

2017—2022



Nkomazi Municipality

Nkomazi Local Municipality

Integrated Development Plan



July 2017

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THE SIX POINT PLAN FOR NKOMAZI LOCAL MUNICIPALITY

- Strengthening of our internal capacity to deliver on our mandate
- Strengthen our public participation mechanisms
- Focus LED and Job creative initiatives
- Focus on health promotion and environmental programmes
- Work with communities and all stakeholders to fight and overcome crime.
- Drive programmes to build integrated and socially cohesive human settlements



Message from the Executive Mayor

Whilst celebrating 20 years of Freedom and Democracy, the IDP document remains the basic planning instrument available not only for the implementation of the municipal strategic objectives but it critically forms the basis of intergovernmental coordination and programmed implementation. It is necessary that on an on-going basis our people and institutions of democratic local governance continue to review and improve this plan in order to ensure that over the period of its implementation, we continue to improve our performance as we mark the critical milestones that we have aimed to achieve during the relevant period as a direct result of cooperative governance and democratic community participation. We can mention in that context that the application of the IDP document in the preceding financial year has seen marked improvements in various community infrastructure and programmed implementation processes that we have rolled-out as a municipality. We are proud in that respect to report that our communities continue to benefit immensely from the implementation of the various projects and programmes as outlined in our annual report for the relevant period. But it has to be emphasized that the biggest benefit for our communities has been the knowledge that the implemented initiatives have come about as a direct result of their participation and contributions. We are however conscious of the fact that not all of the aspirations that were outlined in the previous IDP document have been implemented.

Accordingly this IDP document represents by and large most of the on-going programmes and projects that are carried-over from the previous document. We are particularly emboldened in our drive by the fact that most of the community aspirations that are reflected in the document were also addressed in our election manifesto. This makes it even more relevant to the goals that we seek to advance as a local authority. In a nutshell this IDP document embodies our resolute commitment to the development mandate that our people have entrusted upon us. We are particularly encouraged by the support that we are noticing from sector partners' especially public works (EPWP), Water Affairs, CoGTA, EDM, our traditional leaders and many other sector formations who remain critical players in the attainment of the goals that we have set-out to achieve through this document. It is in the main the cooperation and support of our sector partners and communities that continue to encourage us to work with added speed to ensure that everything necessary is done to secure the attainment of the goals that we have been mandated to achieve.

Thank you.

Cllr. T.S Khoza
Executive Mayor
Nkomazi Local Municipality



Foreword by the Municipal Manager

Integrated Development planning is the process through which the municipality prepares a strategic developmental plan, which is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders. By so doing we believe we will realize the goals set by the President of the Republic of South Africa.

This IDP serves as a consolidated instrument that departmental divisions are linked physically, socially, institutionally and economic components of planning and development with management and development structure. It is an also integrated and aligned planning in different spheres of government and therefore enforcing and upholding the spirit of co-operative governance in the public sector though we still have challenges in realizing that due to lack of resources and of course failure to integrate our services of which we cannot point fingers but try our utmost best.

As we celebrate our hard earned 23 Years of Democracy, we must always revert to the constitution of the Republic of South Africa (1996), which commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. It is also worth pointing out that the geographical location of our municipality poses a great challenge in terms of neighbouring states (Swaziland and Mozambique). We tend to be found unprepared for the influx of people coming to reside within our municipality and in most instances the people settle before services hence we always working under severe pressure.

This document serves as a planning instrument which manages and guides all planning, development and decision making in the municipality. That is to consolidate all various plans and actions of the municipality in order to achieve our vision and mission which can be loosely said “*a better life, impilo lencono*”. In developing this document we have undergone Community participation processes.

This will be our bible which ensures that we plan short and long term future developments within our jurisdiction and we believe that it will provide the guidelines as to how to use the land within the municipality, which resources to use, and how to protect the environment. All strategic planning within the municipality has taken place within the framework of the IDP.

Mr. Dan Ngwenya
Municipal Manager
Nkomazi Local Municipality

Terminology

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

Acronyms

ABET	Adult Based Education and Training	EPWP	Expanded Public Works Programme
ASGI-SA	Accelerated and Shared Growth Initiative of South Africa	ESKOM	Electricity Supply Commission
CBD	Central Business District	FBS	Free Basic Services
CITP	Comprehensive Integrated Transport Plan	FET	Further Education and Training
CDW	Community Development Worker	FIFA	Federation of International Football Associations
COGTA	Cooperative Governance and Traditional Affairs	GDP	Gross Domestic Product
CRDP	Comprehensive Rural Development Programme	GIS	Geographic Information System
DARDLA	Department of Agriculture, Rural Development and Land Administration	GDS	Growth and Development Summit
DBSA	Development Bank of Southern Africa	HDI	Historically Disadvantaged Individual
DCSR	Department of Culture, Sports and Recreation	HRD	Human Resource Development
DME	Department of Minerals and Energy	IDP	Integrated Development Plan
DMP	Disaster Management Plan	SDF	Spatial Development Framework
DOE	Department of Education	ISRDP	Integrated Sustainable Rural Development Program
DPRT	Department of Public Works Roads and Transport	IWMP	Integrated Waste Management Plan
DWA	Department of Water Affairs	KNP	Kruger National Park
EDM	Ehlanzeni District Municipality	KPA	Key Performance Area
EMS	Environmental Management System	KPI	Key Performance Indicator
LED	Local Economic Development	MDG	Millennium Development Goals
M&E	Monitoring and Evaluation	MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant	CoM	City of Mbombela
MPCC	Multi-Purpose Community Centre	MRTT	Mpumalanga Regional Training Trust
MTPA	Mpumalanga Tourism Parks Agency	MSA	Municipal Systems Act
MSA	Municipal Structure Act	MTEF	Medium Terms Expenditure Framework
MTSF	Medium Term Strategic Framework	NEMA	National Environmental Management Act
NDP	National Development Plan: Vision 2030	NSDP	National Spatial Development Perspective
PDI	Previously Disadvantage Group	PPP	Public Private Partnership
PMS	Performance Management System	RDP	Reconstruction Development Programme
SAPS	South African Police Services	SASSA	South African Social Security Agency
SCM	Supply Chain Management	SDBIP	Service Delivery Budget Implementation Plan
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 Plan

Overview

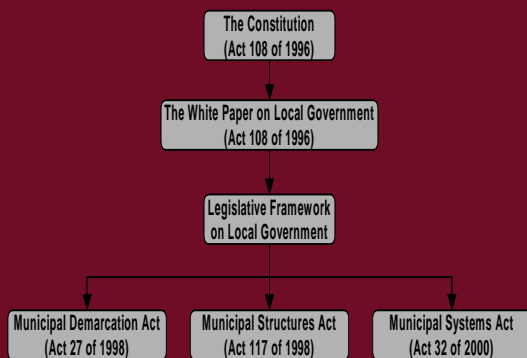
Contextual

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25(1) 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 which, inter alia, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. As far as the status of the IDP is concerned, section 35 of the act clearly states that an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails. Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.

Section 34 of the act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. This document is a 2017– 2022 IDP for the Nkomazi local municipality. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Nkomazi Local Municipal area of jurisdiction.

An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal Budgets for the following Key Performance Areas: Basic Service Delivery - (Infrastructure and Community Services), Local Economic Development, Municipal Transformation and Organizational Development, Municipal Financial Viability and Management, Spatial Development Framework and Good Governance and public participation. The Municipal Systems Act which provides a framework for the preparation of IDPs recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

LEGISLATIONS UNDERPINNING IDP IN SOUTH AFRICA



THE MAIN AIM AND OBJECTIVE OF THE INTEGRATED DEVELOPMENT PLAN

Nkomazi Local Municipality strives to continue to develop the IDP as an effective management tool for the Municipality, this includes Creating a greater level of focus and thereby improving on the strategic nature of the document; Aligning this strategic document with the realities of the resources, both financial and human, available; Alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and the alignment of the IDP with the various sector plans.

NKOMAZI ROLE PLAYERS

The participation of a diverse range of stakeholders in the formulation of the IDP forms the integral part of the entire process and the programme for this exercise was captured in the IDP Process Plan. The following are the role players in the IDP process:



Comments by the MEC

PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF IDP

Section 27, 28, 29: process for planning, drafting, adopting/review of IDP and management of the drafting process:

The municipality must have a predetermined programme specifying timeframes for the different steps within their process plan which must include IDP structure sittings for stakeholder consultations.

Create a platform for IDP technical meetings to ensure involvement of other spheres of government in the planning and drafting of the IDP.

The Municipal Manager must manage the IDP process to ensure full institutional support on the IDP.

The Executive Mayor and Mayoral Committee should assume full non-delegated responsibility of the oversight function on the IDP, Budget, PMS and Budget process.

The IDP and Budget Steering Committee must be chaired by the Municipal Manager and shall not be delegated. It must sit at the beginning and/or end of the IDP phases to guide and process the output of the IDP review process.

Section 24 and 26 (d): The municipal IDP must not only reflect the national and provincial sectoral plans, planning requirements and priorities but must indicate plans in place to align and contribute to the achievement of government priorities/objectives.

Section 26 Core components of the IDP:

The IDP must contain a situational analysis that indicating an assessment of the level of development not only indicating households without access to basic services but also institutional transformation and all other key performance areas' needs.

The municipality in the next 5 year IDP development must consider the review of sector plans such as Spatial Development Framework (SDF), Local Economic Development (LED), infrastructure (water, sanitation, electricity, environment, roads, transport and so forth), maintenance and operations plans and other operational plans (including disaster, institutional and financial plan) to guide planning and resource allocation.






The IDP priorities must be informed by the municipal sector plans to promote long-term planning and the achievement of the development vision contained in the approved sector or master plans.

The IDP must include a 5 year performance plan indicating strategic goals & objectives, performance targets, programmes and projects spanning over the 5 year period.





The municipality must develop the 5 year financial plan with 3 year budget projections as per the MSA regulations to support the implementation of the 5 year council objectives.

In my opinion the 2016/17 IDP fairly represent the key priorities as raised by communities and partly conforms to the strategic planning standards for local government and the municipality must take into consideration the improvement measures in the development of the 5 year IDP. Furthermore it is recommended that all previous MEC Comments be revisited for detailed observations and to consider the gaps that were previously identified but could not be addressed in the previous IDP cycle.






ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR

Item No	Summary of Audit finding	Root cause	Status	Action plan	Implementation date	Responsible person
Annual financial statements and annual reports						
1	<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current liabilities and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.</p>	<p>Cut-off and accruals: Sundry payments were captured using the invoice dates instead of considering the execution dates.</p> <p>Commitments: Inadequate monitoring of contracts</p>		<ul style="list-style-type: none"> End-year procedures for all components to be performed on all services rendered and goods received before year-end. Capacity building for all end users. Implementation of contract management system 	<p>31 March 2017</p> <p>31 March 2017</p> <p>31 March 2017</p>	<p>Chief Financial Officer</p> <p>Chief Financial Officer</p> <p>Municipal Manager</p>
2	<p>The council failed to adopt an oversight report containing the council's comments on the annual report within the prescribed timelines, as required by section 129(1) of the MFMA.</p>	<p>The report was tabled to council on the 23rd of March 2016 and was deferred due to incredibility report (Refer to MR)</p>		<p>To ensure that the oversight report is adopted in accordance with section 129(1) of the MFMA</p>	<p>31 March 2017</p>	<p>Municipal Manager</p>
3	<p>Invitations for competitive bidding were not always advertised for a required minimum period of days, in contravention of SCM regulation 22(1) and 22(2).</p>	<p>Procurement and contract management</p> <ul style="list-style-type: none"> Late considering and approval of projects by Sector Departments (WSA and CoGTA). Lack of oversight with regard to approval of deviations for advertising tenders for a lesser period. 		<p>Development of basic services master plans</p> <p>Municipal Manager to approve deviations for tenders advertised for a lesser period</p>	<p>31 May 2017</p> <p>Quarterly monitoring</p>	<p>Municipal Manager</p> <p>Municipal Manager</p>
4	<p>Contracts were awarded to bidders that did not score the highest points in the evaluation process, in contravention of section 2(1)(f) of the Preferential Procurement Policy Framework Act.</p>	<p>Human error on capturing of evaluation scores</p>		<p>Review of evaluation reports by SCM committees</p>	<p>Quarterly monitoring</p>	<p>Municipal Manager</p>
5	<p>Thresholds for local content on designated sectors' procurement were not properly applied in accordance with the requirements of preferential procurement regulation 9.</p>	<p>Due diligence</p>		<p>Thresholds for local content on designated sectors' procurement to be properly applied</p>	<p>Quarterly monitoring</p>	<p>Municipal Manager</p>





ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Human resource management and compensation			
6	<p>Bonuses were awarded to the municipal manager and senior managers directly accountable to the municipal manager without the necessary approvals in contravention of section 57(4) (b) of the Municipal Systems Act.</p> <p>An assessment of human resource management has identified the following deficiencies:</p> <p><i>Management of vacancies</i></p> <ul style="list-style-type: none"> The senior management vacancy rate at year end was the same with the previous year 33%. Positions in senior management were vacant for more than 12 months. <p><i>Performance management</i></p> <ul style="list-style-type: none"> No performance management system in place for employees other than senior managers. Performance bonuses were paid to the municipal manager and senior managers without the approval of the performance evaluation by the municipal council 	<p>This was an oversight from management</p> 	<p>Management will ensure that section 57(4)(b) of the Municipal Systems Act is complied with</p>
	<p>Management Oversight</p> <p><i>Management of vacancies</i></p> <ul style="list-style-type: none"> The senior management vacancy rate at year end was the same with the previous year 33%. Positions in senior management were vacant for more than 12 months. <p><i>Performance management</i></p> <ul style="list-style-type: none"> No performance management system in place for employees other than senior managers. Performance bonuses were paid to the municipal manager and senior managers without the approval of the performance evaluation by the municipal council 		<p>Management will fast track the finalisation of all senior management positions which have been advertised</p>
	<p>Management Oversight</p> <p><i>Performance management</i></p> <ul style="list-style-type: none"> No performance management system in place for employees other than senior managers. Performance bonuses were paid to the municipal manager and senior managers without the approval of the performance evaluation by the municipal council 		<p>The performance management system for employees other than senior managers will be implemented after the discussions between the employer and labour unions have been finalised.</p>
	<p>Financial constraints encountered during the year since the municipality has limited sources of revenue</p> <p>Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA</p>	<p>Expenditure management</p> 	<p>To implement revenue enhancement strategy in order to comply with section 65(2) of the MFMA</p>




ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Reasonable steps were not taken to prevent unauthorised as required by section 62(1)(d) of the MFMA.	Limited budget, aging of municipal infrastructure and increasing of population resulting provision of basic services not budgeted for.		To develop internal control system to prevent the procurement of goods and services if the budget is exceeded.	31 March 2017	Chief Financial Officer
Reasonable steps were not taken to prevent irregular expenditure as required by section 62(1)(d) of the MFMA.	Lack of proper internal control to prevent irregular expenditure		Implement revenue enhancement strategy to increase revenue base. To develop internal control system to prevent the irregular expenditure	31 March 2017	Chief Financial Officer
Reasonable steps were not taken to prevent fruitless and wasteful expenditure as required by section 62(1)(d) of the MFMA.	Lack of proper internal control to prevent fruitless and wasteful expenditure		To develop internal control system to fruitless and wasteful expenditure	31 March 2017	Chief Financial Officer
Liability management					
An effective system of internal control for liabilities including an accrual listing was not in place, as required by section 63(2)(c) of the MFMA.	Sundry payments were captured using the invoice dates instead of considering the execution dates.		End-year procedures for all components to be performed on all services rendered and goods received before year-end.	31 March 2017	Chief Financial Officer
Effective leadership culture					
Management established a formal code of conduct that addressed appropriate ethical and moral behaviour, but staff did not follow the code.	Inadequate monitoring of the implementation of the code of conduct by management		Awareness campaign will be conducted to all employees on code of conduct.	30 June 2017	Municipal Manager








ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

<p>The accounting officer did not review the monthly reports and the financial statements and the annual performance report before submitting them for auditing, the following matters were not identified and corrected:</p> <ul style="list-style-type: none"> • Accruals were not recorded. • Commitments were materially misstated • Reported targets on water and roads were materially misstated • Irregular expenditure identified in the prior year where payments were made in the current year that was not disclosed. 	<p>Oversight responsibility</p> <p>This was an oversight from management</p> <p style="text-align: center;"></p> <p>Monthly reports, financial statements and annual performance report will be reviewed by the Accounting Officer prior to submission to the Auditor General</p>	<p>Monthly and continuous monitoring</p> <p style="text-align: right;">Municipal Manager</p>
Policies and procedures		
<p>Management did not have documented policies and procedures to guide the operations of the municipality on commitments, expenditure and payables, resulting in accruals not correctly accounted for.</p>	<p>This was an oversight from management</p> <p style="text-align: center;"></p> <p>The policies and procedures will be developed, approved and implemented</p>	<p>30 June 2017</p> <p style="text-align: right;">Municipal Manager</p>
<p>The municipality did not have documented and approved internal policies and procedures to address the process of collecting, recording, processing, monitoring and reporting performance information at an indicator level.</p>	<p>This was an oversight from management</p> <p style="text-align: center;"></p> <p>The policies and procedures will be developed, approved and implemented</p>	<p>30 June 2017</p> <p style="text-align: right;">Municipal Manager</p>
Action plans to address internal control deficiencies		
<p>The municipality developed a plan to address internal and external audit findings, but the appropriate level of management did not monitor adherence to the plan in a timely manner.</p>	<p>This was an oversight from management</p> <p style="text-align: center;"></p> <p>The Internal Audit Unit has been monitoring the implementation of the audit action plan, however some of the audit findings were to be resolved after year end due to its nature.</p> <p>The audit action plan for 2015/2016 will be monitored by the Internal Audit Unit and will be reported on a quarterly basis.</p>	<p>Quarterly and continuous monitoring</p> <p style="text-align: right;">Municipal Manager</p>




ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Information technology governance framework					
<p>No evidence could be provided to substantiate that the information and communication technology (ICT) Governance Policy was approved by Council because the Municipality did not have a proper document management system.</p> <p>The lack of an approved and implemented ICT Governance Policy could result in accountability not being established, which could lead to a breakdown in control and oversight, as well as ICT not being strategically aligned to business.</p>	<p>Management Oversight</p>		<p>All ICT policies were adopted by Council on the 15th of December 2017 and will be adequately implemented.</p>	<p>15 December 2016</p>	<p>Director Corporate Services ICT Manager</p>
<p>The ICT Strategic Plan was adopted from Ehlanzeni District Municipality and was not customised to the environment of Nkomazi Municipality because Management was of the opinion that the ICT Strategic Plan was sufficient to cater for their environment.</p> <p>The lack of a comprehensive ICT Strategic Plan could result in ICT goals and objectives not being aligned with Municipality's strategy, which could lead to, unnecessary ICT expenditure, IT not supporting business objectives.</p>	<p>Management oversight</p>		<p>ICT Strategic Plan will be customised to Nkomazi Local Municipality environment and will be in line with the ICT policies adopted by council</p>	<p>31 March 2017</p>	<p>Director Corporate Services ICT Manager</p>
<p>Management was of the opinion that the local Municipality does not have huge ICT projects which could be included in the ICT Strategic Plan and require formal budgeting processes.</p> <p>Lack of formal ICT budgeting process could result in ICT inability to align to the overall business and organisational strategy and resources may not be appropriately managed and ICT investments not delivering business value.</p>	<p>Management oversight</p>		<p>ICT Strategic Plan will be customised to Nkomazi Local Municipality environment and will be in line with the ICT policies adopted by council</p>	<p>31 March 2017</p>	<p>Director Corporate Services ICT Manager</p>




ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Proper record keeping					
The municipality did not have a proper record management system to maintain information that supported the reported performance in the annual performance report. This included information that related to the collection, collation, verification, storing and reporting of actual performance information.	Management oversight		Proper record management system for information relating to performance report will be improved.	31 March 2017 and continuous monitoring	Director Corporate Services PMS Manager
Journal entries were not initially supported by adequate evidence to justify the transactions recorded, however supporting documents were subsequently provided.	Management oversight		All journal entries prepared will be supported by adequate evidence	31 March 2017 and continuous monitoring	Chief Financial Officer
Daily and monthly processing and reconciling of transactions					
<p>Management did not implement the following daily and monthly controls designed for the municipality's business processes:</p> <ul style="list-style-type: none"> • Monthly bank reconciliations were not prepared and reviewed. System generated bank reconciliation was printed and reconciling items not followed up. • Monthly creditor's reconciliations were not prepared by agreeing the creditor statements to the general ledger. • Retentions were not correctly calculated and reconciled to the contractor's balance payable. 			<p>Monthly bank reconciliations will be prepared and reviewed. Unreconciling items will be followed up accordingly.</p> <p>Creditors reconciliations will be prepared in order by agreeing the creditors statements to the general ledger</p> <p>Retentions will be reconciled on a monthly basis</p>	31 March 2017	Chief Financial Officer
Regular, accurate and complete financial and performance reports					
The financial statements contained numerous misstatements that were corrected. This was mainly due to staff not fully understanding the requirements of the financial reporting framework and lack of adequate review of the financial statements by management.	This was an oversight from management		Monthly reports, financial statements and annual performance report will be reviewed by the Accounting Officer prior to submission to the Auditor General	Monthly and continuous monitoring	Municipal Manager
The annual performance report contained numerous misstatements that were corrected. This was mainly due to management not adequately reviewing the evidence provided to support the reported targets.	This was an oversight from management		Performance reports will be adequately reviewed to ensure that misstatements identified are corrected	Quarterly and continuous monitoring	Director Corporate Services PMS Manager
Compliance monitoring					
Non-compliance with legislation could have been prevented had compliance been properly reviewed and monitored.	Lack of adequate internal controls to prevent non-adherence to legislation.		To develop internal control system to prevent the non-adherence to legislation.	31 March 2017	Chief Financial Officer
Information technology systems					
Inadequate anti-virus software and the weaknesses pertaining to the Payday password configurations were due to a management oversight and non-compliance to the ICT Policy.	Management oversight and non-compliance to the ICT policy		Management will ensure that the ICT policy is adequately implemented.	31 March 2017	Director Corporate Services ICT Manager




ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

<p>Inadequate firewall security management was due to the fact that the new firewall was still being implemented and certain issues were being rectified. Thereafter the policies and procedures on firewall rules will only be updated once the firewall implementation has been completed. Furthermore, the lack of final sign off on the change control document, although completed, was due to a management oversight.</p> <p>Without a formally defined process for administering firewall rule changes, unauthorised changes might be implemented, which could impact the integrity of the data and the availability of systems. Outdated software with known vulnerabilities may impact the availability and integrity of the firewall. If firewall logs and activities of the firewall administrator are not monitored malicious activities might not be detected in timely manner. Furthermore, if adequate change management process on firewall is not undertaken for all changes evaluated for implementation, it could have a negative effect on the availability of systems, which could lead to business disruptions.</p>	<p>This was an oversight from management</p> 	<p>Latest version of firewall security management will be implemented. 31 March 2017</p> <p>Change control document will be completed and signed-off by the ITC Manager</p>	<p>Director Corporate Services ICT Manager</p>
<p>The lack of consistently completing user access forms, the dormant users on Active Directory(AD) and weaknesses relating to the system administrator's activities and users' access rights on Payday, e-Venus and AD was due to noncompliance with the user account management policy and procedures. Furthermore, segregation of duties on Payday, e-Venus and AD was ascribed to the fact that there are no users within the Municipality who has the skills to fulfil these functions.</p> <p>If user profiles are created, changed, terminated and user password are reset without adequate and formally approved access request, which might lead to unauthorised access. Furthermore, if the system duties are not segregated, administrator's activities and security violations are not monitored and the appropriateness of users' access rights are not periodically reviewed, could lead to unauthorised access and misuse of Municipality's information systems.</p>	<p>This was an oversight from management</p> 	<p>1. Management will ensure that user access forms are consistently completed and dormant users on Active Directory(AD) are addressed in line with the account management policy. 31 March 2017</p> <p>2. A Senior IT Technician has been appointed in order to address the issue of segregation of duties 03 January 2017</p>	<p>Director Corporate Services ICT Manager Director Corporate Services ICT Manager</p>
<p>Inadequate disaster recovery plan (DRP) was due to lack of adequately skilled resources and funding from the Municipality to perform a business impact assessment (BIA), develop a BCP and test the DRP. Management was also of the opinion that only once the BIA and BCP had been developed, the DRP will be revised and updated.</p> <p>The lack of BIA may lead to a failure of the DRP in an event of a disaster as critical systems, recovery point objectives</p>	<p>This was an Oversight from Management</p> 	<p>The DIA and BCP will be developed and DRP be updated accordingly 31 March 2017</p>	<p>Director Corporate Services ICT Manager</p>

ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Risk management activities and risk strategy				
<p>The risk management unit operated effectively during the current period as per their legislated mandate. Recommendations were made to management on the improvements on the internal controls to ensure reliable reporting on both financial and performance information as well as compliance with legislation.</p> <p>This has not however resulted into improvement on the controls due to management lack of implementation of recommendation which led to this adverse assessment on the impact this committee had.</p>	<p>This was due to oversight from management</p>		<p>Management will ensure that recommendations made by the risk management unit on improving internal controls are adequately implemented</p>	<p>Quarterly and Continuous Monitoring Municipal Manager</p>
Internal audit				
<p>internal audit unit operated effectively during the current period as per their legislated mandate. Recommendations were made to management on the improvements on the internal controls to ensure reliable reporting on both financial and performance information as well as compliance with legislation. This has not however resulted into improvement on the controls due to management lack of implementation of recommendation which led to the adverse assessment on the impact this unit had.</p>	<p>This was due to oversight from management</p>		<p>Management will ensure that recommendations made by the Internal Audit on improving internal controls are adequately implemented</p>	<p>Quarterly and Continuous Monitoring Municipal Manager</p>
Audit committee				
<p>The audit committee operated effectively during the current period as per their legislated mandate. Recommendations were made to management on the improvements on the internal controls to ensure reliable reporting on both financial and performance information as well as compliance with legislation. This has not however resulted into improvement on the controls due to management lack of implementation of recommendation which led to the adverse assessment on the impact this committee had.</p>	<p>This was due to oversight from management</p>		<p>Management will ensure that recommendations made by the audit committee on improving internal controls are adequately implemented</p>	<p>Quarterly and Continuous Monitoring Municipal Manager</p>

ACTION PLAN FOR ISSUES RAISED BY THE AUDITOR GENERAL ON THE AUDIT REPORT FOR 2015/2016

Information technology governance framework					
<p>No evidence could be provided to substantiate that the information and communication technology (ICT) Governance Policy was approved by Council because the Municipality did not have a proper document management system.</p> <p>The lack of an approved and implemented ICT Governance Policy could result in accountability not being established, which could lead to a breakdown in control and oversight, as well as ICT not being strategically aligned to business.</p>	<p>Management Oversight</p>		<p>All ICT policies were adopted by Council on the 15th of December 2017 and will be adequately implemented.</p>	<p>15 December 2016</p>	<p>Director Corporate Services ICT Manager</p>
<p>The ICT Strategic Plan was adopted from Ehlanzeni District Municipality and was not customised to the environment of Nkomazi Municipality because Management was of the opinion that the ICT Strategic Plan was sufficient to cater for their environment.</p> <p>The lack of a comprehensive ICT Strategic Plan could result in ICT goals and objectives not being aligned with Municipality's strategy, which could lead to, unnecessary ICT expenditure, IT not supporting business objectives.</p>	<p>Management oversight</p>		<p>ICT Strategic Plan will be customised to Nkomazi Local Municipality environment and will be in line with the ICT policies adopted by council</p>	<p>31 March 2017</p>	<p>Director Corporate Services ICT Manager</p>
<p>Management was of the opinion that the local Municipality does not have huge ICT projects which could be included in the ICT Strategic Plan and require formal budgeting processes.</p> <p>Lack of formal ICT budgeting process could result in ICT inability to align to the overall business and organisational strategy and resources may not be appropriately managed and ICT investments not delivering business value.</p>	<p>Management oversight</p>		<p>ICT Strategic Plan will be customised to Nkomazi Local Municipality environment and will be in line with the ICT policies adopted by council</p>	<p>31 March 2017</p>	<p>Director Corporate Services ICT Manager</p>

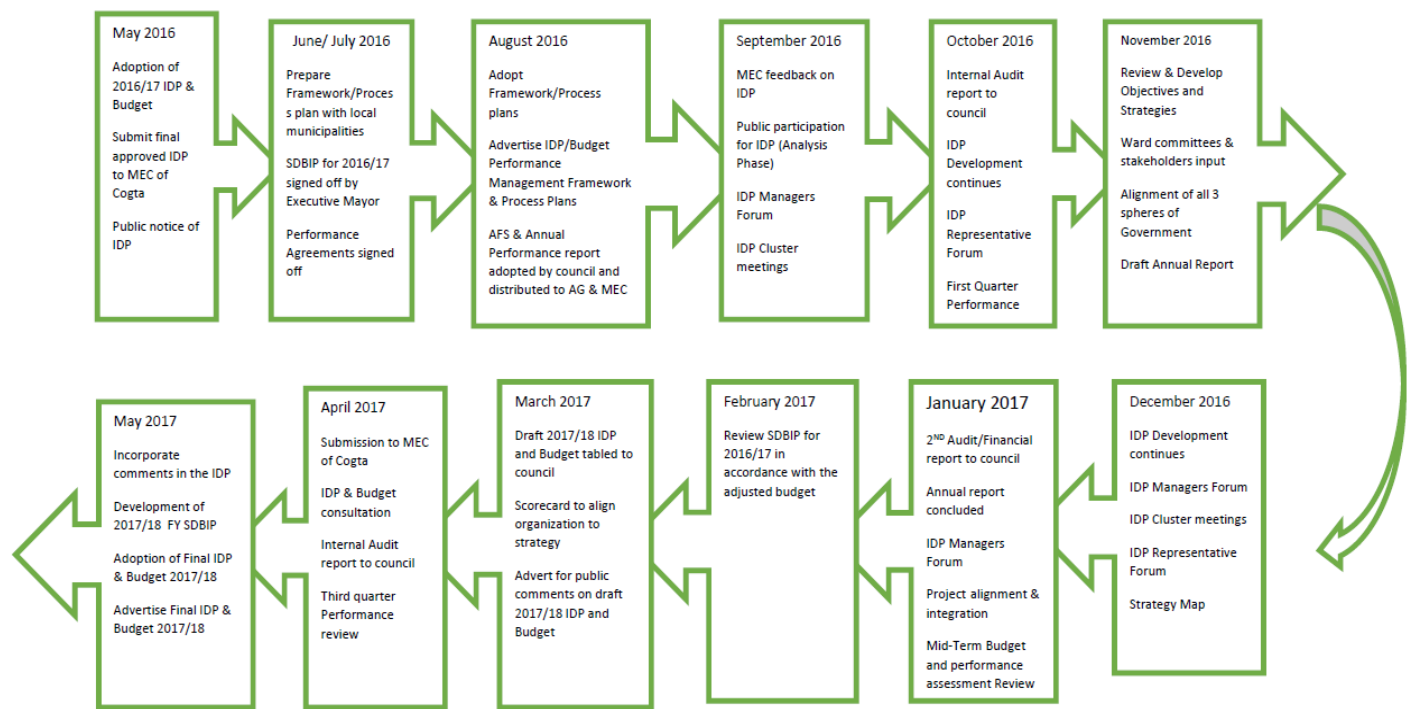
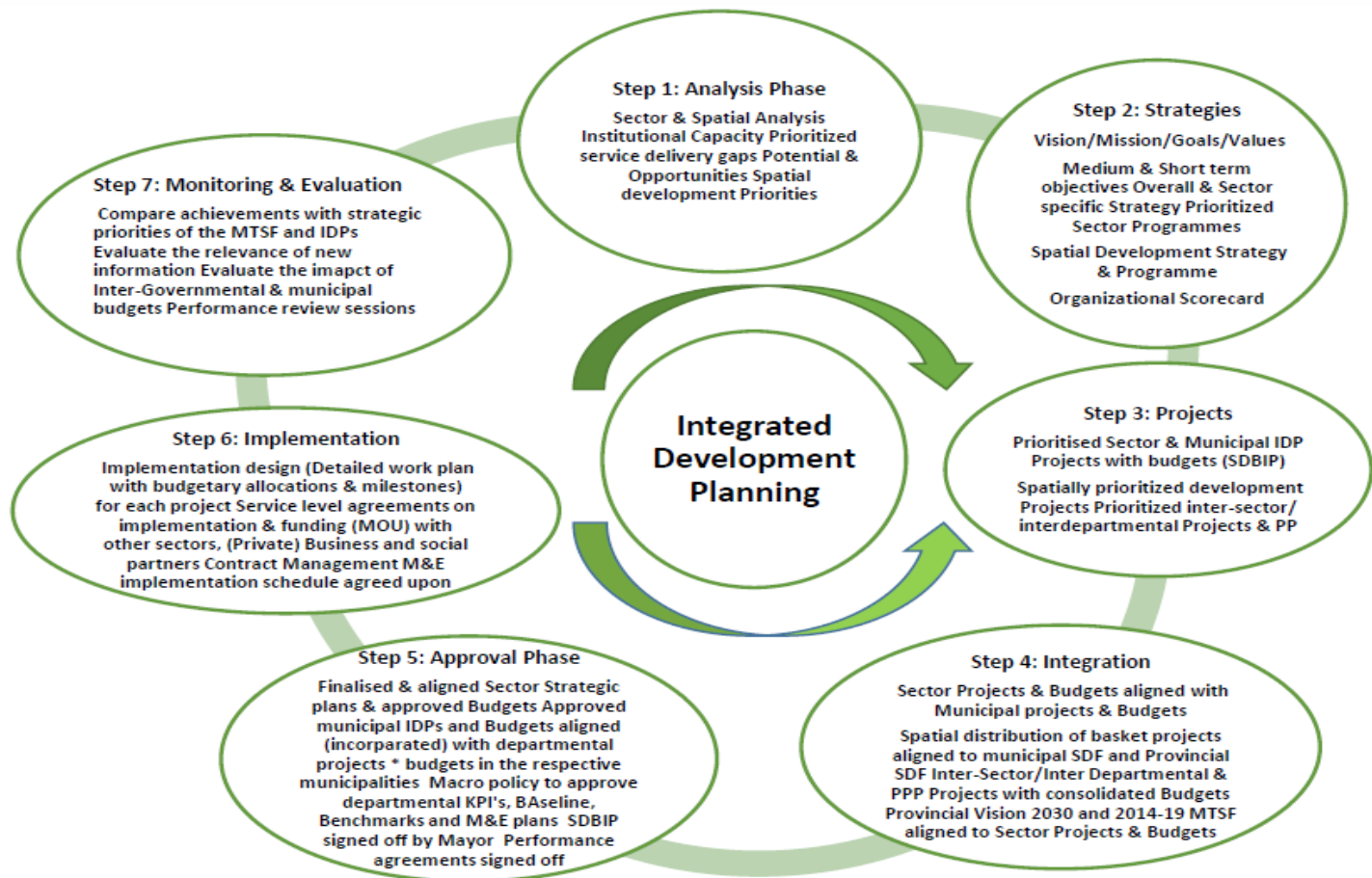
Risk Profile and overview

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

No	Strategic Risk	Root Cause	Residual Score	Current Controls	Recommendations
6.	Inadequate maintenance for infrastructure assets	#Low maintenance budget #Lack of infrastructure maintenance plan	15 (Extreme)	Interim Maintenance Plan	# Council to consider allocating adequate budget for infrastructure Maintenance # Develop a comprehensive infrastructural maintenance plan per category (after the development of the various master plans)
7.	Qualified, disclaimer audit opinion may impact negatively on the reputation of the Municipality	Failure to follow the required processes and procedures	16 (Extreme)	# Municipal Systems Act, Municipal Structures Act, Municipal Public Accounts Committee, RMC, AC, PAC.	#Strict adherence and enforcement to both detective and preventative internal controls # The action plan to address issues raised by AG to be developed and implemented #Constant Monitoring of action plan to address AG findings
8.	Failure to pay 80% of license fees to the Department of Roads and Transport, RTMC & DLCA resulting to a contravention of the current SLA which may force the province to take over all licensing services	Cash flow problems	15 (Extreme)	# National Road Traffic Act #Service Level Agreement with the Department of Roads and Transport # Drivers licence cards paid on monthly basis	# Pay money due to the Department of Roads and Transport on monthly basis # The outstanding debt to be settled # Send regular e-mails detailing the outstanding amount to the Municipal Manager, Chief Financial
9.	Inadequate Information Technological Communications (ICT) systems	Lack of IT Governance committee to oversee the operational activities	15 (Extreme)	IT governance committee has been established	-Monthly Steering Committee Meetings - ITC knowledge Sharing and good practices.

