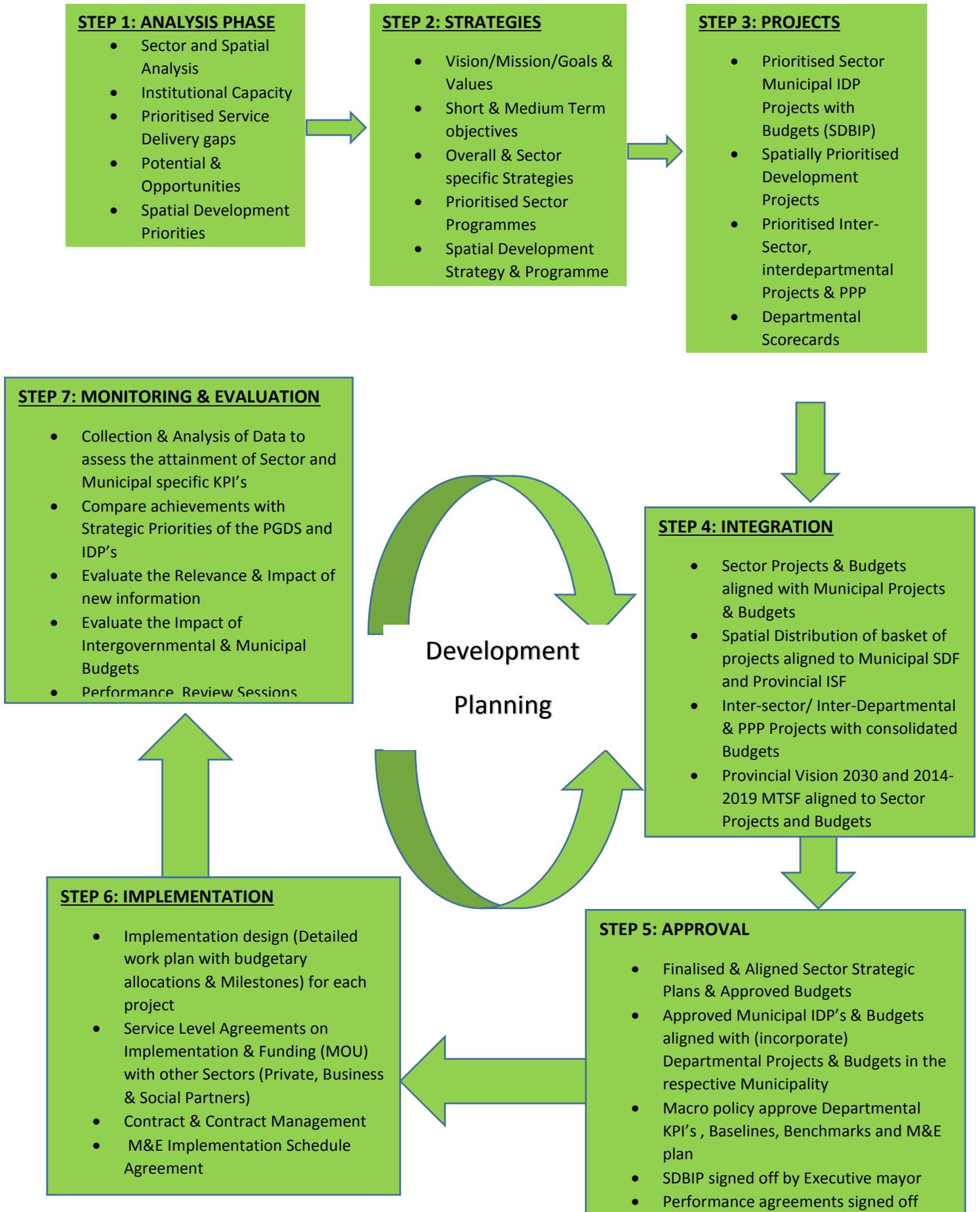


Table 2: Integrated development planning, budgeting and performance management



Table 3: Framework Plan for the IDP Development Process

PHASE	TASK	PERIOD	OUTCOMES
	<ul style="list-style-type: none"> <li>Development &amp; Alignment of District Framework and Process Plans of Local Municipalities in consultation with stakeholders and Provincial Departments</li> </ul>		<ul style="list-style-type: none"> <li>District Framework aligned to Local Municipalities Process Plans.</li> <li>Template for data gathering designed and mapping of community priorities was distributed to all local municipalities</li> <li>District Performance Review; and Development of Priorities</li> </ul>
	<ul style="list-style-type: none"> <li>IDP Rep Forum/Performance Indaba</li> <li>IDP cluster meetings were conducted: Social; Economic Growth, Spatial Environmental; Good Governance &amp; Infrastructure</li> </ul>		<ul style="list-style-type: none"> <li>Identification of priorities</li> <li>Confirmation of situational analysis ( High level analysis)</li> <li>Vision, Mission, Strategic objectives and projects for 2017/18 FY</li> <li>Project prioritization to guide preliminary budget allocation.</li> </ul>
Analysis Phase	<ul style="list-style-type: none"> <li>Departmental Strategic planning sessions</li> <li>IDP Technical Forum</li> <li>EDM Lekgotla</li> <li>EDM Organizational Strategic planning session</li> </ul>		<ul style="list-style-type: none"> <li>Key Priorities, Service delivery gaps; and</li> <li>Vision, Mission, Strategic objectives and projects</li> </ul>
Strategic Phase	<ul style="list-style-type: none"> <li>IDP Cluster meetings</li> <li>Mayoral Committee</li> <li>Joint Portfolio</li> <li>Council Meeting</li> </ul>		<ul style="list-style-type: none"> <li>Ensure Sector Departments report progress on projects &amp; programmes implementation &amp; support</li> <li>Integrating District municipalities and Provincial plans to local municipalities</li> <li>First Draft 2017/18 Budget review presented to portfolio</li> <li>First 2017/18 draft IDP/Budget noted by council</li> </ul>
Integration Phase			

Section 27 of LG: Municipal Systems Act requires the district municipality to consult with its local municipalities on matters of integrated development planning in order to ensure alignment of the plans between district and local municipalities. The Framework adopted by the District Council provides the basis for achieving alignment of the plans between district and local municipalities.

### **2.3.1 ANALYSIS PHASE**

This phase focused on the review of the current state of development, the contribution made by the district and local municipalities in terms of service delivery as prescribed in section 26(b) of Local Government Municipal Systems Act (32 of 2000). A key aspect of this phase was the consultation process which was undertaken from July 2016 – September 2016 using Rep Forum, Council meetings, Community outreach, Community based planning development, IDP technical Committee, clusters, Media and EDM Lekgotla approach involving all local municipalities, Provincial departments, Traditional Leaders, community and Parastatals. This was critical that it guided the development and prioritization process, and the context in which the district strategy was formulated. It was through consultation with local municipalities that district priority issues were identified. All relevant documentation, as a secondary source of information, was reviewed in compiling priority problem statements and the state of development in the district.

### **2.3.2 STRATEGY PHASE**

Workshops were held with local municipalities, management and all departments in the district in formulating the strategy. However, consultation with stakeholders will be ongoing process as part of the district priority to ensure optimum stakeholder participation and involvement in the IDP process through their public participation strategy. This aims to ensure that the IDP is refined and meets an acceptable level of credibility. The council development strategic objectives and key performance indicators, confirmation of situational analysis (High level SWOT analysis), Vision, Mission, strategic objectives and projects for the 2017/18 financial year (FY) and Project prioritization to guide preliminary budget allocation strategic planning sessions were conducted with the departments from 02 February 2017 – 10 February 2017. The organizational strategic planning session was conducted on the 26 -27 January 2017.

The mandate as encapsulated in Section (83) (3) of the Municipal Structures Act, 1998 was equally reviewed, and formed the basis of developing the district strategy and Corporate Balanced Scorecard. The Balanced Scorecard will be adopted by the district as a strategic performance management system which will be used in translating the strategy into operational terms. The scorecard indicates district priority initiatives, goals, strategic objectives, performance measures, and targets. The organizational balance scorecards will be escalated to individual scorecards i.e. individual performance.

### 2.3.3 PROJECT PHASE

During the Ehlanzeni District Strategic planning sessions key MTRF projects were identified and linked to the district strategic objective, National Development Plan (Vision 2030) and the Manifesto to ensure alignment and service delivery. Departmental meetings were held to appraise the projects in line with the macro and micro policies. The most important output of this phase is the Service Delivery and Budget

Implementation Plan (SDBIP). Because projects must be reflected in the SDBIP, this phase thus provides projects that have been budgeted for by the district in line with the priority initiatives emanating from the strategy. Projects funded by stakeholders or other implementing agencies that will have a major impact on the district have also been included in the IDP.

The district municipality will be putting more emphasis to ensure that all projects designed and +planned for implementation by stakeholders and role players are informed by district priority needs. It is during the analysis and project phase where integration and alignment of priority needs or service delivery programmes in the province can be achieved.

### 2.3.4 INTEGRATION PHASE

The projects that have been identified by the district are in line with the priority initiatives and objectives, and comply with the resource framework as required by the legislative prescripts. The integration phase should provide an opportunity for the municipality and all its stakeholders to harmonize the projects in terms of contents, location and timing so that consolidation and integration of district, provincial and national programmes takes place. The district will continue to refine its operational strategy, and make sure that they meet the needs of its beneficiaries. This will include a review of all integrated sector plans such as the Spatial Development Framework, Performance Management Policy, Disaster Management Plan, Local Economic Development Strategy, Multi-Year Financial Plan, and programmes on HIV, gender equity and poverty alleviation.

### 2.3.5 APPROVAL PHASE

The District 2017/22 Final IDP & Budget was noted and approved by council on the 30<sup>th</sup> of May 2017 under council Resolution number A43/2017

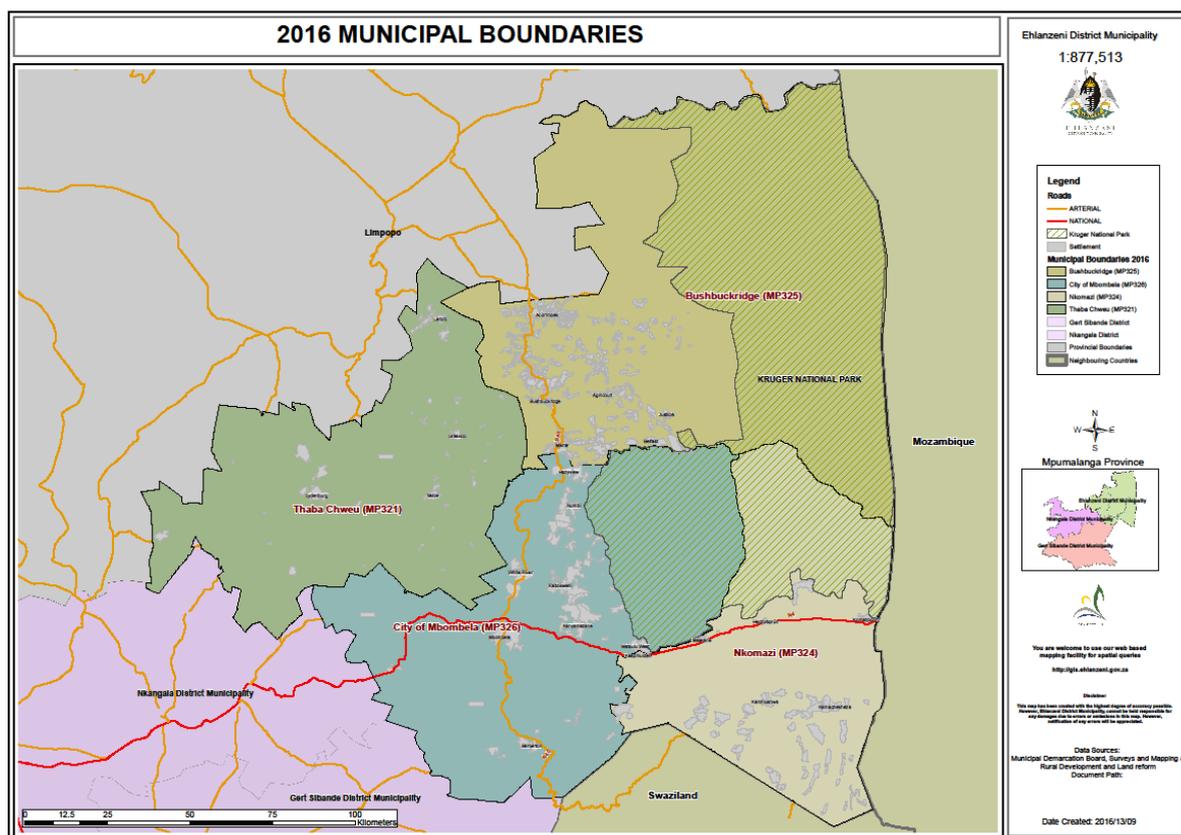
### 3 CHAPTER 3 SITUATIONAL ANALYSIS

#### 3.1 LOCATION OF EHLANZENI DISTRICT MUNICIPALITY

Ehlanzeni District Municipality (EDM) is one of the three district municipalities located in the north eastern part of Mpumalanga Province. It is bordered by Mozambique and Swaziland in the east, Gert Sibande District in the south, Mopani and Sekhukhune Districts of Limpopo in the north and Nkangala District Municipality in the west.

The District Municipality comprises of four local municipalities namely: Thaba Chweu, City of Mbombela, Nkomazi, and Bushbuckridge. The District used to comprise of a District Management Area (DMA) in the southern part of Kruger National Park of which the demarcation Board has split it into the three local municipalities i.e. Mbombela, Nkomazi and Bushbuckridge. With the incorporation of Bushbuckridge into Ehlanzeni, the total area coverage of the district is approximately 27,895.47 Km<sup>2</sup>. With effect from the 3<sup>rd</sup> of August 2016, Umjindi and Mbombela Local Municipalities were amalgamated to form the City of Mbombela Local Municipality, MP326.

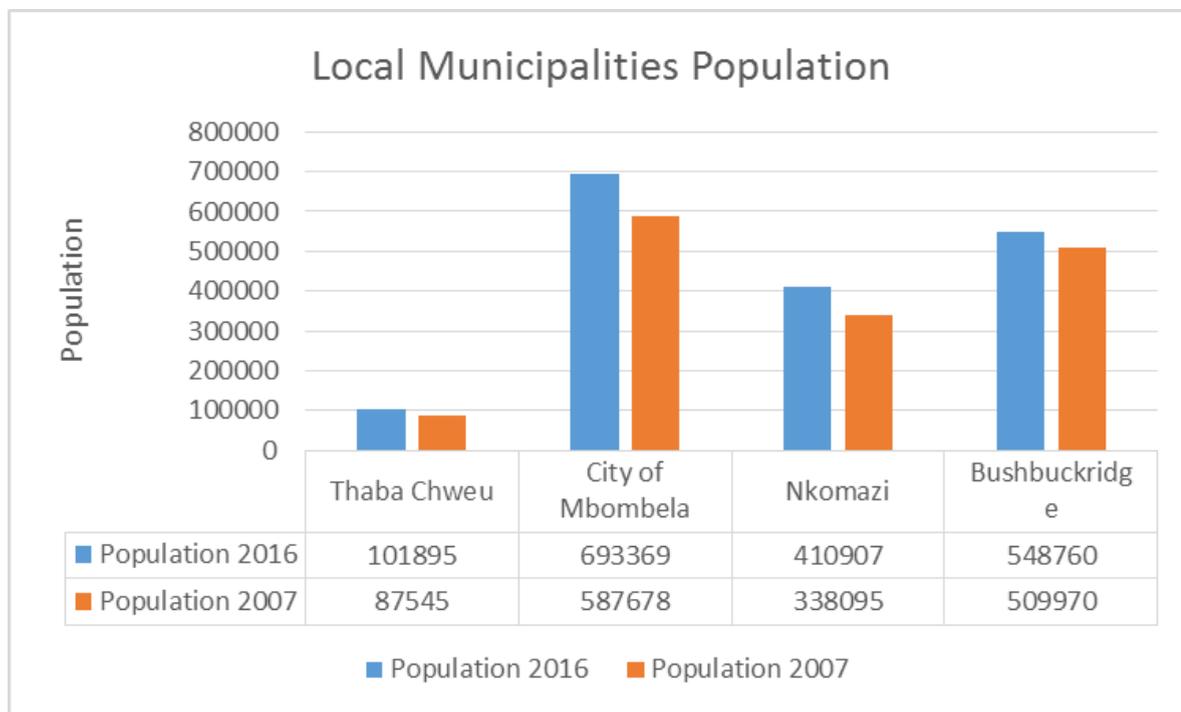
Figure 2: Map of Ehlanzeni District



Source: Ehlanzeni District Municipality GIS Unit

### 3.2 DEMOGRAPHICS

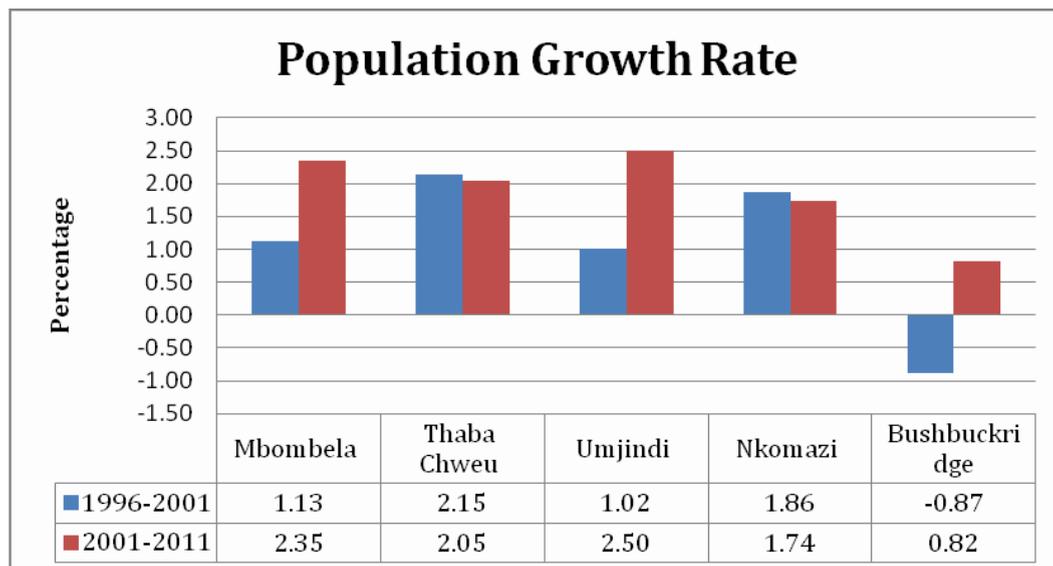
Figure 3: local Municipalities Population Size



Source: Statssa Community Survey (2016)

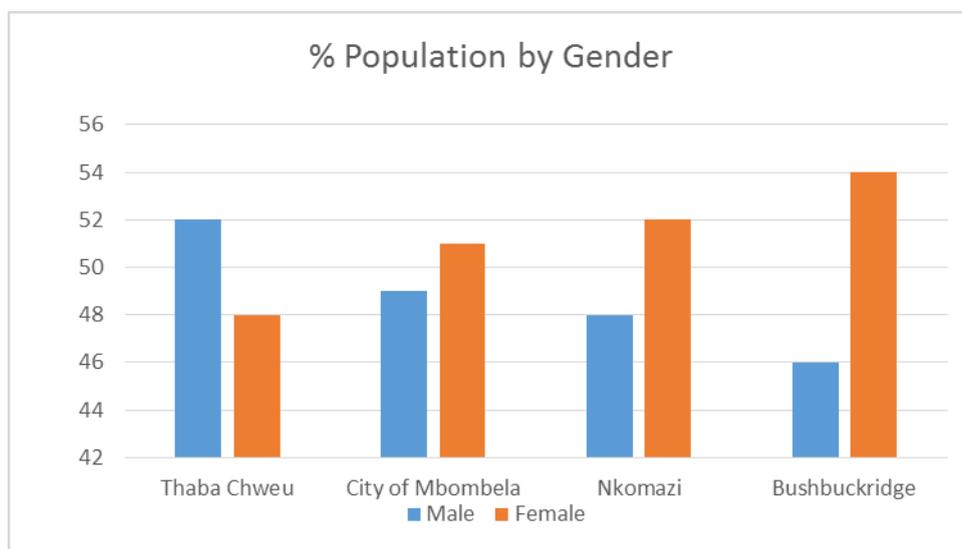
The total population of Ehlanzeni District is 1 754 931; City of Mbombela has the highest population of 693 369 followed by Bushbuckridge with 548 760

Figure 4: Annual Growth Rate of the Population in the District



Source: Statistic Census 1996, 2001, 2011

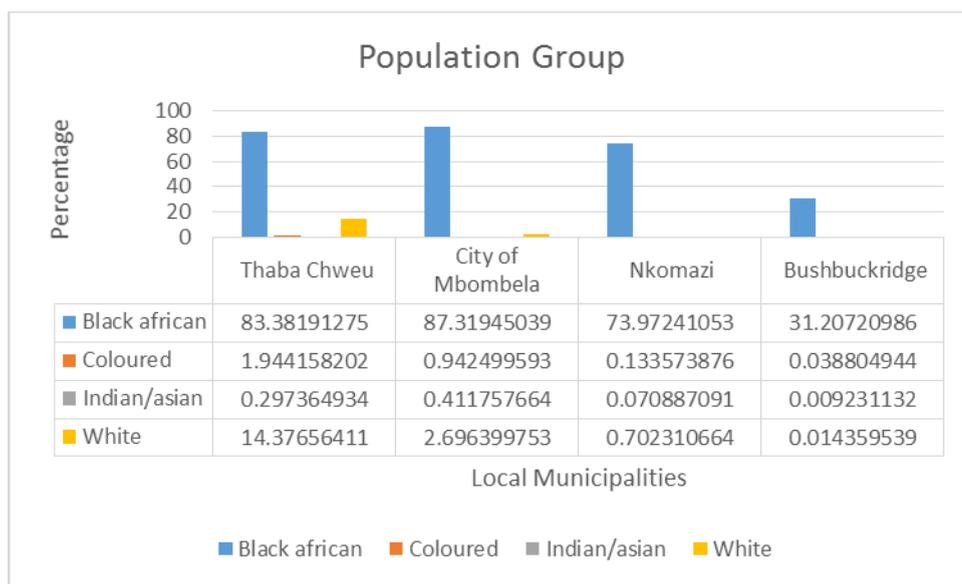
Figure 5: Composition of the Population (Gender, Age, Race and Disability)



Source: Statistics Community Survey 2016

Generally Ehlanzeni has a high ratio of females than males according to the 2016 Community survey.

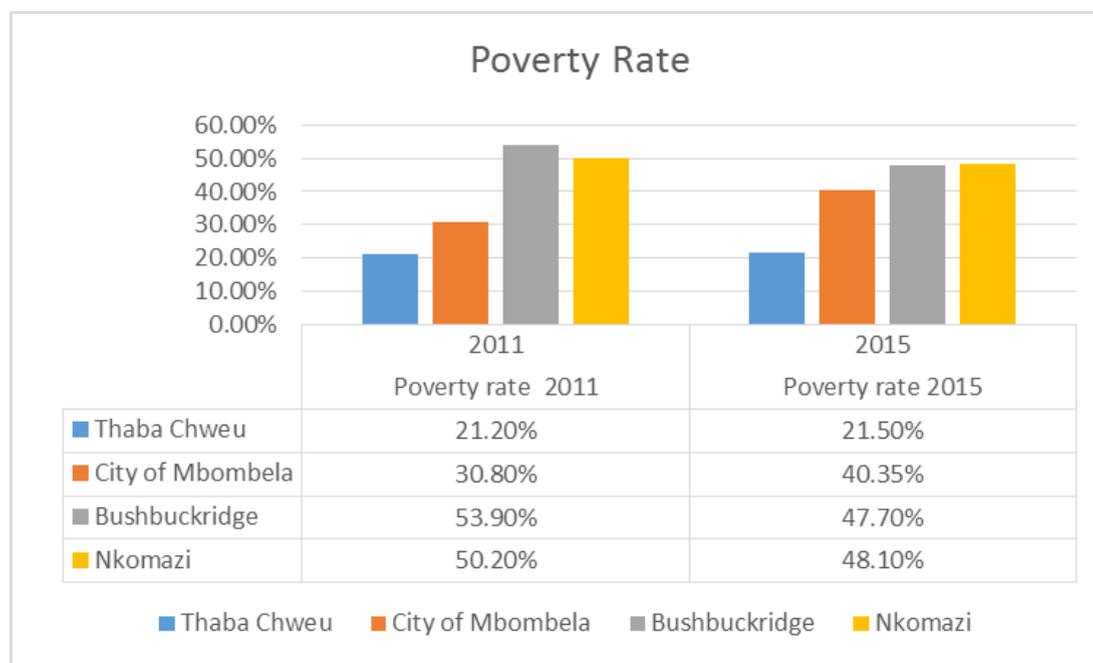
Figure 6: Population groups of race in various Local Municipalities



Source: Statistics S.A Community Survey 2016

The figure above shows the population groups in the district. Generally, Blacks are the highest, followed by whites, coloureds, Indians and others

Figure 7: Poverty Rate



Source: SERO Report 2017

In 2011 Bushbuckridge poverty rate was 53.9% and in 2015 it has declined to 47.7%. City of Mbombela's poverty rate has increased from 30.8% in 2011 to 40.35% in 2015.

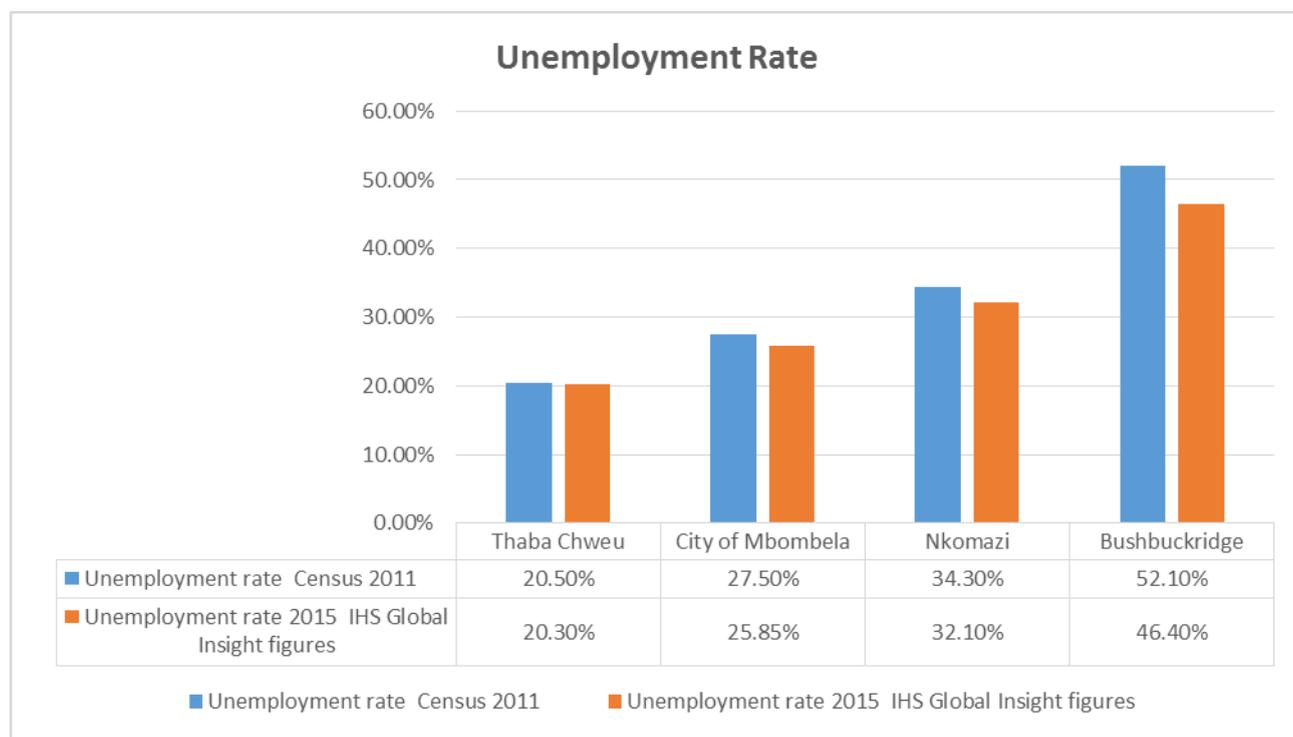
Table 4: Poverty Headcount

Local Municipal Area	Multi dimensionally poor households 2011	Multi dimensionally poor households 2016	Trend	
Bushbuckridge	11.8%	9.7%	Positive	
Nkomazi	10.4%	9.3%	Positive	
Thaba Chweu	6.6%	5.5%	Positive	
City of Mbombela	Umjindi	9.1%	8.5%	Positive
	Mbombela	6.0%	5.9%	Positive

SOURCE: SERO REPORT 2016

The trend for the poverty headcount is positive meaning there is a reduction in the poverty headcount in all five municipalities. The most improved municipality is Bushbuckridge at 2.1% followed by Nkomazi and Thaba Chweu at 1.1% respectively. The improvement margins are small thus more emphasis is needed to improve these figures.

Figure 8: Unemployment rate of the Municipalities



Source: SERO Report 2017

The status of unemployment in the District indicate that Bushbuckridge (46.411) and Nkomazi (32.1) are the highest

### 3.3 ECONOMIC PROFILE

Table 5: Demographics

Local municipal area	Population 2011 Census	Population 2016 Census	Average annual population growth 2011-2016	Projected 2030 number
City of Mbombela	655 950	693 369	1.3%	830 800
Bushbuckridge	541 248	548 760	0.3%	572 263
Nkomazi	393 030	410 907	1.0%	472 327
Thaba Chweu	98 387	101 895	0.8%	113 920

Source: SERO REPORT 2016

The population demographics of all the local municipalities do not indicate any drastic growth patterns, the growth percentage ranges from a 0.3% to 1.3%. Thus the growth does not warrant an urgent need for increased services to certain areas of these municipalities, however planning for potential future growth must always be done as it will have an impact on land availability and services.

Table 6: Economic Contribution & Growth

Local Municipal area		% Contribution to Mpumalanga economy 2015	Average annual economic growth
City of Mbombela	Umjindi	2.5%	2.4%
	Mbombela	15.4%	2.9%
Bushbuckridge		4.3%	0.7%
Nkomazi		3.1%	1.6%
Thaba Chweu		3.1%	2.7%

Source: SERO REPORT 2016

The economic growth is slow and the highest growth percentage in all municipalities is less than 3% with the minimum growth being at 0.7% for Bushbuckridge Local Municipality and highest percentage for Mbombela Local Municipality at 2.9%.

Table 7: Income Inequality

Local Municipal Area	% of income by bottom 40% 2011	% of income by bottom 40% 2015	Trend
City of Mbombela	7.4%	7.5%	Positive
Mbombela	7.3%	7.4%	Positive
Bushbuckridge	11.1%	10.3%	Negative
Nkomazi	10.0%	10.1%	Positive
Thaba Chweu	8.4%	8.5%	Positive
Umjindi	8.4%	8.5%	Positive

SOURCE: SERO REPORT 2016

The economic outlook of Ehlanzeni has been changing over the past 20 year, this is due to the district being linked to the global economy. Ehlanzeni District has experienced changes in the leading industries driving the economy of the space such as the change from agriculture being the dominant sector in terms of gross value added (GVA) to community services, trade and finance (Mpumalanga Treasury 2015).

This indicates that the district is shifting from a primary activity based economy. This is true for an economy operating within global parameters and therefore speaks to the change required in interventions by local governments operating in the district. The shift towards a knowledge economy that is based on skills and highly trained individuals is key towards securing the future of Ehlanzeni's population economically.

Ehlanzeni District's average growth rate of 2.2% from 1996-2013 means that greater interventions are required to ensure that economic growth is boosted to above the 5% growth projected by the National Development Plan (Vision 2030). The limited investment in the area and high unemployment present a major challenge (Mpumalanga Treasury 2015).

The limited availability of skills in the district will require that our economy continue to leverage the natural resources endowed while we shift towards a knowledge based economy. Therefore, agriculture, construction, mining and tourism must be further developed to provide employment opportunities for unskilled labourers.

The tourism industry is appearing as the new gold in the district, contributing 12.2% of the districts GDP. The industry is one which requires much support as it has the ability of providing employment to both skilled and unskilled labour and has the ability to attract investment into the district due to the amazing scenery and geographic endowments of the district (Mpumalanga Treasury 2015).

While much effort is being done by the various spheres of government to improve the economic climate in the district, the role of business cannot be diminished. Ehlanzeni District needs a strong business sector to provide a future which is prosperous for its inhabitants. The various structures set up for business and government will therefore continue to be strengthened

### 3.3.1 AGRICULTURE



Ehlanzeni District is characterized by a sub-tropical climate, which makes it an ideally suited region for the cultivation of subtropical, citrus and deciduous fruits such as mangoes, litchis, papaws, bananas, avocados, guavas, granadillas and tomatoes. Nuts, tobacco, wood and vegetables are other crops grown in Ehlanzeni area. Agricultural activities compete with forestry in terms of the resource base.

The areas of Mbombela, White River, Barberton and Bushbuckridge form the second largest citrus producing area in the country. The Barberton area is the largest irrigable area, which produces citrus, cotton, tobacco, wheat and vegetables. Ehlanzeni is also well suited for sugar, livestock and game farming. Agriculture is however a declining industry in Ehlanzeni.

### 3.3.2 MINING

Most of the province's minerals are produced at Ehlanzeni district, mainly in the Barberton, Lydenburg and Pilgrim's Rest areas. The five mines operating in the Barberton area are: Agnes, Fairview, Consort, Makonjwaan Imperial open-cast and Sheba. The sector has contributed in the past decade to between 17- 26% of the Provincial GDP.

The years 2000 and 2001 were peak as mining increased sales due mainly to the weaker rand/dollar exchange rate and higher demands on the global market especially for platinum. The rich gold deposits have been mined and sold on the export market. Opportunities exist within mining as follows:

- Growing demand on the global market for commodities (platinum, gold, and chrome);
- Beneficiation of minerals (e.g. Umjindi Jewelry making);
- Platinum Group Metals mining along the eastern limb of the Bushveld Complex (Reef extends from Limpopo to Mpumalanga through Thaba Chweu);
- Chrome: Ferrochrome for steel production as well as export;
- New entrants to mainstream industry for Black Economic Empowerment (Mpumalanga Mining Energy Preferential Procurement Initiative);
- Small Scale mining;
- Strategic alliances for share acquisition through Broad Based Black Economic Empowerment

For these to be achievable, investment and skills development, technology and infrastructure, as well as broadening of the supplier base, will need to be addressed. Due to the increased mechanization of mining activities, there has been an overall jobless growth within this sector. Rand volatility of late has not made things easier. The lack of diversification within the industry has led to a mainly commodity export driven industry.

### 3.3.3 FORESTRY



Forestry at Ehlanzeni area dominates the land use and is an important contributor to the economy. Large-scale forestation is found throughout the district with the important areas in Mbombela, Pilgrim's Rest, Sabie and Graskop. There is also direct competition between forestry and agriculture, but in most cases, the forested land is steep or rugged and not suitable for agriculture.

Thirty nine of the 148 primary processing plants in the country are located in Mpumalanga Province, among these are the largest integrated pulp and paper mill in Africa (Sappi Ngodwana), the largest softwood sawmill in Africa (Mondi Sabie) and the largest panel and board plant in South Africa (Sappi Novobord) (MIL, 2003). Investment in the forestry industry in the province is almost R5 billion with a further R4.5 billion being invested in the primary processing sector.

Forestry however has a marked impact on the natural environment and affects biodiversity, water and soil resources and air quality. Apart from the obvious transformation of the natural landscape and resultant loss of biodiversity (such as in biodiversity rich grassland habitats), the exotic tree species planted commercially for forestry are known to consume vast volumes of water. This has a severe impact on available surface and groundwater resources. Furthermore, inappropriate forestry practices such as planting too close or in a wetland can cause them to dry out and can result in the loss of the environmental services that these important wetland systems provide and as an important habitat for biodiversity. Water quality (i.e. siltation) can also be affected by bad forestry practices. The forestry industry is nevertheless also a contributor in creating wealth and employment opportunities and contributes to the development of rural infrastructure and human resources.

### 3.3.4 MANUFACTURING AND AGRO-PROCESSING



Mpumalanga is ranked fourth in terms of Manufacturing, after Gauteng, Western Cape and Kwazulu Natal. It accounts for 7-10% of South Africa's total manufacturing. According to Statistics South Africa's September 2005 Labour Force survey, manufacturing was the second largest formal employer in the province.

Traditionally, the Petro-chemical industry Gert Sibande , metals in Nkangala and Agro processing related manufacturing at Ehlanzeni District, are the main drivers for manufacturing in the province

The timber and pulp/paper manufacturing as well as fruit and sugar processing at Ehlanzeni district has room to be complemented by innovation in furniture design as well as diversification in fruit processing as well as export growth in processed products via the Maputo harbor or the Kruger Mpumalanga International Airport should the cargo terminal become a reality.

Barriers to market entry for new industry players (e.g. fixed long term contracts within value chain) will need to be tackled in a non-disruptive manner. The human element of laying the foundation for innovation is also an area which will need to be addressed.

### 3.3.5 TOURISM



Table 8: Tourism

Region	Total tourism spend (R-million) 2011	Total tourism spend (R-million) 2015	Tourism spend as % of GDP (Current prices)	Tourism spend as % of GDP (Current prices) 2015
City of Mbombela	3 853	5 457	9.2%	10.1%
Bushbuckridge	1 970	2 920	21.4%	22.0%
Nkomazi	1 581	2 326	21.2%	23.3%
Thaba Chweu	950	1 431	14.0%	16.4%

Source: SERO REPORT 2016

The tourism sector at Ehlanzeni district is an important source of foreign revenue. Tourism activities are concentrated around the beautiful areas of Pilgrim’s Rest, Blyde Rivierspoort, Sabie and Graskop. Furthermore, Ehlanzeni has large conservation areas, which dominate the land use pattern in the east and which include the Kruger National Park, provincial, community and private game reserves.

Tourism in Mpumalanga Province has grown steadily since 1994 contributing to an estimated R5.5 billion towards the provincial GDP, but has shown marginal decline in the first half of 2005 in comparison with the same period in 2004. There is evidence to suggest that the good development of our neighbours in Mozambique is eroding the need for them to go across the border in search of items to purchase as these items become more readily available in their own country. There is therefore a need to develop innovative approaches to recapture this core market of our tourism industry. (Source: South African Tourism, 2005) these initiatives may take different forms like developing a Trans country tourism initiatives through Mpumalanga Tourism Authority.

### 3.3.6 ECONOMIC GROWTH

The Economic land scape of Ehlanzeni is dominated by community services, trade and financial services as the main economic activities characterizing the land use patterns of the area. Major industrial centres in the area are City of Mbombela, Mashishing, Malelane, Bushbuckridge.

### 3.3.7 UNEMPLOYMENT AND JOB CREATION

Table 9: Unemployment (per Local Municipality Area, 2011 & 2015)

Local Municipal Area		Unemployment rate Census 2011	Unemployment rate 2015 HIS Global Insight figures	Trend
City of Mbombela	Umjindi	26.9%	24.1%	
	Mbombela	28.1%	27.6%	
Bushbuckridge		52.1%	46.4%	
Nkomazi		34.3%	32.1%	
Thaba Chweu		20.5%	20.3%	

Source: SERO REPORT 2016

### 3.3.8 THE MAPUTO DEVELOPMENT CORRIDOR

The Maputo Development Corridor (MDC) is an initiative undertaken between the South African government and the Mozambican government in 1995. The broad primary objective of the Corridor was to rehabilitate the core infrastructure, i.e. road, rail, border post, port and dredging of the port, thereby re-establishing key linkages and opening up underutilized economic development opportunities for both countries.

The implementation of these objectives was divided into three objectives, namely;-

- **The Primary Phase** which focused on the rehabilitation of the existing infrastructure
- **The Mega Project Phase** which dealt with the establishment of big industries and other large initiatives, basically promoting trade and investment, job creation and economic growth in both countries;
- **The Linkage Programme Phase** which focused on economic activities aimed at bringing previously disadvantaged communities into the mainstream economic activities spurred by the Corridor.

With regard to the primary phase, projects identified are at different stages of development; while others have been completed. The projects on rail, freight, border post and the port are however still lagging behind.

The Mega Phase Projects are also at different stages of development. The major challenge lies in the Linkage Programme Phase. The Anchor projects never took off the ground due to different constraints, which involve, inter- alia, non-cooperation from TRAC on certain economic initiatives, lack of funding and weak institutional arrangement. However, in the main most of the Maputo Corridor Development initiatives were constrained by the slow movement with regard to infrastructure development.

Therefore, given that the Maputo Development Corridor is still key to economic development of both countries, it is imperative that momentum is increased towards the realization of the set objectives of the Corridor.

## 3.4 RURAL DEVELOPMENT

Rural poverty is caused primarily by a limited access to resources. This limitation may result from an imbalance between population and available resources. There are difficulties of improving the balance by applying a successful population policy, and a solution at long term will require a gradual closing of the gap between economic and population growth.

Besides the problem caused by population growth, access to resources is quite often limited for the rural poor because of the current socio-political situation. Here, the limited access to resources is deliberate, and the result is, that the available resources are underutilized because of obstacles of a socio-cultural and political nature. There are numerous examples of such a situation. Landless people cannot obtain land for cultivation, while landlords use their land extensively only; subsistence farmers have difficulties in obtaining credit; scarce means of production are supplied to certain sectors of the population only, etc.

If access to resources, i.e. to the factor responsible for rural poverty, is determined by the general socio-political situation, there cannot be a "rural" explanation to the rural situation. The reason for the poverty of rural areas is often to be sought outside these very areas. The ultimate cause of rural poverty is the lack of integration of rural areas into the overall socio-political and economic system. This holds true, not only for the national, but for the international system as well.

Poor rural areas and rural population find themselves in a marginal situation; they are not part of the overall system. They do not participate in the development process, either actively as producer, or passively as receiver of goods and services. Likewise, they hardly participate in the decision-making process. The result of this marginality is widespread apathy, especially among the older generation of the rural poor, and a dangerous gap between aspiration and reality- among the youth.

The national government has established a new department to relook into the current dispensation of rural development which focuses on agriculture, agrarian reform, livestock farming, small scale farming and production. The buzz word and concept is comprehensive rural development programme which has been introduced to take over the switch from the former Integrated Sustainable Rural Development Programme. There are seven sites (municipalities) where this programme is being piloted and two out of the 7 are from Ehlanzeni District Municipality. The two are Bushbuckridge and Nkomazi Local Municipalities.

It is against this background that Ehlanzeni District Municipality has established a Rural Development Department to address this challenge which also presents itself as the national priority pronounced by the National Government in 2009. There are a vast number of programmes and projects which have been outlined in the IDP projects section which include rural CBD, Agricultural hub and other initiatives.

RURAL DEVELOPMENT

# RURAL DEVELOPMENT PLAN Ehlanzeni District Municipality

- Model hierarchy**
- Urban node
  - First order activity node
  - Second order activity node
  - Tertiary node
  - Rural nodes/Service delivery centres
  - Agri-Hub (AH)
  - Farmer Production Support Units (FPSU)

**Areas to protect**

- Rivers
- Coast
- Conservation Areas

**Agri-park logistics**

- Logistics - road
- Logistics - railway
- Farmer product on support/ outgrowth area

**Spatial Development Pattern**

- Land to be developed areas
- Future development area
- Existing large scale farmers
- Existing small holder farmers
- Existing plantations

**Opportunities**

- Highly potential Agriculture
- Current in use

**Land use controls**

- Foot and mouth disease control lines
- Development boundary

## Development Objectives

- Improve food security and household income**
- Implement measures to ensure households migrate from subsistence agriculture to that of a commercial kind
  - Improvement in ecological situation
  - Develop sustainable food quality
  - Improve Households income
- Develop rural business and community organizations**
- Harness the power of BIG Business to incubate business acumen as part of the agri-park concept
  - Develop a number of business in each local municipality every year
  - Assist increasing self-sustaining small business up to 5 members per entity
  - Attract youths and agricultural graduates to setup rural business
  - Develop operational and self-sustaining cooperatives
  - Expand business through incubating at least 20 new ventures per annum
- Provide flexible training and education**
- Public/Private partnerships to provide training in the agricultural and tourism sectors
  - Advance small business through regular mentoring
  - Do rural community business development via monthly workshops
  - Create entrepreneurial skills development by group practical exercises every month
  - Provide cost effective infrastructure without sacrificing quality of services
  - Prioritise spending on capital projects that will enable some of the projects in this plan
- Economic sector development to create jobs for especially youths, women and people with disabilities.**
- Create cost-effective and excellent working environment
  - Deliver quality construction at local cost within budget limits
  - Create temporal and permanent jobs for artisan workers
  - To empower youths to appreciate and implement agricultural related projects

## Vision

*"To ensure sustainable livelihoods for those households residing in the rural areas of the Ehlanzeni District Municipality"*

- This vision places people – rather than resources, facilities or organizations – as the focus of concern and action, emphasizing that development must be participatory and improvements must be sustainable.
- In this sense the term "livelihood" is seen as including:
  - capabilities, knowledge and skills;
  - assets and resources; and
  - activities and actions required for a means of living.
- A "sustainable livelihood":
  - can cope with and recover from stress and shocks;
  - maintain and enhance its capabilities and assets;
  - and provide sustainable livelihood opportunities for the next generation;
  - and which contributes net benefits to other livelihoods in the short and long term.
- In line with this vision, efforts should focus on empowering the poor to build their own opportunities.

**Sport and Adventure tourism opportunities:**

The towns of Graspop, Sable and Pezanshi Rest as well as the areas in between typically dedicated to growing either as a sports or leisure activity. Mountain bike activities in these areas attract around 20 000 – 30 000 tourists to the area every year. Opportunities in this category should be based on the most currently yielding massive community benefits in the KwaZulu-Natal region – the district. The opportunities to build on a development node that sees communities as the route being pursued to local the race events. In recent years, more than 20 community sports events benefit from the 100+ million South African Rand that was raised. Throughout the year, the race organizers spend local about a million development as well as for a local parking facility. They also build sidewalks along the route to ensure the safety of spectators during the event; and pedestrian throughout the year. Total manpower involved in the event is at least 2000.

## The Agri-Park Concept

The Department of Rural Development and Land Reform has been allocated R6bn over the next three years for Agri-park projects across South Africa and will draw in financial contributions from other departments and the private sector. The plan dovetails with the Department of Trade and Industry's focus on agro-processing to create jobs and boost exports, with some of the planned agri-parks linked with the department's special economic zones. Although the Agri-Park concept has been launched recently, it has major implications on the development of the Rural Development Plan, especially linked to the vision and development objectives of the plan. Some of the key definitions of the agri-park concept is highlighted below:

### Agripark (AP)

The agripark is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

### Rural Urban Marketing Centre (RUMC)

RUMCs are located on the periphery of large urban areas, these facilities provide market intelligence assist farmers, processors in managing a nexus of contracts. With large warehousing and cold storage facilities to enable market management. Both FPSUs and Agri-hubs provide inputs to the RUMC. Agriparks share RUMCs. A RUMC should have a reach of between 150km - 250km.

### Agri-Hubs (AH)

Agri-hubs are located in central places in a District Municipality preferably places both sufficient physical and social infrastructure to accommodate storage/warehousing facilities, agri-processing facilities, packaging facilities, logistics hubs, agricultural technology demonstration parks; accommodation for extension support training, housing and recreational facilities for labourers. Agri-hubs receive primary inputs from FPSU for processing, value adding and packaging which is through-out into the Rural Urban Market Centres or exported directly to markets.

Mkhuzhi & Komatiport has been earmarked as the Agrihubs for the Ehlanzeni Agri-park.

### Location parameters:

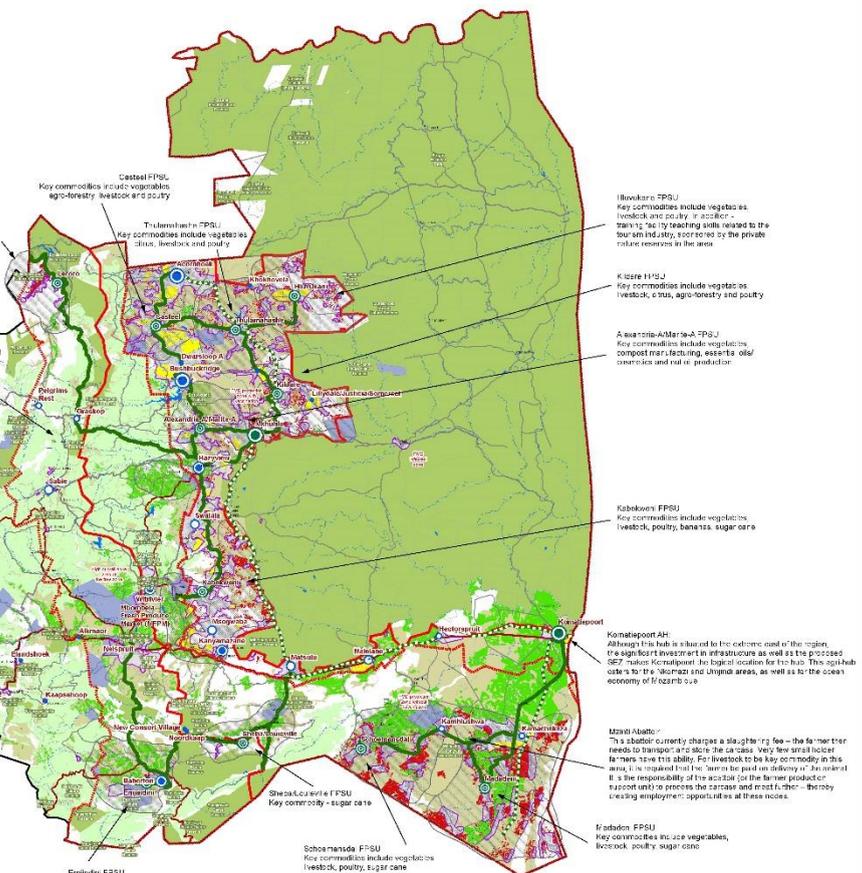
- centrality and accessibility
- available infrastructure
- close to logistics brokerage networks (transport networks)
- has a reach of between 60km and 120km

### Farmer Production Support Units (FPSU)

Are centres (more than one per district) of agricultural input supplies, extension support, mechanization support, local logistics support, primary produce collection, and through-out to Agri-hubs. The FPSUs have limited sorting, packaging, storage, processing for local markets with through-out of excess product to Agri-hubs.