Preliminary Chapter

DISTRICT FRAMEWORK PLAN



EDM IDP/BUDGET PROCESS MANAGEMENT PLAN

TASK	DATES	RESPONSIBILITIES	OUTPUT
Preparatory Phase: Submission of 2017/18 IDP Framework and Process Plan to Cogta			
Prepare 2017/18 IDP Framework for Ehlanzeni DM in consultation with Local municipalities	29 July 2016	District & Local Municipalities	Framework/Process Plan
IDP Managers Forum to discuss draft Framework	15 June 2016 & 14 July 2016		
Integrating and aligning the LM's, Cogta and EDM's process plan	14 July 2016		
Adoption of 2017/18 IDP, Budget & PMS Framework and Process Plan	31 August 2016		
Submit Framework/Process Plan to Cogta	09 September 2016		
Advertise IDP Framework and Process Plan 2017/18	September 2016		
Analysis Phase (Preparation of Status Quo Reports)			
Collect Data/Community Priorities	August- September 2016	All Municipalities	Analysis / Status Quo Report
Support LM's in the development of community based plans	October 2016	Local Municipalities & District Municipality	
Reflect on performance information from previous FY	September – October 2016	All Municipalities	
IDP Representative Forum	12 October 2016	District Municipality	
Submission of consolidated community Priorities to Cogta	28 October 2016	All Municipalities	
Strategy Phase			
Review Municipal objectives, strategies and performance indicators	October – November 2016	District & Local Municipalities	Strategies
Review/development of sector plans & policies	October – November 2016		
IDP Representative Forum	06 December 2016		
Departmental budget input	October – November 2016		
Drafting of Strategy Map	November 2016		

TASK	DATES	RESPONSIBILITIES	OUTPUT
Project Phase			
Project Review & Identification	November- December 2016	District & Local Municipalities	Project Identification
Compilation of project list	November – December 2016		
Alignment of IDP with draft capital budget estimates	January 2017		
Mid-Term Performance & budget review	January 2017		
Integrate Finalized Sector plans	January – February 2017		
Adoption and Submission of Draft 2017/18 IDP and Budget			
Presenting Draft 2017/18 IDP and Budget to the IDP Representative Forum	23 February 2017	District & Local Municipalities	2017/18 Draft IDP
Tabling Draft 2017/18 IDP and Budget to councillors	31 March 2017		
Drafting of Organisational scorecard	April 2017		
IDP Draft Submission to Cogta	07 April 2017		
Advertise Draft IDP/Budget 2017/18 for public comments	1 st – 2 nd Week of April 2017		
IDP Public participation for comments	April 2017		
Adoption and Submission of 2017/18 Final IDP and Budget			
Incorporate public comments on Draft IDP	April 2017	District & Local Municipalities	Final IDP/Budget
Incorporate comments from Cogta's pre-assessment			
Address comments from the Auditor General on the Annual Report of the previous FY			
IDP Representative Forum	10 May 2017	District Municipality	
Final IDP and Budget Adoption 2017/18	31 May 2017	District & Local Municipalities	
Advertise Final IDP and Budget	1 st – 2 nd week of June 2017		
Drafting of Service Delivery and Budget Implementation Plans (SDBIP)	April – June 2017		
Submission of the Final adopted IDP and Budget to Cogta	June 2017		
Finalization of performance agreements of the Municipal Manager and Section 56 Managers	July 2017		

PROCESS FOLLOWED WHEN DEVELOPING THE 5 YEAR IDP

Preliminary phase

The Ehlanzeni District Municipality developed the IDP Frame Work Plan which informed the IDP Process Plan for all the local municipalities within the district. The Nkomazi municipality has developed its municipal Process Plan in line with the district frame work plan. The process plan was adopted by council on the 31st of August 2016.

Analysis Phase

This phase comprised of key stakeholders engagement wherein the 33 wards committees were trained. Traditional Leaders and other key stakeholders were engaged during this IDP phase. The first two sessions were made up of all ward committees from the 33 wards. A detailed IDP review process was presented to the members with all the documents required during the process. Ward committees were in turn afforded an opportunity to conduct meetings in their wards giving feedback on projects implementation and future plans. A situational analysis was conducted to determine whether the Municipal Departments are executing their mandates as per the legislation. The analysis phase commenced in October 2016 and ended in December 2016.

Strategy Phase

This phase comprised of strategies associated with each of the priority issues as identified in the analysis phase. A broad inter-departmental dialogue was employed with regard to the most appropriate ways and means of tackling priority issues under consideration of policy guidelines and principles, available resources, inter linkages, competing requirements. This phase was completed in March 2017.

Project Phase

In this phase Departmental project task team members were given a responsibility of working out project proposals in line with the strategies and priority issues and where necessary additional information on project details was obtained. This phase ensured a smooth planning/ delivery link by providing an opportunity for a detailed and concrete project planning process done by relevant stakeholders who provide proposal with tentative target figures, technical standards, locations, time frames and cost estimates. This phase was completed in March 2017.

Integration Phase

This phase ensured that the results of project planning phase were properly conducted and speaks to the vision; objectives, strategies and resources. The 1st draft of the 2017–2022 IDP document of the municipality was tabled to municipal council on the 28th of March 2017. A public notice was issued for inputs and comments by the general public into the draft document. A program for public consultation was also developed and implemented. Projects and programs from sector Departments and other stakeholders were incorporated into the Draft IDP.

Approval Phase

The IDP was tabled to council for final approval on the 22nd of June 2017.

Phase one of the analysis phase of IDP

Phase one of the IDP Analysis Process entailed the training of all councillors and supporting staff members from the planning and development department. The purport for the training was to ascertain that when the municipality embark on a consultative rationality share a prevalent vision and one and all involve in the process have a construal of their role and responsibility for a prosperous consultation process. Officials from the planning and Development Department withal went through a briefing session after the workshop.

Phase two of the analysis phase of IDP

Phase two involved public notification through the newspaper adverts [Corridor Gazette] and Posters. In addition, a vigorous communication and information sharing aimed at reaching out to all the communities of Nkomazi was undertaken by means of loud hailing, adverts in ward area and mobilization through ward based member of the council during funerals. All venues were selected in a manner that ensured and enhanced easy access for all community members to attend and were based considering size and distance. Time chosen for the meetings also ensured maximum attendance of all the households.

Phase three of the analysis phase of IDP

Phase three of the analysis process entailed the overall analysis, a collection of community needs across all villages. Councillors were the chairpersons of meetings, assisted by other members of the mayoral committee in other meetings in providing some of the responses to the community problems.

The Approach and Methodology

The NKLM Council passed an IDP Integrated Process Plan for the next five years in office on 31st of August 2016. The IDPPP is thus a proper management implement which consummates the function of a business plan or operational plan in order to manage and coordinate the municipality's process on a day to day basis.

Community Consultation Technique Employed

In preparation for the IDP Analysis phase, a workshop with the Key IDP Stakeholders and Supporting Staff took place on **14 October 2016** at Schoemansdal Community Hall @ 10:00 am. The workshop purported to:

- Present the approved IDPPP as the management Implement for the incipient IDP
- Accede on the consolidated schedule of dates for public consultation, and
- Present the incipient approach to participatory development

The table below denotes the IDP Community consultation dates of the respective areas which were acceded upon and signed off by respective Cllrs at Jeppes Reef Community Hall on **29 September 2016**.

On **13 October 2016**, the below programme for consultation was published on Corridor Gazette containing dates and venues for meetings.

Ward	Village/area/unit	Date of meeting	Time	Venue	Participants
NK01	Block "C" Ngwenyameni	20 October 2016	15H00	Ngwenyameni HP School	Cllrs/officials/Bukhosi/Community
	Block "C" Jabulane	21 October 2016	15H00	Zamokuhle HP School	Cllrs/officials/Bukhosi/Community
	Naas	22 October 2016	07H00	Khula SS School	Cllrs/officials/Bukhosi/Community
	Naas Next to Msholoz	22 October 2016	15H00	Msholoz	Cllrs/officials/Bukhosi/Community
NK02	Block "A" 3	15 October 2016	14H00	Block "A" 3 - kaZitha	Cllrs/officials/Bukhosi/Community
	Joe-slovo	17 October 2016	16H00	Joe-slovo play ground	Cllrs/officials/Bukhosi/Community
	Block "C"	15 October 2016	08H00	Block "C" Mambane	Cllrs/officials/Bukhosi/Community
	Mangweni	16 October 2016	13H00	Nkomazi High	Cllrs/officials/Bukhosi/Community
NK03	Block "C"	22 October 2016	10H00	Magewu P.S	Cllrs/officials/Bukhosi/Community
	Naas	22 October 2016	16H00	Sekusile P.S	Cllrs/officials/Bukhosi/Community
	Block "C"	22 October 2016	13H00	Tribal Office	Cllrs/officials/Bukhosi/Community
NK04	kaMaqhekeza	15 October 2016	08H00	Community hall	Cllrs/officials/Bukhosi/Community
NK05	Block "B"	22 October 2016	08H00	Agriwane	Cllrs/officials/Bukhosi/Community
NK06	Dludluma	15 October 2016	09H00	Dludluma Community Hall	Cllrs/officials/Bukhosi/Community
	Ngwenyeni	16 October 2016	09H00	Ngwenyeni Community Hall	Cllrs/officials/Bukhosi/Community
	Komatipoort	19 October 2016	16H00	Komatipoort Show Hall	Cllrs/officials/Bukhosi/Community
	Orlando	20 October 2016	16H00	Orlando Day care centre	Cllrs/officials/Bukhosi/Community
	Komatidraai	27 October 2016	15H00	Komatidraai	Cllrs/officials/Bukhosi/Community
	Tuotbult	27 October 2016	16H00	Tuotbult	Cllrs/officials/Bukhosi/Community
	Diomzaksak	27 October 2016	17H00	Diomzaksak	Cllrs/officials/Bukhosi/Community
	Mehlwane	27 October 2016	18H00	Mehlwane	Cllrs/officials/Bukhosi/Community

NK07	kaMdladla	30 October 2016	08H00	Mdladla Ebukhosini	CLlrs/officials/Bukhosi/Community
	Block "B"	18 October 2016	16H00	Block "B" Professor	CLlrs/officials/Bukhosi/Community
	Tamahok; One Three Hill	21 October 2016	17H00	Nkoponi	CLlrs/officials/Bukhosi/Community
	Riverside	24 October 2016	17H00	Riverside Nkoponi	CLlrs/officials/Bukhosi/Community
	Lowersabi; Gugulethu; Wiskie	29 October 2016	14H00	Nkoponi	CLlrs/officials/Bukhosi/Community
	Marloth Park Holiday Township	30 October 2016	15H00	Marloth Park Municipal Offices	CLlrs/officials/Bukhosi/Community
NK08	Steenbok	22 October 2016	13H00	Tribal Office	CLlrs/officials/Bukhosi/Community
	Mangweni	22 October 2016	14H00	Shinyukane P School	CLlrs/officials/Bukhosi/Community
NK09	Tonga	22 October 2016	09H00	Tonga view school	CLlrs/officials/Bukhosi/Community
	Mangweni	23 October 2016	09H00	Mangweni Tribal Office	CLlrs/officials/Bukhosi/Community
NK10	Block "A"	22 October 2016	14H00	Zibokwane P School	CLlrs/officials/Bukhosi/Community
	Phiva	23 October 2016	09H00	Phiva Community Hall	CLlrs/officials/Bukhosi/Community
NK11	Hoyi	30 October 2016	08H00	Community Hall	CLlrs/officials/Bukhosi/Community
	Goba	29 October 2016	08H00	Community Hall	CLlrs/officials/Bukhosi/Community
	Ericsville	29 October 2016	12H00	Ngomane Next To Road	CLlrs/officials/Bukhosi/Community
NK12	Mandulo	15 October 2016	07H00	Mandulo community hall	CLlrs/officials/Bukhosi/Community
	Mbangwane	16 October 2016	07H00	Thusong	CLlrs/officials/Bukhosi/Community
	Tsambokhulu	22 October 2016	07H00	Community Hall	CLlrs/officials/Bukhosi/Community
	Mananga	23 October 2016	07H00	Mananga Community hall	CLlrs/officials/Bukhosi/Community
	Khombaso	29 October 2016	07H00	Community Hall	CLlrs/officials/Bukhosi/Community
NK13	Bhaca	16 October 2016	09H00	Enkundleni Ground	CLlrs/officials/Bukhosi/Community
	Samora park	16 October 2016	12H00	Community Hall	CLlrs/officials/Bukhosi/Community
	Ndindindi	16 October 2016	15H00	kaHilary	CLlrs/officials/Bukhosi/Community
	Mabundzeni	22 October 2016	13H00	Café [Estolo]	CLlrs/officials/Bukhosi/Community
	Debele	22 October 2016	12H00	Khula Primary School	CLlrs/officials/Bukhosi/Community
	New village	22 October 2016	15H00	Sports Ground	CLlrs/officials/Bukhosi/Community
	Nkhungwini	29 October 2016	09H00	Crèche	CLlrs/officials/Bukhosi/Community
	Mbuzini central	29 October 2016	12H00	Tribal Office	CLlrs/officials/Bukhosi/Community
	Ekusulukeni	29 October 2016	15H00	Enkundleni	CLlrs/officials/Bukhosi/Community
NK14	Hlahleya	29 October 2016	08H00	Day care Centre	CLlrs/officials/Bukhosi/Community
	Ngodweni	23 October 2016	08H00	Ngodweni	CLlrs/officials/Bukhosi/Community
	Sibhandula	16 October 2016	08H00	Community hall	CLlrs/officials/Bukhosi/Community
	Masibekela	15 October 2016	08H00	Masibekela School	CLlrs/officials/Bukhosi/Community
	Mthatha	30 October 2016	08H00	Injabulo School	CLlrs/officials/Bukhosi/Community
	New Village	30 October 2016	12H00	Lomahasha School	CLlrs/officials/Bukhosi/Community
NK15	Mgobodi	29 October 2016	16H00	Mgobodi Tribal Office	CLlrs/officials/Bukhosi/Community


	Magudu	29 October 2016	09H00	Magudu primary	Cllrs/officials/Bukhosi/Community
NK16	Magudu	27 October 2016	09H00	Magudu Hall	Cllrs/officials/Bukhosi/Community
	Sibange	27 October 2016	12H00	Sibange Community Hall	Cllrs/officials/Bukhosi/Community
	Madadeni	27 October 2016	15H00	Madadeni Jerusalem	Cllrs/officials/Bukhosi/Community
NK17	Mangweni	23 October 2016	09H00	Mangweni Tribal Office	Cllrs/officials/Bukhosi/Community
NK18	Magogeni	15 October 2016	07H00	Community Hall	Cllrs/officials/Bukhosi/Community
	Skoon Plaas	15 October 2016	15H00	Mhlaba Primary School	Cllrs/officials/Bukhosi/Community
NK19	Part of Mzinti	23 October 2016	08H00	Community Hall	Cllrs/officials/Bukhosi/Community
	Ntunda	23 October 2016	12H00	Ntunda – Dakada primary	Cllrs/officials/Bukhosi/Community
	Skhwahlane	23 October 2016	15H00	Skhwahlane HBC	Cllrs/officials/Bukhosi/Community
NK20	Mzinti	15 October 2016	12H00	Simbonyo Sports GR	Cllrs/officials/Bukhosi/Community
	Mdladla	17 October 2016	16H00	Magogo's Home	Cllrs/officials/Bukhosi/Community
NK21	Phosaville X2	16 October 2016	13H30	Mtimandze Secondary School	Cllrs/officials/Bukhosi/Community
	Phosaville	18 October 2016	07H30	Hoest Primary School	Cllrs/officials/Bukhosi/Community
NK22	kaMhlushwa	16 October 2016	16H00	Community Hall	Cllrs/officials/Bukhosi/Community
	KaMhlushwa	30 October 2016	16H00	Ngomane Church	Cllrs/officials/Bukhosi/Community
	Mzinti [Mahhushe]	23 October 2016	16H00	Mzinti royal store	Cllrs/officials/Bukhosi/Community
NK23	Boschfontein	23 October 2016	13H00	Zwide Primary	Cllrs/officials/Bukhosi/Community
NK24	Aniva	16 October 2016	13H00	Aniva open space [school site]	Cllrs/officials/Bukhosi/Community
	Nhlaba ville	15 October 2016	16H00	Driekoppies Hall [Nhlaba ville]	Cllrs/officials/Bukhosi/Community
	Bongane	30 October 2016	16H00	Phakamani School	Cllrs/officials/Bukhosi/Community
NK25	Langelooop	23 October 2016	13H00	Emtfuntini Library	Cllrs/officials/Bukhosi/Community
NK26	Driekoppies "A"	30 October 2016	15H30	Driekoppies Community Hall	Cllrs/officials/Bukhosi/Community
	Driekoppies "B"	23 October 2016	15H30	Sifundzekhaya Primary School	Cllrs/officials/Bukhosi/Community
NK27	Schoemansdal	30 October 2016	13H00	Bongukuhle School	Cllrs/officials/Bukhosi/Community
NK28	Schoemansdal	30 October 2016	10H00	Community Hall	Cllrs/officials/Bukhosi/Community
	Jeppes Reef	16 October 2016	13H00	Jeppes Reef Community Hall	Cllrs/officials/Bukhosi/Community
NK29	Buffelspruit	15 October 2016	16H00	Buffelspruit Hall	Cllrs/officials/Bukhosi/Community
	Mjejane	16 October 2016	15H30	Mjejane Sports Ground	Cllrs/officials/Bukhosi/Community
NK30	Louville	15 October 2016	10H00	Louville Hall	Cllrs/officials/Bukhosi/Community
	Kaapmuiden	15 October 2016	13H00	Kaapmuiden	Cllrs/officials/Bukhosi/Community
	Melelane	21 October 2016	16H00	Syathuthuka	Cllrs/officials/Bukhosi/Community
	Tornato Farm	29 October 2016	12H00	Tornato Farm	Cllrs/officials/Bukhosi/Community
	Kudu Farm	30 October 2016	09H00	Kudu Farm	Cllrs/officials/Bukhosi/Community
NK31	Schulzental	23 October 2016	09H00	Schulzental Hall	Cllrs/officials/Bukhosi/Community
	Middleplaas	23 October 2016	16H00	Middleplaas Hall	Cllrs/officials/Bukhosi/Community
NK32	Jeppes Reef	16 October 2016	13H00	Jeppes Reef Community Hall	Cllrs/officials/Bukhosi/Community
NK33	Schoemansdal	30 October 2016	12H00	Ekuphumuleni Primary	Cllrs/officials/Bukhosi/Community
	Buffelspruit	23 October 2016	14H00	Mahlatsi Secondary	Cllrs/officials/Bukhosi/Community

Process Activities	Aug-2016	Sep-2016	Oct-2016	Nov-2016	Dec-2016	Jan-2017	Feb-2017	Mar-2017	Apr-2017	May-2017	Jun-2017
Annual Performance report 2015/2016											
Adoption of the Integrated Process Plan by Municipal Council	4										
Establishment of Institutional structures for the planning process	4										
Submit approved process plan to EDM and Cogta		2									
IDP/Budget/PMS/Risk/Housing workshop sessions		4									
First draft of APR	1,2										
Final draft of APR	3,4										
Adoption/approval of APR	4										
Compiling of the integrated process plan	2	3	2	4	1		2	3	4	2	
Submission of the integrated process plan to Mayoral Committee	3										
Advertisement of IDP and Budget time schedule on municipal website and in local newspapers		1									
Performance Assessment 2015/16											
Pre-planning activities and preparation	2	3				1	4	2	3	4	2
Stakeholder consultation and approval	4	1				1					
Mid-year performance review		1,2				2	3				
Annual performance assessment		3,4									
Review all municipal contracts		4									
Gap analysis and enhancement of public participation structures and processes	4										
Approval of the public participation programme for IDP and Budget processes by the Mayoral Com.		1									
Ward-based needs analysis			1								
Socio-economic profiling of wards – Geographical Information Systems			2								
Council considers the 2016/2017 mid-year review and whether an adjustments budget is necessary		1	3	3	2	2	4	3	2	3	
Consolidate, assess and advise on the proposed depart. budget by IDP/Budget/PMS Technical Com.	4		3			2	4	3		2	
Consider the recom. of the steering com. on the proposed dept. budget & give feedback to Depts.							2				
Submit 2016/2017 approved adjustment budget to PT & NT							4		1		
Commence public participation on tabled budget, publicise and conduct public hearings											
Compilation of draft procurement plan									1		
Submit draft procurement plan to the budget & treasury office										4	
Integration of sector plans with IDP						2	4				
Submit 2016/2017 mid-year budget and performance to mayor, PT & NT											
Submission of Operating and Capital Budgets by Directorates to Budget and Treasury Directorate											
Commence review of Budget related policies											
Departmental strategic planning sessions											
Municipal Strategic Planning session											
Performance Management Cascading											
Pre-planning activities and communication	3,4										

STRUCTURE	ROLES & RESPONSIBILITIES
Municipal Manager	Strategic management of and operational responsibility of the whole
Executive Mayor	Political co-ordination of the IDP and assessment of impact of imple-
Mayoral Committee	Deal with political implementation of IDP; Ensures developmental business plans and budgets;
Municipal Council	Approve the IDP; Monitor the implementation of IDP;
Ward Committees	Link the planning process to their constituencies and/or wards; Responsible for organizing public consultation and participation; Input on needs prioritization and project designs; Monitor projects at delivery in their localities; Act as a mouthpiece of the community in the implementation of Provide terms of reference for the various planning activities Commission of research studies
IDP Steering Committee	Consider and comment on inputs of sub-committees, study teams, consultants and provincial sector departments Process, summarize and document outputs. Prepare, facilitate and document meetings Make recommendations to council Liase with Municipal departments in matters related to IDP
IDP Representative Forum	Inform interest groups, communities and organisations, on relevant planning activities and their outcomes; Analyse issues, determine priorities, negotiate and reach consensus; Participate in the designing of project proposals and monitoring and reporting
IDP Technical Committee/IDP steering committee	Provides terms of reference for the various planning activities Commissions research studies Considers and comments on: Inputs from sub-committee/s, study teams and consultants
IDP Manager	Act as a champion in the coordination, drafting and compilation of the IDP Prepare, monitor and evaluate progress in terms of the Process Plan, Undertake the overall management and coordination of the planning process; Ensure that all relevant actors are appropriately involved; Ensure that the time frames are being adhered to; Nominate persons in charge of different roles; Be responsible for the day-to-day management of the drafting process; Ensure that planning process is participatory, strategic and implementation oriented and is aligned and satisfy sector planning requirements

Analysis Chapter



DEMOGRAPHICAL INFORMATION C2011		POPULATION		PERCENTAGE		SYNOPSIS OF MEETINGS	
 <p>WARD 01 – CLLR MKHATSHWA IP</p>	Black African	14231	3.7%	<p>Electricity at Msholozhi is needed urgently. Msholozhi is a new developed settlements with a lack of basic services and infrastructure. The CBP for Msholozhi was developed for the first time. Shortage of loud hailers to disrepute information the most communities in ward 1 was a challenge.</p>			
	Coloured	34	3.8%				
	Indian/Asian	32	2.4%				
	White	8	0.1%				
	Other	11	2.5%				
<p align="center">Community Needs – WARD 01</p> <p align="center">BLOCK 'C' NGWENYAMENI BLOCK 'C' JABULANE</p>							
Date: 06/11/2016	Venue: ngwenyameni	Date: 06/11/2016	Venue: Zamokuhle	Date: 06/11/2016	Venue: khula SS	Date: 01/11/2016	Venue: Msholozhi
Mobile clinic		Multipurpose centre		Multipurpose centre		Electricity	
Booster pump		RDP Houses		RDP Houses		Waster	
Community hall		Traffic lights at 4 way stop		Traffic lights at 4 way stop		Schools	
Tarred roads		Reservoir		Reservoir		Roads	
Cemeteries		Cemeteries		Cemeteries		RDPs	
Disaster centre		Ring Road & Speed Humps		Ring Road & Speed Humps		Toilets	
Matric classes		Storm water drainage		Storm water drainage			
		Street lights		Street lights			
		Schools		Schools			
		Employment		Employment			
		Waste management		Waste management			



WARD 02 – CLLR. NGOMANE FN

DEMOGRAPHICAL INFORMATION C2011

POPULATION PERCENTAGE

Black African	21673	5.6%
Coloured	4	0.4%
Indian/Asian	30	2.3%
White	7	0.1%
Other	8	1.8%

SYNOPSIS OF MEETINGS

First meetings in Block C and Joe-slovo were cancelled due to the unavailability of loud hailers from the municipality side. Most areas in ward 2 have reticulation but some have insufficient supply and interruptions. It was revealed that most built RDP houses develop cracks due to contractors not building with care. Community in need police to be visible in their areas. Community in need projects that will create more job opportunities for the youth. Most resident do not have IDs. Mangweni, Joe-slovo & Block C meetings had to be postponed due to unavailability of loud hailer. Mangweni meeting postponed [15/10/2016]


Community Needs – WARD 02

Block A 3

Joe Slovo

Mangweni


Date: 15/10/2016	Venue: kaZitha	Date: 08/11/2016	Venue: Play ground	Date:	Venue:
Water interruptions		Insufficient water supply		Water reticulation	
Sanitation		Installation of electricity		Toilets	
Electricity backlog 10HH		Secondary School		Electricity at Bhodlindlala	
Street lights		Clinic		Storm water drainage, ring road	
Tarring of roads		Community hall		Overhead bridge, Regravelling	
Access to public transport [bus]		Re-gravelling of streets		Primary and secondary school	
Construction of overhead bridge		Grazing land		Mobile clinic	
Construction of a new clinic		Dumping site		Extension of clinic	
Community hall, library & post		LED		Amenities	
RDP Houses				RDP houses, waste removal	
Waste management				Sasol project, vendor stalls	

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
		POPULATION	PERCENTAGE
 <p>WARD 03 – CLLR. MTETWA JM</p>	Black African	16687	4.3%
	Coloured	34	3.8%
	Indian/Asian	34	2.6%
	White	3	0.0%
	Other	42	9.4%

Naas, block C meetings [19/11/2016] were postponed due to the passing away of the chief. Contradiction of ward boundaries in ward 3 and 4.


Community Needs – WARD 03

Block C		Block C	
Date: 01/12/2016	Venue: Magewu PS	Date: 01/12/2016	Venue: Tribal office
Water tankers at Dindela		Water infrastructure [gritana/banny mangwane]	Water
Sanitation facilities		Electricity [mafambisa]/street lights / street names	Roads, speed humps, repairing of roads [paving]
Tarring of block C road and road from R571		Tarred roads/paving of streets	RDPs
Upgrading of a bridge		Foot bridges / overhead bridge	foot bridges
New Clinic and mobile clinic for pro tem		Storm water drainage	Multipurpose centre
Community hall and library		Community Hall	Job opportunities
Waste management		Thusong centre	School
Street lights and police visibility		Sports facilities [tennis, netball, park]	Crime – provision of high masts lights.
Employment		Paying of municipal services	Drainage systems for Plaza
		Title deeds	Refuse removal
		Combined school	

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
	POPULATION	PERCENTAGE	
 <p>WARD 04 – CLLR MABUZA VE</p>	Black African	8871	2.3%
	Coloured	32	3.6%
	Indian/Asian	12	0.9%
	White	6	0.1%
	Other	10	2.2%
15/10/2016 kamaqhekeza meeting was postponed due to unavailability of loud hailer.			
<u>Community Needs – WARD 04</u>			
Water infrastructure [gritana/banny mlangwane]			
Electricity [mafambisa]/street lights / street names			
Tarred roads/paving of streets			
Foot bridges / overhead bridge			
Storm water drainage			
Community Hall			
Thusong centre			
Sports facilities [tennis, netball, park]			
Paying of municipal services			
Title deeds			
Combined school			

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011



WARD 05 – CLLR MKHONTO BE

POPULATION PERCENTAGE

Black African	12878	3.4%
Coloured	9	1.0%
Indian/Asian	7	0.5%
White	18	0.3%
Other	2	0.4%

Block B community request municipality to do thorough check when allocating toilets. Illegal electricity connection at mandlwalane. First Block B meeting did not materialise due to unavailability of loud hailers.


Community Needs – WARD 05


Block B

Date: 01/12/2016

Venue:
Agrwane

Water reticulation at mashekesheni; bulk water supply at mshayzufe; insufficient water supply and interruptions
Sanitation facilities at manyustand & mshayzufe. Toilets for disabled
Electricity at mandlwalane
Proper storm water drainage and rebuilding of block B road. Regravelling of streets. Access road from mshayzufe to block C cemeteries
Clinic to operate 24 hrs
Land for future cemeteries and toilets to be built in cemeteries
RDP houses
Waste management
Police visibility
Agricultural support from department to do farming projects and creation of employment. Multipurpose centre
Municipality to refer individuals with land claim issues.