### Parameters:

- 10 – 30 km reach depending on density from where agricultural activity takes place.

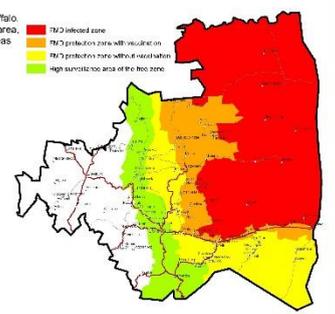


## Cattle Farming & Foot and Mouth Disease

**FMD infected area:**  
The foot and mouth disease has been identified in this area due to the presence of the FMD carrier buffalo. Keeping of livestock in this area should be discouraged as far as possible. If cattle are present in this area, it should be identified with official (ZAF) green ear tags. Movement of livestock is only allowed from areas where at least 50% of the dip tanks and cattle herd have been inspected during the last month, and only if the animals originate from a herd that was fully vaccinated during the last vaccinated campaign. Cattle must be vaccinated every 4 months.

**FMD protection zone with vaccination:**  
This zone has been established to protect the health status of the animals. Cattle in this zone should be vaccinated every four months (first six vaccinations per annum per farmer are free – thereafter R600 per head of cattle). All cattle in this zone should be identified with official green ZAF ear tags. Movement of livestock is only allowed from areas where at least 50% of the dip tanks and cattle herd have been inspected during the last month, and only if the animals originate from a herd that was fully vaccinated during the last vaccinated campaign. Routine movement examinations shall be performed and recorded on at least 10 randomly selected cattle.

**FMD protection zone without vaccination:**  
No vaccination is practised in this area. However, strict movement control of animals and products is still applicable. Cattle in this area should be identified with official ZAF pink ear tags. Inspection of cattle must be done every 14 days. Movement of livestock is only allowed from areas where at least 50% of the dip tanks and cattle herd have been inspected during the last month, and only if the animals originate from a herd that was fully vaccinated during the last vaccinated campaign. Routine movement examinations shall be performed and recorded on at least 10 randomly selected cattle.



3.4.1 COMMUNITY PRIORITIES OF THE LOCAL MUNICIPALITIES

KPA 1: BASIC SERVICES				
WATER	<p><b>Problem Statement :</b>            A large portion of households in Ehlanzeni District Municipality area have access to safe drinking water. According to the Community Survey of 2016 (Statistics South Africa) 80% of the total households of the district are regarded as having access to safe drinking water. There's been an 18% increase between 2011 and 2016 in the number of households that have access to water as compared to 2011 where 62% of households had access to water above RDP standard.</p>			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Bulk Water Supply</li> <li>• Water reticulation and HH connection</li> <li>• Maintenance of boreholes and new boreholes</li> <li>• Upgrading of Inyaka Bulk Pipeline</li> <li>• Construction of Pipeline from Maviljan to Mphenyatsatsi.</li> <li>• Bulk pipeline , reservoir &amp; scooping of Dams</li> <li>• Installation Of water pipes</li> <li>• Repair of broken taps</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient water supply</li> <li>• Need Jojo tanks</li> <li>• Extension of Zwelisha &amp; Mluti Bulk Water Supply</li> <li>• Need for a Dam</li> <li>• Need household connections</li> <li>• Water reticulation</li> <li>• Maintenance &amp; upgrading of infrastructure</li> <li>• Need boreholes</li> <li>• Reconstruction of Ngodini dam</li> <li>• Water billing system be reviewed (flat rate)</li> <li>• Matsafeni water project to be fast tracked</li> <li>• Need for a clean water</li> <li>• Need for water &amp; ablution facilities at cemeteries.</li> </ul>	<ul style="list-style-type: none"> <li>• Water reticulation</li> <li>• Need for jojo tanks</li> <li>• Need boreholes</li> <li>• Need for clean water</li> <li>• Interrupted water supply</li> <li>• Insufficient water supply</li> <li>• Need for catchment dams</li> <li>• Maintenance of water pipes</li> <li>• Filtration plant and proper control</li> <li>• Illegal connections</li> <li>• Need reservoirs</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of water supply and</li> <li>• Need household connections</li> <li>• Need for boreholes and maintenance</li> <li>• Need for the settlement bill of water purification pump.</li> <li>• Need for portable clean water</li> <li>• Need for water meters</li> <li>• Need for sustainable bulk water supply</li> <li>• Need for refurbishment of all water supply pipes</li> <li>• Need for a security system for water pump and the electricity system</li> <li>• Need for upgrading of water taps</li> <li>• Need for water in high escarpment area</li> <li>• Improve the status of water quality (Blue-Drop)</li> <li>•</li> </ul>

SANITATION	<p>Problem Statement :</p> <p>A limited number of households in Ehlanzeni District Municipality have access to basic sanitation as per the RDP standard. According to the Community Survey of 2016 (Statistics South Africa) 47% of the total households of the district have adequate sanitation. However there's been a slight increase of 17.8% between 2011 and 2016 in the number of households that have adequate sanitation as compared to 2011 where only 29.13% of the households had access to adequate sanitation.</p>			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thabachweu LM
	<ul style="list-style-type: none"> <li>• Sewerage Reticulation Pipes</li> <li>• Construction Of Toilets</li> <li>• Upgrading Of Sewerage</li> <li>• Construction Of Rural Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Need for VIP toilets and maintenance of existing VIP toilets</li> <li>• Need for upgrade on sewerage system</li> <li>• Need for septic tanks &amp; flushing toilets (pit toilets)</li> <li>• Need for sewer system in the newly developed areas</li> <li>• Kanyamazane sewerage treatment plant is producing bad odour which affects the community.( Municipal Health to investigate )</li> <li>• Need for BIN Carbons removals once a week</li> <li>• Need for the suctioning of existing toilets</li> <li>• Mainline is always blocked (urgent)</li> <li>• Need for public toilets</li> </ul>	<ul style="list-style-type: none"> <li>• Need for VIP toilets</li> <li>• Need for a sewer borne system</li> <li>• Need for sewer system upgrade and sealing of sewer dam d for toilets (pit toilets)</li> <li>• Need for sanitation /sewerage</li> </ul>	<ul style="list-style-type: none"> <li>• Need for sewer main holes upgrade</li> <li>• Need for fixing of the sewer blockage(urgent)</li> <li>• Need for toilets or households sewer connection</li> <li>• Need for VIP toilets</li> <li>• Sewer system upgrade for upcoming new development</li> <li>• Need for maintenance of all toilets</li> <li>• Need fixing of the illegal sewer dump</li> <li>• Refurbishment and upgrading of entire reticulation network</li> </ul>

ELECTRICITY	<p><b>Problem Statement:</b> A large portion of households in Ehlanzeni District Municipality have access to electricity. According to the Community Survey of 2016 (Statistics South Africa) 96.0% of the total households of the district have access to electricity, with an increase of 6.8% between 2011 and 2016 in the number of households that have electricity as compared to 2011 where only 89.2% of the households had access.</p>			
	<p><b>Bushbuckridge LM</b></p> <ul style="list-style-type: none"> <li>• High Mast Light</li> <li>• Electrification of households</li> <li>• Extensions</li> <li>• Extensions And Hymast Lamp</li> </ul>	<p><b>City of Mbombela LM</b></p> <ul style="list-style-type: none"> <li>• Need for household connections</li> <li>• Need for high mast lights &amp; maintenance of existing street lights</li> <li>• Illegal connections</li> <li>• Need for new substation</li> <li>• Power cuts; need to upgrade power</li> <li>• Need for Free Basic Electricity</li> <li>• Need for electricity infrastructure</li> <li>• There is a problem of electricity billing system</li> <li>• Streetlights maintenance</li> <li>• Lack of bulk electricity and reticulation</li> <li>• Hazardous electricity infrastructure</li> </ul>	<p><b>Nkomazi LM</b></p> <ul style="list-style-type: none"> <li>• Need for household connections</li> <li>• Need for traffic lights</li> <li>• Need for high mast lights (crime is very high)</li> <li>• Need for electrification 500 HH (households)</li> </ul>	<p><b>Thabachweu LM</b></p> <ul style="list-style-type: none"> <li>• Power cut during windy days, winter seasons &amp; rainy seasons</li> <li>• Need for household connection of 28 houses</li> <li>• Problem of Power cut (Upgrading of electricity transformers)</li> <li>• Need for installation of meter reading in old households</li> <li>• Combat of Illegal connection</li> <li>• Need for repair of street lights and High Mast Light</li> <li>• Need for prepaid meter installation</li> <li>• Need for an High Mast (Apollo)</li> <li>• Need to fix and maintain electrical street boxes</li> </ul>

ROADS AND STORM WATER	<b>Problem Statement:</b> Most of the roads in the district are gravel roads and those tarred are damaged and need upgrading. Certain rural areas are without access bridges and there is a lack of road maintenance in most of the rural and urban areas. The lack of storm water drainage in some of the roads causes damage to the road network in the district road. Most of the communities are in need of speed humps and ramps.			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thabachweu LM
	<ul style="list-style-type: none"> <li>• Completion Of Paving Streets and Tarred Road</li> <li>• Construction Of Bridge</li> <li>• Need of Tarring Of roads</li> <li>• Need gravelling Of Roads</li> <li>• Need Storm Water Drainage</li> <li>• Paving of streets</li> <li>• Tarring Of Internal Streets</li> <li>• Foot Bridge</li> <li>• Storm Water Drainage</li> <li>• Rehabilitation and tarring Of Road</li> <li>• Reconstruction of damaged Bridge</li> <li>• Speed Humps</li> <li>• Bus Shelters</li> <li>• Taxi Rank</li> <li>• Bus Route</li> </ul>	<ul style="list-style-type: none"> <li>• Need for all major streets to be maintained &amp; paved</li> <li>• Need for speed humps</li> <li>• Need vehicle, foot bridges and overhead bridge</li> <li>• Need for storm water drainage</li> <li>• Need for bus route, shelters &amp; paving of road</li> <li>• Need for pedestrian crossing and signs</li> <li>• Need for access roads</li> <li>• Need for traffic control officers (children crossing)</li> <li>• Need for completion of bus route</li> <li>• Need for pedestrian crossing signs</li> <li>• Need for the gravelling &amp; paving of streets</li> <li>• Need for scholar transport to assist kids</li> <li>• Need for fencing of the bridge over the canal</li> </ul>	<ul style="list-style-type: none"> <li>• Need for speed humps</li> <li>• Need for vehicle, foot bridges and overhead bridge</li> <li>• Need for storm water drainage</li> <li>• Need for tarred road</li> <li>• Need for access to public transport</li> <li>• Need for major streets to be maintained, graded &amp; paved</li> <li>• Need for road signage</li> <li>• Need for tarred road</li> <li>• Need for ring road</li> <li>• Need for pedestrian bridge</li> <li>• Need for bus shelter</li> <li>• Need road infrastructure maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of streets</li> <li>• Need for Speed humps</li> <li>• Road Signage</li> <li>• Need for storm water drainage system</li> <li>• Potholes repairs/resealing of roads.</li> <li>• Need for paving of access streets</li> <li>• Road maintenance and signage</li> <li>• Need for road marking for safety of pedestrian (School Children)</li> <li>• Need for public transport</li> <li>• Need for expansion of Voortrekker Street up to Mashishing</li> <li>• Need for a vehicle bridge</li> </ul>

*The Best Performing District of the 21<sup>st</sup> Century*

		<ul style="list-style-type: none"><li>• Need for taxi rank</li><li>• Need for the linkage between the road from industrial area to the R40</li><li>• Spoornet railway should be reconsidered and used as an alternative mode of transport.</li><li>• Need for ring road</li></ul>		
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EDUCATION :	<p><b>Problem Statement:</b> There is a major need of schools within the District rural areas. With the population growth within the District there is a need to build primary and secondary schools to be able to cater for the population growth. Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga in this regard.</p>			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Primary School</li> <li>• High School</li> <li>• Extension Of Classes At Primary</li> <li>• Upgrading Of School</li> <li>• Construction Of Schools</li> <li>• Need of upgrading of schools</li> <li>• Need Sports Facilities</li> <li>• Laboratory, Library, Grade R Blocks&amp; Sports Facilities</li> <li>• Construction of Toilets</li> <li>• New School</li> <li>• Construction Of Crèche</li> <li>• Renovation Of Schools</li> <li>• Technical College</li> <li>• Education Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Need for primary , secondary school and High school</li> <li>• Need for a new school</li> <li>• Need for a combined school</li> <li>• Need for admin block, laboratory, library &amp; computer centres</li> <li>• Need for ECD centre</li> <li>• Need for a FET (Technical college)</li> <li>• Need for the upgrading of a school.</li> <li>• Need for scholar patrol and free transport</li> <li>• Access to ABET programme</li> <li>• Need for a school (the municipality has already allocated site)</li> <li>• Need for recreational</li> <li>• Learners travelling long distances to access a school</li> <li>• Lack of access to secondary school in new extensions</li> <li>• Dilapidated school infrastructure and lack of enabling facilities</li> <li>• Lack of educational facility at Dikbas</li> <li>• Lack of tertiary education facilities within Barberton</li> </ul>	<ul style="list-style-type: none"> <li>• Need for secondary school</li> <li>• Need for a new school</li> <li>• Need for a primary school</li> <li>• Need for crèche/pre-school (land is available)</li> <li>• Need for title deed</li> <li>• Need for law enforcement</li> <li>• Need for separation of combined to be primary and secondary</li> <li>• Need for university</li> <li>• Need for combined school</li> </ul>	<ul style="list-style-type: none"> <li>• Need for a secondary school</li> <li>• Need for primary school</li> <li>• Need for Crèche</li> <li>• Need for ABET school</li> <li>• Need for Pre-School</li> <li>• Need for FET College</li> <li>• Need for permanent structure (Primary and secondary)</li> <li>• Need for upgrade of Spekboom primary school</li> </ul>

COMMUNITY FACILITIES :	<b>Problem Statement:</b> Most of the public amenities are collapsing due to lack of maintenance in some areas, the community reported a need for such infrastructure.			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Completion Of Stadium</li> <li>• Fencing Of Graveyards</li> <li>• Community Hall</li> <li>• Construction Of Library</li> <li>• Construction Of Youth Centre</li> <li>• Construction Of Sports Facilities</li> <li>• Construction and completion of Parks</li> <li>• Post Office</li> <li>• Bus Stop Shelter</li> <li>• Disabled Centre</li> <li>• Old Age Home</li> <li>• Zoeknog Youth Development</li> <li>• Sports Complex</li> <li>• Renovation Of Community Hall</li> </ul>	<ul style="list-style-type: none"> <li>• The existing swimming pool must be refurbished</li> <li>• Need for a community hall</li> <li>• Need for Masoyi stadium to be upgraded</li> <li>• Need multi-purpose centres</li> <li>• Need for floodlights at sports stadiums</li> <li>• Need for the upgrade of Van Riebeeck Pool, change rooms &amp; pool cleaning equipment</li> <li>• Need for Post box &amp; telecommunication</li> <li>• Need for social services offices</li> <li>• Need for a new police station</li> <li>• Need for SASSA offices</li> <li>• Need for Home Affairs offices</li> <li>• Need for Eskom offices</li> <li>• Need for the fencing of old &amp; new municipal cemeteries</li> <li>• Need for emergency services i.e. Fire station</li> </ul>	<ul style="list-style-type: none"> <li>• Need for multipurpose centre and community hall</li> <li>• Need for Thusong centre</li> <li>• Need for a pension pay points</li> <li>• Need for parks</li> <li>• Need for toilet and furniture for community hall</li> <li>• Need for sport grounds</li> <li>• Need for fencing of community hall</li> <li>• Need for disable centre</li> <li>• Need for shopping centre</li> <li>• Need for cemetery fencing and land for cemeteries</li> <li>• Need for upgrading of stadium</li> <li>• Need for market stalls</li> <li>• Need for renovation of Library</li> <li>• Need for youth and old centre</li> <li>• Need for completion of stadium</li> <li>• Need for proof for residence to be collected locally</li> </ul>	<ul style="list-style-type: none"> <li>• Need for orphanage center (Disabled &amp; Old age home)</li> <li>• Need for Community parks &amp; re-creation</li> <li>• Need for a Community Hall</li> <li>• Need for a library</li> <li>• Hostels</li> <li>• Need for church sites</li> <li>• Need for upgrading of sports facilities</li> <li>• Maintenance (Fencing, Tiles etc)</li> <li>• Need for maintenance of sports field</li> <li>• Need for total upgrading and maintenance of taxi rank</li> <li>• Need for sports and park facilities</li> <li>• Fencing of cemetery and cleaning</li> <li>• Need for municipal satellite offices for easy payment of services</li> <li>• Need for an upgrade of the sport ground.</li> <li>• Need for the re-opening of the municipal office</li> <li>• Need for a mobile SASSA offices</li> <li>• Need for renovation of parks</li> <li>• Rebuilding of the municipal services for easy access to pay for services.</li> </ul>

HEALTH :	<b>Problem Statement:</b> Concern about HIV figures and in general increased figures between 2012 and 2013 (latest available figure from Mpumalanga DoH). Deterioration of 5% has been recorded in the City of Mbombela local Municipality with the HIV prevalence rate of 36.0% in 2012 to 42.7% in 2013.			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Construction Of New Clinics</li> <li>• Construction Of Hospital</li> <li>• Health Centre</li> <li>• Hospital Health Centre</li> <li>• Mobile Clinic</li> <li>• Upgrading Of Mapulaneng Hospital</li> <li>• Upgrading Clinic</li> <li>• Building Of Visiting Point</li> <li>• Ambulances At Health Centre</li> <li>• Visiting Point In New Clinic</li> </ul>	<ul style="list-style-type: none"> <li>• Need for health facilities</li> <li>• Need for additional staff</li> <li>• Need for assigned ambulance to Pienaar</li> <li>• Need for a clinic</li> <li>• Extension of clinic and 24hr operation</li> <li>• Need to upgrade the existing clinic</li> <li>• Need for environmental &amp; HIV/Aids campaigns. Need for additional staff</li> <li>• Need for maintenance and staffing of the new clinic</li> <li>• Need for the erection of safety wall between the Manganese metal company &amp; community</li> <li>• Need for clinic toilets that are user friendly to people with disabilities</li> <li>• Need for office of Social Worker</li> <li>• Need for the upgrading of existing health care facilities</li> <li>• Need for Orphanage; Old aged homes &amp; hospices</li> </ul>	<ul style="list-style-type: none"> <li>• Need for health facilities</li> <li>• Need for a clinic (land is available)</li> <li>• Need for a clinic to operate 24 hours and mobile clinic</li> <li>• Need to upgrade the existing clinic</li> <li>• Need for a clinic and a mobile clinic</li> <li>• Need for extension of the clinic.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for availability of staff (Doctors)</li> <li>• Need for HIV &amp; TB campaign Programmes</li> <li>• Need for a mobile clinic (at least twice a week)</li> <li>• Need for permanent clinic</li> <li>• Control and management of pollution factors affecting environment</li> <li>• Need for implementation of By-Laws</li> <li>• Renovation of the clinic</li> </ul>

HOUSING AND LAND :	<p><b>Problem Statement :</b> Some improvement in most of the areas and especially in Thaba Chweu where the number and % of households in informal dwellings decreased on a relatively large scale- good performance in this area. Concern about the high number of households in informal dwellings in especially the City of Mbombela Local Municipality.</p>			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Provision Of RDP</li> <li>• Construction Of PHP Houses</li> <li>• New Stands</li> <li>• New Location</li> </ul>	<ul style="list-style-type: none"> <li>• Need for RDP houses</li> <li>• Need for land for residential purposes</li> <li>• Need for formalization/ tenure upgrade/ title deeds</li> <li>• Need for re-surveying &amp; pax identification</li> <li>• Need for stands for churches</li> <li>• Need for the upgrading of the former Hostel</li> <li>• Need for housing allocation for communities as outlined in the waiting list</li> <li>• Need for hostel for Old Age &amp; Orphans</li> <li>• Need for land for agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Need for RDP houses (land is available).</li> <li>• Need for title deeds</li> <li>• Need for formalization and upgrading off the settlement</li> </ul>	<ul style="list-style-type: none"> <li>• Need for replacement of asbestos roofs for old houses</li> <li>• Need for housing</li> <li>• Formalization of all informal settlement</li> <li>• Need for maintenance of family hostels</li> <li>• Need for completion of housing projects</li> <li>• Business sites</li> <li>• Need for allocation of stands in Ext 10</li> <li>• Need for converting of Graskop Hostels to family units.</li> <li>• Need for land for development purposes (human settlement and commercial), town ship establishment</li> <li>• Need for speeding up of land claims</li> </ul>

LED	<p><b>Problem Statement:</b> A Large population of the district is youth, with a high unemployed youth and specifically females- relative low level of education and inadequate skills impact negatively on their employability. Bushbuckridge LM has had some improvement from 52.1% as per the Census 2011 to 46.4% as per the Global insight. Although there has been some improvement but Bushbuckridge is leading the District with the unemployment rate, followed by Nkomazi LM with 34.3%.</p>			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Community Greening Project</li> <li>• Marula Project</li> <li>• Industrial Area Re Open</li> <li>• Shopping Complex</li> <li>• Farming Project</li> <li>• Cultural Village</li> <li>• Brick Production</li> <li>• Clay Cups And Plates Production</li> <li>• Archer Production</li> <li>• Chicken Farm</li> <li>• Aqua Culture</li> <li>• Agriculture</li> <li>• Mapulana Cultural Village</li> <li>• Shear Investment Holdings</li> <li>• Tsogangbasadi Project</li> <li>• Resuscitation Of Blm Clay Bricks</li> </ul>	<ul style="list-style-type: none"> <li>• Need for job opportunities</li> <li>• Need for local people to be appointed on projects taking place in the ward</li> <li>• Need for job creation programmes &amp; projects</li> <li>• Need for a shopping complex</li> <li>• Need for skills development programmes on tourism &amp; entrepreneurship</li> <li>• Need for community training on LED to Develop business for unemployed citizens and to capacitate them with required skills that will change their lives</li> <li>• Need for CBP projects (insufficient funds)</li> </ul>	<ul style="list-style-type: none"> <li>• Need for job opportunities</li> <li>• Need for local people to be appointed on projects taking place in the ward</li> <li>• Need for job creation programmes</li> <li>• Need for EPWP, Skills development</li> <li>• Need for business development</li> <li>• Need for support for local farmers</li> <li>• Need for LED projects (masibuyele emasimini)</li> <li>• Need for LED projects (Sasol projects and vendor stalls)</li> <li>• Need for skills development</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment rate especially the youth (need for job creation)</li> <li>• Need for Job Opportunities</li> <li>• Need for small business support</li> <li>• Need for socio-economic opportunities</li> <li>• Need for re-opening of shops</li> <li>• Need SMMEs and other business initiatives.</li> <li>• Upgrade of workshops and testing station, tools and equipment and vehicles</li> </ul>

	<ul style="list-style-type: none"> <li>• Bushbuckridge Nature Reserve</li> </ul>	<ul style="list-style-type: none"> <li>• Need for Women Empowerment programmes</li> <li>• Need for market stalls</li> <li>• Need for technical skills training centre</li> <li>• Need for shelters for vendors</li> <li>• Need for sustainable livelihood programme for vulnerable groups (Marula Project)</li> <li>• Mandela gate to Kruger National Park to be opened to create more opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Need for traffic lights</li> </ul>	
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SAFETY AND SECURITY :	<b>Problem Statement :</b> Levels of crime in the District have increased and the structure dealing with safety must be strengthened across the municipalities and spheres of government			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Re-Launching Of CPF Structures</li> <li>• Security Guards</li> <li>• Satellite Police Station</li> <li>• Construction of new police station</li> <li>• Upgrading Of Satellite Police Station In Casteel</li> <li>• Security For Boreholes</li> <li>• Police Station</li> <li>• High Mast Light</li> </ul>	<ul style="list-style-type: none"> <li>• Need for boom gates at all entry &amp; exit points</li> <li>• Need for the cleaning of unoccupied sites</li> <li>• Need for new establishment of police station</li> <li>• Need for the 24 hrs visibility of SAPS (to patrol at the area)</li> <li>• Need for the upliftment of the CPF</li> <li>• Need for a satellite police station</li> <li>• Need for SAPS mobile station</li> <li>• High rate of crime in rural areas and new extensions</li> <li>• High rate of crime at Verulam</li> </ul>	<ul style="list-style-type: none"> <li>• Need for law enforcement</li> <li>• Need for satellite police station</li> <li>• Need for police station</li> <li>• Need for SAPS mobile station</li> </ul>	<ul style="list-style-type: none"> <li>• Need for visibility of police officers</li> <li>• Need to strengthen the functionality of CPF's</li> </ul>
WASTE MANAGEMENT :	<b>Problem Statement :</b> Waste service collection not reaching all deserving residence (which leads to illegal dumping of waste in EDM) and some disturbances on existing service due to shortage of resources (such as dust bins and trucks) and /or utilization of breakdown prone fleet. Landfill across the district do not comply with the minimum requirements for Waste disposal by landfill.Lack of infrastructure ( Land availability and buyback centres) and strategy to rehabilitate th site for future development in EDM illegal dumping sites			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM

	<ul style="list-style-type: none"> <li>• Waste Removal</li> <li>• Skip Bins</li> <li>• Disposal Site</li> <li>• Fencing Of Disposal Site</li> <li>• Dust Bins</li> </ul>	<ul style="list-style-type: none"> <li>• Need for dustbins</li> <li>• Need for the parks to be cleaned</li> <li>• Need for waste collection to avoid illegal dumping</li> <li>• Need for a dumping site</li> <li>• Need for extra-large dust bin</li> <li>• Need for truck to collect cutting trees, old mattresses like in Kabokweni</li> <li>• Lack of access to fully fledged waste removal services in rural areas</li> <li>• Insufficient supply of bulk bins which leads to illegal dumping.</li> <li>• Need for dumping cabins</li> </ul>	<ul style="list-style-type: none"> <li>• Need for dustbins</li> <li>• Need for waste collection to avoid illegal dumping</li> <li>• Need for a dumping site</li> <li>• Need for transfer station</li> <li>• Need for drainage system</li> <li>• Need for landfill</li> </ul>	<ul style="list-style-type: none"> <li>• Need for refuse removal</li> <li>• Need for cleaning of illegal dumping sites</li> <li>• Need for dumping bins</li> <li>• Need for proper Land Fill site management</li> <li>• Need for maintenance of and cleaning of the surroundings</li> <li>• Need for access to land for development</li> </ul>
SOCIAL DEVELOPMENT	<b>Problem Statement</b> :The district has a number of challenges in this area which include lack of such amenities, Disability centres, ECD's etc.			
	Bushbuckridge LM	City of Mbombela LM	Nkomazi LM	Thaba Chweu LM
	<ul style="list-style-type: none"> <li>• Social Grants Pay points</li> <li>• Title Deeds</li> <li>• Brooklyn Youth Centre</li> <li>• Construction Of Pay Point</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of primary health care facilities in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• Need for 5 houses for orphans</li> <li>• Need for crèches/ child care facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Disability Centres</li> <li>• EDC Centres (Sabie)</li> <li>• ECD Centre (Mashishing)</li> </ul>

	<ul style="list-style-type: none"> <li>• Provision Of S.D.R</li> <li>• Tourism Centre</li> <li>• Social Worker Offices</li> <li>• Moreipuso Home Based Care</li> <li>• Youth Centre</li> <li>• Heritage Site</li> <li>• Sports Complex</li> <li>• Multipurpose Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of early childhood development facilities in rural areas</li> <li>• Lack of drop-in centre within the ward</li> <li>• Insufficient knowledge and higher prevalence of HIV/AIDS within the ward</li> <li>• Lack of facility to cater for women suffering from domestic violence</li> </ul>		
TELECOMMUNICATIONS :	<b>Problem Statement:</b> There are areas with weak network signals, lack of Telkom lines and lack of telecentres.			
	<b>Bushbuckridge LM</b>	<b>City of Mbombela LM</b>	<b>Nkomazi LM</b>	<b>Thaba Chweu LM</b>
	<ul style="list-style-type: none"> <li>• Telkom Card Phones</li> <li>• Telephone Lines</li> <li>• Establishment of Information Centre</li> <li>• Telephone Landlines</li> <li>• Wireless Land Lines</li> <li>• Vodacom Network Area</li> <li>• Telecommunications</li> <li>• Telkom Lines</li> </ul>	<ul style="list-style-type: none"> <li>• Need more tele centres</li> <li>• Strengthened network signals in some areas</li> <li>• Need for telkom lines</li> </ul>	<ul style="list-style-type: none"> <li>• Poor network in some areas</li> <li>• Need for information centres</li> <li>• Need for tele centres</li> </ul>	<ul style="list-style-type: none"> <li>• Poor network (Matibidi)</li> <li>• Need for Telkom lines in some areas</li> </ul>

### 3.5 MUNICIPAL SWOT ANALYSIS

The SWOT Analysis of Ehlanzeni District Municipality analysing the international and external environment is reflected below.

<b>MUNICIPAL INTERNAL ENVIRONMENT</b>	
<b>SWOT</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Established IGR structures</li> <li>• Shared Services</li> <li>• Established and functional oversight structures</li> <li>• Unqualified Audit opinion with no matters (predetermined objectives)</li> <li>• Credible/Responsive IDP</li> <li>• Established OPMS, M&amp; E and IPMS units</li> <li>• Well developed and diverse economic sectors ( Agriculture, mining, tourism, manufacturing, transport &amp; communication)</li> <li>• Comparative advantages- raw material input</li> <li>• Developed transport linkages( KMIA, N4 road, Maputo development corridor)</li> <li>• International boundaries ( Swaziland &amp; Mozambique)</li> <li>• Qualified and skilled employees</li> <li>• Project Management system</li> <li>• Financial viability</li> <li>• Committed political will</li> <li>• Fully capacitated senior management</li> <li>• Ongoing training on GRAP related matters and other finance legislation</li> <li>• Centralized SCM unit</li> <li>• Effective &amp; efficient cash flow management</li> <li>• Lab for testing of municipal health related services</li> <li>• Disaster management risk profiles &amp; frameworks</li> <li>• Intergovernmental structure- Good governance structure</li> <li>• Sound policies &amp; Strategies in place</li> <li>• Equipped disaster management centre (ICT)</li> <li>• HIV &amp; TB Strategy in place</li> <li>• Mbombela- Capital of the province ( opportunities that avail themselves as a result-strategic location)</li> <li>• Mineral resources ( Partnerships with mines &amp; industries-corporate social investments etc)</li> <li>• Linkage of GIS-Spatial data/Geotechnical data to disaster management (Manage &amp; Mitigate disasters)</li> </ul>	<ul style="list-style-type: none"> <li>• Different planning cycles between spheres of government</li> <li>• Inadequate usage of planning tools</li> <li>• Inadequate workshops on policies</li> <li>• Waste management possess a serious challenge</li> <li>• Weak transport linkages in rural areas (majority of EDM)</li> <li>• Limited human resource capacity</li> <li>• Insufficient tourism information and marketing system</li> <li>• High levels of unemployment</li> <li>• Low levels of disposable income</li> <li>• High prevalence of HIV/AIDS</li> <li>• Widespread poverty</li> <li>• Uncoordinated spatial planning</li> <li>• Lack of communication of government programmes</li> <li>• Shortage of resources, HR, Finance &amp; equipment</li> <li>• Lack of operation and maintenance ( O &amp; M funding for support to LM's)</li> <li>• Lack of transfer of skills</li> <li>• Poor/weak partnerships with private and business sectors</li> <li>• Grant dependence</li> <li>• Lack of infrastructure plans</li> <li>• Devolution of powers</li> <li>• Inability to raise own revenue</li> <li>• Lack of continuous professional development</li> <li>• Recruitment of people with disabilities- currently not meeting the target</li> <li>• LM's not receptive to District support</li> <li>• Inadequate infrastructure to support economic development in all LM's</li> <li>• Non availability of flood line data</li> </ul>

**MUNICIPAL INTERNAL ENVIRONMENT**

**SWOT**

**STRENGTHS**

- Civil education on disaster management & social ills/mitigation
- Strengthening of planning functions to improve
- Shared services (GIS,PMS,Risk, Internal Audit & Audit Committee)

**WEAKNESSES**

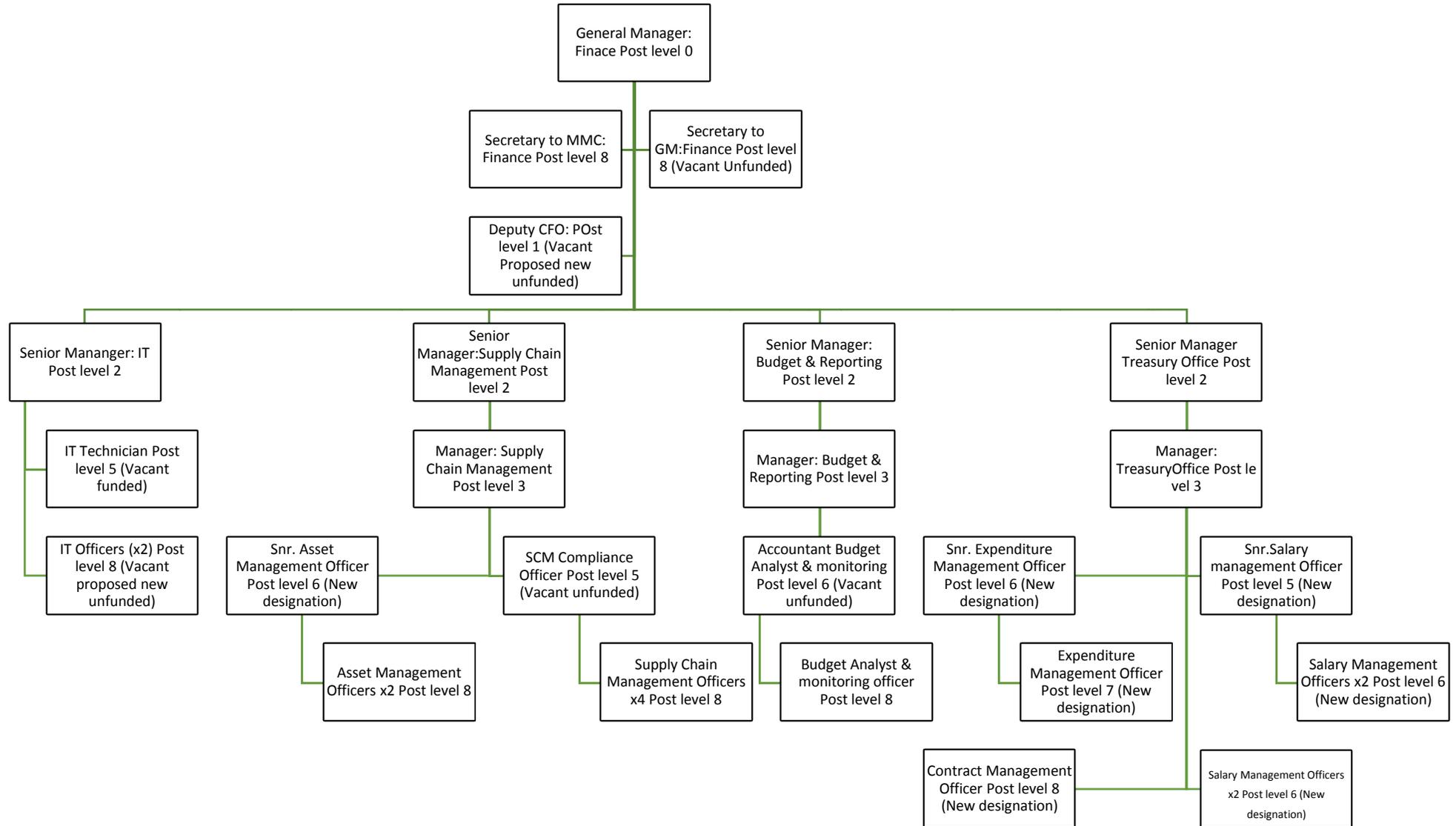
- Non-compliance/ non enforcement with building standards as regulated
- Child headed households
- Limited facilities for people living with disabilities
- Domestic abuse
- Poor status of sport and recreational facilities
- Community household surveys not updated
- Poor participation in IGR structures by external stakeholders

MUNICIPAL EXTERNAL ENVIRONMENT	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Cross boarder injections of buying power</li> <li>• New business potential</li> <li>• Tourism development opportunities</li> <li>• Manufacturing opportunities</li> <li>• Production of produces raw materials</li> <li>• Infrastructure development- source of employment and subsistence</li> <li>• Railway network</li> <li>• Job creation</li> <li>• Relationships with private sectors</li> <li>• Mozambique and Swaziland boarders</li> <li>• N4 &amp; R40 corridors</li> <li>• Agriculture</li> <li>• Water resources</li> <li>• Natural resources</li> <li>• University and institution of higher learning (Agriculture college)</li> <li>• MHS allocation ( Equitable share)</li> <li>• With the clean Audit EDM has a reputation it can use to enter into partnerships, MOU's, request for funding and to assist LM's.</li> <li>• EDM has necessary skills in order to support the LM's</li> <li>• Zero based budgeting</li> <li>• Established revenue enhancement committee</li> <li>• Existence of the provincial planning and budgeting processes</li> <li>• GIS (Planning and monitoring tool)</li> <li>• Activities with stronger forward &amp; backward linakges</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment (Youth 43%)</li> <li>• Poverty and Inequality</li> <li>• Lack of early childhood development centres</li> <li>• Inadequate basic service delivery</li> <li>• Large underdeveloped rural areas</li> <li>• Limited development focus</li> <li>• Illegal immigrants</li> <li>• Outbreak of communicable diseases</li> <li>• Climate change</li> <li>• Reliance of grant funding/GOV transfers</li> <li>• Inability of local municipalities to implement budget policies</li> <li>• Unattainable operation clean audit by LM's</li> <li>• Poor participation in IGR structures by external structures</li> <li>• Language barriers in public participation</li> <li>• Land invasion</li> <li>• Civil education</li> <li>• HIV and TB</li> </ul>

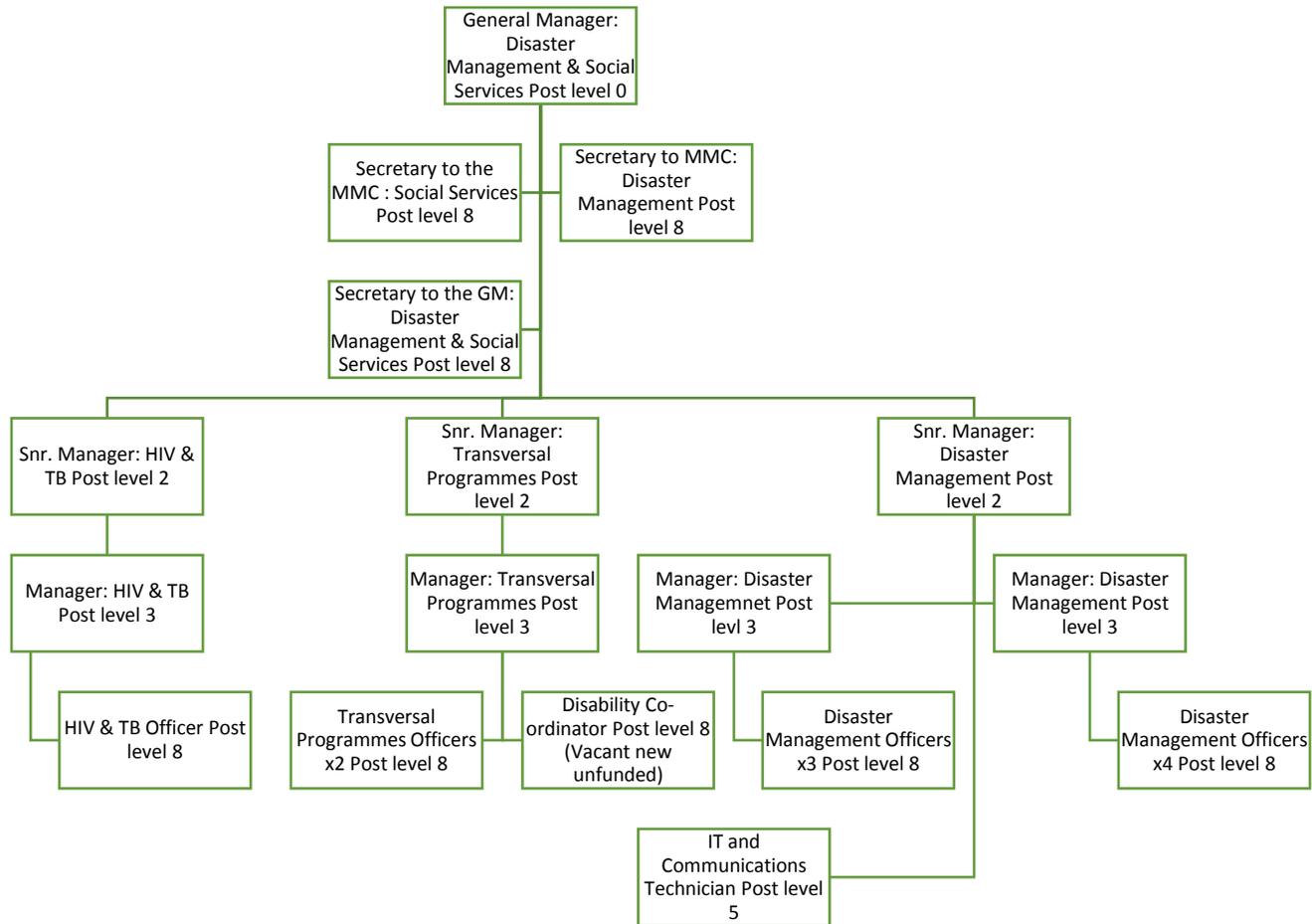
### 3.6 ORGANISATIONAL STRUCTURE

The Organizational Structure was adopted by council on the 30<sup>th</sup> of March 2017 under council resolution A31/2017.

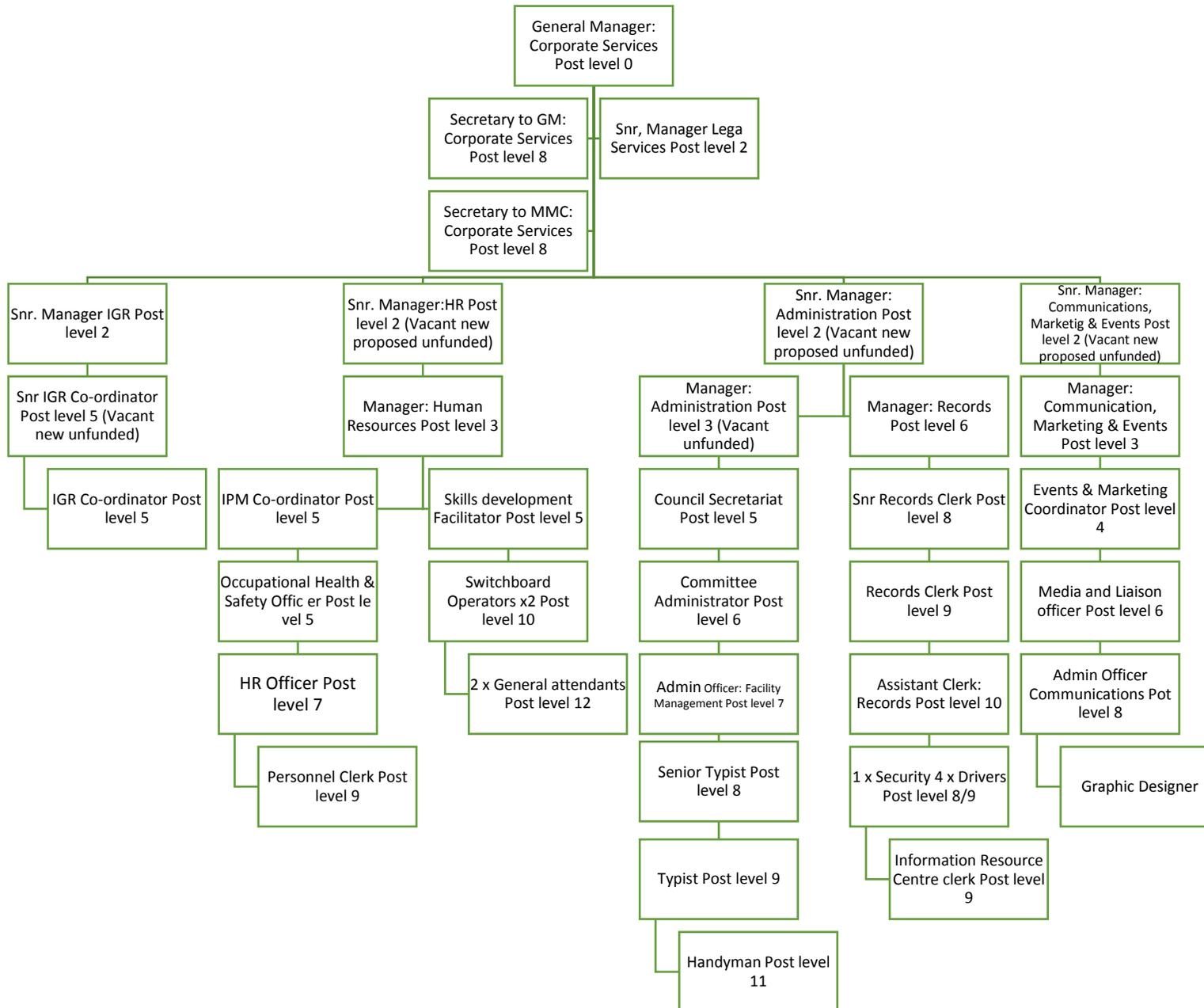
EHLANZENI DISTRICT MUNICIPALITY: ORGANISATIONAL STRUCTURE- FINANCE



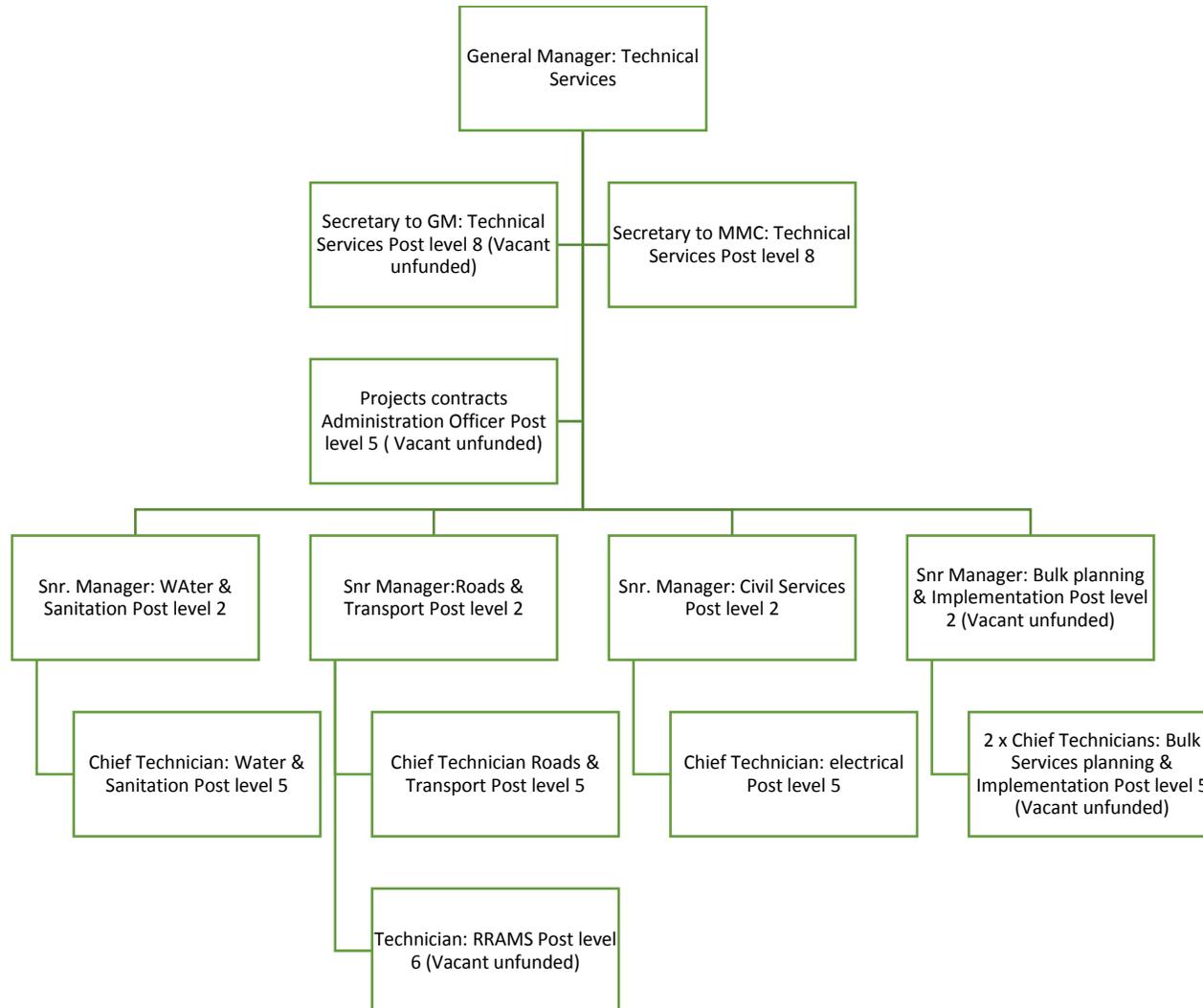
EHLANZENI DISTRICT MUNICIPALITY: ORGANISATIONAL STRUCTURE – DISASTER MANAGEMENT AND SOCIAL SERVICES



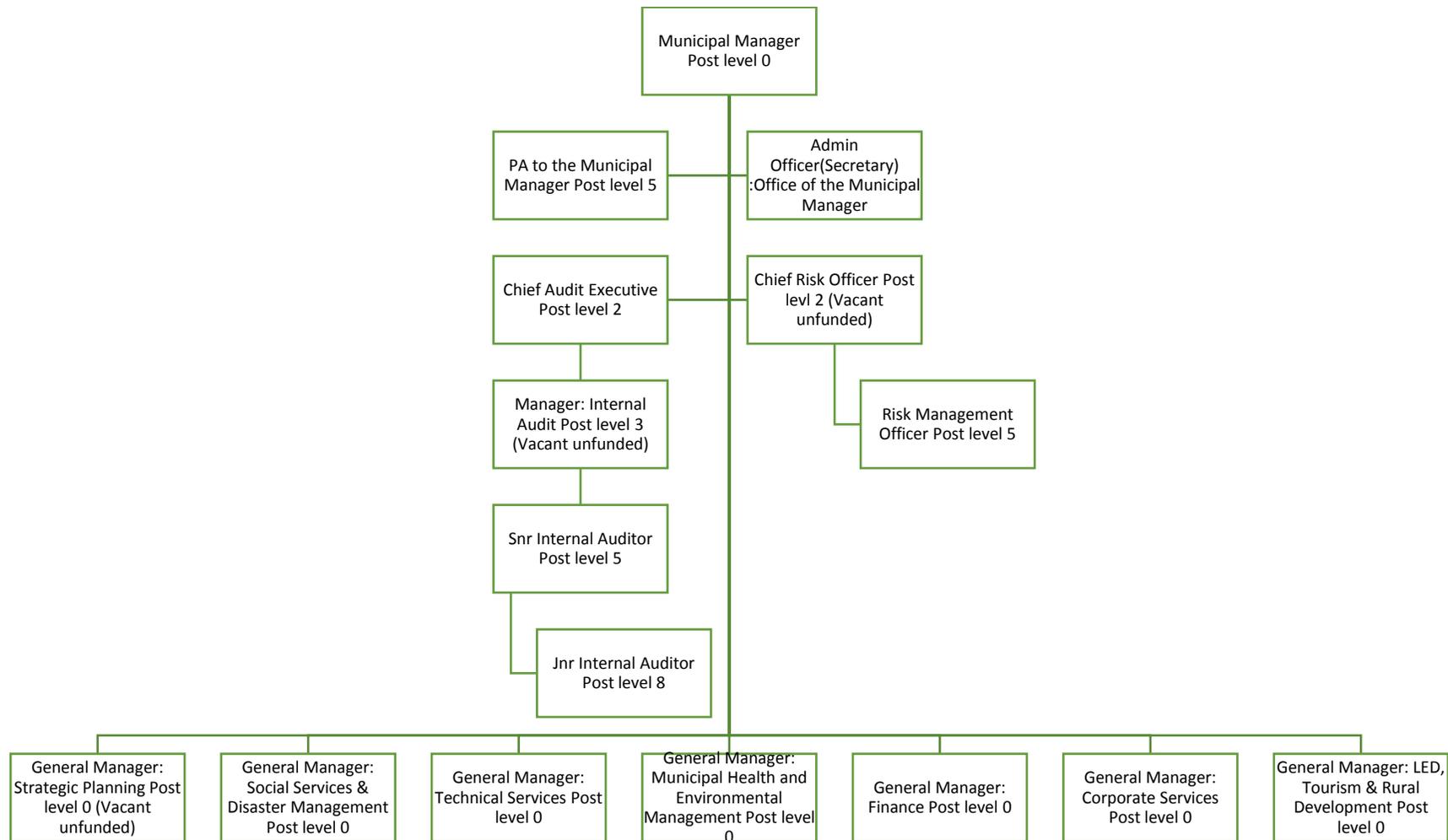
EHLANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE- CORPORATE SERVICES



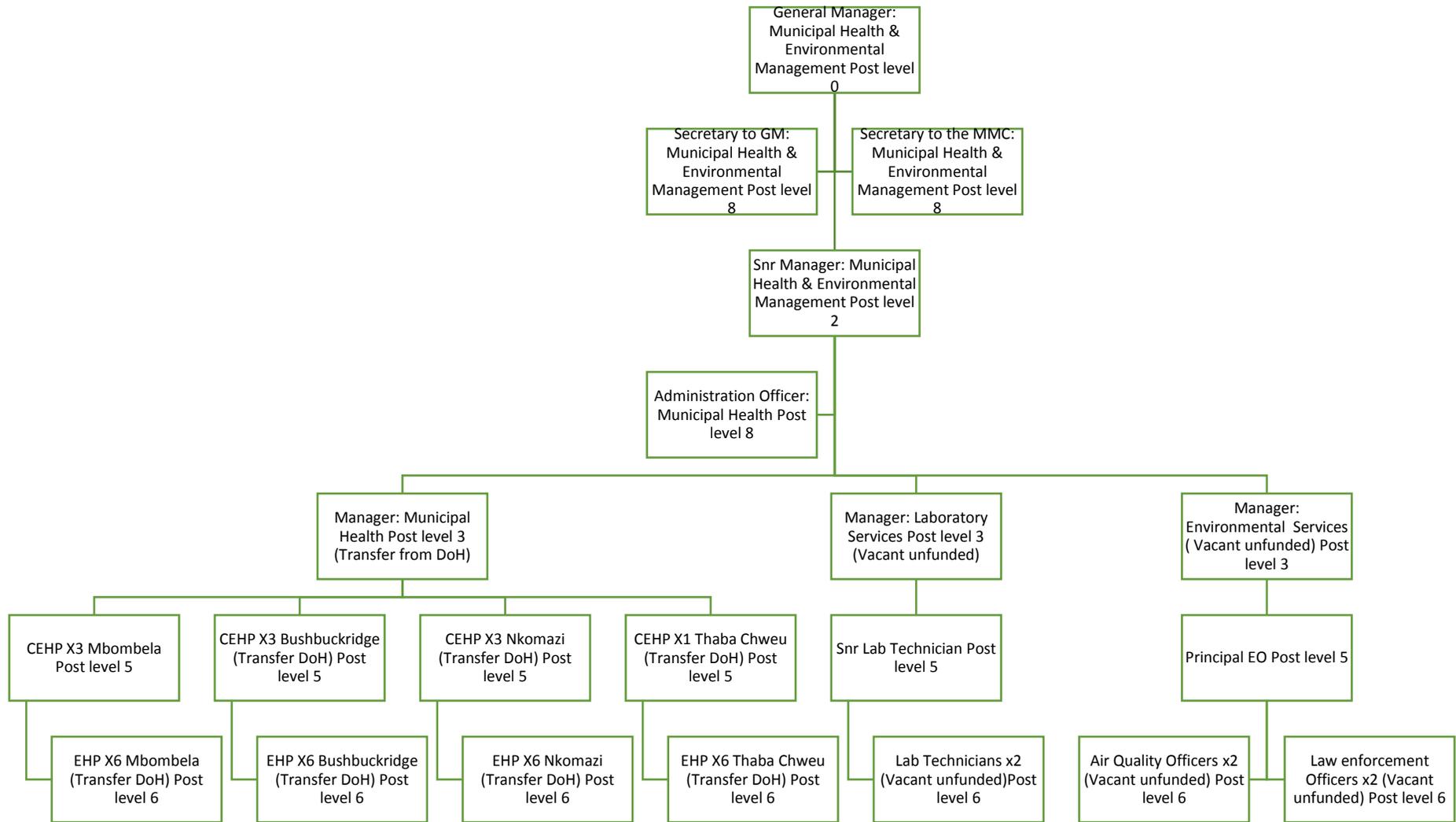
EHLANZENI DISTRICT MUNICIPALITY: ORGANISATIONAL STRUCTURE: TECHNICAL SERVICES



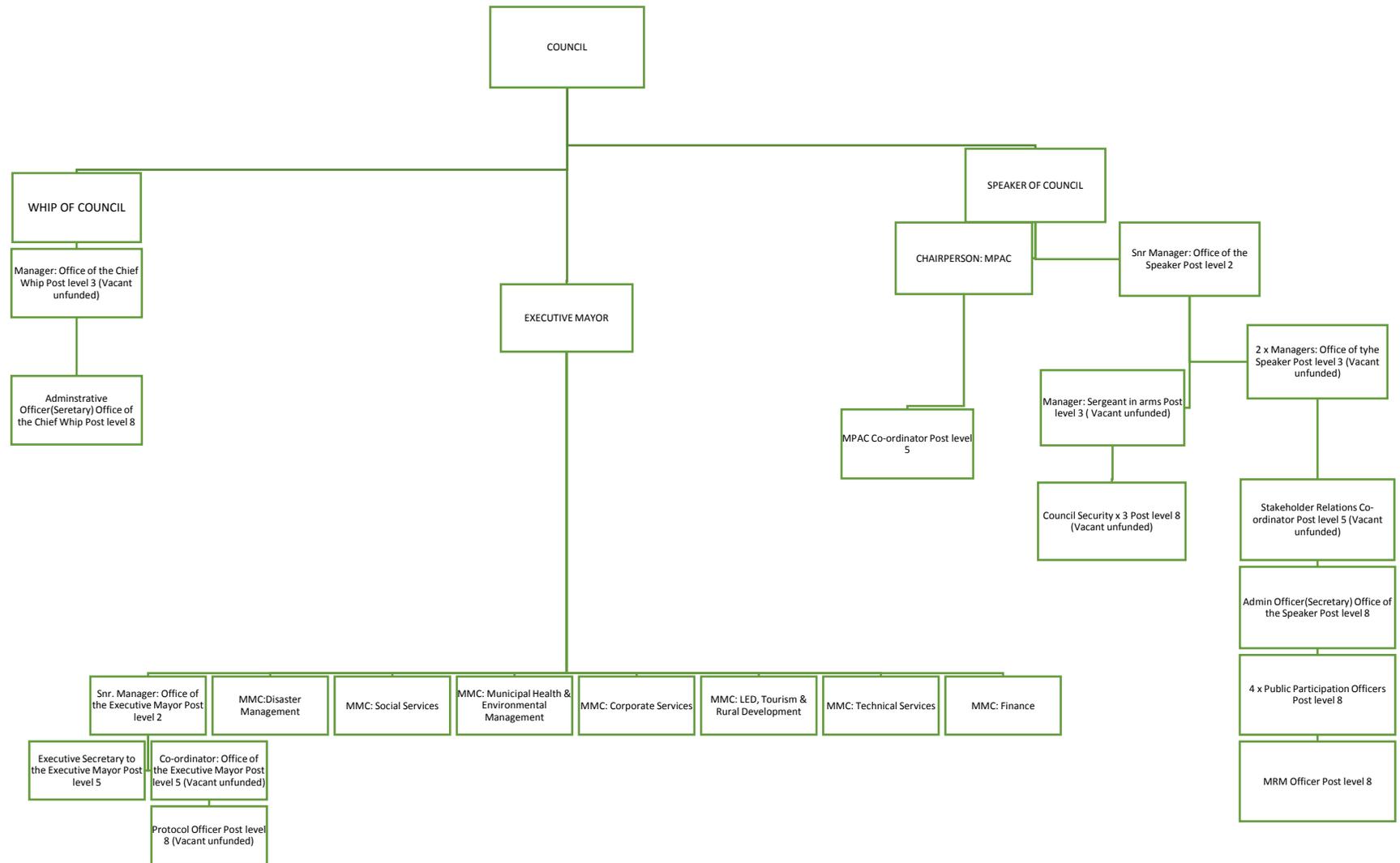
EHLANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE: MUNICIPAL MANAGEMENT STRUCTURE



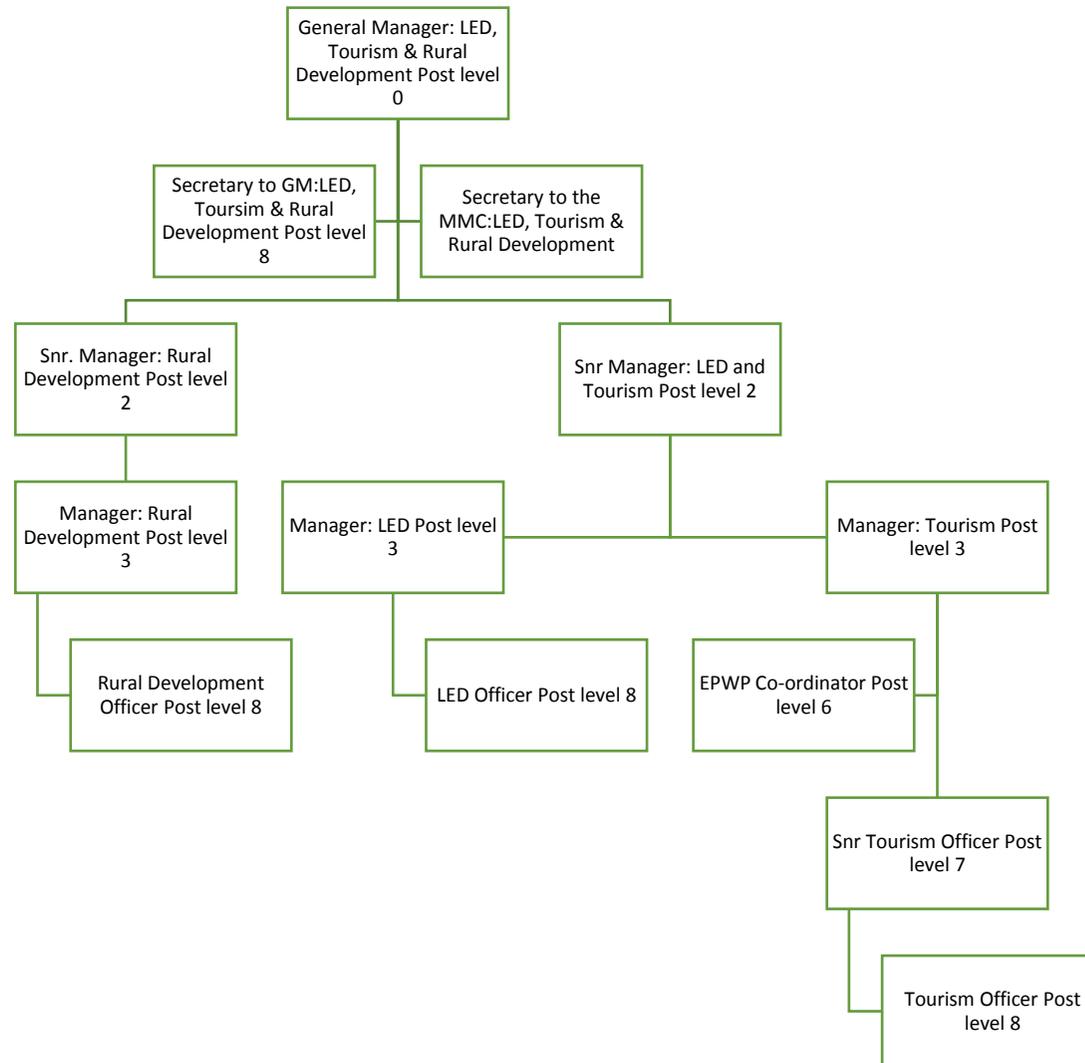
EZHANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE: MUNICIPAL HEALTH AND ENVIRONMENTAL MANAGEMENT



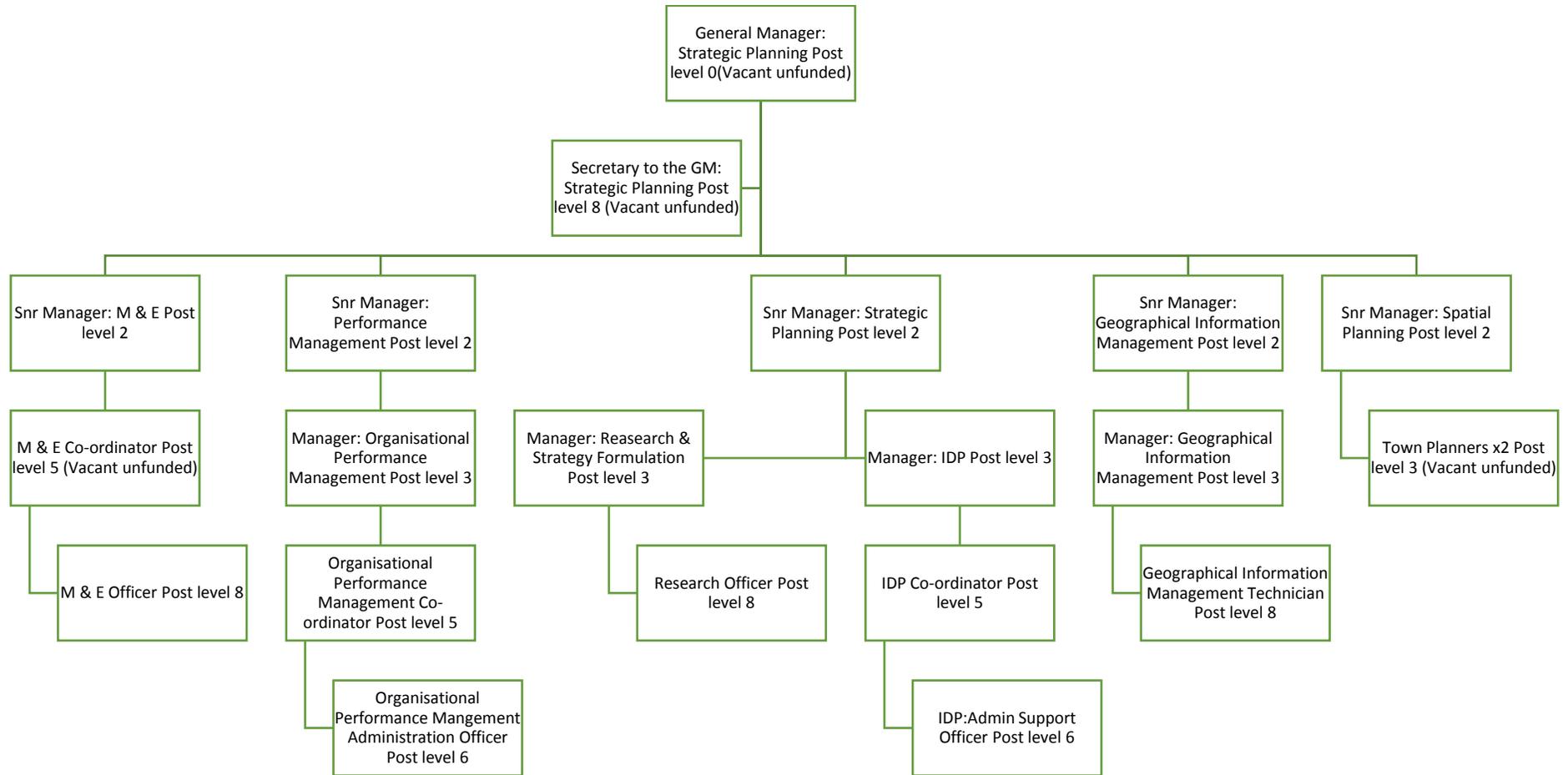
EHLANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE: PUBLIC OFFICE BEARERS



EHLANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE: LOCAL ECONOMIC DEVELOPMENT, TOURISM AND RURAL DEVELOPMENT



EHLANZENI DISTRICT MUNICIPALITY ORGANISATIONAL STRUCTURE: STRATEGIC PLANNING DEPARTMENT



## 4 CHAPTER 4

### STRATEGIC OBJECTIVES

#### 4.1 DISTRICT GOALS AND STRATEGIC OBJECTIVES

EDM derives its mandate and goals from Section 83 (3) of the Municipal Structures Act of 1998 which states that a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;
- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area

#### 4.2 STRATEGY MAP

An Organizational Scorecard was compiled for the Municipality, setting targets and identifying measures with regard to these strategic objectives and also identifying programmes for each one of these objectives. The organizational scorecard reflecting the performance in terms of each of these programmes is indicated during the strategy and project phases of the IDP, the district undertook a rigorous approach in prioritizing its strategic initiatives and projects in order to ensure that the budget was informed by these initiatives and projects.

EHLANZENI DISTRICT MUNICIPALITY DRAFT STRATEGY MAP: FY 2016/2017

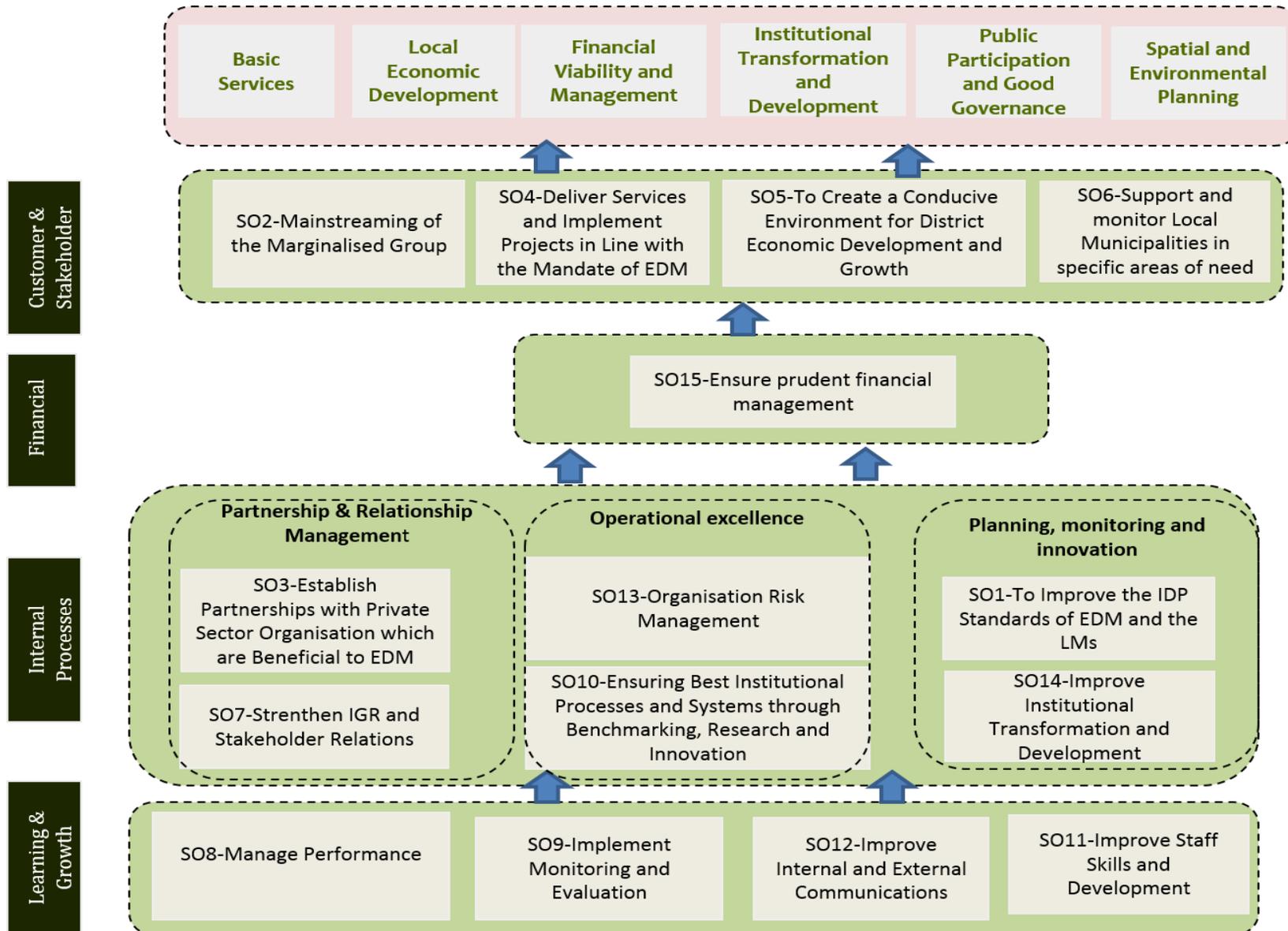


Table 10: Ehlanzeni District Municipality's Alignment

MANIFESTO	National Development Plan (Vision 2030)	MTSF Priorities of Government	EDM Strategy Map
1. The creation of decent work and sustainable livelihood	<ul style="list-style-type: none"> <li>• Creating jobs and livelihoods</li> <li>• Expanding Infrastructure</li> </ul>	<ol style="list-style-type: none"> <li>1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods</li> </ol>	<ul style="list-style-type: none"> <li>• Deliver Services and implement projects in line with the Mandate of EDM</li> <li>• Create a conducive environment for district economic development and growth</li> </ul>
2. Education	<ul style="list-style-type: none"> <li>• Improving education and training</li> </ul>	<ol style="list-style-type: none"> <li>2. Massive programmes to build economic and social infrastructure</li> <li>3. Strengthening the skills and human resource base</li> </ol>	<ul style="list-style-type: none"> <li>• Improve staff skills and development</li> </ul>
3. Health	<ul style="list-style-type: none"> <li>• Providing quality health care</li> </ul>	<ol style="list-style-type: none"> <li>4. Improve the health profile of society</li> </ol>	<ul style="list-style-type: none"> <li>• Render Municipal Health services, HIV/AIDS awareness programmes</li> </ul>



## 5 CHAPTER 5

### SUMMARY OF THE KEY PERFORMANCE AREAS

#### 5.1 SPATIAL ANALYSIS

-

##### 5.1.1 LOCATION OF EHLANZENI DISTRICT

32° 2' 76" to 30°06'25" East and

24° 2' 26" to 25°59'25" South

See MAP 1: PLANNING AREA

The total size of the Municipal Area is 2,366,353 ha. The sizes of the local municipalities are set out in

The part of the Kruger National Park in Ehlanzeni District makes up 36.8% of the total area whilst Thaba Chweu makes up 21.6%

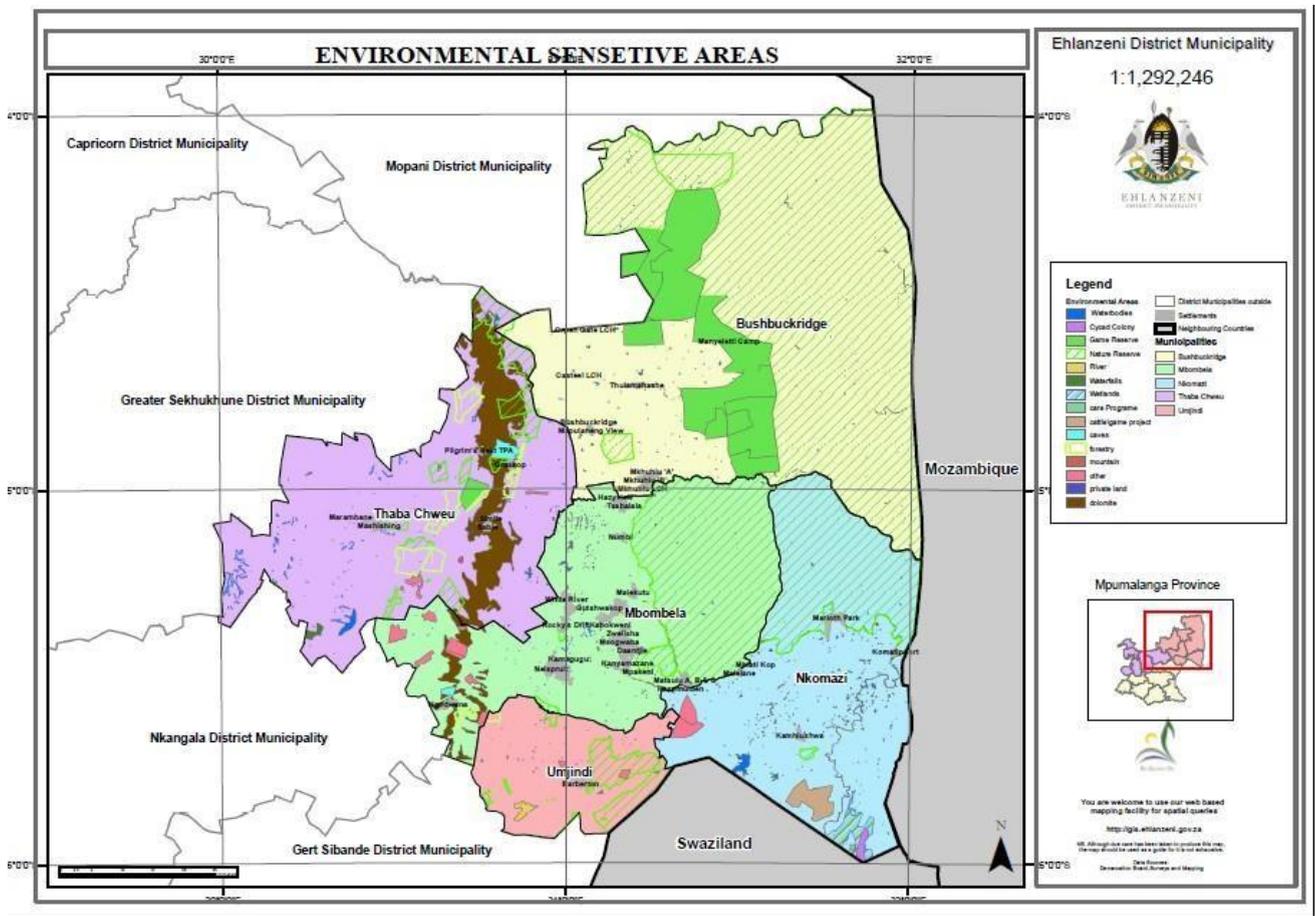
*Table 11: Ehlanzeni Municipality Areas of Local Municipalities*

MUNICIPALITY	Ha	%
Bushbuckridge Local Municipality	231,093	9.8
Mbombela Local Municipality	306,089	12.9
Thaba Chweu Local Municipality	511,696	21.6
Umjindi Local Municipality	156,952	6.6
Nkomazi Local Municipality	290,852	12.3
Total	2,366,353	100.0

*Source: EDM,SDF 2010*

5.1.2 PROTECTED AND SENSITIVE AREAS

Figure 9: Protected and Sensitive areas



Source: Ehlanzeni District Municipality; GIS

This map indicates areas within the district that are environmental sensitive. In Ehlanzeni, there are number of wetlands areas which if are not prioritized and preserved will be destroyed and that will lead to health hazards in the future as they are regarded as natural purifiers of water. In addition the map also indicates the dolomite bed rock underlying the Sabie area in Thaba Chweu. The importance is that land use patterns must be revisited in line with this observation and the municipality should prioritize the dolomite investigation studies.

### 5.1.3 CLIMATE

Ehlanzeni District's falls within the summer rainfall region with the rainy season normally lasting from October to March. The average mean annual precipitation for the Ehlanzeni area varies between approximately 750 and 860 mm with averages varying from approximately 450 to 550 mm on the eastern areas to 1500 mm at the Escarpment and higher lying areas (DWAF 2000).

*Table 12: Ehlanzeni District Climate zones*

Climate Zones	Ha	%
Alpine	88,253	3.7
Dry Subtropical	13,877	0.6
Dry Temperate	258	0.0
Dry Tropical	122,482	5.1
Humid Tropical	38,857	1.6
Moist Subtropical	787,634	32.6
Moist Temperate	33,272	1.4
Moist Tropical	462,951	19.2
KNP (Moist Tropical)	869,669	36.0
Ehlanzeni	2,417,252	100.0

The area is regarded as a moist subtropical/tropical region with more than 80% of the area in the District within these zones.

### 5.1.4 NATURAL ECOLOGY

South African environmentalists identify six biomes on land in South Africa. A biome can, in general terms be described as a broad ecological unit, representing a large natural area with a relatively uniform plant and animal life, closely determined by environmental conditions and especially, climate

The six biomes of South Africa are:

- Grassveld Biome
- Succulent Karoo Biome
- Forest Biome
- Savannah Biome; and
- Fynbos Biome

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Ehlanzeni District forms part of the Savanna Biome, which includes the KNP and areas to the West and South thereof as well as the Grassveld Biome that includes the higher lying areas. According to Acocks (1975), the largest portion of Ehlanzeni is categorized as Lowveld and Lowveld Sour Bushveld types.

*Table 13: Ehlanzeni District Veld Types*

<b>VEGETATION</b>	<b>AREA (HA)</b>	<b>%</b>
Arid Lowveld	38 253	2.6
Bankenveld	36 497	2.4
Lowveld	617 045	41.3
Lowveld Sour Bushveld	366 570	24.5
Mixed Bushveld	10 825	0.7
North-Eastern Mountain Sourveld	270 609	18.1
North-Eastern Sandy Highveld	105 818	7.1
Piet Retief Sourveld	4 190	0.3
Sourish Mixed Bushveld	32 163	2.2
Zululand thornveld	11 852	0.8
<b>Total</b>	<b>1 493 822</b>	<b>100.0</b>

*Source: Acocks Veld Type (1975) Dept of Agriculture, Conservation and Environment, Mpumalanga 2005*

### Topography

The Municipal Area is situated within the Lowveld escarpment with an average elevation of 1400 m above sea level and altitudes varying from 600 to 2100 m. The escarpment and related mountains provide an attractive variety to the landscape promoting scenic tourism. The Thaba Chweu area is also malaria free due to its altitude

The elevation of the landscape is illustrated in **MAP 2 of the SDF**.

*Table 14: Ehlanzeni District Elevation of the Municipal area*

<b>Rang (m)</b>	<b>Area (ha)</b>	<b>%</b>
601-700	2242	0.4
701-800	13458	2.2
801-900	29158	4.8
901-1000	29158	5.2
1001-1100	31401	6.7
1101-1200	40373	6.7
1201-1300	62802	10.4
1301-1400	74017	12.3
1401-1500	76360	12.7
1501-1600	65045	10.8
1601-1700	51588	8.5
1701-1800	51588	8.5
1801-1900	42616	7.1
1901-2000	20196	3.3
2001-2100	11215	1.9
2101-2200	2243	0.4

Source: Dept. of Agriculture, Conservation and Environment, Mpumalanga, 2005

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The table below indicates that the elevation of the area varies between 600 and 2200 m above sea level.

The larger part (63%) of the area is situated between 1201m and 1800m above sea level.

The Table below indicates the slopes within the Municipal Area. **SEE MAP 3 of SDF**

*Table 15: Ehlanzeni District Slopes*

<b>Slope</b>	<b>Area (ha)</b>	<b>%</b>
0-9%	2069397	85.9
9 -15%	264074	11.0
15 – 25%	73729	3.1
>25%	1958	0.1
	2409160	100.0

*Source: Dept. of Agriculture, Conservation and Environment, Mpumalanga, 2005*

The majority of the area is level to moderate (96.9%) and, thus, **potentially suitable** for urbanization and agriculture. Steep slopes occur in 3.2% of the area. The morphology of the Ehlanzeni district excluding The KNP, which is mostly plain and hills, consists of the land forms as set out

*Table 16: Ehlanzeni District Morphology*

<b>Landform</b>	<b>Area (ha)</b>	<b>%</b>
Plains and Hills	448426	30.01
Hills	39745	2.66
High Mountains	396980	26.57
Escarments	77337	5.18
Plains	48463	3.24
Low Mountains	483287	32.34
Total	1494240	100

Source: SDF 2010

Low and high mountains make up **59%** of the area and plains and hills **30%**. It is this 59% landforms that set the basis for scenic and natural tourism but it also severely restricts the areas suitable for human settlements and as a result it leads to a clash with the high potential agricultural land. A further aspect of the abundance of mountainous and hilly areas is that the cost of and the provision of infrastructure and civil services is much higher than in other parts of Mpumalanga. This should be used as a motivation for larger equitable shares than normal, to provide for the higher costs.

### Geology and Soils

No real problems associated with geology and soil types exist in the Ehlanzeni District, except for a part of Thaba Chweu, in the vicinity of Sabie; Graskop, Pilgrims' Rest and Blyde River Canyon, which is underlined with Dolomite, and are therefore not suitable for human settlements, except with special conditions and requirements from the Local Municipality, and also requiring special geotechnical

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investigations. This leads to the fact that these areas are not highly suitable for extended/expanding human settlements and urban growth in these areas should be restricted, and land uses should be aimed at tourism, forestry and mining purposes.

#### Agriculture Potential

Only 1.8% of the total area is classified as high potential. Only 1.8 % of area of the Ehlanzeni District is regarded as high potential agricultural soils and 38.9 % as Medium potential soils. Most of the intensive agriculture takes place on medium potential land. The low percentage of high potential soils makes the conservation of this resource very important.

Type	Area (ha)	%
High	41509	1.8
Medium	920154	38.9
Low	1121493	47.4
Very Low	282382	11.9
	<b>2365538</b>	<b>100.0</b>

The topsoil depth however plays a major role in determining the agricultural potential of land and the soil depths deeper than 750 mm within access of a water source need to be regarded as worthy of protection as a scarce resource. See **MAP 5 SDF**.

#### Water Resources

##### *Rivers and Dams*

Ehlanzeni District disposes of four river systems, the Olifants River, the Komati River, the Sabie River and Crocodile River, flowing from the Highveld Plateau over the Drakensberg Escarpment towards the Indian Ocean.

Together with the escarpment, the river systems form the backbone of the natural environmental system, providing the major water source needed for development and the scenic environment essential for tourism.

Major rivers in the area include the following (See **MAP 6**):

- Elands River
- Nels River
- Sabie River

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- Sand River
- Blyde River
- Steelpoort River
- Watervals River
- Timbavati River
- Crocodile River

Table 17: Ehlanzeni District Dams

DAM	RIVER	CAPACITY(M3)
Blyderivierspoort	Olifants	54.4
Inyaka	Marite	123.7
Driekoppies	Lomati	250.9
Da Gama	Crocodile/Komati	13.5
Klipkopjie	Crocodile/Komati	11.8
Witklip	Crocodile/Komati	12.3
Primkop	Crocodile/Komati	2.0
Longmere	Crocodile/Komati	4.2
Buffelspruit	Olifants	5.2
Ohrigstad	Olifants- Origstad Rivier	13.4
Vygeboom	Komati	77.8
Nlomazi	Crocodile/Komati	158.9

Total abstraction from rivers and dams are as set out in Table 7.1.2.8 in the SDF

Table 18: Nkomazi Surface water sources

NAME	Source Type	Permitted abstraction (M1/Year)	Prior	Current	Use
Crocodile	River	26.925	26.925	26.925	Domestic/Agricultural
Mlumati	River	Unknown	Unknown	15.38	Domestic/Agricultural
Nkomati	River	Unknown	Unknown	3.81	Domestic/Agricultural
Driekoppies	Dam	Unknown	Unknown	9.21	Domestic/Agricultural
Mbuzini	Dam	0.737	0.736	0.736	Domestic/Agricultural

Source: Ehlanzeni District Municipality WSDP

Dams on private land used for agricultural purposes have not been included in the above table. No indication of the future demand in surface water abstraction was given, although Nkomazi LM indicate that by reducing the water losses, the future demand on the existing surface water resources can be greatly reduced.

Mbombela LM as WSA abstract water from different water sources from more than one water management area as indicated in the table below. The water rights, permits and licenses from the Crocodile River as well as Sabie River that formed part of the transfer process that was concluded end 2005, still need to be re-issued and transferred to finalize the conditions of the transfer agreement. See 7.1.2.9

*Table 19: Mbombela surface water sources*

<b>Name</b>	<b>Source type</b>	<b>Current</b>	<b>Use</b>
Witklip Dam	DWAF MLM	750	750
Longmere Dam	WRVCB MLM	1250	1250
Crocodile River 1(Nelspruit)	River 1 Silulumanzi	10000	10000
Crocodile River 2(Rocky Drift)	River 2 Silulumanzi	5000	0
Crocodile River 3(Nelspruit Agricultural College)	River 3 Silulumanzi	92.25	92.25
Crocodile River 4(Nelspruit GolfCourse)	River 4 Silulumanzi	98.56	98.56
Crocodile River 5(Nsikazi South)	River 5 MLM	11200	18980
Crocodile River 6(Matsulu)	River 6 Silulumanzi	3464	380.68
Sabie River 1 (HazyView)	River 7 MLM - -		
Sabie River 2(Nsikazi North)	River 8 MLM -		3585
Elandshoek	Stream Elandshoek - -		
Ngodwana 1	NgodwanaDamSAPPI	14600	13870
Ngodwana 2	Elands River SAPPI	3372	1321
Emoyeni	River 9 MLM	309.40	239.68

Source: Ehlanzeni District Municipality WSDP

#### Umjindini

Water is supplied to Barberton and Umjindi from the Komati dam in the Suid-Kaap River. Low's Creek irrigation scheme is supplied from the Shiyalongubu dam in the Kaap River. The mines and farming communities make use of various tributaries of the Suid-Kaap River for supply. Total abstraction from rivers and dams are set out in TABLE7.1.2.10:

*Table 20: Umjindini surface water sources*

<b>Name</b>	<b>Source type</b>	<b>Permitted abstraction (Ml/year)</b>	<b>Prior</b>	<b>Current Use</b>
Komati Dam	Dam		6434	2900
Suidkaap	River		2679	500
Sheba siding	River		Unknown	53

Source: Ehlanzeni District Municipality WSDP

#### Thaba Chweu

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The Sterkspruit is the only surface water resource utilized for primary water supply to the Lydenburg area. Lydenburg is abstracting water from the Sterkspruit via the Lydenburg town dam. Graskop is abstracting water from a fountain.

The Pilgrims Rest Rural area basically has two water supply schemes, the Matibidi scheme and the Pilgrim's Rest scheme. Only two surface water resources are currently being utilized for primary water use in the Pilgrims Rest area.

One source is called the Moremela spring that feeds the Moremela stream. Water is withdrawn from the spring. The flow rate of the Moremela stream has been determined but the assured yield should be established. Detailed investigations are required to augment supply to the Matibidi scheme.

The Blyde River, which passes south east of Moremela, is not currently utilized as a bulk water source. The Treur River converges with the Blyde River at Bourke's Luck just east of Moremela. These are two surface water resources that could be considered for utilization in future when the groundwater sources in the Pilgrim's Rest area become depleted. These sources are however in ecological very sensitive areas and obtaining permission to use water from these two rivers will be very problematic.

Bushbuckridge

Total abstraction from rivers and dams are set out in Table 39

*Table 21: Bushbuckridge surface water sources*

<b>NAME</b>	<b>SOURCE TYPE</b>	<b>CURRENT USE</b>
Acornhoek	Dam	1413
Klein Sand	River	1095
Sand	River	1387

NAME	SOURCE TYPE	CURRENT USE
Casteel	Dam	219
Mutlumuvi	River	1945
Nhwarwele	Stream	3019
Sabie	River	11680
Mariti	River	1314
Maritsane	River	0
Injaka	Dam	3650

Source: Ehlanzeni District Municipality WSDP

### Southern Kruger National Park

Table 22: Southern Kruger National Park water sources

NAME	SOURCE TYPE	CURRENT USE
Olifants	River	292
Sabie	River	1143
Shingwedzi	River	77
Crocodile	River	223
Letaba	River	183

Source: Ehlanzeni District Municipality WSDP

### Nature Reserves

Nature Reserves within Ehlanzeni cover approximately 1 204 135.28 ha in extent is shown on Map 7 of SDF.

Nr	Local Municipality	Name	Type	Description	Size (Ha)
1.	Bushbuckridge	<b>Motlatse Canyon National Park</b>	National Park	Motlatse Canyon National	52367.91
2.	Bushbuckridge	<b>Motlatse Canyon National Park</b>	National Park	Park Stanley Bushkop	1363.14
3.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Provincial Nature Reserve	Manyeleti GR/NR ?	20520.7
4.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Mala Mala Game Reserve	17265.66
5.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Djuma Game Reserve	2871.59

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Nr	Local Municipality	Name	Type	Description	Size (Ha)
6.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	2092.01
7.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Sabie Sand Game Reserve	22090.31
8.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Singita Game Reserve	5147.29
9.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Singita Game Reserve	3539.24
10.	Bushbuckridge	<b>Sabie Sand Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	3730.22
11.	Bushbuckridge	<b>Andover Nature Reserve</b>	Private Nature Reserve	Andover Nature Reserve	3260.58
12.	KNP	<b>Sabi Sabi Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	1063.82
13.	KNP	<b>Sabi Sabi Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	838.12
14.	KNP	<b>Sabi Sabi Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	3768.89
15.	KNP	<b>Sabi Sabi Game Reserve</b>	Private Nature Reserve	Sabi Sabi Game Reserve	2041.98
16.	KNP	<b>Kruger National Park</b>	National Park	Kruger National Park	915052.5
17.	Mbombela	<b>Wonderkloof Nature Reserve</b>	DWAF Nature Reserve	Wonderkloof Natur Reserve	828.85

Nr	Local Municipality	Name	Type	Description	Size (Ha)
18.	Mbombela	<b>Starvation Creek Nature Reserve</b>	DWAF Nature Reserve	Starvation Creek NR	520.94
19.	Mbombela	<b>Methethomusha NR</b>	Community Nature Reserve	Methethomusha NR	7183.97
20.	Mbombela	<b>K'Shani Private Game Reserve</b>		K'Shani Private Game Reserve	2245.3
21.	Mbombela/ Umjindi	<b>Blouswaelvlakte</b>	Primary conservation area	Blouswaelvlakte	426.69
22.	Nkomazi	<b>Mahushe Shongwe NR</b>	Joint mngment/comm NR	Mahushe Shongwe NR	1139.73

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<b>Nr</b>	<b>Local Municipality</b>	<b>Name</b>	<b>Type</b>	<b>Description</b>	<b>Size (Ha)</b>
23.	Nkomazi	<b>Mawewe Cattle/Game Project</b>	Joint mng comm /MPB	MaweweCattle/Game Project	9190.24
24.	Nkomazi	<b>Dumaneni Reserve</b>		Dumaneni Reserve	2664.63
25.	Thaba Chweu	<b>Vertroosting Nature Reserve</b>	Provincial Nature Reserve	Vertroosting Nature Reserve	32.05
26.	Thaba Chweu	<b>Gustav Klingbiel Nature Reserve</b>	Municipal Nature Reserve	Gustav Klingbiel Municipal	2219.72
27.	Thaba Chweu	<b>Tweefontein</b>	Primary Conservation Area	NR Tweefontein	515.88
28.	Thaba Chweu	<b>Buffelskloof Private NR</b>	Private Nature Reserve	Buffelskloof Private NR	1457.38
29.	Thaba Chweu	<b>Sterkspruit Nature Reserve</b>	Provincial Nature Reserve	Sterkspruit Nature Reserve	2337.49
30.	Thaba Chweu	<b>Sterkspruit Nature Reserve</b>	Private Nature Reserve	Sterkspruit Private NR	825.27
31.	Thaba Chweu	<b>Mount Anderson Catchment NR</b>	Private Nature Reserve	Rivendell	1577.4
32.	Thaba Chweu	<b>Mount Anderson Catchment NR</b>	Private Nature Reserve	Nooitgedacht	1154.6
33.	Thaba Chweu	<b>Morgenzon</b>	Primary conservation area	Morgenzon	2215.67
34.	Thaba Chweu	<b>Morgenzon</b>	Primary conservation area	Morgenzon	1836.78
35.	Thaba Chweu	<b>Flora Nature Reserve</b>	DWAF Nature Reserve	Flora Nature Reserve	63.71
36.	Thaba Chweu	<b>Makobulaan Nature Reserve</b>	DWAF Nature Reserve	Makobulaan Nature Reserve	1082.51
37.	Thaba Chweu	<b>Hartebeesvlakte</b>	Primary Conservation Area	Hartebeesvlakte	157.06
38.	Thaba Chweu	<b>Mt Anderson Properties</b>	Conservation Area	Mount Anderson NR	1284.59
39.	Thaba Chweu	<b>Mount Anderson Catchm NR</b>	Private Nature Reserve	Finsbury 156JT	2355.46
40.	Thaba Chweu	<b>Hartebeesvlakte</b>	Primary Conservation Area	Hartebeesvlakte	1779.75
41.	Thaba Chweu	<b>Hartebeesvlakte</b>	Primary Conservation Area	Hartebeesvlakte	31.72

Nr	Local Municipality	Name	Type	Description	Size (Ha)
42.		Mount Anderson catchm NR		Highland Run	
43.		Mount Anderson CatchmNR		Troutkloof	
44.		Ohrigstad Dam NR	Provincial Nature Reserve	Ohrigstad Dam Nature Reserve	
45.		Mount Anderson Catchm NR	Private Nature Reserve	Mt Anderson Ranch	
46.		Songimvelo Nature Reserve	Provincial Nature Reserve	Songimvelo  Nature Reserve	
47.		Barberton Nature reserve	Municipal Nature Reserve	Barberton Municipal NR	
48.		Tinie Louw Nature Reserve	Provincial Nature Reserve	Tinie Louw Nature Reserve	
49.		Cythna Letty Nature Reserve	Provincial Nature Reserve	Cythna Letty Nature Reserve	
50.		Thorncroft Nature Reserve	Provincial Nature Reserve	Thorncroft Nature Reserve	
51.		Barberton Nature Reserve	Provincial Nature Reserve	Barberton Nature Reserve	
52.		Mountainlands Nature Reserve	Provincial Nature Reserve	Mountainl NR/Colombo	
53.		Queensriver	Primary Conservation Area	HS Queensriver	
54.		Nelshoogte Nature Reserve	DWAF Nature Reserve	Nelshoogte Nature Reserve	
55.		Nelsberg	Primary conservation area	Nelsberg	
56.		Dr Hamilton Nature Reserve	DWAF Nature Reserve	Dr Hamilton Nature Reserve	
57.		Songimvelo Nature Reserve	Provincial Nature Reserve	Songimvelo Nature Reserve	
58.		Ida Doyer Nature Reserve	Provincial Nature Reserve	Ida Doyer Nature Reserve	
59.		Nkomazi Wilderness		Nkomazi Wilderness	
60.		Songimvelo Nature Reserve	Provincial Nature Reserve	Songimvelo Nature Reserve	
61.					

Archeological resources

Archeological Resources within Ehlanzeni is shown on Map 8 of SDF and listed in table 42.