DEMOGRAPHICAL INFORMATION C2011		POPULATION		PERCENTAGE		SYNOPSIS OF MEETINGS	
 <p>WARD 06 - CLLR MATHONSI SS</p>		Black African	13289	3.5%	<p>Transparency in identification of beneficiaries for RDP houses and Sanitation facilities. Workshop on operation of all spheres of government.</p>		
		Coloured	72	8.1%			
		Indian/Asian	137	10.4%			
		White	1778	28.2%			
		Other	49	10.9%			
<p style="text-align: center;">Community Needs – WARD 06</p> <p style="text-align: center;">Orlando Ngwenyeni</p>							
Date: 20/10/2016	Venue: day care centre	Date: 16/10/2016	Venue: Community H	Date: 08/12/2016	Venue: training	Date:	Venue:
Booster pump, elevated tower		Water, borehole		Water- pump station to be operational back up pumps (right pumps and motors to be installed)	Roads	Roads	
Sewer system upgrade		LED projects		Electricity- mobile generator for water pump	Youth centre	Youth centre	
Installation of street lights		Re-gravelling of streets		Waste management- law enforcement, put a sign to say no trucks over 10 tons in crocodile bridge and sealing of old sewer pond	Water	Water	
Tarring of access road, foot, vehicle bridge		Skills development		No communication from the municipality to the community of Koomatipoort	Dumping site	Dumping site	
Bus shelter, taxi rank		Sports centre		Roads- no repairs, no operation and maintenance	Disaster management	Disaster management	
Secondary, class rooms and admin blocks		Clinic		Oliphant's street- need to be tarred and mahene street it's about 300m need to be tarred.	Job opportunities	Job opportunities	
Clinic to operate 24 hrs		Tarred road to Dludluma		Unnumbered road - crocodile bridge	Waste removal	Waste removal	
Land & funds for HBC centres		Houses		Informal traders and taxi rank (3 plots)	Clinic to operate 24 hrs	Clinic to operate 24 hrs	
Land for cemeteries, recreational facilities		VIP toilets		Street closure- close relabel street to provide for rugby and athletes field, re-zoning of the street	Community facilities	Community facilities	
Closing of dumping site, waste collection		Primary school		Upgrading of road signage			
EPWP, skills development		Foot bridges, Speed Humps		Stand no 761-park land ear marked to local chamber of tourism there's lot of trees			

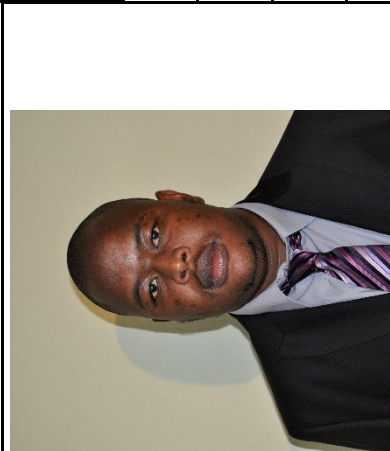
DEMOGRAPHICAL INFORMATION C:011		POPULATION	PERCENTAGE	SYNOPSIS OF MEETINGS
 <p>WARD 07 – CLLR SIBIYA GP</p>	Black African	15996	4.2%	<p>Marloth Park dwellers request municipality to transform the existing dumping site into a transit station. Cllr is unable to hold meetings at kaMeladla due to Community instabilities.</p>
	Coloured	33	3.7%	
	Indian/Asian	24	1.8%	
	White	1425	22.6%	
	Other	62	13.8%	
<p><u>Community Needs – WARD 07</u> Marloth Park</p>				
Date: 07/12/2016 Venue: Municipal Offices		Date:	Date:	Venue:
Cover on the water storage reservoir- missing for many years needs immediate replacement. Drinking water is being contaminated.				
2. Transformation of the dumping site into a transfer station				
3. Gate security, access control & closure of illegal entry points				
4. Full time & effective Law Enforcement- crime is on the increase				
5. Roads & Road sign maintenance- Oliphant’s street needs resurfacing - repair grader.				
6. Effective- conservation management- more funds for repairing ranger’s equipment and fence maintenance.				
7. Water Supply & Delivery - upgrades to secure for the future				
8. Electricity supply- many residents without electricity and many illegal connections putting strains on supply. Eskom audit of connections				

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

	POPULATION	PERCENTAGE
Black African	13856	3.6%
Coloured	14	1.6%
Indian/Asian	9	0.7%
White	5	0.1%
Other	19	4.2%

Water operators in the plant do not stick to the schedule of supplying water to communities. High level of illegal water connections from the bulk pipe at the new settlement emerging at steenbok. Water tankers supply communities with undrinkable water. Water tankers robs community members money. Community need progress report of the dumping site at steenbok. They request that Executive mayor and speaker visit them



WARD 08 – TIWANE BM

Community Needs – WARD 08

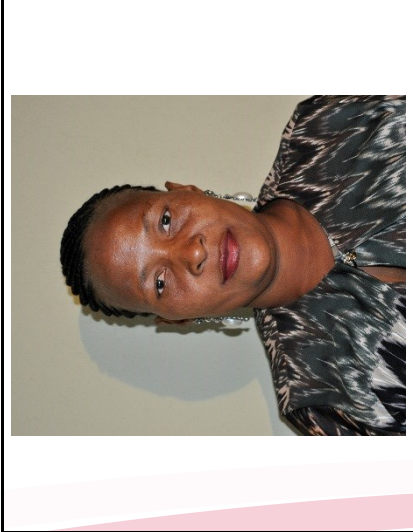
Steenbok

Mangweni

Date: 22/10/2016	Venue: Tribal Office	Date:	Venue:
Insufficient water supply		Water reticulation	
Gravelling of local roads; 5 km road to enhlabeni to be tarred.		Toilets	
TLB at cemeteries		Electricity at Bhodlindlala	
Community hall		Storm water drainage, ring road	
Clinic to operate 24 hrs		Overhead bridge, Regravelling	
Support of local farmers		Primary and secondary school	
Thusong centre		Mobile clinic	
		Extension of clinic	
		Amenities	
		RDP houses, waste removal	
		Sasol project, vendor stalls	

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011



WARD 09 – CLLR MAPHANGA NP

POPULATION

PERCENTAGE

Black African	13560	3.5%
Coloured	38	4.3%
Indian/Asian	49	3.7%
White	21	0.3%
Other	8	1.8%


Secondary school is highly in need at Tonga view area. Traffic lights to be installed at Tonga Mall. Community is ready to pay rates and taxes to the municipality. Community request municipality to maintain newly built road. 23/10/2016
Mangweni meeting postponed due to unavailability of loud hailer.


Community Needs – WARD 09

Tonga View

Mangweni

Date: 01/12/2016	Venue: Tonga View Primary	Date: 29/10/2016	Venue: Tribal Office
Primary and Secondary school		Water reticulation	
Ring Road, foot bridge, storm water drainage, speed humps		Toilets	
Electricity; street lights		Electricity at Bhodindlala	
Community hall, library, youth centre		Storm water drainage, re-gravelling of streets, ring road	
RDP houses		Overhead bridge	
Traffic lights		Primary and secondary school	
Mobile Clinic		Mobile clinic	
Toilets		Extension of clinic	
Water		Stadium/sports/parks, pension pay out point, community hall	
Waste collection & dumping site		RDP houses, waste removal	
Employment		Sasol project, distribution complex. Vendor stalls	

DEMOGRAPHICAL INFORMATION C2011		POPULATION	PERCENTAGE	SYNOPSIS OF MEETINGS
	Black African	13560	3.5%	Secondary school is highly in need at Tonga view area. Traffic lights to be installed at Tonga Mall. Community is ready to pay rates and taxes to the municipality. Community request municipality to maintain newly built road. 23/10/2016 Mangweni meeting postponed due to unavailability of loud hailer.
	Coloured	38	4.3%	
	Indian/Asian	49	3.7%	
	White	21	0.3%	
	Other	8	1.8%	
WARD 10 – LUBISI PN				
<h2 style="text-align: center; color: red;">Community Needs – WARD 10</h2>				
Tonga View		Mangweni		
Date: 01/12/2016		Date: 29/10/2016		Venue: Tribal Office
Primary and Secondary school				Water reticulation
Ring Road, foot bridge, storm water drainage, speed humps				Toilets
Electricity; street lights				Electricity at Bhodindlala
Community hall, library, youth centre				Storm water drainage, re-gravelling of streets, ring road
RDP houses				Overhead bridge
Traffic lights				Primary and secondary school
Mobile Clinic				Mobile clinic
Toilets				Extension of clinic
Water				Stadium/sports/parks, pension pay out point, community hall
Waste collection & dumping site				RDP houses, waste removal
Employment				Sasol project, distribution complex. Vendor stalls

DEMOGRAPHICAL INFORMATION C2011		POPULATION		PERCENTAGE		SYNOPSIS OF MEETINGS	
 <p>WARD 11 – CLLR MKHONTO DG</p>	Black African	12816	3-3%	<p>Hoyi community request municipality to change masibekela water reticulation to be Hoyi treatment works. Water problem at Hoyi is operational. Security to guard community facility.</p> <p>Clinic to operate 24 hrs. Natural hazard affecting houses at Hoyi community [salt]. New township establishment at Hoyi named king Hoyi 2 of 700 erven. Community request municipality to install engineering services at king Hoyi 2.</p>			
	Coloured	8	0.9%				
	Indian/Asian	18	1.4%				
	White	13	0.2%				
	Other	55	12.3%				
<p>Community Needs – WARD 11</p>							
<p>Hoyi</p> <p>Date: 29/11/2016</p> <p>Venue: Community Hall</p>		<p>King Hoyi 2</p> <p>Date: 29/11/2016</p> <p>Venue: community hall</p>		<p>Ericsville</p> <p>Date: 29/11/2016</p> <p>Venue: Ngomane</p>		<p>Goba</p> <p>Date: 29/11/2016</p> <p>Venue: Community Ha</p>	
Water	Water reticulation	Electricity	Reservoir				
Re-build Road, Storm water drainage	Sewer infrastructure	Clinic, mobile clinic	Roads, streets gravelling				
Community Hall	Electricity	Water	RDP houses				
Library, youth centre	Roads, foot & vehicle bridge	RDP	Clinic, mobile clinic				
RDP houses	Clinic	Toilets	Community hall, sports facility				
Clinic	Primary & secondary school	Roads	Storm water drainage				
Re-gravelling of streets	Crèche, library, Multipurpos	Waste removal	Bus shelter, library				
Street lights	Waste removal, dumping site	Regravelling of streets	Street lights				
Sports ground	Police station	Community hall	Youth centre				
Job creation	Toilets	Primary school	Job creation				
Toilets	RDPs	Sports centre	Toilets				

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

CPWs did not receive uniforms. One house was mistakenly left out when doing electricity house connections. Community require workshop on procedures to apply for RDP. Road, clinic and secondary school were critical issues at Tsambokhulu. Two RDP houses misplaced at mananga.

PERCENTAGE

POPULATION

Black African	10555	2.7%
Coloured	7	0.8%
Indian/Asian	29	2.2%
White	9	0.1%
Other	0	0.0%



WARD 12 – CLLR NKALA KP

Community Needs – WARD 12


Tsambokhulu

Mbangwane

Mananga

Khombaso & Mandulo

Date: 22/10/2016	Venue: Community Hall	Date: 26/11/2016	Venue: Thusong centre	Date: 26/11/2016	Venue: Community	Date: 29/10/2016	Venue: HALL
Water reticulation at the new stands		Insufficient water supply		Water		Drainage system	
Secondary school		Secondary school		Tarred road		Community Hall, sport facility	
New boarder near monument area.		Sanitation facilities		Fencing of cemeteries		Electricity, dumping site	
Support for local farmers		RDP houses		Storm water drainage		Water supply, grazing land	
Toilet in cemeteries; post office		Foot bridge, speed humps		Re-gravelling of streets		Creation of employment	
Extension of community hall		Employment		Toilets and furniture - Hall		Re-gravelling	
Clinic		Storm water drainage		Primary and Secondary SC		Clinic	
Filling of holes [dangerous during rainy S]		Re-gravelling of streets		RDP houses		Tarred road, speed humps	
High Masts Light		Waste collection		Sanitation		Toilets	
		Community hall		Electricity		Multipurpose centre	
		High Masts Lights		High Masts Lights		High Mast Light	

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
	POPULATION	PERCENTAGE	
 <p>WARD 13 – CLLR MAHLALELA MM</p>	Black African	9865	2.6%
	Coloured	83	9.3%
	Indian/Asian	30	2.3%
	White	5	0.1%
	Other	6	1.3%
<p>Community Needs – WARD 13</p> <p>Mbuzini</p> <p>Date: 01/12/2016</p> <p>Venue: Tribal Office</p>			
Water [bhaca, ndindindi, ekusulukeni]			
Road [emabondzeni], storm water drainage			
Clinic to operate 24 hrs			
LED projects, Masibuyele emasimini programme, internet cafe			
Catchment Dams			
RDP Houses			
Fencing and grazing of camps			
Street lights			
Re-gravelling of streets			
VIP Toilets			
Satellite police station.			

Community request municipality to be in full supervision of contractors to side-step poor workmanship. They also request that municipality ought to respect the IDP priorities of Nkomazi as whole.



WARD 14 – CLLR NKALANGA ML

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

POPULATION PERCENTAGE

Black African	10700	2.8%
Coloured	7	0.8%
Indian/Asian	16	1.2%
White	7	0.1%
Other	1	0.2%

Masibekela meeting could not sit due to unavailability of loud hailer.

Community Needs – WARD 14

Sibhadvula

Hlahleya /mtata/newvillage


Date: 05/12/2016

Venue: Hall

Date: 08/12/2016

Venue: DCC

Water reticulation at sibhadvula	Re-gravelling and fencing of cemeteries
Construction of reservoir [mthatha/new village]	Library
Mandela to Mtata bus route	Recreation facilities
Fencing of Community hall	Police station
Toilets	Offices
Police station	Taps
Fencing of cemeteries	Toilets
Multipurpose centre	Unemployment
Electricity at sbhadvula	Community hall [mthatha/new village]
Street lights at sbhadvula	Electricity
Library	Tarred road

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
POPULATION	PERCENTAGE		
Black African	12552	3.3%	
Coloured	27	3.0%	
Indian/Asian	8	0.6%	
White	7	0.1%	
Other	5	1.1%	
 <p>WARD 15 – CLLR MKHATSHWA TM</p>		<p>Mgobodi meeting could not sit due to unavailability of loud hailers.</p>	
Community Needs – WARD 15			
Mgobodi			
Date: 03/12/2016	Venue: Tribal Office	Date: 27/10/2016	Venue: Hall
Construction of reservoir, reticulation		Water	
Tarred road from Magogeni to mgobodzi		Clinic	
Toilets		RDP houses	
Electricity [pupupu, phakama, shangan, moyeni, magugu], street lights		Toilets	
RDP houses		Community Hall	
Re-gravelling of streets		Electricity	
Paving of streets			
Multipurpose centre			
Fencing of cemeteries & community hall, stadium, construction of community hall			
Police station			
Mall, primary school, 24 hr clinic, disable centre, crèche			

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011



WARD 16 – CLLR MASUKU SH

POPULATION

PERCENTAGE

Black African	9830	2.6%
Coloured	10	1.1%
Indian/Asian	16	1.2%
White	7	0.1%
Other	2	0.4%

Community Needs – WARD 16

Magudú

Sibange


Madadeni

Date: 27/10/2016	Venue: Hall	Date: 27/10/2016	Venue: Hall	Date: 27/10/2016	Venue: Jerusalem
Water		Water		Community hall	
Clinic		RDP houses		RDP houses	
RDP houses		Toilets		Toilets	
Toilets		Separation of combined to be primary & secondary		Reticulation	
Community Hall		Electricity		Electricity	
Electricity					

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011

POPULATION PERCENTAGE

 <p>WARD 17 – CLLR SHABANGU JC</p>	Black African	7344	1.9%
	Coloured	8	0.9%
	Indian/Asian	3	0.2%
	White	4	0.1%
	Other	8	1.8%

Mangweni meeting could not sit due to unavailability of loud hailer.

Community Needs – WARD 17

Mangweni


Date: 23/10/2016

Venue: Tribal Office

Water reticulation
Toilets
Electricity at Bhodindlala
Storm water drainage, ring road
Overhead bridge, Regravelling
Primary and secondary school
Mobile clinic
Extension of clinic
Amenities
RDP houses, waste removal
Sasol project, vendor stalls

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

 <p>WARD 18 – CLLR MAZIBUKO DG</p>	Black African	10123	2.6%	<p>Clinic to operate 24hrs and more staff members be hired. Also renovation and extension of the clinic at Magogeni. Existing road be repaired. Graveling of streets is seen as a problem during funeral services. Skoonplaas community request a community park.</p>
	Coloured	10	1.1%	
	Indian/Asian	16	1.2%	
	White	4	0.1%	
	Other	0	0.0%	
	<p>WARD 18 – CLLR MAZIBUKO DG</p>			

Community Needs – WARD 18

Magogeni

Skoonplaas

Date: 23/11/2016	Venue: Community Hall	Date: 24/11/2016	Venue: Mhlaba Combined School
Water tankers		Reservoir, Water tankers	
Clinic		Clinic	
Electricity, street lights		Roads, Vehicle bridges, Graveling of streets	
Roads, vehicle bridge		Parks	
Job opportunities, police station/ mobile		Job opportunities	
Community hall		Community hall	
Graveling of streets		Formalisation and upgrading of the settlement	
Renovation of sports facilities		Toilets	
RDP Houses		Street lights	
Toilets		Renovation of sport facilities	
University		RDP houses	

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

	POPULATION	PERCENTAGE
Black African	8808	2.3%
Coloured	11	1.2%
Indian/Asian	11	0.8%
White	5	0.1%
Other	0	0.0%



WARD 19 – CLLR MTHOMBO TM

Mzinti meeting [20/11/2016] was postponed due to the lack of communication between Cllr & office of the speaker. 23/10/2016 meeting postponed due to unavailability of loud hailer.

Community Needs – WARD 19


Mzinti

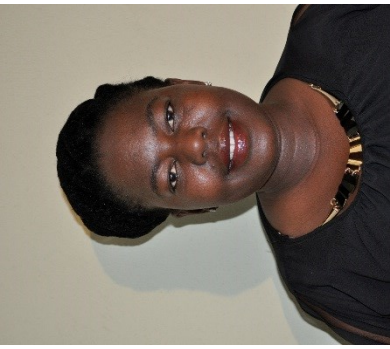
Skhwahlane

Ntunda

Date: 23/10/2016	Venue: Hall	Date: 23/10/2016	Venue: HBC	Date: 23/10/2016	Venue: Dakada
Speed humps, repairing of roads		Water [Tower]		Community Hall	
Street lights		Primary School		Roads – reconstruction	
Water at Mkhunjini section		Ring road		Upgrading of tower	
Re-gravelling of streets		Water tankers		Employment opportunities	
Catchment dams		fencing			
Fencing of grazing camps					
Foot bridges					
Ring road at Mkhunjini					
Storm water drainage					


DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
	POPULATION	PERCENTAGE	
 <p>WARD 20 – CLLR NGOMANE MP</p>	Black African	15489	4.0%
	Coloured	50	5.6%
	Indian/Asian	36	2.7%
	White	11	0.2%
	Other	7	1.6%
<p>Achievements in ward 20: Vodacom tower, bulk line, reticulation, toilets, electricity, roads, etc.</p>			
<p>Community Needs – WARD 20</p>			
<p>Mzinti</p>			
Date: 15/10/2016		Venue: Mageckeni	
Water			
Ring road			
Pedestrian bridges			
Unemployment			
Foot bridges			
Bus shelter			
Community hall			
Street lights			
RDP houses			
Play ground			

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
POPULATION	PERCENTAGE		
Black African	15136	3.9%	Municipality to engage Tribal Authority on land allocation. Community request that at least processes for establishing a less formal township be followed other that allocating stand for people without proper engineering services/ utilities. Ward Councillor is requested to form street committees.
Coloured	44	4.9%	
Indian/Asian	26	2.0%	
White	8	0.1%	
Other	10	2.2%	
 <p>WARD 21 – CLLR MAHLALELA SS</p>			
<h2 style="color: red; text-decoration: underline;">Community Needs – WARD 21</h2> <p>Phosaville X2</p>			
Date: 06/11/2016		Date: 16/10/2016	
Venue: Tribal Authority Office		Venue: Hoest Primary School	
Electricity, street lights			Electricity
Community hall			Employment opportunities, shopping centre
Employment opportunities, shopping centre			Re-building of road, re-gravelling of streets, foot bridge
Water			Bus/taxi route, speed humps
Clinic to operate 24 hrs			Toilet
Crèche, youth centres, land for cemeteries, library			Community hall, youth centre, cemetery fencing, library
Secondary school			Clinic to operate 24 hrs
Re-gravelling of streets, foot bridge			Secondary school
RDP houses, Township Establishment			Water
Tarring of roads and re-gravelling of streets			RDP houses
Waste removal			Police station

DEMOGRAPHICAL INFORMATION C2011		POPULATION		PERCENTAGE		SYNOPSIS OF MEETINGS	
	Black African	11678		3.0%		Community of kaMhlushwa is not happy how IDP issues are being fingered. They say there is no transparency in the municipality.	
	Coloured	33		3.7%			
	Indian/Asian	88		6.7%			
	White	6		0.1%			
	Other	21		4.7%			
	WARD 22 - CLLR NDLOVU PF						
Community Needs – WARD 22 kaMhlushwa							
Date: 15/10/2016		Venue: Community Hall		Date: 30/10/2016		Venue: mane	
Clinic to operate 24 hrs				Toilets		Water	
Roads				Electricity		Electricity	
Speed humps				Pavement		Bridges	
Waste management				HIV/AIDS centre		RDP houses	
Land for cemeteries				Land for cemeteries		Toilets	
Street lights				Community Hall renovation		Roads	
Complex				Upgrading of stadium		Community Hall	
Storm water drainage				RDP houses		Land for cemeteries	
RDP Houses				Waste removal		shopping complex, market stalls	
Water						Library, stadium	
						Post office	

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011



WARD 23 – CLLR NGCANE EZ

POPULATION PERCENTAGE

Black African	7786	2.0%
Coloured	4	0.4%
Indian/Asian	18	1.4%
White	2	0.0%
Other	0	0.0%

Community of Boschfontein request that maintenance of streets should be done regularly. Clinic to operate 24 hrs to allow community get access to it at whatever time looked-for.

Community Needs – WARD 23

Boschfontein

Date: 23/11/2016

Venue: zwide primary school

Water at Mbangwane section

Clinic

Job opportunities


Gravelling of streets

Street lights

Play ground

RDP houses

Toilets

DEMOGRAPHICAL INFORMATION C2011		POPULATION		PERCENTAGE		SYNOPSIS OF MEETINGS	
	Black African	11812	3.1%	Bongane community suggested that there must be accessibility in terms of public transport for the reason that some of the members work irregular hours and they are sometimes unable to access public transport.			
	Coloured	23	2.6%				
	Indian/Asian	41	3.1%				
	White	2	0.0%				
	Other	7	1.6%				
WARD 24 – CLLR MOOSA VC							
<h2 style="text-align: center;">Community Needs – WARD 24</h2>							
Aniva		Nhlaba ville		Bongane			
Date: 23/11/2016	Venue: Ground	Date: 24/11/2016	Venue: Stadium	Date: 30/10/2016	Venue: Phakamani School		
Water supply: reservoir		Water provision		Foot bridge			
24 hr –mini water plant		Sanitation facilities provision		Water			
Construction of clinic		High masts lights provision		Clinic or Mobile Clinic			
Tarred road		Re-gravelling of streets		Transport			
Community hall		Vehicle bridge		Apollo/street lights			
LED/Employment for youth		Clinic construction					
		Clinic to operate 24Hrs					
		Provision of a library					
		Pension pay out point					
		Youth centre					
		RDP Houses					



WARD 25 - CLLR MANZINI

SYNOPSIS OF MEETINGS

Issues of Jojo tank at pension payout point, waste removal, crime, re-gravelling of streets, mobile clinic at bhekisisa and thembisa, pedestrian crossing and water loss and water tankers are issues requiring speedy intervention.

DEMOGRAPHICAL INFORMATION C2011

	POPULATION	PERCENTAGE
Black African	8535	2.2%
Coloured	0	0.0%
Indian/Asian	14	1.1%
White	13	0.2%
Other	1	0.2%

Community Needs – WARD 25

Langeloop

Date: 01/11/2016

Venue:
Langeloop library

Water shortage at sidzakaneni, teks takho & lusaka

Toilets

Electricity at thaba zimbi; street lights

Ring road from sigayweni, teka to library; speed humps at TB and Gomora

Foot bridge at teka, Lusaka, bhekisisa, gomora, thulani, sidzakaneni & holandl

Storm water drainage at holandl and sidzakaneni


Bus shelters

School at sebokeng

Community hall; renovation of library and pension payout point; fencing of cemeteries

RDP houses

Police station and stadium

DEMOGRAPHICAL INFORMATION C2011		POPULATION	PERCENTAGE	SYNOPSIS OF MEETINGS
 <p>WARD 26 – CLLR MAVUSO DD</p>	Black African	6327	1.6%	<p>The community reported that postal letters do not reach them so they request that if probable the municipality should meet with post office and discuss management or monitoring of posts offices. Municipality to monitor water operators. Clinic to operate 24 hrs. High crime level at Driekoppies B. there's a youth project requiring land space.</p>
	Coloured	7	0.8%	
	Indian/Asian	31	2.4%	
	White	2	0.0%	
	Other	4	0.9%	
<p>Community Needs – WARD 26 Driekoppies A</p>				
Date: 30/10/2016	Venue: Community hall	Date: 25/11/2016	Venue: Sifundzekhaya primary school	
Repairing of water pipes		Clinic		
Addition of high masts lights		Water		
Re-gravelling of streets		Street lights		
Construction of storm water drainage		Tarred Roads, foot bridge, vehicle bridge, re-gravelling of streets, drainage system		
Provision of RDP houses		Job opportunities		
Waste removal		Toilet		
Creation of job opportunities		Recreational facility		
Proof of residence to be collected locally		Library, youth and old age centres		
Completion of stadium		RDP houses		

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011



WARD 27 – CLLR SHONGWE MD

	POPULATION	PERCENTAGE
Black African	1382	3.0%
Coloured	24	2.7%
Indian/Asian	54	4.1%
White	7	0.1%
Other	20	4.5%

Several attempts for the sitting of ward 27 meetings were made but none of them were successful due to unavailability of loud hailer.

Community Needs – WARD 27

Date: 18/12/2016

Venue: Community Hall


Water
Reticulation
Re-gravelling of streets
RDP houses
Recreational facility
Skills development
Library
Overhead bridge, vehicle bridges
Clinic renovation and 24hr service

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION C2011

POPULATION

PERCENTAGE



WARD 28 – CLLR MOTHHA CM

Black African	6141	1.6%
Coloured	3	0.3%
Indian/Asian	12	0.9%
White	7	0.1%
Other	0	0.0%

Jeeps Reef meeting did not materialise due to unavailability of loud hailers.

Community Needs – WARD 28

Schoemansdal

Jeeps Reef

Date: 18/12/2016

Venue: Community Hall

Date: 27/11/2016

Venue: Community Hall

Water	Ring Road
Reticulation	Water and Reservoir
Re-gravelling of streets	RDP Houses
RDP houses	Multipurpose Centre
Recreational facility	Mobile Police Station
Skills development	Mobile Clinic
Library	Apollo
Overhead bridge, vehicle bridges	Satellite police station
Clinic renovation and 24hr service	Employment, shopping centre library



WARD 29 – CLLR MAGAGULA BS

DEMOGRAPHICAL INFORMATION C2011

POPULATION PERCENTAGE

POPULATION	PERCENTAGE
Black African	9826
Coloured	65
Indian/Asian	18
White	736
Other	3

Hectorspruit meeting could not sit due to poor coordination. Fixing of water engine in Buffelspruit is prerequisite.

SYNOPSIS OF MEETINGS

Community Needs – WARD 29

Buffelspruit

Mjejjane/Hectorspruit

Date: 15/10/2016

Venue: Community Hall

Date: 06/12/2016

Venue: Disaster Centre

Water

RDP houses

Electricity

Bridges

Roads

Toilets

Fencing of cemeteries

Community hall

Job opportunities

Landfill- proper fencing

Sewerage- Mjejjane security complex

Traffic signage (police station)

Repair of tar marula- industrial surface maintenance

Water storage- infiltration

Repair of streetlights

Regular collection of rubble around town


Speed humps- first street, preprimary schools (strips- worthless)

Fencing of Hectorspruit and maintenance (cattle wondering around town)

Tarring of gravel roads, black wood

Repair and maintenance of disaster centre

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
POPULATION	PERCENTAGE		
Black African	12372	3,2%	
Coloured	134	15,0%	
Indian/Asian	436	33,1%	
White	2140	34,0%	
Other	71	15,8%	

 <p>WARD 30 – CLLR MAGAGULA FK</p> <p>Community Needs – WARD 30</p> <p>Louisville Kaapmuiden</p>		<p>Malelane</p> <p>Stentor /kudu/ Torneti/syathut</p>	
Date:	Venue:	Date: 05/12/2016	Venue: Kobwa Hall
Water [tankers and reservoir]	Kaapmuiden	Water pipeline under construction	Township establishment
24 hr clinic		Planning for sewer (upgrade) EXT 21 package plant	Jojo tankers & electricity
Bus shelters		Hawkers stalls next tower (FNB)	Clinic
Graves fencing and toilets		Illegal taxi operators (intimidating street/ waterbuck street requires speed humps.	School / scholar transport
Toilets		Streetlights factory street (no lights)	5 houses for orphans approved
High masts lights		Overhead bridge- suikerland (EXT6)	12 toilets for new RDPs
Streets gravelling		Mgwenya water weir (Malalane)	Community hall
Tarring of roads		Upgrading of Malalane Primary school	EPWP and Sustainable Jobs
Community hall		Buffelstreet- traffic jam (robot from pick n pay	Cemeteries, toilets
RDP houses		Surfacing of road in Mhlathi kop (suikerland)	20 houses from premier
Multipurpose centre		Truck stop- (advertise for proposals)	Street gravelling and lighting
		Cleanliness of town (unoccupied stands) billing of owners	
		Rhino street taxis, prostitutes, cleanliness	
		Upgrading of clinic, Saturday and Sunday not open, evening not open- ambulance to be around the area (Malalane)	
		Crèche from DOE	
		Kobwa Park upgrading revamp	
		Municipality to participate in CPF	
		Transnet to investigate kaapmuiden unused footbridges to relocate it (IDP)	
		Road next to beacon (traffic Dept.)	



WARD 31 - CLLR SIBOZA JT

DEMOGRAPHICAL INFORMATION C2011

SYNOPSIS OF MEETINGS

	POPULATION	PERCENTAGE
Black African	7701	2.0%
Coloured	7	0.8%
Indian/Asian	11	0.8%
White	17	0.3%
Other	3	0.7%


Clinic at Schulzendal is of high priority, the community is serviced with a mobile clinic. Cemetery must have water and toilet. CWP & EPWP programmes to be introduced and hire local. Schools to introduce swimming lessons.

Community Needs – WARD 31

Schulzendal

Middelplaas

Date: 23/10/2016	Venue: Community Hall	Date: 23/10/2016	Venue: Community Hall
Clinic 24Hrs		Ring road	
Water		Renovation of clinic	
Street light		Foot bridges	
Roads		Apollo	
Waste removal		Community hall	
Job opportunities			
Toilet at cemeteries			
Community hall			
Speed humps			
RDP houses			
Recreational facility			

DEMOGRAPHICAL INFORMATION C2011		SYNOPSIS OF MEETINGS	
	POPULATION	PERCENTAGE	
 <p>WARD 32 – CLLR CHAMBULE IM</p>	Black African	10082	2.6%
	Coloured	21	2.4%
	Indian/Asian	6	0.5%
	White	2	0.0%
	Other	0	0.0%

Jeppes Reef first meeting was postponed due to unavailability of loud hailer.

Community Needs – WARD 32

Jeppes Reef

Date: 27/11/2016

Venue: Community Hall

Ring Road
Water and Reservoir
RDP Houses
Multipurpose Centre
Mobile Police Station
Mobile Clinic
Apollo
Satellite police station
Employment, shopping centre
library

SYNOPSIS OF MEETINGS

DEMOGRAPHICAL INFORMATION Cont

POPULATION PERCENTAGE

Black African	13031	3.4%
Coloured	23	2.6%
Indian/Asian	28	2.1%
White	13	0.2%
Other	10	2.2%

Buffelspruit meeting could not sit due to unavailability of loud hailers.



WARD 33 - CLLR MZIAGO PM

Community Needs – WARD 33

Date: 18/12/2016

Venue: Community Hall

Water

Reticulation

Re-gravelling of streets + Construction of tarred road

RDP houses

Recreational facility

Skills development

Library

Overhead bridge, vehicle bridges

Clinic renovation and 24hr service

GEOGRAPHIC PROFILE OF THE MUNICIPALITY

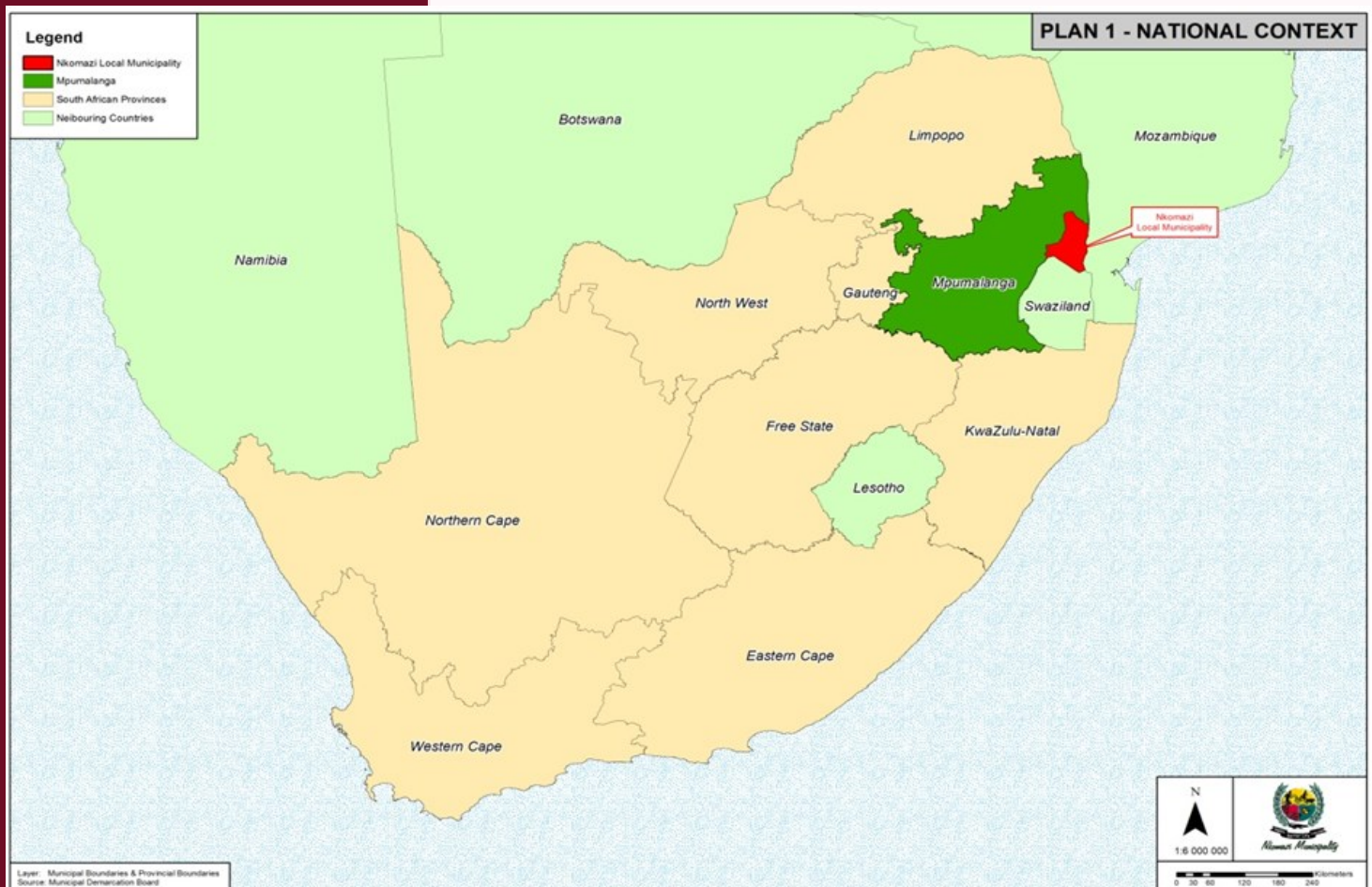
The Geographic profile of the Nkomazi Local Municipality is discussed in terms of the Institutional and demographic analysis

Institutional Analysis

The Nkomazi Local Municipality is located in the eastern part of the Ehlanzeni District Municipality of the Mpumalanga Province. The municipality is strategically placed between Swaziland (North of Swaziland) and Mozambique (east of Mozambique). It is linked with Swaziland by two provincial roads the R570 and R571 and with Mozambique by a railway line and the main national road (N4), which forms the Maputo Corridor

National and provincial context

Nkomazi Local Municipality is located in Mpumalanga Province which is situated in the north-east of South Africa, see the map below.