*Table 23: Ehlanzeni dsitric Arch*

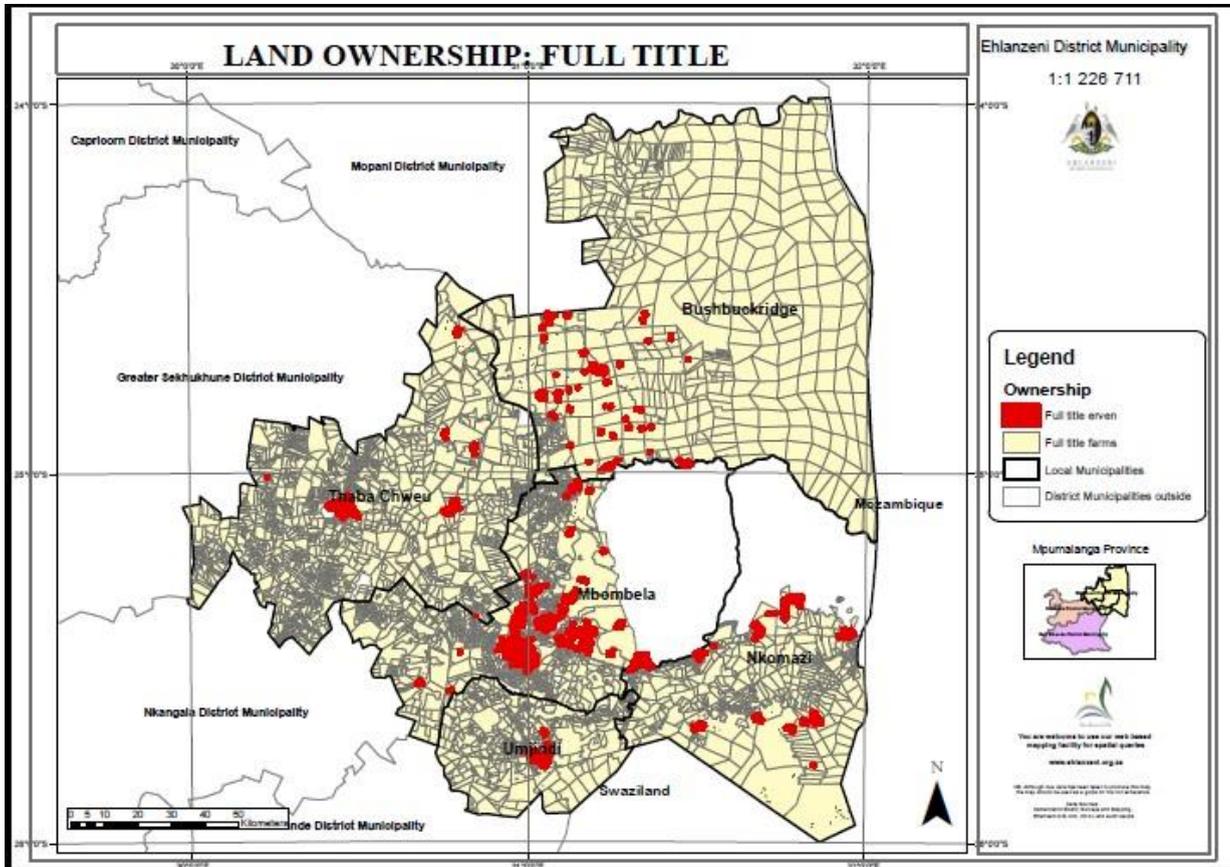
<b>NR</b>	<b>DESCRIPTION</b>
1.	Mulford Paintings Stone Age
2.	Belvedere Paintings
3.	Boesmanskloof Paintings Stone Age
4.	New Chum III Paintings Stone Age
5.	New Chum II Paintings Stone Age
6.	Ledophine Paintings Stone Age
7.	New Chum I Paintings Stone Age
8.	Clear Stream Pinnacle Stone Age
9.	Clear Stream Huts, I, II, Paintings Stone Age
10.	London Paintings Stone Age
11.	Watervalspruit Paintings Stone Age
12.	Koedoekop Litaku
13.	Ku - Lajajamba Litaku
14.	Mananga Litaku : Hillslope Litaku
15.	Mananga Litaku : Corbeled Structure
16.	Mananga Litaku : Foothill Litaku
17.	Kamatipoort Litaku
18.	Komati River Crossing Litaku
19.	Artefacts Stone Age
20.	Wilson's Kop Litaku
21.	Artefacts Stone Age
22.	Thornhill Early Stone Age
23.	Malelane Litaku
24.	Three Sisters Litaku
25.	Religious Litaku
26.	Chrystal Stream Litaku
27.	Daga Structure Mid/Late Stone Age
28.	Artefacts Stone Age
29.	Farm: Karino Late Stone Age

<b>NR</b>	<b>DESCRIPTION</b>
30.	Farm: Karino Late Stone Age
31.	Farm: Tipperary Late Stone Age
32.	Farm: Sunnyside Mid Stone Age
33.	Eureka City Mid Historic
34.	Jock's Tree Mid Historic
35.	Farm: Lowlands Stone Age
36.	Boustructure Historic
37.	Farm: Barberton Town Late Stone Age
38.	Browne Street 18 Historic
39.	Farm: Barberton Town Historic

*Source: EDM SDF 2009*

## 5.2 Spatial Context of the District

### 5.2.1 Land uses and Development



### 5.2.2 Land Use Patterns

The land use patterns of urban and rural areas are mostly influenced by a diverse set of factors, which include climate, topography, and resource base in the area such as minerals, soil types, water availability, and biodiversity (Daniel and Hopkinson, 1989). Forestry, agriculture and other activities such as tourism are the result of the moderate climatic conditions of Ehlanzeni. Ehlanzeni is a low rainfall area (mean annual rainfall is 350 to 700mm), characterized by flat terrain at low altitude as well as highly to moderately dissected mountains terrain, characterized by steep valleys and gorges that form part of the Escarpment.

Ehlanzeni District is also rich in terms of its biodiversity and mineral resources. Gold mines are operating at Barberton and Pilgrims Rest and chrome mines at Lydenburg. The future development of the Eastern Limb of the Bushveld Complex directly west of Lydenburg will also have an influence on the future land use patterns within the Thaba Chweu Local Municipality.

The Biodiversity within Ehlanzeni also plays a significant role in terms of boosting the tourism industry with

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the Kruger National Park as one of the major destinations for international and domestic tourism. Tourism, like agriculture, is among other land use patterns, which uses land extensively because of the availability of natural resources.

Table 24: Ehlanzeni District Land Use

<b>LANDUSE</b>	<b>% OF EHLANZENI</b>
Forest and woodland	39.11
Thicket bush	24.85
Grassland	12.02
Cultivated land	8
Commercial dryland cultivation	1.77
Semi-commercial/Subsistence	1.18
Permanent commercial dryland	0.4
Permanent commercial irrigation	0.6
Temporary commercial irrigated	1.77
Commercial irrigated sugar cane	1.52
Forests and plantations	11.39
Degraded natural vegetation	3.04
Mining, quarries and urban	1.21
Water bodies	0.14

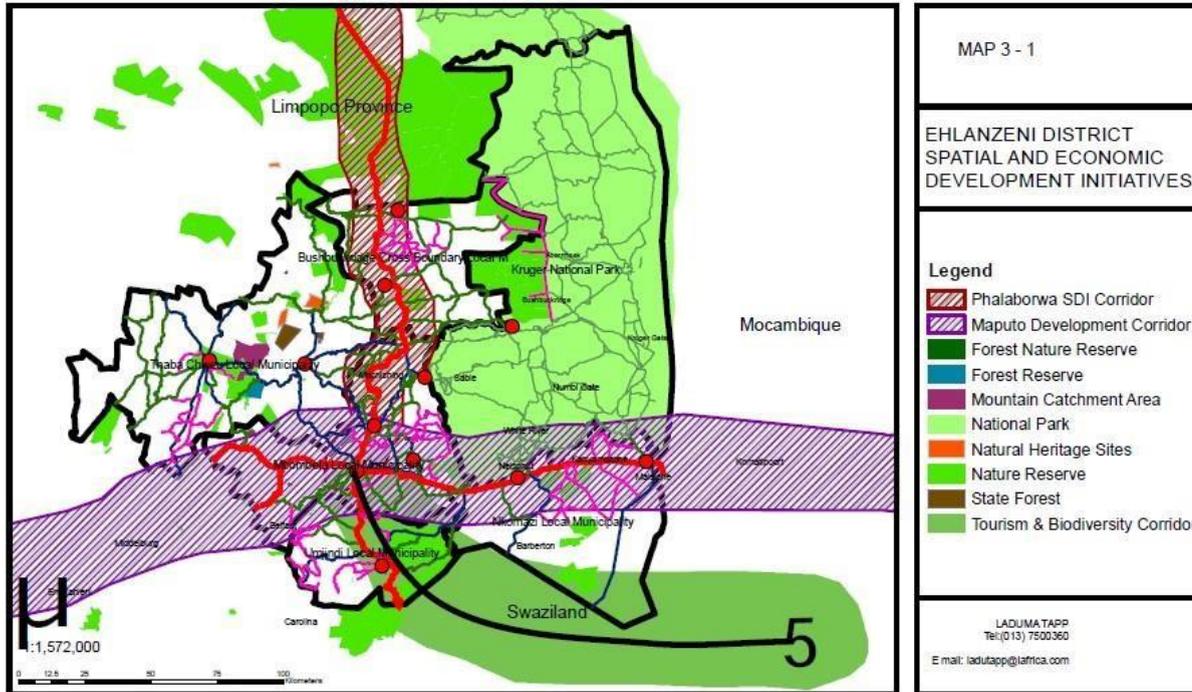
Source: National Land cover (Rural Development 2000)

### 5.2.3 Spatial Economic Development Initiatives

The location of Ehlanzeni presents a strategic position and a number of growth and development opportunities within an international, regional and Southern African context. The existing spatial development initiatives in the region are of critical importance to the district namely, the Maputo Development Corridor Spatial Initiative, the Tourism and Biodiversity Corridor and the Limpopo Trans- frontier Park.

### 5.2.4 The Maputo development Corridor

Figure 10: The Maputo Development Corridor



The Maputo Development Corridor provides Ehlalzenzi specifically Mbombela with the status of economic development node. The Corridor runs from Witbank in the Eastern South African Province of Mpumalanga, through Mbombela to Maputo the capital of Mozambique. Investment targets the provision of infrastructure, agriculture, mining, energy, chemicals, tourism and manufacturing sectors.

The key infrastructure projects are the N4 Maputo Corridor toll road, the upgrading of the railway line from Ressano Garcia to Maputo, the upgrading of the Maputo Port, the dredging of the harbor and telecommunications. The transport axis between Gauteng, the industrial heart of South Africa, and Maputo offers the shortest link to an export harbor

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### 5.2.5 THE MBOMBELA -PHALABORWA SDI

The main road link will run from Phalaborwa to Mbombela in the Mpumalanga province, where the SDI will join the Maputo Development Corridor. The corridor aims to create better access between the port of Maputo and the

mining potential around Phalaborwa in Limpopo Province. The following incentives also support the SDI:

- The Bushbuckridge Local Municipality has been declared as an **ISRDP** (Integrated Sustainable Rural Development Programme) Node, which prioritizes the area for special development incentives and funding for National Government
- The **Kruger to Canyons Biosphere**, which links the Blyde River Canyon with the Kruger National Park.

#### **5.2.6 THE LIMPOPO TRANS FRONTIER PARK**

The Kruger National Park is the largest game reserve in South Africa and covers some 20,000 square kilometers. It extends approximately 350 kilometers from north to south and approximately 60 kilometers from east to west. To the west and south of Kruger Park are the provinces of Mpumalanga and Limpopo. In the north is Zimbabwe, and to the east is Mozambique.

The Kruger National Park is now part of **the Great Limpopo Trans-frontier Park** (with a total area of 35 000 square kilometers). This peace park links Kruger Park with Gonarezhou National Park in Zimbabwe, and with the Limpopo National Park in Mozambique. Other areas of incorporation are Manjinji Pan Sanctuary and Malipati Safari Area in Zimbabwe, as well as **the area between Kruger and Gonarezhou**, the Sengwe communal land in Zimbabwe and the Makuleke region in South Africa. The Park is part of **the Kruger to Canyons Biosphere**, an area designated by the United Nations Education and Scientific Organization (UNESCO) as an International Man and Biosphere Reserve. **The Giryondo Border Post between** South Africa and Mozambique is provided north of the Ehlanzeni boundary with Limpopo.

#### **5.2.7 THE TOURISM AND BIODIVERSITY CORRIDOR**

The Tourism and Bio diversity corridor includes parts of south-eastern Mpumalanga, northern Swaziland and southern Mozambique, which are closely associated with the Maputo Corridor Spatial initiative. It adds a further dimension to the Maputo corridor in the sense that it promotes the utilization of the undeveloped tourism development potential in rural areas that house the poor communities.

It also coordinates and integrates with agricultural led developments forming part of the Komati River Basin Development programme. These initiatives span over international boundaries and are managed by international agreements. Although some of these initiatives are still in a very early stage of implementation it paves the way for regional as well as local development strategies and should be thoroughly taken into account in all levels of integrated development planning. Accessibility within the district and region needs to be enhanced to enable the optimal application of private and public investments.

The regional and international accessibility of Ehlanzeni provides it with the necessary thrust to become an active role player in the SADC and global economy. The challenge with regard to local spatial planning lies in the utilization and provision of social and engineering infrastructure in a manner, which will support the above initiatives and enhance the comparative advantages of Ehlanzeni within the region.

## 5.2.8 SPATIAL DEVELOPMENT PRIORITIES

The district developmental intentions as informed by the provincial and district spatial profiles and priorities. The development priorities hereunder support four crucial components that will underlie sustainable development in the district. Focus is therefore on the need for basic infrastructure and development for the poor, economic growth and development, environmental conservation and improving livelihoods as set out in the principles of the Mpumalanga Provincial Spatial Framework. These priorities guide decision making with regard to spatial development and arrangement of, within and between settlements, and investment and development spending in the Ehlanzeni District.

**Priority 1:** An integrated functional urban and rural system focusing on the development of a functional urban and rural system supporting the alleviation of poverty needs in eradicating the dysfunctional spatial system that was created during the pre-democratic period where areas of severe poverty, limited economic opportunities, limited land tenure options, limited social and engineering infrastructure were far removed from employment opportunities and economic growth.

Spatial integration of displaced settlements with areas of economic opportunity and potential within the Ehlanzeni District will focus on:

- Provisions on investment opportunities and accessibility to development corridors;
- Provision of housing within reasonable distance to enhance accessibility to economic and employment opportunities, and social facilities;
- Integration of the natural environment into urban areas;
- Provision of a range of social, economic and recreational opportunities in nodes or along development corridors;
- Promoting local economic development initiatives, attracting economic development existing impoverished.

**Priority 2: Focus investment on localities with greatest economic potential** Emphasizing on investment needs on those areas providing the best opportunities to better quality of living of all the residents in the Ehlanzeni District. Currently, the main areas with higher levels of economic potential are Nelspruit, White River, Hazyview, Malelane, Lydenburg, Barberton and Sabie. These areas having higher levels of economic potential attract greater intensity of investment in higher density development forms and provide a greater range and diversity of investment types and supporting services needed to accommodate a greater mix of income levels and activities. These neighborhoods should provide for different types of housing for different income groups; ownership of productive facilities for all the inhabitants in the neighborhood; and different choices for people at different life stages and with specific needs addressing the needs of a range of residents of the neighborhood.

**Priority 3: Development of areas with a high development need and low levels of economic and livelihoods potential** focusing on investment in those areas namely Bushbuckridge, Eastern Mbombela, Southern Nkomazi, Leroro, Matibidi and Moremela where there is a dire need to improve the quality of living through provision of commercial and infrastructure services, efficient engineering and social infrastructure development nodes that will act as a catalyst for restructuring and renewal of urban and rural areas.

**Priority 4: The development of sustainable settlements in rural areas** that is, all areas outside areas of higher concentration of people and activity with specific development and settlement needs focusing on the balance of resources on which development is based, and providing differentiated needs of settlement types i.e. agri-villages; mine towns (Lydenburg, Umjindi, Steelpoort and Orighstad); resort development; low density rural residential; eco estates and golf estates.

**Priority 5: The responsible use and management of the natural environment requires** by balancing the use of resources for infrastructure development and operation with the carrying capacity of ecosystems. In areas of high priority with high levels of economic and sustainable livelihood potential which need development, high environmental sensitivity overlap and more detailed planning at local scale will take place. The protection and preservation of not only the Kruger National Park as an international nature reserve but also the provision of managed buffer zones within the adjoining municipal areas form part of spatial development.

**Priority 6: Human Resources Development** by recognizing that spatial restructuring will not occur if development of the people does not happen. This will require the development of people through skills development programmes and access to knowledge of opportunities especially in areas of low economic and livelihood potential. The provision of training and education facilities within areas with a high development need and low levels of economic and livelihoods potential is thus a high priority.

**Priority 7: Land Reform** which includes land restitution, redistribution and tenure reform plays a major role in providing a sustainable socio-economic development of the disadvantaged communities. The severe lack of access to land for the poor can be addressed through implementation of appropriate policies for restitution and land availability in order to accommodate the need of poor for tenure and ownership. The Nsikazi, Nkomazi, Bushbuckridge, Leroro, Moremela, Matibidi areas need to be prioritized through the district and Department of Land Affairs strategy.

**Priority 8: Enhancing regional accessibility** in order to develop the full potential of all the development nodes within Ehlanzeni. The spatial structure will be provided with the aim of enhancing inter municipal and intra municipal accessibility.

## 5.2.9 LOCAL MUNICIPAL SPATIAL DEVELOPMENT

The four local municipalities of the district are at disparate levels of developing and reviewing their Spatial Development Frameworks the table below provides the status. It must however be mentioned that the District one is under review also to incorporate some parts which were still accounted for in Limpopo Province under the former Bohlabela District Municipality

Table 25: Spatial Development Framework Status

Municipality	Recent Update
Thaba Chweu	2015
Mbombela	2012
Umjindi	2014
Nkomazi	2014
Bushbuckridge	2012
Ehlanzeni	2010

The district SDF is a representative of its local municipalities, however all spatial development frameworks are to be reviewed to ensure alignment with the requirements of the Spatial Planning and Land Use Management Act of 2013,(Act 16 of 2013)

## 5.3 BASIC SERVICES

### 5.3.1 WATER

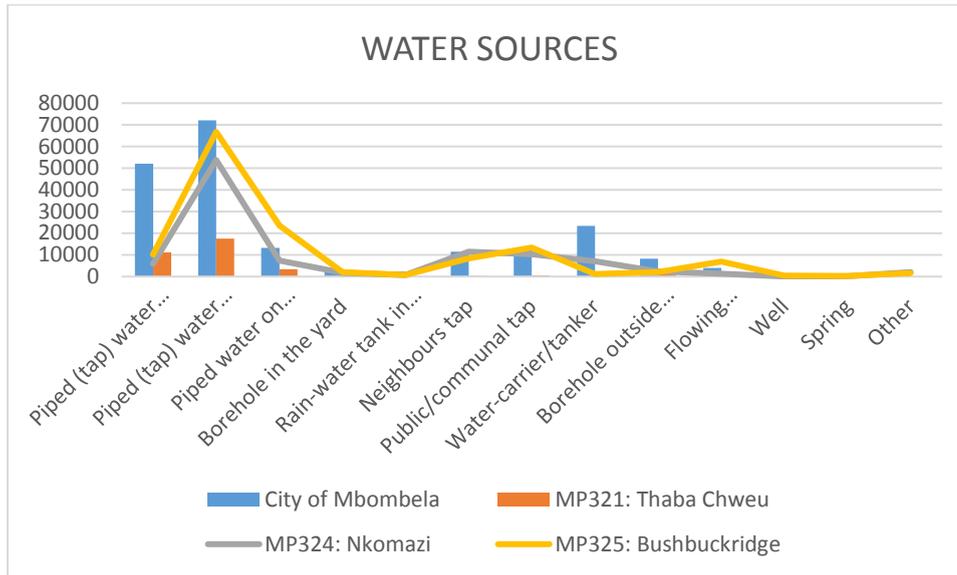
Table 26: No Access to piped Water

Local Municipal Area	Number of households without access 2011	Number of households without access 2016	Share of total households 2011	Share of total households 2016
Mbombela	35 723	41 012	22.1%	22.6%
Bushbuckridge	28 124	15 217	21.0%	11.1%
Nkomazi	18 042	15 290	18.8%	14.7%
Thaba Chweu	1 730	4 082	5.2%	9.2%
Umjindi	1 096	2 561	5.6%	10.8%

SOURCE: SERO REPORT (2016)

A large portion of Ehlanzeni District Municipality is dominated by rural areas and many people do not have full access to potable water. Lack of bulk and reticulation infrastructure in these areas aggravates the situation. Poor operation and maintenance by the relevant authorities is at the core of the poor situation.

Figure 11: Water Sources Status in Ehlanzeni



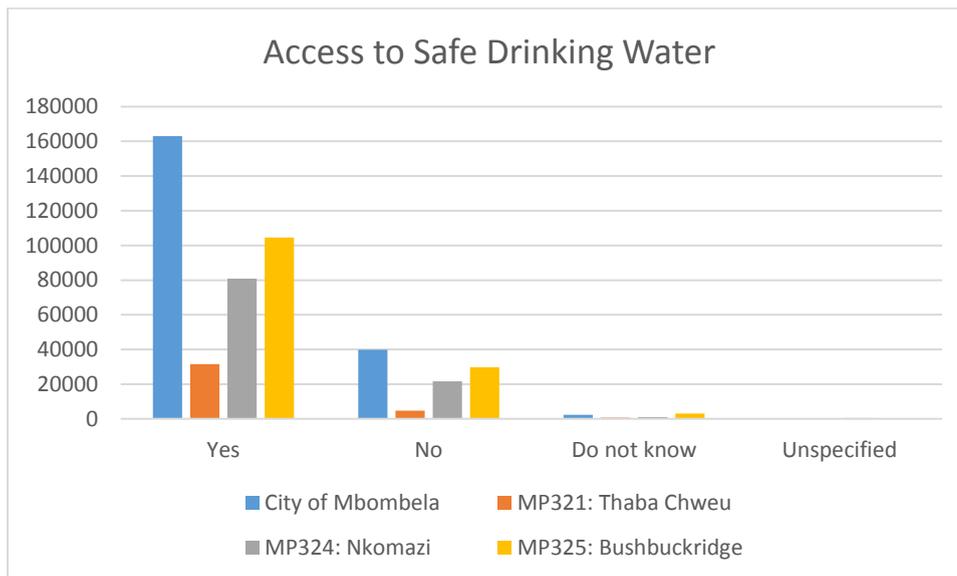
Source: StatsSA Community Survey 2016

The figure above indicates the water sources within the District in percentages.

Most households in the district have access to water although there are still some households that depend on Rivers and water tankers.

In terms of the Community survey 2016, the district municipality comprise of 1 754 931 population, out of the population of 1 658 033 have access to Most of the municipalities have been affected by service delivery protest especially water related. The District and its Local municipalities have budgeted for water and sanitation as the number one priority.

Figure 12: Access to safe Drinking Water

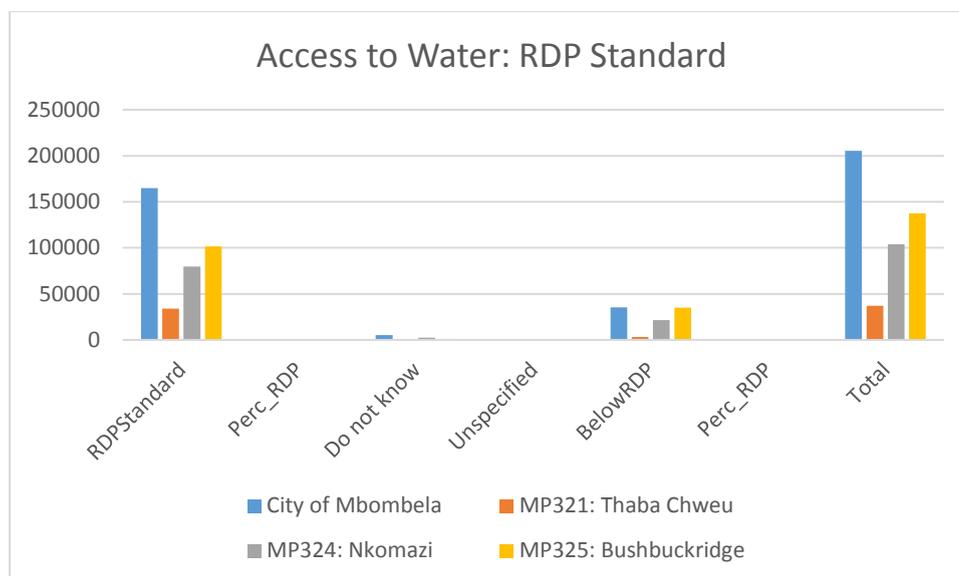


Source: Statssa Community Survey (2016)

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All other Municipalities except for the City of Mbombela must improve access to safe drinking water.

Figure 13: Access to Water: RDP Standard



Source: Satssa Community Survey (2016)

Table 27: Water Services (Blue Drop)

Local Municipal area		2012	2014	Trend
Ranked from best to worst				2012-2014
Bushbuckridge		31%	64.2%	Positive
Nkomazi		17%	51.5%	Positive
Thaba Chweu		19%	9.1%	Negative
City of Mbombela	Umjindi	76%	18.8%	Negative
	Mbombela	88%	88.9%	Positive

SOURCE: SERO REPORT 2016

The Blue-Drop status of 3 local municipalities namely Mbombela, Bushbuckridge and Nkomazi have a positive outlook, with Bushbuckridge and Nkomazi been the most improved local municipalities in comparison with the 2012 figures. Thaba Chweu and former Umjindi Local Municipalities still have negative outlook which has shown a decrease in 2016 compared to 2012. The Blue-Drop status of Thaba Chweu and City of Mbombela need to be prioritized and intervention measures be put in place to move it from a negative trajectory to an acceptable and positive outlook.

Table 28: Water Services (Green Drop Status)

Local Municipal area Ranked from best to worst		Green drop risk rating 2013	Green drop risk rating 2014	Trend 2013-2014
Bushbuckridge		75.7%	80.2%	Negative
Nkomazi		87.1%	78.8%	Positive
Thaba Chweu		39.8%	64.4%	Negative
City of Mbombela	Umjindi	72.7%	77.3%	Negative
	Mbombela	53.9%	58.0%	Negative

SOURCE: SERO REPORT (2016)

The only municipality in the district with a positive outlook is Nkomazi with an 8% improvement. All the other four local municipalities have a negative outlook meaning their status is continuing to deteriorate and immediate interventions are required to reverse the high risk percentages to optimal levels. Action intervention plans need to be developed to improve their green drop status.

Table 29: Current free basic water within the District

Municipality	Male	Free Basic Water	
		Households	%
Thaba Chweu	29,746	10,381	34.9
Mbombela	156,309	107,088	68.5
Umjindi	14,459	7,010	48.5
Nkomazi	85,000	1,200	1.4
Bushbuckridge	164,600	34,566	21.0
District Management Area	475	285	60
<b>Ehlanzeni</b>	<b>450,114</b>	<b>160,245</b>	<b>35.6</b>

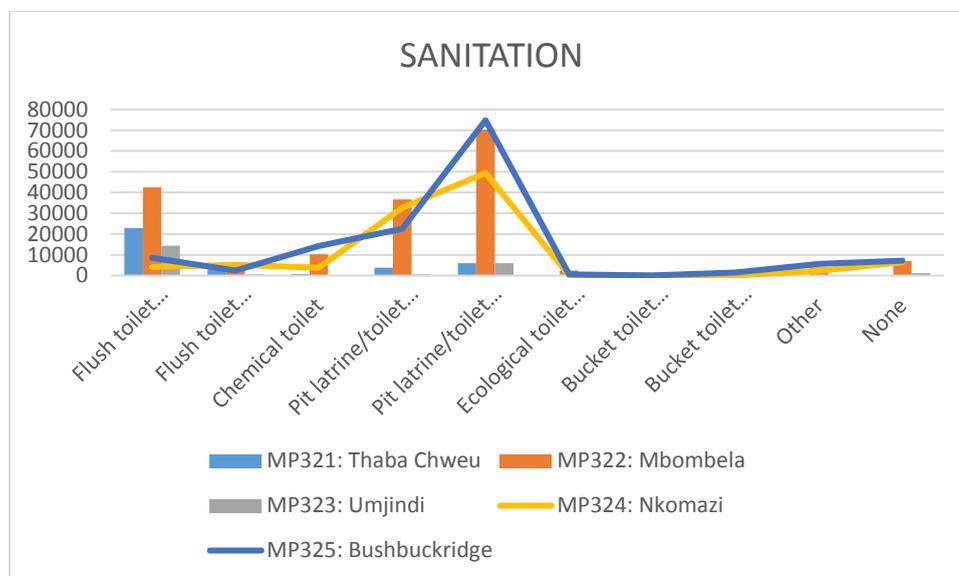
Source: Ehlanzeni blue print on water and Sanitation 2006

The District developed a water and sanitation Blueprint to guide project implementation on matters relating to water and sanitation. Funding for operations and maintenance is a critical challenge to the district and its Local Municipalities, as these aspects are not quantified in the Water Services Development Plan (WSDP). All the local municipalities in Ehlanzeni are water service authorities as published in Section 12 notice (2003). The Department of Water Affairs and Forestry (DWAF) is providing technical support to the district and local municipalities in the development/review of Water Services Development Plans.

The Department of Water and Sanitation is currently involved in a programme of converting all WSDP into an electronic format. This process will at the end provide a standard format for WSDPs and will subsequently provide all data per Water Service Authority depicting all aspects of water service provision. The Department of Water & Sanitation has also allocated a budget for compiling the Water Master plan for the district area.

### 5.3.2 SANITATION

Figure 14: Sanitation Status in Ehlanzeni



Source: STATSA Community Survey 2016

The figure above indicates that most households are still using below RDP standards. There is a need to expedite projects to address the backlog. The reason for the high backlogs is the fact that the focus of the district has been water first before addressing the high backlog of VIP toilets. In order to move from VIP to waterborne households, must have access to water.

Table 30: No Access to Sanitation

Local Municipal area		Number of households without toilets 2011	Number of households without toilets 2016	Share of total households 2011	Share of total households 2016
Bushbuckridge		16 966	7 178	12.6%	5.2%
Nkomazi		14 873	6 461	15.5%	6.2%
Thaba Chweu		980	326	2.9%	0.9%
City of	Umjindi	845	1 182	4.3%	5.0%
Mbombela	Mbombela	11 623	7 079	7.2%	3.9%

SOURCE: SERO REPORT (2016)

Former Umjindi Local municipality has highest percentage of households without toilets when comparing the 2011 and 2016 statistics. The other four municipalities are performing very well with less than 6.5% households without access to toilets, however they have drastically improved when comparing the 2011 statistics in relation to 2016. Targets for these municipalities could easily be achieved with continued monitoring.

### 5.3.3 ELECTRICITY

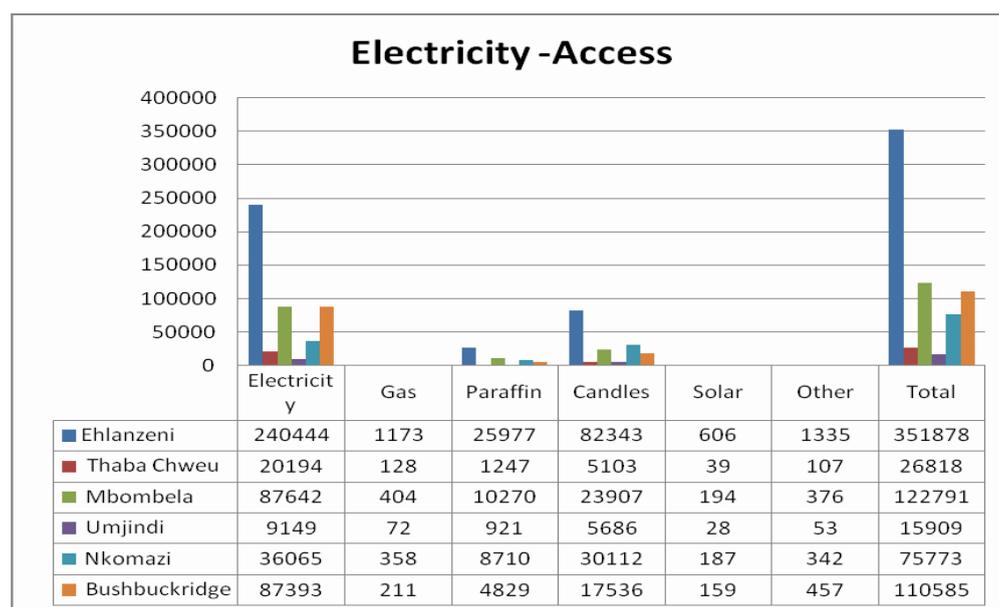
Table 31: No Electricity Connections

Local Municipal area		Number of households not connected 2011	Number of households not connected 2016	Share of total households 2011	Share of total households 2011
Bushbuckridge		7 783	2 921	5.8%	2.1%
Nkomazi		16 356	3 839	16.4%	3.7%
Thaba Chweu		5 103	3 535	15.3%	9.5%
City of Mbombela	Umjindi	3 602	2 583	21.2%	10.9%
	Mbombela	5 103	3 535	15.3%	9.5%

SOURCE: SERO REPORT (2016)

Performance in this area is excellent and to acceptable standards. The remaining households must be prioritized and monitored to ensure delivery, and plans be put in place to cater for new settlements.

Figure 15: Electricity Access

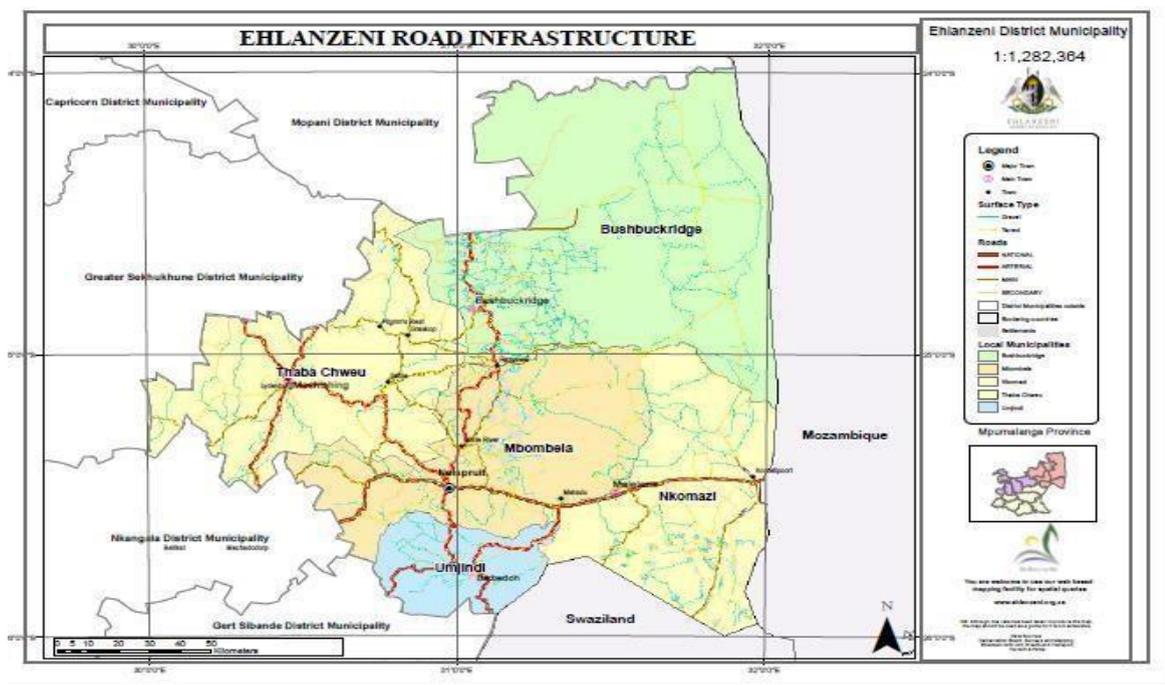


Source: Stassa Community Survey 2016

The figure above indicates that most of the Households are having access to electricity.

### 5.3.4 ROADS AND PUBLIC TRANSPORT

Figure 16: Ehlanzeni Roads Infrastructure



The road network within EDM, especially in rural areas are predominately of poor condition which are gravel and in most instances not surfaced. Most of the surfaced roads are not well maintained. Residential streets in rural areas are not defaced and make accessibility difficult during rainy seasons.

There are different types of transportation that operate within the district. Rail network transverses the entire district along the N4 Maputo corridor to Komatipoort and to the north along the R40 to Phalaborwa. The current railway system only serves for long distance and commercial purposes. Majority of commuters either use buses or taxis between their places of work and home or getting to any other destination.

The bus sector is more formalized and reliable in the entire district carrying more than 85% passengers on 500 routes, with 139 terminals and 338 buses for BUSCOR and 15 for Great North Transport. The taxi industry is formalized, regulated and reliable, accounting for less than 20% of the commuters with about 1200 registered vehicles, twenty taxi associations and a number of metered taxis which are not registered hence they operate without licenses.

Another type of transportation which operates within the district in the non-motorized transport; the bicycles, animal drawn-carts and wheel barrows. Much still need to be done in this sector of transportation infrastructure to provide cycle paths/lanes to ensure safety of cyclists.

It must be noted however that the district has surfaced number of roads for the different municipalities in pursuit

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of ensuring better infrastructure development for easy movement of communities and goods to various district nodal points. EDM strives to further assist municipalities with the designing of new roads, upgrades and refurbishments.

Within its jurisdiction, EDM has an international airport the KMIA and the Nelspruit public airport. The Malelane, Skukuza and Mhlahhala private airports also serve as other mode of transport links in the District. The district developed a Comprehensive Integrated Transport Plan (CITP) funded by the Provincial Department of Roads and Transport. Table 24, 34 and 25 below illustrate the length of roads in all the local municipal areas of jurisdiction and the length of all the provincial and national roads in the EDM area (*Source: EDM Current Public Transport Record 2007*)

Figure 17: the length of Local Municipality Roads in ehlanzeni District

Category	Thaba Chweu	Mbombela	Umjindi	Nkomazi	Bushbuckridge	Ehlanzeni
Tarred Public Commuter Transport Roads	43	189	21	28	145	426
Gravel Public Commuter Transport Roads	7	159	1	187	257	611
Tarred Access Roads	2	3	0	4	57	66
Gravel Access Roads	0	1	0	57	150	208
Tarred Main Streets	9	20	0	22	21	72
Gravel Main Streets	0	3	0	5	187	205
Tarred Streets	5	28	11	131	40	215
Gravel Streets	145	1,431	69	1,833	214	3,692
<b>TOTAL (in kilometres)</b>	<b>211</b>	<b>1,834</b>	<b>102</b>	<b>2,267</b>	<b>1,071</b>	<b>5,495</b>

Source: Local Municipalities Ehlanzeni District ( 2007)

The Municipality since 2012/13 to date is receiving the Rural Road Access Management system which is aimed at updating the road information for planning and implementation.

Figure 18: Length of Local Municipality Roads in Ehlanzeni

Category	Thaba Chweu	Mbombela	Umjindi	Nkomazi	Bushbuckridge	Ehlanzeni
National Tarred Roads	0	107	0	78	0	107
Provincial Tarred Roads	229	406	81	397	98	1211
Provincial Gravel Roads	0	37	129	377	160	703
District 'Bus Route' Tarred	42	85	24	38	24	213
District 'Bus Route' Gravel	33	56	18	187	421	715
<b>TOTAL (in kilometres)</b>	<b>304</b>	<b>691</b>	<b>252</b>	<b>1,077</b>	<b>703</b>	<b>3027</b>

A functional transportation system is a fundamental component in furthering economic development in an area. EDM established a Regional Transport Forum as part of a consultative process, in order to follow an integrated approach in the planning and development activities. The local municipalities and all other transport stakeholders participate in the forum. EDM continuously strives to bring together all stakeholders within the public transport sector within its jurisdiction to discuss and promote a special focus towards a safe, reliable and an affordable transport system within its jurisdiction.

A Comprehensive Integrated Transport Plan concluded in April 2008 followed the minimum requirements for the preparation of the Integrated Transport Plans as published by the Minister of Transport in a Government Gazette Notice during 2007. The policy framework of Ehlanzeni CITP was developed from the following: National Land Transport Transition Act, The White Paper on National Transport Policy, The Moving South Africa Initiative and the Mpumalanga Provincial Land Transport Framework. The study from the CITP depicts that modal choices should be explored and extended as far as possible. The presence of rail transport in particular should be expanded.

Priority for the provision of public transport services is to be given to community groups that require public transport most, specifically groups such as the elderly, scholars, people living with disabilities and rural community workers. It is essential to introduce a transport system that will offer passengers a choice of more than one mode of transport (A multi-modal transport system). Provision of capital for public transport infrastructure and roads should be prioritized.

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To promote an integrated approach and planning process in both the roads and transport industries within the district, EDM will during 2016/17 continue to:

- Coordinate the planning authorities for the implementation of the National Land Transport Act (NLTA),
- Co-ordinate capacity building workshops,
- facilitate with local municipalities for the establishment of transport units,
- Provide inputs into Local Municipalities' IDP's to ensure that public transport matters and projects are
- prioritized and implemented,
- Provide inputs to National and Provincial departments for the development of plans, policies, strategies, etc.
- Ensure efficient liaison structures (transport forum) in the district and local municipalities.

The District Roads Master Plan was concluded in May 2009 with the aim to assist in integrating and coordinating the planning and implementation process followed by the various parties involved in roads infrastructure, and to address the links between them. Public transport routes within the area of jurisdiction that had priority consisted of district roads, bus / taxi routes and major access roads. The process of identifying roads for assessment were done by means of highlighting the routes which provide access to schools, clinics, places of worship, cemeteries, police stations and places of public interest.

The roads hierarchy development was tested against various future development scenarios, based on information from the IDPs of the local municipalities in order to determine the most effective road hierarchy. In order to obtain an indication of the type of work and cost required to rehabilitate the existing roads infrastructure, fieldwork and visual assessments were carried out on selected routes and the existing roads were further classified in order to record their status.

A total of approximately 6245km of roads within the EDM's area of jurisdiction was assessed and information pertaining to their locality, road name, ownership, surface type and condition, road width, adequacy of storm water related structures and an upgrading/maintenance cost estimate was captured and compiled. On average, approximately 74% of the gravel roads and 30% of the surfaced roads in the various Local Municipalities require re-alignment and reconstruction, as well as maintenance and base failure corrections respectively.

The district participated in the updating of the Provincial Freight Data Bank. The purpose of the data bank is to cover all types of freight mode (road, rail and air) with foundations for and facilitate informed decision- making in the field of freight transport and infrastructure. The data bank will also assist in continuous planning through consultative forum with relevant stakeholders.

### 5.3.5 HOUSING

Table 32: Informal Dwellings

Local Municipal Area	Number of households in informal dwellings 2011	Number of households in informal dwellings 2016	Share of total households 2011	Share of total households 2016
Mbombela	7 816	12 077	4.8%	6.6%
Bushbuckridge	1 597	1 099	1.2%	0.8%
Nkomazi	2 797	6 684	2.9%	6.4%
Thaba Chweu	6 790	4 791	20.4%	12.9%
Umjindi	2 357	2 209	12.0%	9.3%

SOURCE: SERO REPORT (2016)

The demand for housing in rural areas is increasing. Home ownership is one of the most important issues in establishing stability in a community. The Mpumalanga Department of Human Settlement has been implementing housing projects in the municipal area. In terms of the provincial survey conducted in January to July 2006 there was a backlog of 113,000 houses in the province, and the district backlog was 95,000. A majority of people in the rural areas are living in traditional or informal type of houses. The mushrooming of informal settlements also contributes to the rise of housing shortage. The District has a challenge in developing human settlements in terms of the National Housing Strategy, which encourages housing people close to their places of employment.

EDM has co-ordinated all initiatives implemented during the past years to address the shortage of housing within the district. There is still a huge backlog on housing demands, which needs to be addressed during the next five years. The slow pace of delivery and poor quality of the housing constructions has a heavy impact on the shortage of houses in the District.

Table 33: Housing Backlog

LM Code	LM Name	Ward	Houses	Backlog%	Backlog
MP321	Thaba Chweu		28,256	47%	13,294
MP322	Mbombela		168,916	21%	35,952
MP323	Umjindi		18,769	45%	8,394
MP324	Nkomazi		78,254	31%	24,305
MP325	Bushbuckridge		164,047	38%	61,962
<b>Total</b>			<b>458,242</b>	<b>31%</b>	<b>143,907</b>

Way forward on addressing challenges of housing:

- The District Municipality should together with provincial Dept. of Human settlement develop and project implementation plan which will be rolled out timeously,
- Project steering committee must be formed for each and every programme, timelines and project mile stones must be discussed,
  - District must play an oversight role for purposes of monitoring and evaluation (M&E) and provision of Support where it is lacking,
- District municipality should even consider assisting LMs with donor funding from abroad to fast track some of the services.
- Delivery agreements and service level agreements must be signed concurrently and roles and Responsibilities must be clarified.
- Periodically reports must be submitted to councils of municipalities and also to the Office of the Premier for oversight.

Service delivery agreements and manifesto focus

- It becomes critical that the service delivery agreements which emanates from the 12 MTSF priorities are also taken into consideration to make sure that the agenda of the national government is achieved.
- It is of primary importance that projects must be customized such that jobs are generated and that these can be quantified,
- In the same vein identification of correct personnel and consultants is important as skills should be imparted and transferred. Small scale and mushrooming companies must be given an opportunity to grow in the process. Municipalities and private sector must begin to make sure that relevant incubation support is provided when needed in order to expand the economic base of the country.
- The manifesto also stresses the importance of taking into account the rural development through CRDP programmes as central to the development of the society. In areas where in this project will be explored (Ntunda and Bushbuckridge), it was earmarked that people shall be trained in various fields and those people shall be kept in the database of the DARDLA. According to the plan of NARYSEC, these people must appointed in government circles since they do have the training that is required acquired from FET and other accredited training colleges.

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- It will be critical that a municipality at the same time prioritizes their projects in a manner that will ensure that services are easily supported. The element of sustainability should not be overlooked.

The delivery of human settlements requires that municipalities and the department must revisit the land use schemes and look into how they can make sure that areas are ring fenced for housing development and how to scale down the land invasion saga which has entangled our shores. Whilst doing that, migration and social cohesion patterns may not be underrated as they may undermine the proper long term plan of sustainability.

#### **5.3.6 POSTS AND TELECOMMUNICATIONS**

A majority of households living in the municipal area have access to basic communication infrastructure such as postal and telecommunication services. In terms of the Mpumalanga Spatial Development Perspective, 91% of the population have access to telecommunication system. One of the goals for 2010 in relation to Mbombela hosting the FIFA 2010 World Cup is to provide public viewing areas in the rural areas for the poorer communities to view the soccer tournament and the challenge is to provide these public viewing areas with adequate network coverage. Currently the District and its Local Municipalities are in a process to identify suitable sites for these public viewing areas.

#### **5.3.7 CEMETRIES**

In in-depth study regarding cemeteries in the area of Jurisdiction of Ehlanzeni District Municipality was conducted in 2003. Out of this study, Ehlanzeni District Municipality has identified a number of sites in three Local Municipalities out of the four namely Thaba Chweu, Nkomazi and Mbombela. These sites were financed and access roads were upgraded. The objective was to provide enough space up to the year 2020. It seems the provisions made for the year 2020 was not enough due to a higher than expected death rate. This serves to indicate that the existing in-depth study must be urgently reviewed and updated to include Bushbuckridge Local Municipality as well.

### **5.4 INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE**

#### **5.4.1 Institutional Systems**

Institutional Systems are the value chain activities which enable the delivery of the intended service or product. The District Municipality has a number of internal Systems of value chain activities which has a direct bearing on the performance in the delivery of services to the stakeholders of the Municipality.

Municipalities have a duty in terms of S152 (1) (a) to provide a democratic and accountable government for local communities. The hallmark of a democratic and accountable government is good governance

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characterised by political and administrative stability; functional governance and oversight committees; effective anti-corruption measures and functional Intergovernmental relations forums amongst others.

This section will therefore look at a number of internal systems as well as governance structures of the Municipality.

#### **5.4.2 PERFORMANCE MANAGEMENT**

The Performance Management System is a key mechanism through which organizational and individual performance is measured to enhance attainment of the objectives of the Municipality. The Organizational Performance Management System is integrated with the strategic planning process, linking the planned IDP priorities and objectives to key performance indicators and targets contained in the Service Delivery and Budget Implementation Plan (to be referred to as “the SDBIP”).

Performance review is done in terms on planned activities and set targets on a quarterly basis. The Audit Committee plays an oversight role in ensuring that performance reports reflect a true representation of service delivery by the District Municipality.

Accountability for the implementation of the planned targets is ensured through the signing of performance agreements with detailed performance plans. The Municipal Manager and General Managers’ performance plans are informed by the SDBIP. The Individual Performance Management System aligns the duties of the other staff members to the job descriptions as well the strategic initiatives of the institution.

The District Municipality has successfully implemented both the organizational and individual Systems, whilst only one of the Local Municipalities in the District, Bushbuckridge Local Municipality, implemented both Systems. As for Thaba Chweu Local Municipality, City of Mbombela Local Municipality and Nkomazi Local Municipality, the Organizational System has been implemented, but the Individual Performance Management System has not yet been implemented.

#### **5.4.3 MONITORING AND EVALUATION**

EDM re-established the Monitoring and Evaluation unit in 2014/15 fy. The objective of the unit is to link evaluation to planning and budgeting processes. It aims to improve the quality of evaluation undertaken and ensures that evaluation findings are utilized to improve service delivery, planning and allocation of resources.

The District Monitoring & Evaluation unit together with performance management unit seeks to provide management with information that is directly relevant and collected using scientific methods that conform to national standards. The information collected through monitoring and evaluation of the work done in the District can provide a scientific basis for decision –making and improve performance.

The District M&E unit further seeks to address the use of evaluation to promote improved impact of the district programmes , at the same time increase transparency , accountability, relevance, effectiveness, efficiency and sustainability.

#### **5.4.4 AUDIT COMMITTEE**

To ensure good governance and compliance to Section 166 of the Municipal Finance Management Act No. 56 of 2003, EDM has established an Audit Committee which was subsequently appointed by Council. EDM maintained this good practice since the MFMA was enforced in 2003/04 financial year.

The current Audit Committee which comprises of five independent members was appointed by a Council, Resolution number A156/2016 and these members of which one is appointed as the Chairperson, forms an independent advisory body that operates within a Council approved Audit Committee Charter, the charter guides the manner in which the Committee operates in order to effectively provide advice to the municipal council, the political office bearers, the accounting officer and the management staff of the municipality on matters relating to:-

- (i) internal financial control and internal audits;
- (ii) risk management;
- (iii) accounting policies;
- (iv) the adequacy, reliability and accuracy of financial reporting and information;
- (v) performance management;
- (vi) effective governance;
- (vii) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;
- (viii) performance evaluation; and
- (ix) any other issues referred to it by the municipality.

The Audit Committee should meet as often as required but not less than four times a year to perform its functions, which among others includes the review of the financial statements to provide the Council of the municipality with authoritative and credible view of the municipality's financial position as well as to respond to the council on any issues raised by the Auditor General in the audit report.

Through liaison with the Internal Audit Unit or external auditors, the committee should carry out such investigations as may be required into the financial affairs of the municipality. As contemplated in regulation 14(2)(c) of the Local Government: Municipal Planning and Performance Management Regulations of 2001, the EDM's Audit Committee serves as a Performance Audit Committee which on a continuous basis must review the Performance Information (performance measures) of the Municipality and in doing so, the committee should focus on economy, efficiency and effectiveness and impact in terms of the performance indicators and targets.

In order to ensure that the required independence and objectivity of the Internal Audit Unit of the Municipality is at all times strengthened and maintained, the Internal Audit Unit functionally report on all its activities to the

Audit Committee and administratively to the Accounting Officer of the Municipality. The Audit Committee must on an annual basis review and approve the Internal Audit Charter, Methodology, Risk-based audit plan and the three year internal audit program.

In order to effectively perform its oversight role on the governance issues of the Municipality the Audit Committee must review the reports submitted to it by the Internal Audit Unit and quarterly prepare a report with its recommendations to Council, the report will among others reflect on the implementation of the internal audit plan on matters relating to–

- (i) internal audits;
- (ii) internal controls;
- (iii) accounting procedures and practices;
- (iv) risk and risk management;
- (v) performance management;
- (vi) loss control; and
- (vii) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.

#### **5.4.5 INFORMATION TECHNOLOGY**

Information technology is creating an enabling environment within which internal and external communication takes place. Furthermore, the Municipality requires IT for a number of Systems which are required for purposes of planning, management, monitoring and reporting, such as the Financial Management System, Payroll, the Geographic Information System and the Performance Management System,

To control vulnerabilities in terms of security of the IT Systems, the Municipality has adopted 26 IT policies which forms the Municipal Corporate Governance IT Framework.

An IT Strategic Plan was developed to ensure efficient IT Systems in terms of hardware and software. The operational plan for the next five years is reflected in the table below:

<b>Problem Statement</b>	<b>Objective</b>	<b>Outcome Indicator (Measure)</b>	<b>Outcome</b>	<b>5 Year Target</b>	<b>Project/Phase</b>
Aging IT infrastructure	Ensure that the District municipality has IT infrastructure suitable to support its systems	Technology refresh with updated systems.	Optimal functioning IT systems	Accessible IT systems with minimal downtime.	Network switches upgrade, server upgrade and network security enhancement.
Outdated IT Systems	Ensure that the District municipality is running updated IT systems.	IT operating on current IT systems.	IT Servers running current operating systems	Upgrade of server operating systems and security consideration.	Operating system upgrade to current version

A Business Continuity plan and Disaster Recovery plan provide assurance against possible failure of control.

The IT Section needs to have the capacity to implement these policies and strategies, both in terms of the number of staff members and the necessary skills. The IT function provides the Municipality with the maintenance of the Municipality's payroll and monthly payment of salaries, the provision and maintenance of the Municipality's internet and communications infrastructure and services, the provision and maintenance of the Municipality's internal telephony network and services and end-user support through and IT service desk.

#### **5.4.6 GOVERNANCE STRUCTURES**

The legislative functions of Council includes the approval of policies which governs the systems of Municipality, the Integrated Development Plan and the budget, which will provide resources to ensure the implementation of such. Council considers reports received from the Executive Mayor, debate such in multi-party Portfolio Committees and executes on oversight role.

##### **SPEAKER OF COUNCIL**

The Speaker of Council plays a coordination and management role with regard to the Section 79 Committees or Portfolio Committees. Other responsibilities of the Speaker, as per the legislative framework, includes the presiding over meetings of Council, ensuring at a minimum the quarterly meeting of Council and maintaining of order during such meetings. The Speaker also ensures compliance with the Code of Conduct for Councillors.

##### **CHIEF WHIP OF COUNCIL**

The role of the Chief Whip is pivotal in the overall system of governance in terms of sustaining cohesion within the governing party. The role of the Chief Whip includes the maintaining of sound relations with various political parties in Council, ensuring the proper representation of all political parties in the various committees, attending to disputes and building consensus between political parties.

##### **EXECUTIVE MAYORAL COMMITTEE**

The Executive Mayoral Committee is made up of the Executive Mayor and the Mayoral Committee, who are also Chairpersons of the Portfolio Committees. The Mayoral Committee ensures service delivery and strengthens the administration of the Municipality.

##### **PORTFOLIO COMMITTEES**

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery of services, as planned per the Service Delivery and Budget Implementation Plan. The functions include the review, monitoring and evaluation of departmental policies, monitoring of the implementation of departmental plans (as per the SDBIP) and reviewing performance reports on projects or programmes implemented.

The Table underneath contains a list of the existing Portfolio Committees:

<b>PORTFOLIO COMMITTEE</b>
LED, Tourism and Rural Development
Disaster Management
Corporate Services
Finance and Supply Chain Management
Technical Services
Social Services and Transversal Programmes
Municipal Health and Environmental Management

Apart from the Section 79 Committees, a number of Section 80 Committees have been established. These include the Municipal Public Accounts Committee, the Risk Management and Fraud Prevention Committee, chaired by an external Chairperson, and the Audit Committee.

## Intergovernmental relations

The Constitution of South Africa, 1996, provides the basis for intergovernmental relations between the three spheres of government; national, provincial and local. The principles of co-operative government and intergovernmental relations, as found in Section 41 of the Constitution, needs to be observed and adhered to by the three spheres in order to foster cooperative governance. This is to be done through the discourse of intergovernmental relations.

The Intergovernmental Framework Act, 2005, requires that all spheres of government effectively coordinate, communicate, align and integrate service delivery to ensure access to services. The spheres of government need to cooperate in order to coordinate the implementation of policy and legislation. This will ensure coherent government, the effective provision of services, monitoring of the implementation of policy and legislation and the realisation of national priorities.

The Municipality has adopted a coordinated process of intergovernmental relations, which is governed by the IGR Strategy of the Municipality.

### 5.4.7 FRAUD PREVENTION POLICY AND RESPONSE PLAN

The Fraud Prevention Policy is intended to reinforce existing systems, policies, procedures, rules and regulations of EDM by preventing, detecting and reducing the impact of fraud. EDM fosters a zero tolerance to fraud. The policy statement states that all fraud will be investigated and followed up by the application of all remedial actions available within the full extent of the law as well as the application of appropriate prevention and detection controls which include financial and other controls. The Fraud Prevention Policy and Response Plan was approved and adopted by Council on 3 December 2008 Council Resolution No A231/2008.

#### **5.4.8 RISK MANAGEMENT**

In terms of section 62 (1)(c)(i) “the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure- that the municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control;”.

The role of the service departments are to identify, review and manage their risks on an ongoing basis, making risk management an integral or natural part of the organizational processes and procedures. Risk management should be embedded in the organization, it becomes an intrinsic part of business planning and decision making - there is no direction taken without looking at potential risks. The objective of risk management is to assist management in making more informed decisions which:

- provide a level of assurance that current significant risks are effectively managed;
- improve operational performance by assisting and improving decision making and planning;
- promote a more innovative, less risk averse culture in which the taking of calculated risks in pursuit of opportunities, to benefit the municipality is encouraged; and
- provide a sound basis for integrated risk management and internal control as components of good corporate governance.

#### **Status of Risk Management within the Ehlanzeni District Municipality**

The district comprises of four Local Municipalities, namely: City of Mbombela, Thaba Chweu, Nkomazi and Bushbuckridge Local Municipality and have these municipalities have

- established functional risk management units;
- approved risk management enabling documents
  1. Risk Management strategy,
  2. Risk Management Policy,
  3. Risk Management and Fraud Prevention Committee Charter,
  4. Fraud Prevention Strategy,
  5. Fraud Prevention policy,
  6. Whistle Blowing Policy
  7. Risk Management Implementation plan,
  8. Risk Appetite Framework,
  9. RFPC Key Performance Indicators,
  10. Compliance Calendar,
  11. Risk Assessment Report and register;
- functional risk management and fraud prevention committees;
- all members have been appointed by the accounting officers;

The following are the challenges experienced within the various Risk Management Units;

- Poor attendance by members during committees;
- Insufficient capacity within risk management units;
- Late Approval of Risk Management Frameworks;
- Inadequate implementation of risk management strategies by the Risk Owners

The following are the Interventions made

- Members are reported to the accounting officers for non-compliance;
- Through the district and Provincial Risk management Forum support is provided to ensure adherence to timeframes;
- District developed a standard template with activities per quarter for the reporting of progress;
- shared service for the independent chairperson for City of Mbombela, Thaba Chweu LM;

Ehlanzeni District Municipality has embarked on a strategic risk assessment process. A review of the municipal risks and associated potential risks was undertaken during the 2016/17 financial year. All risks were identified; their associated controls and risk mitigation plans were reviewed in preparation for the new financial year. The objective of these reviews is to ensure sustainability and continuous improvement in the management of risks and that appropriate and timely action is taken in response to the inevitable changes in the external and internal organizational environments.

The following strategic risks were identified for the Municipality:

- 1) Possibility of delivering inferior quality projects and services;
- 2) Impact of dreadful diseases on service delivery;
- 3) Lack of off-site storage for all records;
- 4) Failure to identify Fraud, misappropriation and theft;
- 5) Non-conducive environment to render support to LMs;
- 6) Failure to promote the image of the Municipality;
- 7) Ineffective governance structures( MPAC, AC, RFPC, Cluster, Forums);
- 8) Untimely termination of Partnerships;
- 9) Unstructured training programmes;
- 10) Non-adherence to OPMS/IMPS processes;
- 11) Non implementation of recommendations of benchmarking report;
- 12) Ineffective coordination of district economic growth programmes;
- 13) Failure to mainstream;
- 14) Inability to implement recommendations of the Monitoring and Evaluation; and
- 15) Non adherence to the IDP Framework and process plan.

Ehlanzeni District Municipality operates with limited resources which require much discipline and dedication in order to maximize the value from the resources at our disposal. Value is maximized when set clear objectives are set, appropriate strategies are developed, the intrinsic risks associated with such objectives and strategies are being understood and direct effort and resources are being put towards managing the risks on cost-benefit principles. Risk management is an important mechanism for ensuring that things happen as they should. In reality, the process of managing risks is inseparable from that of managing for success – it is one and the same. Seen in this context it is therefore not surprising that risk management is considered to be a central part of Government's performance improvement initiatives.

Risk management is not a once off or periodic event. It is a continuous journey during which the Ehlanzeni District Municipality will continuously sharpen its response to the risks it faces by interrogating the completeness and accuracy of the risk register and the assumptions used to determine the priority of risks. Ehlanzeni District Municipality believes that its risk management process and system design are in line with internationally recognized best practices and provide for all internal and external forms of organizational risks. A key consideration in designing the process and system was to ensure that these become an integral part of management, with line managers taking full responsibility for managing all the risk that can affect their operations.

#### **5.4.9 INCORPORATION OF TRADITIONAL LEADERS**

EDM held its first Traditional Leadership Summit on 3-4 June 2008. The objective of the summit was to get communities especially tribal authorities closer to government programmes so that they become partners and agents of service delivery in the district. The theme of the summit was dubbed as "Renewing our pledge, a district partnership, to build a better life for all". One of the key resolutions of the summit was that traditional leaders, chairpersons of development committees and councillors should take lead and work together in delivering services to rural communities in the district.

To address there need to strengthen the structures in the district and involvement of traditional leadership as key stakeholders on matters of development especially in rural communities that live on tribal land. The District and the House of Traditional Leaders have elected 10 Traditional Leaders to sit/serve in the District Council meetings .The district continued to conduct training and capacity building programme for traditional leaders which included local economic development, Planning, project management and leadership conflict management.

EDM is the first district in Mpumalanga to incorporate Traditional Leaders in its council seating [10 seats are reserved for Amakhosi]. By so doing partnership will be forged and also to encourage the participation of Amakhosi on matters of local government pertaining their areas and communities.

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Ehlanzeni District Municipality has gazette traditional leaders. Out of 30 only 14 are participating at a district council. Other programmes that are running in the district municipality include the following:

- Immimemo
- Interface with traditional leaders
- Training and workshops of traditional leaders

There is a need for improved engagement with traditional leaders in order to win their support towards services delivery. The District envisages that at some stage before the end of the term of office, will convene a summit to address partnerships with the traditional leadership in the district.

#### **5.4.10 COMMUNICATION, MARKETING AND EVENTS**

EDM's Communication unit is responsible for communicating the work of government to the people of Ehlanzeni, Mpumalanga Province, South Africa guided by the government communications and Information Systems (GCIS) communication Framework which is meant to support the political heads for the rest of the mandate period beginning from the 2016 to 2019. This is informed by the decision of the June 2014 National Cabinet Lekgotla, the State of the Nation address, State of the Province address and the Mid-Term Strategic Framework (MTSF) 2014-2019.

The unit provides communication support to 4 local municipalities under I.T (The City of Mbombela, Nkomazi, Thaba Chweu and Bushbuckridge) to ensure alignment with both District and Local Municipalities.

The objectives set out by the unit and also indicated in the Communication Strategy are as follows:

- Fulfill constitutional and legal mandate and obligation of deepening democracy;
- Encourage public participation in government processes and policies;
- Encourage communication between the municipality and sector departments including amongst others community based organizations, the Traditional Authorities and other important stakeholders;
- Co-ordination of government programs National, Provincial, Local and parastatals through Inter-Governmental Relations framework communications ;
- To develop and maintain correct public perception on government services;
- To maintain good relations with the media by forging good relations;
- To publicize Ehlanzeni District Municipality's programme of action as advised the Executive Mayor

Within our local municipalities, communication units have been established and are fully functioning with minor challenges that the district is attempting to assist on. Our local municipal communications units have successfully established their local communicator forums

Research has proven that communication has in modern times become a fundamental tool used by organizations to remain in touch with their clientele. In this light, the objective of this strategy is to ensure that

the municipality does not lose touch with its constituency by ensuring that the principles of Batho-pele is advanced at all times.

### **SIYA DELIVA MANJE QUARTERLY JOURNAL**

The District municipality in an effort to reach out to community and external stakeholders has introduced the Siya Deliver Manje (Quarterly journal). They are intended to disseminate valuable information on services rendered to the various localities during that quarter. This communication tool is receiving more attention due to its appealing nature and content which entails progress of key projects and programmes as prescribed in the Integrated Development Plan.

### **INTERNAL NEWS PAPER**

On a monthly basis, internal staff is kept up-to date with activities taking place within the institution. Of course the primary aim is that of aligning projects and programmes but also to ensure that everyone has the same understanding of the broader events and activities which may have serious implication on their work plan. In addition the tool assists to communicate internal information (changes and planned functions) much faster to internal staff.

### **WEBSITE**

EDM has officially launched a website which was long been awaited by many stakeholders. The primary objective is to increase collaboration with outside world in terms of quality services rendered. Other objectives include the following:

- To reach the community within Ehlanzeni District Area,
- To inform stakeholders, investor and the community in general about EDM,
- To increase brand awareness
- Build an online community
- To communicate projects and programmes that are EDM is currently running,
- More critically to post adverts and documents of regulated by legislation such as IDP/Budget/Tenders/ Forms/Vacancies/MPRA/Performance Management Systems.

## **5.5 SOCIAL DEVELOPMENT**

### **5.5.1 SOCIAL SERVICES**

To lead and coordinate outcome 13 namely an inclusive and responsive social protection system which seeks to achieve developmental social welfare services. The Strategic goals of Social development are namely:

- Integrated developmental social welfare services

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- Comprehensive child and family care and support services
- Integrated and developmental restorative services

**SOCIAL SERVICES WELFARE PROGRAMME**

The social welfare services focus on the social and economic development of individuals, families and communities. The programme social welfare services is composed by four (4) sub-programmes i.e. services to older persons, services to persons with disabilities, HIV and AIDS and social relief.

**CHILD CARE PROTECTION PROGRAMMES**

It is about the administration of the Children’s Act no 38 of 2005. The placement of orphaned and vulnerable children in care namely: Child and youth care centres, places of safety; orphanages, foster care and adoption. It further provides for the regulation and registration of care facilities like Early Childhood Development centres and drop-in centres. It further manages and coordinates the caregivers and funding of NPOs.

**RESTORATIVE SERVICES PROGRAMME**

It is the provision of integrated developmental social crime prevention and anti-substance abuse services to the most vulnerable in partnership with stakeholders and civil society. This further addresses the establishment and regulation of Rehabilitation centre, Juvenile centres and funding of NPOs. Social behavior change programmes are conducted.

It further provides for Victim empowerment. There are centres established and programmes implemented in support of those who are survivors of abuse and violence.

The Department of Social Development has established a number of social service points throughout Ehlanzeni District Municipality rural areas to provide the affected communities with access to the services which includes the roll-out of the social grants. The Department of Social Services through its service provider SASSA is busy attending to those areas still lacking these service points and eradicating the backlog in this regard.

**SOCIAL SERVICES PROFILE SERVICES**

Drop-in centres	ECD Centres	Youth centres	Isibindi model	VEP service	Residence for disabili	Residence for Old age	Crime preventi on NPOs	EPWP Jobs create	Substance abuse centre
30	421	11	10	10	3	4	3	423	3

**KEY ISSUES OF THE MARGINALIZED GROUPS YOUTH**

Ehlanzeni District Municipality developed a youth development strategy with an aim of providing a framework that will guide the implementation of youth programmes within the District. The focus of the district youth strategy is mainly aligned with the national youth policy which has the following pillars:

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- Education and Training;
- Health;
- Economic participation;
- Sports and Recreation;
- Environment and tourism; and
- Science and Technology

The Ehlanzeni District Municipality implemented and allocated resources for the following projects:

- Strategic planning session for the South African Youth Council
- Youth Camps for Ehlanzeni Youth in partnership with the Department of Culture, Sports and Recreation;
- Teenage Pregnancy Programme in partnership with Youth for Christ;
- Graduation ceremony for the youth artisans who were trained in the previous financial year; and
- Artisan Training in partnership with Mpumalanga Regional Training Trust.

### 5.5.2 EDUCATIONAL FACILITIES

Table 34: Grade 12 Pass Rate (2013 - 2015)

Local Municipal Area	Grade 12 pass Rate (2013)	Grade 12 Pass Rate (2014)	Grade 12 Pass Rate (2015)	Trend 2013-2015	Admission to B-degree 2015
Mbombela	81.1%	80.5%	80.5%	Negative	30.0%
Bushbuckridge	71.7%	76.4%	76.0%	Positive	18.0%
Nkomazi	85.6%	86.0%	85.7%	Positive	27.7%
Thaba Chweu	75.8%	81.1%	85.7%	Positive	35.4%
Umjindi	77.5%	67.6%	72.3	Negative	25.2%

SOURCE: SERO REPORT 2016

Table 35: Completion of Grade 12 (2011-2016)

Local Municipal Area	Population 20 years + completed Gr12 (2011)	Population 20 years + completed Gr12 (2016)	Change between 2011 & 2016 Number	Change between 2011 & 2016 % average annual
Mbombela	159 620	171 788	12 168	1.6%
Bushbuckridge	90 034	104 393	14 359	3.3%
Nkomazi	65 339	75 346	10 007	3.2%
Thaba Chweu	24 994	30 495	5 501	4.5%
Umjindi	15 961	18 396	2 435	3.2%

SOURCE: SERO REPORT 2016

The District Department of Education is responsible for advancing excellence in quality education provision. The District is further sub-divided into two District namely Ehlanzeni and Bohlabela.

Ehlanzeni refers to Nkomazi, Umjindi and Mbombela. It is sub-divided into 14 Circuits namely: Umjindi, Mbombela, White river, White Hazy 1, White Hazy, Mgwanya, Nsikazi, Sikhulile, Nkululeko, Malelane, Khulangwane, Nkomazi East and Nkomazi West.

Bohlabela refers to Thaba Chweu and Bushbuckridge. It is sub-divided into 16 Circuits namely: Mashishing, Sabie, Manyeleti, Dwarsloop, Thulamahashe, Greenvalley, Malvijan, Agincourt, Mkhuhlu, Ximhungwe, Marite, Casteel, Lehukwe, Cottondale, Arthurseat and Shatale.

The Department of Education commits to work with its stakeholders to promote effective teaching and learning through good governance, effective management and proficient leadership.

The department identified six (6) key strategic goals to map the way forward for the next five (5) years (2015-2020)

<b>Strategic Goal</b>	Improve access to ECD services and quality of provision.
<b>Strategic 2</b>	Improve learner performance across the system.
<b>Strategic 3</b>	Improve quality of teaching and learning through development, supply and effective
<b>Strategic 4</b>	Ensure a skilled and capable workforce to support an inclusive growth path.
<b>Strategic 5</b>	Improve performance by streamlining and strengthening systems to enhance quality
<b>Strategic Goal 6</b>	Create a conducive environment for teaching and learning through provision of infrastructure, learning material, school safety and social support programmes.

Distribution of Educational Facilities

Districts	Total Circuits	Total number of Schools	No-fee schools	Learners benefitting from scholar transport	Learners benefitting from School nutrition
Ehlanzeni	14	349	322	5250	239 150
Bohlabela	16	398	379	1746	198 736
District Municipality	30	747	701	6996	437 886

### 5.5.3 HEALTH SERVICES

#### DISTRICT HEALTH STRATEGY

##### VISION

“A Healthy Developed Society”

##### MISSION

To improve the quality of health and well-being of all people in the providing needs based, people, centred, equitable health care delivery system through an integrated network care service provided by a cadre or dedicated and well skilled Health workers

The District has adopted Primary Health Care (PHC) as the main strategy for developing and promoting the health of Ehlanzeni communities, using the District Health System as the vehicle for facilitating its implementation. This means that services to be rendered to each community must necessarily be based on their needs; acceptable to

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them; and delivered in a manner that is accountable to them and with their full participation.

This strategy and system is a commitment to ensure that the systems and resources are in place. The District team together with the regional staff are committed to providing the necessary technical support to the districts to make the implementation of Primary Health Care a reality.

There is a District Health Management Team (DHMT) established. The DHMT strives to deliver primary health care services on the basis of equal accessibility; building on existing structures; integrating the PHC programmes into an implementable package; optimizing the public-private sector mix; and empowering the users to participate in service provision and governance.

This aims at providing a high quality, compassionate and caring service founded on availability and accessibility of a well-organized referral network involving all levels of care, i.e. community, clinic, health care and hospital; availability of financial and material resources; provision of timely logistical support systems; and development of a culture that recognizes the health worker as an important resource. District Health Priorities are namely: National Health Insurance, HIV & AIDS, and Tuberculosis, Primary Health Care, and Maternal & Child Health, communicable and non-communicable diseases

Distribution of Public Health Facilities

Municipality	Population	Hospitals	24hr Clinics	8hr clinics	Mobile Units
Bushbuckridge	562,080	3 (1 regional & 2 district)	4	34	5
Mbombela	609,808	3 (1 regional. 1 tertiary & 1 TB)	6	24 (plus 2 satellites)	9
Nkomazi	407,709	2 (district)	4	28	8
Thaba Chweu	100,721	3(district)	0	10	3
Umjindi	69808	2 (1 district & 1 TB)	1	10	2
District	1,751,529	13	15	106	28 ideal mobiles

#### **5.5.4 SAFETY AND SECURITY**

Crime in the municipal area is quite problematic and unacceptable. There are a number of social factors affecting the communities that has resulted in the increase of crime in the municipal area. Lack of adequate police stations and capacity within the existing ones has had a negative impact on the safety and security of the communities. 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 violent related crimes at 2.3%. An average 41021 number of people is served by one police station in the district and one police official serving 1000 people (ISDF2006) This ratio does not take into account other constrains like human resource and other related resources.

#### **RECREATIONAL PARKS AND FACILITIES**

Most of the R293 towns in the district do have parks identified and set aside for this purpose. However, due to a lack of maintenance and lack of land-use management, these areas have tendered to become slums informal settlements / waste dumps and as a result are not being used for their purpose.

In view of one of the province's flagship projects which is the "Greening Mpumalanga Flagship Programme", these parks should be re-claimed as parks through maintenance, land-use management, capacity building for the communities and also to provide services infrastructure elsewhere (such as proper housing, waste sites,

There is a need for the development of sports and recreation facilities now that South Africa has infrastructure that attracts the hosting of world events. Ehlanzeni District Municipal area has a climate and weather similar to other countries that is suitable for foreign athletes, sports men and women, tourists, etc. The district is facing a major challenge on sports facilities, as nearly all the facilities in the rural areas are inadequate or not available. Facilities that are available in the urban areas also need refurbishment to meet the required national and international standards. The district has a responsibility to facilitate the development of more Facilities in all the local municipalities to be able to meet the demand manifested by this tournament, with the exception of Mbombela Sports Stadium.

#### **5.5.5 DISASTER MANAGEMENT**

##### **BACKGROUND**

Disaster management is an integrated, multispectral and multidisciplinary administrative, organisational and operational planning process and capacities aimed at lessening the impacts of natural hazards and manmade disasters.

Natural disasters such as drought, floods, hail and thunderstorms are some of the regular occurrence in the district

Under the political and administrative leadership of the District, compliance to the Act is implemented. This include the formation of the establishment of the Ehlanzeni District Disaster Management Forum (EDMDMAF). Various disaster management programme and projects are currently being implemented to mitigate and prevent disasters within the district. This include the incorporation of climate change adaptation strategy into

the disaster management plan of the district, support Local Municipalities within the district to review their disaster management plans.

#### Disaster Intervention and Support

Ehlanzeni District Municipality Disaster Management Centre (DMC) is responsible for the rendering of support to the compilation of the District risk profile, Flood line indicative data in the rural areas and coordinating and providing guidance for disaster stricken villages before, during and after disaster incidents

#### Information Technology

The DMC is in the process of developing an effective early warning system which will consider the nature of hazards and community vulnerability. The early warning indicators for vulnerability are the triple challenges, namely poverty, inequality and unemployment; land invasion; lack of knowledge and preparedness. The key to effective early warning is the use of technology, translation of such information into understandable language and making information accessible to communities at risk.

The DMC has established four disaster management satellite centres in the local municipalities within the district and IT systems were installed. Geographical Information Systems (GIS) therefore play a critical role in the development of the District Disaster Management Information System. The system can be seen as the encompassing IT solution to the various aspects of vulnerability assessment, hazard analysis, risk reduction, incident reporting systems and early warning systems.

The DMC focuses in the following Key Performance Areas (KPA):

#### KPA1. Integrated Institutional Capacity

The centre is well established and meets the requirements as envisaged in the Act.

The District Disaster Management Forum is established and is functional. The DMC is in the process of arranging co-operation with neighbouring districts within the province, Limpopo and districts in Swaziland and Mozambique.

#### KPA2. Disaster Risk Assessment

The DMC conducted a risk assessment and developed a risk profile of the district. The risk profile is reviewed every five years. The main priority is to improve capacity in order to conduct a detailed and researched assessment. The DMC is in the process of establishing indicative flood line data for the rural areas of the district.

#### KPA3. Disaster Risk Reduction

The DMC developed its Disaster management framework which is aligned to NDMC and PDMC. The DMC has its Disaster Management Plan that is integrated to the IDP see **annexure**

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The DMC supported the Local Municipalities to establish their Disaster Management Plans and are reviewed annually.

KPA4. Response and Recovery

The DMC budget for disaster relief material and only procure as and when disaster occur.

The method applied to assess, classify, declare and review disasters is based on the direction of the ACT and the National Disaster Management Framework.

There are three enabler that are cutting across namely Information Management and Communication; Education, Training, Public Awareness and research; and Funding.

The Disaster Management Plan is attached as annexure

## **5.6 MUNICIPAL HEALTH**

Municipal Health Services includes most of the Environmental Health services and includes the assessment, monitoring, correction, control and prevention of environmental health factors that can adversely affect human health. These services which are the responsibility of district and metro municipalities include but are not limited to water quality monitoring, food control, auditing of waste management, surveillance of premises, communicable disease control, vector control, environmental pollution control, disposal of the dead and chemical safety, all these functions are defined in terms of National Health Act, 2003 as functions of Municipal Health Services.

Currently Municipal Health Services are still experiencing challenges of a shortage of Environmental Health Practitioners for servicing the district. The shortage varies amongst the local municipal areas for e.g.: currently Mbombela has seven Environmental Health Practitioners Thaba Chweu and Nkomazi have one even though certain areas are serviced by the Provincial Department of Health. The ratio of the number of Environmental Health Practitioners providing Municipal Health Services in the district is below the required national standard of 1 Environmental Health Practitioner per population portion of 10 000 people as reflected in the National Environmental Health Policy of 2013. The District acknowledges the challenge with regards to staff shortages and is strategically prioritizing closing this gap and is in the process of developing a Municipal Health Services Strategic Plan.

Primarily the approach taken in delivering of Municipal Health Services is that of capacitating communities through creating awareness and providing information to communities. This is in line with National Governments Plans of transforming the delivery of Health Services, Environmental Health Practitioners focus on the Developmental Approach equipping communities with information and awareness on municipal health matters. However it needs to be highlighted that there is still a need to utilize the law enforcement and compliance component as a support for ensuring municipal health services are delivered efficiently. For this reason By Laws become essential as they provide an institutional mechanism and legal framework that promotes efficiency and assists the municipality in achieving its aims. Therefore for this reason the District has prioritized finalization and promulgation of the Municipal Health Services Bylaws.

Since the coming into full effect of the National Environmental Management: Air Quality Act, 2004 District municipalities have been given the functions of Licensing Authority under this act. Currently as a result of capacity constraints the Department of Agriculture Rural Development and Environmental Affairs renders this function on behalf of the District Municipality through a Service Level Agreement.

### **5.6.1 WASTE MANAGEMENT**

It should be noted that the National Environmental Management :Waste Act, Act 59 of 2008 was enacted in 2009. The purpose of this act is to reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.

In terms of this act each municipality must develop an Integrated Waste Management Plan and include the Integrated Waste Management Plan in its IDP. Integrated Waste Management Plans is the initial strategic planning step in the overall planning for Waste Management.

Ehlanzeni District Municipality began with a Situation Analysis on the status quo with regards to Waste Management in the district. Currently as majority of the local municipalities in the district have finalized updating their Integrated Waste Management Plans, the district has prioritized development of the Integrated Waste Management Plan for the District.

There is a currently huge gaps evident in the District with regards to providing collection in most of the local municipalities there are areas that are currently underserved. There is also a need for the District to provide support to Waste Minimization Activities to improve waste management in the District and divert waste to landfill to adhere to the principles of the waste hierarchy that is reflected in the National Waste Management Strategy and the Waste Act. Ehlanzeni District Municipality will provide support to those LMs who still have not updated their IWMPs whilst also developing the District IWMP.

### **5.6.2 ENVIRONMENTAL MANAGEMENT**

Uncoordinated and informal settlement growth has led to pollution and the degradation of the natural environment. This has been compounded by inappropriate agrarian practices resulting in soil erosion and water pollution also as a result of ineffective sanitation and waste removal systems. Reliance on wood as energy source has resulted in the degradation of trees in the area. Littering and inappropriate land use management activities have further degraded the natural environment. Non-compliance with spatial development framework and the non-availability of Land Use Management Schemes aggravates the issue.

The partnership with the International Council for Local Environmental Initiatives (ICLEA) has afforded Ehlanzeni an opportunity to develop the Ehlanzeni Wetlands Report through the Local Action for Biodiversity Program. The purpose of this initiative is to increase awareness on the importance of wetlands as one of the most vulnerable ecosystems in South Africa as well as the impact of climate change on wetlands in the district.

## **5.7 INTERNAL SOCIAL SERVICES (EDM)**

### **5.7.1 TRANSVERSAL PROGRAMMES**

#### **OBJECTIVES OF THE UNIT**

- To accelerate government's response towards issues of the marginalized groups;
- To mainstream issues of the marginalized groups into all processes , policies and programmes of the municipality;
- To ensure that issues of the marginalized are considered and prioritized in all planning and budgeting processes; and
- To advocate for the rights of the marginalized groups at the District level.

#### **FORUMS AND INTERGOVERNMENTAL RELATIONS STRUCTURES OF THE UNIT**

- Ehlanzeni District Municipality's Women's Council
- Regional South African Youth Council
- Ehlanzeni District Municipality's Disability Forum
- Social Needs Cluster (IDP)

#### **KEY ISSUES OF MARGINALISED GROUPS**

Ehlanzeni District Municipality developed a youth development strategy with an aim of providing a framework that will guide the implementation of youth programmes within the District. The focus of the district youth strategy is mainly aligned with the national youth policy which has the following pillars:

- Education and training;
- Health;
- Economic participation;
- Sports and Recreation;
- Environment and tourism; and
- Science and technology.

Ehlanzeni District Municipality implemented and allocated resources for the following projects:

- Strategic planning session for the South African Youth Council
- Youth camps for Ehlanzeni youth in partnership with the Department of Culture, Sports & Recreation
- Teenage Pregnancy Programme in partnership with Youth for Christ
- Graduation ceremony for the youth artisans who were trained in the previous financial year; and
- Artisan Training in partnership with Mpumalanga Regional Training Trust.

## **WOMEN AND GENDER DEVELOPMENT**

The District Municipality launched a Women's Council Forum on an advisory capacity on women's programming.

The terms of reference for the women's are as summarized as follows:

- To improve the status of women in Ehlanzeni through the provision of sound strategic policy advice; represent women from all the communities within the District and act on an advisory capacity in the municipality, advising and recommending to the Portfolio committee of the Transversal Programmes Unit.

Ehlanzeni District Municipality's Women's Council is a key structure in enhancing service delivery and equalisation of opportunities for women in the District; provides advice to the MMC: Transversal Programmes for women's interests; develops submissions for consideration by the municipality and addresses priority issues in women's development such as economic empowerment, skills development, gender equality. Some of the issues addressed by the women's council are unemployment, poverty, economic empowerment and domestic violence and abuse against women in general.

The District Municipal Council adopted a reviewed gender strategy in 2012. The overall purpose of the strategy is to provide a framework that will serve as a guide for development of gender responsive programmes, projects, policies, and procedures within the District 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.

## **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.

The areas of focus for children's right issues will be on early child hood 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, child protection and child participation through the national development plan.

In ensuring that children's rights issues are at the core of the district's municipality's programming, Ehlanzeni District Municipality allocated resources for implementing projects such as the champions for children in all four local municipalities, trained ECD practitioners in early childhood development and child abuse prevention. The municipality also partnered with ChildLine to strengthen educators on all child abuse related incidences. As the hub of information, the district municipality is conducting an analysis on all child related services provided by government, civil society and non- profit organization. As the central coordinating body of children's rights issues at district level, the district has an insurmountable task of ensuring the follows:

- Mainstream a child centred approach in governance and service delivery processes.
- Build mainstreaming capacity.
- Advocate for and promote children's rights.
- Monitor and evaluate children's rights delivery.
- Review Departmental/Municipal (IDP) policy and planning in line with Provincial CR Policy Framework.
- Review all policies, projects and programmes for their CR implications.
- Coordinate progress reports regarding the implementation of programmes.
- Establish Departmental/Municipal Stakeholder's Forum on CR issues.
- Establish systems and mechanisms within government for the delivery of services for children.
- Facilitate and coordinate child centred activities within the District.
- Consult with children and ensure child participation on child related matters as and when this is required.

## **DISABILITY**

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 are entangled in.

Ehlanzeni District Municipality has taken great strides in ensuring that disability issues are mainstreamed and addressed. A disability Summit was convened in 2012 with an aim of reviewing the District's Disability Strategy and to launch a disability forum for the District. Through the Disability Forum, Ehlanzeni District Municipality allocated resource for the operationalization of the forum, implementation of Disability

Programmes which are as follows:

- Annual General Meeting for the Disability Forum;
- Economic Empowerment Summit;
- Sports Day for Disabled Persons;
- Job readiness training programme; and
- Career Expo for Disabled learners and Out of school youth.

The responsibilities of the disability forum are:

- the 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 District's Integrated Disability Strategy;
- a programme of public education and awareness raising aimed at changing fundamental prejudices in Ehlanzeni's societies and communities.

Ehlanzeni District Municipality has done fairly well on the allocation of resources for disability programmes but still encounters a challenge in the compliance of Employment Equity Act with regard to the employment of disabled persons through cooperatives and through the procurement system. The District still does not have secondary schools for the blind and deaf, which will assist in meeting the minimum 2% of disabled persons being able to access full employment. They currently find themselves giving up prior secondary, due to many reasons such as a lack of secondary school facilities close by. Disabled persons are seriously affected by the scourge of HIV and AIDS due to a lack of information. The HIV and TB programmes have not yet mainstreamed disability into its programmes. This is a challenge that needs to be taken into consideration.

## **5.7.2 HIV & TB SECTOR PLAN 2016-2020**

### **STATUS QUO ON THE DISTRICT**

#### **INTRODUCTION**

The high HIV Prevalence in Ehlanzeni that is above 36% (37.2%, 2013 Source: DOH, Mpumalanga), contributes to the high mortality and morbidity rates. This further contributes to the ever increasing number of Orphans and vulnerable children. TB as well is at a league of its own and it is currently the leading cause of death in the District. There are 3954 unknown TB cases in the District. There are also increasing numbers of resistant TB, 532 known MDR cases and 15 known XDR cases. There are currently 159 821 people already receiving ARV's in Ehlanzeni, as a result Ehlanzeni has adopted the Combination HIV & TB prevention and inclusive multi-sectoral approaches in effectively responding to the challenges posed by the HIV & TB Epidemics.

The strength of the response is solely dependent on the governance and coordination of the Local responses. The

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multi-sectoral approach or Local response is managed by organised structures at different levels of government namely the District, Local and Ward level. These structures are called AIDS Councils. AIDS Councils bring together different sectors in managing HIV, STI's and TB, namely: Government, Civil society, Business, Labor and Development partners.

As part of the revised governance and accountability framework SANAC, Provincial AIDS Councils, the District AIDS Councils and Local AIDS Councils as well as Ward AIDS Councils are expected to assume a greater responsibility for facilitating and coordinating the implementation of the National Strategic Plan on HIV, STIs and TB 2012-2016 (NSP) through their Provincial, District and Local operational plans. Greater accountability in the global development agenda means having an effective monitoring and evaluation (M&E) system to help track the progress of implementation, in order to:

- (a) Establish whether the District response has changed the lives of people infected and affected by HIV, STIs and TB
- (b) Determine whether or not interventions have had an impact on the HIV, STI and TB epidemic in Ehlanzeni
- (c) Build the capacity of AIDS Councils and Ward based response (WACs) through the technical assistance to ensure the implementation of their operational plans in line with the DSP, PSP and NSP Ehlanzeni as part of the global community conforms to the "Three Ones' Principle". The three ONES principle tabled in the UNAIDS document are: one strategic plan (the DSP for HIV, STIs and TB 2012–2016), one coordinating body (DAC), and one M&E system for monitoring and evaluating the DSP. The AIDS strategy we do have, the AIDS Councils have been established we need to embrace the M& E component.

## **AIDS COUNCILS IN EHLANZENI**

This Governance Structure at all levels ensures that skills, financial resources and material resources are pooled together to ensure that no gaps or duplications exist in local programmes. This further ensures that policies and programmes developed sufficiently address the challenges presented by the epidemic.

AIDS Councils have been established at all levels in Ehlanzeni namely at the District (1 namely DAC) and local level (LAC x5). The functionality of these structures warrants attention. Presently these structures are not fully functional. This compromises the effective response to the epidemic. Capacity building for all structures is highly recommended on an annual basis to ensure that these structures are fully functional.

Ehlanzeni is at the process of finalizing the ward based AIDS Councils chiefly in Mbombela (36/39 established), Bushbuckridge (23/37 established) and Thaba Chweu (11/14 established). Nkomazi (33 wards) and Umjindi (9 wards) have established Ward AIDS councils in all their Wards. These structures need an induction programme. There after these structures must be launched. There must be continuous capacity building sessions to evaluate the relevance and functionality.

## **AIDS COUNCIL STRUCTURES IN EHLANZENI**

Within AIDS Councils there are sub-structures to assist the Council to deliver on its set mandates, namely Plenary, Executive Committee, Committees or Task teams, the intergovernmental Forum, Civil Society Forum and One sub structure in particular is the Secretariat. These structures are not yet established. There is an adhoc structure that seeks to play the secretariat roles. The District must ensure that these structures are established in the form of Roadshows and induction workshops and programmes.

## **AIDS Strategy in Ehlanzeni**

The District AIDS strategy [2016-2020] has been developed, and still in process of being finalized. Pending finalization of both the National strategy and the Provincial Implementation Plan (PIP). It must be adopted by General council and its implementation plan to be known as the (DIP) to be reviewed annually. All strategies of the local AIDS councils have developed and must be adopted in 2017/18 financial year. These strategies must be aligned to the District as well as the Provincial plan and the National strategies. All Local levels need assistance in monitoring the development of their local implementation plans to be known as the LIP. Roadshows needs to be conducted to support local levels deliver on their implementation plan.

Never in the history of the Management of the HIV epidemic has there been a need to intensify, strengthen and sustain strategies that already work. This has seen Ehlanzeni entering into an MOU with organisations like GIZ, USAID and IOM in an effort to strengthen what exist and what works as well as elevate good lessons learnt over the decade to make a difference in people's lives.

The vision of Ehlanzeni is to "Reduce new HIV, STI & TB infections, preserve the wellness of those infected and

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affected and uphold the access to justice and human rights". The District and Local implementation plan becomes the roadmap to the realization of the vision. The AIDS Councils are the vehicles to get there.

Ehlanzeni with all its stakeholders need to deploy all the required technical, financial and human resources and the dedication and total commitment of all role-players to a revitalized HIV Prevention agenda. This calls for a renewed and localized focus on PMTCT, HCT, Condoms, Programmes for key populations, Programmes on behavior change, poverty alleviation programmes and governance programmes.

The Strategic objectives are as follows:

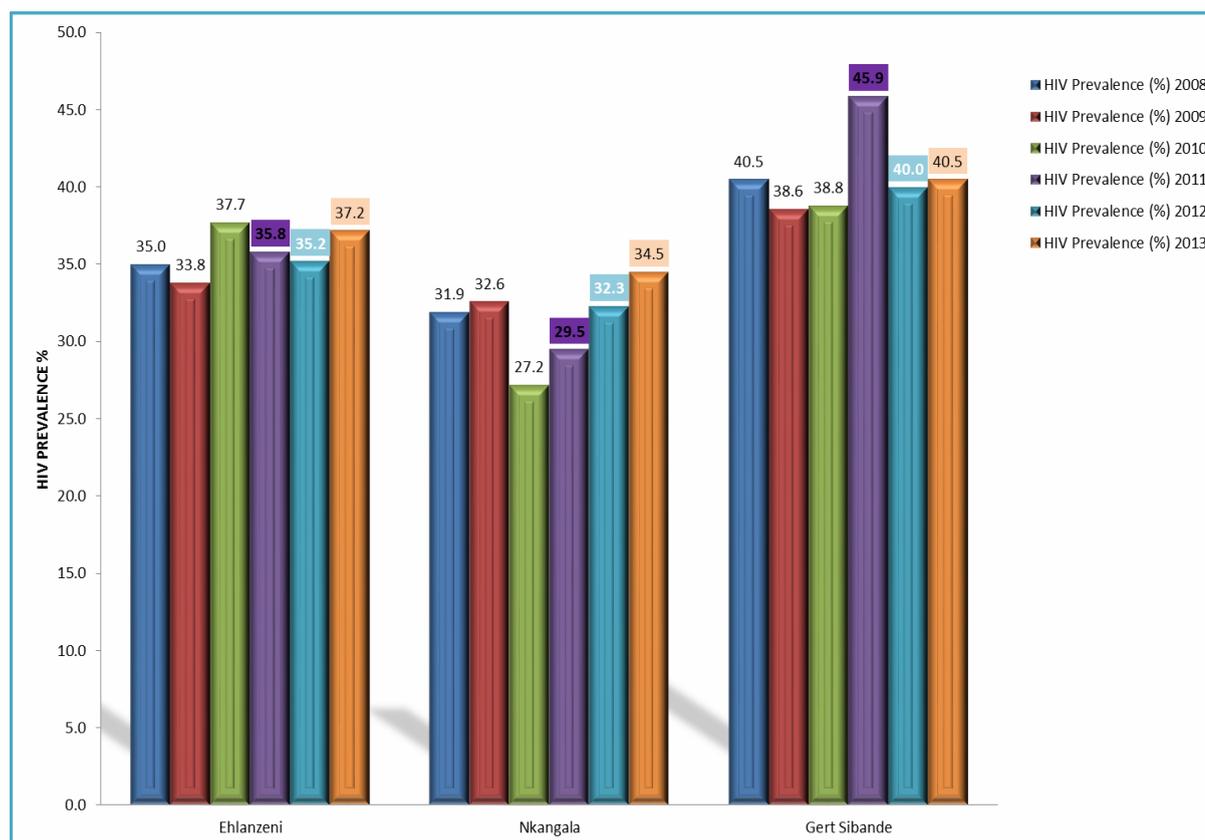
- Addressing social and structural drivers of HIV, STI & TB infections
- Reduce morbidity and mortality by providing treatment care and support
- Reach all key vulnerable populations with customized and targeted interventions
- Protect human rights; increase the access to justice and reduce stigma and discrimination
- Promote localized leadership and shared accountability for sustainable response to HIV, TB and STI's
- Accelerate prevention to reduce new HIV, TB and STI infections

This is in response to the risk factors and Drivers of the epidemic mentioned hereunder.

#### Risk Factors and Drivers of the Epidemic

The key local epidemic drivers during the review of the previous strategies were identified and clustered into five broad categories. Understanding the contributions of each driver remains a critical step to implementing effective interventions.

Figure 19: HIV Prevalence per Municipality in Mpumalanga 2008-2013



Source: National Antenatal Survey (2012)

HIV Prevalence per Municipality 2008-2013

Municipality	HIV Prevalence 2008	HIV Prevalence 2009	HIV Prevalence 2010	HIV Prevalence 2011	HIV Prevalence 2012	HIV Prevalence 2013
Nkomazi	35.5%	41.3%	47.3%	37.5%	42.7%	40.5%
Umjindi	45.8%	38.5%	48.3%	44.1%	43.6%	48.3%
Mbombela	42.5%	39%	42.4%	45.1%	36.0%	42.7%
Thaba Chweu	32.7%	30.8%	39.7%	36.1	32.2%	36.4%
Bushbuckridge	28.3%	25.5%	28.8%	27.4%	29.9%	31.0%
Ehlanzeni	34.5%	33.8%	37.7%	35.8%	35.2%	37.2%

Source: National HIV Sero prevalence Surveys 2008-2013 (DOH, Mpumalanga)

This dictates that HIV & TB Prevention strategies must be a priority through intensifying: condom promotion, condom distribution, education, information dissemination, HTS ( HIV Testing Services) promotion, STI management, TB management, Prevention of Mother To Child Transmission (PMTCT) management, dialogues, and emerging issues of MMC (Medical Male Circumcision), migrant health programmes, Life skills & HIV Programmes for Schools [Primary and High schools], Prevention of Teen pregnancy programmes, Poverty alleviation programmes, key populations and Vulnerable groups programmes and Anti-GBV programmes. Care and support initiatives now are a must to assist those living with HIV through Home based care, palliative care (care for the terminally ill esp. the bedridden at home), access to treatment (like immune boosters, vaccination, infection control, ARV's) and support groups.

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Furthermore care and support for the children affected is critical. Orphan care initiatives such as: support groups, after school care centres, drop in centres, orphanages, isibindi programmes. Places of safety, school based feeding schemes, life skills education in schools and pre-schools, scholar transport provision, No-fee school policy, indigent policy.

## RECOMMENDATION

It is therefore recommended that the municipality create a position of an AIDS Coordinator to enhance the functionality of the AIDS Unit, structures and Programmes with M&E expertise.

Success:

Indicator	January-March 2016 Targets	Actual Performance	Comment
Number of Medical Male Circumcisions conducted	9896	2895	Increase mobilisation efforts, intensify campaigns, localise campaigns
Total clients remaining on ARVs at end of the Quarter	165 965	164 063	Sustain, data mop up needed
Tb treatment success rate	85%	91.3%	Few data capturers, no TB Coordinator in Thaba Chweu
TB Defaulter rate	<4%	2.7%	Sustain
Baby Nevirapine uptake rate {Babies assisted not to get HIV }	100%	101%	Sustain
Clients tested for HIV	362 30	100 434	Sustain
Number of Male condoms distributed	7 920 000	4 371 594	Reporting system must be revised and aligned. 2 Systems [DHIS and LMIS] in place and all report differently
Number of female condoms distributed	61 287	226 104	Sustain
Behaviour change campaigns	900	1940	Sustain
Number of Teen camps	15	21	Sustain
Number of community dialogues	12	27	Sustain
Under 18yrs reached through the drug prevention programmes	1875	7536	Sustain, Increasing demand
Above 19yrs reached through the drug prevention programmes	1680	2228	Sustain, increased demand
No Fee schools	Bohlabela 379 Ehlanzeni 322	Bohlabela 379 Ehlanzeni 322	Sustain
Number of learners pregnant	0	Bohlabela 374 Ehlanzeni 530	Intervention needed urgently

<b>Indicator</b>	<b>January-March 2016 Targets</b>	<b>Actual Performance</b>	<b>Comment</b>
Number of learners assisted with scholar transport	Bohlabela 1746 Ehlanzeni 5250	Bohlabela 1746 Ehlanzeni 5250	Sustain
Number of learners benefitting from School Nutrition	Bohlabela 198 736 Ehlanzeni 239 150	Bohlabela 198 736 Ehlanzeni 239 150	Sustain
Food handlers jobs created through the EPWP Programme	1068	1068	Sustain
Number of NGOs providing care and support funded :DOH	92	92	Sustain
Number of Drop-in centre for Orphaned and vulnerable children	30	30	sustain
Isibindi model sites to provide psychosocial support to Orphans and vulnerable children	15	10	Limited funding
Caregiver jobs created through EPWP	1184	381	Limited funding
Victim empowerment sites	9	10	Special funding allocated by National DSD for the additional site

Municipalities respond to HIV, STIs and TB in two main ways: programming which focuses on interventions that are directly related to HIV, STIs and TB (like community dialogues, condom distribution, and support to orphans and vulnerable children), and mainstreaming. Mainstreaming is critical as all plans are linked to delivery of services through the lens of HIV.