CENSUS AND CS 2016 HOUSE HOLD INDICATORS

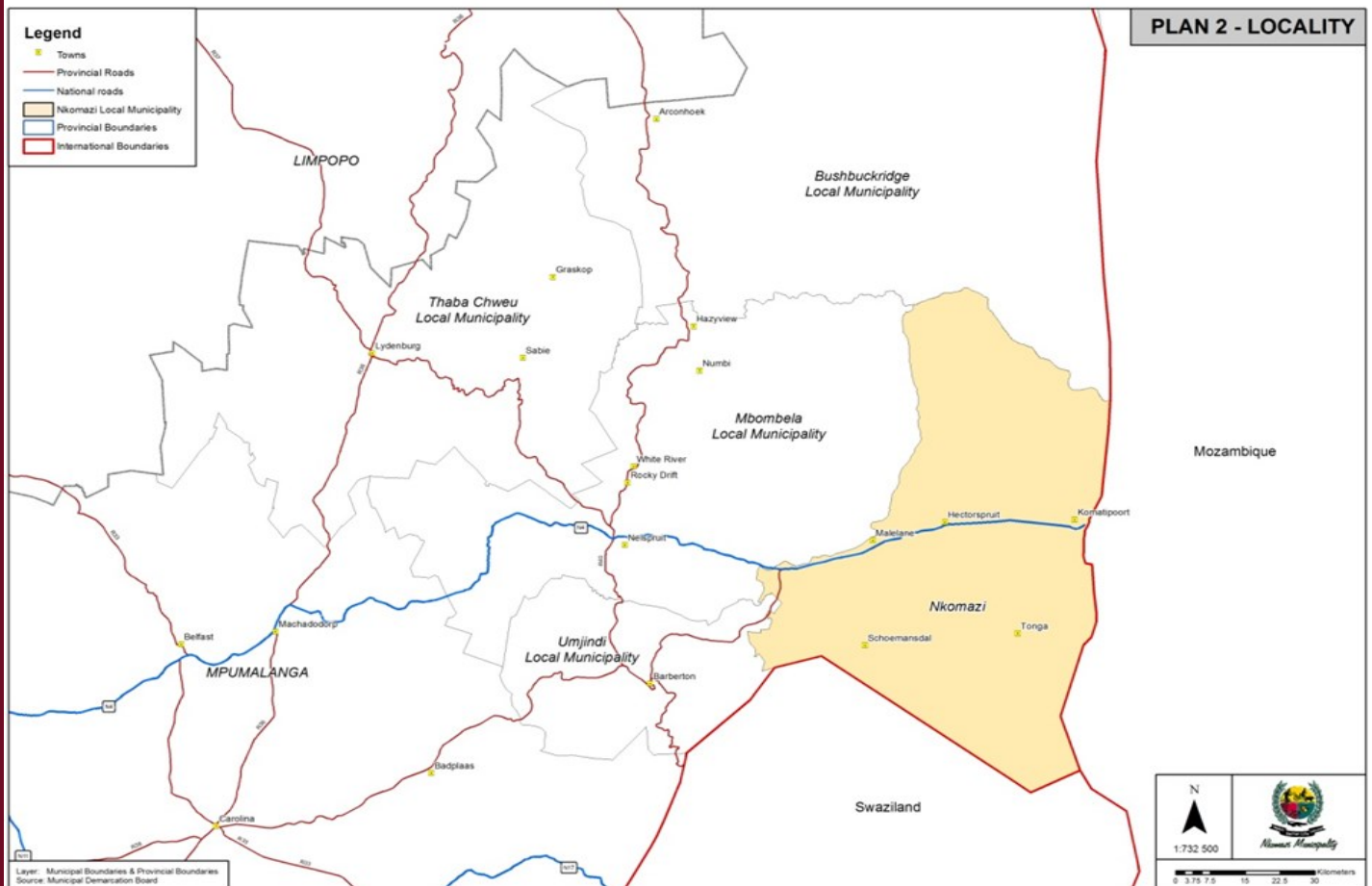
2015 grants and subsidies received as a % of total income	2011% census		2016 community survey	
	Poverty head-count	Intensity of poverty	Poverty head-count	Intensity of poverty
69.9%	10.4%	41.7%	9.3%	41.1%

Stats sa 2011 and community survey 2016

According to census 2011 the household indicator for poverty head count was 10.4% while the intensity of poverty was 41.7. community survey 2016 indicates a decrease in the poverty head count by 1.1 and intensity of poverty by 0.6 between 2011 and 2016 this shows that poverty in Nkomazi is decreasing.

Locality

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



Municipal wards

Nkomazi Local Municipality is divided into 33 (thirty three) municipal wards as determined by the Municipal Demarcation Board. The Table below outlines all the 33 wards and their respective settlements.

Wards and their respective settlements	
Ward Nr	Settlement Area
Ward 1	Part of Tonga Block C; Part of KaMaqhekeza
Ward 2	Tonga Block A; Part of Tonga B; Part of Mangweni
Ward 3	Part of KaMaqhekeza; Part of Block C
Ward 4	Naas Township; Part of KaMaqhekeza
Ward 5	Part of Tonga Block B; Part of Block C
Ward 6	Komatipoort and Farms; Orlando; Brink (Dludluma); Albertsnek (Ngweneni)
Ward 7	South-eastern part of the Kruger National Park, Marloth Park; Part of Vlakkbult (KaMdladla) and farms
Ward 8	Steenbok
Ward 9	Part of Mangweni; Tonga Village
Ward 10	Phiva; Part of Tonga Block A
Ward 11	Goba; Eric'sville, Figtree (Hhoyi)
Ward 12	Mbangwane; Tsambokhulu; Khombaso; Mananga; Mandulo
Ward 13	Mbuzini, Bhaca, Ndindindi, Nkungwini, Mpanganeni, Durban, Mabidozini, Samora Park, Emacambeni
Ward 14	Masibekela; Mthatha; Hlahleya
Ward 15	Mgobodzi; Part of Magudu
Ward 16	Madadeni; Sibange and Part of Magudu
Ward 17	Part of Mangweni
Ward 18	Magogeni; Skoonplaas (Gomora)
Ward 19	Ntunda; Sikhwahlane; Part of Mzinti
Ward 20	Part of Mzinti; Part of Vlakkbult (KaMdladla)
Ward 21	Phosaville; Part of KaMhlushwa
Ward 22	Part of KaMhlushwa; Part of Langelooop
Ward 23	Boschfontein
Ward 24	Part of Driekoppies; Part of Middelpaas; Aniva
Ward 25	Part of Langelooop
Ward 26	Part of Driekoppies
Ward 27	Part of Schoemansdal; Part of Buffelspruit
Ward 28	Part of Schoemansdal; Jeppes Reef
Ward 29	Part of Buffelspruit; Mbekisburg; Hectorspruit; Luggedlane Tourism Estate; farms
Ward 30	Mhlati; Malelane; Kamkwarukwaru; Stento, Kaapmuiden; Shiyalongubo; Sincobile; Louieville; farms,
Ward 31	Schulzendal: Part of Middelpaas
Ward 32	Part of Jeppes Reef
Ward 33	Part of schoemansdal

Traditional Authorities

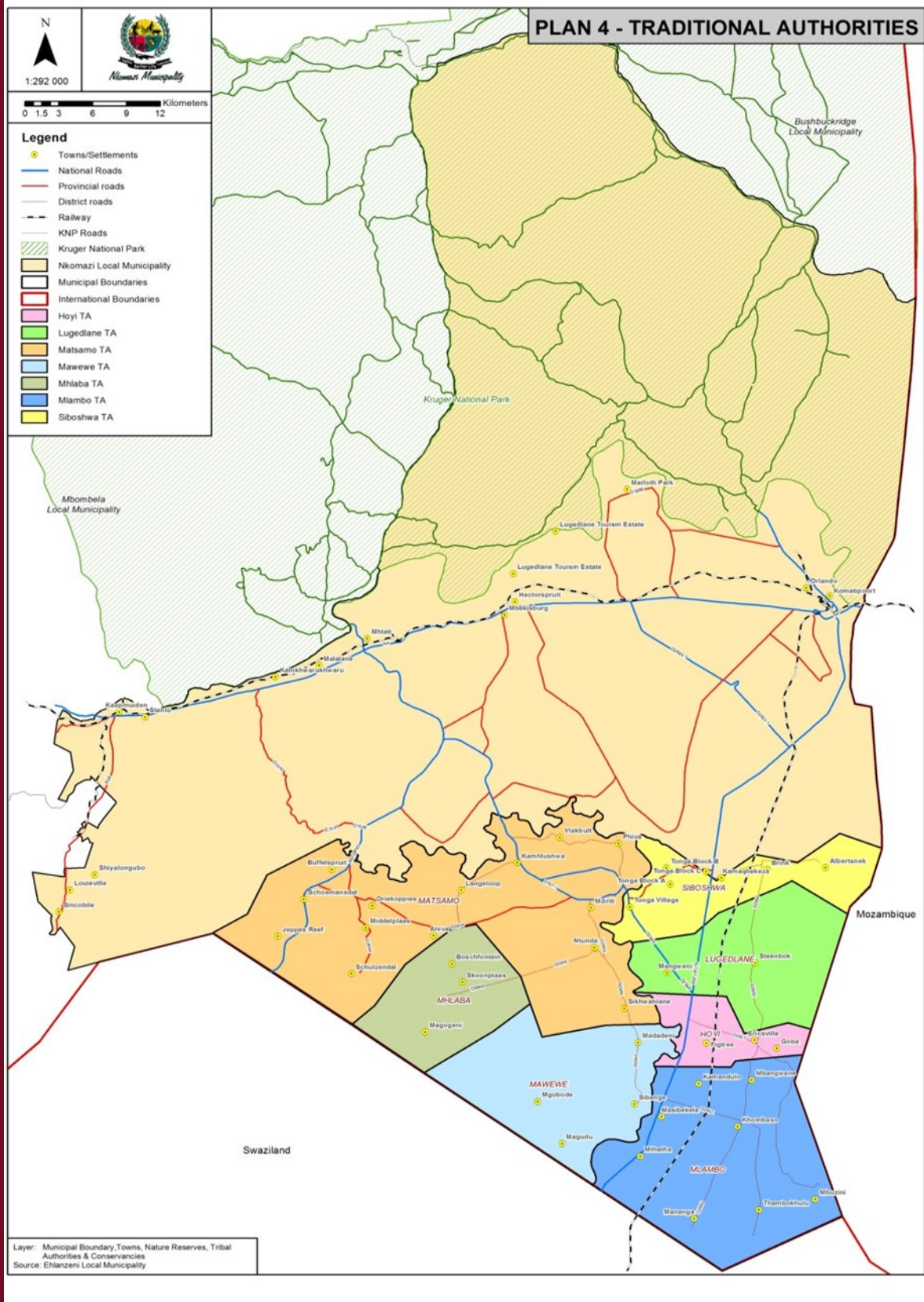
Nkomazi Local Municipality consists of 8 (eight) Traditional Authorities situated in the southern section of the municipal area (Refer to **Plan 4: Traditional Authorities** and **Plan 5: Settlement Boundaries**). The table below outlines the different traditional authorities and their respective settlements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

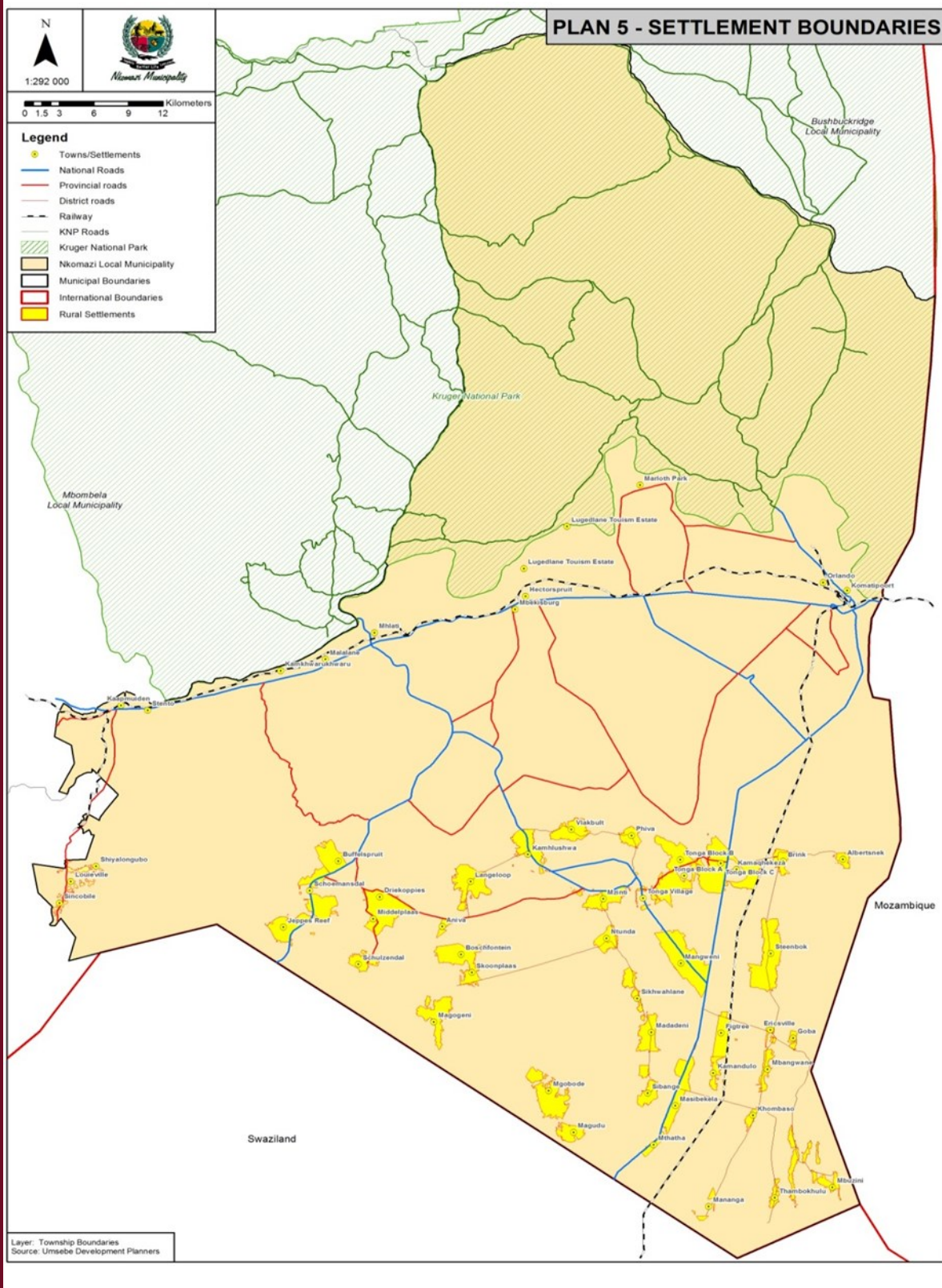
Traditional Authorities and their respective settlements

Nr	Traditional Authority	Settlement Area
1	Mlambo Tribal Authority	Mabidozini, Samora Park, Emacambeni, Mbangwane; Ekusulukeni, Khombaso; Tsambokhulu; Mananga; Masibekela; Mandulo; Mthatha, New Village, and Hlahleya.
2	Hhoyi Tribal Authority	Hhoyi, Eric'sville and Goba.
3	Siboshwa Tribal Authority	Part of kaMaqhekeza; Block A (KwaZibukwane); Block B (KwaSibhejane); Block C (Esibayeni); Tonga and Los My Cherry.
4	Kwa-Lugedlane Tribal Authority	Mangweni and Steenbok
5	Mawewe Tribal Authority	Magudu; Mgobodzi; Madadeni; Sibange; Phakama.
6	Matsamo Tribal Authority	Jeppes Reef; Schoemansdal; Buffelspruit; Driekoppies; Middleplaas; Schulzendal, Mzinti; Ntunda; Phiva; Mdladla; Phosaville; Langelooop;
7	Mhlaba Tribal Authority	Magogeni; Boschfontein; Skoonplaas.
8	Lomshiyo Tribal Authority	Louieville; Shiyalongubo, Sincobile

URBAN AREAS

Malelane	Kaapmuiden
Hectorspruit	Komatipoort
KaMaqhekeza	KaMhlushwa
Tonga	





POPULATION & DEVELOPMENT ANALYSIS OF NKOMAZI MUNICIPALITY

The purpose of this section is to provide information regarding the development context as well as the population and development trends of the municipality.

POPULATION SIZE AND COMPOSITION

	Stats SA Census	Stats SA Census	projected population size*	projected population size *	Community Survey*
	2001	2011	2014	2015	2016
Population Size	334 668	390 610	409 146		410 907
Annual Growth rate (2001-2011)					

Stats SA Census 2001 & 2011

*Linear growth rate projections done during class conducted by Stats SA

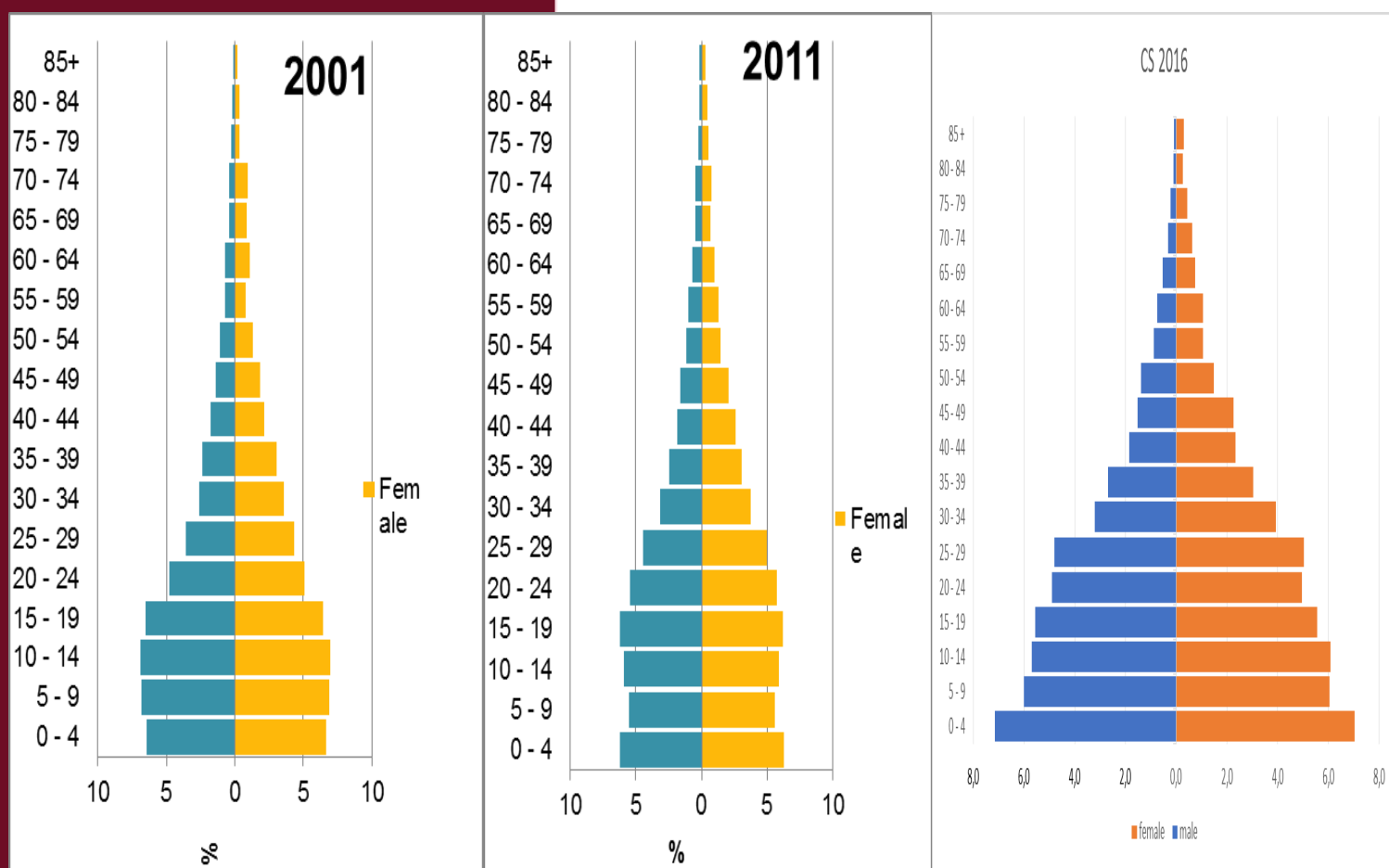
According to census 2001 the population size was 334 668 and in 2011 it was 390 610. Population grew by 55 942 between 2001 and 2011 and the average population growth rate was 1.5% per annum. According to community survey 2016 the population size is 410 907.

Total Population

Age Group	2001			2011								
	Male	Female	Total		Male	Female	male	MP324: Nkomazi	total		Male	Female
0 - 4	21621	22388	44009	0 - 4	6.5	6.7	24312	24469	48780	0 - 4	6.2	6.3
5 - 9	22910	23119	46029	5 - 9	6.8	6.9	21567	21960	43527	5 - 9	5.5	5.6
10 - 14	23004	23350	46354	10 - 14	6.9	7.0	23117	23063	46180	10 - 14	5.9	5.9
15 - 19	21813	21569	43382	15 - 19	6.5	6.4	24249	24419	48667	15 - 19	6.2	6.3
20 - 24	15992	17087	33079	20 - 24	4.8	5.1	21329	22504	43833	20 - 24	5.5	5.8
25 - 29	11918	14477	26395	25 - 29	3.6	4.3	17444	19613	37057	25 - 29	4.5	5.0
30 - 34	8766	12006	20772	30 - 34	2.6	3.6	12436	14594	27029	30 - 34	3.2	3.7
35 - 39	7889	10194	18084	35 - 39	2.4	3.0	9720	12029	21749	35 - 39	2.5	3.1
40 - 44	5959	7134	13094	40 - 44	1.8	2.1	7312	10162	17475	40 - 44	1.9	2.6
45 - 49	4749	6087	10836	45 - 49	1.4	1.8	6390	8153	14543	45 - 49	1.6	2.1
50 - 54	3551	4301	7852	50 - 54	1.1	1.3	4566	5780	10345	50 - 54	1.2	1.5
55 - 59	2358	2702	5060	55 - 59	0.7	0.8	3827	5002	8829	55 - 59	1.0	1.3
60 - 64	2481	3658	6139	60 - 64	0.7	1.1	2840	3792	6632	60 - 64	0.7	1.0
65 - 69	1490	2944	4433	65 - 69	0.4	0.9	1832	2667	4499	65 - 69	0.5	0.7
70 - 74	1467	3067	4535	70 - 74	0.4	0.9	1690	2860	4550	70 - 74	0.4	0.7
75 - 79	814	1067	1881	75 - 79	0.2	0.3	875	1941	2816	75 - 79	0.2	0.5
80 - 84	750	1081	1831	80 - 84	0.2	0.3	710	1749	2459	80 - 84	0.2	0.4
85+	335	569	905	85+	0.1	0.2	592	1046	1638	85+	0.2	0.3
Total	157867	176800	334670				184808	205803	390608			

Pyramids

Change in the age composition and Population Dependency



The population of Nkomazi municipality shows a typical age structure of a very young population distribution from 2001-2016. According to both 2001 & 2011 censuses it shows that the young generation from 0-34 year's shares more than 75% of the total population, which will put more pressure in the municipality for provision of good education, improved health and job creation. In 2001, there was no evidence of declining in the age group 0-4 years compared to other age groups however a decline was observed in children aged 0-4 years in 2011. This could be attributed to fertility decline or high child mortality. However, according to the community survey 2016 Nkomazi Local Municipality shows a typical age structure of a very young population distribution from 0-29, and further indicates an increase in the age group 0-14 from 2011- 2016 community survey. It further indicates that since 2001 Nkomazi Municipality is experiencing a decline in the group 5-14 years from 40.8% in 2001 to 35.4% in 2011. The proportion of women in the population has remained unchanged from 2001 to 2011 at 53%, and 47% for males.

Age Group	2001 Census Data		2011 Census Data		2016 community survey	
	Number	%	Number	%	Number	%
0-14	136 352	40.8	139279	35	156235	38
15-34	123 513	36.9	157 762	40.1	156 087	38
34-65	60 959	18.2	80 114	20.4	83645	20.36
65 +	13 596	4.1	16075	4	14940	4
Economically Active (15-64)	184472	55.1	237 676	60.5	239 732	58

As illustrated in the table above, the population aged 0-14 years has decreased from 40.8 to 35.5% between 2001 and 2011 and is has increased between 2011 and 2016 by 3%. It is important to note that the economically active population aged 15-64 years has increased from 55.1% to 60.5% and 5% between 2001 and 2011 and it has decreased by 2.5% in 2016. It is of importance that within the economically active population, the largest increase was in the youth aged 15-34 years. If the economically active population is growing faster than the population in general it holds an important developmental opportunity. This is reflected in the decrease in the dependency ration. In other word, there are fewer people in the dependent age groups 0-14 and 65+ years that rely on the working population for their livelihoods. However, this opportunity can only be materialized if the potentially economically active population is in fact accommodated in the labour market. This is most often not the case as shown in the socio-economic analysis. Although the proportion of older persons remains unchanged from 2001 to 2011 up to 2016.

As illustrated in the table above, the population aged 0-14 years has decreased from 40.8 to 35.5% between 2001 and 2011 and is projected to have decreased to 34.0% by 2014.

It is important to note that the economically active population aged 15-64 years has increased from 55.1% to 60.5% and 5% between 2001 and 2011 and is projected to have increased to 41.1% by 2014. It is of particular importance that within the economically active population, the largest increase was in the youth aged 15-34 years. If the economically active population is growing faster than the population in general it holds an important developmental opportunity. This is reflected in the decrease in the dependency ration. In other words there are fewer people in the dependent age groups 0-14 and 65+ years that rely on the working population for their livelihoods. However, this opportunity can only be materialized if the potentially economically active population is in fact accommodated in the labour market. This is most often not the case as shown in the socio-economic analysis.

Although the proportion of older persons remains unchanged from 2001 to 2011 the number of older persons is projected to have increased to 16 895 by 2014.

Racial Composition

Population group	2001	%	2011	%	2016	%
Blacks	329 830	98.5	384 074	97.7	405 931	98.79
Coloured	596	0.18	589	0.2	733	0.18
Indians	216	0.06	1316	0.33	389	0.09
Whites	4027	1.2	6301	1.6	3854	0.94
Other	0	0	450	0.11	0	0

There is a slight increase in the Indian/Asian population from 0.1% - 0.3% and in the White population from 1.2% - 1.6% between 2001 and 2011. The African Population is still predominant at 97.7% in 2011. The community survey 2016 indicate a slight increase in the Indian/Asian population from 0.3%-0.9% and in the white population the population decreased from 1.6%- 0.9% between 2011 and 2016. The African population increased with 405 931 population at 98.78% in 2016.

SOCIO-ECONOMIC ANALYSIS

One of the primary determinants of development is the ability of individuals and communities to have access to employment.

Employment status

Unemployment Rates (strict definition)	1996	2001	2011
Unemployed 15-64	34.79	41.46	34.29
Women unemployment 15-64	45.34	52.34	42.51
Youth unemployment 15-35	40.57	47.47	41.53

Stats SA census 1996, 2001, 2011

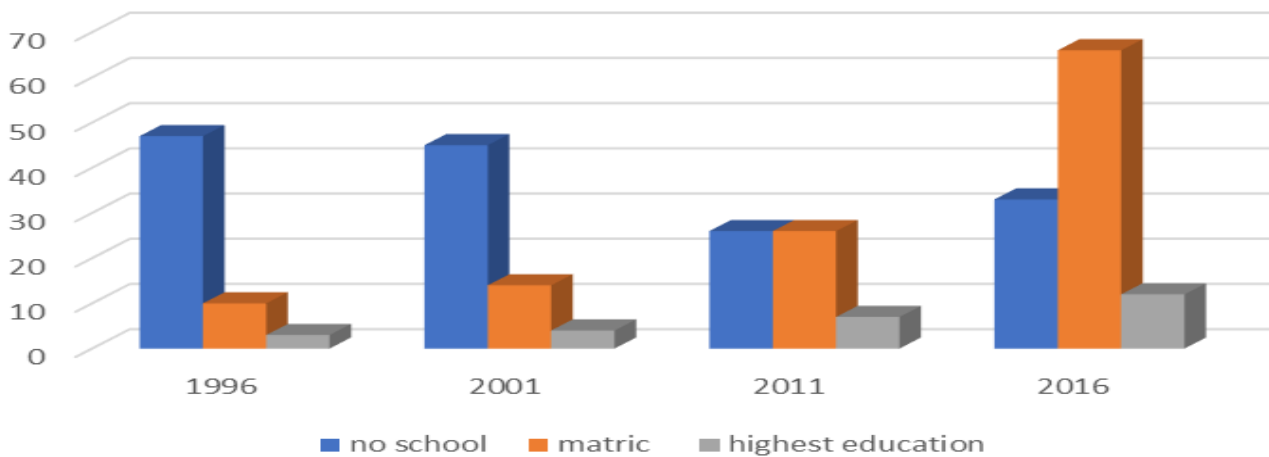
As illustrated in the table above, the unemployment rates for all groups have decreased from 2001 to 2011 but are still high. This strict definition however does not consider discouraged work seekers.

The unemployment rates for women and for youth aged 15-35 are significantly higher than for the general population aged 15-64 years. The inability of these vulnerable groups to access employment is a major determining factor in their general development. In the case of women heading households it will also affect the development status of the entire household.

Education is not only one of the main factors that contribute unemployment, but is a key indicator of development in general.

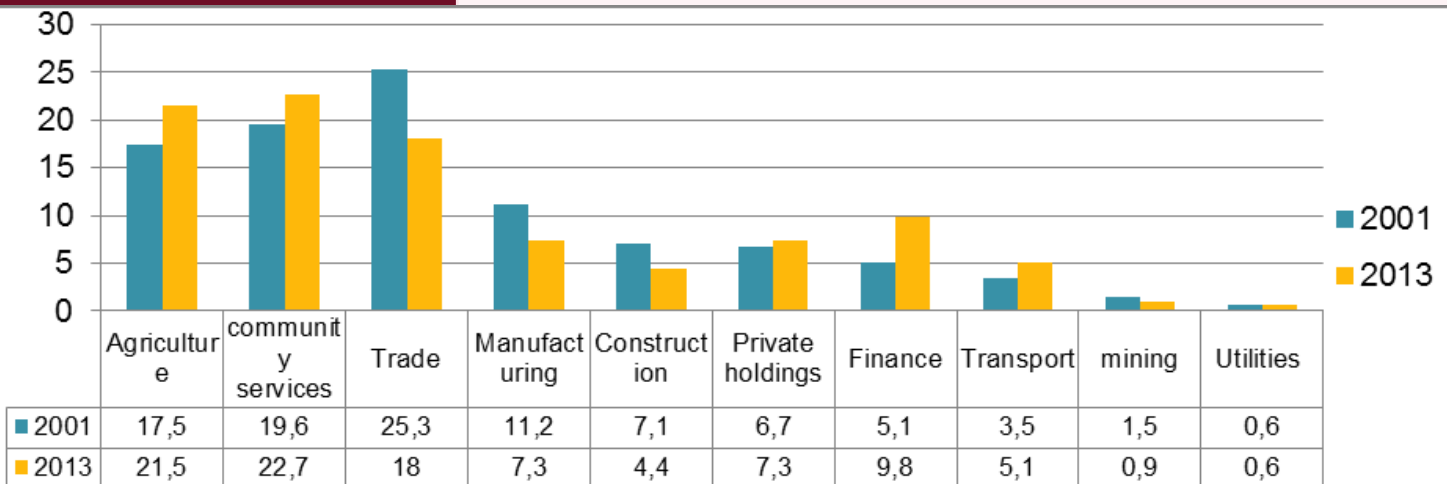
Highest educational attainment for persons 20+

educational attainment



Stats SA Census 1996, 2001, 2011 and 2016 community survey

The figure above represents the overall educational attainment the population older than 20 years in Nkomazi local municipality. There were major improvements in educational attainment within the municipality between 2001 and 2011. In 1996 47% had had no schooling and this decreased to 26% in 2011 which indicates favorable improvements in educational attainment over a period of 15 years. Although there have been improvements in the attainment of matric as well as post matric qualifications, this will not translate into employment if the types of education and training does not match the needs in the labour market. According to community survey 2016 the results are good there's improvement in the education attainment of matric its above 60% and no schooling tends to increase in 2016 by above 40% while highest education also seems to be increasing between 2011 and 2016 by above 10%



According to the figure above, the leading industries in terms of employment per sector in 2001 were community services, agriculture and trade. However in by 2013 trade had decreased by 7 percentage points. The decreases in manufacturing and construction are concerning since these sectors have some of the best potential in creating employment and economic growth. Employment in turn directly affects personal and household income and directly influences the ability of the households to pay rates and taxes.

Department of Finance: Socio Economic 2013

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ANNUAL HOUSEHOLD INCOME

Annual Household income	2001	%	2011	%
No income	18415	24.4	16179	16.8
R1-R9600	34157	45.2	19038	19.7
R9601-R153600	22024	29.1	55597	57.8
1536001+	959	1.2	5388	5.5

Stats SA Census 2001 & 2011

Although a significant decrease was recorded in the number and percentage of households that reported not having any income at all, it is still high at 16.8%. The number and percentage of household earning R1 - R9600 per year decreased from 45.2% in 2001 to 19.7% in 2011. If this is considered as a good indication of the levels of poverty, it means that 36% of the households in Nkomazi still earn less than R800 per month, which has serious implications for the indigent policies of the municipality as well as their ability to generate income from rates and taxes.

Analysis of Household Services

Since municipal services generally target “sites” it is important to note that a site and a household as defined by Statistics South Africa might not be exactly the same although it is a relatively good proxy.

Number of households

	1996	2001	2011	%	2016 community	%
Number of Households	53 043	75 593	96202	4.1	103 965	4.0
Average household Size	5.13	4.30		4.07		
Female Headed households (2011 census)			679	45%	903	
Formal dwellings (2011 census)			88 775	92.5%	95 337	
Number of traditional households (2011 census)			3 950	3.9%	1 032	
Informal dwelling (2011 census)			2 797	2.9%	6 684	

According to Statistics South Africa Censuses 1996, 2001, 2011 the number of households is growing faster than the Population at an annual growth rate of 4.1% and 1.5% respectively. This could be partially attributed to the unbundling of households, which is supported by the decrease in the average household size from 5.13 to 4.07 between 1996 and 2011. This means that people, who previously shared a household, now are moving away to from their own households. Almost half (45%) of the households are headed by females. As discussed above, females are more severely affected by unemployment and poverty. Most, households occupy formal dwellings, while 3.9% and 2.9% occupy traditional and informal dwellings respectively between 2001, 2011 and 2016, according to community survey 2016 the number of households seems to be increasing.

BASIC SERVICE INFRASTRUCTURE

The only service delivery area from the table above is better than the average for the Ehlanzeni District, is the provision of piped water on site or off site. However a comparison of 2001 and 2011 shows a decrease of 4.2 percentage points in the number of households accessing this service. This is most probably due to the increase in the number of households and not a decrease in number of service sites.

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

Access to clean water is closely associated with development and community health in particular. Nkomazi has the second worst Blue Drop status and the worst Green Drop water status in the province.

BASIC SERVICE INFRA- STRUCTURE INDICATORS	Trend	Latest fig- ure	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than prov- ince	Rank- ing: best (1) – worst	Community survey 2016
	2001	2011				
% of households in informal dwellings	5.5%	2.9%	(+) (4.8%)	(+) (10.9%)	2	6 684
% of households with no toilets or with bucket system	29.7%	15.9%	(-) (10.8%)	(-) (7.2%)	18	6 461
% of households with connection to (tap) piped water: on site & off site	86.3%	81.5%	(+) (81.0%)	(-) (87.4%)	14	83.5%
% of households with electricity for lighting	47.3%	83.3%	(-) (88.9%)	(-) (86.4%)	13	90.3%
% of households with weekly municipal refuse removal	11.0%	20.3%	(-) (24.7%)	(-) (42.4%)	14	

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HEALTH STATUS

Ranking		No of People	%
1	Tuberculosis (A15-A19)	710	27.7
2	Cerebrovascular diseases (I60-I69)	480	18.7
3	Intestinal infectious diseases (A00-A09)	363	14.1
4	Influenza and pneumonia (J09-J18)	266	10.4
5	Human immune deficiency virus [HIV] disease (B20-B24)	129	5.0
6	Other viral diseases (B25-B34)	111	4.3
7	Other external causes of accidental injury (W00-X59)	108	4.2
8	Transport accidents (V01-V99)	104	4.1
9	Certain disorders involving the immune mechanism (D80-D89)	103	4.0
9	Non-infective enteritis and colitis (K50-K52)	103	4.0
10	Diabetes mellitus (E10-E14)	90	3.5

Source: Statistics South Africa,

The table above indicates the 10 most common causes of death in the municipality. Tuberculosis is the most common cause of death at 27.7%, claiming the lives of 710 people in 2009. Although only 5% of the deaths are attributed to HIV, it is well known that diseases such as tuberculosis, intestinal infections and influenza are often related to HIV and the decreased immunity associated with the virus.

HIV

HIV and AIDS still remains one of the major development challenges facing the municipality. Women often bear a disproportionately large share of the burden of care within the households. They take the main responsibility for caring for frail older persons as well as sick family members. This does not only affect their personal time but restricts them from becoming involved in permanent employment. In South Africa prevalence in people aged 55-59 has increased rapidly between 2008 and 2012, from 7.7% to 12% among women, and from 6.2% to 6.9% in men. With these trends predicted to continue over the coming years.

TEENAGE PREGNANCY

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

Strategy Chapter

KEY DEVELOPMENT CHALLENGES

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. There is however, some distance to go towards addressing the following challenges:

High rates of unemployment and low economic growth

The Municipality faces a challenge with regard to a marketable and skilled work force, thereby creating a gap in productivity, which in turn has a negative impact on the economic growth path. Limited efforts to encourage development of the green economy and development of infrastructure to support economic development will future stifle opportunities to reduce the high levels of unemployment.

High levels of poverty

Both the high level of unemployment and the high household dependency ratio leads to an increased number of communities living in abject poverty. Current welfare systems and packages are unsustainable and the Municipality is compelled to direct more resources towards supporting its citizens. A strategic approach by the Municipality should be encouraged to ensure that more job opportunities are made available, economic development programmes are enhanced and basic services are provided to uplift citizens out of poverty.

Low levels of skills development and literacy

There is an urgent need to improve and transfer scarce skills to the citizens of Nkomazi. The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. This will assist the citizens to penetrate the competitive economic and manufacturing market.

Limited access to basic household and community services

The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and exponential growth in the Municipality has increased the levels of backlogs.

Increased incidents of HIV/AIDS and communicable diseases

HIV/AIDS is an epidemic which is increasing at an alarming rate and affects communities negatively. Provision of basic health services and effective healthcare infrastructure, increased financial and human resources in healthcare, awareness and education and poverty alleviation programmes will reduce the increased incidents of HIV/AIDS and communicable diseases.

Loss of Natural Capital

Ecosystems and natural resources deliver essential environmental services (e.g. water supply, flood attenuation, climate control) that provide the foundation for human life and development. These resources are finite, and so their protection and efficient use is essential if irreversible degradation and loss of the Municipality's biodiversity is to be avoided and if the sustainability objectives of the IDP are to be achieved. Habitat destruction (or land transformation) and invasive alien species are widely regarded as the greatest threats to biodiversity. Other threats include over-exploitation (e.g. medicinal plants) and climate change.

Unsustainable developmental practises

The Municipality faces a challenge of reacting to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing infrastructure and services, disturbed ecosystems, biodiversity and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and agricultural services.

High levels of crime and risk

Strategies for addressing crime including both reactive strategies to respond to crime, and proactive strategies, aimed at stopping crime before it happens, are required. The response requires an integrated, multifaceted approach that includes working closely with communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention.

Ensuring adequate energy and water supply

The unsustainable use of resources such as energy and water has major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. Unsustainable resource use is a direct consequence of overproduction and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of resources. In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water in the Municipality.

The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources.

Ensuring food security

Through initiatives such as shifting to new crops which are more resilient to climatic conditions and can meet the demands of an ever growing population, maintaining agricultural land so as to keep it arable, introducing mitigation methods to fight climate change, promotion of sustainable agricultural production, ensuring reasonable food costing as well as introducing and managing community gardens, the Municipality could play a major role in ensuring food security.

Infrastructure degradation

Degradation has become a critical social problem, with effects such as flooding in the municipal area due to unexpected heavy rain. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastructure, thus ensuring value for money.

Ensuring financial sustainability

In order to maintain our financial health and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. Thus, the challenge for financial sustainability amid increasing alignment with the ecological, economic and social demands of the For the Municipality to be financially sustainable, the Municipality needs to ensure that it maintains a balanced revenue base, it maintains and grows its rates base, and it encourages projects that are affordable and includes free basic services based on the existing budget. The Municipality should also ensure effective supply chain management through controlling costs, ensuring acceptable level of quality, increase citizen satisfaction as well as build operational resources that maximize community services.

Ineffectiveness and inefficiency of inward-looking local government still prevalent in the Municipality.

The development challenges identified affords the Municipality an opportunity to focus its attention to address these challenges. With both limited human and financial resources it is imperative that the Municipality makes choices in terms of its development mandate.

STRATEGIC PRIORITY AREAS

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

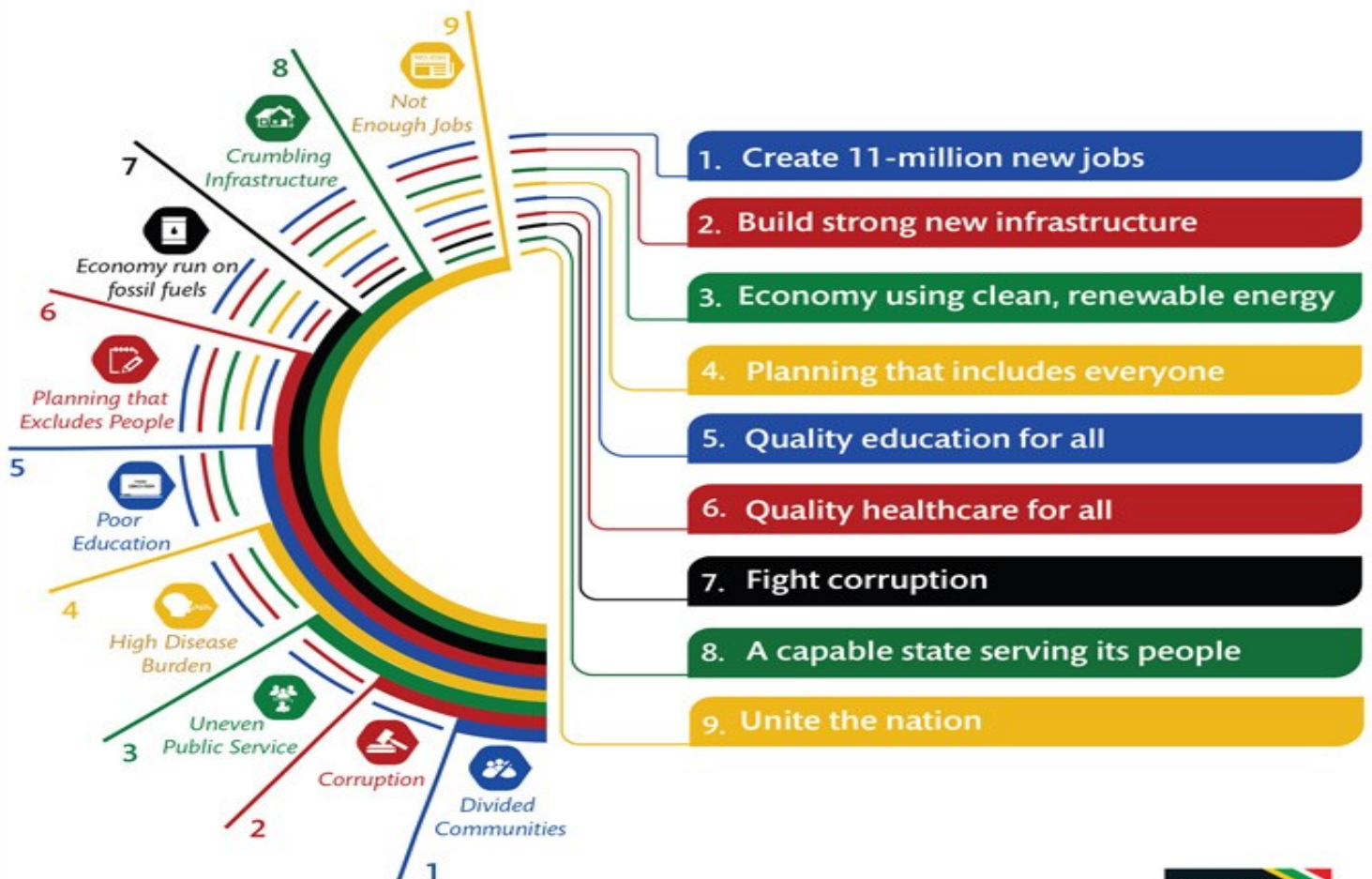
Municipal Council's Vision [Nkomazi 2034 and beyond] based on the following

THE NATIONAL OUTLOOK VISION 2030 [NDP]

PROBLEM TO PLAN THE JOURNEY TO 2030

THE PROBLEM TODAY
POVERTY & INEQUALITY

THE PLAN 2030
PROSPERITY & EQUITY



SUSTAINABLE DEVELOPMENT GOALS



INTEGRATED URBAN DEVELOPMENT FRAMEWORK [IUDF]

The Draft Integrated Urban Development Framework (IUDF) is designed to unlock the development synergy that comes from coordinated investments in people and places. The IUDF builds on various chapters in the National Development Plan (NDP) and extends Chapter 8 ‘Transforming human settlements and the national space economy’, and its vision for urban South Africa:

“By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen the country must: clarify and relentlessly pursue a national vision for spatial development; sharpen the instruments for achieving this vision; and build the required capabilities in the state and among citizens.”

The policy framework aims to guide the development of inclusive, resilient and liveable urban settlements, while squarely addressing the unique conditions and challenges facing South Africa’s cities and towns. It provides a new approach to urban investment by the developmental state, which in turn guides the private sector and households.

Its vision is: 'Liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life'.

Importantly, this vision for South Africa's urban areas recognises that the country has different types of cities and towns, which have different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced:

Access:

To ensure people have access to social and economic services, opportunities and choices.

Growth:

To harness urban dynamism for inclusive, sustainable economic growth and development.

Governance:

To enhance the capacity of the state and its citizens to work together to achieve social integration.

Spatial Transformation:

To forge new spatial forms in settlement, transport, social and economic areas.

These goals inform the eight priority levers of the strategy.



The eight levers are premised on the understanding that :

1. Spatial planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions
2. Integrated transport that informs targeted investment into integrated human settlements, underpinned by integrated infrastructure network system
3. Efficient land governance which all together trigger economic diversification inclusion and empowered communities
4. Deep governance reform to enable and sustain all of the above.

DELIVERY AGREEMENT: OUTCOME 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved viz.:

- Implement a differentiated approach to municipal financing, planning and support;
- Improve access to basic services;
- Implementation of the Community Work Programme;
- Actions supportive of the human settlement outcome;
- Deepen democracy through a refined Ward Committee Model;
- Improve administrative and financial capability;
- A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.

MEDIUM – TERM STRATEGIC FRAMEWORK (MTSF)

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long-term plan.

"The Plan has been adopted as a National Plan for the whole country. It is our roadmap for the next 20 years. All the work we do in government is now part of the comprehensive National Development Plan, including all operational plans, be they social, economic or political."

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

Within the NDP vision, key policy instruments developed in the previous term will continue to drive government's policy agenda. These include the New Growth Path, which sets the trajectory of economic development, the National Infrastructure Plan, which guides the roll-out of infrastructure to improve people's lives and enable economic growth, and the Industrial Policy Action Plan, which focuses on promoting investment and competitiveness in leading sectors and industries. Government will also take forward key social development initiatives, including social security and retirement reform, National Health Insurance, improvements in basic education and expansion of technical and vocational education.

Following the adoption of the NDP, Cabinet decided in 2013 that the 2014-2019 MTSF should form the first five-year implementation phase of the NDP and mandated work to begin on aligning the plans of national and provincial departments, municipalities and public entities with the NDP vision and goals. The MTSF is the result of an intensive planning process involving all three spheres of government. It provides a framework for prioritising and sequencing government programmes and development initiatives for the next five years. The 2014-2019 electoral mandate focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two overarching strategic themes – radical economic transformation and improving service delivery.

SDGs	N9 Point Plan	NDP	SO-NA	Provincial priorities	SOPA	District Priorities	Six Point Plan – Nkomazi Local Municipality	Community Priorities [IDP consultative meetings]
No poverty Zero Hunger Decent work Economic growth Industry innovation & infrastructure	revitalise mining towns and promote a sustainable mining industry	Job creation	Economic Trans form ation	Economic growth & job creation, Energy & mining [Maputo development corridor], Tourism [KNP]	Job creation and economic growth.	LED	Local economy and job creation [LED structures, sports and recreational facilities, science & technology, upscale co-ops, develop special programmes for youth co-ops, promote local procurement of goods, encourage growth of SMMEs, provide residents with information about government programmes (agriculture & rural development)]	Unemployment: Local Economic Development [programmes], market/ vendor stalls, shopping complex, projects funding, grazing land, energy centre project, farming projects, tourism development [Komatiportal], masibuyele emasimini, internet café.
Quality education	Moderating workplace conflict	Education & training	Higher Education	Skills development	Capacity to predict and plan beyond 2030, quality education and training [undertake long term planning]	Capacity building	Capacity building to provide professional services & reduce outsourcing, long term planning, skills development, provision of libraries.	Skills development, schools,
Good health and well-being	Resolving energy challenge	Provide quality health care	Health	Environment	Health system effectiveness		Refuse removal and cleaning campaigns, strengthen community health, climate change [strengthen municipal plans]	Clinics, 24 Hrs clinics, mobile clinics, HBCs, waste removal, dumping sites, transfer stations
Clean water and sanitation, sustainable cities and communities Life on land	Revitalising agriculture and the agro-processing value chain	Transform urban & rural space	Land Re- build ing	Agriculture service centre [Malelane]	Land reform and rural development: Integrated sustainable human settlements	Improve municipal basic services, integrated human settlements	Basic services [electricity & solar energy, upgrading & integration of informal settlements, sanitation facilities], revenue enhancement, spatially integrated communities]. Develop plans and strategies to deal with social exclusion, environmental treats & economic inefficiencies.	Local farmers support, land acquisition, township establishments/rural residential/integrated sustainable human settlements upgrading informal settlements, RDPs
Peace, justice, and strong institutions		Fight corruption			Securing communities and fighting crime	Fraud & corruption	Fighting corruption by developing mechanisms to monitor councillors and officials, Fighting crime in communities [PCF, street committees, streets lights/high mast lights, proper signage, strengthen municipal courts]	Crime & corruption, police station, PCFs, police visibility, High mast lights
Affordable and clean energy	State reform and boosting the role of state-owned companies,	Expand infrastructure	Energy and Water		Tourism industry growth, access to basic services		Infrastructure upgrade [build new roads, road maintenance and Regravelling], rehabilitate aging infrastructure,	Water, sanitation, energy, roads, transportation infrastructure
Responsible consumption and production, climate action, life below water	Operation Phakisa, information and communications technology infrastructure	Transition to a low carbon economy			revitalisation of townships and rural economies [SMMEs], revitalisation of agriculture & agro-processing.			SMMEs development & support, Co-ops, local farmers support
Gender equality Reduced inequalities	Unlocking the potential of SMMEs	Build a capable state			Building a capable state	Credible IDP	Classify services to be outsourced [regulatory framework]	Higher skilled personnel
Partnerships for the goals	Black Industrialist Programme, Encouraging private sector investment	Transformation & unity			Strengthen partnership with private sector & international, youth development		Consumer satisfaction survey, partnership with private sector & traditional leaders, develop youth councils programme, honouring & celebrating heritage site, organising sports.	Youth centres, multipurpose centres, community facilities

BACK TO BASICS

Local government has been a primary site for the delivery of services in South Africa since 1994. A tremendous progress has been noted in delivering the basic services in local government e.g. Water, electricity, sanitation and refuse removal at a local level. 61 Municipalities have committed to implementing the Back to Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:

Government's transformational agenda identified three groups as challenges as immediate priorities for transformation considering the aim to encourage all municipalities to be functional centers of good governance.

Priority 1: "Get all municipalities out of a dysfunctional state and at the very least able to perform the basic functions of local government."

Priority 2: "Support municipalities that are at a minimum basic level of performance to progress to a higher path."

Priority 3: "Supporting and incentivize municipalities that are performing well to remain there."

Government to institutionalize a performance management system to recognise and reward good governance accordingly by putting the following indicators to measure municipalities:

- Putting people first
- Delivering basic services
- Good Governance
- Sound financial management
- Building Capacity

In support of the legislated functions, municipalities will work to ensure the following Local Government Programmes is enforced:

- Good Governance
- Public Participation: Putting people first
- Basic Services: Creating conditions for decent living
- Sound Financial Management
- Building Capable Institutions and Administrations

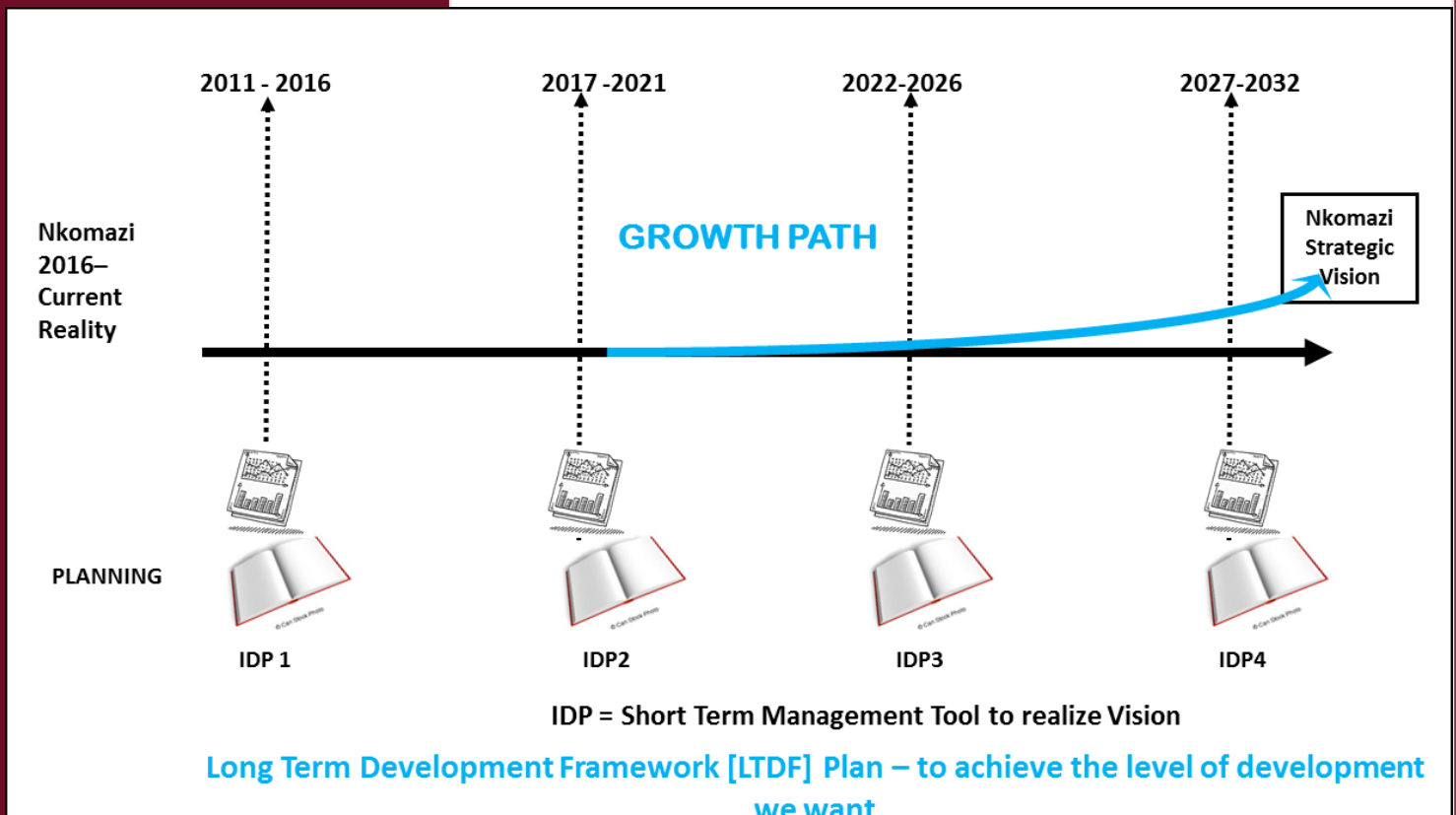
All three spheres of government have an important role to play in ensuring well-functioning municipalities. Back to basics is the framework for government collective action.

NKOMAZI LONG TERM DEVELOPMENT FRAMEWORK 2034 AND BEYOND

The Maputo Development Corridor (MDC) as **primary Transnational Development Corridor** and cross border infrastructure connection.

Gauteng as a national **Node of Competiveness**, which as the major node, anchors the Maputo Development Corridor

Nkomazi Council approved in principle a **Long Term Development Framework [LTDF]- 2034 and beyond**, plan than maps the *strategic vision* of the Nkomazi Municipal Area over the next twenty years and within this, the strategic priorities over the next five years, in line with the municipal Integrated Development Plan [IDP].



NKOMAZI SIX POINT PLAN

- Strengthening of our internal capacity to deliver on our mandate
- Strengthen our public participation mechanisms
- Focus LED and Job creative initiatives
- Focus on health promotion and environmental programmes
- Work with communities and all stakeholders to fight and overcome crime.
- Drive programmes to build integrated and socially cohesive human settlements



NKOMAZI KEY STRATEGIC PRIORITIES

Key Performance Area	Key Priority Area	Priority Programme
Basic Services and Infrastructure Development	Basic Services	Solid Waste Management Electricity Water Sanitation Roads and Storm-water Social-economic Amenities
	Water Conservation and Demand Management	Water Demand Management
	Integrated Sector Planning Infrastructure Maintenance and Management	Spatial Development and Built-In Environment Infrastructure Security and Protection
Local Economic Development	Local Economic Development Business Study/Research	Local Economic Development Strategy
	Special Economic Zone	Commercial Land Tenure
	Economic Sector Focus	Enterprise Development
	Direct Investment (Domestic and Foreign)	Investment Promotion
Municipal Transformation and Institutional Development	Institutional Arrangements	Organisational Design & Structure Human Capital Development Performance Management Employee Well-being
	Enhancing the Utilisation of ICT	Information Technology (IT)
	Institutional Capacity	Gender Equity Programmes for Special Groups Persons with Disabilities
Good Governance and Public Participation	Public Participation Governance	Public Participation Information System Governance Structures Community Events
	Communication and Marketing	Stakeholder Communication Management
Financial Viability and Management	Prudent Financial Management	Operation Clean Audit
	Expenditure Management	Cash flow management Asset Management Creditors and Operating Expenditure Management
		Revenue Enhancement

FIVE YEAR STRATEGIC PLAN

The Strategic Performance Plan (SPP) 2022 of Nkomazi Local Municipality provides a framework of key priorities which have been planned for implementation in the medium-to-five year term by management and leadership during the strategic planning session of 13 – 14 March 2017. These priorities are informed by macro-economic and social plans at a national and provincial level as well as the state of service delivery in the municipality. These priorities form the cornerstone of the strategic trajectory of the Municipality in its quest to deliver sustainable services and equally on which performance results will be measured periodically. This is a results-oriented plan that provides a guide to programme implementation through a resource-based approach in order to uplift communities and achieve a “better life for all” in Nkomazi. Underlying its success is the commitment and motivation of all employees, management and leadership of the municipality.

The national and provincial imperatives or strategies which had specific implications of developing this plan included – the National Development Plan (NDP) or Vision 2030; Mpumalanga Growth & Development Path; State of the Nation Address (SONA) and State of the Province Address (SOPA); and National and Provincial 9-Point Plan. In response to the aforesaid strategies NLM devised its *Municipal 6-Point Plan* which aims at:

- Strengthening the internal municipal capacity to deliver on its mandate
- Strengthening public participation mechanisms
- Focusing LED and Job creation initiatives
- Focusing on health promotion and environmental programmes
- Working with communities and all stakeholders to fight and overcome crime
- Driving programmes that build integrated and socially cohesive human settlements

Due to dynamic changes in the operating environment it is of utmost importance that the municipality also positions itself to fulfil its constitutional mandate and effectively deliver services to its people. This will entail building on the successes of the previous Council and also providing a roadmap which will support an effective and sustainable service delivery model. As part of organisational renewal, the municipality needs to implement the following strategic interventions not only to improve performance and productivity but also deliver on the Municipal 6-Point Plan.