### **MUNICIPAL RESPONSE**

Municipalities are at the forefront of service delivery and this location makes it ideal for them to coordinate local responses. They are mandated to coordinate integrated development. This means bringing together all stakeholders concerned and involved.

Ehlanzeni has acknowledged HIV & TB as a challenge and a major threat to sustainable development. As a result coordination has taken place by establishing AIDS Councils and developing AIDS strategies in the District to guide activities and programmes in response. This is still work in progress.

The strategies are reviewed annually to assess impact and identify new priorities and challenges and enablers. (Considering Global, National, Provincial and Local trends)

The trend of thinking globally and acting locally has resulted in the District municipality, through the District AIDS

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Council, embracing the new Global Zero vision currently embraced by SA and Mpumalanga. In a revamped effort to stop HIV & TB the vision is as follows:

- Zero new HIV and TB infections in the population (wards)
- Zero new infections due to vertical transmission (Mother to child)
- Zero preventable deaths associated with HIV and TB
- Zero Discrimination associated with HIV and TB

In strengthening and fast tracking the Zero vision a strategy has been developed known as the 90-90-90 HIV, TB and PMTCT strategy. This strategy is working towards the following set targets:

HIV targets

90% of all people living with HIV will know their HIV status

90% of people with diagnosed HIV infection will receive sustained ART

90% of all people receiving ART will have viral suppression

TB targets

90% of vulnerable groups/key populations screened for TB

90% of people with TB diagnosed & treated

90% treatment success

PMTCT targets

90% of pregnant mothers tested for HIV

90% of those diagnosed with HIV be on treatment

90% of babies born of the Positive mothers be without HIV

Guiding Principles of the Ehlanzeni District Strategic Plan

The Mpumalanga and Ehlanzeni Strategies have been informed by the lessons learnt from the implementation of the previous National Strategy as well as the strategic approach of the 2012-2016 NSP (National Strategic Plan). It is guided by the following core principles:

**Mainstreaming Human Rights:** Provincial sectors will mainstream the use of human rights approaches in the design and implementation of specific interventions. This will ensure that the PSP is people centred, engendered and pro-poor.

**Results-Oriented and Evidence-Based:** The management and coordination of the response will be evidence based and focused on measurable outcomes.

**Multi-sectoral Approach:** The PSP will guide an approach to interventions permitting all Communities from ward level, sub-districts (Municipalities) and districts to work towards the same objectives, while retaining their autonomy.

**Greater Involvement of People Living with HIV (PLHIV) (GIPA):** In an effort to dispel the myths and misunderstandings that drive stigma and discrimination, the PSP seeks to mobilise the role and involvement of PLHIV.

**Alignment with Government Budgeting and Planning Cycle:** The PSP is aligned with the government planning framework to ensure harmonised monitoring, evaluation and reporting of the provincial response.

**Accountability:** The PSP will strengthen and consolidate transparency and accountability around HIV, STIs and TB prevention, treatment and care at all levels and in all sectors.

**Good Governance:** The PSP will promote participatory, inclusive and responsive decision making in the implementation of processes and systems.

**Strengthening of Coordination Structures (AIDS Councils):** The structures and systems for the coordination of the provincial response will be capacitated to enable it to provide an effective platform for planning, implementation, resource mobilisation and overall coordination of sectors.

#### Ehlanzeni District Priorities

To work towards the vision of Zero new HIV, STIs and TB infections & deaths the province and the District have identified the following priorities which each sector will work towards attaining:

- Increase HIV awareness throughout all sectors especially high risk populations such as the youth, the farm workers, people with disabilities, teenagers, women etc.
- Intensify case finding and follow up through screening for HIV, STI and TB.
- Intensify HCT campaigns and testing in clinical settings through provider initiated counselling and testing.
- Maintenance and sustenance of health and wellness of all citizens.
- Utilize combination prevention strategies to maximize HIV prevention.
- Promote the core values of the SA constitution to mitigate stigma discrimination and related behaviours.
- Strengthen MPAC (Mpumalanga AIDS council), DACs (District AIDS Councils), and the LACs (Local AIDS Councils) to promote multi-sectoral participation and approach to HIV, STIs and TB prevention, care,

treatment and support.

## 6 CHAPTER 6

### ORGANISATIONAL PERFORMANCE

This section will give an overview of the performance in the District Municipality for the FY2015/2016 in terms of the targets set in respect of its strategic objectives.

Based on the legislative mandate of the District Municipality in terms of Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), as well as the current situation within the District during the time of the review of the Integrated Development Plan, fifteen strategic objectives were identified which informed the programmes and projects of Ehlanzeni District Municipality for the FY2017/2018, as reflected in the Table below.

<b>District Strategic Objectives and Priorities reflected in terms of the Key performance Areas</b>				
	Strategic Objective	District Priority or Programme	Key Performance Area	Goal
1	Improve the standards of EDM and the LMs on the IDP	Integrated Development Planning	Good Governance and Public Participation	Ensuring integrated development planning for the District as a whole
2.	Ensure mainstreaming of marginalized groups	Mainstreaming	Institutional Transformation and Development	Ensuring integrated development planning for the District as a whole
3.	Establish partnerships which are beneficial to EDM	Partnerships with economic and service delivery value	Local Economic Development/ Basic Service Delivery	Promoting sustainable livelihoods through socio-economic development and services
4.	Deliver services and implement projects in line with the mandate of EDM	Service Delivery and Project Implementation	Basic Service Delivery	Promoting sustainable livelihoods through socio-economic development and services
5.	Create a conducive environment for District Economic Development and Growth	District Economic Growth	Local Economic Development	Promoting sustainable livelihoods through socio-economic development and services
6.	Support and monitor Local Municipalities in specific areas of need	Support to Local Municipalities	Service Delivery	Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking

<b>District Strategic Objectives and Priorities reflected in terms of the Key performance Areas</b>				
	Strategic Objective	District Priority or Programme	Key Performance Area	Goal
7.	Strengthen IGR and stakeholder relations	IGR and Stakeholder Relations	Good Governance and Public Participation	Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking
8.	Manage Performance	1. Organizational Performance Management System. 2. Individual Performance Management System	Institutional Transformation and Development	Building a modern and Performance driven municipality

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## 6.1 DRAFT REPORT ON ORGANISATIONAL STRATEGY

The performance of the District Municipality on the total of 44 key performance indicators set in terms of these strategic objectives was 80%, as 35 of the indicators were achieved.

Reflected in Table 8 underneath is the actual performance of the District Municipality for the FY2015/16 on programme level.

The following legends are used to reflect the results or trends:

-  - A green or smiling face is used when the performance of the Municipality achieved the target or exceeded the target.
-  - A yellow or straight face is used when the performance was not sufficient to achieve the target, although progress was made towards achieving the target.
-  - A red or sad face is used to illustrate that the performance was far below standard and unacceptable.

*Table 36: Performance Results 2015/16*

STRATEGIC OBJECTIVE: SO1 - IMPROVE THE IDP STANDARD OF EDM AND LM's								
KEY PERFORMANCE AREA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE								
PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
INTEGRATED DEVELOPMENT PLANNING	Approval of the 2016/17 FY IDP for EDM	2015/16 FY IDP of EDM Approved on the 28 <sup>th</sup> of May 2015	2016/17 FY IDP Approved by 31 May 2016	The 2016/17 Financial Year IDP was approved and adopted by Council on 26/05/2016 with Council Resolution n0 A87/2016	 3 - Fully Effective	None	None	Table 6.1.1(i) page 24
INTEGRATED DEVELOPMENT PLANNING	Reviewed Disaster Management Plan	Disaster Management Plan was reviewed but not tabled to council in the FY2014/15	EDM Disaster Management Plan Reviewed by 31 March 2016	The EDM Disaster Management Plan was reviewed by 31 March 2016	 3 - Fully Effective	None	None	Table 6.1.1(ii) page 25

3 - Fully  
Effective



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INTEGRATED DEVELOPMENT PLANNING	Number of HIV & TB Strategies reviewed	HIV & TB Strategies (EDM & 5LMs) were reviewed in April 2015	5 LM's HIV & TB Strategies reviewed by 31 March 2016	The 5 LMs' HIV & TB Strategies were reviewed by 31 March 2016	 3 - Fully Effective	None	None	Table 6.1.1(iii) page 26
INTEGRATED DEVELOPMENT PLANNING	EDM Communication Strategy reviewed	Communication Strategy	EDM Communication Strategy reviewed by 31 March 2016	The EDM Communication Strategy was not reviewed by 31 March 2016 as planned but it was reviewed and adopted by Council by 30 June 2016	 2 - Not Fully Effective	The Communication Strategy was still being reviewed and not ready to be tabled to Council	The Strategy was tabled to Portfolio Committee and Council in the fourth quarter	Table 6.1.1(iv) page 27
INTEGRATED DEVELOPMENT PLANNING	Number of working sessions on the review of LMs Communication Strategies	LM's Communication Strategy	5 working sessions on the review of LMs Communication Strategies by 31 March 2016	Five working sessions were held with the LMs to review their Communication Strategies by 31 March 2016	 3 - Fully Effective	None	None	Table 6.1.1(v) page 28
INTEGRATED DEVELOPMENT PLANNING	Number of working sessions on the review of LMs	LMs Employment Equity Plans	4 working sessions on the review of LMs Employment	Four working sessions were held with the LMs to	 3 - Fully Effective	None	None	Table 6.1.1(vi) page 29

Employment  
Equity Plans

Equity Plans by 31  
March 2016

review their  
Employment  
Equity Plans by 31  
March 2016

PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
INTEGRATED DEVELOPMENT PLANNING	Number of working sessions on the review of LMs HR strategies	LMs HR strategies	4 working sessions on the review of LMs HR strategies by 31 Dec 2015	Four working sessions were conducted with LMs on the review of their HR strategies by 31 Dec 2015	 3 - Fully Effective	None	None	Table 6.1.1(vii) page 30
<b>STRATEGIC OBJECTIVE: SO2 MAINSTREAMING OF MARGINALISED GROUPS</b>								
<b>KEY PERFORMANCE AREA: SERVICE DELIVERY &amp; INFRASTRUCTURE DEVELOPMENT</b>								
MAINSTREAMING	Number of reports on the mainstreaming of marginalized groups	3 Reports on Mainstreaming in the FY2014/15	4 Reports on the Mainstreaming of Marginalized Groups by 30 June 2016	Four Reports were compiled on the Mainstreaming of Marginalized	 3 - Fully Effective	None	None	Table 6.2.1 page 31

- Fully  
Effective  


Groups by 30 June

2016

**STRATEGIC OBJECTIVE: SO3 – ESTABLISH PARTNERSHIPS WITH PRIVATE SECTOR ORGANISATIONS WHICH ARE BENEFICIAL TO THE DISTRICT** 3 - Fully Effective 

**KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**

PARTNERSHIPS WITH ECONOMIC AND SERVICE DELIVERY VALUE	Number of partnerships with economic benefit established/formalised	1 Partnership established/formalised in the FY2014/15	1 partnership established/formalised (maintain the existing 4 and add 1) by 30 June 2016	One partnership was formalized with Barberton Mine through a commitment letter dated 5 August 2015	 3 - Fully Effective	None	None	Table 6.3.1.(i) page 32
PARTNERSHIPS WITH ECONOMIC AND SERVICE DELIVERY VALUE	Number of partnerships established/formalised which benefits the Municipality in terms of service delivery	3 partnerships established/formalised in the FY2014/15	2 partnerships established/formalised (one partnership with the HUB of the Community Radio Stations & and a partnership with Child line) by 30 June 2016	Two partnerships were established for the year. The MOU with ChildLine was signed on the 25 <sup>th</sup> of November 2015 and the partnership with the HUB of Community Radio	 3 - Fully Effective	None	None	Table 6.3.1.(ii) page 33

stations was signed on the 20<sup>th</sup> of October 2015.

PARTNERSHIPS WITH ECONOMIC AND SERVICE DELIVERY VALUE	Number of reports on the implementation of the MOU/SLA with existing partners which benefits the Municipality in terms of service delivery & economic benefits	9 Reports on the implementation of the MOU/SLA with existing partners in the FY2014/15	10 Reports on the implementation of the MOU/SLA with existing partners by 30 June 2016	Reports on the implementation of the MOU/SLA with the existing 10 partners were compiled by 30 June 2016	 3 - Fully Effective	None	None	Table 6.3.1.(iii) page 34-35
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**STRATEGIC OBJECTIVE: SO4 – DELIVER SERVICES AND IMPLEMENT PROJECTS IN LINE WITH THE MANDATE OF EDM**  
**KEY PERFORMANCE AREA: SERVICE DELIVERY & INFRASTRUTURE DEVELOPMENT**

SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of Technical Services Projects Completed by 30 June 2016	4 Technical Projects completed in the FY2014/15	10 Technical Services Projects completed by 30 June 2016	10/10 of the Technical Services projects were completed as planned by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(i) page 36-37
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SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of Disaster awareness campaigns	5 Awareness Campaigns in the FY2014/15	5 Disaster Awareness Campaigns held by 30 June 2016	Five Disaster Awareness Campaigns were held by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(ii) page 38
SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of reports on Disaster Incidents	3 Reports on Disaster Incident in the FY2014/15	4 Reports on Disaster Incidents submitted to Council by 30 June 2016	Four Reports on Disaster Incidents were compiled and submitted to Council by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(iii) page 39
SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of reports on the incidents captured on the ICT system	New KPI	4 reports on the incidents captured on the ICT system by 30 June 2016	Four Reports on the incidents captured on the ICT system were generated by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(iv) page 40
SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of Disaster Management Volunteer Assessment Reports	New KPI	4 Disaster Management Volunteer Assessment Reports by 30 June 2016	Four Disaster Management Volunteer Assessment Reports were compiled by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(v) page 41

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SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of reports on Municipal Health Services submitted to National District Health System (NDHS) & Council	4 Reports to NDHS & Council in the FY2014/15	4 Reports on Municipal Health Services submitted to NDHS & Council by 30 June 2016	Four Reports on Municipal health services were submitted to National District Health System (NDHS) & Council by 30 June 2016 All Seventeen Social Projects were implemented a planned by 30 June 2016	 3 - Fully Effective	None	None	Table 6.4.1.(vi) page 42
SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Number of Social Projects implemented	21 Social Projects implemented in the FY2014/15	17 Social Projects implemented by 30 June 2016	Social Projects were implemented a planned by 30 June 2016	 3 - Fully Effective	None	None	Table 6.1.4.(vii) page 43-45
SERVICE DELIVERY AND PROJECT IMPLEMENTATION	Finalisation of awarding bursaries to students	Bursaries awarded to deserving students by 31 January 2015	Awarding of bursaries to students finalised by 31 January 2016	Awarding of Bursaries to qualifying external students was finalised on the 10 <sup>th</sup> of February 2016	 2 - Not Fully Effective	The finalisation meeting had to be rescheduled due to lack of applicants from the other LMs. Applications were initially only received from Mbombela LM	To mobilise LMs and structures to encourage applicants across the broader District	Table 6.4.1.(viii) page 46

<b>STRATEGIC OBJECTIVE: SO5 – CREATE A CONDUCTIVE ENVIRONMENT FOR DISTRICT ECONOMIC DEVELOPMENT AND GROWTH</b>								
<b>KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
DISTRICT ECONOMIC GROWTH	Number of job opportunities created and maintained through the EPWP programme	267 Job opportunities in the FY2014/15	220 job opportunities created and maintained through the EPWP programme by 30 June 2016	232 Job opportunities created and maintained: 137 Safety Ambassadors 41 CID volunteers and 54 job opportunities for the EDM clean-up campaign by 30 June 2016	3 - Fully Effective	None	None	Table 6.5.1.(i) page 47 - 48
DISTRICT ECONOMIC GROWTH	Number of cooperatives benefitting from training and mentorship programmes	7 cooperatives benefitted in the FY2014/15	10 co-operatives benefiting from training and mentorship programmes by 30 June 2016	A total of Nineteen co-operatives benefitted from training and mentorship	3 - Fully Effective	None	None	Table 6.5.1.(ii) page 49

DISTRICT ECONOMIC GROWTH	Number of Tourism Promotion events held	9 Tourism promotion events in the FY2014/15	8 Tourism Promotion events held by 30 June 2016	programmes by 30 June 2016 A Total of Ten Tourism Promotion events were conducted by 30 June 2016	 3 - Fully Effective	None	None	Table 6.5.1.(iii) page 50- 51
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**STRATEGIC OBJECTIVE: SO6 – SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED**

**KEY PERFORMANCE AREA: ALL 5 KPAs**

<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
SUPPORT TO LOCAL MUNICIPALITIES	Number of reports on the implementation of the IMSP	2 Reports on the implementation of the IMSP in the FY2014/15	4 Reports on the implementation of the IMSP by 30 June 2016	Four reports on the implementation of the IMSP were compiled by 30 June 2016	 3 - Fully Effective	None	None	Table 6.6.1. p.52

STRATEGIC OBJECTIVE: S07 – STRENGTHEN IGR AND STAKEHOLDER RELATIONS								
KEY PERFORMANCE AREA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE								
PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
IGR & STAKEHOLDER RELATIONS	Number of meetings held by the Speaker's Forum	3 meetings held by the Speaker's Forum in the FY2014/15	4 Meetings held by the Speaker's Forum by 30 June 2016	A Total of 3 Speaker's Forum meetings were held by 30 June 2016	 2 - Not Fully Effective	Lack of quorum due to none attendance of Local Speakers.	Communicati ng the meetings for the FY2016/17 early in advance and emphasize the importance of the attendance	Table 6.7.1.(i) p.53
IGR & STAKEHOLDER RELATIONS	Number of meetings held by the IDP Representative Forum	4 meetings of the IDP Representative Forum in the FY2014/15	4 meetings held by the IDP Representative Forum by 30 June 2016	Four meetings of the IDP Representative Forum were held by 30 June 2016	 3 - Fully Effective	None	None	Table 6.7.1.(ii) p.54

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IGR & STAKEHOLDER RELATIONS	Number of meetings held by the Good Governance and Administration Cluster	3 Good Governance Cluster meetings in the FY2014/15	3 meetings held by the Good Governance and Administration Cluster by 30 June 2016	Three Good Governance Cluster meetings were held by 30 June 2016	 3 - Fully Effective	None	None	Table 6.7.1. (iii)p.55
IGR & STAKEHOLDER RELATIONS	Number of meetings held by the Social Needs Cluster	4 Social Cluster Forum Meetings in the FY2014/15	4 meetings held by the Social needs Cluster by 30 June 2016	Four meetings were held by the Social needs Cluster by 30 June 2016	 3 - Fully Effective	None	None	Table 6.7.1.(iv) p.56
IGR & STAKEHOLDER RELATIONS	Number of meetings held by the Economic Growth and Infrastructure Development Cluster	3 Economic Growth Cluster meetings in the FY2014/15	3 meetings held by the Economic Growth & Infrastructure Development Cluster by 30 June 2016	Three Economic Growth & Infrastructure Development Cluster meetings were held by 30 June 2016	 3 - Fully Effective	None	None	Table 6.7.1. (v)p.57

<b>STRATEGIC OBJECTIVE: SO8 – MANAGE PERFORMANCE</b>								
<b>KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	SDBIP to be signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP for FY2014/15 signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP for the FY2016/17 to be signed off by the Executive Mayor within 28 days after the approval of the budget	The SDBIP for the FY2016/17 was signed off by the Executive Mayor within 28 days after the approval of the budget Four	 3 - Fully Effective	None	None	Table 6.8.1. (i)p.58
ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	Number of organisational performance reports compiled	4 Organisational performance reports compiled in the FY2014/15	4 Organisational performance reports compiled by 30 June 2016	Organisational performance reports were compiled by 30 June 2016 Four performance	 3 - Fully Effective	None	None	Table 6.8.1. (ii)p.59
INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	Number of performance reviews on the IPMS for the FY	4 individual performance reviews in the FY2014/15	4 performance reviews on the IPMS conducted by 30 June 2016	Four performance reviews on the IPMS were conducted by 30 June 2016	 3 - Fully Effective	None	None	Table 6.8.1. (iii)p.60

**STRATEGIC OBJECTIVE: SO9 – IMPLEMENT M & E**

**KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
MONITORING AND EVALUATION	Number of progress reports on the implementation of the 2015/16 FY M&E Work plan	M&E Work plan was developed	4 progress reports on the implementation of the 2015/16 FY M&E Work plan	Four progress reports on the implementation of the 2015/16 FY M&E Work plan were compiled	3 - Fully Effective	None	None	Table 6.9.1. p.61

<b>STRATEGIC OBJECTIVE: SO10 – ENSURING BEST INSTITUTIONAL PROCESSES AND SYSTEMS THROUGH BENCHMARKING, RESEARCH AND INNOVATION</b>								
<b>KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
BENCHMARKING	Number of organisational benchmarking engagements held	4 organisational benchmarking engagements in the FY2014/15	2 organisational benchmarking engagements held by 30 June 2016	Three organisational benchmarking engagements were held by 30 June 2016	 3 - Fully Effective	None	None	Table 6.10.1. (i)p.62
RESEARCH AND DEVELOPMENT	Number of research reports on basic services tabled to Council	4 research reports on Basic Services but not tabled to council in the FY2014/15	2 research reports on Basic Services tabled to council by 30 June 2016	Two research reports on basic services were tabled to Council by 30 June 2016	 3 - Fully Effective	None	None	Table 6.10.2 (ii). p.63
RESEARCH AND DEVELOPMENT	Number of spatial development research reports tabled to Council	4 spatial development research reports but not tabled to council in the FY2014/15	2 spatial development research reports tabled to council by 30 June 2016	Two spatial development research reports were tabled to Council by 30 June 2016	 3 - Fully Effective	None	None	Table 6.10.2 (ii). p.64

**STRATEGIC OBJECTIVE: SO11 IMPROVE STAFF SKILLS AND DEVELOPMENT**

**KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
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TRAINING AND DEVELOPMENT OF STAFF	Number of Skills Development programmes implemented	31 Skills Development Programmes implemented in the FY2014/15	16 Skills Development Programmes implemented by 30 June 2016	A total of 36 Skills development programmes (16 planned and 20 Ad- hoc) were implemented by 30 June 2016	3 - Fully Effective	None	None	Table 6.11.1. p.65
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**STRATEGIC OBJECTIVE: SO12 IMPROVE INTERNAL AND EXTERNAL COMMUNICATION**

**KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

PROGRAMME	INDICATOR	BASELINE	(OUTPUT) ANNUAL TARGET	ACTUAL PERFORMANCE FOR 2015 / 2016	RESULT	REASON FOR UNDER- PERFORMANC E	MECHANISM	REFEREN CE TO DETAIL
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COMMUNICATION, MARKETING AND BRANDING	Number of projects implemented as per the Communication Plan	New KPI	13 Projects implemented as per the Communication Plan by 30 June 2016	13 Projects were implemented as per the Communication Plan by 30 June 2016	3 - Fully Effective	None	None	Table 6.12.1. p.66
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<b>STRATEGIC OBJECTIVE: SO13 MANAGE ORGANISATIONAL RISKS</b>								
<b>KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
RISK MANAGEMENT	Number of updates of the Organisational Risk Register	Four updates of the Risk Register in the FY2014/15	Four updates of the Organisational Risk Register by 30 June 2016	Four Organisational Risk Register updates were conducted by 30 June 2016	 3 - Fully Effective	None	None	Table 6.13.1. p.67

<b>STRATEGIC OBJECTIVE: SO14 IMPROVE INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT</b>								
<b>KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
INSTITUTIONAL DEVELOPMENT	Number of reports on compliance submitted to the Risk and Fraud Prevention Committee	4 compliance reports in the FY2014/15	Four compliance reports submitted to the Risk and Fraud Prevention Committee by 30 June 2016	Four compliance reports were submitted to the Risk and Fraud Prevention Committee by 30 June 2016	 3 - Fully Effective	None	None	Table 6.14.1. p.68

<b>STRATEGIC OBJECTIVE: SO15 ENSURE PRUDENT FINANCIAL MANAGEMENT</b>								
<b>KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT</b>								
<b>PROGRAMME</b>	<b>INDICATOR</b>	<b>BASELINE</b>	<b>(OUTPUT) ANNUAL TARGET</b>	<b>ACTUAL PERFORMANCE FOR 2015 / 2016</b>	<b>RESULT</b>	<b>REASON FOR UNDER- PERFORMANC E</b>	<b>MECHANISM</b>	<b>REFEREN CE TO DETAIL</b>
IMPLEMENTATION OF FINANCIAL MANAGEMENT PRACTICES	Number of section 71 reports submitted to Council, PT & NT	12 Monthly Section 71 Reports Submitted to Council, PT and NT in the FY2014/15	12 Monthly Section 71 Reports Submitted to Council, PT and NT by 30 June 2016	12 Monthly Section 71 Reports were submitted to Council, PT and NT by 30 June 2016	 3 - Fully Effective	None	None	Table 6.15.1.(i) p.69
IMPLEMENTATION OF FINANCIAL MANAGEMENT PRACTICES	Number of SCM Reports submitted to Council	12 Reports were submitted to Council in the FY2014/15	12 SCM Reports submitted to Council by 30 June 2016	12 SCM Reports were submitted to Council by 30 June 2016	 3 - Fully Effective	None	None	Table 6.15.1.(ii) p.70

## 6.2 AUDITOR GENERAL RESPONSE 2015/16 FY

It is in record that Ehlanzeni District Municipality has now obtained yet another unqualified audit opinion for the 7<sup>th</sup> time in the row. The financial year 2015/16 produced yet another milestone for the district municipality when they became of the few municipalities to obtain the unqualified audit with no matters for the sixth consecutive years since 2009/10 financial year. This suggest without a shadow of doubt the hard work, goal setting and oriented and high performance by the entire administration and leadership.

There few matters of no emphasis which the district must focus on for the next audit if they are to maintain their streak of clean audit reports.

<b>Financial Year</b>	<b>Finding</b>	<b>Basis for Findings</b>
2015/16	Unqualified with	No matter of Emphasis
2014/15	Unqualified with	No matter of Emphasis
2013/14	Unqualified with	No matter of Emphasis
2012/13	Unqualified with	No matter of Emphasis
2011/12	Unqualified with	No matter of Emphasis
2010/11	Unqualified with	No matter of Emphasis
2009/10	Unqualified with	No matter of Emphasis

### 6.3 INSTITUTIONAL PLANS AND SECTOR STRATEGIES

Sector Plan/Strategy	Recent Update	Scheduled Update/Review	Council resolution
Spatial Development Framework	2010		
Agriculture in-depth study	2013	2018	
Local Economic Development Strategy	2015	2018-	
HR Strategy	2012	2017	A92/2012
Employment equity for EDM	2015	2015	
Recruitment and Selection Strategy	2015	2015	A274/2007
Disaster Management Plan	2016	2017	A192/2008
Water Services Development Plan	2010	2016	A117/2010
Integrated Waste Management Plan	2013	2016	A115/2010
Integrated Transport Plan (CITP)	2008	2016	A206/2008
Road Master Plan	2009	2016	
Performance Management Policy	2014	2018	A120/2014
HIV/AIDS Strategy	2016	2018	
<b>Energy and Electricity Plan</b>		<b>2018</b>	
Tourism Strategy	2012	2018	A7/2012
<b>Public Participation Strategy</b>		<b>2015</b>	<b>A13/2011</b>
Youth Skill Development strategy	2008	2015	A147/2008
Disability Strategy	2008	2015	A148/2008
Mainstreaming Gender Development	2008	2015	A246/2008

Sector Plan/Strategy	Recent Update	Scheduled Update/Review	Council resolution
Marketing and Communication Strategy	2016	2019	A11/2016
IGR Strategy	2012	2016	
Tenure Upgrade	2010	2016	
Social Cohesion	2010	2014	
Anti-corruption strategy	Part of Risk Management Plan 2016	2017	A70/2008
Environmental Management Plan	2013	2018	

#### 6.4 INSTITUTIONAL POLICIES

Policy	Relevant	Review Required	Council Resolution
Training policy	X		A289/2007
Official Motor Vehicle Policy	X	X	R136/2002
Policy on possession of Fire-Arms	X	X	
Whistle blowing Policy	X		A23/2008
Budget Policy	X	X	A13/2009
Resettlement Policy	X		A193/2002
Smoking Policy	X		A109/2002
HIV/AIDS Policy	X		A93/2005
Bursary Policy	X		A55/2011
Petty-Cash Policy	X	X	A11/2009
Policy on Cellular phones	X	X	A128/2004
Supply Chain Management Policy	X	X	A208/2005
Retirement Policy	X		A273/2007
Promotional Material Policy	X		<b>A15/2009</b>
Accounting Policy	X	X	<b>A12/2009</b>
Recruitment and Selection Policy	X	X	<b>A274/2007</b>
Dress-Code Policy	X		<b>A275/2007</b>
Sexual Harassment Policy	X	X	<b>A276/2007</b>

<b>Policy</b>	<b>Relevant</b>	<b>Review Required</b>	<b>Council Resolution</b>
Information Technology Security Policy	X	X	<b>A279/2007</b>
Policy on Cash and Investment Management	X	X	<b>A14/2009</b>
Policy on privileges and allowances in respect of Councillors Travelling on Official Business	X		<b>A82/2009</b>
Risk Management Policy	X	X	<b>A70/2008</b>
Fixed Assets Management Policy	X	X	<b>A76/2008</b>
Probation Policy	X		<b>A127/2009</b>
Induction Policy	X		<b>A128/2009</b>
Internet and E-Mail Policy	X		
Long Service Recognition Policy	X		<b>A134/2009</b>
Cell Phone Allowance Policy	X		
Participation in the Motor Vehicle Scheme Policy	X	X	<b>A283/2007</b>
Payment Policy	X		
Approval of Tender Documents Policy	X		
Appointment of Professional Consultants Policy	X		
Awarding of Tenders Policy	X	X	
Preferential Procurement Policy	X	X	
Project Steering Committee Policy	X	X	
Entertainment Allowance policy	X		<b>R76/1994</b>
EDM Turn Around Strategy	In process		

## **7 CHAPTER 7**

### **FINANCIAL PLAN**

In terms of the Section 26 (h) of Municipal Systems Act, 32 of 2000, municipalities must ensure that a financial plan which must include a budget projection for at least the next three financial years. This plan must be in line with the Municipal Finance Management Act, 56 of 2003 and treasury regulations in terms of policies and guidelines and procedures to be followed. EDM has developed its Financial Plan in 2013 which amongst other things include the following:

- Policy guidelines,
- Revenue enhancement strategies,
- Financial risk and metrics,
- Cost recovery strategies and access to capital

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

**Mscosa Budget 2017/18 attached as an Annexure**

Final Capital Budget

	2017/2018 FINANCIAL YEAR			APPROVED BUDGET 2018-19	APPOVED BUDGT 2019-20
	ROADS	EDM	APPROVED BUDGET 2017-18		
<b>EHLANZENI DISTRICT MUNICIPALITY</b>					
RURAL ROAD ASSET MANAGEMENT SYSTEM	2 347 000		2 347 000	2 475 000	2 614 000
DEVELOPMENT OF ENERGY MASTERPLAN		900 000	900 000		
COMPUTER EQUIPMENT		500 000	500 000	300 000	
EDM VEHICLES		700 000	700 000	1 000 000	1 000 000
DISTRICT ITP		900 000	900 000		
ROADS MASTERPLAN		900 000	900 000	900 000	
GENERATOR - 500KVA		1 500 000	1 500 000		
SECTOR PLANS - LED		500 000	500 000		
	-	-	-		
<b>TOTAL</b>	<b>2 347 000</b>	<b>5 900 000</b>	<b>8 247 000</b>	<b>4 675 000</b>	<b>3 614 000</b>
<b>CITY OF MBOMBELA LOCAL MUNICIPALITY</b>					
REFURBISHMENT AND UPGRADE OF COLTSHILL BULK OUTFALL SEWER IN WHITE RIVER		4 000 000	4 000 000		
BARBERTON EXT 11 SEWER NETWORKS		5 000 000	5 000 000	6 912 710	6 003 795
INSTALLATION OF HIGH MAST LIGHTS		2 600 000	2 600 000		
KABOKWENI BULK WATER SEWERNETWORK			-	-	5 000 000
DESIGN AND CONSTRUCTION OF CROWN STREET - BARBERTON		-	-	1 000 000	6 180 900
			-		
<b>TOTAL ALLOCATION MBOMBELA LOCAL MUNICIPALITY</b>		<b>11 600 000</b>	<b>11 600 000</b>	<b>7 912 710</b>	<b>17 184 695</b>
<b>NKOMAZI LOCAL MUNICIPALITY</b>					
INSTALLATION OF HIGH MAST LIGHTS		2 600 000	2 600 000		
FEASIBILITY STUDY FOR MALELANE, HECTORSPRUIT & TONGA BULK SEWER SYSTEM		-	-	600 000	

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CONSTRUCTION OF NEW SEWER PACKADGE PLANT SYSTEM - MALELANE EXT 21		-	-	6 000 000	
REFURBISHMENT OF HECTORSRUIT WWTW		2 500 000	2 500 000	4 000 000	
REFURBISHMENT OF BOREHOLES		1 500 000	1 500 000	-	
			-		
<b>TOTAL ALLOCATION NKOMAZI MUNICIPALITY</b>	<b>-</b>	<b>6 600 000</b>	<b>6 600 000</b>	<b>10 600 000</b>	<b>-</b>
<b>THABA CHWEU LOCAL MUNICIPALITY</b>					
COLDMIX POTHOLE PATCH		2 000 000	2 000 000		
DRAAIKRAAL AND KIWI WATER SUPPLY		1 500 000	1 500 000		
REFURBISHMENT		-	-	2 000 000	
MAINTENANCE AND OPERATIONAL PLAN WWTW & WTW		-	-		
LERORO, MATIBIDI ADDITIONAL BOREHOLE AUGMENTATION		5 000 000	5 000 000		
BULK WATER MASHISHING EXT 2,6		3 000 000	3 000 000		
		-	-		
			-		
<b>TOTAL ALLOCATION THABA CHWEU LOCAL MUNICIPALITY</b>	<b>-</b>	<b>11 500 000</b>	<b>11 500 000</b>	<b>2 000 000</b>	<b>-</b>
<b>BUSHBUCKRIDGE LOCAL MUNICIPALITY</b>					
INSTALLATION OF HIGH MAST LIGHTS		2 600 000	2 600 000		
AGINCOURT BOOSTER PUMPSTATION		4 000 000	4 000 000		
EDINBURG WATER RETICULATION		-	-		
<b>TOTAL ALLOCATION BUSHBUCKRIDGE LOCAL MUNICIPALITY</b>	<b>-</b>	<b>6 600 000</b>	<b>6 600 000</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>2 347 000</b>	<b>42 200 000</b>	<b>44 547 000</b>	<b>25 187 710</b>	<b>20 798 695</b>

## 7.1 OPERATING BUDGET

### FINAL BUDGET 2017-2018

#### EHLANZENI DISTRICT MUNICIPALITY OPERATING BUDGET 2017/2018

	Budget	Budget	Budget
<b>FINANCE AND SUPPLY CHAIN MANAGEMENT</b>			
<b>GENERAL EXPENSES</b>			
ASSISTANCE TO LOCAL MUNICIPALITIES	-	-	-
BANK CHARGES	96 915	102 500	108 400
CONFERENCE & CONGRESS	300 000	317 400	335 800
ENTERTAINMENT	-	-	-
COMPUTOR MAINTENANCE AND SUPPORT	3 700 000	3 279 800	3 470 000
INTEREST ON EXTERNAL LOAN DBSA	21 395 905	21 495 905	21 495 905
DEVELOPMENT OF IT STRATEGIC PLAN	-	-	-
EQUIPMENT RENTAL AND SERVICES	-	-	-
MATERIAL AND STOCK	-	-	-
IT OUTSOURCE AUDIT	-	-	-
GRAP TECHNICAL SUPPORT	4 000 000	4 232 000	4 477 500
POSTAGE AND STAMPS	-	-	-
PRINTING AND STATIONERY	295 338	312 500	330 600
PROFESSIONAL MEMBERSHIP	1 400 000	1 481 200	1 567 100
REFERENCE BOOKS & PERIODICALS	-	-	-
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	400 000	423 400	447 700
<b>TOTAL GENERAL EXPENSES</b>	<b>31 588 158</b>	<b>31 644 705</b>	<b>32 233 005</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>CORPORATE SERVICES</b>			
<b>GENERAL EXPENSES</b>			
CORPORATE IMAGE, WEBSITE AND INTERNET	200 000	211 600	223 900
ENTERTAINMENT	-	-	-
EMPLOYEE ASSISTANCE PROGRAMME	50 000	52 900	56 000
EQUIPMENT RENTAL AND SERVICES	400 000	423 200	447 700
FUEL AND LUBRICANTS	700 000	740 600	783 600
MARKETING & PUBLICITY	760 000	804 100	850 700
ADVERTISING	200 000	211 600	223 900
BURSARIES EMPLOYEES	600 000	634 800	671 600
ELECTRICITY, WATER & RATES	5 500 000	5 819 000	6 156 500
FACILITY MANAGEMENT SERVICES-MATERIALS	-	-	-
FIRST AID STOCK	6 182	6 500	6 900
HANDY MAN SERVICES	-	-	-
INSURANCE	620 000	656 000	694 000
POST BAG AND POST BOX RENTAL	5 000	5 300	5 600
TELEPHONE	1 400 000	1 481 200	1 567 100
WATER	-	-	-
MATERIAL AND STOCK	450 000	476 100	503 700
CAPACITY BUILDING (COUNCILLORS)	400 000	423 200	447 700
RESOURCE & INFORMATION CENTRE	50 000	52 900	56 000
POSTAGE AND STAMPS	8 887	9 400	9 900
PRINTING AND STATIONERY	500 000	529 000	559 700
PROFESSIONAL SERVICES	200 000	211 600	223 900

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PROTECTIVE CLOTHING	50 000	52 900	56 000
SECURITY SERVICES	-	-	-
ANNUAL REPORT	200 000	211 600	223 900
MINIMUM COMPETENCY	-	-	-
REFERENCE BOOKS & PERIODICALS	-	-	-
LEGAL COST	600 000	634 800	671 600
SKILLS DEVELOPMENT: EMPLOYEES	800 000	846 400	895 500
WEBSITE MAINTANANCE	-	-	-
INDIVIDUAL PMS	200 000	211 600	223 900
TRAVELING AND SUBSISTANCE	250 000	265 600	280 000
VEHICLES LICENSES	19 272	20 400	21 600
<b>TOTAL GENERAL EXPENSES</b>	<b>14 169 341</b>	<b>14 992 300</b>	<b>15 860 900</b>

## TECHNICAL SERVICES

### GENERAL EXPENSES

	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
ENGINEERING MEMBERSHIP FEES	8 655	9 200	9 700
ENTERTAINMENT	-	-	-
EQUIPMENT RENTAL AND SERVICES	7 000 000	-	-
PRINTING AND STATIONERY	52 161	55 200	58 400
PROTECTIVE CLOTHING	-	-	-
IGR WATER COLLABORATION FORUM	8 847	9 400	9 900
CONFERENCE & CONGRESS	40 000	42 300	44 800
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	400 000	423 300	447 700
<b>TOTAL GENERAL EXPENSES</b>	<b>7 509 663</b>	<b>539 400</b>	<b>570 500</b>

	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
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## MUNICIPAL HEALTH & ENVIRONMENTAL MANAGEMENT

### GENERAL EXPENSES

AWARENESS CAMPAIGNS	250 000	264 500	279 800
ANALYSING OF SAMPLES	80 000	84 600	89 500
BACTERIOLOGICAL TEST	-	-	-
CONFERENCE AND SEMINARS	100 000	105 800	111 900
ENTERTAINMENT	-	-	-
MATERIAL AND STOCK	-	-	-
MUNICIPAL HEALTH OPERATIONAL COSTS	1 100 000	1 163 800	1 231 300
PRINTING AND STATIONERY	140 638	148 800	157 400
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	800 000	846 400	896 200
VOLUNTEER PROGRAMME	-	-	-
VECTOR CONTROL	200 000	213 200	224 000
AIR QUALITY MANAGEMENT PLAN	-	-	-
<b>TOTAL GENERAL EXPENSES</b>	<b>2 670 638</b>	<b>2 827 100</b>	<b>2 990 100</b>

	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
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## LED & TOURISM

**GENERAL EXPENSES**

TOURISM INDABA	150 000	158 700	167 900
LED & TOURISM DEVELOPMENT & PROMOTION	1 408 000	1 489 700	1 576 100
EDM CENTRAL IMPROVEMENT DISTRICT	1 720 000	1 819 800	1 925 300
EDM CLEAN UP CAMPAIGN IN ALL LM'S	1 200 000	1 269 600	1 343 200
LED OUTREACH PROGRAM BUSINESS DAYS FOR COMMUNITIES	82 821	87 600	92 700
ENTERTAINMENT	-	-	-
ECONOMIC SUMMIT	-	-	-
PRINTING AND STATIONERY	96 869	102 500	108 400
MAKHONJWA HERITAGE SITE	-	-	-
SAFETY AMBASSADORS	4 200 000	4 443 600	4 701 300
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	127 000	240 800	254 700
<b>TOTAL GENERAL EXPENSES</b>	<b>8 984 690</b>	<b>9 612 300</b>	<b>10 169 600</b>

Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
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**INTERNAL AUDIT**

**GENERAL EXPENSES**

ENTERTAINMENT	-	-	-
PRINTING AND STATIONERY	20 376	21 600	22 900
AUDIT AND RISK COMMITTEE	500 000	529 000	559 700
RISK ASSESSMENT	-	-	-
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	150 000	159 300	168 000
<b>TOTAL GENERAL EXPENSES</b>	<b>670 376</b>	<b>709 900</b>	<b>750 600</b>

Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
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**SOCIAL SERVICES**

**GENERAL EXPENSES**

HIV/AIDS MOBILISATION PROGRAMS	750 000	793 500	839 500
AIDS COUNCILS	250 000	264 500	279 800
COMMUNITY PROFILING THROUGH RESEARCH	200 000	211 600	223 900
PRINTING AND STATIONERY	52 128	55 200	58 400
PROGRAMS AND CAMPAIGNS	1 300 000	1 375 400	1 455 200
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	150 000	159 500	168 900
WOMEN'S COUNCIL DIALOGUE	200 000	211 600	223 900
YOUTH PROGRAMMES	500 000	529 000	559 700
DISABILITY PROGRAMMES	400 000	423 200	447 700
<b>TOTAL GENERAL EXPENSES</b>	<b>3 802 128</b>	<b>4 023 500</b>	<b>4 257 000</b>

Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
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**RURAL DEVELOPMENT**

**GENERAL EXPENSES**

TRAVELING AND SUBSISTANCE	130 000	137 800	145 600
SMME DEVELOPMENT	2 000 000	2 116 000	2 238 700
<b>TOTAL GENERAL EXPENSES</b>	<b>2 130 000</b>	<b>2 253 800</b>	<b>2 384 300</b>

	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
<b>OFFICE OF THE MUNICIPAL MANAGER</b>			
<b>GENERAL EXPENSES</b>			
CONFERENCE & CONGRESS	70 000	74 100	78 400
CORPORATE GIS SHARED SERVICES	1 210 000	1 280 200	1 354 500
ENTERTAINMENT	-	-	-
GIS OPERATIONAL COSTS	150 000	158 700	167 900
GIS SUPPORT TO LM'S	300 000	317 400	335 800
IDP REVIEW	300 000	317 400	335 800
MATERIAL AND STOCK	-	-	-
PMS OPERATIONAL COSTS-EDM FUNDS	420 000	444 400	470 200
PRINTING AND STATIONERY	255 502	270 300	286 000
SKILLS DEVELOPMENT LEVY	-	-	-
TRAVELING AND SUBSISTANCE	800 000	848 400	896 400
PLANNING INFORMATION	250 000	264 500	279 800
INTERGRATION OF GIS SYSTEM WITH BUSINESS SYSTEMS	-	-	-
IMPLEMENTATION OF CORPORATE GIS	-	-	-
GIS BASELINE ACQUISITION	-	-	-
PROFESSIONAL MEMBERSHIP	12 000	12 700	13 400
<b>TOTAL GENERAL EXPENSES</b>	<b>3 767 502</b>	<b>3 988 100</b>	<b>4 218 200</b>
	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
<b>DISASTER MANAGEMENT &amp; PUBLIC SAFETY</b>			
<b>GENERAL EXPENSES</b>			
AWARENESS CAMPAIGNS	400 000	423 200	447 700
CONFERENCE AND SEMINARS	200 000	211 600	223 900
DISTRICT DISASTER MANAGEMENT ADVISORY FORUM	-	-	-
DISASTER MANAGEMENT OPERATIONAL COSTS	1 800 000	1 904 400	2 014 900
ENTERTAINMENT	63 600	67 300	71 200
INCIDENT COMMAND VEHICLE EQUIPMENT	-	-	-
MAINTANANCE	-	-	-
MAM - SAFETY & SECURITY	-	-	-
MATERIAL AND STOCK	-	-	-
SECURITY SERVICES	1 500 000	1 587 000	1 679 000
SKILLS DEVELOPMENT LEVY	-	-	-
DISASTER MANAGEMENT EMERGENCY RELIEF	1 000 000	1 058 000	1 119 400
DISASTER MANAGEMENT PLAN	-	-	-
VOLUNTEER PROGRAMME	800 000	846 400	895 500
PRINTING AND STATIONERY	65 275	69 100	73 100
TRAVELING AND SUBSISTANCE	171 402	181 700	191 800
<b>TOTAL GENERAL EXPENSES</b>	<b>6 000 277</b>	<b>6 348 700</b>	<b>6 716 500</b>

## **8 CHAPTER 8**

### STRATEGIC ORGANIZATIONAL LAYER (SDBIP) FOR THE 2017/18FY

#### 8.1 EHLANZENI DISTRICT MUNICIPALITY SDBIP

The Service Delivery and Budget implementation plan of the Municipality is the document which prescribes the implementation of the IDP and the budget.

It provides clear targets and measures for each of the strategic objectives.

The SDBIP is to be signed off by the Executive Mayor within 28 days after the adoption of the IDP and budget, as it is a contract between the municipality and its stakeholders.

**Final SDBIP to follow within the regulated timeframe, which is 27 June 2017.**

9 CHAPTER 9

EDM PROJECTS AND PROGRAMMES

DEPARTMENT:CORPORATE SERVICES													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
Building a capable state	Staff not meeting minimum competency requirement	Improve staff skills and development	To train all staff to meet the minimum competency requirements as set out by National Treasury	Skills development programme determined by National Treasury competency	EDM	Number of identified employee attending training on the minimum competency requirements	New KPI	10 of identified employees attending training on the minimum competency requirement by 30 June 2017	R1 000 000	R1 058 000	R1 119 400	EDM	Funded
Building a capable state	Poor utilization of Resource information Centre	Improve staff skills and development	To instill a culture of learning and to improve productivity	Resource & Information centre	EDM	Number of Resource information centre awareness sessions		4 R & I Awareness sessions by June 2017	R50 000	R52 900	R55 900		Funded
		High levels of social and psychological stress	To improve staff wellness	Employee Assistant Programme	EDM	Number of employee Assistant Programme		4 EA Programmes	R50 000	R52 900	R55 900		Funded
		Shortage of skills & funding to address scarce skills in the District	Improve skills development of both officials and external students	Bursaries for employee & external students	EDM	% of qualifying applicant provided with bursaries		100% qualifying applicants	R600 000	R634 80	R671 600		Funded
		Lack of fundamental skills for	Development of capacity & enhancement of skills	Capacity building (Councillors)	EDM	Number of training intervention		2 training interventions implemented	R200 000	R211 600	R223 900		Funded

DEPARTMENT: CORPORATE SERVICES													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
		decision making				implemented		ted by 30 June 2017					
		Inactive institutional website & poor safeguarding of corporate identity	Improve image of the institution	Corporate Image & internet	EDM				R200 000	R211 600	R223 900		Funded
		Poor publicity of EDM activities	Improve image of the institution	Marketing & Publicity	EDM				R760 000	R804 100	R850 700		Funded
		Poor interaction with the public	Improve image of the institution	Advertising	EDM				R200 000	R211 600	R223 900		Funded
		Possible loss or destruction of municipal records	To automate & improve efficiency of the current manual records management system	Records Management System	EDM			% of Records automated utilised on the records management system	R350 000	N/A	N/A		Unfunded
		No off-site storage	To prevent possible loss or destruction of municipal records owing to Environment hazard	Off-site storage for Municipal Records	EDM			% of storage of Municipal Records	R200 000	N/A	N/A		Unfunded

DEPARTMENT: SOCIAL SERVICES, HIV & TB PREVENTION UNIT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 2													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
A long and a healthy life for all South Africans	Lack of capacity in the governance	To develop and review District-Wide Implementation plan	To guide planning of HIV & TB related interventions	District wide HIV & TB Implementation plan Review	4 Local municipalities	Finalised DIP (District Implementation Plans)	5	5	R200 000	260 000	320 000	EDM	Unfunded
	Uncoordinated planning process and delivery Of services	To facilitate the delivery of Social Services	To capacitate the infected and affected on coping in living with the Positive Status	Positive Living Convention	4 Local municipalities	Total number of Conventions held	5	4	80 000	90 000	100 000	EDM	Unfunded
	Uncoordinated planning process and delivery Of services	To facilitate the delivery of Social Services	To increase awareness and the percentage of people tested by commemorating World AIDS Day	World AIDS Day	4 local municipalities	No of World AIDS Day commemorated	New KPI	1	R60 000	80 000	100 000	EDM	Funded
	Uncoordinated planning process and delivery Of services	To facilitate the delivery of Social Services	To increase knowledge of AIDS Councils on the HIV Prevention agenda	HIV Prevention Summit	AIDS Councils	No of Prevention Summit held	Bi annual event	Bi annual		300 000		EDM	Funded
	Uncoordinated planning process and delivery Of services	To facilitate the delivery of Social Services	To share best practises amongst the AIDS Councils	District AIDS Council Lekgotla	4 Local Municipalities	No of District AIDS Council Lekgotla held	4	Bi annual	350 000		400 000	EDM	Funded

DEPARTMENT: SOCIAL SERVICES, HIV & TB PREVENTION UNIT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 2													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
	Lack of capacity in the governs structures	To strengthen and maintain the functioning of the District AIDS Council Structures	To strengthen and maintain the functioning of the DAC	District AIDS Councils	4 local municipalities	No of DAC meetings held	4	8	R250 000	R264 300	R279 100	EDM	Funded
	Lack of capacity in the governs structures	To strengthen and maintain the functioning of the District AIDS Council Structures	To strengthen and maintain the functioning of the DAC	Civil Society Forum	4 local municipalities	No of Civil Society meetings held	4	4	80 000	100 000	120 000	EDM	Funded
		To strengthen and maintain the functioning of the District AIDS Council Structures	To strengthen and maintain the functioning of the DAC	Ward AIDS Councils	4 local municipalities	No of Ward AIDS councils capacitated and monitored	132	20	250 000	300 000	350 000	EDM	Unfunded

DEPARTMENT: SOCIAL SERVICES												
KPA: BASIC SERVICE DELIVERY												
OUTCOME: 9												
National Priority Vision 2030	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
								2017/18	2018/19	2019/20		
	Promoting child protection and raising awareness on children's rights	To facilitate and coordinate children's rights programme in the District	Children's Rights Programme	Children	Number of children's projects	4 children's projects	4 children's projects annually	300 000	350 000	400 000	Equitable share	Unfunded
	Promote the rights of disabled persons and ensure that disability is mainstreamed in all municipal programmes	To facilitate and coordinate disability programmes in the District	Disability programme	Disability	Number of project for the disabled	4 disability projects	4 projects for the disabled	R400 000	R422 800	R446 500	Equitable share	funded
	Promoting the rights of older persons and ensuring that services are provided to them.	To facilitate and coordinate elderly programmes in the District	Elderly programme	Elderly	Number of project for the elderly	1 elderly project	2 elderly projects	400 000	450 000	500 000	Equitable share	Unfunded
	Promoting and advocating for women's rights & the equalisation of opportunities targeting women as beneficiaries.	To facilitate and coordinate women empowerment programmes in the District	Women's programme	Women	Number of women's projects	2 women's projects	3 women's	R200 000	R211 400	R223 200	Equitable share	funded

DEPARTMENT: SOCIAL SERVICES												
KPA: BASIC SERVICE DELIVERY												
OUTCOME: 9												
National Priority Vision 2030	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
								2017/18	2018/19	2019/20		
	Promoting and advocating for youth development within the District	To facilitate and coordinate youth development programmes in the District	Youth programme	Youth	Number of youth projects	3 youth projects	4 youth projects	R500 000	R528 500	R558 100	Equitable share	funded

DEPARTMENT: DISASTER MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
IMPROVE THE IDP STANDARDS OF EDM AND THE LMs	EDM is prone to various risks that affect planning	Review the Risk assessment profile	To guide and inform planning and decision-making in terms of disaster management	Risk Assessment	LMs and EDM	Risk Assessment Profile of EDM	Risk Assessment	Risk Assessment reviewed	R2.5 m			EDM	Unfunded
		Establish Climate Change adaptation Strategy	To develop a climate change adaptation strategy	Climate Change Adaptation Strategy	EDM	Climate Change Adaptation Strategy	New KPI	Climate Change Strategy developed	R1.5m			EDM	Unfunded
	None compliance with the Disaster Management Act	Review the sector plan (Disaster Management Plan)	To guide and inform planning and decision-making in terms of disaster management	Disaster Management Plan Review	LMs and EDM	"Reviewed Disaster Management Plan	Disaster Management Plan	EDM Disaster Management Plan reviewed	OPEX			EDM	Unfunded
ESTABLISH PARTNERSHIPS WITH PRIVATE SECTOR ORGANISATIONS WHICH ARE BENEFICIAL TO EDM	Poor private sector participation in Local Government.	To ensure effective Disaster Risk Management through partnerships	To strengthen capacity in terms of Disaster Risk Management	Disaster Management Partnerships with SANTAM	EDM	Number of reports on the implementation of the MOU with SANTAM	4 reports on the implementation of the MOU with SANTAM	Reports on the implementation of the MOU with SANTAM	OPEX			EDM	Unfunded

DEPARTMENT: DISASTER MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
DELIVER SERVICES AND IMPLEMENT PROJECTS IN LINE WITH THE MANDATE OF EDM	Communities are exposed to various risks	To deliver services and implement Disaster Risk Management projects	To improve community resilience in terms of disaster risk management	Disaster Risk Management and Crime Awareness Programme	ALL LMs	Number of awareness campaigns	5 awareness campaigns were held in 2016/17	4 awareness campaigns	R400 000	R422 800	R446 500	EDM is	Funded
		To coordinate Response and Recovery	To provide emergency relief material to communities in need	Coordination of Disaster Relief Programme	All LMs	Number of reports on Disaster Incidents	4 Reports on Disaster Incidents submitted to Council	4 Reports on Disaster Incidents submitted.	R1 000 000	R1 057 000	R1 116 200	EDM	Funded
		To operationalise the Disaster Management Centre and	To ensure efficient coordination and communication	Operational Disaster Management Centre and Satellite Centres	EDM	Number of reports on the incidents captured on the ICT system	4 reports on the incidents captured on the ICT system	4 reports on the incidents captured on the ICT system	R1 800 000	R1 902 600	R2 009 100	EDM	

DEPARTMENT: DISASTER MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
		satellite centres to a 24/7 facility											
			To increase the safety at public events	Safety at Sports and Recreational Events	All LMs	Number of Reports on support provided	Assessment reports on disaster management of all LMs	4 Reports on support provided	Opex	Opex	Opex	EDM	
			To strengthen the functionality of the satellite centres	Volunteers	All LMs	Number of Volunteer Assessment Reports	No baseline	4 Volunteer Assessment Reports	R 800 000	R845 600	R893 000	EDM	Funded
		To provide safety and security to the institution	To ensure safety and security of political and administrative staff and assets	Security Services	EDM	Number of reports on safety and security measures	4 Reports on Safety and Security measures	Number of reports on safety and security measures	R1.5m	R1.6m	R1.7m	EDM	
STRENGTHEN IGR AND STAKEHOLDER RELATIONS	Inconsistent stakeholder participation in Disaster Management	Strengthen relations with stakeholders	To advise Council on the issues of Disaster Management	Disaster Management Advisory Forum	EDM	Number of meetings of the Disaster Management Advisory Forum	4 Disaster Management Advisory Forum meeting	4 quarterly meetings of the Disaster Management Advisory Forum	Opex	Opex	Opex	EDM	

DEPARTMENT: DISASTER MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
			To improve capacity of learners on disaster management	Disaster Management Schools Debates	All LMs	Disaster Management Schools Debates hosted annually	1 Schools Debate	1 Schools Debate p.a	R 600 000	R 650 000	R740 000	EDM	

DEPARTMENT: Office of the Municipal Manager													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
Building a capable state	Lack of spatial planning for short, medium and long term as part of the IDP and the lack of spatial information to inform planning	IMPROVE REVIEW AND UPDATE THE SDF OF EDM	To ensure the update and review of the EDM SDF planning processes which will result in service delivery and informing the IDP and Strategic Planning	Update and Review of SDF, as required by SPLUMA	EDM and 4 LMs	1 Approved SDF for EDM by 30 June 2018	2010 SDF for EDM, to be reviewed and updated.	1 Approved Updated SDF by 30 June 2018	R 250 000	R 1.5mill	R1.8mill	EDM Capital Budget	Funded
Ensure Feasible and Sustainable Rural Growth and Development	Lack of Planning and Development of Rural Communities, to comply with the National Govt requirements of Sustainable Rural Development	DELIVER DETAIL PLANNING AND IMPLEMENT PROJECTS IN LINE WITH THE UPLIFTMENT OF RURAL COMMUNITIES AND THE MANDATE	To implement Phase2 of the Detail Planning and Upliftment of Rural CBD's in EDM area	Detail Planning RURAL CBD'S PHASE 2.	5 Rural CBD's in Nkomazi, 5 in Nzikazi and 5 in BBR	15 Approved Detail Planning Reports for Rural CBD's in Nkomazi, Nsikazi and BBR	Feasibility Study on the Upliftment and Detailed Planning of Rural CBD's in EDM	15 completed and approved reports on Detailed Planning and Upliftment of Rural CBD's	R 250 000	2.5mill	2.5 mill	Capital Budget	Unfunded

DEPARTMENT: TECHNICAL SERVICES - CIVIL SERVICES, WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
	Future Electrical demand not catered for	To develop working electrical infrastructure plan	Adequate planning for electrical infrastructure	Development of Energy master plan	All wards	Implementation of project	None	Energy Master Plan	R900 000	-	-	EDM	Funded
	Energy savings	To replace existing HPS lights to energy saving lights	Energy savings	Energy efficiency side demand management programme	All wards	Implementation of project	None	LED Street Lights	0.00	10 000 000		DOE	Unfunded
	Highest crime affected areas due to limited lighting in communities	To ensure at least minimum requirement of mast or street lighting	Access to minimum street lighting to prevent crimes	Installation of high mast lights in City of Mbombela LM	All wards	Implementation of projects	13	5 High Mast Lights	R2 700 000	R-	R-	EDM	funded
	Highest crime affected areas due to limited lighting in communities	To ensure at least minimum requirement of mast or street lighting	Access to minimum street lighting to prevent crimes	Installation of high mast lights in Bushbuckridge LM	All wards	Implementation of projects	14	5-year	R2 700 000	R-	R-	EDM	funded
	Highest crime affected areas due to limited lighting in communities	To ensure at least minimum requirement of mast or street lighting	Access to minimum street lighting to prevent crimes	Installation of high mast lights in Nkomazi LM	All wards	Implementation of projects	14	5-year	R2 700 000	R-	R-	EDM	funded
	Highest crime affected areas due to	To ensure at least minimum requirement of	Access to minimum street lighting	Installation of high mast lights in Thaba Chweu LM	All wards	Implementation of projects	4	5-year	R700 000	R-	R-	EDM	funded

DEPARTMENT: TECHNICAL SERVICES- CIVIL SERVICES , WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
	limited lighting in communities	mast or street lighting	to prevent crimes										
	Existing infrastructure that has been serious damaged natural causes (Heavy storm and winds)	To restore the old high mast lights to normal working conditions	Access to minimum street lighting to prevent crimes	Refurbishment of 11 existing high mast lights infrastructure – Nkomazi LM	1,4,27,28 and 33	Implementation of project	None	Access to Electricity	-	6 000 000	-	EDM	Unfunded
	Extension Malelane 21 RDPs were transferred to NLM by DHS without house connections	To install electrical infrastructure	More households with access to electricity	Electrification of extension 21	30	Implementation of projects	None	Access to Electricity	-	-3 000 000	3 000 000	EDM	Unfunded
	Eradication of Households without access to Electricity (±10 000)	To install electrical infrastructure	More households with access to electricity	Electrification of households -	13,14,18,27,26,28,41,42,43 and 45	Implementation of projects	None	Access to Electricity	-	-	6 000 000	EDM	Unfunded
	Challenges during maintenance because of old	To replace old 30m poles with hydraulic power poles	Access to minimum street lighting to prevent crimes	Replacement of 10 High mast lights in Bushbuckridge LM		Implementation of projects		Access to minimum street lighting to prevent crimes	-	6 000 000	-	EDM	Unfunded

DEPARTMENT: TECHNICAL SERVICES- CIVIL SERVICES , WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
	infrastructure (poles)												
	Existing sewer treatment system is inadequate	To construct new sewer package plant for Malalane Ext 21	Project to be completed within time and budget	Malalane Ext 21 - Construct New Sewer Package Plant system	NLM	100% complete	None	To cater for the growing demand		7 000 000		EDM	Unfunded
	No planning document/plans available	To provide planning doc for future capital projects to cater for the growing demand	To provide planning doc for future capital projects to cater for the growing demand	Feasibility study for Malalane, Hectorspruit, Komatipoort & Tonga Bulk Sewer Systems	NLM	Planning document	None	Upgrading of these plants to be according planning document recommendations				EDM	Unfunded
	Plant is running under capacity due to maintenance problems	To reinstate plant to its original design capacity	To reinstate plant to its original design capacity	Refurbishment of Hectorspruit WWTW	NLM	100% complete	None	To cater for the growing demand		5 000 000		EDM	Unfunded
	No water supply due to vandalism to the system	To supply basic water to the community	To supply basic water to the community	Draaikraal and Kiwi Water Supply refurbishment	TCLM	100% complete	None	To put the system into operation to provide	R1 500 000			EDM	Unfunded

DEPARTMENT: TECHNICAL SERVICES- CIVIL SERVICES , WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
								water to the people					
	To pump the water to the reservoir in the high lying areas	Refurbishment and installing new booster p/station	Refurbishment and installing new booster p/station	Booster pump station at Agincourt	BLM	100% complete	None	To provide water to high lying areas of the community	R4 000 000	R-	-	EDM	Unfunded
	Existing sewer treatment system is inadequate	To refurbish & upgrade existing outfall sewer system to cater for the future demand	To refurbish & upgrade existing outfall sewer system to cater for the future demand	Refurbishment and Upgrade of Coltshill Bulk Outfall Sewer in White River	CMLM	100% complete	None	To cater for the future demand	R4 000 000	R-	R-	EDM	Unfunded
	No sewer system in some areas	To extend the water borne sewer system	To extend the water borne sewer system	Kabokweni Bulk Sewer Network	CMLM	100% complete	None	Connecting more households to the sewer system			10 000 000	EDM	Unfunded
	No reticulation network in the village	To supply basic water to the community	To supply basic water to the community	Edinburg Water Reticulation	BLM	100% complete	None	To reticulate the whole village to supply water to the people	R8 000 000	R-	R-	EDM	Unfunded
	Old line capacity inadequate to cater for demand	To supply basic water to the community	To supply basic water to the community	Thusanang outlet line from Reservoir	BLM	100% complete	None	New bulk supply line from reservoir to the area				EDM	Unfunded

DEPARTMENT: TECHNICAL SERVICES- CIVIL SERVICES, WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
								to cater for future demand					
	No sewer network in this area	To connect the households to the sewer system	To connect the households to the sewer system	Barberton Ext11 Sewer Network	CMLM	100% complete	None	Connecting more households to the sewer system	R5 000 000	R8 116 310	R10 422 359	EDM	Unfunded
	Plant is reaching its design capacity	To upgrade plant to cater for future demand	To upgrade plant to cater for future demand	Refurbishment and upgrade of Northern Buk Outfall sewer	CMLM	100% complete	None	Plant must be able to cater for future demands		10 000 000	10 000 000	EDM	Unfunded
	Main roads through tourist destinations in bad condition	Road to be repaired within TMH and TRH standards	Minimize accidents and improve tourism	Rehabilitation of Voortrekker road (Design and construction)	TCLM Lydenburg	Completion of project within Specification	No baseline	Completion of road at end of 2018/2019	R8 000 000	R-	R-	EDM	Funded
	Main roads through tourist destinations in bad condition	Road to be repaired within TMH and TRH standards	Minimize accidents and improve tourism	Rehabilitation of Louis Trichardt in Graskop (Design and construction)	Graskop	Completion of project within Specification	No baseline	Completion of road at end of 2018/2019	R700 000	R-	R-	EDM	Funded
	Main roads through tourist destinations	Road to be repaired within TMH and TRH standards	Minimize accidents and improve tourism	De Clerq str Thaba Chweu Design and construction	TCLM Sabie	Completion of project within Specification	No baseline	Completion of road at end of	R500 000	R7 000 000		EDM	Funded

DEPARTMENT: TECHNICAL SERVICES- CIVIL SERVICES , WATER AND ROADS & TRANSPORT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded /Unfunded
									2017/18	2018/19	2019/20		
	in bad condition							2019/2020					
	ITP plan outdated	Improve accessibility to public transport	Transport act	District ITP	EDM	Improve transport	No baseline		R900 000	R-	R-	EDM	Funded
	Roads master plan outdated	Master plan	To be used by all LM's	Roads Master Plan	EDM	Tool to coordinate new roads and transport	No baseline	Completion of road at end of 2019/2020	R900 000	R-	R-	EDM	Funded
	Main roads through tourist destinations in bad condition	Road to be repaired within TMH and TRH standards	Minimize accidents and improve tourism	Design and Construction of Crown st Barberton	Barberton	Completion of project within Specification	No baseline	Completion of road at end of 2019/2020		R1 000 000	R7 000 000	EDM	Unfunded
	Access difficult in rural areas	Roads to be constantly graded to improve roadability	Minimize accidents and improve access to homes and amenities (cemeteries)	Provision of Yellow Fleet (2x Graders and 2 x Rollers)	EDM	2 x Graders and 2 x Rollers by 30 June 2018	No baseline	2 x Graders and 2 x Rollers 30 June 2018	R6 400 000	R-	R-	EDM	Funded

DEPARTMENT: FINANCE AND SUPPLY CHAIN MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
	EDM and the Local municipalities not financially viable (sustainable) with negative audit outcomes	Ensure that the District and its local municipalities are financially viable (solvent and liquid) with positive audit outcome	District and Im's Positive cashflows and improved audit outcomes	Financial management (Expenditure, Revenue, Assets and liabilities) and Compliance (GRAP,SCM, Budgeting)	All Local municipalities and the district			District and all four local municipalities financially sustainable with positive audit outcome	R4 000 000	R4 228 000	R4 464 800	EDM	Funded
	Aging IT infrastructure	Ensure that the District municipality has IT infrastructure suitable to support its systems	Technology refresh with updated systems.	Network switches upgrade, server upgrade and network security enhancement.	EDM			Accessible IT systems with minimal downtime.	R3 100 000	R3 276 700	R3 460 200	EDM	
	Outdated IT Systems	Ensure that the District municipality is running updated IT systems.	IT operating on current IT systems.	Operating system upgrade to current version	EDM			Upgrade of server operating systems and security consideration.	R1 000 00			EDM	

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
Responsive, accountable, effective and efficient developmental local government system	SMMes/Cooperatives not being sustainable	To have capacitated SMMes/Cooperatives	To capacitate SMMes/Cooperatives and community Enterprises through training & mentorship	Mentoring of SMMes/Cooperatives	EDM	Number of SMMes benefiting from training and mentorship programmes	10	10	R1 000 000	R1 057 000	R1 116 200	EDM	Funded
	A decrease in the number of tourists visiting the District	Marketing/promoting of the District tourism products	To promote the district as a preferred tourism destination	Participating in tourism exhibition shows: Durban Indaba, Trade Shows, Best of Ehlanzeni, Tourism Border Post Campaigns	EDM	Number of tourism promotion initiatives undertaken	4	4 tourism exhibition shows	R200 000	R211 400	R223 200	EDM	Funded
	Lack of diversification in tourism products	Development of District tourism products	To develop tourism products	Sports Tourism Day, Tourism Development & Product Support incubation programme for emerging guesthouse owners in Thaba Chweu), Stakeholder Mobilization, World Tourism Day, BATOBI	EDM	Number of tourism products developed	2	4	R1 000 000	R1 057 000	R1 116 200	EDM	Funded

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
	Lack of recognition of Cooperatives	To encourage cooperatives to strive for service excellence	Recognition of service excellence in the cooperatives movement	District Cooperatives Days	EDM	Number of participating cooperatives	3	Five cooperatives participating in the Annual International Cooperatives Day	R400 000	R440 000	R484 000	EDM	Unfunded
	Business relocating to Malls due to uncleanliness of CBDs. High rate of unemployment	To create work opportunities and to have the CBD revitalised	To ensure business retention through cleaning of the CBD and to create work opportunities	City Improvement District (CID)	EDM	Number of work opportunities created	40	40	R1 600 000	R1 691 200	R1 785 900	EDM/National Department of Public Works	Funded
	High crime rate, unemployment and uncleanliness in the CBD	To create work opportunities and a safe, clean & secure CBD	To create work opportunities through ensuring tourism safety, security and clean parking areas	Safety Ambassadors	EDM	Number of work opportunities created	120	143	R4 200 000	R4 439 400	R4 688 000	EDM/National Department of Public Works	Funded
	High crime rate, unemployment and uncleanliness in the CBD	To create work opportunities and a safe, clean & secure CBD	To create work opportunities through ensuring tourism safety, security and clean parking areas	Clean-Up Campaign	EDM	Number of works opportunities	50	35	R1 200 000	R 1 268 400	R1 339 400	EDM/National Department of Public Works	Funded

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
	Inadequate support for small scale farmers	To have self-sustained small scale farmers	To support small scale farmers within the District	Partnership with University of Mpumalanga for the intake of 4 Agricultural Graduates for the Farmer Production Support Unit. Farmer's identification, assessment and placement of graduates.	EDM	Number of farmers supported through incubation	0	4 Farmers incubated for 2 years	R1 500 000	R1 650 000	R1 815 000	EDM	Unfunded
	Lack of community awareness on services rendered by government, funding institutions and parastatals on business opportunities	Increased business service assistance applications by communities	To share information with communities and SMME's on the support available	1 Outreach programme integrated with outreach programme for the Office of the Executive Mayor in the LMs	EDM	Number of SMMEs/com munities visiting institutions to apply for business services	2	1	R82 821	R87 500	R92 400	EDM	Funded
	Inadequate capacity in LMs to plan and implement LED projects and programmes	1 Area of support in each local municipality	To support LMs in planning and implementation of LED projects and programmes	Municipal Support	EDM	Support 1 area where there is no capacity		4 LMs	R635 000	R698 500	R698 500	EDM	Unfunded

DEPARTMENT: LED, TOURISM & RURAL DEVELOPMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
	Lack of youth interest in agriculture	Change the negative perception the youth have on participation in farming and the agricultural sector	Stimulate and promote youth participation in farming and agribusiness	District Youth Agriculture Awareness Programme	EDM	Motivated youth participation in farming and agribusiness	0	1	R500 000	n/a	n/a	EDM	Unfunded
	Insufficient budget by DARDLEA to implement the Agri-Hubs	Support 1 area in the implementation plan	To contribute towards the development of the Agri-Hub	Support the development of Agri-Hubs	EDM	1 Area of support in the implementation plan	0	1	R1 000 000	n/a	n/a	EDM	

DEPARTMENT:MUNICIPAL HEALTH AND ENVIRONMENTAL MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
Transformation of low0carb economy	Unpredictable climate change		To incorporate climate change outreach programme	Awareness Programme and workshops		4 Awareness programmes & workshops			R 250 000	R264 300	R279 100	EDM	Funded
Providing quality health care	Illegal dumping of waste		To conduct a waste awareness campaign	Awareness Programme		1 Awareness campaign			R200 000	R211 600	R223 900	EDM	Funded
Providing quality health care	Lack of efficient lab equipment		To improve Laboratory status	Equipment for Laboratory					R86 368	R200 000	R300 000	EDM	Funded
	Lack of credible MHS Operations		Improve effective running of MHS	Municipal Health operational costs					R100 000	R105 700	R111 600	EDM	
				Analysing of samples					R80 000	R84 600	R89 300	EDM	Funded
Transform urban and rural spaces	Lack of sector plans and by-laws		Development of draft sector plans	Air quality management plan and by-laws		Draft copies of sector plans and by-laws			R250 000	R500 000	R550 000		
				Waste management by-law									
Transform urban and rural spaces	Lack of sector plans and by-laws		Development of draft sector plans	Bio regional plan		Draft copies of sector plans and by-laws							
				Environmental Management Framework									

DEPARTMENT:MUNICIPAL HEALTH AND ENVIRONMENTAL MANAGEMENT													
KPA: BASIC SERVICE DELIVERY													
OUTCOME: 9													
National Priority Vision 2030	KPA Problem Statement	Goal/Objective	Project Objective	Project Name	Beneficiaries	Performance Indicator	Baseline	Target	Budget			Source	Funded/Unfunded
									2017/18	2018/19	2019/20		
				Climate change and adaptation mitigation plan									
				Local Bio diversity plan (ICLEI Project)									
Transform urban and rural spaces	Outdated LM's IWMP's		Monitor and support Municipal waste Implementation plans	Local Municipalities waste plans		Number of plans monitored and supports			R1 300 000				
Providing quality health care	Lack of recycling of waste to the landfill sites		Reduce Waste	Recycling of waste					R-	R-	R-		
Transform urban and rural spaces	High Risk of communicable disease outbreak		Raise awareness on communicable diseases	Community Outreach and awareness programme		1 x Awareness Program			R-	R-	R-		

**SECTOR DEPARTMENT PROJECTS**

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ESKOM PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
Thaba Chweu	Thaba Chweu in-fills	Various wards	0	R 1,100,000.00
	Coromandel RDPs (Households)	04		R 504,807.00
	TOTAL			R 1, 604,807.00
City of Mbombela	Sukane (Households)		5	R 1,029,742.00
	Salubindza - Mjoja Frame (Households)	5	4	R 823,794.00
	Tekwane FET (Households)			R 308,923.00
	Dlamini - Pholani (Households)		100	R 2,059,485.00
	Guduza - Kamyanga (Households)	11	30	R 617,846.00
	Mluti/Nkweleni (Households)	24	84	R 1,729,967.00
	Comprehensive New Stand (Households)	25	290	R 6,230,000.00
	Tekatakho (Households)	32	80	R 1,647,600.00
	Zombotsa (Households)	39	55	R 1,132,725.00
	Buyelani (Households)	09	50	R 1,029,750.00
	Ext3 Ward 20 — Kanyamazane (Households)	19	100	R 2,059,500.00
	Mbombela in-Fills	Various wards	2,000	R 11,000,000.00
Mbombela LV ext	Various wards	100	R 1,500,000.00	

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ESKOM PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	Gutshwa Substation	31	0	R 2,999,453.00
	Tekwane North Substation	18	0	R 14,642,665.000
	Nkambeni Substation	08	0	R 1,000,948.00
	Simunye Substation	26	0	R 1,000,000.00
	Pienaar-Daantjie Voltage	24	0	R 1,000,000.00
	Karino — Tekwane North	18	0	R 1,500,000.00
	Part of Ged lembane (Households)	23	60	R 1,235,700.00
	Ncakeni (Households)	24	10	R 205,950.00
	KamMhlabane (Households)	02	14	R 288,330.00
	Mthethomusha (Households)	04	20	R 411,900.00
	Ematroksini (Pre-engineering)	20	0	R 300,000.00
	Mthetho Section (Pre-engineering)	39	0	R 300,000.00
	Tshotsho (Pre-engineering)	34	0	R 500,000.00
	Tekwane North (Pre-engineering)	18	0	R 300,000.00
	Hilary Settlement (Pre-engineering)	26	0	R 300,000.00
TOTAL			3,098	R 57,154,278.00
Nkomazi	Schoemansdal (Households)	28	78	R 1,484,229.00
	Steenbok - pockets (Households)	08	59	R 1,122,686.00

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ESKOM PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
Nkomazi	Nkomazi in-fills	Various wards	1,500	R 8,250,000.00
	Nkomazi LV ext	Various wards	70	R 1,050,000.00
	Driekoppies (Pre-engineering)	26	0	R 140,000.00
	Kamhlushwa phase 4	22	0	R 300,000.00
	TOTAL		1,707	R 12,346,915.00
Bushbuckridge	Share Ext 1, 2 & 3 (Households)	38	45	R 81 1,297.00
	Clare B 1, 2, 3 & 4 (Households)	34	37	R 667,067.00
	Hlabekisa 1 & 2 (Households)	34	28	R 504,807.00
	Rapanga Village (Households)		35	R 631,009.00
	Burlington 1 & 2 (Households)	30	132	R 2,283,600.00
	Bushbuckridge in-fills	Various wards	2,500	R 13,750,000.00
	Bushbuckridge LV ext	Various wards	100	R 1,500,000.00
	Tsakani Substation	18	0	R 71,999,561.91
	Hoxane Substation 2017/18	01	0	R 1,000,000.00
	Kulani (Households)	19	11	R 198,317.00
	Riverside (Households)	19	25	R 450,721.00
	Rhulani (Households)	19	09	R 162,259.00
	Brenda (Households)	19	20	R 260,576.00

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ESKOM PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
Bushbuckridge	Ceko (Households)	19	09	R 162,259.00
	Thangini (Households)	19	15	R 270,432.00
	Khiyela ni Portion 1 & 2 (Households)	19	105	R 1,816,500.00
	Andover (Households)	30	37	R 667,067.00
	Mathibela (Pre-engineering)	05	0	R 300,000.00
	Shanke (Pre-engineering)	24	0	R 300,000.00
	Soweto (Pre-engineering)	24	0	R 300,000.00
	Newskom (Pre-engineering)	09	0	R 300,000.00
	Madras Buyelani (Pre-engineering)	02	0	R 300,000.00
	Tekamahala (Pre-engineering)	02	0	R 300,000.00
	Bukuta E Were (Pre-engineering)	03	0	R 300,000.00
	Letsatsi Mlondo (Pre-engineering)	04	0	R 300,000.00
	Cargo Inn (Pre-engineering)	04	0	R 300,000.00
	Ma RDP (Pre-engineering)	06	0	R 340,000.00
	Thabakgolo (Pre-engineering)	7	0	R 180,000.00
	Matshelapata (Pre-engineering)	0	0	R 300,000.00
	TOTAL		3,161	R 101,611,394.00
Ehlanzeni DM Total			8,189	R 172,717,394.91

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ERNEGY PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
Thaba Chweu	Sabie Ext 10 (Households)	07	100	R 1,458,000.00
	Simile - Nkanini (Households)	06	796	R 11,542,000.00
	TOTAL		896	R 13,000,000.00
Nkomazi	Naas — Kwamaqhekeza (Households)	01	322	R 5,000,000.00
	Total		322	R 5,000,000.00
Bushbuckridge	Cunningmore A - Tsakane (Households)	24	157	R 2,437,739.00
	Sefoma Ext Phase 2 (Households)	16	165	R 2,562,261.00
	Total		322	R 5,000,000.00
City of Mbombela	Msholozhi Ext 17 — Umjindi (Households)	14	122	R 1,769,000.00
	Emjindini Trust Phase 7 (Households)	41	2	R 3,565,000.00
	Msholozhi Phase 2 Nelspruit (Households)	14	42	R 6,206,000.00
	Thekwane North Phase 1 (Households)		49	R 7,119,500.00
	New Msholozhi Ext 17/132/22kV Substation (Pre- engineering)	14	0	R 1,710,000.00
	New 132 Switching Station & bulk supply line (Barberton Waterworks sub-Pre- engineering)		0	R 3,192,000.00

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs ENERGY PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	Msholozzi (Mbombela) Bulk supply to supply Msholozzi	14	0	R 7,438,500.00
City of Mbombela	Total		1271	R31,000,000.00
Ehlanzeni Total			2811	R54,000,000.00

DEPARTMENT OF ENERGY 2017/18 PROJECTS			
Municipality Name Municipal	Allocation	Allocated Funds Municipal	Allocated Funds Eskom
Thaba Chweu	R14 605 000	R13 000 000	R1 605 000
Nkomazi	R17 347 000	R5 000 000	R12 347 000
Bushbuckridge	R106 611 000	R5 000 000	R101 611 000
City of Mbombela	R88 154 000	R31 000 000	R57 154 000
Ehlanzeni DM Total	R226 717 000	R54 000 000	R172 717 000
Mpumalanga Total	R600 390 000	R200 000 000	R400 390 000

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DWS PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR  
**RBIG SCHEDULE 6B MTEF PROJECT LIST**

Name of Municipality	Projects/Programme Name/Description	2017/18	2018/19	2019/20	STATUS
City of Mbombela	Northern Nzikazi Bulk Water Supply	38 754 000	19 042 321	29 395 600	Construction
City of Mbombela	Hoxane Bulk Water Supply (Phase 3 Extension)	41 641 000	4 400 000		Construction
Nkomazi	Sibange Bulk Water Supply	15 500 000	45 512 226	33 400 000	Design
Nkomazi	Driekoppies Bulk Water Supply Upgrading	18 521 914	42 528 000	65 398 262	Design
City of Mbombela	MP Lowveld Feasibility Study	1 500 000	5 000 000	10 000 000	
Bushbuckridge	Bushbuckridge Water Services	3 000 000	-	-	
	Total	115 916 914	116 482 547	138193262	

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
ERNEGY PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme	Projects Beneficiary/ Ward/Location	2017/18 Target/Number of connections	2017/18 Budget Allocation (Annual) R'000
Thaba Chweu	Sabie Ext 10 (Households)	07	100	R 1,458,000.00
	Simile - Nkanini (Households)	06	796	R 11,542,000.00
	TOTAL		896	R 13,000,000.00
Nkomazi	Naas — Kwamaqhekeza (Households)	01	322	R 5,000,000.00
	Total		322	R 5,000,000.00
Bushbuckridge	Cunningmore A - Tsakane (Households)	24	157	R 2,437,739.00
	Sefoma Ext Phase 2 (Households)	16	165	R 2,562,261.00
	Total		322	R 5,000,000.00
City of Mbombela	Msholozzi Ext 17 — Umjindi (Households)	14	122	R 1,769,000.00
	Emjindini Trust Phase 7 (Households)	41	2	R 3,565,000.00
	Msholozzi Phase 2 Nelspruit (Households)	14	42	R 6,206,000.00
	Thekwane North Phase 1 (Households)		49	R 7,119,500.00
	New Msholozzi Ext 17/132/22kV Substation (Pre- engineering)	14	0	R 1,710,000.00
	New 132 Switching Station & bulk supply line (Barberton Waterworks sub-Pre-engineering)		0	R 3,192,000.00

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs DPWRT PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR					
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual)	Total Projects Cost R'000
Bushbuckridge	Design: Upgrade Boelang ring road, incl . D3934 & D3933 10km	Boelang	Detailed Design	3 320	3 320
	Design: Upgrade Road D360(9.2km) and D442(3.6km) Ga-Motibidi to Rainbow (12.7km)	Ga-Motibidi	Detailed Design	7 200	7 200
	Design: Upgrade Road D3973 between Hoxani and R40 (at Marite) (11.4km) Hoxani/Marite	Hoxani /Marite	Hoxani	3 150	3 150
	Design: Rehabilitation of Road D3930 from Acornhoek (km 0.0) to Hluvhukani D3932 at Hluvhukani (km11.80) in Bohlabela (Phase 1) (11.80 km)	Hluvhukani	Detailed Design	7 275	7 275
	Upgrade' D4383 km 4.9 - 14.1 from P33/5 (R536) to D4382 near Justicia & Lilydale (9.2 km) and Upgrade: D3969 km 13.82 - 16.92 and D4385 km 0 - 4.9 from D4381 (Kildare) to D4382 Justicia & Lilydale (8.0 km) (17.2 km)	Justicia / Lilydale	84%completed	108 700	246 375
	Upgrading of a Rural Access Road D3966 between R40 Junction (near Bushbuckridge) and Merry Pebble (Phase 1) 10km	Merry Pebble	100% completed	44 000	159 955

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DPWRT PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual)	Total Projects Cost R'000
Bushbuckridge	Rehabilitation of Road D4396 from D4394 (km 0) through New Forest A to D3945 (km 5.85) (5.85 km)	New Forest A	35% Completed	22 697	71 300
	Contraction of access to new traffic College	Mkhuhlu	100% Completed	19000	37 125
City of Mbombela	Design: Upgrade of Gedlembane road in Pienaar (8 km)	Pienaar	Detailed Design	3 500	3 500
	Repair of a Flood Damaged bridge on Road D2966 between Numbi and Makoko	Numbi / Makoko	100% Completed	25 000	63 401
	Upgrade: D236 (Umjindi Trust Road) West of Barberton from end paved at km 6.3 to km 14.3(8km) and patch reseal of 6.3 km	Barberton	100% Completed	14 023	22 608
	Habitation: D236 (Umjindi Trust Road) West of Barberton 6.3km) & upgrade from end paved at Km 6.3 to km14,3 (8km)	Barberton	100% Completed	70 000	70 000

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DPWRT PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual)	Total Projects Cost R'000
Nkomazi	Design. Block Paving on D233 near Louisville	Louisville	Detailed Design	6 000	6 000
	Brick Paving and Rehabilitation. LOUISVILLE Road D233	Louisville	15%Completed	9 610	40 250
	Reconstruction of a Flood Damaged Bridge on Road D2944	Boschfontein/ Magogeni	100%Completed	20000	28 750
	Rehabilitation: Road D2951 between Mbuzini and R571 (Samora	Mbuzini		81 764	256 850
	Construction of Boschfontein culvert	Boschfontein	100%Completed	1000	1000
	Construction of Dlundluma culvert	Dlundluma	100%Completed	1000	1000
Thaba Chweu	Rehabilitation of Sections of Road P8/1 between Ivashishing and Bambi (fj4) (Phase 2) (18 km)		85%Completed	142 322	345 000
City of Mbombela	Nwababhundvu coop	Sabie river	Vegetables	R 833	R 2,833
	Mfanakatiwafanyana primary coop	Sabie river	Vegetables	R 952	R 3,352
	Vumumasemva prim coop	Sabie river	Vegetables	R 733	R 2,213

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DARDLEA PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual)	Total Projects Cost R'000
City of Mbombela	Malosibusiso coop	Gutshwa	Vegetables	R 728	R2,328
	Zambukuteli coop	Sabie river	Vegetables	R 833	R2,513
	Mahlomelo coop	Sabie river	Vegetables	R 852	R 2,572
	Siyachuba vegetable project (Umjindi)	Umjindini	Construction of packhouse	R 1,000	R 3,400
	White hills (Intabamhlophe) (Umjindi)	Umjindini	Construction of access bridge	R 500	R500
	Hangingstone (Umjindi)	Umjindini	Construction of access road	R 450	<b>R450</b>
	Bellevue (Umjindi)	Umjindini	Construction of access bridge and roads	R 600	R 600
	Animal Clinics	Malekutu	Refurbishment of animal health centres (animal clinics)	R 375	R 2,750
	Silwanendlala youth cooperative	Nelspruit	Construction of aquaponics	R 4,200	R 12,600
	Barberton EC	Barberton	Renovation of Existing Infrastructure	R 200	R 200

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DARDLEA PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual)	Total Projects Cost R'000
Nkomazi	Ikhwezi Lokusa vegetable project	Skhwahlane	Expand additional 20 drip Irrigation System	R 2,000	R 7,000
	Intamakuphila	Borschfontein	Rehabilitation of tunnels	R 2,300	R 7,300
	Mawewe Livestock	Mawewe	Construction of earth dam wall	R 450	R 450
	Ntunda Cattle farmers	Ntunda	Construction of earth dam wall	R 200	R 200
	Sibange cattle farmers	Sibange	Construction of earth dam wall	R 450	R 450
	Tsambokhulu cattle farmers	Tsambokhulu	Construction of earth dam wall	R 476	R 476
	Silwanendlala	Magogeni	Construction of access Bridge and earth dam	<b>R500</b>	R 500
	Nkomazi maize <i>mill</i> project	Boschfontein (Magogeni)	Installation of the milling plant and silos	R 6,000	R 6,000
	Mfumfane	Mfumfane	Construction of Access Bridge and Regravelling of infields	R500	R500
	Siphandane	Mbangwane	Storeroom and electricity facility, ablution (10 ha castro	R 1,000	R 3,000
	Tonga EC	Tonga	Renovation of Existing Infrastructure	R 100	R 100

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DARDLEA PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Bushbuckridge	Allandale (Fortune 40)	Allandale	75kW tractor, Paving, Office/ Parkhomes furnishing, High Mast Light, production inputs, implements	R 2,200	R 7,200
Bushbuckridge	Motlomobe (Fortune 40)	Motlomobe	75kW tractor, Paving, Office/ Parkshome furnishing, High Mast Light, production inputs, implements, access road	R 2,200	R 7,200
Bushbuckridge	Samkelisiwe	Mkhuhlu	4 Tunnels, storeroom and packhouse (28 HA PROJECT	R 2,000	R 7,000
Bushbuckridge	Pfuka utitirhela	Saselani	10 ha Drip Irrigation, Borehole	R 1,000	R 4,000
Bushbuckridge	Tiptap Piggery	Green Valley	Construction of piggery 50 units	R 2,169	R 2,169
Bushbuckridge	Red Meat Abattoir	New Forest	Establishment of Abattoir	R 3,500	R 3,500
Bushbuckridge	Utah(Disaster)	Utah	Repair of earth dam	R 400	R 400
Bushbuckridge	Ludlow (Disaster)	Ladlow	Repair of earth dam	R 400	R 400
Bushbuckridge	Serville (Disaster)	Serville	Repair of earth dam	R 400	R 400
Bushbuckridge	Agri-parks	Mkhuhlu	Construction of Mkhuhlu Agri- Hub		

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DARDLEA PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Thaba Chweu	Mashishing ( Fortune 40)	Thabacheuw	5 ha drip irrigation, Fencing, 75kW tractor, Paving,	R 4,100	R 9,100
Thaba Chweu	Bohabelo Animal handling facilities	Draaikraal	Borehole drilling, Animal Handling facility and planted pastures	R 2,500	R 2,500
Thaba Chweu	Graskop EC	Graskop	Renovation of Existing Infrastructure	R 1,500	R 1,500
Thaba Chweu	Mashishing ( Fortune 40)	Thabacheuw	5 ha drip irrigation, Fencing, 75kW tractor, Paving,	R 4,100	R 9,100

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSR PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

NEW LIBRARIES UNDER CONSTRUCTION DUE FOR COMPLETION IN 2018/19

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Mbombela	Kanyamazane Library	Learners, educators and the community	80% completion	R10 527	R14 795
Bushbuckridge	MP Stream	Learners, educators and the community	80% completion	R10 928	R15 701

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSR PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

EXISTING LIBRARY FACILITIES UPGRADED

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Thaba Chweu	Mashishing Regional Library	Learners, educators and the community	100% upgraded	R5 200	R6 414
		Learners, educators and the community	100% upgraded		

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSR PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

LIBRARIES AT PLENARY STAGE FOR CONSTRUCTION AND UPGRADE IN 2018-19

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Bushbuckridge	Thulamahashe	Learners, educators and the community	Planning phase completed	R1 600	R12 990
City of Mbombela	Mbombela	Learners, educators and the community	Planning phase for upgrade completed	R0	R12 094

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSR PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

MULTI- YEAR PROJECTS

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	Total Projects Cost R'000
Mbombela	Cultural Hub(White River)	Performing Artists, Visual Arts and Crafts Artists Film and Video industry and communities	PPP procurement to Arts secure investor Film Provision of Bulk and Infrastructure	R45 442	R1 400 000

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	Monitoring of Police Stations	Hazyview, Kabokweni, Pienaar, Low's Creek, Matsulu, Nelspruit, Ngodwana, Kanyamazane, White River, Masoyi, Barberton, Kaapmeiden	12 Police Stations monitored on policy compliance	Operational
	Audits on the implementation of Domestic Violence Act (DVA)	Hazyview, Ngodwana, Masoyi Pienaar, Nelspruit, Barberton White River, Kanyamazane Kabokweni	09 Audits conducted on the implementation of Domestic Violence Act (DVA)	Operational
	<b>Educational awareness campaigns</b>		09 Educational awareness campaigns conducted	Operational
	(01) Liquor traders workshop	Mbombela		
	(01) Sports against crime awareness campaigns	White River		
	(01) Trio-crime awareness campaign	Matsulu		
	(01) Liquor traders inspection workshop	Masoyi		
(01) Domestic violence campaign	Pienaar			

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	(01) Trio-crime crime awareness campaign	Masoyi		Operational
	(01) Anti-stolen goods awareness campaign	Barberton		
	(01) Liquor traders inspection	KaNyamazane		
	(01) Anti-stolen goods awareness campaign	Kabokweni		
City of Mbombela	<b>Crime Prevention initiatives</b>			
	<b>School Safety Initiative</b>		Crime Prevention initiatives implemented	<b>R131 500.00</b>
	Conduct prison visits	City of Mbombela		
	school awareness campaigns	City of Mbombela local municipalities		
<b>Contact Crime initiative</b>		Contact Crime initiative implemented	<b>R91 500.00</b>	
Implementation of contact crime	Kanyamazane (MLM)			

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	<b>Rural Safety Initiative</b> Implementation of rural safety	Kabokweni (MLM)	Rural Safety Initiative implemented	<b>R122 000.00</b>
	<b>Victim Friendly Facility initiative</b>	Mbombela Local Municipality	Victim Friendly Facility initiative implemented	<b>R122 000.00</b>
	<b>Community Police Relations</b>			
	Support functional Community Safety Forums	Mbombela Local Municipality Ehlanzeni District Municipality	02 functional Community Safety forums supported	<b>R50 000</b>
	Support functional Community Police forums	Matsulu, White River, Barberton Pienaar, Kanyamazane, Kabokweni, Ngodwana Lows Creek,	08 functional Community Police forums supported	<b>R250 000</b>
	<b>Transport Regulation</b>			
	Safety Engineering	Mbombela Local Municipality	05 traffic law enforcement programmes implemented	Operational
	Traffic Law Enforcement			

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
City of Mbombela	Road Safety Education			Operational
	Transport Administration and Licensing			
	Overload Control			
Nkomazi	Monitoring of Police Stations	Schoemansdal, Malelane, Mbuzini, Tonga	05 Police Stations monitored on policy compliance	Operational
	Audits on the implementation of Domestic Violence Act (DVA)	Tonga	01 audit conducted on the implementation of Domestic Violence Act (DVA)	Operational
	<b>Promotion of Safety</b>			
	<b>Educational awareness campaigns</b>		06 Educational awareness campaigns conducted	<b>R610 000.00</b>
	(01) Border Security Awareness campaign	Tonga		
(01) Human trafficking awareness campaign	Tonga			

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs					
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR					
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	
Nkomazi	(01) Moral regeneration awareness campaign	Tonga			
	(01) Domestic violence campaign	Tonga			
	(01) Domestic violence awareness campaign	Schoemansdal			
	(01) Human Trafficking Awareness campaign	Malelane			
	<b>Crime Prevention initiatives</b>				
	<b>Contact Crime initiative</b>			<b>R91 500.00</b>	
	Implementation of contact crime	Tonga (NLM)			
	Evaluation of contact crime	Tonga (NLM)			
	<b>Vulnerable Group initiative</b>			<b>R91 500.00</b>	
	Conduct child protection week	Schoemansdal			
	<b>Community Police Relations</b>				
	Support Community Safety Forums	Malelane (NLM)	01 Community Safety forum supported	<b>R50 000</b>	

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme  Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
Nkomazi	Support Community Police forums	Komatipoort , Kaapmeiden, Malalane;, buzini, Tonga, Schoemansdal	06 Community Police forums supported	<b>R250 000</b>
	<b>Transport Regulation</b>			
	Safety Engineering	Nkomazi Local Municipality	05 traffic law enforcement programmes implemented	Operational
	Traffic Law Enforcement			
	Road Safety Education			
Transport Administration and Licensing				

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs					
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR					
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	
<b>Bushbuckridge</b>	Monitoring of Police Stations	Acornhoek	04 Police Stations monitored on policy compliance	Operational	
		Bushbuckridge			
		Culcata			
		Skukuza			
	Audits on the implementation of Domestic Violence Act (DVA)	Bushbuckridge	01 audit conducted on the implementation of Domestic Violence Act (DVA)	Operational	
	<b>Promotion of Safety</b>				
	<b>Educational awareness campaigns</b>			05 Educational awareness campaigns conducted	<b>R610 000</b>
(01) Liquor traders workshop	Bushbuckridge				
(01) Domestic Violence Awareness	Calcutta				
(01) Sports against crime awareness campaign	Mhala				
(01) Liquor traders inspection/workshop	Bushbuckridge				

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs  
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR

Name of Municipality	Projects/Programme <i>Name/Description</i>	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
<b>Bushbuckridge</b>	Community Outreach Programme (Imbizo)	Bushbuckridge		<b>R600 000</b>
	<b>Crime Prevention initiatives</b>			
	<b>Victim Friendly Facility Initiative</b> Support victim friendly facilities	Bushbuckridge Local Municipality	Victim Friendly Facility Initiative implemented	<b>R122 000</b>
	<b>Contact Crime Initiative</b> Implementation of contact crime	Mhala	Contact Crime Initiative implemented	<b>R91 500</b>
	Evaluation of contact crime	Mhala		
	<b>Vulnerable Groups initiative</b> Mandela day celebration Provision of support Empowerment session (elderly) Evaluation of vulnerable group	Calcutta Bushbuckridge Bushbuckridge Calcutta (BLM)	Vulnerable Groups initiative implemented	<b>R91 500</b>
	<b>Rural Safety initiative</b> Anti-Stock Theft Project	Calcutta	Rural Safety initiative implemented	<b>R122 000</b>

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
Bushbuckridge	<b>School Safety initiative</b>			
	Conduct regional debates	Bushbuckridge	<b>School Safety initiative implemented</b>	<b>R131 500</b>
	Conduct school provincial debates from	Bushbuckridge		
	02 school awareness campaigns	Bushbuckridge		
	<b>Community Police Relations</b>			
	Support functional Community Safety Forums	Bushbuckridge Local Municipality	01 functional Community Safety Forums supported	<b>R50 000</b>
	Support Community Police forums	Acornhoek ,Calcutta Skukuza, Bushbuckridge	04 Community Police forums supported	<b>R250 000</b>
	<b>Transport Regulation</b>			
	Safety Engineering	Bushbuckridge Local Municipality	05 traffic law enforcement programmes implemented	Operational
Traffic Law Enforcement				

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs				
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR				
Name of Municipality	Projects/Programme Name/Description	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000
Bushbuckridge	Road Safety Education			Operational
	Transport Administration and Licensing			
	Overload Control			
<b>Thaba Chweu</b>	Monitoring of Police Stations	Pilgrim's Rest, Lydenburg, Sabie, Dienkie, Graskop, Maartenshoop	06 police stations monitored on policy compliance	Operational
	Audits on the implementation of Domestic Violence Act (DVA)	Sabie, Graskop	02 audits conducted on the implementation of Domestic Violence Act (DVA)	Operational
	<b>Promotion of Safety</b>			
	<b>Educational awareness campaigns</b>		01 Educational awareness campaigns conducted	
	(01) Liquor Traders workshop	Thaba Chweu		<b>R610 000</b>
	<b>Crime Prevention initiatives</b>			
<b>Rural safety initiative</b>			Rural safety initiative implemented	<b>R122 000</b>
	paralegal workshop	Lydenburg		

DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2017-2022 MUNICIPAL IDPs					
DCSSL PROJECTS LIST FOR 2017/2018 FINANCIAL YEAR					
Name of Municipality	Projects/Programme	Projects Beneficiary/ Ward/Location	2017/18 Target	2017/18 Budget Allocation (Annual) R'000	
Thaba Chweu	<b>School Safety initiative</b>		School Safety initiative implemented	<b>R131 500</b>	
	Conduct 2 school awareness	Thaba Chweu Local			
	<b>School Safety initiative</b>	Thaba Chweu Local Municipality	School Safety initiative implemented	<b>R131 500</b>	
	Conduct 2 school awareness campaigns				
	<b>Community Police Relations</b>				
	Support functional Community Safety Forums	Lydenburg	01 functional Community Safety Forums supported	<b>R50 000</b>	
	Support functional Community Police forums	Graskop, Marteenstroom, Pilgrims rest, Dintjie	04 functional Community Police forums Supported	<b>R250 000</b>	
	<b>Transport Regulation</b>				
	Safety Engineering	Thaba Chweu Local Municipality	05 traffic law enforcement programmes implemented	Operational	
	Traffic Law Enforcement				
Road Safety Education					
Transport Administration and Licensing					
Overload Control					

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## **10 CHAPTER 10**

### **SECTOR PLANS BRIEF OVERVIEW**

The municipal systems Act, 32 of 2000, section 26(e) requires that a municipality should develop a spatial development framework which gives a long term spatial view of its jurisdiction. It provides the basic guidelines which provide application of principles that will render the following benefits:

- Sustainability,
- Accurate planning,
- Integrated social and environmental activities,
- Ensures that spatial priorities are strategically implemented, Amongst other things, Ehlanzeni SDF aims to achieve the following:
- Influence local spatial strategies to work towards attainment of regional, district and provincial Development goals and vice versa.
- To utilize best practices in development planning that will support regional and district development by pulling resources of all five LMs and DMA to develop a standard set guidelines for use in town and regional and regional planning and land use management.
- To influence the development of a regional character that boost development ensuring equitable Investment through coordinated marketing.