- Implement a municipal turnaround strategy
- Improve financial viability and management
- Become citizen-centered in terms of service delivery
- Strengthen stakeholder management
- Improve municipal governance
- Ensure integration of planning, performance management, and M&E (monitoring and evaluation)
- Ensure effective risk management and internal audit processes/systems

FIVE YEAR STRATEGIC PLAN

KPA 1: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Key Priority Area	Priority Programme	Objective	Key Performance Indicator [Performance Measure]	Baseline Information [2016/17]	YEAR 2017/18		YEAR 2018/19		YEAR 2019/20		YEAR 2020/21		YEAR 2021/22	
					Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget
Basic Services	Electricity	Improve access to electricity services	Number of new households with access to electricity services	Baseline: 695 Backlog: 3,839 Average growth rate: 1,666 HH/Year	300 (Naas)	5,000,000	300 (Naas)	5,000,000	1 500 (Zone 10; Khulukusa; Ngwenyeni; Mzinti; Kamaqhekeza and Schoemansdal)	20,000,000	600	10 000 000	500	11 000 000
				6 000	151,920,557	4 500	113 323 334	3 800	96 300 000	1 600	28 000 000	1 600	30 000 000	
	Water	Improve access to water services	Number of new households with access to water services	Baseline: 5,674 Backlog: 21666 (Stats SA 2016) Average growth rate: 1,666 HH/Year	6 000	151,920,557	4 500	113 323 334	3 800	96 300 000	1 600	28 000 000	1 600	30 000 000

FIVE YEAR STRATEGIC PLAN

		3 800 000	1 500 000	1 800 000	40 000 000	OPEX	0.00
		75% Blue Drop Status Score	100	80% Green Drop Status Score	20km	340km	None
		3 700 000	2 000 000	1 700 000	40 000 000	OPEX	0.00
		70% Blue Drop Risk Rating reduction	150	75% Green Drop Risk Rating Reduction	20km	340km	None
		3 636 524	5,000,000	1 638 927	128 571 176	OPEX	69 401 642
		65% Blue Drop Status Score	350	70% Green Drop Status Score	24km	320km	1 Community hall (Driekoppies) and 1 Stadium (Schoemansdaal)
		3 443 678	50 000 000	1 552 014	57 799 829	OPEX	60 000 000
		60% Blue Drop Risk Rating reduction	3 600	65% Green Drop Risk Rating Reduction	29km	320km	3 Community halls (Mdladla, Block A and Block C)
		3 257 974	34 000 000	1 468 320	42 494 493	OPEX	24 927 936
		55% Blue Drop Status Score	2 400	60% Green Drop Status Score	19km	300km	2 Community halls (Block B and Boschfontein) and 3 stadia (Mbusizi, Mangweni and Driekoppies)
		Baseline: 51.47 % Blue Drop Status Score & 55% Risk Rating	Baseline: 320 Backlog: 6,461 Average growth rate: 1,666 HH/Year	Baseline: 78.8% Green Drop Risk Rating (2016) & 32.23% Green Drop Score (2014)	Baseline: 7 km of road network Backlog: 2002.8km	Baseline: 300km	2 amenities completed
		Percentage (%) Score of Blue Drop Status	Number of new households with access to sanitation services	Percentage (%) of Green Drop Status	Number of Kilometres (km) of municipal road network constructed	Number of Kilometres (km) of municipal road network maintained	Number of amenities upgraded and/or constructed
			Improve access to sanitation services		Improve the municipal road network		Improve social-economic amenities and infrastructure
			Sanitation		Roads and Storm-water		Social-economic Amenities

Water Conservation and Demand Management	Integrated Sector Planning	Spatial Development and Built-In Environment	Infrastructure Security and Protection
Reduce Water Distribution losses	Provide secure land tenure rights and formalisation of informal settlements	Safeguard municipal infrastructure assets	
% Water distribution loss	Number of informal settlements targeted for formalisation	Number of initiatives instituted to safeguard municipal infrastructure assets	
Baseline: 36% water distribution losses (2016 AFS)	Baseline: Backlog:	None	
34% Water distribution losses (2% reduction in distribution losses)	2	1	
OPEX	3 964 464	OPEX	
32% Water distribution losses (4% reduction in distribution losses)	1	2	
OPEX	4 202 332	OPEX	
28% Water distribution losses (4% reduction in distribution losses)	2	None	
OPEX	4 454 472	0.00	
24% Water distribution losses (4% reduction in distribution losses)	1	None	
OPEX	4 721 740	0.00	
20% Water distribution losses (4% reduction in distribution losses)	2	None	
OPEX	5 000 000	0.00	

FIVE YEAR STRATEGIC PLAN

KPA 2: LOCAL ECONOMIC DEVELOPMENT														
Key Priority Area	Priority Programme	Objective	Key Performance Indicator [Performance Measure]	Baseline Information [2016/17]	YEAR 2017/18		YEAR 2018/19		YEAR 2019/20		YEAR 2020/21		YEAR 2021/22	
					Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget
Local Economic Development Business Study/Research	Local Economic Development	Facilitate the creation of job opportunities through economic activities	Percentage reduction in the unemployment rate	Unemployment rate for Nkomazi 34,2%	100% business research study completed within schedule	OPEX	0.5%	OPEX	0.5%	OPEX	0.5%	OPEX	0.5%	OPEX
Special Economic Zone (SEZ)	Commercial Land Tenure and Development	Promote Nkomazi SEZ as an investment hub	Number of direct investments in the SEZ	None	1	468 320	2	552 014	2	638 927	2	677 263	2	717 898
Economic Sector Focus	Enterprise Development	Provide support to cooperatives & SMMEs in Agriculture; Tourism; construction and transport	Number of cooperatives/ SMMEs economically active	None	4	545 008	4	576 073	4	608 334	4	650 000	4	670 000
Direct Investment (Domestic and Foreign)	Investment Promotion	Attract investors to expand economic growth	Number of key sectors attracting investment	None	Feasibility study completed 100% within schedule	OPEX	2	OPEX	1	OPEX	2	OPEX	2	OPEX

FIVE YEAR STRATEGIC PLAN

KPA 3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
Key Priority Area	Priority Programme	Objective	Key Performance Indicator [Performance Measure]	Baseline Information [2016/17]	YEAR 2017/18		YEAR 2018/19		YEAR 2019/20		YEAR 2020/21		YEAR 2021/22	
					Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget
Institutional Arrangements	Organisational Design & Structure	Maintain an organisational structure consistent with municipal strategy	Ratio of employees to performance targets for the year	None	1:0.15	OPEX	1:0.15	OPEX	1:0.15	OPEX	1:0.15	OPEX	1:0.15	OPEX
	Human Capital Development	Implement the Workplace Skills Plan (WSP)	Number of training programmes implemented as per the WSP	24	25	OPEX	25	OPEX	25	OPEX	30	OPEX	30	OPEX
	Performance Management	Implement the Individual Performance Management System (IPMS)	Number of employees with signed performance agreement	None	30	OPEX	150	OPEX	950	OPEX	950	OPEX	950	OPEX
	Employee Well-being	Ensure employee well-being (includes EAP and OHS)	Number of employee wellness campaigns conducted	4 awareness campaigns conducted	4	97 888	4	103 468	4	109 262	4	115 818	4	122 767

FIVE YEAR STRATEGIC PLAN

OPEX	OPEX	OPEX	800 000	OPEX
95%	85%	50% males/50% females	30	2%
OPEX	OPEX	OPEX	800 000	OPEX
95%	85%	50% males/50% females	30	2%
OPEX	OPEX	OPEX	874 094	OPEX
95%	85%	50% males/50% females	40	2%
OPEX	OPEX	OPEX	827 741	OPEX
95%	85%	55% males/45% females	40	2%
OPEX	OPEX	OPEX	783 104	OPEX
95%	85%	60% males/40% females	40	2%
None	None	None	73 HIV/AIDS awareness campaigns conducted	0.01%
Percentage of ICT projects completed within schedule	Percentage of all reported problems responded to within 4 working hours	% of gender equity ratio in management positions	Number of programmes for special groups and HIV/AIDS (youth, elderly, disabled persons, and children)	% of persons with disability permanently employed
Ensure effective and efficient information management	Improve gender equity at management level	Implement programmes for special groups and HIV/AIDS (youth, elderly, disabled persons, and children)	Ensure staff compliment is inclusive of persons with disabilities	
Information Technology (IT)	Gender Equity	Pro-grammes for Special Groups	Persons with Disabilities	
Enhancing the Utilisation of ICT		Institutional Capacity		

FIVE YEAR STRATEGIC PLAN

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Key Priority Area	Priority Programme	Objective	Key Performance Indicator [performance Measure]	Baseline [2016/17]	YEAR 2017/18		YEAR 2018/19		YEAR 2019/20		YEAR 2020/21		YEAR 2021/22	
					Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget
Public Participation Governance	Public Participation Information System	Promote a culture of participatory democracy and governance	% of Public Participation Satisfaction Rating	None	70%	755 214	75%	798 261	80%	842 964	90%	893 542	95%	947 154
					33	OPEX	33	OPEX	33	OPEX	33	OPEX	33	OPEX
Public Participation Governance	Governance Structures (Ward Committees and Community Development Workers)	Ensure effective functioning of municipal governance structures	Number of wards that are effectively functioning	4 Consolidated reports on ward committees	33	OPEX	33	OPEX	33	OPEX	33	OPEX	33	OPEX
					4	OPEX	4	OPEX	4	OPEX	4	OPEX	4	OPEX

FIVE YEAR STRATEGIC PLAN

Communication and Marketing	Stakeholder Communication Management	Community Events	Facilitate community events	Number of cultural and sporting events coordinated	None	50%	OPEX	1 174 656	3	1 241 612	80%	OPEX	3	1 311 142	85%	OPEX	3	1 350 000	90%	OPEX	3	95%	1 400 000	OPEX

FIVE YEAR STRATEGIC PLAN

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Key Priority Areas	Priority Programme	Objective	Key performance Indicator [Performance Measure]	Baseline [2016/17]	YEAR 2017/18		YEAR 2018/19		YEAR 2019/20		YEAR 2020/21		YEAR 2021/22	
					Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget	Output [Target]	Budget
Prudent Financial Management	Operation Clean Audit	Improve audit opinion	Type of Audit opinion as expressed by the auditor general of South Africa	Baseline: Unqualified Audit with findings	Unqualified audit opinion with no findings	OPEX	Unqualified audit opinion with no findings	OPEX	Unqualified audit opinion with no findings	OPEX	Unqualified audit opinion with no findings	OPEX	Unqualified audit opinion with no findings	OPEX
					1.8:1	2.1	2.1	2.1	2.1	2.1	2.1			
Expenditure Management	Cash flow management	Ensure efficient and effective cash flow management	% of current financial viability ratio	Current ratio of 1.5:1	1.8:1	OPEX	2:1	OPEX	2:1	OPEX	2:1	OPEX	2:1	OPEX
					2.1	2.1	2.1	2.1	2.1	2.1	2.1			
Expenditure Management	Asset Management	Manage, control and maintain all assets of the municipality	% "actual budget" spent on maintenance and repairs of assets	2%	3%	2 116 229	3%	2 236 854	4%	2 362 118	4%	2 503 845	5%	2 654 075
					30 days	OPEX	30 days	OPEX	30 days	OPEX	30 days	OPEX	30 days	OPEX
Creditors and Operating Expenditure Management		Manage and maintain effective systems of expenditure controls	Number of days of creditors payment (reduction)	75 days	30 days	OPEX	30 days	OPEX	30 days	OPEX	30 days	OPEX	30 days	OPEX
					30 days	OPEX	30 days	OPEX	30 days	OPEX	30 days	OPEX		

FIVE YEAR STRATEGIC PLAN

OPEX	OPEX	OPEX	OPEX
<or =10 %	13%	30 days	25%
OPEX	OPEX	OPEX	OPEX
<or = 15%	11%	30 days	20%
OPEX	OPEX	OPEX	OPEX
<or = 20%	9%	30 days	15%
OPEX	OPEX	OPEX	OPEX
<or = 25%	7%	60 days	10%
OPEX	OPEX	OPEX	OPEX
<or = 30%	5%	90 days	0%
<or = 38%	86%	119 days	0%
% decrease of employee remuneration (Total employee costs divided by total operating expenditure)	% increase in revenue collection rate	Number of debtors' days	% collection of revenue from new sources
	Increase municipal revenue		
	Revenue & Debtors Management		
	Revenue Enhancement		

SPATIAL DEVELOPMENT FRAMEWORK

The Nkomazi Local Municipality has reviewed its Spatial Development Framework which was presented to council on the 13th of August 2014 under Council Resolution Number NKM S-GCM: A084/2014. The Municipality has also developed its Land Use Management System as part of the SDF and is yet to be presented to Council for approval.

The Mpumalanga Provincial Growth and Development Strategy (PGDS) is a strategy developed by the Mpumalanga Provincial Cabinet and it is based on national policies and strategies. The PGDS typically contain an indication of the development potential in the province broken down to a district level, the province's proposed economic growth trajectory and an indication of the sectors and the areas of comparative advantage in which the province plans to invest.

In order to achieve growth and development in the province the MPGDS identifies key intervention areas that need urgent attention:

- Economic Development;
- Development Infrastructure
- Social Development;
- Sustainable Environmental Development;
- Good Governance; and
- Human Resource Development.

The Nkomazi SDF seeks to clarify on factors that influence where and how people settle and organize themselves in space. In South Africa and in particular the Limpopo and Mpumalanga Provinces, the following structuring elements impact directly on the formation and development of settlements.

STRATEGIC DEVELOPMENT CONCEPT

In order to overcome the spatial distortions of apartheid, future settlements, economic development opportunities and infrastructure investments should be channelled to activity corridors and nodes that link with major growth centres or that have a potential to become major growth centres. The strategic development concept is based on nodes, corridors and precincts, which aim to reconstruct and integrate the urban and rural landscape of Nkomazi into a more rational, cost effective and manageable structure.

COMPACTION OF THE RURAL SOUTH

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

CENTRAL CONSERVATION ZONE

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

VISION

“A leading local Municipality that empowers its communities through excellent service delivery”

MISSION

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

CORE VALUES

The Nkomazi Local Municipality subscribes to the following core values:
Accountability;
Good Governance;
Transparency;
Integrity; and
Responsiveness

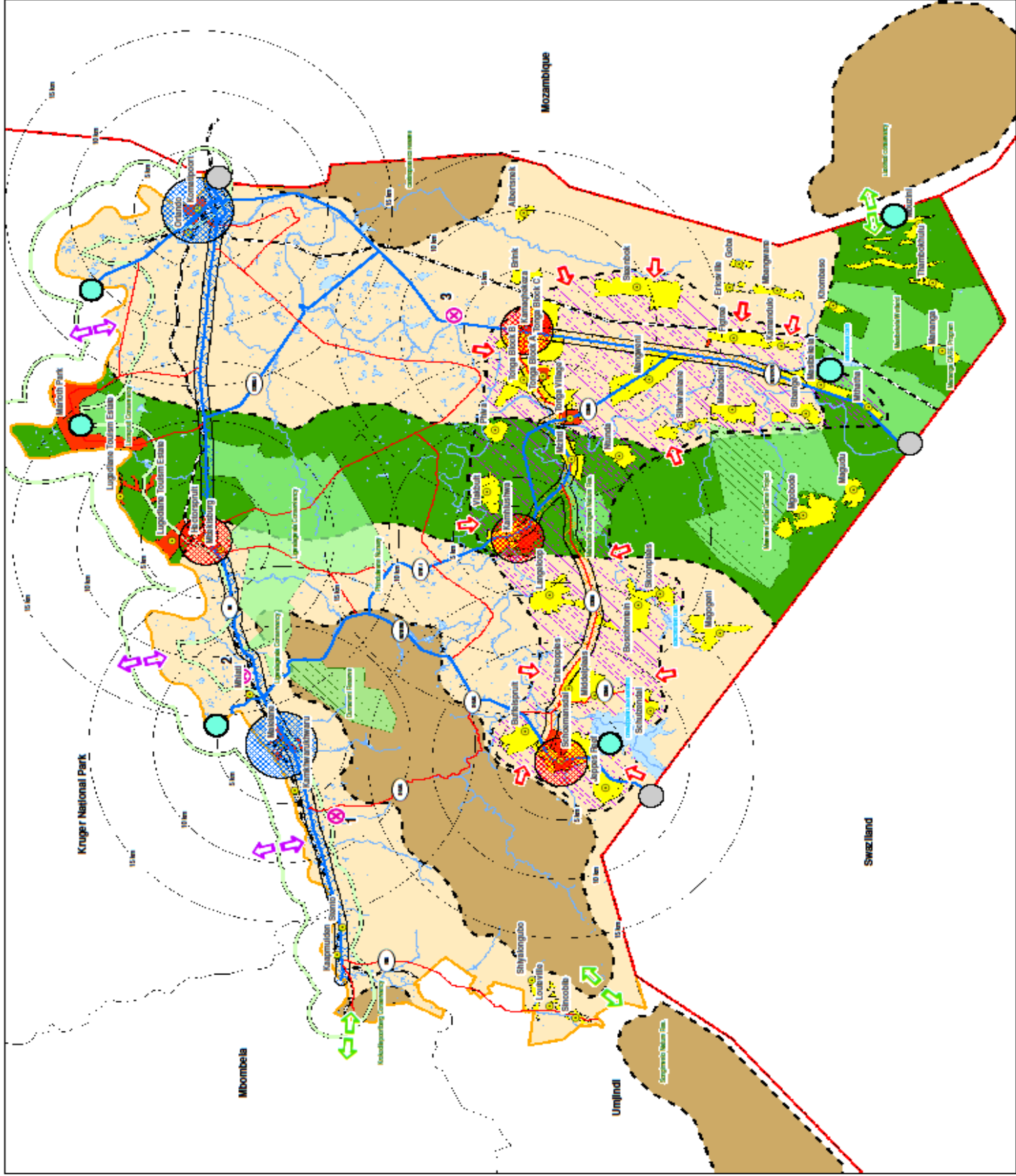
SERVICE DELIVERY STANDARDS

In achieving the vision and mission of the Nkomazi Municipality, the officials in the Municipality commit and pledge themselves to the following Batho Pele principles

Consultation	Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered
Access	All citizens should have equal access to the services to which they are entitled
Courtesy	Citizens should be treated with courtesy and consideration
Information	Citizens should be given full, accurate information about the public services they are entitled to receive
Openness and transparency	Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
Redress	If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens
Value for money	Public service should provide economically and efficiently in order to give citizens the best possible value for money
Encouraging innovation and rewarding excellence	Citizens should be provided excellent services. Efforts of staff that perform in providing customer services should be recognised and be rewarded appropriately
Customer impact	Public servants should involve wide community in discussion about future developments of public service
Integrated and coordinated approach	Public service should involve all relevant stakeholders within and outside government to ensure well-focused, coordinated and integrated public service

“BY 2034, THE PEOPLE OF NKOMAZI WILL HAVE CREATED A LIVABLE, PROSPEROUS AND SUSTAINABLE AREA CONSISTING OF SUSTAINABLE URBAN AND RURAL AREAS PROVIDING QUALITY OF LIFE AND SUPPORTED BY A GREEN ECONOMY AND THE RESPONSIBLE ACTIONS OF ITS PEOPLE”

MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK CONCEPT



Projects Chapter

PLANNED PROJECTS AND PROGRAMMES

Project ID	Section	Project Description	Location	Funding	MIG Ex-penditure for 2017/2018	MIG Ex-penditure for 2018/2019	MIG Ex-penditure for 2019/2020
NKLM001	office of the mayor	Bakkie	Institution	Revenue	R 250 000	R 0	R 0
NKLM002	office of the mayor	Furniture (Two-Seater coaches x2, 3 chairs)	Institution	Revenue	R 36 345	R 0	R 0
NKLM003	office of the mayor	Airconditioner	Institution	Revenue	R 15 000	R 0	R 0
NKLM004	office of the mayor	Bar fridge x2	Institution	Revenue	R 6 000	R 0	R 0
NKLM005	office of the speaker	Furniture	Institution	Revenue	R 60 000	R 0	R 0
NKLM006	section 79 oversight committee	Furniture	Institution	Revenue	R 60 000	R 0	R 0
NKLM007	section 79 oversight committee	Computers	Institution	Revenue	R 10 000	R 0	R 0
NKLM008	section 79 oversight committee	Softwares	Institution	Revenue	R 6 000	R 0	R 0
NKLM009	budget	Furniture	Institution	Revenue	R 300 000	R 0	R 0
NKLM010	budget	Computers (x10)	Institution	Revenue	R 200 000	R 0	R 0
NKLM011	budget	Softwares	Institution	Revenue	R 50 000	R 0	R 0
NKLM012	revenue and property rates management	Bar Fridge	Institution	Revenue	R 3 000	R 0	R 0
NKLM013	supply chain management	Construction of stores	Institution	Revenue	R 3 000 000	R 0	R 0
NKLM014	admin and corporate support	Furniture (27 chairs)	Institution	Revenue	R 57 105	R 0	R 0
NKLM015	admin and corporate support	Computers x4	Institution	Revenue	R 35 000	R 0	R 0
NKLM016	admin and corporate support	Softwares	Institution	Revenue	R 15 000	R 0	R 0
NKLM017	disaster management	Disaster vehicle 4x4	Institution	Revenue	R 1 200 000	R 0	R 0
NKLM018	disaster management	Water Tankers x2	Institution	Revenue	R 3 000 000	R 0	R 0
NKLM019	protection services (police)	Sedan	Institution	Revenue	R 250 000	R 0	R 0
NKLM020	protection services (police)	Traffic Lights	Naas	Revenue	R 800 000	R 0	R 0
NKLM021	protection services (police)	Traffic Lights	Tonga	Revenue	R 800 000	R 0	R 0

PLANNED PROJECTS AND PROGRAMMES

Project ID	Section	Project Description	Location	Funding	MIG Ex- penditure for 2017/2018	MIG Ex- penditure for 2018/2019	MIG Ex- penditure for 2019/2020
NKLM022	nature conservation	Fencing of Marloth Park	Marloth Park	Revenue	R 1 000 000	R 0	R 0
NKLM023	waste management	Compactors x2	Institution	Revenue	R 3 000 000	R 0	R 0
NKLM024	waste management	Skips	Institution	Revenue	R 200 000	R 0	R 0
NKLM025	waste disposal sites	Closure of 4 Landfill Sites(HECTORSPRUIT, KAMA-QHEKEZA, KOMATIPOORT AND MARLOTH PARK) and construction of 2 transfer stations HECTOR-SPRUIT and MARLOTH PARK	Hectorspruit, Kama-qhekeza, Komatipoort, Marloth Park	MIG	R 19 077 448	R 0	R 0
NKLM026	vehicle licensing & testing	Paving of Malelane testing ground	Malelane	Revenue	R 2 000 000	R 0	R 0
NKLM027	community halls	Construction of Kasibhejane Block B Community Hall	Block B	MIG	R 8 258 753	R 0	R 0
NKLM028	community halls	Construction of Boschfontein community hall	Boschfontein	MIG	R 7 579 520	R 0	R 0
NKLM029	community halls	Construction of Driekoppies Hall	Driekoppies	MIG	R 0	R 0	R 29 401 642
NKLM030	community halls	Construction of Mdladla Community hall 1000 seater	Mdladla	MIG	R 0	R 25 000 000	R 0
NKLM031	community halls	Construction of Block A Community hall	Block A	MIG	R 0	R 10 000 000	R 0
NKLM032	community halls	Construction of Block C Community hall	Block C	MIG	R 0	R 25 000 000	R 0
NKLM033	sports recreation and development	Construction of Sports Facilities in Schoemansdal	Schoemansdal	MIG	R 0	R 0	R 40 000 000
NKLM034	sports recreation and development	Upgrading of Mbuzini stadium Phase 2	Mbuzini Phase 2	MIG	R 3 587 371	R 0	R 0
NKLM035	sports recreation and development	Mangweni Sport Facility Phase 2	Mmangweni	MIG	R 1 456 355	R 0	R 0
NKLM036	sports recreation and development	Upgrading of Driekoppies stadium	Driekoppies	MIG	R 4 045 938	R 0	R 0
NKLM037	roads	Construction of Road Durban New Village	Durban New Village	MIG	R 11 503 572	R 0	R 0
NKLM038	roads	Driekoppies bus route (8km)	Driekoppies	MIG	R 5 173 504	R 0	R 0
NKLM039	roads	Upgrading Boschfontein bus route (6km)	Boschfontein	MIG	R 18 519 105	R 0	R 0
NKLM040	roads	Construction of Shuchezendal Bus Road	Shuchezendal	MIG	R 4 943 102	R 0	R 0
NKLM041	roads	Construction of 6km road in Tonga A	Tonga A	MIG	R 0	R 14 446 782	R 0
NKLM042	roads	Reconstruction of Urban Streets in Tonga Block A and Block B (7.5 km)	Tonga Block A Block B	MIG	R 2 295 210	R 43 293 047	R 0
NKLM043	roads	Construction of Buffelspruit Bus Route	Buffelspruit	MIG	R 0	R 0	R 25 000 000
NKLM044	roads	Construction of Jeppes Reef Bus Route	Jeppes Reef	MIG	R 0	R 0	R 40 157 230
NKLM045	roads	Construction of Goba Bus Route	Goba	MIG	R 0	R 0	R 39 124 254
NKLM046	roads	Construction of Schoemansdal Bus Route	Schoemansdal	MIG	R 0	R 0	R 24 289 690
NKLM047	roads	1 x Compressor	Institution	Revenue	R 25 000	R 25 000	R 0
NKLM048	roads	2 x High pressure	Institution	Revenue	R 35 000	R 35 000	R 0

PLANNED PROJECTS AND PROGRAMMES

Project ID	Section	Project Description	Location	Funding	MIG Expenditure for 2017/2018	MIG Expenditure for 2018/2019	MIG Expenditure for 2019/2020
NKLM049	water treatment works	Upgrading of Tonga WTW additional 8MI/day module	Tonga	MIG	R 11 464 732	R 0	R 0
NKLM050	water treatment works	Tractor Lawn Mowers (WTW & WWTW)	Driekoppies, Tonga, Naas, Masibekela, Nyathi, Mhlatiplaas, Komatipoort	Revenue	R 150 000	R 100 000	R 100 000
NKLM051	water distribution	Mandulo bulk water supply (3km of 315 mm UPVC bulkline line)	Mandulo	MIG	R 6 665 129	R 0	R 0
NKLM052	water distribution	Block B (Nkanini Water reticulation 15km)	Block B- Nkanini	MIG	R 5 156 825	R 0	R 0
NKLM053	water distribution	Construction of Langelooop water reticulation (eSigayweni)	Langelooop	MIG	R 8 692 812	R 0	R 0
NKLM054	water distribution	Joe Slovo (Part Of Block B) 2ml Ground Reservoir	Joe Slovo	MIG	R 1 065 290	R 0	R 0
NKLM056	water distribution	Replacement of uPVC Pipe (160MM Diameter) with steel pipe (250MM Diameter) in Tonga Block C	Tonga Block C	MIG	R 1 924 586	R 0	R 0
NKLM057	water distribution	Construction of Water reticulation in Driekoppies (Nhlavaville)	Driekoppies Nhlavaville	MIG	R 28 879 559	R 0	R 0
NKLM058	water distribution	Construction of bulk water supply in Tonga Block C (Phakama)	Tonga Block C Phakama	MIG	R 3 165 401	R 0	R 0
NKLM059	water distribution	Shongwe Hospital Bulk Water Supply:Replacement of 200mm ac pipe to 315 UPVC pipe)6km	Shongwe Hospital	MIG	R 3 513 107	R 0	R 0
NKLM060	water distribution	Tonga Old Bulk Water Supply and Water Reticulation	Tonga	MIG	R 7 400 000	R 0	R 0
NKLM061	water distribution	Construction of Mananga water reticulation	Mananga	MIG	R 13 797 647	R 0	R 0
NKLM062	water distribution	Construct new reservoir, bulk line, elevated tank and booster pump to supply Zone 10, Extend existing reticulation at Zone 10 & Phigogo, install booster pump for water supply to kamakwelintaba	Phigogo	MIG	R 0	R 25 000 000	R 0
NKLM063	water distribution	Construction bulk water supply in Zone 11 Schoemansdal	Zone 11 Schoemansdal	MIG	R 0	R 0	R 30 000 000
NKLM064	water distribution	Driekoppies Regional Bulk Water Scheme	Driekoppies	MIG	R 3 000 000	R 12 743 915	R 10 000 000
NKLM065	water distribution	Sibange Regional Water Scheme	Sibange	MIG	R 3 000 000	R 12 743 915	R 10 000 000
NKLM066	water distribution	Upgrade raw water pump station & WTW,Construct new bulk pipeline . Extend existing reticulation in Madadeni	Madadeni	MIG	R 0	R 15 635 504	R 0
NKLM067	water distribution	Refurbishment OF WTW project in Nkomazi Local Municipality	Nkomazi Local Municipality	WSIG	R 4 800 000	R 4 925 372	R 5 000 000
NKLM068	water distribution	Replacement of asbestos / AC pipelines to uPVC in Nkomazi area	Nkomazi Area	WSIG	R 0	R 2 000 000	R 5 000 000
NKLM069	water distribution	Rising main Tonga B North	Tonga B North	WSIG	R 0	R 0	R 5 000 000
NKLM070	water distribution	Extension of Reticulation in Driekoppies and middleplass	Driekoppies	WSIG	R 18 358 029	R 6 148 628	R 0
NKLM071	water distribution	Refurbishment of existing bulk infrastructure and extention of reticulation in Buffelspruit, Jeppe's Reef and Schoemansdal	Buffelspruit, Jeppes's Reef, Schoemansdal	WSIG	R 0	R 11 476 000	R 0
NKLM072	water distribution	Magudu Water Reticulation	Magudu	WSIG	R 16 841 971	R 2 400 000	R 0
NKLM073	water distribution	Refurbishment of boreholes in Nkomazi local Municipality	Nkomazi Local Municipality	WSIG	R 0	R 2 000 000	R 5 000 000

PLANNED PROJECTS AND PROGRAMMES

Project ID	Section	Project Description	Location	Funding	MIG Expenditure for 2017/2018	MIG Expenditure for 2018/2019	MIG Expenditure for 2019/2020
NKLM074	water distribution	Construction of package plant, rising main and reservoir and extension of reticulation in Mkhwarukhwaru	Mkhwarukhwaru	WSIG	R 0	R 5 050 000	R 0
NKLM075	water distribution	Extension of reticulation and Construction of a reservoir in Goba	Goba	WSIG	R 0	R 3 000 000	R 5 000 000
NKLM076	water distribution	Upgrading of reservoir and WTW capacity and extension of reticulation in Mandulo	Mandulo	WSIG	R 0	R 3 000 000	R 10 000 000
NKLM077	water distribution	Workshop building & tools for Pumps maintenance x 2	Nkomazi: Malelane, Tonga	Revenue	R 500 000	R 500 000	R 500 000
NKLM078	water distribution	Internal Laboratory Facility & Equipments for Blue & Green Drop Compliance	Nkomazi - Malelane	Revenue	R 500 000	R 0	R 0
NKLM079	water distribution	New Pumps and Motors	Nkomazi Local Municipality	Revenue	R 2 000 000	R 2 500 000	R 3 000 000
NKLM080	water distribution	Mobile Water Pumps x2	Marloth Park, Masibekela	Revenue	R 400 000	R 400 000	R 400 000
NKLM081	water distribution	New Bulk Flow Meter - SCADA controlled	Nkomazi Local Municipality	Revenue	R 1 000 000	R 1 500 000	R 2 000 000
NKLM082	water distribution	Water Tankers x2	Hectorspruit, Driekoppies	Revenue	R 800 000	R 800 000	R 0
NKLM083	water distribution	TLB x2 - Urban	Malelane, Komatipoort	Revenue	R 800 000	R 800 000	R 0
NKLM084	water distribution	Honey Sucker	Komatipoort, Malelane	Revenue	R 800 000	R 0	R 0
NKLM085	water distribution	Brush Cutters (Reservoirs)	Nkomazi Local Municipality	Revenue	R 90 000	R 100 000	R 100 000
NKLM086	water distribution	Computers (Driekoppies Office x 2, Tonga/Lebombo Office x 2, Malelane x1)	Driekoppies Office, Tonga Office	Revenue	R 50 000	R 0	R 0
NKLM087	water distribution	Standby Quarters Renovations including furniture: Building Renovations ; Furniture (Beds, Fridges, Stove, Microwaves, Storage Cupboards)	Malelane, Hectorspruit, Marloth Park, Komatipoort, Driekoppies, Tonga, Naas, Kam-	Revenue	R 300 000	R 500 000	R 200 000
NKLM089	water storage	Construction of Mandulo 2Ml ground reservoir	Mandulo	MIG	R 4 657 277	R 0	R 0
NKLM090	water storage	Construction of 2Ml reinforce concrete reservoir at Mdladla	Mdladla	MIG	R 2 148 192	R 0	R 0
NKLM091	water storage	Construction of a reservoir at Mabudzeni	Mabudzeni	WSIG	R 0	R 0	R 5 000 000
NKLM092	electricity distribution	Electrification	Marloth Park	Revenue	R 1 200 000	R 2 200 000	R 2 200 000
NKLM093	electricity distribution	Nkomazi Smart Metering	Institution	Revenue	R 1 200 000	R 1 800 000	R 2 000 000
NKLM094	electricity distribution	Mobile generator 800KVA, 250KVA, 10KVA	Institution	Revenue	R 1 500 000	R 1 600 000	R 1 600 000
NKLM095	street lighting	Create streetlight infrastructure in rural/new towns	Institution	Revenue	R 500 000	R 550 000	R 550 000

PLANNED PROJECTS AND PROGRAMMES

Project ID	COST CENTRE	PROJECT DESCRIPTION	FUNDING	ANNUAL BUDGET 17/18	ANNUAL BUDGET 18/19	ANNUAL BUDGET 19/20
NKLM096	OFFICE OF THE MAYOR	UMSEBE ACCORD AGREEMENT IMPLEMENTATION	REVENUE	R 1 783 104	R 1 884 741	R 1 990 286
NKLM097	OFFICE OF THE MAYOR	STATE OF THE MUNICIPAL ADDRESS	REVENUE	R 350 870	R 370 869	R 391 638
NKLM098	OFFICE OF THE MAYOR	MAYORAL NEW YEAR'S BABY VISIT	REVENUE	R 6 114	R 6 463	R 6 824
NKLM099	OFFICE OF THE MAYOR	MAYORAL IMBIZO	REVENUE	R 783 104	R 827 741	R 874 094
NKLM100	OFFICE OF THE SPEAKER	PUBLIC PARTICIPATION	REVENUE	R 755 214	R 798 261	R 842 964
NKLM101	OFFICE OF THE SPEAKER	MORAL REGENERATION MOVEMENT	REVENUE	R 783 104	R 827 741	R 874 094
NKLM102	OFFICE OF THE SPEAKER	LOCAL GEOGRAPHIC NAMES CHANGE	REVENUE	R 293 664	R 310 403	R 327 785
NKLM103	OFFICE OF THE CHIEF WHIP	MULTI PARTY WHIPS FORUM	REVENUE	R 46 000	R 48 622	R 51 345
NKLM104	OFFICE OF THE CHIEF WHIP	COUNCILLOR'S CAPACITY BUILDING	REVENUE	R 92 000	R 97 244	R 102 690
NKLM105	OFFICE OF THE CHIEF WHIP	WOMEN CAUCUS	REVENUE	R 46 000	R 48 622	R 51 345
NKLM106	ASSET MANAGEMENT	ASSET REGISTER UPDATES AND MAINTENANCE	REVENUE	R 2 116 229	R 2 236 854	R 2 362 118
NKLM107	ASSET MANAGEMENT	mSCOA COMPLIANT SYSTEM IMPLEMENTATION AND SUPPORT	REVENUE	R 10 096 070	R 10 671 546	R 11 269 153
NKLM108	REVENUE AND PROPERTY RATES MANAGEMENT	BILLING DATABASE CLEANSING	REVENUE	R 3 915 520	R 4 138 705	R 4 370 472
NKLM109	REVENUE AND PROPERTY RATES MANAGEMENT	DEBTORS DATA COLLECTION	REVENUE	R 653 762	R 691 026	R 729 724
NKLM110	REVENUE AND PROPERTY RATES MANAGEMENT	REVENUE ENHANCEMENT STRATEGY	REVENUE	R 5 520 000	R 5 834 640	R 6 161 380
NKLM111	REVENUE AND PROPERTY RATES MANAGEMENT	COMPILATION OF GENERAL VALUATION ROLL	REVENUE	R 4 140 000	R 4 375 980	R 4 621 035
NKLM112	OFFICE OF THE DIRECTOR CORPORATE	STRATEGIC PLANNING SESSION	REVENUE	R 257 073	R 271 727	R 286 943
NKLM113	HUMAN RESOURCES	EMPLOYEE ASSISTANCE PROGRAMME	REVENUE	R 168 742	R 178 361	R 188 349
NKLM114	HUMAN RESOURCES	LG SETA LEARNERSHIPS	REVENUE	R 9 500 310	R 10 041 828	R 10 604 170
NKLM115	HUMAN RESOURCES	STUDENT FINANCIAL AID SUPPORT	REVENUE	R 368 000	R 388 976	R 410 759
NKLM116	HUMAN RESOURCES	EMPLOYEE WELINESS AWARENESS	REVENUE	R 97 888	R 103 468	R 109 262
NKLM117	PERFORMANCE MANAGEMENT	PERFORMANCE MANAGEMENT	REVENUE	R 1 509 996	R 1 596 066	R 1 685 446
NKLM118	TOWN PLANNING	HOUSING CHAPTERS	REVENUE	R 184 000	R 194 488	R 205 379
NKLM119	TOWN PLANNING	TOWN PLANNING	REVENUE	R 440 355	R 465 455	R 491 521
NKLM120	TOWN PLANNING	TOWNSHIP ESTABLISHMENT (MJE/AME)	REVENUE	R 1 000 000	R 1 552 014	R 1 638 927
NKLM121	TOWN PLANNING	TOWNSHIP ESTABLISHMENT(STENTOR)	REVENUE	R 342 608	R 362 137	R 382 416
NKLM122	TOWN PLANNING	TOWNSHIP ESTABLISHMENT (MKHWARUKHWARU)	REVENUE	R 342 608	R 362 137	R 382 416
NKLM123	TOWN PLANNING	RELEASE OF STATE LAND (MANGWENI IEC)	REVENUE	R 468 320	R -	R -
NKLM124	TOWN PLANNING	NKOMAZI SPECIAL ECONOMIC ZONE (SEZ) EXT 20	REVENUE	R 468 320	R 495 014	R 522 735

PLANNED PROJECTS AND PROGRAMMES

NKLM125	TOWN PLANNING	NKOMAZI LAND USE SCHEME	REVENUE	R 1 468 320	R 1 552 014	R 1 638 927
NKLM126	TOWN PLANNING	TOWNSHIP ESTABLISHMENT (KAMHLUSHWA)	REVENUE	R 1 000 000	R 1 057 000	R 1 116 192
NKLM127	TOWN PLANNING	TOWNSHIP ESTABLISHMENT -KMT EX18	REVENUE	R 342 608	R 362 137	R 382 416
NKLM128	TOWN PLANNING	ENCROACHMENT AND TRANSFER	REVENUE	R 1 898 880	R 2 007 116	R 2 119 515
NKLM129	TOWN PLANNING	PRECINCT PLANS	REVENUE	R 391 552	R 413 870	R 437 047
NKLM130	INTEGRATED DEVELOPMENT PLANNING (IDP)	RURAL DEVELOPMENT STRATEGY	REVENUE	R 195 776	R 206 935	R 218 524
NKLM131	INTEGRATED DEVELOPMENT PLANNING (IDP)	IDP UPGRADING	REVENUE	R 195 776	R 206 935	R 218 524
NKLM132	TOURISM	TOURISM STRATEGY AND IMPLEMENTATION	REVENUE	R 97 888	R 103 468	R 109 262
NKLM133	TOURISM	TOURISM CAPACITY BUILDING	REVENUE	R 129 720	R 137 114	R 144 792
NKLM134	TOURISM	SMME CAPACITY SUPPORT TOURISM	REVENUE	R 92 000	R 97 244	R 102 690
NKLM135	TOURISM	BORDER POST CAMPAIGNS	REVENUE	R 46 000	R 48 622	R 51 345
NKLM136	TOURISM	LOCAL TOURISM ORGANISATIONS SUPPORT	REVENUE	R 64 400	R 68 071	R 71 883
NKLM137	TOURISM	SCHOOL TOURISM AWARENESS	REVENUE	R 55 200	R 58 346	R 61 614
NKLM138	TOURISM	WALK AND LEARN	REVENUE	R 18 400	R 19 449	R 20 538
NKLM139	TOURISM	SPORTS TOURISM	REVENUE	R 9 200	R 9 724	R 10 269
NKLM140	TOURISM	TOURISM INDABA	REVENUE	R 32 200	R 34 035	R 35 941
NKLM141	NATURE CONSERVATION	ABBATTOIR FEASIBILITY STUDY	REVENUE	R 1 957 760	R 2 069 352	R 2 185 236
NKLM142	WASTE MANAGEMENT	CLEANEST SCHOOL COMPETITION	REVENUE	R 97 888	R 103 468	R 109 262
NKLM143	WASTE MANAGEMENT	WASTE DISPOSAL SITE AUDIT	REVENUE	R 207 552	R 219 382	R 231 668
NKLM144	WASTE MANAGEMENT	CLEANEST SCHOOL COMPETITION	REVENUE	R 391 552	R 413 870	R 437 047
NKLM145	ARTS AND CULTURE	HERITAGE DAY CELEBRATION	REVENUE	R 97 888	R 103 468	R 109 262
NKLM146	SPORTS RECREATION AND DEVELOPMENT	SPORT DEVELOPMENT PROJECT	REVENUE	R 97 888	R 103 468	R 109 262
NKLM147	SPORTS RECREATION AND DEVELOPMENT	MAYORAL CUP TOURNAMENT	REVENUE	R 978 880	R 1 034 676	R 1 092 618
NKLM148	SOCIAL SERVICES	TRANSVERAL PROGRAMMES	REVENUE	R 171 304	R 181 068	R 191 208
NKLM149	SOCIAL SERVICES	HIV/AIDS PROGRAMMES	REVENUE	R 783 104	R 827 741	R 874 094
NKLM150	SEWERAGE	OLD VILLAGES SANITATION PROJECTS	MIG	R 17 000 000	R 25 000 000	R -
NKLM150	SEWERAGE	NEW VILLAGES SANITATION PROJECTS	MIG	R 17 000 000	R 25 000 000	R -
NKLM151	SEWERAGE	SANITATION PROJECT MANGWENI	WSIG	R -	R -	R 5 000 000
NKLM152	WATER DISTRIBUTION	BLUE DROP STATUS MONITORING	REVENUE	R 3 257 974	R 3 443 678	R 3 636 524
NKLM153	WATER DISTRIBUTION	GREEN DROP STATUS MONITORING	REVENUE	R 1 468 320	R 1 552 014	R 1 638 927
NKLM154	ELECTRICITY DISTRIBUTION	ELECTRIFICATION PROJECTS	INEP	R 5 000 000	R 5 000 000	R 20 000 000
NKLM155	PROJECT MANAGEMENT UNIT	WATER AND SANITATION MASTER PLANS	MIG	R 1 938 990	R 2 049 512	R 2 164 285
				R103 015 996	R122 664 908	R 96 454 142

SECTOR DEPARTMENT PROJECTS DEPARTMENT OF ENERGY

Municipal name	Allocation	Allocated funds municipal	Allocated funds eskom
Nkomazi	R17 347 000	R5 000 000	R12 347 000

SECTOR DEPARTMENT PROJECTS DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Project description	Project beneficiary/ ward location	Start date	Projected completion date	Project cost
Reconstruction of a Flood Damaged Bridge on Road D2944 Boschfontein to Magogeni	Boschfontein to Magogeni	10-Mar-17	8-Jan-18	28 750
Light Rehabilitation of Road D2951 between Mbuzini and R571 (Samora Machel Monument) (25km)	Mbuzini	15-Mar-16	15-Mar-18	256 850

Project description	Project beneficiary/ ward location	Start date	Projected completion date	Project cost
Design: Upgrade Road D2952 - Masibekela (D2950) to Thambokhulo (11 km)	Masibekela	1-Jul-17	30-Nov-17	3 500
Construction of culvert	Boschfontein	1-Jul-17	30-Sep-17	1,000
Construction of culvert	Dludluma	1-Jul-17	30-Sep-17	1,000

SECTOR DEPARTMENT PROJECTS DEDT

No	Progress	Next Steps	Triple Challenge Impact
1.	<p>✓ Social Enterprise Development Model approved for the Build Environment approved for Construction Material Production Hubs by Exco: Dec-16 covering the following municipalities:</p> <p>Steve Tshwete, Emalahleni, Thembisile, JS Moroka, Govan Mbeki, Nkomazi.</p>	<p>✓ As per Exco Resolution, develop a comprehensive implementation plan, including:</p> <ul style="list-style-type: none"> ➤ Selection of localities and materials. ➤ Operating and governance structures ➤ Identification and profiling of enterprises (Database) ➤ Plan for the training & development and support for the enterprises ➤ Undertaking benchmark exercise 	<p>✓ Multiple socio-economic imperatives addressed (incl., skills development, empowerment of locals, deepening BBBEE, poverty alleviation and job creation at local level)</p>

SECTOR DEPARTMENT PROJECTS WATER SERVICES INFRASTRUCTURE GRANT(WSIG)

LOCAL MUNICIPALITY	PROJECT NAME AND DESCRIPTION	ESTIMATED PROJECT VALUE	ALLOCATION PREVIOUS YEARS	2017/18 BUDGET ALLOCATION	STATUS
Nkomazi	Extension of Reticulation in Driekoppies and middle park	33 506 656.29	9 000 000.00	18 358 028.61	Construction
Nkomazi	Magudu Water Reticulation	27 440 641.00	8 198 290.52	16 841 971.39	Construction
Nkomazi	Refurbishment of WTW project in Nkomazi local Municipality	50 000 000.00	9 000 000.00	4 800 000.00	Planning Stage

SECTOR DEPARTMENT PROJECTS RBIG

WSA	PROJECT NAME	2017/18	2018/19	2019/20	STATUS
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

Integration Chapter



THE MUNICIPAL SDF, AS PART OF THE IDP

The purpose of the Nkomazi SDF is seen to be exactly what it was intended - a broad and indicative guide that spatially reflects the development vision and objectives of the municipality. Because the SDF does not contain detail proposals but broader objectives, it will not be revised annually, but will guide IDP decision-taking over a number of years. It is expected that revision thereof will only be necessary when there is a shift in the development vision and objectives of the Municipality.

THE MUNICIPAL LAND USE MANAGEMENT SCHEME

The LUMS will provide a detailed, property-bound guideline to assist investment decisions by the Municipality. It will function through the development of zones that contain detail regulations with regards to compatible land uses and bulk of development in certain demarcated areas the scheme also incorporated policy statements with regards to certain developments such as home offices, Taverns and others.

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

SPATIAL DEVELOPMENT FRAMEWORK

The Nkomazi Local Municipality's SDF is a spatial representation of the municipality's general development objectives. It provides the basic guidelines that promote the application of development principles for spatial development and planning that encourages sustainability, integration, equality, efficiency and fair and good governance.

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

DISASTER MANAGEMENT PLAN

This plan has been formulated to:

- Set out institutional arrangements within the Municipality, within a disaster management context.
- Define roles and responsibilities of key personnel.
- Clearly define lines of communication.
- Set out the strategy for financial and administrative arrangements.
- Define and prioritize short to medium term disaster management aims and objectives of the municipality.

FINANCIAL MANAGEMENT PLAN

This Financial Plan is intended to provide a foundation for the development of new revised financial policies, practices and procedures as they are needed. It is intended to generate, document and evaluate issues and possible actions surrounding four key financial areas: Cost Recovery, Access to Capital, Financial Risk Metrics, Good/ Bad Year Financial Planning. Nkomazi Local Municipality expects that the breadth and depth of issues and actions considered in this Financial Plan will continue to evolve as conditions change and new ideas are developed and that the ideas described in this document will guide the implementation of specific, actionable proposals for implementing the financial policies future rates cases. Descriptions of current budget policies and Nkomazi Local Municipality's expectations about sustainability of financial viability and management are summarized below.

The Financial Plan reflects current policies and anticipates those for the future. The purpose is to design financial policies in line with National Treasury Guidelines and the Municipal Finance Management Act No.56 of 2003 that will ensure Nkomazi Local Municipality's ability to increase its revenue base by providing rate predictability during budget process planning.

This Financial Plan identifies long term financial issues and provides strategies or suggests alternative to address them. The purpose of the plan is to generate, document and evaluate selected issues within a financial framework that will help guide Nkomazi Local Municipality's financial direction. Nkomazi Local Municipality intends to review, revise and update the Financial Plan periodically on annual basis.

LOCAL ECONOMIC DEVELOPMENT

This LED mandate emanated from Section 153 of the RSA Constitution which states that developmental duties of municipalities require them to structure and manage their administration budgeting and planning processes to give priority to the basic needs of their communities, some of which relates to economic development.

The municipality has and LED strategy that was approved in 2009 with council resolution number NKM: GCM A109/2009. strategy is based on identified development needs, opportunities and comparative advantages of the area, providing the Municipality with guidelines to create and facilitate economic development, realize the underlying economic development potential, and encourage private sector investment and job creation. The strategy should foster the exploitation of strengths and opportunities in order to minimize the weaknesses and threats of the municipality. The strategy should therefore be used as a tool by the municipality to ensure dedicated and effective utilization of available resources and to promote local economic development in a proactive and dynamic manner.

WATER SERVICES DEVELOPMENT PLAN

The Nkomazi Local Municipality is the authorized Water Services Authority and as such the relevant sections of the Water Services Act (No 108 of 1997) and the Municipal Systems Act (No 32 of 2000) must be adhered to. **Section 11 of the Water Services Act** states, that:

Every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services.

SANITATION MASTER PLAN

The Nkomazi Local Municipality, in response to the Millennium targets requirements, have prioritised planning for all their sanitation infrastructure provision to cater for all their citizens by the year 2014. The municipality has resolved in the preparation of a Multi-year Business plan for the implementation of a Rural Sanitation Programme to eradicate all their rural backlogs by the provision of basic levels of sanitation. This technical report is specifically for villages where sanitation projects have been implemented in the past, but the backlogs were not fully eradicated.

It is planned that the programme will for part of the Nkomazi Local Municipality's 2008/09 IDP and will implementation will hence commence. The population to be covered is 11,032 households, which do not have adequate sanitation facilities. The ISD survey carried out as part of preparing this SPTFS shows these communities to be typically poor rural communities. Not all the households have adequate sanitation facilities.

The implementation of the recommendations made on this SPTFS will be dependent on the outcomes of the groundwater protocol study currently been conducted. But based on observations made from previous sanitation projects, it is assumed that Ventilation Improved Pit (VIP) latrines will be provided as a basic level of services, with a proper groundwater monitoring and quality management. VIP Toilets were constructed in the past with no groundwater problems, so it is safe to assume that the provision of VIPs in these villages will still be acceptable. Local builders and local communities will be trained to carry out as much of the project work. Good sanitation, health and hygiene practices will be promoted by the programme. Activities to achieve this, will include a programme of house to house visits to follow-up, reinforce and monitor the effect of the health promotion. It is expected that the main construction phases of the programme will be completed in the year 2012, should all the funds required be made available.

ROADS AND STORM WATER PLAN

The Nkomazi Local Municipality (NLM) is responsible for the planning (in conjunction with Ehlanzeni District Municipality) and implementation of local roads in the area under its jurisdiction. At the inception of the roads planning process, NLM identified the development of a Roads Master Plan (RMP) as one of the strategic projects, and formulated its scope in accordance with the Provincial and National Government requirements, as well as the relevant Integrated Development and Transport Plans. The primary purpose of this report is to present the NLM with a Roads Master Plan to guide the basic planning and development of local and regional roads in the study area.

COMPREHENSIVE INFRASTRUCTURE PLAN

Every Municipality needs to compile an Integrated Development Plan that defines a framework for creating and sustaining integrated human settlements by providing the necessary infrastructure in a sustainable and coordinated manner. The CIP's have been formulated to enhance the preparation of the IDP and consolidates the information from a wide range of planning instruments (SDF, existing IDP, Master Plans, Sector Plans, etc). It summarises the data at ward level by exploring the unique needs of communities and then formulate plans and projects for providing housing and infrastructure to service these needs. It therefore creates the basis for confirming the alignment of the different sector plans. It furthermore addresses the full life cycle management of those assets by considering the refurbishment and maintenance needs, and ensure that the necessary skills and financial resources are available to achieve the goal of sustainable service delivery is achieved in the medium to long term. This information feeds back into the IDP process before December of each year for the revision of the IDP.

ELECTRICITY MASTER PLAN

Nkomazi Local Municipality is the electricity distributor (licence holder) within areas of its service delivery. However, it be noted that Eskom is also a licensed holder and the service provider in areas which were previously serviced by TED. Those areas are within the jurisdiction of Nkomazi Local Municipality area of service delivery. Eskom is the license holder and the service provider for the villages previously supplied by the former KaNgwane Electricity Corporation lately known as TED (Transitional Electricity Distributor). Although according to the Municipal Systems Act, the Municipality is the service provider but could not exercise those rights when the business was auctioned and won by Eskom in 2004. The department of Minerals and Energy is giving electrification funds to the Municipality as the service provider. The infrastructure installed using the DME funds is being ring-fenced on Eskom books and shall be calculated in favour of the Municipality during the RED's implementation. The maintenance record/load studies and future network expansion can be obtained from Eskom.

INTEGRATED WASTE MANAGEMENT PLAN

The main goal of integrated waste management (IWM) planning is to integrate and optimise waste Management in the region by maximizing efficiency and minimizing financial costs and environmental Impacts in order to improve the quality of life for its citizens. The compilation of an IWMP by a local authority enables the authority to spell out what its intentions are and how it proposes to achieve these goals. It sets applicable but reasonable required milestones which it hopes to achieve and then submits its IWMP to the relevant provincial authority for approval and acceptance. The Integrated Waste Management Planning process should incorporate all the major stages of the process, namely a review of the existing base-line situation (status quo) and legal environment, projections of future requirements; setting objectives; identifying system components (strategic planning); identifying and evaluating alternative methods/approaches for meeting requirements (systems analysis); and developing and implementing an integrated waste management plan (master planning).

The IWMP will then be implemented to the best of the local authority's ability, subject to financial constraints imposed by budget restrictions and sustainability of services rendered. It is important that any plan, once implemented, is evaluated and reviewed to ensure that the respective objectives are met. Proper monitoring of the development and implementation process will be necessary to gauge successful milestone achievements. The IWMP could therefore be utilised to guide the Nkomazi Municipality in the way forward in respect of cost-effective waste management

HIV/AIDS Strategy

This Nkomazi AIDS Strategy has been developed on the basis of this National strategy and the MDG targets as the road map to inform AIDS Council Planning and Interventions. This road will be the tool that will guide the Nkomazi Municipality (Local Government) and its stakeholders in coordinating efforts and programmes, time, energy and recourses in the fight against this disease and reducing its impending impact. This documents is the product is the of an AIDS strategy supported and facilitated by the District Municipality, GTZ-MRDP and ETU involving a number of key role players in the fight against the pandemic, who included, among others, representatives from the Municipal Council, Government Departments, Municipal Staff, NGOs and CBO's and other structures involved in HIV & AIDS programmes within the Jurisdiction of Nkomazi Local Municipality.

Policy for Disabled Persons

YOUTH POLICY

Nkomazi Municipality is known as poverty and under developed area with the highest population located in the rural corner of Nkomazi. Nkomazi has been experiencing economic growth through Agriculture and Tourism. These growth results from the new initiatives on the Tourism Sector that is great potential competitive advantage through the Maputo Corridor as most of our roots are through the N4.

As Nkomazi, it is important to focus on the growth legislative framework mainstreaming youth development into development by implementing youth development policy.

RECRUITMENT AND RETENTION STRATEGY

This process places suitable individuals in vacant position where they contribute to the success of the Nkomazi Municipality and where they can grow and develop to the best of their abilities. The purpose of the Nkomazi Municipality Recruitment and Selection Policy is to provide guidance on the recruitment of staff so as to comply with the provision of our Constitution, the Labour Relations Act No. 66 of 1995 and the Employment Equity Act No 55 of 1998.

This further ensures standardization, transparency, consistency, fairness and best practice with regards to the recruitment process. The critical issue is that the growing instability of the employment relationship has been the subject of intense scrutiny; schools have explored implications of the near employment models for organizational identification, employment practices and the patterns and status of managerial careers. However, prior work experience may include not only relevant knowledge and skill, but also routines and habits that do not fit in the new organizational context. Skills define the way that human effort produces outputs; it can be defined as the quality aspect of human capital. That is the skills we possess determine the ability to convert physical and mental effort into productive outputs. As such skills are difficult to observe or measure, they relate to talent abilities that are only observable as an aspect of the residual between outputs and inputs.

EMPLOYMENT EQUITY PLAN

The Municipality is committed to creating a workplace in which no one is denied employment opportunities or benefits for reasons unrelated to ability and where no one is discriminated against unfairly. The Municipality recognizes that total commitment from all employees to the goals of its Employment Equity Policy and Procedures is necessary if it is to succeed. To this end, it has established the Employment Equity Committee (NEEF) which will be an advisory committee on Employment Equity to assist in devising equity goals and strategies. Employment equity issues will enjoy priority as key business objectives and will constitute an integral part of the performance assessments of all line managers and supervisors.

It is recognised that the goals of employment equity will require specific equity interventions in order that people from “designated groups” (blacks, women and people with disabilities), are represented at all levels in the workforce, and reflect the diversity of the economically active population in the region and sector in which the Municipality’s workplace is situated.

The Municipality remains committed to the promotion, development and recognition of people on merit. To this end, it will neither make ‘token’ appointments, nor implement any practices or procedures which establish barriers to the appointment, promotion or advancement of non-designated employees.

PERFORMANCE MANAGEMENT SERVICE PLAN

This document provides a framework which serves as the guiding policy for the establishment of a Performance Management System in Nkomazi Local Municipality. This is the first review since it was adopted by Council on 7 December 2006. The review process came as a result of changes taking place in the operating environment of the organization, and also to ensure that performance management in the municipality adapts to these changes that impact on the business of service delivery.

While some success has been achieved regarding performance, the policy remains to be effectively implemented over a period of time in order to improve performance management in the municipality. One of the most daunting tasks is to gain buy-in from all employees regarding the benefits of establishing a performance management system. A change management strategy, institutional structures and leadership remain very critical to the success of establishing a sound performance management system.

HOUSING DEVELOPMENT PLAN/HOUSING CHAPTER

The stated objectives of this Plan are:

- Identification of housing backlogs and needs in housing and the setting of delivery goals and priorities (multi- year plan)
- Identification and designation of land for housing development
- Indication through a participatory process, housing supply objectives and strategies to respond to needs
- Recommendations on how to operationalize existing synergies with other sectional programmes impacting on housing (Integrated human settlements)

INDIGENT POLICY

The Nkomazi Local Municipality believes that an indigent policy should be adopted to promote social and economic development and to provide services to the poorest of the poor (Indigent Households).

ENVIRONMENTAL MANAGEMENT

The Municipality has prioritized the development of a number of Environment related plans during the 2010/2011 financial year, i.e Air Quality Management Plan and the Environmental Management Framework with very strong links with the SDF.

SOCIAL COHESION PLAN

The Municipality does not have a social cohesion plan. There are however plans to engage with the Provincial Social Development Department to assist the Municipality with the development of such a plan.

INTEGRATED WATER RESOURCES MANAGEMENT PLAN

The purpose of this integrated Water Resource Management Plan (IWRMP) is to facilitate the implementation of Water Resource Management (IWRM) by the Nkomazi Local Municipality.

IWRM seeks to reach an appropriate balance between the need to protect and sustain water resources on the one hand, and the need to develop and use them on the other i.e. IWRM enables a Local Authority to provide service to all.

Integrated sector plans

Sector Plan	Status of Sector Plan	Date of Approval	Council Resolution No.
Spatial Development Framework	Approved	13 August 2014	NKM:S-GCM: A084/2014
Land Use Scheme	Under Review	To be confirmed	Not applicable
GIS Policy and Procedures	Approved	13 August 2014	NKM:S-GCM: A086/2014
Water Services Development Plan	Under Review	To be Confirmed	Not applicable
Integrated Water Resources Management Plan	Under Review	To be Confirmed	Not Applicable
Infrastructure Investment Plan			
Roads and Storm Water Plan	Under Review	To be Confirmed	Not Applicable
Water Quality Monitoring Plan			
Storm water master Plan	Under Review	To be Confirmed	Not Applicable
Comprehensive Infrastructure Plan			
Electricity Master Plan	Approved	2007	NKM:GCM:A040/2007
Housing Dev.Plan/Housing Chapter			
Integrated Transport Plan			
Employment Equity Plan	Approved	2006	NKM;PCM:2/2006
Employment Equity Policy	Approved	2002	NKM: GCM A060/2002
Workplace Skills Development Plan	Approved	2009	NKM:GCM: A086/2009
Human resource Strategy			
Succession Planning and career pathing	Approved	2011	A006/2011
Incapacity: Due to ill health / injury policy	Approved	2011	A004/2011
Incapacity: Due to poor work performance	Approved	2011	A005/2011
Training and Development Policy	Approved	2011	A003/2011
Standard Operation Procedures HR			
Exit Strategy Detailing the Municipality Plan for the Unemployed			
Strategic Planning HR			
Employee wellness Programme Policy and Place owers		26/05/2010	GCM:A047/2010
Policy on Experiential Training, Volunteerism, Internship and Learnership		2009	NKM:GCM A069/2009
Bursary Policy for Employees		2007	NKM: GCM A101/2007
Travel and Subsistence Policy			NKM:GCM A030/2007
Health and Safety Policy		2009	NKM:GCM A005/2009
Policy and code of Good Practice on Sexual harassment		2007	NKM:GCM A028/2007
EXIT interview Policy		20/08/2008	NKM:GCM A085/2009
Recruitment and Selection Policy		2007	NKM:GCM A052/2007
Leave Policy		2008	NKM:GCM A049/2008

Overtime Policy		2008	NKM:GCM A047/2008
Disable Policy		2008	NKM:GCM A048/2008
Disability Strategy	Approved	29 July 2014	NKM:GCM:A061/2014
Induction Policy		2007	NKM:GCM A029/2007
Financial Man. Plan		28/05/2009	NKM:GCM: A049/2009
Subsistence and Travel Policy		2011	NKM:S- GCM: A042/2011
Budget Policy		2011	NKM:S- GCM: A043/2011
Cash Management and Investment policy		2011	NKM:S- GCM: A044/2011
Cellular phone and 3G Card Policy		2011	NKM:S- GCM: A045/2011
Credit Control and Debt Collection Policy		2011	NKM:S- GCM: A046/2011
Indigent Policy		2011	NKM:S- GCM: A047/2011
Supply Chain Management Policy		2011	NKM:S- GCM: A048/2011
Tariff Policy		2011	NKM:S- GCM: A049/2011
Telephone and Fax Policy		2011	NKM:S- GCM: A050/2011
Rates Policy		2009	NKM:S- GCM A066/2009
Fixed assets Management Policy		2011	NKM:S-GCM A051/2011
Inventory Policy			
Revenue enhancement Strategy			
Fraud Prevention Plan	Approved	19 September 2014	NKM:GCM:A078/2014
Fraud Policy	Approved	19 September 2014	NKM:GCM:A079/2014
Whistle Blowing Policy	Approved	19 September 2014	NKM:GCM:080/2014
HIV/AIDS Strategy		27/03/2009	NKM:GCM:A031/09
Gender Equity Plan		31/10/2006	NKM:PCM: 2/2006
Community Participation Strategy			
Policy on Transversal Issues		2008	NKM:GCM: A048/2008
PMS Policy Framework		2010	NKM:GCM:A039/2010
Performance Management System Polity	Approved	30 April 2014	NKM:GCM:A033/2014
Risk Management Policy	Approved	19 September 2014	NKM:GCM:A077/2014
Forestry Plan			
Air Quality Management Plan			
Environmental Management Framework	Approved	13 August 2014	NKM:S-GCM: A089/2014
Integrated Waste Man. Plan		2009	NKM:GCM: A030/2009
Migration management plan	Draft	To be confirmed	Not applicable
Social cohesion plan	Approved	13 August 2014	NKM:S-GCM: A088/2014
occupational health policy	Approved	18 November 2014	NKM:GCM: A103/2014
Ehlanzeni District Land Audit	Approved	14 August 2014	NKM:S-GCM:A044/2014
Disaster Management Plan	Approved	29 July 2014	NKM:GCM:A062/2014

Approval Chapter

COPY OF FIRST DRAFT NOTICE FOR PUBLIC PARTICIPATION

The Nkomazi Local Municipality council has adopted the draft IDP/Budget & budget related policies in its special sitting held on 29 March 2017 under council resolution number: NLM : S-GCM: A028/2017 and calls upon all interested and concerned parties to scrutinise and comment on the completed draft Integrated Development Plan (IDP)/Budget & related policies – 2017 to 2022, as prescribed by the Local Government: Municipal Systems Act, Act 32 of 2000 [s25 (1) a-e & (4) a (i) (ii) & (b)], as amended & s22 of the Local Government: Municipal Finance Management Act, No. 56 of 2003. In complying with Chapters 4 and 5 of Act 32 of 2000, the draft Integrated Development Plan/Budget & related policies will be available for inspection starting from 10 April 2017 to 29 April 2017. The IDP/budget & related policies will also be available at all clinics, libraries, Traditional Councils offices and Municipal satellite offices across the area of jurisdiction, as well as the Nkomazi website www.nkomazi.gov.za.

Community members are invited to attend consultative meetings as per schedule below:

Ward	Venue	Date	Time
12	Mananga Community Hall	18 April 2017	10:00
10	Tonga Old Police Station	19 April 2017	14:00
TBC	KaMaqhekeza	20 April 2017	10:00

Any comments or representations on the draft IDP/Budget & related policies should be submitted in writing not later than 28 April 2017 to the a\Director [Mr. Moffat Mashele]: Department of Development Planning at 23 Impala Street, Lex Hallman Building. Office hours are 07:30 to 13:00 & 13:30 to 16:00, Monday to Friday. Representations, inputs and comments can also be emailed to: Mxolisi.lukhele@nkomazi.gov.za & Themba.mashabane@nkomazi.gov.za. Any person that needs assistance regarding the submission of comments or representations in respect of the matters raised in the notice can contact the officials mentioned in the notice.