Broader SDF has been attached to the IDP as an annexure for more detailed information.

### **10.1 WORK PLACE SKILLS PLAN**

South Africa is faced with a challenge of ensuring that all its citizens have access to skills that will enable them to adapt and be successful in the global market and that all individuals and communities are offered opportunities for self-advancement to enable them to play a productive role in society. To establish an infrastructure that will facilitate the realization of these challenges the South African government, after extensive consultation with organized labour, business and other stakeholders, promulgated a clutch of education and training legislation that serves as a framework within which skills development need to take place. There is a need, therefore, from all responsible organs of civil society to ensure that this strategy is translated into action. The municipalities as responsible corporate citizen need to ensure that they play an effective role in contributing to the national agenda of skills development.

Ehlanzeni district municipality just like any organization has developed a work place skills plan to keep up with the general practice of growing and learning organizations. The WSP is reviewed annually and adapted to changing circumstances by the HR unit. It enables various units to indicate gaps within their knowledge which if acquired can improve the municipal efficiency and performance systems and processes.

EDMs WSP seeks to achieve the following:

Lifelong learning – in a fast changing work environment individuals have to:

- upgrade their lives and improve their skills continuously;
- Promotion of equity – skills development must be used as a vehicle to promote equity, as well as to encourage effective collaboration amongst people from diverse backgrounds;
- Demand-led skills development must be pursued in an environment of realistic assessment of how the skills are to be employed;
- Flexibility – Individuals (management and employees) must be afforded opportunities to participate in identifying skills development priorities and determining the most effective ways to address these priorities; Partnerships and co-operation – municipalities must establish learning and development partnerships with institutions of learning that add value to the skills development process; and
- Efficiency and Effectiveness – the delivery of skills development initiatives must be

## **10.2 DISASTER MANAGEMENT PLAN**

Section 26 (g) of the Municipal Systems Act, 32 of 2000 compels municipalities to develop this plan in order to ensure municipal safety. Most of the places in Ehlanzeni are prone to different adverse disasters ranging from veld fires, strong winds (tornado) and floods. These challenges require a municipality to take cautious steps in advance to prepare and have adequate mechanisms to deal with such disaster as and when they occur.

EDM has a comprehensive disaster management plan (adopted in 2008)

Though Ehlanzeni has developed the plan, it has in its implementation plan, constructed in conjunction with LMs Disaster satellite centres which will later be connected to the District Main Centre in Nelspruit as municipalities gear themselves in advance methods of mitigating risks and effects. District Main Office Centre is complete and has all top high technology including the incident command vehicle which can be use on sites where incidents are occurring and transmit information and pictures to the control room.

The more detailed Disaster management plan has been attached to the IDP as an annexure for more perusal of more information. It must be mentioned however, that there plans to ensure integration of Disaster IT system to the Municipal GIS systems for information sharing and other purposes. There are about 200 volunteers who are appointed by EDM who receives stipends after their executing their duties from time to time. This programme will be connected to the EPWPs by which EDM aims to create jobs as enshrined in the SOPA and SONA and given the priorities of both National and Provincial government to fight poverty and abject poverty.

### **10.3 FINANCIAL MANAGEMENT PLAN**

In terms of the Section 26 (h) of Municipal Systems Act, 32 of 2000, municipalities must ensure that a financial plan which must include a budget projection for at least the next three financial years. This plan must be in line with the Municipal Finance Management Act, 56 of 2003 and treasury regulations in terms of policies and guidelines and procedures to be followed. EDM has developed its Financial Plan in 2010 which amongst other things include the following:

- Policy guidelines,
- Revenue enhancement strategies ,
- Financial risk and metrics,
- Cost recovery strategies and access to capital

The plan further identifies challenges facing municipalities with respect to financial planning and complying with all the acceptable and applicable standards e.g. GRAP 17. The municipality further identifies strategic long range solutions which will ensure that municipal performance improves accountability and the adequate usage of tax payer's money. In the case of district, the plan also identifies the need to provide support and arrange capacity building sessions to support LMs. It is with confidence to mention that EDM has yet again achieve a clean audit bill with no matters of emphasis [2009/10 FY]. This is for the third time and surely indicates the increased proper financial governance and application of internal risks control measures.

The plan also allude in brief the SCM and how it can be customized such that it benefits local people that are emerging SMMEs and Cooperatives. There is a strong link with LED initiatives of the district as the finance department keeps records of jobs created and the companies appointed for execution.

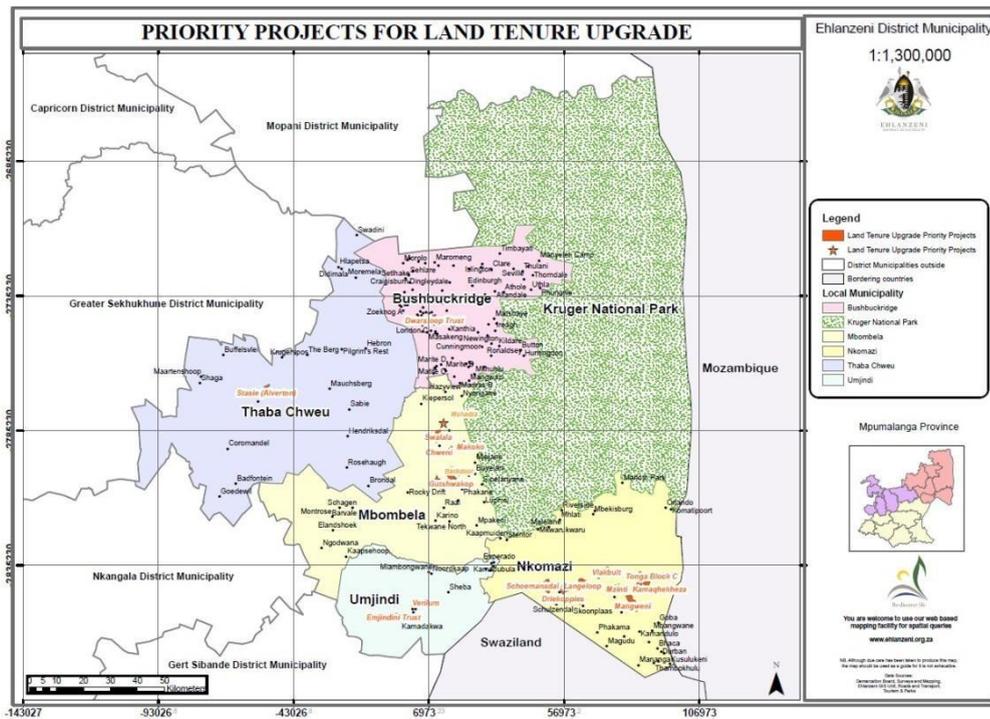
Whilst there is room for improvement especially from two of LMs within the district, plans are in place to provide support to both Nkomazi, and Thaba Chweu who did not get a clean audit bill for the last financial year.

#### **10.4 LOCAL ECONOMIC DEVELOPMENT STRATEGY**

In the same like the other strategies, Section 26(c) of the Municipal Systems Act, 32 of 2000 read in line with White Paper on Local Government (1998) provides for the need of council to include council's development priorities and objectives for its elected term, including the local economic development aims. EDM has a developed LED strategy that has been interpreted in the context of the Spatial Development Framework in terms of spatial and strategic priorities.

The strategy identifies a number of packed investment projects which are viable and critical to curb the scourge of poverty. To mention just a few: Tourism Industrial Parks, Economic Hubs, Fresh Produce market and abattoirs and agro villages. All these projects have received a nod from the DBSA to fund the entire project from feasibility to implementation. This will surely create more jobs and more opportunities for communities to get both services and employment to sustain their lives. The strategy identifies a need to ensure integrated LED planning so that municipal plans are proper complimented by district initiatives and vice versa.

Another projects that speak to SDF are the Rural CBD and Urban renewal strategies which feasibility studies are completed but require funding in terms of implementation. Request for proposal will be advertised to appoint suitable service providers to ensure the implementation. As part of the IDP priority is the establishment of a number of Public private partnerships (PPP) which ensure that the dream of EDM is realized and in a sustainable manner. The main object of the EDM strategy is to create an enabling environment for investors and local businesses, create jobs and ensure municipal economic viability and competitive advantage. The strategy takes into account the National LED Framework and the advancing Economic growth path and the flagships as well as the 5 priorities of the province which translates into Creation of more jobs and how to enhance rural development whilst not compromising the best practices of preserving the environment. The strategy is bound to be reviewed due to the focus into Comprehensive Rural Development Programme pronounced by the state president when he took over reigns. In Ehlanzeni, it is well known that both Bushbuckridge and Nkomazi Local Municipalities have been earmarked for this programme. Community profiling and development of coops and SMMEs have been started in Nkomazi. To aid to fast track such development the Department of Rural Development and Land Reform (National) and Dept. of Agriculture, Rural Development and Land Administration (Provincial DARDLA) have locked horns with EDM to develop the District Wide Land Audit which will give effects to all development initiatives in the region. Most of the places to be developed in Rural Area are shown in the SDF Map Below:



## 10.5 TOURISM DEVELOPMENT STRATEGY

In terms of section 84 Of the Municipal Structures Act, 117 of 1997, tourism is a key function of the district municipality. The municipality has prioritize this function due to number of spatial advantages which include the following:

- Located in a subtropical region bound by two neighboring countries Swaziland and Mozambique,
- Have two major development corridors traversing each other in Mbombela (R40 and Maputo Development Corridor (N4)),
- Kruger National Park – one of the biggest park in the world which have a bigger coverage of space,
- Railway corridors that connects the entire province and up to so far has been underutilized,
- The two airports also provide more flexibility to tourists visiting our shores. It must be noted
- however, that EDM plans to find more information about expanding KMIA as the earlier Act mandates them to do so in terms regulating airport.

It must be said that EDM plans to create a couple employment opportunities within this industry by prioritizing key projects in the next financial year: Tourism development between Mbombela and Bushbuckridge [R1Million to improve signage and eventually consider market stalls and car wash-bays which will be for the youth and people living with disabilities and women and vulnerable communities]. This effort seeks to mainstream the Transversal and HIV/aids programme by ensuring that jobs created are for all South African irrespective of the race, gender, physique and other attributes.

More detailed information is contained in the annexure Tourism Development Strategy.

## **10.6 WATER SERVICES DEVELOPMENT PLAN (WSDP)**

Whilst there is no specific mention of this Act in the Municipal Systems Act, 32 of 2000, the Municipal Structures Act, 117 of 1997, section 84 does mention that district municipalities must also ensure connection of bulk services which include water and electricity. Although in the Province these functions were reassigned to local municipalities, symptoms show that they are not doing well. Ehlanzeni and its local municipalities have reviewed their WSDPs last 2010 as required by the Water Act, that at least once annually, this plan must be reviewed to cater for the changing circumstances of the municipality and the community. Further Water Services Act (No. 108 of 1997) gives effect to our LMs to be Water Services Authorities and as such they need to adhere to the specified guidelines and requirements. The role of the District then become one of promoting intergovernmental relations and planning, but also to support and coordinate what LMs are planning to execute. District and COGTA have the responsibility also to guide and monitor the implementation and the rollout of these plans and ensure that they comply with necessary legislation.

The EDM WSDP points out sustainability models, backlogs and challenges facing the provision of this service in the district. EDM is neither the WSA nor the WSP and are therefore not licensed or authorized to render this service.. It must be mentioned however that District has proposed to LMs an SLA to become a WSP for them as some of them lack capacity. As major projects of the District, more details of the WSDP are contained in the Plan attached to the IDP. The Department of Water and Sanitation (DWS) has committed to develop a water and sanitation master plan during 2017/18 FY, to further support planning for the related infrastructure.

## **10.7 ROADS AND TRANSPORT PLAN**

The municipal systems Act, 32 of 2000 although not specific in terms of this plan but it does provides for the need of proper planning of roads in municipalities. The Section 84 of Municipal Structures Act, 117 of 1997 provides for the need of the District to ensure that regional routes are maintained and properly serviced. This falls out the district competency as Department of Transport is currently undertaking the responsibility of most of the Roads. It must be mentioned that for local and municipal roads the municipality is in charge to provide for that. It is out that district may assist with implementation of some of the access roads if the local municipality lacks capacity and finance to execute the functions. EDM has developed a very comprehensive Integrated Transport Plan in 200 and envisage reviewing the strategy in 2017/18.

The priority from the district has been to ensure that local municipalities have the following in place:

- Proper Roads and Transport Units,
- Integrated Transport Plans,
- Prioritize the need for transport and roads projects in IDPs

More information on Roads and Transport is detailed in the Comprehensive Transport plan (2008)

## **10.8 INTEGRATED WASTE MANAGEMENT PLAN**

The main object of this plan is to integrate and optimize waste management and practices in the region. In 2010 EDM after a trip to Italy learnt some best practices and were quick to indicate a need to engage in waste management. In the wake that there was no strategy, EDM prioritized and directed some funds to this strategy.

The EDM IWMP indicates the following information:

- Baseline information,
- Objectives of how to deal with waste,
- Strategic planning,
- Proposed alternatives methods to deal with waste,
- Implementation plan,
- Cost estimates for the implementation of the strategy,
- Quantification of generated waste

## **10.9 HIV/AIDS STRATEGY**

EDM has reviewed its HIV/AIDS Strategy in 2010 and assisted other Municipalities to review theirs. The strategy entails critical measures that must be undertaken in fight against HIV/AIDS Scourge. The strategy outlines vulnerable groups and proposes possible solutions to the problems. EDM has taken the fight in the streets by organizing and mobilizing people through child care jamboree and other major campaigns.

EDM has partnered with Humana and other key stakeholders to spread the message and to try and put systems in place which promote prevention, testing and aftercare, access to ARVs.

More information has already been provided in the IIDP document and in the attached annexure: HIV/AIDS strategy.

## **10.10 TRANSVERSAL PROGRAMMES**

EDM is taking transversal programmes very serious and in-fact which to ensure in all programmes these should be mainstreamed to ensure maximum benefits which are lacking at the moment. EDMs transversal policies include the following:

- Youth Development Strategy, Disability Strategy,
- Mainstreaming gender development

More information is contained in the ANNEXURE attached at the end of the document.

## **10.11 RECRUITMENT AND RETENTION STRATEGY**

The municipality has developed a recruitment and retention strategy to ensure that proper skills are sought from all angles of the country in pursuit of better practice and successful organizations. It must be mentioned that the retention strategy is in draft format as it has been not approved by council due to some reasons. It has been prioritized as one strategy that will be looked at and be dealt with accordingly.

More information on these strategies has been attached as annexure of the IDP.

## **10.12 HR STRATEGY**

This is one of the critical plans of the municipality which forms the backbone of each and every successful municipality. The plan entails the following components which must be reviewed from time to time as circumstances deem necessary:

- Vision and mission statement of that HR strategy,
- Human Resource Planning

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- Recruitment and selection,
- HRD
- Performance management
- Employee Management

EDM has developed its strategy in 2011

More information is entailed in the detailed strategy as attached as annexure in the IDP document.

### **10.13 COMPREHENSIVE INFRASTRUCTURE PLAN**

This is perhaps one of the arguably best plans that indicates backlogs and budgets required to reverse the service delivery challenges: It encompasses the following services:

- Sanitation
- Roads
- Water,
- Housing

### **10.14 SOCIAL AND MIGRATION COHESION**

EDM has recently developed a social cohesion plan by which it aims to ensure that the disparities of apartheid are pushed away. The plan also intends to ensure that spatial distortions which existing between different land uses are re-arranged to promote diversity and unified communities with common and shared vision.

EDM has also prioritized the control of migration of people to and from the two neighboring countries as one posing a serious challenge. The strategy points out ways and means of controlling such challenges.

More details of these plans are attached as an annexure to the IDP.

## **10.15 PUBLIC PARTICIPATION STRATEGY**

This strategy has been developed and adopted by Council in 2010 and gives effect to the programmes and projects related with community involvement.

Chapter 4 of the Municipal Systems Act, 32 of 2000 gives effect to this strategy and has been prioritized because of the major protests in our local municipalities i.e. City of Mbombela, Nkomazi and Thaba -Chweu

More information is attached on the strategy in the IDP document.

## **10.16 COMPREHENSIVE INFRASTRUCTURE PLAN (CIP)**

Ehlanzeni District Municipality held a delivery and implementation forum with Human Settlement and COGTA in 2010 wherein issues pertaining local government: delivery agreement 9: Ensuring effective, accountable and responsive local government. The forum promoted more interaction between the Human Settlement and other sector departments. One area of emphasis was the area of how and when we engage the community participation which should ideally inform the Human settlement of the people and localities that require housing infrastructure. Another key problem identified was that the department thumb-suck the figures even though they may appoint service providers to conduct social studies but if the information does not come from the communities, then service will not adequately address the challenges. The department was also tasked with a function to do the following:

- To ascertain how many people are still without housing
- How many houses are incomplete
- Visit district municipalities wherein department of housing should clarify their status and plans going forward.
- That the department should consider to join municipalities during the public participation as housing is one of the key basic services enshrined in the constitution (1996)

The municipalities also pointed out that COGTA and Human settlement should explore possibilities of municipalities that can be licensed to provide the housing services. According to COGTA, this function will be reserved to Human Settlement until municipalities build capacity to execute the services on their own. Another proposal from Ehlanzeni District was that Housing perhaps should be a function that's assigned to the District Municipality given that municipalities are struggling to deliver services (bulk and reticulation) at the moment.

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This proposal is in line with the Section 84 of the municipal structures Act 117 of 1997 which states the powers and functions of the district as the following:

- Provision of Bulk water services ,
- Provision of Bulk electricity supply,
- Regulate the abattoirs and fresh produce markets,
- Provide municipal health services

During public participation our local communities raised the following as their challenges:

- Inadequate housing infrastructure in some villages and wards,
- Back logs of houses in some villages and wards
- Incomplete houses in some villages

The Municipal projects focusing on Water and Sanitation, Roads and Storm Water Drainage, Electricity, Refuse removal and Human settlement, Economic Development have been included as areas where district municipality must render support.

The sector projects for the main service delivery departments have been included which are the Department of Health, Education, Public Works Roads and Transport, Sports, Arts Culture and Heritage, Agriculture and Water Affairs as described below:

#### **10.17 TENURE UPGRADE STRATEGY**

This strategy was adopted in 2010/11 financial year after a need to review the tenure reform was identified. The importance of strategy is primarily due to the nature of the district municipality which is about 70% rural and thus most of the areas are rural and not surveyed. The lack of tenure security poses a serious challenge in terms of development and ownership of properties. Though significant strides have been made to ensure that portions of the areas are surveyed and title deeds given to the rightful owners and occupants, there is still a huge backlog in terms of outstanding households with no titles which in the main will require tangible budgets.

The strategy outlines the priority areas such as 6 settlements in Nkomazi Local Municipal Area which are as follows: Boschfontein, Driekoppies, KaMhlushwa, Langeloop, KamaQhekeza and Schoemansdal villages.

## **10.18 COMMUNICATION AND CORPORATE IDENTITY MANAGEMENT STRATEGY**

This strategy seeks to ensure that EDM is able to communicate its service delivery agenda, programmes and projects planned and or implemented within municipal space. The strategy has led to the formulation of the following:

- District Communication Forum
- Media Working Group,
- Media breakfast show with the Executive Mayor,

The strategy seeks to address also several communication gaps and systems which will cause the district to disseminate with easy information and knowledge, policies and strategies to communities. It further highlights the two broader forms of communication and how the institution should deal with such matters: Internal communication which includes internal magazines and movement of information from one office to another without compromising the confidentiality and classified content whilst on the other side embracing the need to encapsulate and strengthen external communication with local, national and international stakeholders.

The strategy further elaborates on the approved corporate identity of the institution and the responsible member of the municipality. This strategy within corporate identity covers the outlook of the buildings, utilization of logos, letterheads and, folders and business cards, use of coat of arms and branding material.

The strategy does outline the forms of communication media that can be used for the internal and external communication. It does take note of the role of the traditional leaders and how they should be incorporated into the broader picture.

## **10.19 ANTI CORRUPTION STRATEGY/ POLICY**

This strategy is customized to address the challenge of corrupt activities, fraudulent and malpractices on municipal employees when executing their duties. The strategy focuses on how to safe guard the interest of the organization by stating the rules and procedures to be followed when such an activity has been done.

The strategy emphasizes on members who serve in bid committees to sign declaration statements and commitments to disclose any business interests on the work executed on behalf of the municipality. This policy just like any other policies is reviewed as and when deemed necessary by Council.

## **10.20 PROJECT PACKAGING EDM LED IMPLEMENTATION**

This strategy is an extension to the LED and Tourism strategies of EDM in that identified massive projects derived from the two strategies are packaged into investments opportunities which may be used to attract investors for necessary implementation support. The ten packaged projects are as follows:

- Fresh fruit Market,
- Light Industrial Park
- Packaging and Storage Hub,
- Organic Fertilizer,
- Tonga Precast
- Timber Cluster
- Kruger Malalane Junction
- Inyaka Dam,
- Entertainment and Tourism Hub,
- KMIA

The strategy outlines also the methodology to be followed when the projects are packaged including the suitable identified locations where these are earmarked for implementation. The methodology outlines the background within which the project is initiated, the project description, outcomes, envisaged multiplier effect, SMMEs and Coops potential, existing and required infrastructure, incentives, labour requirements to be on site, potential funders and sponsors and investors and private sector investment opportunities.

## **10.21 IGR STRATEGY/Framework/POLICY**

EDM like any institution of government is governed by the Intergovernmental relations Act and principles as enshrined in the Constitution of the Republic of South Africa. Municipal institution comprises of structures such as ward committees, IDP representative forums, council of stakeholders, speakers forums, Mayors forum, Municipal Managers Forum, CFO's Forum and other cluster groupings (Social Needs, Good Governance and Economic Growth and Development and the a cluster for the Traditional Leaders).

This policy document provide guidelines in terms of the protocol that need to be followed when such partnerships are forged especially through local, provincial, national and international visit undertakings and signing of MOUs and service level agreement and or partnerships and other form of agreements. The Framework guides also the agenda that must be envisaged for partnerships, puts emphasis on object of developmental local government (State), the strategic agenda, pillars and necessity for alignment and planning, key issues for consideration during engagements and the functionality of the existing structures.

#### **10.22 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)**

Chapter 6 of the Local Government Municipal Systems Act, 32 of 2000 in conjunction with the Municipal Finance Management Act 56 of 2003 require that each municipality must for each financial year after adopting and approval of IDP and Budget document develop a service delivery and budget implementation plan which segment how the planned projects and programmes will be implemented monthly and quarterly enabling the audit committee and other municipal structures to audit review and modify the implementation plan. The plan is a middle man between the strategy (IDP) and the financial resources and human resources in terms of the approved organogram of the institution.

The plan outlines further than service delivery plan, the principles and the guidelines adopted by Ehlanzeni in planning, executing and implementing the plan.

#### **10.23 DISTRICT WIDE SPATIAL DEVELOPMENT FRAMEWORK PLAN (STATUS QUO)**

This document has been referenced so significantly in the spatial planning section of this IDP. It has however been attached as an annexure to the document. It must be reported that though the SDF is for 2010 Financial year and fairly recent, the new demarcation of the former District Management Area (DMA) requires that all affected municipalities must do minor adjustments to that effect. The Department of Agriculture, Rural Development and Land Reform (DARDLEA) has made provision for review of the SDFs of the following municipalities:

- Ehlanzeni District Municipality,
- Former Umjindi Local Municipality
- Thaba Chweu Local Municipality but pending the completion of the Dolomite Investigation Studies,

The 3 mostly affected adjacent local municipalities are Nkomazi, City of Mbombela and Bushbuckridge will need to prioritise finer adjustment to cater for these changes.

#### **10.24 DISTRICT WIDE PERFORMANCE MANAGEMENT SYSTEM POLICY FRAMEWORK**

This document is intended to outline key requirements on the development, adoption and implementation of the PMS framework. The document is also aimed to streamline support of the district to LMs in terms of performance management.

Amongst other objectives, this document will embrace the following:

- Systems that will support effective service delivery,
- Forge accountability and ensure good governance,
- Monitor the developmental outcomes envisaged through MDGs and IDPs and other provincial and national development plans,
- Ensure standardization of processes, monitoring and evaluation of services,
- Ensure performance reporting and alignment to the provincial and national sector department.

#### **10.25 AIR QUALITY MANAGEMENT PLAN**

This plan is aimed at ensuring that the District is able to monitor the emission of the companies and industries by way of regulating such activities. This emission of course has serious health implications to the environmental health and the health of the community members. This function has been a provincial competency until the new health Act which transferred the function to the District Municipality. However due to staff capacity challenges most of the district are not capable to perform this function not until the Environmental Health Practitioners have been trained and support staff are appointed. In Mpumalanga Province though the two Districts (Nkangala and Gert Sibande) are ahead, there are still a lot of gaps in the implementation process. EDM has extended the contract between the District and the Province as they are currently not in position to render such services. The district has however embarked on conducting section 78 assessments reports which should reveal the following areas:

- Current status of the Air quality management in the district,
- Focus areas,
- Resources requirements and,
- Gap analysis,
- What has to be done to efficiently deliver the service

As a starting point, a strategy is being developed to support the Section 78 report but more above that the strategy will reveal the costing exercise, companies that emits, areas prone to disaster and undesirable consequences. The strategy shall also reveal role players and control and monitoring mechanisms to the challenges. It will also seek to integrate the role of the municipality in terms of enforcement of such policies and bylaws within their jurisdiction. A budget of R800 000 has been set aside to appoint service provider to compile this document.

#### **10.26 AGRICULTURE IN-DEPTH STUDY**

The main objective of this strategy was to indicate the various agricultural potential and opportunities of the district wide area. At the time Bushbuckridge Local Municipality was not part of Ehlanzeni District Municipality but the former Bohlabela District Municipality which was later disestablished due to political reasons.

The strategy aimed to encompass the status quo information of agriculture is compiled clearly showing the collaborative efforts which may be undertaken by the various key role players in exploiting the agricultural advantages of the area. Whilst the District displayed a strong agricultural advantage it must be pointed out that there are variations and comparative advantages of each municipality within the District.

The strategy reveals the various sectors that are strong in production but also contributing factors to the gross domestic product of the district such as the following produces:

- Sub-tropical fresh fruit farming: avocados, bananas, mangoes, litchis, macadamia nuts, sugarcane cultivations.
- The district produces about 16% of citrus crop and exports to over 70% at the time of the study compilation ( 2003)

The strategy or study identified the need to establish new biotechnology industries as a key critical factor to be explored in trying to expand and support agriculture in the district. This industry would focus on processing and refinements of finished goods in the following sectors:

- Focus on producing finished products and food,
- Processing of chemical products such as manufacturing of manure and fertilizers and extraction of gases such as methane through the grinding of sugarcane,
- Production of medicinal products and byproducts,
- Production of drugs and health related products which could be retailed national and internationally to various customers.
- Collaboration with traditional and herbal specialists in supply and production of medicinal plants accredited as the source of medicine and natural remedies of human kind.

The study also provides guidance in terms of coordination and collaborative engagement which must be undertaken by the various stakeholders in pursuing the objectives of the proposed strategy. The obvious of the study is due to the date that it was developed there is a need to review the strategy in order to cater for various changes which have taken place within the sector and industry for the past 10 years.

## **10.27 YOUTH SKILLS AND DEVELOPMENT STRATEGY**

The Strategy intends to expand on the projects and programmes which can be undertaken to speed up the development of youth in the district. It is well known fact that youth as one of the previously marginalized groups are now taking centre stage. Ehlanzeni District Municipality is by far a youth dominant district which implies that more programmes and projects must focus on grooming and nurturing the youth. It is required that more investment be directed towards skills development, education and vocational works.

The study identifies the need and focus areas which this strategy must embrace but also points out the key role players that must support the programmes for an example, the role of tertiary institutions, community based organization in terms of skills development and other critical avenues. Compounding the challenge the youth in our district is prone to number of challenges such as drugs abuse, teenage pregnancy, alcoholism and undesirable activities which they befall onto due to peer pressure and societal influences.

## **11 CHAPTER 11**

### **11.1 STRATEGIC & LONG TERM DEVELOPMENT PLANNING**

The District as a municipality tried to grasp this developmental nettle through annual processes of Integrated Development Planning, with the most recent IDP Review distilling five central challenges for the municipality:

- Recognized that EDM lacked a clearly-defined and long-term development strategy – a road-map to a better future.
- There is a low economic growth, high unemployment and high levels of poverty and inequality.
- The revenue-base is under pressure and efforts to address the basic needs of the poor are at risk of proving unsustainable.
- Many households still lack adequate transport, social services, access to economic opportunities and an environment that nurtures their communal humanity.
- There is possibility of risking the use of natural resources in an unsustainable manner that will

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- Compromise the interests of future generations. in relation to each of these challenges, the district has proposed the following objectives:
- There is a need to put in place a clearly-defined and long-term development strategy that can galvanize all stakeholders to take forward EDM's vision in tangible ways.
- The need to create an enabling environment for an economy that is growing, diversifying, generating increasing numbers of quality jobs and reducing inequalities in the society.
- The need to find innovative ways to grow revenue-streams and improve the efficiency of financial management.
- District-region that is characterized by sustainable human settlements in which people can live secure, fulfilled and dignified lives.
- To ensure that developmental practices are managed in a way that meets the needs of people now, without compromising the rights of children to meet their own needs.

To address the challenges facing the people of Ehlanzeni District, there are key pillars that must constitute the Long Term Development Strategy:

- Stimulate faster economic growth and drastically reduce unemployment
- Fight poverty and build secure and sustainable communities
- Develop healthy, appropriately skilled and productive people
- Deepen democracy and nation building and realize the constitutional rights of all the people
- Build an effective and caring government.

In the context of strategic planning, EDM is embarking on projecting a Long Term Growth and Development Strategy (LTGDS) as a practical, action-oriented framework for integrated and sustainable growth and development in our district. The implementation of this framework will enable the continued restructuring of local economy and guide the actions and programmes of government and social partners in achieving growth and development objectives.

The strategic objectives of the LTGDS in achieving EDM's vision are:

- The provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty
- Accelerated, labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment
- Sustainable socio-economic development
- Enhanced government efficiency and co-operative governance
- Deepening participatory democracy, provincial and national unity and citizenship
- Contributing to the social and economic development of the continent and the successful achievement of New Partnership for Africa's Development's (NEPAD) goals and objectives.

The experience over many years has shown that local government cannot simply leave this to the market. Government has to play an assertive and leadership role in working with the private sector and other stakeholders to ensure socio-economic development and transformation and to stimulate economic growth.

However, it is important to note that the main objective is not simply to increase the rate of economic growth but also to ensure that the benefits of this economic growth translate into broad-based income redistribution and a reduction in poverty and inequality

There is need to address the marginalization and exclusion from the economy of, in particular, black people, women, people with disabilities, and the poorest of the poor. The LTDGS therefore talks about growing and developing the economy for all. It aims to ensure a shared and transformed economy through creating linkages between the first and the second economy, supporting the sustainability of the second economy and assisting previously disadvantaged groups to gain access to the opportunities of a growing economy.

In creating an enabling environment for effective growth, the challenge is also to improve the quality of the health and education system to build healthy, skilled and productive people and make Ehlanzeni a safe and secure place to live.

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The Strategy therefore aims to not only fight income poverty but to also invest in the health sector, improve access to education resources and partner with education investors' intent on capitalizing on the advantages of Ehlanzeni's educational institutions.

The LTGDS seeks to underpin the District strategy to position and develop the area as a globally competitive sub-region that harnesses the strengths and advantages of the different municipalities and other public and private stakeholders in the province towards greater internal coherence, in order to compete more effectively externally in the global arena.

A central component of the Growth and Development Strategy is to grow the economy through the development of key growth sectors that have been identified based on their potential to achieve high growth rates and create jobs through multiplier effects. These are: smart industries including ICT and pharmaceuticals, tourism, agriculture including agro-processing and biotechnology, trade and services including finance and film, and manufacturing including steel-related industries, automotive parts and components, and beer and malt.

Promoting broad-based black economic empowerment (BEE) at all levels of the economy will improve equitable income redistribution and act as an economic driver. Transforming big business and multi-nationals to become more representative is a key challenge. The issue is not just at the level of ownership but also in areas such as management control and decision-making, preferential procurement, skills development, employment equity, social responsibility policies and programmes, enterprise development policies and strategies etc.

Support for small, medium and micro enterprises (SMMEs) is a critical sector to effect poverty reduction, create job opportunities and meaningful economic participation by black people, women, and people with disabilities, youth and other marginalized sectors of our society. In the near future there is need for developing SMME agency, which will provide both financial and non-financial support to SMMEs.

Skills development is a necessity to ensure that appropriate skills base is created to drive sustainable economic and social development. Youth development strategy will pay attention to the issue of young people's access to economic opportunities and skills development. Learnerships will be key in this regard, as well as improving the Further Education and Training sector. Together with institutions of higher learning and the private sector cannot just identify skills gaps to sustain future growth but also undertake a provincial skills audit so that

Investment in skills is in line with the actual skills needed.

Implementing the Expanded Public Works Programme (EPWP), this will create short-term jobs and build social capital by involving communities in socio-economic infrastructure development in their areas. The EPWP will also contribute to skills development, thus increasing job opportunities and enterprise development.

Proactively addressing the needs of women, people with disabilities and youth in social and economic life through mainstreaming and mitigating the effect of and ensuring an effective response to HIV and AIDS will also be critical in meeting our objectives. The AIDS Summit on this current financial year involving government, business and labour will be an important step in ensuring that all sectors of the economy are able to effectively perform in this regard.

A further condition for growth and development will be ensuring ease of access to government services, including through the use of information technology, achieving economies of scale and efficiency and better inter-governmental relations. The GDS further identifies existing strategic levers, which require focused attention and resources. These include the provision of an accessible, affordable and integrate public transport system; the provision of housing, investment in sustainable communities and innovative housing finance solutions; public safety and an integrated and improved security system that are critical for economic growth, quality of life and tourism; and improving government institutional efficiencies including quality integrated public services and reducing the cost of doing business in Gauteng.

As government we have made a firm commitment to the implementation of this Growth and Development Strategy. However, its success depends on the active participation of all sectors, particularly business. One of our key challenges in ensuring the successful implementation of the strategy will be our ability to catalyze resources from our partners.

To drive the effective involvement of all sectors in the implementation of the Growth and Development Strategy, a multi-sectoral forum will be established. This will spread the responsibility for its implementation to all sectors of society, while strengthening the partnership between the various sectors, for greater coordination and impact.

Other key targets which the strategy aims to achieve in Ehlanzeni by 2035 include reducing unemployment to; creating some jobs over the next ten years; and increasing the provincial government's procurement spend for broad-based economic empowerment enterprises to 80%.

The goals, objectives and priorities were then justified and motivated by the millennium goals (United Nations 1999) and the NEPAD priorities (2003). These priorities were then integrated into the Provincial Growth and Development Strategies (2004 – 2014). Unfortunately due to extensive

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intellectual drainage from poorer provinces and municipality areas, areas lacking pre-1994 infrastructure, larger centres have grown through the tradition of Migrant Labour, stretching the larger municipalities' capacity and collapse has in turn been the result in the poorer areas. Little to no realization of the Department of Provincial and Local Government's Strategic Plan 2007 – 2009 and local municipality's Integrated Development Plans.

Thus there is a need to empower municipalities and provincial departments to reach the goals, objectives and priorities that have been and will be visualized to ensure:

- Rapid Economic Growth
- Education and Skills
- Infrastructure development

Thus resulting in credible public and private institutions

What type of planning is envisaged?

To focus on Long-Term Strategic Planning there must be a change in terminology from short-term to long term. Terminology influences our manifestations and Vision.

<b>Short Term Terminology</b>	<b>Long-Term Terminology</b>
Job Creation	Career Creation
Upliftment	Empowerment
Sustainable Development	Progressive Development

Planning and policy-making; leadership and collective responsibility

The governance cycle is incomplete. The five activities mentioned are all quantitatively measurable in terms of time and finances. To add quality we must include three social aspects after the five activities:

- Policy development
- Strategic and operational planning
- Resources allocation
- Implementation
- Performance monitoring and evaluation
- Reflection
- Lessons Learnt

With these three additions quality becomes a measurable on three levels the individual, group and task and improvements can be made.

“Implementation of the plan, on the other hand, is the collective responsibility of Cabinet, of all of

government and in some cases, all of society”

### **Gaps in current System – Problem Statement**

The deficiencies stated are all due to lack of long term visions

- Lack of knowledge and comprehension in both private and public institutions we have missed the direction of the millennium goals, NEPAD Strategy and our Provincial Growth and Development Strategies.
- Voluntarism and short-termism is motivated by our slogans for job-creation, sustainable development, grants, “Helping South Africa OUT”, “How can we help you? (Upliftment)
- A need for an agency to ensure comprehension and application of the plan in cabinet, all state departments and private sector with regard to synergy and holistic socio-economic development

Some Lessons from international experience

Ehlanzeni must become an implementation, results driven district (Business Unusual). Currently there are far too paper-based with little to no practical implementation and practical application.

To implement good development planning, education, skills and resources are required beyond the larger centres (pre-1994 infrastructures. More solid institutions, capable public servants, and stronger relationships between public and private sector and clear focus, knowledge, comprehension and application of the strategic objectives are required to shape the new horizon.

There is a **new mental model** to respect the past but that can drive the country forward from the smallest building block of society, the individual – family – neighborhood – community – town – city – municipality – province – state.

Focus of the strategic planning for EDM will amongst other things zoom into predicting the mechanisms of dealing with the following factors as they play a major role to shape the future of the District:

- Developing a district model demonstrating the future likelihood of the District in 2030 and beyond,
- Strengthening and centralizing planning in both District and family of municipalities
- District provision of municipal support on a sustainable manner to services with district wide impact.
- Food security and sustainable rural development,
- Innovation technology and equitable economic growth,
- Poverty and challenge of social cohesion as a future dream of the District,
- Regional, continental and global dynamics and their long term capabilities,
- Industrial development trends and the changing structure of economy,
- Capability and performance of District and local municipalities,
- Advancing Human Resources for district development,
- Public transport, medium and long term choices,
- LED and spatial settlement trends
- Long term micro social and demographic trends,
- Energy consumption versus production (depletion of natural sources versus bio-energy production)
- Long term availability and sustainability of water and its usage
- Consensus, biodiversity and eliminate the changing mitigation and adaptation factors.

## **11.2 TERMS OF REFERENCE: LONG TERM PLANNING PERSPECTIVE**

### **11.2.1 BACKGROUND**

Lack of coordination within the local sphere of government has led to implementation inconsistencies and in poor service delivery in some cases.

The **District Municipality** understands that planning, coordination and performance management are interrelated and cannot be separated if the objectives of strategic operational planning are to be achieved.

The Municipality should be concerned with planning matters identified, including preparation of physical plans and policies/guidelines, as well as the monitoring of the impact of the implementation thereof on a high strategic level.

The district further understands that the Green Paper on National Strategic Planning addresses mainly high level national strategic planning and that operational and infrastructural planning belongs at the local sphere of government except for bulk infrastructure. These plans will take account of the broader national plan. The municipality shall commission research where necessary and make proposals on targets and milestones for the purposes of the national strategic plan.

It is hoped that the present initiative to establish a planning unit may lead to a more successful outcome and especially to strengthen local authorities to be capable of addressing and solving the problems related to human needs and land use.

### **11.2.2 INTRODUCTION**

An improved approach should call for integrated planning for sustainable development. The system should satisfy the following specific needs:

- Improvement and strengthening planning, management, monitoring; evaluation; implementation and delivery of services.
- Strengthening institutions and coordinating mechanisms
- Creation of mechanisms to facilitate satisfaction of the needs and objectives of communities and people at local level through service delivery.
- The development of policies which will result in the best use and sustainable management of land.

This should thus ensure:

- that development and developmental programmes are holistic and comprehensive, so that all factors in relation to land resources and environmental conservation are addressed and included. In considering competing needs for land, and in selecting the "best" use for a given area of land, all possible land-use options must be considered;
- that all activities and inputs are integrated and coordinated with each other, combining the inputs of all disciplines and groups;
- that all actions are based on a clear understanding of the natural and legitimate objectives and needs of individual land users to obtain maximum consensus;
- that institutional structures are put in place to develop, debate and carry out proposals.

It is further acknowledged that a concerted focus on strategic operational planning and more

coordination are some of the interventions required to remedy what did not work well. A need for strengthening coordination among the local spheres of government is proposed in order to drive collective action towards improved service delivery. It is further acknowledged that The Department must also identify and rectify institutional weaknesses in Local Government to ensure municipal financial viability and sustainability.

In order for the unit to succeed in its endeavors, a partnership between public and private sector, as well as active public participation is required. By and large extensive consultation with a wide range of stakeholders and agencies within the district is envisaged.

The Department acknowledges that the national strategic planning will be informed by our local plans (IDP) and that the local sphere will ensure that there is coherence intergovernmental planning as stated in the Constitution, Particularly Section 41 (1). However the formulation of Policies and assessments of the true nature and condition of Local Municipalities will be time consuming.

### **11.2.3 MISSION**

Increased efficiency in the use of land and resources used in planning; and drafting of plans that are realistic, acceptable and possible to implement; and to guide Council on all strategic medium and long term planning matters.

### **11.2.4 OBJECTIVES**

The objective of the municipality will be to develop principles and norms aimed at achieving sustainability, equality, efficiency, fairness and good governance in spatial planning and land use management as well as infrastructural planning and delivery. The decisions of planning authorities, whether related to the formulation of plans such as IDPs or the consideration of land development applications such as rezoning, or the planning and implementation of infrastructure must all be consistent with these principles and norms.

The objective of the principles and norms is to influence directly the long term substantive outcomes of planning decisions, whether they relate to spatial development; land-use management; or decisions on land use change or development applications, including the delivery of services to all communities.

The overall aim of the principles and norms is to achieve planning outcomes that:

- Restructure spatially inefficient settlements Promote the sustainable use of the resources in the country
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;

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- Stimulate economic development opportunities in rural and urban areas;
- Support an equitable protection of rights to and in land.
- Promote and guide rural development and the upliftment of rural communities
- Promote and guide infrastructural delivery and the efficient use of resources
- Provide medium and long term planning guidelines
- accountable spatial planning, land use management and land development decision-making and infrastructure delivery by organs of state;
- cooperative governance and wider information sharing in plan-making and implementation;
- maximum openness and transparency in decision making
- Strategic medium- and long term planning solutions.

#### **11.2.5 KEY FOCUS AREAS**

##### **Planning**

Ensure medium and long term planning in the District, both on regional and local level, within the context of the national planning issues identified, with specific focus on the following subjects of planning:

- Municipal services and infrastructure planning
- Energy production and consumption alternatives (Green energy generation)
- Spatial Development Planning
- Local Economic Development planning
- Financial Viability and Management
- Social Development planning
- Institutional Development and Transformation
- Human Resource Development plans
- Integration of traditional houses council
- Joint government integration and planning
- Research and Knowledge management (Across all spectrum)

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Ensure coordinated and integrated development planning on both district and local level, reflecting relevant issues from the national planning principles.

To ensure the bottom-up and top down approach to planning in order to influence the formulation and implementation of national policy and strategies.

To ensure the implementation of a structured process in the District to act as an early warning system to identify issues requiring immediate attention.

To ensure the implementation of appropriate and technologically advanced systems to provide relevant information to guide decision-making.

### **Research and Development**

- To commission research on a specific subject if and when necessary.
- To formulate, influence or review policy, plan and strategy.
- To assess and influence resource allocation (including capital infrastructure investment) in terms of value for money, sustainability, appropriateness and affordability.
- To conduct research on new technology and investigate and apply National and International best practices.

### **Monitoring and Evaluation**

To ensure the monitoring and evaluation of the impact of strategies and policies implemented on both district and local level with respect to achieving long term goals.

### **11.2.6 COMMUNICATION AND COORDINATION**

The municipality will use existing structures, mechanisms and tools in the organization to communicate the outcome of studies and work conducted by the Department to the communities and other stakeholders. Should we add those structures, mechanisms and tools below?

- Intergovernmental Relations Committees
- Public Participation Structures
- IDP Structures
- Website
- Newsletters (external and internal)
- Community based and SABC Radio Stations
- Journal articles production
- Other non-print and print media

#### **QUOTE FROM THE GREENPAPER**

*“There is a feedback loop between monitoring and evaluation, and planning. Performance monitoring and evaluation will assess progress, identify constraints, weaknesses and failure in implementation, and effect mechanisms of correction or enhancement”.*

#### **11.2.7 GENERAL COMMENTS**

We need to establish sooner than later as to what province is doing to gear themselves against this direction. The national department, apparently might be discussing some of these issues, writing articles, holding izimbizo's, we must ensure that we are part of the transformation otherwise they will impose and propose things which we cannot change and perhaps at some stage begin to regret the existence of the ministry.

### **11.3 BACK TO BASICS**

#### **11.3.1 INTRODUCTION**

In the Budget Vote Speech on 17 July 2014, the Minister responsible for Co-operative Governance and Traditional Affairs in the Republic highlighted the following key tasks to take South Africa forward during the next 5 years:

- Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail;
- Responding vigorously to the immediate crises;
- Understanding and responding to the structural challenges;
- Continuing to build resilient local government institutions; and
- Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery.

### **11.3.2 BACK TO BASICS GOVERNANCE**

- All municipal council structures must be functional - meet regularly;
- Clear delineation of roles and responsibilities between key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
- Oversight committees must be in place and perform their responsibilities, without any interference, e.g. Audit Committee and MPAC, and
- Transparency, accountability and regular engagements with communities

### **11.3.3 ADMINISTRATION**

All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications;

- All managers sign performance agreements;
- Appoint suitably qualified, experienced and competent officials; and
- Implement and manage performance management systems.

### **11.3.4 SOUND FINANCIAL MANAGEMENT**

- All municipalities have a functional financial management system;
- Rigorous Internal controls;
- Cut wasteful expenditure;
- SCM structures and controls with appropriate oversight;
- Cash-backed budgets;
- Post Audit Action Plans are addressed; and
- Act decisively against fraud and corruption.

### **11.3.5 COMMUNITY ENGAGEMENTS AND PARTICIPATION**

All Councilor's report regularly to their wards;

- Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
- Transparent, responsive and accountable processes to communities, etc.

### **11.3.6 BASIC SERVICE DELIVERY**

To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

### **11.3.7 CHALLENGES OF LOCAL GOVERNMENT**

The District of Ehlanzeni consists of 4 local municipalities, being City of Mbombela, Nkomazi,, Thaba Chweu and Bushbuckridge Local Municipalities. Each of these municipalities have different challenges ranging from:

- None provision of democratic and accountable Government for Local communities
- Erratic provision of basic services to communities in a sustainable manner
- Promotion of social and economic development not adequate
- Inadequate Promotion of a safe and healthy environment
- Lack of encouragement of involvement of communities and community organizations in the matters of local Government
- Sound and sustainable Financial management inadequate

### **11.3.8 BACK TO BASICS: PROGRESS**

After the launch of Back to Basics concept during the Presidential Local Government Summit held at Gallagher Estate in Midrand on the 18<sup>th</sup> of September 2014, the District Municipality in conjunction with the Department of Co-operative Governance and Traditional Affairs, developed an Integrated Municipal Support Programme that sought to support the local municipalities in dealing with the challenges identified above.

All the local municipalities were workshopped on the Back to Basics concept and further to that, a detailed diagnosis of the problems in the local municipalities was conducted and a report thereof formed the basis of support to the local municipalities in their various areas of challenges.

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As part of the District's support to all the local municipalities, the Integrated Municipal Support Programme along side the Back to Basics, will be the building blocks in strengthening and building resilient local government institutions we all can be proud off.