Enquiries can be directed to the following relevant Municipal Officials:

Division	Manager Responsible	Contact
Integrated Development Planning	Mxolisi Jacob Lukhele	013 790 1303
Budget & related policies	Themba Mashabane	013 790 0386

Municipal Manager: Mr. MD Ngwenya
Nkomazi Local Municipality

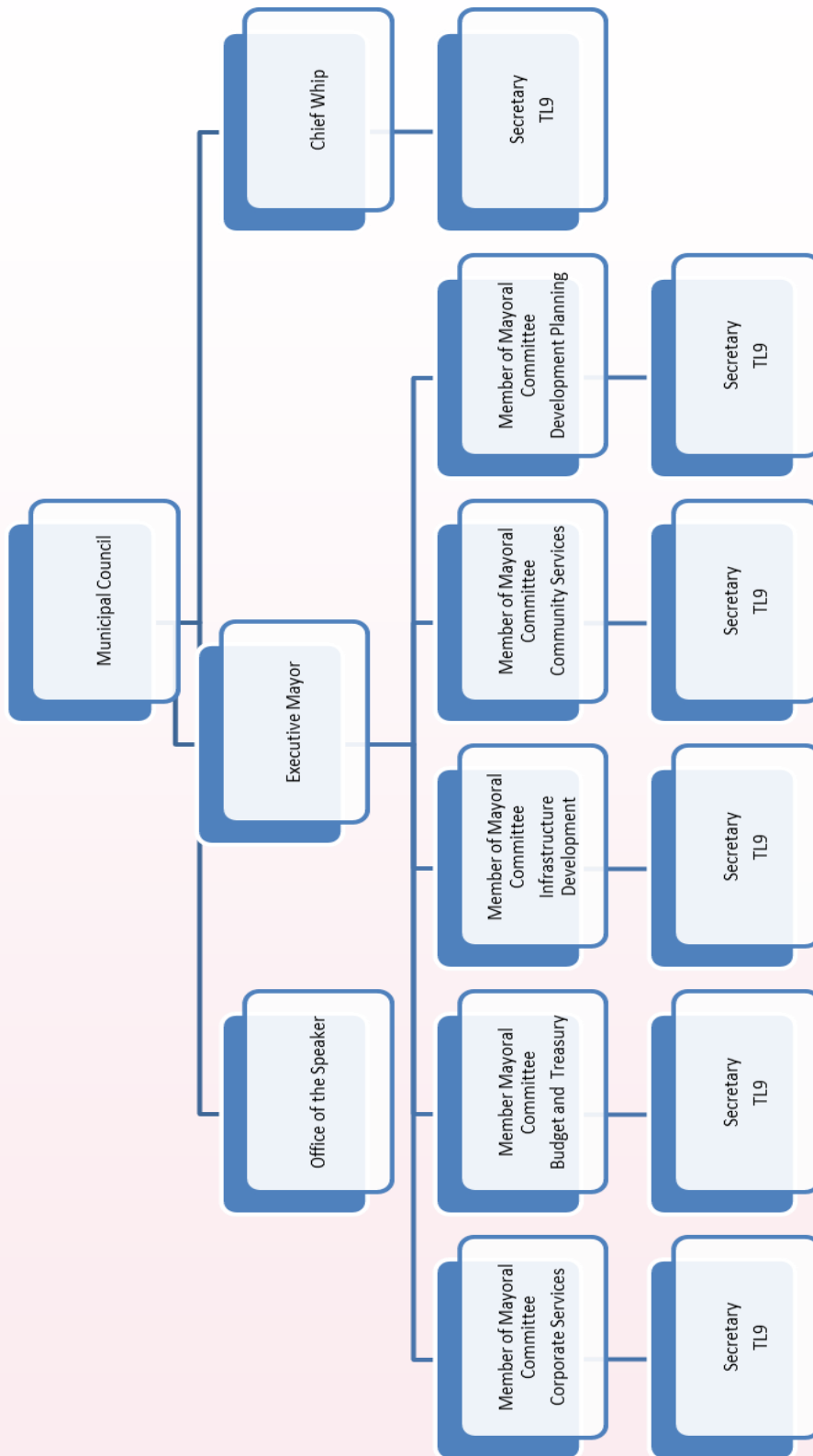
Nkomazi Local Municipality, 09 Park Street, Malalane 1320, Private Bag X101, Malalane 1320.
Tel 013 7900 245, Fax 013 7900 886, Customer Care Line 013 7900 990

Implementation Chapter

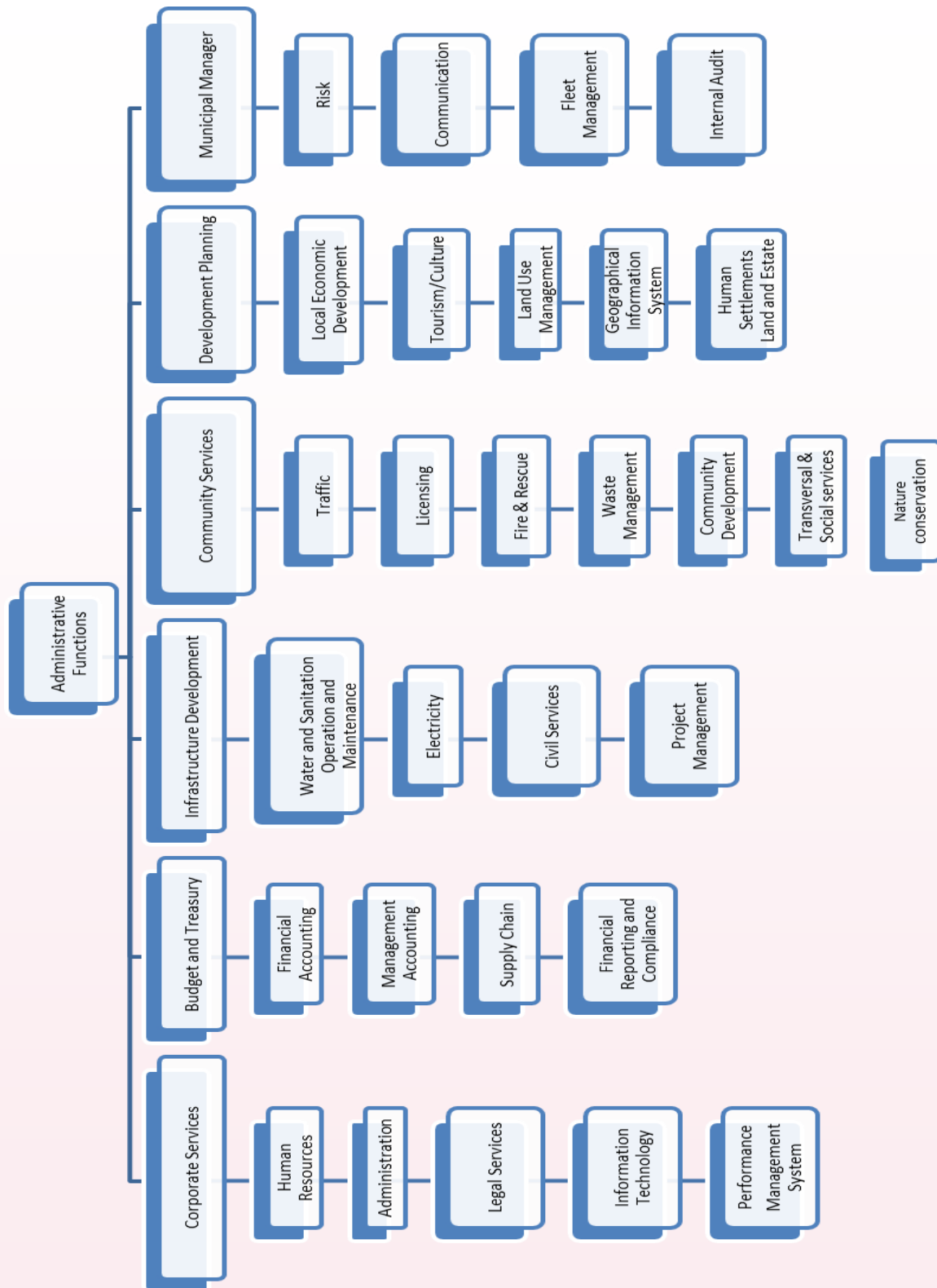


ORGANIZATIONAL STRUCTURE TO DELIVER ON THE PLANNED IDP

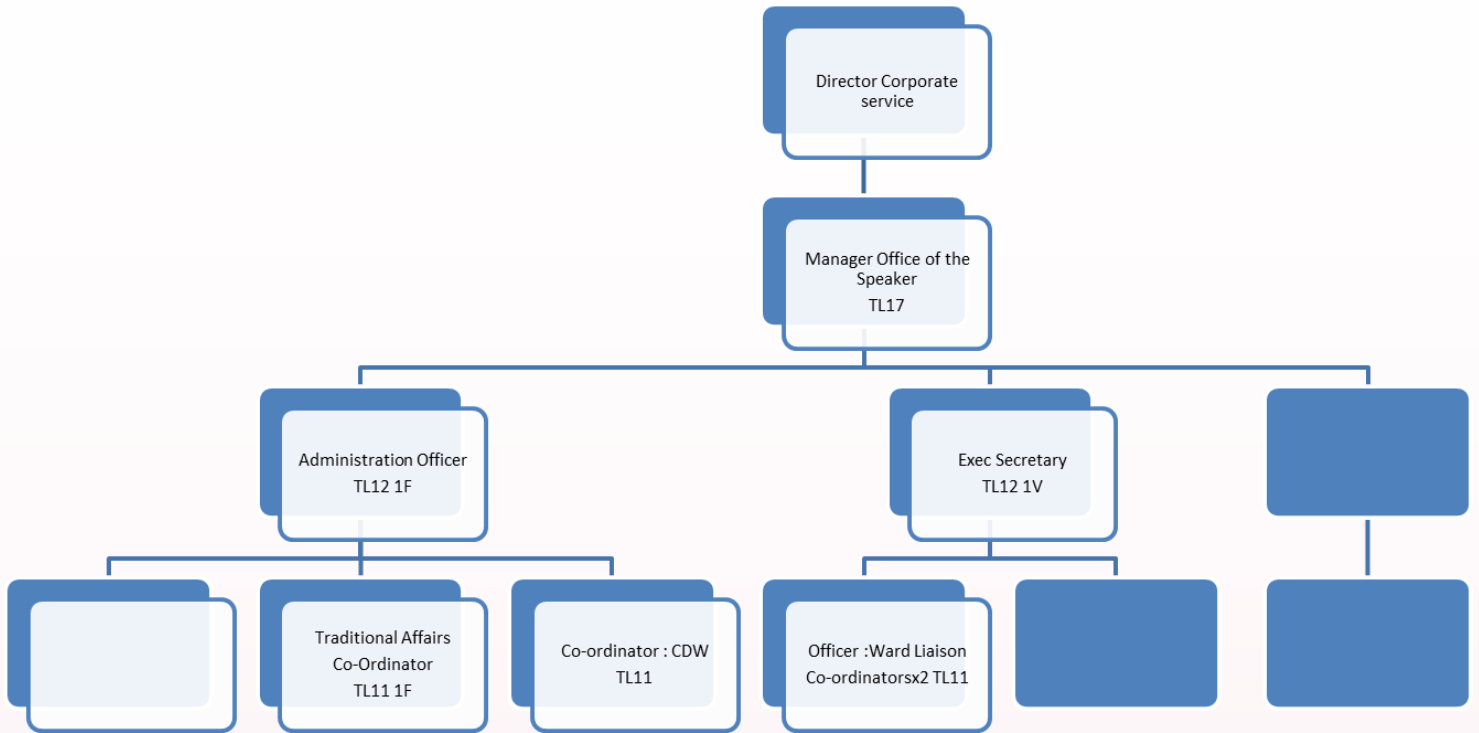
THE MUNICIPAL COUNCIL



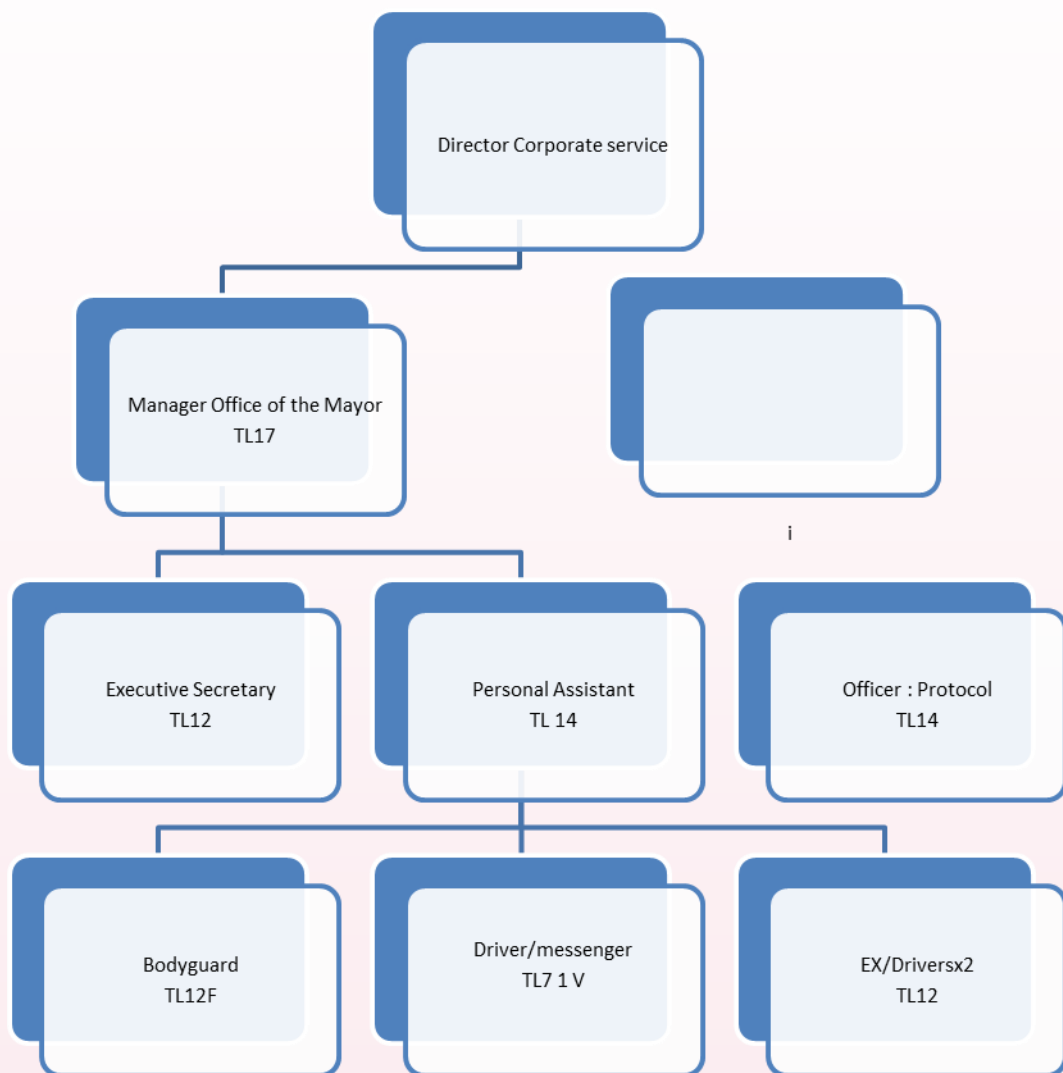
Administrative Functions



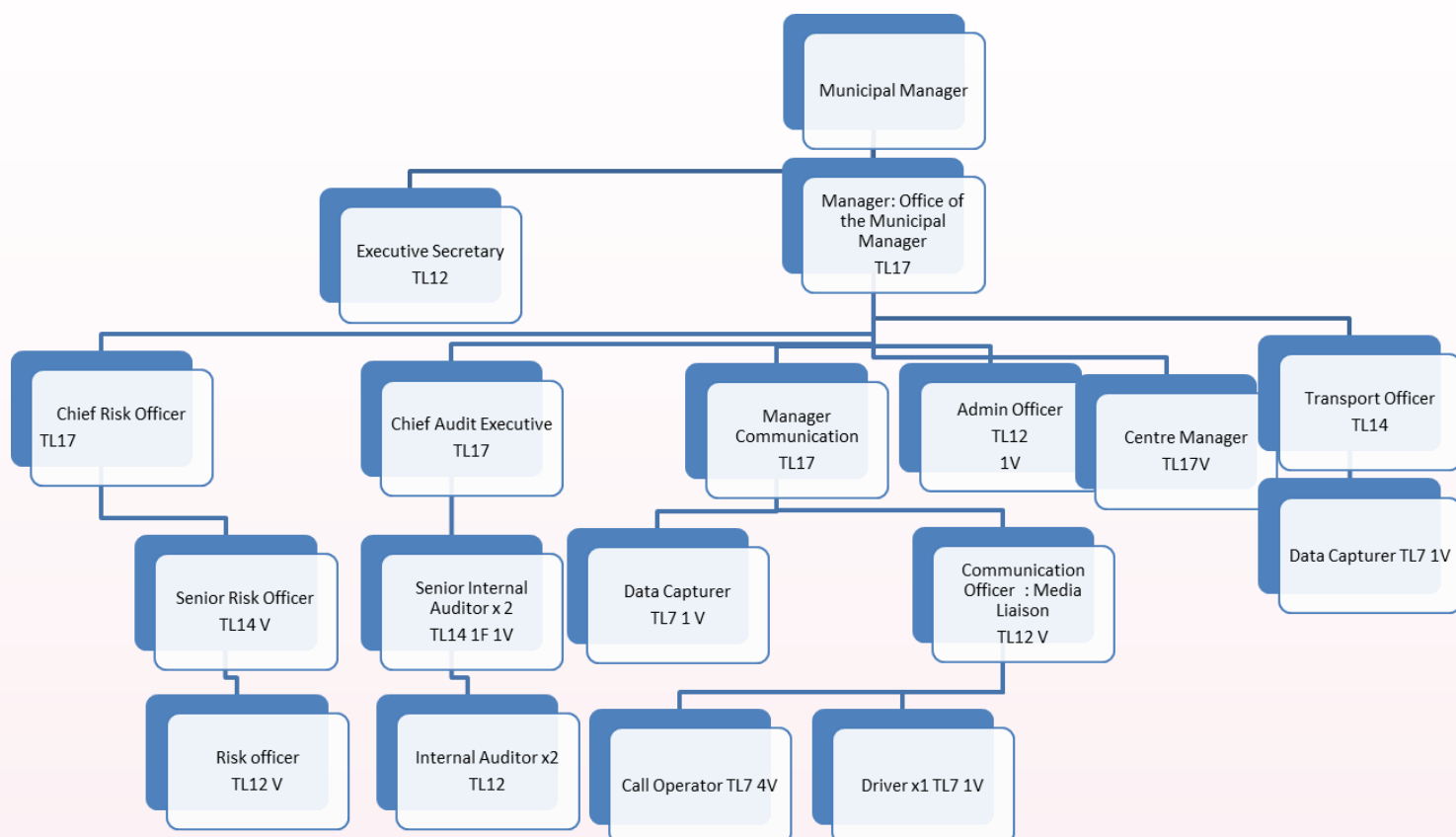
Office of the Speaker



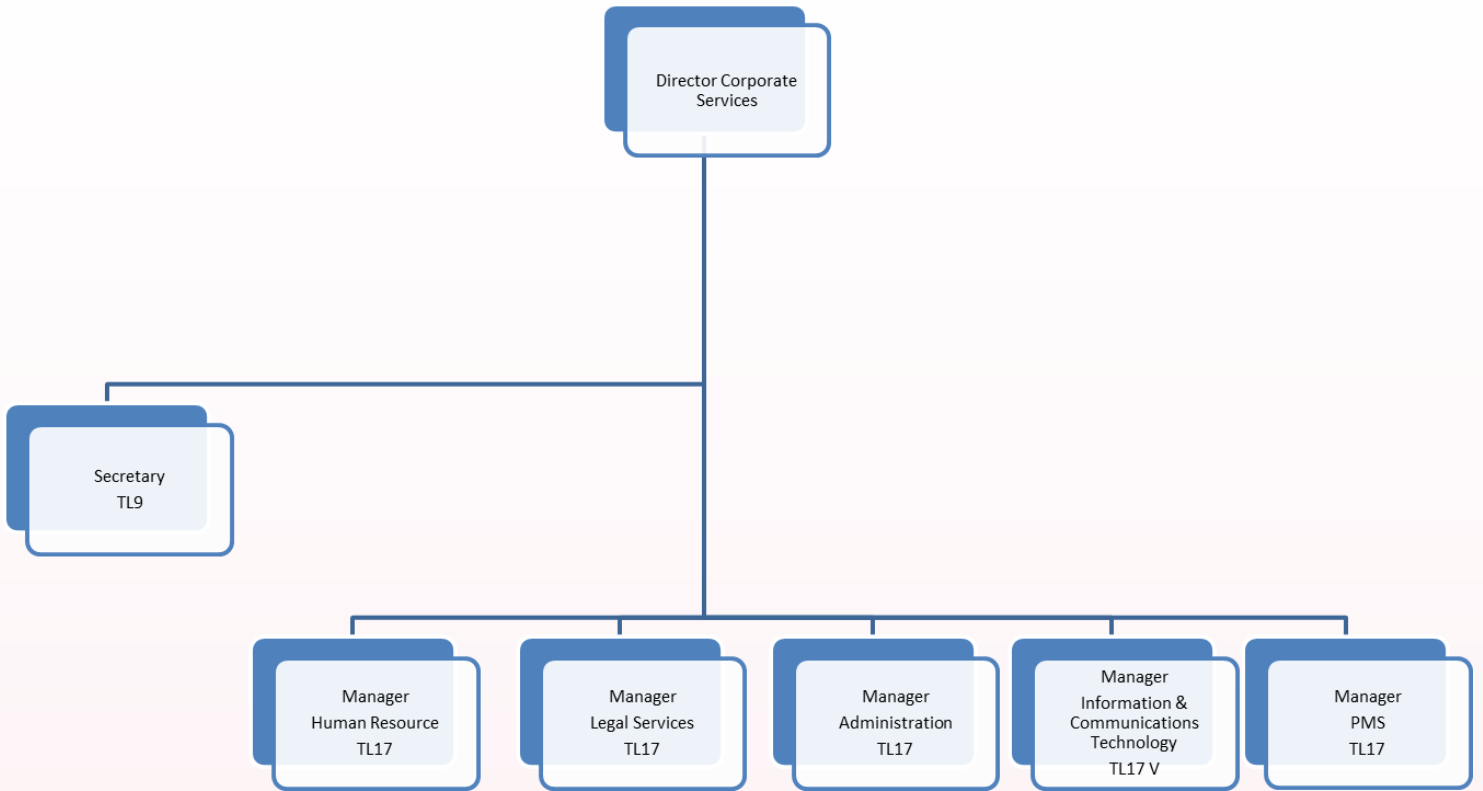
Office of the Executive Mayor



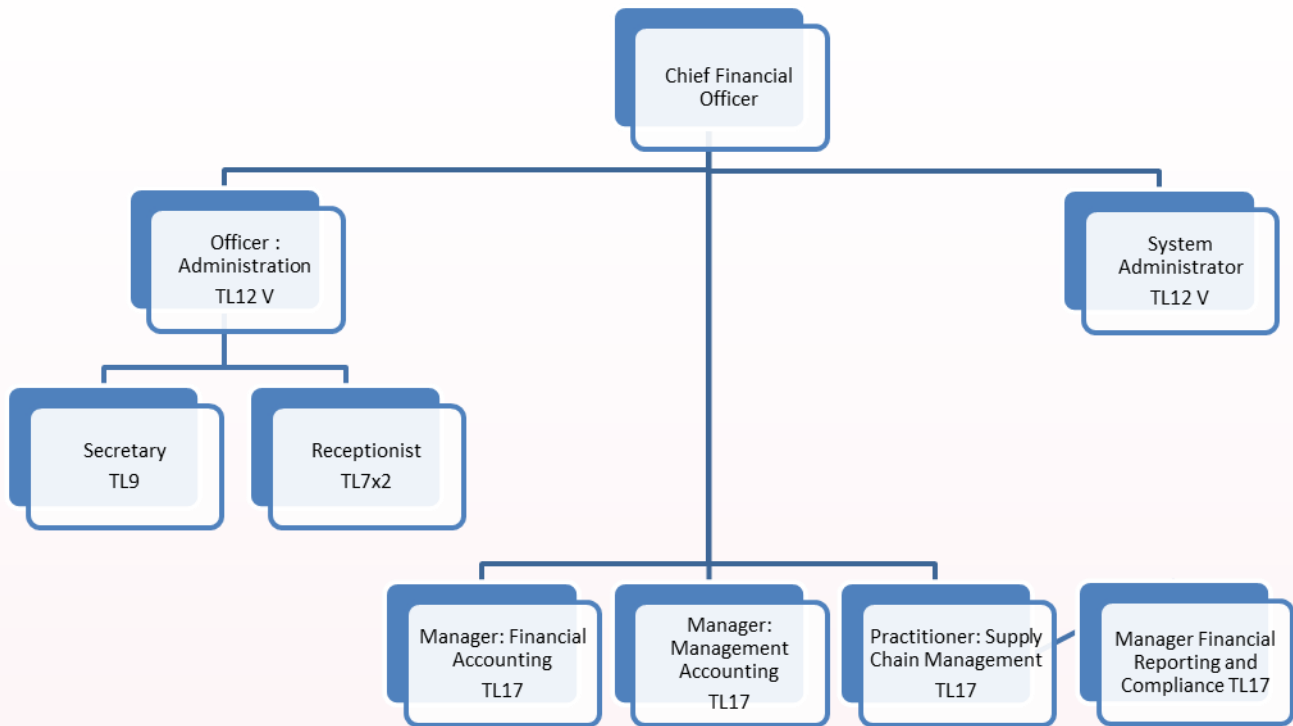
Office of the Municipal Manager



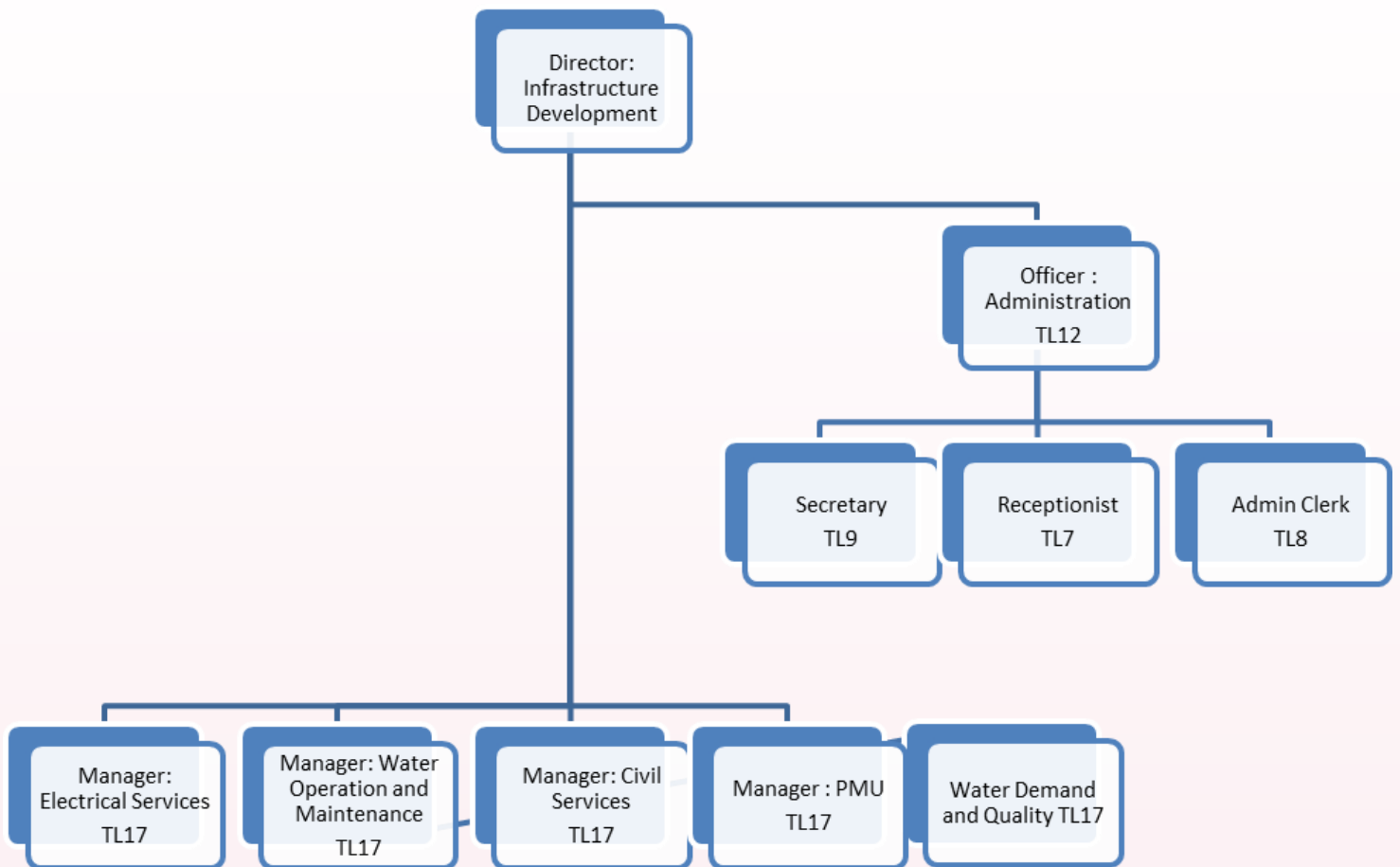
Corporate Services



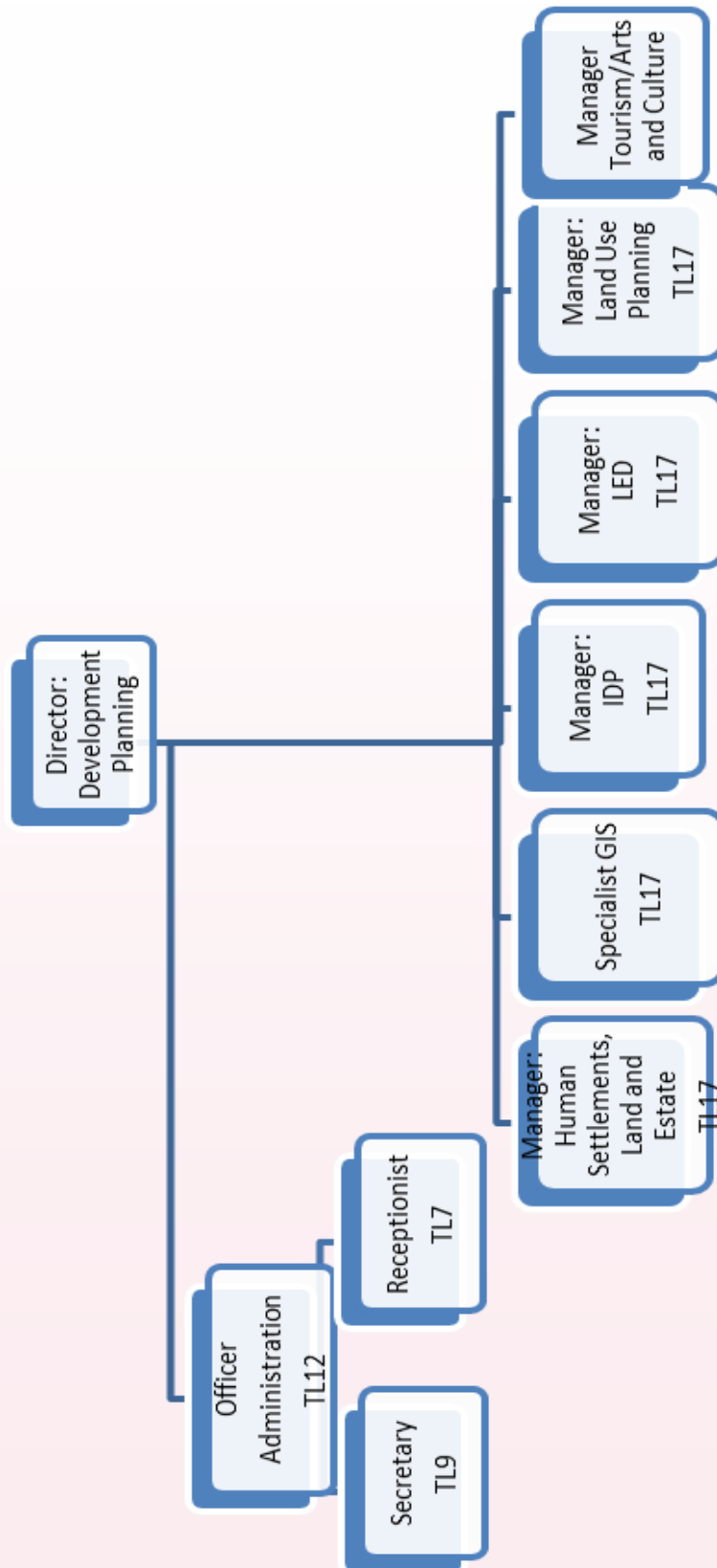
Financial Services



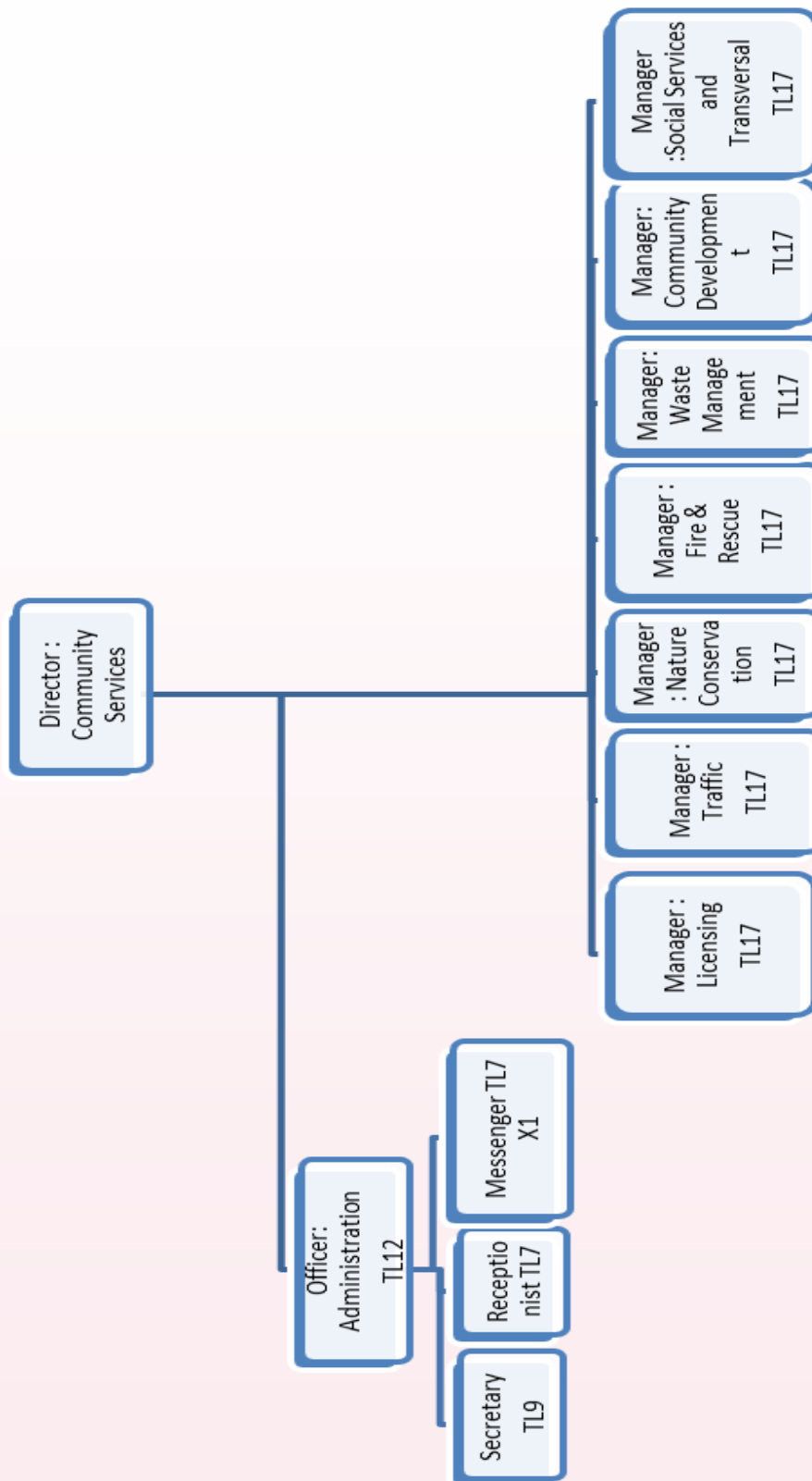
Infrastructure Development



Planning and Development



Community Services



Nkomazi Local Municipality's IDP is developed to enhance the quality of life of all the communities in the Nkomazi Local Municipality area through rendering basic services .



Nkomazi Municipality

Physical Address	21 Impala Street, Malelane, 1320
Postal Address	Private Bag X101, Malelane, 1320
Contact Number [office of the Municipal Manager]	[013] 790 0245
Contact Number [Planning and Development Dept.]	[013] 790 1303
Fax Number	[013] 790 0886
Website	www.nkomazi.gov.za
Email: office of the Municipal Manager	mm_municipal-manager-office@nkomazi.gov.za
Email_ a\IDP Manager: Integrated Development Planning	mxolisi.lukhele@nkomazi.gov.za